FLOW SYSTEM

PARTICIPANT WORKBOOK

Team Science

Workbook: Team Effectiveness

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Team Effectiveness

Teams are most effective when their processes align with the team's task demands.

Team effectiveness and team performance are *not* the same construct.

There are four main antecedents that make up team effectiveness:

- Teamwork
- Taskwork
- Customer value
- Performance

Team processes vary depending on what stage they are at.

Team transition phase processes include three main phases:

- Transition phase processes
- Action phase processes
- Interpersonal processes

The team effectiveness formula represents both the antecedents to team effectiveness and the team transition phase processes:

TE = (TW + IP) + TK(TP + AP) + PF + CV

The following exercise is designed for managers or leaders to evaluate their team's potential for being effective. These items are specific to tasks and processes. The task items (questions 1 through 5) are rated on a scale from 1 (Team does not meet task requirements) to 5 (Team consistently exceeds expectations). The process items (questions 6 through 12) provide two scenarios per question. One scenario represents minimal teamwork conditions, and the second ideal teamwork conditions. Participants are to select the between 1 through 5 with 1 representing the minimal teamwork condition and 5 the ideal teamwork condition. Selections between 1 and 5 represent opinions that are between the minimal and ideal conditions.

Task	
Planning and Organizing: How well does the team's planning and organizing activities prepare it to accomplish its tasks?	(1) Team does not meet task requirements. (2) Team meets some task requirements. (3) Team meets the major task requirements. (4) Team meets all task requirements. (5) Team consistently exceeds expectations.
Problem Definition and Solution: How well does this team define and solve the problems it faces?	(1) Team does not meet task requirements. (2) Team meets some task requirements. (3) Team meets the major task requirements. (4) Team meets all task requirements. (5) Team consistently exceeds expectations.
Control: How effective are the controls that this team establishes to ensure that results are achieved as planned?	(1) Team does not meet task requirements. (2) Team meets some task requirements. (3) Team meets the major task requirements. (4) Team meets all task requirements. (5) Team consistently exceeds expectations.
Goals and Objectives: How well does this team meet the goals and objectives it establishes?	(1) Team does not meet task requirements. (2) Team meets some task requirements. (3) Team meets the major task requirements. (4) Team meets all task requirements. (5) Team consistently exceeds expectations.
Follow-Up: How well does this team follow up or take corrective action when needed?	(1) Team does not meet task requirements. (2) Team meets some task requirements. (3) Team meets the major task requirements. (4) Team meets all task requirements. (5) Team consistently exceeds expectations.
(Varney, 1989, p. 103)	

Process		
Listening: Members don't really listen to one another, interrupt.	Minimal ------- Ideal 1 2 3 4 5	All members really listen, try hard to understand and are understood.
Communication: Team members are guarded, cautious.	Minimal ------- Ideal 1 2 3 4 5	Team members are open, authentic.
Attitudes Towards Differences Within Group: Members avoid arguments, smooth over differences, avoid conflicts.	Minimal ------- Ideal 1 2 3 4 5	Members search for, respect, and accept differences and work them through openly as a team.
Involvement and Participation: Discussion is dominated by a few members.	Minimal ------- Ideal 1 2 3 4 5	All members are involved, free to participate in the way they want.
Commitment: Members have little commitment to team effort.	Minimal ------- Ideal 1 2 3 4 5	All members have high commitment to the team's effort.
Mutual Support: Members are indifferent to needs or concerns of others.	Minimal ------- Ideal 1 2 3 4 5	Members get help from others on the team and give help, have genuine concern for one another.
Flexibility: Group is locked in on established rules. Members find it hard to change procedures.	Minimal ------- Ideal 1 2 3 4 5	Members readily change procedures to meet situation.
(Varney, 1989, pp. 104–105)		

Connect the Three Helixes:

Flow can only be achieved when the three helixes are interconnected. To identify how this could occur, the next exercise requires the reader to identify examples of different methods from each of the other two helixes (complexity thinking, distributed leadership) that will support team effectiveness. Knowledge of all three helixes will be required to make these connections.

Connect the Helixes	
Select a scenario or problem that would benefit from team effectiveness.	
Identify three methods from complexity thinking that could work with team effectiveness. Give a brief description about how they complement one another.	
CT Method 1:	
CT Method 2:	
CT Method 3:	

Connect the Helixes	
Identify three methods from the distributed leadership helix that could work with or support team effectiveness. Give a brief description about how they complement one another.	
DL Method 1:	
DL Method 2:	
DL Method 3:	
Provide a description explaining which methods from each of the three helixes (with team effectiveness being the TS method) work best for the scenario/problem identified earlier.	