

Developing Management Skills

Chapter 9: Building Effective Teams and Teamwork

Learning Objectives

- Diagnose and facilitate team development
- Build high-performance teams
- Facilitate team leadership
- Foster effective team membership

Teams

Groups of people who are interdependent, interact with each other, and see themselves as a unique entity.



A Team Metaphor

Effective teams are like geese,

- They both have interdependent members
- They are more efficient working together
- They create their own magnetism

A Team Metaphor (con't)

- They do not always have the same leader
- Members care for and nurture one another
- They cheer for each other
- They have a high level of trust

The Team Explosion

- 79% of Fortune 1000 companies use self-managed teams
- 91% use employee work groups
- More than 2/3 of college students participate in teams

Team and Performance

Teams can improve performance by:

- Cutting staffing costs
- Reducing errors
- Improving decision making
- Improving employee relations

A Team Example

Logistical Support for the United States Armed Services in the 1990 Persian Gulf War.



Pagonis' Team

- 122 million meals
- 1.3 billion gallons of fuel
- Tanks, planes, ammunition, etc
- 500 new traffic signs in different languages
- 500 tons of mail each day
- 70,000 contracts

Stages of Team Development

1. Forming
2. Norming
3. Storming
4. Performing



Groupthink

When the preservation of the team takes precedence over good decisions and problem solving.



Janis' Examples of Groupthink

- Cuban Missile Crisis
- Bay of Pigs



Kennedy



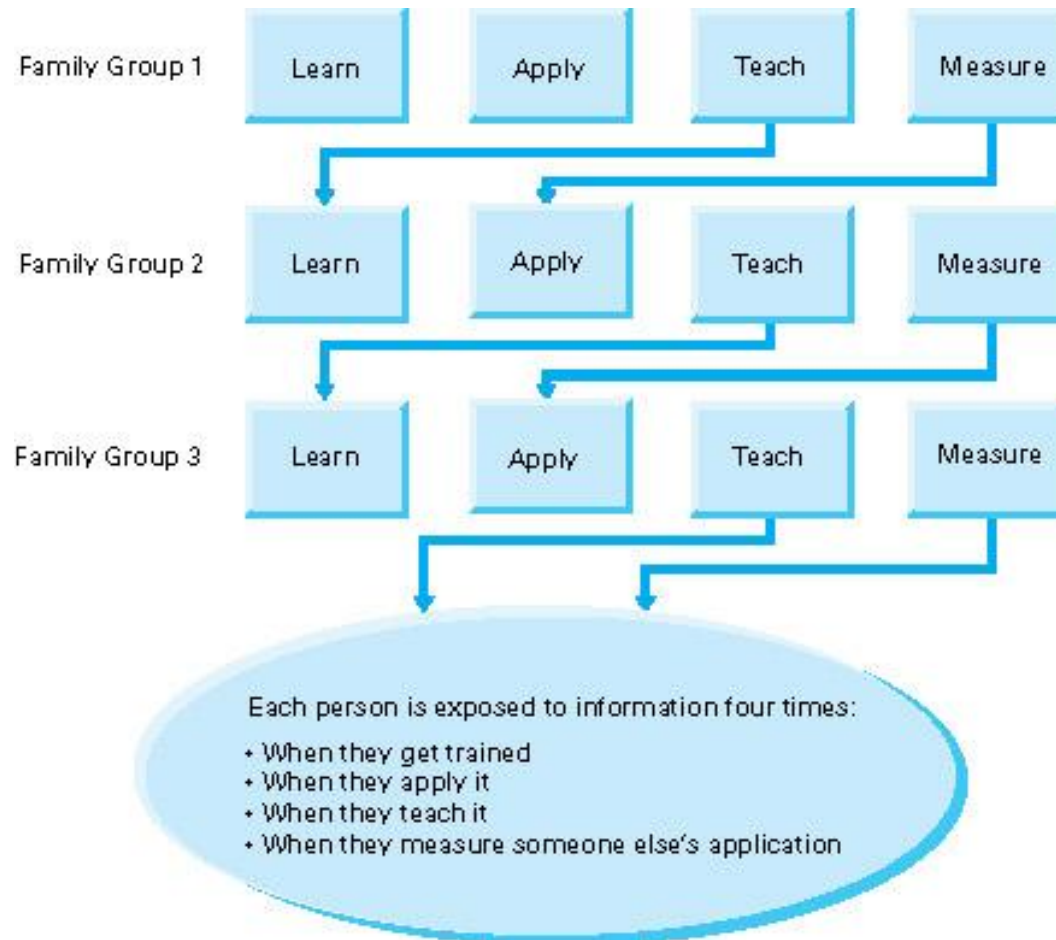
Symptoms of Groupthink

- Illusion of invulnerability
- Shared stereotypes
- Rationalization
- Illusion of morality
- Self-censorship
- Direct pressure
- Mind-guarding
- Illusion of unanimity

Resolving Groupthink

- Critical evaluators
- Open discussion
- Subgroups
- Devil's advocate
- Second-chance meetings

Xerox Dissemination Process



Attributes of High Performing Teams

- Performance outcomes
- Specific, shared purpose and vision
- Mutual, internal accountability
- Blurring of formal distinctions
- Coordinated, shared work roles

Attributes of High Performing Teams

- Inefficiency leading to efficiency
- Extraordinarily high quality
- Creative continuous improvement
- High credibility and trust
- Clarity of core competence

Leading Teams

Two critical factors:

- Developing credibility and influence
- Establishing a motivating vision and goals



Developing Credibility

- Demonstrating integrity
- Being clear and consistent
- Creating positive energy
- Building a base of agreement

Developing Credibility

- Using one-sided and two-sided arguments appropriately
- Encouraging team members to help them personally improve
- Sharing information

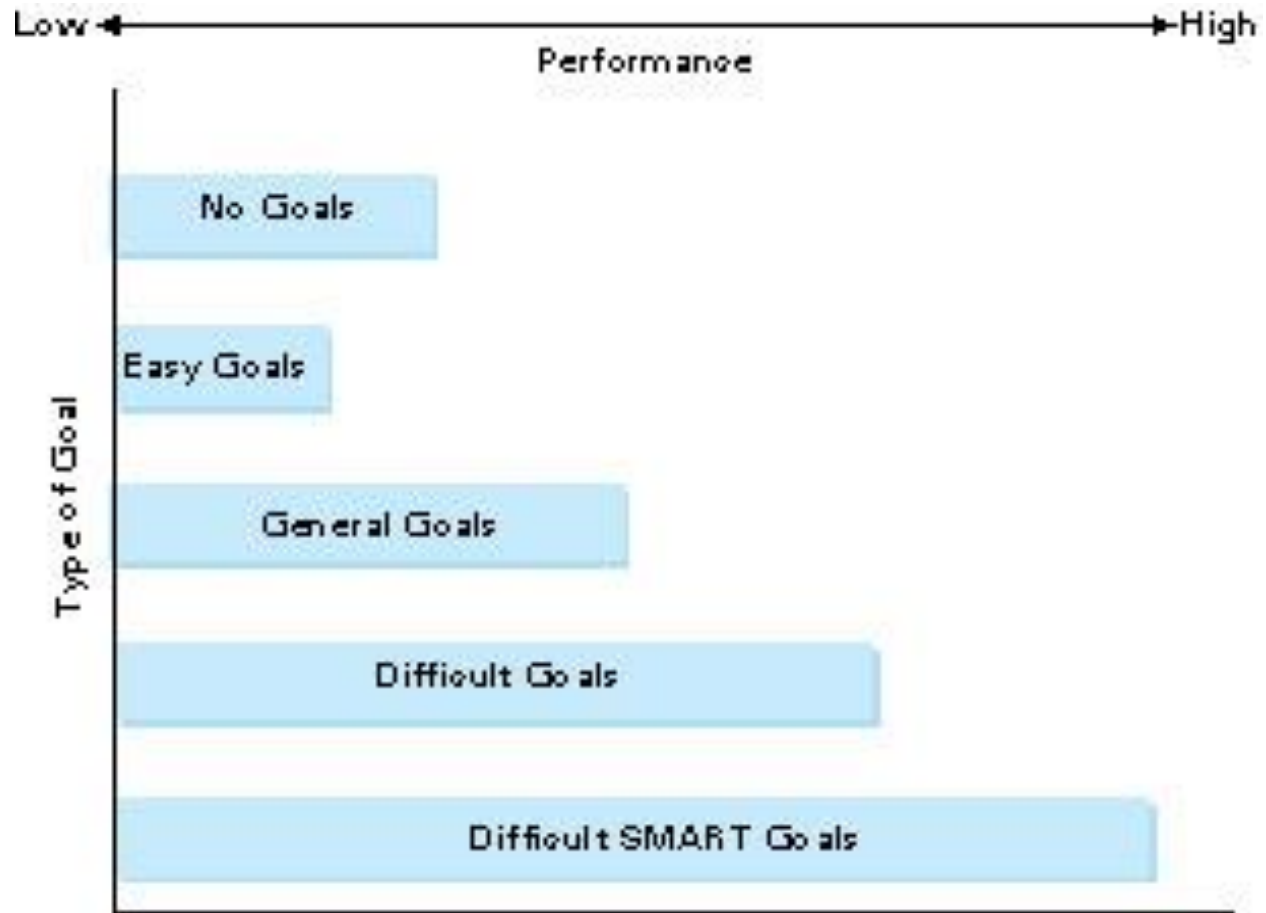
Team Leadership and Goals

SMART Goals

- Specific
- Measurable
- Aligned
- Realistic
- Time-bound



Effects of Goals on Performance



Everest Goals

- Represents ultimate achievement
- Clear and compelling
- A unifying focal point
- Builds team spirit

Examples of Everest Goals

Henry Ford – Affordable cars for employees

Masaru Ibuka – Sony to overcome image of Japanese quality

Steven Jobs – One computer for every person on the planet

Sam Walton – Wal-Mart to become a trillion-dollar company

Team Membership

Team members not only need clear goals, they need roles to help facilitate task accomplishment and group cohesion.



Task Facilitating Roles

- Direction giving
- Information seeking
- Information giving
- Elaborating
- Urging
- Monitoring
- Process analyzing
- Reality testing
- Enforcing
- Summarizing

Relationship Building Roles

- Supporting
- Harmonizing
- Tension Relieving
- Confronting
- Energizing
- Developing
- Consensus building
- Empathizing

Blocking Roles

- Dominating
- Overanalyzing
- Stalling
- Remaining passive
- Over-generalizing
- Fault-finding
- Premature decision making
- Presenting opinions as facts
- Rejecting
- Pulling rank
- Resisting
- Deflecting

Feedback

Many managers are afraid of correcting bad behaviors because they don't want to offend employees.



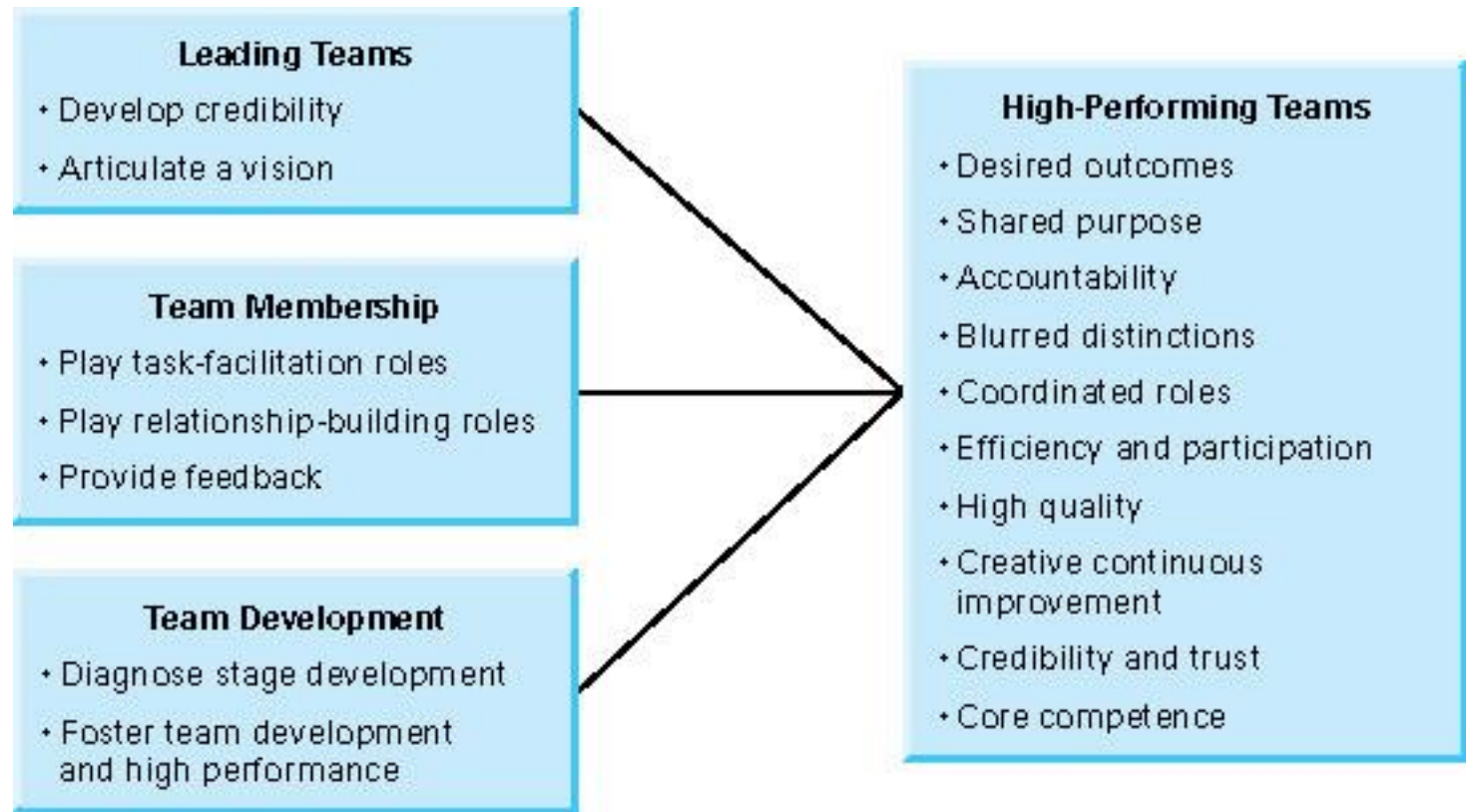
Rules for Effective Feedback

- Focus on behaviors
- Focus on observations
- Focus on descriptions
- Focus on a specific situation

Rules for Effective Feedback

- Focus on here and now
- Focus on sharing ideas and information
- Give feedback that is valuable
- Give feedback at an appropriate time and place

Management Skills for High Performing Teams




Behavioral Guidelines

- Diagnose the stage that your group is in to facilitate team development
- Provide structure in the forming stage, support in the norming stage, independence in the storming stage, and foster innovation in the performing stage

Behavioral Guidelines

- Develop credibility as a prerequisite to leading a team
- Establish SMART and Everest goals
- Encourage performance of task and relationship leader roles
- Confront blocking behaviors
- Provide effective feedback



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