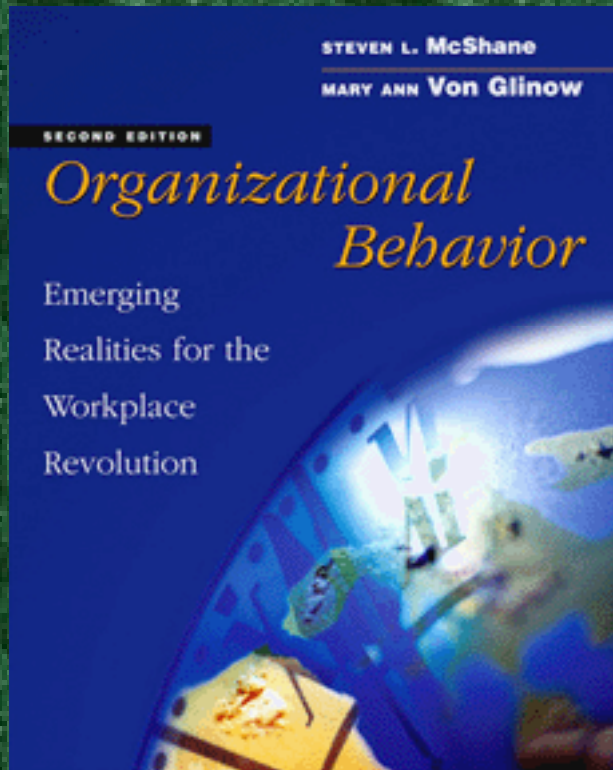


CHAPTER

8



Team Dynamics

Teams at DaimlerChrysler

DaimlerChrysler has created a senior-level product strategy team, six product innovation teams, and 50 component parts teams. The automaker's goal is to use teams to get new products to market faster, more efficiently, and more in line with customer needs.



© A. Levenson/Getty Images

What are Teams?

- Groups of two or more people
- Exist to fulfill a purpose
- Interdependent -- interact and influence each other
- Mutually accountable for achieving common goals
- Perceive themselves as a social entity



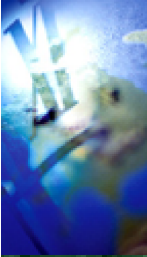
© A. Levenson/Getty Images

Groups versus Teams

- All teams are groups
- Some groups are just people assembled together
- Teams have task interdependence whereas some groups do not (e.g., group of employees enjoying lunch together)



© A. Levenson/Getty Images



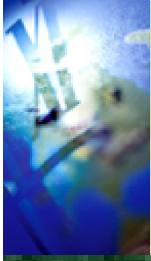
Types of Teams

Permanent teams

- Team-based departments
- Team-based organization
- Quality circles

Temporary teams

- Task forces
 - ▶ Temporary teams that investigate a problem
- Skunkworks
 - ▶ Formed spontaneously, using borrowed resources, to develop products or solve problems

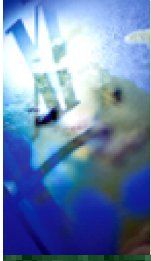


Virtual Teams

- Cross-functional teams that operate across space, time and organizational boundaries using information technology

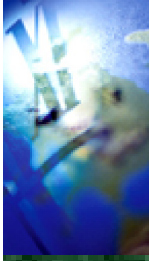
- Increasingly possible because of:
 - Technology
 - Knowledge-based work

- Increasingly necessary because of:
 - Globalization
 - Knowledge management
 - Need for team work

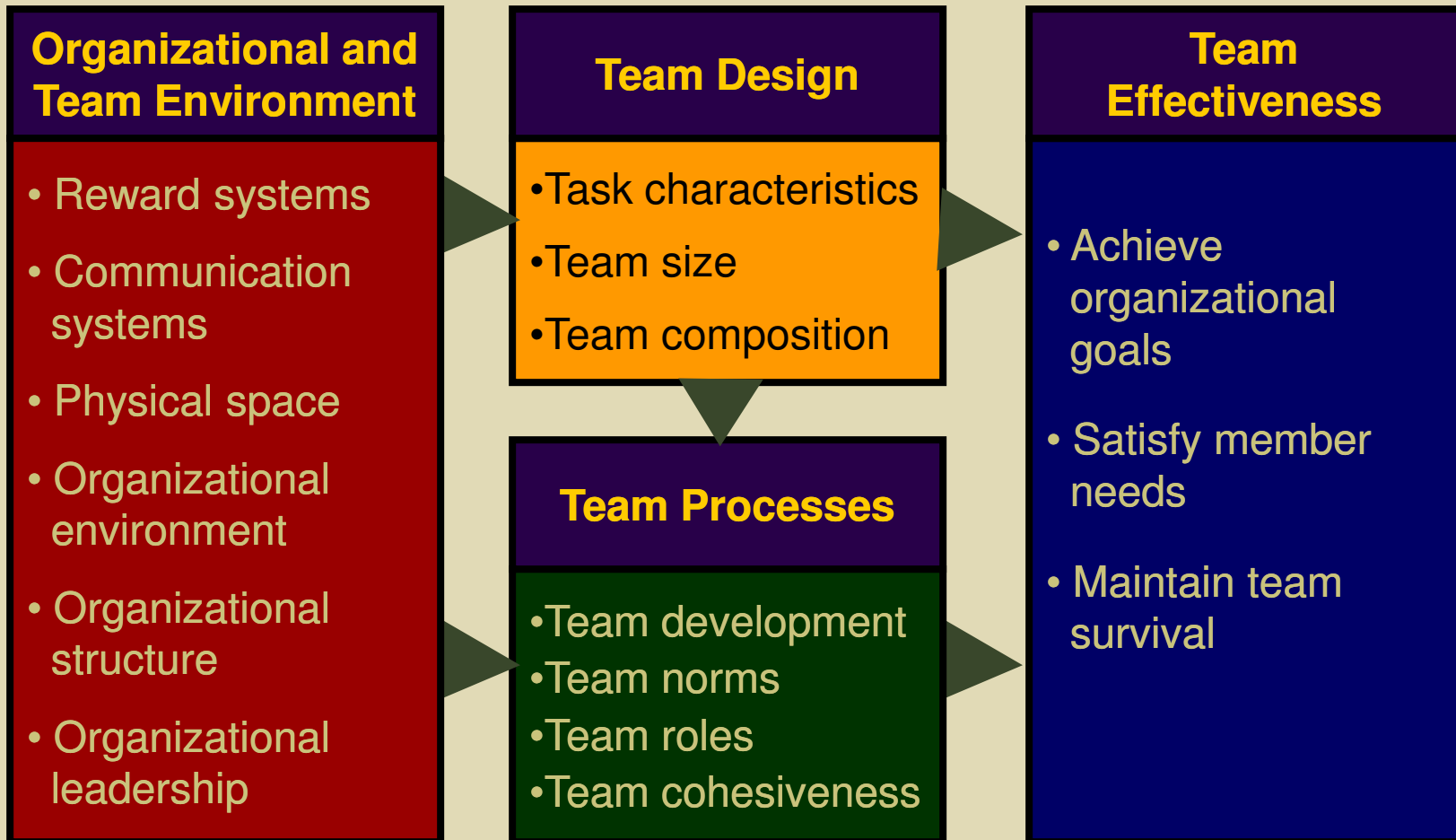


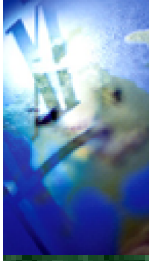
Why Informal Groups Exist

- Relatedness Needs
 - Fulfill need for social interaction
 - Social identity
- Goal accomplishment
- Emotional support



Team Effectiveness Model





Team Design Elements

■ Task characteristics

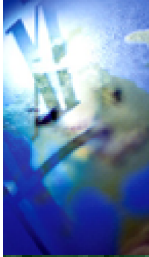
- Better when tasks are clear, easy to implement
- Task interdependence
- Share common inputs, processes, or outcomes

■ Team size

- Smaller teams are better
- But large enough to accomplish task

■ Team composition

- Members motivated/competent to perform task in a team environment
- Team diversity



Homogeneous vs. Heterogeneous Teams

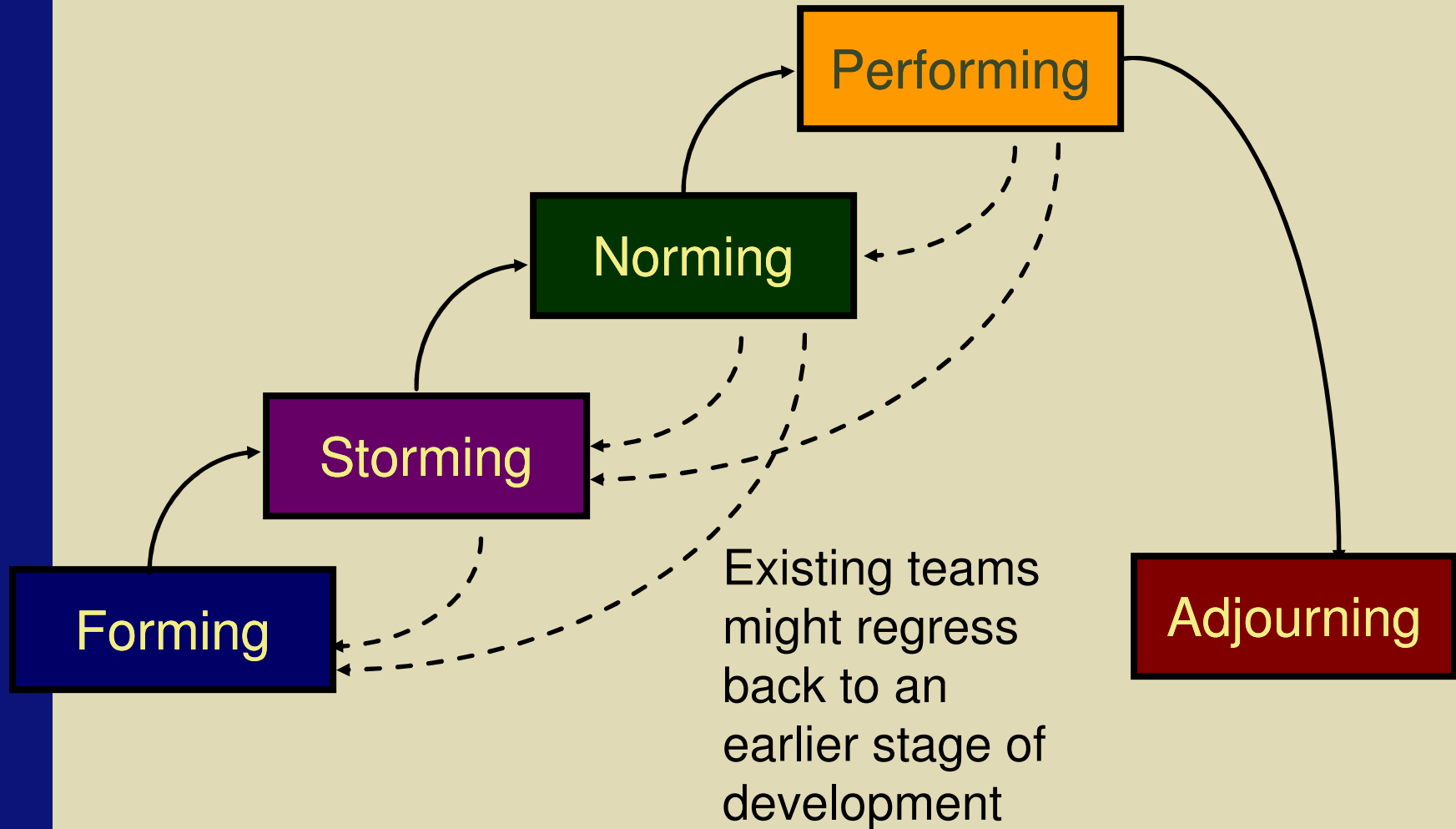
Homogeneous Teams

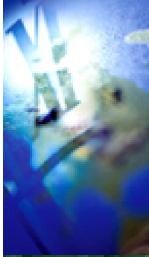
- Higher satisfaction
- Less conflict
- Faster team development
- More efficient coordination
- Performs better on simple tasks

Heterogeneous teams

- More conflict
- Slower team development -- takes longer to agree on norms and goals
- Better knowledge and resources for complex tasks
- Tend to be more creative
- Higher potential for support outside the team

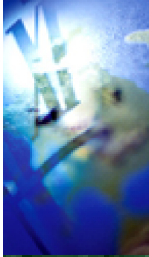
Stages of Team Development





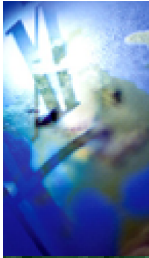
Team Norms

- Informal rules and expectations team establishes to regulate member behaviors
- Norms develop through:
 1. Explicit statements
 2. Critical events in team's history
 3. Initial team experiences
 4. Beliefs/values members bring to the team

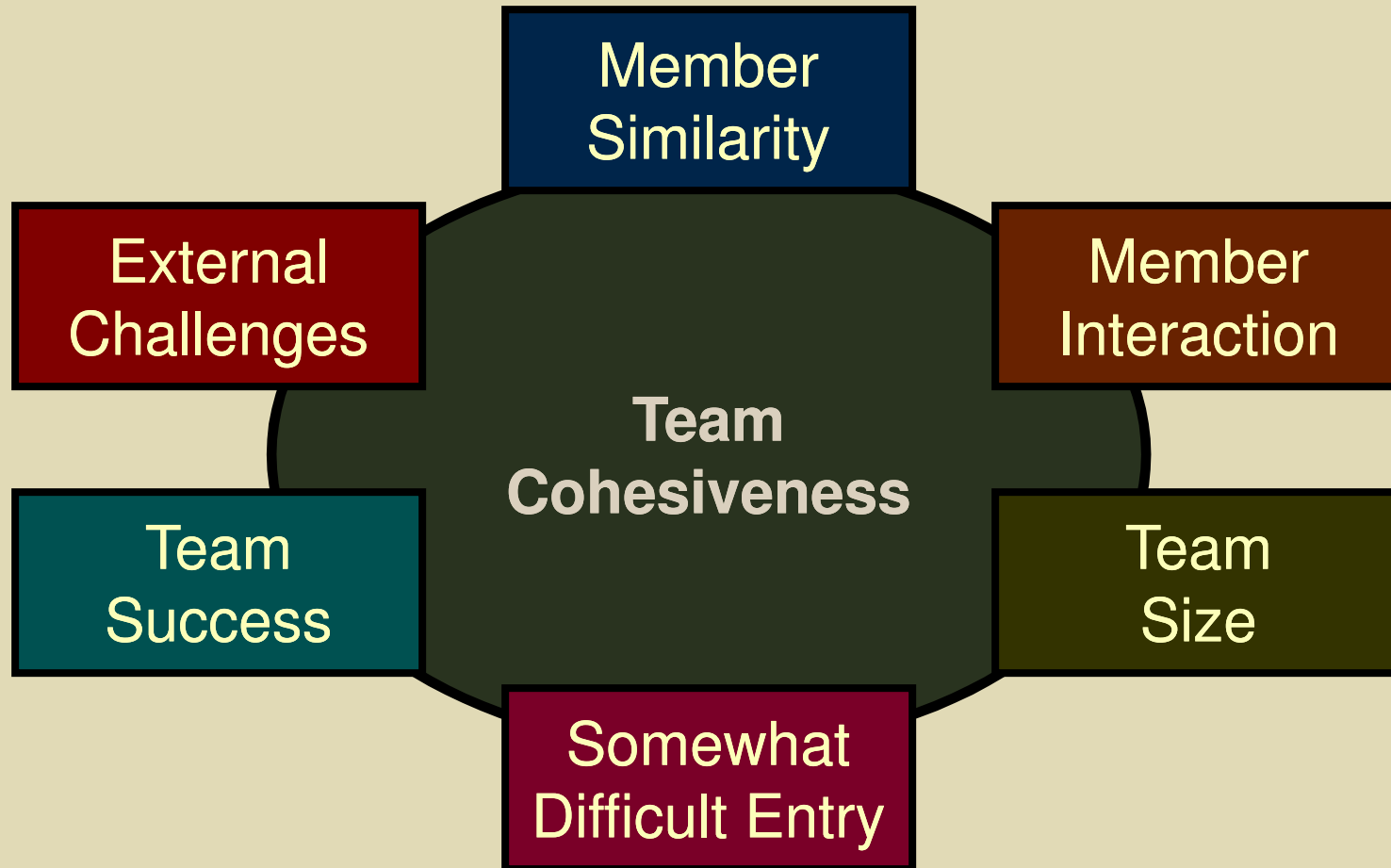


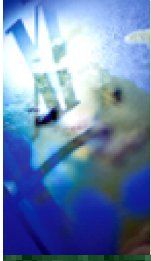
Changing Team Norms

- Introduce norms when forming teams
- Select members with preferred norms
- Discuss counterproductive norms
- Reward behaviors representing desired norms
- Disband teams with dysfunctional norms



Causes of Team Cohesiveness





Team Cohesiveness Outcomes

Trevor Pound couldn't get away for a planned vacation, so other team members turned his work area into a mini paradise. The practical joke illustrates how members of cohesive teams support each other.



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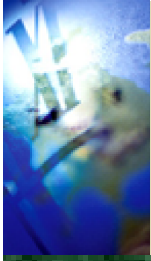
Team Cohesiveness Outcomes

Members of cohesive teams:

- Want to remain members
- Willing to share information
- Strong interpersonal bonds
- Want to support each other
- Resolve conflict effectively
- More satisfied and experience less stress



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Cohesiveness and Performance

**Team Norms
Support
Firm's
Goals**

**Moderately
High Task
Performance**

**High
Task
Performance**

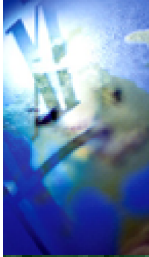
**Team Norms
Oppose
Firm's
Goals**

**Moderately
Low Task
Performance**

**Low Task
Performance**

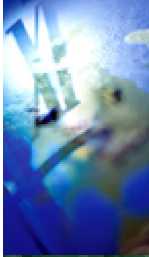
**Low Team
Cohesiveness**

**High Team
Cohesiveness**



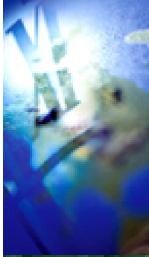
The Trouble With Teams

- Individuals better/faster on some tasks
- Process losses - cost of developing and maintaining teams
- Companies don't support best work environment for team dynamics
- Social loafing



Conditions for Social Loafing

- Low task interdependence
- Individual output not visible
- Routine, uninteresting tasks
- Low task significance
- Low collectivist values

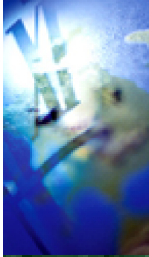


Team Building at Ericsson Cyberlabs



Employees at Ericsson Cyberlab in Singapore climbed over rock walls, inched across planks, scaled cargo nets, and performed other daunting tasks to improve team dynamics.





Types of Team Building

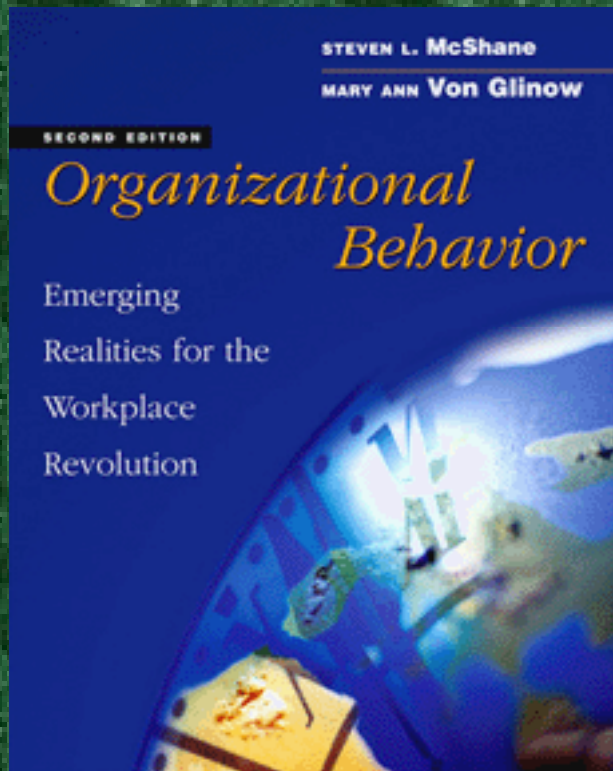


Role definition
Interpersonal process
Goal setting
Problem solving



CHAPTER

8



Team Dynamics