

Teams that Click

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Page 1) Successful Teams

- More creative solutions
- More diverse skills
- Hone members' leadership abilities
- Catalyze fresh ideas
- Carry out mission with energy, efficiency and dedication
- Are satisfied and have pride in their work
- Channel conflict into productive directions

Page 5) Before Putting a Team Together

- Is a team the best structure for the effort?
- Are there collective goals that the team and members can personalize?
- What signals are being sent that tell how team members should interact?
- Does the performance management system reward interdependence and mutual accountability?

Page 6) Essentials of an Effective Team

- Commitment (long period of time)
- Competence
- Common goals

Page 8) To Bring Out Team Strengths

- Trust
- Group identity
- Group efficacy (better together than alone)
- Regulate emotions on individuals, groups and cross-boundary levels

Page 9) To Promote Team Creativity

- Show confidence in your team
- Encourage free-flowing communication within the group
- Give team members plenty of responsibility
- Provide needed resources
- Give members challenging work
- Monitor pressure within the group

Page 11) Overcoming Team Conflicts

- Address conflict immediately
- Stay with the tension and keep exploring creative options
- Focus on the problem, not on team members

Page 21) Managing the Team Versus Managing the Individuals on a Team
by Loren Gary

-managing a team is not the same as managing individuals

1. Is a team the best organizational structure for this effort?
 - Pool skills for common work products
 - Time
 - Leadership shifts among members
 - Model the behavior you want (authoritative or democratic system)
2. Have I established collective goals for the unit that members can personalize?
3. What signals am I sending to other members about how the team should interact?
4. Does the performance management system actually reward individuals and mutual accountability?
 - Team bonuses

Page 42) Why Some Teams Succeed and Some Don't

- Leader needs to keep a balance of authority between him/herself and the team (set clear direction)

Page 44) What Makes Workplace Teams Work?

1. A clear set of objectives, spelled unambiguously by management
2. Metrics allowing team members to assess their performance and showing the connection between the team's work and key business indicators
3. Ongoing training – not a one-shot deal – in communication, group leadership and other team skills
4. Decision-making authority over how to reach their goals. But management may need to start slowly and expand teams' scope of authority over time
5. Team-based rewards and evaluation, not individual incentives
6. An open culture, with easy access to team-specific information and senior management

Page 49) 3-D Chess – Boosting Team Productivity through Emotional Intelligence
by Steve Barth

- Leaders' role "Group norms get introduced 'by formal team leaders, by informal team leaders, by courageous followers, through training, or from the larger organizational culture' write Druskat and Wolff."
- "Typically, individuals' assessments of their own emotional intelligence (EI) are not highly correlated with their actual emotional intelligence." John Mayer, Professor of Psychology (EI expert)
- 3 Dimensions of EI
 - 1) Individual level (check-in at the beginning of meetings, "validate members' contributions," write Druskat and Wolff.)
 - 2) At the group level – acknowledge and discuss the team's moods
 - 3) Interactions at the cross-boundary level – "A team that is keenly aware of its own emotional dynamics can be oblivious to the needs of key outside groups," says Druskat.

Page 62) Six Steps Toward Making a Team Innovative

1. Show confidence in the team
2. Make sure that the members of the group are communicating freely with one another
3. Make sure to give the team members enough responsibility
4. Provide the appropriate resources to the team
5. Make sure that each team member has challenging work (Amabile)
6. Monitor the pressure (Amabile)
 - Pressure can inhibit creativity
 - Deadlines for results/attention
 - “Wise managers pick their spot for applying pressure, regulate it constantly and ease up when necessary.”
 - Pressure “as an indication of the urgent need for, and the ultimate value of, the work being tackled”

Page 71) Bury Your Opinion, Short-change Your Team

by Loren Gary

- Managing conflict is an organizational competency not just interpersonal
- Depersonalize the conflict
- Don't silence conflict – speak up
- See others' perspectives (environment safe to share in)
- Provide organizational support

Page 78) Tension in Teams

by Jim Kling

- Set ground rules
 - conflict should be handled openly (confront/let it go)
- Stay with the tension and explore creative options
- Focus on the problem, not each other
- Stick to the facts
- Find a time and place for conflict
- Lead by example
 - practice full disclosure
 - make it a learning experience
 - be seen, not heard (listen)
 - intercede when it turns personal

Page 87) Handling Conflict in Teams: A Roundup of Recent Research

- Avoid 'tit-for-tat' reactions
- Look for underlying messages
- Lose the battle; win the war (short term vs. long term)
- Satisfy the show-off (compliment them then focus on someone else)
- Calm the eager beaver (praise them and ask someone else to take a turn)
- Silence the heckler (challenge them to come up with something positive)

- Sound out the “sotto” voice (snide remarks) (“I’m sorry, I didn’t catch that, could you repeat it?”)
- Move the mule (deal with real concerns) Realign the right but irrelevant ringer (pet issues) (be assertive)

Page 93) Why Members of Teams Don’t Speak up and What You Can Do About it
Causes for withdrawal

- The presence of someone with expertise
- The presentation of a compelling, but inferior argument (why explore something that is only good)
- Lack of confidence in their ability to contribute
- The decision to be made seems unimportant or meaningless
- Pressure from the others to conform to the team’s decision
- There is a dysfunctional decision-making climate (unclear task, etc.)

How to deal with it

- Clarify objectives you and others are working toward
- Offer inquiring points of view
- Appoint yourself devil’s advocate
- Encourage everyone to do their homework
- Accept the final result graciously

Page 102) Teams – Solving the Sophomore Slump (revitalize teams)
by Rebecca Saunders

- Set up a team support system
- Spotlight team progress
- Teach team members new skills
- Identify new team goals
- Improve team processes and procedures
- Rotate team assignments
- Create a culture that takes teamwork seriously
- Compensate teams for the extra work they do
- Keep team members in the loop
- Bring in outsiders to refresh the team

Page 113) Moving Across Generations
by David Stauffer

Accommodate each generation’s perspective

- Silents (or Veterans) – formality (face to face, phone) explain logic of actions, traditional recognition
- Boomers – like clear series of steps toward a goal, want objectives and desired results in people centered terms, like team efforts and pep talks, like widely noticed recognition
- Xers – tell them what needs to be done but not how, give multiple tasks and let them set priorities

-avoid platitudes and buzzwords, frequent and frank feedback, ask for reactions and opinions

-no pep talk, they like fun, recognition with bonus days off

- Yers (Nexters) – like opportunities for continuous learning and building skills, know their personal goals and tell them how the task for work fits goals, emphasize the positive, be a coach instead of a boss, communicate informally

Help everyone feel a part of the team

Look past the clutter by asking each person, “What can I do for you?”/ “This is what I need from you...”

Page 126) Virtual Teams

- Purpose shapes function and structure
- Leadership rotates according to the task at hand (task leadership, social leadership)
- Constant communication fosters a sense of identity

Page 134) The Act of Managing Virtual Teams

- Walk before you can run
- Light a “fire in the belly”
- Assume nothing; spell out everything
- Megacommunicate
- Find allies
- Compensate creativity
- Watch for conflict and learn to manage it
- Do better next time

Page 145) How to Compensate Teams

by Loren Gary

- The amount of the incentive must be meaningful – match the incentive to the value of the task
- Give priority to collective goals
- Express the incentives in terms of unit or organizational goals
- Peg the awards to measurable outcomes
- Get creative on source of funds
- Let members divvy up the proceeds
- Watch for undue complexity and gaming