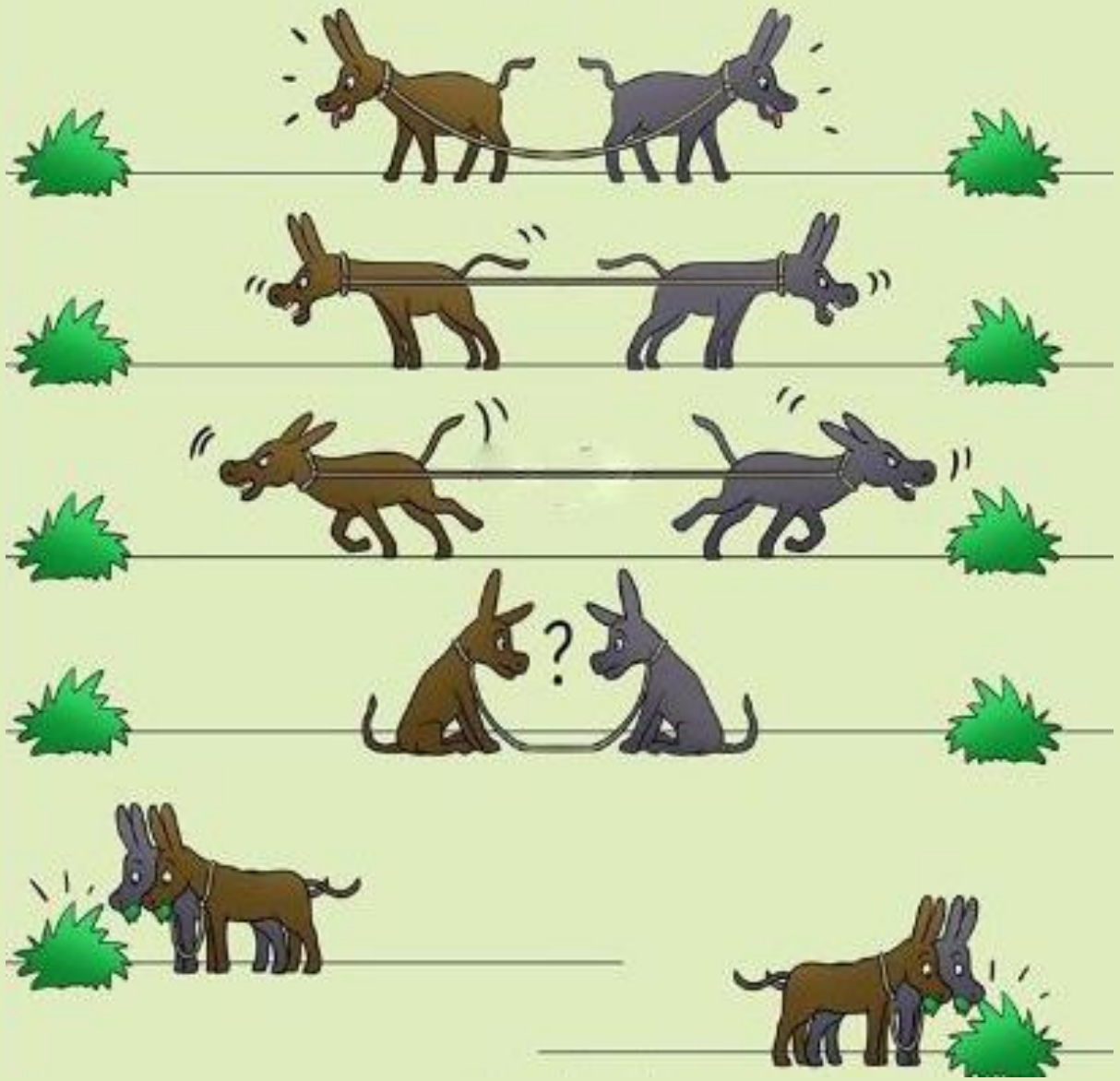
Understanding Work Team



“If you want to go fast, go alone; if you want to go far, go with the team.”



Topics

- **Work Group Vs. Work Team**
- **Problem Solving Team**
- **Self-Managed Work Team**
- **Cross-Functional Team**
- **Virtual Team**
- **Team Effectiveness**
- **Team Challenges**

Reference Book: Organizational Behaviour, Stephen P. Robbins, 18th Edition

What is a team ?

- A team is comprised with several individual to **work together for a common purpose and it has common objectives and think on the same lines**
- Individuals who are not compatible with each other **can never form a team**
- They should have similar if not the same interests, thought processes, attitude, perception and likings

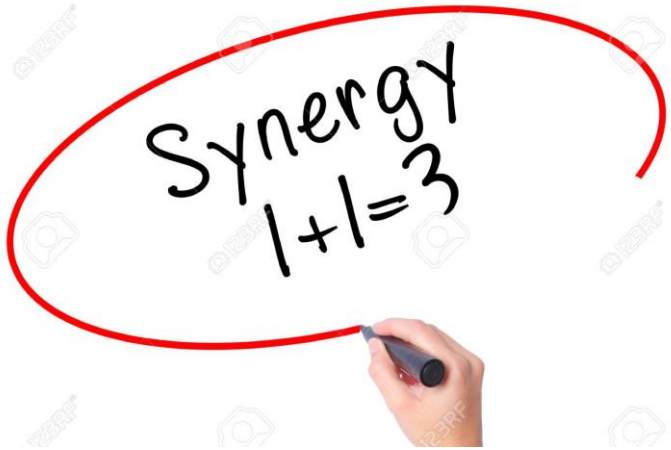
Work Group Vs. Work Team

Work Group

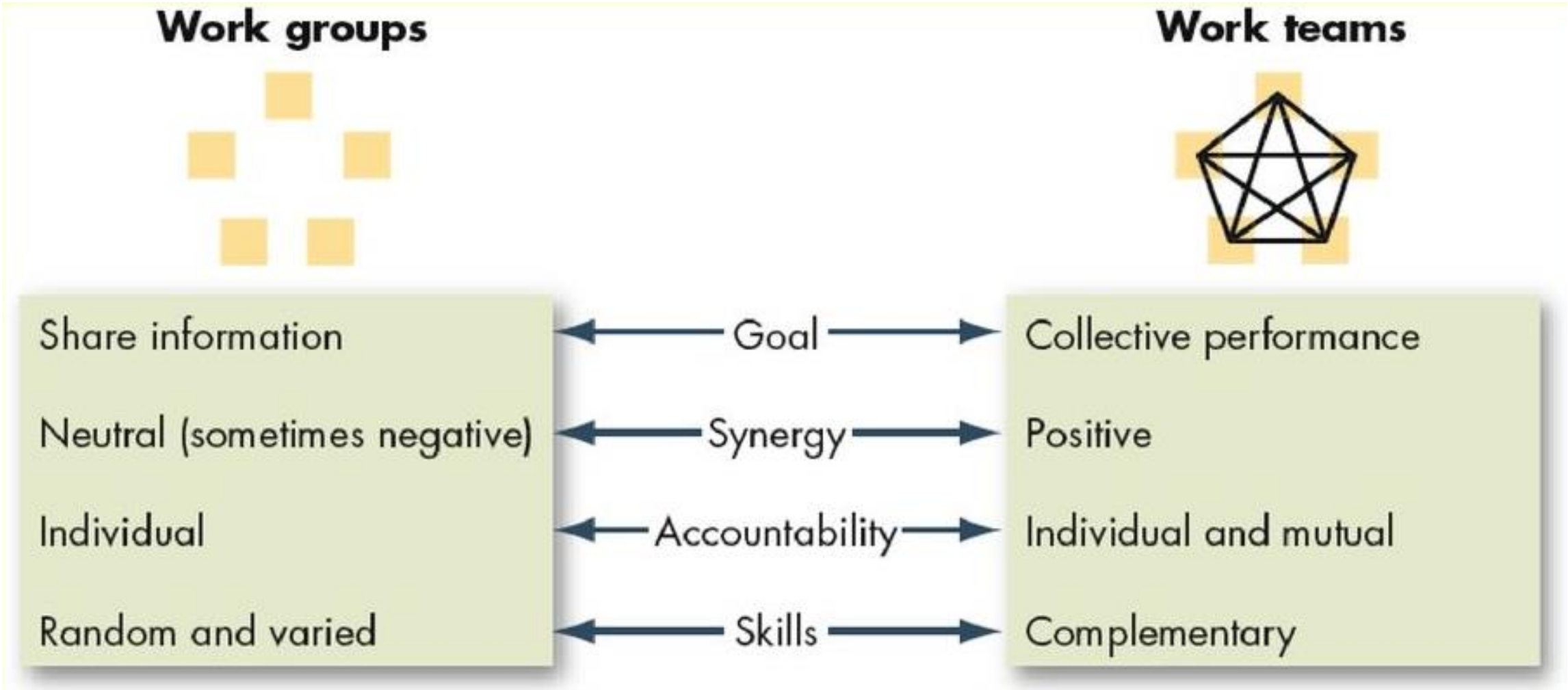
- A work group is a group that interacts primarily to share information and make decisions to help each member perform within his or her area of responsibility
- Work groups have no need to engage in collective work that requires joint effort
- There is no positive synergy of performance greater than the sum of the inputs

A Work Team

- Generates **positive synergy** through coordinated effort
- The individual efforts result in a level of performance **greater than the sum** of those individual inputs



Work Group Vs. Work Teams



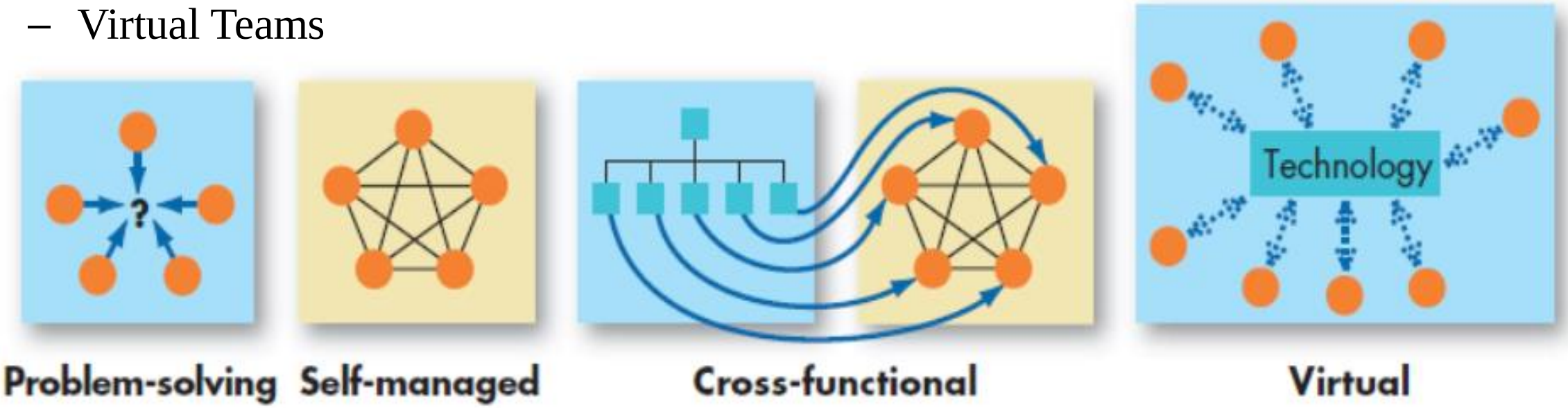
Types of Teams

1. **Project teams**
   - **Functional team**
   - **Cross-functional team**
   - **Matrix team**
   - **Contract team**
2. **Operational teams**
3. **Virtual teams**
4. **Self-managed teams**
5. **Problem-solving teams**
6. **Informal teams**
7. **Leadership teams**

Various Types of Teams

Four most common types of teams in an organization:

- Problem-solving Teams
- Self-managed Work Teams
- Cross-functional Teams and
- Virtual Teams



Problem Solving Team

- Problem-solving teams are assembled temporarily. They are usually brought together in case of a crisis or an unplanned event



- Such a team aims to resolve the issue at hand and bring the company out of the crisis

- The team consists of leaders and team members from different departments to solve the problem

Self-Managed Work Team

- Self-managed teams have **no managers or leaders**. The team members, themselves are responsible for the decisions and working

- Self-managed work teams perform highly related or interdependent jobs and take on many of the responsibilities of their former supervisors.

- Typically, these tasks are planning and scheduling work, assigning tasks to members, making operating decisions, taking action on problems, and working with suppliers and customers

- Fully self-managed work teams even select their own members and evaluate
- each other’s performance

Cross-Functional Team

Cross-functional teams, members are picked from various departments for projects that require a diverse skillset. The team is united to work together on a specific project and is often split following the completion of the project

problem-solving teams *Groups of 5 to 12 employees from the same department who meet for a few hours each week to discuss ways of improving quality, efficiency, and the work environment.*	**self-managed work teams** *Groups of 10 to 15 people who take on responsibilities of their former supervisors.*	**cross-functional teams** *Employees from about the same hierarchical level, but from different work areas, who come together to accomplish a task.*

Virtual Team

- Virtual teams are the future of the business world. Virtual teams use computer technology to unite physically dispersed members and achieve a common goal.

- They collaborate online using communication links such as wide-area networks, videoconferencing, or e-mail whether they're a room away or continents apart



They bring together creative individuals from different parts of the world, resulting in better ideas and more creativity.

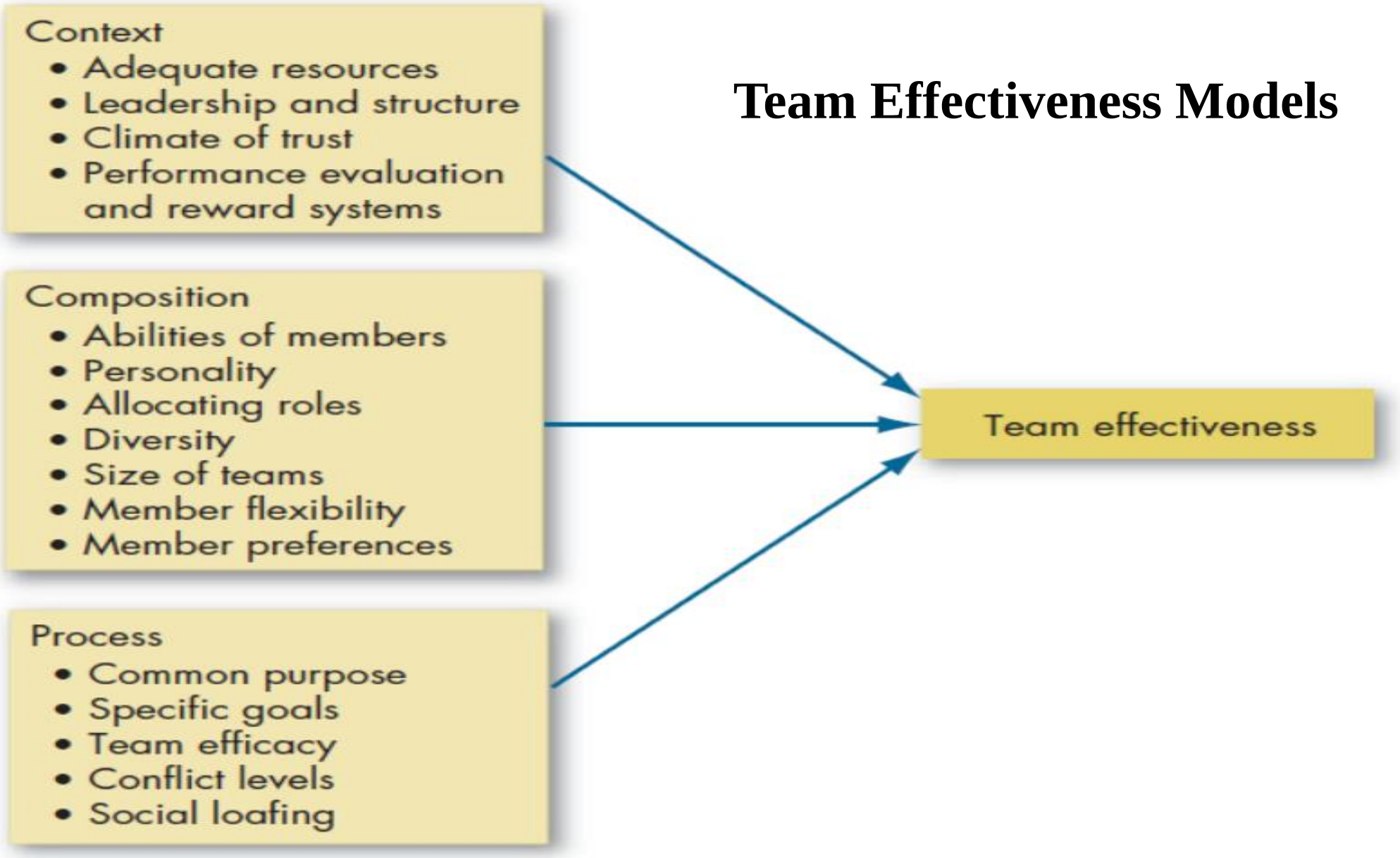


Team Effectiveness

For teams to be highly effective, leaders need to create work environments and team cultures that foster and balance employee performance with well-being. Conditions that can optimize the effectiveness of the team:

- **Real Team** – Stability in the group membership over time
- **Compelling Direction** – A clear purpose that relies on end goals
- **Enabling Structure** – The groups dynamic must be producing good, not bad
- **Social Support** – The group must have a system to collaborate properly
- **Coaching** – Opportunities for a coach to give help

Team Effectiveness Models



Disadvantages of Teams

- Team **decision** - making takes longer
- Team **effort** can be wasted effort
- The team's **success** may hang on the work of the least effective team member
- A team might gain momentum in the **wrong direction**

Team Challenges and how to Overcome that

- Lack of clarity
- Trust issues
- Personality conflicts
- Withholding information
- Lack of communication
- Reduced engagement
- Excessive staff numbers
- Interior competition
- Philosophical differences
- Habitual clashes
- Opposing goals
- Working in isolation
- Lack of self-awareness
- Skill overlap