

Teamwork

What is Teamwork ?

“Sharing knowledge, the work, the thoughts, the feelings, the excitement, the happiness, the pressure, the pleasure, the emotions, the doubts & the success with each other”

Team Composition

“A team is a group of people with complementary skills & personalities who feel committed to a shared objective & who need each other in order to achieve results”

Effective Teams

- Ideal size: 5-8; max: 12
- Mutual Respect & Understanding
- Acceptance & Acknowledgement of cultural differences
- Strong Foundation of Trust
- Ability to solve problems & internal conflicts effectively
- Open Communication
- Inspiring Leaders

Belbin's Team Roles – Horizontal Relationships

- The personality each team member contributes to the team
- Questionnaire to determine which team role each fulfills
- Should be equally divided within a team
- Team members should be aware of & accept everyone's team roles

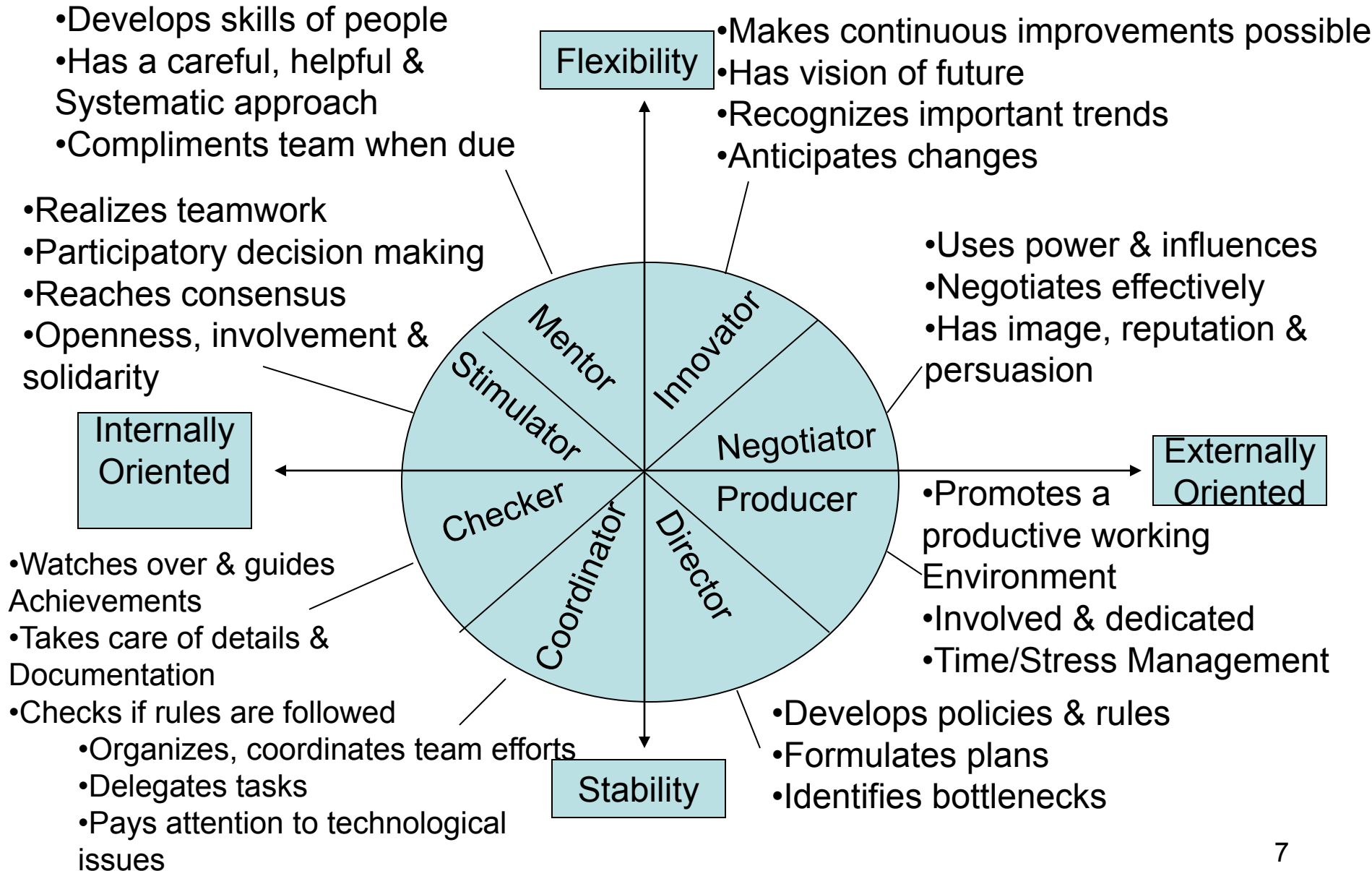
Belbin's 9 Team Roles

Role Type	Contributions	Allowable Weaknesses
Plant	Creative, Imaginative, Unorthodox	Ignores incidentals. Too pre-occupied to communicate effectively
Coordinator	Mature, confident, a good chairperson. Clarifies goals, promotes decision making, delegates well	Can often be seen as manipulative. Offloads personal work
Monitor Evaluator	Sober, strategic & discerning. Sees all actions; judges accurately	Lacks drive & ability to inspire others
Implementer	Turns ideas into practical manageable actions; logical, methodical	Somewhat inflexible. Slow to respond to new possibilities
Completer Finisher	Painstaking, conscientious, anxious. Searches out errors & omissions. Delivers on time	Inclined to worry unduly. Reluctant to delegate

Belbin's 9 Team Roles

Role Type	Contributions	Allowable Weaknesses
Resource Investigator	Extrovert, enthusiastic, communicative. Explores opportunities, develops contacts, diplomat	Over optimistic. Loses interest once initial enthusiasm has passed
Shaper	Challenging, dynamic, thrives on pressure; has drive & courage to overcome obstacles; brings competitive spirit	Prone to provocation, offends people's feelings
Teamworker	Cooperative, mild, perceptive & diplomatic; listens, builds & averts friction	Indecisive in crunch situations
Specialist	Single-minded, self-starting, dedicated. Provides knowledge & skills in rare supply	Contributes only on a narrow front. Dwells on technicalities.

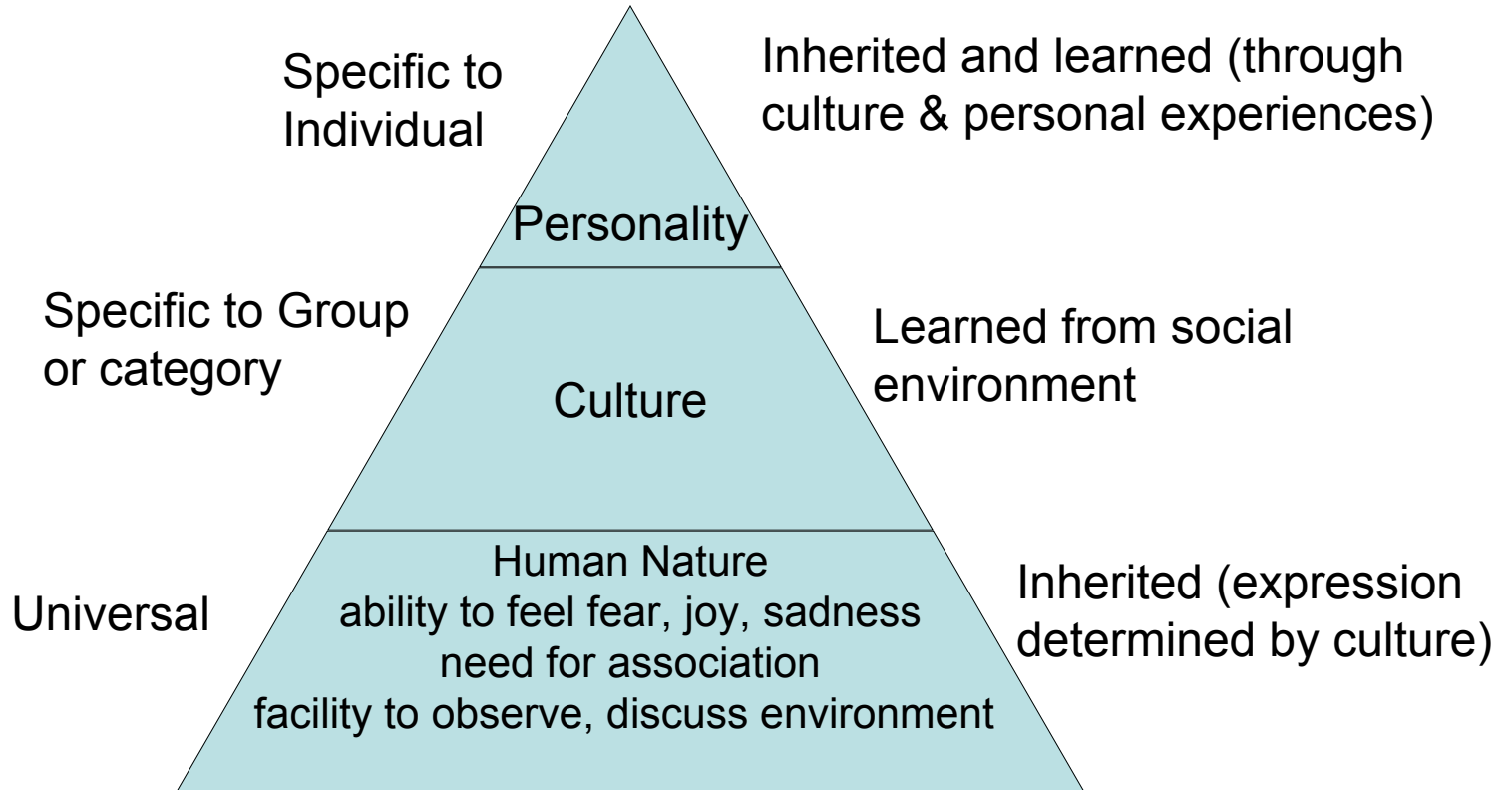
Robert Quinn's 8 Leadership Roles



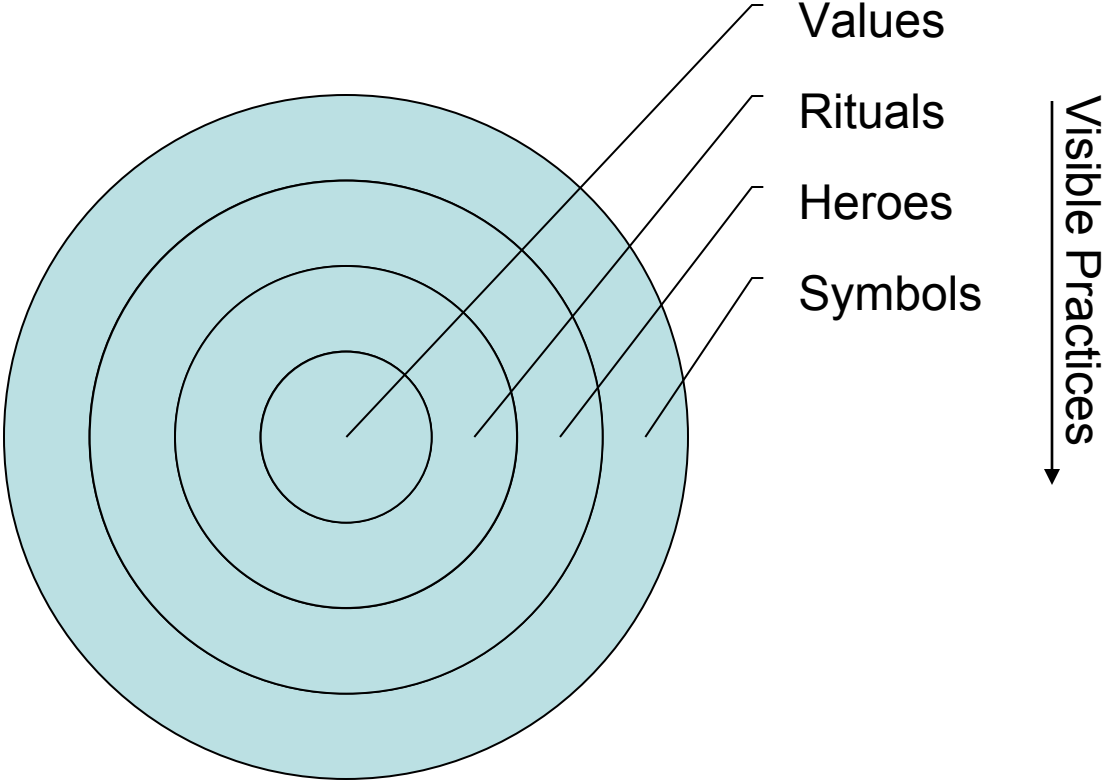
Culture

- “Collective programming of the mind that distinguishes one category of people from another”
- “Ways of living - adapted to circumstances”

3 levels of uniqueness in mental programming



Manifestations of culture at different levels of depth



Changes put pressure; sweep the surface but the core remains unchanged

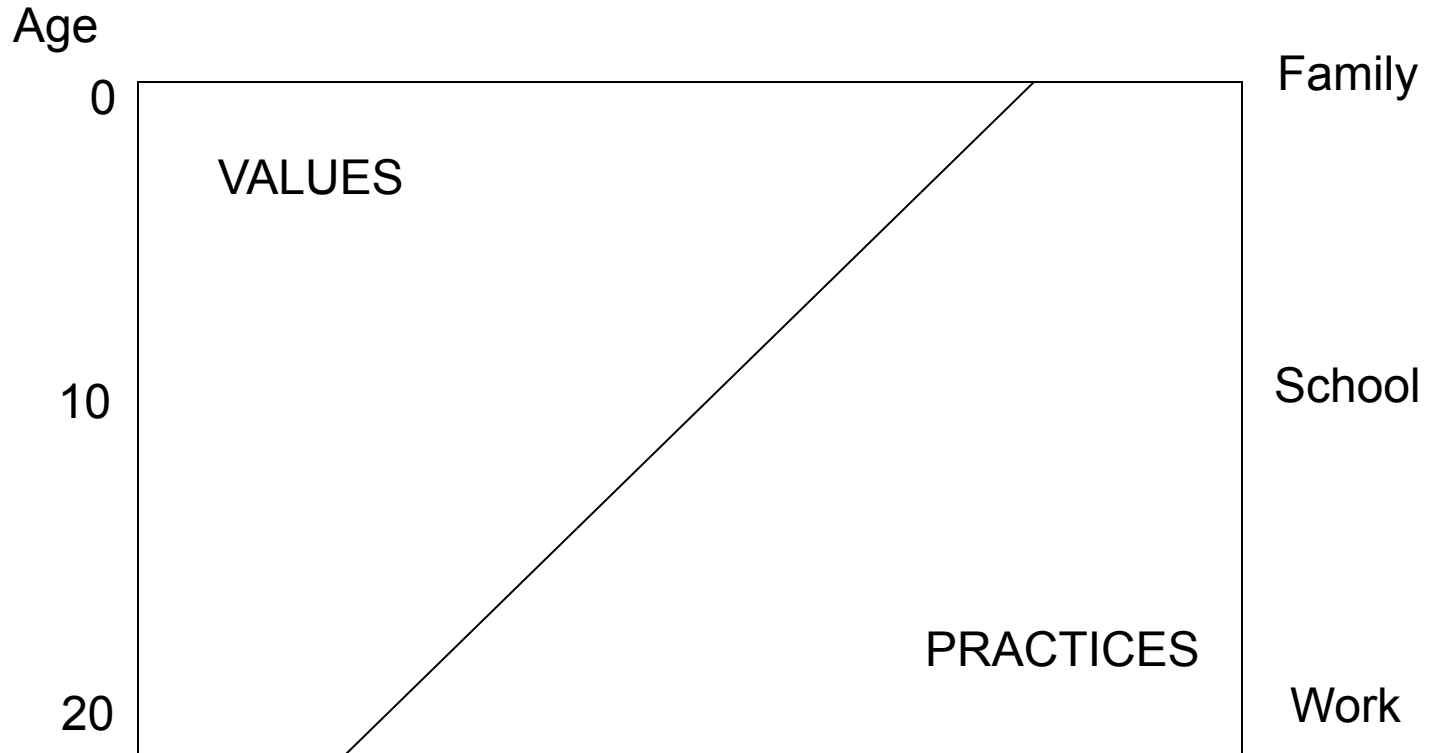
Cultural Manifestations

- Symbols:
 - Words, gestures, objects carrying a particular meaning (dress, flags, status symbols)
 - Easily developed, changed, copied
- Heroes:
 - People serving as models of behavior (dead or alive, real or imaginary)
 - Snoopy (US), Asterix (France), Ollie B Bommel (Netherlands)

Cultural Manifestations

- Rituals:
 - Essential collective activities
 - Religious ceremonies, ways of greeting & paying respect
- Values:
 - Core of Culture
 - Broad tendencies to prefer certain states of affairs over others: dirty vs clean, dangerous vs safe, natural vs unnatural, forbidden vs permitted

The Learning of Values & Practices



Cultural Diversity

- Cannot have one aspect of culture that you like without having other aspects that you may not like so much
- No culture is objectively better or worse than the other

Cultural Diversity

- In the mid 1970's, the Dutch academic, Geert Hofstede, conducted an extensive survey at IBM to investigate the influence of national culture
- By filtering out IBM's dominant corporate culture from his data on IBM's national subsidiaries, Hofstede was able to statistically distinguish cultural differences between countries
- All cultures meet five basic problems of social life

Hofstede's classification of a country's cultural attitudes in five dimensions

Dimension	One Extreme	Other Extreme
Identity	Collectivism	Individualism
Hierarchy	Large power distance	Small power distance
Gender	Femininity	Masculinity
Truth	Strong uncertainty avoidance	Weak uncertainty avoidance
Virtue	Long term orientation	Short term orientation

Five dimensions

1. *Identity: relationship between individual & the group*

Individualism	Collectivism
Free will is highly valued	Adapt to others
Individual actions based on self-interest	Individual actions based on interests of group
Free Market	Government expected to play role in markets
Wealthier countries/people take care of themselves	Poorer countries / limited resources
Loneliness, isolation, anti-social behavior, illusion of group cohesion	Repress personal needs

Five dimensions

2. Hierarchy: Degree of inequality between people as assumed to be the natural state of affairs

Large power distance	Small power distance
Preference for hierarchical bureaucracies, strong leaders and a high regard for authority	Favor personal responsibility and autonomy
Eastern & Southern Europe	Northern & Western Europe
Easier in poorer countries with limited resources	Wealthier countries

Five dimensions

3. *Gender: Role equality between genders*

Femininity	Masculinity
Equal role distribution	Unequal role distribution
quality of life; small is beautiful	status derived from wages and position
Modesty, human relations	Assertiveness
Netherlands, Scandinavia, Portugal, Costa Rica, Thailand	UK, USA, Germany, Switzerland. Austria, Columbia, Japan

Five dimensions

4. Truth: *Coping with the unpredictable & ambiguous*

Strong uncertainty avoidance	Weak uncertainty avoidance
Fear of the unknown	cope better with risk and innovation
What is different is dangerous	Greater tolerance for differences
Individuals require set boundaries, clear rules & structures; self discipline	
Higher level of standardisation and greater job security	
Russia, Balkans, Germanic countries, Japan, Korea, Mexico, Belgium, France	English speaking countries, Denmark, China, Singapore, Jamaica

Five dimensions

5. *Virtue: Choice between future & present*

Long term orientation	Short term orientation
Sacrifice pleasures of today for benefit of future	
value long-term commitments and respect for tradition	
China, Japan, Netherlands	Philippines, USA, most of Europe, Africa, Pakistan

Advantages of the Hofstede Model

- Provides a definition & tool for measuring culture
- Cultural differences matter: Managers in international organisations operate according to their country's values, rather than to the organisation's culture
- Employees from related national cultures work in similar fashions, thereby reducing the chance of conflicts
- Hofstede's model provides managers of cross-cultural relations a tool to help understand differences in value sets and behaviour.
- The model negates that one set of principles is universally applicable by confirming that there are multiple ways of structuring organisations and institutions

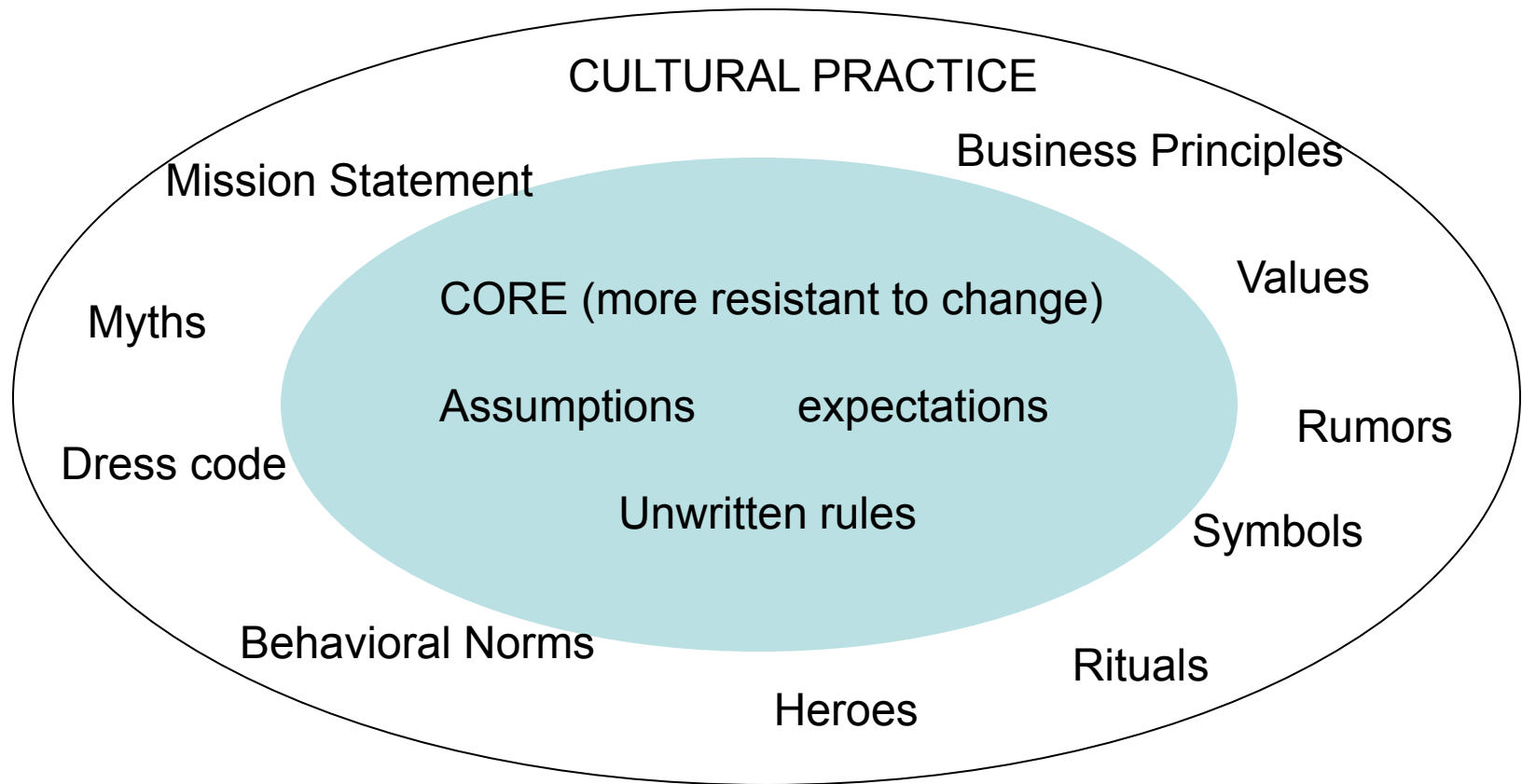
Organizational Culture

- “Collective mental programming of the company’s stakeholders”
- Shared values represent the core of corporate culture
- Founders & Leaders’ values become members’ practices
- Distinguishes members of one organization from another

Cultures in MNCs

- Operations are coordinated & controlled through worldwide practices inspired by their national origin
- These are learned by the employees
- HRD preselects people to be hired: of a certain nationality, gender, age or education
- In their subsequent socialization in the organization, they learn the practices: symbols, heroes & rituals

Explicit Culture – visible from outside; Implicit Culture – values behind the organization



Strong Vs Weak Cultures

Strong

- More effective
- Homogeneous

Weak

- Less effective
- Heterogeneous

Organizational Culture

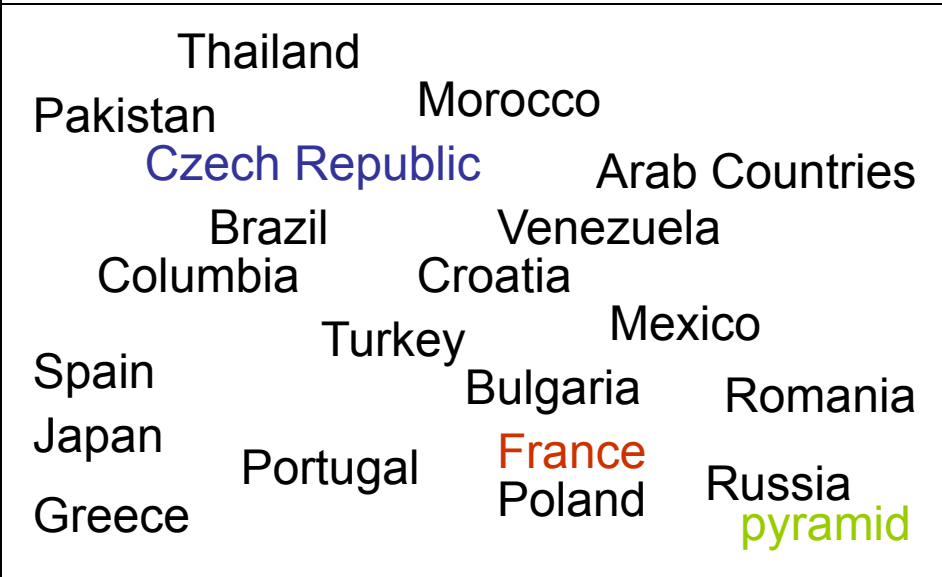
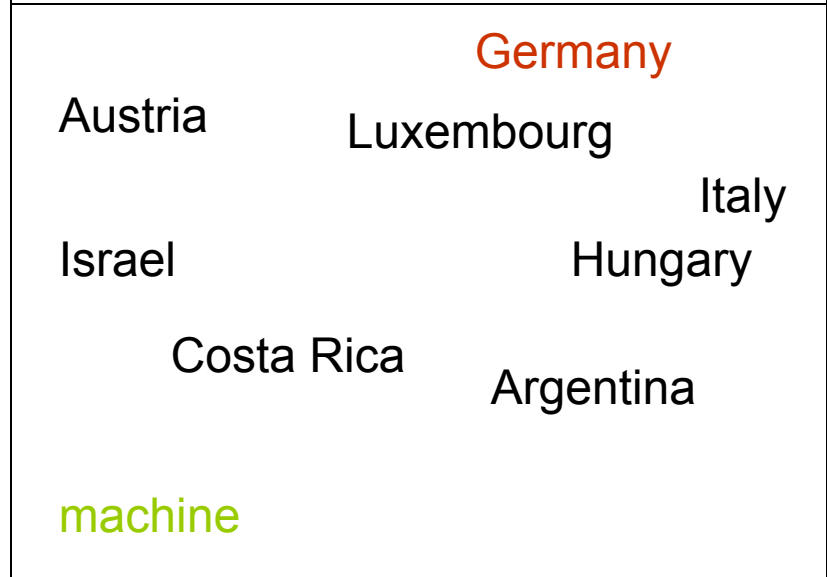
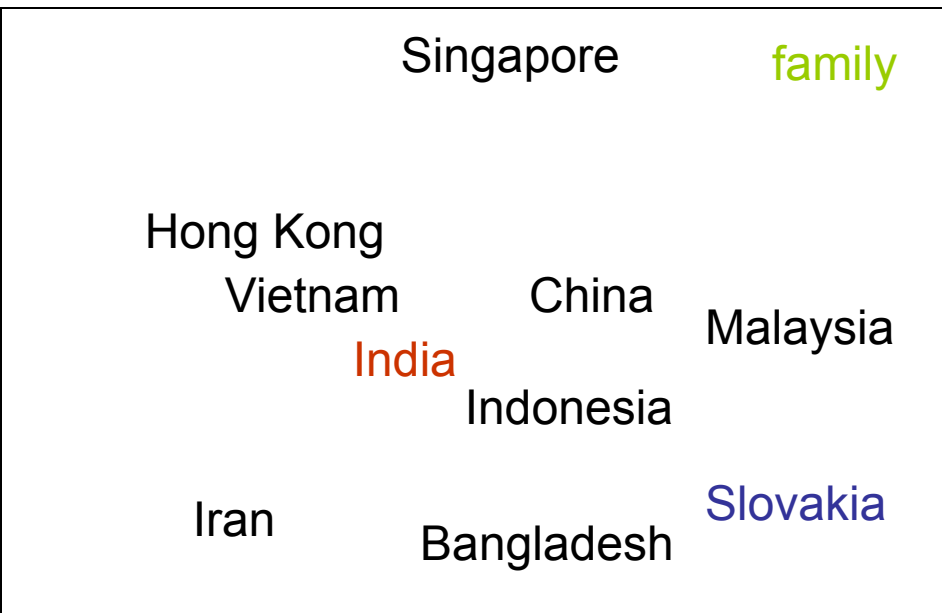
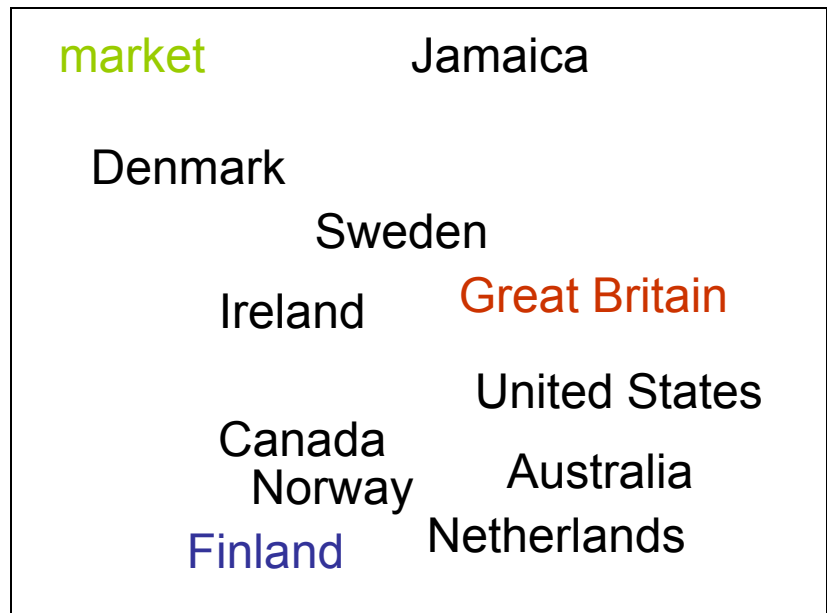
- Organizing always requires answering 2 questions:
 - Who has the power to decide what ?
(Power Distance)
 - What rules or procedures are to be followed to attain desired results ?
(Uncertainty avoidance)

Power Distance Vs Uncertainty Avoidance

weak

Uncertainty Avoidance (UAI)

strong



small

Power Distance (PDI)

large

market

family

machine

pyramid

Implicit Models of Organizations

- Relationship between a country's position within the PDI-UAI matrix & models of organizations implicit in the minds of people from that country
- Affects the way problems are tackled; other things being equal:
 - French organizations *do* concentrate authority more; (don't favor matrix structures like US/Sweden); personal authority of superiors prevails over the rules
 - German ones *do* need more structure; formal rules
 - British ones *do* believe more in resolving problems ad hoc
 - Indian ones *do* concentrate more authority in a "father figure"; personal relationships determine structuring of activities

Implicit Models vary also within countries

- Banks will function more like pyramids
- Post – offices like machines
- Advertising agencies like markets
- Orchestras & Autocratically led companies like families

Cultural Impact on Planning & Control

- **Higher PDI**

- Political rather than strategic thinking
- Lower trust in subordinates

- **Higher UAI**

- More detail in planning & more short term feedback
- Planning left to specialists

• When companies go international, their planning & control systems continue to be strongly influenced by their national culture

• The decisive influence is the home country of the MNC & not the subsidiary

Cultural Impact on Accounting

- In more masculine societies (USA/Germany), accounting systems stress the achievement of purely financial targets more than in more feminine societies (Sweden/Netherlands)
- Shorter term oriented societies (USA) stress more on short term results

Cultural Impact on Accounting

- Accounting systems are uncertainty reducing *rituals*, fulfilling a cultural need for certainty, simplicity & truth:
 - Strongly uncertainty avoiding societies have more precise rules derived from consistent general economic principles on how to handle different cases
 - Less strongly uncertainty avoiding societies leave more to the discretion of the organization or the accountant (pragmatic, ad hoc)

Cultural Impact on Accounting

- In large power distance countries, accounting systems are seen as the power holder's tool to present the desired image; figures could be twisted to this end
- Power distance affects the degree to which people at lower levels will be asked to participate in setting accounting standards

Cultural Impact on Accounting

- In individualist cultures, accounting information will be considered more indispensable
- Collective societies possess many other & more subtle clues to find out about the well being of organizations & performance of people
- Accounting profession in collective societies carries lower status – a ritual without practical impact on decisions

Cultural Impact on Accounting

- US students majoring in accounting attribute higher value to being clean & responsible & lower value to being imaginative
- In a Dutch sample, accountants stress on the “form” of information
- Accountants determine the value of organization’s assets – are people considered assets too ?

Cultural Impact on Corporate Governance

- Dominant ownership (one person, family or company owning 20-50%) correlates positively with PDI
- In high PDI France, banking, large companies & foreign trade were historically strongly directed & controlled by the state / family owned
- In low PDI nordic countries, 10% of largest companies were owned by cooperatives
- Cooperatives appeal to the need for cooperation in a feminine society

Cultural Impact on Business Goals

- Conflicting goals between leaders from different countries & between expatriate leaders & their local personnel are predictable

Cultural Impact on Motivational Theories & Practices

- Motivation: Assumed force operating inside an individual inducing him to choose one action over another

Culture

Influences



Behavior

Extra Effort at work

American

French

Chinese

Dane

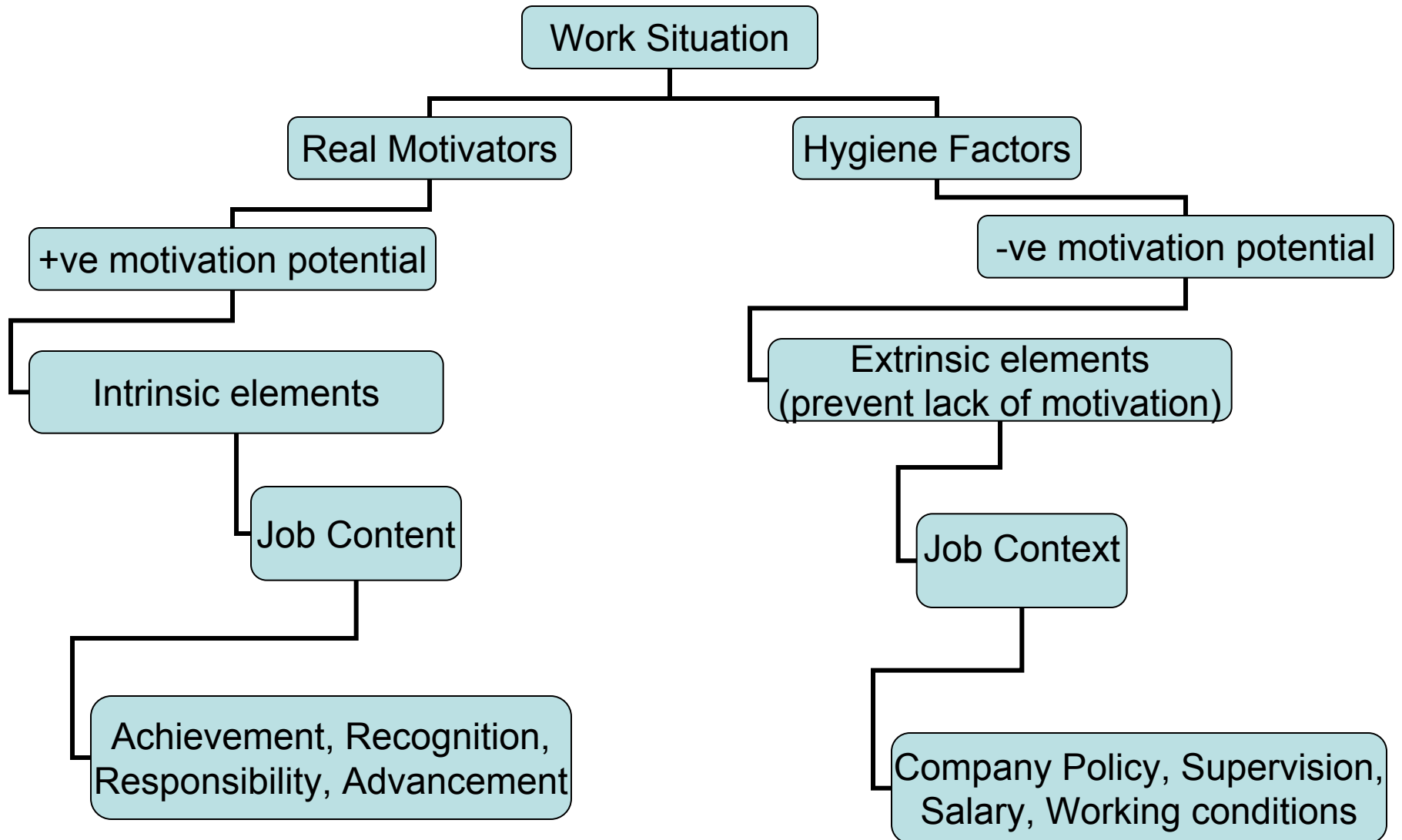
Money Received

Honor

Mutual
Obligation

Collegiality

Frederick Herzberg's motivation vs hygiene theory (USA, 1959)



Impact of Culture on Frederick Herzberg's motivation vs hygiene theory

- Valid only in Low PDI - weak UAI companies: No dependence on more powerful superiors nor a need for rules necessary to make people act
- Low PDI - strong UAI companies: Rules & Company Policy can be real motivators

Impact of Culture on Frederick Herzberg's motivation vs hygiene theory

- High PDI - strong UAI companies:
 - Supervision not a hygiene factor
 - Dependence on more powerful people is a basic need (French leaderless group discussion)
 - Motivator is the *boss* – formally appointed superior
- High PDI - weak UAI companies:
 - Motivator is the *master* – power based on tradition & charisma more than on formal position

Correlation between Compensation Practices & Cultural Indices

- Employers in small PDI countries more often gave workplace child care for managers & staff & stock options to non managers too
- Employers in Individualistic countries more often paid for individual performance & gave stock options to managers
- Employers in masculine countries more often paid commission to non managerial employees
- Employers in feminine countries more often gave flexible benefits & workplace child care & maternity leave to clerical & manual workers
- Employers in High UAI countries more often related pay to seniority & skill & less often to performance

Leadership & Culture

- Beliefs about leadership reflect the dominant culture of the country
- The leader is a cultural hero & a model for behavior

Correlation between Leadership & Cultural Indices

- Individualistic / Masculine Countries:
 - Leadership is an independent characteristic that a person can acquire without reference to its context
 - Romanticized descriptions of masculine leaders are popular
 - Australia, Britain, USA

Correlation between Leadership & Cultural Indices

Feminine Countries:

- Modest Leaders
- Consensus

High PDI Countries:

- French CEOs are described as taking autocratic initiatives

Low PDI / High UAI Countries:

- German CEOs are described as stressing on training & responsibilities of their managers & workers

Correlation between Leadership & Cultural Indices

Japan - High LTO / High PDI / High UAI :

- Practicing Patience
- Letting the organization run itself
- Aiming at long term market share

Swedes – Low UAI, Low MAS:

- Taking Entrepreneurial risk
- Caring for their people's quality of working life
- Ability to cooperate

Subordinates

French

Satisfied & Productive
with persuasive
& paternalistic bosses

British & German

Need
democratic
& consultative
bosses

Peru

Need
close
supervision

India

Bosses as
elder brothers

- Leadership behaviors must take into account collective expectations of subordinates to be functional
- Adapt foreign leadership ideas to fit values of subordinates
- High PDI & UAI: Difficult to establish grievance channels

Empowerment

“ Any kind of formal & informal means of sharing decision making power & influence between leaders & subordinates”

Cultural impact on Empowerment

Low PDI: Comes naturally

- Low PDI & Low UAI:
Spontaneous & informal participation
- Low PDI & High UAI:
Formal, legally determined systems for participation

High PDI: Paradox;

- Needs to be pushed by a powerful leader
- Limit participation in certain spheres & impose tight control in others
- High PDI & Low UAI:
By a father type / enlightened entrepreneur
- High PDI & High UAI:
By political leadership using legislative tools

Culture & Performance Appraisals

Collectivist cultures:

- Social harmony more important than performance
- Personal criticism given indirectly or through a trusted intermediary

Masculine / Low UAI / not too high PDI cultures:

- MBO to spread result orientation & objectivity (USA)
- Germany: High UAI MBO converted into “Management by joint goal setting”

Nationality constrains rationality

- No universal solutions
- Looking across the border effective for getting new ideas for management, organization or politics
- Their export calls for prudence & judgment

1. Process Oriented

- Concern with means
- Avoiding Risks
- As little exertion as possible
- Every day is the same
- Pharma, manufacturing, large companies, Material & Capital intensive units
- More specialized & formalized
- High PDI

Result Oriented

- Concern with goals
- At ease in uncomfortable situations
- Purposefully doing your utmost
- Every day: a new challenge
- R&D, service companies, Labor – intensive units
- Flatter Organizations
- Small PDI
- Lower absenteeism & union membership
- High correlation with a top management team with a lower education level & promotion from the ranks

2 Employee Oriented

- Concern for people
- Considering personal problems
- Taking responsibility for employee well being
- Decisions are taken by groups or committees
- Performance evaluation on internal standards (operations budget)
- Admitting controversial issues in the employee journal
- Less constrained by task & market - based on historical facts such as founders' philosophy & recent crises

Job Oriented

- Concern for completing job
- Strong pressure to finish the job
- Performances are more important than employee well being
- Decisions are taken by individuals
- Performance evaluation on profits & other financial measures (external standards)

3 Parochial

- Employees identify themselves with the org
- Norms from work also cover behavior at home
- Besides assessing job competence, people are assessed on the family & social background too
- Employees don't look far ahead assuming that the organization would do that for them
- Tend to have employees with less formal education
- Japanese companies, traditional technology companies

Professional

- Employees identify with their profession / type of job
- Private life is every employee's own business
- Hiring people because of competence only
- Employees think far ahead
- Individualism & Masculine cultures ie High work centrality
- Large companies with less labor union membership
- Managers with higher average education & age
- More specialization
- High-Tech units, Private sector companies

4 Open

- Openness towards newcomers & outsiders
- Nearly everyone fits into the org
- New employees feel quickly at home
- New ideas are accepted
- Higher % of women in senior management
- Admitting controversial issues in the employee journal

Closed

- Organization & its employees felt to be secretive & closed, even amongst insiders
- Only very special people fit into the org
- New employees need more than an year to feel at home
- New ideas are rejected

5 Tight Control

- Higher level of internal structuring
- Cost conscious work environment
- Strictly sticking to meeting times
- Joking about the work & the org is rare
- Strict unwritten codes for dress & dignified behavior
- Units delivering precision or risky products or services: pharma or money transactions; material intensive
- Large portion of time of top managers spent on reading & writing internal reports & memos
- Larger number of women (simple, repetitive, clerical units); lower education level

Loose Control

- No one thinking of costs
- Approximately abiding by meeting times
- Joking about the work & the org frequent
- There are no strict rules of conduct
- Units with innovative or unpredictable activities

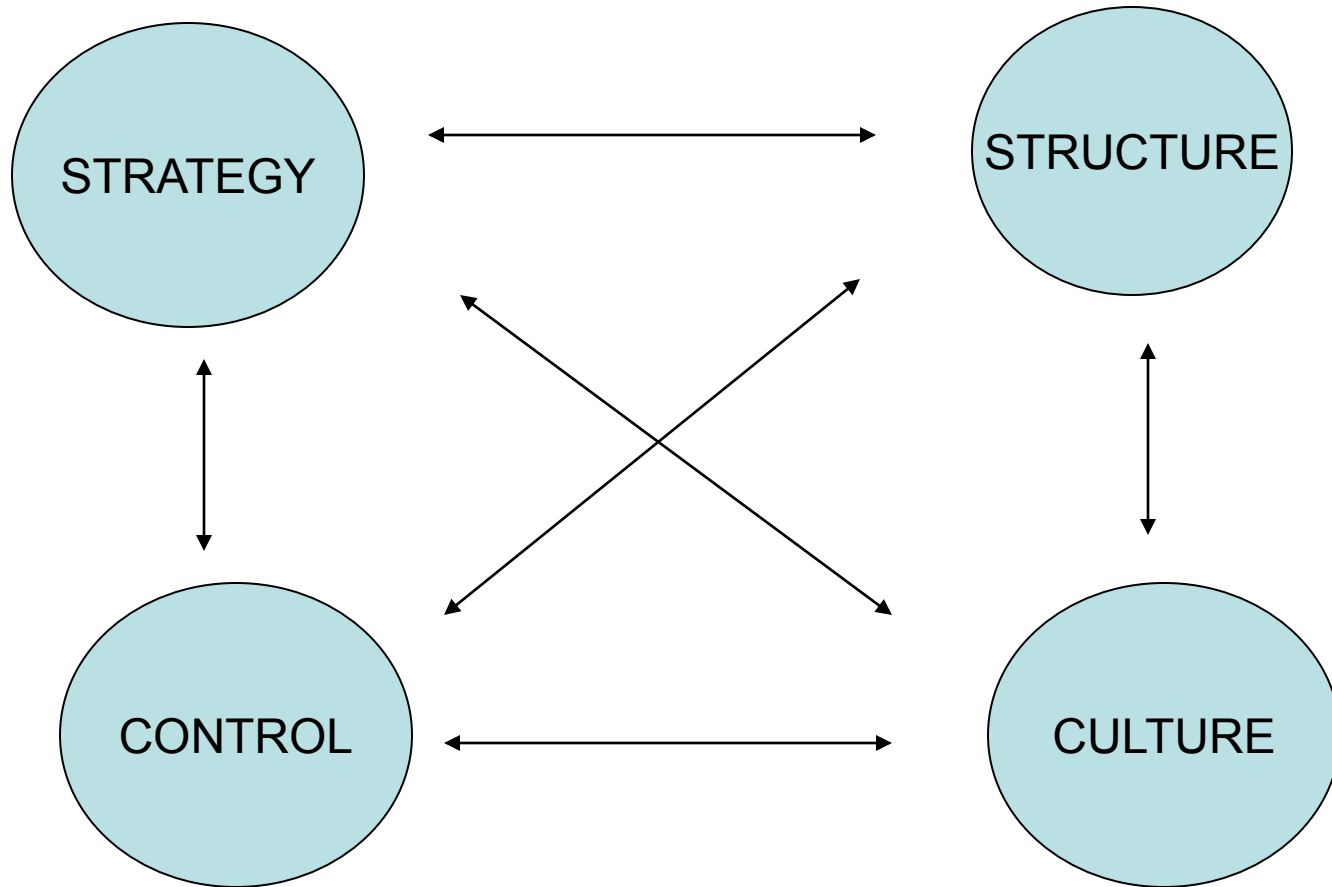
6 Pragmatic

- Meeting customer demands
- Market driven
- Results more imp't than procedures
- Pragmatic rather than dogmatic ethical attitudes
- Units in service sector & those operating in competitive markets; private sector

Normative

- Correct use of procedures
- High standards of business ethics & honesty
- Procedures are more important than results
- High ethical norms
- Units involved in implementation of laws & those operating under a monopoly; public sector

Managing with Organizational Culture



Practical uses of culture analysis

- Paying attention to organizational culture assists in internal integration & external adjustments
- Determines to what degree is the firm a “learning organization” – is a cultural change needed ?
- Identifying sub cultures within organization

Potential sub divisions of org culture

Top Mgt
Mid/ Low Mgt
professional employees
other employees

Country A
Country B
Country C

Functional Area X
Functional Area Y
Functional Area Z

Division D
Division E
Division F

Merger Partner M
Merger Partner N
Merger Partner O

Initiating Cultural Change

1. Harder to change collective values; need persistent & continuous change
2. Collective practices depend on & can be modified by altering organizational characteristics such as structure & systems
3. Structural changes: closing / opening departments, merging or splitting activities; eliminate management layers, centralize or decentralize work
4. Process changes: implementing new procedures, eliminating or establishing controls
5. Personnel changes; new hiring & promotion policies
6. An integrating & inspiring type of leadership is needed

Initiating Cultural Change

8. Create new rules & policies that reinforce desired ways of operating
9. Develop goals & measurements for the desired changes in the processes
10. Eliminate old customs & norms; eg replacing written memos to convey information with face to face weekly meetings
11. Deliver relevant training “just in time” – employees can apply it immediately
12. Establish award & recognition ceremonies & linkages to pay & promotion for employees / teams that implement changes successfully
13. Physical environment: relocate employees who need to work together to make change successful
14. Use “virtual offices” – encouraging employees to work outside office with customers
15. Use effective telecommunications to connect people who need to interact from a distance