

WHEN TO USE OR NOT USE TEAMS

USE TEAMS WHEN . . .	DON'T USE TEAMS WHEN . . .
1.	1.
2.	2.
3.	3.
4.	4.
5.	5.

Source: R. Wageman, "Critical Success Factors for Creating Superb Self-Managing Teams," *Organizational Dynamics* 26, no. 1 (1997): 49-61.

INSTRUCTIONS

Fill in the diagram with situations when you should and should not use teams.

TEAM AUTONOMY CONTINUUM

← LOW TEAM AUTONOMY					HIGH TEAM AUTONOMY →
	TRADITIONAL WORK GROUPS	EMPLOYEE INVOLVEMENT GROUPS	SEMI-AUTONOMOUS WORK GROUPS	SELF-MANAGING TEAMS	SELF-DESIGNING TEAMS
RESPONSIBILITIES					
Execute Task				✓	
Give Advice/Make Suggestions					
Information					
Major Production/Service Tasks:					
Make Decisions					
Solve Problems					
All Production/Service Tasks:					
Make Decisions					
Solve Problems					
Control Design:					
Team					
Tasks					
Membership					

Sources: R.D. Banker, J.M. Field, R.G. Schroeder, & K.K. Sinha, "Impact of Work Teams on Manufacturing Performance: A Longitudinal Field Study," *Academy of Management Journal* 39 (1996): 867-890. J.R. Hackman, "The Psychology of Self-Management in Organizations," in *Psychology and Work: Productivity, Change, and Employment*, eds. M.S. Pallak & R. Perloff (Washington, D.C.: American Psychological Association), 85-136.

INSTRUCTIONS

Fill in the grid by checking off which responsibilities are found in each of the five work groups and teams listed. For example, self-managing teams are responsible for executive tasks, so that "box" is checked.

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HOW TEAMS CAN HAVE A GOOD FIGHT

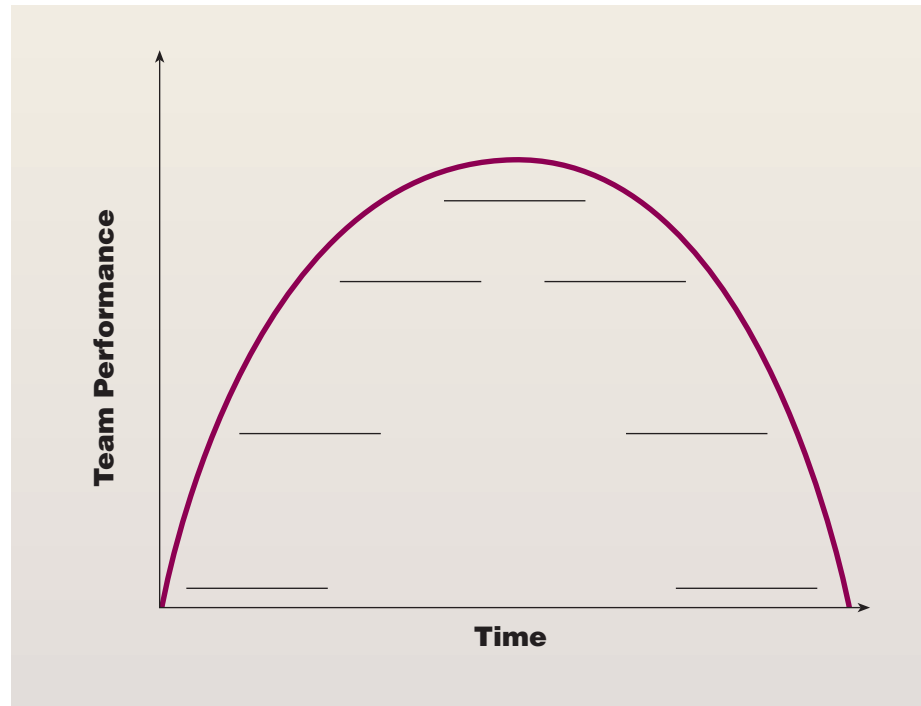
- 1.
 - 2.
 - 3.
 - 4.
 - 5.
 - 6.
-

Source: K.M. Eisenhardt, J.L. Kahwajy, & L.J. Bourgeois, III, "How Management Teams Can Have a Good Fight," *Harvard Business Review* 75, no. 4 (July/August 1997): 77-87.

INSTRUCTIONS

List six ways teams can have a good fight.

STAGES OF TEAM DEVELOPMENT



Sources: J.F. McGrew, J.G. Bilotta, & J.M. Deeney, "Software Team Formation and Decay: Extending the Standard Model for Small Groups," *Small Group Research* 30, no. 2 (1999): 209-234. B.W. Tuckman, "Development Sequence in Small Groups," *Psychological Bulletin* 63, no. 6 (1965): 384-399.

INSTRUCTIONS

Label the curve with the stages of team development.

TOP 10 PROBLEMS REPORTED BY TEAM LEADERS

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.

Source: B. Filipczak, M. Hequet, C. Lee, M. Picard, & D. Stamps, "More Trouble with Teams," *Training*, October 1996, 21.

INSTRUCTIONS

List the top 10 problems reported by team leaders.