Teams

- A group is not a team
- Working in a team is hard work
- Openness and vulnerability issues
- Personal agenda and poor social skills issues
- Communication issues

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Some Reasons Why People Join Groups

- Security
- Status
- Self-esteem
- Affiliation
- Power
- Goal Achievement
- Common Interests

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An Effective Team

- Exerts sufficient effort to get the job done well
- Brings knowledge and skills to bear on work
- Employs task appropriate performance strategies
- Share a mental model involving the task, expectations, knowledge, attitudes, and behaviors.

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An Effective Team

- Shared Attitudes (Cannon-Bower, Tannenbaum, Salas, & Volpe, 1995) have a direct impact on team interaction processes and team effectiveness.
- Important attitudes:
  - **Collective orientation** (Driskell & Salas, 1992) the shared capacity to take others' behavior into account during team interactions.
  - **Collective efficacy**– the shared belief on the team's collective ability.

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Motivation and Satisfaction in Teams

- Higher in small groups
- Higher when many skills are utilized
- Higher when work in meaningful
- Higher when the group experiences autonomy
- Higher when feedback is positive

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Cohesiveness in Teams

- Time spent together
- External threat
- Group size
- Severity of initiation
- Previous successes
- Cohesion is related to team functioning when the team is well trained and is goal oriented. Also, high cohesiveness enables team members to flexible and adapt to different demands.

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Other Factors That May Affect Team Performance

- Social Loafing- defused responsibility may cause people to not to work very hard
- Individual Dominance- may lead to group astray.
- Groupthink (Janis, 1972)– people become too likeminded
- Too Much Conflict
- Poor Communication

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Sustaining Performance

- Important tasks activities in a group
  - Initiating (offering new ideas)
  - Seeking information
  - Giving information
  - Clarifying
  - Summarizing

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Sustaining Performance

- Important maintenance behaviors
  - Encouraging
  - Harmonizing
  - Setting standards and expectations
  - Cooperating
  - Participating in group activities

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Teams-- Hackman

- A team
  - Involves a real group
  - There are group tasks to perform
  - Team exist in the organizational context
- Effective Teams
  - Team perform according to its customers' expectations
  - The social process enhances the members' capability to work together interdependently in the future
  - The team experience contributes positively to learning and well-being of its members

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Interpersonal Processes in Successful Teams
(Yeatts and Hyten, 1998)

- Communication: frank, continuous and regular
- Conflict: is mostly beneficial in nature
  - Beneficial– members have opposing ideas but are motivated to understand the views of others
  - Competitive– the opposing team members are mainly interested in winning the argument
- Cohesion is based on attraction to the task and to attraction to the members of the team.
  - Cohesion is generally good for teams. However, groupthink can be a problem in likeminded teams.

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Interpersonal Processes in Successful Teams
(Yeatts and Hyten, 1998)

- Trust: Team members that have low trust tend to believe that alternatives presented by others are designed to benefit only certain members of the team.

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Organizational Strategies for Effective Teams

- Team direction
  - Challenging
  - Consequential
  - Clear but not too clear
- Team structure
  - Motivating task
  - Good mix of members– not too similar nor too different
  - Good work norms– these norms must be established early

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Organizational Strategies

- Reward system appropriate for teams– too much focus on individual performance will affect team performance
- Available expert coaching
  - For social problems
  - For knowledge and skills
  - For performance strategies

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Decisions in Groups

- Potential advantages of group decisions:
  - More information
  - More alternatives are examined
  - Understanding and acceptance
  - Commitment
- Potential disadvantages:
  - Pressure to conform
  - Domination by a small minority
  - Decisions take longer
  - Difficulty with the integration of differing perspectives

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Team Development

- Team formation– seeking information
  - Interpersonal issues, social ambiguities are resolved
  - Basic nature of the team, climate, group norms, goals, what is rewarded
- Task Compilation
  - Individual demonstration of competencies also involves identifying learning needs
  - Individuals must first achieve task mastery before they can focus attention of team performance

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Team Development

- Role Compilation
  - Role identification and individual responsibility, who they interact with, when they perform certain acts to ensure coordination
  - Negotiation of roles and responsibilities
- Team Compilation
  - Development of social network
  - Development of adaptation strategies

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Personality & Team Effectiveness

- Barrick, Stewart, Neubert, & Mount (1998)
- Team that were higher in:
  - Conscientiousness
  - Mental Ability
  - Agreeableness
  - Emotional Stability
  - Extraversion
- received higher supervisory ratings for team performance.

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Personality & Teams

- Teams that were higher in
  - Mental Ability
  - Emotional Stability
  - Extraversion
- were more likely to work cooperatively over time.

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Big Five Personality Traits

- Extraversion– outgoing, sociable, assertive
- Agreeableness– good-natured, trusting, cooperative
- Conscientiousness– responsible, dependable, persistent
- Emotional Stability– Unworried, secure, relaxed
- Openness– imaginative, curious, broad-minded

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Characteristics of Excellent Teams (Larson & Lafasto, 1989)

- Clear, elevating goals
- Result driven structure– an appropriate structure for the task at hand
- Competent team members
  - Technically
  - Interpersonally
- Unified commitment

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Characteristics of Teams

- Collaborative climate– honesty, openness, respect
- Standards of excellence
- External support and recognition
- Principled leadership

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Disruptive Behaviors

- Being overly aggressive
- Withdrawing and refusing to cooperate
- Horsing around too much
- Talking too much about irrelevant matters
- Competing too much for attention
- Holding grudges
- Animosity toward other members

As hostilities escalate in a group communication decreases

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Some Common Problems With Team Members

- The whiner or complainer
- The jealous one
- The reluctant participant
- Talkative team member
- The passive-aggressive one
- Dominant team member
- The angry or mean team member

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Some Positive Attitudes

- Speak you mind
- Be open and honest
- Be responsible and think globally
- Let others contribute
- Listen carefully
- Be respectful of others
- Share responsibility for solving the problem

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Attitudes

- Keep emotions under control
- Do not dominate the conversation
- Keep in mind that finding a good solution is more important than winning
- Do not dismiss radically different solutions too quickly
- Survey the alternatives before arriving on a solution

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