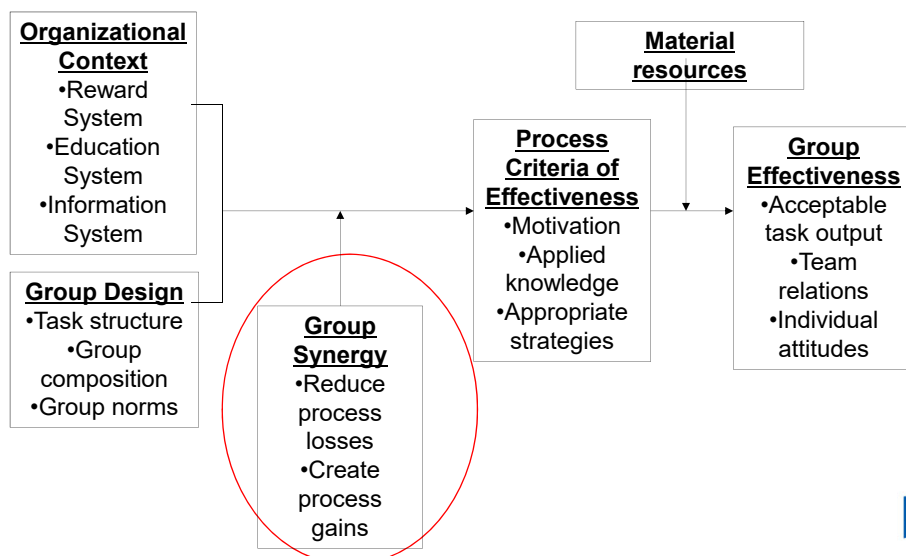


MGT 200: Organizational Behavior and Theory

Building High Performing Teams: Group Synergy



Model of Group Effectiveness



Why does synergy occur?

- Teams perform better than individuals because they:
 - Generate more complete information and knowledge
 - Offer increased diversity of views
 - Create buy-in
 - Decisions tend to be more accurate
 - But it's easier to control process loss than synergies



Process losses are abundant

- Synergy often does not happen. Why?
 - Introverted team members less likely to share critical pieces of information that can benefit the team
 - A team member takes the role of teacher and does not incorporate ideas from others
 - An expert is not identified
 - Conformity pressures
 - Problems related to diversity
 - Bad conflict



Process losses → process gains

- Motivation

- Examples: Social loafing, sucker effect
- Correctives: change reward system, accountability, encourage team building



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Process losses → process gains



- Coordination

- Examples: Production blocking, “bad” conflict, communication
- Correctives: nominal groups, encourage task conflict, culture (norms), training

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Take-aways

- Teams are often more effective than individuals but you need to actively manage teams.
- Effective teamwork stems from:
 - Team design
 - Team process
- Establishing agreed-upon expectations in teams will not eliminate problems but will help your team succeed.