

ASSESSING EFFECTIVENESS IN MANAGEMENT TEAMS

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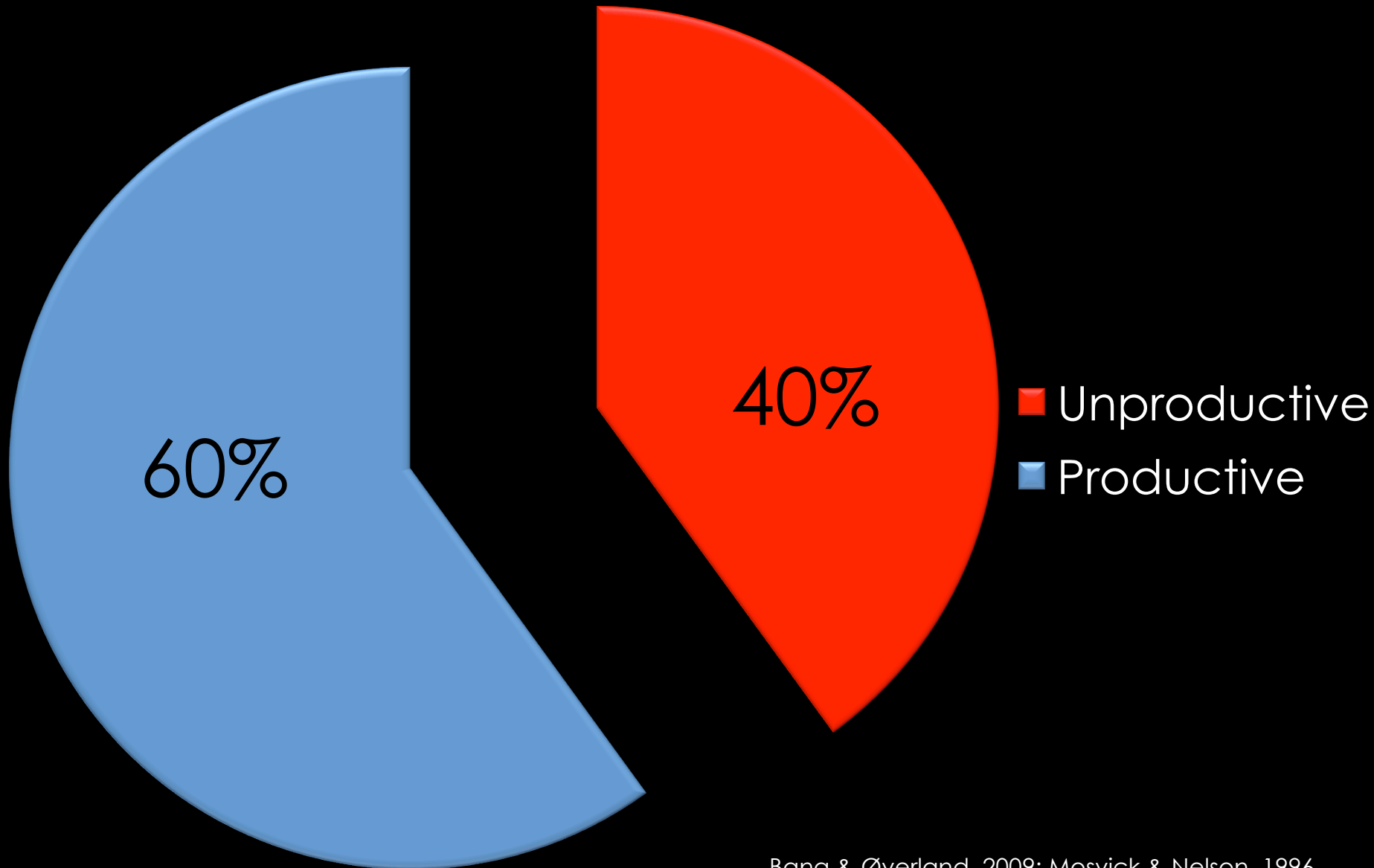
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THE PROBLEM

Management Teams – and especially Top Management Teams – are important arenas for strategic decision making, coordination of activities, problem solving and information sharing in organizations

However, research indicates that they are almost **never performing as high performance teams,** and are often experienced as **ineffective and unproductive** by the team members

What proportion of time spent in top management team meetings is experienced as unproductive?



IMPORTANT

+

INEFFECTIVE

=

PROBLEM

THE SOLUTION

We have to **identify** the factors influencing effectiveness in management teams, and **help** management teams to develop along these dimensions

2001-2009: Department of Psychology, University of Oslo

Research project identifying the most
important factors influencing MT
effectiveness

- 40 years of international team research
- Empirical research of > 200 Norwegian MTs

Outcome:

One doctoral dissertation, a number of
scientific articles and reports, and the book
«Effective management teams»

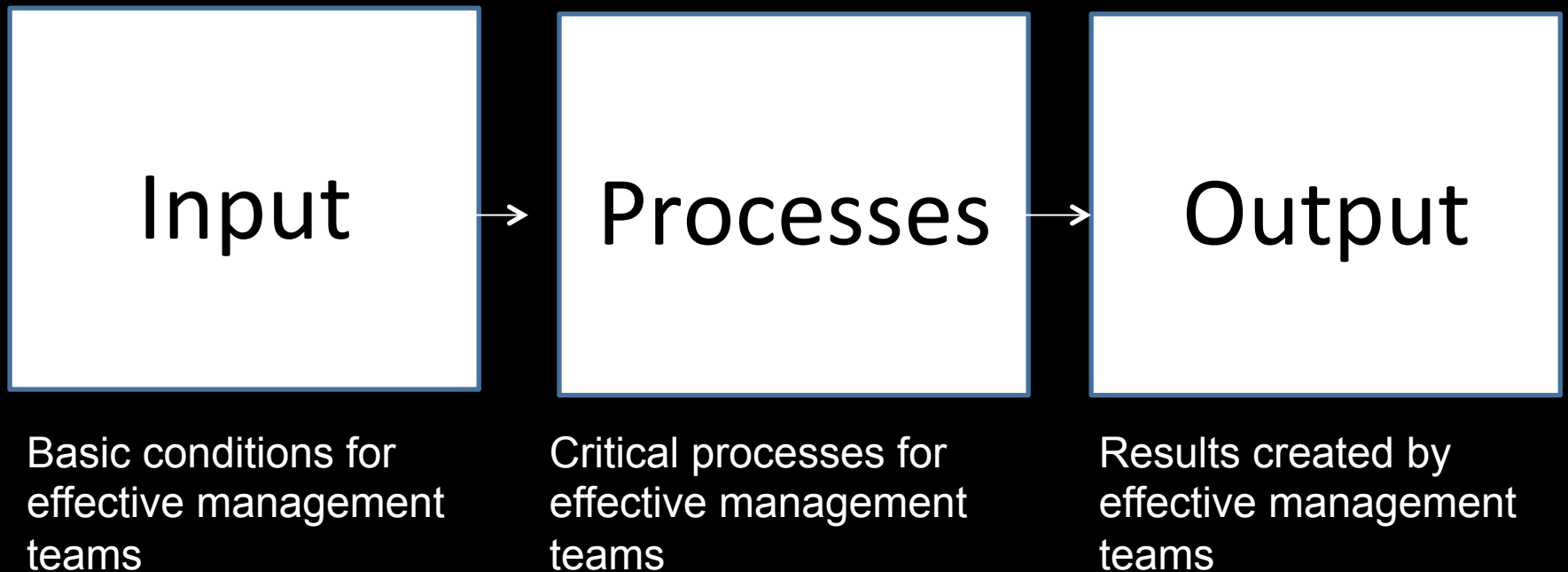
What did we find?

A lot of empirical research on hundreds of **single** factors influencing MT effectiveness, but **no comprehensive model** presenting **the most important factors**

So we created a
comprehensive model
for management team
effectiveness, based on
previous and our own
MT research

The model

Management team effectiveness can be described through three different boxes:



What are the

Output

Created by Effective
Management Teams

Effective management teams (MT) create high quality output on three dimensions:

1. Task performance

High quality **decisions**, **problem solving**, **coordination** of activities and **information sharing**

2. Team viability

- Strong **team spirit and commitment** to the MT and its goals
- A **psychologically safe climate** for openly expressing your opinions, disagreeing and asking questions
- A set of **behavioral norms** supporting team effectiveness

3. Member growth and well-being

Motivated team members who **learn and develop** through their participation in the MT

Four Basic Conditions

for Becoming an
Effective
Management Team

1. Compelling purpose

Do team members agree on the **purpose and added value** the MT shall create for the organization?

2. Appropriate tasks

Does the MT work on the **right tasks and issues** in MT meetings?

3. Right mix of people

Is the MT too **big** or too **small**?
Are team members highly **competent**?
Does the MT consist of a **balanced mix** of people?

4. Supportive context

Is the MT located in an **environment** enhancing effective teamwork?

Six Critical Processes

for Becoming
an Effective
Management Team

1. Goal clarification

Is the goal of bringing up an issue in the MT meeting **clearly stated**, and **clarified** when unclear?

2. Focused communication

Do team members **stick to the matter** when discussing issues in MT meetings?

3. Capitalizing on team diversity

Are opinions and disagreements stated **clearly and respectfully** without eliciting relationship conflicts in MT meetings?
Do team members curiously **explore and build** upon each other's ideas?

4. Boundary spanning

Does the MT collect information from, coordinate their activities with and inform **important stakeholders** outside the MT?

5. Team learning

Does the MT openly **reflect on** the quality of their results and their way of functioning, and **adjust** to their findings?

6. Team leadership

Is the MT **led** in a way that contributes to team effectiveness?

How can we
measure the performance
of management teams on
these dimensions?

emtp

The **e**ffective **m**anagement **t**eam **p**rofile

emptp

Web based survey comprising 120 items (30 min.),
tested on > 70 MTs in Norway, showing promising
psychometric qualities

Answered by all members of the Management Team

Report:

- A Management Team Profile showing the MTs scores on each of the team effectiveness dimensions
- Distribution of members' scores on the 120 items
- Benchmarked against other Management Teams

Will be launched by cut-e early 2014 in English, German,
Danish and Norwegian

Questions?

**Thank You
For Your
Attention!**