Human Side: Team Work

by Gerrit Muller  Buskerud University College
e-mail: gaudisite@gmail.com
www.gaudisite.nl

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.

Distribution

This article or presentation is written as part of the Gaudí project. The Gaudí project philosophy is to improve by obtaining frequent feedback. Frequent feedback is pursued by an open creation process. This document is published as intermediate or nearly mature version to get feedback. Further distribution is allowed as long as the document remains complete and unchanged.

March 6, 2013
status: draft
version: 0.2
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

1 2 4 8 16 32 64 128 256 512

room floor building campus

Human Side: Team Work
Gerrit Muller

version: 0.2
March 6, 2013
BLOATorganization
Very simplistic team model

1-person team
eff = 100%

2-person team
eff = 75%

3-person team
eff = 50%

4-person team
eff = 25%

Legend:
- productive work
- communication
Hierarchical simplistic team model

Legend:
- Red: Productive work
- Blue: Communication

2-person team eff = 75%
3-person team eff = 66%
4-person team eff = 62.5%
9-person team eff ~= 56%
Many personality and role models are available

**neutral**
- facts

**feeling**
- instinctive

**negative**
- flaws

**positive**
- benefits

**creative**
- ideas

**process**
- meta

---

**E** Extraversion  
**Introversion** I

**S** Sensing  
i**Ntuition** N

**T** Thinking  
**F**eeling

**J** Judging  
**P**erceiving

---

**plant**
- creative

**team worker**
- co-operative, averts friction

**implementer**
- disciplined, conservative, do-er

**resource investigator**
- enthusiastic

**communicator**
- shaper
- driver, dynamic

**completer finisher**
- conscientious, painstaking

**co-ordinator**
- mature, chairman

**monitor evaluator**
- sober, analytical

**specialist**
- single-minded, rare skills

---

**Belbin's team roles**
Process of creating and using a team

- **team owner** determines charter with sufficient room for the team to determine the way-of-working.
- A **well-defined charter** is decided considering 
  - What
  - When
  - Where
  - How
  - Whom

- The output is to be respected by receivers.
“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.

---

Human Side: Team Work

9 Gerrit Muller

version: 0.2
March 6, 2013
HSTWfragmentationAndConcurrency
One person will be member of multiple teams

It is quite normal to participate in many teams simultaneously.

However, a team can only function if the members are sufficiently available!
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