

# People and Organizations

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## Team Processes

### Session 12

**Time to take stock-plan for improvement:**

**Are we a High Performing Team Yet?**

**What Strategies for Improvement?**

# Today's Agenda

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- Assess your table team—
  - » Complete the survey
  - » Compare results with baseline data
- Provide feedback to each other
- Build a strategy for team improvement
- Prepare one page improvement memo

# Generic Team Processes

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- Communications—everybody participating?  
listening to all views?
- Influence—what tactics dominated?
- Task Functions—how do you organize?
- Maintenance Functions—holding the group together
- Decision-Making—what rules do you follow?
- Conflict Management—how resolved?
- Emotional Atmosphere—are you still talking?

# Communications—listening to all views?

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- Who speak most often?
  - What is the effect of their participation?
- Who speaks least?
  - Why? What affect did this have?
- How are “silent” and “noisy” members handled?

# Influence

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- Who has the most influence? Who has the least?

- What influence tactics have most effect?

Rational persuasion

Consultation

Personal appeals

Coalition tactics

Legitimizing tactics

Inspirational appeals

Ingratiating

Exchange / reciprocity

Pressure / intimidation

# Task Functions—how did you organize?

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*How well are we facilitating our meetings?*

- Initiating
- Seeking information / opinions
- Providing information or opinions
- Clarifying
- Elaborating
- Summarizing
- Consensus Testing

*Is everyone doing their fair share of the work?????*

# Maintenance Functions

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*How well are we holding the team together by:*

- Harmonizing
- Compromising
- Gatekeeping
- Encouraging

*Who performed these functions?*

# Decision-Making

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- Are we using rational problem solving processes?
  - Identifying the problem, Analyzing the problem, Proposing and evaluating solutions, Implementing decisions
- How do we reach “consensus”?
  - How many people actively participate in decision-making?



# Conflict

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- How did we handle disagreements?
- To what extent were there arguments about how to do the *task*?
- To what extent did team members take arguments *personally*?
- Are conflicts resolved or simply “buried”?

# Atmosphere and Emotional Environment

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- Do we build a supportive environment?
  - Empathy, Equality, Spontaneity, Problem orientation
- Are members defensive if their ideas are challenged/rejected?
  - Evaluation / judging, Control, Stratagems / “games”, Superiority, Dogmatism?
- Do we all stay engaged or some withdraw (literally or physically?)
- Are people involved and interested?
  - Is there an atmosphere of work? Play? Competition?

# Team Processes: Summary Points

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- Managing Generic Process is Critical to Achieving a “High Performance” Team
- Requires Conscious Effort and Practice Skills
- Skill Building Requires Clear, Honest Feedback
- Use the Tools—in your teams & elsewhere!

# Tips for Giving Feedback

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- Emphasizes the positive and/or the future
- Is always civil and respectful— goal is to bring the other person to one's side rather than making the other defensive
- Not useful to speculate on the motives
- Wry, humorous feedback often works very well as long as it is not sarcastic or ridicules the other person.
- Is **specific** and **factual**. Uses **examples**. Couched in "I statements" ("*I thought that you...*" rather than "*You did this...*"). It is stated or written in the "**first person**" style as you would write a letter to a friend or colleague

# Do's and Don'ts

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- Say:
- *“Yesterday when you and I worked on that assignment, you used the organizational culture lens well when you said....I learned a lot from you when you....”*

Or

- *“Yesterday I got very angry with you when you came late to our team meeting and had not done your part of the assignment....”*
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- Don't Say:
- *“When doing our assignments the concepts about organizational culture are very effective...”*

Or

- *“Coming late and not doing the work often makes teammates angry...”*

# Assignment

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- Write down one bit of feedback for someone on your team. Then deliver it.
- Review your team survey data as a team
- Write a one page memo analyzing your:
  - » Changes in team assessment since last survey
    - Have you improved? Why/How? Why not?
    - What concrete steps need to be taken to become a high performing team?
    - **Develop an action plan around your team project**
- Summarize and post your plan and make sure all team members have a copy of the memo and have buy-in to your strategy

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