



Team Development Interventions

Chapter 10



Organizing Around Teams

- Teams are becoming a way of life
- 80% of U.S. organizations have employees working in teams
- Team
- Teamwork
- * Team based organization is the wave of the future*



The Team Approach

- Team development is a necessity to make products:
 - Faster
 - Cheaper
 - Better



Interdependence

- *An example of interdependence is sports
- **Baseball**
 - Team members contributions are interdependent of on another
- **Football**
 - Players are grouped together
- **Basketball (highest degree)**
 - Team members move together on the court



Slide: Teambuilding/Team development

- Reasons for teambuilding
- Provides a supportive change factor
- Operating problems of work teams are often sources of efficiency
- Problems with teambuilding
- Lack of clear objectives
- Interpersonal differences or conflicts
- Ineffective communication
- Difficulty reaching group decisions
- Inappropriate power and authority levels



Cohesiveness and Groupthink

- unity that members of a group have for one another
- Some groups have more closeness and team spirit, which makes them more cohesive



Cohesiveness and Groupthink Cont.

- Cohesiveness: the state of sticking together
- Improves performance in a group, yet can make the need for uniformity more important than the need for making quality decisions (Groupthink).



Cohesiveness and Groupthink Cont.

- Often occurs when the members of a group avoid making harsh judgments of ideas put forward by their leaders or colleagues.
- Adopt a soft line of criticism
- Members are friendly
- No disagreement or conflict (spoils the “cozy” atmosphere)



Groupthink

- **Illusion of invulnerability:** masks obvious dangers
- **Rationalization:** disregards negative information
- **Illusion of morality***: disregards ethical or moral consequences of their actions
- **Shared stereotypes***: views by apposing groups are considered “stupid”



Groupthink, cont.

- **Direct pressure:** group applies pressure to any member expressing doubt about the group's position or questions validity of their arguments
- **Self censorship:** members do not express views that differ from the group
- **Illusion of unanimity:** belief that the members of the group are all in agreement
- **Mind guards:** self-appointed members protect the leader and other members from unfavorable information that might disrupt the group's cohesiveness



The Purpose of Team Development

- The goals of team development
- Identify objectives and set priorities
- Examine the team's content or task performance
- Analyze the group process (how the group is functioning)
- Improve communications and relationships among group members



The Purpose of Team Development, Cont.

- Improve the team's ability to solve problems
- Decrease unhealthy competition and increase cooperation among team members
- Work more effectively with other teams in the organization
- Increase team members' respect for one another's individual differences.



The purpose of Team Development, cont.

- Team development have the very broad objective of integrating the goals of the individual and the group of the organization
- Work teams can only achieve this if they spend some time on the process of team interaction, that is on how they work together and what they accomplish
- The development of a smoothly functioning team is just as demanding and precise in an organization as in many sports activities, but few work teams ever examine their performance.
- Every team has its own structure, norms, and values, and members of the team tend to do things in certain ways.
- Team members are often more loyal to fellow team members than to the organization



The Goal of Team Development

- Identify objectives and set priorities.
- Examine the team's content or task performance.
- Analyze the group process; that is, how the group is functioning.
- Improve communications and relationships among group members.
- Improve the team's ability to solve problems.
- Decrease unhealthy competition and increase cooperation among team members.
- Work more effectively with other teams in the organization.
- Increase team members' respect for one another's individual differences



THE TEAM DEVELOPMENT PROCESS

- Managing a team involves more than supervising people.
- The nature of work groups makes team development interventions probably the single most important a widely used OD activity.
- The team development process, as described by several practitioners, recognizes two distinct types:
 - Family groups diagnostic meetings
 - One type of team development, are aimed at identifying group problems.
 - Family group team-building meetings.
 - Another orientation of team development, are aimed at improving the team's functioning.



TEAM DEVELOPMENT TRAINING MEETING STEPS

- Initiating the Team Development Meeting
- Setting Objectives
- Collecting Data
- Planning the Meeting
- Conducting the Meeting
- Evaluating the Team Development Process



OUTDOOR EXPERIENTIAL LABORTORY TRAINING

- The idea is to take a group of people who normally work with one another & put them in an outdoor setting where they participate in experiential learning exercises.
- Activities can range from white water rafting, canoeing, rock climbing, swinging from ropes, walking a beam, etc.



THE OUTDOOR LAB PROCESS

- Preliminary Assessment
- Goals & Learning Objectives
- Orientation Meeting
- Selection of Activities
- Training Program
- Determining Location/Facilities
- Reflection/Application
- Follow Up



CAUTIONS WHEN USING OUTDOOR LABS

- Safety should main concern.
- Make sure trainers are highly qualified.
- Legal Aspects.
- Participation must be voluntary.
- No Coercive Pressure.
- Participants should be free to decline participation in specific exercises.
- Fun, Fun ,Fun



RESULTS OF OUTDOOR LABS

- Have become very popular as a team development & training technique.
- Had Participated- turnover rate 1%
- Had Not Participated – turnover rate 11% (which is the company average).
- More likely to get more promotions & showed greater employee commitment



ROLE NEGOTIATION

Role Negotiation - involves a series of controlled negotiations between participants.

Steps include:

1. Contract Setting.
2. Issue Diagnosis.
3. Role Negotiation.
4. Written Role Negotiation Agreement



ROLE NEGOTIATION

The Steps to Role Negotiation are:

Contract Setting.

Issue Diagnosis.

1. Role Negotiation.
2. Written Role Negotiation Agreement.



Role Analysis

- Role analysis technique (RAT) is used to clarify role expectations
- The sets of behaviors associated with the various positions in a team are called roles.
- Discrepancies arise between what is expected and the actual behavior of a member.



Role Analysis

- Many behaviors can arise as a result of role expectations: Role ambiguity and role conflict.
 1. Role ambiguity- the situation where a role incumbent is unaware of lacks sufficient knowledge about the expectations.
 2. Role conflict- occurs when there is discrepancy between role expectations and the role conception.



Steps in RAT

- Role analysis- the role incumbent sets forth the role as it is perceived.
- The role incumbent expectations of others- the role incumbent lists his or her expectation of other group members.
- Role expectations by others- the other members lists their expectations of the role incumbent.



RAT Steps, cont.

- Role profile- once there is an agreement on the role definition, the role incumbent is responsible for making a written summary called a role profile
- Repeat process- the team follows the same procedure until every member has a written role profile.
- Review- the team reviews role expectations and role profiles because it may change overtime.

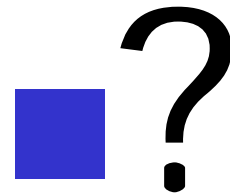


Summary

The chapter focused on developing team effectiveness. As we have described there are many intervention steps involved in developing a team to ensure the accomplishment of the task is successful. As team building occurs conflicts will arise; however following the steps in defining roles within a team will give opportunity for better results for team cohesiveness.



Questions





Reference

- Brown, D.R. & Harvey, D. (2006). *An experiential approach to Organizational development*, (7th ed.). Upper Saddle River, NJ: Prentice Hall.