Effective Team and Performance Management

MOD 003554  Sem 2 – 2014

Week 4 – team performance

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Learning Objectives

1. **Identify** the factors which can influence team performance

2. **Differentiate** between theories of team performance.

3. **Evaluate** how team performance can be improved
What is team performance?
Performance is influenced by....?

K - Knowledge
S - Skills
A - Attitude

(Stevens and Campion, 1994, 1999 cited in West, 2012: 49)
Task Interdependence

A. Pooled task interdependence

B. Sequential task interdependence

C. Reciprocal task interdependence

Thompson, 1967 cited in Buchanan and Huczynski, 2011: p503)
Team Performance Curve

(Katzenbach and Smith, 1993: 84)
Miracle on the Hudson
Zajonc’s theory of social facilitation

(Forsyth, 2013: 325)

Presence of others

- Dominant responses increase
- Nondominant responses decrease

Task requires dominant response

Social Facilitation

Task requires nondominant response

Social Interference

Performance Gain

Performance Loss
Evaluation
Apprehension Theory
(Forsyth, 2013)
“Many hands make light the work”

(Lataně et al, 1979)
| Making individual contributions to a group identifiable when possible |
| Minimise free riding |
| Set appropriate and challenging goals |

Social loafing

RINGLEMANN EFFECT
Addictive tasks 😊

Disjunctive tasks 😊

Conjunctive tasks 😞

Steiner cited in Forsyth, 2013
Balance of conformity/deviance in a group

Level of group performance

Low conformity/high deviance
- Too much deviance and a lack of conformity result in low performance because the group can't control its members' behavior.

Moderate conformity/moderate deviance
- Good balance results in high performance.

High conformity/low deviance
- Too much conformity and a lack of deviance result in low performance because the group fails to change dysfunctional norms.
Deviant Team Behavior (Dysfunctional Norms)

Fineman et al, 2011
5 team dysfunctions

- Inattention to Results
- Avoidance of Accountability
- Lack of Commitment
- Fear of Conflict
- Absence of Trust

Focus on Collective Outcomes
Confront Difficult Issues
Force Clarity and Closure
Mind for Conflict
Go First!

(Lencioni, 2002)
Team improvement activities
Did we achieve the learning objectives?

1. **Identify** the factors which can influence team performance

2. **Differentiate** between theories of team performance.

3. **Evaluate** how team performance can be improved

1. What is emotional intelligence (EI)?
2. How does EI influence team cohesion and effectiveness?
3. Why is EI important for your team activities in this course?
References

Team Performance Management
Social loafing