UNIT 12/44
ORGANIZATIONAL BEHAVIOUR

P3. Explain what makes an effective team as opposed to an ineffective team

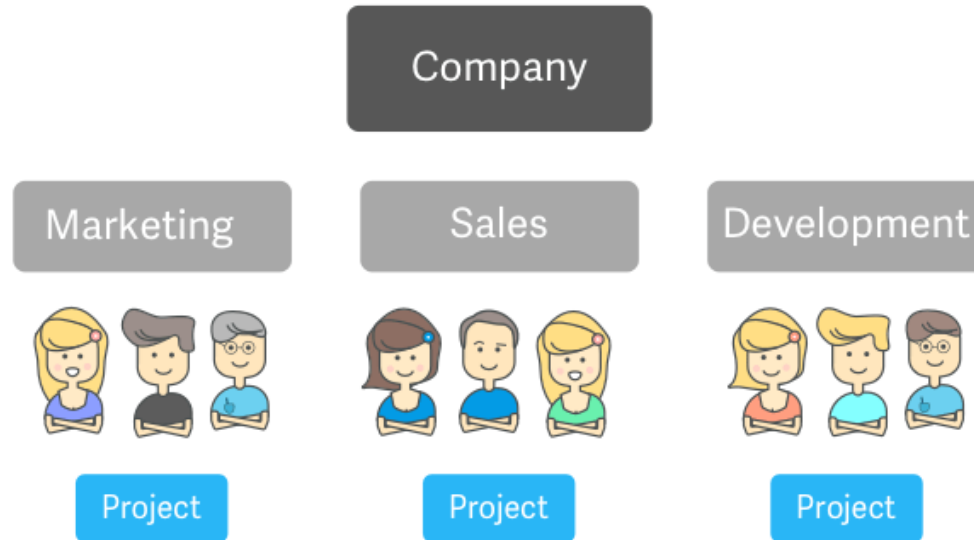# DIFFERENT TYPES OF ORGANIZATIONAL TEAMS

PROJECT TEAMS

Project teams are groups of employees who work collectively toward shared goals. This type of team allows you to structure work in a specific, measurable, and time-constrained way. You can assign clear roles, responsibilities, and deadlines. Also, by selecting both experienced and inexperienced workers, you enable them to do informal coaching and mentoring.

There are four main types of project teams:

(1) Functional Teams

(2) Cross-Functional Teams

(3) Matrix Teams

(4) Contract Teams

+ Problem-Solving Teams

Functional teams

Functional Teams

A Functional Team is a group of people with a common functional expertise working toward shared objectives. Functional teams are traditional corporate teams often coinciding with a whole department, or with a part of it.

For example, any typical midsize company will have a Marketing function in the form of a marketing department. All its members form a team that carries out duties related to the marketing function.
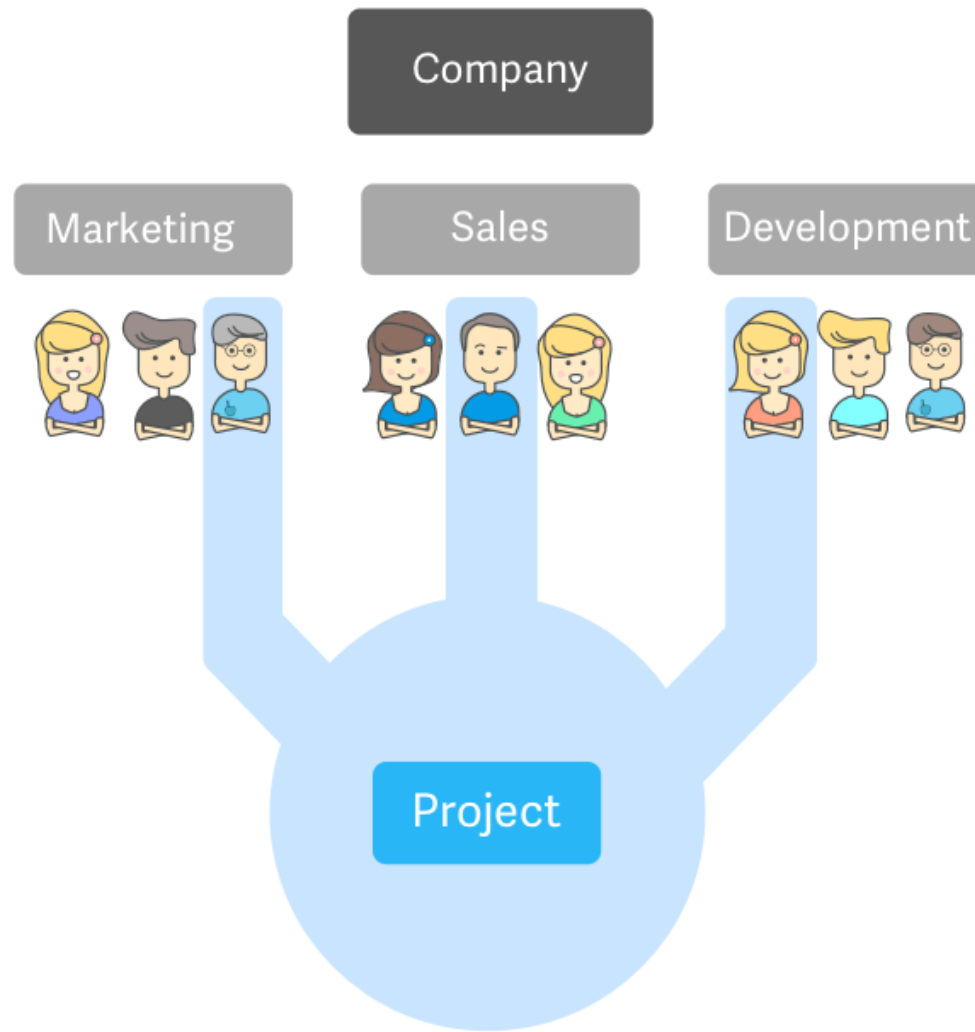
Advantages and Disadvantages of Functional Teams

Advantages:

- Handles routine work
- Line management has control of projects
- Pools technical and professional expertise

Disadvantages:

- Difficult communication across areas
- Pushing the decision-making process upwards
- Inflexible

Cross-Functional teams

Cross-Functional Teams

A cross-functional team is a group of people with different functional expertise working toward a common goal. It may include people from finance, marketing, operations, and human resources departments. Typically, it includes employees from all levels of an organization.
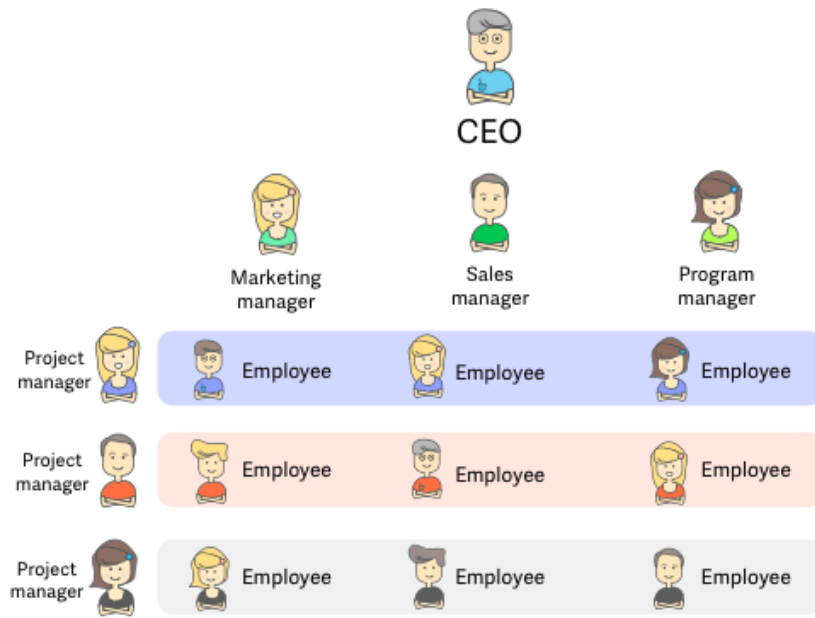
Advantages and Disadvantages of Cross-Functional Teams

Advantages:

◦ Greater speed of task completion

◦ Can handle a wide array of projects

◦ Source of unconventional ideas

Disadvantages:

◦ Takes long to develop cohesion

◦ Management can prove to be challenging

◦ Diversity can cause conflict

Matrix teams

Matrix Teams

These teams are characterized by a "two-boss system", where an individual report to a different manager for various aspects of his work.
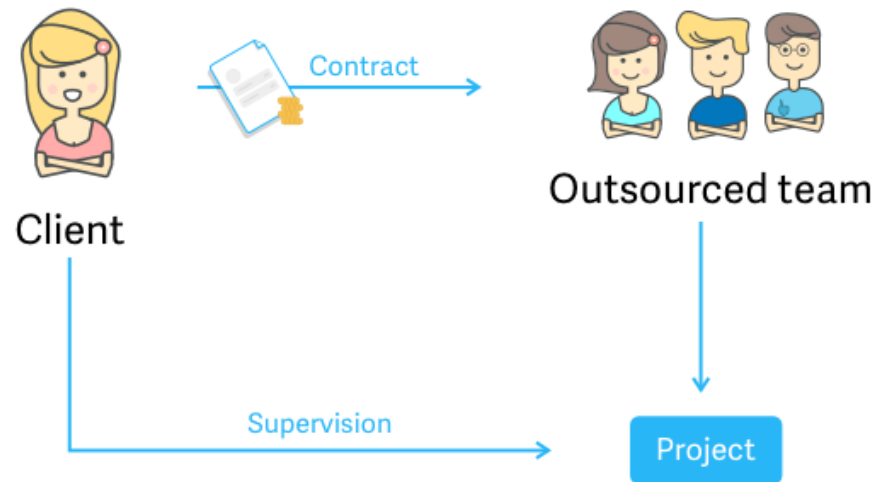
Advantages and Disadvantages of Matrix Teams

Advantages:

◦ Flexibility for assigned personnel

◦ Top management controls projects, stays out of daily activities

Disadvantages:

◦ Dual reporting

◦ Difficult performance appraisal

Client

Contract

Outsourced team

Supervision

Project

Contract teams

Contract Teams

Contract teams are outsourced teams that are tied down by a contract and brought in to complete a part of a project. After the project is completed and the contract has ended, the client can cut all ties to the team, no questions asked.

Advantages and Disadvantages of Contract Teams

Advantages:

○ Easy employment of experts

○ A team can use the existing management structure

○ No need for client training

Disadvantages:

○ Difficult assessment of project progress for the client

○ Difficult to resolve political and organizational issues

Problem-Solving Teams

A problem-solving team is usually temporary. It is focused on solving a specific issue. This kind of team may be created after the financial crisis or any unplanned event or challenge. It is aimed to come up with solutions to help the company climb out of a steep recession.

Once guidelines are set in place and plans are formed, the task forces and committees are disbanded.

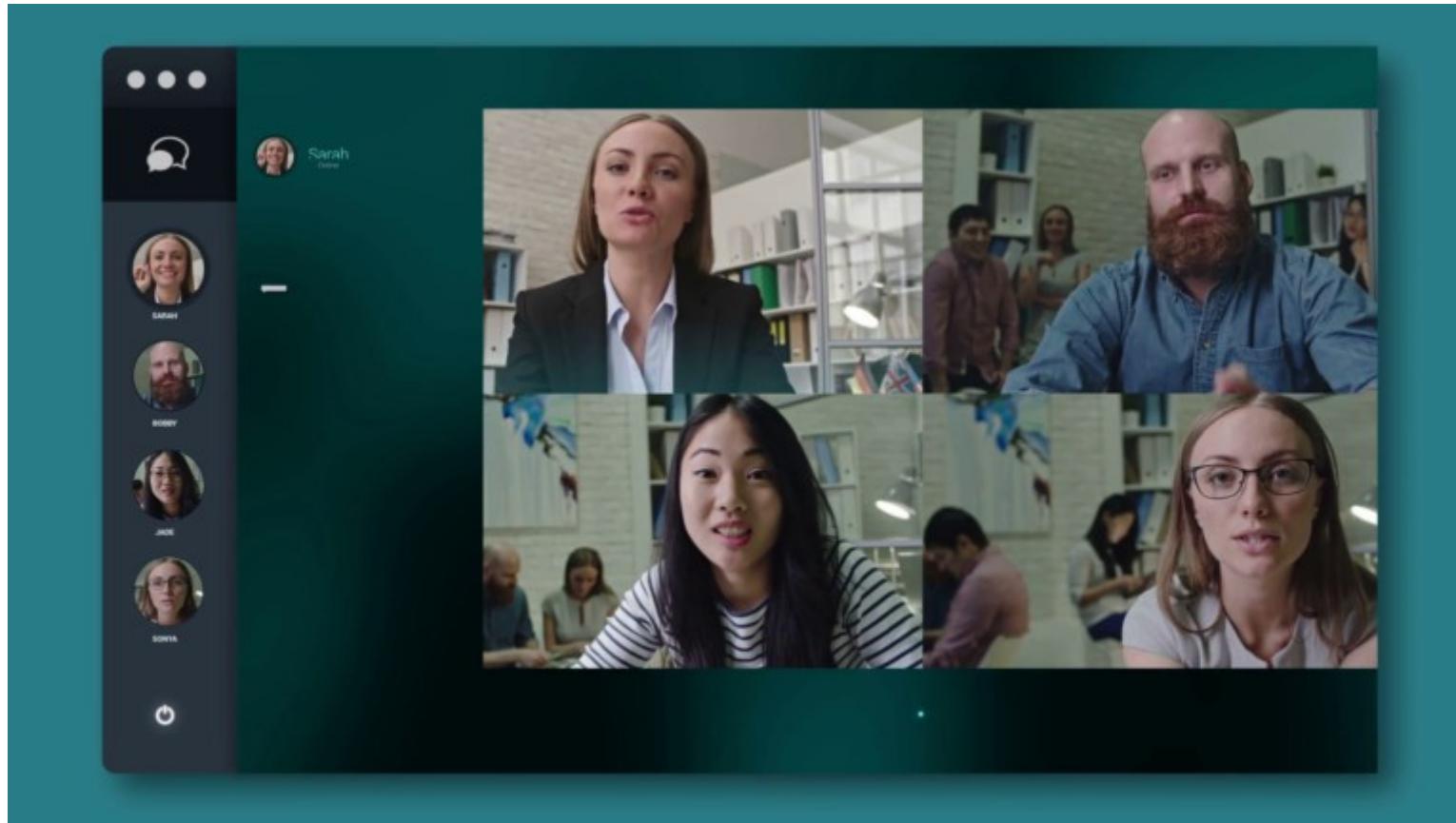# HOW CAN TECHNOLOGY ENHANCE TEAMWORK & GROUPS IN THE WORKPLACE?

How Can Technology Enhance Teamwork & Groups in the Workplace?

Technology allows managers to better facilitate communication among members of a team and reduces the time and expense associated with group work. Conferencing technology, for example, provides real-time interaction among co-workers, rather than back-and-forth emails which can lead to confusion and frustration.

The main benefits of using technology with teams and groups is that it allows disparate groups of people with different schedules and locations to more effectively work together by decreasing project completion times and costs. Using email, instant messaging video and phone conferencing, e-calendars, webinars and other technologies, you can eliminate travel time, many scheduling conflicts and miscommunications.

Project Management Software

You can enhance your team's ability to monitor and track a project as it progresses using project management software. Depending on the program you select, the software allows you to enter estimating, budgeting, scheduling and other aspects of the process. Different members of the team can update their specific areas of the software, allowing everyone to see the changes the project progresses. These programs often come with a calendar component to help keep projects on track.

VIRTUAL TEAM TECHNOLOGY AND THE WORKPLACE OF THE FUTURE

What are Virtual Teams?

Virtual teams are quite simply, groups who operate remotely. They don't physically work in the same place – and often they have never even met – but they keep in contact through virtual team platforms and video chats.

Advantages and Disadvantages of Virtual Teams

Virtual teams are quite simply, groups who operate remotely. They don't physically work in the same place – and often they have never even met – but they stay connected through virtual team platforms and video chats.

There are many advantages of virtual teams. These include:

- They cut costs for employee wages and bonuses
- They eliminate the need for more infrastructure
- They help companies find talented staff on their necessary budget
- They eliminate the need for visas to employ a specific person

Some people worry about the disadvantages of remote teams. These include:

- People staying motivated when they are not in a work environment
- Work/life balance getting skewed
- Business collaboration being hampered

GROUP VS TEAM

Group vs Team

Group vs Team

A group is a collective of mutually independent individuals with separate goals who are brought together by common interests and experience. Even though everyone shares information and resources with other group members, each member is responsible for their own work.

There are two types of groups:

◦ formal group, created by the management to perform a particular task

◦ informal group, formed naturally by employees for different reasons

A team is an interdependent group of individuals who share responsibility and are focused on a common goal. People in a team have a mutual understanding with other members. By working together, they tend to maximize each other's strengths and minimize weaknesses. Unlike a group, where each member is expected to contribute separately, the most important characteristic of a team is synergy: the whole is greater than the sum of its parts.

Group vs Team: Example

When people share an elevator ride, they are a group; when the elevator gets stuck, they become a team.

Individuals that get on the same elevator most likely share some things, like: they work in the same building and on the same floor or they may work for the same boss and have similar interests. The mere fact that they **have something in common** makes them a group.

However, if elevator breaks down and they get stuck, a **common goal** of "getting out of there" makes this group a team.

Group vs Team

Difference between a group and a team

	Group	Team
Leadership	One leader	Multiple leaders
Members	Independent	Interdependent
Process	Discuss - Decide - Delegate	Discuss - Decide - Do
Product of work	Individual	Collective
Focus	Individual goals	Collective goals

NOW, LET'S LOOK AT YOUR UPCOMING ASSIGNMENT