

UTILIZING WORK STYLE PREFERENCES TO EFFECTIVELY MANAGE VARIOUS WORK TEAM ARRANGEMENTS IN DYNAMIC ORGANIZATIONAL SYSTEMS



**A Research Proposal
presented to ABR
2021 Boca Raton
Conference**

Kristen Migliano, Ph.D.

Lynn University

College of Business and Management

www.linkedin.com/in/kristen-migliano
kmigliano@lynn.edu



Karyna Bihel, M.B.A.

Lynn University

College of Business and Management

<https://www.linkedin.com/in/karyna-bihel/>
kbihel@email.lynn.edu



Research Proposal

Hypothesis:

Does implementing systems thinking to develop organizational teams with the consideration of individual work style preferences result in increased group member satisfaction and improved organizational performance?

Procedures:

All participants complete Deloitte “The Business Chemistry”[®] self-assessment

One half of the participants will receive team assignments established by pairing opposites and complementary functionality of Work Style Preferences assessment results. The other participants will self-organize, with no consideration of Work Style preferences. Same technique will be applied to an online course alongside in-person class. Researcher Observation and Interviewing will occur.

Population:

Predetermined groups of graduate students participating in a group project during one term. Some groups random, others established with consideration of Work Styles. Some groups in a virtual class environment, others in a traditional in-person class.

Data Collection:

Initial survey inquiring of participants’ personal opinions on how they believe the process will go in preparing the group project. Participants are asked to consider the difference in outcomes they expect when paired with group members intentionally, versus randomly. Attempt to identify bias going into the study.

Post-project survey will focus on the experience, the satisfaction level, and the outcomes met.

Overview of the Problem

Group Member Disengagement/Remote Work

Underperforming Work Teams

Ingenuine/Virtual Collaboration

Lack of Thought Diversity

Disenfranchised Organizational Teams

Disharmonious Work Practices

Hypothesis

Does implementing systems thinking to develop organizational teams with the consideration of individual work style preferences result in increased group member satisfaction and improved organizational performance?

Challenges in Managing Groups & Teams

- Communication
- Role Ambiguity
- Clear Expectations
- Work Style Preferences
- Conflict
 - Task Conflict
 - Process Conflict
 - Relationship Conflict

Types of Group Conflict



Process Conflict

Conflict about how to accomplish a task, who is responsible for what, and how things should be delegated

Task Conflict

Disagreement about the tasks or goals

Relationship Conflict

Perceived incompatibility or differences between individuals or groups

Review of the Applicable Scientific Theories & Supportive Literature

Employee Engagement with RAMP:

Self-Determination Theory: core needs contribute to self-esteem & psychological well-being



Relatedness: positive relationships and a sense of connection with others.

Autonomy: Freedom to be self-directed

Mastery: Utilizing **STRENGTHS!**

Purpose: Aligning values & principles across people, processes, performance

Strengths Alignment

“The task of leadership is to create an alignment of strengths that make a system’s weaknesses irrelevant.”

—Peter Drucker



Talent & Team Optimization

Human Talent can impact outcomes in a direct and tangible way

Strengths-based cultures see 8% higher revenue per employee compared with the average.

When individuals leverage their natural talents in their team roles, greater profitability follows

Workgroups that receive strengths-based development achieve an increase in profit of as much as 29%

To achieve this optimization, we must change the way people.....

Work!

Source: Gallup, 2018

Hypothetical Solution to the Problem

Hypothesis

Does implementing systems thinking to develop organizational teams with the consideration of individual work style preferences result in increased group member satisfaction and improved organizational performance?

The Application of:

I. Systems Thinking

II. Work Style Preferences

I. Overview of Systems Thinking

Characterized by its holistic approach to entities and phenomena

Focuses on the relation between parts, each's objectives

Pursues each part's function in relation to organizational objectives

Parts of the whole are considered for their "Relatedness"

Ackhoff (1974)
Senge (1990)

A Systems Approach to Group Performance



Diversity in Strengths:
Differing Work Styles
improve cooperation,
team objectives/outcomes,
& organizational performance.

Studies indicate systems thinking principles can become a valuable foundation for managing a high-performing organization.

Proposed Solution:
Construct Work Teams with
complementary Work Style
Preferences

II. Work Style Preferences

The Science of Teams in Organizations

“Business Chemistry”

Source: Johnson Vickberg, S., & Christfort, K. (2017, Mar-Apr), for HBR “The New Science of Teamwork.”

Understanding Business Chemistry

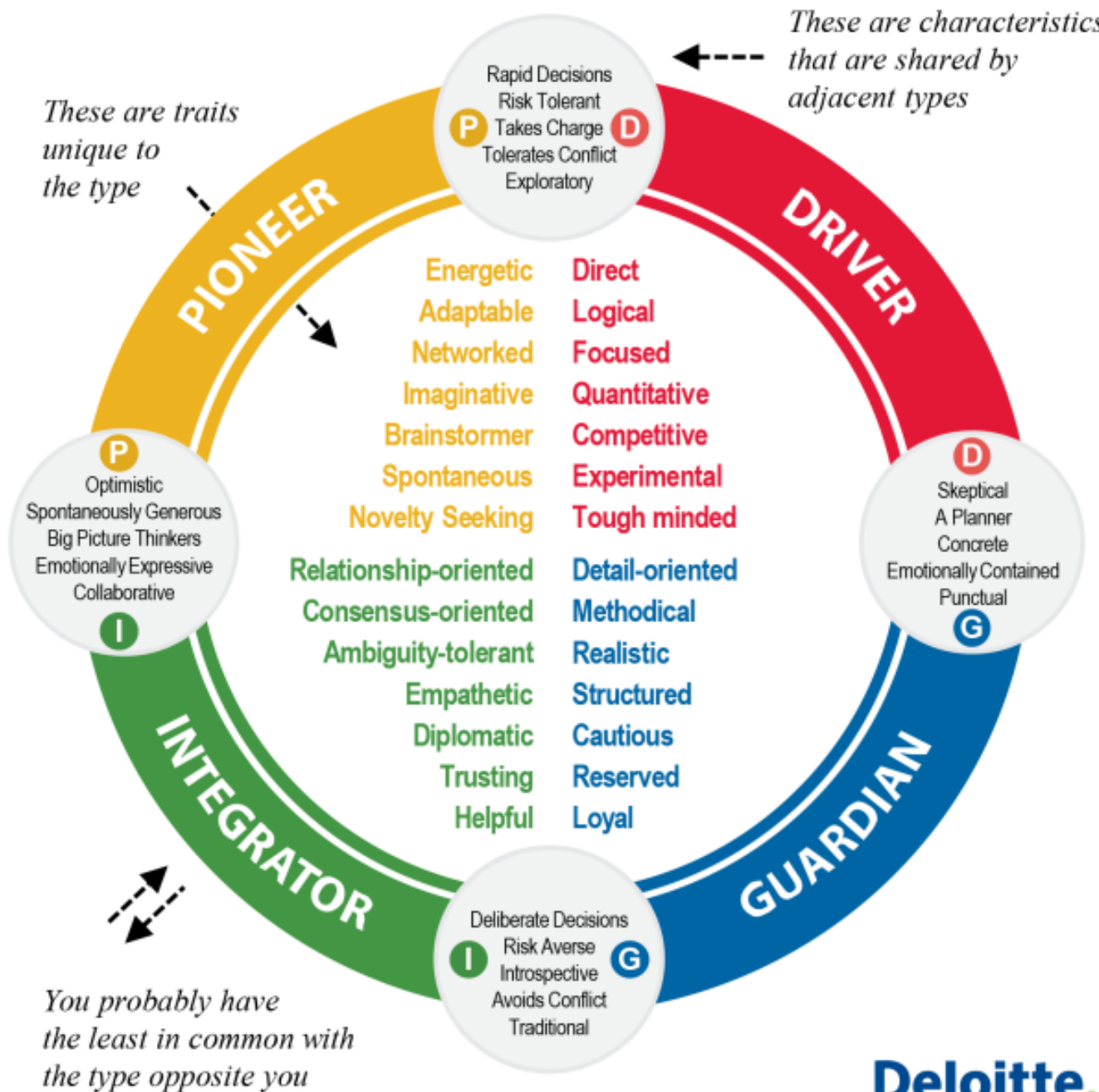
WORK STYLE PREFERENCES

Every team is a mix of the 4 Work Style Types.

Getting the best out of any combination.

Johnson-Vickberg, S, & Christfort, K. (2017)

Source: (Saia, 2018)



How Work Styles Impact Team Chemistry

Recognizing WHO to delegate team functions to

Identifying WHAT each style is Energized by

Arranging WHEN work styles should collaborate or individually contribute

Supporting HOW teams interact and collaborate & avoiding divisiveness

Providing WHY with collective purpose

How Can You Get the Most Out of Each Style on Your Team?

Know what gets them excited—and what they find off-putting.

PIONEER

Energized by:

Brainstorming
Spontaneity and trying new things
Enthusiasm

Alienated by:

Rules and structure
The word “no”
A focus on process

INTEGRATOR

Energized by:

Collaboration
Communication
Trust and respect

Alienated by:

Politics
Conflict
Inflexibility

DRIVER

Energized by:

Solving problems
Directness
Winning

Alienated by:

Indecision
Inefficiency
Lack of focus

GUARDIAN

Energized by:

Organization
Predictability and consistency
A detailed plan

Alienated by:

Disorder
Time pressure
Ambiguity and uncertainty

Utilizing Work Styles

**PIONEER = have these group members solve the WHY?
(focus on vision, big picture)**

**DRIVER = have these group members solve the WHAT?
(focus on results, goals)**

**GUARDIAN = have these group members solve the HOW?
(focus on planning, details)**

**INTEGRATOR = have these group members solve the WHO?
(focus on relationship, teamwork)**

Align: Create synergy by pairing opposites and capitalizing on differences

Stapper, B. (2018)

Research Proposal

Hypothesis:

Does implementing systems thinking to develop organizational teams with the consideration of individual work style preferences result in increased group member satisfaction and improved organizational performance?

Procedures:

All participants complete Deloitte “The Business Chemistry”[®] self-assessment

One half of the participants will receive team assignments established by pairing opposites and complementary functionality of Work Style Preferences assessment results. The other participants will self-organize, with no consideration of Work Style preferences. Same technique will be applied to an online course alongside in-person class. Researcher Observation and Interviewing will occur.

Population:

Predetermined groups of graduate students participating in a group project during one term. Some groups random, others established with consideration of Work Styles. Some groups in a virtual class environment, others in a traditional in-person class.

Data Collection:

Initial survey inquiring of participants’ personal opinions on how they believe the process will go in preparing the group project. Participants are asked to consider the difference in outcomes they expect when paired with group members intentionally, versus randomly. Attempt to identify bias going into the study.

Post-project survey will focus on the experience, the satisfaction level, and the outcomes met.

Proposed Research Instrument: Survey



Increased group member satisfaction?

Level of satisfaction?

Level of fulfillment?

Types of conflict experienced?

Rate acceptance of process?

Describe the task process relationship in relation to conflicts

Results intended achieved?

Future Research Interests related to this study

Investigating generational differences in Business Chemistry

Source: (Bean, 2017)

Implications of Classroom Chemistry considering Work Style combinations of Teacher & Students

Source: (Chappell, 2017)

The role of Positive and Negative Feedback Loops in Virtual Work Groups

Parrish, S. (2011)

Literature Review

Ackoff, R. (1974). Redesigning the future: A systems approach to societal problems (1st ed., pp. 417–438). New York: John Wiley & Sons.

Bean, S. (2017, September 27). [Millennial Stereotypes Debunked as Research Confirms They Display a Full Range of Personality Types](https://workplaceinsight.net/millennial-stereotypes-debunked-and-they-might-even-have-a-variety-of-personality-types/). Insight. Retrieved from <https://workplaceinsight.net/millennial-stereotypes-debunked-and-they-might-even-have-a-variety-of-personality-types/>

Chappell, J. (2017). Thinking Differently with Deloitte Business Chemistry. Retrieved from <https://outandequal.org/wp-content/uploads/2017/11/Joshua-Chappell-Thinking-Differently-with-Deloitte-Business-Chemistry.pdf>

Cooperrider, D. L.; Barrett, F.; Srivastva, S. (1995), "Social construction and appreciative inquiry: A journey in organizational theory", in Hosking, D.; Dachler, P.; Gergen, K., Management and Organization: Relational Alternatives to Individualism, Aldershot, UK: Avebury, p. 157-200.

Deci, E. L. (1971). "Effects of externally mediated rewards on intrinsic motivation". Journal of Personality and Social Psychology. **18**: 105–115.

Gallup (2018). Strengths-based workplaces. Retrieved from https://www.gallup.com/services/192827/organization-greatest-potential-unlocked.aspx?g_source=link_WWWV9&g_medium=&g_campaign=item &g_content=Strengths-Based%2520Culture

Griffin, R., Phillips, J., & Gully, S. (2020). Organizational Behavior: Managing People and Organizations (13th ed.). Boston, MA: Cengage Learning.

Harbin, P. (2018, March 4). 'Business Chemistry' is the Catalyst for Group Success. Retrieved from <https://coles.kennesaw.edu/news/stories/tetley-series-business-chemistry.php>

Literature Review, Cont'd.

Herzberg, F. (1987, September-October). One more time: How do you motivate employees? *Harvard Business Review* 65(5).

Johnson-Vickberg, S., & Christfort, K. (2017, March-April). Pioneers, Drivers, Integrators, & Guardians. *Harvard Business Review*, p. 50-57

Parrish, S. (2011, October). Mental model: Feedback loops. [Farnam Street Blog]. Retrieved from <https://fs.blog/2011/10/mental-model-feedback-loops/>

Saia, C. (2018, December 5). The best career advice I've ever received...embracing my inner "Pioneer". LinkedIn. Retrieved from <https://www.linkedin.com/pulse/best-career-advice-ive-ever-receivedembracing-my-inner-chuck-saia>

Senge, P.M. (1990). *The Fifth discipline: The art and practice of the learning organization*. New York: Doubleday/Currency.

Skarzauskiene, A. (2010). Managing complexity: Systems thinking as a catalyst of the organization performance. *Measuring Business Excellence*. 14(4), p. 49-64.

Stapper, B. (2018, November). How understanding the four workplace personalities can change your office for the better. Forbes. Retrieved from <https://www.forbes.com/sites/theyec/2018/11/27/how-understanding-the-four-workplace-personalities-can-change-your-office-for-the-better/#69e342a642c6>

Tate, C. (2015). Differing work styles can help team performance. *Harvard Business Review*. Retrieved from <https://hbr.org/2015/04/differing-work-styles-can-help-team-performance>

Audience

Questions

Feedback

Suggestions

Proposals



Kristen Migliano



Karyna Bihel