ENT4050 Dynamic Organizing

Centre for Entrepreneurship
Chapter 10

Four Types of Teams
(in Relation to Environment)

• Insulating teams
• Broadcasting teams
• Marketing teams
• Surveying teams
Exhibit 10-2. Common Roles in Work Groups

- boundary spanner
- buffer
- interpreter
- advisor
- gatekeeper
- lobbyist
- negotiator or mediator
- spokesperson
- strategist
- coordinator

Exhibit 10-3. Communication Networks of Two Managers within the Same Company

Networking

- Communication
- Human capital and social capital
- Boundary-spanning and structural holes
- Cliques vs. boundary-spanning (entrepreneur) networks
- Group social capital
- Leadership ties
## Exhibit 10-5. Advantages and Disadvantages of Clique and Boundary-Spanning Networks

<table>
<thead>
<tr>
<th></th>
<th><strong>Clique Network</strong></th>
<th><strong>Boundary-Spanning Network</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Advantages</strong></td>
<td>High cohesion</td>
<td>Leverages diversity</td>
</tr>
<tr>
<td></td>
<td>Loyalty and support</td>
<td>Capitalizes on opportunity</td>
</tr>
<tr>
<td></td>
<td>Increased efficiency of decision making</td>
<td>Greater innovation</td>
</tr>
<tr>
<td></td>
<td>Earlier promotions</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Higher salaries</td>
<td></td>
</tr>
<tr>
<td><strong>Disadvantages</strong></td>
<td>Redundant communication</td>
<td>Greater conflict, both task and relationship</td>
</tr>
<tr>
<td></td>
<td>Biased communication</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Groupthink</td>
<td>Power struggles</td>
</tr>
<tr>
<td></td>
<td>Dispensable members</td>
<td></td>
</tr>
</tbody>
</table>
Exhibit 10-7. Team Effectiveness

**Organization-focused behavior**
- RELATING: Being socially and politically aware
- SCOUTING: Seeking information from managers, peers and specialists
- PERSUADING: Obtaining external support
- EMPOWERING: Building team trust, caring for team members, diagnosing member behavior, investigating problems systematically, influencing the team

**Team-focused behavior**
- RELATING: Caring for team members
- SCOUTING: Building team trust
- PERSUADING: Influencing the team
- EMPOWERING: Delegating authority, exercising flexibility regarding team decisions, coaching

**TEAM EFFECTIVENESS**

CHAPTER 10

Exhibit 10-8. Strategic Network Expansion

You

Network A

Network B

Network C

Network A¹

Network B¹

Network C¹


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### Exhibit 10-9. Six Degrees of Separation Worksheet

<table>
<thead>
<tr>
<th>(Step 1)</th>
<th>(Step 2)</th>
<th>(Step 3)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Your circle of key business contacts</td>
<td>Who introduced you to the contact in column B? (These are the Brokers in your network)</td>
<td>Who did you introduce the contact in column B to? (You are a Broker in their network)</td>
</tr>
<tr>
<td>1.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Building Connections across Functional Groups

- analyze your social network
- determine the brokers in your social network
- identify “structural holes” in your organization
- expand the size of the network
- understand gender scripts in networks
- diversify networks
- build hierarchical networks
- multiteam systems
Leadership

- Team paradox
- Leadership and management
- “Great Person” theory: Leaders are born, not made
- “Great Opportunity” theory: Leadership can be learned as a skill
Exhibit 11-2. Management versus Leadership

<table>
<thead>
<tr>
<th>Management</th>
<th>Leadership</th>
</tr>
</thead>
<tbody>
<tr>
<td>A function</td>
<td>A relationship</td>
</tr>
<tr>
<td>Planning</td>
<td>Selecting talent</td>
</tr>
<tr>
<td>Budgeting</td>
<td>Motivating</td>
</tr>
<tr>
<td>Evaluating</td>
<td>Coaching</td>
</tr>
<tr>
<td>Facilitating</td>
<td>Building trust</td>
</tr>
</tbody>
</table>


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Leadership Styles

• Task versus person
• Transactional versus transformational
• Active versus passive
• Autocratic versus democratic
• Leadership mood
Team Coaching

- Educational coaching
- Motivational coaching
- Strategic coaching
### Exhibit 11-8. Structural, Contextual, and Coaching Contributions to Team Performance Processes

<table>
<thead>
<tr>
<th>Performance Process</th>
<th>Contribution from</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Direction</td>
</tr>
<tr>
<td><strong>Effort (motivation)</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Challenging</td>
</tr>
<tr>
<td><strong>Performance Strategy (coordination)</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Clear</td>
</tr>
<tr>
<td><strong>Knowledge and Skill (ability)</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Consequential</td>
</tr>
</tbody>
</table>

Leadership and Power

- Legitimate power
- Reward power
- Coercive power
- Expert power
- Referent power

Decision Analysis Model

• Decision styles
  • autocratic
  • inquiry
  • consultative
  • consensus-building
  • delegation
• Problem identification
• Decision tree model
CHAPTER 11

Exhibit 11-11. Decision Analysis Model

<table>
<thead>
<tr>
<th>QR</th>
<th>Quality requirement:</th>
<th>How important is the technical quality of this decision?</th>
</tr>
</thead>
<tbody>
<tr>
<td>CR</td>
<td>Commitment requirement:</td>
<td>How important is subordinate commitment to the decision?</td>
</tr>
<tr>
<td>LI</td>
<td>Leader’s information:</td>
<td>Do you have sufficient information to make a high-quality decision?</td>
</tr>
<tr>
<td>ST</td>
<td>Problem structure:</td>
<td>Is the problem well structured?</td>
</tr>
<tr>
<td>CP</td>
<td>Commitment probability:</td>
<td>If you were to make the decision by yourself, is it reasonably certain that your subordinate(s) would be committed to the decision?</td>
</tr>
<tr>
<td>GC</td>
<td>Goal congruence:</td>
<td>Do subordinates share the organizational goals to be attained in solving this problem?</td>
</tr>
<tr>
<td>CO</td>
<td>Subordinate conflict:</td>
<td>Is conflict among subordinates over preferred solution likely?</td>
</tr>
<tr>
<td>SI</td>
<td>Subordinate information:</td>
<td>Do subordinates have sufficient information to make a high-quality decision?</td>
</tr>
</tbody>
</table>

Exhibit 11-12. Team Empowerment Continuum

Amount of empowerment

Team level

Level 1 20%
Level 2 40%
Level 3 60%
Level 4 80%

Responsibility/authority

- Making compensation decisions
- Disciplinary process
- Team member performance appraisal
- Product modification and development
- Budgeting
- Facility design
- Equipment purchasing
- Choosing team leaders
- Vacation scheduling
- Cross-functional teaming
- Hiring team members
- External customer contacts
- Managing suppliers
- Continuous improvement
- Quality responsibilities
- Production scheduling
- Equipment maintenance
- Training each other
- Housekeeping

Strategies for Encouraging Participative Management

• Task delegation
• Parallel suggestion involvement
• Job involvement
• Organizational involvement
  • Bureaucratic organizations
  • Commitment organizations
  • Implementation power
  • Top management teams (TMTs)