

Effective Global Teams

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This session

What

- What is a team?

How

- 4 challenges to virtual working
- 4 ways to make virtual working effective

Why

- Why teams work
- Why non-teams fail

What is a team?

A group of people who:

- Have a clear task to perform
- Need to work together to achieve this task
- Are able to meet together to review objectives and the way in which the team is performing

“A team is a group of individuals who work together:

to produce products or deliver services for which they are mutually accountable.

Team members share goals

and are mutually held accountable for meeting them,

they are interdependent in their accomplishment,

and they affect the results through their interactions with one another.

Because the team is held collectively accountable, the work of integrating with one another is included among the responsibilities of each member.”

Mohrman, Cohen & Mohrman (1995)

Do you work as a team in your work place?

A - Yes

B - No

C – Don't know / Sometimes

Please use the voting buttons on the left hand side of the screen to vote (A,B,C)

Are you collectively held responsible for meeting your targets?

VOTE NOW!

✓ - Yes

✗ - No

Does your team have clear objectives?

VOTE NOW!

✓ - Yes

✗ - No

Do you have to work closely together to achieve these objectives?

VOTE NOW!

✓ - Yes

✗ - No

Do you meet regularly to review your team effectiveness and how it could be improved?

VOTE NOW!

✓ - Yes

✗ - No

4 challenges to virtual working

- Trust
- Time
- Belonging
- Support

4 things to make virtual teams work

- Get the tech right
- Meet up in person first
- Take time
- Matrix organisation

In detail:

- Why teams work
- Why non-teams fail
- The difference between the two
- About the technology
- A takeaway
- Can virtual teams ever become “real teams”?

All teams are not alike

Individual player skill ratings

Aggregated

Predictions made of match results

Was the best accuracy for:

✓ - **Basketball?**

✗ - **Baseball?**

All teams are not alike

Individual player skill ratings

Aggregated

Predictions made of match results

Was the best accuracy for:

✓ - **Basketball** – 35%

✗ - **Baseball** – 90%

Why teams work

Synergies

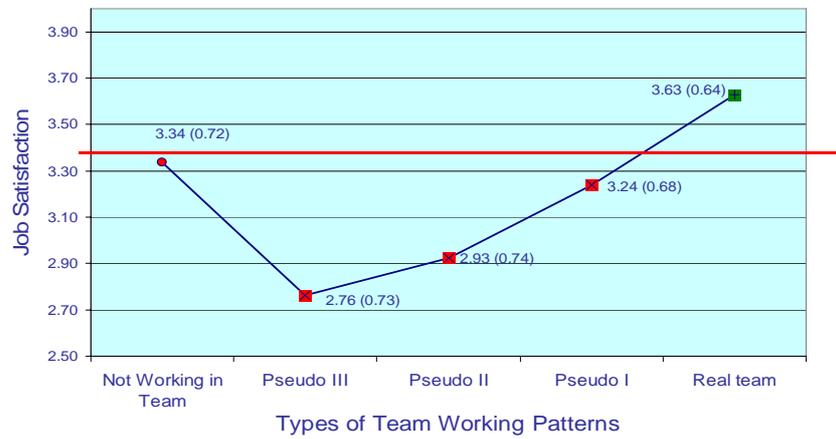
- More alternatives
- Better solutions
- Fewer errors
- More creativity

Predictors of mortality

- Sophistication of appraisal
- Sophistication of training
- % of staff working in teams

| West et al, 2002

Beware of pretending to work in teams



A word about technology

Norms of usage

Use the right amount

Right means for right situation/task



Teams



Mobile Working



Have your team ever met up in person?

- A - Yes – and do so regularly
- B - Yes – only once or twice
- C - No – met some but not all the team
- D - No – not at all

Please use the voting buttons on the left hand side of the screen to vote (A,B,C,D)

The key question – can virtual teams ever become real teams?



Takeaway

Does your team have clear objectives?

Do you have to work closely together to achieve these objectives?

Do you know the other team members well?

Do you meet regularly to review your team effectiveness and how it could be improved?

References

- Frans J (2000). The information age mindset: Changes in students and implications for Higher Education. *Educause*. 35(5) 15-24.
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- West, M.A., Borrill, C., Dawson, J., Scully, J., Carter, M., Anelay, S., Patterson, M. and Waring, J. (2002) *International Journal of Human Resource Management*, 13(8), 1299–1310.

Thank you

Thank you for attending this webinar

Next webinar:

Using Systems Thinking for Organisational Improvement

Wednesday 16th March, 11 am GMT

Dr Ben Clegg