

Change Management

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MGM323

Lecture 2



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Lecture 2 Team change

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Agenda Team change

- **Introduction**
- What is a group and when is it a team?
- What is the difference between Groups And Teams?
- Why do you need teams?
- What types of organizational teams are there?
- How do you improve team effectiveness?
- What does team change look like?
- How do individuals affect team dynamics?
- How well do teams initiate and adapt to organizational change?

Change Management

This subject is about learning how to manage change. The world around us is changing very quickly. Almost every day, there is a new discovery or innovation, especially in science. Globalization also has a big effect on how we think about politics and business. At the same time, the problems that come with globalization are growing just as fast, which is also a big concern.

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Groups And Teams

1- What is a group and when is it a team ?

GROUP

Individuals working independently with a shared goal



Fans in stands



TEAM

Individuals working together with coordinated roles



Players on a field



The Groups

What is meaning Group?

Schein and Bennis (1965) suggest that a group is 'any number of people who interact with each other, are psychologically aware of each other, and who perceive themselves to be a group.



What is meaning Teams?

- Morgan et al (1986) suggest that a team is a distinguishable set of two or more individuals who interact adaptively to achieve specified, shared, and valued objectives.
- A small group of individuals who share responsibility for outcomes for their organizations.

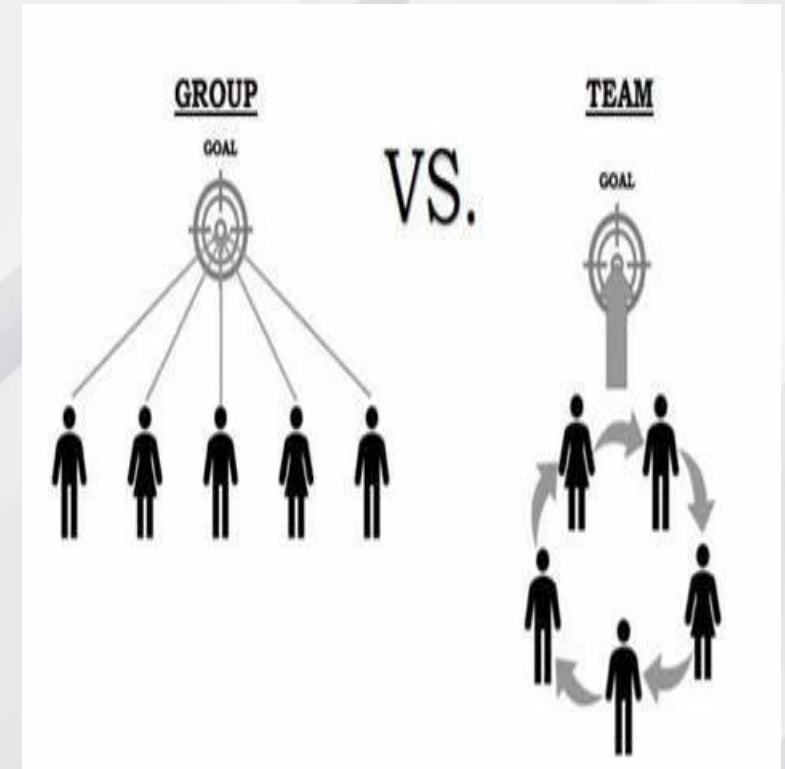


Agenda Team change

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The Impact of Context on Groups vs. Teams

While the structural differences between groups and teams are clear, it's essential to consider how context influences their effectiveness. For example, in crisis situations, teams often outperform groups due to their shared objectives and adaptive communication. Conversely, groups may be more efficient for tasks requiring independent contributions (e.g., research panels). Highlighting real-world examples (e.g., emergency response teams vs. focus groups) can clarify these distinctions further.



Key differences between Group and Team

Group	Team
Indeterminate size	Restricted in size
Common interests	Common general objectives
Sense of being part of something or seen as being part of something	Interaction between members to accomplish individual and group goals
Interdependent as much as individuals might wish to be	Interdependency between members to accomplish individual and group goals

Key differences between Group and Team

Group	Team
May have no responsibilities other than a sense of belonging to the group	Shared responsibilities
May have no accountabilities other than 'contractual' ones	Individual accountabilities
A group does not necessarily have any work to do or goals to accomplish	The team works together, physically or virtually

Agenda Team change

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Chapter
02

Why do we need teams and teamwork?

Casey (1993), researched this question by asking a simple question: ‘Why should you work together as a team?’ The simplest answer is, ‘Because of the work we need to accomplish



Chapter
02

Why do we need teams and teamwork?

Casey believes that there is a clear link between the level of uncertainty of the task being handled and the level of teamwork needed.



Chapter
02

The Dark Side of Teamwork

While teamwork provides numerous benefits, it also presents several challenges that can hinder performance. Common issues such as groupthink (Janis, 1972), social loafing, and role conflicts may compromise a team's effectiveness.

Chapter
02

The Dark Side of Teamwork

To counter these problems, strategies like encouraging constructive criticism and implementing structured feedback mechanisms can help maintain productivity. This balanced perspective highlights both the potential rewards and inherent difficulties of collaborative work.

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Chapter
02

Types of organizational teams



Types of organizational teams

1- Work team

Work teams are usually part of the normal hierarchical structure of an organization. This means that one person manages a group of individuals, and that person is responsible for delivering a particular product or service either to the customer or to another part of the organization. Their agenda is normally focused on the maintenance and management of what is.

Types of organizational teams

2- Project team

Project teams are teams that are formed for the specific purpose of completing a project. They therefore are time-limited, and we would expect to find clarity of objectives. The project might be focused on an external client or it might be an internal one-off or cross-cutting project with an internal client group.

Types of organizational teams

3- Matrix team

Matrix teams generally occur in organizations that are run along project lines. The organization typically has to deliver a number of projects to achieve its objectives. Each project has a project manager, but the project team members are drawn from functional areas of the organization. (for example, aerospace, defence or oil industry projects).

Types of organizational teams

4- Virtual team

Increasing globalization and developments in the use of new technologies mean that teams are not necessarily co-located any more. Townsend et al (1998) defined virtual teams as 'groups of geographically and/or organizationally dispersed co-workers that are assembled using a combination of telecommunications and information technologies to accomplish an organizational task'.

Types of organizational teams

5-Management team

The management team is ultimately responsible for the overall performance of the business unit. Management teams are pivotal in translating the organization's overarching goals into specific objectives for the various sub-units to do their share of the organization's tasks.

Types of organizational teams

6- Change team

Change teams are often formed within organizations when a planned or unplanned change of significant proportions is necessary. Sometimes the senior management team is called the change team, responsible for directing and sponsoring the changes. Sometimes the change team is a special project team set up to implement change.

7- Emerging Team Structures in the Digital Age

Modern organizations are experimenting with hybrid team models, such as:

Agile Squads: Cross-functional teams with iterative goals (common in tech).

Gig Teams: Short-term teams assembled for freelance-based projects.

Ecosystem Teams: Collaborations across organizations (e.g., startups partnering with corporates).

These reflect evolving workplace trends and technological advancements.

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HOW TO IMPROVE TEAM EFFECTIVENESS

Rollin and Christine Glaser (1992) have identified four elements that contribute to the level of a team's effectiveness or ineffectiveness over time. They are:

- 1 team mission, planning and goal setting;
- 2 team roles;
- 3 team operating processes;
- 4 team interpersonal relationships;

HOW TO IMPROVE TEAM EFFECTIVENESS

Measuring Team Effectiveness: Key Metrics

Beyond Glaser's four elements, teams should track quantitative and qualitative metrics:

- **Output Quality:** Error rates, customer satisfaction scores.
- **Process Efficiency:** Time-to-decision, meeting productivity.
- **Psychological Safety:** Surveys on trust and inclusivity (Edmondson, 1999).

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Chapter
02

WHAT TEAM CHANGE LOOKS LIKE

All teams go through a change process when they are first formed, and when significant events occur such as a new member arriving, a key member leaving, a change of scope, increased pressure from outside, or a change in organizational climate.

Chapter
02

WHAT TEAM CHANGE LOOKS LIKE

Tuckman (1965) is one of the most widely quoted researchers into the linear model of team development.

Team building within organizations. Most people will have heard of it as the ‘forming, storming, norming, performing’ model of team development.

Tuckman's model of team change

1- Forming

Forming is the first stage. This involves the team asking a set of fundamental questions:

- What is our primary purpose?
- How do we structure ourselves as a team to achieve our purpose?
- What roles do we each have?
- Who is the leader?
- How will we work together?
- How will we relate together?
- What are the boundaries of the team?

Tuckman's model of team change

2- Storming

Tuckman's next stage is storming. Statements articulated (or left unsaid) in some fashion or form might include ones such as:

- I don't think we should be aiming for that.
- This structure hasn't taken account of this.
- There are rather a lot of grey areas in our individual accountabilities.
- Why was he appointed as team leader when he hasn't done this before?
- I don't know whether I can work productively with these people.
- How can we achieve our goals without the support from others in the organization?

Tuckman's model of team change

2- Storming

Tuckman's next stage is storming. Statements articulated (or left unsaid) in some fashion or form might include ones such as:

- It is a natural part of the process.
- It is a healthy part of the process.
- It is an important part of the process.

The storming phase – if successfully traversed – will achieve clarity on all the fundamental questions of the first phase, and enable a common understanding of purpose and roles to be achieved.

Tuckman's model of team change

3- Norming

The third stage of team development occurs when the team finally settles down into working towards the achievement of its task without too much attention needed on the fundamental questions.

Tuckman's model of team change

4- Performing

The final stage of team development is performing. The team has successfully traversed the three previous stages and therefore has clarity about its purpose, its structure and its roles. It has engaged in a strict process of working out how it should work and relate together and is comfortable with the team norms it has established.

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Chapter
02

HOW INDIVIDUALS AFFECT TEAM DYNAMICS

The individual personalities might influence and be influenced by the team & tasks. This means that when it comes to change, people with different preferences react differently to change, both when they initiate it and when they are on the receiving end of it. This is also true when you are a member of a team. Different people will bring their individual preferences to the table and behave in differing ways.

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Chapter
02

HOW WELL TEAMS INITIATE AND ADAPT TO ORGANIZATIONAL CHANGE

Throughout the last decades of the 20th century, many organizations repeated the mantra, ‘people are our greatest assets’, and many would then apologize profusely when they were forced into downsizing or ‘rightsizing’ the workforce. Similarly, many organizations have sung the praises of teams and how essential they are within the modern organization.



Thank
You

A blue, stylized, bubbly 'Thank You' sign hanging from a string. The sign is made of a thick blue material with white text. The word 'Thank' is on the top line and 'You' is on the bottom line. The sign is hanging from a thin brown string that is tied in a loop at the top. The background is a plain white surface.