**Video Title:** Self-Managed Groups

**Video URL:** [**https://www.youtube.com/watch?v=5kmfJBtMNmE**](https://www.youtube.com/watch?v=5kmfJBtMNmE)

**Run Time/Source:** 3:00, Bob Mason/YouTube

**Close Caption Available:** Yes

Self-managed work teams are described in pages 202-204 of the textbook. This video focuses on the leadership and management aspect of self-managed groups, and the same ideas apply to self-managed work teams. A popular belief is that if left alone, teams will function just fine. Leaders offer more than just telling the group what to do. Anytime a group of people come together to accomplish a task, a leader will emerge. Rotating leaders from week to week is usually dysfunctional because leadership involves long-range thought and planning. The Brazilian company, Semco, is often-cited example of a company operated by self-managed groups, yet the company actually has strong leadership from CEO Ricardo Semler. He established a culture in which work groups can have considerable autonomy

*Questions for Thought and Discussion*

1. Why are we watching this video? I thought self-managed groups and teams were a great type of organizational unit.

2. Where does empowerment fit into a self-managed work group?

3. Why does Bob Mason, the author of the video, think that a weekly rotation of leaders is so dysfunctional?

4. Why were self-managed work groups sometimes referred to as “group job enrichment” when they were originally designed?

5. Who might be an *external leader* for a self-managed work group or work team?