



**GOOD TEAMWORK EVEN WITH
HOME OFFICE AND FLEXTIME!
FEEDBACK**



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 in the same place.

Specific goals:

- Compare the team communication, coordination and planning to benchmarks from other teams
- Compare managers' 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.**

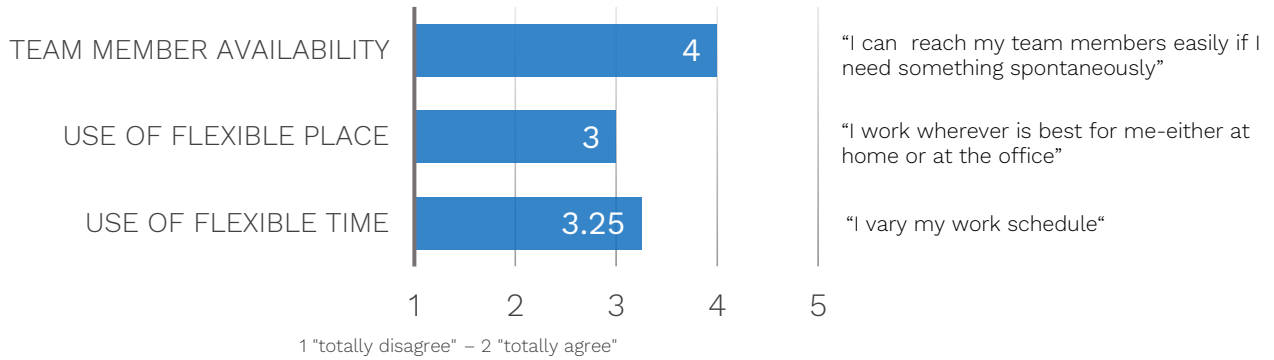
However, working flexibly brings many **challenges**, especially when it comes to working in teams:

- the increased needs for **coordination and planning**
- ensuring **communication and information sharing** between the team members
- facilitating **team cohesion**



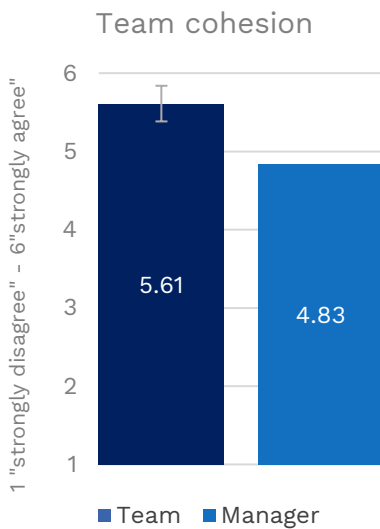
WORKING IN FLEXIBLE TEAMS FEEDBACK

Your team overview*



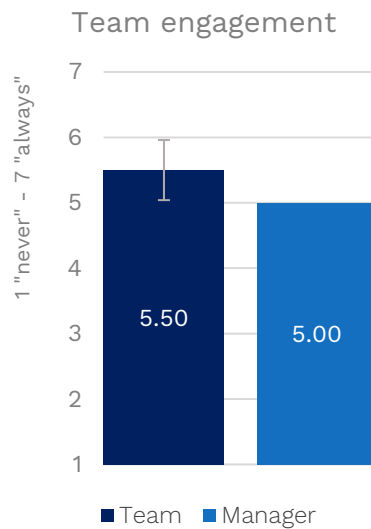
*7 of 10 people have answered the survey.

Manager's vs. team members' perceptions



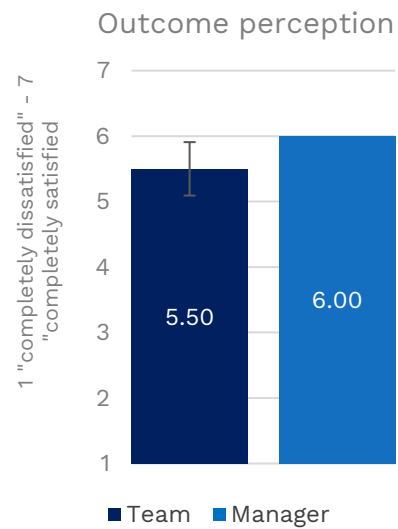
Team cohesion refers to the overall attraction or bond amongst members of the team.

Both the team leader and the team member assess cohesion to be high, but the team members rate it slightly and significantly higher 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.

Both the team leader and the team members perceive the team to be engaged very often.



Outcome perception refers to satisfaction with the team, satisfaction with the team deliverables, and perceptions of quality regarding the teams' deliverables.

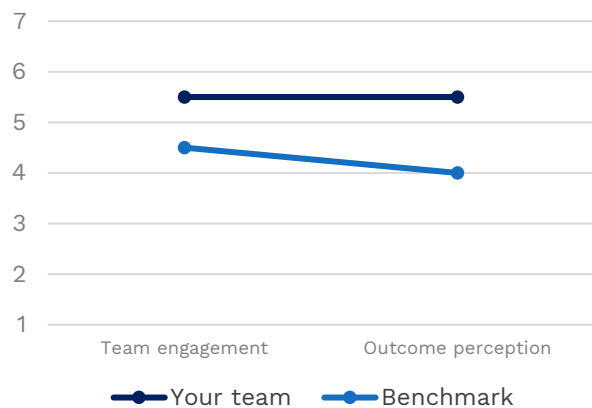
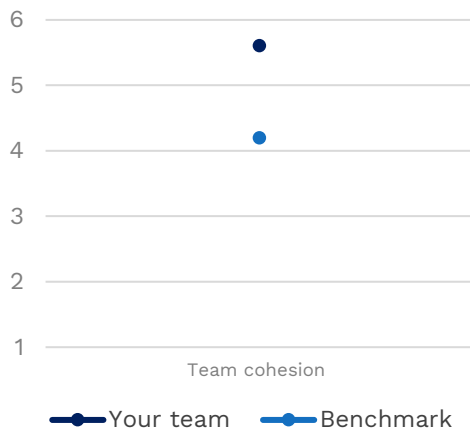
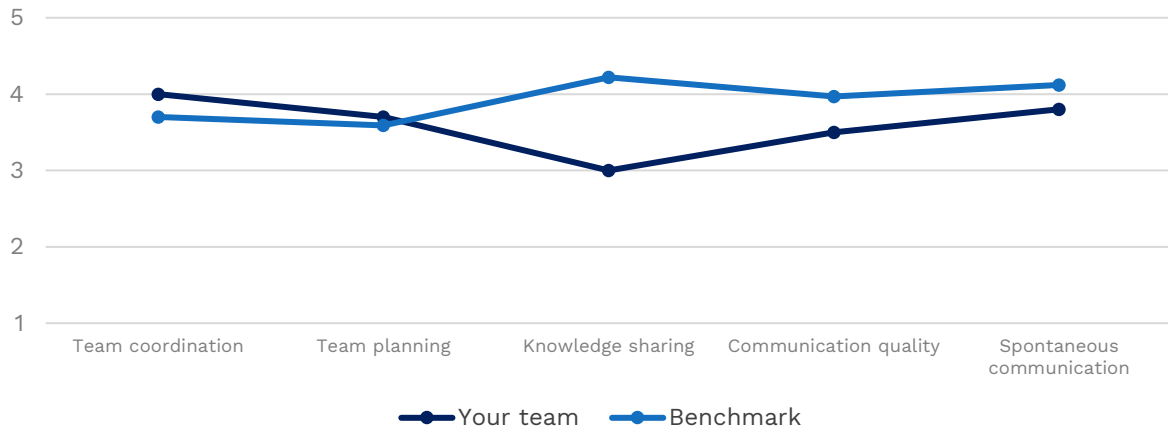
Both team leader and the team members rate the outcome as very satisfactory.



WORKING IN FLEXIBLE TEAMS

FEEDBACK

Team members' perceptions compared to benchmarks from other teams*



*32 representative teams from different sectors with average number of members of 4.1 per team.

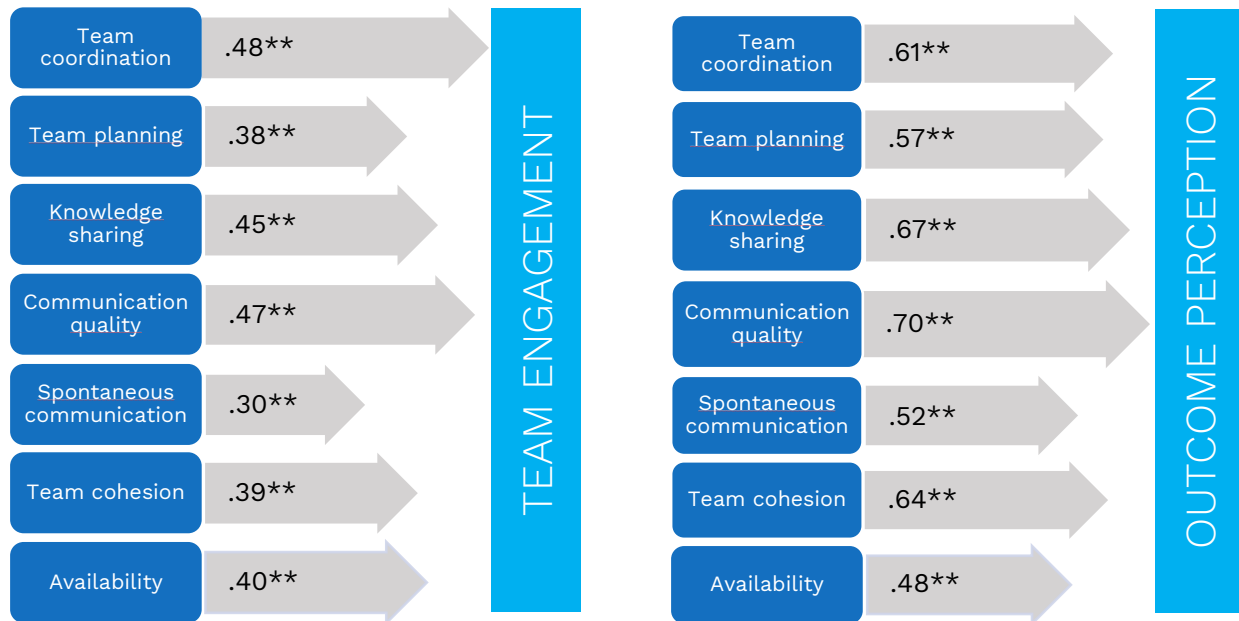
- Team coordination: orchestrating, sequencing and timing the team member behaviors toward the accomplishment of a task
- Team planning: developing strategies and courses of actions in order to successfully complete the tasks
- Knowledge sharing: Experience and relevant information are proactively exchanged within the team.
- Communication quality: Communication in the team is timely, accurate and results-oriented.
- Spontaneous communication: There are short-term exchanges and spontaneous discussions in the team.



WORKING IN FLEXIBLE TEAMS

FEEDBACK

What influences team engagement and outcome perceptions?*



*data based on individual level correlations, N=232

In summary:

- Coordination, availability and communication quality between the team members are important for engagement.
- Cohesion, knowledge sharing and communication quality between the team members are important for a positive outcome perception.

Project managers:

Univ.-Prof. MMag. Dr. Bettina Kubicek
 Institute of Psychology
 Work and Organizational Psychology
 University of Graz
 +43-316-380-8550

Dr. Martina Hartner-Tiefenthaler
 Institute of Management Science
 Department of Labor Science and
 Organization
 TU Wien
 +43-1-58801-33073

Contact:

Dr. Sabina Hodzic
 +43-316-380-3888

flex-teams@uni-graz.at