

# Article analyses



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Article Analysis: Bringing in the Experts: How Team Composition and Collaborative Planning Jointly Shape Analytic Effectiveness. While it has been highly recommended by managerial scholars that integration of experts in team composition is required for enhancement of team performance and also for perfecting the organizational performance, it also has been suggested that if such integration is done without a proper planning and experts from different social dynamics are made parts of the team then apart from failing to reach the desired level of expertise output it would also impact the entire organizational performance scenario in a negative way. However, a proper organizational planning and proper leadership can solve up the issues of difference among expert from different social dimensions. It has been opined by scholars that such organizational “ dysfunctions can be overcome when members of well-designed teams collaborate to formulate and implement a performance strategy that is uniquely suited to task and situational requirements .... Explicit co-ordination processes are necessary for tasks that are highly interdependent ...” (Woolley, et. al. 354). Any work of analysis encompasses several steps and unless there is a close proximity between all these steps it becomes tough for members to produce an effective team work. Thus, simple integration with specific strategy planning is not sufficient but it is also equally important that leader of the team should attempt to ensure the elements of mutual communication as well as assistance. Unless the leader has sufficient “ spatial” and “ object memory ability” (Woolley, et. al. 355), the members cannot be managed properly. More or less, members of a team are required to have these qualities but in practical situation, it is not possible that they would be experts in exercising of both these qualities. Thus, for the purpose of maintaining balance in team

performance, it is required that members would complement and supplement each other. However, such process of complementing cannot be fulfilled only with expertise of the leader (“coordinating member”); rather “interpersonal diversity” of members and their respective “personal skills and experience” are also necessary to fill up the gaps (Woolley, et. al. 356).

In order to overcome these problems, in case of organizational functioning of a team associated with analytical jobs, systematic evaluation of data and searching for proper modes of evidence are very important. Unless proper coordination can be ensured among team members, there will be gap amongst assimilating these two most crucial steps of analytics.

Consequently, in the broader scope it will give birth to employee dissatisfaction and also will affect production of an organization. While it comes to retaining of organizational performance the employee satisfaction is one of the most important factors. If an employee receives adequate satisfaction out of his work, he automatically feels motivated enough to provide the company with best level of performance. However, ensuring remuneration is not sufficient to provide work satisfaction. Additionally, factors like providing proper work ambiance and proper modes of communication with other employees also contribute to a great extent in the entire scenario, otherwise it is quite evident that organizational performance will suffer to a great extent. In this context, importance of “Collaborative planning” can be perceived because when it fuses with the team expertise composition, both these factors conjointly lead to integration of information and finally helps to receive the ultimate level of analytic performance (Woolley, et. al. 358).

Irrespective of the fact that the authors have provided a comprehensive

understanding of the entire situation and also have provided points related to smoothen the way to achieve the goals of optimizing both team and organizational performance, sufficient focus has not been provided on role of a leader to personally interact with his team members and motivate them to achieve their respective goals. On several occasion situations may arise that prohibit an individual to focus over his work or stop him from being identified as a part of the entire team. Under such situations personal support from the team leader and his motivation help a person to regain self-confidence. In case of investigative organizations, this structure can prove to be of immensely effective. Members of an investigative team are assigned with different assignments and unless discovery of each departments are properly communicated amongst themselves, receiving a complete picture of the entire scenario cannot be realized. Thus, following the model as prescribed by authors in this article can fill up the gaps and also will enable members to achieve the ultimate goal.

#### Work Cited

Woolley, et. al. “ Bringing in the Experts: How Team Composition and Collaborative Planning Jointly Shape Analytic Effectiveness”. Volume 39 Number 3. London: Sage Publications. June 2008.