

Takeaway 13.2

What Are the Building Blocks of Successful Teamwork?

ANSWERS TO COME

- Teams need the right members to be effective.
- Teams need the right setting and size to be effective.
- Teams need the right processes to be effective.
- Teams move through different stages of development.
- Team performance is influenced by norms.
- Team performance is influenced by cohesiveness.
- Team performance is influenced by task and maintenance activities.
- Team performance is influenced by communication networks.

AFTER TALKING ABOUT THE TYPES OF TEAMS IN ORGANIZATIONS, IT'S TIME TO focus on the teamwork that can make them successful.²³ Look at **Figure 13.2**. It diagrams a team as an open system that, like the organization itself, transforms a variety of inputs into outputs.²⁴ It also shows that an **effective team** should be accomplishing three output goals—task performance, member satisfaction, and team viability.²⁵

The first outcome of an effective team is high *task performance*. When you are on a team, ask: Did we accomplish our tasks and meet expectations? The second outcome of an effective team is *member satisfaction*. Ask: Are we individually and collectively pleased with our participation in the process? The third outcome of an effective team is *viability for future action*. Ask: Can this team be successful again in the future?²⁶

An **effective team** achieves high levels of task performance, membership satisfaction, and future viability.

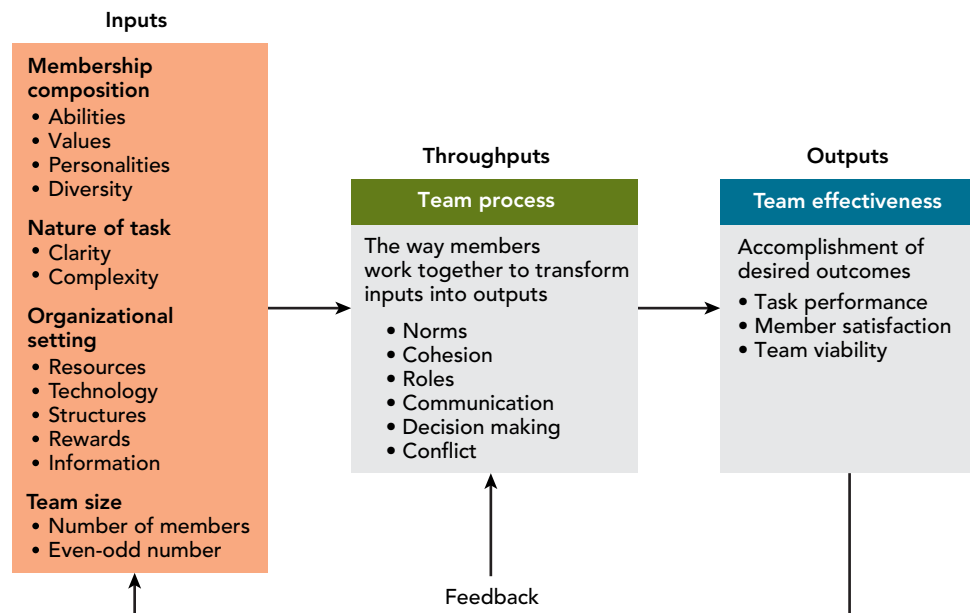


FIGURE 13.2 What Are the Foundations of Team Effectiveness?

An effective team achieves high levels of task performance and member satisfaction and remains viable for the future. The foundations of effectiveness begin with inputs—things such as membership composition, nature of the task, resources and support in the organizational setting, and team size. The foundations of effectiveness further rest with team process—how well the members utilize their talents and other inputs to create the desired outputs. Key process factors on any team include the stages of development, norms and cohesion, task and maintenance activities, communication, and decision making.