

Table 2.2 Types of team

Team	Group	Work	Parallel	Project
Continuity	Variable	Stable	Stable or one-off project	Focused on project achievement
Lifespan	Variable	Unlimited	Variable	Time limited
Organizational links	Can be part of the formal and/or informal organization	Part of management structure	Outside of normal management structure	Separate management structure
Led by	Dependent on nature and purpose of group	One manager or supervisor	Normally coordinated or facilitated	Project manager
Location	Variable	Co-located	Converge for meetings	Co-located, dispersed, virtual
Purpose	Variable	Business as usual	Maintenance function or part of change infrastructure	Change or development
Authority	Dependent on nature and purpose of group	Through the line	Depends	Via project manager and project sponsor
Focus	Communication	Task	Communication	Task

and management of what is. This is a combination of existing processes and operational strategy. Any change agenda they have is usually on top of their existing agenda of meeting the current operating plan.

Self-managed team

A sub-set of the work team is the self-managed team. The self-managed team has the attributes of the work team but without a direct manager or