

Chapter 1. Thompson. Teams in organizations

good teams are not a matter of luck

work team characteristics

- a shared goal
- interdependent in terms of the common goal
- bounded and stable over time
- authority as team members
- a determined social system context

the new trend is team oriented (quick and efficient) to face the challenges

- customer service focus (today relational rather than transactional)
- competition
- information age
- globalization

types of teams

Manager-led teams

Self-managing teams: initial instruction, self management of methods to achieve the goal

Critical success factors

- Clear direction-purpose
- real-team task
- team rewards
- Basic Materials resources
- authority to manage the work
- team goals
- strategy norms

Self-directing teams: extremely time consuming

Orpheus orchestra: there's no conductor
good for very complex and ambiguous problems
Ex. Google

Self-Governing Teams and Boards of Directors

Great commitment and participation but risk of misdirection

Observations on teams and teamwork

- teams are not always the answer
- managers fault the wrong causes for team failure
- managers fail to recognize their team-building responsibilities
- experimenting with failures leads to better teams
- conflict among team members is not always a bad thing
- strong leadership is not always necessary for strong teams
- good teams can still fail under the wrong circumstances
- the most frustrating is developing and sustaining high motivation

Developing team building skills

accurate diagnosis of team problems

be aware of a bias: sampling on the dependent variable: look the causes after find the effects.

to avoid it

- identify a preexisting baseline or control group
- do a comparison experiment

research-based interventions

evidence based management

expert-learning

take advantage from failures or even from mundane experiences

Alert: there's no such recipe for good teamwork