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

Some Reasons Why People Join Groups

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

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.

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.

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

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.
Other Factors That May Affect Team Performance

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

Sustaining Performance

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

Sustaining Performance

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

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

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.

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.
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

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

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

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

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.
Personality & Teams

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

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

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

Characteristics of Teams

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

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

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
Some Positive Attitudes

- Speak your 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

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