
Models of Team Management

A number of conceptual models exist that will enhance your ability to diagnose the functioning of a group or team and to formulate appropriate strategies that can be implemented to enhance its effectiveness. These include the Hill and Anteby framework for analyzing groups/teams, Hill's team management model, and Katzenbach's discipline of teams. Each model provides a different perspective on the factors that need to be understood and managed in order to drive improvements in the functioning and performance of a group/team.

Hill and Anteby's Model for Analyzing Groups and Teams

This model views work groups or teams as a system of inter-related parts. The key to understanding the functioning of a group or team is to assess the degree of alignment among the various elements of the model.

Figure 9.2 shows the complete Hill and Anteby model for analyzing groups and teams. Specifically, the key elements of the model include:

- **Task design.** This includes characteristics of the tasks performed by team members, such as variety, scope, autonomy, and task significance;
- **Group composition.** This refers to the characteristics of the members of the team such as their personalities, work styles, knowledge, skills, and abilities;
- **Formal organization.** This includes elements of the infrastructure of the team in terms of its operating structure, systems, and processes;
- **Context.** This refers to the larger organizational environment that a group or team operates in and the external environment within which an organization operates; this includes factors such as the organization's strategy and its customers, suppliers, and competitors.
- **Leadership style.** This includes the practices and strategies that the team leader implements in managing a group or team; including communications, feedback and recognition, decision-making approach, and so on.
- **Group culture.** This refers to the "collective personality" of the group or team; it includes the shared values, norms, and rituals that determine the functioning of a group or team;
- **Effectiveness.** Based on the interactions among the other elements of the group or system, this determines the degree to which the desired outcomes are achieved including group or team performance, member well-being and development, and the team's capacity to adapt and learn.

This model is an very useful tool for diagnosing the functioning of a group or team. The objective is to establish and to sustain alignment among all of the elements of the system. Where there are misalignments in the system, a manager can take an action to modify each element to be in alignment with the other factors. For example, suppose that a task design factor on a given team is that a job requires a lot of experimentation with new ideas that could lead to breakthroughs for new products and services. However, the team members who perform this job possess a low capacity to think creatively. This would be an example of a misalignment between the task design and the group composition factors. In order to resolve this, a manager would have the option of redesigning the job to reduce

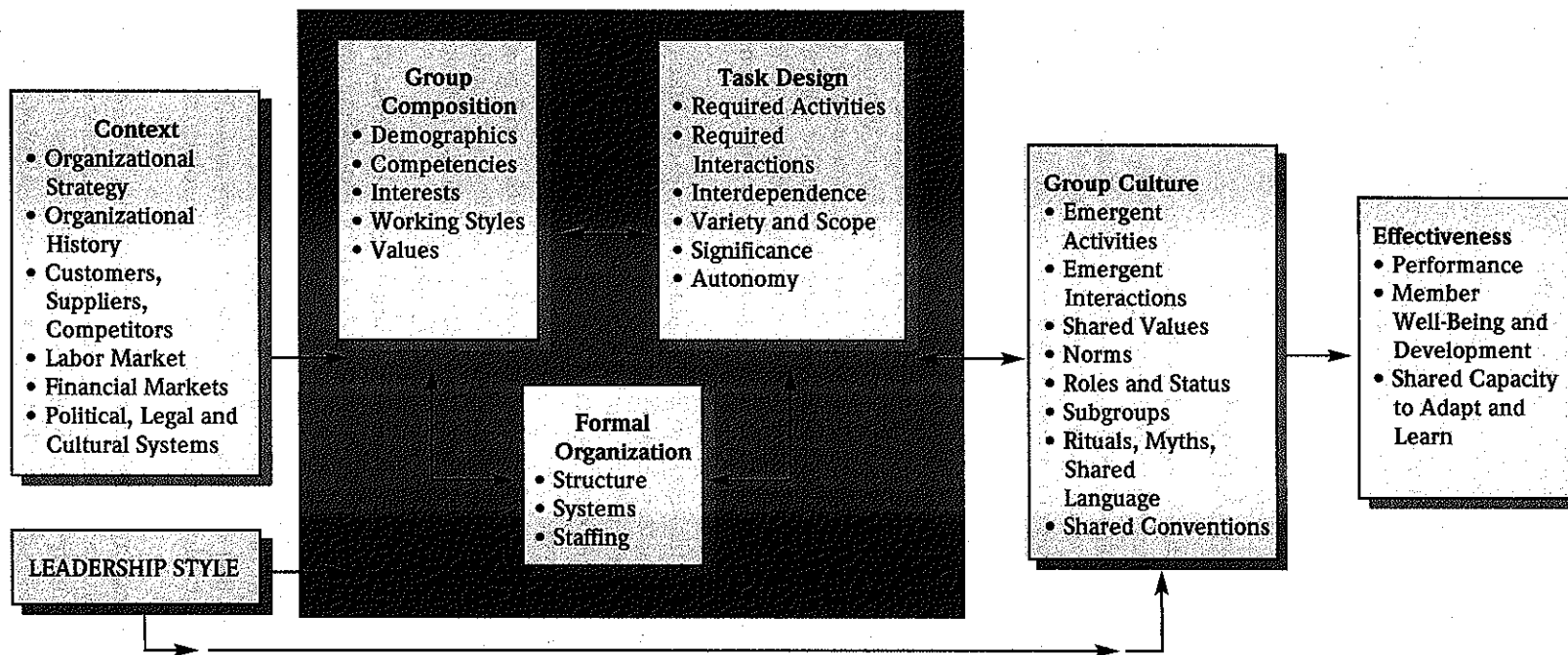


FIGURE 9.2
 Hill and Anteby's Framework for Analyzing Groups and Teams Design Factors
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