

FLOW OF KNOWLEDGE IN WORK GROUPS: Implications for effective teamwork

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Thematic session: EFFICACY AND EFFECTIVENESS IN WORK

POSITIVE PSYCHOLOGY

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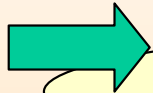
KNOWLEDGE MANAGEMENT

TEAMS IN ORGANIZATIONS



**RESULTS
SURVIVAL**

ORGANIZATIONS



KNOWLEDGE MANAGEMENT

Key question

When (in which conditions) people share information and create knowledge?

A main topic of Knowledge Management is concerned how people share information and knowledge, and particularly how organizations and teams learn.

Suggestive proposals have been made like as the model put forward by Huber (1991) and, following it, the evaluation instrument developed by Offenbeek (2001).

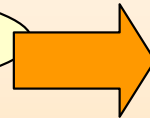
The last one includes four learning activities scales:

- distributing information
- convergent aspects of sensemaking
- divergent aspects of sensemaking, and
- storing and retrieving information

There is a complementary scale: acquiring information

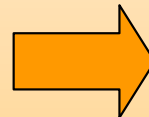
TEAMS IN ORGANIZATIONS

Positive Situations

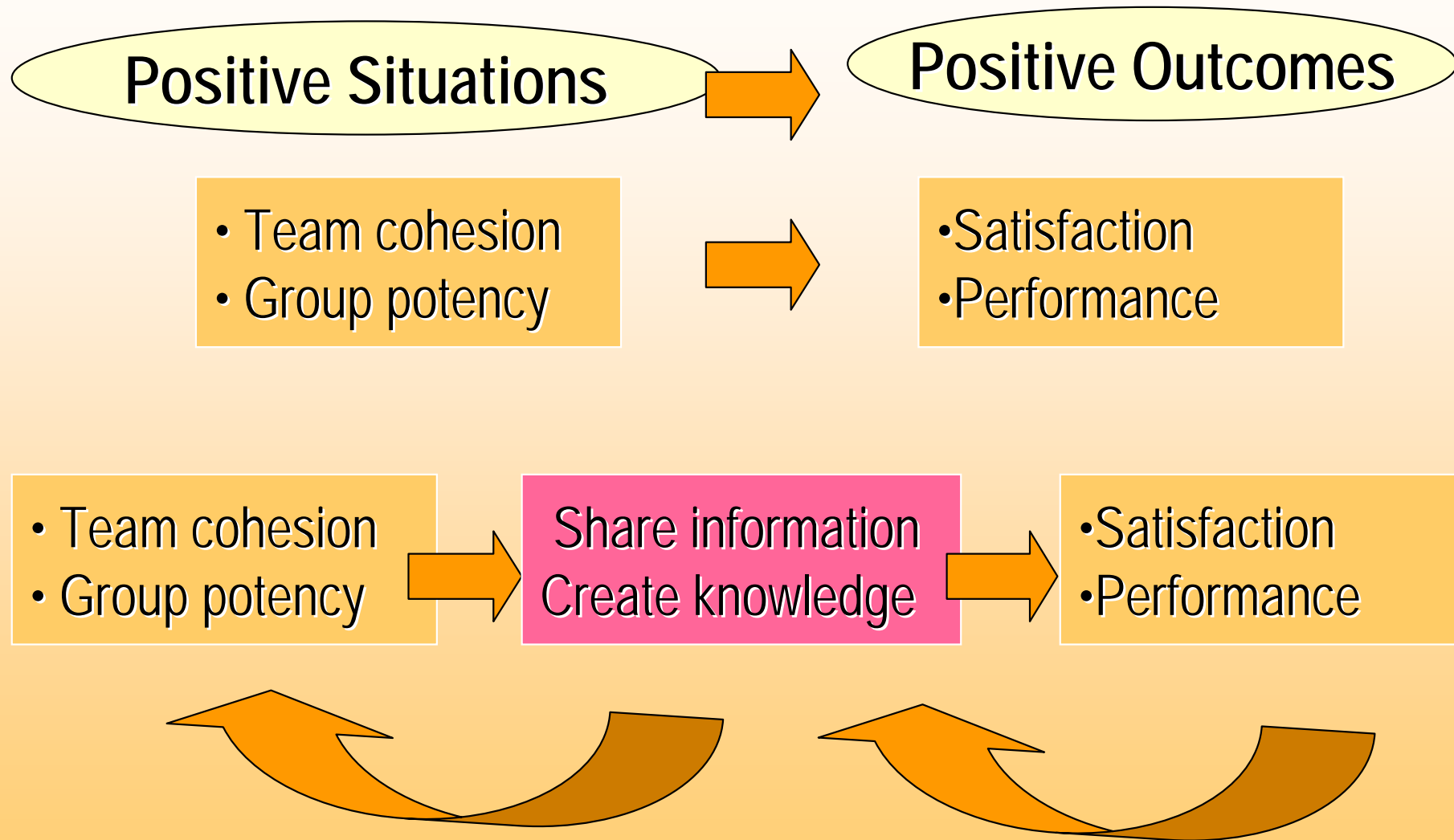


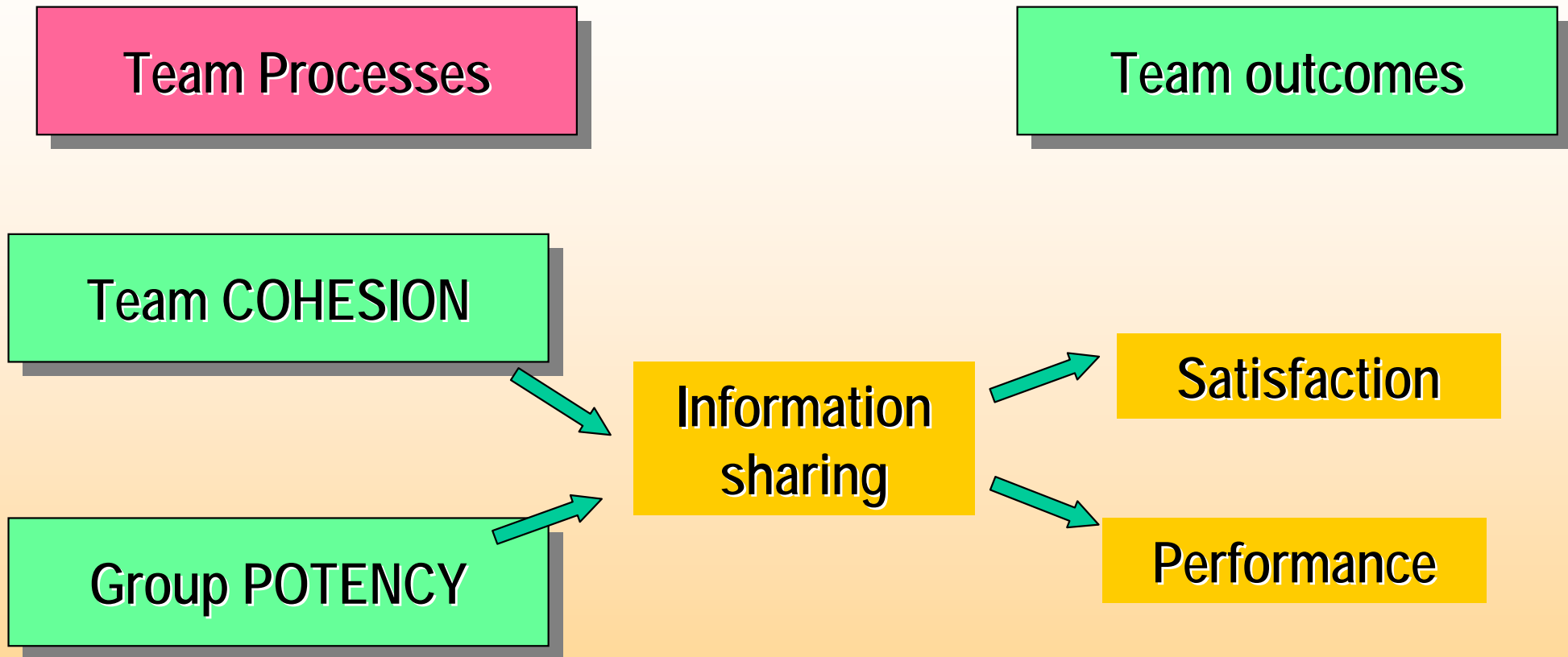
Positive Outcomes

Teamwork



- Job related well being
- provides a network
- companionship
- assistance
- need of belong





SAMPLE

- **823 subjects**
- **153 teams (average 10.6 subjects by team)**
- **Software multinational company**

MEASURES

- *Agregation to team level*

Team Processes

Team COHESION

- *Bollen & Hoyle (1990)*
- *6 items*

Group POTENCY

- *Guzzo, Yost, Campbell & Shea (1993)*
- *8 items*

MEASURES

- *Agregation to team level*

Share information
Create knowledge

Learning Activities Scales

Distributing
information

Divergent
aspects of
sensemaking

Convergent
aspects of
sensemaking

Storing and
retrieving
information

Offenbeek, 2001

Gil, Alcover & Barrasa, 2003
Alcover, Gil & Barrasa, 2004

MEASURES

Team Outcomes

PERFORMANCE

- *Profil measure: (incomes / hours) Project Teams*

SATISFACTION

- *Van der Vegt, Emans & Van der Vliert (2001)*

RESULTS

Information sharing

Satisfaction

Performance

Team Performance
Efficiency: objective and subjective measures

Regression Analysis
 β

Convergent aspects of sensemaking

Divergent aspects of sensemaking

Distributing information

Storing and retrieving information

Performance: objective measure

,201**

,129*

-,115 n.s.

,133*

Satisfaction: subjective measure

,679**

,624**

-,168 n.s.

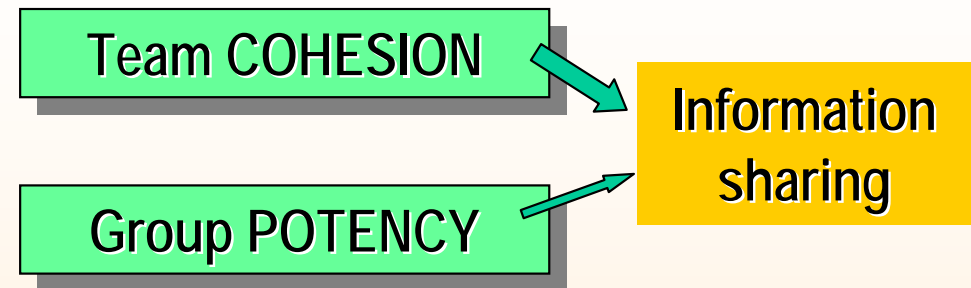
,292**

*** $\alpha < 0.01$

** $\alpha < 0.05$

* $\alpha < 0.10$

RESULTS



Group process measures

Regression Analysis β	Convergent aspects of sensemaking	Divergent aspects of sensemaking	Distributing information	Storing and retrieving information
Potency	,663**	,535**	-,163 n.s.	,279**
Cohesion	,619**	,368**	,210*	,073 n.s.

*** $\alpha < 0.01$

** $\alpha < 0.05$

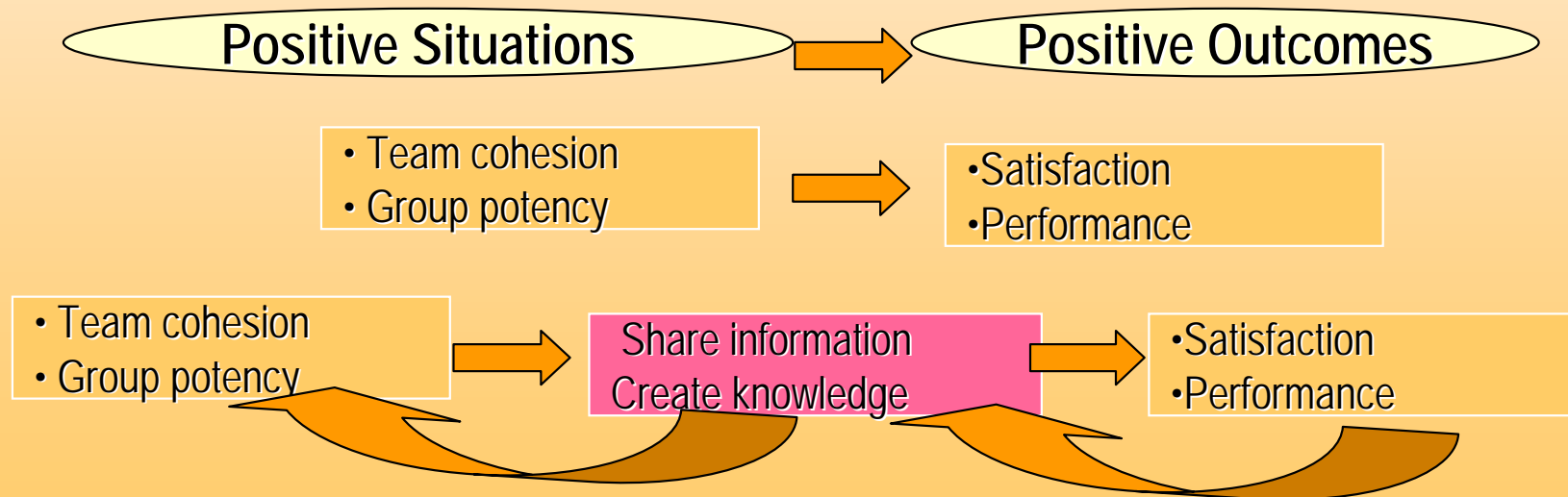
* $\alpha < 0.10$

CONCLUSIONS

- **Positive sides of teamwork as team cohesion or group potency are critical variables:**

First, to share information and to make knowledge and

Second, to develop efficiency in modern organizations





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