

# WHY TEAMS DON'T REALLY WORK

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**IN ORGANIZATIONAL DEVELOPMENT**

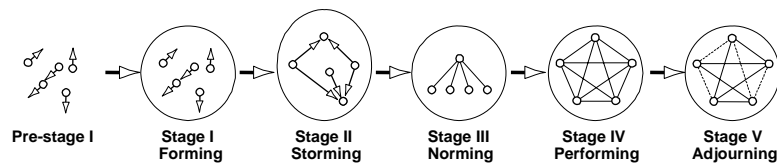
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***SOME TEAMS DO WORK***

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# Stages of Group Development



# Stages of Group Development

## ■ Stage I: Forming

The first stage in group development, characterized by much uncertainty

## ■ Stage II: Storming

The second stage in group development, characterized by intragroup conflict

## ■ Stage III: Norming

The third stage in group development, characterized by close relationships and cohesiveness. They start to do the job.



# Stages of Group Development

## ■ Stage IV: Performing

The fourth stage in group development, when the group is fully functional. Magic!!

## ■ Stage V: Adjourning

The final stage in group development for temporary groups, characterized by concern with wrapping up activities rather than task performance. Au Revoir.

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# Why Teams ? They Add Value !

1. Teams increase productivity. Teams are not excluded from the business thinking of the enterprise they are part of. As participants, closer to the action and closer to the customer, they can see opportunities for improving efficiencies that conventional management will overlook
2. Teams improve communication. In a proper team, members are stakeholders in their own success. The business of a team is the sharing of information and the delegation of work.
3. Teams do work that ordinary groups can't do. When a task is multifunctional in nature, no single person or crew of functionaries can compete with a team of versatile members.
4. Teams make better use of resources. Teams are a way for an organization to focus its most important resource, its brainpower, directly on problems.
5. Teams are more creative and more efficient at solving problems. Result: they invariably know more about the length, depth, and breadth of an organization than a pyramid hierarchy can.

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## **Why Teams ? They Add Value !**

6. **Teams mean higher-quality decisions.** Good leadership comes from good knowledge. The essence of the team idea is shared knowledge and its immediate conversion to shared leadership.
7. **Teams mean better quality goods and services.** The quality circle was an early expression of the idea that quality improvement requires everyone's best ideas and energies.
8. **Teams mean improved processes.** Only a team that straddles all the functions contributing to a process can see what is happening and design ways to remove obstacles, speed up cycles, and apply organizational muscle where it matters most to the customer.
9. **Teams differentiate while they integrate.** Teams allow organizations to blend people with different kinds of knowledge together without these differences rupturing the fabric of the organization.

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## **Assumption: Strong leadership ensures success**

**It isn't so.**

**Strong leadership is useless  
if the people following the leader  
are incompetent or uninterested  
in the team task. A fundamentally  
bad team cannot be “led.”  
{except perhaps to a place of execution}**

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## **Assumption: Team success is all that matters**

**In a narrow sense, sure [peut-etre],  
team success matters to the team.  
But team success, whether driven by  
a strong leader or not, is meaningless  
if the task was  
wrong, duplicative, wasteful, pointless.**



## **Assumption: Team structure is a secondary consideration**

**It isn't.  
Every team structure and configuration  
we are aware of - functionally aligned,  
cross-functionally aligned, matrix, network,  
single-leader, multiple-leader, leader-less  
-is valid, when applied to the  
appropriate team task. Perfect leadership  
and perfect "*followership*" combined will still  
come to nothing unless the team is  
the right type of team for the task at hand.**



## **Assumption: A good leader and a good team can solve any task**

**Sorry-not every task is appropriate for team action.  
If a task shouldn't be done by a team at all, it hardly matters who or how skilled its leader is.**

***OK. Now what about TRUST?***

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## **SYMPTOMS OF A TRUSTLESS TEAM**

Some of the more common symptoms of trustless teams are as follows:

- ☞ **Cliques:** subgroups of team members that exclude others;
- ☞ **Poor communication habits:** lack of openness, reluctance to explore team-member concerns, unwillingness to truly listen;
- ☞ **Inflexibility:** team members' dogmatically sticking to their perceptions and beliefs, even in the face of contrary evidence;
- ☞ **Lack of respect:** concerns about team members' competence, knowledge, or motives;
- ☞ **Guarded information flow:** excessive control of information and information processes;

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## SYMPTOMS OF A TRUSTLESS TEAM ctd.

- ☞ **Hidden agendas:** objectives and expectations that are not freely shared with the team;
- ☞ **Avoidance of conflict:** lack of interpersonal confrontation about legitimate concerns; (Arguments OK)
- ☞ **Backbiting:** critical discussions of team members behind their backs; (Need for Anti-Biotics)
- ☞ **Backstabbing or sabotage:** attempts to undermine the credibility or success of a team member; (Use a Mirror)
- ☞ **"End-arounds":** avoiding or eliminating someone who should legitimately be involved in a decision, request, or communication; (This is not Football)

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## SYMPTOMS OF A TRUSTLESS TEAM ctd.

- Inappropriate independence:** stubbornly refusing to seek the input of other team members or to work toward consensus; (I know it all)
- Poor follow-through:** failure to keep commitments or take agreed-on actions; (Selective Remembering??)
- Disinterest:** displaying apathy, indifference, or inattention in team activities; (Cutting Zzzzzzz's)
- Contradictory goals:** team members heading in individually determined and different directions; and
- Responsibility gaps or overlaps:** misaligned roles or behaviors. (Immaculate Conception?)

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## Trust-Building Behaviors

**The top five leader behaviors, ranked in order, were:**

1. Communicates with me openly and honestly, without distorting any information.
2. Shows confidence in my abilities by treating me as a skilled, competent associate.
3. Listens to and values what I say, even though he/she may not agree.
4. Keeps promises and commitments.
5. Ensures his/her actions are consistent with his/her words (practices what he/she preaches).

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## Trust-Reducing Behaviors

**The top five behaviors associated with reducing trust in a leader were:**

1. Sends mixed messages so that I never know where he/she stands (inconsistent). Was most damaging for a leader in terms of trust with direct reports and peers.
2. Acts more concerned about his/her own welfare than anything else.
3. Avoids taking responsibility for actions ("passes the buck" or "drops the ball").
4. Jumps to conclusions without checking the facts first.
5. Hides information or lies to me about things that might affect me. Trust?? Uugghh!!

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## Symptoms of Team Problems

Symptoms	Description	Explanation
<b>Backbiting and complaining</b>	Members of the team openly complain about and find fault with one another.	Team members are not clear about standards, leading to a loss of control over the team members.
<b>Presence of a "spy of the owner"</b>	Members of the team suspect and distrust new members. (Cousins?)	New members have difficulty breaking into the established team.
<b>Two Coalitions</b>	The team has two factions, one of which has very little influence or power.	The team experiences a lack of cohesion. Learned helplessness is next.
<b>Personal stress</b>	Stress shows up in the team members, evidenced by "blowing up" and physical symptoms. Absenteeism?	Team members feel threatened and thus become less efficient and more dissatisfied. Try valium.

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## Symptoms of Team Problems ctd.

Symptoms	Description	Explanation
<b>Combative behavior</b>	Team members resort to yelling and to combative behavior in the name and game of playing the devil's advocate.	Team members express conflict through the use of threats, attacks, and so on. Rx: Stay Home or Duck!
<b>Infinite details</b>	Team members scrutinize every & all details and check on all aspects of minor or major decisions.	Team members distrust one another and fear being penalized for errors. Paranoia and invalidism.
<b>Amount of time to make decisions</b>	Decisions on minor issues are brought to the top of the organization, requiring excessive time.	Team members feel a lack of trust directly related to team problem solving.
<b>Shifting and changing decisions</b>	Decisions often are changed shortly after being made.	Team members are not willing to commit the team to a unified course of action. Flavour of the day.

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<div> <div></div> <h2>Why Teams Don't Work</h2> <p><i>There is no single reason: there are 14!</i></p> </div>		
Problem	Symptom	Solution
<b>Mismatched Needs</b>	People with private agendas working at cross-purposes	Get hidden agendas on the table by asking what people want, personally, from teaming. They will talk.
<b>Confused Goals, Cluttered Objectives</b>	People don't know what they're supposed to do, or it makes no sense	Clarify the reason the team exists; define its purpose and expected outcomes
<b>Unresolved Roles</b>	Team members are uncertain what their job is	Inform team members what is expected of them. And ask them the same.
<b>Bad Decision Making</b>	Team may be making the right decisions, but the wrong way	Choose a decision making approach appropriate to each decision
<b>Bad Policies, Stupid Procedures</b>	Team is at the mercy of an employee handbook from hell	Throw away the book and start making sense of reality

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<div> <div></div> <h2>Why Teams Don't Work <sup>ctd.</sup></h2> <p><i>There is no single reason: there are 14!</i></p> </div>		
Problem	Symptom	Solution
<b>Personality Conflicts</b>	Team members do not get along. Bad DNA matching.	Learn what team members expect and want from one another, what they prefer, how they differ, start valuing and using differences
<b>Bad Leadership</b>	Leadership is tentative, inconsistent, or stupid. Maybe promotions up based on politics; not skills.	The leader must learn to serve the team and keep its vision alive or leave leadership to someone else
<b>Bleary Vision</b>	Leadership has foisted a bill of goods on the team	Get a better vision or just make the nightmare just go away
<b>Anti-Team Culture</b>	The organization is not really committed to the idea of teams	Team for the right reasons or don't team at all; never force people onto a team

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<h2 style="text-align: center;">Why Teams Don't Work</h2> <p style="text-align: center;"><i>There is no single reason: there are 14!</i></p>		
Problem	Symptom	Solution
<b>Insufficient Feedback and Information</b>	Performance is not being measured; team members are groping in the dark	Create system of free flow of useful information to and from all team members
<b>Ill-Conceived Reward Systems</b>	People are being rewarded for the wrong things	Design rewards that make teams feel safe doing their job; reward teaming as well as individual behaviors
<b>Lack of Team Trust</b>	The team is not a team because members are unable to commit to it	Stop being untrustworthy, or disband or reform the team
<b>Unwillingness to Change</b>	The team knows what to do but will not do it	Find out what the blockage is; use dynamite or <i>Metamucil</i> to clear it
<b>The Wrong Tools</b>	The team has been sent to do battle with a slingshot	Equip the team with the right tools for its tasks, or allow them freedom to be creative.

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<h2 style="text-align: center;">Ten of the Most Common Mistakes to Avoid When Trying to Create Teams</h2>
<ol style="list-style-type: none"> <li>Starting team training without first assessing team needs. (Ready <math>\Rightarrow</math> Fire <math>\Rightarrow</math> Aim)</li> <li>Confusing team building with teamwork. The first has to do with getting along, and the second with accomplishing tasks.</li> <li>Failing to have a plan for developing the team.</li> <li>Assuming that teams are basically all alike.</li> <li>Sending team members to team training individually rather than collectively</li> <li>Failing to hold teams accountable for their accomplishments They may become activity oriented rather than results oriented. Establish <i>performance appraisal</i> for the team and not the individual.</li> </ol>

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## **Ten of the Most Common Mistakes to Avoid When Trying to Create Teams** ctd.

7. Treating team building as a program rather than as a process. It is an ongoing process of continuous improvement.
8. Relying on training alone to develop effective teams. There must be an ongoing culture of support in the organization.
9. Not getting the ground rules straight at the beginning. Team ground rules need to be established, such as starting and ending meetings on time, requiring attendance, and conducting one conversation at a time in the meeting.
10. Having an outside facilitator/consultant lead the team. The group ultimately needs to become self-sufficient.

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## **Characteristics of an Effective Team**

***WHEN THESE OCCUR YOU WILL KNOW YOU MADE IT***

1. The team members share a sense of purpose or common goals, and each team member is willing to work toward achieving these goals.
2. The team is aware of and interested in its own processes and examining norms operating within the team.
3. The team identifies its own resources and uses them, depending on its needs. The team willingly accepts the influence and leadership of the members whose resources are relevant to the immediate task.
4. The team members continually try to listen to and clarify what is being said and show interest in what others say and feel.

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## Characteristics of an Effective Team ctd.

*WHEN THESE OCCUR YOU WILL KNOW YOU MADE IT*

5. Differences of opinion are encouraged and freely expressed. The team does not demand narrow conformity or adherence to formats that inhibit freedom of movement and expression.
6. The team is willing to surface conflict and focus on it until it is resolved or managed in a way that does not reduce the effectiveness of those involved.
7. The team exerts energy toward problem solving rather than allowing it to be drained by interpersonal issues or competitive struggles.
8. Roles are balanced and shared to facilitate both the accomplishment of tasks and feelings of team cohesion and morale.

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## Characteristics of an Effective Team ctd.

*WHEN THESE OCCUR YOU WILL KNOW YOU MADE IT*

9. To encourage risk taking and creativity, mistakes are treated as sources of learning rather than reasons for punishment.
10. The team is responsive to the changing needs of its members and to the external environment to which it is related.
11. Team members are committed to periodically evaluating the team's performance.
12. The team is attractive to its members, who identify with it and consider it a source of both professional and personal growth.
13. Developing a climate of trust is recognized as the crucial element for facilitating all of the above elements. **VOILA!! TEAMS CAN WORK.**

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