Team Effectiveness

based Richard Hackman’s

Leading Teams, 2002

Harvard Business School Press
Task Team Effectiveness

- Task output acceptable or better to receivers, reviewers or user
- Members become increasingly competent in working together as a team
- Member’s personal growth and well-being are fostered by their team experience
Enabling Conditions for Team Effectiveness

- A “Real” Team
- Compelling Direction
- Enabling Team Structure
- Supportive Organizational Context
- Available Expert Coaching
A Real Team

- Bounded - we know who we are, clear membership
- Interdependent - for a clear, shared purpose
- Stable - reasonable level of working together
- Authority - clearly delimited
Authority - how much group is involved in

- setting overall direction,
- designing team & organizational context,
- monitoring and managing work processes,
- executing team task

Hackman relates this to manager led teams, self-managing teams, self-designing teams, self-governing teams
Compelling Direction

Identify who has legitimate authority for direction setting and ensure it is:

☆ Challenging - a “stretch” for the group, only a 50-50 chance of success
☆ Clear - well understood
☆ Consequential - energizes and engages members, makes a difference, fully uses member talents, specifies ends/not means
Enabling Structure

- Task - do complete task with autonomy and built-in feedback
- Norms - clarity about expectations, know what are “must do” and “must never do” behaviors
- Composition - small size, good mix of task-relevant skills, diversity in membership
Harmonious Teams

Contrary to popular myth, cohesiveness, low levels of conflict and harmonious relations among team members were NOT found to be related to team performance.
Supportive Context

- Reward System - consequences for good team performance
- Information System - task relevant information available to team
- Educational System - needed technical information and training are available
- Resources - needed material resources are available
Team coaching is...

“direct interaction with a team intended to help members make coordinated and task-appropriate use of their collective resources in accomplishing the team’s work” (Hackman & Wageman, 2005, p. 269)
Effective Coaching

- Step 1 should be to look at design issues, not interpersonal. Need to address process losses (weaknesses)
- Intervention in process of the team
- Timing - detecting problems and opportunities
- Focus - individual versus group level
Importance of Coaching and Team Design

- Research shows that competent team coaching greatly helps well-designed teams, although it doesn’t do much for poorly designed teams.
- Inferior team coaching has little negative impact on well-designed teams, but causes poorly designed teams to do worse.
Three Essential Performance Processes

- Effort: the degree to which team members work hard at the task
- Strategy: the degree to which team members go about the work in ways suited to the task
- Knowledge and skill: the degree to which team members have--and use--adequate talent for the task
Leading Teams

Any team that:
- Works hard
- Adopts smart strategies
- Uses its full complement of talents well...

...will perform well.

Implications: Team leaders who intervene to enhance these three processes will improve the performance of their teams.
A competitive team activity
Rules for team activity

- The task of the team is to make an exact copy of the model in the shortest possible time.
- Prizes will be awarded to the fastest and 2nd fastest groups.
- You will be given all of the materials you need.
Rules for team activity

- The model will be at the front of the room. Only one person at a time from your group may view the model.
- I would suggest that each group member look at the model and that one or more people do drawings of the model.
- You will have 15 minutes to view the model and if you wish, practice construction.
Rules for team activity

- I would suggest that you plan how you will do the construction as efficiently as possible.
- After the 15 minutes of planning time, all pieces must be separate and back in bag. A signal will be given to start construction.
- You may not interfere with the construction or delivery of another group.
Rules for team activity

- Bring the finished construction to the table. The referee (Joe) will announce if the construction is an exact duplicate.
- If not, he will say that it is “incorrect” and you can make corrections and resubmit it.
- Only one person from your group may be in the front of the room.
- The judgment of the referee is final.
Can you identify applications of today’s workshop in your work setting?