MGT 200: Organization Behavior and Theory

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Overview

- Formal vs. Informal Teams
- Types of teams
- Effective team characteristics

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Teams and groups

Two or more individuals, interacting and interdependent who come together to achieve particular objectives

- Formal groups
  - Formal relationships
  - Form to accomplish routine work assignments
  - Not very adaptive
  - E.g. command groups, task forces
- Informal groups
  - Emergent relationships
  - Form to accomplish unexpected tasks quickly
  - Highly adaptive
  - E.g. friendship groups, org. interest groups

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Three team profiles

- Quality improvement teams
  - Employees from same department
  - Goal: improve quality, efficiency, and the work environment
- Cross-functional project teams
  - Employees from same level but different departments
  - Goal: accomplish a specific task
- Virtual teams
  - Employees who are physically dispersed
  - Goal: accomplish a specific task

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Your team experiences

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Your team observations

Strong Teams

- Set a Stretch, Specific Goal
- Discuss responsibilities
- Create rules beforehand for reacting to problems
- Recognized that specialization reduces duplication but increases integration problems
- *Therefore*, a leader must be connector and integrator of specialized roles

Weak Teams

- No division of labor
- Just jump into the task
- No one in charge of connecting specialized tasks
- React to errors by tearing up and starting again
- Leader often ignores own work as source of problem

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A note on division of labor

- Most groups do a better job at dividing up tasks than at coordinating tasks.
  - A majority of groups engage in division of labor activities (e.g., dividing up paper parts)
  - Only a minority of groups engage in coordination activities (creating a checklist, common diagram, appointing a "coordinator" for final assembly)

Effective Teamwork

1. Clear and elevating goal
2. Results-driven structure
3. Competent team members
4. Unified Commitment
5. Collaborative climate
6. Standards of excellence
7. External support & recognition
8. Principled leadership

Larson & LaFasto, 1989; Thompson, 2006

Take-aways

- Behaviorally
  - Good teamwork requires equity of participation and leadership
  - Planning is imperative
  - Norms for interaction
- Cognitively
  - Dealing with distributed information
  - Competence stems from both personal and technical abilities
- Motivationally/Emotionally
  - Brainstorm useful roles and responsibilities
  - Standards of excellence

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