Mind Shaker Meeting
Team Building

Massimo Magni
Milan, 2015

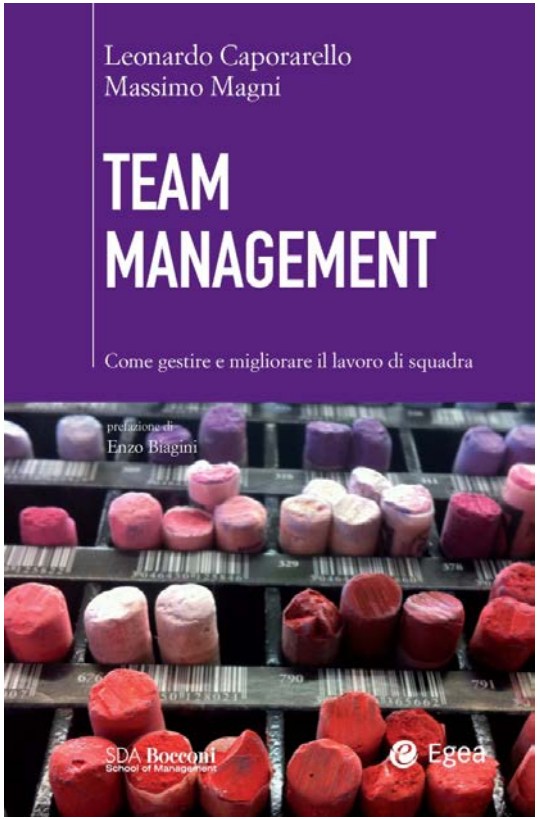
CAMERA DI COMMERCIO MILANO

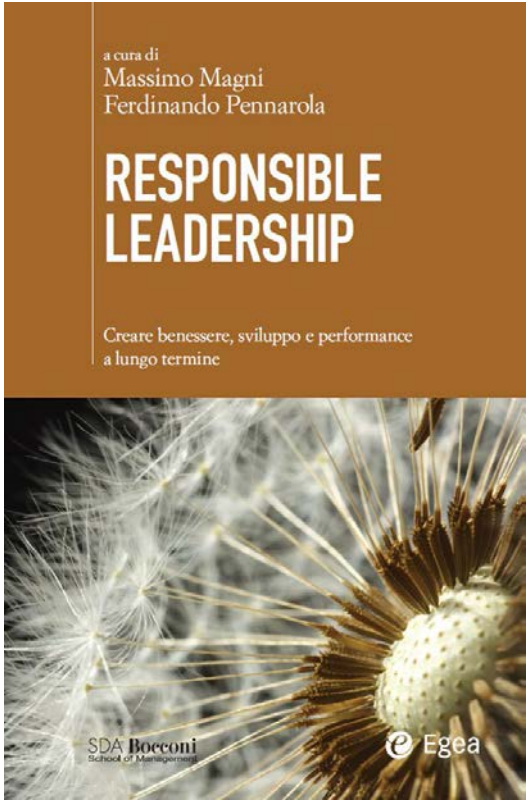
Università Commerciale Luigi Bocconi

Milano Comune di Milano

speed up

speed up


Leonardo Caporarello
Massimo Magni
TEAM MANAGEMENT
Come gestire e migliorare il lavoro di squadra
prefazione di
Enzo Biagini
SDA Bocconi
School of Management
Egea


a cura di
Massimo Magni
Ferdinando Pennarola
RESPONSIBLE LEADERSHIP
Creare benessere, sviluppo e performance
a lungo termine
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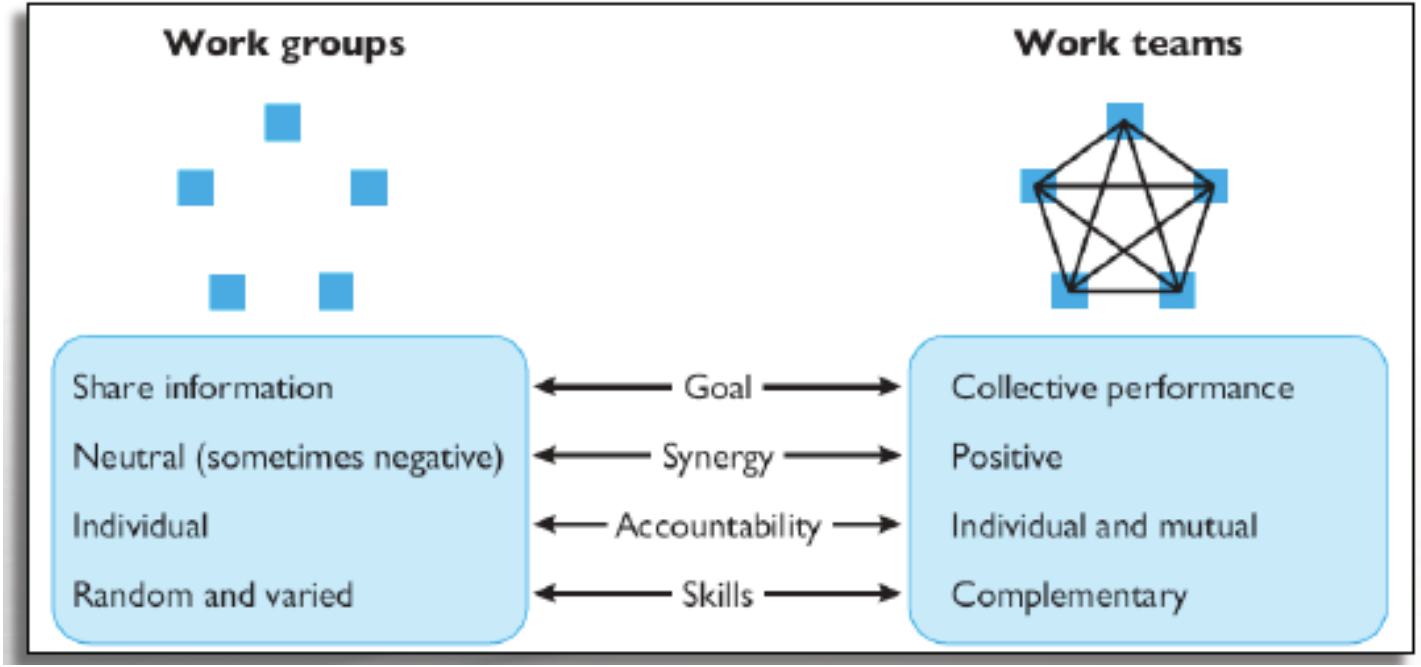
fluffy stuff (?)

- Nasa
- Chicago Public Schools System
- Pixar

Groups vs. Teams: a definition

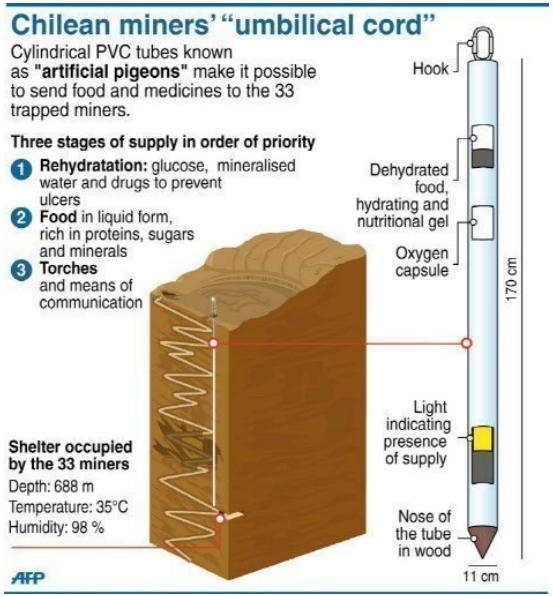
"A team is a small number of people with complementary skills who are committed to a common purpose, set of performance goals, and approach for which they hold themselves mutually accountable" (Katzenbach & Smith, 1993)



Characteristics of a team

- A minimum membership of two people: There is no “official” size.
- A communication network: Each team member must be capable of communicating with every other member.
- A shared sense of collective identity: Each member must identify with the other members of their team. They must all believe themselves to be participants in the team which itself is distinct from other teams
- Complementary goals: Members have individual objectives which can only be met through membership of and participation in the team.
- Team Structure: Individuals in the team will have different roles, e.g. initiator/ideas person, compromiser

A successful case



NTSB study

The National Transportation Safety Board demonstrated that 73% of plane accidents occurs during the first day the crew members fly together, thus before knowing how other team members behave under different circumstances

Transforming intentions into effective impact?

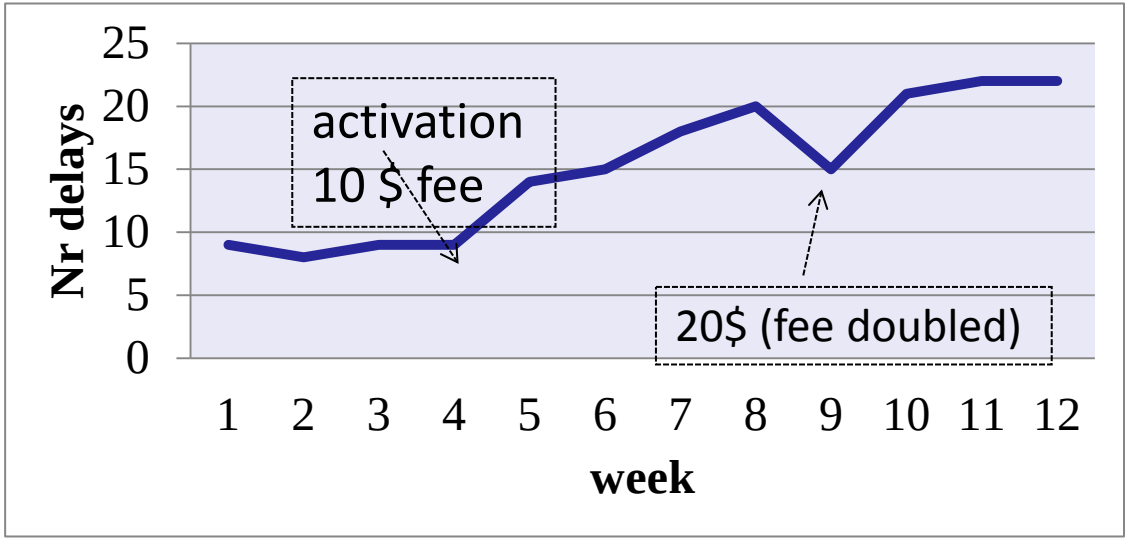
Kindergarten

- The kindergarten opens at 7.30 and closes at 16.00
- Parents should pick up kids by 16.00. Otherwise, at least one teacher must remain to wait for them.

Transforming intentions into effective impact?

Kindergarten

- For every late arrival after 16.10, additional 10 $ fee (payable at the end of each month)
- What happened to the late arrivals?



1) First challenge: Getting started

Team members' initial interactions have lasting effects: what shall we do on a kick-off meeting?

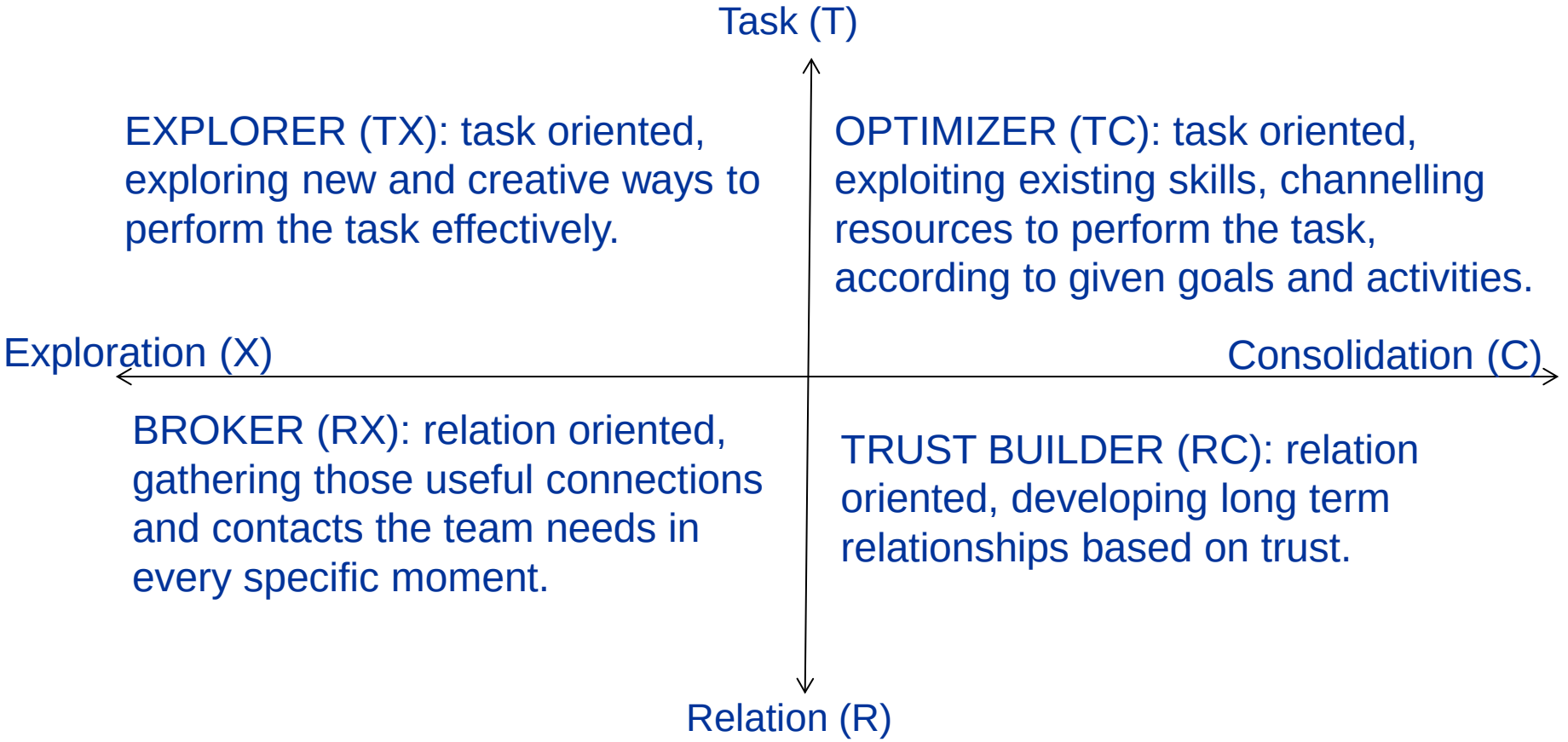
- **Create a sense of identity and "belonging to": Why am I here? Why are we here?**
- **Develop commitment toward a common (team) goal: What do we have to do as a team? What does the team (and also my teammates) expect from me?**

Make clear team boundaries	Build team identity
Make clear team goals	Avoid misunderstanding
Define roles and responsibilities	Increase the sense of shared responsibility and control over the team activities
Discuss and define how team members may interact each other	Reduce issues related to members' status and improve sense of identity

MIX & MATCH

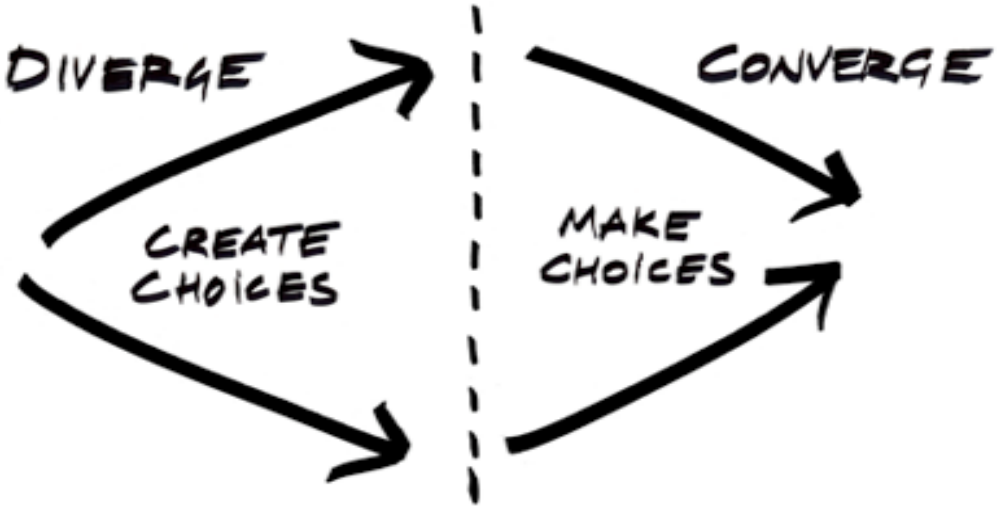
Team profiles

MIX & MATCH



Diversity and creativity

- Homogeneous teams excel at convergent thinking. Play-safe approach.
- Diverse teams potentially create innovative solutions. It is more likely to have conflict-based situations



2) Second challenge: Managing conflict

From the first interactions between team members some conflicts may emerge, because of differences in terms of their background, problem solving approaches, believes, attitudes, personalities…

- These are dysfunctional affective conflict (different from healthy task conflict)

- “Faultline” dynamics tend to arise among subgroups

These conflicts, if not faced by the team leader, may:

- Generate a non-cooperative and opportunistic behaviour
- Generate a low level of communication
- …and determine the team failure

What is a conflict?

Emotional/interpersonal Conflict : it refers to interpersonal incompatibilities, which typically include tension, lack of trust, annoyance, and animosity between the individuals involved in the conflict (Jehn, 1995)

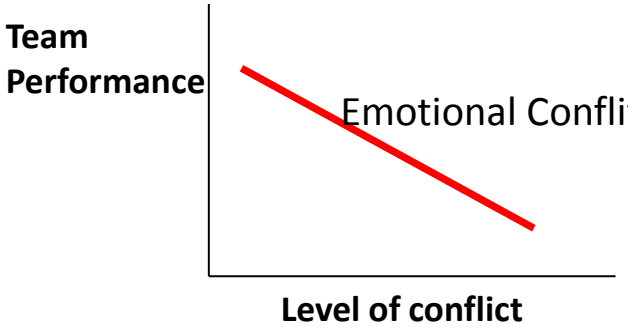
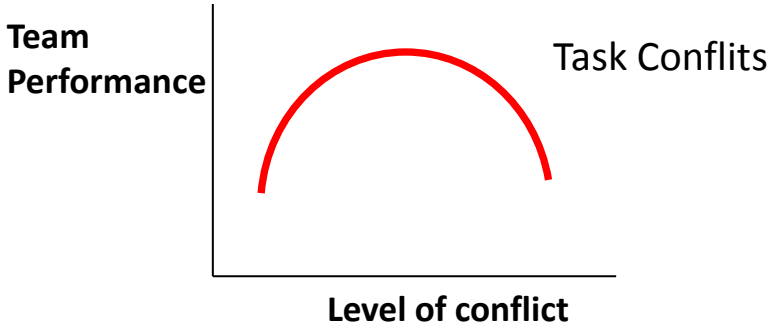
Task Conflict : cognitive contrast between the parties involved that regards the content of the tasks that must be performed (Pelled & Adler, 1994).

Emotional vs task conflict

Conflicts type

- Emotional/interpersonal
- Task

Effects of the conflict on performance: through behavioural integration

- Joint decisions
- Collaborative behaviors
- Sharing information

Relation between the conflict type and performance