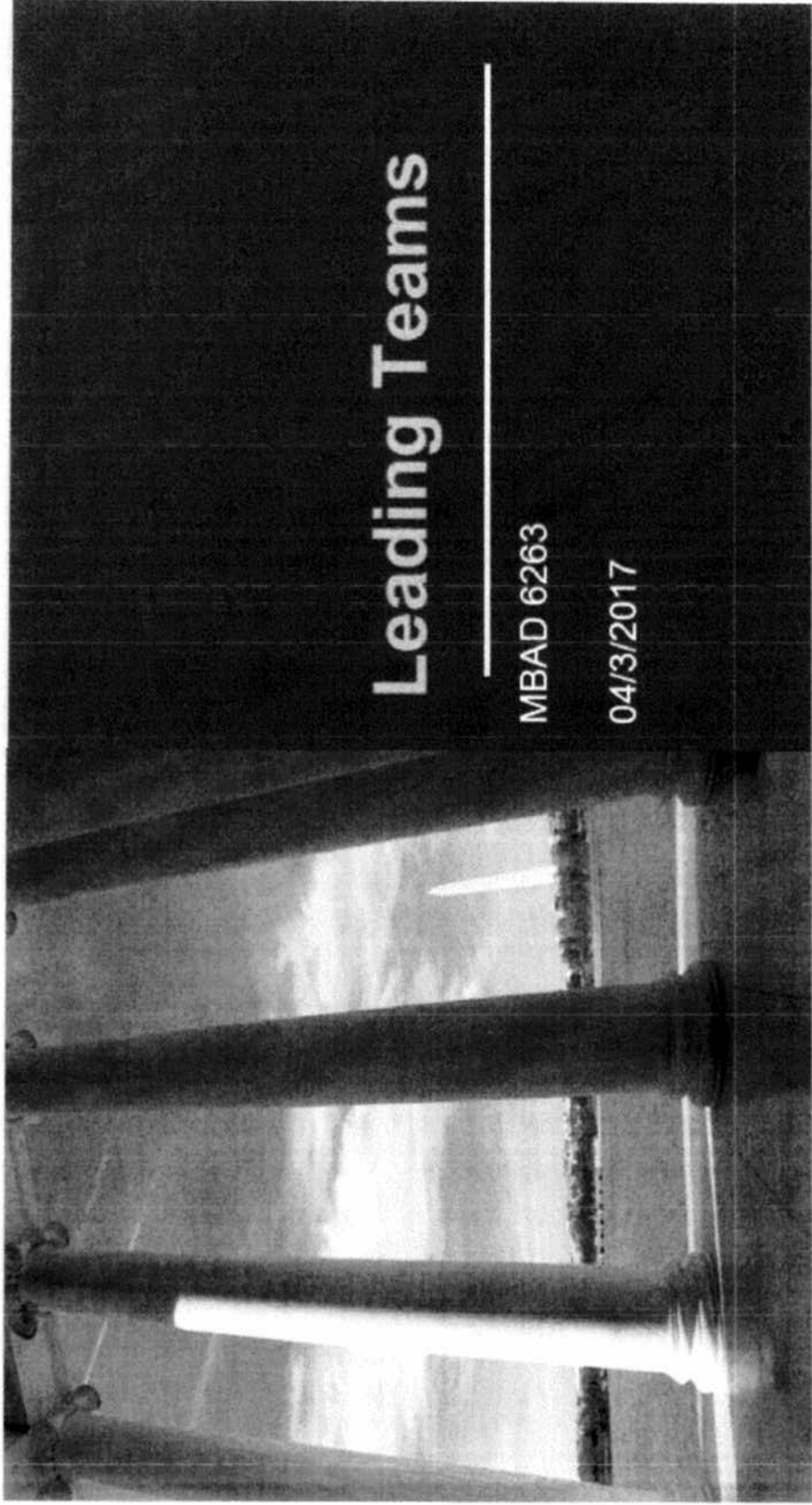




Leading Teams

MBAD 6263

04/3/2017

School of Business



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Leading Teams

Learning Objective and Agenda

- Consider concepts of team composition and structure
- Advance how individual preferred roles determine team performance
- Explore your team's core values



Informal Team Roles

- Task: Performing core assignment
 - Structure activity
 - Assimilate information
 - Generate outcomes
- Maintenance: Functioning constructively & cohesively
 - Manage emotions
 - Resolve conflicts
 - Maximize participation

High Performing Teams

2. Balance is never perfect

- Never exactly 50/50

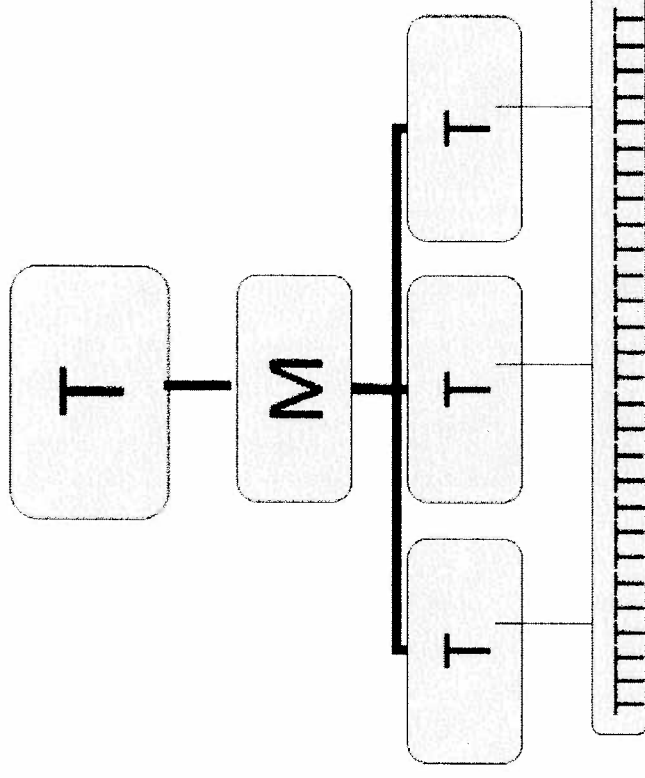
High Performing Teams



High Performing Teams

3. Balance is precarious

- Shifting



High Performing Teams

BELBIN TEAM ROLES QUESTIONNAIRE

- How personal preferences interact/ predict the roles individuals take in teams
- Preferred interaction/ contribution to the team
- Preferences, not competencies



Shapers

- **Character:** Full of nervous energy, high achievement, out-going/ extrovert, emotional, want to win, aggressive
- **Role:** '*Task leader*', Driven to achieve task and goals, keep team focussed on action, prevents inertia and complacency, motivated by results

However

- Can create friction and bad feeling through an aggressive approach, may over-dominate, may become frustrated & steamroll others



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Monitor Evaluators

- **Character:** Hi IQ, stable, introverted, Detached, unemotional
- **Role:** *'The Critic'* , Good at collecting and analysing data, evaluate different options and come to a well considered conclusion

However

- Appear unenthusiastic and uncommitted to team, may slow down progress, not inspiring to others.



Monitor Evaluators

Resource Investigators

- **Character:** Sociable, friendly, curious, likeable, gregarious
- **Role:** *'The networker'* Find out what is available, get ideas from others and import them into team; adaptable

However

- Liable to lose interest after initial enthusiasm, may be seen as disloyal

Resource Investigators



Completer-Finishers

- **Character:** Detail conscious, hardworking, self disciplined, orderly
- **Role:** Pick up loose ends, provide back-up and practical support, look after detail and drive implementation

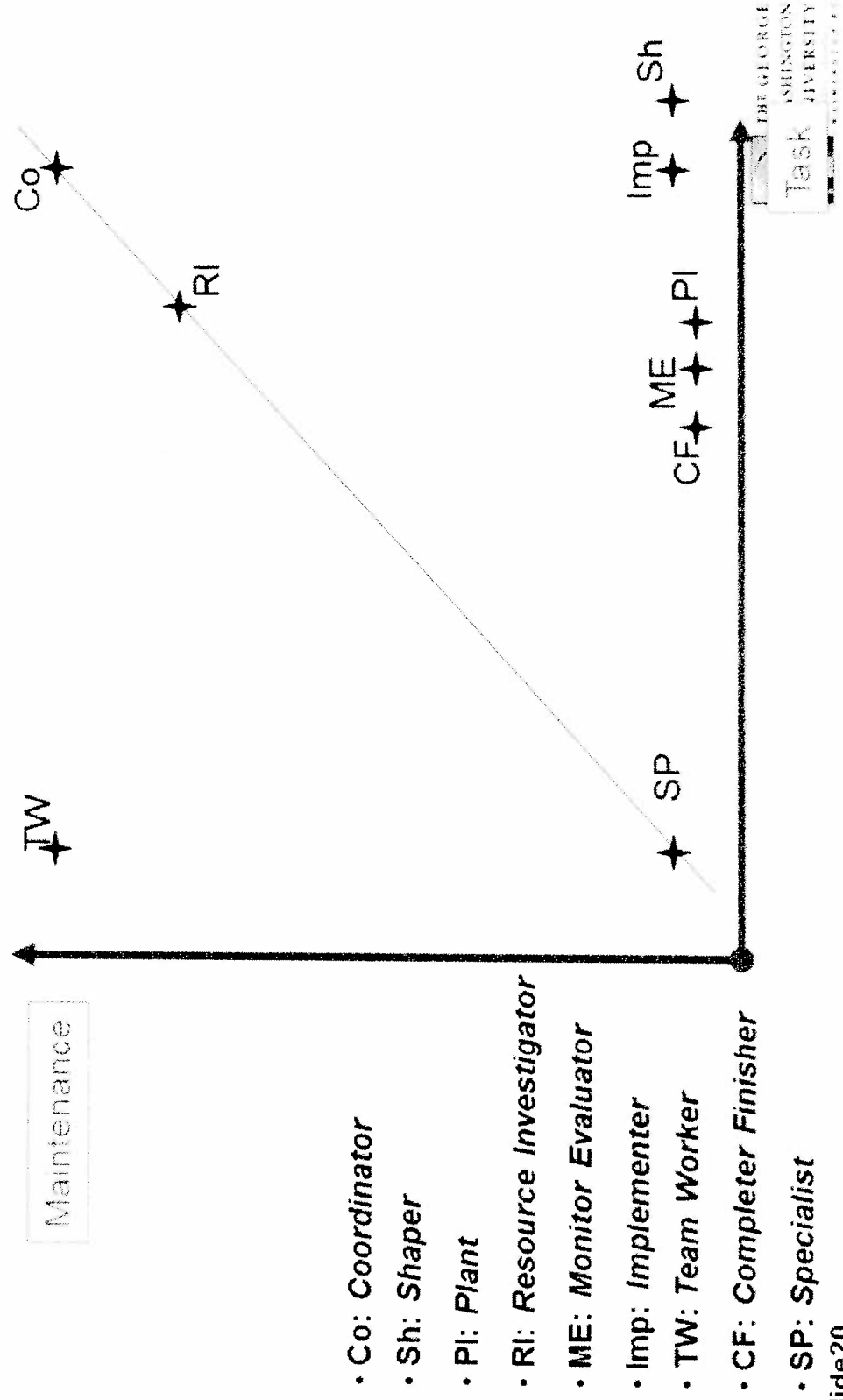
However

- Tendency to worry and micro-manage, may find it hard to let go, may resist change



Completer-Finishers

Belbin: Task & Maintenance



Team Homogeneity:

Surrounding yourself with clones



Team Homogeneity: Surrounding yourself with clones

Stages of Team Development

Forming

- Uncertainty about task, process, structure and leadership
- Begin to learn about each other
- “Testing the waters” (what’s acceptable?)



Stages of Team Development...



- Intimacy develops (cohesiveness & team identity)
- Structures and processes settle into a pattern

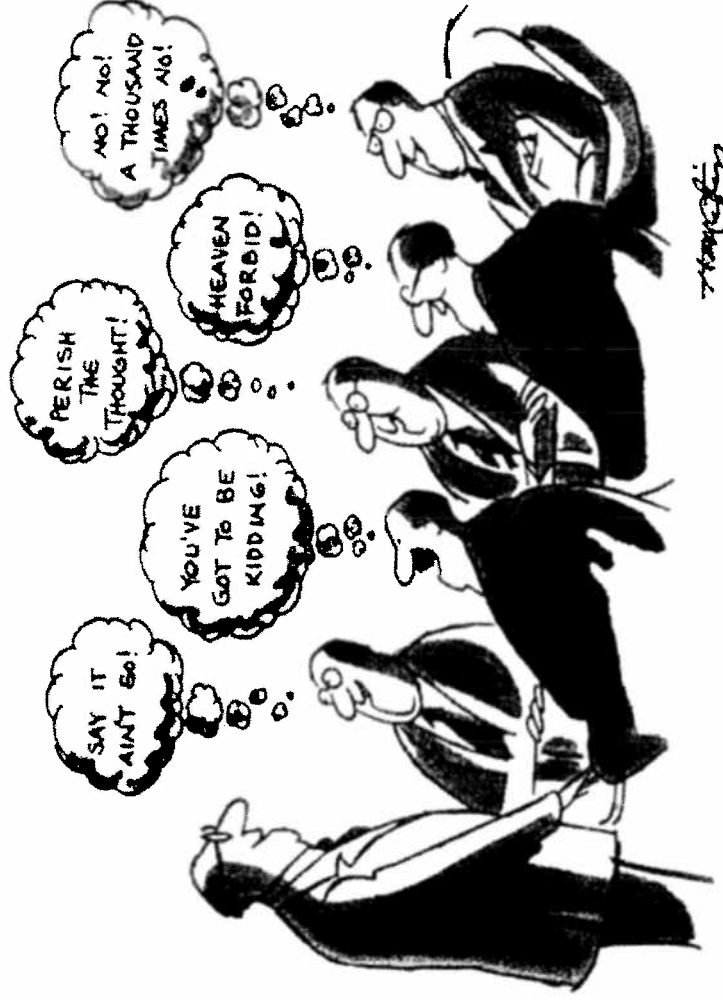
Stages of Team Development...

Beware of some of the common
biases and traps in teams → leverage
the different team roles in order to
overcome these...



Beware of some of the common biases and traps in teams? leverage the different team roles in order to overcome these...

Illusions of Unanimity



"All those in favor say 'Aye.'"

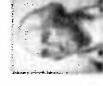
"Aye."

"Aye."

"Aye."

"Aye."

"Aye."



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Illusions of Unanimity

Core Values

- While teams come in all shapes and sizes, truly successful teams do share some things in common.
- Most effective teams possess a strong set of aligned values and base many of their decisions on these values.
- Values such as **integrity** and **respect for others** often represent the most powerful motivators of our behavior.
- They are non-negotiable and steadfast.
- Values also facilitate the navigation of the dilemmas faced by most teams.
- **So, what are your core values?**

Conclusion

Understanding team members' motivations, collective team roles, and the team's aligned values helps in the management of team dilemmas and dramatically improves team performance.

