

# *Organisations and behaviour*



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Lesson 11-12



# *ORGANISATIONS AND BEHAVIOUR*

- LO 4: Understand mechanisms for developing effective teamwork in organisations
- October – November 2014

# The Basic Syllabus



- - Understand the relationship between organisational structure and culture
- - Understand different approaches to management and leadership
- Understand ways of using motivational theories in organisations
- - Understand mechanisms for developing effective teamwork in organisations

# LEARNING OBJECTIVES



- At the end of the class, students should be able to:
- 4. 3 Evaluate the impact of technology on tem function within a given organisation

# OVERVIEW



- “Teams outperform individuals acting alone or in larger organizational groupings.... Yet, as we explored the use of teams, it became increasingly clear that the potential impact of single teams, as well as the collective impact of many teams, on the performance of large organizations is woefully underexploited—despite the rapidly growing recognition of the need for what teams have to offer.” – Jon R. Katzenbach and Douglas K. Smith, *The Wisdom of Teams*

# Technology



The use of new technologies can improve and in some cases hinder team functioning.

As technology changes teams must update and maintain their knowledge in order to function effectively.

Technologies which have improved team functions

- e-mail
  - mobile phones
  - blackberry
  - groupware
  - computers
- e-mail allows asynchronous communication which means team members do not need to be in the same place at the same time in order to communicate effectively. e-mail also has it's negative aspects in terms of managing e-mail and the misuse of e-mail.

# Technology



- Mobile phones have come a long way from the yuppie bricks of the 1980s and there are now more mobile phones in the UK than there are people. Mobile phones allow teams to communicate even when team members are out of the office, on the road or otherwise unavailable. Sometimes having always access to team members can hinder team functioning.
- Phone technologies such as blackberry and 3G datacards allow team members to work and communicate remotely and this out in the field or with clients.
- Groupware enables teams to plan meetings, collaborate, delegate all within a virtual environment which can often be accessed remotely from anywhere in the world.
- Personal computers allow team members to carry out various tasks and communicate more effectively. Laptop computers allow you to do this anywhere. They are now lighter, more powerful and a longer battery life. Personal Digital Assistants (PDA) now have much of the same functionality as their bigger cousins, but are smaller, more portable and have a longer battery life. Many PDAs now have wifi as standard and some are also phones (and some phones have many PDA features).

# communication



- Teamwork offers advantages such as increased productivity, a heightened sense of morale and improved staff efficiency. One of the key elements in creating a good team is proper communication. To develop effective team communication, you need to understand how communication affects teamwork positively and negatively. That understanding will help you to promote good communication habits.

# communication



- Increases Interaction
- When communication channels in a team are properly established and information flows easily between teammates, then that increases the ability of staff members to interact, according to the Management Skills Advisor website. Team members learn how to interact more efficiently with each other to perform their job duties, and they are better able to understand the strengths and weaknesses of each teammate.
- Conflict
- Poor communication within a team can cause misunderstandings that lead to internal conflict. A team that spends its time misinterpreting information and creating conflicts is not able to be a productive work unit. Developing a strong system of communication eliminates misinformation and cuts down on the possibility of conflict. The team can focus on company tasks as opposed to wasting time sifting through conflict.

# communication



- Responsibilities
- Members of a team need to understand their individual responsibilities to the team's success, and they also need to understand how the duties of their team help the company to move forward. Good communication gets all of the necessary information to each team member on their responsibilities, and it also keeps the team updated on the company's progress. A broken communication system can leave team members confused as to what is expected of them, and unmotivated because they do not understand how their work contributes to the company's success.
- Training
- A team with an effective communication system can be easily trained by the company, or by the team manager. When communication is not functioning properly within a team, training information does not get distributed to the entire team. The staff members that received the information are up to date while other parts of the group still need to be brought up to speed on new developments. Good team communication helps to maintain employee development and keeps the entire team updated with new information.

# change



- Significant changes in the workplace are the result of new and advanced technology. For the past generation, technological inventions and improvements seem to be introduced every week. The trend is guaranteed to continue. Technologys impact on the 21st century workplace will result in rapid changes.

# Networks and virtual teams



- In the traditional business world, teams would either be formed in physical locations, or would need to spend time travelling in order to meet in physical locations.
- In the modern connected world, it is easier for teams to communicate and network.
- It is possible to create virtual teams which never (or rarely) meet in physical locations and use a range of web tools to communicate and collaborate

# Global and cross-cultural teams



- Global team members collaborating either face-to-face or virtually can expect cultural differences to be operating and affecting how everyone on the team works. To help maximize their collective productivity, they need to become aware of their diverse styles of communication, and then develop agreement about mutual accommodation. This is especially critical when teamwork is virtual. Learning about and adapting to these cultural differences would ideally take place when a new project is initiated or shortly thereafter, with follow-up as needed. Addressing cross-cultural interaction on global and virtual teams can facilitate the development of trust and more effective collaboration.

# REVIEW QUESTIONS



- 1.Virtual teams are characterized by:
  - a. groups of employees who take on the added responsibilities of their former managers.
  - b.individuals from different work areas who come together to accomplish a task.
  - c.employees who are given the authority to implement any of their suggested actions.
  - d.employees who meet regularly to take corrective actions to problems being experienced.
  - e.use of computer technology to communicate with individuals at different worksites.
- 2. Virtual teams generally can perform the same functions and do the same things that other teams have traditionally accomplished. Many times, they can even be more efficient at tasks due to the establishment of systems and procedures, and acceptance of these by team members. Before this can happen, however, virtual teams must set the stage for effective interaction through all of the following except:
  - a.be aware of any pessimists who may exist among them.
  - b.assign clear roles for their members.
  - c.share some personal information about themselves.
  - d.ensure that the tone of introductory messages facilitates trust.
  - e.recognize that eagerness and enthusiasm has no impact on team function.

# FURTHER READING



- ACCA BPP –F1
- <http://www.hnc-business.co.uk/>
- How Communication Affects Teamwork
- by George N. Root II
- How Is Technology Impacting the Changes in the 21st Century Workplace? by Ruth Mayhew
- <http://dlevineassoc.com/>
- The IMPACT! of Teams and Teamwork on Organizational Effectiveness
- ...a Lead-Level Organizational Solution
- <http://wps.prenhall.com/>