



## Building Team Effectiveness

### What is a Team?

A small number of employees with complementary skills and knowledge who are:

- Committed to Common Performance Goals
- Mutually accountable to each other

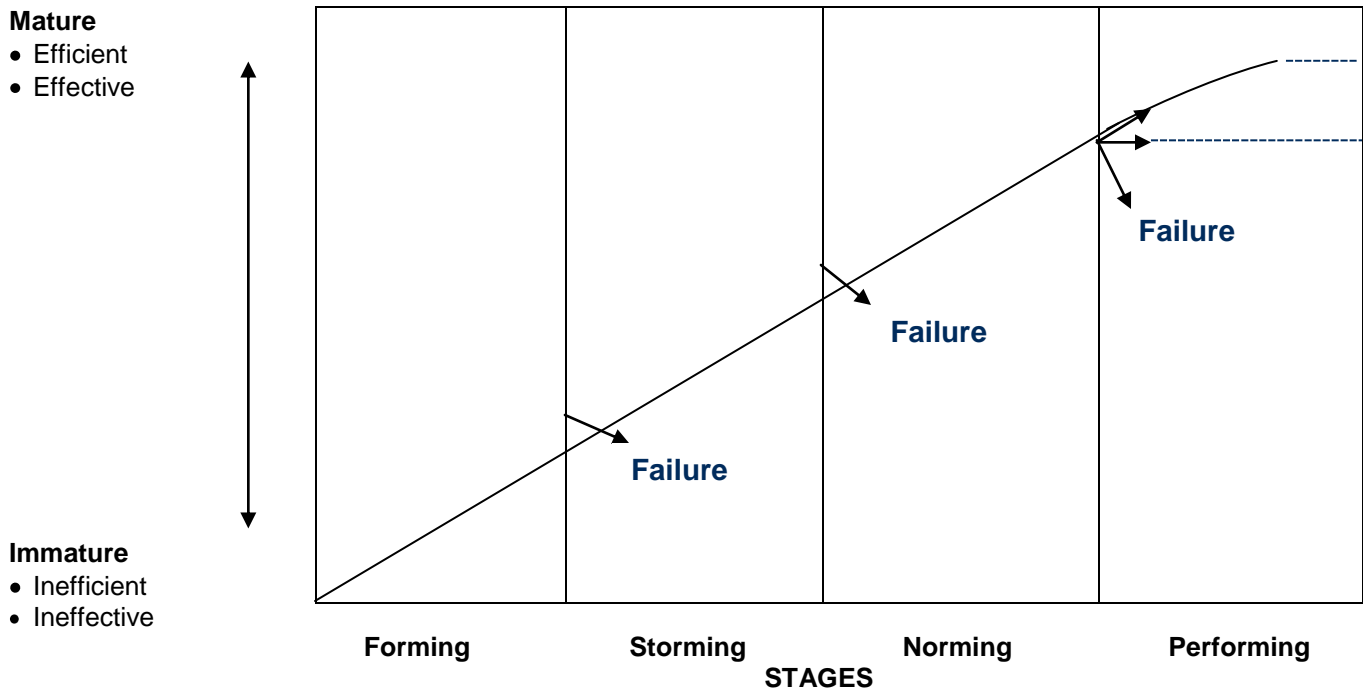
### Types of Teams

Functional Teams	Work together daily on a cluster of ongoing and interdependent tasks
Problem-Solving Teams	Focus on specific issues and are empowered to take action within defined limits.
Cross-functional teams	Bring together the knowledge and skills of people from various work areas to solve mutual problems.
Self-managed teams	Composed of employees who must work together and cooperate daily to produce a good or service. Often these teams must or can: <ol style="list-style-type: none"> <li>1. Schedule work and vacations.</li> <li>2. Rotate tasks and assignments.</li> <li>3. Order material.</li> <li>4. Decide on team leadership.</li> <li>5. Set team goals.</li> <li>6. Complete budgets.</li> <li>7. Hire replacements.</li> <li>8. Evaluate one another's performance.</li> </ol>
Counteracting teams	When members interact to resolve a conflict through negotiation or compromise.
Co-acting team	When members perform their jobs relatively independently on short projects. (Example: Regional sales team)
Interacting team	When members cannot accomplish their goals until all members have completed their own share of the project.

### Challenges of Building Effective Teams

Stage	Focus	Keys to building effectiveness	Underlying dynamics
Forming	<ul style="list-style-type: none"> <li>• Defining Goals.</li> <li>• Developing Procedures for performing their tasks.</li> <li>• Understanding team roles.</li> <li>• Getting acquainted.</li> </ul>	Overcome member tendency to depend on one or two strong team members.	<ul style="list-style-type: none"> <li>• Members try to size up the personal benefits relative to the personal costs of being involved with the team.</li> <li>• Members try to act more secure than they feel.</li> <li>• Members keep feelings to themselves.</li> <li>• Members experience confusion and uncertainty about what is expected of them.</li> </ul>

## The Stages of Team Effectiveness

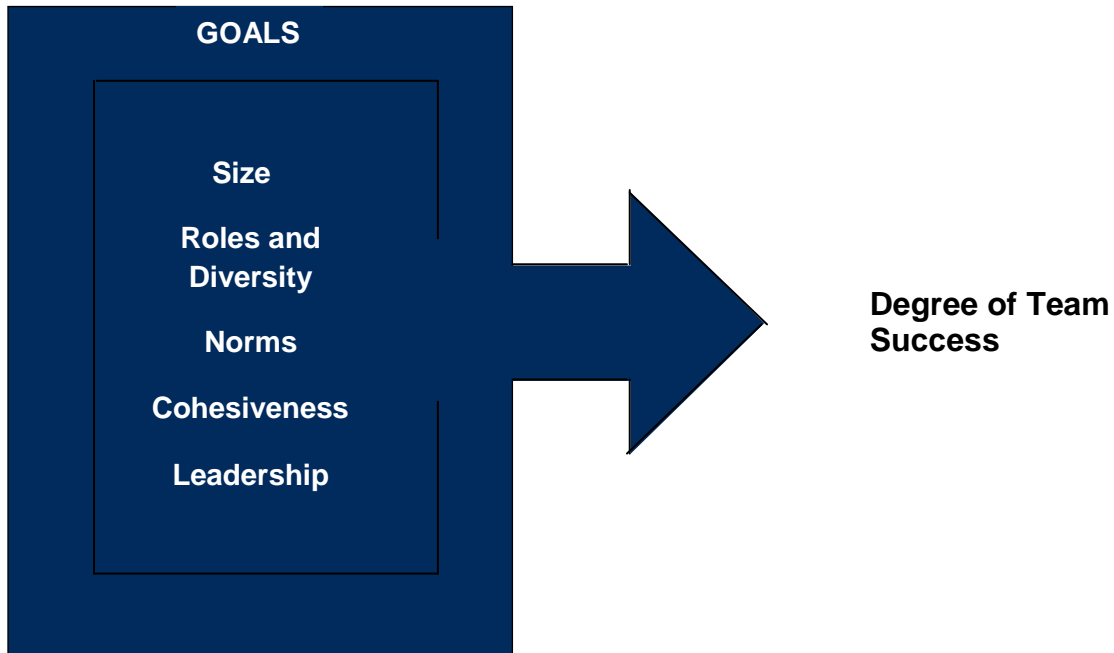


## The Challenges of Building Effective Teams

Stage	Focus	Keys to Building Effectiveness
Storming	<ul style="list-style-type: none"> <li>• Conflicts over work behaviors must be resolved.</li> <li>• Relative priorities must be set.</li> <li>• Role of the team leader defined.</li> <li>• Clarification of each team member's responsibility.</li> </ul>	<ul style="list-style-type: none"> <li>• Recognizing which members may be: <ul style="list-style-type: none"> <li>○ in conflict.</li> <li>○ in withdrawal.</li> <li>○ in competition</li> </ul> </li> <li>• Managing Conflict</li> <li>• Building decision-making, interpersonal and technical competencies.</li> </ul>
Norming	<ul style="list-style-type: none"> <li>• Sharing information.</li> <li>• Consideration of different options.</li> <li>• Compromise.</li> </ul>	<ul style="list-style-type: none"> <li>• Setting the rules by which the team will operate.</li> </ul>
Performing	<ul style="list-style-type: none"> <li>• Performance potential is reached.</li> </ul>	<ul style="list-style-type: none"> <li>• Incorporating new team members.</li> <li>• Striving for higher performance goals.</li> </ul>
Adjourning	<ul style="list-style-type: none"> <li>• Wrapping up key tasks.</li> </ul>	<ul style="list-style-type: none"> <li>• Communicate expected performance levels.</li> <li>• Discuss future plans.</li> <li>• Decompress with surveys to learn.</li> </ul>

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## Factors that Influence Team Success



### Building Team Effectiveness

#### Teams are Usually Subject to Multiple Goals

- Team Performance
- Individual performance goals
- Interpersonal goals.
- Superordinate goals (goals of the overall business).
- Behavioral goals.

Melding these multiple goals is often the key to building a successful team. It involves:

1. Spending time to make sure each team member articulates all goals.
2. Negotiating incompatible goals with the great organization.
3. Mapping desired communication “methods” and assigned responsibilities of the team and its members.

## Building Team Effectiveness continued...

### The Size of the Team Impacts Performance

- Supporting tools such as groupware and effective email protocols can enable larger teams to work effectively on some tasks (i.e. Policy development, market testing).
- Twelve members is probably the largest size team that allows each member to interact face-to-face.

### Team Effectiveness

Consider	Team Size		
	2-7 Members	8-12 Members	13-20 Members
- Demands on leader	Low	Moderate	High
- Member tolerance of direction	Low	Moderate	High
- Member inhibition from participating	Low	Moderate	High
- Need for formulized rules	Low	Moderate	Moderate to High
- Time required for reaching decisions	Low	Moderate	Moderate to High

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## Roles Each Member has Within a Team

Each member of a team performs two or three roles simultaneously.

A task-oriented role involves facilitating work-related decision-making.

For example:

- Initiating new ideas.
- Seeking information.
- Giving information.
- Coordinating ideas and activities.
- Evaluating facts or suggestions.

A relations-orientated role involves building team centered behaviors and interactions.

For example:

- Encouraging participation.
- Mediating conflicts or tensions.
- Expressing standards of behavior.
- Following along constructively.

A self-oriented role focuses on the individual's needs, even at the expense of the team.

For example:

- Blocking progress.
- Seeking Recognition.
- Dominating the proceedings.
- Avoiding involvement.

## Self Assessment

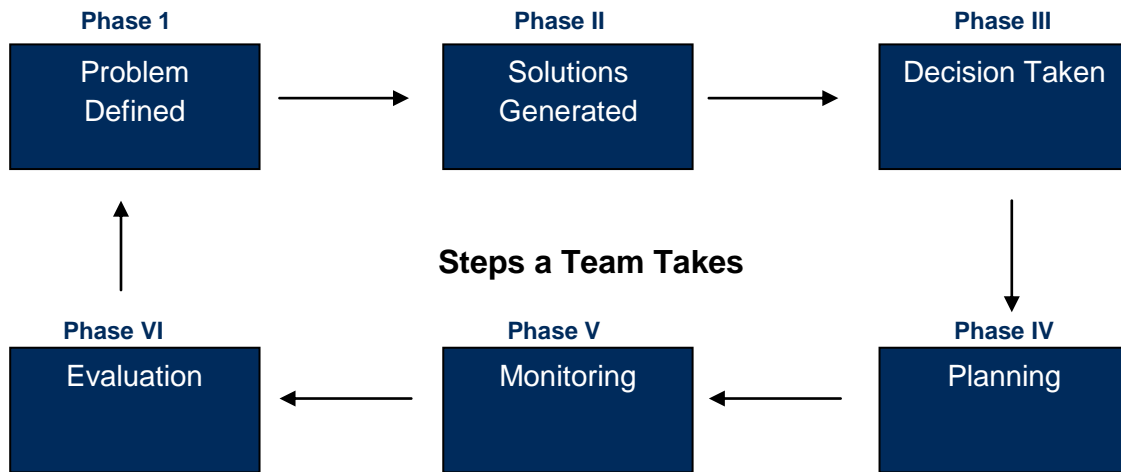
	Almost Never	Rarely	Sometimes	Often	Almost Always
<b>On my task-orientated behaviors, I:</b>					
1. Initiate Ideas	1	2	3	4	5
2. Introduce information	1	2	3	4	5
3. Summarize and pull together ideas	1	2	3	4	5
4. Keep the team working on the task	1	2	3	4	5
5. Build consensus	1	2	3	4	5
<b>On my relation-building behaviors, I:</b>					
6. Encourage Others	1	2	3	4	5
7. Keep the peace	1	2	3	4	5
8. Find common ground	1	2	3	4	5
9. Participate effectively	1	2	3	4	5
<b>From my perspective, I:</b>					
10. Never express hostility	1	2	3	4	5
11. Stay involved	1	2	3	4	5
12. Never dominate meetings	1	2	3	4	5

SUB TOTALS

○	○	○	○	○
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Total score out of 60 points:

## Evaluating Team Effectiveness



### Norms are Often Adopted by Teams to Help Them Attain Their Goals.

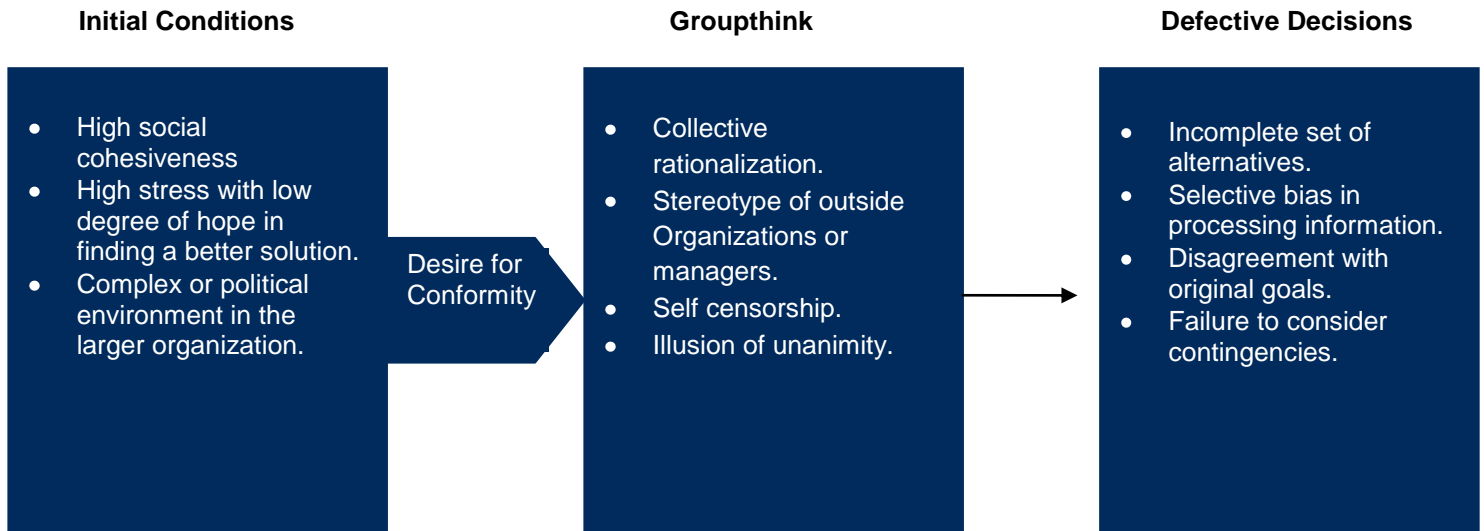
Teams generally form “norms” for behavior they believe to be particularly important. Members are most likely to adhere to these norms when doing so:

- ...Avoids unnecessary conflict
- ...Simplifies or makes more predictable team behavior
- ...Avoids embarrassing interpersonal differences

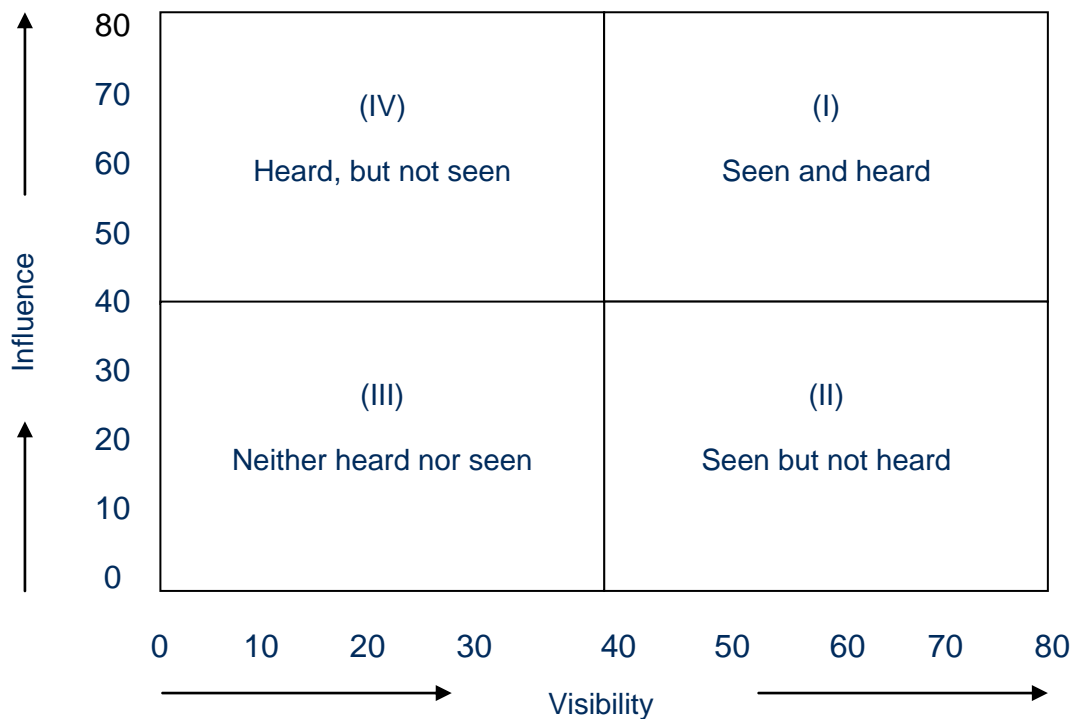
## Evaluating Team Effectiveness

	No	Somewhat	Well
<b>Problem Definition Phase</b>			
Was all relevant data collected?	1	2	3
Was the information analyzed well?	1	2	3
Did everyone agree with the definition of the problems?	1	2	3
<b>Solution Generation Phase</b>			
Were all resources utilized?	1	2	3
Were enough ideas utilized?	1	2	3
Was criticism minimized?	1	2	3
<b>Decision Making Phase</b>			
Were the alternatives evaluated in terms of human, financial, and operational soundness?	1	2	3
Was consensus truly reached?	1	2	3
Was the chosen solution directly related to the original problem statement?	1	2	3
Were "politically" acceptable answers weighed against the best possible solution?	1	2	3
<b>Planning Phase</b>			
Were all barriers and facilitators of the solution identified?	1	2	3
Was everyone involved to ensure no planning steps were left out?	1	2	3
Were all needed resources identified?	1	2	3
Was everyone committed to the plan?	1	2	3
<b>Monitoring Phase</b>			
Were relative measures of success openly discussed?	1	2	3
Were contingency plans outlined for critical steps so work could continue with modification, if necessary?	1	2	3
Was an evaluation timetable set?	1	2	3
<b>Monitoring Phase</b>			
Were outcomes compared to goals?	1	2	3
Did the team discuss any new problems that arose, and did they plan for improvement?	1	2	3

## Avoiding Groupthink



## Your Visibility/Influence Profile



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## How Influential are You as a Team Member?

Mark your position on the visibility/ influence matrix.

The combinations of visibility and influence are described as follows:

1. High visibility/ high influence. Those in quadrant I exhibit behaviors that bring high visibility and allow them to exert influence on others.
2. High visibility/ low influence. Those in quadrant II are highly visible but have little real influence. Often these people may hold staff, rather than line, positions that give them visibility, but lack “clout” to get things done.
3. Low visibility/ low influence. Those in quadrant III are neither seen nor heard.
4. Low visibility/ high influence. Those in quadrant IV are “behind the scenes” influencers. These individuals often are opinion leaders and “sages” who wield influence but are content to stay out of the limelight.