

# **Influencing Conditions for Team Effectiveness in Corporate and Investment Banking**

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## ABSTRACT

Teams are at the centre of how work is accomplished by different types of businesses and industries. The study of teams and their effectiveness is likely to always be relevant as teams are dynamic. The external environmental factors influencing the contexts in which teams operate are not slowing down, directly influencing the ability of teams to remain effective. While the team effectiveness field is well researched, the research outcomes have been more static than dynamic necessitating for a continued understanding of teams.

Using an already existing critical considerations framework this study explores conditions that influence team effectiveness in the CIB context. Firstly, the study explored how culture, composition and context in the CIB context influences team effectiveness. Secondly, the study explored the order for importance for the factors identified. Finally, the study explored if there were additional critical considerations relevant to the CIB context that had not already been identified by the framework.

Data was collected through 14 in depth interviews across five teams in the CIB environment. Participants were made up of junior managers, senior managers and executives. Participants belonged to client facing teams (front office), operations teams (back office), control and risk management teams in order to gain a holistic in depth understanding of factors influencing team effectiveness in a CIB organisation.

This case study method was utilised for the purposes of answering the research questions. The case study method makes it easy for the researcher to allow bias, furthermore, generalisation of findings may also be limited. To overcome these limitations, the researcher identified appropriate theory during the design phase. Furthermore, concepts were defined utilising reputable theory. In addition, the researcher selected client facing and non-client facing teams including control and risk functions to increase variability so that the findings may be generalisable.

This study highlighted the importance of understanding the context in which team operates as context dictated the cultural and composition requirements in the CIB context. Furthermore, the study has established the level of significance for the selected CIB teams, the context dictates the composition and cultural elements and culture is more important than composition. In addition, this study has highlighted that leadership, organisational size and organisational structure are the most important contextual variables to enable team effectiveness for the investigated teams.

## **Keywords**

Teams, groups, team effectiveness, team work, team performance, high performing teams, team context, team composition, team culture, corporate and investment banking

## DECLARATION

I declare that the research project is my own work. It is submitted in partial fulfilment of the requirement for the degree of Master of Business Administration at the Gordon Institute of Business Science, University of Pretoria. It has not been submitted before for any degree or examination in any other university. I further declare that I have obtained the necessary authorisation and consent to carry out this research.

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7 November 2018

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# **CHAPTER 1**

## **INTRODUCTION TO THE RESEARCH PROBLEM**

### **1.1 INTRODUCTION**

The research purpose is to explore conditions that influence team effectiveness within Corporate and Investment Banking (CIB) in South Africa. This study seeks to pragmatically apply an already existing critical considerations theoretical framework to a context (Salas, Shuffler, Thayer, Bedwell & Lazzara, 2015).

Team effectiveness is well researched, but its research outcomes have been more static than dynamic (Kozlowski, 2015; Salas et al., 2015). The dynamic nature of teams calls for a continued enquiry into the subject (Kozlowski, 2015; Salas et al., 2015). The continued enquiry is expected to benefit both academia and business in that continued research will bridge literature gaps, particularly in pragmatic relevance and increase understanding of how to develop dynamic teams (Salas et al., 2015).

### **1.2 THE RESEARCH PROBLEM**

“Teams are at the core of how work is accomplished in business, medicine, science, the military, sports and in virtually all human pursuits. On any given day, we each interact with teams to get things accomplished in our workplaces” (Kozlowski, 2017, p205). The effective functioning of teams is vulnerable to continuous restructures due to external forces and these restructures are required for teams to remain flexible and adaptable (Kozlowski & Ilgen, 2006).

The external forces impacting the effectiveness of teams are not slowing down. Today’s business environment is constantly changing and most of the changes are unpredictable (Abrantesa, Passosa, Cunhab & Santosa, 2018). Changes are either through new regulation, technology disrupters or unpredictable political climates. Constant change introduces an unprecedented complexity in the workplace. To overcome these complexities, teams require a more diverse set of skills. Adding members is one way of ensuring the team has the required skills, however, with increased diversity, the team becomes more vulnerable to poor communication, fragmentation and free riding due to lack of accountability (Haas & Mortensen, 2016).

In addition, today's teams are embedded in multilevel systems due to them being multidisciplinary, complex, too large and under pressure to deliver on outputs in short time frames (O'Neill, 2017).

Furthermore, the business environment has increasingly become global and cross-functional, leading to a need for a rapid breakdown of silos within organisations (Cross, Rebele & Grant, 2016). Consequently, organisations can only attain success through continuous collaboration between individuals and cross functional teams (Joshi & Knight, 2015; De Church & Mesmer-Magnus; 2010).

Cross, Rebele and Grant (2016) concluded that collaboration is taking over the workplace. While collaboration remains a crucial factor for successful teams, the current conditions of global and cross functional teams make collaboration more challenging. In the past, teams were homogenous and tended to have a similar mindset (Haas & Mortensen, 2016).

This shift in the structure of work has made team effectiveness a salient organizational concern for decades (Kozlowski & Ilgen 2006). Teams within organisations "must effectively cope with this reality and ensure that high levels of performance are not compromised" (Abrantesa, et. al, 2018, p58).

Notably, in recent times, the investment banking industry has also undergone a lot of change driven by regulation and technology (Edelmann & Hunt, 2017). These changes introduce task complexity and call for a continuous restructure of investment banking teams, all of which lead to high demands and stress as well as the introduce new dynamics on effectiveness conditions for these teams. This rapid change faced by the CIB environment also introduces uncertainty to teams, another important task related element impacting team effectiveness (Salas et al., 2015).

Banks are institutions whose main activity is borrowing and lending money to both the public and other institutions (Black, Hashimzade & Myles, 2018). Investment banks are more specialised than traditional banks (Black et al., 2018). Fleuriet (2008) provides further clarity on this specialisation by stating that investment banks act as an intermediary for companies to have direct access to capital markets through raising capital, trading securities and advising on corporate mergers and acquisitions. Currently, the CIB organisation consists of areas of specialisation which include but are not limited to raising capital, trading securities and advising on corporate mergers and acquisitions. These areas are often seen as separate specialist departments, however, all mentioned specialist services may be offered to the same

client, making investment banks more in need of cross team collaboration between various departments which is another element that influences team effectiveness.

Fleuriet (2008) concluded that investment banking is a complicated industry that requires creativity, but their challenge is that investment bank teams are still organised in specialised product lines, while serving the same customer across different product lines. There is, therefore, a need for investment banks to focus on formulating multidisciplinary teams if they are to address the complexity of their environment in an efficient manner. In addition, the investment banks' organisational structure often leads to different professional sub-cultures, there is an urgent need for collaboration. Therefore, collaboration between different subgroups is often complicated and can negatively affect team effectiveness. What does formulation of these multidisciplinary teams mean for team effectiveness?

Cilliers (2001) stated that organisations are complex systems characterised by elements that are continuously and simultaneously interacting with each other and their environment. The author stated further that these interactions are nonlinear thereby making it difficult to track causal relationships. As the CIB environment is part of a complex system, it is also characterised by nonlinear and complex features, one would expect teams operating in such environments to embody dynamic complex features elements. The importance of viewing teams as complex elements with nonlinear features characterised by uncertainty and evolution is also supported by Ramos-Villagrasa, Marques-Quinteiro, Navarro and Rico (2017) as well as by Kozlowski and Ilgen (2006) who stated that, "teams are complex dynamic systems that exist in a context, develop as members interact over time, and evolve and adapt as situational demands unfold" (p79).

Therefore, teams in the CIB context and those in similar environments are characterised by high demands and stress which are the overarching constructs for extreme environments (Driskell, Salas & Driskell, 2017). Furthermore, the conditions of extreme environments as stated by Maynard & Mathieu, 2018 are also currently present in the CIB environments (extreme environments are filled with uncertainty and disruptions which sometimes exceed the organisations' capability to respond appropriately). One could, therefore, argue that an investigation of teams located in CIB or similar environments is likely to further the understanding of how to build effective teams during continuous change and uncertainty.

In addition, the current conditions faced by CIB teams have introduced a lack of common language and interpretation, conflict of interest by various groups and a need fluidity of team membership (O'Neill, 2017), elements that influence team effectiveness. Turning to literature

for answers can often lead to more confusion (Ramos-Villagrasa et al., 2017). There is not enough conceptualisation of how to navigate multilevel systems, although this area of research is gaining momentum (O'Neill, 2017). Furthermore, while the team effectiveness field is well researched, the dynamic nature of teams and the environment necessitates a continued inquiry, because in the past research outcomes have been static rather than dynamic (Kozlowski, 2015; Salas et al., 2015).

The increasing need for a range of organisations to advance through team-based work is not likely to disappear anytime soon (Salas, et al., 2015; Lanaj, Foulk & Hollenbeck, 2018).

Teams are here to stay, changes in context call for continued research on how to design and deploy teams in order for them to achieve their full potential (O'Neill, 2017). While there is over half a century of research on team effectiveness, all research papers end with a call for more research (Kozlowski & Ilgen, 2006; Salas et al., 2015; Bell, 2017; Abrantes et al., 2017).

### **1.3 RESEARCH AIMS**

The purpose of the research is to explore the conditions that influence team effectiveness within CIB in South Africa. This study seeks to pragmatically apply an already existing critical considerations theoretical framework (Salas, et al.,2015).

### **1.4 SCOPE OF THE RESEARCH**

The research scope is restricted to influencing conditions for team effectiveness in the CIB environment. The critical considerations framework divides the team effectiveness theory into three sections namely, the emergent state, core processes and influencing conditions (Salas, et al., 2015). Firstly, the authors refer to the emergent state as the teams' dynamic properties, the emergent states fall outside of the research scope and will therefore not be investigated further. Secondly, the authors refer to the core processes as activities that facilitate completion of tasks, these also fall outside of the scope of this research and will also not be investigated further. Finally, influencing conditions refer to a supportive environment that influences how outcomes are accomplished, influencing conditions are the focus of this research and will therefore be investigated further.

## **1.5 SIGNIFICANCE OF THE RESEARCH**

There is a lot of literature on building effective team processes, managing team development issues, building teams across boundaries, team sustainability and team performance (Fisher, Pillemer & Amabile, 2018; Grote, Kolbe & Waller, 2018; Kozlowski, 2017; Kozlowski, 2015; Lanaj et al., 2018; Luciano, Bartels, D'Innocenzo, Maynard & Mathieu, 2018; Yu, Matta & Cornfield, 2018; O'Neill, 2017; Paris, Salas & Cannon-Bowers 2000; Ramos-Villagrasa, Marques-Quinteiro, Navarro & Rico, 2017).

However, team work is dynamic rather than static, there is consensus in the field that investigating "time related issues is needed to provide maturity in conceptualising and theorising time related influences on team effectiveness" (O'Neill, 2017, p5). Team work also matters in a lot of industries and there is a need to know a lot more about how to build effective teams (O'Neill, 2017; Luciano et al., 2018). Further investigations are expected to "confirm, disconfirm or offer modification to the proposed theories" (O'Neill, 2017, p6).

Traditionally the survival of investment banks was determined by the ability to anticipate client needs while taking advantage of continuous capital market changes (Fleuriet, 2008). Edelman and Hunt (2017) pointed out that recent times have introduced new complexities in investment banks. Over the next decade, the survival of investment banks will depend on their ability to meet changing customer demands and the ability to reconfigure workforces to match technology firms (Edelman & Hunt, 2017).

The CIB environment faces rapid change due to changing customer needs, technology advancements and regulatory requirements which are all time related factors that lead to complex tasks and multilevel team influences. An investigation of teams working in the investment banking environment or similar is ideal for advancing understanding on what influencing conditions are essential in continuously changing environments. An in-depth study in such a context will provide a deeper understanding of conditions that lead to team effectiveness. The need to understand team effectiveness continues to be of immense importance (Salas, et al., 2015).

## **1.6 SUMMARY**

This chapter has introduced the research topic as well as clarified the scope of the research. It has also highlighted the theoretical as well as the business need for the research.



The subsequent chapters proceed as follows: Chapter two presents literature as it relates to the influencing conditions for team effectiveness, Chapter three introduces the research questions as an outcome of the literature review conducted. Chapter four outlines the research design and methodology and Chapter five presents the data analysis. Finally, Chapter six presents a discussion of findings as a result of the data analysis conducted and Chapter seven presents a summary of the research finding, limitations, implications for business, suggestions for future research and conclusion.

## **CHAPTER 2**

### **LITERATURE REVIEW**

#### **2.1 INTRODUCTION**

This chapter begins by defining team effectiveness. It then gives an overview of the team effectiveness theory. The team effectiveness theory overview, begins by introducing team effectiveness theoretical frameworks from earlier studies, highlighting arguments of why these frameworks had not been utilised as a foundation for this study. This is followed by an introduction of the critical considerations framework (Salas et al., 2015) with a specific focus on influencing conditions (a core focus of this research). The relevant constructs as identified in the critical considerations framework namely, context, composition and culture are presented. Each construct's literature review is then summarised in the form of a diagram. The chapter closes with a summary of the identified key concepts and an introduction of the researcher's explored questions as part of the research project.

#### **2.2 DEFINING TEAM EFFECTIVENESS**

The National Research Council (2015), defined team effectiveness as the team's capacity to achieve its desired outcomes (goals and objectives). Driskell, Salas and Driskell (2018) broadly defined teamwork as, "activities through which team inputs translate into team outputs such as team effectiveness and satisfaction" (p334). Salas, et al. (2015) provided further clarity on the subject by first defining a team as a sum of multiple individuals with interdependencies who share a common goal. Cohen & Bailey (1997) similarly defined the team as "a collection of individuals who are interdependent in their tasks, who share responsibility for outcomes, who see themselves and who are seen by others as an intact entity embedded in one or more larger social systems (for example, business unit or corporation), and who manage their relationships across organizational boundaries" (p241). Salas, et al. (2015) summarised teamwork as the, "adaptive, dynamic and episodic process that comprises the thoughts, feelings, and behaviours among team members as they interact toward a common goal" (p600). Salas et al. (2015) concluded that teamwork is vital for effective team performance as it defines how tasks and goals are accomplished in a team context.

While there are various definitions of teams, team work and team effectiveness in academic literature, the definition adopted for the purposes of this research is the one given by Salas et al. (2015). The key elements of this definition are that team members must have a shared goal

and a degree of interdependence (Mathieu, Tannenbaum, Donsbach & Alliger, 2014). For the purposes of this research the terms team work, team effectiveness and team performance are used interchangeably.

In addition, since teamwork is a “adaptive, dynamic and episodic process” (Salas, et al., 2015, p600), it is influenced by the context in which the team is functioning (Mathieu, et al., 2014; Kozlowski, 2015), making it more fluid than static. The influencing conditions required for each team’s effectiveness, are likely to change as the contextual variables change. Since team work is vital to how goals are accomplished in most industries, the current ever-changing environment warrants for a continued exploration into the subject of team effectiveness. Literature must continue to evolve and put more emphasis on closing gaps that were introduced by studying team effectiveness in a static way.

### **2.3 TEAM EFFECTIVENESS THEORY**

The team effectiveness theory has its origins in the 1970’s. Haas and Mortensen (2016) pointed out that the team effectiveness theory basics were identified by Richard Hackman, a forerunner in the field of organizational behaviour. According to Hackman (2002), teams can be considered effective if they meet three criteria namely, if they provide a service or product that satisfies the client’s needs, the team’s capability develops over time and if the team provides a meaningful group experience leading to individual member learning.

The first criteria of providing a product or service that satisfies the customer refers to the team’s ability to meet or exceed standards of quality or quantity as set by the customer in a timely manner (Hackman, 2002). Teams can only be able to continuously meet customer needs if they acknowledge that customers have different views, therefore, there is a continuous need to break off from routine and apply creativity and innovation (Hackman, 2002). One could, therefore, argue that at the centre of team effectiveness is the organisation under review’s client centricity.

The second criteria of growing as a team refers to the team’s ability to develop processes that enhance a team member’s capability and ability to work interdependently (Hackman, 2002). Hackman (2002) also stated that time allows members to know one another’s strengths and weaknesses thus enabling them to allocate tasks according to team member’s strengths. Effective teams, therefore, can build appropriate co-ordination strategies as they tap into each team member’s strengths. Effective teams continuously review how they are working as a

team thereby enabling themselves to detect and correct errors before the damage (Hackman, 2002).

The third criteria of individual member learning refer to the team's ability to contribute positively to each member's learning and personal wellbeing (Hackman, 2002). Working with others on a shared task can lead to enriching personal relationships.

While Hackman (2002) provided the foundation for team effectiveness, subsequent work has been done by other authors. Cummings (1978); Sundstrom, Meuse & Futrell (1990) and Cohen & Bailey (1997) advanced our understanding of team effectiveness as they continued to investigate the foundations of team effectiveness as evidenced in the progressive analysis done by Salas et al. (2015) leading to the critical considerations for the team effectiveness framework. The critical considerations framework is in no specific order, however, to determine which consideration is more important, the context being evaluated must be considered (Salas, et al., 2015).

## **2.4 TEAM EFFECTIVENESS MODELS**

### **2.4.1 Cummings Model**

Extensive research regarding the conditions that enable team effectiveness have been done. Cummings (1978) using the societal theory concluded that the presence of the self-regulation conditions led to effective teams. However, the author argued that for self-regulation to exist, certain pre- conditions were necessary, and these include but are not limited to task differentiation, boundary control and task control. The Cummings Model has been considered inappropriate for this study as the pre- conditions that support the model are not likely to exist within CIB teams. A further elaboration on these pre-conditions is discussed below.

Firstly, Cummings (1978), stated that task differentiation is the ability of employees to entirely control task inputs and outputs. The author stated that for task differentiation to exist, the task must be a "self-autonomous, self-completing whole" (Cummings, 1978, p627). This pre-condition is not likely to exist in CIB teams as they face complexity of tasks that demand for a rapid breakdown of silos. For example, while the sales team might be responsible for closing a deal, that task cannot be completed prior to the credit or compliance teams' approval. Therefore, the tasks performed by the CIB teams are not likely to be self-completing wholes which then necessitates that these teams must depend on other department's inputs for their tasks to be completed.

Secondly, according to Cummings (1978), the boundary control pre-conditions refer to a team's ability to control their work area to ensure independence. The author elaborated that these teams must consist of competent members with adequate skills and no reliance on external sources for performance. These pre-conditions are also not likely to exist within CIB teams as there is increased level of task complexity, continuous change in regulation and technology dictates that these teams should collaborate with other teams thus increasing the level of influence by external sources. These teams do not always possess all the competencies required to complete a task due to a need for multiple disciplines to complete any given task.

Finally, Cummings (1978) referred to task control as the team's ability to choose work methods and influence goals. The CIB organisational context leads to one client being serviced by multiple departments. Fleuriet (2008) states that while CIB teams are organised in specialised product lines, these teams end up servicing the same customer across different product lines. While each department is a specialist in their field, their ability to influence client related goals at an organisations level is limited. The CIB context is also highly regulated thereby limiting the team's ability to choose their own work methods as they are required to comply with extensive regulation. This pre-condition is, therefore, also not likely to exist within CIB teams.

Cummings (1978) framework was not utilised as the theoretical basis for this study because, there has been subsequent work done by other authors to build on it.

#### **2.4.2 Sundstrom, Meuse & Futrell' s (1990) Analytic Framework**

Building upon the earlier work done by Cummings (1978), Sundstrom, Meuse and Futrell (1990) developed an analytic framework for analysing team effectiveness in groups. Sundstrom et al. (1990), identified three conditions that influence team effectiveness namely, organisational context, boundaries and team development. The authors argued that the team's effectiveness is influenced by other factors that are not related to the task being performed which have continuously been increasing over time. These factors are discussed below.

##### **a) Organisational Context**

According to Sundstrom et al. (1990), organisational context is influenced by organisational culture, mission clarity, physical conditions, task design and technology.

Firstly, Sundstrom et al. (1990) highlighted the importance of clearly defined organisational culture. The authors stated that this will provide guidelines for teams to have shared values and similar cultures guided by senior leadership. However, Haas and Martinsen (2016) pointed out that in modern context the diversity introduced to teams due to the complexity of team tasks leads to poor communication and fragmentation. Therefore, while organisations may attempt to communicate shared values, the introduction of different members with different skillsets, backgrounds and cultures may limit the ability of the organisation to clearly communicate the organisational level shared values thereby making teams less effective.

O'Neil (2017) also pointed out that in the current business environment, teams are part of a multilevel system which is complex and too large, leading to lack of common language, common interpretation and conflict of interest. Therefore, current business environments make it difficult to ensure that teams have shared values and similar cultures. One could argue that if one were to use Sundstrom's theory, one would find that unless there is a presence of team interventions to ensure shared values, teams in cultures such as the CIB teams should be mostly ineffective.

Secondly, Sundstrom et al. (1990) pointed out that mission clarity refers to the teams' understanding of all expectations that include outputs, quality, timing and pacing. Each CIB team often has a different view of each client which is shared across different specialised teams. Sometimes this segregated view of the client is necessitated by banking regulation or fragmented systems. This may therefore lead to a lack of clarity in relation to the mission and a single view of the client by all teams compromised at any given point in time. One could argue therefore that effective teams in the CIB context must be highly integrated with other teams to ensure mission clarity.

Thirdly, Sundstrom et al. (1990) stated that where processes are easily interrupted, there is a need for an enclosed working area to maintain team effectiveness. While team effectiveness might demand for teams to have enclosed working areas, the pace of regulatory and technology changes demand for the breakdown of silos, making maintaining enclosed working areas less of a priority for CIB teams. Continuous integration and interaction with other divisions is necessary to ensure the timely completion of tasks. Therefore, overtime physical boundaries have been removed from one team to the next. One expects to find that the removal of enclosed working areas has negatively influenced CIB teams' effectiveness.

Finally, Sundstrom et al. (1990) also stated that the type of task being performed also plays a role in determining the effectiveness of the team. The authors argued further that task design

is influenced by the use of technology which may necessitate a subdivision of tasks to make them more manageable thereby leading to specialisation or lack of integration. Technology dictates the social organisation of individual roles (Sundstrom et al., 1990). Since technology changes within the CIB context are unpredictable and fast paced, one expects to find rapid changes in task design. How then do CIB teams remain effective under such unpredictable conditions?

#### b) Boundaries

Sundstrom et al. (1990) stated that the team needs to interact with its external boundary to accomplish its goals and influence team effectiveness. The authors argued further that teams that are more open to external contextual influences in accomplishing team goals lose their identity and become less effective. Teams need to isolate certain activities from outside interference in order to remain effective (Sundstrom et al., 1990). One could therefore argue that in the current CIB context where technological and regulatory changes are continuous, client demands always changing, integration, coordination as well as collaboration with other teams and divisions are essential in the completion of team goals, thereby increasing external influences on the teams. In such instances, CIB teams should be expected to be less effective.

#### c) Team development

In studying team effectiveness, Sundstrom et al. (1990) emphasised the importance of team viability. The authors pointed out that an effective team should be willing to continue working together even once the task is completed. Team viability can be measured by satisfaction and participation of team members (Sundstrom et al., 1990). The current business environment requires the formulation of diverse teams which often lead to fragmentation and free riding (Haas & Mortensen, 2016). Participation of all team members is therefore not always guaranteed. In addition, CIB teams are highly competitive, tasks are often performance driven rather than people focussed. In contrast to Sundstrom et al.'s (1990) view, one expects to find teams who are not willing to continue working together after the completion of each task thus meaning that they do not meet the definition of effective teams.

In addition to team viability, Sundstrom et al. (1990) stated that team effectiveness increases as the team develops its team's norms, cohesion and roles. The authors viewed roles as structural and as requiring stability. Using Sundstrom et al.'s (1990) analytic framework, one could therefore argue that an investigation of CIB teams (in which there is a need for continuous restructure and constant changes in team memberships) where structure and stability are continuously breaking down should reveal evidence of ineffective teams. Further, today's teams are embedded in multilevel systems due to teams being either multidisciplinary,

complex or too large (O'Neill, 2017). These conditions hinder the team's ability to develop a common language which may limit the team's ability to develop their own norms, cohesion and roles. Roles may need to change as the task at hand changes. One therefore expects to find that effective teams are those that have developed flexibility and the agility of norms and roles as their tasks and context changes.

The longer the team stays together, the more it develops an ability to interact with its context and with each other (Sundstrom et al., 1990). One could also argue that an effective team is one that continually collects contextual intelligence to interpret how the team needs to interact with its context. Using this framework, it could therefore be expected that effective teams have formal and informal structures for collecting and analysing contextual information in order to have the right response (Osborn, Hunt & Jauch, 2002).

The analytic model therefore seems to suggest that effective teams are stable teams. The conditions outlined by Sundstrom et al. (1990) of physical boundaries, strong control by the team of the external environment, team viability and stability to facilitate team development do not exist in CIB teams today. The conditions existing within CIB teams are those of constant influence by the external environment necessitating teams to collaborate with other teams, sit in close proximity with other teams in order to facilitate speed of delivery to clients and continuously add different skill sets to the teams in order to cope with the changing complex environment. One, therefore, expects to find CIB teams less effective if Sandstrom et al.'s (1990) analytic model were to be utilised.

## **2.5 THE CRITICAL CONSIDERATIONS FRAMEWORK**

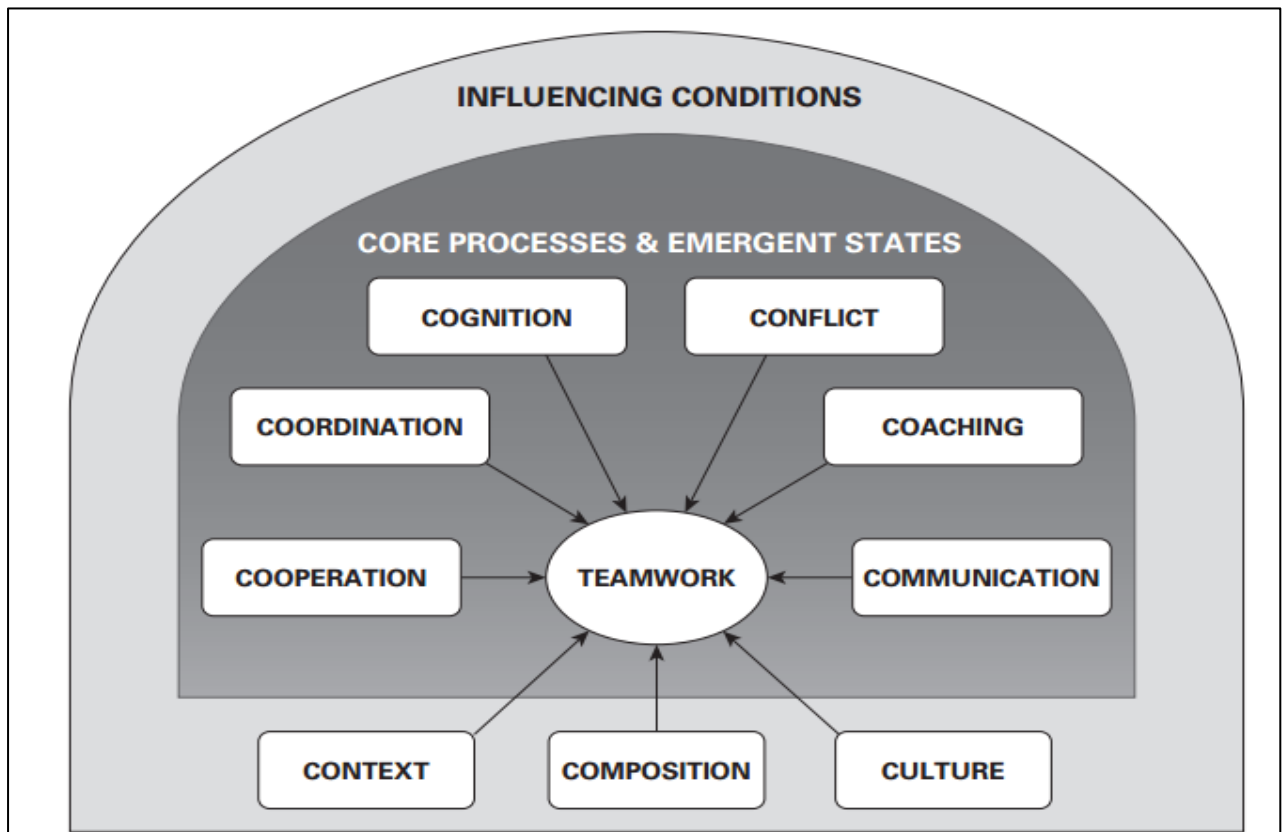
While earlier scholars provided useful frameworks to analyse team effectiveness, a review of these frameworks reveals gaps when one considers various contexts. The critical considerations framework was derived from a review of team effectiveness literature over time, leading to the authors concluding on prevalent factors in effective teams (Salas, et al., 2015). The listed considerations were considered appropriate due to their being supported by theoretical literature as well as existing empirical evidence on their outcomes (Salas, et al., 2015), (Refer Figure 2.1).

The Critical Considerations Framework can be sub divided into three sections namely, emergent state, core processes and influencing conditions (Salas, et al., 2015). The emergent state refers to the team's dynamic properties (Salas, et al., 2015), emergent state falls outside of the research scope and will therefore not be investigated further. The core processes refer



to activities that facilitate the completion of tasks (Salas, et al., 2015), these also fall outside of the research scope and will not be investigated further. The influencing conditions refer to the supportive environment that influences how outcomes are accomplished (Salas, et al., 2015), influencing conditions are the focus of this research and will therefore be investigated further.

**Figure 2.1: Critical Considerations Framework**



Source: Human Resource Management Review (2015)

## 2.6 INFLUENCING CONDITIONS

Hackman (2002) pointed out that certain enabling conditions must be created in order for the team to be effective. The effect of enabling conditions on team effectiveness have been supported by many authors, however, other authors have identified additional conditions than those that were originally pointed out by Hackman. For example, Driskell et al. (2018) in understanding the foundations of team effectiveness pointed out that task design, team composition and team context are critical enablers in building effective teams. Salas, et al. (2015) supported the enabling conditions concept and referred to them as influencing conditions. The authors defined influencing conditions as, “factors that shape how teams

engage in team work” (Salas, et al., 2015, p610). Therefore, the terms influencing conditions and enabling conditions are utilised interchangeably in this research.

Hackman (2002) identified the four conditions that enable team effectiveness and argued that they provided a compelling direction for the members by enabling a structure that facilitates rather than impedes teamwork and by operating within a supportive organisational structure which has expert coaching in team work. Haas and Mortensen (2016) supported Hackman’s work and added an additional enabling condition referred to as a shared mindset. The authors pointed out that in the past, teams were homogenous and tended to have a similar mindset (Haas & Mortensen, 2016). However, the current conditions of global and cross functional teams make achieving a similar mindset challenging, thus requiring directed efforts in creating a common mindset within teams.

Ria and Liden (2015) are amongst the authors that supported the enabling conditions concept. They pointed out that prosocial motivation is an additional enabling condition that is required for success. Prosocial motivation provided teams with the willingness to engage in effective team processes and produce quality results because prosocial motivated teams are likely to engage in behaviours that lead to collective benefits (Ria & Liden, 2015).

Salas, et al. (2015) on the other hand classified these conditions into only three namely, composition, context and culture. These will be the focus of this study. The authors’ classification has weight because it was derived from a comprehensive review of literature by leading authors over time. It is for this reason that the critical considerations framework by Salas, et al. (2015) has been deemed appropriate for understanding the critical conditions for team effectiveness in CIB.

### **2.6.1 Context**

#### a) Introduction

Context refers to, “situational opportunities and constraints that affect the occurrence and meaning of behaviour and the functional relationship between variables” (Johns, 2006, p386). Cohen & Bailey (1997) developed a heuristic model of group effectiveness identifying environmental factors and organisational context as critical elements of team effectiveness. Hackman (2002, p133) stated that, “organisation context is the soil upon which teams are planted, unsupportive contexts will limit team performance”. Edmondson and Harvey (2017) expanded on the team contextual definition by stating that, “context comprises the environment or larger social system in which the team is embedded, the characteristics of the

task or work the team is tackling, the timeframe of the teaming effort, and the leadership or governance structure under which the team is acting” (p8).

Context provides a meaningful understanding of how team members’ attributes translate to behaviour (Bell, 2017). For example, contextual factors such as high demand conditions and the high consequence for failure are likely to have an impact on the performance of the team (Driskell, Salas & Driskell, 2017). Gladstein (1984) highlighted that contextual factors such as group size, member roles, task control, formalised leadership and active leadership were also likely to have an influence on team performance. Bell (2017) concluded that context is important to team effectiveness.

Salas et al. (2015) pointed out that context can be classified into task related context and physical context. Physical context relates to factors such as temperature, lighting and décor, which may have an impact on team outcomes (Salas et al., 2015). While task related context relates to individual or team autonomy, uncertainty, accountability and the availability of resources since they are likely to impact team outcomes (Salas et al., 2015). Salas et al. (2015) and Bell (2017) stressed the importance of understanding the context due to the power it possesses in shaping the interaction between team members. This view is also supported by an earlier study by Hackman (2002, p133) who stated that, “leaders in each context must identify, focus and build interventions for contextual variables that are relevant to their contexts”.

As already stated in chapter one, the CIB context is characterised by high demands and stress. In addition, the CIB context is filled with uncertainty and disruptions which sometimes exceed the organisations’ capability to respond. Driskell et al. (2017) and Maynard et al. (2018) referred to such conditions as extreme environments.

Driskell et al. (2017) pointed out that extreme environments have an impact on team effectiveness through influencing the following areas; team member statuses, team role performance, team cognition as well as interpersonal relations and cohesiveness. These are discussed in detail below.

#### b) Team member statuses

Status refers to the various hierarchical statuses that different team members hold in the team. Driskell et al. (2017) stated that team member statuses are essential for organising team processes, cooperation and task coordination. Stressful environments tend to introduce task

variability and inevitably demand team status variability. This is so, because for the team to remain effective, it is important for the team status structure to correspond to the task related abilities (Driskell et al. 2017). The authors also stated that teams reach quality decisions in a shorter time when skilled people occupy higher positions.

However, one of the key requirements for team effectiveness is the clarity of roles and formalised leadership which become negatively impacted with the variation of team member statuses (Cummings, 1978; Gladstein, 1984). In addition, team variability in terms of statuses may not always be possible as most CIB teams have formalised organisational structures with predefined roles and responsibilities. Driskell et al. (2017) suggested that organisations must train team members to be both followers and leaders in order to overcome the variable team status challenges.

Other authors have focused more on the leadership style as a main contributor to team effectiveness rather than on various team members. Stewart (2006) linked transformational and empowering leadership styles to team performance. Stewart (2006) stated that transformational leadership enabled team performance regardless of the organisational settings due to its power to influence, while empowering leadership styles were only enabling in certain settings. Rego, Cunha and Simpson (2018) stated that humble leaders are perceived as having a stronger impact on team effectiveness due to their ability to adopt a balanced processing of information which leads to quality decisions. The authors further stated that humble leaders have a balanced view of themselves and others as they do not have superiority or inferiority complexes. This enables these leaders to be open as they can learn from others and get advice from others when they recognise their own limitations. Such actions lead to increased team effectiveness as there is greater team member satisfaction, affective commitment, stronger work engagement, continuous adaptation and enhanced productivity.

Therefore, while it may not be possible to formally change member statuses in the CIB context, it may be possible to facilitate team knowledge through servant leadership traits that enable leadership to have a balanced view of itself and allow members who are more knowledgeable to take a lead during various stages of the task, thus indirectly changing team member statuses as and when needed.

Wang, Walman and Zhang (2014) also placed emphasis on leadership as a driver of effectiveness as they pointed out that not all forms of leadership lead to team effectiveness. In contrast to the argument by Cummings (1978) and Gladstein (1984) that formalised leadership leads to team effectiveness, Wang et al. (2014) argued that leadership has an

influence on team effectiveness if it is shared and if it is collective. The authors also stated that shared leadership if it is charismatic or transformational has been proven to have an impact on behavioural and attitudinal outcomes. This impact has been proven to be stronger when the task at hand is complex. Therefore, while it may not be possible to formally change member statuses in the CIB context, it may be possible to informally change member statuses through shared leadership and by allowing the team to remain effective.

#### c) Team Role performance

Driskell et al. (2017) stated that while role stability is essential for team effectiveness under extreme conditions, roles are not always static as they may need to change and adapt according to the role's demands. Earlier works by Cummings (1978); Sundstrom et al. (1990) and Hackman (2002) also emphasised the importance of role stability in team effectiveness. Driskell et al. (2017) acknowledged that role instability may lead to a lack of clarity and confusion thereby causing team conflict and disagreements, which have a negative impact on team effectiveness. Grote, Kolbe and Waller (2018) opposed the two extreme views of having stable roles or instable role. The authors argued that a balanced view might be beneficial as teams must recognise the importance of both stability of roles and flexibility of roles which may be required for certain tasks.

#### d) Team Cognition

Team cognition is an important factor in team performance (Driskell et al., 2017; De Church & Mesmer-Magnus, 2010; Zajac, Gregory, Bedwell, Kramer, & Salas, 2014). De Church and Mesmer-Magnus (2010) stated that team cognition influences team performance through positively predicting task related and motivational states. Team cognition develops over time and is facilitated by learning and sharing between team members (Grand, Braun, Kuljanin, Kozlowski & Chao, 2016). Driskell et al. (2017) elaborated further by stating that team cognition is built by team members developing an understanding of who is knowledgeable about certain aspects, a process that only develops overtime. Stress levels disrupt the team cognition development process by shifting the focus of team members (Driskell et al., 2017). Therefore, in extreme environments team cognition development is very slow, which means that team effectiveness will be negatively impacted (Driskell et al., 2017).

However, the influence of extreme environments on team cognition is not always the same. This influence will be mostly felt in teams where tasks are functional rather than divisional. Divisional tasks are interchangeable between various team members (Driskell et al., 2018). While functional tasks require specialist skills, the team becomes more effective when team members understand where these specialties lie within the team.

#### e) Interpersonal Relations and Cohesiveness

Research on the impact of stress on social behaviour has been extensively documented (Driskell et al., 2017). This behaviour may be interpersonal friction resulting in conflict and difficulties in maintaining team spirit, thus leading to deterioration of team effectiveness. Literature is not consistent regarding the impact of stress and conflict on team effectiveness. Contrary to view by Driskell et al. (2017), Bradley, Anderson, Baur and Klotz (2015) stated that conflict does not always negatively influence team effectiveness. The authors also stated that evidence has existed for centuries that team conflict can sometimes lead to team performance. Bradley et al. (2015) stated that conflicts benefit team effectiveness when tasks are complex, non-routine and when there are high stakes. Team performance is improved because conflicts push team members to engage in rigorous debates leading to decisions that are more analytical and detailed (Bradley et al., 2015).

Furthermore, Hunter and Thatcher (2007) stated that stress factors do not always affect performance the same way, the relationship between stress factors and performance is affected by the team members' commitment and job experience. The authors argued that in line with the attention theory, there is a positive relationship between stress and performance if individuals are committed and experienced. Commitment "leads individuals to strive toward organizational goals" and experience "breeds task familiarity" (Hunter & Thatcher, 2007, p964). Therefore, instead of stress negatively influencing team effectiveness by shifting attention from the task as suggested by Driskell et al. (2017), stress enables committed and experienced individuals to focus on their efforts thereby leading to increased team performance.

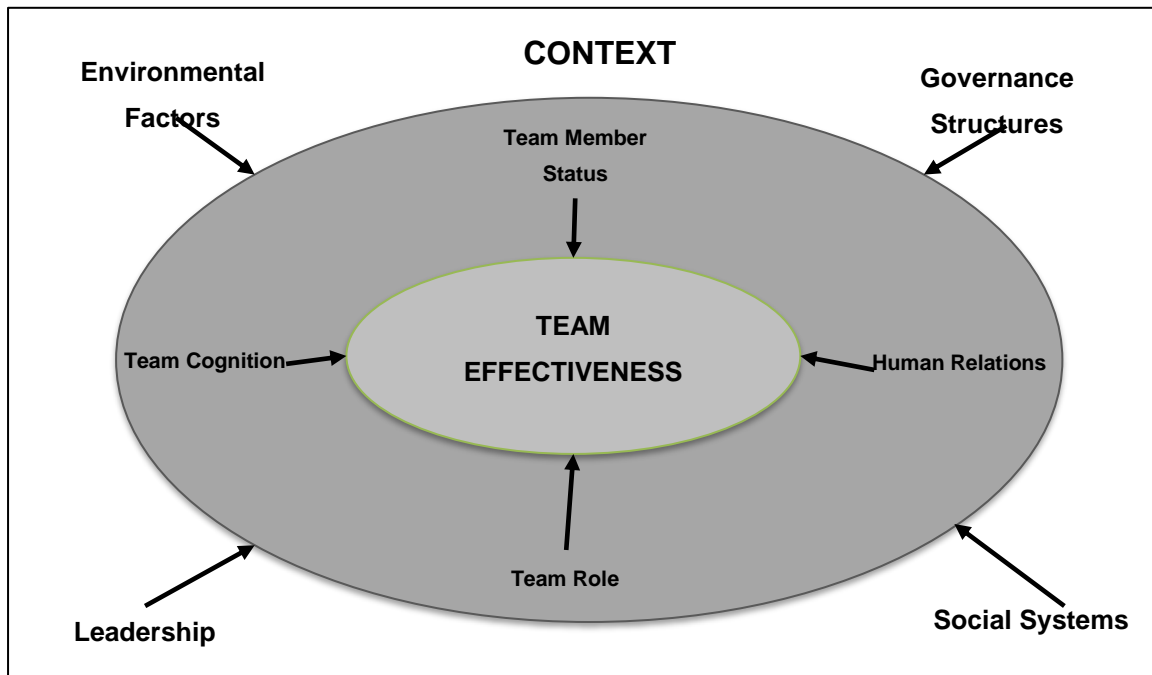
#### c) Summary

Literature suggests that team environmental factors, leadership, social systems and governance structures influence team effectiveness (Hackman 2002, Edmond & Harvey 2017). The mentioned variables influence team effectiveness through influencing team statuses, team roles performance, interpersonal relations and team cognition (Refer to Figure 2.2).

Literature also suggests that for teams to be effective, there must be variable team roles and statuses, team cognition must grow overtime, while interpersonal relations as well as cohesiveness must be harmonious (Driskell et al. 2017). However, earlier works by authors such as Cummings (1978), Sundstrom et al. (1990) and Hackman (2002) on the other hand suggested that role stability and team statuses are a critical foundation for team effectiveness. Therefore, there are inconsistencies in literature when one investigates how contextual

variables influence team effectiveness. The purpose of this research therefore is to understand how context influences team effectiveness in the CIB context. How do contextual variables that are present in the CIB context influence the effectiveness of teams? How do teams in the CIB context (where variability of team roles and statuses may be essential to meet goals) balance the need for role stability, variability of team statuses and the impact of stress.

**Figure 2.2: How Context Influences Team Effectiveness**



Pictorial Representation of the Literature Review

## 2.6.2 Culture

### a) Introduction

According to Shin, Kim, Choi and Lee (2016), behaviours and beliefs become culture when they are perceived as normal by the team members and these perceptions are shared. There are various definitions of culture in literature, however, most of the definitions include the elements of beliefs, values and norms being shared by an identifiable group of people (Salas, et al., 2015). Culture can be visible or invisible (Hofstede, 1998). Practices are the visible part of culture, while beliefs are the invisible part of culture. Hofstede (1998) also stated that culture resides in the minds of people, therefore, in order to understand the organisation's culture, information must be collected from the members of the organisation (Hofstede, 1998). Culture, therefore, is not words and statements on walls and websites of organisations, but it is what happens daily, and it influences how teams meet their objectives.

## b) The Impact of Team Culture on Team Effectiveness

Warrick (2017) stated that culture plays a major role in the performance and effectiveness of an organisation. Whilst organisations have cultures, Hofstede (1998) stated that it is important to recognise that different parts of the organisation may have different subcultures which need to be understood if one is to provide meaningful insights on how these cultures impact on organisational performance. Extensive previous work has provided evidence of the impact of culture on organisational performance (Kotter & Heskett, 1992). However, little is known about the impact of subculture on unit level team performance (Shin, et al., 2016). It is for this reason that the researcher has chosen to focus this study on CIB, which is known to have different professional subcultures.

Shin, et al. (2016, p. 236) highlighted that, “specific types of team cultures are conducive” for different aspects of team performance”. Using Quinn and Rohrbaugh’s (1983) competing value framework as the basis of their analysis, the authors classified these team cultures into four categories namely, open systems culture, rational goal culture, internal processes culture and human relations culture.

Shin et al. (2016) pointed out the differences in these subcultures, which are discussed below:

- Firstly, human relations culture refers to an internally focussed culture where flexibility, team work, cohesion and employee participation are highly valued (Shin et al., 2016). Kotter and Heskett (1992) referred to this concept as a strong culture theory. The authors pointed out that strong culture refers to organisations that have an identifiable culture which is shared by all employees in the organisation. Kotter and Heskett (1992) also stated that strong culture leads to improved performance as it leads to goal alignment, unusual motivation of employees and serves as an enabler for structure and control;
- Secondly, internal process culture refers to an internally focussed culture where control, efficiency, consistency, rules and stability are highly valued (Shin et al., 2016);
- Thirdly, rational goal culture refers to a highly competitive culture with a high degree of control, emphasis on results and a strong customer focus (Shin et al., 2016).;
- In Kotter and Heskett’s (1992) view of culture, the internal process culture and rational goal culture as pointed out by Shin et al. (2016) could be equated to strategically appropriate culture. Kotter and Heskett (1992) point out that there is no one size fits all culture. Culture is good if it fits the organisation’s objectives, industry, specific goals and strategy;



- Finally, open systems culture refers to an externally focussed culture where flexibility, entrepreneurial orientation, risk taking, and innovation are highly valued (Shin et al., 2016). This type of culture is similar to the adaptive culture as described by Kotter and Heskett (1992). Kotter and Heskett (1992) argued that adaptive culture leads to improved performance as it positions the firm to exploit new opportunities and promote innovation within the organisation. Frick, Fletcher, Ramsay, & Bedwell (2017) supported this view by stating that teams who constantly scan their environment for cues in order to grow their cognitive abilities and respond by changing their approach have been associated with beneficial outcomes in today's changing world. These authors refer to this type of culture as an adaptive team culture.

Of the four culture types, Shin et al. (2016) found that the human relations and internal process cultures promote team task performance, the open systems culture promotes creativity while rational goal culture was found to have no influence.

One could, therefore, argue that an organisation's decision on which culture makes its teams most effective depends on the aspect of team performance and the context within which the organisation operates. In organisations where team performance is equated to creativity, one could expect the open systems culture or what is referred to as the adaptive culture to be the most relevant. Furthermore, in organisations where team performance is equated to task performance, one could expect the internal process culture also referred to as the strategically appropriate culture to be most relevant. Finally, in organisations where task performance depends on cohesion and interpersonal relations, one could expect to find human relations culture, also referred to as strong culture theory to be more relevant.

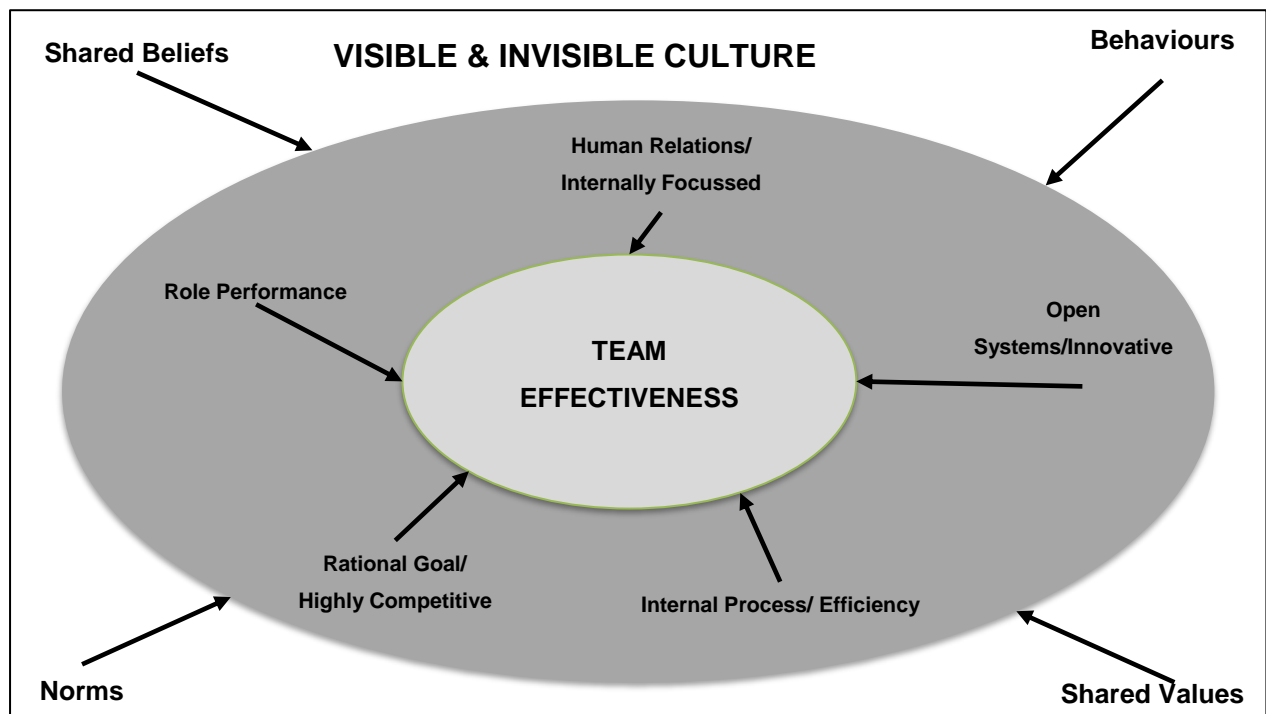
#### c) Summary

Literatures states that shared beliefs, shared values, shared norms and behaviours make up a team's culture (Shin et al., 2016; Salas et al., 2015; Hofstede, 1998). These cultural variables influence team effectiveness through their influence on internal processes, internal human relations, competitiveness and team adaptability (Shin et al 2016) (Refer Figure 2.3). There is often competing cultures in an organisation if different organisational goals are pursued by different teams.

Fleuriet (2008) stated that investment banking is a complicated industry requiring more creativity. An in-depth enquiry as to which culture serves such an environment is likely to provide useful insights to the team effectiveness theory. Notably, the different strategic goals provide a case for teams to focus on different somewhat competing values or cultures.

Therefore, the researcher seeks to understand which of the team performance aspects do the CIB teams use to describe their effectiveness and thus determine the desired teams culture if culture is critical influencing condition in the CIB context.

**Figure 2.3: How Culture Influences Team Effectiveness**



Pictorial Representation of the Literate Review

### 2.6.3 Composition

#### a) Introduction

Composition refers to, “how characteristics of role holders impact team effectiveness” (Humphrey, Morgeson, & Mannor, 2009, p48). Stevens and Campion (1994) on the other hand, referred to composition as, “Knowledge, Skills and Attitudes (KSAs) that each team member should possess to be effective in team contribution” (p506). Team composition decisions can maximize strategic flexibility by enhancing the teams’ capabilities to meet the demands of the external environment (Mathieu, et al., 2014). Similarly, Mathieu et al.’s (2014) view and Bell (2017) stated that team composition can influence team effectiveness because leaders can formulate teams by including members who increase the likelihood that the team will meet its goals. Cohen & Bailey (1997) supported this view by stating composition as one of the elements that leaders can manipulate to create conditions for team effectiveness.

However, Bell (2017) introduced a concept that links composition as being a contextually dependent variable and stated that while the team’s composition is essential for strategy

execution, the composition decisions are also influenced by team contexts. For example, for teams operating in multi-cultural contexts, Hajro, Gibson and Pudelko (2017) proposed that forming teams that are composed of diverse cultural backgrounds can be utilised to capture market share and improve customer service. Composition decisions can therefore, not be made independent of the context in which the teams operate.

Bell (2017) elaborated further by stating that composition decisions must be aligned to context and strategy which when combined must determine the essential composition criteria. In addition, the author stated that not all teams contribute equally to the strategy, some teams are core contributors while some teams are supporting the strategy. Composition decisions will also depend on whether the team is a core contributor or merely a support to strategy.

However, Bell (2017) pointed out that the process of team composition decisions has become more complex because teams in the twenty-first century must interact with dynamic and hyper competitive external environments. This is evidenced by a shift in composition elements that are being researched in recent studies. For example, a recent study by Lvina, Johns and Vandenberghe (2018) highlighted the influence of soft skills composition to team effectiveness. The authors argued that team political skill (one's ability to contextually understand others to influence their actions) is a precondition for cohesion as it removes barriers that hinder performance thus making teams more effective. Therefore, the composition elements being considered are changing over time.

#### b) Approaches and Models

While team effectiveness is well-researched, there is a gap in understanding how team composition affects team success due to inconsistencies and lack of integration in literature (Mathieu, et al., 2014). Mathieu, et al. (2014) stated that these inconsistencies have been created by the fact that authors have used different approaches in seeking an understanding of how team composition affects team effectiveness. These approaches can either be individually focussed or team focussed (Mathieu, et al., 2014).

Individual approaches focus on what it means to be a good worker in terms of a traditional job fit and the attributes for working in teams (Bell, 2017; Mathieu, Maynard, Rapp & Gilson, 2008). Bell (2017) stated that individual approaches focus on technical competencies and team player attributes (Bell, 2017). Bell, (2017) also pointed out that while individual approaches are useful, they are incomplete as they ignore the interdependent teams' nature. The author suggested that it is important for managers making composition decisions to also consider

team-based approaches. Team based approaches have an advantage in that they consider that task dependence increases the importance of compatibility in the team (Bell, 2017).

Over and above using different approaches, authors have also used various unintegrated team composition models, namely compositional models and compilation models (Mathieu, et al., 2014). Compositional models focus on attributes and impact of attributes on effectiveness (Mathieu, et al., 2008). Researchers utilising compositional models have studied how personality, competencies, demographics and functional diversity have an effect on team effectiveness (Mathieu, et al., 2008). However, the outcomes of these studies have produced mixed results (Mathieu, et al., 2008).

Firstly, while personality may influence team effectiveness, the influence varies according to the nature of the task (Stewart 2006; Mathieu, et al., 2008; Driskell et al., 2018). Higher levels of task interdependence require higher levels of team work, which require different personality types (Driskell et al., 2018).

Secondly, diversity studies such as, demographic diversity and functional diversity have also produced mixed results on team performance (Mathieu, et al., 2008). These studies have shown that the impact of diversity can either be positive, adverse or have no effect on team performance depending on the task or context. Stewart (2006) pointed out diversity is beneficial if the team environment is dynamic and uncertain, in other environments diversity has been linked to weak performance. In addition, Joshi and Knight (2015) highlighted that diversity is effective when teams know whose expertise they need and there is trust on the level of competence of the person or of the team that they need to defer to. Diversity, therefore, does not automatically lead to team effectiveness, it will only influence team effectiveness when there is trust that encourages members to reach across knowledge silos in order to develop common knowledge (Joshi & Knight, 2015).

Thirdly, Mathieu, et al. (2014) point out that while compositional models study composition in terms of team competencies, these models assume competencies are comparable and are weighted equally to construct the required level of team competence. This assumption ignores the evidence that what constitutes effectiveness has evolved over years and the distribution of the compositional attributes amongst the team may influence the attribute's ability to influence team outcomes (Mathieu, et al., 2008). The current conditions of global and cross functional teams could mean the comparability of competencies has become even more complex due to teams being multidisciplinary in nature (Haas & Mortensen, 2016). Therefore,

these conditions warrant a continuous investigation to assess whether such models remain applicable in the current dynamic environment.

Compilation models on the other hand state that team attributes do not hold equal weighting on how they affect team effectiveness (Haas & Mortensen, 2016). Therefore, compilation models focus on the position and status of members and identify critical members in the team (Mathieu, et al., 2008). Team effectiveness may be influenced by the most or least competent members of the team, depending on the position they hold (Haas & Mortensen, 2016). To overcome the current business environment complexities, teams require a more diverse set of skills. This may be achieved through adding members as and when skills are required (Haas & Mortensen, 2016). This indicates that the team composition and positions that team members hold change more often than before, leading one to question whether a static model will provide a consistent result in the current dynamic environment.

Notably, these models have an implicit assumption that over time there will be a consistency of compositional influences, member positions, roles as well team membership (Mathieu, et al., 2014). However, these assumptions cannot be true in the current environment, therefore, dynamic effects must be continually incorporated in the team composition studies.

The models also indicate that once the team is composed of all competencies, the team will be effective (Mathieu, et. al., 2014). However, while having talented members enhances the likelihood of success, there is no evidence that having talented individuals in the team will ensure team effectiveness (Mathieu, et al., 2014). The critical considerations framework by Salas et al. (2015) supported this view as the authors advocate for leaders to pay attention to team work generic characteristics (team orientation) and task work related to knowledge when developing teams. The authors argued that clear links have already been established in literature that selecting team-oriented members will foster teamwork.

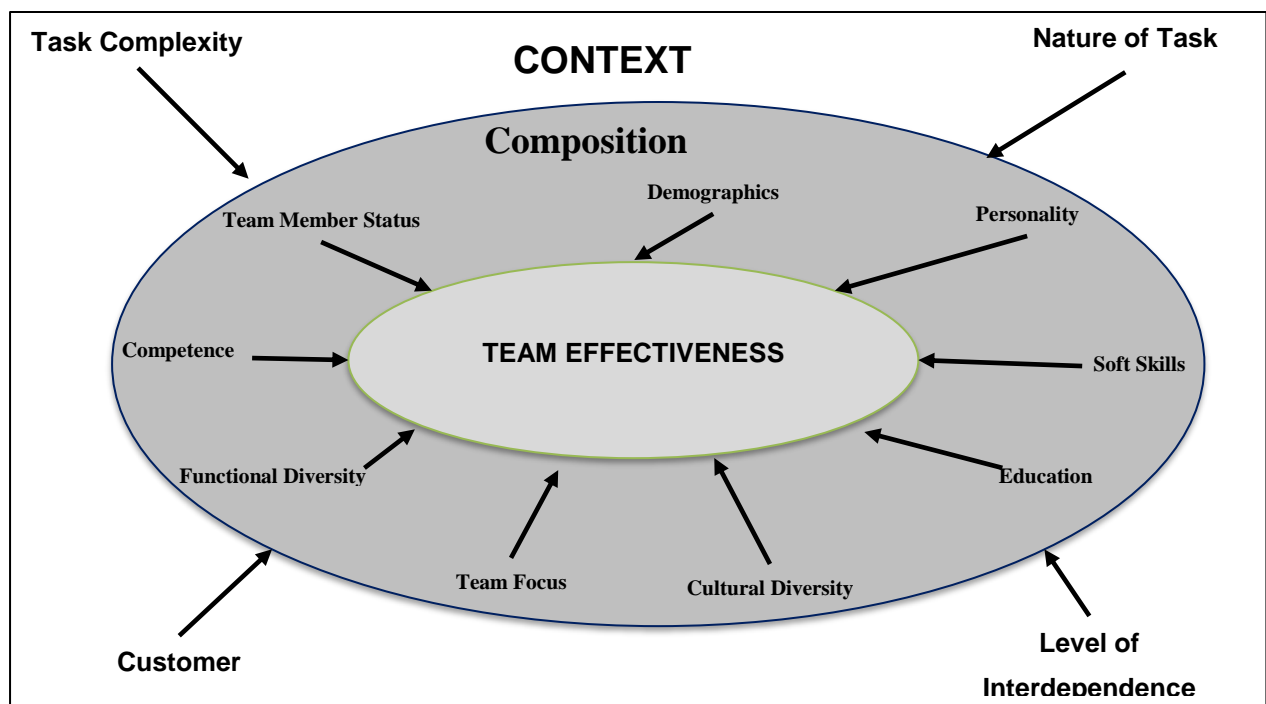
However, Mathieu, et al. (2014) stated that while comprehensive research on the different models and approaches of understanding team composition has been done, there is still a lack of integration of these models. The question of which of the models or approaches are important than the other given a different context remains unanswered (Mathieu, et al, 2014). While the purpose of this research is not to identify which model is more useful than the other, the research seeks to understand which models and approaches are relevant to the CIB teams when making composition decisions.

c) Summary

Team composition research has traditionally focussed on attributes of team members and how those attributes affect team effectiveness (Mathieu, et al., 2014). Research suggests that team composition is shaped by the context in which the team operates (Bell, 2017), (Refer Figure 2.4). There is, therefore, a need for researchers to provide more in-depth understanding on moderators of team effectiveness because what happens in one team may be different to what happens in another team (Bell, 2017).

Mathieu, et al. (2014) and Salas et al. (2015) stated that while comprehensive research on the different models and approaches of understanding team composition has been done, there is still a lack of integration of these models. The authors suggest that an in-depth qualitative investigation of team dynamic composition models might prove valuable. Qualitative investigation may shed some light on how teams with fluid memberships and changing demands balance position performances with teamwork (Mathieu, et al., 2014).

**Figure 2.4: How Composition Influences Team Effectiveness**



Pictorial Representation of the Literate Review

## 2.7 CONCLUSION - LITERATURE REVIEW

The following observations have been made through the literature review thereby leading to the research questions as outlined in Chapter 3 and the interview questions in Annexure C.

Firstly, most authors agree that over and above the core process and emergent states, teams require enabling conditions or a supportive environment in order for them to be effective (Hackman, 2002; Sundstrom et al., 1990; Cummings, 1978; Ria & Liden, 2015; Salas et al., 2015). However, the specified enabling conditions have evolved over time. While authors agree in principle, they are not always consistent about what those factors are.

Secondly, the critical considerations framework provides a more consolidated view about what these enabling conditions are, because the critical considerations framework is based on literature reviews by various authors (Salas, et al., (2015).

Thirdly, while team composition is considered a critical influencing condition by Salas et al. (2015), research shows that there are various unintegrated approaches and models of team composition (Mathieu, et al., 2014). The researcher will first establish if indeed team composition is considered a critical consideration within a given context and then explore which model or approach is utilised the context.

Fourthly, while team culture is considered a critical consideration for team effectiveness by Sala et al. (2015), the competing values framework introduces a complexity in that different cultures/values produce different outcomes. For example, on one hand the CIB industry is highly regulated industry requiring control, consistency, rules and stability to serve its regulatory stakeholder, thus leading to an emphasis on internal process culture as a key determinant condition for team success. On the other hand, the industry is highly competitive with complex customers and constant technology changes, which means external focus, customer focus, innovation, risk taking, flexibility and entrepreneurial orientation are key elements that teams must possess for survival, thus leading to an emphasis on adaptive or opens systems culture as a determinant for team success. Over and above establishing if teams in this context consider team culture as an important influencing condition for team effectiveness, the researcher will also design the research instrument to gain insights on how leaders faced with such competing values view these competing values and their influence on their team's effectiveness.

Fifthly, literature provides evidence that the current business environment and the CIB context is continuously changing thereby, requiring member status variability and fluidity of roles in order to match status with the ever-changing task requirements (Salas et al., 2015). While this is expected to lead to improved task outcomes, literature also states that role stability is critical for team effectiveness (Cummings, 1978; Sundstrom et al., 1990; Hackman, 2002). If role stability is key to team effectiveness, how can role stability be maintained if current conditions require these teams are to be fluid (Driskell et al., 2017)? In addition, if role fluidity and status variability are essential for team effectiveness (Driskell et al., 2017, how do teams accomplish these requirements in an environment where teams are still organised in specialised product lines? The current study aims to explore the interplay of different factors in influencing overall team outcomes (Salas et al., 2015).

Finally, the critical considerations framework is in no specific order, the researcher aims to determine which consideration is more important using the CIB context (Salas, et al., 2015).

Organisations cannot fulfil their objectives of solving complex problems without effective teams (Salas et al., 2015). While literature provides a solid foundation on team development, team sustainability and team performance, teams are dynamic rather than static thereby necessitating the need for continued enquiry (Salas, et al., 2015). In response to this change, there has been an increase in research on teams, but there is still a gap in understanding the concept.

Continued research on team effectiveness is still required to bridge gaps in literature, particularly in relation to pragmatic relevance (Salas et al., 2015). Investment banking teams are rapidly changing, providing an ideal context in which already existing theories can be affirmed, disproved or additions can be introduced. Relatedly, this study aims to explore the conditions that influence team effectiveness within a CIB environment.



## **CHAPTER 3**

### **RESEARCH QUESTIONS**

#### **3.1 INTRODUCTION**

This chapter presents the research questions. The purpose of the research is to explore the conditions that influence team effectiveness within corporate and investment banking environment in South Africa. The present study's aim was to pragmatically apply an already existing critical considerations theoretical framework, to a context Salas et al. (2015).

#### **3.2 RESEARCH QUESTION 1**

##### **How does team composition influence team effectiveness in CIB?**

Bell (2017) stated that, while team composition decisions are critical for team effectiveness, these decisions have become complex over time. Literature does not necessarily make these decisions less complex due to the different approaches used in literature regarding team composition. Scholars have put emphasis on both individual and team attributes approaches (Mathieu et al., 2014). Furthermore, composition models can either be composition or compilation. Composition models compare characteristics such as the skills needed in the team with an assumption that skills can be equally weighted and are comparable (Mathieu et al. 2014). On the other hand, compilation models assume that team attributes do not hold equal weightings, some members or skills are more critical to attain team effectiveness (Mathieu et al., 2014). Through in-depth enquiry, the researcher aimed to gain an in depth understanding of how composition influences team effectiveness in the CIB context and identify the approach as well as models used by the CIB teams to attain team effectiveness.

#### **3.3 RESEARCH QUESTION 2**

##### **What role does organisational culture play in creating team effectiveness in CIB?**

While much is known about organisational culture and its influence on performance (Hofstede, 1998), little is known about subculture influence on unit level performance (Shin et al., 2016). The focus of this research hence is on the CIB context rather than the entire organisation. Shin et al. (2016) pointed out that specific cultures have different influences on team

performance. Cultures can be classified as open systems (promotes creativity, flexibility and innovation performance), rational goal (promotes control, results and customer focus), internal process (promotes efficiency, rules and stability improving task performance) and human relations (promotes team work, cohesion and participation improving task performance) cultures (Shin et al., 2016). However, these cultures present a tension due to the values required by each. These values can often compete (Quinn & Rohrbaugh, 1983), necessitating a deliberate choice to be made by the team of one culture over another. The researcher aimed to understand how culture influences the effectiveness of the teams in the CIB context and identify the culture choices made by the CIB teams for improved team effectiveness.

### **3.4 RESEARCH QUESTION 3**

#### **How does the organisational context influence team effectiveness in CIB?**

Literature suggests that to cope with complexity and constant changes that CIB teams face, team member status variations are required but the variation is not always possible (Driskell et al., 2017). Earlier studies such as those done by Hackman (2002), Cummings (1978) and Sandstrom et al. (1990) suggested that formal member statuses and less variability roles provided the clarity that is required for team effectiveness. Driskell et al. (2017) also stated that while role stability is required to remain effective, this is not always possible as there may be a need to change and adapt according to the role demands. Since this instability may result in confusion, effective teams are those who have managed to build up conflict management skills.

Driskell et al. (2017) also pointed out that in extreme conditions, the presence of stress negatively impacts team cognition development, interpersonal relationships and cohesion thus leading to a deterioration of team effectiveness. The question aimed to explore how contextual variables influence team effectiveness in the CIB context.

### **3.5 RESEARCH QUESTION 4**

**Considering composition, context and culture in the order of importance, which enabling condition would you consider most critical in the environment and why?**

The critical considerations framework is in no specific order, however, to determine which consideration is more important the context being evaluated must be considered (Salas, et al., 2015). Therefore, this purpose of this question was to establish in the order of importance, which enabling condition the CIB teams considered more important than the other and identify reasons behind the choices made.

### **3.6 RESEARCH QUESTION 5**

**What other influencing condition do you consider critical to your environment apart from the three already mentioned?**

The dynamic nature of teams calls for a continued enquiry into the subject. The continued enquiry is expected to benefit both academia and business in that continued research will bridge gaps in literature, particularly in relation to pragmatic relevance and an increased understanding of how to develop dynamic teams (Salas, et. al., 2015). The purpose of this question was therefore, to identify additional enabling conditions other than those already identified by the critical considerations framework.

## **CHAPTER 4**

### **RESEARCH METHODOLOGY**

#### **4.1 INTRODUCTION**

This chapter outlines the research design that was used to answer the questions posed in Chapter 3. The research purpose was to explore the conditions that influence team effectiveness within a corporate and investment banking environment in South Africa and to pragmatically apply an already existing critical considerations theoretical framework, to a context (Salas et al., 2015). Data was collected through semi structured interviews to allow the researcher the freedom to change the order of questions depending on the flow of the conversation. Upon completion of interviews, the researcher utilised a thematic analysis to analyse data in order to identify the findings.

#### **4.2 RESEARCH DESIGN**

Yin (2003) stated that the research design should be determined by the type of questions being asked. If the research question is what, two possibilities may arise. The first type of what seeks to determine ways of doing something, this type of what justifies for an explorative research design where any research strategy can be utilised (Yin, 2003). The second type of what is a how many or how much, this type of what is also exploratory, but the research strategy is limited to surveys (Yin, 2003).

This paper utilised an exploratory research design because the questions asked sought to understand conditions that enable team effectiveness in the CIB context and the reasons behind those conditions. In addition, exploratory design methods are encouraged when the research seeks to “surface new insights and enable new ways of seeing” (Bansal, Smith & Vaara, 2018, p1194), while the topic of team effectiveness is well researched the research outcomes have been mostly static, the dynamic nature of teams and the continuously changing environment necessitates for a continued enquiry into the subject so that new insights can be generated.

Furthermore, exploratory research was deemed appropriate because the research was also aimed at gaining a hierarchical understanding of the order of importance on conditions that enable effectiveness in the CIB context and reasons behind that hierarchical order.

The philosophy for the research was interpretivist. Philosophy refers to a belief system and assumptions that are held while developing knowledge (Saunders, Lewis & Thornhill, 2016). In interpretivism philosophy, the researcher is reflective, and the interpretation of data is the key to a contribution being made (Saunders et al., 2016). Therefore, interpretivism philosophy has been considered appropriate as the researcher explored the topic through conducting semi structured interviews. In addition, the researcher explored the topic using already existing critical considerations framework and contribution was dependent on the data collected as well on the interpretation of that data (Salas et al. 2015).

Since the team effectiveness theory is an already existing theory, the research was deductive in nature. Saunders et al. (2016) stated that a deductive approach is appropriate when generalising from an existing theory to a specific context. In this approach, data is used to evaluate a proposition that is related to an existing theory. The present study pragmatically applied an already existing critical considerations theoretical framework into a CIB context, making the study deductive rather than inductive (Salas et al., 2015).

In line with the interpretivist philosophy mentioned above, the study was qualitative in nature. The data was collected through semi structured interviews only, making the study mono qualitative. A mono qualitative method utilises a single data collection technique in the data collection process (Saunders et al., 2016). A semi structured interview data collection method was considered as the only appropriate method of collecting data as the paper sought to provide an in-depth understanding of the research topic.

This paper pragmatically applied the critical considerations theoretical framework to a CIB context; therefore, the study method is a case study. A “case study is an empirical inquiry that investigates a contemporary phenomenon within its real-life context” (Yin, 2003). This method is used when, “deliberately looking to cover contextual conditions-believing that contextual conditions are pertinent to the phenomenon of the study” (Yin, 2003). Team effectiveness literature already provides a good foundation for building effective teams, however, as the complexity of team tasks continues to increase, an enquiry to seek more understanding is necessary (Salas, et. al. 2016). The investigation of literature overtime also provided evidence of the evolving nature of literature in this field, due to time related factors. Therefore, a case study method provided further insights into the team effectiveness field given a different context.

The semi structured interviews were conducted over a short period of time thereby making the time horizon of the study cross sectional (June 2018, July 2018 and August 2018). Saunders

et al. (2016) stated that a cross sectional study is a study of a phenomenon at a point in time. The author also referred to a semi structured interview as an interview method that allows the interviewer to vary the questions from one interview to the next. This is done in order to allow the interviewer to change questions “depending on the flow of the conversation” (Saunders et al., 2016). Given that the researcher sought to do an in-depth enquiry, the semi structured interview method was considered most appropriate.

### **4.3 POPULATION**

Robin (2014) stated that the population does not only provide a perimeter for sampling, it is also a useful theoretical tool for data analysis and interpretation. The population provides clarity to the user, aiding them to understand the population from which the sample has been chosen, “thus defining who or what a study is about” (Robinson, 2014).

Robinson (2014) further stated that if the study does not accurately define the population, it is bound to make claims beyond its population thus undermining the credibility of the study. This research sought to understand the critical factors that enable team effectiveness in the corporate and investment banking environment, therefore the population is the corporate and investment banking industry.

### **4.4 SAMPLING**

A heterogeneous sample method was adopted. Saunders et.al. (2016) defined the heterogeneous sample as, “a purposive sampling method which focuses on obtaining the maximum variation in the cases selected”. The researcher selected teams that are both client facing and non-client facing for maximum variation. Robinson (2014) stated that the variety enables the generalisability of the phenomenon. In addition, to ensure that insights are generalisable, a mixture of executive, senior managers and junior managers from the teams were included in the sample selected.

The sampling method was purposive in nature. Considering that the area of focus was corporate and in investment banking and due to an absence of a comprehensive list of investment banking employees, the researcher deemed it appropriate to use her own judgement to select relevant cases for the research project. Saunders et al. (2016) defined purposive sampling as a sampling method that is utilised to allow the researcher to use their judgement to select cases that will best enable them to answer the research question.

According to Robinson (2014), the sample size used for a qualitative project is, “influenced by both theoretical and practical considerations”. Robinson (2014) continued further to state that the “practical reality” is that the sample size requires a provisional number. However, the researcher should not be inflexible, but instead of a fixed number, the researcher should consider giving a range with a minimum and maximum. The researcher initially intended to interview a minimum of two teams in back office operations (non-client) and one team in front office operations (client facing) in the CIB context. However, an additional team was interviewed as the researcher considered that the additional team would add value to the research. The additional team that was included was the control function team.

The back-office operations teams focus on processing and regulatory stakeholder needs. The back-office operations teams were deemed appropriate due to being on the receiving end of all competing values as already identified. Back office teams are responsible for the processing of trading securities as well as the processing of investment banking deals. These teams must process information from multiple systems as generated by the front office teams, adapt to new technologies, manage operational risk, ensure that the ever-changing regulatory landscape needs are met, while maintaining business as usual. The focus of these teams would be both factors from the external environment (e.g. regulatory and technology changes) and from the internal environment (e.g. collaboration with other teams in the system)

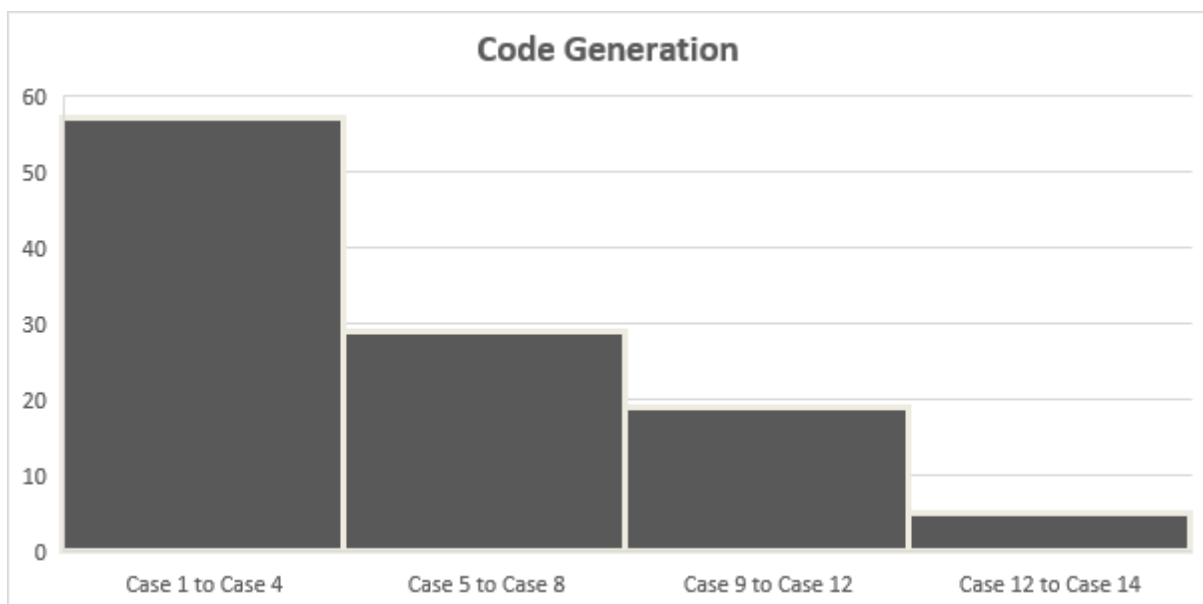
The front office operations focus more on the external environment plagued by technology changes and the interpretation of ever-changing complex customer needs. The teams focus more on revenue generation and creation of the competitive advantage of the organisation in the markets in which they operate. Front office teams are faced by ambiguity, as the traditional competitors can no longer be narrowly defined due to the introduction of new fintech technologies. While these teams would be mainly focused on the external environment, their ability to be effective is also determined by their ability to influence, back office operations as well as other supportive teams who may need to provide sign off or approval prior to dealing execution.

The additional control function team added is responsible for risk monitoring and loss reporting for both front office and back office teams. This team’s values often compete with those of the front office and the back-office teams, as their sole purpose is to ensure that teams do not over perform at the expense of introducing unnecessary risk to the organisation. In addition, while this team is also non-client facing as the back-office operations team, the major difference was that this team is not considered as core to the strategy but is supportive to the

strategy, the researcher concluded that an inclusion of such a team would add to achieving maximum variability of the cases selected.

Once all four teams were interviewed, the researcher added an additional front office team. However, after conducting one interview with an executive from that team, only a few additional themes were identified. In addition, an additional case was selected from a back-office operations team also leading to a couple of additional themes being identified. The researcher concluded that she was approaching saturation and no further interviews were conducted (Refer Figure 4.1).

**Figure 4.1: Saturation illustration**



A non-probability sampling technique was utilized. Upon finalisation of the literature review, the researcher intended to include managers, executives and officers in her sample. However, one interview was conducted with a team member who was not in a managerial position (an officer). The officer's interview data was not utilised, and it was excluded due to the officer not being able to add value due to the lack of understanding of the concepts being discussed. Therefore, the sample was kept at managerial and executive level.

#### **4.5 UNIT OF ANALYSIS**

Yin (2014) noted that in defining the unit of analysis, it is essential to properly define the case boundaries. Yin (2014) further noted that if the unit of analysis to be studied is a group, the definition of the group must clearly state the people included and those that are excluded from



the study. The unit of analysis for this research is therefore, CIB teams composed of executives, senior managers, middle managers and junior managers within CIB. All other banking employees were excluded from the research.

#### **4.6 MEASUREMENT INSTRUMENT**

The measurement instrument for this project was semi-structured interviews (Refer to Annexure C for questions). The semi structured interview questions were formulated after the literature review. New interview questions were formulated by the researcher utilising the themes that were already provided in the critical considerations framework (Salas et al., 2015). To ensure validity and reliability of questions, the interviewer conducted the first two interviews and reviewed results of the interview with the supervisor to determine if the interview questions were a good instrument for collecting the data that was being sought by the researcher. After two interviews were conducted and reviewed, there was evidence on the validity of questions and thus the questions were not adjusted. Therefore, the first two interviews utilised to test the instrument were also included in the data analysis process. The researcher then proceeded with the inquiry.

#### **4.7 DATA COLLECTION**

Yin (2014) states that there are four principles that the researcher must observe in the data collection process namely, the use multiple sources of evidence, creation of the case study database, maintaining a chain of evidence and exercising care when using data from electronic sources. The researcher observed the given guiding principles. The researcher also maintained an electronic database containing the chain of evidence that were collected as well as the research articles that were utilised during the research. Secondly, the researcher collected evidence by taking notes and by using a recording device after requesting for permission to record the interviews from the interviewees. The services of a transcriber were utilised to transcribe transcripts from each interview. The researcher maintained the evidence in an electronic format central database.

#### **4.8 DATA ANALYSIS**

As stated above, the researcher collected data using semi structured interviews, the outcome of which was large amounts of data which required coding. Yin (2014) stated that the review of evidence must be an ongoing process as this may signal the researcher to look for additional information. The researcher recorded the interviews utilising a recording device. These were

then sent to a transcriber for transcription. After transcripts were received from the transcriber, the researcher reviewed the transcripts prior to importing these to the ATLAS.ti software. This was an ongoing process.

To analyse data, the researcher firstly coded data utilising the open coding ATLAS.ti software function, and then grouped these into various themes also using the same software. Therefore, a thematic analysis was utilised to facilitate comprehension of the data that was collected into key themes so that conclusions could be drawn (Saunders et.al. 2016). According to Saunders et. al (2016), a thematic analysis is often thought of as a generic approach of analysing data.

#### **4.9 RESEARCH BIAS AND RELIABILITY**

The aim of a good researcher is to measure in a manner that is reliable (Creswell, 2012). The semi structured interviews which the researcher utilised as a measurement of instrument gave the researcher control over the collected data thereby allowing for flexibility. While this process allowed the researcher to gain some useful information, there were some notable disadvantages of semi structured interviews which may affect the reliability of the collected data (Creswell, 2012).

Firstly, the interview data may also not be reliable as the interviewee may be tempted to provide information that the researcher wants to hear (Creswell, 2012). To avoid this, the researcher asked open ended, clear and unambiguous questions which did not pre-empt the answer from the interviewees.

Secondly, after the interviews, the researcher summarised the information from the data collected which meant that the researcher can provide filtered views (Creswell, 2012). The researcher kept an audit trail of all collected interview data and coding was used as if the researcher will be audited at a later stage. Therefore, the researcher strictly observed the case study protocol and maintained the case study database (Yin, 2014). To increase the visibility of the collected data and the validity of her analysis, the researcher quoted her interview subject verbatim.

#### **4.10 LIMITATION**

In a case study it is easy for the researcher to allow biased views which may influence the findings and conclusions of the study (Yin, 2003). Yin (2014) noted that in order to guard

against this challenge, the researcher must define concepts and link the defined concepts clearly to the operationalised measures using reputable literature. Literature will then aid the researcher in identifying the known shortcomings of the operationalised measures and allow the researcher to provide reasons on why the known shortcomings will not bias the study being performed (Yin, 2014). The questions were therefore, formulated using an already existing theoretical framework as a foundation, in addition all concepts could be linked to already existing theory.

Generalising from a single case is often challenged (Yin, 2003). Yin (2003) stated further that a researcher must address this challenge through the identification of an appropriate theory in the design phase. Yin (2014) also noted that for the case study to meet the reliability test, it must be such that if a different person were to conduct the same study they could arrive at the same finding and conclusions. To overcome this challenge, the researcher must have adequate documentation of the methodology and operationalised procedures, as if the study could later be audited (Yin, 2014). Therefore, the researcher has strictly observed the case study protocol and maintained a case study database.

The selected teams were also chosen utilising a purposive sampling method. Saunders et al. (2016) stated that purposive sampling cannot represent the target population, and limited generalisations because the participants are selected based on the researcher's judgement. However, the researcher considered the method suitable for answering the questions due to the method allowing for a heterogeneous sample. Teams that are both client facing and non-client facing as well as control functions were selected for maximum variation. Robinson (2014) also stated that the variety enables the generalisability of the phenomenon. In addition, to ensure that insights are generalisable, a mixture of executives, senior managers, middle managers and junior managers were selected.

#### **4.11 CONCLUSION**

The research explored the conditions that influence team effectiveness within a CIB context in South Africa. The research methodology and approach were conducted as per Table 4.1 below.

**Table 4. 1: Research Design and Methodology**

<b>Research Design &amp; Methodology</b>	<b>Chosen Approach</b>
<b>Nature of Study</b>	Qualitative
<b>Research Design</b>	Exploratory
<b>Research Approach</b>	Deductive
<b>Time Frame</b>	Cross Sectional
<b>Population</b>	CIB
<b>Unit of Analysis</b>	CIB Teams
<b>Sampling Method</b>	Non-Probability Sampling
<b>Data Collection</b>	Semi structured Interviews
<b>Data Analysis</b>	Thematic Analysis

The next chapter presents results of data collected using the research design and methodology outlined above.

## CHAPTER 5 RESULTS

### 5.1 INTRODUCTION

This chapter presents key findings of the qualitative analysis that was conducted on five teams regarding the influencing conditions for team effectiveness in a CIB context. The chapter begins by describing the interviewed teams and then proceeds to present the findings using a thematic analysis method.

### 5.2 DESCRIPTION OF PARTICIPANTS AND TEAMS

**Table 5.1: Participants and Context**

Business Area	Team Description	Interviewees
Back Office	<p>Back office team responsible for high value, high volume trading securities settlements, confirmations and reconciliations. This team must process information from various systems. In some cases, the task is similar but complicated by the fact that each security type is traded in a different system. This team's main stakeholder is the internal customer (i.e. trading desk), external client and regulators. The focus of this team is both factors from the external environment (e.g. regulatory and technology changes) and internal (e.g. collaboration with other teams in the system).</p>	(1) Executive
		(2) Senior Managers
		(1) Middle Managers
		(1) Officers (excluded from the analysis)

Business Area	Team Description	Interviewees
Back Office	Back office team responsible for high value, low volume bespoke transactions. Each transaction is different, the challenge this team faces is that it is not always possible to standardise their processes due to unique and ever-changing customer needs. This team's main stakeholder is the internal customer, external client and regulators. The focus of this team is both factors from the external environment (e.g. regulatory and technology changes) and internal (e.g. collaboration with other teams in the system)	(1) Senior Manager
		(1) Junior Manager
Control Function	This team is often viewed as a police man in the organisation. The team is responsible for risk monitoring and loss reporting for both front office and back office teams. This team's stakeholders are internal stakeholders, external auditors and regulators. This team's values often compete with those of front office and back office teams, as their sole mandate is to hold teams accountable for the risk they introduce in the organisation. In addition, while this team is also non-client facing like the back-office operations team, the major difference is that it is not considered core to the strategy, but instead considered supportive.	(2) Executives
		(1) Senior Manager
		(1) Junior Manager
Client Facing	This team focusses on selling high volume, high value securities to external clients. Their main challenge is adapting to new technologies, regulatory changes, development of innovative products and competing with new non-tradition competitors like fintech companies. While their main stakeholder is the external client, they need the ability to influence internal teams who are ultimately responsible for executing on promises they have made to clients.	(1) Executive
		(1) Senior Manager
		(1) Senior Trader

Business Area	Team Description	Interviewees
Client Facing	This team is also client facing however, their day to day is client advisory on mergers and acquisitions, as well as low volume high value financing options for their clients. Their main challenge is adapting to new technologies, regulatory changes and competing with new non-tradition competitors such as the fintech companies. While their main stakeholder is the external client, they also need the ability to influence internal teams who are responsible for signing off prior to them executing on promises they have made to clients.	(1) Executive

The participants were selected from five different teams. Bell (2017) states that team effectiveness at an organisational level can be achieved through prioritising composition elements that support the strategy and prioritising composition capabilities of core teams over support teams. The selected teams were both those that are core to strategy (back office and front office) as well as those that support strategy (control function). The selection was done to increase the richness of data through selecting those priorities and goals that often clash with each other. The total number of participants that were interviewed was 15, with one participant being excluded from the qualitative analysis due to un-usability of data from the interview. The number of participants included in the qualitative analysis is 14 participants. All interviews were conducted face to face by the researcher. Each interviewee was emailed the questionnaire beforehand.

### 5.3 DISCUSSION OF RESULTS

The presented findings relate to the questions that are outlined in Chapter 3. The utilised data collection instrument in this qualitative research was unstructured interviews. Interviews were all conducted face to face by the researcher and sent to the transcriber for transcription purposes. Generic codes were created during the analysis of each transcript by the researcher using her own interpretation. The Atlas ti open coding function was used by the researcher to create codes. During the literature review phase, the researcher created code groups into which the created codes were then mapped. The code groups were then mapped to themes as deducted from literature. Figure 5.1 below presents a high-level overview of number of codes mapped to each code group.

**Figure 5.1: Code Creation Over the Course of Data Analysis**

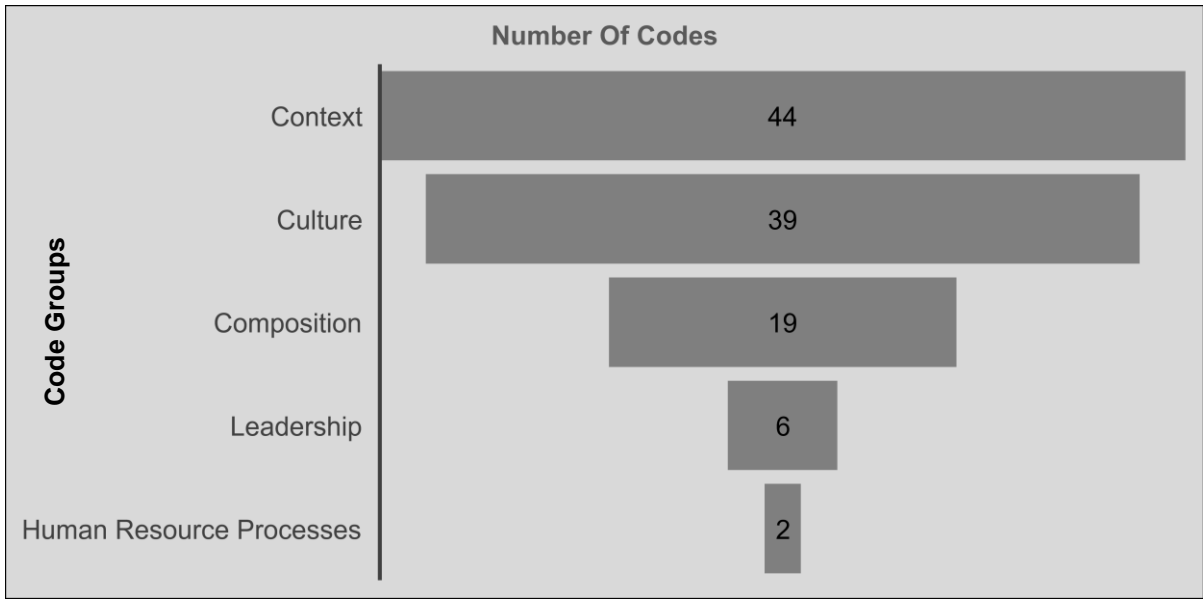
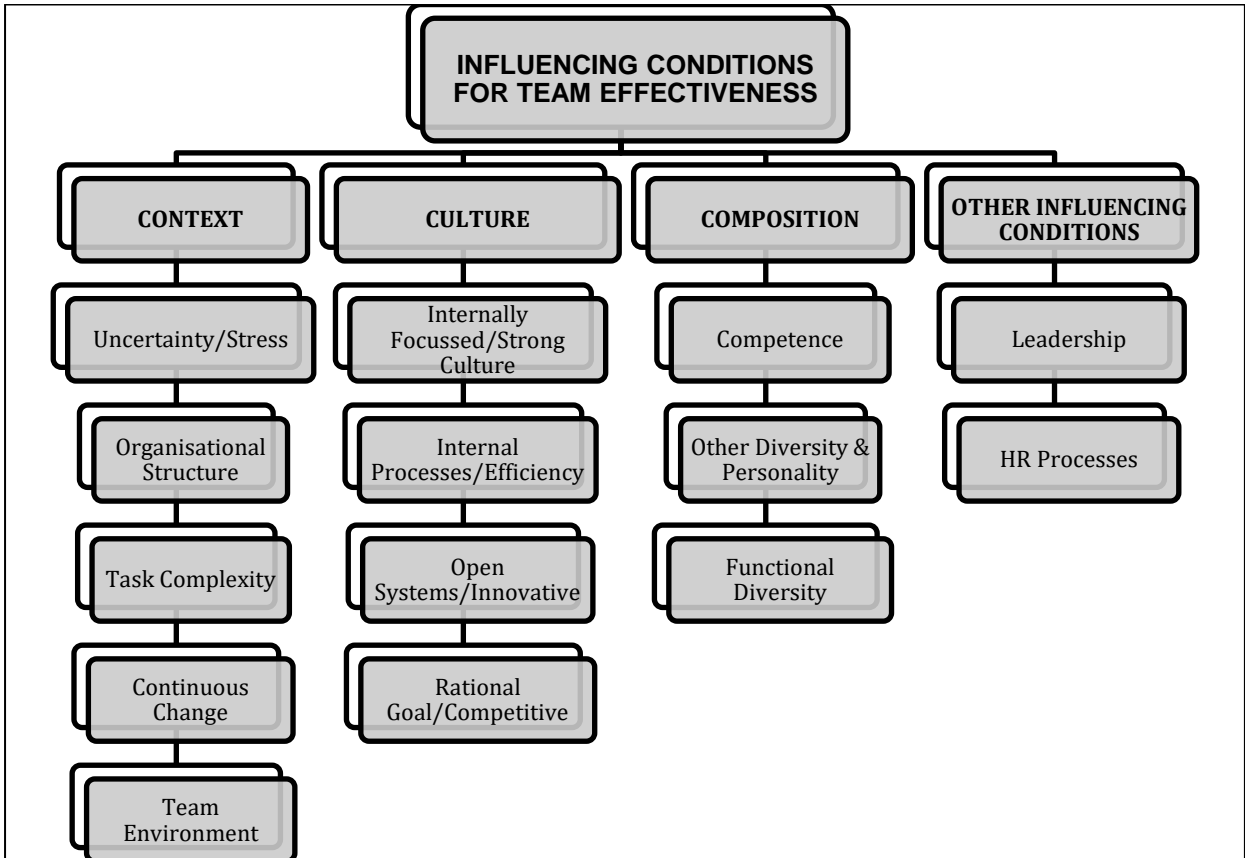


Figure 5.2 presents a hierarchical display of code groups per theme, utilising the number of codes mapped to each code group.

**Figure 5.2: Hierarchical Display of code groups for each influencing condition**





## **5.4 RESULTS: RESEARCH QUESTION 1**

### **How does team composition influence team effectiveness in CIB?**

The purpose of this question was to get an in-depth understanding of how composition influences team effectiveness in the CIB. The researcher used an open-ended question to firstly understand if these teams see composition as a critical enabler. Secondly the question was asked to understand which elements of compositions these teams consider on a day to day basis and thirdly it was used to identify the approach and models that were used in making composition decisions to ensure team effectiveness.

#### **5.4.1 Composition – Competence**

Of all the participants, 13 (93%) viewed competence as an influencing condition for team effectiveness. Formal qualifications, on the job experience, Emotional Intelligence (EQ), interpersonal skills, technical skills and introducing new team members from outside the organisation were viewed by participants as key elements to ensure a competent team. Due to the technical nature of the environment, a team made up of experienced team members was viewed as an essential ingredient to the completion of tasks.

However, two participants highlighted that while extensive experience was essential, it tended to be a barrier as the most experienced team members were resistant to change and inflexible. This resistance to change negatively influenced team effectiveness as adaptability was a key requirement to remain competitive and effective. Therefore, while the participants rated experience highly as an enabler, three participants argued that continuous introduction of fresh and inexperienced but qualified members in the team was also seen as equally critical.

In addition, one participant highlighted that extensive experience enabled one to make sound decisions, in some cases due to the fast-paced nature of the environment, time pressure did not always allow for collection of data to support decisions, therefore the experienced team members relied on experience to make critical decisions at critical times. Senior and experienced team members were also seen as essential to the strengthening of the team's ability to mitigate risks as their presence provided wisdom from historic events and their resistance ensured that change was proven and controlled prior to implementation.

Participants also viewed formal qualifications as a critical component for team effectiveness. While qualifications did not necessarily mean that a team member could perform a task on

day one, qualified individuals had the ability to learn. Openness to learning was mentioned by most candidates as an essential ingredient to team effectiveness. However, the type of qualification considered essential varied from one team to the other. Some teams only employed team members with a pre-prescribed qualification, while others employed team members with multiple disciplines to introduce a new way of seeing and doing things. What follows are direct participant quotes to illustrate this result.

Case 11: “They don’t want to implement new processes, they don’t want to learn new ways of doing things, they just want to stick to their process because for them it is easier; whereas if you have a combination of the overall thing it makes it easier for the team to adjust... How do I say it... to be able to adapt to any change that is introduced within their area? We want people with experience, but sometimes that experience becomes a barrier to finding the right candidate that you actually need”. (Executive)

Case 9: “Historically 80% or 88% of the people have been here for years, so that resistance to change and getting them to understand why we are doing it and getting them to move a lot quicker, influences team effectiveness and achieving the bigger goal negatively – because of the resistance to change....”. (Senior Manager)

Case 5: “A person who is semi-experienced, or semi-skilled, with a qualification, brings something different and something fresh and something new into an older process or older way of doing things”. (Junior Manager)

#### **5.4.2 Composition – Diversity (Other)**

Of all the participants, 11 (78%) spoke about the importance of building teams whose member’s traits were diverse. The diversity factors that were mentioned included age, race, genders, cultural backgrounds, work experiences as well as views. The participants saw the diversity of member’s traits as an enabler for meeting team goals or even exceeding the expectations that were set for their teams.

Diversity was a tool through which teams’ capabilities could be strengthened. Furthermore, diversity was also seen as giving an opportunity for teams to meet the expectations of clients whose backgrounds are diverse and bring innovations to client solutions through mixing up people from different backgrounds.

However, while diversity was a critical enabling condition, one participant mentioned that the HR processes that were being used to recruit did not always expand the pool from which to

choose from to ensure that the teams were diverse. These HR tools such as the rigid and outdated job profiles which were used in advertising for fulfilment of roles ended up limiting the pool of candidates to similar candidates instead of enabling diversity. What follows are direct participant quotes to illustrate this condition.

Case 7: “I look at diversity as a thread, not just in race but also in skills, dynamics and people’s personalities. And I will make a comment around that.... you can have ten extremely strong individuals, and a very weak team”. (Senior Manager)

Case 2: “Taking a non-Afrikaans speaking individual, born out of SA, and saying ‘go deal with that agricultural space’. It is a different language, it is a different way of doing business, it is just different. However, if you use somebody who is traditionally agricultural.... and compliment them with someone who is completely different – that is when you get what we are looking for, the magic. I would like to think of it that way, because they now apply different lenses to this same problem”. (Executive)

Case 10: “That being said, we work in operations, so we know that our normal ... JD says... X amount of experience in this for...’ What happens is by having those rigid things – which has been good practice from 1960, we are forcing people into ‘you’ve got to fit this profile to be hired in ops”’. (Executive)

Case 1: “You sometimes question yourself, why didn’t we as a bank bring these women earlier, because they are coming with different innovations.... On the project I am running last year the composition was mainly men and only one woman. This year I have mainly women. I can safely tell you I am achieving better results.... They have more drive. They come up with great ideas, things I wouldn’t have thought about. I can’t explain it to you, but it is there, and it helps”. (Senior Manager)

### **5.4.3 Composition – Personality**

Seven participants (50%) reported that a composition of different personalities in the team was an enabling condition for effectiveness. Personality was viewed as a tool that drove the team climate as different personalities introduced different moods and energies. Participants were of the view that certain personalities were more personally driven and open to learning than others thereby influencing the effectiveness of the team more positively. It was also essential for personalities to reflect on the client being serviced for the team to meet its goals.

In addition, participants also viewed different personalities as a tool for introducing different ways of viewing and doing tasks, thus enhancing agility and innovation. Some participants referred to this as creating a balance within the team. While participants considered diverse personalities important, one participant stated that composition choices were to be aligned to the goal at hand. This participant further stated that diversity of any kind did not always guarantee improved performance. The participant then highlighted that it was essential for leadership to ensure that diversity led to improved performance. What follows are direct participant quotes to illustrate.

Case 2: “People that are a reflection of the client”. (Executive)

Case 11: “The real problem is when you have people thinking the same way, you have let’s call it ‘group think’ – so when they do make a change, if they make a change, the change is not necessarily the best change”. (Executive)

Case 12: “You need to have a willingness to learn, a willingness to say, ‘I don’t understand’, and to be guided...For us that is key in terms of composition, you should be people who are willing to learn”. (Senior Trader)

#### **5.4.4 Composition – Functional Diversity**

Of all the participants, six participants (43%) proposed that a functionally diverse team led to higher team effectiveness, while one participant did not recognise functional diversity as essential due to the nature of the task the team performed. The six participants who supported functional diversity indicated that the complexity of the CIB environment was the driver behind the importance of diverse skills within a team. The traditional skill sets that were required were defined for each team in the CIB context. The definition of the skill set tended to be broader thereby allowing for the diversity of qualifications within the team.

In two cases, participants had recently made composition decisions by disregarding the traditional technical skill set required by their teams and introduced a different technical skill for better team performance. What follows are direct participant quotes for illustration purposes.

Case 2: “You would think in a sales and marketing role, the technical requirement, would be marketing people, but I have taken people from legal backgrounds, engineering backgrounds”. (Executive)

Case 12: “In our team not everybody studied finance or accounting; we have people who have done engineering, we have some pharmacists, because you need somebody who can think differently, because more often than not we find some complex problems that needs more than one head to solve”. (Senior Trader)

Case: 11: “I’ll give you an example.... I had exchange control monitoring in my team...I was trying to find someone very knowledgeable from both a trade perspective as well as exchange control. One of the requirements was five years’ exchange control experience. What happened as a result is that everyone who didn’t have exchange control experience got filtered out, before I even saw the CV. By having one line, which I thought was a good idea, I shrunk my pool of successful candidates.... everyone in that pool thought more or less the same way, which is adherence to the regulation. I took six months to fill that position...in the end I ended up with a candidate who had a process engineering background, no exchange control”. (Executive)

Case 10: “Diversity can be a negative towards team effectiveness. The goal should determine what type of team you put together ... it is not as clear cut; it depends on the goal”. (Executive)

#### **5.4.5 Summary of findings for Research Question 1**

All participants supported that team composition is a critical influencing condition. The participants identified competence, diversity and personality as important factors in making composition decisions in order to enable team effectiveness. Competence was a critical enabler due the technical nature of the tasks being performed. Teams, therefore, needed to possess the right qualifications and experience in order to be effective.

The identified critical elements of diversity were diversity of demographics, diversity of work experiences (many years of work experience vs fresh out of university) as well as functional. Diversity of demographics were essential as participants viewed them as essential ingredients for diverse thinking, opinions and ways of doing things, this was essential for innovation. Diversity of demographics was also seen as essential as the clients were diverse, diversity was therefore essential to mirror the client for teams to be effective. Diversity of work experience was seen as essential as team members who had been in the team for longer were seen as essential for risk management, while new team members were more open to

learning thus introducing more innovative ways of doing business. In one team, younger team members were seen as more open to working longer hours which were required, while the older team members could no longer keep up with long hours.

Functional diversity was essential due to the complexity of the CIB environment, team members from various disciplines were often needed for the completion of tasks. Functional diversity was also seen as an essential element for innovation, as team members from different disciplines often introduced different ways of thinking.

## **5.5 RESULTS: RESEARCH QUESTION 2**

### **What role does organisational culture play in creating team effectiveness in CIB?**

The purpose of this question was to understand how culture in the CIB context influences team effectiveness. The researcher used an open-ended question to firstly understand how the teams described their team culture and what specific elements of culture were promoted as most important due to teams viewing them as being the most influential in their team effectiveness.

#### **5.5.1 Culture – Internally Focussed (Human Relations) Culture**

All participants viewed building a culture focussed on human relations as a critical enabler for team effectiveness. The participants acknowledged that in their organisation there was a presence of subcultures between various teams which was not viewed in a negative light but viewed as a tool that enabled teams to have an identity. In addition, the participants indicated that team cultures were not static, but evolving because the context and team goals changed.

Team culture was viewed to have more influence on the effectiveness of the team than organisational culture. However, participants believed that for team culture to influence performance effectively, it needed to be clearly articulated so there could be buy in from team members.

One participant mentioned that there was sometimes conflict on which cultural values to prioritise over the other as they were often conflicting. Therefore, the team had a strategy session where cultural values were prioritised in order of importance to avoid the confusion that would be created by conflicting values. This clarification of important cultural elements led to the team agreeing that recognition was to be focussed on groups rather than individuals.

Therefore, any achievements attained by the team were weighted against the collaboration principle.

In addition, clearly defined shared values, a culture continuously providing learning opportunities, continuously providing career progression, the sculpting of meaningful roles, team autonomy, continuous team exposure, empowerment, equal opportunity and team focus as they were some of the cultural elements the participants mentioned as key to building an effective team. These elements were believed to result in team unity, harmony, motivation, commitment, accountability, increased collaboration and removal of tensions which often removed focus on the task leading to stress, thus negatively influencing team effectiveness. The participants believed that the presence of these attributes would influence team effectiveness positively.

The participants linked culture to effectiveness as follows:

- Firstly, motivated team members focussed on team contribution rather than individualistic goals;
- Secondly, committed team members put more effort in ensuring that organisational goals were met;
- Thirdly, empowered teams removed bottlenecks that often led to delays in completion of tasks;
- Fourthly, accountability reduced task avoidance and led to faster execution;
- Fifthly, continuous learning enabled teams with capability to handle continuous task complexity;
- Finally, a distinct culture, enabled leaders to recruit the right calibre of members as distinct cultures often attracted a certain calibre of people.

What follows are direct participant quotes to illustrate the above.

Case 11: “If you’ve got a good culture, you’re going to get people staying on later, working harder, pushing themselves more, being more self-led – those are the benefits of a good culture. Obviously if you’ve got a bad culture you have the thing of ‘ag, they’re asking me to work late again, they’re not going to reward me, and I have to be here, but my mind is not going to be here’”.

Case 4: “With the right culture you will attract naturally the right kind of people. They will gravitate towards that kind of culture, and the character that is aligning to the

culture that you put out, nine out of ten times will be the type of character you want". (Senior Manager)

Case 12: "With us for example in the team, we are trying to make sure that we never applaud one person for a transaction; if you have done a good transaction and you did it by yourself, it is actually seen as a bit of a failure, that you could have worked with somebody else. So, we won't celebrate that success; we will celebrate it if you say 'the three of us did this'. It was an important culture shift to get things going. For us culture is like the under pin of our success. We actually sat down at a team session, we spoke about what are our team values and what are our three top values. We have an offsite once a year, and we said collaboration is no.1 – and because we said collaboration is no. 1 for us, it means we do not celebrate success in singles". (Senior Trader)

Case 1: "I can imagine a team where everything has to pass through me. That's not effective. Because then it kind of delays the process you know?". (Senior Manager)

## **5.5.2 Culture – Internal Process Culture**

Of all the participants, four (29%) emphasised the importance of having efficient internal processes as a pre-requisite for team effectiveness. These participants viewed efficiency as an ability to perform within agreed Service Level Agreements (SLA) and within the set key risk indicators, achieving great results while managing risk appropriately, accomplishing more with less resources as well as executing tasks correctly the first time - there was no room for error, delivering results more than the targets set for the team and remaining competitive in a healthy manner. The participants emphasised the importance of team members being highly competitive but not at the expense of the team as team goals had to be kept in mind. The presence of these elements enabled teams to meet goals, which was the definition of what an effective team looked like for their teams.

Case 2: "I was in a fortunate position where I got to hire two new people in the team. We have meetings very Tuesday, where people share what they have done in the previous week and what their highlights were. The new people then highlighted to me that this is too competitive for them. It's like people are bragging. It's like you know; they are feeling out of depth. And the point that I made back to them was that if you don't know that you are competing, you are out of the race. If you don't know how your colleagues are performing, you are also out of the race". (Executive)

Case 5: "For me it means being able to execute functions correctly within SLA and with as much as possible, as far as possible, with minimum resources". (Junior Manager)



Case 1: “We believe in lean, but we always deliver to expectations and exceed expectations sometimes. That is how I see effectiveness within the team”. (Senior Manager)

Case 2: “You can’t outperform the market and the rest of the group does not perform. It’s a tough balance and it’s about getting people to a place where they do not feel complacent but understand why they need to compete”. (Executive)

### **5.5.3 Culture – Rational Goal Culture**

A total of four participants (39%) viewed team effectiveness as an ability to meet set goals or even exceed them, thus viewing their culture as one that is focussed on rational goals. Increasing revenue for the organisation and focussing on client needs was also mentioned as critical indicators of effectiveness. These participants indicated that success was measured by the team’s ability to achieve goals using limited resources, definition of success was not merely reaching goals, but exceeding goals set as well as the team’s ability to rise above challenges while still achieving the originally set goals. These teams focussed on budgets and were also seen as effective if they had increased value to their clients.

While some participants indicated confusion introduced by conflicting values, one front office participant stated that there was no conflict or confusion on which values to choose as the only goal was to increase profits. What follows are direct participant quotes to illustrate.

Case 2: “Nothing is more important, but P&L is most important. (laughter) We are here to make money; we are here to create.... What is it, increase customer shareholder value”. (Executive)

Case 1: “Effectiveness for me means things running seamlessly – achieving desired results, even better results, with sometimes limited resources... We deliver and exceed expectations almost at all times, sometimes with limited resources; meaning .... the team is always achieving results, despite challenges”. (Senior Manager)

Case 12: “The key objective in my world would be meeting budget, so it’s in your objective. And where we sit it’s about ensuring that you meet budget.... you meet your revenue objectives”. (Senior Trader)

Case 2: “I was in a fortunate position where I got to hire two new people in the team. We have meetings very Tuesday, where people share what they have done in the previous week and what their highlights were. The new people then highlighted to me that this is too competitive for them. It’s like people are bragging. It’s like you know;

they are feeling out of depth. And the point that I made back to them was that if you don't know that you are competing, you are out of the race. If you don't know how your colleagues are performing, you are also out of the race". (Executive)

#### **5.5.4 Culture – Open Systems Culture**

Of the participants, four (39%) highlighted the importance of an innovative culture as an enabler to team effectiveness. They argued that the complexity of the environment and clients warranted for team members to be continuously thinking of new solutions and new ways of doing things if client needs were to be continuously met and if they were to be ahead of the competitors.

#### **5.5.5 Summary of findings for Research Question 2**

All participants supported that organisational culture is a critical enabling condition for team effectiveness. The participants identified human relations, rational goal focus, internal processes and innovation as important elements of their culture. Participants viewed human relations as a critical condition for team effectiveness as participants believed the presence of a strong culture enabled the team to have an identity. Participants linked team identity to unity, motivation, harmony and commitment.

Participants viewed team effectiveness as the ability of teams to meet set goals. Therefore, rational goals were a critical element of the culture. Participants reported that efficient internal processes were essential for team effectiveness as these empowered the teams to meet both internal and external goals.

Participants also reported that a strong client focus was important in their culture. These participants also believed that an innovative culture (open systems) was a critical enabler for team effectiveness due to the complexity of the environment. Innovation was critical in providing diverse solutions in order to meet client needs. Innovation also enabled the teams to be ahead of the competitors.

### **5.6 RESULTS: RESEARCH QUESTION 3**

#### **How does the organisational context influence team effectiveness in CIB?**

The purpose of this question was to explore how organisational contexts in the CIB environment influenced the effectiveness of the team. The researcher used open ended

questions to understand how the participants viewed their context and to understand how the participants interpreted the role that their contextual variables played in influencing the effectiveness of their teams.

### **5.6.1 Context – Structural**

Ten participants (71%) highlighted that structure was critical in influencing team effectiveness. Organisational structure, organisational size, multiple restructures and outdated organisational structures were some of the factors that were mentioned as having an influence on role clarity, goal clarity and the ability of the teams to network within the system thus negatively influencing team effectiveness.

Furthermore, organisational size increased the external influences on the team thereby leading to the teams not being able to control their tasks and outcomes to remain effective. In addition, the organisational size also limited the team's ability to network with other teams within the system as well as the ability of the team to clearly understand the organisation's goals and visions thus negatively influencing team effectiveness. The organisational structure led to teams losing the task autonomy (control) which the teams needed for timeous and efficient completion of their tasks. This often-caused delays thus negatively influencing team effectiveness.

One participant indicated that, while the organisation required innovation to stay competitive, his team had not employed innovative team members due to the type of tasks they were responsible for. Therefore, there was often conflicting values for one team compared to other teams in the rest of the organisation, with most teams thinking of themselves in a solo manner rather than as part of a bigger organisation. This conflict, therefore, had an influence on the effectiveness of the team in meeting the organisational goals.

Three of the participants had experienced multiple re-structures while working in the CIB environment. Four participants also pointed out that the CIB structures were not always built to best support the execution of strategic goals, this negatively affected the team's effectiveness. These participants mentioned factors such as the organisation being too big, silo mentality within teams, senior management being distant from reality of what their teams faced due to hierarchical structures and fragmented systems. What follows are direct participant quotes to illustrate this point.

Case 4: "Leadership structures tend to distance themselves from teams executing the strategy...The organisation is so big". (Senior Manager)

Case 5: “Our structure, is not actually put together to support our day to day functions, it actually kills my effectiveness.... I play catch up all the time, my effectiveness is actually killed because I don’t get to deliver on the things that I need to deliver on to support the objectives at the end of the day, because of such the structure”. (Junior Manager)

Case 7: “If I talk about my own team, we have gone through a lot of changes over the years, a lot of multiple re-structures – from 46 people down to 15, and then we got a whole lot of additional products on board”. (Senior Manager)

Case 8: “We are so used to working in silos, operating in our own little silos, there is that fear of knowledge sharing and transfer of skill...that is a barrier within this space and I think it is something that we need to break down”. (Executive)

### **5.6.2 Context – Uncertainty/Stress**

Of all the participants, eight (57%) identified that uncertainty and stressful conditions have an influence on their team’s effectiveness. The participants identified high pressure, demanding clients, resource limitation, inadequate capacity to meet demands or strategy, constant change and office conditions as some of the factors that influenced how effectively or ineffectively their teams performed.

The mentioned factors influenced team effectiveness through leaving teams feeling overwhelmed, not productive and unable to achieve set goals. Participants indicated that the demand on teams were often more than resources at their disposal and their capability could not always match the requirements of the demands set before them. What follows are direct participant quotes to illustrate this point.

Case 3: “People tend to get scared and if you are scared you are immune to mistakes, people tend to get overwhelmed, some get even stressed and obviously it is going to impact the operations of the business”. (Junior Manager)

Case 7: “If you look at our costs they have sort of been flat, but the pressure has piled up”. (Senior Manager)

Case 8: “The more that comes down on to a team and the team can’t absorb it, you then start running into the big issues...having all of that on the team, and especially a team

where there is issues around performance and how the team functions, etc; all these demands can potentially create big, big issues in the team, so you start seeing the cracks”. (Executive)

Case 9: “Given the staff compliment and given the team’s capabilities and the way we have trained and developed them, I don’t think everybody is ready or equipped to manage the changes effectively as we should. I think that people are willing and it’s just that I don’t think they are able to”. (Senior Manager)

### **5.6.3 Context – Task Complexity**

In total, eight participants (57%) identified task complexity as having an influence on the effectiveness of their teams. The variables highlighted by the participants included diverse client coverage, speed required in decision making, multiple and fragmented systems which their teams had to work on, continuous technological changes, continuous product changes and complex client requirements. In addition, the participants indicated that the nature of the environment necessitated for intense collaboration between individuals in the team as well as other teams within the system, which further complicated the completion of tasks. While one team was responsible for closing out on deals, one participant indicated, her team often had to wait for teams like legal or compliance before they could proceed. Required collaboration often led to delays when members collaborating with were members from other teams.

However, while some tasks were not as complex, the complexity was introduced by multiple, fragmented systems that were used by various teams which depended on each other for task completion. One participant mentioned, while the operations teams were responsible for confirmations, processing and reconciliations, these tasks had become complex due to each product type being processed in a different system. In addition, over and above the multiple technology systems that were already in the network, the organisation was continuously acquiring new technologies and systems thereby, making task completion more complex.

Participants also stated that change was a major contributor to their complexity as it was constant and sometimes felt uncontrolled. What follows are direct participant quotes to illustrate the above,

Case 8: “All these demands can potentially create big, big issues in the team... The more that comes down on to a team and the team can’t absorb it, you then start running into the big issues.... you start seeing the cracks developing”. (Executive)

Case 9: “Change is so constant; every day there is a new product, there is a new process, the client has new demands and so forth – whilst at the same time we have business as usual. Given the staff compliment and given the team’s capabilities and the way we have trained and developed them, I don’t think everybody is ready...I think people are willing, but I don’t think they are able”. (Senior Manager)

Case 9: “What we do is very similar in that our core function is to provide back office service once the trade has been booked, from the confirmation, recon, settlement, query, complaint, handling. But the way we do it is so different; it is because we are so fragmented in our operations and our processes and the way the systems have been set up.... We have multiple systems and each team is working on ten of those multiple systems.... So, getting that alignment will be key. .... It doesn’t have to be complex, I think we make it too complex. What we do is not rocket science, but we make it out to be that”. (Senior Manager)

Case 12: “So for us it’s huge in that we work very closely with investment banking, we work closely with TPS trade support, and this is just in terms of across products. We work closely also with the full asset classes, because we work with five asset classes, so we would work with all the asset classes in global markets as well”. (Senior Trader)

Case 2: “The client base is broader, which requires a different landscape or the way you look at it is slightly different to your traditional way of doing business”. (Executive)

#### **5.6.4 Context – Team Environment**

The number of participants that indicated that the conditions under which the team operated were critical for an effective team is six (43%). The presence of trust, team recognition for efforts, treating people as important rather than as a means to an end and deeper connection with teams as individuals rather than for business reasons would enable teams to be more effective. The identified factors would more likely than not lead to happier team members whose productivity would then increase as a result. What follows are direct participant quotes.

Case 4: CIB being the big money spinner that it is, tends not to value the man on the ground as much as they should... I have found a disregard in the work we are doing. I have found a disregard for the people delivering the output that generates the revenue for CIB.... Because this organisation is so big and because we to an extent are disrespectful in how we address our staff, it negatively impacts the teams’ ability to deliver and be effective and efficient in what they do... What promotes me or what

motivates me to want to do more for an organisation that treats me as a second-class citizen? So negative impact on effectiveness because of... I am just a number". (Senior Manager)

Case 9: "It is always about the bottom line and push and production and time. So we don't make the time. I think it is to engage with a purpose, to engage and connect with individuals, not just connect because I have a business reason, or I have something to get from you ... connect with the heart, to connect with a purpose, to make them feel valued and important". (Senior Manager)

Case 6: "For me an effective team is firstly a happy team okay – because I think it all starts with the culture of the team and the behaviours of the team, and with a happy team all the other things fall into place – like your productivity, the deliverables and things like that". (Senior Manager)

Case 12: "Lastly, would be the behavioural soft things ... to make it cohesive, fun to work with, high energy, but still high performing... You don't want to keep people in a tense environment. Managing pressure is important, we really live under pressure. Hence it is so important to create an environment that lets everybody breathe and release from time to time". (Senior Trader)

### **5.6.5 Summary of findings of Research Question 3**

All participants supported that organisational context was critical in influencing the conditions for team effectiveness. Participants identified structure, multiple technology systems, changing environment, uncertainty/ stress and team environment as critical elements that influenced team effectiveness in their context. Organisational structure was a critical condition for team effectiveness as participants reported that organisational structure influenced team autonomy. Organisational size which opened the team up to external influences and multiple structural changes influenced the clarity of goals and clarity of roles which were important preconditions for team effectiveness. Participants also indicated that their structures were not always fluid enough to support strategic goals thus they negatively impacted team effectiveness.

Uncertainty and stress conditions such as pressure, multiple technology platforms and continuous changes resulted to capacity constraints and highlighted by participants as having a negative influence on team effectiveness. Participants also stated that task complexity influenced team effectiveness as CIB tasks had become complex due to the continuous

change of systems, regulations and products and fragmented information technology systems. These complexities necessitated collaboration between team members and other teams within the network, however, organisational size sometimes hindered the team's ability to network with other teams.

## **5.7 RESULTS: RESEARCH QUESTION 4**

Considering composition, context and culture in the order of importance, which enabling condition would you consider most critical in the environment and why?

Since the critical considerations framework is in no specific order, the purpose of this question was to enable the researcher to identify the order of importance in the CIB context.

### **5.7.1 The Order of Importance**

Of all the participants, nine participants (64%) rated culture as the most critical enabling conditions for team effectiveness, while the rest rated composition and culture equally. The participants however, viewed context as critical but a given element which they could not influence. Participants were of the opinion that team composition decisions and culture decisions were within the ability of the teams to influence. Furthermore, most participants indicated that without the presence of a conducive culture and organisational context, team composition could not be enough to enable the team to be effective. Therefore, team composition attained the lowest position in the in the level of importance for most participants. Below are some direct participant quotes to illustrate this condition.

Case 7: "If you look at current experience, culture is ... if culture goes bad it could be detrimental. It could be detrimental to you achieving your goals and everything...Change causes a lot of dents into culture. If that goes down, morale goes down, performance goes down, delivery goes down, everything goes down". (Senior Manager)

Case 8: "Culture is probably the rock bed of it, potentially.... For me it is a combination. Yes, it may be weighted slightly differently but all of those need to work in sync and together. The minute you don't have the right culture, it disables other parts of it, etc. So, no, for me it is the combination that I want to see working." (Executive)



Case 9: “I think culture for me. It is the heartbeat, it is a feeling, it is an energy, it’s a vibe. I think it has got a lot to do with the attitude of this space, and once you have the right culture, everything else falls into place. We have got very knowledgeable people here. I think just create an environment where it is conducive for them to work, where they are happy to work. Everything else will fall into place...”. (Senior Manager)

Case 11: “So now comes the question, which is more important between team composition and culture. And I think it’s a case of the chicken and the egg: I think if you really want to get success the team culture needs to be right, but the foundation is team composition. So if you have a whole lot of people who are all the same you’re not going to have diversity of thought no matter how good your culture is, it’s going to be a limiting factor. So if I can put it like this: if you’ve got the right composition, you have got the potential to hit a 10. Then culture will help you be getting a score from 1 to 10...”. (Executive)

#### **5.7.2 Summary of findings for Research Question 4**

Participants believed that while context was a critical enabling condition in most cases this condition was a given and could not be influenced by teams. In addition, participants believed that context was a foundational condition which influenced culture and team composition decisions. Organisational culture was rated by most as more important than composition. The participants were of the view that whilst organisational context had the ability to influence team effectiveness, with the right culture and composition, the team would be able to manage any context and thus remain effective.

### **5.8 RESULTS: RESEARCH QUESTION 5**

#### **Is there another influencing condition you consider critical to your environment apart from the three already mentioned?**

The purpose of this question was to identify other enabling conditions over and above composition, organisational context and organisational culture. The researcher asked an open-ended question with the aim of identifying other enabling conditions that were relevant to the CIB context.

### 5.8.1 Leadership

A total of eight participants (57%) identified leadership culture, leadership intention and leadership style as enabling conditions for team effectiveness. The participants noted that organisational size and structure often limited leadership from knowing about the environments in which their teams were operating under, thus negatively influencing team effectiveness.

Further, the participants believed that team effectiveness would be influenced positively if certain leaders existed. These leaders were expected to take time to understand the needs of the team and created an environment where leadership was open to critics, thus leading to better functioning of the team. These types of leaders were led to effectiveness due to their ability to learn from the team. Secondly, leaders who had the ability to communicate in a certain manner enabled teams to understand the vision better thus leading to effective teams.

Thirdly, good leadership (technically competent) would have an intention and ability to put the necessary enabling conditions into place so that there could be team effectiveness.

Finally, when leadership cultivated a certain culture of leading by example, this then created motivation for their teams to follow suit, so that goals could be achieved, thus making teams more effective.

Therefore, team effectiveness could not be achieved in the presence of bad leaders even if organisational context, organisational culture and team composition influenced it positively. What follows are direct participant quotes to illustrate the above.

**Case 6:** “I think leadership is something that is critical because if you don’t have that leader, the rest of it, I mean then all of those other things don’t come into place”. (Senior Manager)

**Case 4:** “Some of the tougher jobs sit in your back-office environment where experience has taught me that our leadership structures tend to distance themselves from these teams executing on their behalf”. (Senior Manager)

**Case 11:** “If you have a very bad leader you can have great composition, you can have great culture and you can have great organisational context, but those are external factors, that a bad leader is going to make... you can have 10, 10, 10 on all of those things, but the leader is bad, you’re going to have the people leaving or not

pitching up. Whereas if you're good you can have bad organisational context and a badly compiled team and culture might not be the greatest but if you have a good leader, they will start changing some of the things they can change. They might not get it all up to 10 but what they can change they will change. The team will start performing better.... You've got to acknowledge that a good leader should unlock potential". (Executive)

**Case 12:** "Leadership style is important. It is very important to have a leader who is visionary, who is able to articulate clearly their vision to the team and is able to sell their vision to the team, so that the team also wants to deliver into the vision.... Visionary leadership is important and the management style, and I also think the environment that you create; you know you need to create a flexible environment that caters for everybody.... It is also part of leadership style but one of the things that is very key to team work is an ability to create a communication platform, where the team members feed into a strategy. So, like a bottom up approach as well as a top down approach". (Senior Trader)

## 5.8.2 Human Resource Processes

Only four participants (29%) indicated that while the teams might know the type of team composition that is needed to be effective, the ability to design a desirable team could either be enabled or disabled by human resource processes. Therefore, these participants identified human resource processes as a critical enabling condition for team effectiveness. In addition, while demands changed, changing teams to get the type of composition needed was not an easy process, sometimes teams were stuck with a certain composition, even after the demands had changed due to inadequate human resource processes. What follows are direct participant quotes for illustration purposes.

Case 1: "It's a very difficult one to pinpoint at interview stage, even though the psychometrics sometimes you can but sometimes you can miss it". (Senior Manager)

Case 6: "It starts off where when we are hiring... You need HC involved". (Senior Manager)

Case 5: "I came into a space and I found people here, so I didn't have much say as to who I would like to hire or bring". (Junior Manager)

### **5.8.3 Summary of findings for Research Question 5**

Most participants identified the presence of good leadership as a critical enabling condition for team effectiveness. The role of leadership was to make decisions about which enabling conditions were necessary for the team and follow through by putting structures in place, communicating in a manner that there was clarity of goal and vision as well as interacting with their teams in a manner that enabled them to be effective.

In addition, human resource processes were also identified by four participants as a critical enabler in empowering the teams to put the necessary structures required for team effectiveness.

## **5.9 CONCLUSION**

This chapter presented results in relation to research questions tabled in chapter three. The results show that all participants supported that composition, context and culture were critical conditions for team effectiveness.

In relation to team composition as a critical enabling condition, participants used both individual and team-based attributes in making team composition decisions. Although the models were not mentioned in the questionnaire, the results indicated that there was a focus on composition models rather than on compilation models.

In relation to culture as an influencing condition, a culture focussed on human relations was rated highly more than any other culture as a critical enabler for team effectiveness. This was followed by an equal rating of an internal process culture, rational goal culture and open systems culture where four participants identified these cultures as a critical enabling condition for team effectiveness.

While participants considered context as a critical enabling condition, participants viewed it as an element they could not control. They viewed context as an element to be managed rather than changed. The current CIB organisational context variables were viewed mostly in negative light, however, a couple of participants indicated that with right interventions such as training and communication, the effectiveness of teams in such an environment could be improved.

Most teams selected organisational culture as the most critical condition for enabling team effectiveness. The participants were of the view that whilst organisational context had the ability to influence team effectiveness, with the right culture and composition, the team would be able to manage any context and thus remain effective.

The final two exploratory questions asked participants to rate the critical enabling conditions in the order of importance as well as identify additional enabling conditions over and above composition, context and culture. The participants identified culture as the most important enabling conditions and leadership as well as human resource processes as additional enabling conditions.

Chapter six will proceed with a discussion of results presented in this chapter.

## **CHAPTER 6**

### **DISCUSSION**

#### **6.1 INTRODUCTION**

This chapter presents a discussion for semi-structured interview results tabled in Chapter five. The discussion is presented for each research question in Chapter three. The chapter presents a comparison of results and literature to provide more in-depth understanding of influencing conditions for team effectiveness specific to the CIB context.

#### **6.2 DISCUSSION: RESEARCH QUESTION 1**

##### **How does team composition influence team effectiveness in CIB?**

The purpose of this question was to gain an in-depth understanding of how composition influences team effectiveness in the CIB. Mathieu et al. (2014), Humphrey et al. (2009), Stevens and Campion (1994) as well as Bell (2017) state that composition is a critical influencing condition for team effectiveness. Of all the participants, 13 (93%) supported that composition was an influencing condition for team effectiveness.

Literature stated that while authors agree that composition was an influencing condition, there was often inconsistency and lack of integration in literature on the model or approach used to investigate how composition enables team effectiveness, thus providing a case for further investigations (Bell, 2017; Mathieu et al., 2008; Salas et al., 2015). The result indicated that in the CIB context, participants focussed on attributes such as work experience, personality, competence, demographics and functional diversity in order to assess the ability of their teams to be effective. Therefore, while the participants were not asked to identify the utilised model, the attributes that were focussed on indicated that the composition model used in the CIB context was in line with compositional models (Mathieu, et al., 2008).

However, literature points out that utilisation of compositional models is incomplete (Mathieu, et al., 2014). Compositional models assume that competencies are comparable and can be weighted equally to determine the required level of competence for team effectiveness (Mathieu, et al., 2014). This assumption of competencies being comparable does not hold true in the CIB context where high levels of collaboration across multi-functional teams are necessary to accomplish a task (Haas & Mortensen, 2016). Even though results indicate a

focus on compositional models, to be effective, teams within the CIB context may need to identify competences, attributes, demographics and personalities in the order of importance given the task at hand and focus on the most critical positions that need to possess those attributes. Composition decisions should therefore be made with the full appreciation of the contextual requirements.

### **6.2.1 Composition – Competence**

Participants highlighted elements such as formal qualifications, on the job experience, Emotional Intelligence (EQ), interpersonal skills and technical skills as critical elements to be considered for composition decisions to ensure team effectiveness. Results therefore indicated that teams in the CIB context simultaneously focused on attributes that were essential for traditional job fit and team work known as individual approach and attributes important for compatibility of members known as team-based approach (Bell, 2017; Mathieu, Maynard, Rapp & Gilson, 2008). Given that collaboration across teams and across organisations is essential in the CIB context, the use of team-based models due to increased levels of task dependence supports literature (Bell, 2017).

### **6.2.2 Composition – Demographic and Functional Diversity**

Participants highlighted the importance of having teams with diverse ages, races, genders, experience, cultural backgrounds as well as views. Other participants highlighted the importance of functional diversity. Demographic diversity was also an influencing condition to team effectiveness due to participants being of the view that customers were diverse, therefore a diverse team would be better positioned to meet the customer requirements. Functional diversity was important due to the complexity of tasks into the CIB environment often requiring members from various disciplines to provide a solution.

Mathieu, et al. (2014) stated that diversity studies including functional diversity studies had produced mixed results when it came to team effectiveness. These studies showed that the influence can either be open or negative depending on the context. While diversity may lead to richer team solution and outcomes, Haas and Mortensen (2016) stated that increased diversity makes the team vulnerable to poor communication and fragmentation thereby, negatively impacting team effectiveness. Gibson and Pudelko (2017) found that for organisations operating in multicultural contexts, culturally diverse teams were impactful in capturing market share. In addition, Hajro et al. (2017) also stated that teams operating in multi-cultural contexts should form teams that are composed of diverse cultural backgrounds in order to capture market share and improve customer service. While this might be true, Joshi

and Knight (2015) highlighted that effectiveness only occurs when team members trust each other's level of competence and therefore defer to increase the level of shared knowledge with the team. Therefore, having a diverse team does not guarantee effectiveness.

Furthermore, Bell (2017) stated that teams must be formed to meet the needs of a specific context, and that composition decisions should be aligned to context and strategy. Therefore, while CIB teams recognise diversity as essential for customer service, these teams should also consider the negative effects of diversity on team effectiveness. Diversity may lead to richer team solutions and outcomes, but in line with Haas and Mortensen (2016) argument, increased diversity makes the team vulnerable to poor communication and fragmentation.

### **6.2.3 Composition – Personality**

Participants linked personality types to team effectiveness. Participants were of the view that certain personalities were more personally driven, open to learning, energetic and outgoing than others. Different personality traits were also believed to lead to better outcomes such as agility, innovation and the meeting of needs of clients who were being serviced, who had diverse personalities. While participants could make a link between personality composition decision and outcomes they were seeking to improve, the participants were of the belief that diversity in personality would automatically lead to better outcomes. This view is not fully supported in literature. Authors believe that the power that personality has on influencing team effectiveness varies according to the nature of the task at hand (Stewart, 2006; Mathieu, et al., 2008; Driskell et al., 2018). High levels of task interdependence required higher levels of team work, thus leading to a need for different personality types. Personality decisions should therefore be team specific and informed by the task at hand.

### **6.2.4 Summary of the Discussion for Research Question One**

Results support the view that composition is an influencing condition for team effectiveness in the CIB context. In addition, CIB teams utilised both individual and team-based approaches in making composition decisions. Results also indicated that these teams focussed more on compositional models in making team composition decisions. Mathieu, et al. (2014), stated that the use of compositional models is incomplete.

In relation to composition, the results indicated that teams focussed on the following compositional elements, namely, competence, diversity and personality. There is consistency in literature on the role of competence on team effectiveness (Bell, 2017; Mathieu, Maynard, Rapp & Gilson, 2008). However, there is inconsistency regarding the role of diversity and



personality on team effectiveness. Mathieu, et al. (2014) stated that studies on the role of diversity on team effectiveness have produced mixed results. Furthermore, Stewart, 2006, Mathieu, et al. (2008) and Driskell et al. (2018) believed that the role of personality depends on the task at hand.

While results support the view that composition is a critical influencing condition for team effectiveness, there was not always evidence that teams had defined the desired outcomes they were trying to improve through composition decisions. Bell (2017) stated that while team composition is an important enabling condition for team effectiveness, understanding how composition influences the desired team outcomes is equally essential. This will enrich management composition decisions by giving clarity on which elements of team composition to focus on.

### **6.3 DISCUSSION: RESEARH QUESTION 2**

#### **What role does organisational culture play in creating team effectiveness in CIB?**

The purpose of this question was to gain an in-depth understanding of how in culture the CIB context influences team effectiveness. Salas et al. (2015), Kotter and Heskett (1992), Hofstede (1998) and Warrick (2017) are some of the authors that have linked culture to performance. All participants supported that culture was a critical influencing condition for team effectiveness.

#### **6.3.1 Culture – Internally Focussed (Human Relations) Culture**

Participants pointed out the importance of clearly defining shared values, providing learning opportunities for employees, providing career progression opportunities, sculpting of meaningful roles, team autonomy, continuous team exposure, empowerment, equal opportunity and team focus were important elements to building an effective team. Participants believed that these elements would promote team unity, harmony, motivation, commitment, accountability, increased collaboration and reduce team conflict.

Shin et al. (2016) referred to this type of culture as human relations culture, a culture focussed on team cohesion, employee participation, flexibility and team work. The participants' results support literature in that Shin at al. (2016) found that the human relations culture promoted task performance by improving team effectiveness. Earlier literature by Kotter and Heskett (1992) also linked this type of culture to goal alignment thus leading to team effectiveness.

In addition, participants believed that a good culture would lead to people being motivated to work long hours, working harder, being self-motivated and self-led. Kotter and Heskett (1992) referred to this type of culture as strong culture and linked it to goal alignment and unusual motivation. These authors believed that the strong culture enabled structure and control thus leading to team effectiveness.

Furthermore, participants also indicated that their team culture was different from the organisational culture. Their view of the differences caused by subcultures was not in a negative light. Participants believed that their team's subculture enabled them to speak a common language and gave their team identity. Team identity was then linked by participants to unity which led to happiness, productivity, motivation of members of the team through a sense of belonging, harmony and commitment. The participants view is more in line with the early literature by Kotter and Heskett (1992) who referred to this identifiable culture as a strong culture. Kotter and Heskett (1992) were of the belief that strong culture enabled performance as it led to goal alignment, unusual motivation and improved structure.

### **6.3.2 Culture – Internal Process Culture**

The participants who were in the back-office operations environment had service level agreements (SLA) that their teams were measured against. These SLA's incorporated indicators such as minimum error rates with an emphasis on correct execution first time around as well as achieving more with less. One team had been expected to look after more products with similar cost base as in the prior years. Therefore, these teams viewed team effectiveness through the lens of strong internal processes and efficiency with a strong focus on maintaining costs. Kotter and Heskett (1992), viewed this culture as an internal process culture. There are similarities in this culture to what Shin et al. (2016) referred to as rational goal culture. Kotter and Heskett (1992) stated that the internal process culture acknowledges that there is not a single culture that is superior to another, culture must be strategy appropriate, industry specific and must fit into the organisation's goals and objectives. The CIB operations teams therefore being in an industry where there was high focus on cost and less errors, had built a culture supportive of those strategic goals.

Furthermore, team members were encouraged to be competitive. While participants' internal competitiveness was essential, teams were also encouraged to ensure that competitiveness did not occur at the expense of the team. For example, one participant mentioned that while being competitive was essential in her environment, collaboration was equally essential. Therefore, no matter how competitive the idea was, even if a team member had accomplished the desired results, the team member was not recognised if the results were accomplished

alone. This is an example of where cultural elements are used to complement each other instead of being viewed as competing values as stated by Shin et al. (2016). Therefore, various team cultures may not need to be pursued in a mutually exclusive manner, but the organisation could identify one or two cultures that are important for team effectiveness in their environment and utilise a reward system in such a way that all cultural elements desired are pursued.

### **6.3.3 Culture – Rational Goal Culture**

In elaborating on what team effectiveness meant, four participants focussed their attention on achieving and exceeding set targets as stipulated in their budgets and continuously meeting and exceeding customer expectations. One participant who was in the sales environment stressed the importance of being competitive to meet client needs while exceeding sales and profitability targets. This participant indicated that there was no confusion on which cultural elements were important to their team. The team needed to compete internally as well as externally. A lack of awareness about what their competitors or fellow team members were up to was a sign that the team was not effective.

Shin et al. (2016) referred to this type of culture as rational goal culture. The author elaborated that a rational goal culture was focussed on control, put emphasis on results and a strong customer focus. When one investigates the foundations of team effectiveness as stated by Hackman (2002), one would expect to find the rational goal culture as one ideal for team effectiveness. Hackman (2002) stated that a team is effective when certain criteria is met. This criterion included providing a product or service that met or exceeded the standards set by the customer. However, Shin et al. (2016) found that the rational goal culture did not promote team task performance, thus it did not lead to an effective team.

In addition, while results indicate that team effectiveness in the CIB context compared to team effectiveness as defined by Hackman (2002) was similar, when one investigates the conditions under which the CIB teams operate, one interestingly notes that the current CIB context has made it close to impossible for teams to set goals in a way that the client is at the centre of the set goals. While there is a strong focus on setting and meeting goals, the set goals may not be able to meet client needs. Participants indicated that their organisation was too big, it was sometimes impossible to network with other teams. Therefore, it was not always easy to have a single view of the clients and be able to set goals that meet the client's needs holistically. Since various teams could not have a single view of the client, those teams were therefore not likely to set goals that meet client needs and still be effective.

#### **6.3.4 Culture – Open Systems Culture**

Participants stated it was essential for their teams to be innovative due to the complexity of the environment, external competition as well as demanding clients. Shin et al. (2016) referred to this type of culture as an open systems culture, while Kotter and Heskett (1992) referred to this type of culture as adaptive. Open systems culture focusses on external environments, risk taking and innovation (Shin et al., 2016).

Linking open systems culture to team effectiveness is supported in literature as Shin et al. (2016) and Kotter and Heskett (1992) who stated that the adaptive and open systems culture improved team performance due to its ability to encourage the organisation to seek new opportunities and promote innovation and creativity.

While results support literature on the role of innovation and adaptability on team effectiveness, it was interesting to note that teams did not always have same cultures as team's cultures were linked to goals that were set for the team. Therefore, the results indicated that that other team's cultures could be a hinderance to other team's goals. For example, one participant who was in the control function highlighted how his team culture contradicted that of the organisational culture.

While innovation and adaptation were essential for the organisation's survival, this participant indicated that the role of his team was to implement controls and slow down innovation to ensure that innovation did not expose the organisation to unnecessary risk. Shin et al. (2016) pointed out that this refers to competing values within the organisation. While some parts of the organisation focussed on innovation, another part focussed on control and internal processes culture. Kotter and Heskett (1992) highlighted the importance of understanding the impact that these sub cultures have on organisational performance. One then wonders if it is possible for a team to be effective while its goals contradict those of the rest of the organisation and how teams strike the balance to ensure organisational effectiveness.

#### **6.3.5 Summary of the Discussion for Research Question Two**

Results supported the view that culture is a critical influencing condition for team effectiveness. Participants rated a culture focussed on human relations more highly than any other culture. This was followed by an equal rating of internal process culture, rational goal culture and open systems culture where four participants identified these cultures as a critical enabling condition for team effectiveness.

Rational goal culture is essential in bringing goal clarity, however, rational goal culture alone cannot ensure team effectiveness. It is equally essential for the team to operate within a structure that enables it to be effective. Shin et al. (2016) stated that rational goal culture had no influence on team effectiveness. While results indicated that teams had the intention to meet client needs it was sometimes impossible to do so due to the organisational structures upon which teams were operating. Therefore, although teams in the CIB context identified the importance of meeting client needs and meeting client goals, the issue seemed to be the structure within which these teams operated. These structures were not always conducive for every team to be able to understand the client's needs holistically.

#### **6.4 DISCUSSION: RESEARCH QUESTION 3**

##### **How does the organisational context influence team effectiveness in CIB?**

The purpose of this question was to gain an in-depth understanding of how organisational context in the CIB context influences team effectiveness. Literature suggested that team environmental factors, leadership, social systems and governance structures influence team effectiveness (Hackman 2002, Edmond & Harvey 2017). These mentioned factors were expected to influence team roles, team status and team cognition as teams were expected to build cognition overtime. Stress related factors tended to remove focus from the task into the stress elements. All participants supported the view that organisational context was a critical influencing condition for team effectiveness.

##### **6.4.1 Context – Structural**

Participants identified organisational size as a factor that influenced their ability to be effective. Organisational size limited their leader's ability to be effective, as most leaders in the organisation were not in touch with team reality due to organisational size. This negatively influenced the effectiveness of the leader, thus making the team ineffective. This finding is supported by Cummings (1978) and Gladstein (1984) who emphasised the importance of formalised leadership as a condition for team effectiveness.

However, recent literature by Rego, Cunha and Simpson (2018) and Walman and Zhang (2014) contradicts the view of relying on a single leader for team effectiveness. These authors highlighted certain leadership styles as impactful to team effectiveness by enabling the leader to utilise the skills of others within the team in order to achieve team effectiveness.

Therefore, while the size of the organisation may limit the leader from knowing everything, that condition should not necessarily lead to an ineffective team. Leadership styles could enable the leader to set up structures that enabled the team to be effective through leading with others. This thinking supports what literature calls variability of statuses and roles, which is an important pre-condition for team effectiveness in a complex world. Driskell et al. (2017), highlighted the importance of the variability of team roles and team statuses to support the team task. While roles may not be formally changed, but through flexible leadership that utilises all skills in the team by leading with others, team effectiveness could still be attained.

In addition, participants believed that organisational size also limited the ability of the team to network with other teams in the organisation thus limiting team effectiveness. Teams also worked in silos, thus they were not able to collaborate across teams as required by the complexity of the environment. O'Neill (2017) stated that today's teams operate within multi-level systems, making collaboration critical. Cross et al. (2017); Joshi and Knight (2015) also highlighted the importance of collaboration for teams to be effective.

However, though organisational size may influence the ability of teams to collaborate, Shin, et al. (2016) found that, "specific types of team cultures are conducive" (p. 236) for different aspects of team performance". Therefore, even though the organisational size may limit collaboration, teams could promote a specific culture that is conducive for collaboration to ensure that team effectiveness was achieved even if the organisation was too big.

Furthermore, participants also pointed out that team structures also influenced team effectiveness as they were not supporting the team goals thereby, limiting the ability of the team to be effective. Participants also experienced multiple restructures motivated by limited resources and contextual changes. These factors were viewed as important influencing conditions for team effectiveness. Results support earlier literature as Cummings (1978) and Sundstrom (1990) stated the importance of stability roles as an important condition for team effectiveness.

Furthermore, multiple restructures were seen by the teams as influencing conditions due to the impact those restructures had had on the team's capability. Teams were required to do more with less, which meant that at times team capability did not always meet the demands of the team thereby, negatively influencing the team's effectiveness.

While there is conflicting views in literature regarding optimal structures for team effectiveness, the participants' view of linking organisational structures to team effectiveness is supported by

literature (Salas et al., 2015; Cummings, 1978; Cohen & Bailey, 1997; Sundstrom; Hackman, 2002). In addition, Grote et al. (2018) cautioned against using either extreme in relation to the variability of teams, thus suggesting a balance between the suggested extremes. Grote et al. (2018) highlighted the importance of having both variability and stability as required by the team task at hand.

In contrast to literature that predicted that the contextual variables present in the CIB context should lead to variability of team member statuses and roles, participants indicated that their structures were not always fluid. In addition, team structures maintained their hierarchical nature, indicating that role statuses did not change as the complexity or the changes in the task required for the change to occur.

While three participants had experienced structural changes to accommodate strategic goals, these changes were viewed in the negative light as participants indicated that such changes were often slow and not properly communicated leading to team effectiveness being negatively impacted instead.

Therefore, results indicated that while the intention of role fluidity was for teams to be effective in the CIB context, such change led to uncertainty and stress which negatively influenced interpersonal relations amongst team members thereby leading to a negative impact on team effectiveness. Results therefore support earlier literature by Cummings (1978), Sundstrom et al. (1990) and Hackman (2002) who state that keeping team roles and statuses stable was essential for team effectiveness. Teams must therefore find other ways to cope with the changes introduced by the external environment instead of rushing structural changes as premature changes could lead to a counter effect than the intended one.

#### **6.4.2 Context – Uncertainty/Stress**

Participants believed that stress factors prevalent in their teams led to team ineffectiveness. Participants believed that factors such as pressure, demanding clients, resource limitation, inadequate capacity, constant change, fear and constant change led to mistakes and exhaustion thereby, leaving their teams feeling overwhelmed thus negatively influencing team tasks.

Driskell et al. (2017), stated that stress levels negatively affect team cognition development thus negatively affecting the team's performance. Hunter and Thatcher (2007) on the other hand argued that stress factors do not always affect performance the same way. Experienced

and committed team members used stress to focus their attention on strategic goals, thus positively influencing team effectiveness (Hunter & Thatcher, 2007).

The participants' view is therefore supported by Driskell et al. (2017). These stressful conditions are expected to negatively influence team cognition, the development of which is delayed as teams focus on stress conditions instead of the task at hand.

Furthermore, participants were of the view that contextual variables were beyond the teams' control. Participants believed that through building an intentional culture and composition decisions, it was possible to build a team that would remain effective amid such contextual variables. This view is supported by literature as Mathieu et al. (2014) stated that team composition decisions can maximize strategic flexibility by enhancing the teams' capabilities to meet the demands of the external environment. This indicates that while the CIB contextual variables may be prone to team ineffectiveness, leaders can intentionally build the teams with people who are resilient and able to deliver even in such conditions.

#### **6.4.3 Context – Task Complexity**

Participants linked task complexity to team effectiveness. The variables highlighted by the participants included diverse client coverage, multiplicity of technology systems, speed required in decision making as well as fragmentation of systems.

The view of task complexity influencing team effectiveness is supported in literature (Kozlowski, 2017; Kozlowski, 2006 & O'Neill, 2017). In addition, literature stated that team collaboration should assist teams with managing the level of complexity (Cross et al., 2017). On the other hand, literature also states that multiple discipline collaboration negatively influences shared goals and shared beliefs as teams spoke different languages and this negatively influenced communication (Haas & Mortensen, 2016).

Furthermore, collaboration opened the team up to external influences thereby reducing task autonomy, the ability of teams to control inputs and outputs as well as self-regulations. It also affected the conditions which were required for teams to be effective (Cummings et al., 1978).

Therefore, while there are inconsistencies on how to solve the complexity of task, there is consensus that task complexity influences team effectiveness. Earlier studies such as the one by Cummings (1978) emphasised the importance of task control and boundary control as



enablers of team effectiveness. Stewart (2006) supported this view by linking team task control to team effectiveness.

#### **6.4.4 Context – Team Environment**

Participants linked trust, team recognition and fairness as important for team effectiveness. These factors were linked to happier teams, which in turn led to high productivity and effectiveness. This finding supports Shin et al. (2016), who stated that human relations culture (an internally focussed culture where team work, cohesion and employee participation are highly valued) positively influenced team effectiveness. Kotter and Heskett (1992) also linked a strong culture to improved performance through leading unusual motivation for employees.

Furthermore, Grand, Braun, Kuljanin, Kozlowski and Chao (2016) as well as Driskell et al. (2017) linked team cognition to the length of time that the team has spent together, these authors stated that team cognition was built overtime. One can therefore conclude that a happier team is more likely to have high retention rates which then support the development of support team cognition. Driskell et al. (2017) stated that with time team members get to understand each other's strengths and weaknesses thus increasing team cognition (Driskell et al., 2017).

There is therefore no contradiction between literature and results on the role of team environment to team effectiveness. In addition, the team environment desired, is cultivated through a certain team culture. According to Shin et al. (2016) human relations culture promotes team cohesion, employee participation, flexibility and team work. Therefore, each influencing condition should not be looked at in isolation, instead the teams must ensure each condition supports the other.

#### **6.4.5 Summary of the Discussion for Research Question Three**

Results support the view that context is an influencing condition for team effectiveness. The teams focused on the following contextual elements, namely, organisational size, uncertainty and stress, task complexity and team environment. These results support literatures. Firstly, O'Neil (2017) stated that organisational size and complexity influenced the ability of teams to speak the common language thus influencing team effectiveness. Secondly, Kozlowski (2017); Kozlowski (2006) and O'Neill (2017) stated that task complexity influenced team effectiveness. Finally Shin et al. (2016) supported the view that certain team conditions will influence team effectiveness.

Interestingly earlier literature by Sundstrom (1990) put emphasis on physical conditions and enclosed working areas as an enabling condition for team effectiveness. However, none of the participants mentioned the importance of physical conditions to their team effectiveness.

## **6.5 DISCUSSION: RESEARH QUESTION 4**

**Considering composition, context and culture in the order of importance, which enabling condition would you consider most critical in the environment and why?**

The purpose of this question was to gain an in-depth understanding of how teams in the CIB context rated composition, context and culture in the order of importance. Salas et al. (2015) state that the critical considerations framework was in no specific order, the order of importance would therefore be context dependant.

Most teams selected organisational culture as the most critical condition for enabling team effectiveness. Culture was believed to be critical as teams believed that certain cultures had the power to attract only a specific calibre of people who would be most likely able to cope in the CIB context. There were participants that believed that culture would influence composition decisions. In addition, while contextual variables were believed to be given, leaving the team with no option but to absorb its effects, participants believed that through culture the teams would be able to operate effectively even under given conditions.

However, while the role of culture on performance is supported in literature, the participants could not always link the desired cultural element to the desired outcome, except for one team (Kotter & Heskett, 1992; Shin et al., 2016). CIB teams would still need to be deliberate and clearly articulate the desired outcomes for culture to lead to team effectiveness. Shin et al. (2016) state that different elements of culture often had competing values. Therefore, it is essential for a team to select the culture that they understand so that they know the negative elements that culture would have on other team outcomes.

## **6.6 DISCUSSION: RESEARH QUESTION 5**

**Is there another influencing condition you consider critical to your environment apart from the three already mentioned?**

The purpose of this question was to gain an in-depth understanding of other factors that are considered critical in influencing conditions to team effectiveness in CIB. Participants highlighted leadership and the human resource process as critical in their environment.

### **6.6.1 Leadership**

Participants linked effectiveness to a single leader. This leader would then heroically champion the team to effectiveness through creating a clarity of goals and vision and through their communication style to get buy in. This finding is supported in literature by Cummings (1978) and Gladstein (1984), who link formalised leadership to clarity of goals thus leading to team effectiveness. In addition, communication is listed as an emergent state (dynamic properties of a team) necessary for team effectiveness (Salas et al., 2015). However, linking the leadership style to effective communication falls outside the scope of this research and will not be discussed further.

In addition, participants believed a good leader would be able to create a culture that led to motivated employees who would then stay longer (linking team member retention rates to the actions of a leader) thus leading to an effective team. Kotter and Heskett (1992) state that a strong culture leads to unusual motivation thus enabling team effectiveness. Grand, Braun, Kuljanin, Kozlowski and Chao (2016) as well as Driskell et al. (2017) link team cognition to the length of time that the team has spent together, these authors state that team cognition is built overtime. The team members get to understand each other's strengths and weaknesses thus increasing team cognition (Driskell et al., 2017). Therefore, the participants view that culture influences team motivation and time improves team cognition thus improving team effectiveness. However, the role played by the leader to create a strong culture and to ensure high levels of team member retention falls outside the scope of this research and will not be discussed further.

Furthermore, participants believed that a good leader through their competency would build a team that possessed all competencies required by the team for it to be effective and for the team to be effective. This leader would also through their leadership style drive effectiveness by listening to lower levels of team employees, allowing them to feed strategy and unlock the potential of the team.

Literature states that while leadership can be impactful on the team's behavioural and attitudinal outcomes (Wang et al., 2014), not all types of leadership lead to effectiveness. The authors link leadership style to team effectiveness if it is charismatic, collective and shared. Rego, Cunha and Simpson (2018) link team effectiveness to transformational and servant

leadership, stating that when leaders are humble they do not view themselves as a solution for all complexities faced by the team, but instead they have a balanced view of themselves and rely on other more skilled members of the team for expertise thereby leading to effectiveness.

Therefore, the participants view that certain leadership styles can be linked to literature and this is supported by literature. Participants believed that servant leaders would listen to all levels of employees, allowing for a collective type of leadership. However, while teams believed that competent leaders had the ability to build competent teams, leadership competencies required team effectiveness to fall outside of the scope of this research. An exploration of this relationship at a future stage would be useful to extend the theory of team effectiveness.

### **6.6.2 Human Resource Processes**

Human resource processes were also identified by four participants as critical enablers in empowering the teams to put the necessary structures that are required for team effectiveness in place. Participants believed that in order to achieve necessary team composition, the human resource processes utilised to formulate teams did not often support management in achieving desired composition elements.

Participants also stated that the job profiles used for advertising positions were often weighted more towards skills and experience thereby, automatically limiting the diversity of candidates. While management may have a criterion to be met, the ability of meeting the criteria was limited by human resource advertising and shortlisting processes. It was therefore important for the recruiter to have tools that enabled them to recruit what they were looking for.

### **6.6.3 Summary of the Discussion for Research Question Five**

Participants identified leadership and human resource processes as additional critical enabling conditions for team effectiveness.

While participants identified leadership as a standalone influencing condition, scholars viewed leadership as a contextual variable. In addition, participants identified the presence of good leaders as a critical influencing condition for team effectiveness, focussing on the hierarchical nature of leadership, a typical organisational structure which is present in the CIB context

today. However, Wang et al. (2014) stated that leadership had been proven to lead to effectiveness when it was shared and collective.

In addition, while human resource processes were listed by participants as a standalone critical consideration for team effectiveness, the presence of these condition could be implied as included in the critical considerations framework. The outcomes participants intended to improve through human resource processes were composition elements as well as contextual elements (team structures). These elements have been discussed at length above.

## **6.7 CONCLUSION**

Participants results in the CIB context are supported by Salas et al.'s (2015) framework that composition, context and culture are critical in influencing conditions for team effectiveness.

The participants also rated culture as the most influencing condition. While there is clarity on the applicability of the model within the CIB context, there is, however, still a gap in understanding which cultural elements would be most critical to the CIB context in order to ensure the desired outcomes. Structurally, these teams are not positioned to have the same desired outcomes as there was a fragmented system and silo mentality between teams. However, while culture may play a major role there seems to be an equal weighting between structure which is a contextual element and culture. Structure would focus on goal clarity and culture would fuel how things get done. While composition was viewed as critical, composition is dependent on context and contextual variables would give direction on which skills are required to accomplish tasks.

## **CHAPTER 7**

### **CONCLUSION AND RECOMMENDATIONS**

#### **7.1 INTRODUCTION**

This study set out to explore the influencing conditions for team effectiveness through pragmatically applying an already existing critical considerations theoretical framework (Salas et al., 2015). Team work matters in a lot of industries and there is a need to know a lot more about how to build effective teams (O'Neill, 2017; Luciano et al., 2018).

While much already exists in literature about building effective teams, most of the studies have been static (Fisher, Pillemer & Amabile, 2018; Grote, Kolbe & Waller, 2018; Kozlowski, 2017; Kozlowski, 2015; Lanaj et al., 2018; Luciano, Bartels, D'Innocenzo, Maynard & Mathieu, 2018; Yu, Matta & Cornfield, 2018; O'Neill, 2017; Paris, Salas & Cannon-Bowers 2000; Ramos-Villagrasa, Marques-Quinteiro, Navarro & Rico, 2017). The dynamic nature of teams calls for a continued enquiry into the team effectiveness field (Kozlowski, 2015; Salas et al., 2015). Therefore, the study explored the influencing conditions for team effectiveness in a CIB context to increase understanding of what influences the effectiveness of teams in dynamic and changing environments.

This chapter summarises and concludes on the research project through presenting a summary of the research findings, implications for theory as well as business and it also highlights the research project's limitations. The chapter closes with a summary of suggested areas of future research.

#### **7.2 RESEARCH FINDINGS**

The research problem set out in Chapter one, namely, understanding influencing conditions for team effectiveness in the CIB context has been successfully answered. Teams viewed the context as a given condition that they did not have the ability to influence. While teams could not always influence their context, context was a foundational critical condition for team effectiveness due to the power it possessed in dictating the cultural and compositional elements required for team effectiveness. This finding supports literature because Kozlowski and Ilgen (2006) stated that, "teams are complex dynamic systems that exist in a context, develop as members interact over time, and evolve and adapt as situational demands unfold" (p79).

Therefore, teams spent their efforts managing and influencing cultural and compositional elements for the effectiveness of their teams. These decisions were done after the consideration of the context teams were operating under. This also supports earlier literature by Hackman (2002, p133) who stated that, “organisation context is the soil upon which teams are planted”. Teams also selected organisational culture as a more important influencing condition than compositional elements.

However, it was interesting to note that an earlier study by Sundstrom et al. (1990) found that organisational context is influenced by organisational culture. On the other hand, the results of the current study indicated that for the CIB teams investigated, organisational context influenced organisational culture and composition and not the other way around. One could conclude that the findings highlight the importance leaders and those responsible for building teams to have a clear understanding of the context in which their teams operate first and how this context influences their teams, prior to making culture and composition decisions. This view supports a study by Osborn, Hunt, & Jauch (2002) as well as the study by Bell (2017) who pointed out the importance of leaders building systems that enable them to continuously collect contextual information in order to understand their contexts better, because effective leadership could not be achieved if context was ignored. In addition, for CIB teams investigated the organisational context was the foundational condition dictating what the cultural and compositional elements should be.

The key findings have been summarized into three major areas, namely, context, culture and composition.

### **7.2.1 Organisational Context**

#### **a) Leadership**

While participants viewed leadership as a stand-alone influencing condition earlier authors like Cummings (1978); Gladstein (1990); Hackman (2002); Stewart (2006); Wang et al. (2014) and Driskell (2017) viewed leadership as part of the contextual variables. For teams included in the study, the presence of effective and competent leadership was a critical enabling condition for building an effective team. Competent leaders have a good understanding of their context and therefore make the necessary composition and culture decisions, enabling teams to meet the requirements of their environment. Leaders also established effective communication processes within teams and built a culture that led to buy in, high levels of motivation and retention rates of team members. Leaders had the ability to communicate effectively, having the ability to get buy in from team members. This effective communication enabled team

effectiveness through bringing goals clarity and motivation. High team member retention rates improved team effectiveness through allowing teams to build their cognition, a process which only occurred overtime and would not be possible without high retention rates of team members.

The results support both earlier and recent literature regarding the role that leadership plays in enabling team effectiveness. Earlier literature supported the importance of formalised leadership as an enabler for the effectiveness of teams as formalised leadership was believed to lead to clarity of goals (Cummings, 1978; Gladstein, 1994; Stewart, 2006). However, more recent literature focused more on leadership styles as an enabler of team effectiveness (Wang, et al., 2014; Rego, Cunha & Simpson, 2018). These authors pointed out that charismatic, collective, shared, transformational and servant leadership enabled team effectiveness through improved communication leading to goal clarity and buy in. These types of leaders were also self-aware and had the ability to tap into other skills within the team when they were falling short thereby enabling the team to be effective.

#### b) Organisational Structure and Organisational Size

Organisational structure and size influenced team effectiveness through limiting the clarity of client related goals and collaboration between various teams in the system. Hackman (2002) stated that a team is effective when it provides a product or service that meets or exceeds the standards set by the customer. In the CIB context, the organisational structure did not always support teams in ensuring that client needs are holistically understood due to multiple departments working in silos.

In addition, organisational size hindered the ability of teams to network with other teams in the system, further limiting the ability of teams to learn from other teams as well as achieve high levels of collaboration for speedy and efficient delivery. Furthermore, organisational size limited the leadership effectiveness, as most leaders in the organisation were not in touch with team reality due to organisational size and negatively influencing the effectiveness of the team especially in relation to communication of common organisational goals, thus making the team ineffective.

While there had been multiple restructures to accommodate the contextual demands, these changes, were often slow in implementation, thus not leading to the intended outcome. While literature suggests the variability of a team's status and roles to accommodate for the dynamic nature of the environment (Driskell et al., 2017), the CIB context and structures, did not always



make this possible. Therefore, in contrast to views by Driskell et al., 2017 and Grote et al., 2018 who predicted that such contextual variables should lead to team member statuses and roles changing often, the participants indicated that their structures were not always fluid. In addition, team structures maintained the hierarchical nature, indicating that role statuses did not change as the complexity or the changes in the task required for the change to occur.

### **7.2.2 Culture**

No matter which part of the division the teams were located, there was a focus on meeting set goals and targets. Therefore, the teams showed signs of being more aligned to the rational goal culture as defined by Shin et al., 2016. There are different schools of thought as to whether the rational goals culture improved team effectiveness. Shin et al. (2016) stated that rational goals do not improve team effectiveness, while Hackman (2002) states that rational goals lead to clarity thus improving team effectiveness. Therefore, CIB's view of the role of culture in improving team effectiveness is aligned to that of Hackman (2002).

Different parts of the organisation focussed on different cultures due to the teams focusing on different goals. This finding is supported in the literature as, Shin, et al. (2016) found that, "specific types of team cultures are conducive" (p. 236) for different aspects of team performance. However, these team cultures often clashed with the cultures of other teams, for example control and efficiency was important to the control team, while innovation was important to the sales and operations team. The control team saw their role as important for slowing down the innovative teams to reduce risk for the organisation. Literature makes an allowance for this thinking because Shine et al. (2016) pointed out that certain cultures promoted certain outcomes and competing values should be expected where goals are different. Kotter and Heskett (1992) in early literature highlighted the importance of understanding the impact these sub cultures have on organisational performance.

An innovative culture was also essential for team effectiveness due to the complexity of the environment, external competition and demanding clients. Shin et al. (2016) referred to this type of culture as an open systems culture, while Kotter and Heskett (1992) referred to this type of culture as adaptive. The open systems culture focusses on external environments, risk taking and innovation (Shin et al., 2016). Linking open systems culture to team effectiveness is supported in literature because Shin et al. (2016) as well as Kotter and Heskett (1992) stated that the adaptive and open systems culture improved team performance due to its ability to encourage the organisation to seek new opportunities and promote innovation and creativity.

It was also interesting to note that one participant who was in the control function, highlighted how his team culture contradicted that of the organisational culture. While innovation and adaptation were essential for the organisation's survival, this participant indicated that his team was meant to implement controls and slow down innovation to ensure that innovation did not expose the organisation to unnecessary risk. Shin et al. (2016) point out that this refers to competing values within the organisation.

### **7.2.3 Composition**

The nature of tasks performed by teams were complex and technical. Therefore, formal qualifications and experience were a relevant element of composition. However, technical skills were no longer narrowly defined. A team consisted of members from diverse technical backgrounds such as finance, engineering, legal and marketing. A team that was traditionally made up of finance professionals, was now made up of professionals from various technical backgrounds in order to strengthen the team's innovative ability. Forming a team with multiple technical backgrounds was also driven by task complexity. Teams required technical skill diversity to enable them to have control over the completion of the task.

Multiple technical skill backgrounds also facilitated the understanding of the industries that clients operated in. This enabled team effectiveness during solutioning as the diversity of technical backgrounds enabled teams to have diverse views and therefore bring about innovative solutions during product development and delivery.

Diversity of work experiences is also a critical enabling condition. Teams needed to be composed of experienced and not inexperienced team members. Experienced team members increase the collective intuitive ability of the team, thus helping teams to manage risk adequately. While the less experienced team members brought innovation and fresh ideas.

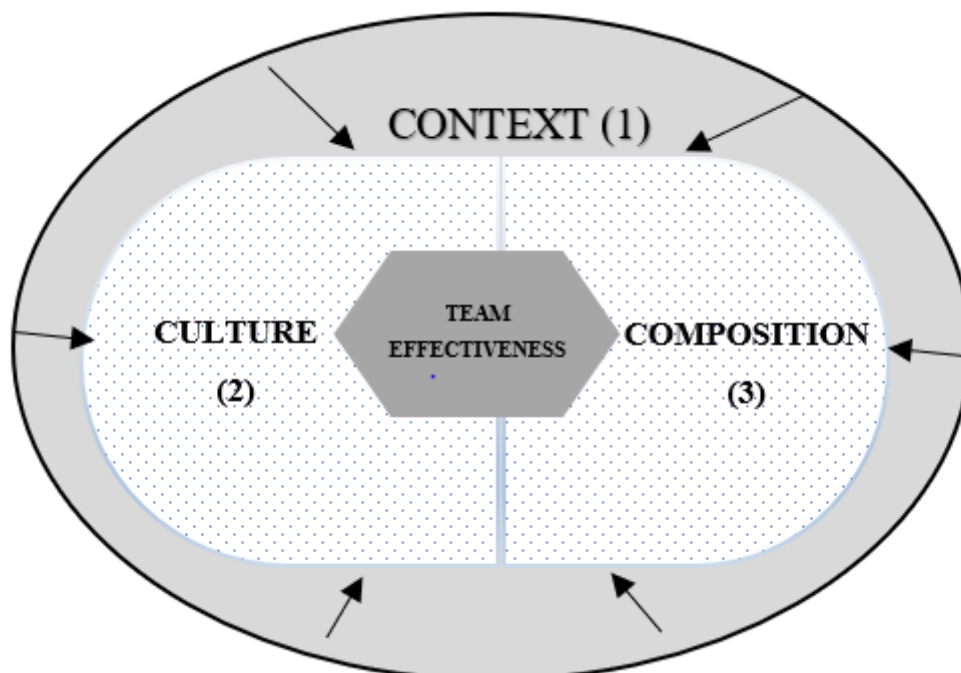
Diverse demographics were also a critical enabling condition, due to the diversity of clients that the teams worked with. Teams needed to mirror the organisation's clients. In multicultural environments, demographic diversity facilitated client understanding and was an essential tool for meeting customer needs. While, literature highlights that diversity research has produced mixed results (Mathieu et al., 2008). The conditions present in the CIB context indicate that the results support literature. Gibson and Pudelko (2017) found that for organisations operating in multicultural contexts, culturally diverse teams were impactful in capturing market share. Hajro et al. (2017) also stated that teams operating in multi-cultural contexts should form teams that are composed of diverse cultural backgrounds in order to capture market

share and improve customer service. Furthermore, Stewart (2006) pointed out diversity is beneficial if the team environment is dynamic and uncertain. However, teams within the CIB context must be cautious around the negative effects of diversity. Joshi & Knight (2015) stated that diversity is only beneficial if members trust each other, allowing members to defer to others for expertise. In additions, Haas and Mortensen (2016) cautioned that increased diversity makes the team vulnerable to poor communication and fragmentation, which may negatively influence the effectiveness of the team.

### 7.3.3 Suggested Framework

This study revealed that for the investigated CIB teams, contextual variables change continuously, and they influence task complexity as they are often driven by external forces. Those making team composition and culture decisions do not always have influence but are instead recipients of most of the contextual variables. Therefore, for CIB teams investigated, context determines composition and culture requirements. Managers and those making composition and cultural decisions in such or similar environments should be in touch with the context prior to making composition and cultural decisions. Therefore, context is the foundational influencing condition followed by culture and composition (Refer, Figure 7.1).

**Figure 7. 1: Influencing Conditions for Team Effectiveness in CIB**



### **7.3 IMPLICATIONS FOR BUSINESS**

While composition is a critical influencing condition, participants did not always demonstrate the elements of team effectiveness that their teams were intending to improve, via various composition decision. Practitioners should map important outcomes in their contexts and the necessary composition elements to achieve those outcomes. Bell (2017) stated that while team composition is an important enabling condition for team effectiveness, understanding how composition influences the desired team outcomes is equally essential. This will enrich composition decisions by providing clarity on which elements of team composition to focus on.

The investigated teams had too many contextual variables. Mapping out of contextual variables relevant given the environment is essential. Through this process practitioners would be able to identify variables that need managing as opposed to those that require elimination. For variables requiring managing, practitioners should then determine composition and cultural interventions to put in place to ensure that teams are effective. This process would also assist practitioners in differentiating between contextual variables that are addressed through cultural interventions such as task related variables increasing the need for collaboration as opposed to those that are to be addressed through team composition decisions such as technological changes which lead to increased task complexity.

Even though formal variability of roles required for team effectiveness was not always possible, informal variability of roles was still possible. This was possible through the leadership capability the team had. Collective and servant leadership types enabled role and status variability as these leadership types had self-awareness and were not limited by insecurity, these leaders would be able to tap into team skills as and when the task required (Wang, et al., 2014). In addition, the human resource process required more fluidity to support the team composition decisions that were required by teams. Old rigid ways of advertising for roles or profiles might be a hinderance rather than an enabler of team effectiveness.

While technical diversity, experience diversity and demographic diversity had the possibility of improving team effectiveness, this would not always be automatic. This only occurred if there was trust among team members about each other's competence abilities (Joshi & Knight, 2015). Therefore, diversity should be complemented by trust building cultural interventions and training. This will ensure that teams established trust among team members, so that team members can deferred to each other so that the team can be enriched. In addition, diverse teams were also vulnerable to poor communication (Haas & Mortensen, 2016), therefore,

diversity composition decision should always be supported by communication strengthening interventions to ensure improved communication capability for the team.

Furthermore, diversity does not always lead to a positive outcome, diversity elements sought should be linked to outcomes. Bell (2017) stated that teams must be formed to meet the needs of a specific context and that composition decisions should be aligned to context and strategy. While CIB teams recognised diversity as essential for customer service, practitioners should also consider the negative effects of diversity on team effectiveness.

In addition, for composition decisions, teams focussed on compositional model, which makes the assumptions that competences are comparable (Mathieu et al., 2014). However, literature is clear on the non-comparability of competences (Salas et al., 2015; Mathieu et al., 2008; Mathieu et al., 2014). As per Haas & Mortensen (2016), some positions in the team hold more weight in determining the effectiveness of the team than others. It would be beneficial for teams in similar environments to clearly define outcomes being sought. Rate outcomes in the order of importance, link outcomes to composition elements. This process would enrich composition decisions as practitioners making such decisions would consider the influence the competence has in determining the effectiveness of a team.

Furthermore, while results indicated that the participants view of what makes an effective team in the CIB context utilised some of the older literature from by Hackman (2002), namely, team effectiveness cannot be attained when client goals are not met. The current CIB context has made it close to impossible for teams to set goals in a manner in which the client was at the centre of goals being set. While there is a strong focus on setting and meeting goals, the goals set may not be able to meet client needs. Participants indicated that their organisation was too big, and it was sometimes impossible to network with other teams. Therefore, it was not always easy to have a single view of the clients, a condition necessary to set client centred goals across teams. Therefore, the structure and technology systems sometimes hindered teams from setting client needs holistically. The organisational structure was a key contextual variable for team effectiveness. Practitioners should focus their efforts on building organisational structures that enable various teams to have a holistic view of the client if team effectiveness is to be attained.

## **7.4 LIMITATIONS**

In a case study it is easy for the researcher to allow biased views which may influence the study's findings and conclusions (Yin, 2003). Yin (2014) notes that in order to guard against this challenge, the researcher must define concepts and link the defined concepts clearly to the operationalised measures using reputable literature. Literature will then aid the researcher in identifying the known shortcomings of the measures that are being operationalised and allow the researcher to provide reasons on why the known shortcoming will not bias the study being performed (Yin, 2014).

Generalising from a single case is often challenged (Yin, 2003). Yin (2014) notes that a researcher must address this challenge through identification of appropriate theory in the design phase. Yin (2014) also notes that for the case study to meet the reliability test it must be such that if a different person were to conduct the same study they could arrive at the same finding and conclusions. To overcome this challenge, the researcher must have adequate documentation of the operationalised methodology and procedures, as if the study could later be audited (Yin, 2014). Therefore, the researcher has strictly observed the case study protocol and maintained a case study database.

The selected teams were chosen utilising a purposive sampling method. Saunders et al. (2016) state that purposive sampling cannot represent the target population and has limited generalisations due to participants being selected based on the researcher's judgement. However, the researcher considered the method suitable for answering the question due to the method allowing for a heterogeneous sample. Teams that are both client facing and non-client facing were selected for maximum variation. Robinson (2014), also states that the variety enables generalisability of the phenomenon. In addition, to ensure that insights are generalisable, a mixture of executives, senior managers and junior managers were selected.

## **7.5 SUGGESTIONS FOR FUTURE RESEARCH**

While the results of the current study of influencing conditions for team effectiveness in CIB supported the view that context, culture and composition are critical influencing conditions for team effectiveness in the CIB context, the results of the current study cannot be generalised. In addition, even though the current results also revealed that the organisational context was a foundational condition thus influencing both composition and cultural elements, these results can also not be generalised. Therefore, a quantitative study to determine the quantitative impact of context, culture and composition on team effectiveness as well as to determine the

order of significance for each element would provide more evidence and enhance understanding of team effectiveness.

In addition, the results highlighted that diverse work experiences were an influencing factor to team effectiveness. Participants were of the view that the diversity of work experience led to improved effectiveness, due to various roles played by the more experienced and less experienced team members. An empirical study testing the significance of variability of work experience on team effectiveness would also provide more insights on the significance of various elements of diversity team effectiveness.

Finally, results revealed that different teams promoted different team subcultures to meet goals specific to their teams. However, these team subcultures often clashed with cultures of other teams within the same organisation as teams had different goals. Collaboration between various teams meant that one team's culture could negatively influence another team's effectiveness. An empirical study testing the impact of team subcultures to team effectiveness and organisational effectiveness would add value in the team effectiveness discussion as one would argue that team effectiveness could not be achieved if it impaired effectiveness of other teams within the same organisation.

## **7.6 CONCLUSION**

This study has supported Salas et al. (2015) who stated that composition, context and culture are critical conditions for team effectiveness. Furthermore, the study has established the level of significance for the selected CIB teams, the context dictates the composition and cultural elements and culture is more important than composition. In addition, this study has highlighted that leadership, organisational size and organisational structure are the most important contextual variables to enable team effectiveness for the investigated teams.

The study's findings supported the literature that although culture is a critical condition for team effectiveness, this culture could change depending on the team's strategic goals. While this was true, a multicultural system may limit organisational effectiveness, thus leading to questions on whether the team could be effective when its culture contradicted that of other team's cultures within the same system, thus possibly limiting organisational effectiveness.

Finally, diversity of work experience, technical skills and demographics were highlighted as important composition elements for team effectiveness for the CIB teams that were investigated.

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## ANNEXURE A: CONSISTENCY MATRIX

<b>CONSISTENCY MATRIX</b>			
<b>TITLE: Influencing Conditions for Team Effectiveness in Corporate and Investment Banking</b>			
<b>Questions</b>	<b>Literature Review</b>	<b>Data Collection Tool</b>	<b>Analysis</b>
How does team composition influence team effectiveness in CIB?	Bell (2017) Driskell, Salas & Driskell (2018) Driskell, Salas & Driskell (2017) Haas & Mortensen (2016) Hajro, Gibson & Pudelko (2017) Humphrey, Morgeson & Mannor (2009) Lvina, Johns & Vandenberghe (2018) Mathieu, Tannenbaum, Donsbach & Alliger (2014) Mathieu, Maynard, Rapp & Gilson (2008) Salas, Shuffler, Thayer, Bedwell & Lazzara (2015) Stevens & Campion (1994)	Semi Structured Interview	Thematic Analysis
What role does organisational culture play in creating team effectiveness in CIB?	Edelmann & Hunt (2017) Cilliers (2001) Fleuriet (2008) Hofstede (1998) Kotter & Heskett (1992) Quinn & Rohrbaugh (1983) Salas, Shuffler, Thayer, Bedwell & Lazzara (2015) Shin, Kim, Choi & Lee (2016) Warrick (2017)	Semi Structured Interviews	Thematic Analysis
How does the organisational context influence team	Bell (2017). Bradley, Anderson, Baur & Klotz (2015) Cummings (1978) De Church & Mesmer-Magnus (2010) Driskell, Salas & Driskell (2018)	Semi Structured Interviews	Thematic Analysis

effectiveness in CIB?	<p>Driskell, Salas &amp; Driskell (2017)</p> <p>Edelmann &amp; Hunt (2018)</p> <p>Edmondson &amp; Harvey (2017)</p> <p>Gladstein (1984)</p> <p>Grand, Braun, Kuljanin, Kozlowski &amp; Chao (2016)</p> <p>Hackman (2002)</p> <p>Grote, Kolbe &amp; Waller (2018)</p> <p>Hunter &amp; Thatcher (2007)</p> <p>Kozlowski (2015)</p> <p>Kozlowski (2017)</p> <p>Kozlowski &amp; Ilgen (2006)</p> <p>Maynard, Kennedy &amp; Resick (2018)</p> <p>Rego, Cunha &amp; Simpson (2018).</p> <p>Salas, Shuffler, Thayer, Bedwell &amp; Lazzara (2015)</p> <p>Wang, Waldman &amp; Zhang (2014)</p> <p>Zajac, Gregory, Bedwell, Kramer &amp; Salas (2014).</p>		
Considering composition, context and culture in the order of importance, which enabling condition would you consider most critical in the environment and why?	<p>Salas, Shuffler, Thayer, Bedwell &amp; Lazzara, 2015</p>	<p>Semi Structured Interviews</p>	<p>Thematic Analysis</p>
Is there another influencing condition you	<p>Salas, Shuffler, Thayer, Bedwell &amp; Lazzara, 2015</p>	<p>Semi Structured Interviews</p>	<p>Thematic Analysis</p>



consider critical to your environment., apart from the three already mentioned?			
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## ANNEXURE B: CONSENT FORM

I am conducting research on conditions that influence team effectiveness within a Corporate and Investment Banking context in South Africa. Our interview is expected to last about an hour and will help provide a deeper understanding of critical consideration required to ensure effectiveness of teams. Your participation is, you can withdraw at any time without penalty. All data will be reported without identifiers. If you have any concerns, please contact my supervisor or me. Our details are provided below.

Researcher name: Silindile Zibane

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Research Supervisor: Dorothy Ndletyana

Email: NdletyanaD@gibs.co.za

Phone: 082 378 5769

Signature of participant: \_\_\_\_\_

Date: \_\_\_\_\_

Signature of researcher: \_\_\_\_\_

Date: \_\_\_\_\_

## **ANNEXURE C: INTERVIEW QUESTIONS**

- What does team effectiveness mean in your context?
- How does team composition influence team effectiveness in CIB?
- How does the organisational context influence team effectiveness in CIB?
- What role does organisational culture play in creating team effectiveness in CIB?
- Considering composition, context and culture in the order of importance, which enabling condition would you consider most critical in the environment and why?
- Is there another influencing condition you consider critical to your environment., apart from composition, context and culture?

## ANNEXURE D: ETHICAL CLEARANCE

**Gordon  
Institute  
of Business  
Science**  
University  
of Pretoria

07 June 2018

Zibane Silindile

Dear Silindile

*Please be advised that your application for Ethical Clearance has been approved.*

*You are therefore allowed to continue collecting your data.*

*Please note that approval is granted based on the methodology and research instruments provided in the application. If there is any deviation change or addition to the research method or tools, a supplementary application for approval must be obtained*

*We wish you everything of the best for the rest of the project.*

*Kind Regards*

GIBS MBA Research Ethical Clearance Committee

## ANNEXURE E: CODING

Code	Comment	Code Groups
Accountability Culture	Effectiveness in accomplished in teams where individual take accountability for tasks, there is no free loading and finger pointing when mistakes happen.	Culture - Internally Focused
Adaptive Team Members	People who do not resist change, but adapt their attitudes ways of working and upskill to continuously absorb change introduced by the external environment	Culture - Open Systems
Age diversity	Importance of having different age groups in the team	Composition - Diversity-Other
Ambiguity	There is , often multiple options available, through experience team members must select the best option for the team and client.	Context - Change
autonomy	Ability of team members to control their inputs and outputs	Culture - Internally Focused
Candid Conversations	Honest conversations even about difficult topics	Culture - Internally Focused
Change Management	Team effectiveness is influenced by how changes are implemented within the organisation. If changes are not introduced systematically to enable teams to absorb them appropriately, gaps will be created which will negatively affect team effectiveness.	Context - Uncertainty/Stress
Client Coverage	The different types of clients that CIB teams over services to	Context - Task Complexity Context - Complexity of Task
Client Focus	Being effective means meeting client goals	Culture - Rational Goal
Collaboration is important	Complexity of tasks calls for collaboration	Context - Task Complexity Context - Complexity of Task
Competing Values	Values of teams not always supporting the overall organisational strategy	Context - Structural
Complex client requirements	No Client is the same. The clients in the CIB environment are diverse, have bespoke needs and their requirements are forever changing	Context - Task Complexity Context - Complexity of Task
Complexity	The teams face challenges that often change on a case by case basis. Members must be able to interpret each requirement correctly in order to remain effective.	Context - Change
Consultative Culture	Due to the complexity team members must have the humility to ask for help from other team mates if they are unsure. This is not only required at a junior level only but leaders must be able to refer to junior members who are specialists in their various fields when they lack understanding in order to make optimum decisions for the client.	Culture - Internally Focused
Context is least critical	Participants took the context as a given, management have no power to influence its factors. However with the right team composition and team culture context does not have power to influence effectiveness	Context is the Most Important Enabler
Continuous Product Change	New products are introduced continuously leading to complexity of the environment.	Context - Task Complexity Context - Complexity of Task
Continuous System Change	New systems are introduced due to changes in the industry. The teams have to continuously learn how to use new systems. The pressure is increased as there is no room for error, due to client focus in the environment.	Context - Task Complexity Context - Complexity of Task
Country Context Influences Operations	Country Demographics should influence the type of teams you have, your teams should be able to understand and speak the language of the people they are trying to sell a service to	Context - Uncertainty/Stress

Code	Comment	Code Groups
Cultural Diversity	Importance of having people from diverse cultures so that diverse views will influence outcomes	Composition - Diversity-Other
Cultural Evolution	Change of culture over time due to contextual changes	Context - Change
Culture Attracts a Certain People	Team effectiveness can be achieved through driving a distinct culture that will attract a certain calibre of people required to efficiently performs the task.	Culture - Internally Focused
Culture is the most important enabling condition	Between composition, context and culture, the respondent chose culture as the most important enabling condition.	Culture is the Most Important Enabler
Culture of commitment	A culture where every team member is committed to and focussed on achieving results being accountable for their actions at all times.	Culture - Internally Focused
Delivery on key indicators	Effectiveness is linked to efficiency and delivering in line with set standards.	Culture - Internal Process
Demanding Clients	The majority of clients are demanding continuously, new products, fast pace and high standards	Context - Uncertainty/Stress
Demanding Culture	Culture where there are a lot of continuous changes, too many things happening at the same time.	Context - Uncertainty/Stress
Disconnect between leadership and staff	Organisation is too big, there is a no common understanding between junior members of the teams and senior leadership. Strategic goals are not always cascaded to the lowest level in the organisation.	Context - Structural
Diverse backgrounds	Having a team of people from diverse backgrounds leads to different views leading to better solutions and innovation	Composition - Diversity-Other
Diverse Religious Backgrounds	Importance of having different people from diverse backgrounds thus leading to diverse views	Composition - Diversity-Other
Diversity of disciplines within same team	Due to complexity of task, the team requires people with various qualifications and experiences	Composition - Functional Diversity
Diversity of experienced and not experienced	Teams should be made up of people who have extensive experience in the field and those who have no experience but qualifications. The experience should be made up of various industries to challenge thinking and introduce new views and enable the team to innovate.	Composition - Competence
Diversity of personalities	The respondents identified the importance of having difference personality types within the team as a source of energy and diversity of views in order to achieve the best results	Composition - Personality
Diversity of strengths and weaknesses	The respondents identified the importance of having team whose strengths are not the same. The team must be able to complement each others strengths and weaknesses. It is important for the team members to know who is strong in which areas, to ensure effective completion of tasks.	Composition - Diversity-Other
Educational Qualifications	Educational qualifications relevant to the task were seen as an important enabler to effectiveness of teams.	Composition - Competence
Effectiveness is driven by leadership	Leadership plays a key role in creating effective teams. with all other factors present, if there is a bad leader effectiveness will not be accomplished.	Leadership
Effectiveness through interventions	Intentional programs designed to reengineer the team and enable teams to absorb changes.	Context - Uncertainty/Stress
Efficient Processing	Effectiveness is defined as the ability to execute tasks currently the first time, with the least resources and in the most efficient way.	Culture - Internal Process
Emotional Intelligence	Ability to understand own emotions and those of others in order to accomplish a goal	Composition - Competence

Code	Comment	Code Groups
Empowered Teams	Environment fast paced needing quick decisions, team members should have decision powers in order to avoid delays in decision making	Culture - Internally Focused
Entrepreneurship Culture	Team members must have the desire to grow the business themselves through creating solutions and new products	Culture - Open Systems
Equal Opportunities	Everyone has an the ability to express themselves and be heard, leading to increased commitment, motivation and growth of both the individual and the team.	Culture - Internally Focused
Ethical Culture	Effectiveness is linked to doing thing the right way in order for the business to be sustainable	Culture - Internally Focused
Exposure	Exposing team members to diverse products and processes leads to growing them to better serve the team	Culture - Internally Focused
Fragmented Systems	The network of teams are working on different systems that are not always connected to each other.	Context - Task Complexity Context - Complexity of Task
Gender Diversity	Importance of having different gender groups in the team influencing ways of working and thinking	Composition - Diversity-Other
Goal Clarity	Teams are effective when they know the goal in detail, know the timelines of completing the goal and understanding of the pace they are expected to work with in accomplishing the goals given.	Context - Structural
Growing People	If people continuously grow in knowledge and see growth opportunities they become more motivated and end up performing better.	Culture - Internally Focused
Hands On Executives	Senior leadership should understand the challenges faced by their teams and provide solutions	Leadership
Happy Team	A team characterised by cheerfulness, joy and willingness to help other team mates.	Context - Team Environment
Healthy Competition	Competitive environment while keeping the team goal in mind. The team comes before the individual.	Culture - Internal Process
High Performance Team	Team highly focussed on meeting goals and extraordinary business results and growth	Context - Uncertainty/Stress
Highly Pressurised Environment	Pressure that influencing how tasks are performed by the team. Various factors leading to pressure, complexity, customer demands, continuous change etc	Context - Uncertainty/Stress
Human Capital Processes	Human Capital Process can enable or disenable composition decisions and thus indirectly influence elements that lead to effectiveness.	Human Resource Processes
Inclusive Culture	Full integration of team members from diverse backgrounds, such that everyone's input and views are treated equally	Culture - Internally Focused
Innovation	Being effective is equated to the ability to come up with new products and processes or even find new ways of coping with changes continuously.	Culture - Open Systems
Innovation skill as an enabler	Context demands for team members to continuously come up with new products, new processes and adapt in the most efficient manner to the environmental demands. Teams who do not possess that skill can not be said to be effective.	Culture - Open Systems

Code	Comment	Code Groups
Interpersonal Skills	Ability to get along with others while getting the job done	Composition - Competence
Introducing New Leadership From External	Importance of composition to include people from outside the organisation to introduce fresh thinking, challenge the status quo and introduce new ways of doing things.	Composition - Competence
Invisible values	Refers to the values lived out in the teams, It is not what is written in the walls as values that influences effectiveness but it is what actually happens.	Culture - Internally Focused
Leadership Culture	Senior leadership is cultivating a culture where junior members views are heard and treated as valuable input. Leadership must also lead by example.	Leadership
Leadership Style	Style of providing direction, goal implementation and how a leader motivates followers	Leadership
Lean Processes	Management focus is on process improvement, efficiencies and quality outcomes	Culture - Internal Process
Meaningful work	Team members understand how their are contributing to broader organisational goals	Culture - Internally Focused
Meeting Goals	Team effectiveness is equated to continuously meeting set goals	Culture - Rational Goal
Multiple languages	Multiple spoken languages by individuals in the team	Composition - Diversity-Other
Multiple restructures	Reporting lines and teams have often changed due to contextual demands	Context - Structural
Multiple systems	Each team is working on many systems, introducing complexity in how they perform tasks.	Context - Task Complexity Context - Complexity of Task
Networking	A process that allows for the exchange of information between individuals in a team or teams in a system	Context - Structural
Networking with other teams in the system	Process that allows of multiple teams in the CIB context to know and understand each other's worlds in for seamless completion of tasks	Context - Structural
New Regulatory Changes	New regulatory changes are introduced often, there are also multiple regulators to satisfy	Context - Change
No capability for new strategy	Teams responsibility continuously increasing without additional resources	Context - Uncertainty/Stress
No people focus	Main focus is on achieving results regardless of the impact on people	Context - Team Environment
Not supported by clients	Clients demanding and not supporting team initiatives. Team members efforts not appreciated by clients which they serve.	Context - Team Environment
Office Environment	Refers to the way people interact with each other in the office. The way that people are treated in the office environment.	Context - Uncertainty/Stress
On the Job Experience	People who have learnt and gained experience in the field by doing and not only studying	Composition - Competence
Open to learning	Teams will be effective when they embrace learning new things, as the context is filled with continuous changes	Composition - Personality
Organisational Structure	How structure enables completion of tasks. Hierarchical structure introduces power distance between subordinates and leaders. Flat structure sometimes introduces a burden on leadership who end up focusing on doing rather than executing on strategic goals. How structure enables effectiveness.	Context - Structural



Code	Comment	Code Groups
Outdated Systems	Systems being used not catching up to the environmental demands	Context - Change
Personal Drive	Motivation to perform was seen as intrinsic, the participants highlighted the importance of hiring members who had personal drive to continuously perform.	Composition - Personality
Positive Attitudes	In influence of people attitudes on completion of task and team dynamics	Culture - Internally Focused
Profit focus	The main central point and driver is increasing profits	Culture - Rational Goal
Putting team first	People's needs being put before completion of tasks.	Culture - Internally Focused
Racial Diversity	Importance of having different race groups in the team in order for diversity to generate different views which lead to better outcomes	Composition - Diversity-Other
Recruitment Practices	Process of placing the best qualified candidate on open positions	Human Resource Processes
Resource Limitation	Teams are expected to do more with less, there is not always adequate resources to meet demands placed on teams	Context - Uncertainty/Stress
Risk Management	Goals must not be accomplished at the expense of introducing unnecessary risk to the business.	Culture - Internal Process
Role Clarity	Expectations of expected contribution from each member to avoid confusion and ensure accountability	Context - Structural
Servant Leadership	The leader who shares power and put other people's needs first	Leadership
Shared Goals	Refers to how teams understand and buy into the set goals to ensure the team as a whole is effective	Culture - Internally Focused
Shared Values	Fundamental principles, beliefs and values that are shared by individuals in a team.	Culture - Internally Focused
Shared Vision	The team is part of the whole. Refers to how teams understand and buy into the set organisational vision to ensure there is working towards a common vision thus leading to organisational effectiveness. The team can not be effective if the team is not working towards its organisational vision.	Culture - Internally Focused
Silo Mentality	Team ignoring the network of other teams within the organisation and operating as though they were the only team existing in the organisation.	Context - Structural
Size of the organisation	Small vs Big organisations. The bigger the organisation the more the challenges around ability of teams to network with other teams within the network, communication gaps leading to confusion lack of goal clarity and it will be more likely that various teams within the system will have multiple cultures, not working towards the same goal or shared vision.	Context - Structural
Skill	The participant highlighted the importance of matching skill to the task. There needed to be an in-depth understanding of the skill required in team, and then composing a team that had the balance of those skills to ensure a competent team.	Composition - Competence

Code	Comment	Code Groups
Speed of decision making	The necessity to be able to think on one's feet in order to make decision required rather than procrastinating or deferring to a later stage. The environment is fast paced and requires decisions to be fast paced. Leaders may not be able to make wait for data but use past experience and intuition as a guide.	Context - Task Complexity Context - Complexity of Task
Stability	Teams must be able to continuously deliver even with continuous ambiguity and change	Context - Structural
Staff Appreciation	Feedback being given to staff on accomplishments and team members being acknowledged for the work done.	Culture - Internally Focused
Stressful situations	Relates to unplanned factors that affect the team influencing how the team performs tasks thus influencing team effectiveness.	Context - Uncertainty/Stress
Strong Culture	Distinct and identifiable culture leading to team identity, enabling the team to work toward the same vision.	Culture - Internally Focused
Structure does not support goals	Organisational design very rigid and inflexible. Not always set up to ensure team members are able to meet their goals.	Context - Structural
Sub Culture	Team's culture is different from the Organisational culture in which the team belongs	Culture - Internally Focused
Support Each Other	Team members must not work against each other, but provide support to each member of the team in order for them to accomplish their tasks	Culture - Internally Focused
Team Brand Management	How the team's performance is viewed by other teams in the system affects its ability to network and get support in order to deliver on its outcomes.	Culture - Internally Focused
Team Recognition	Every team member gets recognised for the team meaning its objectives rather than single individuals in order to promote collaboration.	Culture - Internally Focused
Teams are overwhelmed	Teams are negatively influenced by the context in which they operate and they are unable to absorb changes with current capacity	Context - Uncertainty/Stress
Technological Changes	Refers the ability of the organisation to identify new technologies in the environment in which it operates, the rate of these technological changes, the capability within teams to absorb technological changes and how new technologies influencing task complexity	Context - Task Complexity Context - Complexity of Task
Transparency	Senior leadership transparency towards all staff of on strategic decision being taken.	Culture - Internally Focused
Trustworthy Team Members	Team members ability to trust that everyone is working for the common good of the team and the organisation. No personal agendas exist	Context - Team Environment
Understanding people's needs	Leadership should take time to understand what team members need to perform tasks more effectively. Team members must not be treated as means to an end.	Leadership
Work increase with no capacity adjustments	Teams given additional responsibility without additional resources, required to do more with less	Context - Uncertainty/Stress

## ANNEXURE F: CERTIFICATION OF ADDITIONAL SUPPORT

### CERTIFICATION OF ADDITIONAL SUPPORT

I hereby certify that (please indicate which statement applies):

- **I DID NOT RECEIVE** any additional/outside assistance (i.e. statistical, transcriptional, thematic, coding, and/or editorial services) on my research report:  
.....

- **I RECEIVED** additional/outside assistance (i.e. statistical, transcriptional, thematic, coding, and/or editorial services) on my research report ✓  
.....

If any additional services were retained— **please indicate below which:**

**Statistician**

**Coding (quantitative and qualitative)**

**Transcriber**

**Editor**

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**I hereby declare that all interpretations (statistical and/or thematic) arising from the analysis; and write-up of the results for my study was completed by myself without outside assistance**

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