Module 4.2 Work Teams

A Traditional Work Group

- Clearly identified <u>leader</u>
- <u>Individual</u> accountability
- <u>Individual</u> work products
- Effectiveness <u>measured indirectly</u> or by 'adding up' individual measures

A Work Team

- <u>Shared</u> leadership
- Individual and <u>group</u> accountability
- <u>Collective</u> work-products
- Effectiveness <u>measured directly</u> by assessing collective work-products

Types of Teams

- Problem-Solving Teams

- Functional Work Teams

- Self-Managed Teams

- Virtual Teams

- Cross-Functional Teams

Cross-Functional Teams

- Useful for various situations:

- **new product development**
- **process teams (improving quality or process)**
- **project teams (e.g., solving complex problems)**
- **training sessions (e.g., learning about diversity)**
- **running a company (an executive team)**

A Second Definition

- **a small number of people**

- **who are held accountable for performing tasks that contribute to achieving an organization's goals.**

An effective team is comprised of . .

- a **small number** of people with **complimentary skills**,

- who are committed to a **common purpose**, performance **goals**, and holding themselves **mutually accountable**.

Teamwork Competency

- Designing Teams
- Creating a Supportive Environment
- Managing Team Dynamics

Module 4.2 Work Teams