

## Chapter 14 Teams and Teamwork

Pit stop in real time: attitudes, chemistry match, try every possible way

Team: collective of people who regularly interact to pursue common goals

Teamwork: is the process of people actively working together to accomplish common goals

Synergy: when the whole is greater than the sum of the individual parts

- 1) higher quality decision
- 2) greater bind

Teams at PSU: Clubs, group project, academic, etc

Benefits of Teams	Common team problems
<ul style="list-style-type: none"> <li>- more resource</li> <li>- more creativity by innovation</li> <li>- improve quality of decision making</li> <li>- greater commitment</li> <li>- increase motivation</li> <li>- better control &amp; work discipline</li> <li>- more satisfaction</li> <li>- better synergy</li> <li>- buy in people will support them to come up with</li> <li>- enjoyment &amp; fun</li> </ul>	<ul style="list-style-type: none"> <li>- cultural miscommunication</li> <li>- personality conflict, conflict on roles, work style</li> <li>- power struggle</li> <li>- participation (free driver)</li> <li>- lack of focus</li> <li>- group think (solve, low quality)</li> <li>- poor follow through</li> <li>- definition of quality</li> <li>- work load imbalance</li> <li>- personal vs. professional</li> </ul>

Social loafing: tendency of some people to avoid responsibility by free-riding in groups

= Solution: reward individuals, make assignments interesting, keep size small, encourage peer pressure to perform

Organizations are teams of interlocking networks

- 1) Supervisor: directs
- 2) Facilitator: coordinates
- 3) Participant: works ex) Google company: manager look like part of being and engaging at the same time
- 4) Coach: assists: self coach

Team types

- 1) Committee: small group of on going project  
: designated to work on a special task on a continuing basis  
→ led by head or chairperson and accountable for the task agenda, deal with diversity, quality and compensation
- 2) Cross- functional team: get many people from different team ex) CISCO  
: operates with members who come from different functional units of an organization  
→ expected to help knock down the functional chimneys or walls  
(+) work more productively, reach out, new challenge, understanding, leverage style, integrity
- 3) Project team (task force): is convened for a specific purpose and disbands after completing its tasks  
(temporary)  
→ defines theme
- 4) Self- managing teams
- 5) Virtual team (distributed team): work together and solve problems through computer-based interactions  
(-) social loafing occurs, unclear goals, too frequent meeting requests, less relationship, bad emotion communication  
(+) resource, new idea, real time experience globally, save time and cost, relationship, speed up process  
+ Employee involvement teams: meets on a regular basis to help achieve continuous improvement  
+ Quality circle: team of employees who meet periodically to discuss ways of improving work quality

Organizations are networks of formal teams and informal groups

Formal team: officially recognized and supported for the specific organizational purpose.

= departments, work units, teams, divisions

It is headed by supervisors, managers, etc → interlocking networks of teams, managers play "linkin pin" role

Linking pin: they both serve as head of one work team and as a regular member in next-higher level one.

Informal group: is unofficial and emerges from relationships and shared interests among members

Natural or spontaneous relationships → offer members opportunities for social satisfaction and contacts for work done

Interest groups: members pursue a common cause

Friendship groups: develop for a wide variety of personal reasons (hobbies and other nonwork interests)

Support group: in which members basically help one another out in work and personal affairs

Self-managing teams are a form of job enrichment for groups

Self-managing team: have the authority to make decisions about how they share and complete their work

= called autonomous work groups → better performance, decreased costs, and higher morale

responsibilities of self-managing team → planning and scheduling work, training members, distributing tasks, meeting performance goal, high quality

What are the building blocks of successful teamwork?

Effective team: achieves high levels of task performance, membership satisfaction, and future viability

“the right players in the right seats on the same bus, headed in the same direction”

Team effectiveness equation

Team effectiveness = Quality of Inputs + (process gains – process losses)

Team effective: task performance, member satisfaction, team viability

Inputs		Throughputs (Team process)	Outputs (Team effectiveness)
<b>Members</b> - abilities - values - personalities - diversity	<b>Nature of task</b> - clarity - complexity	<b>Team process</b> - norms - cohesion - roles - communication - decisions - conflict	- task performance - member satisfaction - team viability  Lencioni- 5 dysfunctions 1) Absence of trust 2) Fear of conflict 3) Lack of commitment 4) Accountability unwillingness 5) Inattention to results
<b>Org. setting</b> - resources - technology - structure - rewards - information	<b>Team size</b> - number of members - even / odd number		

### Input

1) Membership composition: Teams need the right members for the tasks to be accomplished

ability, values, personalities, personalities, diversity

Team diversity: is the mix of skills, experiences, backgrounds, and personalities of team members

PAT: test based on motivation, competition, learning style.

Homogeneous teams: have members with similar personal characteristics → Easy control / may underperform

Heterogeneous teams: have members with diverse personal characteristics → Hard to manage / High creativity

+ membership composition: diversity of skills, experiences, backgrounds, personalities

3 Cs: character, competence (skills), consistency among 21 cs

2) Nature of task: Clarity (to guide), complexity (to challenge)

+ clear and defined versus opened and complex

ex) Lunar Lion team / Singapore dragon boats → strong inputs creating synergy

3) organizational setting: resources, technology, structure, rewards, information, and physical space

How well organization supports the team in terms of (listed above)

4) Team size: number of members, even-odd number

Interaction increase when member increases → 5 to 7 is most suitable / voting → odd number

Majority vote → odd, consensus: even

Amazon: team size 2 pizza → 4 to 7 people → free rider or little resource

### Throughputs

Team process: is the way team members work together to accomplish tasks

Norms, cohesion, roles, communication, decision making, conflict

Group dynamics: process aspects of any team → knowing members in different ways of approach

Team IQ: is the ability of a team to perform well by using talent and emotional intelligence

### Outputs

Team effectiveness: quality of inputs (through put) (process gain + process loss)

Task performance, member satisfaction, team viability

5 Stages for team development

1) Forming: Image set up: Uninformed optimism

- = people begin to identify with other members and with the team itself.
- = establishing interpersonal relationships, discovering behavior, learning how others perceive
- difficulties are greater in more culturally and demographically diverse team
- 2) Storming: a stage of conflict over tasks and working as a team = high emotionality
  - = interpersonal concerns, but clarify task, understand, (informed pessimism)
  - = "critical zone" → failure cause lasting problem / success set the foundations for future
- 3) Norming: starting to success, understand and adapt / makes norm
  - better coordinate, shared rules of conduct, feel sense of leadership,
  - = critical zone → well managed develop initial feeling of closeness and shared expectations
- 4) Performing: a stage of teamwork and focused task performance = mature, organized, well functioning (informed optimism): high performance is coming easily
  - total integration where members are creative and high task performing. Clear, structured
- 5) Adjourning: a stage of task completion and disengagement
  - final stage for temporary committees, task forces, and project team
  - prepare to achieve closure and disband with accomplished goals

Team performance is affected by norms and cohesiveness

Norm: behavior, rule, or standard expected to be followed by team members

Performance norm: defines the effort and performance contributions expected of team members

Forming and storming: often focus on expected levels of commitment and attendance

Performing: formed around adaptability, change, and desired levels of achievement

Cohesiveness: is the degree to which members are attracted to and motivated to remain part of a team

Team cohesiveness	High	Low performance strong commitments to negative norms	High performance strong commitments to positive norms
	Low	Low-to-moderate performance weak commitments to negative norms	Moderate performance weak commitments to positive norm
		Negative	Positive
Performance Norms			

How leaders build positive team norms

- Act as a positive role model
- Reinforce the desired behaviors with rewards
- Control results by performance reviews and regular feedback
- Train and orient new members to adopt desired behaviors
- recruit and select new members who exhibit the desired behavior
- held regular meetings to discuss progress and ways of improving
- use team decision-making methods to reach agreement

Team performance is affected by task and maintenance roles

Task activity: is an action taken by a team member that directly contributes to the group's performance purpose

Maintenance activity: is an action taken by team member that supports the emotional life of the group

Distributed leadership: is when any and all members contribute helpful task and maintenance activities to the team

Disruptive behaviors: self-serving and cause problems for team effectiveness

Ex) aggressiveness, excessive joking, nonparticipation

Two components of conflict for team leaders → Functional: angry at the object    nonfunctional: angry at person

Team leaders provide task activities	Team leaders provide maintenance	Avoid and discourage disruptive act.	
- initiating	- gatekeeping	- being aggressive	- withdrawal
- information sharing	- encouraging	- blocking	- horsing around
- summarizing	- following	- self confessing	- competing
- elaborating	- harmonizing	- seeking sympathy	
- opinion giving	- reducing tension	- seeking recognition	

Team performance is affected by communication networks= decentralized, centralized, restricted

1) Decentralized communication network: allows all members to communicate directly with one another

- Interacting team: all members actively work together and share information
- + high interdependency around a common task, best at complex tasks

2) Centralized communication network: communication flows only between individual members and center point

- Coaching team: members work independently and pass completed tasks to the hub
- + independent individual efforts on common task, best at simple task

3) Communication network: contests one another's position and restrict interactions with one another

- Counteracting team: deteriorate to the point where people fail to communicate and engage
- + subgroups is disagreement with one another, slow task accomplishment