WorkStyle Preferences and Positions of People in Organizations

PATTERNS®

SELF DIRECTED OR MISDIRECTED

Are Teams Working at the Right Level?

Self-directed work teams may defeat organizational efforts to become globally responsive. That's according to consultants at the McFletcher Corporation, a Scottsdale-based research and consulting firm that has been working with teams for over 30 years.

- Self-directed work teams were designed to meet the needs of the industrial model for autonomous groups to reach common goals.

- Self-directed work teams meet current requirements for coordinating work *within* teams, but fall short when carrying out the necessary linkages *between* teams, functions, companies and even countries.

- Shared teaming – versus self-directed – for current information-based, global workplace provides a more flexible, responsive and integrated approach.
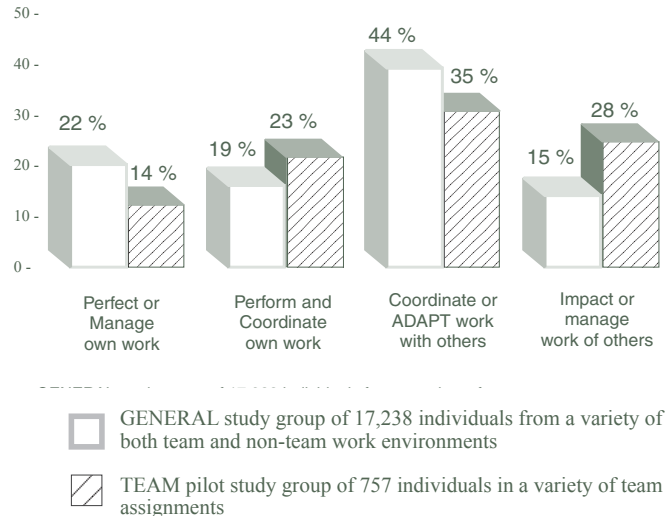
Donna McIntosh-Fletcher, McFletcher principal consultant and author of ***Teaming by Design (McGraw Hill Publishing)*** points to three levels of teams as the basis for organizational team efforts: work groups with individual contributors, self-directed teams, and collaborative environments with shared teaming. McIntosh-Fletcher encourages organizations to create an internal barometer for identifying the required level of teaming.

Team Alignment: Finding the Match

A ***WorkStyle Patterns® database*** pilot study compares team data to the general study group of more than 17,000 individuals. This study confirms what most teams already know. The shift to teaming means:

- Fewer individual contributor opportunities.

- More coordinating and linking work with others.

- Less responding to immediate demands or crises.

- More opportunity to integrate and manage the work of others.

Shifting Work Requirements for Teams

Bar chart comparing GENERAL and TEAM groups:
- Perfect or Manage own work: 22% / 14%
- Perform and Coordinate own work: 19% / 23%
- Coordinate or ADAPT work with others: 44% / 35%
- Impact or manage work of others: 15% / 28%

☐ GENERAL study group of 17,238 individuals from a variety of both team and non-team work environments

▨ TEAM pilot study group of 757 individuals in a variety of team assignments

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Team Alignment: Finding the Match Continued

Teams which pre-select and screen members according to WorkStyle requirements demonstrate increased productivity, and members report greater satisfaction with their work. By comparing the way team members prefer to work, with the assignments and the role of the team, organizations can pave the way for team productivity.

The Missing Link: Structure and Systems

After more than 30 years of establishing team environments, McFletcher consultants have observed organizations consistently underestimate what it takes to make teams work.

"*Organizations create teams without first considering the structure and systems needed for teams to succeed,*" says **McIntosh-Fletcher**.

- When organizations invest in up-front planning, assess the degree of teaming required and create the necessary support systems and structural changes, their people can more readily make the shift to teaming.

- McIntosh-Fletcher points to an infrastructure for shared decisions, reward systems, hiring, performance management, negotiated use of resources and even shared compensation as key enablers. These need to be addressed while instituting a participatory work culture or establishing teams.

Established in 1974, The McFletcher Corporation is a research and consulting firm which specializes in aligning organizations with their market requirements and the workforce. The WorkStyle Patterns® Inventory and data base research are products and services of the McFletcher Corporation. The General Study referred to in this brief comprised 17,238 employed individuals from a broad base of North American businesses and government agencies. Additional Team Role and Team Member Assignment studies were used for comparisons of levels of teaming for technical and service oriented teams.

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WORKSTYLE PATTERNS

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