

# The not so Subtle Impact of Proximity on the Collaborative Behaviours of Teams



**Or: The study that needs a more catchy title**



## Collaborative crafting in call centre teams

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Job crafting research has typically examined the antecedents and outcomes of individual-level crafting. In this study, we test a model of team-level or collaborative job crafting using data collected from 242 call centre teams and supervisors' ratings of team performance. The focus on teams with narrowly defined tasks and limited decision-making responsibility are unique features of this study. As predicted, collaborative crafting was found to relate positively to team efficacy, team control, and team interdependence, which in turn were found to relate positively to work engagement and team performance. The implications for theory development, future research, and practice are discussed.

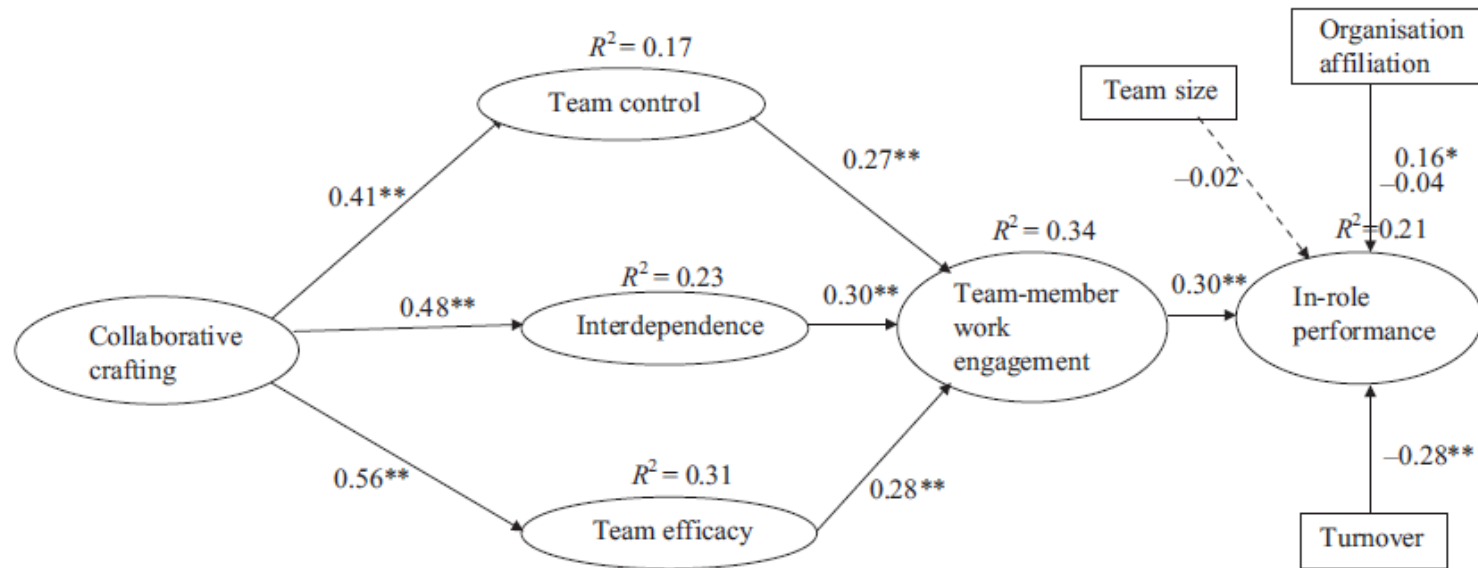
### Practitioner points

- Even in a work environment characterized by low control, there remain opportunities for collaborative job crafting.
- Collaborative crafting is associated with higher employee engagement and team performance.
- Call centre supervisors and managers need to be aware of the potential benefits of collaborative crafting to ensure it is not inhibited by their behaviours (such as enhanced monitoring).
- As positive consequences are associated with collaborative crafting, organizations should consider team training to enhance the collaborative crafting capability of teams.

# Job Crafting

- The physical and cognitive changes job holders make to the task or relational boundaries of their work
- Motivated by a desire for control and meaning, connection with others and positive self image
- Undertaken without supervisory negotiation
- Outcomes: Meaningfulness, positive self-identity, job satisfaction, work engagement and performance

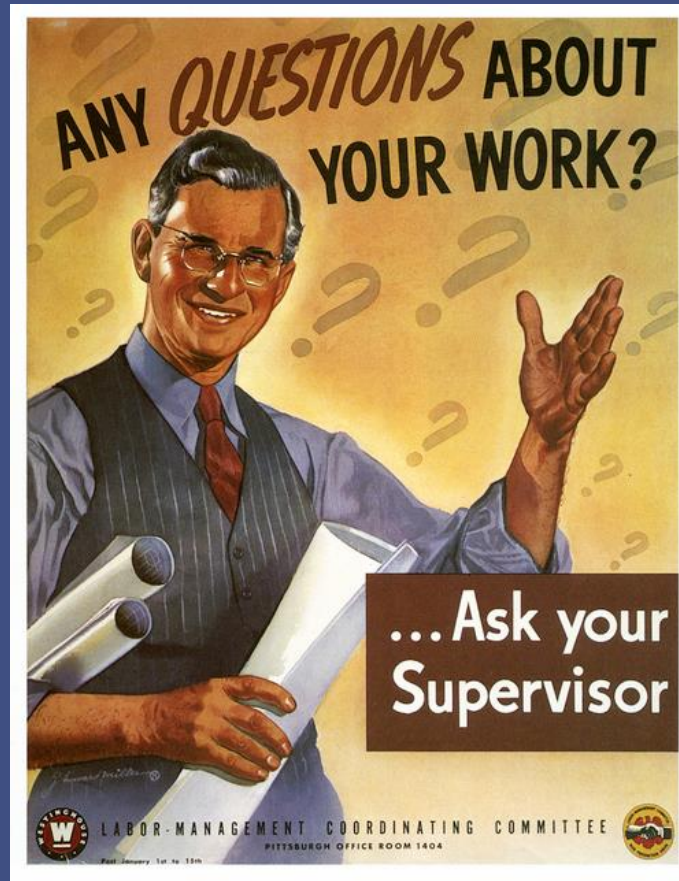
# Collaborative Job Crafting



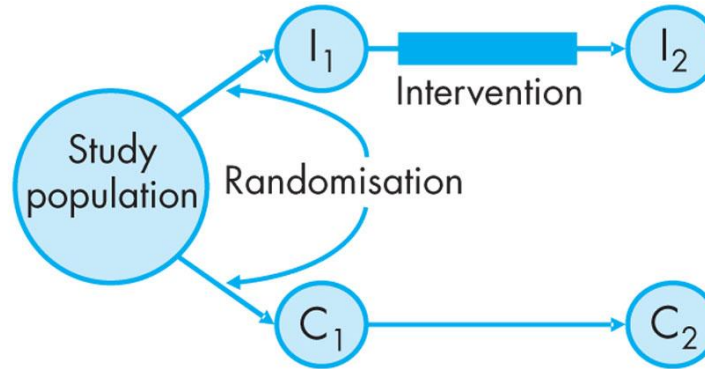
**Figure 3.** Standardized parameter estimates and residual variances for the hypothesized model.

\* $p < .05$ ; \*\* $p < .01$ .

# Can the Levels of Collaborative Crafting be Enhanced?



# An Intervention Study



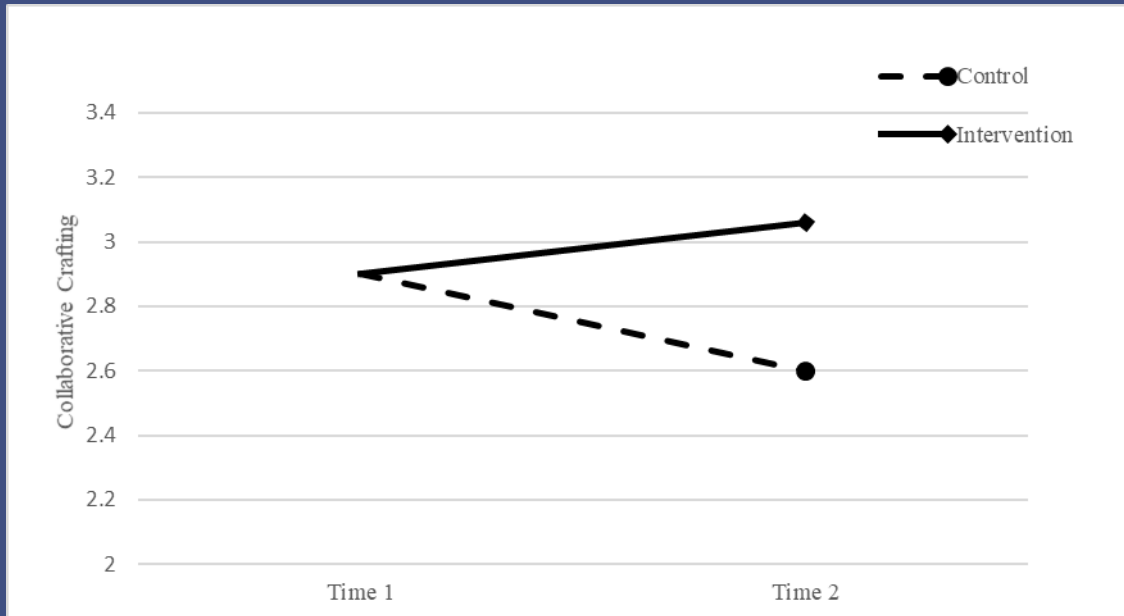
I: Intervention group  
C: Control group  
1,2...: Measurements of outcomes and other relevant variables



# Intervention Study



# The Reality





# The Third Act

How does our workspace design influence the collaborative behaviours of the teams?



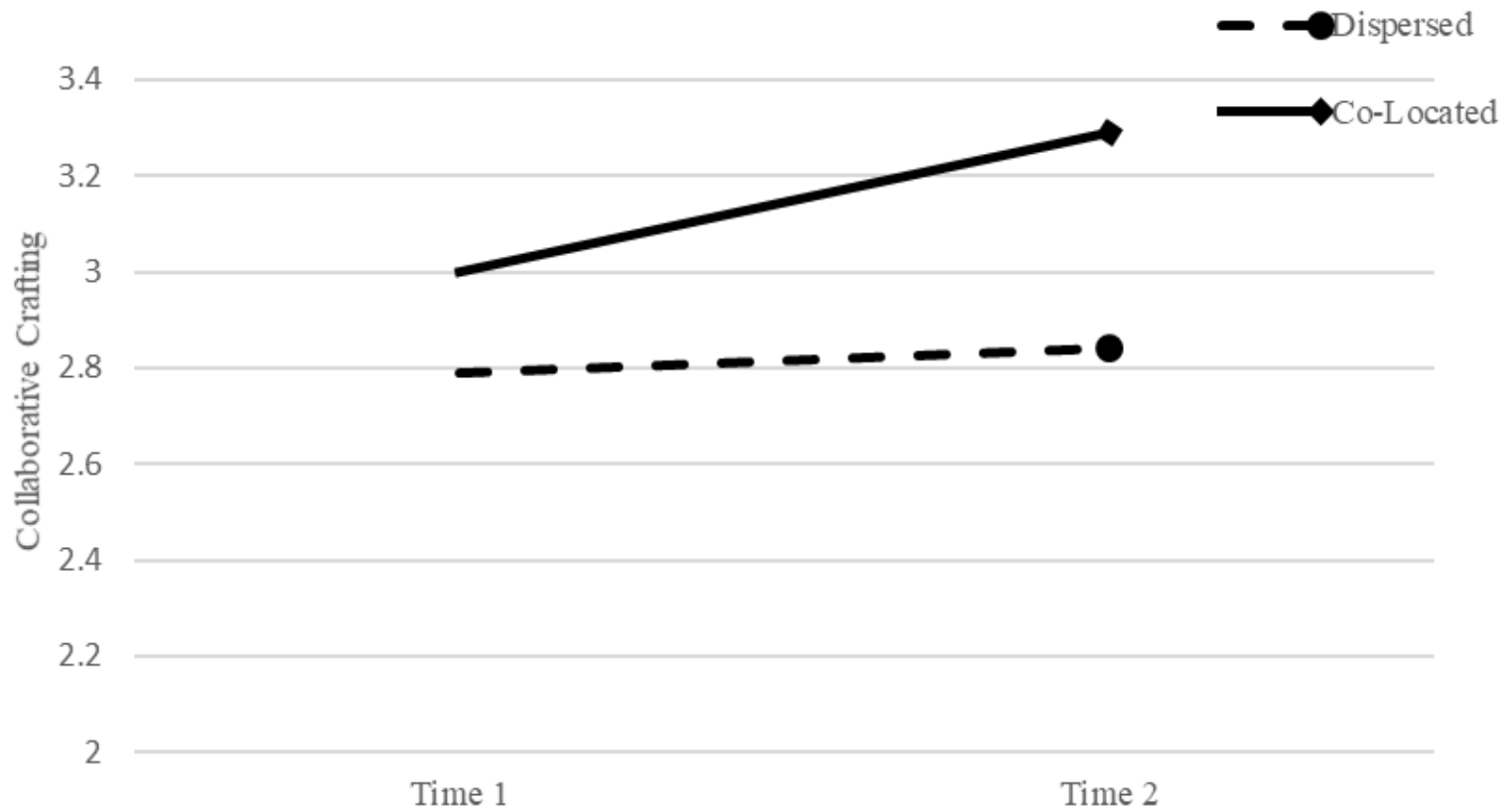
Dispersed  
Vs  
Close Proximity Teams



# Dispersed Teams and Proximity Studies

- Dispersed teams experience process loss
- Small levels of dispersion can have a negative effect on spontaneous collaboration (10.3%, 1.9%, 0.3%). 25 times greater.
- The first letter of the last name influenced friendships of police cadets more than any other variable
- Apartment location in dorms influences the social network breadth of students
- A couple of feet can make a great deal of difference
- Explanation: Spontaneous communication that comes from proximity generates intimacy and connection which generates collaboration.

# Co-Located vs Dispersed Teams



# Overcoming the Hurdles

- Click Accelerators



- Work in close proximity in a work environment that encourages intimacy

If you can't work in close proximity

- Don't rely on technology to reduce process loss at the outset
- Work in close proximity at the beginning to accelerate bonding and reduce process loss
- Shared adversity brings people together, stimulate trust

# Thank You

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