Team

Consists of two or more people who work interdependently over some time period to accomplish common goals related to some task-oriented purpose

Members depend on one another for critical information, materials, and actions that are needed to accomplish goals related to their purpose for being together.

Group

just a collection of two or more people

What is the difference between teams and groups?

Teams are special for two reasons:

1. The interactions among members within teams revolve around a deeper dependence on one another than the interactions within groups.
2. The interactions within teams occur with a specific task-related purpose in mind.

Team Types

* Work teams
* Management teams
* Parallel teams
* Project teams
* Action teams

Work Teams

Purpose: Produce goods or provide services, and they generally require a full-time commitment from their members

Life Span: Long (relatively permanent)

Member Involvement: High

Examples: Self-managed work team, production team, maintenance team, sales team

Management Teams

Purpose: Participates in managerial-level tasks and responsible for coordinating the activities of organizational subunits to help the organization achieve its long-term goals

Life Span: Long (relatively permanent)

Member Involvement: Moderate

Examples: Top management team

Parallel Teams

Purpose: Composed of members from various jobs who provide recommendations about important issues

Life Span: Varies (permanent or temporary)

Member Involvement: Low (only part-time commitment from members)

Example: Quality circle, advisory council, committee

Project Teams

Purpose: Formed to take on "one-time" tasks (product, service, plan, design, etc) that are generally complex and require a lot of input from members with different types of training and expertise

Life Span: Varies

Member Involvement: Varies

Example: Product design, research group, planning

Action Teams

Purpose: Perform complex tasks that vary in duration and take place in highly visible to an audience or challenging circumstances

Life Span: Varies

Member Involvement: Varies

Examples: Surgical team, musical group, expedition team, sports team

Virtual Teams

Teams in which the members are geographically dispersed, and interdependent activity occurs through electronic communications--primarily email, instant messaging, and web conferencing.

Team Development 1: Progression Model

Some teams develop in a predictable sequence.

Five Stages of Progression

1. Forming
2. Storming
3. Norming
4. Performing
5. Adjourning

Forming

The first stage of team development, during which members try to get a feel for what is expected of them, what types of behaviors are out of bounds, and who's in charge

Storming

The second stage of team development, during which conflict occurs due to members' ongoing commitment to ideas they bring with them to the team

Norming

The third stage of team development, during which members realize that they need to work together to accomplish team goals and consequently begin to cooperate.

Performing

The fourth stage of team development, during which members are comfortable working within their roles, and the team makes progress toward goals.

Adjourning

The final stage of team development, during which members experience anxiety and other emotions as they disengage and ultimately separate from the team.

Team Development 2: Less Linear Model

A pattern of development called punctuated equilibrium

Forming and pattern creation to inertia, then punctuated equilibrium (midpoint), to process revision and lastly, inertia.

Punctuated Equilibrium

A sequence of team development during which not much gets done until the halfway point of a project, after which teams make necessary changes to complete the project on time.

Three Types of Team Interdependence

1. Task Interdependence
2. Goal Interdependence
3. Outcome Interdependence

Task Interdependence

refers to the degree to which team members interact with and rely on other team members for the information, materials, and resources needed to accomplish work for the team

Four Types of Task Interdependence

1. Pooled Interdependence
2. Sequential Interdependence
3. Reciprocal Interdependence
4. Comprehensive Interdependence

Pooled Interdependence

This type of task interdependence has the lowest degree of required coordination.

Group members complete their work assignments independently, and then their work is simply added together to represent the group's output

Sequential Interdependence

A form of task interdependence in which group members perform different tasks in a prescribed sequence, and members only depend on the member who comes before them in the sequence

Reciprocal Interdependence

A form of task interdependence in which group members interact with only a limited subset of other members to complete the team's work

Comprehensive Interdependence

This form of task interdependence requires the highest level of interaction and coordination, in which team members have a great deal of discretion in terms of what they do and with whom they interact in the course of the collaboration involved in accomplishing the team's work

Goal Interdependence

The degree to which team members have a shared goal and align their individual goals with that vision

To ensure high levels, have a formalized Mission Statement

Outcome Interdependence

The degree to which team members share equally in the feedback and rewards that result from the team achieving its goals

Reward examples: pay, bonuses, formal feedback and recognition, pats on the back, extra time off, and continued team survival

Team Composition

The mix of the various characteristics that describe the individuals who work in the team

Five Aspects of Team Composition

1. Member Roles
2. Member Ability
3. Member Personality
4. Team Diversity
5. Team Size

Member Roles

A pattern of behavior that a person is expected to display in a given context

Leader-staff Teams

A type of team that consists of members who make recommendations to the leader who is ultimately responsible for the team decisions

example: the leader makes decisions for the team and provides direction and control over members

Team Task Roles

refer to the behaviors that directly facilitate the accomplishment of team tasks

examples: the orienter establishes the direction for the team, the devil's advocate offers constructive challenges to the team's status quo, and the energizer motivates team members to work harder toward team goals

Team Building Roles

refer to behaviors that influence the quality of the team's social climate

examples: the harmonizer who steps in to resolve differences, the encourager who praises the work of teammates, and the compromiser who helps the team see alternative solutions

Individualistic Roles

reflect behaviors that benefit the individual at the expense of the team

examples the aggressor "puts down" or deflates fellow teammates, the recognition seeker takes credit for team successes, and the dominator manipulates teammates to acquire control and power

Member Ability

team members possess a wide variety of abilities, in which some of these may be important to consider in team design.

Three Types of Ability Tasks

1. Disjunctive Tasks
2. Conjunctive Tasks
3. Additive Tasks

Disjunctive Tasks

Tasks with an objectively verifiable best solution for which the member with the highest level of ability has the most influence on team effectiveness

Conjunctive Tasks

Tasks for which the team's performance depends on the abilities of the team's weakest link

Additive Tasks

Tasks for which the contributions from every member add up to determine team performance

Member Personality

Team members also possess a wide variety of personality traits, which affect the roles that team members take on, as well as how teams function and perform as units

Team Diversity

The degree to which team members are different from one another

Value in Diversity Problem-Solving Approach

Diversity in teams is beneficial because it provides for a larger pool of knowledge and perspectives from which a team can draw as it carries out its work

Similarity-Attraction Approach

People tend to be more attracted to others who are perceived as more similar.

People also tend to avoid interacting with those who are perceived to be dissimilar, to reduce the likelihood of having uncomfortable disagreements.

Surface-level Diversity

Diversity of observable attributes such as race, gender, ethnicity, and age

Deep-level Diversity

Diversity of attributes that are inferred through observation or experience, such as one's values or personality

Team Size

Having a greater number of members is beneficial for management and project teams but not for teams engaged in production tasks

Team Viability

refers to the likelihood that the team can work together effectively into the future

Hybrid Outcome Interdependence

Members receive rewards that are dependence on both their team's performance and how well they perform as individuals

Effects of Task Interdependence on Performance

Task interdependence has a moderate positive effect on team performance. However, the correlation is higher in teams involved in more complex knowledge work rather than less complex work

Effects of Task Interdependence on Commitment

Task interdependence has a weak relationship with Team Commitment. However, the correlation is stronger for teams involved in more complex knowledge work than in teams involved in less complex work.