

Groups and Teams Effectiveness



Teamwork at Starbucks



Starbucks has partnered with a variety of organizations to help them sell coffee. How has this helped them?



Several factors have contributed to their success – effective branding, superior product quality, product innovation, superior customer service, innovative human resources practices, and more. But some think their real key is teamwork of the people who work there. Agree or disagree? Why?



They attribute the team success to hiring the right people, training them well, a generous benefits package, and extensive communication. Discuss.



Exploring Behavior in Action



The Strategic Importance of Groups and Teams



- Common way of doing work today
- Teamwork is a major part of business education
- Effective work teams have synergy – the total output of the team is greater than the sum of the individual contributions alone
- High-performance work teams can achieve extraordinary results
- To succeed, teams have to be:
 - effectively composed
 - structured
 - developed
 - managed
 - supported by management



Knowledge Objectives



1. Describe the nature of groups and teams and distinguish among different types of teams.
2. Explain the criteria used to evaluate team effectiveness.
3. Discuss how various aspects of team composition influence team effectiveness.
4. Understand how structural components of teams can influence performance.
5. Explain how various team processes influence team performance.
6. Describe how teams develop over time.
7. Know what organizations can do to encourage and support effective teamwork.
8. Understand the roles of a team leader.



Groups and Teams Defined





Types of Groups and Teams



Formal Groups

Virtual Teams

Informal Groups

Identity Groups



Virtual Team Technologies



- Audio teleconferencing
- Video communication systems
- Real-time electronic communication
- Different-time electronic communication
- Keypad voting systems
- Group project management software
- Wireless communication devices
- Instant messaging and texting
- Messaging boards
- Web conferencing
- Blogs and Wiki sites





Managing Virtual Teams



- **Develop a virtual team charter**
- **Provide reports on project progress**
- **Set up communication rules**
- **Humanize everyone on the team – share pictures and personal information**
- **Handle serious conflicts face-to-face**
- **Have as much face-to-face communication as possible**
- **Reward positive team behavior and celebrate team success**





Functional Teams



Production Teams

Service Teams

Management Teams

Project Teams

Advisory Teams



Self-Managing Teams



Have considerable autonomy and control over the work they do, and are responsible for completing a whole piece of work or an entire project. Benefits may include:

- More worker satisfaction
- Lower turnover and absenteeism
- Increased productivity
- Higher quality of work
- More engaged in the work
- Higher level of commitment to the team



Orpheus
CHAMBER ORCHESTRA



**Knowledge
Criteria**

**Affective
Criteria**

Team Effectiveness

**Outcome
Criteria**

**Is the Team
Needed?**



Diagnostic Checklist



Jon Katzenbach

- Does the project really require collective work?
- Do team members lead various aspects of the project?
- Do people on the team hold one another accountable?





Factors Affecting Team Effectiveness



Synergy

- Greater goal commitment
- Greater variety of skills and abilities used for task achievement
- Greater sharing of knowledge

Process Loss

- Time and energy members spend maintaining the team
- Managing, coordinating, and developing effective communication within the team



Team Composition



Identifies who are members of the team and what human resources (skills, abilities, and knowledge) they bring to the team. Three common assumptions which can lead to mistakes:



- Assume that people who are similar to each other will work better together – create homogeneous teams
- Assume everyone knows how or is suited to work in a team
- Assume that a larger team is always better



Diversity



Both positive, negative, and neutral effects for demographic diversity. Also need to consider values of team members. Other factors to consider:

- Type of task
- Outcome
- Time
- Type of diversity





Personality



The personality traits that have important effects on team performance include:

- **Agreeableness**
- **Emotional stability**
- **Individual conscientiousness**
- **Team-level extraversion**
- **Openness to experience**



Team Orientation



The extent to which an individual works well with others, wants to contribute to team performance, and enjoys being on a team. Three companies that rely on teamwork mentioned in the chapter cases are:





Team Structure



The usual means of coordinating formal team efforts. Leaders are appointed, work rules and procedures are detailed, and job descriptions specify individual task responsibilities.



Designing for Teamwork



What are your thoughts about the suggestions for arranging an office – delineate boundaries; associates should be able to see each other; create a quiet, collaborative workspace; provide furniture that can be rearranged; and ways to signal others that they are unavailable and should not be disturbed?



D.J. De Pree

Teamwork is more than furniture – it depends on the culture, management system and reward system. Agree or disagree? Why?





Team Roles



Team

- Initiator
- Informer
- Informer
- Elaborator
- Opinion Giver
- Coordinator
- Orienter
- Evaluator/Critic
- Energizer
- Procedural Technician
- Recorder

Roles – expectations shared by group members about who is to perform what types of tasks and under what conditions.

Roles

- Standard Setter
- Server
- Power

Individual Roles

- Aggressor
- Blocker
- Dominator
- Evader
- Help Seeker
- Recognition Seeker



Norms



Rules or standards that regulate the team's behavior. Norms tend to emerge naturally and are part of the team's mental model. Sometimes norms are written down.

What types of norms exist in the classroom?

How do norms help a team? How can norms hurt a team?



Task Structure



**Divisible
Tasks**

**Unitary
Tasks**

**Maximization
Tasks**

**Optimization
Tasks**

**Additive
Tasks**

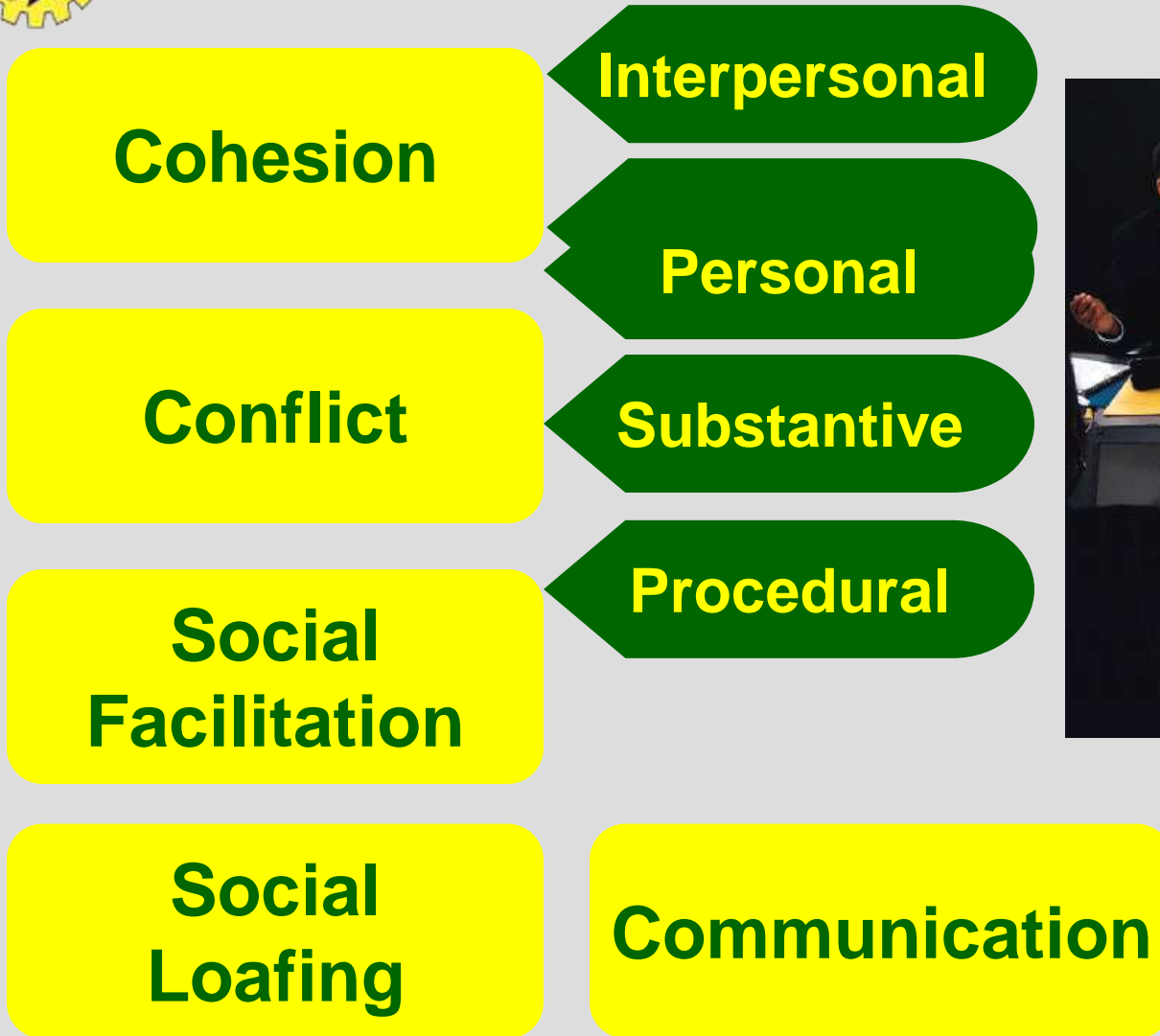
**Compensatory
Tasks**

**Disjunctive
Tasks**

**Conjunctive
Tasks**



Team Processes





Avoiding Social Loafing



Make Individual Contributions Visible

- Smaller rather than larger teams
- Evaluation system in which everyone's individual contributions are noted
- Someone to monitor and oversee everyone's contributions

Foster Team Cohesiveness

- Provide team-level rewards
- Teamwork training
- Select “team players” to be on the team



Backup at Cirque Du Soleil



Cirque Du Soleil has an interesting approach to teamwork.

How well would their approach work in other types of organizations? Explain.

How well would their approach work in your organization? Explain.

Why is having a backup plan important today?

What are your thoughts on the recent research related to providing backup?





Stages of Team Development



Forming



Storming



Norming



Performing



Adjourning





Punctuated Equilibrium Model



First Stage:

- Norming Activities
- Focus on Socioemotional Roles

Second Stage:

- Performing Activities
- Focus on Task Roles

Task deadline approaches or half-way mark in teams' tenure



Managing for Effective Teams



Top Management Support

- Explicit vision and strategic plan
- Use results-oriented measurement of outcomes
- Actively include associates at all levels in decision-making process
- Make explicit decisions about using teams
- Actively manage and review support systems for teams

Support Systems

- Technology
- Information systems
- Selection of team members
- Training
- Rewards
- Leadership



The Strategic Lens



- 1. Think of some teams of which you have been a member. How successful were they? To what do you attribute your teams' success or lack thereof?**
- 2. Why do organizations use teams to accomplish the work that needs to be done? What value do teams provide?**
- 3. Someday you will be a leader of a team. What processes will you use to select team members? What specific actions will you take to manage the team to ensure high team productivity?**