Presentation Slides
to Accompany

Organizational

Behavior 10th Edition

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Chapter 8—Managing Teams

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Slide 8.1
Learning Objectives for
Managing Teams

❖ **State the basic characteristics of groups, including informal groups**

❖ **Describe the distinguishing features of five types of teams**

❖ **Explain the five-stage model of team development**

❖ **Describe seven key factors that influence team effectiveness**

❖ **Relate how the use of the nominal group technique, traditional brainstorming, and electronic brainstorming can foster team creativity**

Slide 8.2
Features of Informal Groups

❖ **Informal group goals and formal organizational goals are not necessarily related**

❖ **Informal groups can meet their members' social and security needs**

❖ **Informal groups can exercise undesirable power over individual members**

❖ **Informal groups may exhibit both positive and negative characteristics**

Slide 8.3
Characteristics of Effective Groups

❖ **Members of effective groups:**
- ❖ **Know why the group exists and have shared goals**
- ❖ **Support agreed upon decision-making guidelines or procedures**
- ❖ **Communicate freely among themselves**
- ❖ **Help each other**
- ❖ **Deal with intragroup conflict**
- ❖ **Diagnose and improve individual and group processes and functioning**

Slide 8.4
Common Types of Teams

❖ *Functional teams*
- ❖ **People work together daily on similar tasks**

❖ *Problem-solving teams*
- ❖ **People focus on specific issues, develop potential solutions, and often take action**

❖ *Cross-functional teams*
- ❖ **People from various work areas identify and solve mutual problems**

Slide 8.4 (continued)
Common Types of Teams

❖ *Self-managed teams*
- ❖ **People work together to produce an entire product or service**

❖ *Virtual teams*
- ❖ **People who collaborate using information technology while being at different locations**

Slide 8.5
Ford Motor Company's 8D Team
Problem-Solving Process

- ❖ Become aware of the problem
- ❖ Use team approach
- ❖ Describe the problem
- ❖ Implement and verify interim (containment) actions
- ❖ Define and verify root cause
- ❖ Choose and verify corrective actions
- ❖ Implement permanent corrective actions
- ❖ Prevent reoccurrence
- ❖ Congratulate the team

Source: Adapted from Chaudhry, A.M. To be a problem solver, be a classicist. *Quality Progress*, June 1999, 47-51.

Slide 8.6
When is Team Problem Solving Superior
to Individual Problem Solving?

- ❖ Greater diversity of information, experience, and approaches is important to the task
- ❖ Acceptance of decisions is crucial for effective implementation
- ❖ Participation is important for reinforcing representation and demonstrating respect
- ❖ Team members rely on each other in performing their jobs

Slide 8.7
Characteristics of Team
Empowerment

- ❖ *Potency*
  - ❖ Being effective
- ❖ *Meaningfulness*
  - ❖ Performing important and valuable tasks
- ❖ *Autonomy*
  - ❖ Having independence and discretion in performing work
- ❖ *Impact*
  - ❖ Experiencing a sense of importance and significance in the work performed and goals achieved

Slide 8.8
Managerial Tasks Performed by
Self-Managed Teams

❖ Work and vacation scheduling

❖ Rotation of job tasks and assignments among members

❖ Ordering materials

❖ Deciding on team leadership

❖ Setting key team goals

❖ Budgeting

❖ Hiring replacements for departing team members

❖ Sometimes evaluating each other's performance

Slide 8.9
Issues Involved With Introducing
Empowered Self-Managed Teams

❖ Is the organization fully committed to aligning all management systems with empowered work teams, including selection of leaders, team-based rewards, and open access to information?

❖ Are organizational goals and the expected team results clearly specified?

❖ Will the teams have access to the resources they need for high performance?

Slide 8.9 (continued)
Issues Involved With Introducing
Empowered Self-Managed Teams

❖ Will team members carry out interdependent tasks?

❖ Do employees have the necessary maturity levels to effectively carry out peer evaluations, selection and discipline decisions, conflict management, and other administrative tasks?

❖ Are employee ability levels sufficient for handling increased responsibility and, if not, will increased training result in appropriate ability levels?

Slide 8.10
Core Features of Virtual Teams

❖ *Goals*
  ❖ Clear, precise, and mutually agreed upon goals are the glue
     that holds a virtual team together

❖ *People*
  ❖ Everyone needs to be autonomous and self-reliant while
     simultaneously working collaboratively with others

❖ *Technological links*
  ❖ Virtual teams can function with only simple systems but
     frequently use more elaborate information technology

Slide 8.11
Stages of Team Development
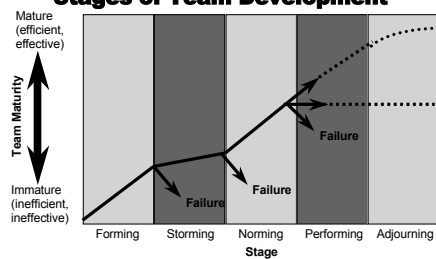
Source: Adapted from Tuckman, B. W., and Jensen, M. A. C. Stages of small-group development revisited. *Group and Organization Studies*, 1977, 2, 419-442; Komanski, C. Team interventions: Moving the team forward. In J. Pfeiffer (ed.), *The 1996 Annual: Volume 2 Consulting*. San Diego: Pfeiffer and Company, 1996, 19-26.

Slide 8.12
Some Influences on
Team Effectiveness

❖ **Context; external environment**

❖ **Goals**

❖ **Team size**

❖ **Team member roles and diversity**

❖ **Norms**

❖ **Cohesiveness**

❖ **Leadership**

Slide 8.13
Typical Effects of Size on Teams

TEAM SIZE

Slide 8.14
Team Member Roles and Behaviors

❖ *Task-oriented role*
   ❖ Initiating new ideas, seeking information, giving information, coordinating, and evaluating

❖ *Relations-oriented role*
   ❖ Encouraging members, harmonizing and mediating, encouraging participation, expressing standards, and following

❖ *Self-oriented role*
   ❖ Blocking progress, seeking recognition, dominating, and avoiding involvement

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Slide 8.15
Key Features of Norms

❖ *Norms*

   ❖ The rules and patterns of behaviors that are

   accepted and expected by members of a team

❖ Pressures to adhere to norms

   ❖ Compliance conformity

   ❖ Personal acceptance conformity

Slide 8.16
The Nature of Cohesiveness

❖ *Cohesiveness*

  ❖ The strength of the members' desire to remain in a team and their commitment to it

❖ Low cohesiveness is usually associated with low conformity

❖ High cohesiveness may be associated with either high or low conformity

Slide 8.17
Leadership in Teams

❖ Emergent (or informal) leaders are important in determining whether a team accomplishes its goals

❖ Multiple leaders may exist in a team because it has both relations-oriented and task-oriented goals

❖ Effective team leaders influence virtually all the other factors that affect team behaviors

Slide 8.18
Approaches for Fostering
Team Creativity

❖ *Nominal group technique*

  ❖ A structured process used where there is disagreement or incomplete knowledge

❖ *Traditional brainstorming*

  ❖ Individuals state as many ideas as possible during a short time period

❖ *Electronic brainstorming*

  ❖ Uses collaborative software technology to facilitate involvement of all team members in idea generation

Slide 8.19
Stages of the Nominal
Group Technique (NGT)

❖ **Generating ideas**

❖ **Recording ideas**

❖ **Clarifying ideas**

❖ **Voting on ideas**

Slide 8.20
Guidelines for Traditional
Brainstorming

❖ **The wilder the ideas the better**

❖ **Don't be critical of any ideas**

❖ **Hitchhike on or combine**

   previously stated ideas