

## PART FIVE

# TEAM THINK-WORK IN ORGANIZATIONS

### CONTENTS OF PART FIVE

Chapter Sixteen, the only chapter in Module 5, builds on earlier chapters by discussing the following topics:

- The pros and cons of group versus individual think-work
- Quality versus acceptance issues in think-work processes
- Symptoms of faulty team-think processes
- A group leader's (and participants') general roles and specific phase-related responsibilities in conducting effective group processes
- Managers' team-think styles in relation to managerial styles
- Advance and ongoing activities for continually improving team think-work effectiveness

### HOW PART FIVE FITS INTO THIS BOOK AND THE MD/OD PROJECT

Covering all of the previous modules has prepared participants to (a) tie together many of the concepts, methods, and tools previously discussed; (b) further develop the skills involved; and (c) apply what they have learned to improve various situations and to identify and solve organizational problems.

This module and its superior-subordinates sessions bring together, reinforce, and use the following inputs:

- Knowledge of and skills for applying the analytic approach for organizational planning (Chapters Two through Six), for ad hoc problem solving and decision making (Chapter Thirteen), and for interpersonal conflict resolution (Chapter Fourteen)

- Knowledge of and skills for applying the concepts, terminology, and practices that increase interpersonal awareness and sensitivity, improve workplace relationships and interactions, and help people more effectively deal with problematic individual, organizational, managerial, and interpersonal behavior (Chapter Three [on analyzing situations in depth] and Chapters Eight, Nine, Ten, Twelve, Thirteen, and Fourteen)
- Increasing ability to diagram situations, scenarios, and decision elements (Chapters Three, Four, Five, Six, Nine, Ten, and Thirteen)
- Ability to communicate more effectively in both social and group think-work situations (Chapter Fifteen)

All of these inputs are necessary not only for leading and participating in effective team think-work processes but also for taking part in this module's more advanced organizational problem-solving and OD discussions.

### **COURSE OR SEMINAR FACILITATION**

After covering the material in this module during the first half-day session, an instructor can put groups of participants to work during the second half day. Each group can deal with a particular unit or organizational problem selected by the entire group. These group sessions enable participants to (a) practice and reinforce what they have learned in Modules 1 through 5 and (b) actually apply it to improve or correct socio-technical factors that may be hindering unit, group, or organizational performance.

### **SUPERIOR-SUBORDINATES DISCUSSION, OD APPLICATION, AND TEAM-BUILDING SESSIONS**

Immediately following the end of Chapter Sixteen are the usual recommendations for OD consultants or facilitators who are conducting this module's series of discussion, OD application, and team-building sessions.