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Teams

Among the numerous definitions of the word "team" in the literature, this write-up aligns with the one specified by Scandura (2016, p.254) that captures the essence of most definitions; "A team is a small number of people with complementary skills who are committed to a common purpose, performance, goals, and approach for which the hold themselves mutually accountable." From the definition above, the Amazon Phone Project needs a team because it contains tasks that more than an individual can commit to. The performance goal in the project can only be met by adding up individual contributions. Furthermore, the objectives of the project can, necessarily, be met through interactions that will create a synergy and produce something beyond the sum of individual member contributions.

A scrutiny of the expectations or tasks surrounding the project reveals what goals the team has to achieve. These include the following (Scandura, 2016, p. 252); first, the team has to find the right cameras for the new phone. Second, the team has to stabilize the 3D effect of Amazon Phones. Next, the team has to use camera for scrolling and interacting with the menus. Also, the team has to enhance the integration with the Amazon App Store and Prime. Then, the team has to make customers aware of the new features. In order to achieve these objectives, the team must set specific, measurable, relevant, action-based and time-based goals to guide performance. In addition, the use of the five- stage model of forming, storming, norming, performing and adjourning, as advocated by Tuckman (1965) and Tuckman and Jensen (1977) all as cited in Scandura (2016) can be further utilized to achieve team development. As part of its development steps, ground rules contained in a charter must be set up. Cox and Bobrowski (2000) specify that in the charter, acceptable guidelines must be prepared to reflect structures for building a successful team including the team name and team logo. Aspects that will reflect the regular

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schedule of meetings with the appropriate length of time for discussions must be stated. A

clarification of issues concerning lateness, absenteeism, interruptions during meetings, and break

sessions for team members to unwind must equally be detailed in the charter (Scandura, 2016, p.

234). A definite indication of the group norms in terms of appropriate behaviors and regular

progress monitoring that will ensure the participation of members must be duly itemized in the

charter (Scandura, 2016, p. 243).

Based on the above, the team can successfully pursue its goals and be guaranteed of

individual creativity in the form of processes and outcomes that are built into the

decision-making process. Lind and Tyler (1988) in Scandura(2016, p.234) suggests measures

such as individual development metrics, task and process metrics as possible options for

assessing team performance over time and providing feedback to team members. In conjunction

with the above-stated, decision-making can be more efficient with the application of team-shared

mental models, proposed by Mohammed, Ferzandi and Hamilton (2010) as an available option to

the team leader.

In places where the team experiences challenges such as not surveying all alternatives,

having contrary views to cope with, having group pressure, Scandura (2016, p.274) explicitly

submits that, among other things, team leaders can establish and maintain trust through the use of

Communication Technology (Porter and Lawler, 1968 in Scandura, 2016). In essence, work

cycles and meetings can be managed through virtual means.

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