



Everything you always wanted
to know about hiring for teams
but didn't know to ask:
Bridging the gap from research
to practice

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Purpose and Objectives

- ❑ Present current empirical work in team selection
- ❑ Present workflow for team selection
 - Team Classification
 - Team Task Analysis
 - Team Member KSAs
 - Selection for Teams



Teams

- ❑ Small groups
 - Interdependent individuals
 - Responsibility
- ❑ Teams vary by four characteristics
 - Level of authority within the organization
 - Time horizon
 - Degree of specialization
 - Degree of interdependence within and external to the team



Teams

- ❑ Functional
 - Interdependent individuals
 - Responsibility
 - Permanent
- ❑ Cross-functional
 - Often empowered
 - Temporary
- ❑ Self-managed
 - Increased autonomy and control over activities
 - Increased productivity
- ❑ Virtual
 - Electronic forms of communication



Team Task Analysis



Team Tasks

- ❑ Task work versus Teamwork
- ❑ Generative tasks
 - Generate ideas/brainstorm
- ❑ Executing tasks
 - Physical activities from plan/model
- ❑ Negotiating tasks
 - Reach agreements by resolving conflict
- ❑ Decision making
 - Tasks solution based



Team Tasks

- ❑ Team Task Analysis Tool
 - ❑ Designed to capture
 - Importance of task
 - Team relatedness of task
 - Workflow of task
 - ❑ Intended to augment normal job/task analysis procedures
 - ❑ Has high inter-rater agreement $r < .80$
 - ❑ Helps generate KSAs for team members



Team Tasks

- ❑ Team Task Analysis Tool
 - ❑ Utilizes SME ratings of generated tasks
 - ❑ Assess for Importance & Team Relatedness

TABLE 1: Example of Team-Related Task Analysis Rating Form

For each task/activity presented below, please shade the number corresponding to the:

- (a) **IMPORTANCE** of the task/activity to the performance of your job, and
(b) **TEAM RELATEDNESS** of the task/activity = The extent to which successful team performance requires you to work with members of the team in order to optimally perform the specified task.

IMPORTANCE

- ① = Not at all important
- ② = Of little importance
- ③ = Somewhat important
- ④ = Very important
- ⑤ = Of highest importance

TEAM RELATEDNESS

- ① = Not required to work with team members at all for optimal performance
- ② = Required to work with team members very little for optimal performance
- ③ = Somewhat required to work with team members for optimal performance
- ④ = Required to work with team members quite a bit for optimal performance
- ⑤ = Very much required to work with team members for optimal performance



Team Interdependence

- ❑ Pooled interdependence
 - Independent workflow, each contributes separately
- ❑ Sequential interdependence
 - One way workflow, in order
- ❑ Reciprocal interdependence
 - Two-way workflow
- ❑ Team interdependence
 - Simultaneous, multi directional
- ❑ Complex interdependence
 - Task, goal, and feedback interdependence, needs congruence



- Also captures information flow

TABLE 2: Example of Team Workflow Rating Form

The chart below [note, in the operational measure, the chart from Table 3 was inserted below] presents five **TEAM WORKFLOW PATTERNS** as well as a description and illustration of each pattern. For each mission task/activity, please indicate in the **WORKFLOW PATTERN** column (by shading in the appropriate response) the workflow pattern that best characterizes the performance of the task/activity.

TEAM WORKFLOW PATTERN

- ① = NOT a team task/activity
- ② = Pooled/Additive Interdependence
- ③ = Sequential Interdependence
- ④ = Reciprocal Interdependence
- ⑤ = Intensive Interdependence



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Decisions About The Team



Team Composition Considerations

- Communication
- Creativity
- Cohesion
- Conflict



Team Composition

- ❑ Team Size
 - “Perfect” team size
- ❑ Demographics
 - Heterogeneous groups
 - Homogeneous groups
- ❑ Dispositions
 - Personality
 - Cognitive ability
- ❑ Score compilation
 - Mean
 - Range, Descriptives



Team Member Contribution

- ❑ Additive tasks
 - Summing of each team members output
- ❑ Disjunctive tasks
 - Only one team member performs well
- ❑ Conjunctive tasks
 - Every member performs at minimally acceptable level
- ❑ Discretionary tasks
 - Combine in any way above



How to Use Scores

- ❑ Additive tasks-mean of scores
 - Performance depends on all team members
- ❑ Disjunctive tasks-maximum score
 - Performance depends on highest performer
- ❑ Conjunctive tasks-minimum score
 - Performance depends on the weakest member
- ❑ Consider manifestation of trait
 - Consider complex relationships



Individual Differences In Team Members



Individual Differences In Team Members

- ❑ Cognitive Ability
 - ❑ Strongest
 - ❑ Consistent



Individual Differences In Team Members

- ❑ Five broad domains of personality
 - ❑ Openness to experience
 - Creative performance
 - ❑ Conscientiousness
 - Overall performance
 - Team performance
 - Contextual performance
 - ❑ Emotional Stability
 - Contextual performance
 - Teamwork
 - ❑ Agreeableness
 - Team performance
 - Contextual performance
 - ❑ Neuroticism
 - Contextual performance



Team Specific KSAs

- ❑ Knowledge of Teamwork Skills
 - Teamwork KSA test
 - Predicts effective teamwork
- ❑ Knowledge of Team Roles
 - Team Role Test
 - Predicts role performance
- ❑ Preference for teamwork
- ❑ Teamwork Self-efficacy



Types of Diversity

- ❑ Functional Diversity
 - Tenure, specialization, department
 - Leads to task conflict
 - Effects quality and quantity of team performance
- ❑ Demographic Diversity
 - Age, race, gender
 - Leads to emotional conflict



Team Appraisals

- ❑ Observational approaches
 - Low inter-rater reliability
 - BOS, BARS
- ❑ Event-based performance
 - Scripting events to trigger behaviors
 - Expensive, time consuming
- ❑ Communication Analysis
 - Transcripts
 - Expensive to record and analyze
- ❑ 360-degree Assessment
 - Supervisor, team members, customers, peers



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Post-apocalyptic Manhattan Recovery Team

- ❑ Step one: Classify your team
 - Level of authority
 - Time horizon
 - Degree of specialization
 - Degree of interdependence
- ❑ Step two: Assess task interdependence
 - Pooled interdependence
 - Sequential interdependence
 - Reciprocal interdependence
 - Team interdependence
 - Complex interdependence



Post-apocalyptic Manhattan Recovery Team

- ❑ Determine important attributes for team members
 - Individual differences
 - Cognitive ability
 - Other teamwork KSAs
- ❑ Selection



Post-apocalyptic Manhattan Recovery Team

- Bill Gates
- Will Ferrell
Michael Jordan
- Marilyn Monroe
- Danica Patrick
- Dwayne Johnson aka The Rock
- Batman
- Jay Leno
- Snow White
- Michael Bloomberg
- Martin Luther King
- Yourself



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