

Human Side: Team Work

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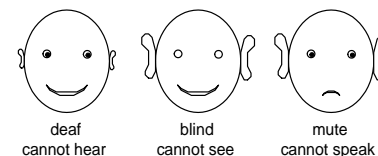
Abstract

The creation of products requires many different people to cooperate. The work is often organized in teams. The team members have complimentary skills and knowledge. In many management courses the need to design teams is emphasized. Unfortunately, often these recommendations are ignored. We re-iterate in this paper the rationale for teams and the recommendations for designing the team itself.

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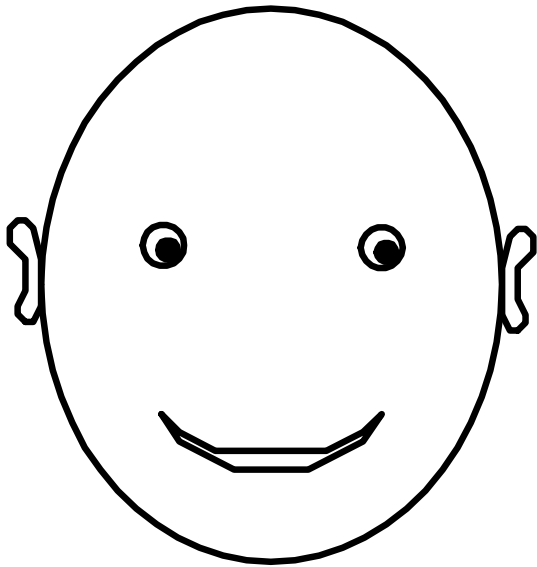
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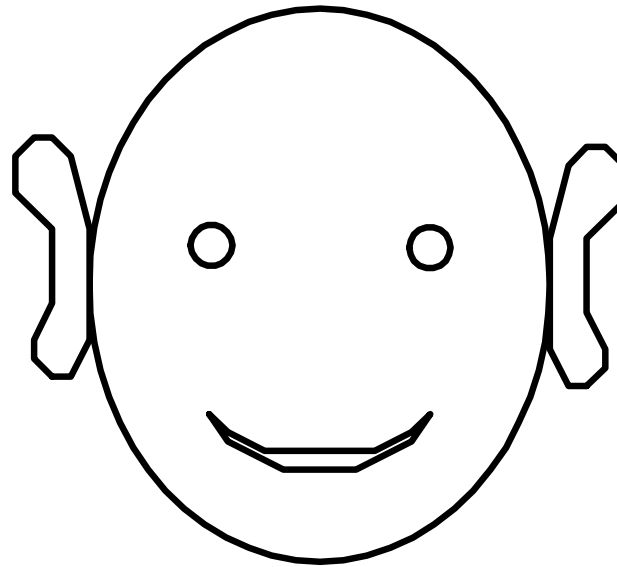


*but in the team two can hear,
two can see, and two can speak*

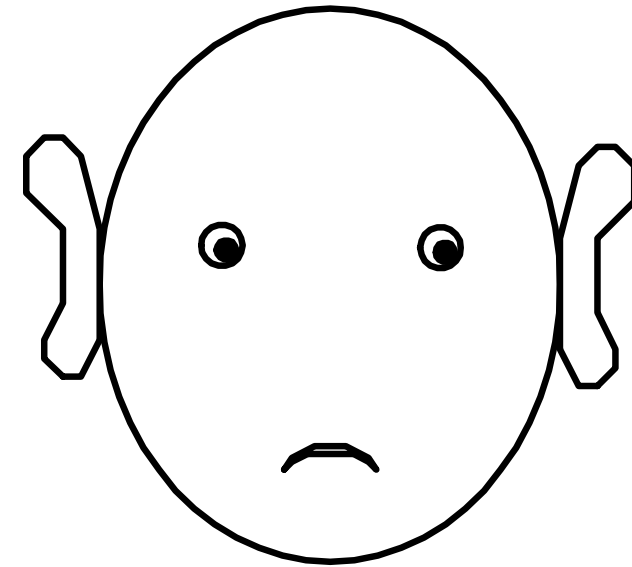
Teams consist of complementary people



deaf
cannot hear



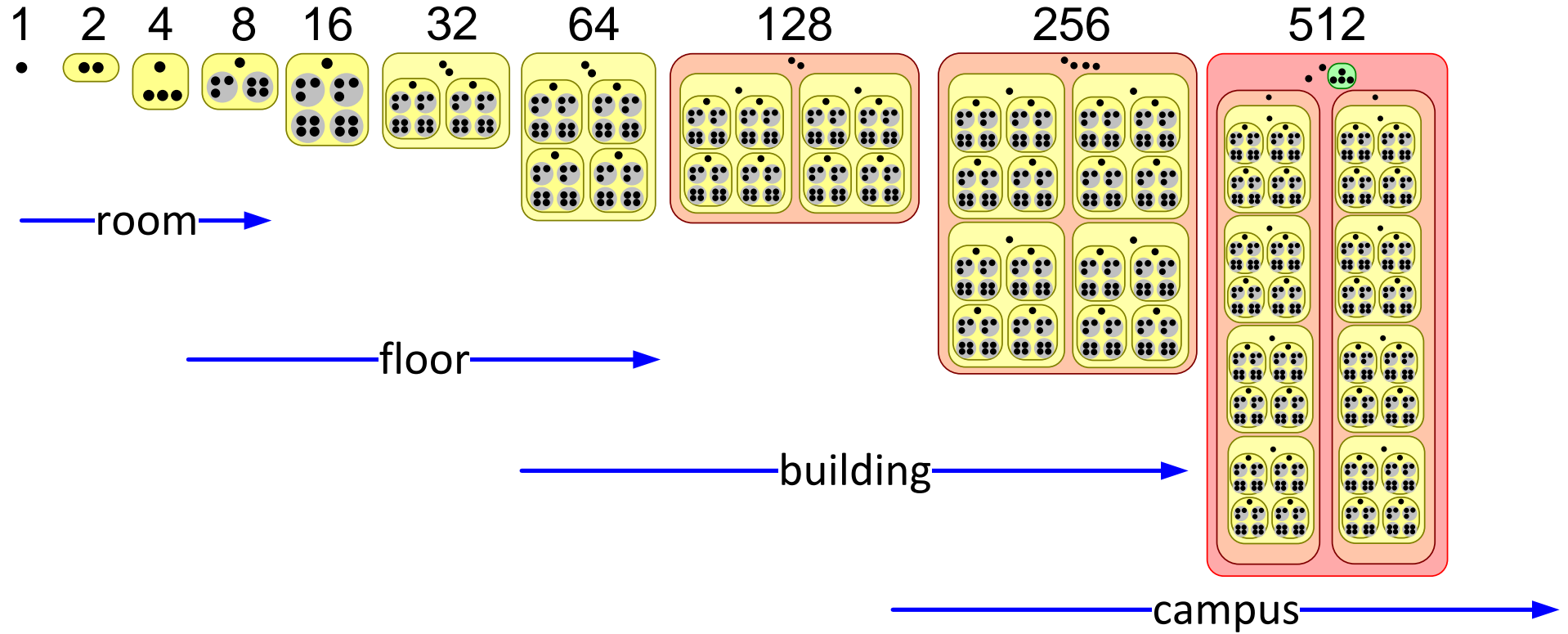
blind
cannot see



mute
cannot speak


*but in the team two can hear,
two can see, and two can speak*

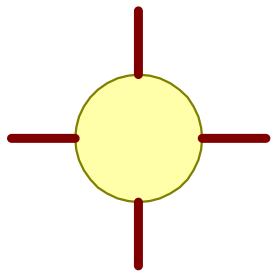
Organization size and teams



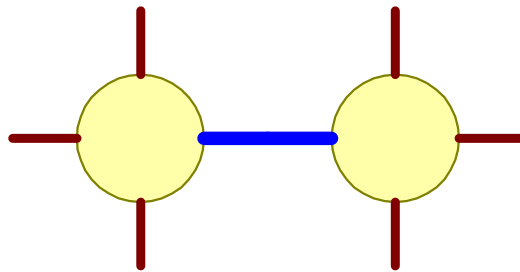
Very simplistic team model

legend

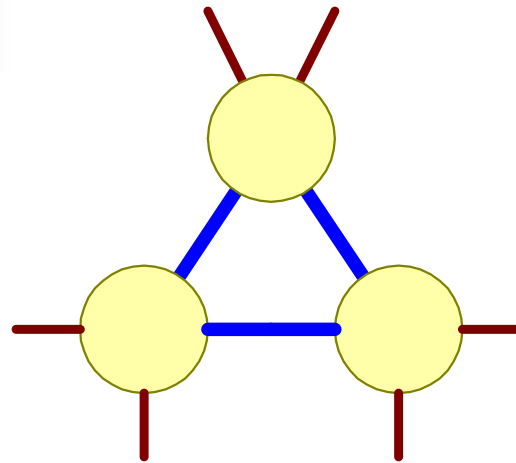
-  productive work
-  communication



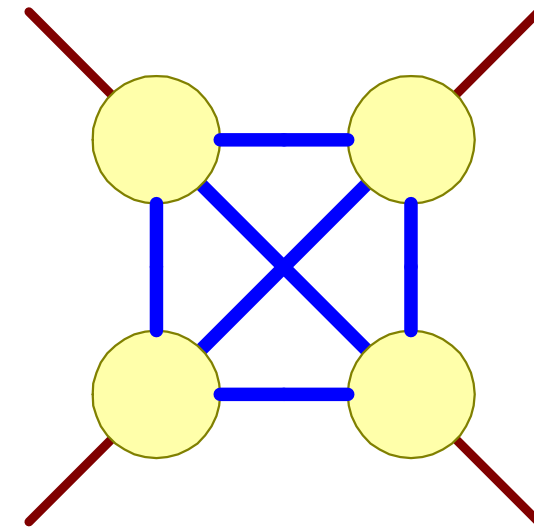
1-person
team
eff = 100%



2-person
team
eff = 75%



3-person
team
eff = 50%



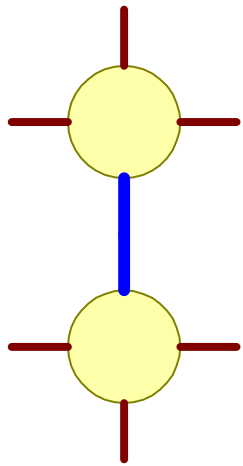
4-person
team
eff = 25%

Hierarchical simplistic team model

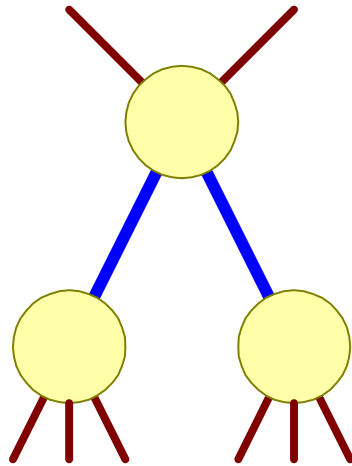
legend

— productive work

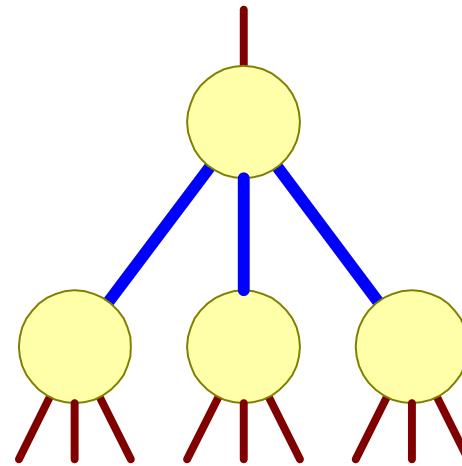
— communication



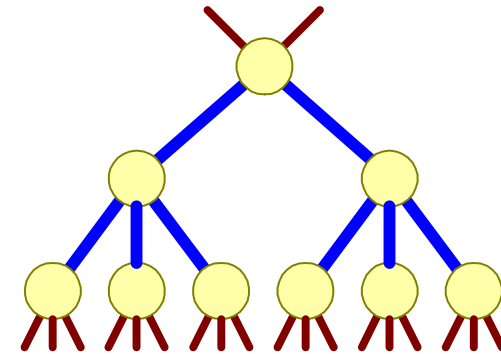
2-person
team
eff = 75%



3-person
team
eff = 66%

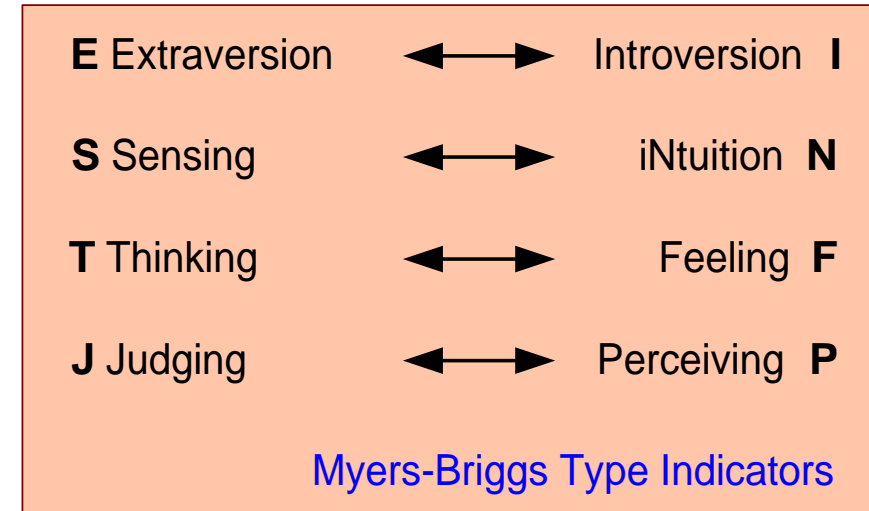
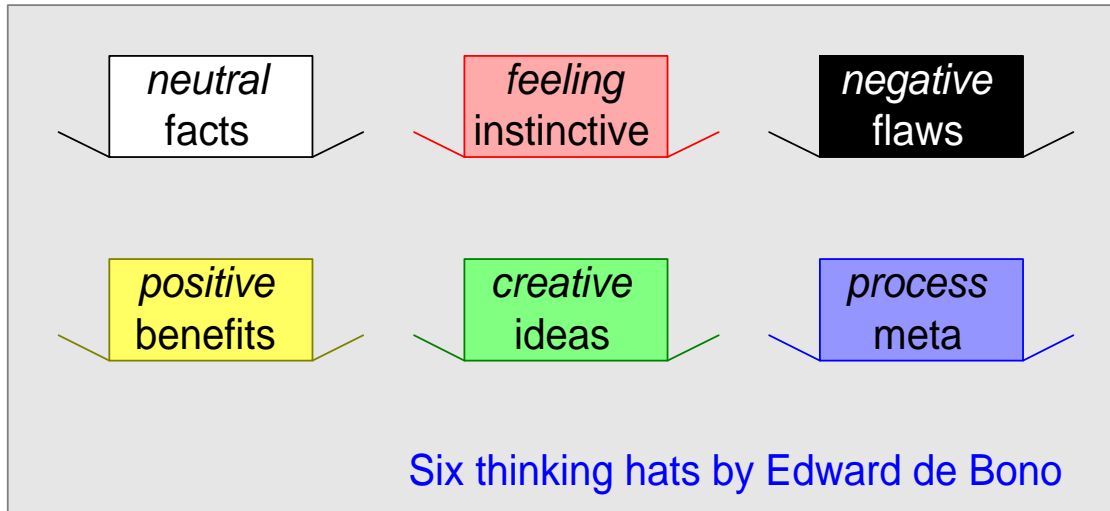


4-person
team
eff = 62.5%



9-person
team
eff \approx 56%

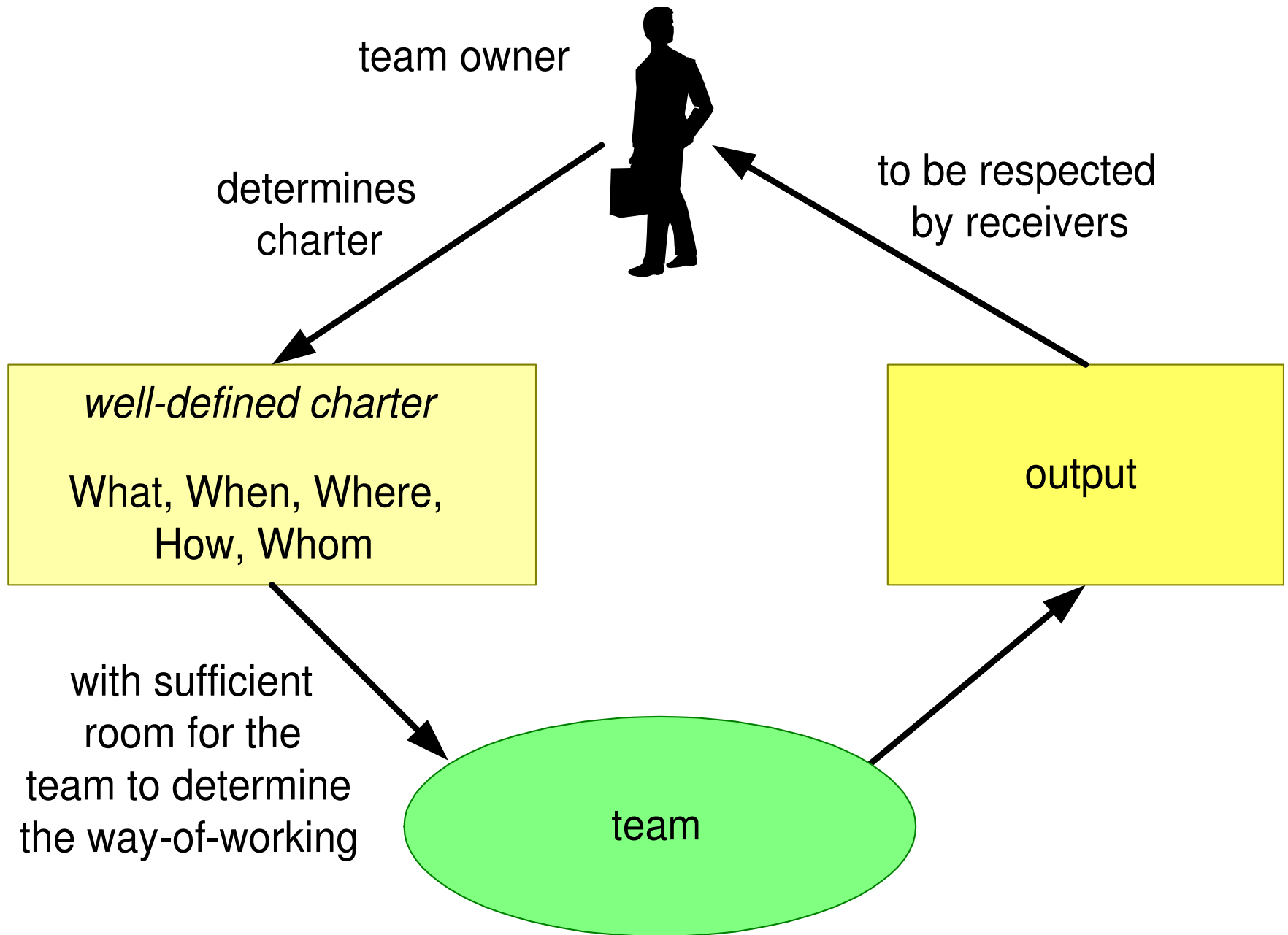
Many personality and role models are available



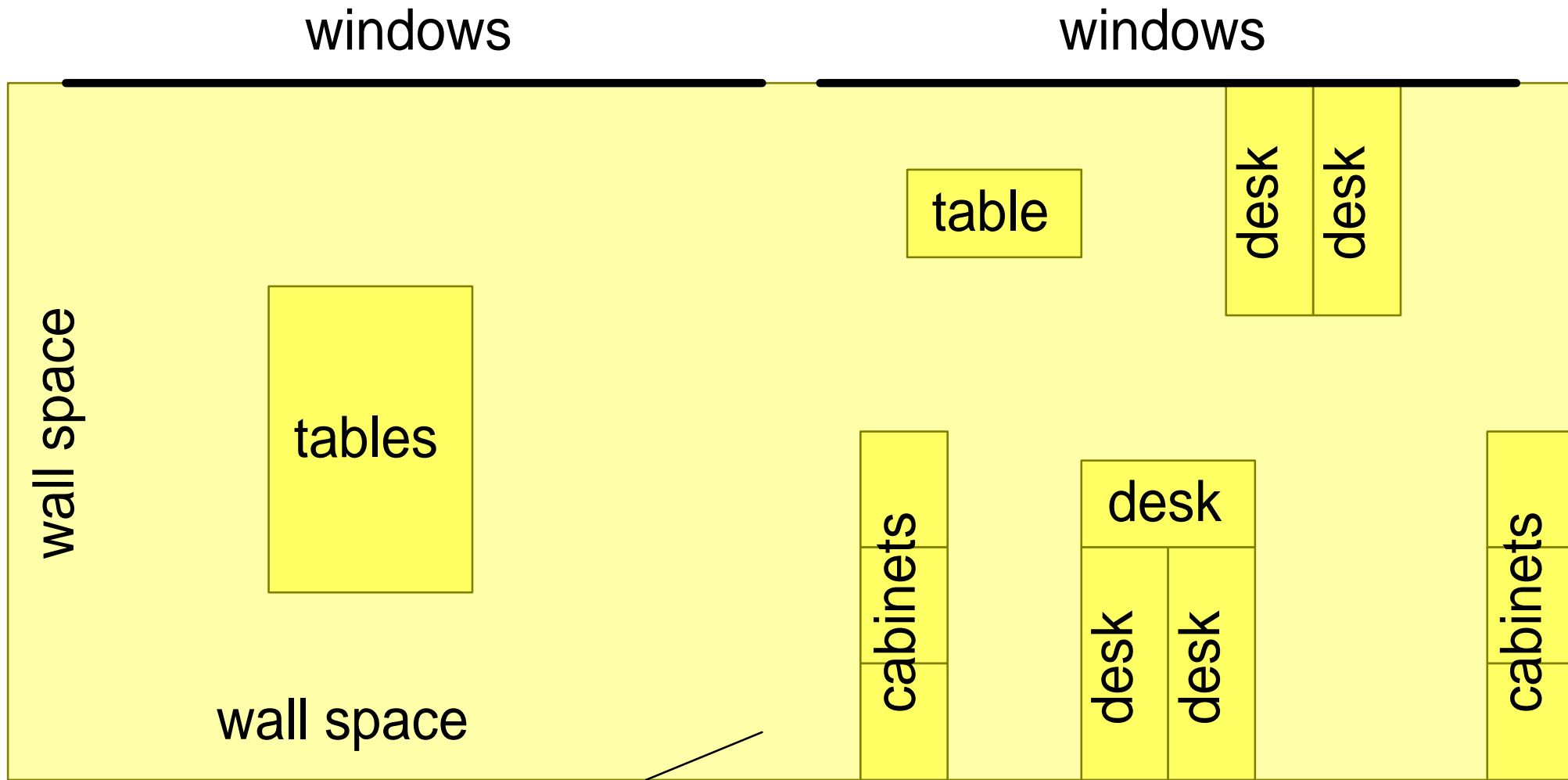
| | | |
|---|--|---|
| <i>plant</i> creative | <i>team worker</i> co-operative, averts friction | <i>implementer</i> disciplined, conservative, do-er |
| <i>resource investigator</i> enthusiatic communicator | <i>shaper</i> driver, dynamic | <i>completer finisher</i> conscientious, painstaking |
| <i>co-ordinator</i> mature, chairman | <i>monitor evaluator</i> sober, analytical | <i>specialist</i> single-minded, rare skills |

Belbin's team roles

Process of creating and using a team



“War Room” is very effective

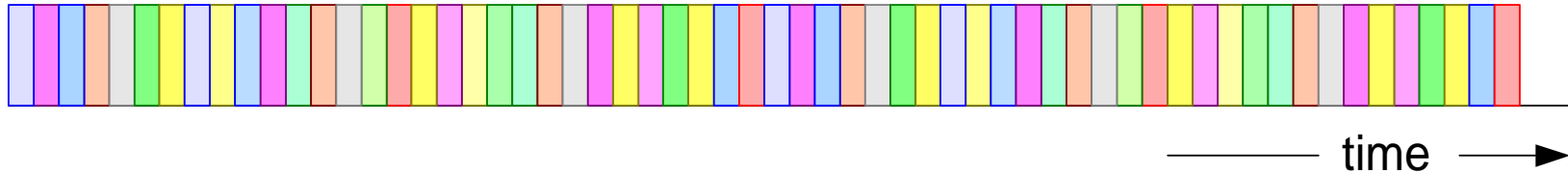


Concurrency and Fragmentation lower efficiency

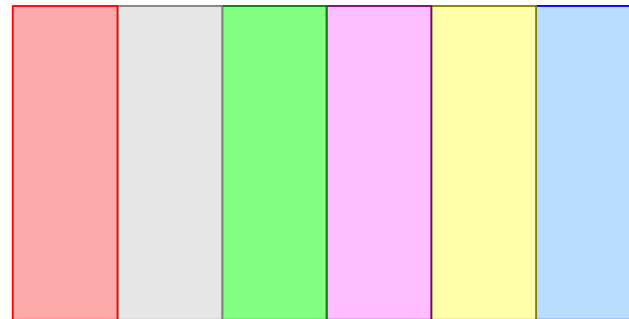
How many (semi-)concurrent tasks can a person handle?
Working in burst-mode (concentrating on one task for one day, week or month) can increase efficiency.



or

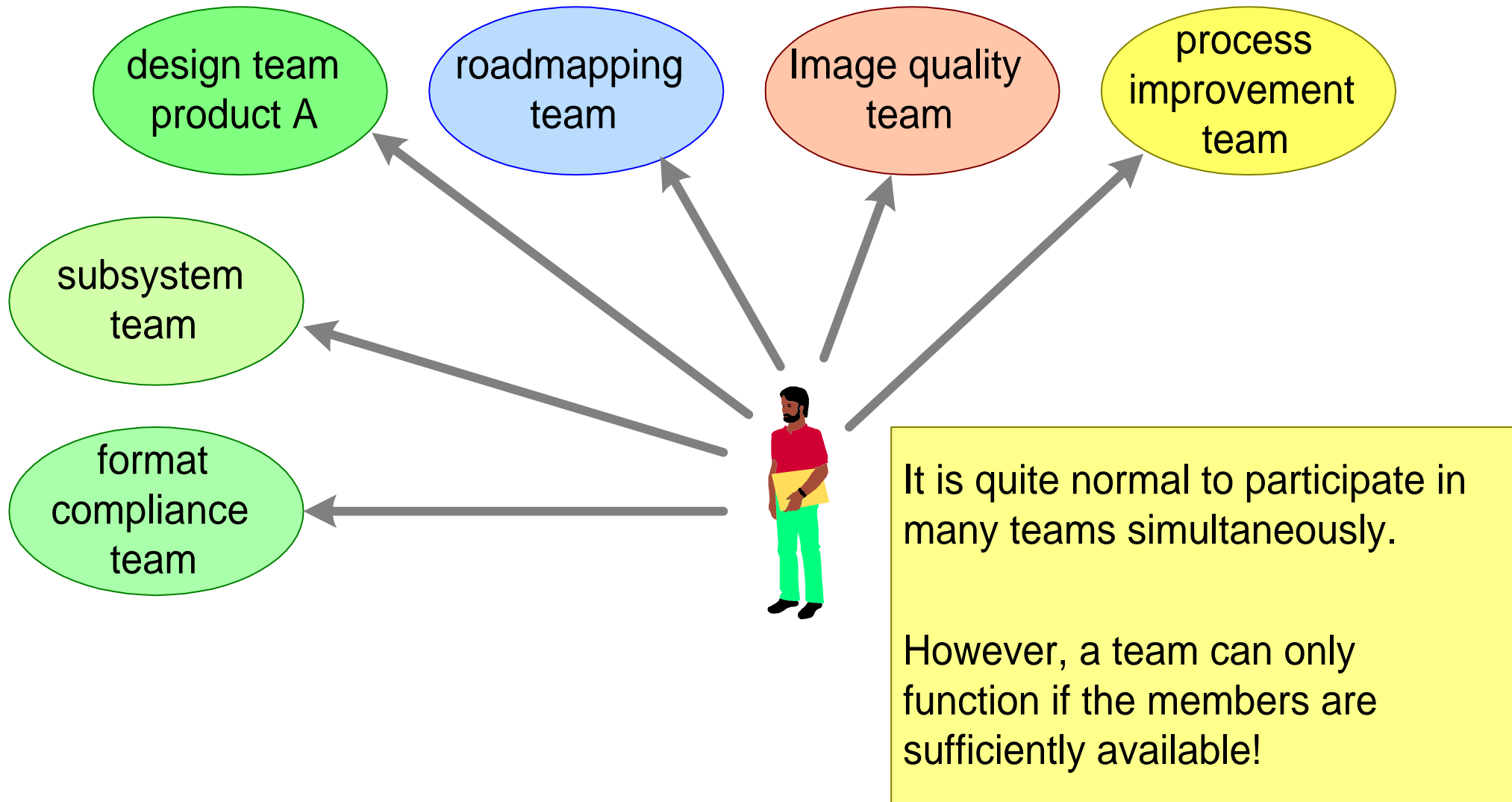


six tasks in parallel:
all results are late



six tasks sequential
first result in 1/6 of time!

One person will be member of multiple teams



Critical Success Factors for teams

well defined charter

clear owner of the result

respect for the output of the team

freedom of way-of-working

housing and location

availability of team members

complementary roles

diversity, pluriformity