

Kerjasama Tim dalam Organisasi

Pertemuan 12



Teamwork

Over the past two decades, the use of teams has increased dramatically in response to

- new competitive pressures,
- the need for greater flexibility and speed, &
- a desire to give people more opportunities for involvement



Manager's Challenge: Rowe



Teamwork

Topics Chapter 18

- Teams & their applications within organizations
- Types of teams
- Stages of Development
- Team Characteristics
- Individual contributions to teams
- Teamwork costs and benefits
- Ability to manage teams – component of manager and organization success



What is a Team?

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- ① Unit of 2 or more people
 - ② Interact or coordinate their work
 - ③ To accomplish a specific goal

Differences Between Groups and Teams

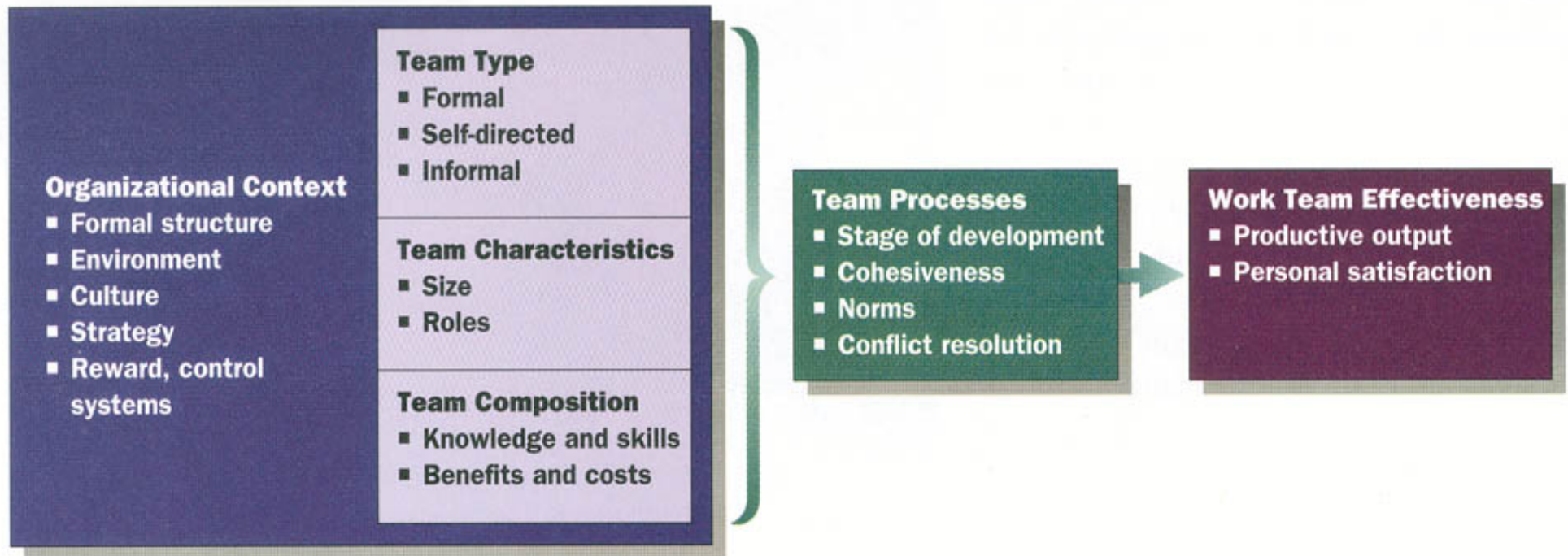
Groups

- ① Designated leader
- ② Individual accountability
- ③ Identical purpose for group & organization
- ④ Individual work products
- ⑤ Runs efficient meetings
- ⑥ Effectiveness=influence on business
- ⑦ Discusses, decides, delegates work to individuals

Teams

- Shares/rotates leader
- Accountable to each other
- Specific team vision or purpose
- Collective work products
- Encourages open-ended discussions
- Effectiveness=value of collective work
- Discusses, decides, shares work

Work Team Effectiveness Model



Formal Teams

Vertical - composed of a manager and subordinates, sometimes called functional or command teams.

Horizontal - composed of employees from the same hierarchical level but from different areas of expertise.

Special-Purpose - created outside the formal organization for special projects and disband once project is completed.

Self-Directed Team Elements

Typically permanent teams

- ① Employees with several skills and functions
- ② Given access to various resources – information, equipment, machinery, and supplies needed to perform the complete task
- ③ Empowered with decision making authority
select new members - \$

Teams in the New Workplace

- **Virtual teams**- consist of geographically or organizationally dispersed members linked via technology
- **Global teams**- cross-border teams made up of members from different nationalities
 - intercultural
 - virtual

Challenges of Virtual Teams

- Select the right team members
- Manage socialization
- Foster trust
- Effectively manage communications



Characteristics of Teams

Teams of 5-12 seem to work best

① Size--

- ◆ Ideal size is thought to be 7
- ◆ Variations of from 5 to 12 typically are associated with good team performance
- ◆ Small teams (2-4 members) show more agreement, ask more questions
- ◆ Large teams (12 or more) tend to have more disagreements; subgroups form, conflicts among them occur

Characteristics of Teams

Size - Diversity - Member Roles

② Diversity

- ◆ Produce more innovative solutions to problems
- ◆ Source of creativity
- ◆ Contribute to a healthy level of conflict that leads to decision making
- ◆ Work team performance –racial, national, ethnic
 - ◆ Short term = difficulty learning to work together
 - ◆ Leadership helps problems fade over time

Characteristics of Teams

spend time and energy helping the team reach its goal

③ Member Roles-

Task specialist role spend time and energy helping the team reach its goal

- ◆ Initiate ideas
- ◆ Give opinions
- ◆ Seek information
- ◆ Summarize
- ◆ Energize



Socio-emotional role support team members' emotional needs

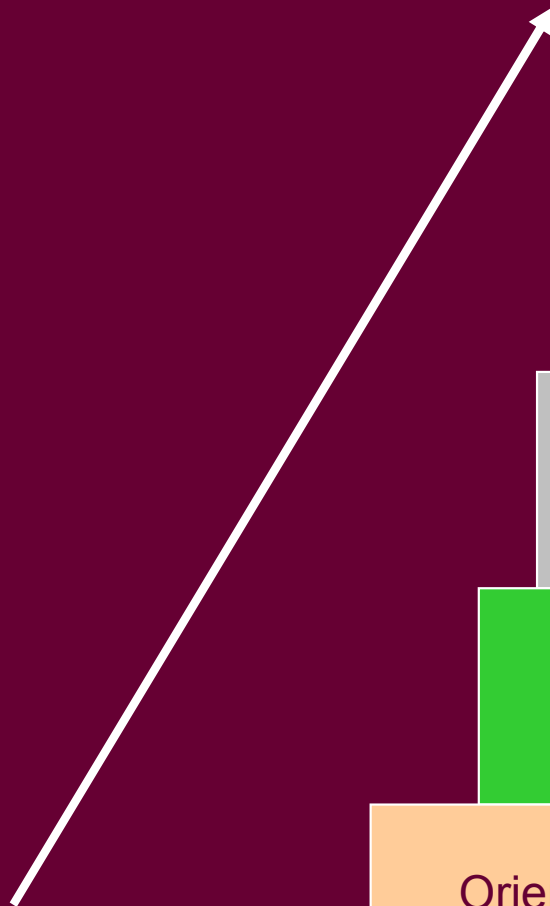
- ◆ Encourage
- ◆ Harmonize
- ◆ Reduce tension
- ◆ Follow
- ◆ Compromise



Team Member Roles

Member Task Behavior	High	Task Specialist Role <ul style="list-style-type: none"> · Focuses on task accomplishment over human needs. · Important role, but if adopted by everyone, team's social needs won't be met. 	Dual Role <ul style="list-style-type: none"> · Focuses on task and people. · May be a team leader. · Important role, but not essential if members adopt task specialist and socioemotional roles. 	
	Low	Nonparticipator Role <ul style="list-style-type: none"> · Contributes little to either task or people needs of team. · Not an important role-if adopted by too many members, team will disband. 	Socioemotional Role <ul style="list-style-type: none"> · Focuses on people needs of team over task. · Important role, but if adopted by everyone, team's tasks won't be accomplished. 	
		Low	Member Social Behavior	High

Stages of Team Development



Adjourning:

Task completion

Leader: Bring closure, signify completion

Performing:

Cooperation, problem solving

Leader: Facilitate task accomplishment

Norming:

Establishment of order and cohesion

Leader: Help clarify team roles, norms, values

Storming:

Conflict, disagreement

Leader: Encourage participation

Forming:

Orientation, break the ice

Leader: Facilitate social interchanges

Team Cohesiveness

High cohesiveness is attractive feature of team

- ◆ Extent to which team members are attracted to the team and motivated to remain in it
- ◆ Determinants
 - ☑ Team structure
 - ☑ Context

Determinants of Team Cohesiveness

Team structure and context influence cohesiveness

Team Structure

- ① **Team interaction** - the more time spent together, the more cohesive the team
- ② **Shared goals** - members agree on goals, they will be more cohesive
- ③ **Personal attraction to the team** - similar attitudes and values and enjoy being together

Determinants of Team Cohesiveness

Team structure and context influence cohesiveness

Team Context

- ① Moderate competition with other teams – cohesiveness increases as it strives to win
- ② Team success & favorable evaluation of the team by outsiders – add to cohesiveness

Consequences of Team Cohesiveness

High morale – mixed team performance

- **Morale** – higher in cohesive teams
 - Increased communication among members
 - Friendly team climate
 - Maintenance of membership
- **Team Performance** – mixed
 - Cohesive Team members' productivity tends to be uniform
 - Non-cohesive teams have wider variation in member productivity

Experiential Exercise: Is Your Group a Cohesive Team?

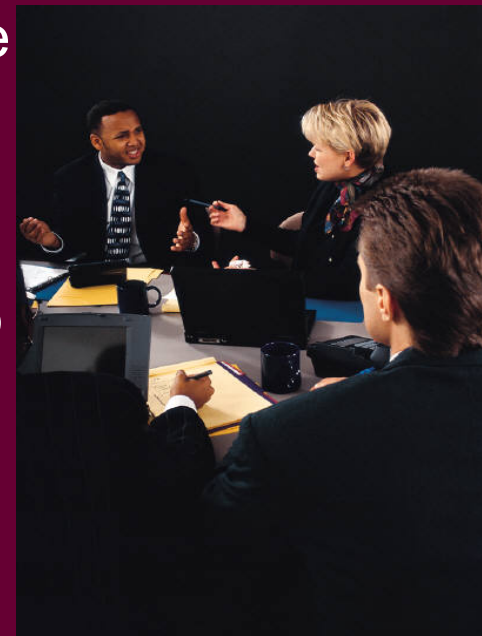


Team Norms

Standard of conduct that is shared by team members and guides their behavior



◆ Valuable
— define
boundari
es of
acceptab
le
behavior



◆ Not
written
down

Development of Team Norms



Conflict

Most important team characteristic

Antagonistic interaction in which one party attempts to thwart the intentions or goals of another

- Conflict is inevitable whenever people work together in teams
- Among members within a team or between one team and another
- Can have healthy impact = energizes people toward higher performance

Balancing Conflict and Cooperation

- **Groupthink** = tendency for people to be so committed to a cohesive team that they are reluctant to express contrary opinions
- **Abilene Paradox** = (Jerry Harvey) tendency to go along with others for the sake of avoiding conflict
- Low levels of conflict –associated with poor decision making in top management teams

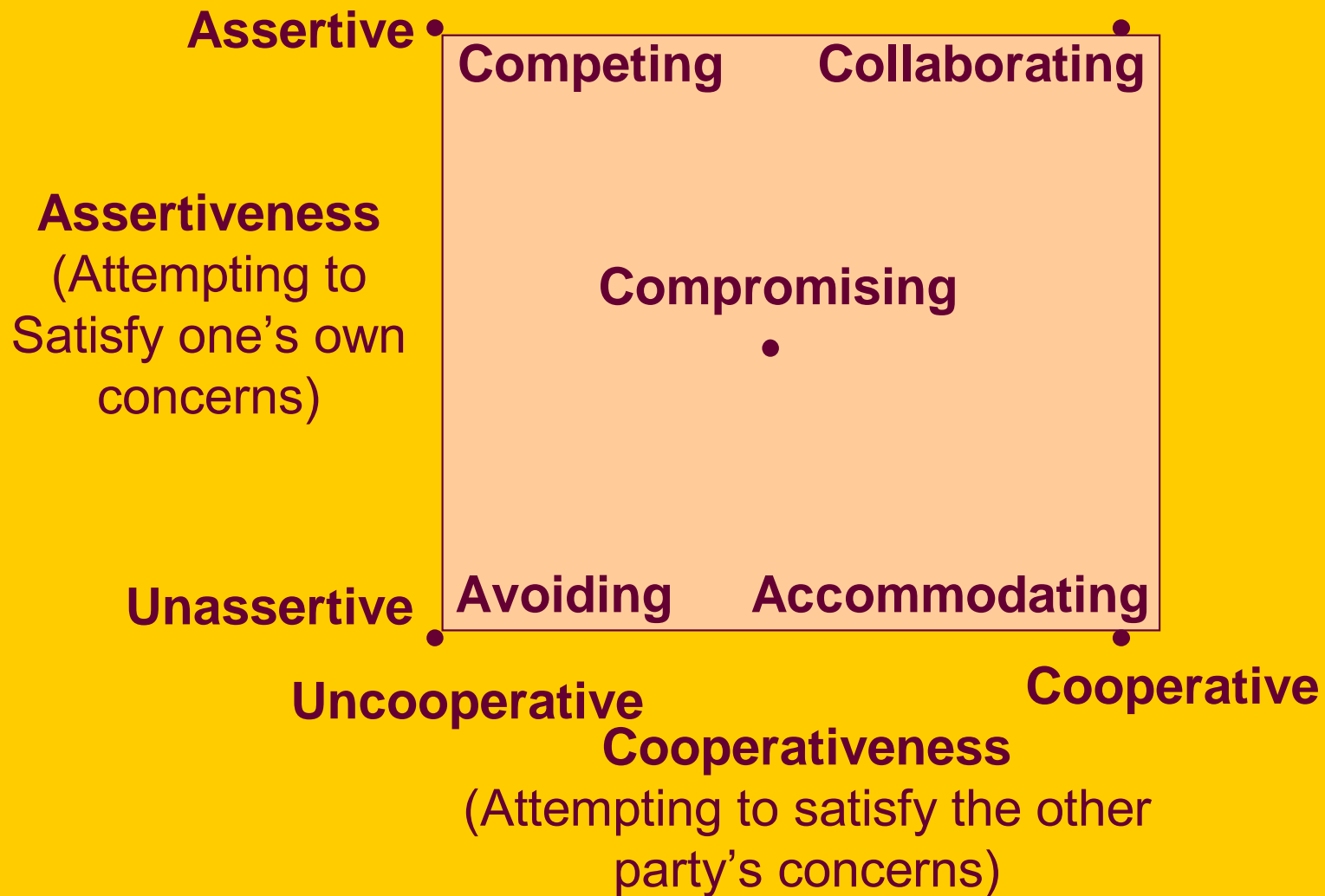
Ethical Dilemma: Consumer Safety or Team Commitment?



Causes of Team Conflict

- **Scarce Resources:** include money, information, and supplies.
- **Jurisdictional Ambiguities:** conflicts emerge when job boundaries and responsibilities are unclear.
- **Communication Breakdown:** poor communications result in misperceptions and misunderstandings of other people and teams.
- **Personality Clashes:** personality clashes are caused by basic differences in personality, values, and attitudes.
- **Power and Status Differences:** occur when one party has disputable influence over another.
- **Goal Differences:** conflict often occurs simply because people are pursuing conflicting goals.

Model of Styles to Handle Conflict



Source: Adapted from Kenneth Thomas, "Conflict and Conflict Management," in Handbook of Industrial and Organizational Behavior, ed. M. D. Dunnette (New York: John Wiley, 1976), 900.

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Balancing Conflict and Cooperation

- **Superordinate Goals** = goal that cannot be reached by a single party
- **Bargaining/Negotiation** = parties engage one another in an attempt to systematically reach a solution
- **Mediation** = process of using a third party to settle a dispute

Guidelines for Helping Managers Facilitate Communication

Focus on substantive issues vs. interpersonal conflicts

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- ① Focus on facts
 - ② Develop multiple alternatives
 - ③ Maintain a balance of power
 - ④ Never force a consensus

Potential Benefits of Teams

Enhance individual productivity through

- Increased member effort
- Team members' personal satisfaction
- Integration of diverse abilities and skills
- Increased organizational flexibility

Potential Cost of Teams

When teams do not work well it is usually because of

- Power realignment
- Free riding
- Coordination costs
- Revising systems

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