Chapter 9

Teams and Teamwork

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Origins of Work Teams

- Change in org structure towards more flexibility with environmental forces
- Increase in available knowledge
  - "information age"
- Change in workforce population
  - higher education, more qualified to serve in work teams
- Increased rate of change in work related activities
  - jobs need to be less static and more adaptive

Organizational Workgroups

- Trend toward using workgroups, teams, committees, etc.

- What defines a group?
Level of Analysis

Types of Teams
1. **Problem Solving Teams** –
2. **Creative Teams** –
3. **Tactical Teams** –
4. **Ad hoc Teams** –

Principles of Effective Teamwork
1. Members provide and accept feedback
   - ex:
2. Members must be willing & prepared to back up others
   - ex:
3. Members view themselves as a group
   - ex:
4. Members are interdependent
   - ex:
5. Team leadership is important
   - ex:
Team Structure

• Encompasses number of team members, demographic composition, and experience of team members
• Depending on the tasks, successful teams often show some diversity in their composition
  – diversity in gender, race, culture, age, etc…
  – information diversity –
  – value diversity -

Team Functions & Roles

Belbin proposed that effective teams are composed of members that serve unique functions and roles

1. Leadership Function:
   • leader –
   • shaper –

2. Work Production Function:
   • worker –
   • creator –
   • completer-finisher –

3. Team Maintenance Function
   • team facilitator –
   • monitor-evaluator –

4. Liaison Function
   • resource investigator –

Team Processes

• Socialization – process of mutual adjustment between the team and its members
  – Based on evaluation, commitment & role transition
• Socialization passes through 5 phases:
  1. Investigation:
  2. Socialization:
  3. Maintenance:
  4. Resocialization:
  5. Remembrance:
Interpersonal Processes in Teams

1. Communication
2. Conflict
3. Cohesion
4. Trust

Shared Mental Models
- Members have similar cognitive processes relating to acquiring, storing, & using info
- Cannon-Bowers & Salas (2001) identified 4 types of shared knowledge in mental models:
  1. task-specific knowledge –
  2. task-related knowledge –
  3. knowledge of teammates –
  4. attitudes/beliefs –

4 Types of Shared Info in Mental Models

![Diagram of 4 types of shared info in mental models]

1. Task-specific info
2. Task-related knowledge
3. Knowledge of teammates
4. Shared attitudes & beliefs
Groupthink

• Deterioration in cognitive processing of info due to team members feeling threatened by external sources

• A negative aspect of team members “thinking alike”
  – Team members consider consensus to be more important than rational, independent thinking

Decision Making in Teams

• Info is distributed unequally among team members and must be integrated
  – Must deal with ambiguity, compressed amounts of time, & status differences

• Hollenbeck, LePine, & Ilgen (1996) described a multilevel theory of team decision making:
  – 1. team informity
  – 2. staff validity
  – 3. dyadic sensitivity

Virtual Teams

• As computer technology and electronic communication advance we are seeing more virtual teams

• Defining characteristics of virtual teams (Avolio, 2001):
  1. communication
     • e.g.
  2. location
  3. may interact synchronously or asynchronously

• These teams face the same challenges as face-to-face teams with added barriers such as cultural differences, time zone differences, supervision issues, and never meeting in person
Future of I/O Psych and Teams

If rely more heavily on teams to perform tasks, what impact will this have on selection of workers?

Personnel Selection for Teams

• Successful selection of team members requires identifying the best mix of personnel for effective team performance
• Prieto (1993) describes 5 critical social skills for an individual in a team to possess:
  1. 
  2. 
  3. 
  4. 
  5. 
• Examining relationship between personality variables and team effectiveness
  – factors of conscientiousness & agreeableness have been found to predict various dimensions of work team performance
• Stevens and Campion (1999) developed test to measure team related KSAs
  – e.g.,

Training for Teams

• A team task analysis is conducted to assess tasks that require coordination
• Subject Matter Experts (SMEs) are asked to provide info on each task that requires interdependency
• Info obtained is used to specify team training objectives
• Salas and Cannon-Bowers refer to team KSAs as:
  – e.g.,
• Much of our knowledge on team training comes from military applications
  – e.g.,
The Structure of team training
Salas & Cannon-Bowers, 1997

Team Performance

- Cognition
  - Knowledge
- Behaviors
  - Skills
- Attitudes
  - Affect

Performance Appraisal in Teams

- Team level of analysis is similar to individual, but includes some additional factors
  - i.e.,
  - Social loafing =
  - 3 ways in which lack of individual incentives contributes to social loafing (Locke 2001):
    1. free riding
    2. sucker effect
    3. felt dispensability