

*Organizational Behavior*  
*First year, English program*  
*Week 12, Lecture 4*

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*Chapter 10*  
*Understanding Work Teams*

# Learning Objectives

- 1- Differences between groups and teams?
- 2- Types of teams.
- 3- How to design effective teams?

# Groups

- Group is two or more individuals, interacting and interdependent, who have come together to achieve particular objectives.
- *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 or opportunity to engage in collective work that requires joint effort.
- There is no positive synergy that would create an overall level of performance greater than the sum of the inputs.



# Teams

- A team is a unit of two or more people who interact and coordinate their work to accomplish a specific goal.
- The definition of a team has three components.
  - *First, two or more people are required.*
  - *Second, people in a team have regular interaction.*
  - *Third, people in a team share a performance goal.*

# Teams (Cont.)

- A team is a *small number of people with complementary skills who are committed to a common purpose, performance goals, and approach for which they are mutually accountable.*
- In addition, a team is a group whose individual efforts result in performance that is greater than the sum of the individual inputs.

# Comparing work groups and work teams

## Work Groups



## Work Teams



Share information

Neutral (sometimes negative)

Individual

Random and varied

Goal

Synergy

Accountability

Skills

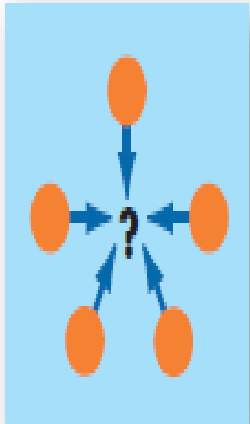
Collective performance

Positive

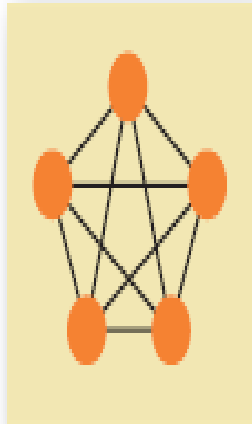
Individual and mutual

Complementary

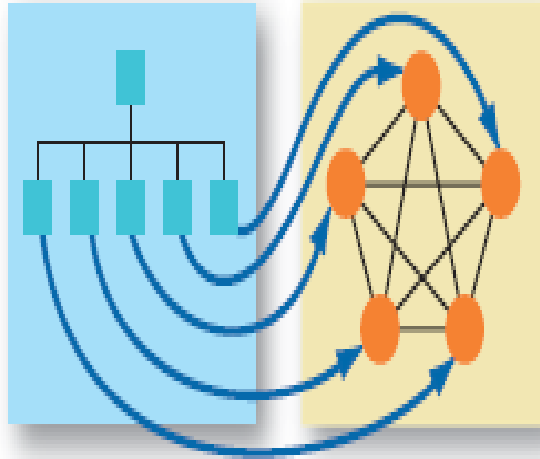
# *Types of teams*



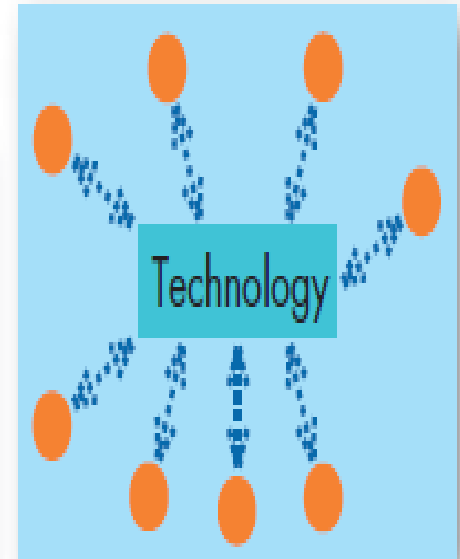
**Problem-solving**



**Self-managed**



**Cross-functional**



**Virtual**



# Types of Teams

- There are four most common types of work teams are problem-solving teams, self-managed work teams, cross-functional teams, and virtual teams.

## ***1- Problem-solving teams,***

Members share ideas or offer suggestions on how work processes and methods can be improved. However, these teams are rarely given the authority to implement any of their suggested actions.

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# Types of Teams (Cont.)

**2- Self-managed work team**, which is a formal group, consists of 10 to 15 employees who operate without a manager and are responsible for a complete work process or segment.

*- A self-managed team is responsible for getting the work done and for managing themselves. The teams have the authority to make and implement decisions, finish projects, and address problems.*



# Types of Teams (Cont.)

**3- Cross-functional team**, a work team composed of employees from about the same hierarchical level, but from different work areas, who come together to accomplish a task.

**4- Virtual team**, which is a team that uses technology to link physically, dispersed members in order to achieve a common goal. In a virtual team, members collaborate online with tools such as wide-area networks, videoconferencing, fax, e-mail, or Web sites where the team can hold online conferences.

**- Virtual teams can do all the things that other teams can share information, make decisions, and complete tasks; however, they lack the normal give-and-take of face-to-face discussions.**



# *Designing Effective Teams*

- Designing an effective team means making decisions about;

***1- Team composition*** (who should be on the team), a key consideration when forming a team is to ensure that all the team members are qualified for the roles they will fill for the team.

- This process often entails understanding the knowledge, skills, and abilities (KSAs) of team members as well as the personality traits needed before starting the selection process.



# *Designing Effective Teams (Cont.)*

## *2- Team size (the optimal number of people on the team),*

When deciding team size, a good rule of thumb is a size of 2 to 20 members.

- The majority of teams have 10 members or less because the larger the team, the harder it is to coordinate and interact as a team.
- With fewer individuals, team members are more able to work through differences and agree on a common plan of action.



# *Designing Effective Teams (Cont.)*

- *3- Team diversity (should team members be of similar background, such as all engineers, or of different backgrounds),* teams whose members have complementary skills are often more successful because members can see each other's blind spots.
- One team member's strengths can compensate for another's weaknesses.
- Diversity in team composition can help teams come up with more creative and effective solutions.





THANK  
YOU