

BUAD 3000 - INTEGRATED SKILLS FOR MANAGEMENT

SESSION 5

I. Today's session

- Dysfunctional Teams
- Recap City Council Exercise
- Team Case Study

II. Dysfunctional Teams—What Happens when bad things happen to good teams?

What should we consider are the “barriers to entry”

- ⊕ Typically, major change in culture/alignment
- ⊕ Loss of titles/prestige
- ⊕ Supervisor/boss unwilling to let go of control
- ⊕ Incompatible systems (rewards, performance management, training, etc.)
- ⊕ Lack of planning (too fast or wrong “type” of team)
- ⊕ Lacks management or union support

Six (6) Stumbling Blocks Along the Path to Team Greatness

- “Social Loafing” -
- Free Riders – they are created by:
 - Diffusion of Responsibility –

 - Dispensability of Effort –
- “Sucker Aversion” –
- “Groupthink” (and the “Devil’s Advocate”) –
- Conformity Pressure or The “Abilene Paradox” -

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II. Dysfunctional Teams—What Happens when bad things happen to good teams? (Continued)

❑ So, How Do We Create Great Teams?

1. Right type of team and the right team members.
2. Roles of the Leader and Members will vary based on type of team. (Consult diagrams from Session 4)
3. Remember Our Methodology:

Right Competencies + Aligned Systems = High Performing Teams

4. EVERYONE WANTS TO PLAY ON THE WINNING TEAM!!

5. Rational Man Model

- ❑ **Question:** So you're a CEO and you have a critical business problem to solve or a process to implement and you've decided to put together an "empowered" team to solve it. Can you just assign your "best" people and forget about it?

III. "The Team That Wasn't"—Team Case Study (Presented as a team assignment)

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IV. "The Team That Wasn't"--Recap"

- Dilemma is in managing difficult team members (real life issue identified in first week of class/objectives).
 - ⊕ Great individual contributors—they're not easy to dismiss or replace. They can make a real contribution.
 - ⊕ Disruptive and show disdain for the process and other team members because of their arrogance and sense of superiority.
 - ⊕ Can destroy team cohesion.
- To manage: isolate and set up as a "consultant" or "special advisor" to the team. As they see the team progress and achieve success, they may choose to become more involved and see the value of team members ("grudging respect").

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Team Case Study -- "The Team That Wasn't"

After reading the article, discuss these issues as a team and complete for presentation and submission.

1	1. In a "perfect world", what qualities, characteristics or skills (Competencies) should the members of this team possess so as to offer the greatest likelihood of the team's achieving success? In reality, to what extent does this team meet our criteria for becoming a high-performance team? Or, are their competencies in alignment with those required for team success? (<u>Right Competencies</u> + <u>Aligned Systems</u> = <u>High Performance Team</u>)
2	2. What type of team is this? Based on which criteria? 3. What is this team's mission? 4. Who is the leader of this team? From where does he/she derive their authority? Do you think that the authority is clearly given? Why/Why not?
2/3	5. Assume yourself to be a member of this team (in case study): from what you have read, do you feel that your team meets the standards of a high performing team (i.e. Clarity, Standards, Responsibility, Rewards, Trust)? Why or why not? ☞ Clarity ☞ Standards ☞ Responsibility ☞ Rewards ☞ Trust
4	6. Draw 2 diagrams representing: 1.) Eric's team as it is currently aligned 2.) Eric's team as it should be aligned. How does having Randy on this team impact its alignment?
5	7. How would you describe Eric as a leader (be specific and support with events)? Is he effective?
6	8. What changes would you make to the team in structure, leadership, format, etc. to help it become a high-performing team? (Beyond what you have already discussed)
7	9. Describe the level of trust on this team. What caused this level of trust to be present? 10. What should the group do about Randy? Is he essential to the team? Should he be "fired" from the team? How could they "manage" Randy to help the team meet its goals?