Agenda

- Review HP & Apple
- Project Update
- Case Discussion
  - Data General
Building Organizational Capabilities

Organizational Systems
- Commitment
- Star
- Engineering
- Autocracy
- Bureaucracy

Cases:
- HP
- Apple
- Data General
- Cypress Semiconductor
- Sun Microsystems
Case Discussion

“The Soul of a New Machine”

Tom West & The Eagle Project
Evaluating Team Success

- Does the team’s output (e.g. decisions, products, services) meet or exceed the standards of those who must use it?
- Does the team experience contribute to the personal well-being and development of the members?
- Does the team experience enhance the capability of the members to work and learn together in the future?
## Types of Teamwork

<table>
<thead>
<tr>
<th><strong>Baseball</strong></th>
<th><strong>Football</strong></th>
<th><strong>Tennis Doubles</strong></th>
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</thead>
<tbody>
<tr>
<td>Surgical Teams</td>
<td>Symphony Orchestra</td>
<td>Jazz ensemble</td>
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<tr>
<td>Individual roles</td>
<td>Individual roles</td>
<td>Primary roles (flexible)</td>
</tr>
<tr>
<td>Low Interdependence</td>
<td>Moderate Interdependence</td>
<td>Highly Interdependent</td>
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<tr>
<td>Individual Stars</td>
<td>“playing as a team”</td>
<td>“only the team performs; individual members contribute”</td>
</tr>
<tr>
<td>“playing on a team”</td>
<td>“playing as a team”</td>
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</tbody>
</table>

Source: Peter Drucker
Multiple Relationships

Manager

Individual

Team
Groups That Work

“. . . those who create and lead work groups might most appropriately focus their efforts on the creation of conditions that support effective team performance. Rather than attempting to manage group behavior in real time, leaders might better spend their energies creating contexts that increase the likelihood . . . that teams will prosper . . .”

J. Richard Hackman

Groups That Work