

WEEK 2

MANAGING TEAMS - CHAPTER 10



WEEK 2

LEARNING OUTCOMES

- To be able to explain the good and bad of using teams
- To recognise and understand the different kinds of teams
- To understand the general characteristics of work teams
- To explain how to enhance work team effectiveness

WORK TEAM

A small number of people with complementary skills who hold themselves mutually accountable for pursuing a common purpose, achieving performance goals and improving interdependent work processes.

USE TEAMS WHEN

There is a clear purpose

The job can't be done unless people work together

Team-based rewards are possible

Ample resources exist

Teams have authority

Question : Don't use teams when

USING TEAMS

Advantages:

- Increased customer satisfaction
- Improved product and service quality
- Increased speed and efficiency in product development
- Increased job satisfaction
- Gives employees a chance to improve their skills
- Cross-training: training team members to do all or most of the jobs performance by the other team members

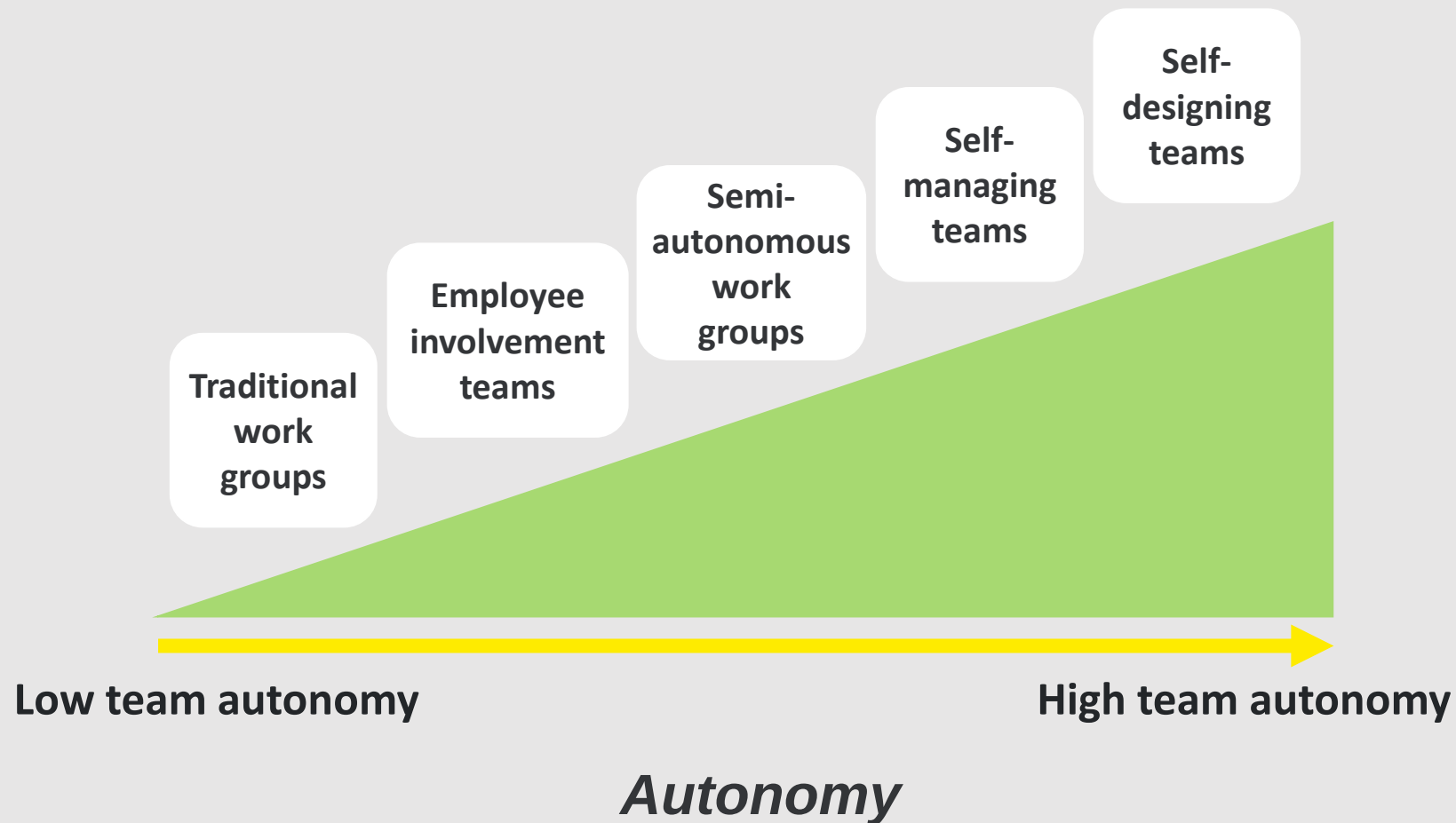
Disadvantages:

- High staff turnover
- Social loafing: team members withhold efforts and fail to perform their share of the work
- Groupthink: members feel pressure not to disagree with each other so that the group can approve a proposed solution
- Teams can be dominated by minority group
- Takes longer to make decisions

KINDS OF TEAMS

Traditional work group	Employee Involvement team	Semi-autonomous work group	Self-managing team	Self-designing team
Composed of two or more people who work together to achieve a shared goal	Provides advice or makes suggestions to management concerning specific issues	Has the authority to make decisions and solve problems related to the major tasks of producing a product/service	Manages and controls all of the major tasks of producing a product/service	Has the characteristics of self-managing teams but also controls team design, work tasks and team membership

KINDS OF TEAMS AND AUTONOMY



SPECIAL KINDS OF TEAMS

Cross-functional teams

- Composed of employees from different functional areas
- Attack problems from multiple perspectives
- Generate more ideas and alternative solutions
- Often used in conjunction with matrix and product organisational structures

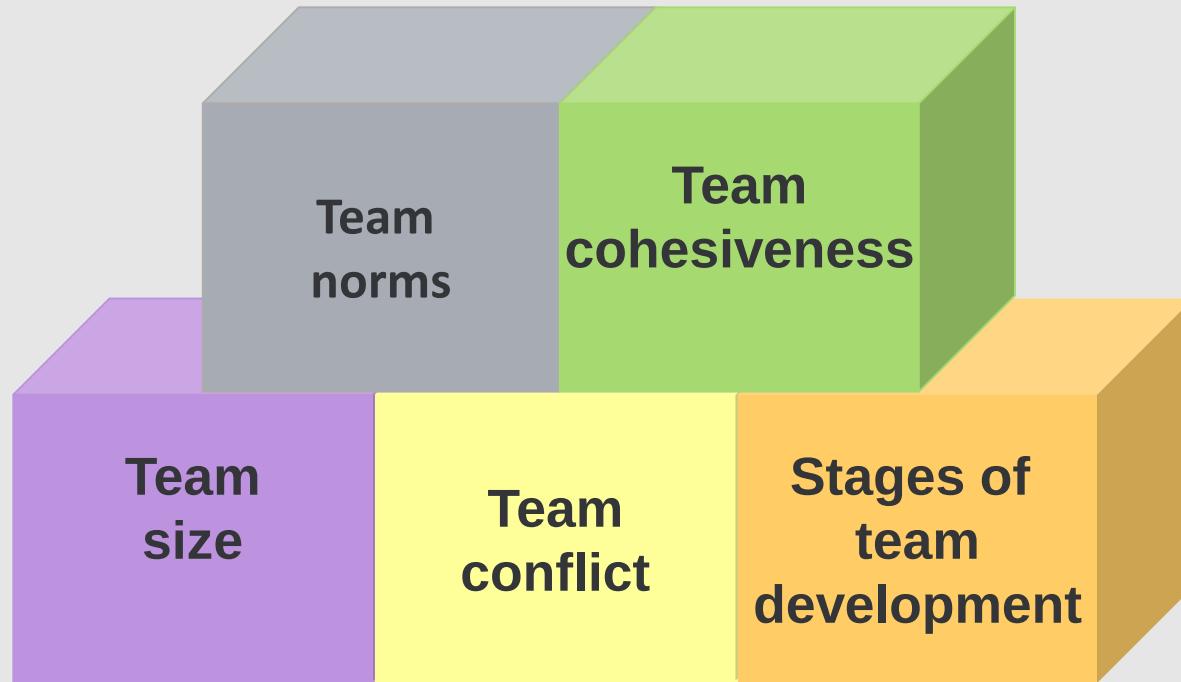
- Problem Based Learning – “ABC company needs to improve its brand image”
- How would HR, Finance, IT, Marketing, Research and Development team approach this goal ?

SPECIAL KINDS OF TEAMS (CONT.)

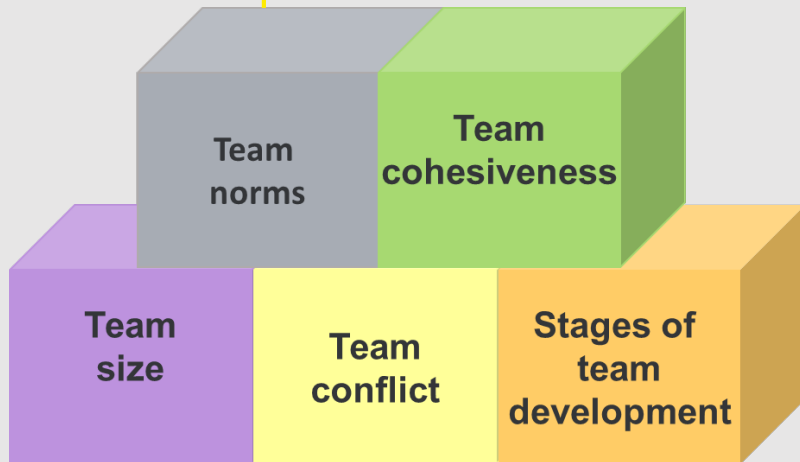
Virtual teams:

- Composed of geographically and/or organisationally dispersed co-workers who use telecommunications and information technologies to accomplish an organisational task
- Flexibility is an advantage
- Lack of proximity may be a problem

WORK TEAM CHARACTERISTICS



→ TEAM NORMS

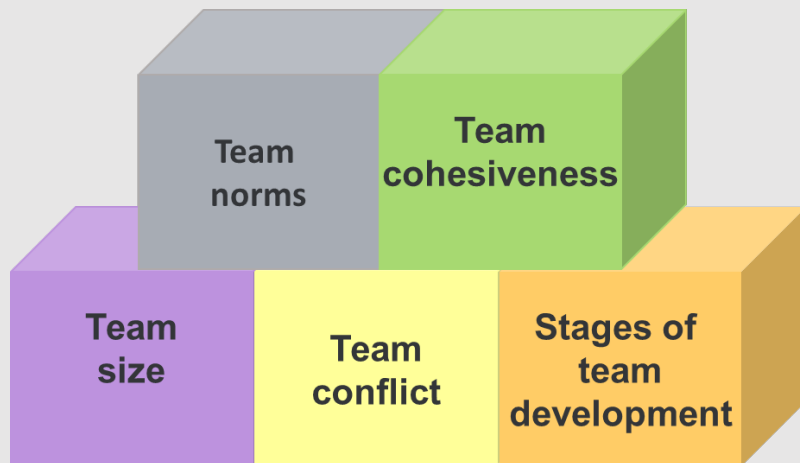


Norm : the standards or expectations that are accepted or shared by the group members

- Informally agreed-on standards that regulate team behaviour
- Powerful influence on work behaviour
- Regulate the everyday behaviours of teams

What would be your number one norm for assessment two team?

→ TEAM COHESIVENESS



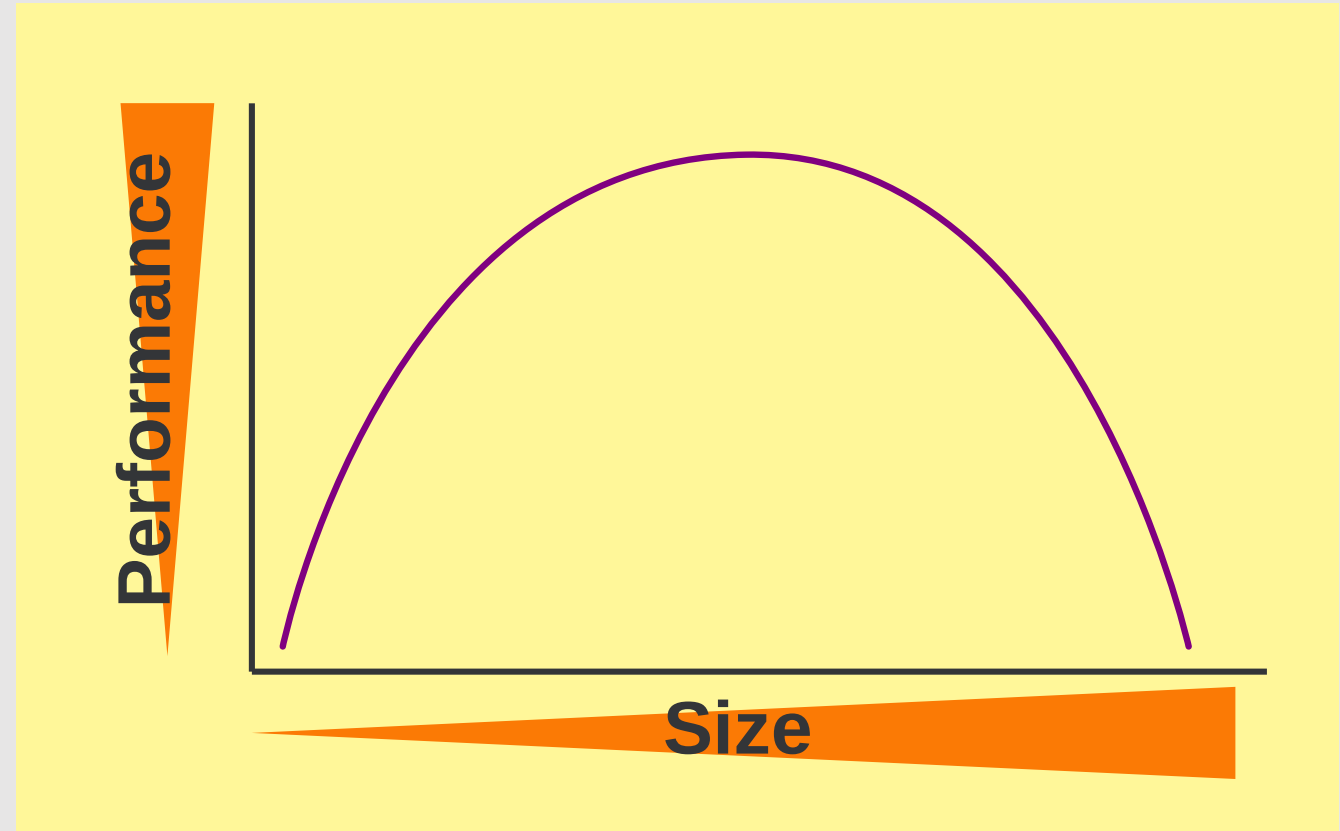
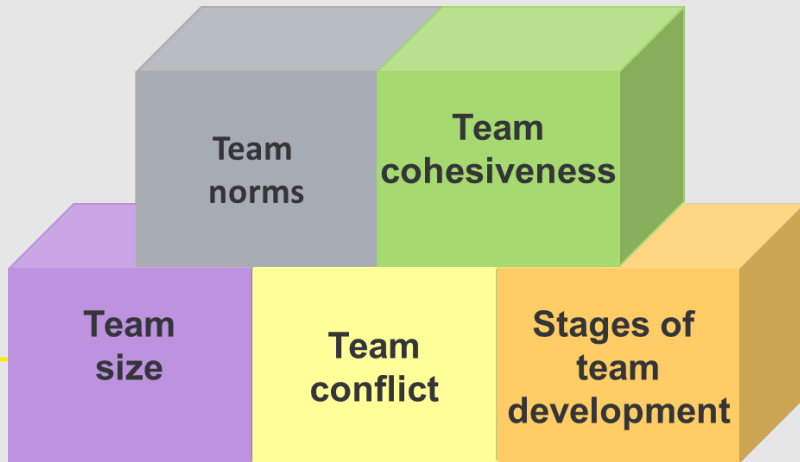
The extent to which members are attracted to the team and are motivated to remain in it.

Cohesive teams:

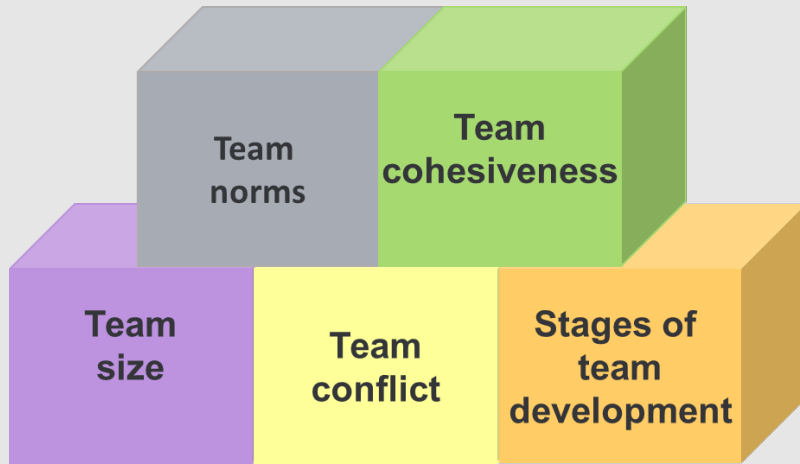
- retain their members
- promote cooperation
- have high levels of performance.

How do you enhance team cohesiveness within your assessment team?

→ TEAM SIZE



→ TEAM CONFLICT



C-type conflict

Cognitive conflict

Focuses on problems and issues

Associated with improvements in team performance

A-type conflict

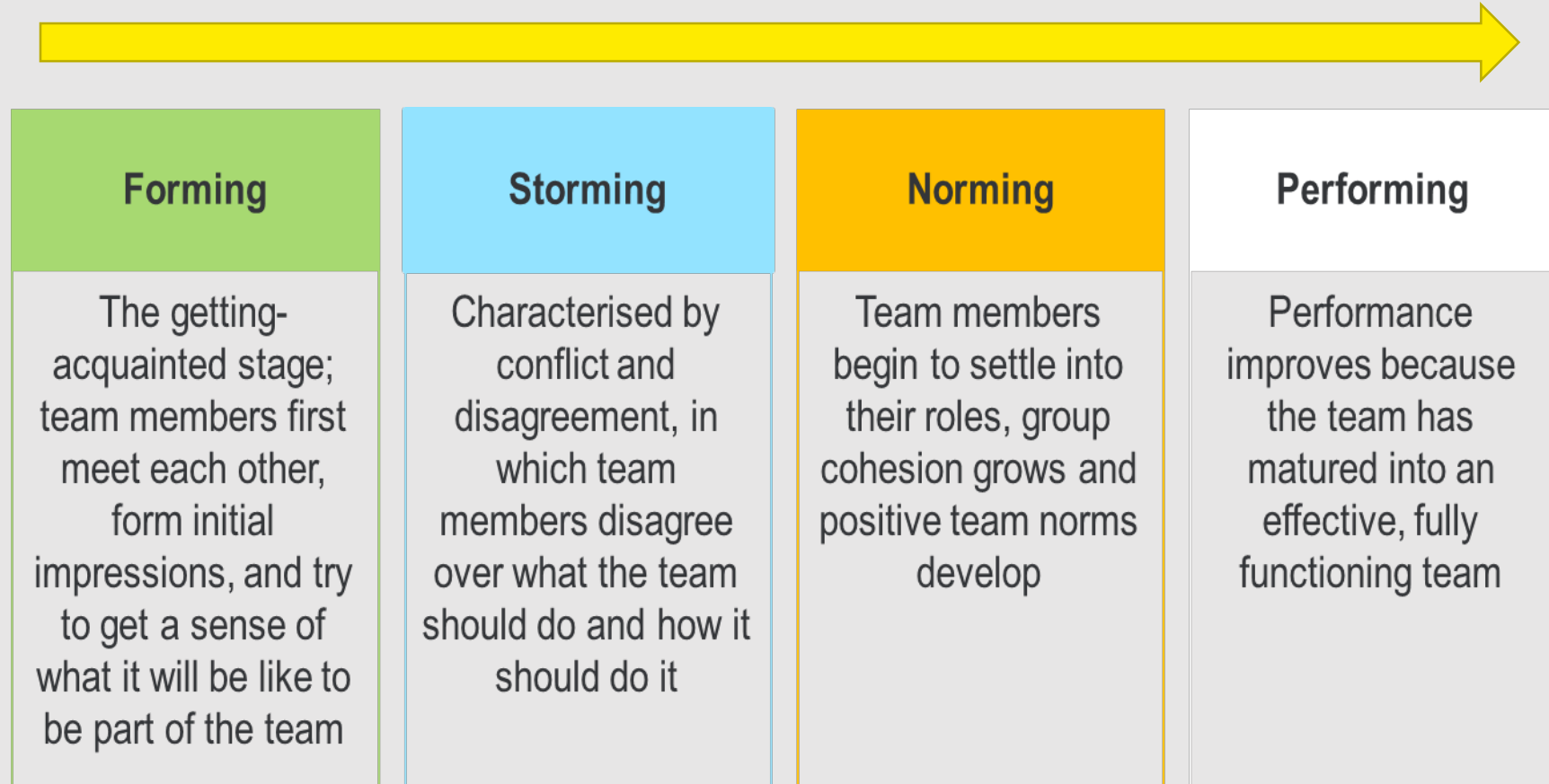
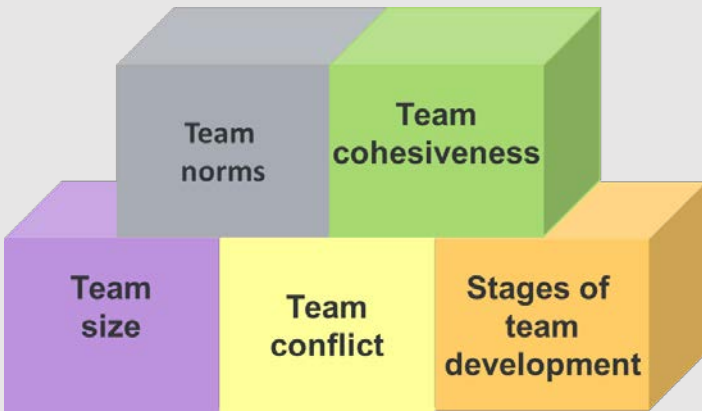
Affective conflict

Emotional, personal disagreements

Associated with decreases in team performance

Both types often occur simultaneously

→ STAGES OF TEAM DEVELOPMENT (CONT.)



ENHANCING WORK TEAM EFFECTIVENESS

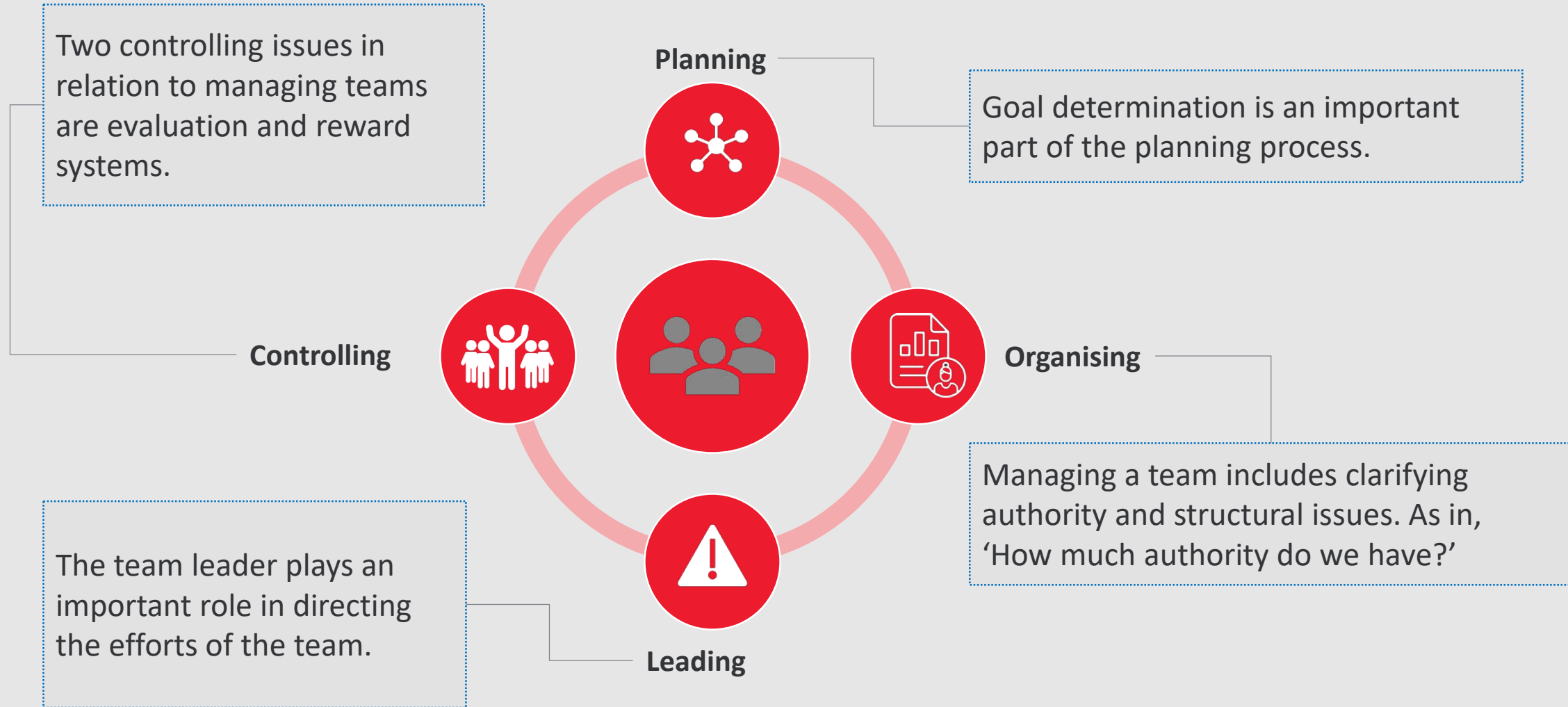
Setting team goals and priorities

Selecting team members

Team training

Team compensation

POLC APPLIED TO TEAM MANAGEMENT



THIS WEEK: CAREERS AND EMPLOYABILITY EVENTS ROUND CAMPUS

	Start of your degree	Mid way through your degree	Final stage of your degree
Monday 9/03	Sign up for SWINEMPLOY		
Tuesday 10/03	On Campus: GS Foyer 1-2pm: Ask an Employer (Thales);		
			Tuesday ONLINE: PWC -applying for grad programs 10.30-11am
Thursday 12/03	On Campus: TD121 10-12pm: International students - resumes, cover letters, LinkedIn, interviews Webinar 10.30-11.30am: Find out about Emerging leaders program On Campus: BA306 10.40-11.25am: International Internships in Tokyo Winter 2020 ONLINE Ask an employer: Ernst & Young on line 11.30-12.00		

Mid & Final degree students Do this week:

- Submit your resume to Career Start
- Register for a placement (swin.nu/pp); Internship (Swin.nu/intern)

Coming up next week

Placement Information sessions with employers and past students

Week 5 - Placements positions for S2 2020 open

Week 8 - Internship positions for Winter & S2 2020 open

Find out & register at <https://www.swinburne.edu.au/current-students/work-study-opportunities/jobs-careers/events/> and SWINEMPLOY

HOW CAN I FIND OUT MORE?

Register your interest at swi.nu/pp

Drop-in sessions are also run in the Library throughout semester.

- Tuesdays 2pm – 3pm
- Thursdays 10am – 11am



NEXT WEEK – PLANNING AND DECISION MAKING

