LEADERSHIP:
Theory, Application, Skill Development

2d Edition
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Chapter 9

Leading Self-Managed Teams

Chapter 9
Learning Outcomes

- Nature of self-managed teams.
- Difference between traditional & SMT.
- Benefits of SMT.
- Challenges of implementing SMT effectively.
- Guidelines for improving SMT effectiveness.
- 4 stages of group development.
- Role of team facilitator in SMT.
- Distributed leadership in SMT.

Self-Managed Teams; Also Known As

- Self-directing teams
- Self-maintaining teams
- Self-leading teams
- Self-regulated teams

Nature of Self-Managed Teams

- Operate without managerial supervision
- High job satisfaction
- High commitment
- Make structural and operational decisions
- Responsible for tasks as a collective whole
- Variety of technical skills
- Versatile and flexible

Differences from Traditional Teams

Characteristics	SMT	Traditional
Leadership	Within the team	Outside the team
Team member role	Interchangeable	Fixed
Accountability	Team	Individual
Work effort	Cohesive	Divided
Task design	Flexible	Fixed
Skills	Multiskilled	Specialized

Self-Managed Teams

Relatively autonomous work groups in which the responsibilities and obligations traditionally maintained by management have been transferred to a group of people who perform a complex task with highly interdependent activities
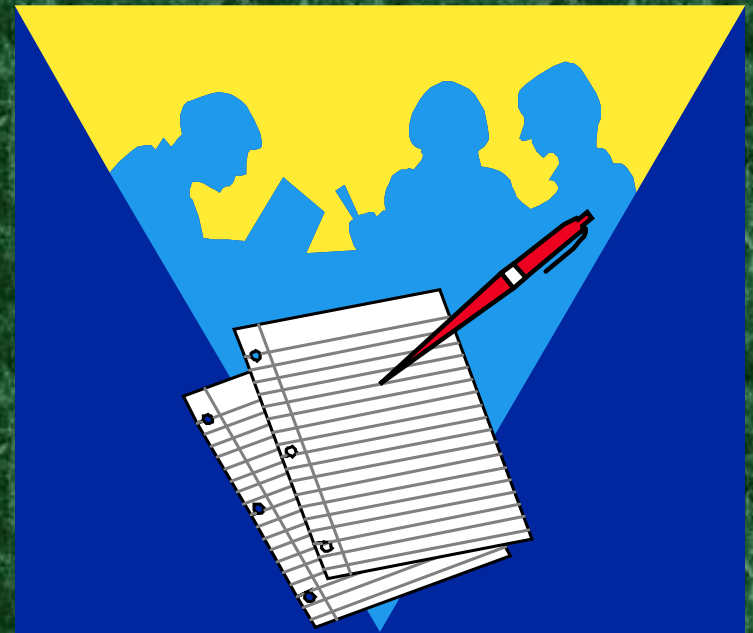
Make Operating Decisions		**Acquire Supplies & Materials**
Assign Work	**Self-Managed Teams Are Usually Empowered to:**	**Interact with Customers**
Plan Schedules		**Perform Team Member Evaluations**
Create Task Procedures		**Deal with Conflicts**

Characteristics of Effective Self-Managed Teams

- Have clear missions & high performance standards

- Take stock of equipment, training facilities, & other resources team needs

- Devote significant time to planning & organizing to use available resources & assess members technical skills

- High levels of communication

Potential Benefits of Using Self-Managed Team

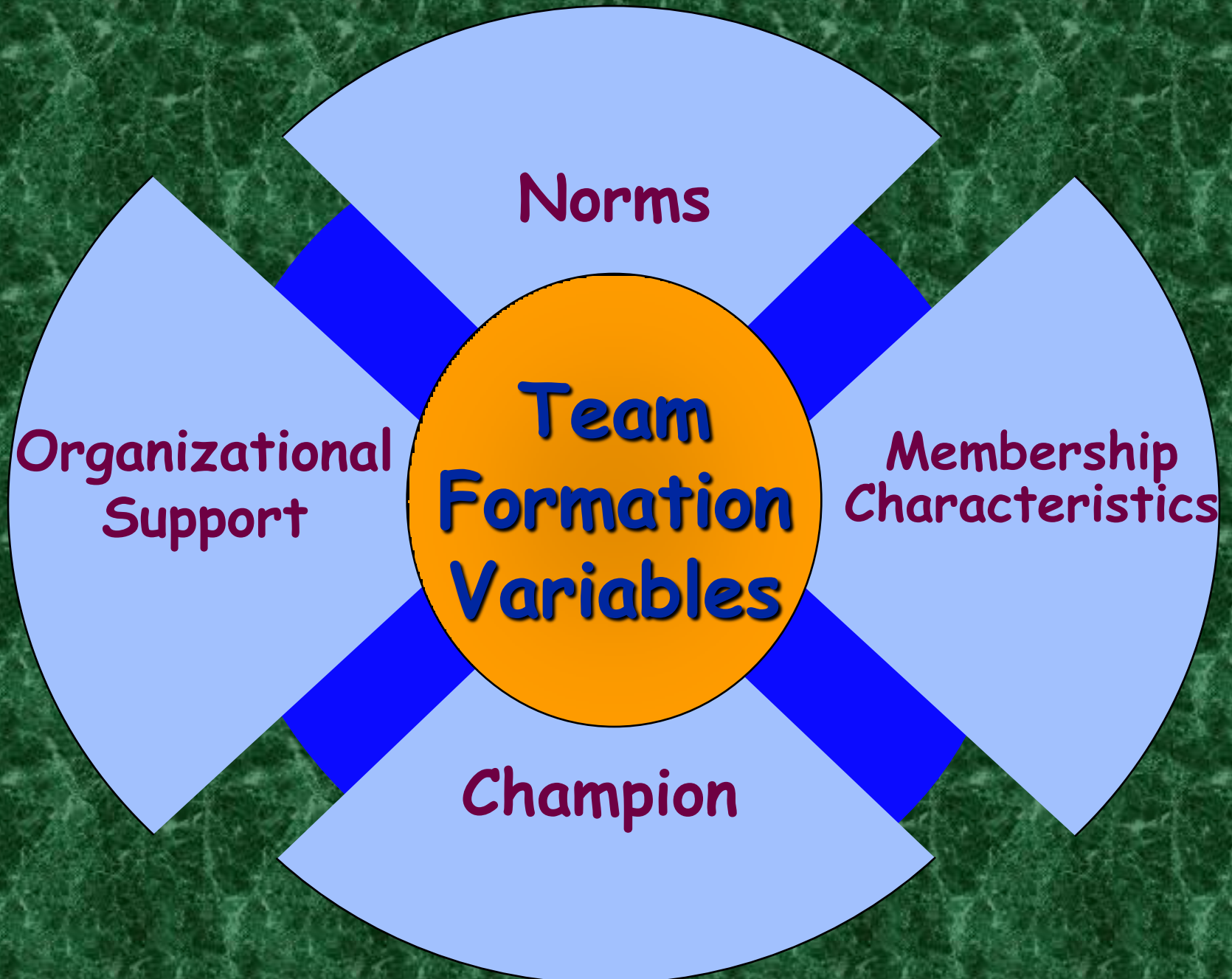- Stronger Commitment
- Improved Quality and Efficiency
- More Satisfied Employees
- Lower Turnover / Absenteeism
- Faster Product Development
- Flexibility Dealing with Personnel Shortages
- Helps Solve Problems & Suggest Improvements

Organizational Support

- **Strong top management support**

- **Commitment to allocate adequate resources**

- **Compatible culture**

Team Member Characteristics

- Strong belief in personal accountability

- Internal locus of control

- Emotional stability

- Openness to new ideas and different viewpoints

Team Member Characteristics

- Effective communicator
- Good problem-solving skills
- Ability to engender trust
- Good conflict resolution skills

Norms

Standards of conduct that are shared by team members and which guide their behaviors

Champion

An advocate of the self-managed team program who helps the program obtain necessary resources and gain political support from top management and other subunits of the organization

What A Champion Does

- Explains what self-managed teams can do for the organization
- Communicates responsibilities, rules, & norms to the teams
- Ensures that teams meet the goals and needs of the organization

What A Champion Does

- Coordinates efforts of teams
- Helps teams reach decisions that every employee can support
- Facilitates continuous learning by team members
- Builds & maintains trust between teams and the organization

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To Improve SMT Effectiveness

- Ensure change to supportive culture, structure, & climate
- Have a well-thought-out vision of SMTs
- Allow time for bonding
- Provide adequate training
- Provide objective goals, incentives, & infrastructure

To Improve SMT Effectiveness

- Ensure resources are adequate
- Create a sense of empowerment
- Develop team-based measurements & feedback
- Recruit and train team facilitators
- Do not overreact at first crisis

Self-Managed Group Success Factors

- Top Management Support & Commitment
- Unambiguous Goals & Objectives
- Appropriate Compensation Structure
- Appropriate Scope of Authority
- Adequate Information System
- Appropriate Task Design
- Strong & Experienced Facilitator

Stages of Group Development

- Forming
- Storming
- Norming
- Performing
- Adjourning

Stages of Team Development

Forming	Storming	Norming	Performing
High Commitment	Less Commitment	Variable Commit.	High Commitment
Low Competence	Some Competence	High Competence	High Competence
Members come committed but have not developed competence in working together.	Members become dissatisfied with the team as they develop confidence.	Commitment changes while competence remains constant.	Commitment and competence remain high

Appropriate Leadership Style

Decide	Consult	Facilitate	Delegate
Clarify team objectives & roles	Develop competence & relationships	Focus on Supportive relationships	Group provides own task & relationship behaviors

SMT Facilitator

An external leader of a self-managed team whose job is to create a supportive environment where team members take on responsibilities to work productively and solve complex problems on their own
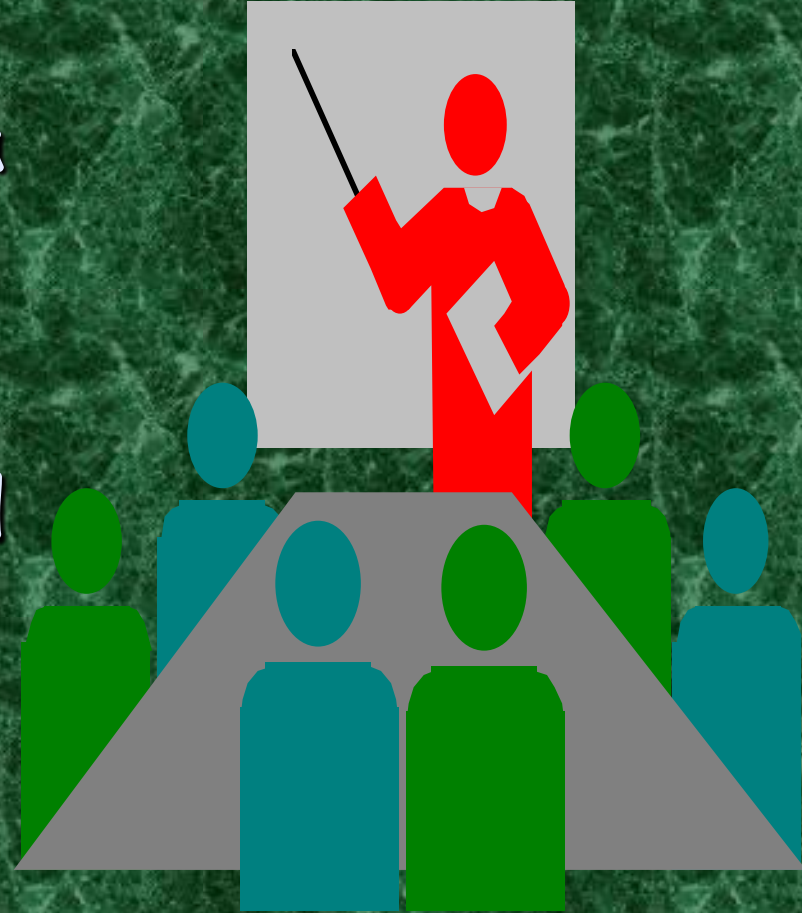
SMT Facilitator
Team Building Activities

- Open forums to resolve interpersonal conflict

- Create opportunities for social interaction

- Increase mutual acceptance & respect between members

SMT Facilitator
Team Building Activities

- Highlight mutual interests of team members

- Increase team identification

- Use team-oriented incentives to foster teamwork

Distributed Leadership

A collection of roles and behaviors that can be divided, shared, rotated, and used sequentially or concomitantly in a SMT environment.
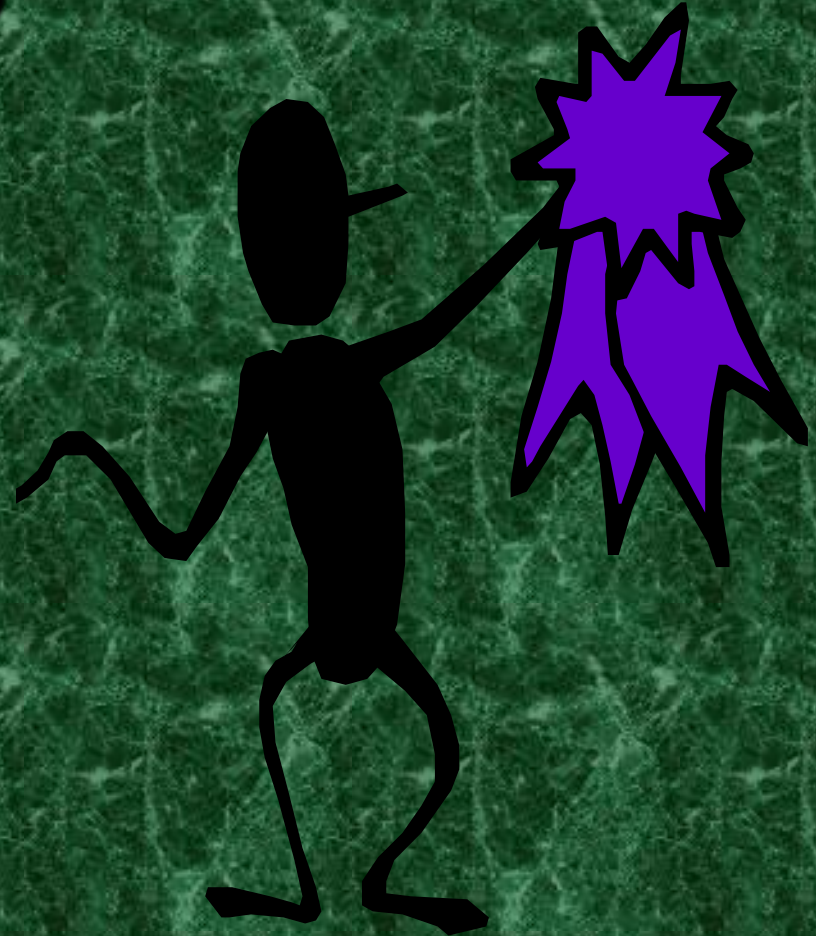
Distributed Leadership Practice in SMTs

- Organizing role
- Envisioning role
- Social role
- Networking role

High-Involvement Management

- ## Team Empowerment

- Moves power, information, knowledge, and rewards further down the organization.

Discussion Question 1

- What is the depth of decision-making latitude commonly found in self-managed teams?

Discussion Question 2

1. ?

2. ?

3. ?

4. ?

Describe 4 key characteristics of effective SMTs.

Discussion Question 3

- Briefly discuss some of the potential benefits of using self-managed teams.

- Briefly discuss some of the potential benefits of using self-managed teams.

Discussion Question 4

How many members should a self-managed team have?

Discussion Question 5

What is the role of a champion?

Discussion Question 6

Why do SMTs need top management support?

Discussion Question 7

Why do SMTs need strong and experienced facilitators?

Discussion Question 8

What is the difference between distributive leadership and high-involvement management?

Discussion Question 9

Do all teams go through all stages of development?

1. Forming
2. Storming
3. Norming
4. Performing

Discussion Question 10

Do commitment and competence increase through each stage of team development?

Discussion Question 11

Describe the four success factors that, if present, can ensure the effectiveness of self-managed teams.