Teamwork & Group Dynamics

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Groups & Teams

Activity

'Teams are *central* to organizational success' (Martin & Bal, 2006).

Discuss in a small group the following questions:

- What is the difference between a group and a team?

- What makes a good team?

Groups & Teams

Feedback

- 'Teams are *central* to organizational success' (Martin & Bal, 2006).

- Teams are groups, but not all groups are teams.

- A team is an interdependent group, 'who *share common goals*, and must *coordinate their activities* to accomplish these goals' (Koger-Hill, 2013, p. 287).

- 'For teams to be successful, the organizational culture needs to **support member involvement**' (Northouse, 2013).

- To be successful, *leadership must be shared* between team members – this is known as '*Distributed Leadership*' (Day, Gronn, & Salas, 2004).

Groups & Teams

G R O U P T Y P E	Primary	· interact frequently · working towards a common goal · often small groups or project teams	T E A M ?
	Secondary	· interact infrequently · not necessarily working towards the same goal · often large groups (e.g. committees)	
	Formal	· intentionally created by organisation to serve a specific need	
	Informal	· form outside of formal structures according to personal needs of participants (networks)	

(Kakabadse, et al., 1988)

Life Cycle of a Team

Forming

Storming

Performing
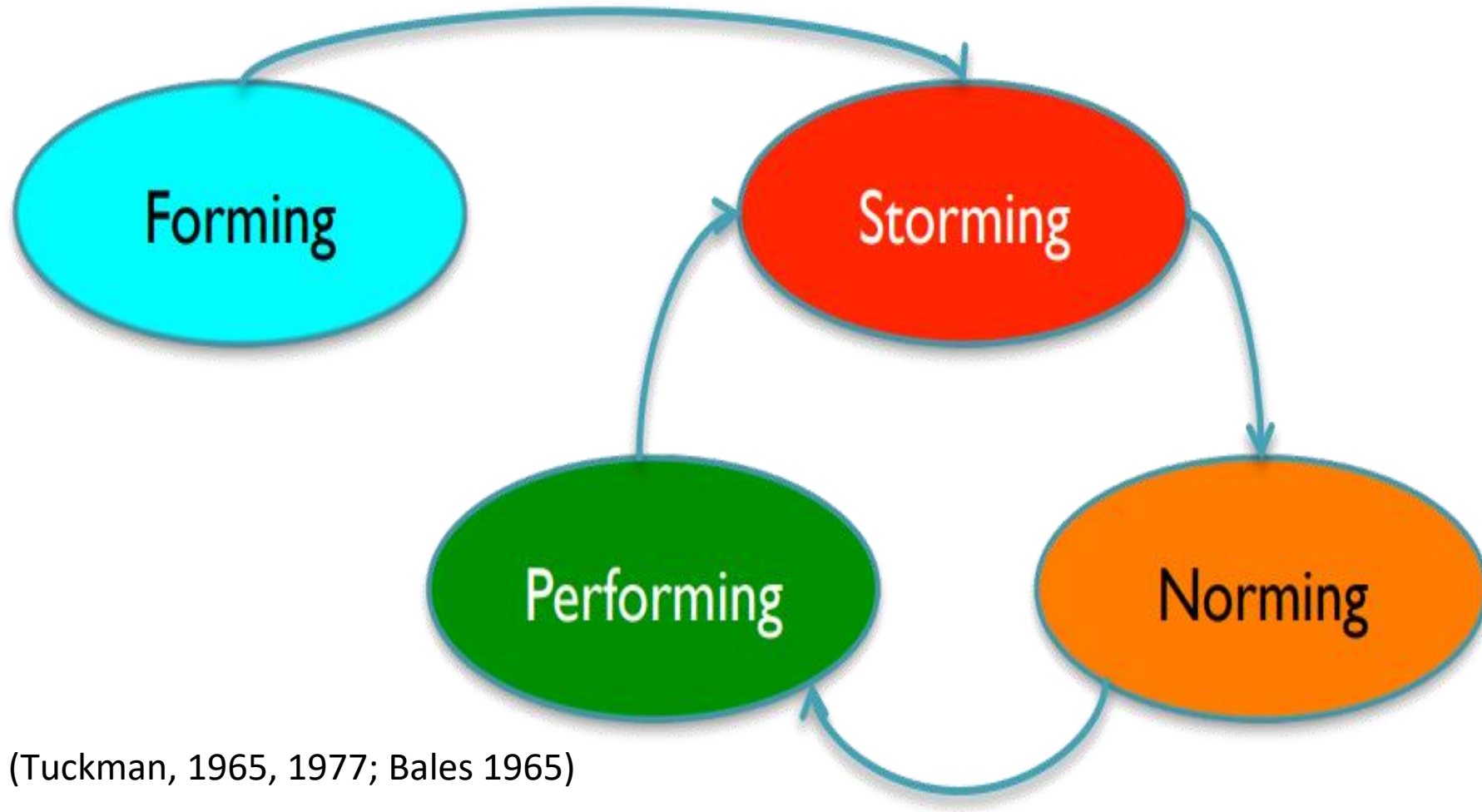
Norming

(Tuckman, 1965, 1977; Bales 1965)

Open Systems Model of Teamwork

INPUTS	THROUGHPUTS	OUTPUTS
Controlled by management	Transforming tasks & activities	Outcomes
+ Climate + Group configuration	+ Processes + Cohesiveness + Communication + Decision making + Task activities + Maintenance activities	+ Task performance + Individual outputs + Other outputs

(Schermerhorn, et al., 1995; Ingram, et al., 1997)

Activity

Paper Cup Tower

Build the tallest tower possible using only paper cups.

Rules:

- Teams of 3
- 2 designers / 1 worker
- 50 cups
- 15 minute design time
- 15 minute build time

Image (retrieved 25.05.2014): http://adsme.co/wp-content/uploads/2015/04/cup-tower-amazing-ideas-5-on-uncategorized-design-ideas.jpg

Activity

Paper Cup Tower

Build the tallest tower possible using only paper cups.

Design phase:

- Workers leave the room.

- 15 minutes design time.

- Sketch / draw design.

- Designers do <u>NOT</u> touch cups!

Image (retrieved 25.05.2014): http://adsme.co/wp-content/uploads/2015/04/cup-tower-amazing-ideas-5-on-uncategorized-design-ideas.jpg

Activity

Paper Cup Tower

Build the tallest tower possible using only paper cups.

Build phase:

- Worker does <u>NOT</u> see plans.

- 15 minutes build time.

- Worker directed by designers.

- Designers do <u>NOT</u> touch cups!

Image (retrieved 25.05.2014): http://adsme.co/wp-content/uploads/2015/04/cup-tower-amazing-ideas-5-on-uncategorized-design-ideas.jpg

Activity

Paper Cup Tower

Build the tallest tower possible using only paper cups.

Build phase (part 2):

- Worker blindfolded.

- Worker may only use weaker hand (left / right).

- Designers do <u>NOT</u> touch cups!

Feedback: inputs, throughputs & outputs

Inputs	Throughputs	Outputs
+ Were the team members well suited to their roles? + Were the abilities of team members taken into account?	+ During the task, who made decisions? Was the decision-making process pre-established? + Was there a team leader? If so, how was this person chosen? + What maintenance behaviours were required to complete the task? + Who performed these maintenance behaviours?	+ Did the team complete the assigned task? + Should this team work together again in the future on other tasks?

Team Roles

Role	+	-
Implementer	Turns ideas into actions	Inflexible when plan in motion
Coordinator	Promotes decision making	Manipulative and delegates
Shaper	Overcomes obstacles	Too aggressive
Plant	(Unorthodox) problem solver	Poor communicator
Resource Investigator	Enthusiastically explores opportunities	Loses interest
Monitor Evaluator	Analytical and seeks all options	Works slowly, often cynical
Team-worker	Builds relationships, reduces tension	Avoids decisive, divisive action
Completer Finisher	Finds errors, brings project to end	Refuse to delegate 🡪 slow
Specialist	Provides expert knowledge & skills	Little interest outside own field

(Belbin, 1981)

Team Leadership

(Koger-Hill, 2013)

Team Leadership

Leadership Decision Questions

1. Should I continue *monitoring* or take *action*?

1. Should I intervene to take care of *relational* or *task* needs?

1. Should I intervene *internally* or *externally*?

Image (retrieved 10.11.18):
https://www.dreamstime.com/stock-photos-deciding-which-door-to-choose-image7770103#res170862

Team Leadership

Example

Team Leadership

Example

Leadership Decisions
- Monitor or Take Action
- Task or Relational
- Internal or External

Internal Leadership Actions

External Leadership Actions

Task
- Goal Focusing
- Structuring for Results
- Facilitating Decisions
- Training
- Maintaining Standards

Relational
- Coaching
- Collaborating
- Managing Conflict
- Building Commitment
- Satisfying Needs
- Modeling Principles

Environmental
- Networking
- Advocating
- Negotiating Support
- Buffering
- Assessing
- Sharing Information

Team Effectiveness
- Performance
- Development

(Koger-Hill, 2013)

Team Leadership

Example

Team Leadership

Example

(Koger-Hill, 2013)

Team Leadership

Five Team Dysfunctions

Absence of Trust

- Lack of confidence in team-mates
- Personal weaknesses are protected and hidden

- ☐ Personal Histories

(Lencioni, 2002)

Team Leadership

Five Team Dysfunctions

Fear of Conflict

- Conflict and debate avoided in meetings & discussions
- Protection of personal feelings due to feelings of vulnerability

- ☐ Mining
- ☐ Thomas–Kilmann Conflict Mode Instrument

(Lencioni, 2002)

Team Leadership

Five Team Dysfunctions

Lack of Committment

- Team-members have not bought into the process
- Lack of consensus and clarity regarding project goals

☐ Deadlines
☐ Worst Case Analysis

(Lencioni, 2002)

Team Leadership

Five Team Dysfunctions

Avoidance of Accountability

- Unwillingness to take responsibility
- Unwillingness to call out others when perfomance drops

- ☐ Publication of standards
- ☐ Review of performance

(Lencioni, 2002)

Team Leadership

Five Team Dysfunctions

Innattention to Results

- Focus on personal and not team goals
- Focus on personal status as a team-member

- ☐ Public declaration of results
- ☐ Results-based rewards

(Lencioni, 2002)

Team Leadership

Universal Characteristics of Team Excellence

- Clear goals
- Results-driven structure
- Competent team members
- Unified committment
- Collaborative climate
- Standards of excellence
- External support & recognition
- Principled leadership

(Larson & LaFasto, 1989, p.299)

Activity

Team Performance

What can a distributed leader do to :

- increase subordinate responsibility?

- influence decision making?

- promote interest beyond the self?

- create a positive working environment?

Example: case study (blended learning)

Work with your **team**.

- Go to the case study: https://unlpteamwork.wordpress.com/

- Read the case study and discuss the **guiding questions** (next slide).

- Consider how you would respond in a discussion assignment.

- Use the ideas in the script to help you.

Example: case study (blended learning)

Guiding Questions

1. Are any of the characteristics of team excellence missing (Larson & LaFasto, 1989) in this team?

1. Using the model of team leadership (Koger-Hill, 2013) should Sam monitor or intervene? If he intervenes, what action should he take?

1. Can this team's problems be attributed to any of the five dysfunctions of a team (Lencioni, 2002) and if so, what remedies could be used?

1. According to Tuckman's (1965) theory of team development, what stage does this team appear to be at?

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