

Chapter 8- Team Dynamics
MHR 405
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Teams:

- Types of team's characteristics in Organizations: Permanence (how long the teams exist), skill differentiation (degree where individual bring diverse skills to the team), and authority differentiation (how decision making responsibility is given throughout the team)

Informal Groups:

- The friends I meet with for lunch are "informal groups" but can't be called a team since they have little independence, and no organizationally maintained purpose
- Why social groups exist? 1. Human beings are social animals 2. Social Identity theory (people define themselves as who they affiliate themselves with) 3. Accomplish personal objectives 4. We are comforted by the presence of people and are motivated to be near them in stressful situations

Informal groups and Organizational Outcomes:

- Informal groups don't serve any organizational objectives but they potentially minimize employee stress, which will lead to employee effectiveness
- Employees with strong informal networks tend to have more power since they are more open to others and know how to be treated, and their talent is more visible to key decision makers

Advantages and Disadvantages of Teams:

- People are more motivated when working in teams, since employees have a drive to fulfill the goals of a group, people are also motivated in teams because they are accountable to fellow team members
- Teams must be under the right conditions or they wont succeed

The Challenges of Teams:

- Teams have problems of disagreements, misunderstandings, divergent viewpoints where a individual working does have these disagreements which waste time

Social Loafing:

- when people exert less effort in teams than working alone
- Higher when individual performance is hidden
- Social loafing is less prevalent when the task is interesting because individuals are more motivated

A Model of Team Effectiveness:

- Team effectiveness is when it benefits the organization, its members, and survives long to accomplish its mandate
- The model looks like
 1. **Organizational and Team Environment**
 - All conditions beyond the team's boundaries that influence its effectiveness, such as receiving team based rewards
 2. **Team Design Elements**
 - Team effectiveness wont prosper without the Task characteristics, team size, team composition, and team roles being properly designed
 3. **Team States**
 - This includes team norms, cohesion, team efficacy, and trust.

Internal team processes

- Teamwork behavior takes the form of overt actions and verbal statements that contribute to the coordination demands of the team's task.

- It is the team members' efforts to understand the task requirements, discovering the rules, finding the patterns of interaction with equipment developing team solutions and sharing task-related information.

External team processes

- Teams must interact with groups of people who are beyond the team's boundary.
- It is the linkage and manage interaction with parties from the external environment.
- "Task coordination" is the interactions aimed to coordinate technical or design issues, such a obtaining feedback on product design and negotiating with external parties.
- "Horizontal boundary spanning" is when predictors of performance and ambassador and task coordinator activity were both positively related. Which requires higher levels of communication.
- "Scouting activity" described as the scanning for information and ideas from the competition and the market.

Self-Directed Teams

- Cross functional groups organized around work processes, that complete an entire piece of work require interdependent tasks
- These teams plan, organize and control work activities without any higher-status supervisor

Success Factors for Self-Directed Teams:

- Should be responsible for the whole work process
- Should have sufficient autonomy so they can work productively together