

ADM 2336 Chapter 11 In Class Notes

Teams

- What are teams?
 - 2+ people ... who work interdependently over time ...toward a common goal...related to task-oriented purpose...accountable to one another
 - Team with two people is called a dyad
 - Difference between team and group is that teams are accountable; to each other, groups are not
- Types of teams
 - See your book pg. 357-360
 - that there are five general types of teams
 - Work team
 - Management team
 - Parallel team: Teams composed of members from various jobs within the organization that meet to provide recommendations about important issues
 - Project team
 - Action team: Teams of limited duration that performs complex tasks in contexts that tend to be highly visible and challenging.
 - Team exist over time...
 - Stages of team development figure 11.2
 - **Forming: what's expected of members**
 - **Storming: members remain committed to ideas they bring with them to the team.**
 - **Norming: members realize that they need to work together to accomplish team goals**
 - **Performing: team makes progress toward goals.**
 - **Adjourning: members experience anxiety and other emotions as they disengage and ultimately separate from the team. But does this sequence of forming, storming, norming, performing, and**
 - **Focus on the order of the stages for the final exam**
- Team development
 - **Forming and pattern creation**
 - **Inertia**
 - **Punctuated Equilibrium:** A sequence of team development during which not much gets done until the halfway point of a project, after which teams make necessary changes to complete the project on time
 - **Process Revision**
 - **Inertia**
- Team Interdependence
 - Interdependence of
 - Outcomes: Team members share outcomes

- Goal: Shared vision of goals
 - Task: Accomplish a list of tasks
- Types task of interdependence
 - **Pooled interdependence**: all members contribute their own work to achieve a common task
 - **Sequential interdependence**: like an assembly line for completing a task. Works well if each person as a specialization in one certain task.
 - **Reciprocal interdependence**: creating sub teams to achieve goals
 - **Comprehensive interdependence**: Everybody works on all aspects of task at the same time.
- Team composition
 - Five aspects of team composition
 - **Norms**
 - Shared expectations regarding behaviour within the group
 - Codes of conduct for the team
 - Provide regularity and predictability
 - Member roles
 - Member ability
 - Member ability and tasks
 - **Disjunctive task**
 - Tasks that have an objective verifiable solution, one correct answer. If one member has the answer, it is ok.
 - One member with great ability = team success.
 - **Conjunctive task**
 - Opposite of disjunctive. One person can sink the entire team. Weakest link can be a problem.
 - One member with poor ability = team failure
 - **Additive task**
 - Adding everyone's output together
 - The more members with great ability = team success
 - **Member personality**
 - Conscientiousness
 - Agreeableness
 - Can be a downside if everyone agrees with everything because people won't bring up constructive criticism or speak up about something wrong
 - Extraversion
 - Could be power struggles
 - **Team diversity (surface, deep)**
 - Diversity at xerox
 - Two opposing views of diversity

- Similarity-attraction: A theory explaining that team diversity can be counterproductive because people tend to avoid interacting with others who are unlike them
 - Value in diversity problem-solving: A theory that supports team diversity because it provides a larger pool of knowledge and perspectives
 - Explanations
 - **Surface level diversity**
 - **Deep level diversity**
 - Age of the group
- **Team size**
 - Disjunctive
 - Larger size = greater team success
 - Conjunctive
 - Larger size = weaker team success
 - Additive
 - Larger size = greater team success
- Team processes
 - **process gain:** Achievement of team outcomes greater than those one would expect on the basis of the capabilities of the individual members
 - **Process loss**
 - Getting less than expected from the team
 - **Coordination problems**
 - **Motivation problems**
 - **Social loafing**
 - **Free-rider effect**
- Team States
 - Specific types of feelings and thoughts that coalesce in the minds of team members as a consequence of their experience working together
 - **Cohesion**
 - When members have strong emotional bonds to other members and the team itself
 - Threat and competition
 - Success. When teams are successful, they tend to be more cohesive
 - Group size: the larger the group the harder it is to feel cohesion
 - Toughness of initiation
 - Usually good, but... It depends on what the team norms are.

	Low team cohesion	High team cohesion
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Team norms are productive	Moderately high task performance	High task performance
Team norms are counterproductive	Moderately low task performance	Low task performance

- Not if “groupthink” takes over.
 - Appoint a devil’s advocate
- **Team mental models**
 - Shared knowledge of team members’ knowledge, abilities
 - Shared understanding of work to be done
 - The degree to which team members have a shared understanding of important aspects of the team and its task
- Taskwork process
 - See page 379-382.
 - The activities of team members that relate directly to the accomplishment of team tasks
 - Creative behaviour
 - Decision making
 - Decision informity
 - Staff validity
 - Hierarchical sensitivity
 - Boundary Spanning
 - Ambassador activities
 - Task coordinator activities
 - Scout activities
- Groupthink
 - Behaviours that support conformity and team harmony at the expense of other team priorities