

PowerPoint Presentation
to Accompany Chapter 16 of
Management
Canadian Edition
Schermerhorn • Wright

Prepared by: Michael K. McCuddy

Adapted by: Lynda Anstett & Lorie Guest

Published by: John Wiley & Sons Canada, Ltd.

Planning Ahead — Chapter 16 Study Questions

- How do teams contribute to organizations?
- What are the current trends in the use of teams?
- How do teams work?
- How do teams make decisions?
- What are the challenges of leading high-performance teams?

Study Question 1: How do teams contribute to organizations?

□ Team

- A small group of people with complementary skills, who work together to achieve a shared purpose and hold themselves mutually accountable for performance results.

□ Teamwork

- The process of people actively working together to accomplish common goals

Study Question 1: How do teams contribute to organizations?

□ Synergy

- The creation of a whole that is greater than the sum of its parts.
- A team uses its membership resources to the fullest and thereby achieves through collective action far more than could be achieved otherwise.

Study Question 1: How do teams contribute to organizations?

- Common problems in teams:
 - Personality conflicts.
 - Individual differences in work styles.
 - Ambiguous agendas.
 - Poor readiness to work.
 - Lack of motivation.
 - Conflicts with other deadlines or priorities.
 - Lack of team organization or progress.
 - Meetings that lack purpose or structure.
 - Members coming to meetings unprepared.

Study Question 1: How do teams contribute to organizations?

□ Informal groups —

- **Not recognized on organization charts.**
- Not officially created for an organizational purpose.
- Emerge as part of the informal structure and from natural or spontaneous relationships among people.
- Include interest, friendship, and support groups.
- Can have positive performance impact.
- Can help satisfy social needs.

Study Question 1: How do teams contribute to organizations?

□ Formal groups —

- Teams that are officially **recognized and supported by the organization for specific purposes.**
- Specifically created to perform essential tasks.
- Managers and leaders serve “linking pin” roles.

Study Question 2: What are the current trends in the use of teams?

- Committees, project teams, and task forces —
 - Committees.
 - People outside their daily job assignments work together in a small team for a specific purpose.
 - Task agenda is narrow, focused, and ongoing.
 - Projects teams or task forces.
 - People from various parts of an organization work together on common problems, but on a temporary basis.
 - Official tasks are very specific and time defined.
 - Disbands after task is completed.

Study Question 2: What are the current trends in the use of teams?

□ Virtual teams —

- Teams of people who work together and solve problems through largely computer-mediated rather than face-to-face interactions.
- Sometimes called ...
 - Computer-mediated groups
 - Electronic group networks

Study Question 2: What are the current trends in the use of teams?

□ Potential advantages of virtual teams:

- Savings in time and travel expenses.
- Minimization or elimination of interpersonal difficulties.
- Ease of expansion.

□ Potential problems of virtual teams:

- Difficulty in establishing good working relationships.
- Depersonalization of working relationships.

Study Question 3: How do teams work?

□ Effective teams ...

- Achieve and maintain high levels of task performance.
- Achieve and maintain high levels of member satisfaction.
- Retain viability for the future.

Study Question 3: How do teams work?

□ **Group process:**

- The way the members of any team work together as they transform inputs into outputs :
- Also known as group dynamics.
- Includes communications, decision making, norms, cohesion, and conflict, among others.

Study Question 3: How do teams work?

- Group process is the way team members work together to accomplish tasks- Stages of team development:
 - Forming — initial orientation and interpersonal testing.
 - Storming — conflict over tasks and ways of working as a team.
 - Norming — consolidation around task and operating agendas.
 - Performing — teamwork and focused task performance.
 - Adjourning — task accomplishment and eventual disengagement.

- Page 381
- Figure 12.5 The critical zone of team development

Study Question 3: How do teams work?

□ Norms

- Behavior expected of team members.

□ Performance norms

- Define the level of work effort and performance that team members are expected to contribute to the team task.

Study Question 3: How do teams work?

□ Cohesiveness (commitment)

- The degree to which members are attracted to and motivated to remain part of a team.
- Can be beneficial if paired with positive performance norms.

Study Question 3: How do teams work? How cohesiveness and norms influence team performance.

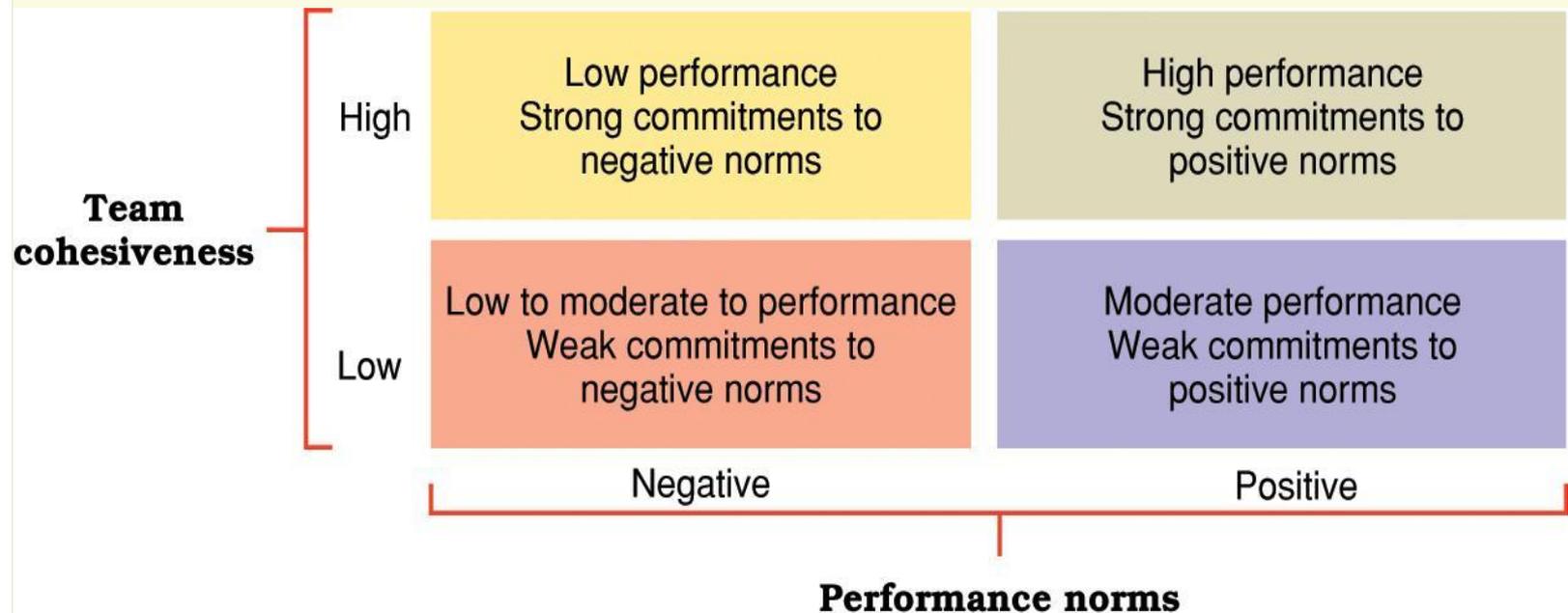
- Effects of team cohesiveness and norms:
 - Positive norms + high cohesiveness \Rightarrow high performance and strong commitments to positive norms.
 - Positive norms + low cohesiveness \Rightarrow moderate performance and weak commitments to positive norms.

Study Question 3: How do teams work? How cohesiveness and norms influence team performance.

□ Effects of team cohesiveness and norms (cont.):

- Negative norms + low cohesiveness \Rightarrow low to moderate performance and weak commitments to negative norms.
- Negative norms + high cohesiveness \Rightarrow low performance and strong commitments to negative norms.

Figure 16.5 How cohesiveness and norms influence team performance.



Study Question 4: How do teams make decisions?

□ Assets of team decision making:

- Greater amounts of information, knowledge, and expertise.
- Expands number of action alternatives considered.
- Increases understanding and acceptance.
- Increases commitment to follow through.

Study Question 4: How do teams make decisions?

□ Potential disadvantages of team decision making:

- Social pressure to conform.
- Individual or minority group domination.
- Time requirements.

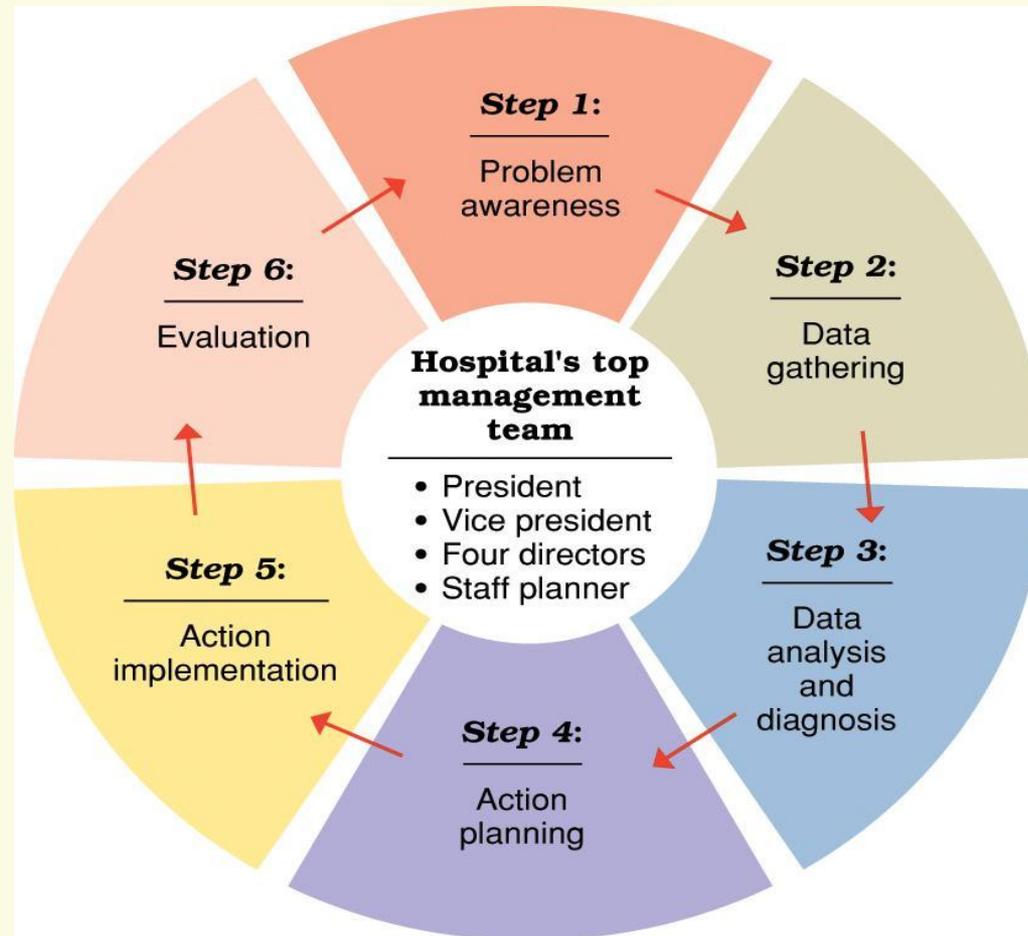
Study Question 4: How do teams make decisions?

- Creativity in team decision making — guidelines for brainstorming:
 - All criticism is ruled out.
 - Freewheeling is welcomed.
 - Quantity is important.
 - Building on one another's ideas is encouraged.

Study Question 5: What are the challenges of leading high-performance teams?

- Steps in a cyclical team-building process:
 - Step 1 — problem awareness.
 - Step 2 — data gathering.
 - Step 3 — data analysis and diagnosis.
 - Step 4 — action planning.
 - Step 5 — action implementation.
 - Step 6 — evaluation.

Figure 16.8 Steps in the team-building process: case of the hospital top management team.



Study Question 5: What are the challenges of leading high-performance teams?

- Characteristics of high-performing teams:
 - A clear and elevating goal.
 - A task-driven, results-oriented structure.
 - Competent and committed members who work hard.
 - A collaborative climate.
 - High standards of excellence.
 - External support and recognition.
 - Strong and principled leadership.

Study Question 5: What are the challenges of leading high-performance teams?

□ Effective team leaders act to:

- Establish clear vision.
- Create change.
- Unleash talent.

COPYRIGHT

Copyright © 2007 John Wiley & Sons Canada, Ltd. All rights reserved. Reproduction or translation of this work beyond that permitted by Access Copyright (The Canadian Copyright Licensing Agency) is unlawful. Requests for further information should be addressed to the Permissions Department, John Wiley & Sons Canada, Ltd. The purchaser may make back-up copies for his or her own use only and not for distribution or resale. The author and the publisher assume no responsibility for errors, omissions, or damages caused by the use of these programs or from the use of the information contained herein.