

No matter the reason for the existence of teams, or the type of team involved, teamwork means revisiting the way work is done in an organization, which necessarily affects how positions are staffed.

The first step in understanding the proper steps for selection in team-based environments is to understand the requirements of the job. This involves determining the knowledge, skills, and abilities (KSAs) required for teamwork. For example, to be effective in a teamwork assignment, an employee may need to demonstrate *interpersonal KSAs* (consisting of conflict resolution, collaborative problem solving, and communication KSAs) and *self-management KSAs* (consisting of goal setting and performance management KSAs, and planning and task coordination KSAs).

One means of incorporating team-based KSAs into the existing selection process has been developed.¹²³ Exhibit 9.12 provides some sample items from the 35-item test. This test has been validated against three criteria (teamwork performance, technical performance, and overall performance) in two studies.¹²⁴ The teamwork test showed substantial validity in predicting teamwork and overall performance in one of the studies, but no validity in predicting any of the criteria in the other study. (It is not clear why the teamwork test worked well in one study but not in the other.) It should be noted that tests are not the only method of measuring teamwork KSAs. Other methods of assessment that some leading companies have used in selecting team members include structured interviews, assessment centers, personality tests, and biographical inventories.¹²⁵ For example, one research study developed and validated a situational judgment test to assess team role orientation. One scenario from the situational judgment test is paraphrased below:

Assume the role of a sales team member at a bookstore. The bookstore has been experiencing rapidly declining sales, and the team was tasked with finding solutions to the problem. During the meeting, the discussion became heated when one team member blamed the problem on the two new sales representatives. One of the new sales representatives reacted angrily to the accusation and made accusations of his own. The other new sales representative simply stared at the floor. How would you respond?

Applicants choose one of four responses, the best of which was: "Remind the two sales reps that personal attacks are not appropriate and that the team should focus on the future solutions." This study revealed that scores on the test were correlated $r = .30$ with team role performance in a sample of 82 production and maintenance teams.¹²⁶

Another important decision in team member selection is who should make the hiring decisions. In many cases, team assessments are made by members of the self-directed work team in deciding who becomes a member of the group. An example of an organization following this procedure is South Bend, Indiana-based I/N Tek, a billion-dollar steel-finishing mill established in a joint venture between the United States' Inland Steel and Japan's Nippon Steel. Employees in

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