

RESUME

ORGANIZATIONAL BEHAVIOR

CHAPTER 10 UNDERSTANDING WORK TEAM

STUDENT DEVELOPMENT DIVISION
MANAGEMENT STUDENT SOCIETY 2013
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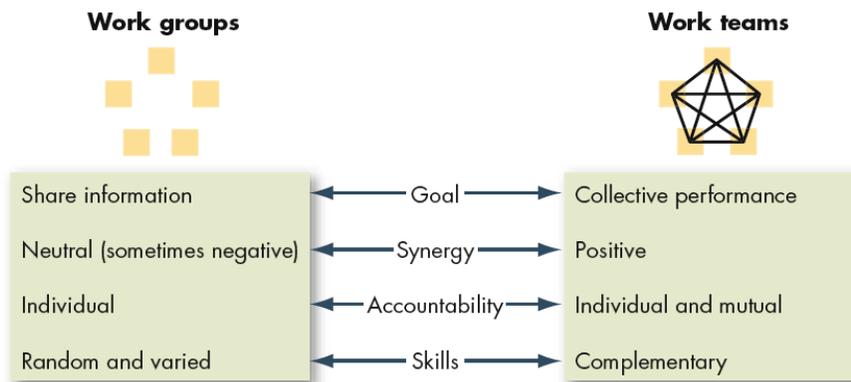
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Chapter 10 Understanding Work Teams

Differences between Groups and Teams

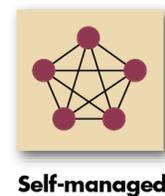
- **Work Group**
 - A group that interacts primarily to share information and to make decisions to help each group member perform within his or her area of responsibility
 - No joint effort required
- **Work Team**
 - Generates positive synergy through coordinated effort. The individual efforts result in a performance that is greater than the sum of the individual inputs

Comparing Work Groups and Work Teams



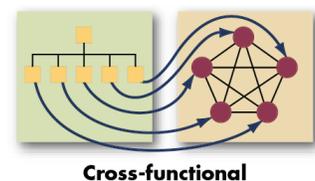
Types of Teams

- **Problem-Solving Teams**
 - Groups of 5 to 12 employees from the same department who meet for a few hours each week to discuss ways of improving quality, efficiency, and the work environment
- **Self-Managed Work Teams**
 - Groups of 10 to 15 people who take on the responsibilities of their former supervisors



Global implication in Self-Managed Teams
Do not work well in countries with low tolerance for ambiguity and uncertainty and a high power distance

- **Cross-Functional Teams**
 - Employees from about the same hierarchical level, but from different work areas, who come together to accomplish a task



Improvement Is A Proof!

- Very common
- Task forces
- Committees
- **Virtual Teams**
 - Teams that use computer technology to tie together physically dispersed members in order to achieve a common goal

Characteristics

- Limited socializing
- The ability to overcome time and space constraints

To be effective, needs:

- Trust among members
- Close monitoring
- To be publicized

CREATING EFFECTIVE TEAMS

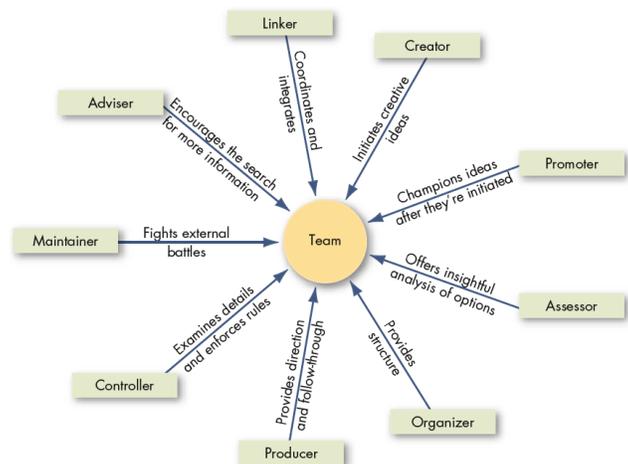
A Team-Effectiveness Model

Context: what factors determine whether teams are successful?

- **Adequate Resources**
 - Need the tools to complete the job
- **Effective Leadership and Structure**
 - Agreeing to the specifics of work and how the team fits together to integrate individual skills
 - Even “self-managed” teams need leaders
 - Leadership especially important in multi-team systems
- **Climate of Trust**
 - Members must trust each other and the leader
- **Performance and Rewards Systems that Reflect Team Contributions**
 - Cannot just be based on individual effort

Composition

- **Abilities of Members**
 - Need technical expertise, problem-solving, decision-making, and good interpersonal skills to accomplish the task at hand
- **Personality of Members**
 - Conscientiousness, openness to experience, and agreeableness all relate to team performance
 - Important so that the team can bond and form trust.



Key Roles On Teams

Improvement Is A Proof!

- **Allocating Roles and Diversity**
 - Many necessary roles must be filled
 - Diversity can often lead to lower performance
- **Size of Team**
 - The smaller the better: 5 to 9 is optimal
- **Members' Preference for Teamwork**
 - Do the members want to be on teams?

Global implication in Team Cultural Diversity and Team Performance

- Diversity caused by national differences interferes with team efficiency, at least in the short run
- After about three months, the differences between diverse and non-diverse team performance disappear

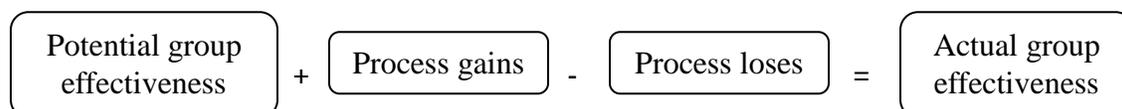
Work Design

- **Freedom and Autonomy**
 - Ability to work independently
- **Skill Variety**
 - Ability to use different skills and talents
- **Task Identity**
 - Ability to complete a whole and identifiable task or product
- **Task Significance**
 - Working on a task or project that has a substantial impact on others

Process

- **Commitment to a Common Purpose**
 - Create a common purpose that provides direction
 - Have *reflexivity*: willing to adjust plan if necessary
- **Establishment of Specific Team Goals**
 - Must be specific, measurable, realistic, and challenging
- **Team Efficacy**
 - Team believes in its ability to succeed
- **Mental Models**
 - Have an accurate and common mental map of how the work gets done
- **A Managed Level of Conflict**
 - Task conflicts are helpful; interpersonal conflicts are not
- **Minimized Social Loafing**
 - Team holds itself accountable both individually and as a team

Effects of Group process



A Team-Effectiveness has two caveats:

1. This is a general guide only
2. The model assumes that teamwork is preferable to individual work.

Turning Individuals into Team Players

- **Selection**
 - Make team skills one of the interpersonal skills in the hiring process.
- **Training**
 - Individualistic people can learn
- **Rewards**
 - Rework the reward system to encourage cooperative efforts rather than competitive (individual) ones
 - Continue to recognize individual contributions while still emphasizing the importance of teamwork

Are needed considering not all employees are team players

Teams Aren't Always the Answer

Teams take more time and resources than does individual work.

- **Three tests to see if a team fits the situation:**
 1. Is the work complex and is there a need for different perspectives – will it be better with the insights of more than one person?
 2. Does the work create a common purpose or set of goals for the group that is larger than the aggregate of the goals for individuals?
 3. Are members of the group involved in interdependent tasks?

Summary and Managerial implication

Managers do need to modify the environment to help the team succeed and pay careful attention to the make-up of the team members to ensure success.