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Study on the TMT Shared Mental Model of Private Enterprise and Mechanism of Team Performance

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Abstract

In the complicated and changeable environment of globalization, leaders of private enterprises obviously feel that it is difficult for them to take control of enterprises' fates with their personal strengths. The management mode in which Top Management Team (hereinafter referred to as TMT) leads the enterprise development has been gradually attached great importance to by private enterprises. Theoretical circles also have done abundant research around TMT. It can be found by reviewing the previous research achievements that research on TMT has experienced a tortuous and complicated process from the initial focus on TMT population characteristics to approximately express TMT cognitive process to the subsequent research on effects of its decision-making behavior and organizational performance directly from the perspectives of team process and situational moderator variables. The research conclusions are also diversified and no unanimous conclusion can be drawn. TMT cognition, this decisive "black box" has not yet been uncovered. TMT population characteristics can not effectively replace TMT cognitive characteristics and the element which drives TMT behavioral process is TMT cognition. Therefore, TMT research needs to focus on TMT cognition. Previous studies also have found that the vast majority of TMT research takes the organizational performance as the outcome variable and regards that team performance is equivalent to organizational performance or neglects that TMT characteristics first function on team performance indicators which then affect the logical relevance of organizational performance. However, actually, seen from the management practice of many private enterprises, for an enterprise with dissatisfactory performance, its TMT often shows poor performance, such as severe internal team consumption, high turnover rate, low team satisfaction and so on. Therefore, how to realize the efficient operation of TMT has become an issue which the theoretical circle and private businesses are faced with and needs to be solved urgently. Meanwhile, the development of cognitive psychology has made increasingly more studies tend to focus on the cognitive component of team performance. As the psychological representation of team cognition, shared mental model has gradually become the gripper to explain team performance differences, predict and enhance team performance's important contents and management practice. Therefore, combining shared mental model with TMT to explore TMT shared mental model and the mechanism of team performance is not only an effective approach to uncover the "black box" of TMT cognition, but also an theoretical exploration into the private enterprises' urgent needs to improve TMT performance.

This research subject selected is based on frontier issues in TMT research field and regards private enterprises' TMTs as the research objects. Considering that the team shared mental model is an evolutionary process, this research selects the team life cycle as the research perspective and makes an in-depth exploration of evolution characteristics of TMT shared mental models and mechanisms of team performance in private enterprises from the perspective of life cycle. The specific content of this research includes the following issues: a.

making content analyses of interview materials of 25 enterprises in Zhejiang, Guangxi and Hunan provinces and summarizing stage characteristics of TMT shared mental model in private enterprises; b. putting forward and verifying the process mechanism of team performance of TMT shared mental model in private enterprises; c. giving relevant management suggestions according to the research conclusions.

The main conclusions drawn in this research include:

1. TMT shared mental model of private enterprise also shows obvious life cycle phase differences. Specifically, task-based TMT shared mental model of private enterprise has significant differences between the forming and storming, forming and performing, storming and norming, storming and performing and norming and performing. However, differences between forming and norming are not significant. In addition, in the four stages of forming, storming, norming and performing, the task-based shared mental model level manifests as performing> norming > forming > storming. However, team-based shared mental model has significant differences between forming and norming, forming and performing, storming and norming, storming and performing and forming and performing, but differences between forming and storming are not significant. In the four stages of forming, storming, norming and performing, team-based shared mental model level manifests as performing> norming > storming> forming.

2. Characteristics of high-performance TMT shared mental model mainly manifest as general task-based shared mental model and relatively low team-based shared mental model in the forming, low task-based shared mental model and general team-based shared mental model in the storming, general task-based shared mental model and relatively high team-based shared mental model in the norming and relatively high task-based shared mental model and very high team-based shared mental model in the performing.

3. TMT process of private enterprise plays an intermediary role in the relationship of TMT shared metal model and team performance. Specially, team work and information exchange play a complete intermediary role in the process that TMT task-based shared mental model has a positive effect on the team performance, while information exchange play a complete intermediary role in the process that TMT team -based shared mental model has a positive effect on the team performance.

Combining TMT with shared mental model and regarding team life cycle as the perspective, this research systematically discusses the evolution characteristics of TMT shared mental model and the mechanism of team performance. The research conclusions obtained can not only help to enrich TMT theories, shared mental model and cognitive behavior theories, but also provide systematic theoretical guidance for TMT construction of the private enterprise.

Key Words: Private Enterprise, Top Management Team, Shared Mental Model, Team Process, Team Performance

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