WORKING IN FLEXIBLE TEAMS

FEEDBACK

Study background

In this project, we studied how flexible work design impacts **team functioning and team interactions** when the team members are not working at the same time at the same location.

Specific goals:

– Compare the team communication, coordination and planning to benchmarks from other teams
– Compare team leaders' and team members' perceptions of team cohesion, team engagement and team performance

What do we know on flexible teams?

Working flexibly is often associated with positive aspects such as **higher productivity**, **better work-life balance**, **greater work engagement**, and **overall job-satisfaction**.

However, working flexibly brings many **challenges**, especially when it comes to working in teams:

– increased needs for **coordination** and **planning**

– ensuring **communication** and **information sharing** between the team members

– facilitating **team cohesion**

Your personalized feedback

In the following sections, we provide a comparison of your team members' results to those of the team leader. We also provide a benchmark to your team results.

In addition to the graphs, we provide an explanation of the plot in each case and explain how to interpret it, as well as additional information on what influences perceptions of each construct and what implications arise. Finally, we summarize insights on how to improve in each category.

In your team, 7 out of 13 team members answered the survey.

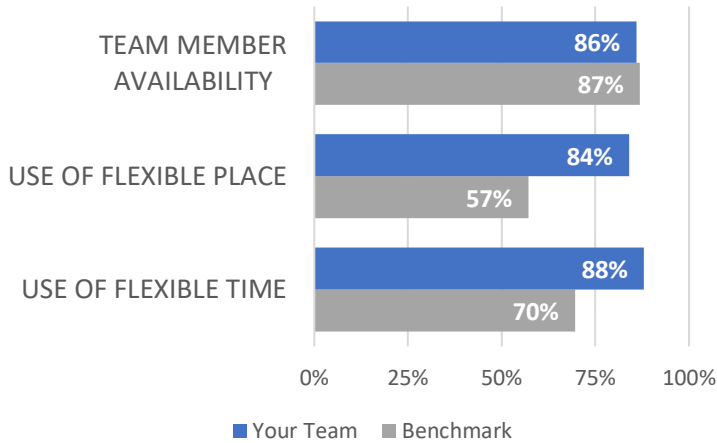The **benchmark** is based on 67 teams from different sectors, with an average number of 4.7 members per team.

Your team overview

The first graph gives you an overview of how team members rate the availability of colleagues and to what extent team members use offers of flexible work arrangements.


"Team member availability" describes how easily team members can reach each other.

"Use of flexible work place" refers to the extent to which team members flexibly choose the location where work is completed.

"Use of flexible work time" refers to the extent to which team members flexibly choose the timing of work.

Team leader's vs. team members' perceptions[*]

The following figures show how team members and the team leader perceive team outcome and assess team commitment and team cohesion.
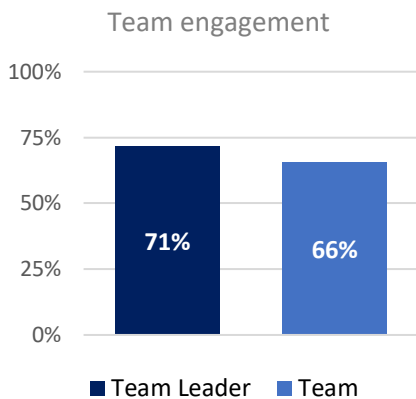
Outcome perception refers to satisfaction with team members, satisfaction with the outcomes produced by the team, and perceived quality of team results.

Your team members rate their outcome as more satisfactory than the team leader.
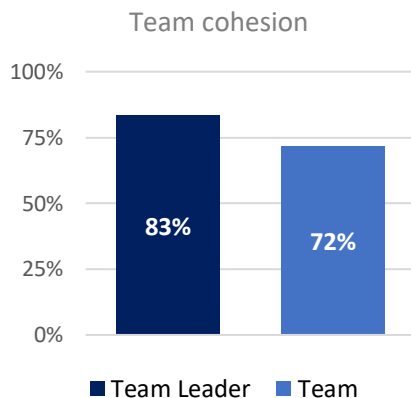
Team engagement refers to a shared, positive, fulfilling, motivational state. Work engaged teams tend to be energetic and enthusiastic about their work.
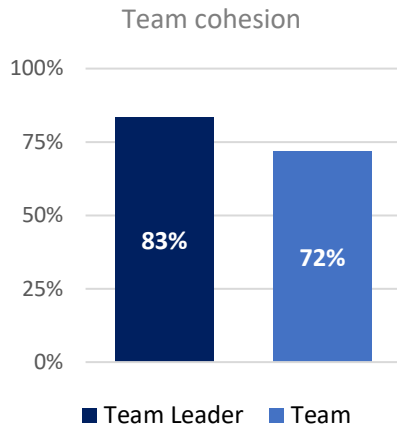
Your team members rate their team engagement similarly to the team leader.

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[*] The assessments are classified as "higher/lower" if they show a discrepancy of 10%.
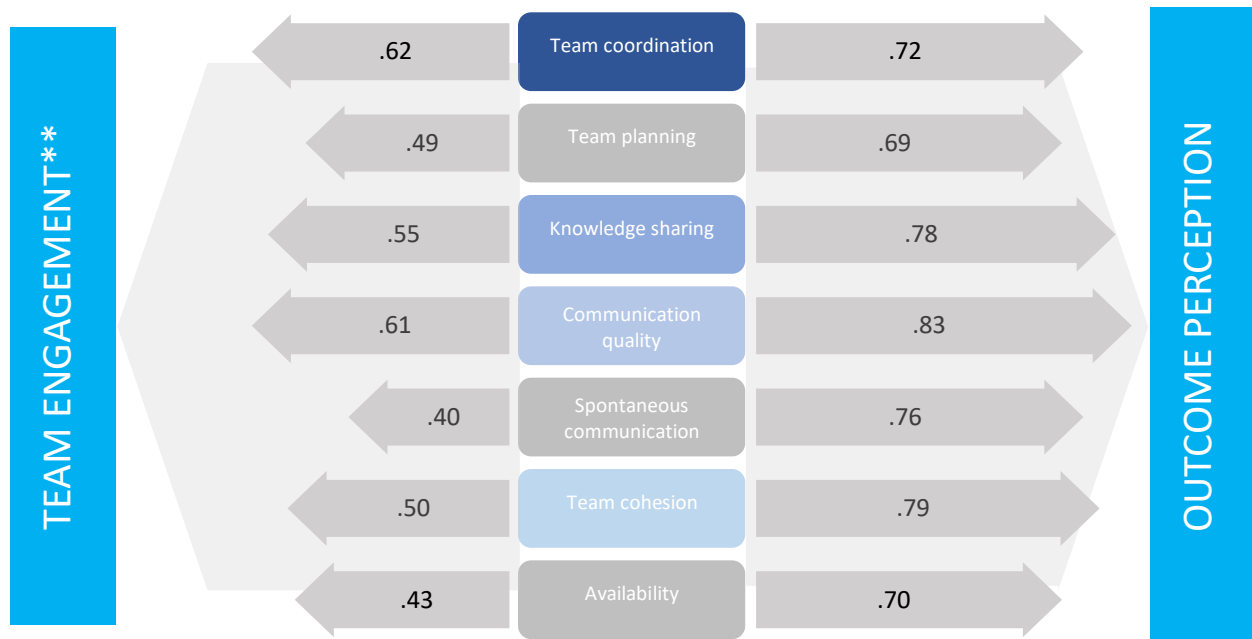
Team cohesion

Team cohesion refers to the overall attraction or bond amongst members of the team.

Your team members rate their team cohesion lower than the team leader.

What influences team engagement and outcome perception?[*]

The following graph shows which constructs most strongly influence team engagement and outcome perception.

TEAM ENGAGEMENT**		OUTCOME PERCEPTION
.62	Team coordination	.72
.49	Team planning	.69
.55	Knowledge sharing	.78
.61	Communication quality	.83
.40	Spontaneous communication	.76
.50	Team cohesion	.79
.43	Availability	.70

** measured with regard to dedication: "We are enthusiastic about our job"

The higher the team factors in the middle of the figure, the higher team engagement and outcome perception.

Team coordination, communication quality and knowledge sharing influence **team engagement** the most.

Communication quality, knowledge sharing and team cohesion most strongly influence **outcome perception**.

[*] data based on team level correlations, with a total number of 67 teams. All correlations are significant.
In contrast to " team member availability", "flexible work arrangements" has so far shown no significant correlation with "team engagement" or "outcome perception".

Team members' perceptions compared to benchmarks from other teams

In the following two graphs, assessments of your team members were compared with a benchmark from other teams. This benchmark consists of 67 teams from different industries.

➢ The first graph visualizes the assessment of team outcome perception, team engagement and team cohesion by your team members and the members of the benchmark teams.
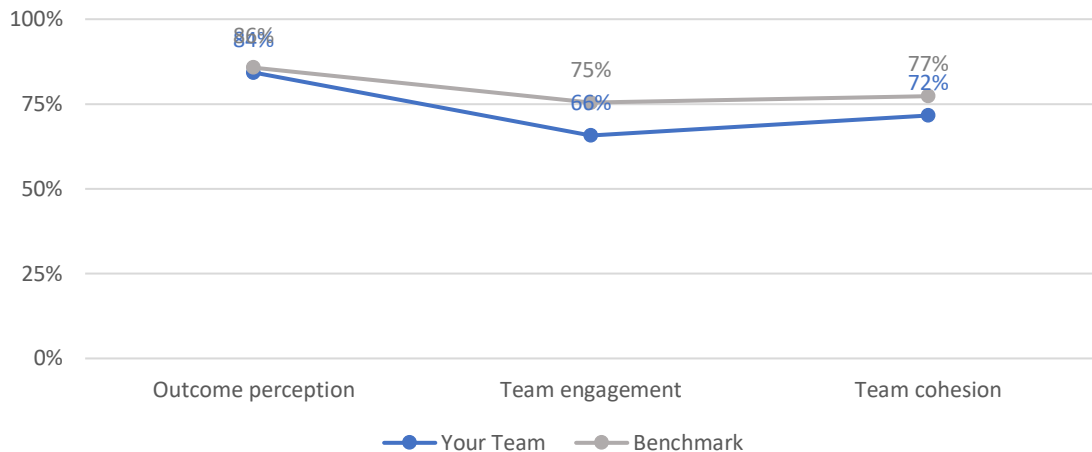
➢ The second figure compares the assessment of own team coordination, communication quality and knowledge sharing of your team members with members of the benchmark.
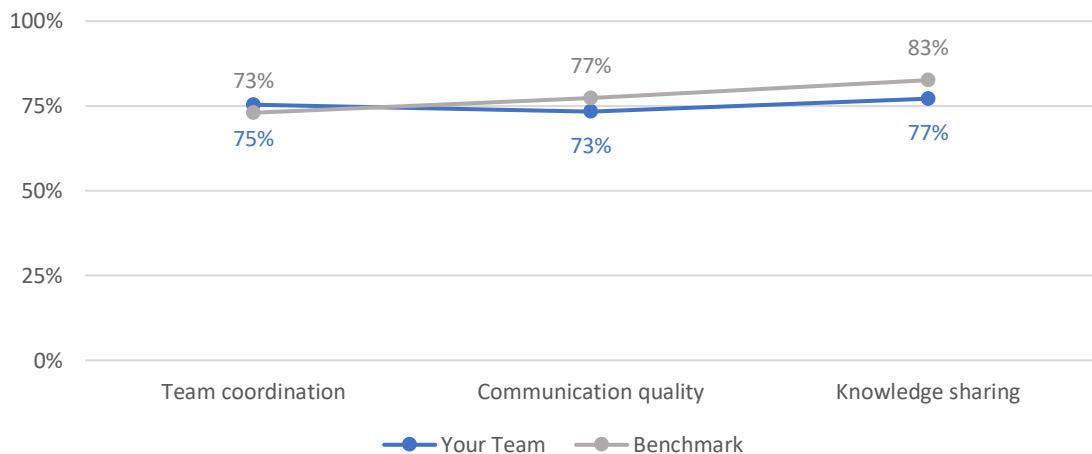
Team coordination refers to orchestrating, sequencing, and timing the team member behaviors toward the accomplishment of a task.

Communication quality refers to the extent to which communication within the team is timely, accurate and results oriented.

Knowledge sharing refers to the extent to which experience and relevant information are proactively exchanged within the team.

Implications to improve outcome perception and team engagement

Here you will find practical implications to strengthen team coordination, communication quality, knowledge sharing and team cohesion in your team.

References

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