A Strategic Management Research Study:

The Relationships Between Work Team Strategic Intent and Work Team Performance

Sponsored by Defense Acquisition University
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Background

- Work Teams:
  - Key element of current business and DoD environment.
  - Need to understand how to manage & become more effective & high performing.
  - Need to understand use as strategic tool to improve capability of workforce & implementation of corporate strategies.
- Little to no empirical data on these subjects
- Can team performance be changed by developing more aligned or focused team members?
  - What is the effect of strategic elements of team purpose, objectives, and strategies on team performance?
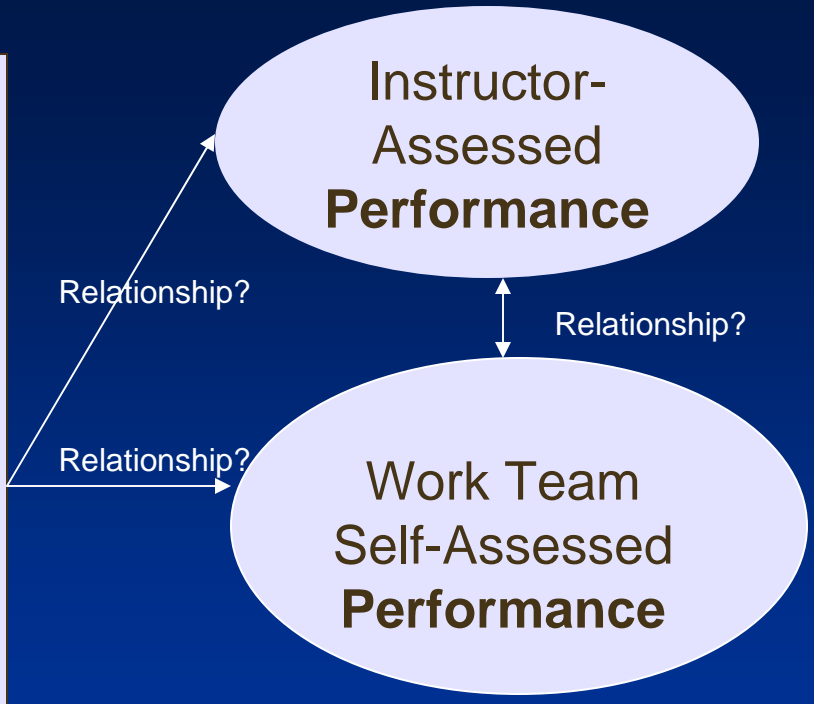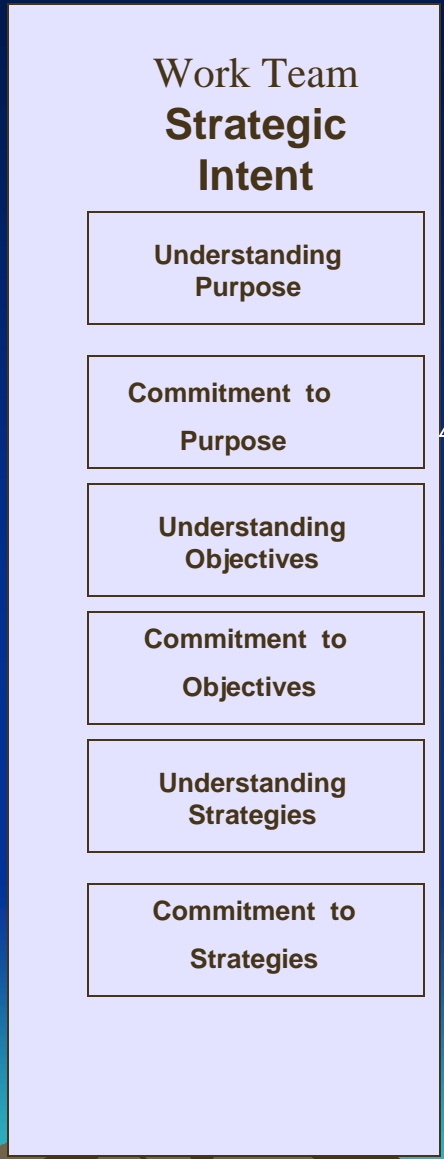
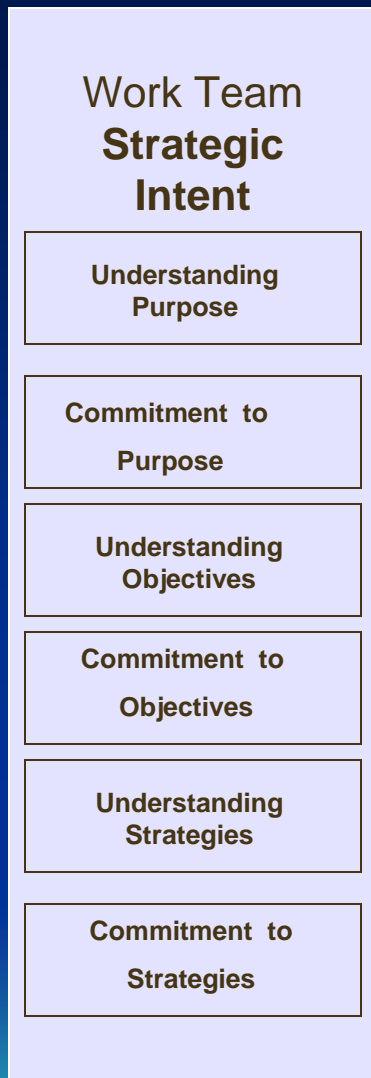Key Relationships and Research Variables

Sample Population

- DoD/DAU students attending in residence six-week PMT 352B Executive Program Management course
  - Used student work teams to enhance learning
- Member of student team in 12 PMT 352B courses
  - Six-week course (220 hrs together working on same team)
  - 57 teams
- Sample from all 5 DAU campuses—327 sampled students
  - Adult students (80% male)
  - Average Team Work Experience: 19.2 yrs
  - Average Team Age: 42.3 yrs
  - Average Team Education Level: Btw some postgrad and masters
  - Mix across career work status
    - DoD active duty service members from all services (50%)
    - DoD civil servant career civilians all services (46%)
    - Some defense contractors (4%)
  - Choice of 15 possible acquisition career fields
    - Primarily Program Management (50%)
    - Next Engineering(16%)

Data Collection/Analyses

- Data collected from each team member
  - Identified on survey which team they are on
- Scores calculated for overall average team Strategic Intent and performance on Team Survey (100% return rate)
- Scores calculated for instructors' overall average score for team performance on Instructor Survey—32 surveys

Work Team Strategic Intent

- **Understanding Purpose**
- **Commitment to Purpose**
- **Understanding Objectives**
- **Commitment to Objectives**
- **Understanding Strategies**
- **Commitment to Strategies**

Instructor-Assessed **Performance**

Work Team Self-Assessed **Performance**

Relationships:
Overall r=.463

Questions .330 to .486

Relationships:
Overall r= .731
Questions .513
to .658

Relationship r= .630

Results:

Key Relationships and Research Variables

Research Model

Average Work Team

Strategic Intent

- Understanding of Team Purpose (Question 5)
- Commitment to Team Purpose (Question 6)
- Understanding of Team Objectives (Question 7)
- Commitment to Team Objectives (Question 8)
- Understanding of Team Strategies (Question 9)
- Commitment to Team Strategies (Question 10)

Strategic Intent
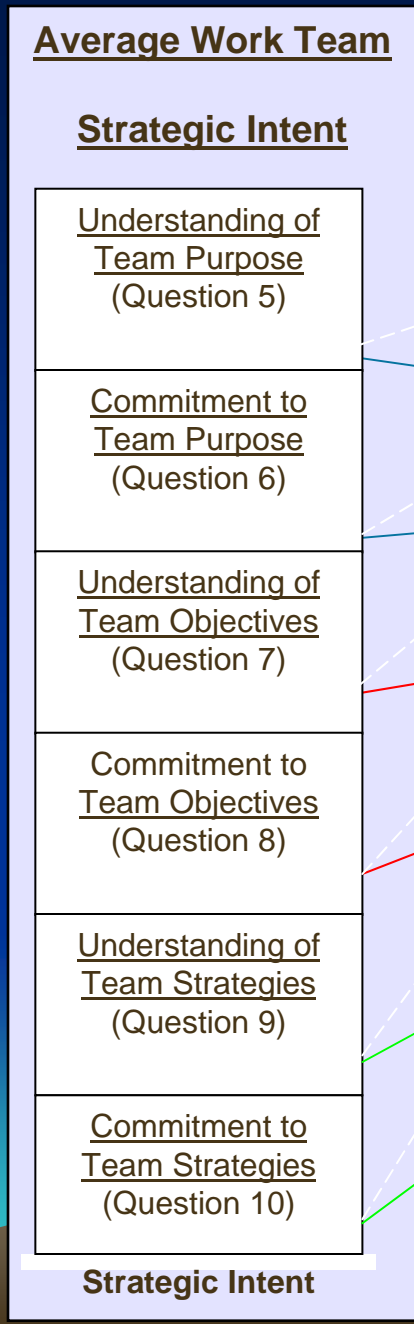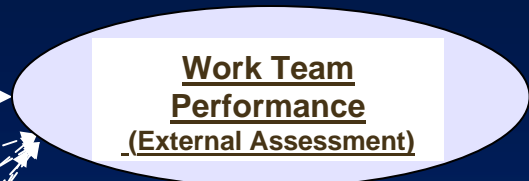
Research Question 5
r= .463 sig .000**
Supported

Research Question 1
r= .731 sig .000**
Strongly Supported

Research Questions 6a-f
6a; r= .349 sig .008**
6b; r= .352 sig .007**
6c; r= .466 sig .000**
6d; r= .405 sig .000**
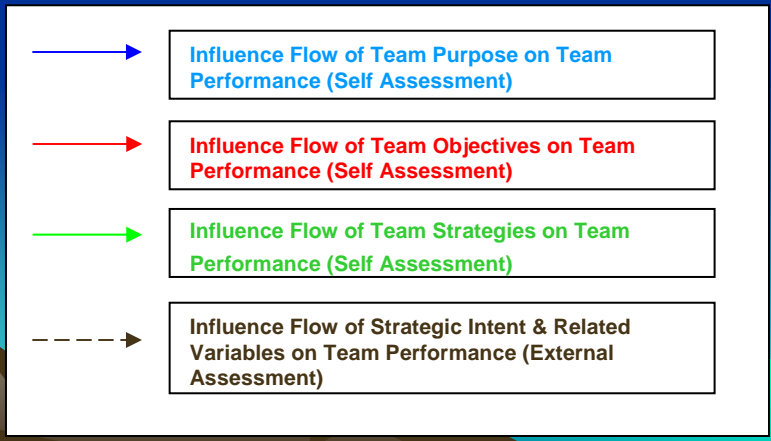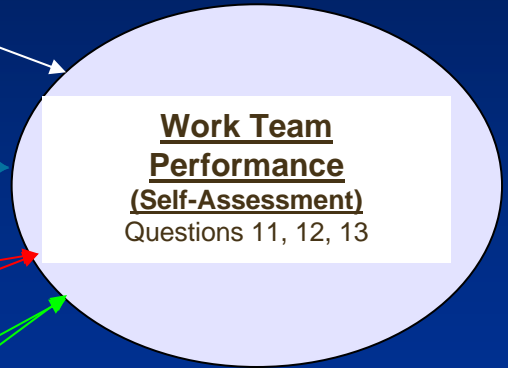6e; r= .330 sig .012*
6f; r= .486 sig .000**
All Supported

Research Questions 2 a-b
2a; r= .513 sig .000**
2b; r= .594 sig .000**

Research Questions 3 a-b
3a; r= .,643 sig .000**
3b; r= .658 sig .000**

Research Questions 4 a-b
4a r= .625 sig .000**
4b r= .640 sig .000**

Work Team Performance (External Assessment)

Research Question 7
r= .630 sig .000** Supported

Work Team Performance (Self-Assessment)
Questions 11, 12, 13

Legend:
- Influence Flow of Team Purpose on Team Performance (Self Assessment)
- Influence Flow of Team Objectives on Team Performance (Self Assessment)
- Influence Flow of Team Strategies on Team Performance (Self Assessment)
- Influence Flow of Strategic Intent & Related Variables on Team Performance (External Assessment)

Findings—Confirmed all Hypotheses

- Strong (r≥ .7) relationship between overall team Strategic Intent & overall team-assessed team performance.

- Moderately (r≥ .5& ≤ .7) strong relationships between the 6 elements of team Strategic Intent & team-assessed team performance related to accomplishing the respective strategic element.

- Modestly (r≥ .3& ≤ .5) strong relationship between overall team Strategic Intent & instructor-assessed team performance.

- Modestly (r≥ .3& ≤ .5) strong relationships between the 6 elements of team Strategic Intent and instructor-assessed team performance.

- Moderately (r≥ .5& ≤ .7) strong relationship between overall team-assessed team performance & instructor-assessed team performance.

Additional Findings

There is statistically significant direct relationship between team educational level and

1. Instructor-assessed performance (rho=.457, p=.000**).

There are indications (not statistically significant) that there is a direct relationship between team educational level and

1. Overall team Strategic Intent (rho=.235, p=.079), and

2. Team-assessed performance (rho=.192, p=.152).

Additional Findings (con't)

There are indications (not statistically significant) that there is a negative relationship between team age and :

1. Overall team Strategic Intent (r= -.066, p=.627),
2. Team-assessed team performance (r= -.127, p=.348), and
3. Instructor-assessed team performance (r= -.117, p=.386).

There appears to be an indication (not statistically significant) that there is a negative relationship between team work experience and:

1. Overall team Strategic Intent (r= -.176, p=.191),
2. Team-assessed team performance (r= -.089, p=.509), and
3. Instructor-assessed team performance (r= -.217, p=.105)

Recommendations

- Use research survey to measure overall team Strategic Intent in any environment.

- Use Strategic Intent results to enhance student performance/learning.

- Use Strategic Intent development exercise to enhance team performance in business.

- Apply research results to business environment to enhance overall work team performance.

- Stress that teams are useful in enhancing learning and business performance.

Recommendations (con't)

- Use teams to help deploy strategic thinking throughout enterprise.
- Apply results to larger groups than teams like divisions, directorates, entire organization, etc.
- Stress use of strategic intent in business/education to help enhance overall performance.
- Use others to assess team performance (external assessment).

Contributions/Impact

- Better understanding of effects of strategic intent on team performance.

- Better use of work teams in the DAU classroom (better learning),

- Better understanding of what affects work teams' performance in program offices/businesses, and

- Better application across education and more effective use in DoD and business to create more high performing work teams.

Summary

- Team and Instructor Survey
  - Primary data collection methods for research.
  - Conducted in 12 DAU PMT 352B courses employing student work teams.
- Data
  - 32 Instructors
  - 57 work teams
  - 327 Team Members

Summary (con't)

- Statistical Analyses on Research Questions/Hypotheses
  - Pearson's r Correlation Coefficient statistical analyses results
    - All 15 research hypotheses supported (Range .330 to .731)
    - Team Strategic Intent related to team-assessed performance & instructor-assessed performance.
    - Team-assessed performance & instructor-assessed performance related.
- Additional Correlation Findings
  - Statistically significant direct relationship between team educational level and instructor-assessed performance.
  - Indication there is a direct relationship between team educational level and overall team Strategic Intent and team-assessed performance.

Conclusions

- Supported all research objectives:
  - Determined that work team Strategic Intent (purpose, objectives, and strategies) was related to team performance (self and instructor assessed).
  - Helped fill the void in lack of empirical studies on how Strategic Intent affects work team performance.
  - Benefit to business and education (DAU).
  - Helped to identify use of teams as effective means to implement overall strategic intent.

QUESTIONS/CONCERNS?