
Team Processes

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Lecture 4

Managing Team Processes

- Goals
 - Understand critical, generic team processes
 - Practice analyzing a “team” using these concepts
 - Encourage use of these concepts in your teams
- Approach
 - Analyze team processes of a jury

Generic Processes

- Communication
- Influence
- Task Functions
- Maintenance Functions
- Decision-Making
- Conflict Management
- Emotional Environment
- Atmosphere

Communication

- Who are the most frequent communicators?
 - What is the effect of their participation?
- Who are the least frequent communicators?
 - What is the effect of their lack of participation?
- Are there shifts in participation/communication?
 - What causes this?
- Who talks to whom? Who responds to whom?
Who triggers whom?
- How are “silent” and “noisy” members handled?

Influence

- How does the formal leader exert influence?
 - How strongly does he/she influence the group?
- Who has the most impact on the group's actions and decisions?
- Whose ideas are ignored?
 - What is the result?
- What influence tactics are group members using?

Rational persuasion	Inspirational appeals
Consultation	Ingratiation
Personal appeals	Exchange / reciprocity
Coalition tactics	Pressure / intimidation
Legitimizing tactics	
- Is there rivalry in the group?
 - What effect does it have?

Task Functions

Organizing to get the task accomplished

- Initiating
- Seeking information / opinions
- Providing information or opinions
- Clarifying
- Elaborating
- Summarizing
- Consensus Testing

Task Functions: Questions

- Do group members make suggestions as to the best way to proceed?
 - Who does so? How frequently?
- Do members give or ask for information, feelings, feedback?
- How is the team kept on target?
 - Do some members emerge as “task leaders”?
- Are all ideas given adequate discussion before evaluation begins?
- Does the group summarize what has been covered?

Maintenance Functions

Holding the group together so that its members can continue to get along

- Harmonizing
- Compromising
- Gatekeeping
- Encouraging

Maintenance Functions: Questions

- Are all members encouraged to enter into the discussion and made to feel part of the group?
- Are team members careful to reject ideas and not people? In what way?
- Are conflicts among members ignored or addressed in some way?

Decision-Making

- Does the group follow the four key steps in decision-making?
 - Identifying the problem, Analyzing the problem, Proposing and evaluating solutions, Implementing decisions
- Does one person make the decision for everyone?
 - How many people actively participate in decision-making?
- Does the team vote and let majority rule?
 - Does the team strive for consensus?
- Does the team encourage minority opinions?

Conflict

- How often do members disagree about the work to be done?
- To what extent are there arguments about how to do the task?
- To what extent do people in the group take arguments personally?
- How often do members get angry with one another?
 - How is that handled by the group?
- Are conflicts resolved or simply “buried”?

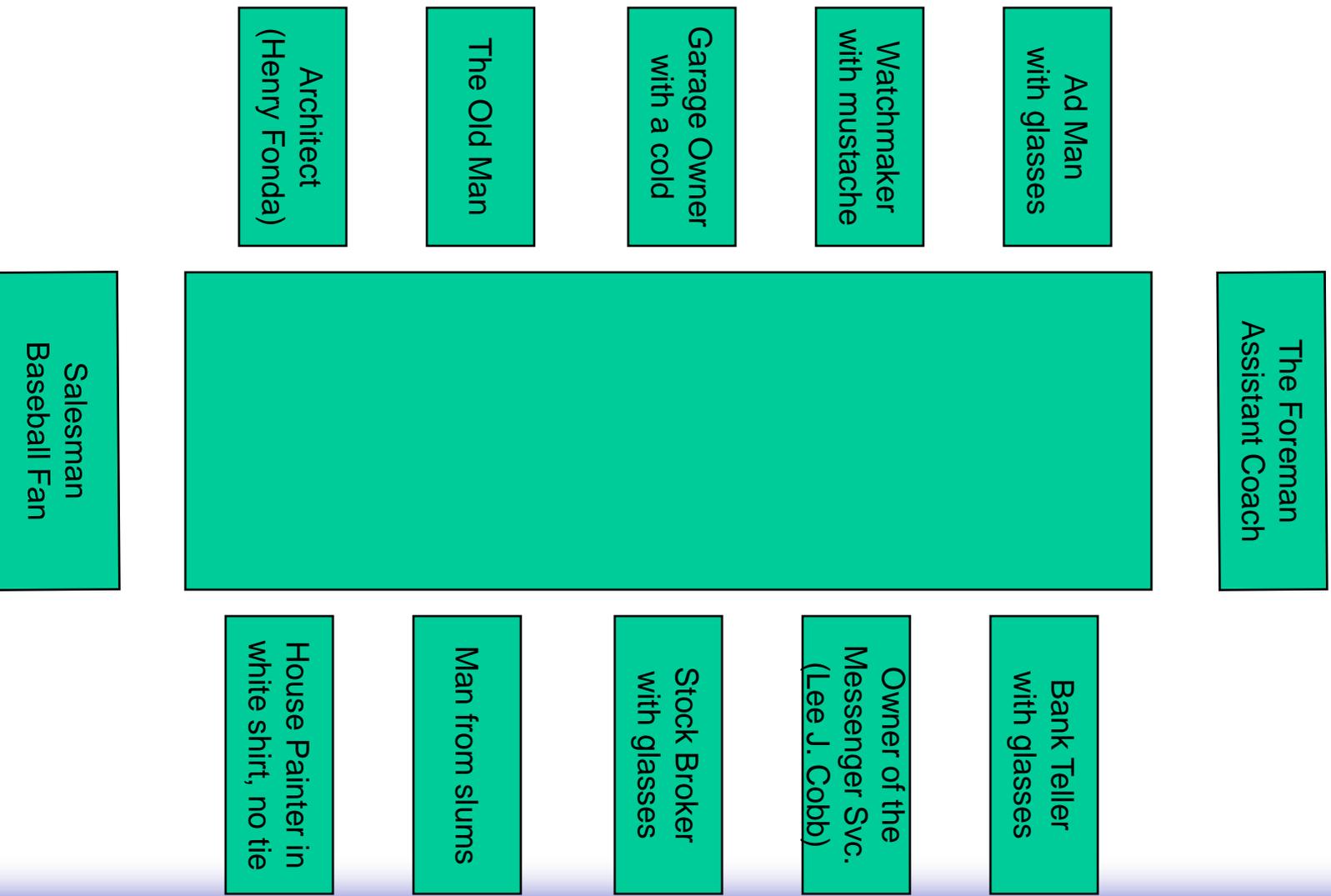
Atmosphere & Emotional Environment

- Would you characterize the environment as supportive?
 - Empathy, Equality, Spontaneity, Problem orientation
- Defensive?
 - Evaluation / judging, Control, Stratagems / “games”, Superiority, Dogmatism?
- Are people friendly and open or very formal with each other?
- Are people involved and interested?
 - Is there an atmosphere of work? Play? Competition?

Atmosphere & Emotional Environment (cont.)

- Is there an attempt to avoid unpleasantness of ignoring tough issues?
- Are members grappling with emotional issues?
 - Is there evidence of disruptive behaviors, including:
 - fighting and controlling
 - withdrawing
 - dependency (waiting passively for a leader to emerge) OR
 - counterdependency (opposing or resisting anyone in the group who represents authority)?

Exhibit I



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