

# **Team Work in a Performance Environment**

ken robinson

# Objectives

- Understand the Characteristic of Teams
- Examine Team Building Interventions and Performance Environments
- Explore a Process Approach to goal achievement

# Team

- A Work Group “is a number of persons having some interaction and degree of interdependence in carrying out tasks to achieve org goals”  
French and Bell
- A Team is “a form of group with a higher commitment to common goals and a higher degree of interdependency and interaction”  
‘Katzenbach and Smith

# Types of Work Teams

- Intact Work Teams / formal teams
- Multifunctional teams
- Cross functional teams — Tom Peters (Thriving on Chaos)

# Effective Teams

- Self Directed Teams — Tom Peters
- Quality Circles — French and Bell
- ‘Linking Pins’ — Likert and McGregor
- Functioning Individuals ----- Functioning teams



# Characteristics of Functioning Effective Teams (McGregor)

- Relaxed comfortable atmosphere
- Task is well understood
- Members listen and task relevant discussion is high
- People express their feelings and ideas
- Conflict is centered around ideas/methods not personality
- The group is self conscious about its operation
- Decisions are made on consensus not majority vote
- Actions lead to clear assignments and are accepted

# Characteristics of Functioning Effective Teams (Parker)

- Clear Purpose
- Informality
- Participation
- Civilised disagreement
- Consensus Decision Making
- Open Communication
- Clear roles and assignments
- Shared leadership
- External Relations
- Style Diversity
- Self - Assessment

# Characteristics of High Performance Teams (Larson & LaFasto))

1. Clear Elevating Goal
2. A Results Driven Structure
3. Competent Team Members
4. Unified Commitment
5. A Collaborative Climate
6. Standards of Excellence
7. External Support and Recognition
8. Principled Leadership



# 10 Traits of a Great Team

1. Togetherness
2. High Standards
3. Commitment
4. Winning Mindsets
5. No egos or entitlement
6. High Work Ethic
7. Respect for each other
8. Great Communication
9. Learning Environment
10. Strong Relationships

(Harvard Business Review)

# Team Building Interventions

- Diagnosis
- Task Accomplishments
- Team Relationships
- Team and Organisation Processes

# Diagnosis

- Goal Setting - Where are we going and how are we doing?
- Strengths
- Problems
- Position on Tasks
- Relationships
- Opportunities

# Task Accomplishment

- Problem Solving
- Decision Making
- Role clarification
- Goal Setting

# Team Relationships

- Interpersonal
- Peer to Peer
- Boss - Subordinate

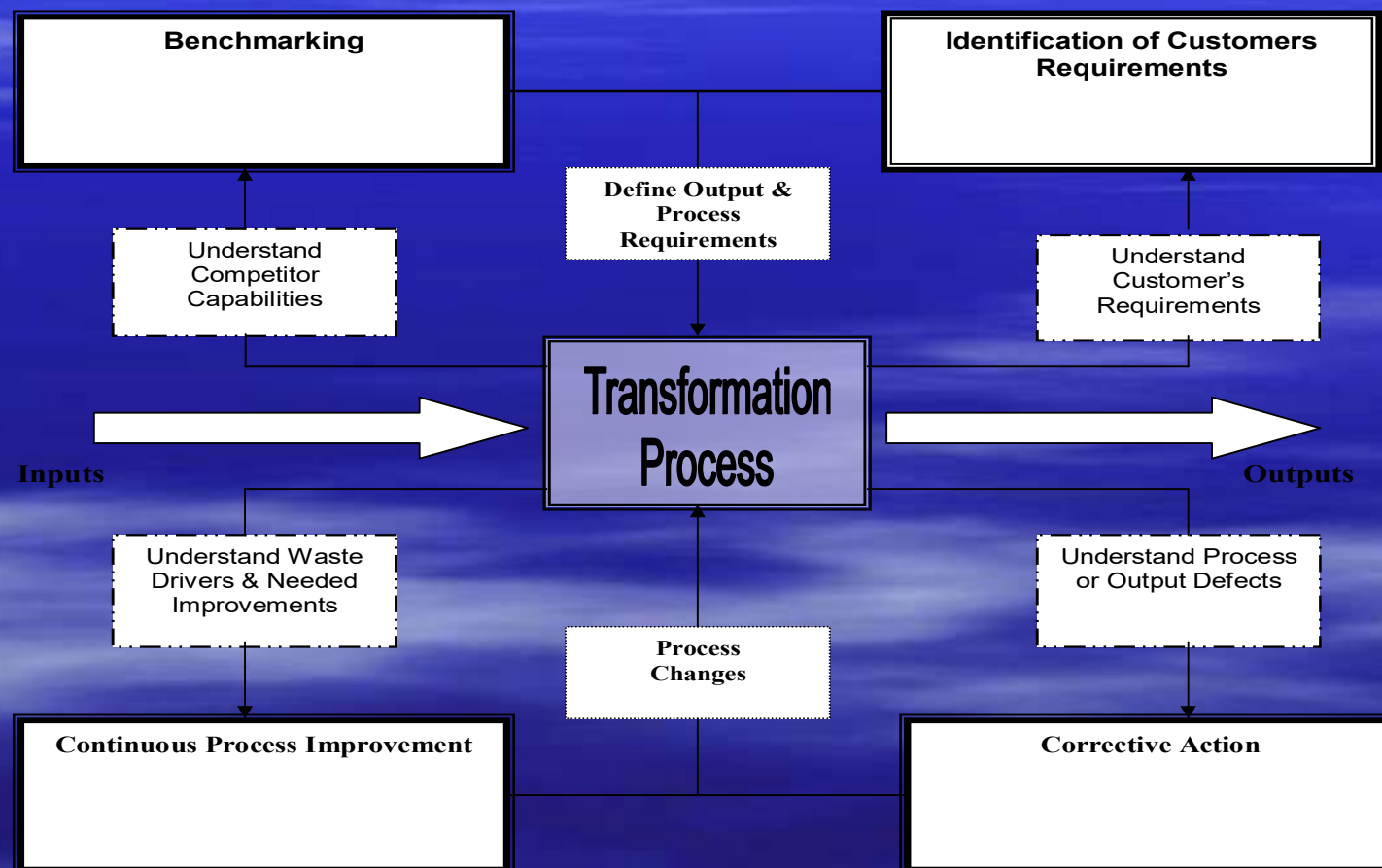


# Team and Organisation Processes

- Group Processes
  - Org awareness of processes
  - Consequence of the processes
  - Mechanisms by which they can be changed (Schein)
- Communication
- Roles
- Norms
- Culture
- Climate

# Process Model

## Process Model



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# Team Building (Beckhard)

- Set Goals
- Analyse the way work is performed
- Examine group processes and work levels
- Examine relationships amongst team

# Team Building (Bell and Rosenweig)

- Get the right people together for
- A large block of uninterrupted time
- To work on high priority problems or opportunities that
- That they have identified and worked on
- In ways that are structured to enhance the likelihood of
- Realistic solutions and action plans that are
- Implemented enthusiastically and
- Followed up to assess actual versus expected results

# Team Building (Gesalt Therapy)

- Focus on the individual as persons function as whole total organisms- Frederick S.Fritz Perls
- Goals of GT
  - Awareness
  - Integration
  - Maturation
  - Authenticity
  - Self Regulation
  - Behaviour change – Robert Harman



# Team Stages of Development

- Bruce Tuckman

- Forming
- Storming
- Norming
- Performing

# Motivation & Retention

- Maslow - hierarchy of needs
- McGregor - Theory X - Theory Y
- Herzberg - Dual Factor Theory

# Maslow (1943)

- Self Actualisation
- Esteem
- Social
- Safety
- Physiological

# McGregor

## ■ Theory X

- Employees are inherently lazy, dislike work, will do as little as possible.
- Workers need to be corrected, controlled and directed
- Dislike responsibility and prefer direction
- Want only security and material rewards

## ■ Theory Y

- Employees like work and want challenging tasks
- If the work itself and the environment is appropriate, employees will work willingly without need for coercion or control.
- People are motivated by respect, esteem, recognition and self fulfilment
- People want responsibility and the majority are imaginative and creative.

# Herzberg's dual factor theory

- Factors that led to extreme dissatisfaction but not satisfaction
- Factors that led to extreme satisfaction but not dissatisfaction

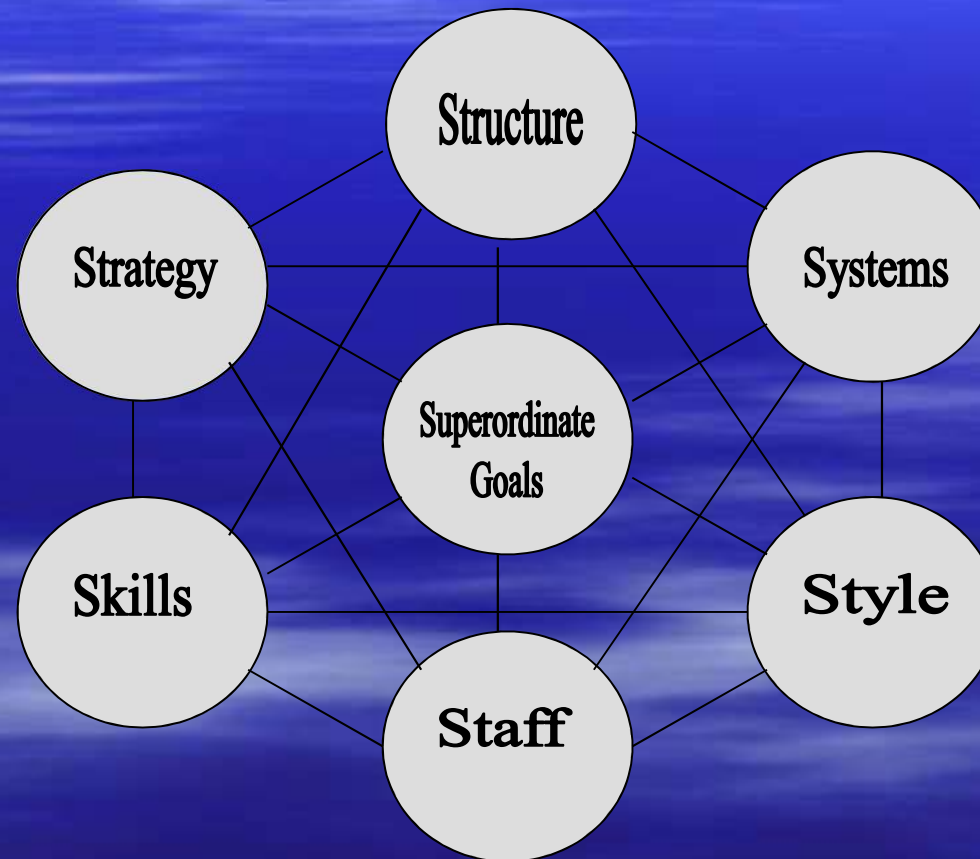


# Performance Management

- 'Performance management system identifies, develops, and utilizes an organisation's human resources'.

# McKinsey Seven S-Model

Source: Robert H. Waterman, Jr, Thomas J. Peters and Julien Phillips  
"Structure is not Organisation" *Business Horizons* (June 1980)



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