Lecture 8: High Perfromance Teams

- 79% Fortune 100 listed firms & 81% of manufacturing organisations use some teamwork form.
- Includes
1. Empowered teams
2. Autonomous teams
3. Self directed teams

- Team outperform individuals when tasks require multiple skills + experience + judgement
- Harness employes' talents for achieving the mission

- Team based structure benefits:
  1. Workplace autonomy increase
  2. Workplace productivity increase
  3. Product & Service Quality improve
  4. Reduce No. of managemenet layers
  5. Reduce employee turnover
  6. Absenteeism decrease
  7. Wellbeing & Job satisfaction increase
  8. Increase industial harmony

Team Definition (Kozlowski & Ilgen)
1. 2 /+ individual
2. Who socially interact
     a) Face-to-face
     b) Virtually (increasingly)
3. Possess 1 /+ common goals
4. Are bought together to perform organisationally relevant tasks
5. Exhibit independence with respect to workflow + goals + outcomes
6. Have different roles & responsibilities
7. Are together enbedded in encompassing organisational system
8. With boundaires + linkage to the broader system context + task enviornment

Teams VS Groups
- Groups have less key attributes team have
- E.g. being brought together consciously to perform organisationally relevant tasks + being dependent on each other to accomplish these tasks
- E.g. Group = group of people travelling together
- Teams = flight crew/ team
- Although roles of teams members may be somewhat different, but their roles are interdependent to ensure smooth accomplishment of overall goal
- E.g. positive flight experience to passengers

Smaller groups VS Larger groups?

- Related to definition: linkages to broader system context & task enviornment
- E.g. entire flight team = part of airline system
- Each airline would have carefully negotiate their linkages with broder systems
- E.g. internationla airline alliances & landing rights with airports

Why Teams Fail
- Early warning signs of potential team failure

1. **People related failures**
   a) Lack of top management support
   b) Weak project manager
   c) No stakeholder participations in project
   d) Team members lacking requisite knowledge & skills
   e) Failure of subject matter experts to provide adequate time to teams

2. **Process related failures**
   a) Project milestones/ due dates not specified
   b) Inadequate resource allocation
   c) Communication breakdown among stakeholders
   d) Lack of documentation on success critieria
   e) Ineffective change management of project

Key to success
- Project managers' ability to detect 2 types of failures' early warning signs
- Their deterination to bring about chnages before it is too late
- Mnaagers should have good grasp of what teams are + various types of teams that operate with organisation

Types of Teams
- Not all teams exhibit attributes listed

1. **Deparmental Teams**
   a) Have minimal task interdependence
   b) As they are serving other departments

2. **Top manageemnt Team**
   a) High level of interdependence between functional areas
   b) Success of it determined by how well thos interdependence between internal units are working smoothly

- High Task interdependence:
   i. Memebers depend on one another
   ii. For information & resources

Self-managing Team / Self-directed Team
- Groups of interdependent individuals

- Can self-regulate their behaviour on relatively whole tasks
- Socio-Technocal Sustem Theory (STS):
  - where self-managed teams came from
- greater productivity in a work unit can be acomplished by
- optimisation of human & technical system
- Teams which implemented it results in
  1. Increase worker productivity
  2. Increase product/ service quality
  3. Reduce absenteeism
  4. Reduce turnover

- 4 foundation of STS

1. Creation of Self-directed units	- With responsibility for entire product / service - As primary work of organisation
2. Team autonomy	- To manage all aspects of work process - (work allocation & coordination)
3. Control & Regulation of team performance + provide feedback for imporvements	- By their members
4. Socio-technical systems	- Implemented to increase job enrichment

- are sub-units of larger organisation
- linkted to strategies intiiated & controlled by larger organisations
- need (external) leaders to oversee their contribution and management team members' relation to larger organisation

- 4 functional leadership behaviours linking teams with larger organisations

1. Relating	a) Movements back and forth between team & larger organizations as conduits for building trust b) Improving communicaiton & caring for team members
2. Scouting	a) Providing information from larger organisational context to self-managed team members b) Who may not be privy to such information c) E.g. policy for hirning a new member
3. Persuading	a) Managers securing support of other top managers & influencing team performance
4. Empowering	a) Delegating authority b) Exercising flexibility regarding team decisions c) Providing coaching for team members