



Mind Shaker Meeting Team Building

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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



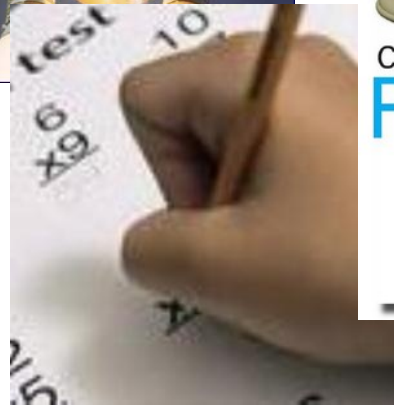
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fluffy stuff (?)



- Nasa
- Chicago Public Schools System
- Pixar



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Harvard Business Review

www.hbr.org September 2008

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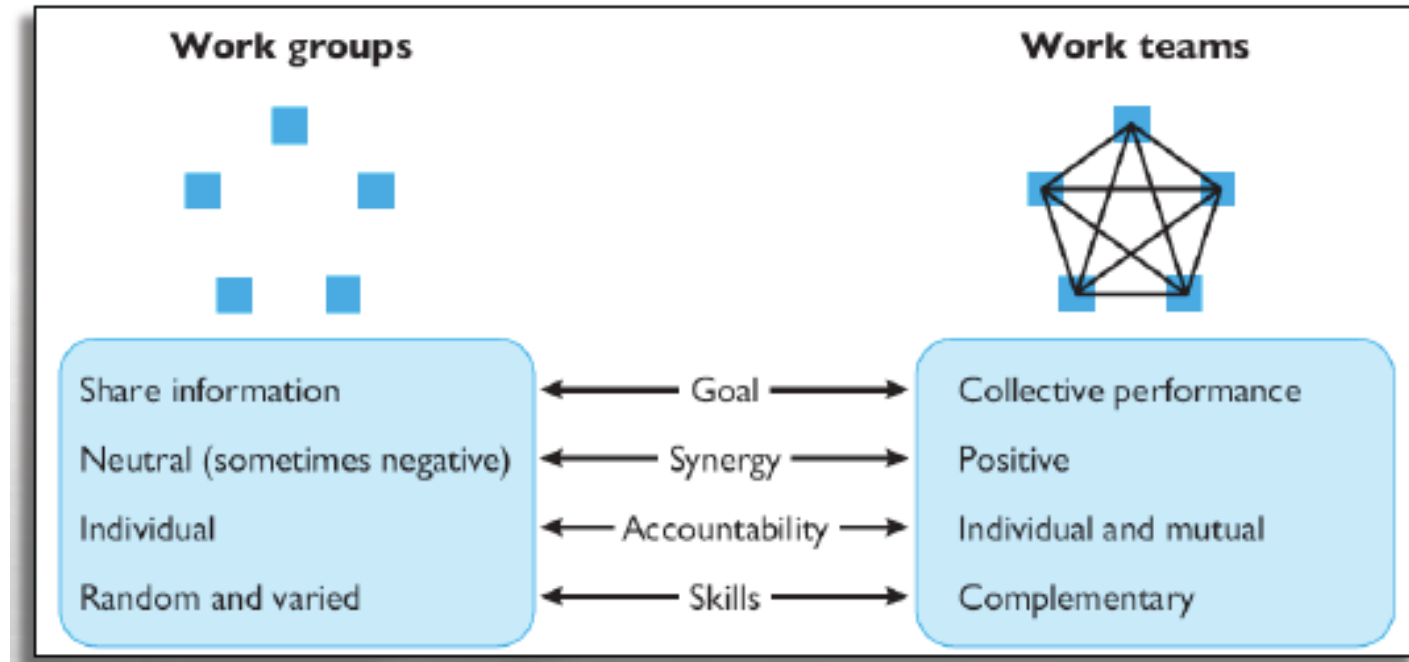
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Creativity at PIXAR
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Groups vs. Teams: a definition

“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

Chilean miners' "umbilical cord"

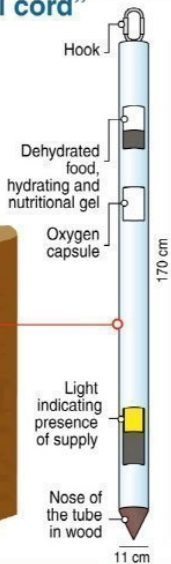
Cylindrical PVC tubes known as "artificial pigeons" make it possible to send food and medicines to the 33 trapped miners.

Three stages of supply in order of priority

- 1 **Rehydration:** glucose, mineralised water and drugs to prevent ulcers
- 2 **Food** in liquid form, rich in proteins, sugars and minerals
- 3 **Torches** and means of communication

Shelter occupied by the 33 miners

Depth: 688 m
Temperature: 35°C
Humidity: 98 %



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.

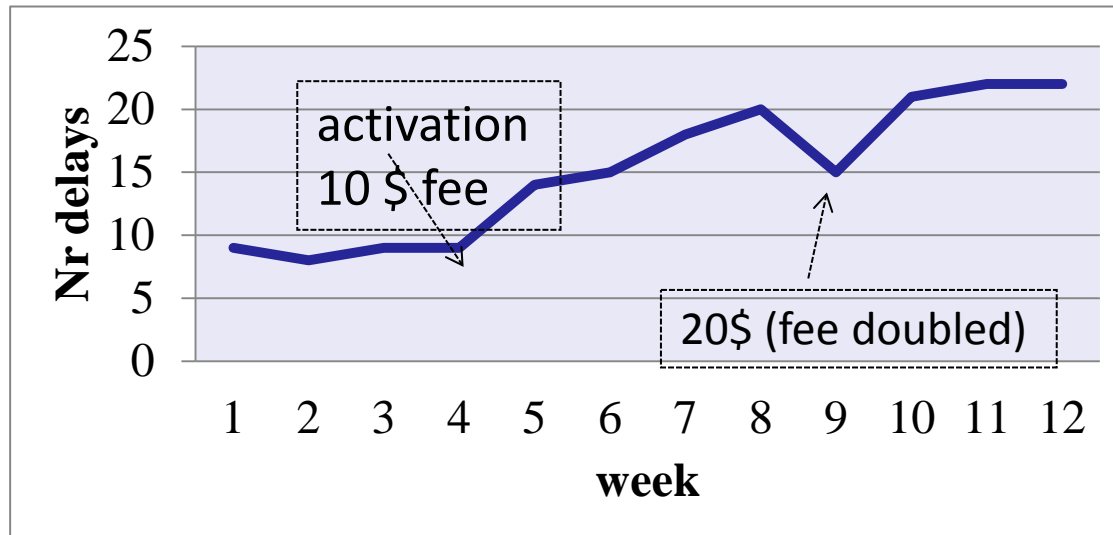


Transforming intentions into effective impact?



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



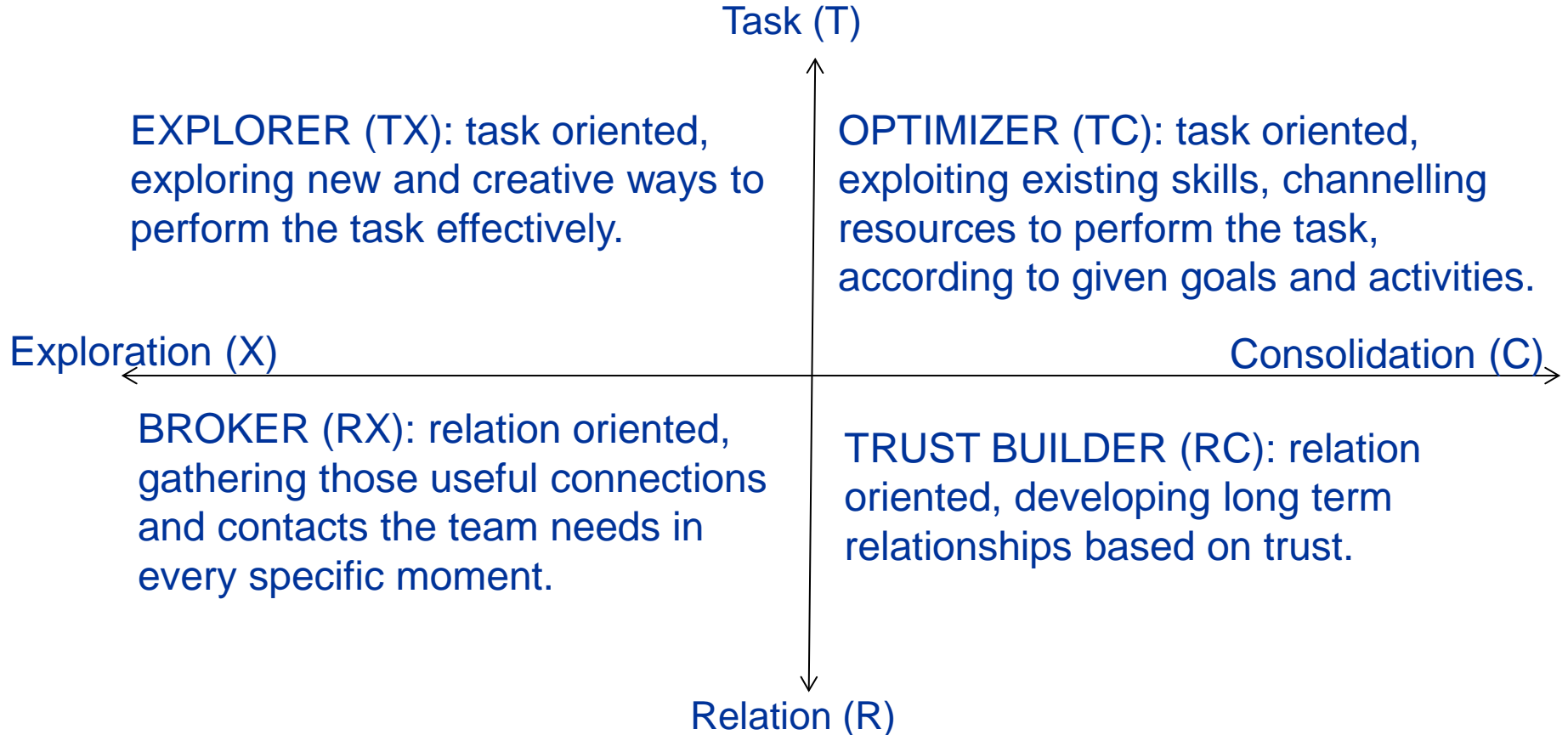
Team members' initial interactions have lasting effects: what shall we do on a kick-off meeting?

- **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

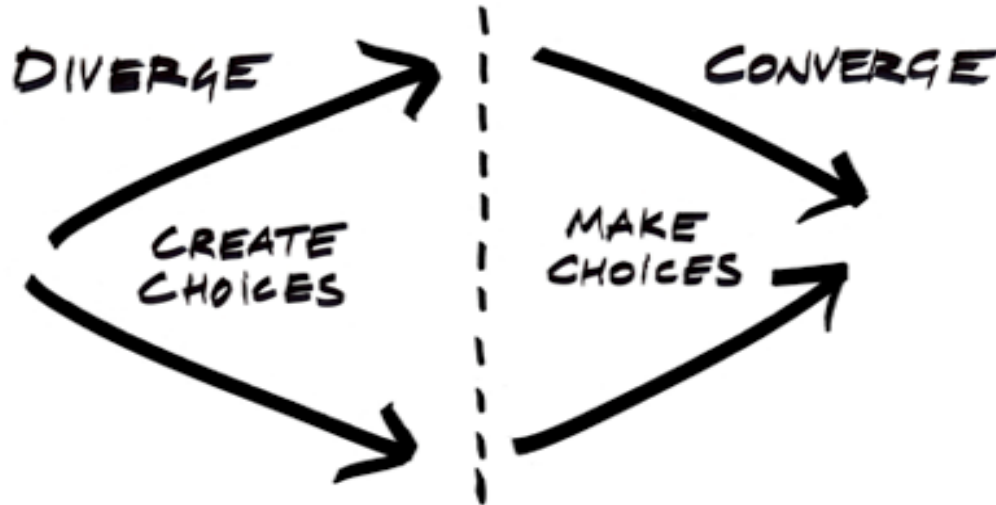
MIX & MATCH





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, beliefs, 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

The background of the slide features a collage of industrial machinery, including pipes, valves, and gauges. In the top right corner, there is a logo that says "speed up" in a stylized font, with a circular icon containing a play button symbol.

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

