

An aerial photograph of a large, colorful geometric plaza. The plaza is composed of various colored rectangular sections in shades of light blue, dark blue, red, and green. A large green square is the central focus, where several people are walking. Other people are scattered throughout the plaza, some walking along the light blue paths. The overall design is reminiscent of Piet Mondrian's abstract art style.

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MANAGEMENT

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Leading teams

CHAPTER 18



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Leading teams

1

Define what a team is and understand the contributions that teams can make

2

Identify the various types of teams in organisations

3

Discuss the dilemma of teamwork and the five common dysfunctions

4

Understand the model of work team effectiveness

5

Define virtual teamwork and understand effective virtual team leadership

6

Understand how characteristics such as size, diversity and member roles influence teams

7

Understand team processes, explain the general stages of team development and the concepts of team cohesiveness, team norms and their relationship to team performance

8

Understand the types and causes of conflict within and among teams and how to express and reduce conflict, including the importance of negotiation



How do you like to work?

	Mostly true	Mostly false
1 I prefer to work on a team rather than do individual tasks.		
2 Given a choice, I try to work by myself rather than face the hassles of group work.		
3 I enjoy the personal interaction when working with others.		
4 I prefer to do my own work and let others do theirs.		
5 I get more satisfaction from a group victory than an individual victory.		
6 Teamwork is not worthwhile when people do not do their share.		
7 I feel good when I work with others, even when we disagree.		
8 I prefer to rely on myself rather than others to do an assignment.		



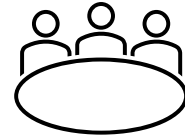
THE VALUE OF TEAMS

- Teamwork provides benefits
- Much work in organisations is interdependent
- A team can best ensure coordination, information sharing and exchange of materials for successful task accomplishment



WHAT IS A TEAM?

- A **team** is:
 - A unit of two or more people who interact and coordinate their work to accomplish a specific goal
 - **Four components:**
 - require two or more people
 - regular interaction
 - share a performance goal
 - e.g. build a new hand-held computer



DIFFERENCES BETWEEN GROUPS AND TEAMS

Group	Team
Has a designated strong leader	Shares or rotates leadership roles
Holds individuals accountable	Holds team members accountable to each other
Sets identical purpose for group and organisation	Sets specific team vision or purpose
Has individual work products	Has collective work products
Runs efficient meetings	Runs meetings that encourage open-ended discussion and problem solving
Measures effectiveness indirectly by influence on business (such as financial performance)	Measures effectiveness directly by assessing collective work
Discusses, decides and delegates work to individuals	Discusses, decides and shares work

Exhibit 18.1 Differences between groups and teams

Source: Adapted from Katzenbach, J. R. and Smith, D. K. (March–April 1995). 'The Discipline of Teams'. *Harvard Business Review*, 111–20.



CONTRIBUTIONS OF TEAMS

- Effective teams can provide many advantages in organisations
- Stronger competitive advantage
- Higher overall organisational performance
- Requires right set of personalities, specialties and skills
- Clearly defined roles and responsibilities
- Establishing clear channels of communication
- Information sharing
- Trust is a crucial aspect of teamwork



FIVE CONTRIBUTIONS TEAMS MAKE

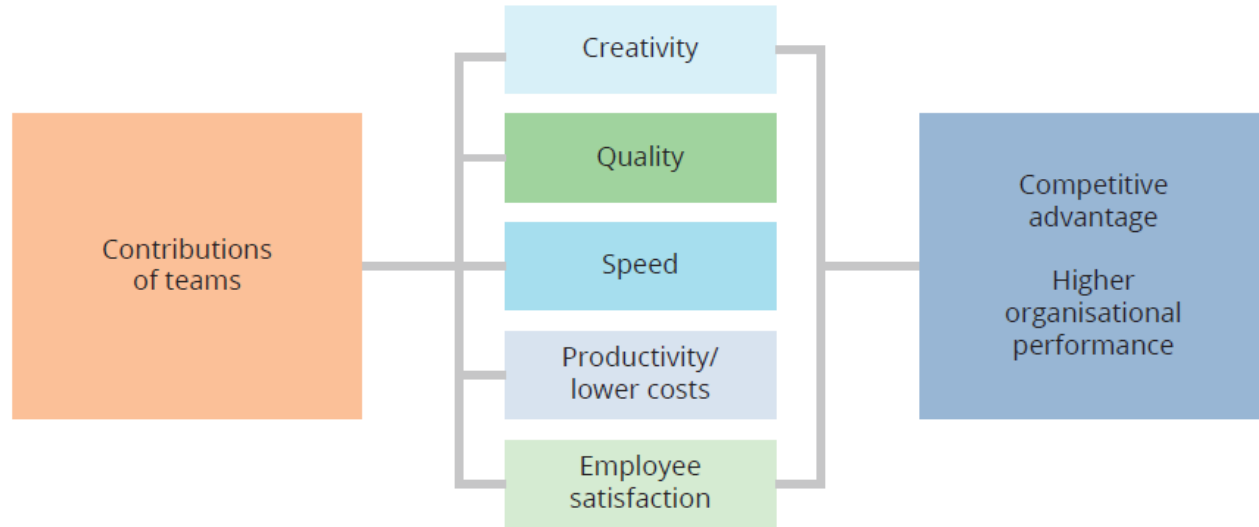


Exhibit 18.2 Five contributions teams make



TYPES OF TEAMS

- Two most common types:
- **Functional team**
 - A team composed of a manager and his or her subordinates
 - Also called a command team
 - May include 3-4 levels of hierarchy
- **Cross-functional teams** are composed of employees from
 - About the same hierarchical level
 - Different areas of expertise
 - Examples:
 - task force
 - special-purpose team



FUNCTIONAL AND CROSS-FUNCTIONAL TEAMS IN AN ORGANISATION

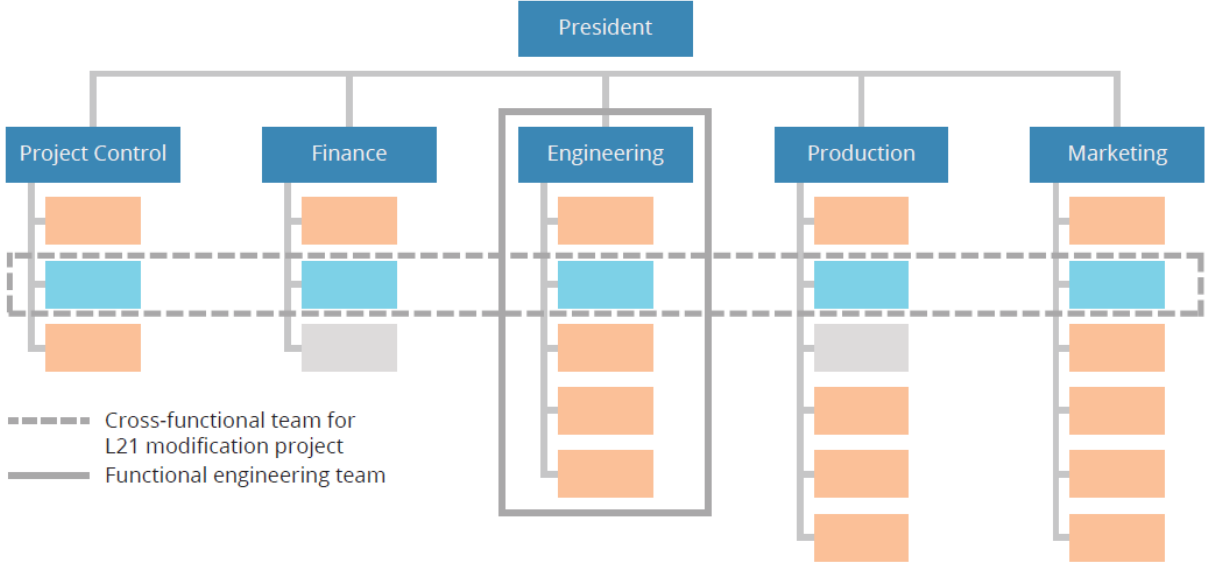


Exhibit 18.3 Functional and cross-functional teams in an organisation



SELF-MANAGED TEAMS

- A team that consists of **multiskilled** employees who **rotate** jobs to **produce an entire product or service**
- Often led by an elected team member
- **Central idea** is the team themselves, not the managers or supervisors



SELF-MANAGED TEAMS (CONTD.)

- Self-managed teams are permanent teams
- Team characteristics:
 - team includes employees with several skills and functions
 - the team is given access to resources such as information, equipment, machinery and supplies needed to perform the **complete** task
 - the team is empowered with decision-making authority



THE PERSONAL DILEMMA OF TEAMWORK

- Teams can be perceived positively or negatively
- Three primary reasons presenting a dilemma for many people:
 - fear of giving up independence
 - presence of free riders
 - fear of dysfunction



FIVE COMMON DYSFUNCTIONS IN TEAMS

Dysfunction	Effective team characteristics
Lack of trust – People don't feel safe to reveal mistakes, share concerns or express ideas.	Trust – Members trust one another on a deep emotional level; feel comfortable being vulnerable with one another.
Fear of conflict – People go along with others for the sake of harmony; don't express conflicting opinions.	Healthy conflict – Members feel comfortable disagreeing and challenging one another in the interest of finding the best solution.
Lack of commitment – If people are afraid to express their true opinions, it's difficult to gain their true commitment to decisions.	Commitment – Because all ideas are put on the table, people can achieve genuine buy-in around important goals and decisions.
Avoidance of accountability – People don't accept responsibility for outcomes; engage in finger-pointing when things go wrong.	Accountability – Members hold one another accountable rather than relying on managers as the source of accountability.
Inattention to results – Members put personal ambition or the needs of their individual departments ahead of collective results.	Results orientation – Individual members set aside personal agendas; focus on what's best for the team. Collective results define success.

Exhibit 18.4 Five common dysfunctions in teams

Sources: Based on Lencioni, P. (2002). *The Five Dysfunctions of a Team* (New York: John Wiley & Sons); and Lencioni, P. (October 2009). 'Dissolve Dysfunction: Begin Building Your Dream Team'. *Leadership Excellence*, 20.



MODEL OF TEAM EFFECTIVENESS

- Effective teams are **built** by managers who take specific actions
- Important team characteristics are
 - type of team
 - team structure
 - team composition
- Permanent self-managed teams, temporary task force or special-purpose team
- Diversity of the team



WORK TEAM EFFECTIVENESS MODEL

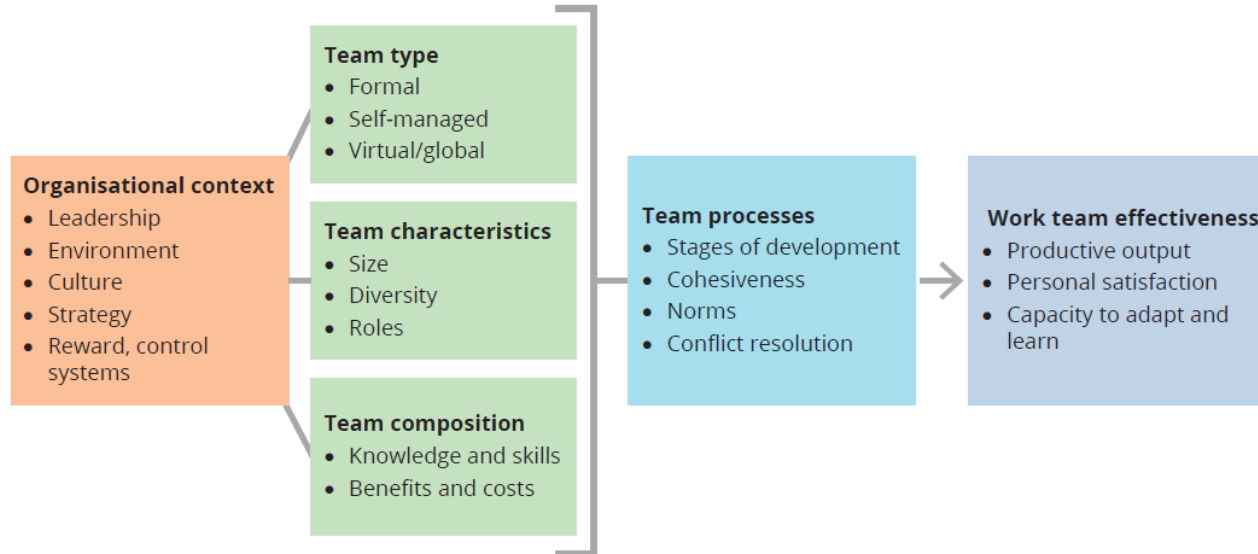


Exhibit 18.5 Work team effectiveness model



VIRTUAL TEAMS

- Virtual team has geographically or organisationally dispersed members
- Linked via information and telecommunications technologies
- Local, national, or global
- Members coming from one firm or many
- Advantage: can utilise most talented group of people in complex projects
- **Challenges:**
 - trust and relationships building
 - shaping culture
 - monitoring progress
 - rewarding members



WHAT EFFECTIVE VIRTUAL TEAM LEADERS DO

Practice	How it's done
Use technology to build relationships	Bring attention to and appreciate diverse skills and opinions Use technology to enhance communication and trust Ensure timely responses online Manage online socialisation
Shape culture through technology	Create a psychologically safe virtual culture Share members' special experience/strengths Engage members from cultures where they may be hesitant to share ideas
Monitor progress and rewards	Scrutinise electronic communication patterns Post targets and scorecards in virtual work space Reward people through online ceremonies, recognition

Exhibit 18.6 What effective virtual team leaders do

Sources: Based on Table 1, 'Practices of Effective Virtual Team Leaders', in Malhotra, A., Majchrzak, A. and Rosen, B. (February 2007). 'Leading Virtual Teams'. *Academy of Management Perspectives*, 21:1, 60–9; and Table 2, "Best Practices" Solutions for Overcoming Barriers to Knowledge Sharing in Virtual Teams', in Rosen, B., Furst, S. and Blackburn, R. (2007). 'Overcoming Barriers to Knowledge Sharing in Virtual Teams'. (2007). *Organizational Dynamics*, 36:3, 259–73.



TEAM CHARACTERISTICS

- Of particular concerns:
- Size
 - large enough to incorporate diverse skills needed
- Diversity
 - heterogeneous teams more effective
- Member roles
 - need to be structured
 - members fulfil different roles



TEAM PROCESSES

- Dynamics that change over time
- Can be influenced by team leaders
- In this section, we discuss:
 - stages of development, cohesiveness and norms
 - the fourth type of team process, conflict, will be covered in the next section



STAGES OF TEAM DEVELOPMENT

Key Concept

Based on the stages of small group development in Bruce W. Tuckman
After creation, a team goes through distinct stages:

Forming	Storming	Norming	Performing	Adjourning
<ul style="list-style-type: none">• Characterised by orientation and acquaintance	<ul style="list-style-type: none">• Individual personalities and roles develop• May result in conflicts	<ul style="list-style-type: none">• Conflicts are resolved and team harmony and unity emerge	<ul style="list-style-type: none">• Members focus on problem solving and accomplishing team's assigned task	<ul style="list-style-type: none">• Members prepare for the team's disbandment



FIVE STAGES OF TEAM DEVELOPMENT

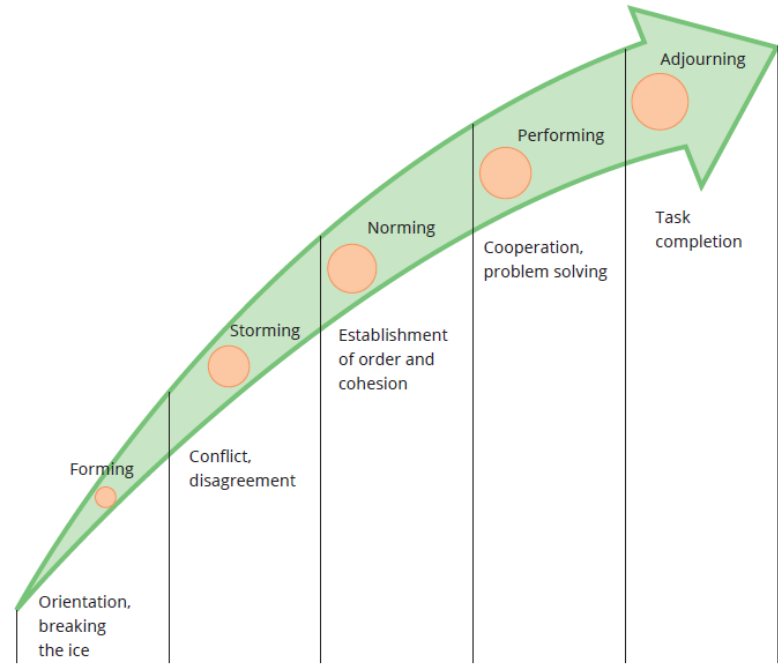


Exhibit 18.7 Five stages of team development

Sources: Based on the stages of small group development in Tuckman, B. W. (1965). 'Developmental Sequence in Small Groups'. *Psychological Bulletin*, 63, 384–99; and Tuckman, B. W. and Jensen, M. A. (1977). 'Stages of Small Group Development Revisited'. *Group and Organizational Studies*, 2, 419–27.



BUILDING A COHESIVE TEAM

- Refers to the extent to which team members are attracted to the team and motivated to remain in it

Determinants of cohesiveness

- team interaction
- shared goals
- personal attraction to the team

Consequences of team cohesiveness

- morale is higher in cohesive teams
- positive effects on the satisfaction
- more productive



ESTABLISHING TEAM NORMS

- A **standard of conduct** that is shared by team members and guides their behaviour
- Four ways team norms develop:
 - 1 Critical events (in team's history)
 - 2 Primacy (first behaviour)
 - 3 Carryover behaviour
 - 4 Explicit statements

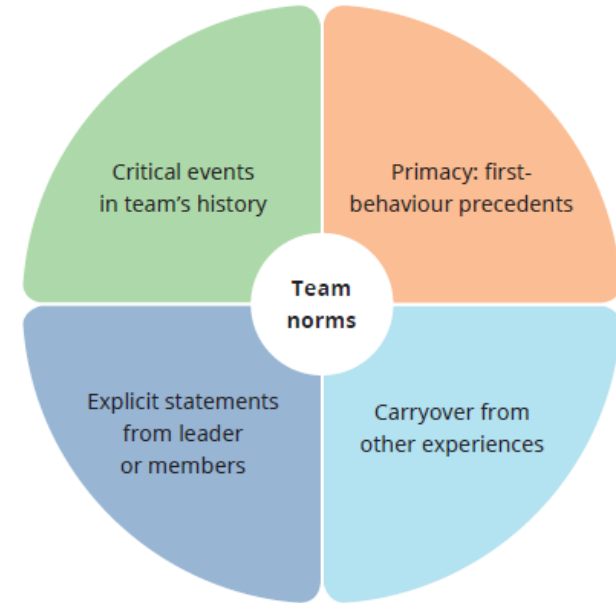


Exhibit 18.8 Four ways team norms develop



MANAGING TEAM CONFLICT

- **Conflict:** an antagonistic interaction in which one party attempts to thwart the intentions or goals of another

- Types:

- task conflict
- relationship conflict

task conflict

- Conflict that results from disagreements about the goals to be achieved or the content of the tasks to be performed

relationship conflict

- Conflict that results from interpersonal incompatibility that creates tension and personal animosity among people



BALANCING CONFLICT AND COOPERATION

- Mild conflict can be beneficial to teams
- Healthy level of conflict helps to prevent **groupthink**
- A degree of conflict leads to better decision making
- Multiple viewpoints are expressed
- Too much conflict can be destructive

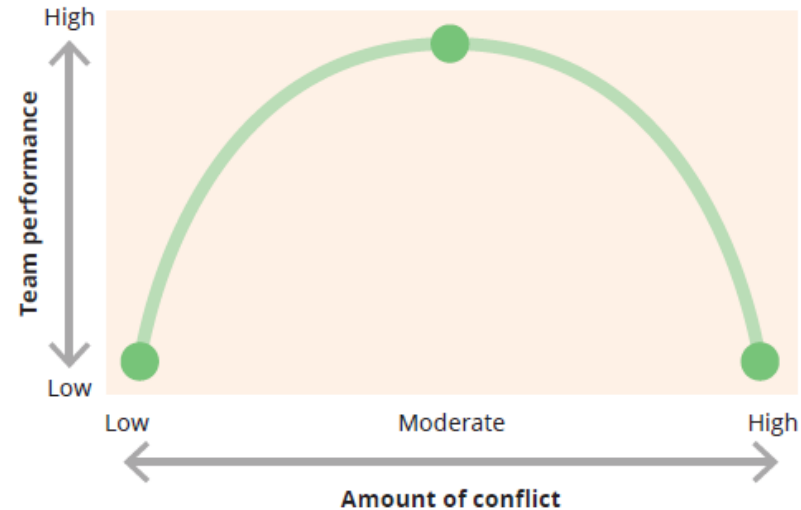


Exhibit 18.9 Balancing conflict and cooperation



CAUSES OF CONFLICT

- Causes of conflict
 - competition over scarce resources
 - communication breakdown
 - goal differences
 - lack of trust
 - lack of non-verbal cues in virtual interactions leads to more misunderstandings



STYLES OF HANDLING CONFLICT

- Teams and individuals have different styles for dealing with conflict

The <i>dominating style</i> (my way)	The <i>avoiding style</i> (no way)	The <i>compromising style</i> (halfway)	The <i>accommodating style</i> (your way)	The <i>collaborating style</i> (our way)
<ul style="list-style-type: none">reflects assertiveness to get one's own way, and should be used when quick, decisive action is vital on important issues or unpopular actions, such as during emergencies or urgent cost cutting	<ul style="list-style-type: none">reflects neither assertiveness nor cooperativeness. It is appropriate when an issue is trivial, when there is no chance of winning, when a delay to gather more information is needed or when a disruption would be costly	<ul style="list-style-type: none">reflects a moderate amount of both assertiveness and cooperativenessappropriate when the goals on both sides are equally important, when opponents have equal power and both sides want to split the difference, or when people need to arrive at temporary or expedient solutions under time pressure	<ul style="list-style-type: none">reflects a high degree of cooperativeness, which works best when people realise that they are wrong, when an issue is more important to others than to oneself, when building social credits for use in later discussions and when maintaining harmony is especially important	<ul style="list-style-type: none">reflects a high degree of both assertiveness and cooperativeness



A MODEL OF STYLES TO HANDLE CONFLICT

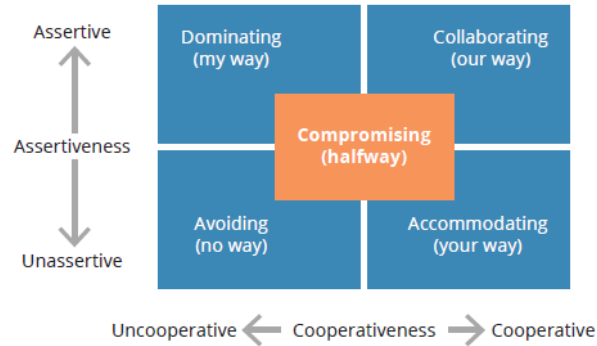


Exhibit 18.10 A model of styles to handle conflict

Sources: Adapted from Thomas, K. (1976). 'Conflict and Conflict Management', in Dunnette, M. D. (ed.) (1976). *Handbook of Industrial and Organizational Behavior*, (New York: John Wiley), p. 900; and Peck, N. (20 September 2005). 'Conflict 101: Styles of Fighting'. North Virginia Community College website, <http://www.nvcc.edu/home/npeck/conflicthome/conflict/Conflict101/conflictstyles.htm> (accessed 13 April 2011).

WAYS OF EXPRESSING CONFLICT

Four primary ways of expressing conflict

High directness–high intensity.	High directness–low intensity.	Low directness–high intensity.	Low directness–low intensity.
<ul style="list-style-type: none">• A person using this approach expresses a conflict unambiguously by using aggressive or antagonistic verbal and non-verbal communication, such as shouting, scowling, or eye rolling	<ul style="list-style-type: none">• With this approach, communication is also unambiguous, but the person uses a low-voltage style, such as asking questions, listening, debating, and deliberating	<ul style="list-style-type: none">• A person using this approach expresses a conflict ambiguously but uses aggressive tactics. This may include behaviours such as ignoring another's viewpoint, mean-spirited teasing or bullying, backstabbing, or undermining the opponent to third parties	<ul style="list-style-type: none">• With this approach, a person expresses conflict in an ambiguous, low-key way. Behaviours might include withholding information an opponent needs or deliberately missing a deadline



TYPES OF NEGOTIATION

Conflicting parties can approach from **two different perspectives**:

- Integrative negotiation:
 - a collaborative approach
 - based on a win–win principle
- Distributive negotiation
 - a competitive and adversarial approach
 - each party tries to get as much as it can at the expense of the other party



RULES FOR REACHING A WIN-WIN SOLUTION

- Four key **strategies** for achieving a win–win solution:
 1. Separate the people from the problem
 2. Focus on interests, not current demands
 3. Listen and ask questions
 4. Insist that results be based on objective standards



IMPLEMENTING SUSTAINABLE DEVELOPMENT THROUGH TEAMWORK

- A response to **new complexities** in the environment
- **Top management** can work together to design strategy and implement sustainable practices
- Use an enthusiastic, expert team to be able to:
 - create vision
 - create strategy
 - create initiatives
 - organise implementation



CHAPTER 18 – BRIEF SUMMARY

18.1 A team is a unit of two or more people who interact and coordinate their work to accomplish a goal to which they are committed and hold themselves mutually accountable.

18.2 Self-managed teams take responsibility for their work, make decisions, monitor their own performance, and alter their work behaviour as needed to solve problems and meet goals.

18.3 Teams present a dilemma for most people because individual success depends on how well others perform; there are common dysfunctions that afflict teams, and there is a potential for free riders.

18.4 Team effectiveness is concerned with productive output, personal satisfaction, and the capacity to adapt and learn.

18.5 Virtual teams are geographically or organisationally dispersed groups linked through advanced information and telecommunications technologies who may be local, national or global. Effective team leaders use virtual technology to build relationships and shape culture, and monitor and reward team members to keep the team progressing towards its goals.

18.6 Issues of particular concern to managers for team effectiveness are selecting the right type of team for the task, balancing the team's size and diversity, and ensuring that both task and social needs are met.

18.7 Teams develop in five stages: forming, storming, norming, performing and adjourning. Team cohesiveness refers to the extent to which team members are attracted to the team and motivated to remain a part of it.

18.8 Conflict refers to antagonistic interaction in which one party attempts to block the intentions or goals of another. Two basic types are task conflict and relationship conflict. Effective conflict management has a positive impact on team cohesiveness and performance.

