CREATING HIGH PERFORMANCE TEAMS

Applied Strategies and Tools for Managers and Team Members

RAMON J. ALDAG AND LOREN W. KUZUHARA
CONTENTS

List of Figures                                            xvii
A Visual Tour of Creating High Performance Teams         xxiii

CHAPTER 1  Teams: Opportunities and Challenges            1
Learning Objectives                                       1
Team Management and Why It Matters                        1
Maximizing the Value of This Text for                    5
Your Career Success                                       
Differences between Groups and Teams                      6
Types of Teams in Organizations                           7
Characteristics of Effective Teams                        11
The Scholtes Team Model                                   12
The Hill and Anteby Model for Analyzing Teams             13
Practical Implications of the Hill and Anteby Model       16
John Maxwell’s “17 Indisputable Laws of Teamwork”         17
American Society for Quality’s International             
Team Excellence Criteria                                   19
Common Problems with Teams                                22
Five Dysfunctions of a Team                              22
An Integrated Model for High Performance Teams            23
Summary and Integration                                   24

CHAPTER 2  Designing the Team System                     26
Learning Objectives                                       26
Designing a Team System                                    26
Developing Team Scope and Objectives: The Team Charter    27
Basic Elements of a Team Charter                          27
Procedure for Developing a Team Charter                    30
Practical Guidelines for Using a Team Charter             30
Developing a Team Project Timeline: Gantt Chart           32
Benefits of a Gantt Chart                                  34
Procedure for Developing a Gantt Chart                     34
Practical Guidelines for Using a Gantt Chart              36
Developing a Role Responsibilities Matrix                 37
What Is It?                                               37
Benefits of a Role Responsibilities Matrix                 39
Procedure for Developing a Role                           39
Responsibilities Matrix                                   39
Practical Guidelines for Using a Role Responsibilities Matrix 39
Developing a Team Dashboard 41
What Is a Team Dashboard? 41
Benefits 42
Procedure for Developing a Team Dashboard 43
Practical Guidelines for Using a Team Dashboard 44
Summary and Integration 44

CHAPTER 3 Building and Developing the Team 48
Learning Objectives 48
Choosing a Team Size and Members 48
Selecting a Team Size 48
Staffing the Team 50
Strategies for Forming Effective Teams 50
Defining the Team's Assignment 52
Planning the Team Effort 52
Developing the Team 53
Norms 53
Roles 55
Stages of Team Development 58
Building Team Spirit 60
Summary and Integration 62

CHAPTER 4 Socializing, Building Trust, Training, Motivating, and Leading Teams 67
Learning Objectives 67
Socializing Team Members 67
Team Socialization 67
Roles in Team Socialization 67
Identity Fusion 68
Team Cognition: Mental Models and Transactive Memory Systems 68
Developing Trust within the Team 69
What Is Trust? 69
The Importance of Trust in Teams 69
Bases of Trust 70
Applying the Bases of Trust 72
"Swift Trust" 73
Managing Trust 73
The Fragility of Trust 73
Training Team Members 73
Importance of Team Training 73
Forms of Team Training 74
Motivating and Rewarding Team Members 75
Basics of Motivation 76
CONTENTS

Learning Theory 76
Need Theories of Motivation 79
Setting Effective Goals 81
Team-Based Rewards 83
Expectancy Theory 85
Equity Theory 86
Intrinsic Motivation 88
Group Potency and Collective Efficacy 89

Leading Teams 90
Leadership Defined 90
Emerging Perspectives 90
Leadership and Power 91
Leader Traits 91
Key Leader Behaviors and Skills 92
When Is Leadership Needed? 94
Transformational Leadership 96
Leader Affect and Group Mood 98
Summary and Integration 100

CHAPTER 5 Managing Team Diversity 111
Learning Objectives 111
Managing Diversity 112
Forms of Diversity 113
Fostering Diverse Teams 113
Training for Tolerance 114
Rewarding Diversity Efforts 114
Developing Favorable Attitudes toward Diversity 114
Confronting the Challenges of Diverse Teams 115
Group Fault Lines 115
Managing Conflict 116
Providing a Bridge across Diversity 116
Protecting the Views of the Minority 118
Understanding Personality 120
Emotional Intelligence 121
Important Personality Dimensions 124
Recognizing Cross-Cultural Differences 129
Cultural Intelligence 129
Summary and Integration 133

CHAPTER 6 Fostering Effective Communication in Teams 143
Learning Objectives 143
Functions of Communication 145
Understanding Communication Barriers 145
Semantics 145
Distraction 146
Misrepresentation 146
CHAPTER 7 Facilitating Team Processes 162

Learning Objectives 162
Designing and Conducting Team Meetings 162
Helping Team Members Become Acquainted 162
Providing a Facilitative Setting 163
Considering Spatial Arrangements 163
Giving Structure to Meetings: Before, During, and After 167
Before the Meeting 167
During the Meeting 168
After the Meeting 171
Making Team Decisions 172
The Problem-Solving Process 173
PDCA: A Team Problem-Solving Process 176
Biases 177
Guidelines to Avoid Overreliance on Concurrence Seeking 178
Using Special-Purpose Team Techniques 180
Summary and Integration 186

CHAPTER 8 Managing Change in Teams 193

Learning Objectives 193
The Change Process 193
Balancing Forces for and against Change 194
Sources of Resistance to Change 195
Self-Interest 195
Uncertainty 196
Lack of Understanding and Trust 196
Differing Perceptions 196
Lack of Tolerance for Change 196
Approaches to Overcoming Resistance to Change 198
Logos 198
Ethos 200
Pathos 200
Other Approaches to Change 200
Team-Based Change: Team Insurrections 201
Managing Difficult Transitions 202
1. Clearly Explain the Reasons for the Transition:  
   Show How Endings Ensure Continuity 202
2. Explain Why the Transition Is Occurring in  
   the Way It Is Occurring 203
   and What Is Not 203
4. Identify Who Is Losing What 203
5. Acknowledge Losses Openly and Sympathetically 203
6. Expect and Accept Signs of Grieving 204
7. Provide Fair Compensation for Losses 204
8. Facilitate the Coping of Those with Losses 204
9. Mark the Endings 204
10. Treat the Past with Respect 204
11. Plan for New Beginnings 204

Summary and Integration 205

CHAPTER 9  Dealing with Team Problems 210
Learning Objectives 210
Diagnosing Team Problems 211
Types of Problem Team Behaviors 212
Practical Guidelines for Dealing with Problem Behaviors 213
Groupthink 215
Managing Conflict 218
   A Conflict Model 219
   Conflict Types 220
   Potential Benefits of Conflict 221
   Conflict Styles 223
   Contingency Factors for Handling Conflict 225
   Conflict-Intervention Approaches 227
Negotiating Good Outcomes 228
Managing Interteam Relations and Conflict 228
   Strategies for Enhancing Interteam Cooperation  
   and Reducing Conflict 229
Turning around Failing Teams 231
   Reviving Zombie Teams 231
   Team Crisis Management 231
   Team Culture Change 234
Summary and Integration 237

CHAPTER 10  Teams: Evaluating Team Effectiveness 245
Learning Objectives 245
Overview of Evaluating Team Effectiveness 245
   General Objectives of Traditional Performance  
   Evaluations 247
Challenges When Conducting Traditional  
   Performance Evaluations 247
Overview of Team-Based Performance Evaluation Systems 247

Potential Benefits 247
Potential Drawbacks 248

Team Performance Evaluation Systems 248

General Characteristics of Effective Team Performance Evaluation Systems 249

Common Mistakes When Using 360-Degree Feedback 251

Guidelines for Effective Team Feedback Sessions 259

Team Audit Support from the Organization and Top Management 262

Methods for Linking Team Evaluation to Performance Improvement 263

Tree Diagrams 263
Accountability Documents 264

Summary and Integration 266

CHAPTER 11 The New Teams: Virtual, Global, Connected, and Self-Managing 269

Learning Objectives 269

The Changing Environment for Teams 269
Globalization 269
Increased Turnover 269
Growing Computer Literacy and the Explosion of Information Technology 270
New Office Forms 270
Reduced Focus on Hierarchy 271
Robotics 272
Rate of Change 272

Virtual Teams 273
Benefits of Virtual Teams 274
Challenges of Virtual Teams 274
Leading Virtual Teams 275
Using e-Communications 278

Global Teams 278
Team Collaborative Technology 280

Self-Managing Teams 286
The Need for Self-Management 287
Consequences of Self-Management 287
Forms of Self-Management 287
Guidelines for Behavioral Self-Management 288
Cognitive-Focused Strategies for Self-Management 289
Self-Leadership in Teams 290
Behavioral Aspects of Team Self-Leadership 290
Cognitive Aspects of Team Self-Leadership 291

The Convergence 291
Summary and Integration 291
<table>
<thead>
<tr>
<th>CHAPTER 12</th>
<th>Designing and Implementing Team-Based Organizations</th>
<th>302</th>
</tr>
</thead>
<tbody>
<tr>
<td>Learning Objectives</td>
<td>302</td>
<td></td>
</tr>
<tr>
<td>Characteristics of Team-Based Organizations</td>
<td>305</td>
<td></td>
</tr>
<tr>
<td>Importance of Team-Based Organizations</td>
<td>305</td>
<td></td>
</tr>
<tr>
<td>Factors Driving the Movement toward Team-Based Organizations</td>
<td>306</td>
<td></td>
</tr>
<tr>
<td>Benefits of Team-Based Organizations</td>
<td>306</td>
<td></td>
</tr>
<tr>
<td>Challenges Associated with Implementing Team-Based Organizations</td>
<td>307</td>
<td></td>
</tr>
<tr>
<td>Readiness to Become a Team-Based Organization</td>
<td>309</td>
<td></td>
</tr>
<tr>
<td>Models of Team-Based Organizations</td>
<td>309</td>
<td></td>
</tr>
<tr>
<td>The Mohrman, Cohen, and Mohrman Team-Based Organization Model</td>
<td>310</td>
<td></td>
</tr>
<tr>
<td>The Forrester and Drexler Team-Based Organization Model</td>
<td>311</td>
<td></td>
</tr>
<tr>
<td>Best Practices for the Successful Implementation of Team-Based Organizations</td>
<td>315</td>
<td></td>
</tr>
<tr>
<td>The Trent Model for Becoming an Effective Teaming Organization</td>
<td>316</td>
<td></td>
</tr>
<tr>
<td>The Plan Phase</td>
<td>317</td>
<td></td>
</tr>
<tr>
<td>The Perform Phase</td>
<td>318</td>
<td></td>
</tr>
<tr>
<td>The Evaluate Phase</td>
<td>318</td>
<td></td>
</tr>
<tr>
<td>The Maintain Phase</td>
<td>319</td>
<td></td>
</tr>
<tr>
<td>Summary and Integration</td>
<td>320</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CHAPTER 13</th>
<th>Teams Summary and Integration</th>
<th>324</th>
</tr>
</thead>
<tbody>
<tr>
<td>Learning Objectives</td>
<td>324</td>
<td></td>
</tr>
<tr>
<td>Coming Full Circle: Revisiting the High Performance Teams Model</td>
<td>324</td>
<td></td>
</tr>
<tr>
<td>Phase 1: Designing the Team System</td>
<td>324</td>
<td></td>
</tr>
<tr>
<td>Phase 2: Developing the Team</td>
<td>325</td>
<td></td>
</tr>
<tr>
<td>Phase 3: Facilitating the Team</td>
<td>326</td>
<td></td>
</tr>
<tr>
<td>Phase 4: Evaluating the Team</td>
<td>327</td>
<td></td>
</tr>
<tr>
<td>The Team Context: Organizational and External Environments</td>
<td>328</td>
<td></td>
</tr>
<tr>
<td>Moving Forward: Opportunities to Develop Teamwork and Team Management Skills as a Student</td>
<td>328</td>
<td></td>
</tr>
<tr>
<td>Take Academic Coursework and Participate in Workshops on Teams</td>
<td>328</td>
<td></td>
</tr>
<tr>
<td>Join Student Organizations to Obtain Teamwork and Team Management Experience</td>
<td>329</td>
<td></td>
</tr>
<tr>
<td>Join Student Competition Teams</td>
<td>330</td>
<td></td>
</tr>
<tr>
<td>Read Books, Newsletters, and Other Publications</td>
<td>330</td>
<td></td>
</tr>
<tr>
<td>Engage in Volunteer/Service Learning Team Experiences</td>
<td>330</td>
<td></td>
</tr>
</tbody>
</table>
Join LinkedIn and Build Your Teamwork Network 331
Obtain Internships That Provide Opportunities for Teamwork or Team Management 331
Opportunities to Develop Teamwork and Team Management Skills as a Working Professional 331
Key Practical Takeaways for You as a Team Member 332
Key Practical Takeaways for You as a Team Leader 334
Journey’s End 335

Glossary 339
Subject Index 369
Author Index 380