

# Developing Your Team

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# Primary Objectives

- Identify opportunities to enhance teamwork
- Learn to recognize sources of dysfunction
- Share ideas about workable approaches
- Understand the role of team leadership

# Background

- Ph.D., Psychology, University of Illinois
- Wood Distinguished Professor in Business
- Area Chair, Organizational Behavior
- Administrative work
- Teaching, consulting
  - leadership
  - organization development
  - negotiation and conflict management
- A Few Clients
  - BJC Health Systems-      - FBI Crime Lab
  - Monsanto                      - NIH

# A Business and its Beliefs

*TJ Watson Jr., 1963*

“to survive and succeed, any organization must have a sound set of beliefs on which it premises all its policies and actions”

*from 1946-92*

- Respect for the individual
- Superior customer service
- Excellence in everything we do

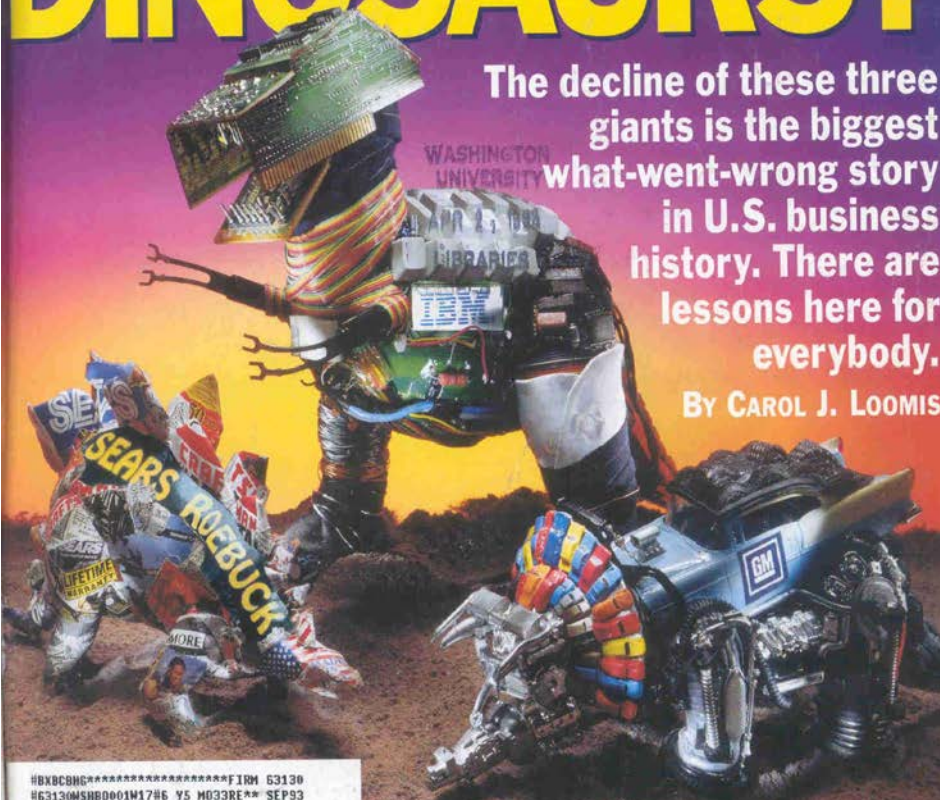
WHY DRUG PRICES WILL FALL • EUROPE'S SLUMP • TALKING TO COM

BUSINESS

MAY 3, 1993

# FORTUNE

## DINOSAURS?



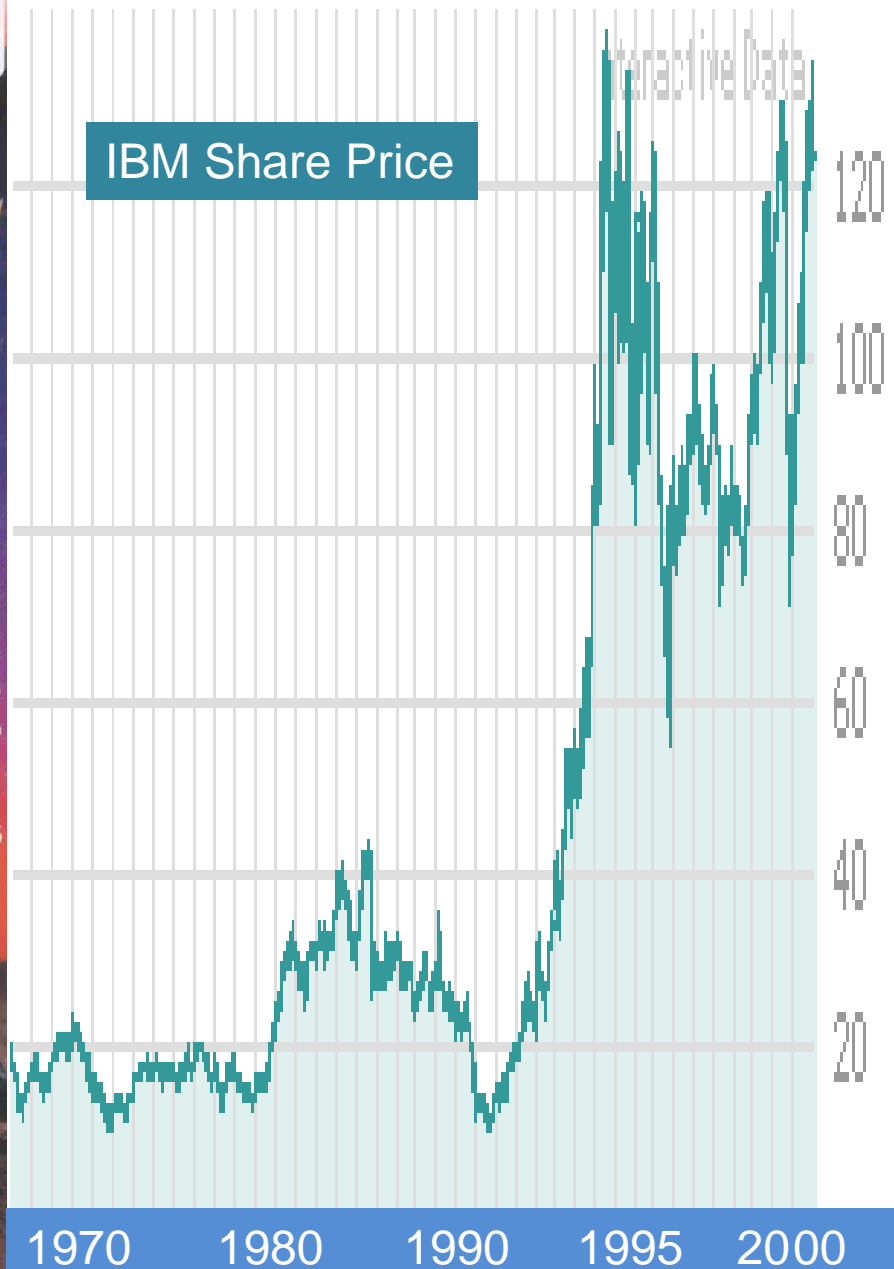
The decline of these three giants is the biggest what-went-wrong story in U.S. business history. There are lessons here for everybody.

By CAROL J. LOOMIS

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IBM Share Price



## *Louis Gerstner's "statement of principles" at IBM - 1991*

1. The marketplace drives everything we do.
2. We are a technology company committed to quality.
3. Customer satisfaction and shareholder value are our primary measures of success.
4. We operate as an entrepreneurial organization with a minimum of bureaucracy.
5. We think and act with a sense of urgency.
6. We work together as a team to make it all happen.

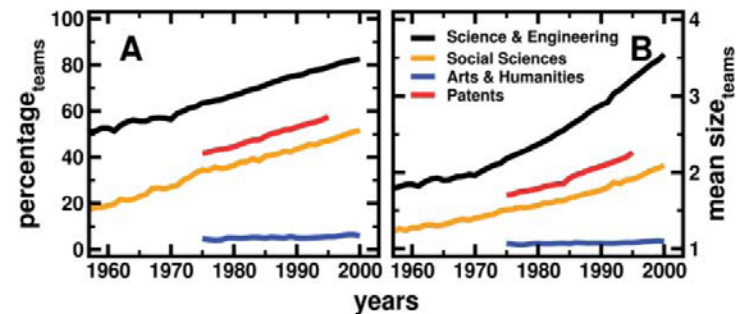
# Your Mission

- **WUSM - Our Mission:**  
To lead in advancing human health through outstanding clinical care, innovative research and the education of tomorrow's leaders in biomedicine.
- **Department of Pediatrics - Our mission**  
To improve the health of children and adolescents through excellence in patient care, research, teaching and community service - is embraced by our faculty and staff who are deeply committed to the welfare of children and adolescents.

Wuchty, S., Jones, B.F., & Uzzi, B. (2007).

The increasing dominance of teams in production of knowledge.

- Knowledge creation across fields
  - 19.9 million papers in ISI database over 50 yrs
  - U.S. patents since 1975
- Patterns of authorship
- Trends over time



**Fig. 1.** The growth of teams. These plots present changes over time in the fraction of papers and patents written in teams (A) and in mean team size (B). Each line represents the arithmetic average taken over all subfields in each year.



**Table 1.** Patterns by subfield. For the three broad ISI categories and for patents, we counted the number ( $N$ ) and percentage (%) of subfields that show (i) larger team sizes in the last 5 years compared to the first 5 years and (ii) RTI measures larger than 1 in the last 5 years. We show RTI measures both with and without self-citations removed in calculating the citations received. Dash entries indicate data not applicable.

	$N_{\text{fields}}$	Increasing team size		RTI > 1 (with self-citations)		RTI > 1 (no self-citations)	
		$N_{\text{fields}}$	%	$N_{\text{fields}}$	%	$N_{\text{fields}}$	%
Science and engineering	171	170	99.4	167	97.7	159	92.4
Social sciences	54	54	100.0	54	100.0	51	94.4
Arts and humanities	27	24	88.9	23	85.2	18	66.7
Patents	36	36	100.0	32	88.9	–	–

# Agenda

- The team as a tool for organization
- The role of teams in the department
- Different modes of collaboration
- A framework for team development
- Learning to have good fights
- Team leadership responsibilities

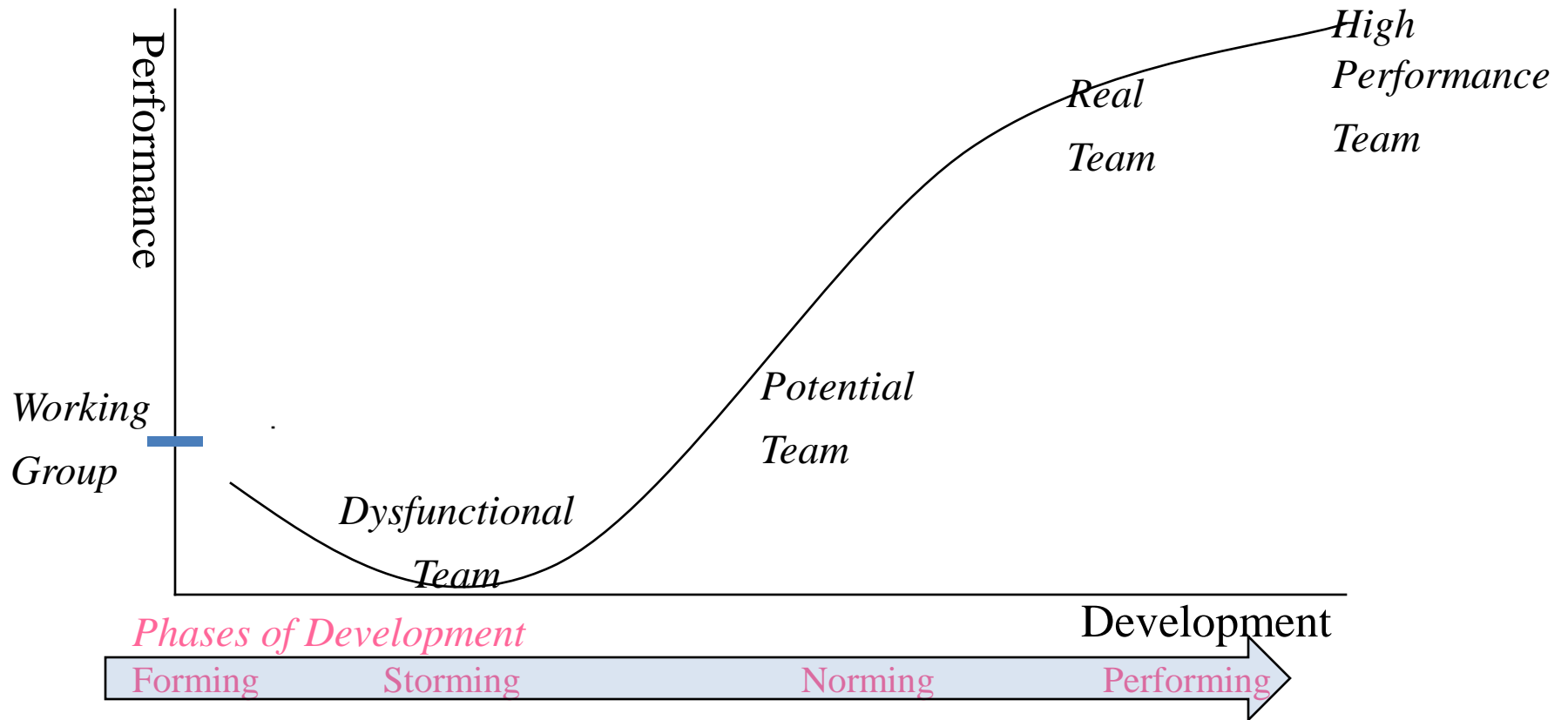
# Teamwork in the Department

- Identify and describe a high performing AND a dysfunctional team focused on:
  1. Patient care
  2. Research
  3. Teaching
  4. Community Service
- What factors contributed to the success? To the failures?

# Modes of collaboration

- **Working group:** a collection of people who can accomplish their work as a combination of individual inputs.
  - *Share information and ideas*
  - *Communicate and coordinate decisions*
- **A team:** a small number of people with complimentary skills working toward a common goal with a common working approach and mutual accountability
  - *A collective work product*
  - *Synergy*

# The Team Performance Curve





*Ego and the desire for personal status become main motivators*

*Team members lower their standards*

*Ambiguity on goals and team targets*

*Artificial Harmony is Dominant*

*Team members strive to create an image of invulnerability*

# Trust

- Why is invulnerability a problem?
- Is trust “the most critical part of building a team”
- What steps can build trust in a team?

## Building trust:

"The willingness of a party to make themselves vulnerable to the actions of another party"

- *Slow to develop*
- *Quickly lost*

