

Leading Teams

Link:

<https://www.coursera.org/learn/leading-teams/home/welcome>

The Benefits and Costs of Team Size

Why Larger Teams are Preferred

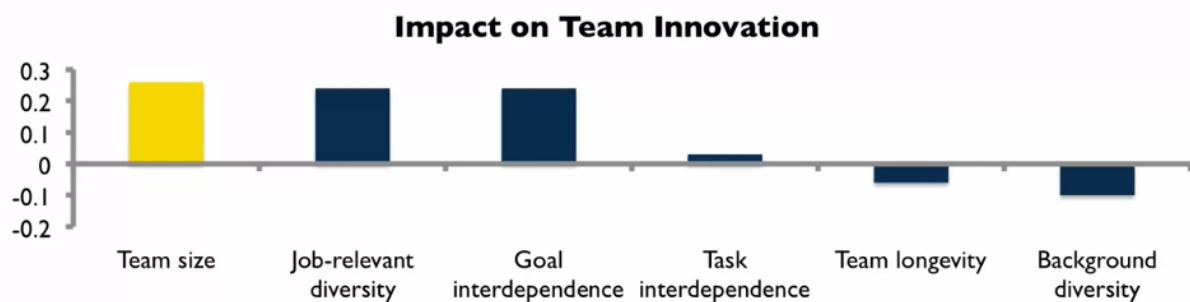
- More capabilities
- More resources
- More information and input
- More ideas and possible solutions

Why Smaller Teams are Preferred

- More cohesive
- Higher member satisfaction
- Faster decision making, consensus
- More effective individual contribution

Why Care? Team Size and Innovation

Based on a sample of 24 unique studies covering 1,359 different teams...

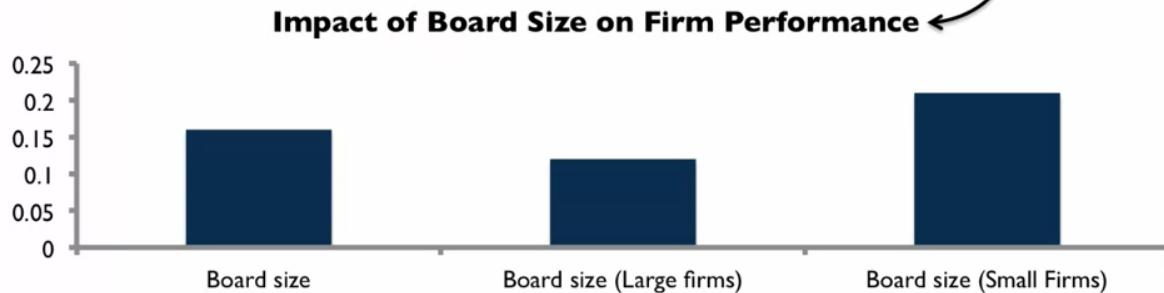


Why Care? Team Size and Firm Performance

In tech startups, founding team size positively predicts new venture growth and net cash flow.

Source: Halebian and Finkelstein, *AMJ*; Ensley and Hmieleski, *Research Policy*

With firm performance assess via both market and accounting based measures of performance.

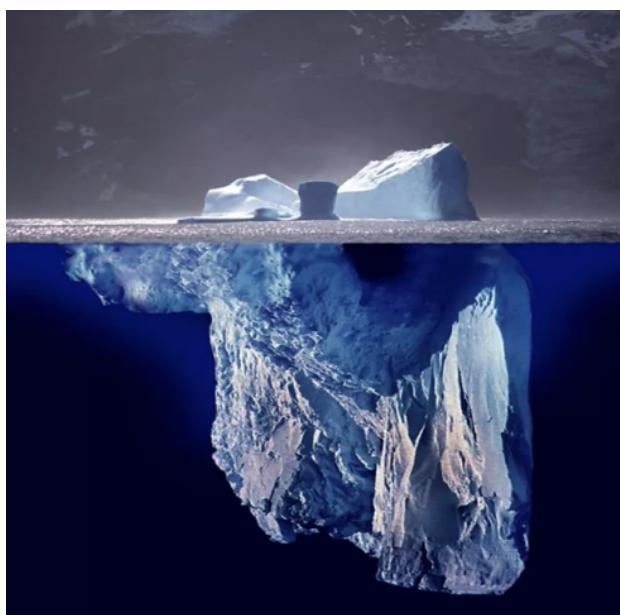
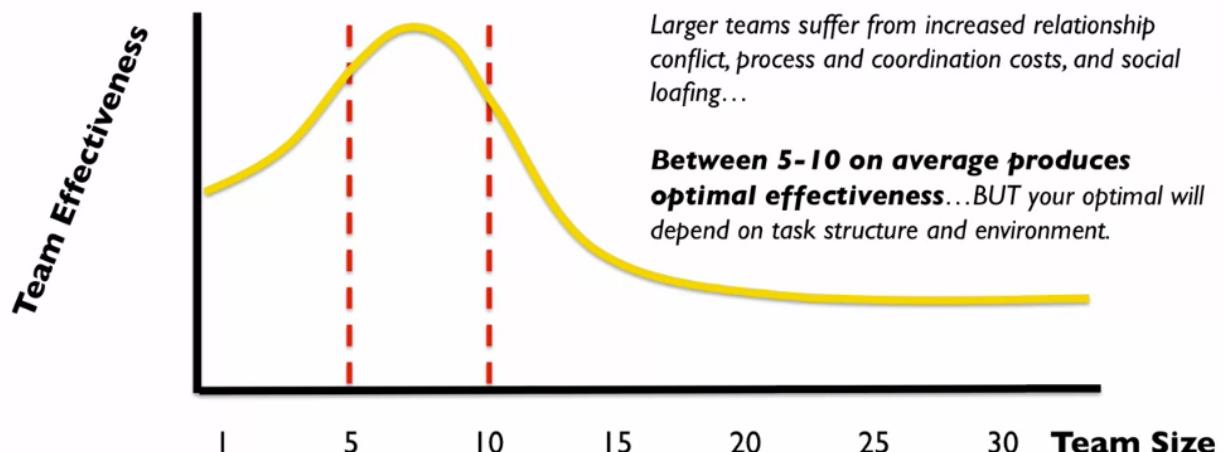


Too big? Too small? Just right?

“So is small team size... **the optimal number, 4.6.**”

Jerry Useem, *Fortune*, 2006

Too big? Too small? Just right?



Surface-level Diversity

The observable characteristics of a person.

- Gender
- Age
- Race and nationality
- Educational background

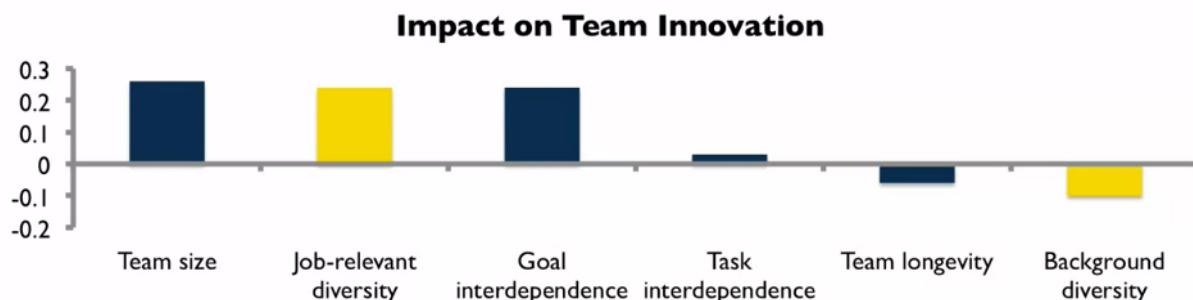
Deep-level Diversity

The non-observable characteristics of a person.

- Personality
- Values
- Abilities
- Beliefs and motives

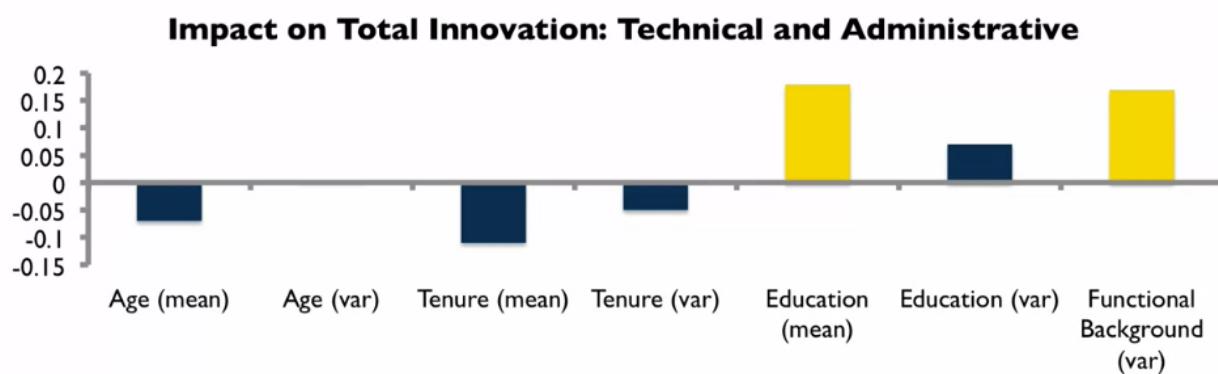
Why Care? Diversity and Innovation

Based on a sample of 24 unique studies covering 1,359 different teams...



Surface-level Diversity and Innovation

Based on a sample of 199 banks in the United States...



Source: Dierckx et al., 2013; Dierckx et al., 2014

Perceived Fit and Key Outcomes

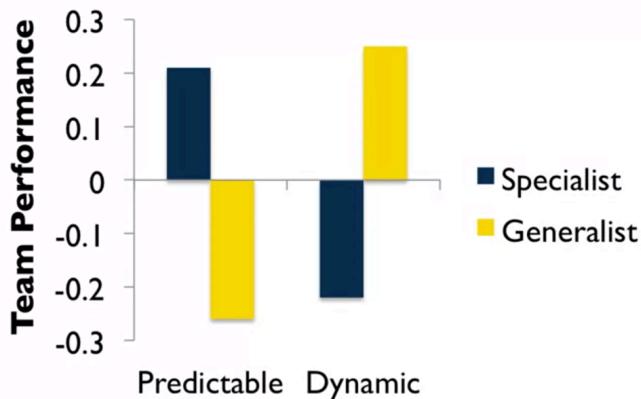
Perceived fit based on perceptions of values and goals congruence.

Outcome	Effect of Person-Group Fit	Effect of Person-Supervisor Fit	Effect of Person-Organization Fit
Job satisfaction	.31	.44	.44
Org commitment	.19	.09	.51
Intent to quit	(.22)	--	(.35)
Group cohesion	.27	--	--
Employee performance	.19	.18	.07

Specific Goals in Teams: What's the goal? Learning or Performance



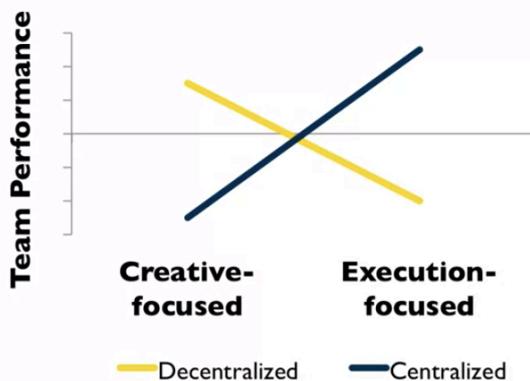
Specialist vs. Generalist Structures



Conclusion

- Specialist structures work best in predictable, routine task environments because of added efficiency.
- Generalist structures work best in dynamic task environments because of added flexibility.

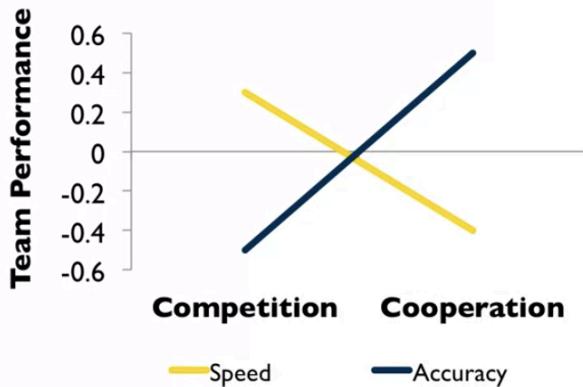
Centralized vs. Decentralized Structures



Conclusion

- The benefits of centralized versus decentralized structures depends on task type:
 - Creative, problem-solving task = decentralized structure (flexibility)
 - Executive-focused task = centralized structure (efficiency)

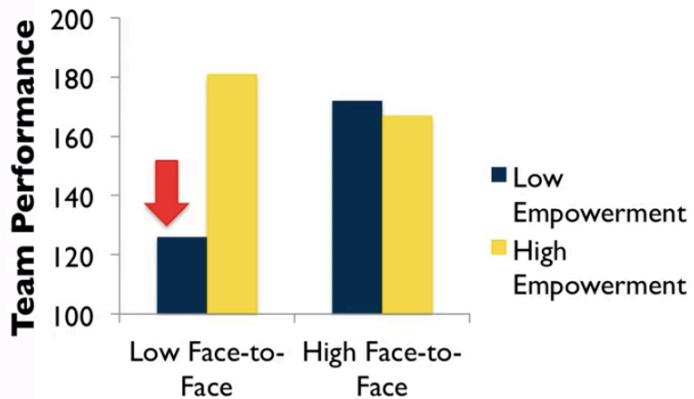
Cooperative vs. Competitive Rewards



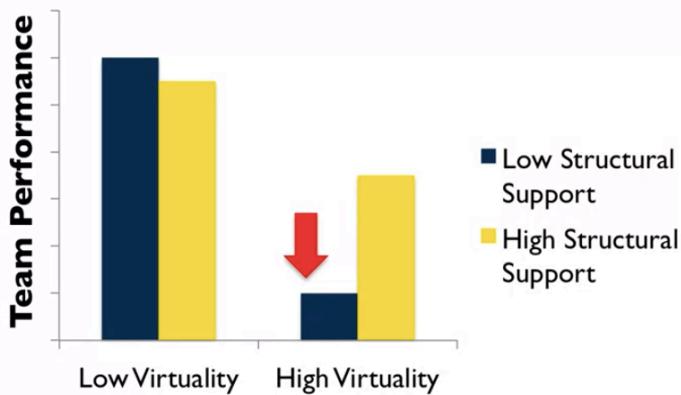
Conclusion

- Do you need quantity (speed) or quality (accuracy)?
- The effectiveness of competitive and cooperative reward structures depends on the dimension of task performance: quantity or quality.

Strategy #1: Foster Team Empowerment



Strategy #2: Build Support Structures



Conclusion

- Virtuality makes it harder...
- ...but building structural supports helps.

Example support structures:

Clear and fair reward structure

Clear task structures and roles

Consistent information sharing



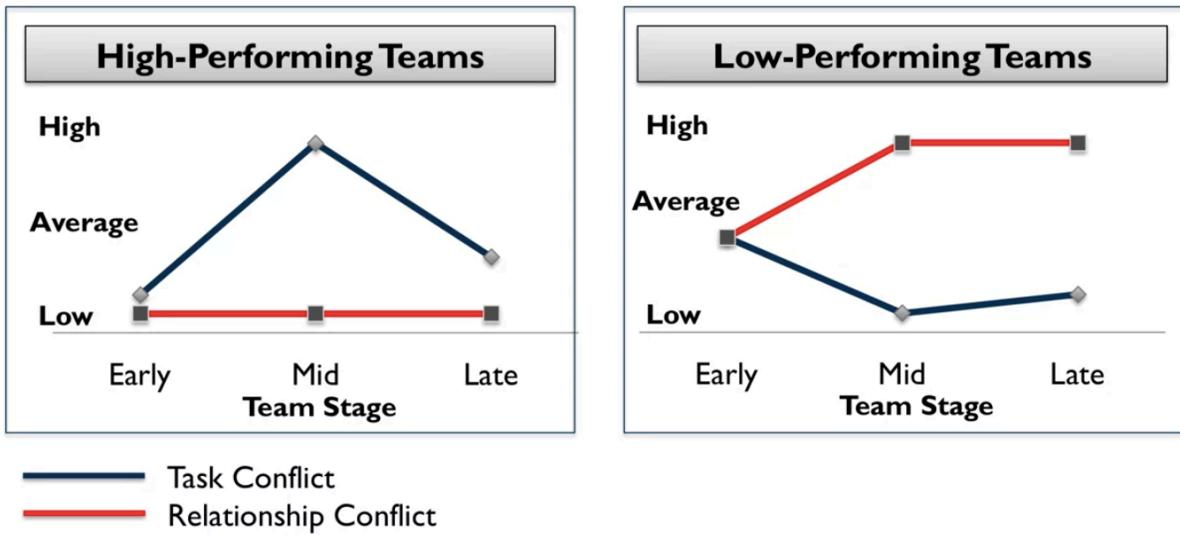
Best Practices: Dividing Work & Coordination

- ***Use single-digit teams***
- ***Have clear goals and performance standards***
- ***Minimize links in communication***
- ***Division of labor should be focused on the ultimate goal of the group***
- ***Don't give the most important task to the least committed person!***
- ***Try to preserve equity across projects and not within individual projects***

How to Manage Social Loafing

- ***Address early!***
- ***Assign meaningful tasks***
- ***Assign unique roles***
- ***Make individual contributions identifiable***
- ***Use hybrid (team-individual) reward structures***
- ***Invest in relationship formation in teams***

Temporal Aspects of Conflict

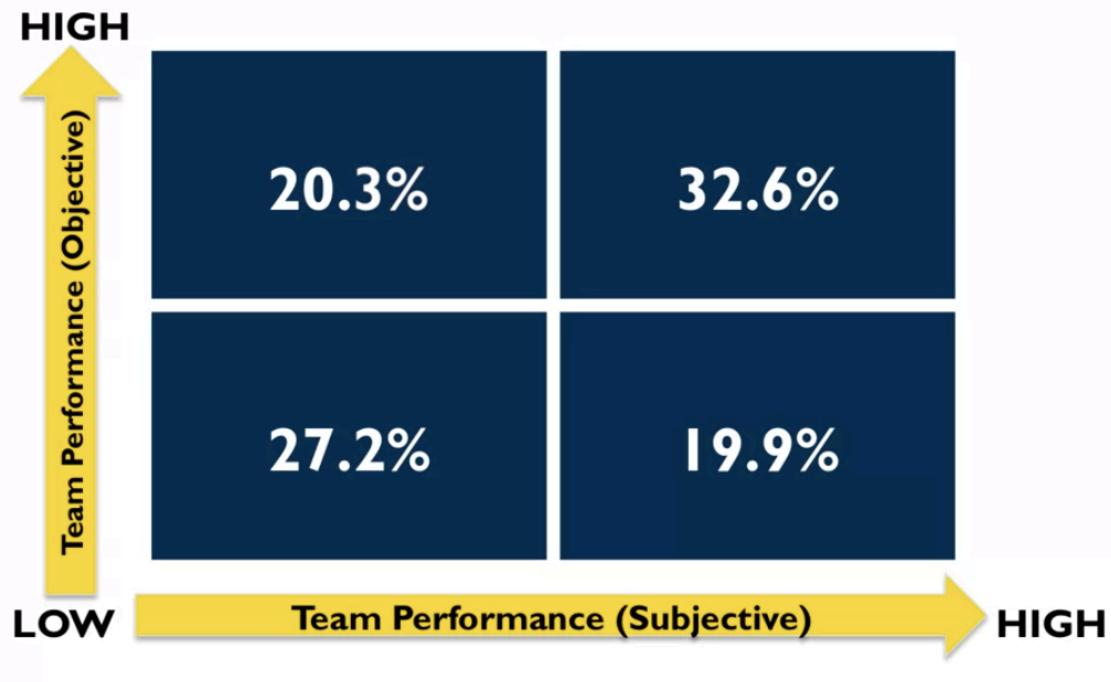


Mitigate Relationship Conflict



- *Establish and reinforce norms that make vigorous debates the norm rather than the exception*
- *Address early!*
- *Try to transform relationship conflict into task conflict*
- *Avoid inflammatory language and ask people to re-state their views*

Feeling Good vs. Doing Good



Evaluating Team Performance



- ***Objective goal attainment***
- ***Satisfaction with group interaction***
- ***Learning by the teammates***

Brainstorming in Groups

 IDEAS	Team Brainstorming	Individual Brainstorming (same number of individuals working independently)
Quantity: Number of ideas generated	28	74.5
Quality: Percentage of “good ideas” evaluated by experts	8.9%	25.5%

Source: Diehl and Stroebe (1987); Paulus et al. (1993)

Time Limit

- Set a tight timeline for a brainstorming session (e.g., 10 minutes)
- After 10 minutes, challenge your team to double its performance in the next 10 minutes.

RESULT:

- 93% of teams increase per-person productivity
- Average productivity increase is 57% (!)

Source: Thompson (2013)

Psychological Safety

“A shared belief held by members of a team that the team is safe for interpersonal risk taking.”

Source: Edmondson (1991: 350)

Drivers of Psychological Safety

- **Team leader behaviors**



- ✓ *Being accessible and approachable*
- ✓ *Explicitly inviting input and feedback*
- ✓ *Modeling openness and fallibility*

“Steven models this behavior... he will say I ‘screwed up.’ My judgement was bad in this case.”

Source: Edmondson and Kramer (2004); Nemphard and Edmondson (2006)

Drivers of Psychological Safety



- **Trusting relationships**

- ✓ *Invest, invest, invest in interpersonal relationships*

- **Practice fields**

- ✓ *Trial (“dry”) runs, off site and off-line meetings, simulations*

- **Organizational support**

- ✓ *Access to resources and information*

Source: Edmondson and Kramer (2004); Nemphard and Edmondson (2006)

Benefits of Transactive Memory



- **Better search and acquisition of information**
- **Tacit coordination & eliminating coordination losses**
- **Less likely to fall into common information trap**
- **Teams perform better on tasks that require memory and information retrieval**