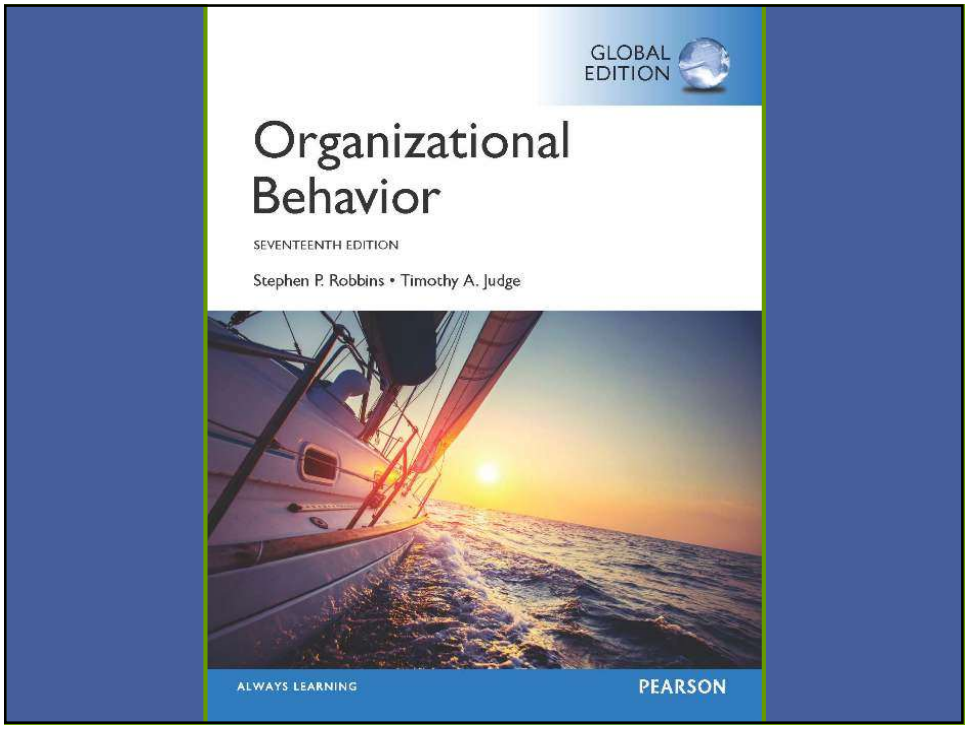

10

Understanding Work Teams

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Learning Objectives

- Analyze the continued popularity of teams in organizations.
- Contrast groups and teams.
- Contrast the five types of team arrangements.
- Identify the characteristics of effective teams.
- Explain how organizations can create team players.
- Decide when to use individuals instead of teams.

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LO 1

Analyze the Growing Popularity of Teams in Organizations

- Why are teams popular?
  - Teams can achieve feats an individual could never accomplish.
  - Teams are flexible and responsive to changing events.
  - They can quickly assemble, deploy, refocus, and disband.
  - They are an effective means to democratize organizations and increase employee involvement.
  - They introduce a collaborative mindset.

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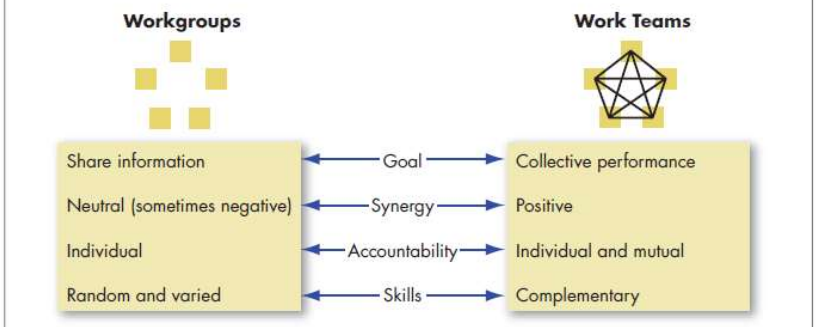
LO 2

Differences Between Groups and Teams

Exhibit 10-1 Comparing Workgroups and Work Teams



10-5

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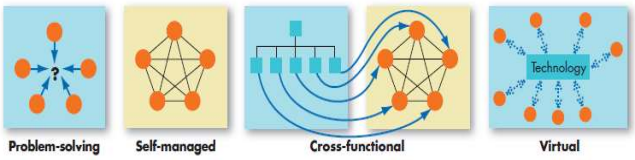
LO 3

Contrast the Five Types of Teams

Exhibit 10-2 Four Types of Teams



10-6

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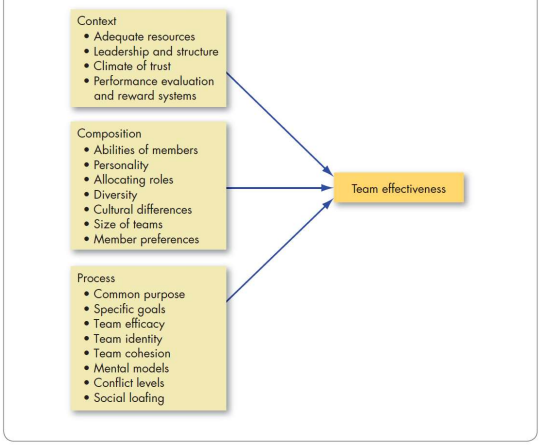
LO 4

Identify the Characteristics of Effective Teams

Exhibit 10-3 Team Effectiveness Model



10-7

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LO 4

Identify the Characteristics of Effective Teams

- Team Context: What factors determine whether teams are successful?
  - Adequate Resources
  - Leadership and Structure
  - Climate of Trust
  - Performance Evaluations and Rewards

10-8

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LO 4

Identify the Characteristics of Effective Teams

- Team Composition: How should teams be staffed?
  - Abilities of members
  - Personality
  - Allocating roles
  - Diversity
  - Cultural differences
  - Size of teams
  - Member preferences

10-9

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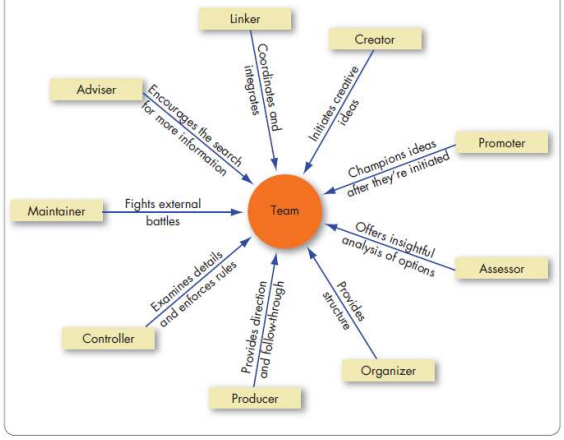
LO 4

Identify the Characteristics of Effective Teams

Exhibit 10-4 Key Roles of Teams



10-10

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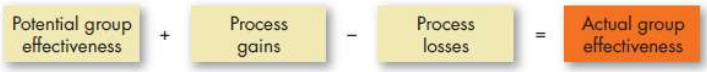
LO 4

Identify the Characteristics of Effective Teams

Exhibit 10-5 Effects of Group Processes



10-11

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LO 4

Identify the Characteristics of Effective Teams

- Team Processes
  - Common Plan and Purpose
    - **Reflexivity**
  - Specific Goals
  - **Team Efficacy**
  - **Team Identity**
  - **Team Cohesion**
  - **Mental Models**
  - Conflict Levels
  - Social Loafing

10-12

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LO 5

Explain How Organizations Can Create Team Players

- Creating Team Players
  - Selecting: hire team players
  - Training: create team players
  - Rewarding: incentives to be a good team player

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LO 6

Decide When to Use Individuals Instead of Teams

- When not to use teams…
- Ask:
  - Can the work be done better by one person?
  - Does the work create a common goal or purpose?
  - Are the members of the group interdependent?

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Implications for Managers

- Effective teams have adequate resources, effective leadership, a climate of trust, and a performance evaluation and reward system that reflects team contributions. These teams have individuals with technical expertise, and the right traits and skills.
- Effective teams tend to be small. They have members who fill role demands and who prefer to be part of a group.

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Implications for Managers

- Effective teams have members who believe in the team's capabilities, are committed to a common plan and purpose, and have an accurate shared mental model of what is to be accomplished.
- Select individuals who have the interpersonal skills to be effective team players, provide training to develop teamwork skills, and reward individuals for cooperative efforts.
- Do not assume that teams are always needed. When tasks will not benefit from interdependency, individuals may be the better choice.

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