

Self-directed teams a Mexican perspective

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Abstract— *Self-directed teams and culture development are widely used by scientists in various disciplines and is found particularly often in discussion of the integrations of aspects of Mexican Philosophy. However, no consistent information of this terms exists according to Mexican literature. Thus, the objective of this paper is to derive a definition of self-directed teams and culture development by means of a systematic literature review that includes different perspectives and research streams to define the influence of self-directed team in culture development. As result, in Mexican case, there are components in common as performances, leadership, team creation changes manager, capacity, and supply chain in in self-directed teams.*

Keywords— *Self-directed team, systematic literature review, Leadership.*

I. INTRODUCTION

Team information has gone beyond simply looking at the relationships between individuals and providing feedback to people. Team configurations are a source of enrichment and depth in obtaining information. If they are made up of people with diverse backgrounds, the options produced will be broader and the analysis more critical. Self-directed work teams are essentially important because they lead to an increase in the participation of team members in the work, create greater commitment to the company, and motivate staff in their performance. Thus, self-directed work teams tend to have many points in common: group objectives, function differentiation, value systems, behavioral norms, levels of power, influence, and degrees of cohesion. Better interpersonal relationships are developed, personal goals are met, and other positive dividends are produced. All this for personal and organizational achievements simultaneously

Currently, work teams are considered essential to generate new ideas and better solutions, especially in the middle and upper management levels of companies. It is indicated that the use of self-directed teams leads to the solution of a problem that is more efficient, due to the great help

provided by the members by offering a wide range of ideas and opinions, which makes it easier for the group or the company to decision making and problem solving more efficiently.

The homogenization of information at a global level is an important factor for the development of societies, in the case of Mexico, self-directed teams have taken an important role, however, the information available varies according to the area in which the staff works. Therefore, the goal is to derive a definition of self-directed team by means of a systematic literature review.

II. METHODOLOGY

Systematic literature review (SLR) was carried on follow the method described by Hernandez Sampieri (Hernández Sampieri et al. 2010), Parameters to SLR was describe below.

Due to we could not identify any comprehensive article focused on self-directed team in Mexican culture, research used question for the systematic review as: “what is the Influence of self-directed on culture development” or “what is the understanding of self-directed on culture

development?”. To search the literature, we chose the search term “Self-directed **”, self-direct * culture”, “Development and self-direct”. The databases searched were google academic and sciencedirect. Using the search terms mentioned. To applying practical screening criteria, we include journals papers, books, research reports, conference proceeding, and practitioner-oriented contributions written in Spanish with a time restriction of 10 years. To applying methodological screening criteria, we subtract the most important concepts from each paper referred on interest words to discuss on results.

III. RESULTS

Theoretical perspective of self-directed team and culture development

Research shows that self-managed teams produce higher levels of effectiveness and better solutions, as well as increased levels of productivity and creativity. Buckley, Steve & Rose Ed (1999) Mentions that one of the main characteristics of self-directed teams is the disappearance of the figure of the boss, so decision-making falls on the group, attending the needs with the skills of each of its members. The different characteristics of its members make an efficient team due to the individual and group performance of the workers that form it. Another feature is the management of tasks and projects jointly, these can attend to any team activity if necessary, providing the team with greater flexibility and reaction capacity. A reduction in operating costs is obtained, a greater response to the needs of the employees, an increase in the commitment of the workers with the organization, the ability to attract and retain talent in the organization, improve quality and customer service.

Organizations have formed self-directed teams for various purposes, evidenced by the large number of existing classifications, standing out among them:

- Transfusion work team, also known as a horizontal team, this team is made up of employees from different organizational functions who may have comprehensive responsibility for a business line, a procedure, a client.
- Project team, this is made up of the individuals who form a team for a specific project; the team disbands once the project is finished.
- Functional work team, this team is made up of employees from a particular area, where they combine their skills and expertise to serve a certain group of clients.
- Self-directed work team that is self-ministering, this team may or may not have a leader and are often responsible for choosing their own members, reviewing

their performance and making decisions regarding corrective action or dismissal.

- Task force team, the mission of this team is to face a long-term strategic function, implement a new system or develop new policies for the organization.
- Continuous improvement team, which focuses on the continuous improvement of processes.
- High-performance team, made up of the best talents and focused on short- or long-term strategic objectives.
- Virtual World Team, this team brings together members from all over the world who rarely meet in person.
- Executive team, this team is made up of the executives who report to the general director of operations, in the absence of the general director of operations the team can collectively assume the function of managing internal operations and take part in the function of formulating strategies, as well how to manage external relationships

The most important thing about self-directed teams is that the members must be people with adequate profiles and capacities to achieve the objectives and goals set (Yukl G.,2013) To be effective, they must show team skills, which will help them think, act in a coordinated manner and each member perform interdependent tasks, but they are linked with that of other team members, and success is only achieved by bringing all these together. efforts and achieve the desired results.

Self-directed teams go through a process in their formation, which starts from the first individual decisions until the moment in which the subject feels a necessary part of a high-performance team, these teams can use their information-sharing capabilities to develop levels of trust and responsibility; In the same way, classifying the limits for free action, and activating responsible action in the same order of ideas as their self-management skills allows them to make team decisions and achieve great results.

Acosta says with the formation of self-directed teams, it is intended that it be a high-performance team that exceeds expectations, it must be made up of a small number of people with the skills, purposes, proposed goals and responsibilities necessary for the performance of the work. But above these characteristics there must be a high degree of commitment beyond courtesy and teamwork. Where each of the members seeks to truly help others in achieving their goals, having a mutual concern for the personal growth of each one. This allows for interchangeable skills and therefore greater flexibility and shared leadership within the group. A team that has these characteristics is

not an easy task, it implies creating a support that allows teams to develop and maintain personal commitment, since there are no rules, best practices or secret formulas that ensure high performance results (Acosta, Jose Maria, 2011).

An important aspect that must be studied before forming work teams in an organization is to assess whether the work requires or benefits from a collective effort; the first indicator is the complexity of the work and the need to obtain different points of view, if a task is simple and does not require obtaining different points of view, it is better to leave it to individual work and forget about the self-directed team, the second indicator is to question ourselves if the work creates a common purpose or the benefits are greater than the sum of the individual objectives, and the final test is to ask if the members of the group are interdependent in the tasks, where the success of each one depends on the success of the others, which to achieve it requires a great coordination of the team members.

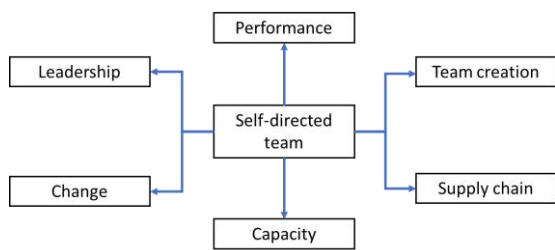


Fig 1 Self-directed team and relationship

Self-directed teams

A self-managed team is a group of employees who have the daily responsibility of managing themselves and the work they do with minimal direct supervision (Fisher, 2013).

Mantaniilla, 2010, declares: Self-managed work teams are those that manage themselves, share most of the roles of a traditional supervisor, make decisions of a different nature, and manage one or several processes, groups of clients, products, or entire projects. Autonomous decision making one of the basic differences between these and other work teams.

High performance teams are groups of people with specific, complementary and multifunctional roles who cooperate together; they build a culture of commitment and loyalty in the organization” (Venable, 2019).

Fisher K states” Self-directed work teams are the most advanced form of empowerment. Being empowered means having formal authority, all the resources (such as budget, equipment, time, and training) necessary to do something

with this authority, accurate information, and a sense of responsibility for the work they do (Fisher K., 2013).

In conclusion the dynamics and current challenges of companies require teams with the ability to empower any type of activity and problem that arises. This characteristic must permeate all levels of the organization and go beyond work in the office, each member understands their role, executes by taking the lead of the opportunity found, coordinating, and ensuring its successful completion.

Team leadership.

People have power when they believe they can adequately cope with the events, situations, and/or people they face. Then, power refers to an intrinsic need for self-control and determination (Conger & Kanungo, 1998).

For the success of a self-managed team there is a champion at or near the top of the organization who is fully committed to the self-managed teams and will protect, support and fight for the success of the effort (Orsburn, 1996).

Understanding the meaning of leadership, management and performance is vital for all levels within the organization, because all individuals in organizations need to assume these roles at various times to achieve efficient functioning of the organization (Balasubramanian , 2002).

The leader must be able to anticipate and have a future vision of the organization, so he must be proactive and prepare his company in a systematic, preventive and permanent way" in the same way Palomo describe "The leader must facilitate and stimulate the development of the potential and skills of the team of people he manages (Palomo, 2013).

When the skills are not developed first in the leaders and then in the work teams, there is a risk of leaving them paralyzed or involved in constant conflicts and reprocesses, stopping their development (Betancur, 2015).

There are six essential leadership styles. coaching was one of them and it was shown to have a remarkably positive impact on team performance, culture and results moreover Performance coaching is about addressing and solving a problem from the inside out of the team focused on the person who manages it. Finally, the essence of coaching lies in helping others and unleashing their potential (Bungay, 2016).

Organizing, guiding, and encouraging a work team is a fundamental task that every leader must learn (Maxwell, 2019).

Regardless of the type of leadership that is adopted, it must be faced with three types of activities: achieving the

objectives, developing the collaborators, maintaining the group (Puchol, Luis, 2012).

The leader must think like another member of the team, he needs to be reincorporated into daily activities, involved in problem solving and improvement activities. Barahona, H., Cabrera D., Torres U., 2011, adding information, the leader is responsible for reinforcing and establishing the direction of the team, creating the conditions, structure, and processes where team members can participate to make the change that makes the area shine finally the daily tasks assigned by the leader provide the correct direction of the team and generate a responsibility for improvement. (Barahona et al, 2011)

Casanova declares: Self-managed teams merit a different behavior from superior managers, who must experience changes in behavior in the supervision and control of their templates because the process is not easy, therefore it must be applied gradually (Casanova, 2010).

As conclusion, the development of leadership skills in each of the self-constructed team members is key because at some point in the team dynamics they will act as such. You will have to set the tone of what direction should be taken to fulfill the established objective in any situation you find yourself in, this implies creating new ways of working and the development of the other team members.

Change management.

Nothing is as fast as the speed of trust, and this happens when teams trust each other (Covey et al, 2006).

Heath 2010, states: Identities are central to the way people make decisions, any change effort that violates someone's identity is likely doomed to failure. So, the question is, how can you make your change a matter of identity rather than a matter of consequences? Although Scientific study shows that people are receptive to developing new identities, that identities grow from small beginnings. Once you start to see yourself as one, you'll want to keep acting like one (Heath Chip, 2010).

Installing a self-managed team requires a substantial shift in power, all stakeholders must know their power bases and monitor how power is transferred to different levels of the organization (Hootengen, 2010).

Venable declares: A gap is a physical or emotional distance caused by a lack of competence, trust, or an unmet social need, no matter how impressive an outside team looks. The truth is that there may be gaps that prevent the team from maximizing its potential (Venable, 2019)

The best time to start a new stage is when there is still time and energy to make the new change start (Puchol, 2012).

The elements of a successful transition pattern can be visualized as a diamond with four facets: clarity in the role, desire for change, generation of change, support, self-knowledge (Fisher, 2013).

As conclusion, change is a constant and unpredictable activity. Self-directed teams must embrace and take this opportunity as a fortress for improvement and success. Resistance to change in a self-directed team should not exist. Each member of the team is considered a factor of change within the organization that generates a positive synergy, this is due to the culture of empowerment that each element has in the team.

Performance.

Sociotechnical systems theory promotes self-regulating work groups to create an effective relationship between social and technical components of work systems (Carlos, V. C. de L, 2020).

Corporate divisions are the most difficult area to team up with, but they are the ones with the greatest potential throughout the organization because that is where innovations are born (Buckley & Rose, 1999).

Smaller groups complete assigned tasks more quickly than large ones, but if the team is busy solving problems, large groups consistently obtain better results (Ros Joan, A, 2006).

Organizational performance is something crucial that must be defined, that is why it is necessary to stipulate what the business indicators are and what the objectives of the organization are to be analyzed to determine its performance (Casanova, 2010).

Organizations have also discovered that group work is not detrimental to the performance of workers but, on the contrary, has beneficial effects for both the company and the individuals by the way The nature of the objectives determines the activity of the group, so for a team to function effectively it is necessary that objectives have been set (Acosta, 2011).

Self-managed teams are used for work systems where high individual and group performance is required. Self-directed groups are between 30 and 50% more productive than conventional teams (Covas, 2017).

The development of the teams and the difference in productivity results is related to the degree of progress of the teams. Therefore, it is important to develop a measurement instrument according to the data of the groups under study (Cedillo, 2014).

The performance evaluation determines the quality of the work performed by each collaborator (Hernández, 2016).

Martínez, J., Mejía D., 2013, mentions: Self-managed teams have allowed companies to report benefits such as improvements in the quality of their products or services, lower operating costs, fewer managers at intermediate levels, reduced costs by having a reduced staff, and resolution of problems with faster.

As conclusion the performance of self-directed teams must be constantly evaluated based on their results in solving problems and meeting success indicators. It is vital to assess the team as a whole and as individual contributors; traditional performance evaluation is focused on the contribution made by everyone. As members begin to be evaluated through group goals, the results will benefit internal and external customers of the organization.

Capacity development.

The real potential of a team is not only that they solve a problem, but also develop their capacities so that it is a group that maintains and reinforces itself in the same way. Aligning is about improving a team's ability to think and act synergistically, with full coordination and a sense of unity, because team members know each other finally. Senge (1994), states: Everyone has their own learning profile, preferred strategies for learning. Your learning style governs how you approach new projects, how you increase your own capabilities, how you contribute to a team's results, and whether you find it easy or difficult to sync up with a particular team. Getting a good learning mix can be critical to the long-term success of a team (Senge, 1994).

The challenge of self-directed teamwork requires resources and administrative support, training should focus on changing the organizational structure, organizational culture and employee behavior (Buckley & Rose, 1999).

Getting to know the people who make up each of the self-directed teams is very important, since it allows us to know the skills, values, beliefs, ways of working and interacting of each of the members (Moreno, 2010).

Moreno mentions: Team members need to develop certain skills, which they improve through training and practice, through teamwork, and through activities that involve thinking, developing new ideas, creating solutions to problems, analyzing situations, and implementing actions (Moreno, 2010).

Updating, increasing, and developing the different competencies related to each job position strengthens the weaknesses found in the Performance evaluations (Hernández, 2016).

If the company lacks sufficient capacity to adapt to the environment, it could not optimally develop its objectives (Puchol, 2012).

It is concluded that competencies of a self-directed team must be clearly identified and developed in each of the elements, focusing mainly on being factors of change for the organization. The higher the level of capacity developed, the team will facilitate access to knowledge in the organization, playing a role of consultant and advisor outside the team. By empowering the self-directed team with the right tools portfolio, you can become the operational excellence team that your organization is seeking.

Team creation.

Teams made up of heterogeneous members are generally more efficient than groups made up of similar individuals by bringing together more skills and information (Goodman and Argote, 1986).

The stages of development of a self-directed team are: start-up, state of confusion, leader-centered teams, well-formed teams and mature self-directed teams (Orsburn, 1996).

Corporate divisions are the most difficult area to team up with, but they are the ones with the greatest potential throughout the organization because that is where innovations are born in addition, before you can know how to support a team effort at any level, you need to be clear about your purpose, why do you need a team? What do you need to accomplish to be successful or add value. (Buckley & Rose, 1999).

In a self-directed team, work groups increase the responsibility of the members for the performance and results of the group, create labor interdependence and provide opportunities for self-management (Balasubramanian, 2002).

In a team, the members know their interdependence and understand that both personal and team goals are better met with mutual support (Ros Joan, 2006).

The main characteristic of a self-managed or self-directed team is that much of the responsibility and authority generally conferred on the supervisor is transferred to the team members (Yukl, 2010).

A self-managed team is not just another fad, there have been successful examples of such operations for decades. In a few years in particular, numerous organizations have used teams to improve results by 30 to 50 percent in addition, Self-directed teams go through five identifiable stages during the evolution process: research, preparation, implementation, transition, maturation (Fisher, 2013).

Self-managed teams are the answer every company wants; however, the organizations that have integrated them mention that it may take several years for the teams to

stabilize and obtain their maximum potential (Martínez, 2013).

Knowing how to listen is one of the most valued qualities in any work team. Active listening is necessary for all team members (Puchol, Luis, 2012).

Virtual teams have 3 characteristics that distinguish them from other teams: their members are distributed in different locations, they are considered more diverse in terms of skills, team members are not constant (Fisher, Kimball, 2013).

As result in the implementation of self-directed teams, it is necessary to clearly establish what their purpose is, define what their success parameter will be, develop each of the capacities that they will need to face the opportunities, define the responsibility of the members in each of the training stages. and above all, develop the behaviors, values that must be preached when considered a team with high standards.

Supply chain.

Improving the supply chain is a necessity in order to survive, since failure to carry out this type of action can lead to the closure of a company (Saucedo, 2001).

Quintero mentions: An essential feature in companies is the logistics system, which is made up of the set of means of production, transport, maintenance and storage, used to circulate the products of the state from raw material stored in suppliers to finished elements held by the client (Quintero, 2018).

A cross-functional supply chain team can better balance the interest of all departments, moreover the supply chain frequently does not resolve conflicts in the correct way between the different functions of the departments, this is due to conflicts of interest between the areas of production, manufacturing, customer service, marketing and finance (Vázquez, C, 2021).

As result, the implementation of self-managed teams improves the speed with which products reach the destination and the recovery of the company's cash flow. This is because each link in the supply chain has a direct impact on customers, suppliers, and other departments. Each self-directed team works to identify opportunity areas in order to develop new processes and eliminate all identified gray areas.

IV. CONCLUSION

During the review of bibliographies, theses, journals and published documents, the characteristics of self-directed teams are identified: leadership, performance, capabilities, and methods for implementation; but there is no research

evidence to identify what stage of maturation a self-managed team is in; diagnostic methodology, nor the tools to take you back to the highest level of operational excellence.

Everything indicates that a self-directed team has to start from the theoretical bases and go through each of the phases recommended by the researchers. Although in the updated one there are work teams with similar characteristics, but they are not qualified as such, because they do not know in what phase of self-directed teams they are. When carrying out the implementation process of this initiative, along the way it is determined that some conditions already exist, but after doing the whole process.

Being able to make an accurate diagnosis from the beginning allows us to understand at what stage the equipment is located, how far away it is from being able to ensure compliance with critical operations, monitoring of standards, and problem solving. Anticipating the needs of a self-directed team allows us to propose a strengthening line of work and reinforce what already exists, develop capacities, mitigate risks due to leaked knowledge requests, improve our clients' experience.

Research work on self-directed teams has been carried out in a controlled environment, where companies seek improvements in department performance through this proposal. However, there is no evidence of the effect that a self-directed team receives during a company defection process, this research does not define which are the critical variables for teams to continue functioning as such.

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