

## **Chapter Fourteen**

### ***Teams and Team Building***

#### **Objectives**

**To develop an understanding of :**

- **Teams**
- **Reasons of popularity of Teams**
- **Difference of workgroup and team**
- **Types of teams**
- **Team building**
- **Teamwork**
- **Team effectiveness**
- **Relationship between team working and innovation in organization**

#### **Teams**

Definition—formal group comprising people interacting very closely together with a shared commitment to accomplish agreed-upon objectives.

#### **Why have Teams become so popular?**

1. Teams typically outperform individuals.
2. Teams use employee talents better.
3. Teams are more flexible and responsive to changes in the environment.
4. Teams facilitate employee involvement.
5. Teams are an effective way to democratize an organization and increase motivation.
6. Triggered by Japan's economic accomplishments, which are based on the use of teams.

7. Potential quality improvements
8. Organizational restructuring efforts, especially those to flatten the organization.

### Comparing Work Groups and Work Teams

Work groups		Work Teams
Share information	Goal	Collective performance
Neutral (sometimes negative)	Synergy	Positive
Individual	Accountability	Individual and mutual
Random and varied	Skills	Complementary

### Types of teams

1. **Problem-Solving Teams**-Formed to deal with problems.Quality Circles are one example.
2. **Cross-functional Teams**-A team consisting of members from different functional departments. Using the skills, competencies, and experiences from diverse areas with a company can increase understandably, camaraderie, trust, and performance.
3. **Virtual Teams**-Technology has allowed teams to be connected as a team and accomplish work even as they are different sites.Management requires leaders being coaches, building trust, evaluating performance, and providing feedback.
4. **Research and Development (R&D) Teams**-Used to develop new products. It is used most extensively in high tech companies. Skunk Works—R&D teams set up to expedite innovation and creative new product designs.
5. **Self-Managed Teams (SMT)**-Small groups of individuals who are empowered to perform certain activities based on established procedures and decisions made within the team, with little to no outside direction. Before implementing SMTs, organizations must be certain that such teams are consistent with the organization's: i. Business requirements ii. Values and goals iii Competencies
6. **Diverse teams**-Improve problem solving and increase creativity. It may struggle in the short term but have strong long-term performance potential.

### What is team building?

Team members and leaders must work hard to achieve teamwork. Team building helps in achieving teamwork. Team building is a sequence of planned activities designed to gather and analyze data on the

functioning of a group and to initiate changes designed to improve teamwork and increase group effectiveness.

How team building works?

Team building works through a five step process.

1. Problem or opportunity in team effectiveness.
2. Data gathering and analysis.
3. Planning for team improvements.
4. Actions to improve team functioning.
5. Evaluation of results.

Approaches to team building- There are three approaches to team building

1. Formal retreat approach-Team building occurs during an offsite retreat.
2. Continuous improvement approach-The manager, team leader, or members take responsibility for ongoing team building.
3. Outdoor experience approach-Members engage in physically challenging situations that require teamwork.

### **Building High Performance teams (Katzenbach and Smith, 1993)**

- 1.Create a sense of urgency and direction
- 2.Choose people on the basis of skill, track record and potential , not on the basis of personality.
- 3.Ensure that first meeting goes well and put the accent on action.
- 4.Lay some explicit ground rules to govern behaviour.
- 5.Focus on critical but urgent matters to address and set clear objectives.
6. Devote lot of time to interaction between members.
- 7.Provide regular up to date information to members, recognize the potency of feedback at all times and ensure members receive proper recognition and reward.

### **Characteristics of Effective Teams**

1. Clear unity of purpose
2. Clear performance goals

3. An informal, comfortable, relaxed atmosphere
4. Participative discussion
5. Freedom of feelings and ideas
6. Positive perceptions of disagreement
7. Frequent, frank and comfortable criticism
8. Shared leadership
9. Increased employee motivation
10. Higher levels of productivity
11. Increased employee satisfaction
12. Common commitment to goals
13. Expanded job skills
14. Organizational flexibility.

#### **Common mistakes in building effective teams (Hackman, 1994)**

- Treating a unit as a team, but when it comes to allocation of tasks, employee selection, dispensing rewards, performance management etc, the set of individuals are dealt with on an individual basis
- Failure to strike the right balance between exercise of authority and the use of democratic practices.
- Organizational structure should be dismantled and replaced by enabling structure
- While teams are formed they are left unsupported while in fact they should be provided with adequate material resources, supportive training, relevant organizational information systems and group based rewards
- Assuming that individuals are eager to work in teams and they are equipped to do so.

#### **Creating Effective Teams**

##### **1.Key Team Roles**

Belbin proposed that effective teams are composed of members that serve unique functions and roles

##### **1. Leadership Function:**

leader – responsible for overall performance

shaper – directs the teams effort, imposes shape to team activities

## **2. Work Production Function:**

worker- devises practical working procedures & carries them out

creator – invents new ideas/strategies, addresses problems in a creative way

completer-finisher – gets things done quickly, works on urgent issues

## **3. Team Maintenance Function**

team facilitator – fosters a sense of team spirit, helps with communication

monitor-evaluator – analyzes problems, helps team to stay focused on the task

## **4. Liaison Function**

resource investigator – deals with external contacts.

Team roles (Belbin 1993)

1. Plant-Creative, imaginative, unorthodox, solve difficult problems
2. Coordinator- mature, confident, good chairperson, clarifying goals, promotes decision making, delegates well
3. Monitor (Evaluator)-Sober, strategic, discerning, sees all options, judges accurately.
4. Implementer-Disciplined, reliable, conservative and efficient, turns ideas into practical actions
5. Completer (finisher)- Painsstaking, conscientious, anxious, searches out errors and omissions, delivers on time.
6. Resource investigator-Extrovert, enthusiastic, communicator, explores opportunities, develops contacts.
7. Shaper-Challenging, dynamic, thrives on pressure, drive and courage to overcome obstacles
8. Team worker-Cooperative, mild, perceptive and diplomatic, listens, builds, averts frictions
9. Specialist-Single minded, self starting, dedicated, provides knowledge and skill in rare supply.

Roles played by team members Margerison and Mc Cann (1990)

1. Creator- Innovator- Initiates creative ideas
2. Explorer-promoter-Champions ideas after they have been initiated
3. Assessor- developer- Offers insightful analysis of options
4. Thruster-Organizer-Provides structure
5. Concluder-producer-Provides direction and follow through
6. Controller-Inspector-Examines details and enforces rules.
7. Upholder-maintainer-Fights external battle
8. Reporter-Adviser-Encourages search for more information
9. Linker- Coordinates and integrates

## **2.Team Processes**

A.Socialization – process of mutual adjustment between the team and its members. It is based on evaluation, commitment & role transition. Socialization passes through 5 phases: 1. Investigation: team and individuals find a good match 2. Socialization: individuals and team assimilate to each other 3. Maintenance: both parties try to maximize their needs 4. Re-socialization: team and individual try to influence each other in order to satisfy team needs 5. Remembrance: occurs if re-socialization is not successful

## B. Interpersonal Processes in Teams

1. Communication-Ideal communication is frank, continuous, & regular
2. Conflict-unavoidable in teams; what is important is how teams deal with conflict. Conflict can be seen as beneficial (different ideas but willing to listen) or competitive (disagree with team members, not willing to listen to other's opinion)
3. Cohesion-team members feel attracted to their team and want to stay in it
4. Trust-creates an environment where workers spend less time worrying about others and are more willing to allow other team members to help them

## C. Shared Mental Models

Members have similar cognitive processes relating to acquiring, storing, & using information

Cannon-Bowers & Salas (2001) identified 4 types of shared knowledge in mental models:

1. task-specific knowledge – a common understanding that team members have concerning necessary procedures and strategies to perform a specific task
2. task-related knowledge – a common knowledge concerning task-related processes that can be generalized to other tasks
3. knowledge of teammates – knowing teammates strengths & weaknesses  
proper allocation of resources across teammates
4. attitudes/beliefs – helps to enhance team cohesion, motivation, & consensus

## D. Team Climate (Anderson and West, 1996)

### **What can be done to improve team processes?**

Increased emphasis on teams and teamwork:

- Presents challenges to people accustomed to more traditional ways of working.
- Creates complications due to multiple and shifting memberships.
- Requires team leaders and members to deal positively with group dynamics issues.
- Requires ongoing team building.
- New member problems.

New members are concerned about issues of:

- Participation.
- Goals.
- Control.
- Relationships.

Behavior profiles of coping with individual entry problems:

- Tough battler-Is frustrated by a lack of identity in the new group. He may act aggressively or reject authority. He seeks to determine his or her role in the group.
- Friendly helper-Is insecure, suffering uncertainties of intimacy and control. He may show extraordinary support for others, behave in a dependent way, and seek alliances. He needs to know whether she or he will be liked.
- Objective thinker-Is anxious about how personal needs will be met. He acts in a passive, reflective, and even single-minded manner. He is concerned with fit between individual and group goals.

Task and maintenance leadership.

- High performance teams require distributed leadership.
- The team leader and team members share in the responsibility of meeting task needs and maintenance needs.

Task activities.

The various things members do that contribute directly to the performance of important group tasks.

Task activities include:

- Initiating discussion.
- Sharing information.
- Asking information of others.
- Clarifying what has been said.
- Summarizing the status of a deliberation.
- Maintenance activities.

- Support the group's social and interpersonal relationships.

Maintenance activities include:

- Encouraging the participation of others.
- Trying to harmonize differences of opinion.
- Praising the contributions of others.
- Agreeing to go along with a popular course of action.

Group members should avoid the following disruptive behaviors:

- Being overly aggressive toward other members.
- Withdrawing and refusing to cooperate with others.
- Horsing around when there is work to be done.
- Using the group as a forum for self-confession.
- Talking too much about irrelevant matters.
- Trying to compete for attention and recognition.

### **3.Team Dynamics**

Roles and role dynamics-A role is a set of expectations associated with a job or position on a team.

Performance problems occur when roles are unclear or conflictive.

- Role ambiguity — occurs when a person is uncertain about his/her role.
- Role overload — occurs when too much is expected and the person feels overwhelmed with work.
- Role underload — occurs when too little is expected and the person feels underutilized.
- Role conflict — occurs when a person is unable to meet the expectations of others. Role conflict is of four types: Intra-sender role conflict, Inter-sender role conflict, Person-role conflict, Inter-role conflict.

Norms: Represent beliefs about how group or team members are expected to behave. They are rules or standards of conduct. They clarify role expectations, help members to structure their behavior, help members to gain a common sense of direction, help to reinforce group or team culture.

Key norms that can have positive or negative implications are:

- Performance norms.
- Organizational and personal pride norms.
- High-achievement norms.
- Support and helpfulness norms.
- Improvement and change norms.

Team cohesiveness: The degree to which members are attached to and motivated to remain a part of the team. Members of highly cohesive groups: value their membership, try to maintain positive relationships with other members, are energetic when working on team activities, are not prone to absenteeism or turnover, are genuinely concerned about team performance, tend to satisfy a broad range of individual needs.

Rule of conformity in group dynamics-The more cohesive the group, the greater the conformity of members to group norms. Positive performance norms in a highly cohesive group have a positive effect on task performance. Negative performance norms in a highly cohesive group have a negative effect on task performance.

Cohesiveness can be increased or decreased by making changes in: Group goals, Membership composition, Member interactions, Group size, Competition within and between teams, Rewards, Location, Duration.

Decision Making in Teams: Information is distributed unequally among team members and must be integrated. It must deal with ambiguity, compressed amounts of time, & status differences.

Hollenbeck, LePine, & Ilgen (1996) described a multilevel theory of team decision making:

1. team informity – how well the team is informed on issues they must address
2. staff validity – the teams overall ability to make accurate decisions
3. dyadic sensitivity – how much weight the leader gives to each team members input. Leader must know which members input should be given more weight

#### **4. Personnel Selection for Teams**

Successful selection of team members requires identifying the best mix of personnel for effective team performance. Prieto (1993) describes 5 critical social skills for an individual in a team to possess:

1. gain the group acceptance
2. increase group solidarity

3. be aware of the group consciousness
4. share the group identification
5. manage others' impressions of him or her

### **Examining relationship between personality variables and team effectiveness**

Factors of conscientiousness & agreeableness have been found to predict various dimensions of work team performance. Stevens and Campion (1999) developed test to measure team related KSAs: e.g., conflict resolution, collaborative problem solving, communication, & planning.

### **5.Diversity**

Group Demography-The degree to which members of a group share a common demographic attribute, such as age, sex, race, educational level, or length of service in the organization, and the impact of this attribute on turnover

Cohorts-Individuals who, as part of a group, hold a common attribute

### **6.Turning Individuals into Team Players**

The Challenges

- Overcoming individual resistance to team membership
- Countering the influence of individualistic cultures
- Introducing teams in an organization that has historically valued individual achievement

Shaping Team Players

- Selecting employees who can fulfill their team roles
- Training employees to become team players
- Reworking the reward system to encourage cooperative efforts while continuing to recognize individual contributions.

### **7.Teams and Quality Management**

Team Effectiveness and Quality Management requires that Teams:

- Are small enough to be efficient and effective.

- Are properly trained in required skills.
- Are allocated enough time to work on problems.
- Are given authority to resolve problems and take corrective action.
- Have a designated “champion” to call on when needed.

**Team work** Teamwork is the central foundation of any high performance team.

**The nature of teamwork.**

Team members actively work together in such a way that all of their respective skills are utilized to achieve a common purpose.

**Characteristics of high performance teams.**

High performance teams:

- Have strong core values. High mutual trust where values such as honesty, loyalty, competency, truthfulness, openness are present but not easy to sustain
- Turn a general sense of purpose into specific performance objectives. Commitment to specific, challenging and clearly defined goals, goal interdependence, linking individual goals to group goals
- Have the right mix of skills. Abilities and Skills of the members-Technical expertise and knowledge about the problems faced, problem solving and decision making skills; effective feedback, conflict resolution and other interpersonal skills
- Capacity to tap external sources of reputation for information and resources of benefit to the team.
- Possess creativity.
- Potency, social support, work load sharing, communication and coordination. Familiarity in terms of specific knowledge about jobs, colleagues and work environment possessed by members
- Diversity and team performance.
- Group based as opposed to individual reward
- Size should not exceed 12

To create and maintain high performance teams, the elements of group effectiveness must be addressed and successfully managed.

**Principles of Effective Teamwork**

- Members provide and accept feedback
- Should be constructive and flow up as well as down

- Members must be willing & prepared to back up others
- Know when to jump in and help
- Members view themselves as a group
- Success of team more important than individual
- Members are interdependent
- Rely on one another to carry out mission
- Team leadership is important
- Leaders don't just instruct, they serve as role models and influence team member behavior

#### **Hackman's recipe for effective team work**

1. Think clearly and take appropriate action in spelling out the tasks to be performed, composition of team, appropriate group norm
2. Ensure authority is bounded-specify the ends but not the means to ends
3. Issue clear instruction and directions but keep a sharp eye on motivational implication of such action
4. Recognize the importance of intrinsic motivation( the excitement and satisfaction from being a part of a successful team coupled with potential self development)
5. Create a supportive organizational context, selection of team players capable of undertaking team roles, rewards to encourage cooperation, meeting of team goals. One must not ignore individual performance but it has to be balanced with group oriented contributions, such as sharing information with one's colleagues, assisting with the training of new colleagues, helping to reduce team conflict
6. Provide training and expert coaching in the process of team work.

## **A Team-Effectiveness Model**

Team effectiveness depends on

**context** – adequate resources, leadership and structure, climate of trust, performance evaluation and reward systems

**composition**-abilities of members, personality, allocating roles, diversity, size of teams, member flexibility, member preference

**work design**-autonomy, skill variety, task identity, task significance

**process**-common purpose, specific goals, team efficacy, conflict levels, social loafing

### **Relationship between team working and innovation in organization**

1. Focus on clear and realistic objectives to which team members are committed (Vision)
2. Interaction between team members in participative and interpersonally non threatening climate (participative safety)
3. Commitment to high standards of performance prepared to confront weakness (task orientation)
4. Enacted support for innovation (support for innovation).

## Questions

1. Define teams. State the difference of workgroup and team. What are the reasons of popularity of Teams. Discuss with examples different types of teams
2. What is team building? What are the steps of team building? How do you build high performance teams?
3. Discuss in details the steps of creating Effective teams. Which of the above steps do you think is most important and why?
4. What is Teamwork? Discuss Team work in the light of model of Team effectiveness. Justify the relationship between team working and innovation in organization