GESTÃO CORRENTE

GC 8 – Group Skills: **Building Effective Teams**

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LEARNING OBJECTIVES

1) Diagnose and facilitate team development
2) Build high-performance teams
3) Facilitate team leadership
4) Foster effective team membership

- Diagnostic Surveys:
  - Team development behaviors

(1) TEAMS

Groups of people who are interdependent, interact with each other, and see themselves as a unique entity.
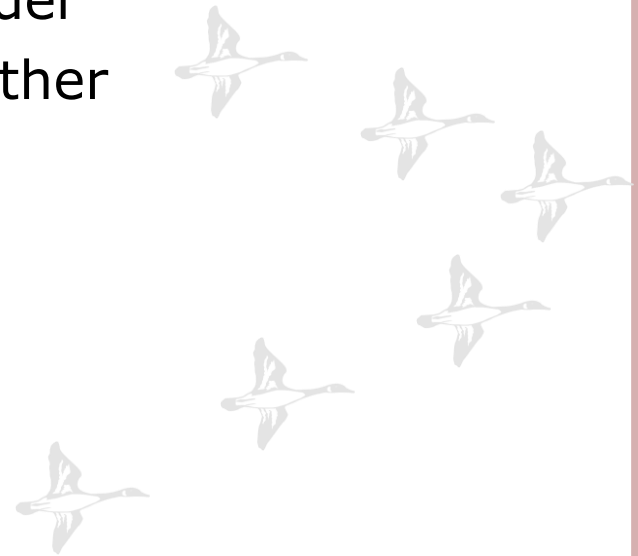
A TEAM METAPHOR

Effectives teams are like geese:

- They both have interdependent members
- They are more efficient working together
- They create their own magnetism (affiliation advantages)
- They do not always have the same leader
- Members care for and nurture one another
- They cheer for each other
- They have a high level of trust

TEAMS AND PERFORMANCE

Teams can improve performance by:
- Cutting staffing costs
- Reducing errors
- Improving decision making
- Improving employee relations

Impact of involvement in teams on organizations and workers

Table 9.1, p. 518

(2) STAGES OF TEAM DEVELOPMENT

- **Forming**

Necessidade de os membros se conhecerem, definir um "purpose" e fronteiras

- **Norming**

Necessidade de se criar coesão e unidade, diferenciando papéis e identificando expectativas individuais

- **Storming**

Desentendimentos e conflitos, bem como violações das regras. Criam-se "coligações"
Surgem individualismos e competição entre membros

- **Performing**

Necessidade de melhorias contínuas, inovação e de aceleração e capitalização de competências

GROUPTHINK

Groupthink

When the preservation of the team takes precedence over good decisions and problem solving.

Symptoms of groupthink

- Illusion of invulnerability
- Shared stereotypes
- Rationalization
- Illusion of morality
- Self-censorship
- Direct pressure
- Mind-guarding
- Illusion of unanimity

Resolving groupthink

- Critical evaluators
- Open discussion
- Subgroups
- Devil's advocate
- Second-chance meetings

Attributes of High Performing Teams

- Performance outcomes. They do things.
- Specific, shared purpose and vision
- Mutual, internal accountability
- Blurring of formal distinctions
- Coordinated, shared work roles
- Inefficiency leading to efficiency as teams develops
- Extraordinarily high quality
- Creative continuous improvement
- High credibility and trust on one another
- Clarity of core competence of members

Table 9.3, p. 526

(3) LEADING TEAMS

Two critical factors:

1- Developing credibility and influence

- Demonstrating integrity
- Being clear and consistent
- Creating positive energy
- Building a base of agreement
- Using one-sided and two-sided arguments appropriately
- Encouraging team members to help them personally improve
- Sharing information

2- Establishing a motivating vision and goals

SMART Goals

- Specific (clear, precise targets)
- Measurable (quantified)
- Aligned (supportive and consistent with the organization goals)
- Realistic (though difficult, not a fantasy)
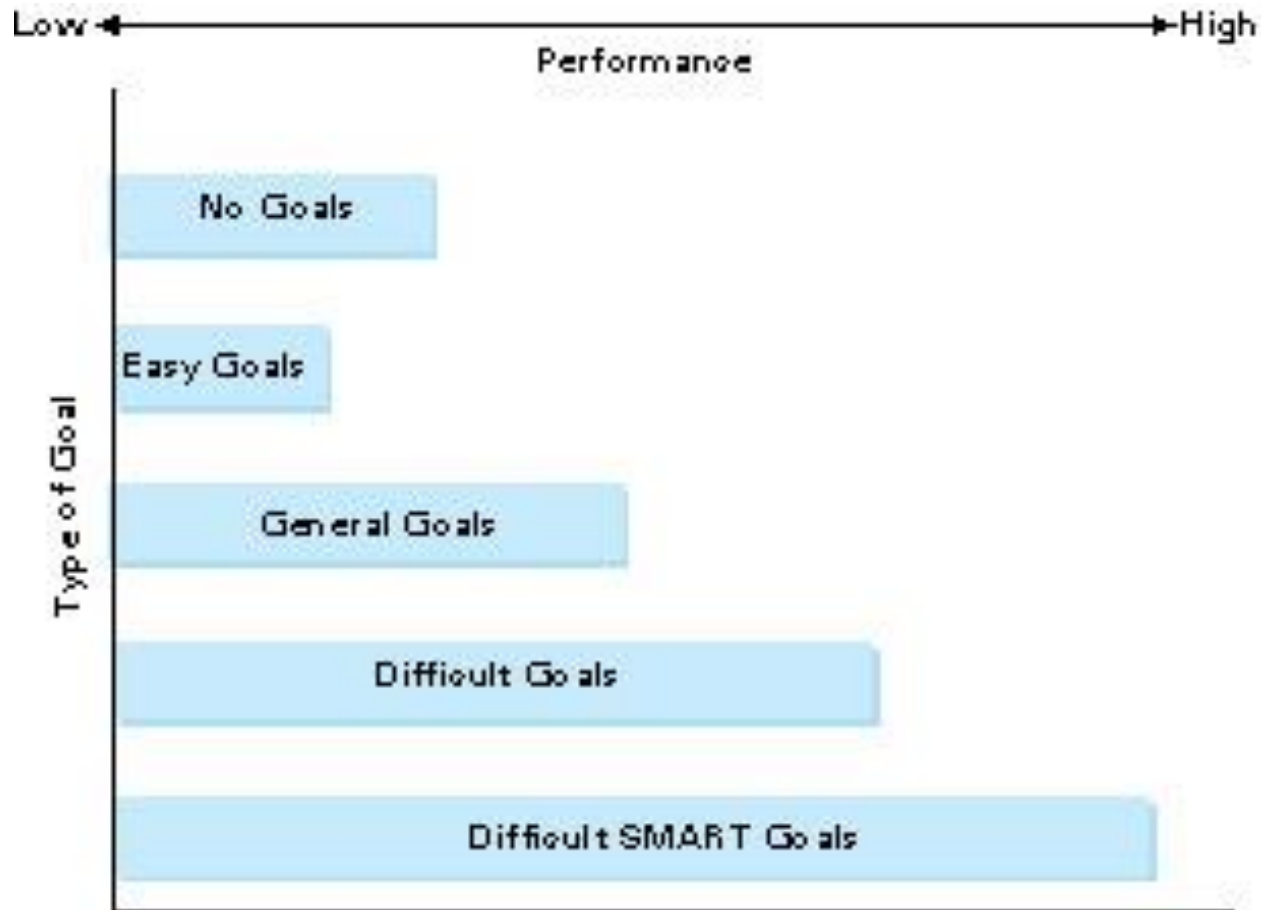- Time-bound (end point identified)

Effects of Goals on Performance

Figure 9.3, p. 532

1. Forming

Necessidade de os membros se conhecerem, definir um "purpose" e fronteiras

Papel do líder:

- Orientar os membros e responder às questões
- Estabelecer confiança
- Esclarecer objectivo, normas e procedimentos

2. Norming

Necessidade de se criar coesão e unidade, diferenciando papéis e identificando expectativas individuais

Papel do líder:

- Manter unidade e coesão
- Facilitar participação
- Apoiar os membros
- Dar feedback sobre a performance da equipa e dos membros

3. Storming

Desentendimentos e conflitos, bem como violações das regras
Criam-se "coligações"
Surgem individualismos e competição entre membros

Papel do líder:

- Gerir conflitos
- Legitimar expressões de "individualidade"
- Tornar dependência em interdependência
- Fomentar o consenso

4. Performing

Necessidade de melhorias contínuas, inovação e de aceleração e capitalização de competências

Papel do líder:
- Capitalizar competências "core"
- Fomentar inovação
- Aceitar "desvios" positivos

(4) Team Membership

Team members not only need clear goals, they need **task facilitating roles:**

- Direction giving
- Information seeking
- Information giving
- Elaborating
- Urging
- Monitoring
- Process analyzing
- Reality testing
- Enforcing
- Summarizing

And **goal cohesion roles:**

- Supporting
- Harmonizing
- Tension Relieving
- Confronting
- Energizing
- Developing
- Consensus building
- Empathizing

Tables 9.5, 9.6, p. 535

BLOCKING ROLES

- Dominating (excessive talking, interrupting)
- Overanalyzing (examining every detail excessively)
- Stalling (not allowing the group to reach decision)
- Remaining passive (expecting other to do team work)
- Over-generalizing (drawing unfounded conclusions)
- Fault-finding (unwilling to see others merit)
- Premature decision making (deciding before goal setting, information shared, alternatives discussed or problem definition)
- Presenting opinions as facts (labeling personal opinions as truth)
- Rejecting (based on the person opinion)
- Pulling rank (using status, expertise or title)
- Resisting (block all attempts to change)
- Deflecting (change the subject of discussion)

FEEDBACK

Many managers are afraid of correcting bad behaviors because they don't want to offend employees.

Rules of Feedback:

- Focus on behaviors
- Focus on observations
- Focus on descriptions
- Focus on a specific situation
- Focus on here and now
- Focus on sharing ideas and information
- Give feedback that is valuable
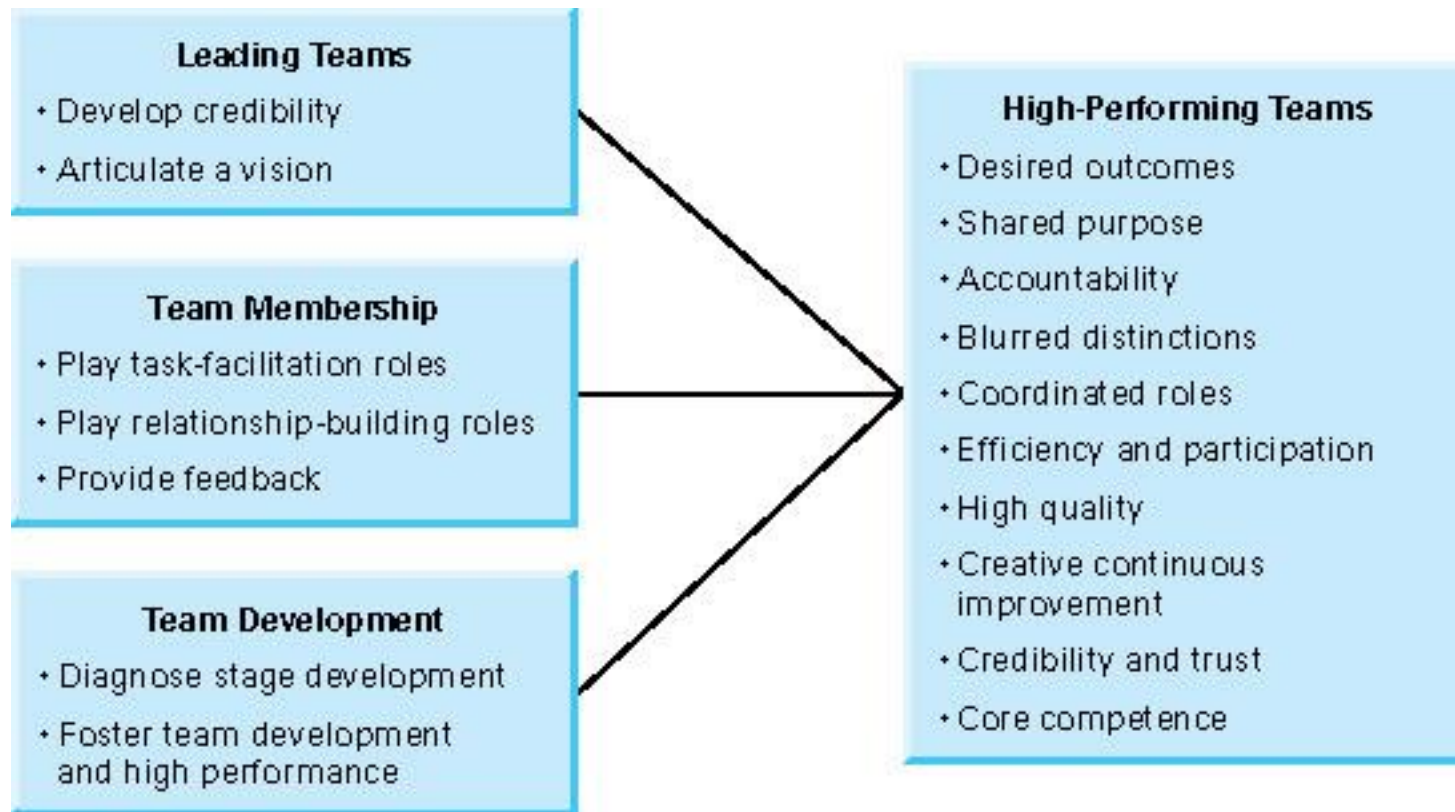- Give feedback at an appropriate time and place

Table 9.7, p. 538

Figure 9.4, p. 540

BEHAVIORAL GUIDELINES

1. Diagnose the stage that your group is in to facilitate team development
2. Provide structure in the forming stage, support in the norming stage, independence in the storming stage, and foster innovation in the performing stage
3. Develop credibility as a prerequisite to leading a team
4. Establish SMART
5. Encourage performance of task and relationship leader roles
6. Confront blocking behaviors
7. Provide effective feedback

BUILDING EFFECTIVE TEAM VIDEO SELECTION

Building Effective Teams Intro

http://www.youtube.com/watch?v=CQ9bCKLzVXY&feature=results_main&playnext=1&list=PL6B9E4B1F78EA4B96

The meaning of TEAM. Together Everyone Achieves More !

https://www.youtube.com/watch?v=OpzH1hPvf38&feature=iv&src_vid=o9mdHMtxOjY&annotation_id=annotation_241537

Team Composition

http://www.youtube.com/watch?v=LGZQfM-selE&feature=BFa&list=PL6B9E4B1F78EA4B96

Simple rules and management teams

http://www.youtube.com/watch?v=SdSpgvdfeBE&feature=BFa&list=PL6B9E4B1F78EA4B96