



Learning Objectives

- ▶ **Learn what is a Team**
 - Group Vs Team
 - Types of Teams
 - Characteristics of a Team
- ▶ **Understand the Stages of Team Development**
- ▶ **Understand Roles & Responsibilities of Team**
- ▶ **Identify Effective Communication in a Team**
- ▶ **Identify Effective Team Behavior**
- ▶ **Learn how to enhance team work**
- ▶ **Explain growing popularity of Teams in the organizations**
- ▶ **Summary**



What is a Team?

- ▶ A team is any group of people organized to work together interdependently & cooperatively to meet the needs of their customers by accomplishing a purpose and goals.
- ▶ Teams are created for both **long term** and **short term** interaction.
 - A product development team is long lasting planning & operational groups.
 - Short term teams might include a team to develop an employee on-boarding process.



What is a Group?

▶ A group interacts primarily to share information and to make decisions to help each group member perform within his or her area of responsibility.

▶ A group in itself does not necessarily constitute a team.



Group Vs Team

GROUP



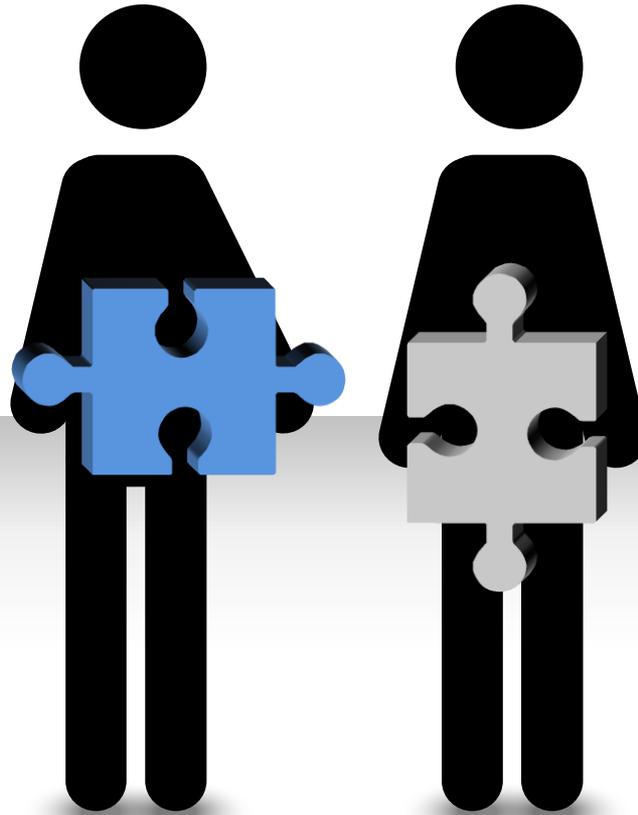
TEAM



Group Vs Team

Group

- GOAL**
 - 1 Share Information
- SYNERGY**
 - 2 Neutral [sometimes negative]
- ACCOUNTABILITY**
 - 3 Individual
- SKILLS**
 - 4 Random & Varied



Team

- GOAL**
 - 1 Collective Performance
- SYNERGY**
 - 2 Positive
- ACCOUNTABILITY**
 - 3 Individual & Mutual
- SKILLS**
 - 4 Complimentary

Types of Teams

Problem Solving

1

Groups of 5-12 employees from same department who meet each week to discuss how to improve quality.

Self Managed

2

Groups of 10 to 15 people who take on the responsibilities of their former supervisors.

Cross Functional

3

Employees from same hierarchical level, but different work areas, who come together to accomplish a task.

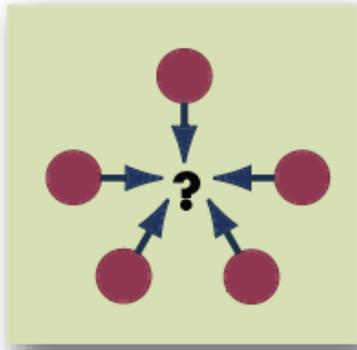
Virtual

4

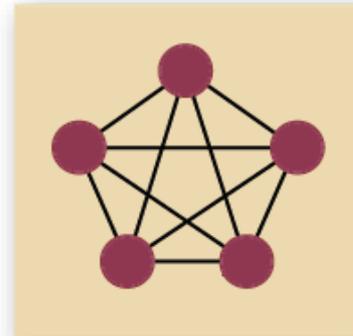
Teams that use computer technology to tie together physically dispersed members to achieve a common goal.



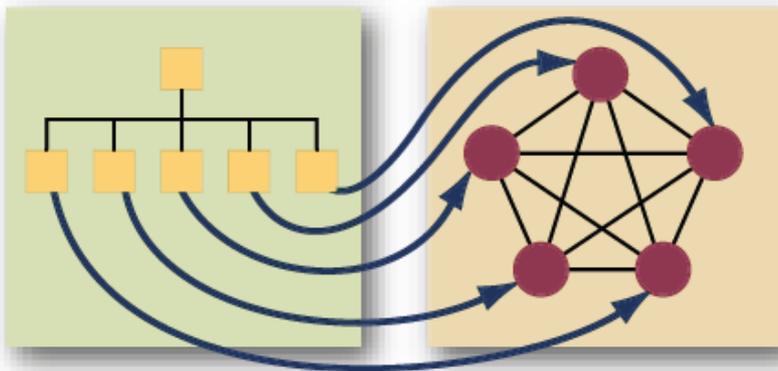
Types of Teams



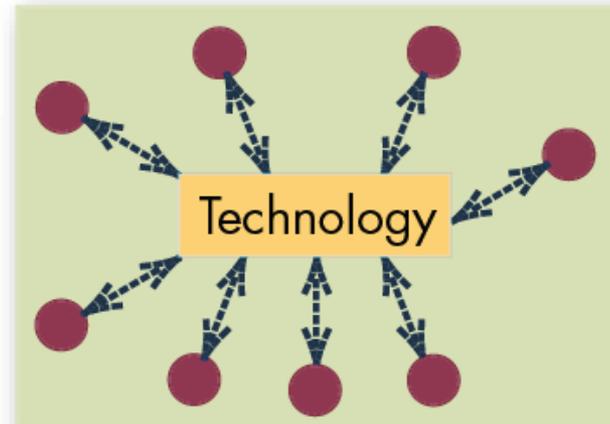
Problem-solving



Self-managed



Cross-functional



Virtual

Characteristics of a Team

Common Purpose

1

A team will always have a common task / purpose to accomplish.

Clarity of Role & Responsibility

2

Team members have crystal clear roles & responsibilities.

Effective Leadership

3

Leaders have participative style of working and team members approve of it.

Solid Relationships

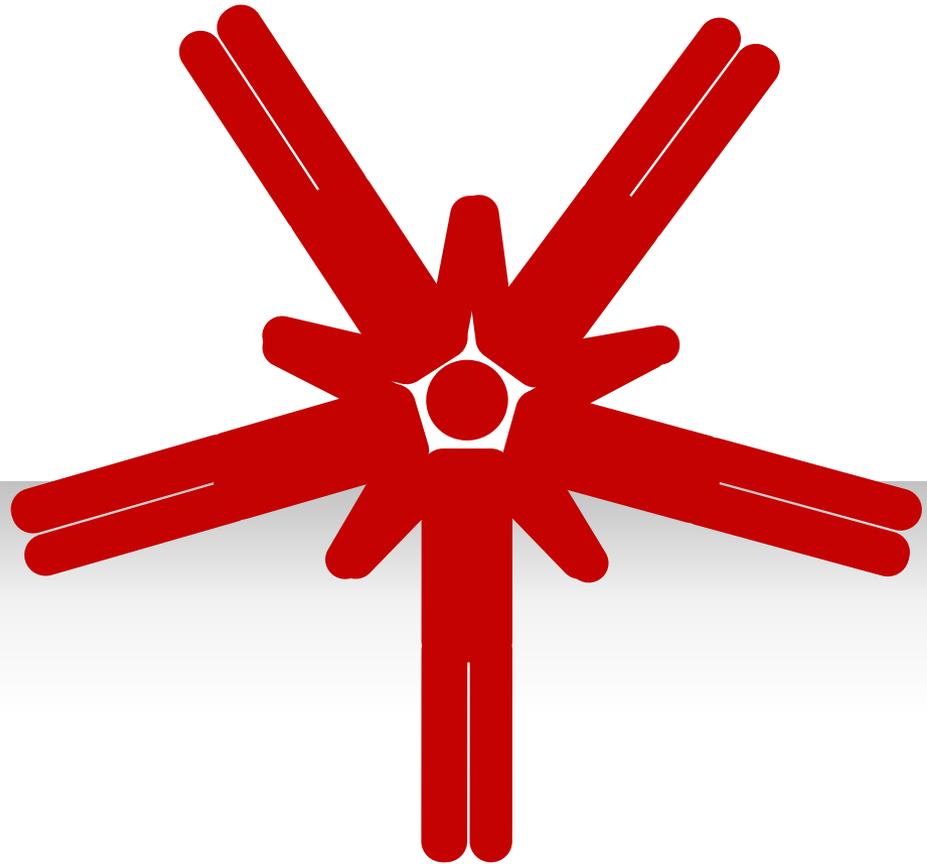
4

Teams have a climate of trust which results in strong relationships.

Effective Communication

5

Team members stay connected through a robust communication process

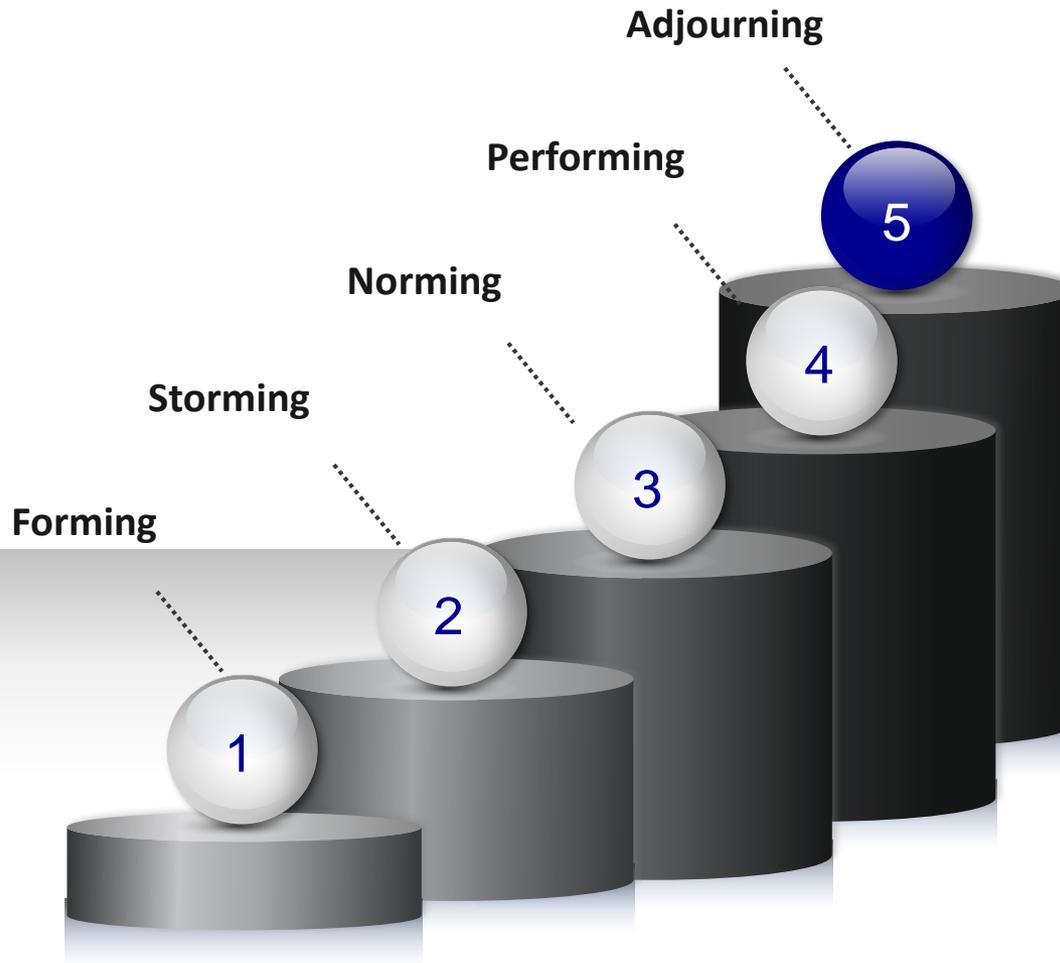


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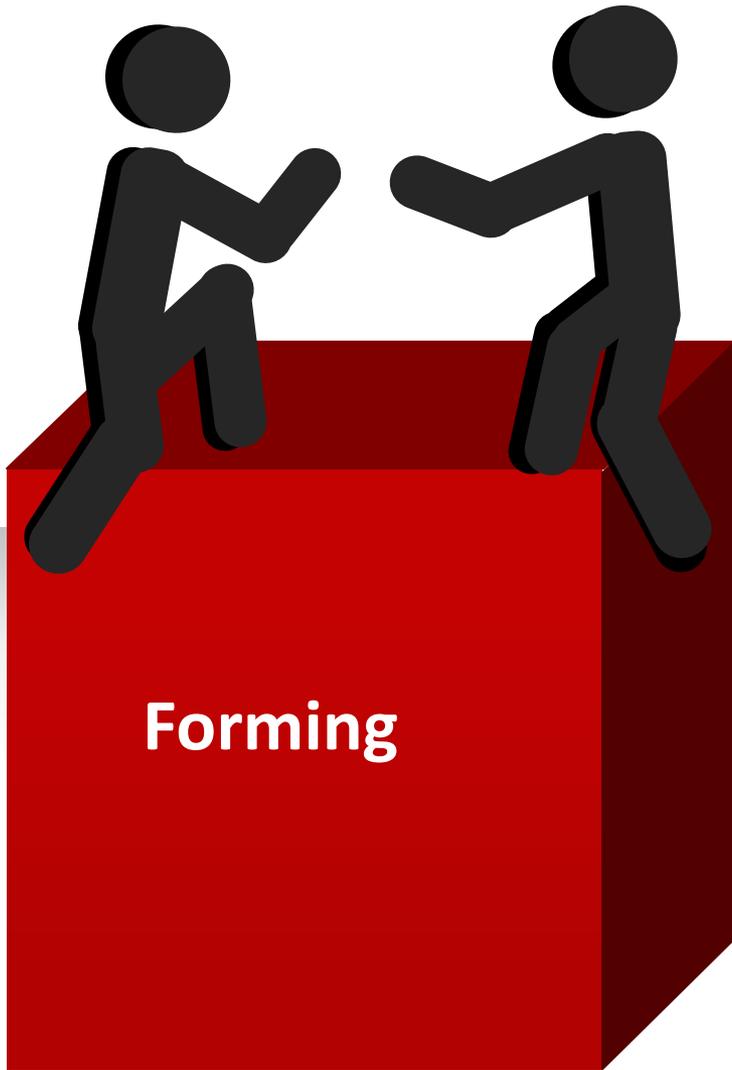
Stages in Team Formation / Development



Did You Know?

Psychologist Bruce Tuckman first came up with the "forming, storming, norming and performing" phrase in 1965. He used it to describe the path to high-performance. Later, he added a fifth stage called "adjourning" (and others often call "mourning" – it rhymes better!)

Stages in Team Formation / Development



Roles & Responsibilities

Initial introductions take place and hence roles & responsibilities are unclear

Attitude of Team members

Some are polite while some are anxious and some are excited about the task ahead.

Leadership Style

Directing – Since Roles & responsibilities are not clear, leader plays a dominant role.

Stages in Team Formation / Development



Roles & Responsibilities

Leader discusses roles and responsibilities. Team members may or may not agree.

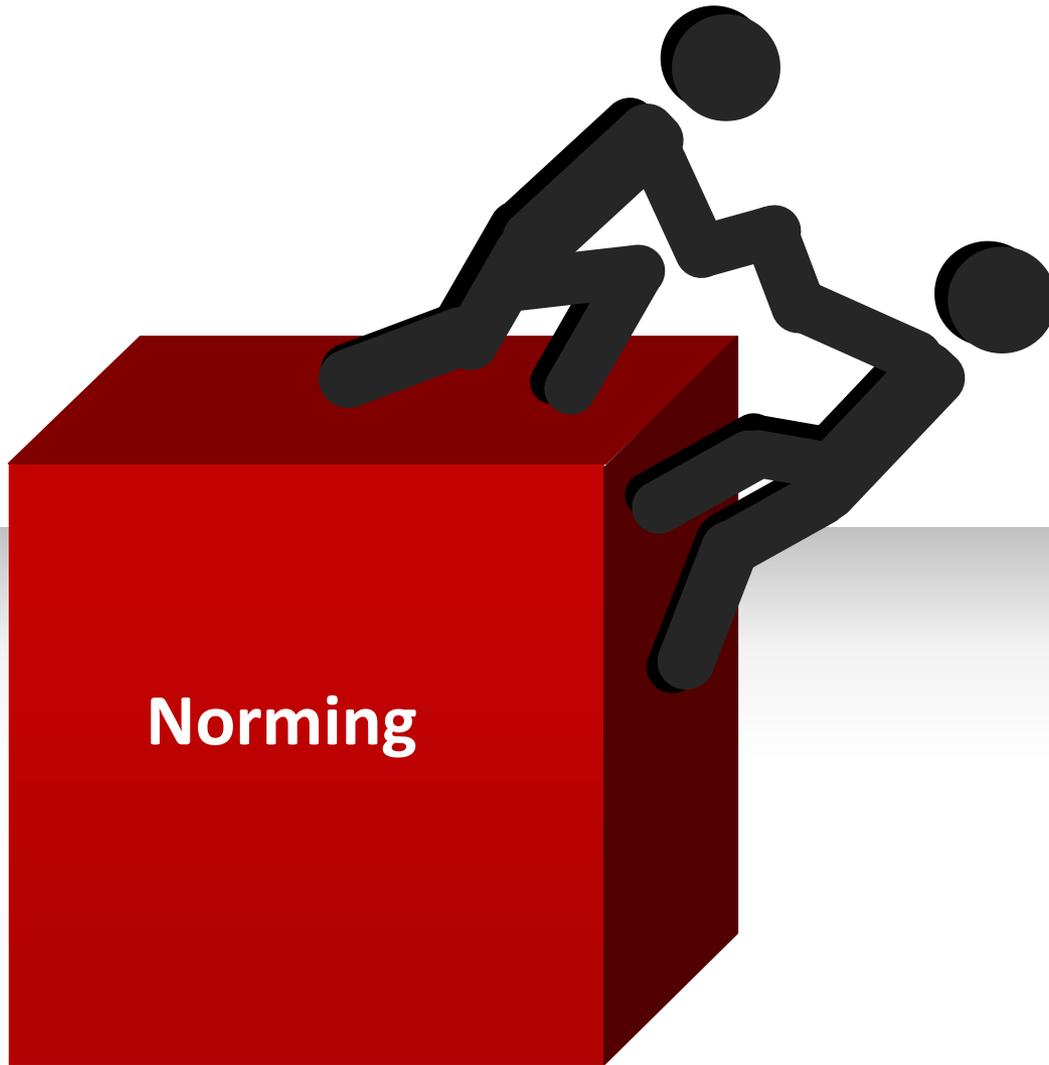
Attitude of Team members

Team members give opinion about task priorities, roles & responsibilities, and processes.

Leadership Style

Selling – Leader needs to sell decisions on roles, and how the task is to be performed.

Stages in Team Formation / Development



Roles & Responsibilities

Roles & Responsibilities are clear. Hierarchy is established.

Attitude of Team members

Members accept authority of leader & develop a greater commitment to goals.

Leadership Style

Supporting – Team members & leaders follow participative style and support each other.

Stages in Team Formation / Development



Roles & Responsibilities

Team members work as per give roles & responsibilities.

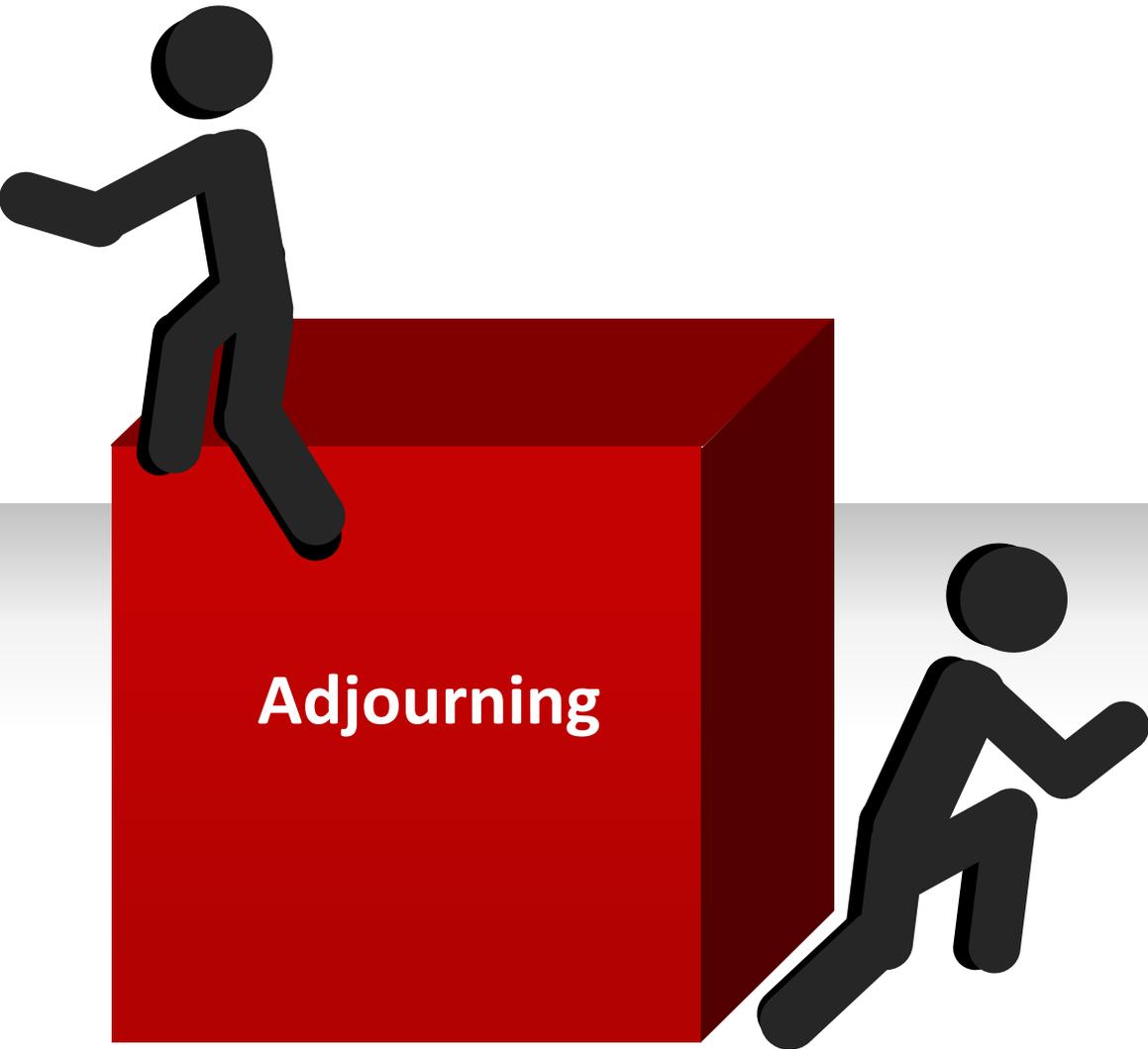
Attitude of Team members

Supportive, high level of goal orientation, communication, and interpersonal relations.

Leadership Style

Delegating – Team members expect delegation instead of instructions.

Stages in Team Formation / Development



Roles & Responsibilities

Complete – Task has been performed.

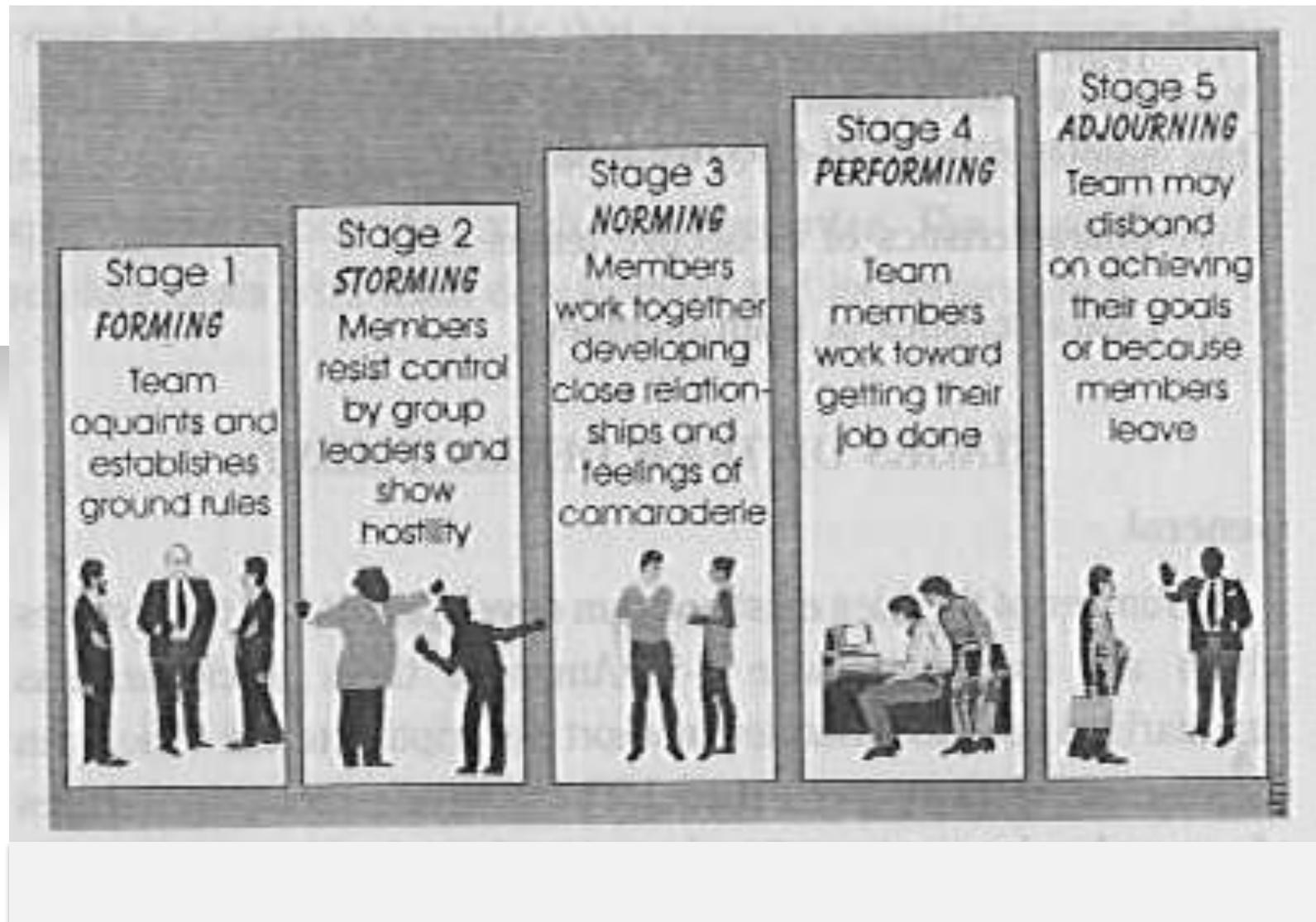
Attitude of Team members

Members find it difficult to leave the project and strong interpersonal relations.

Leadership Style

Celebrative – Success is celebrated and recognized.

Stages in Team Formation / Development [Recap]



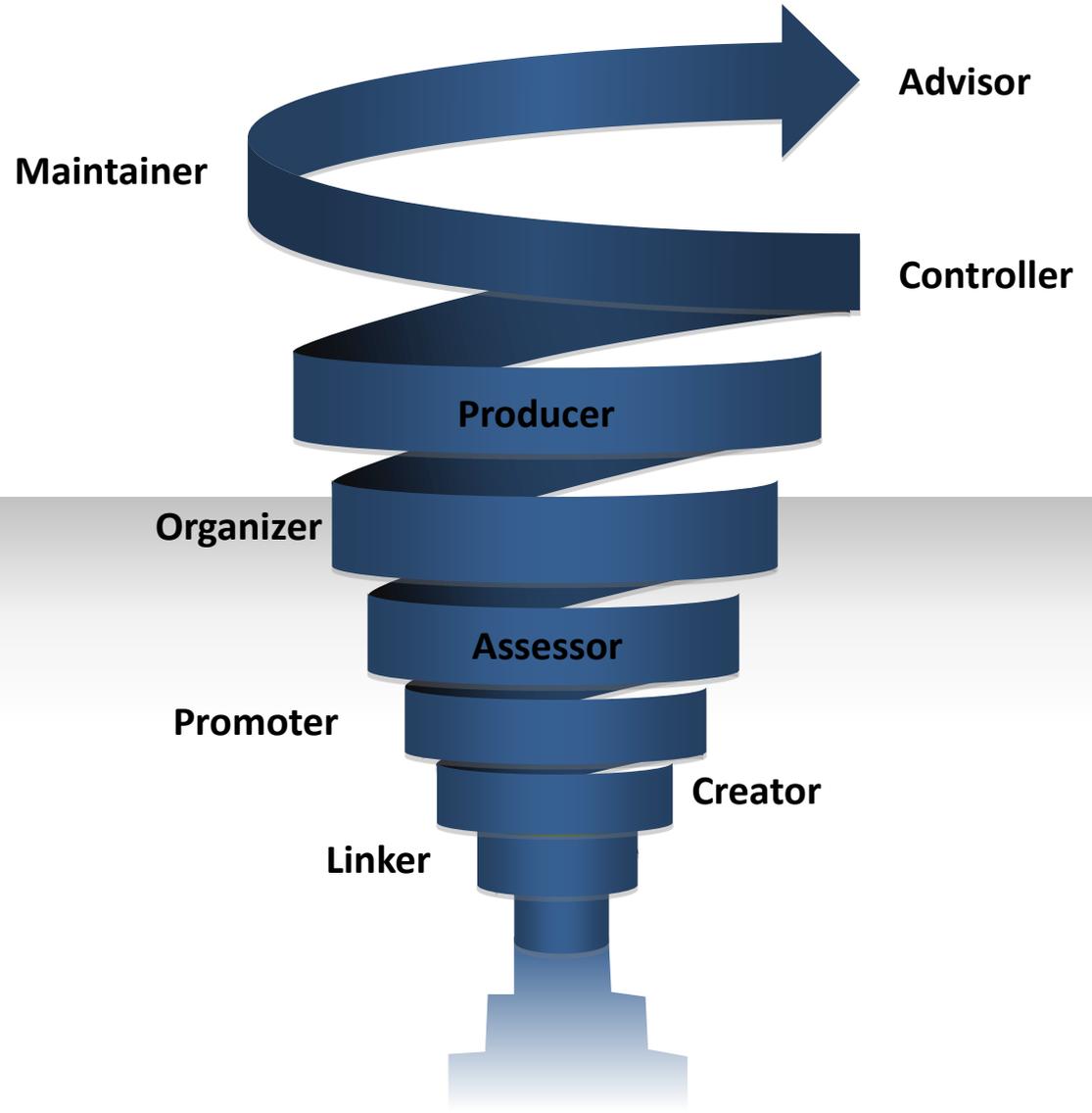
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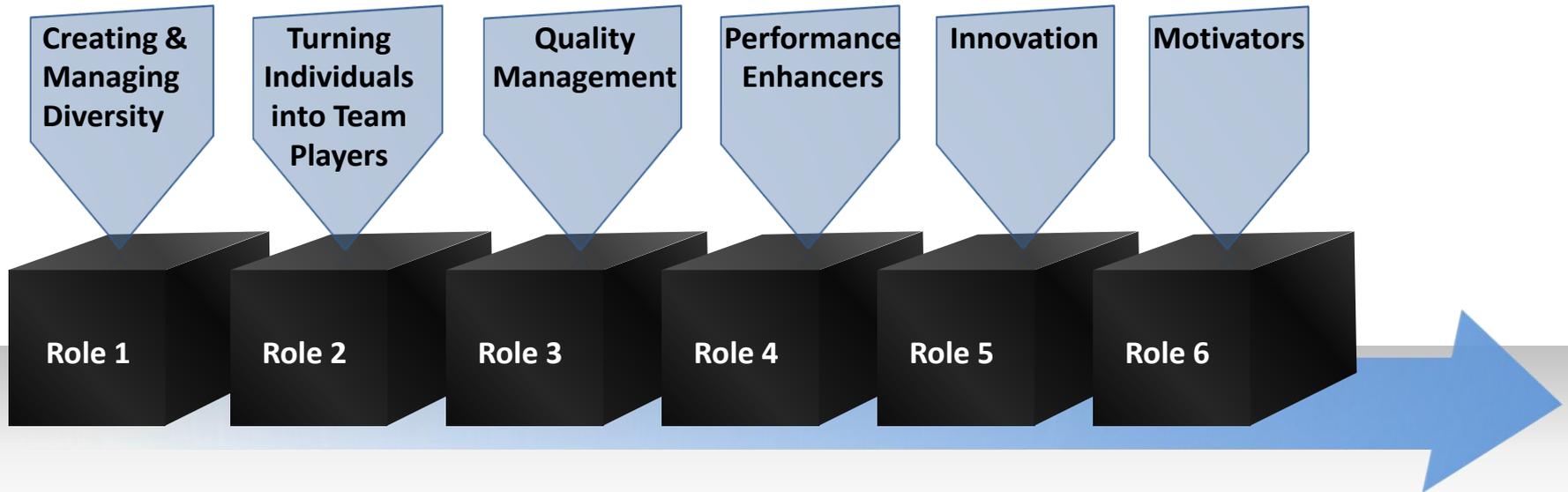


Roles & Responsibilities of a Team

- ▶ **Linker** – Co-ordinates & Integrates
- ▶ **Creator** - Initiates Creative Ideas
- ▶ **Promoter** – Champions the ideas once they are initiated
- ▶ **Assesor** - Offers insightful analysis of options
- ▶ **Organizer** – Provides Structure
- ▶ **Producer** – Provides Direction and follow-through
- ▶ **Controller** – Examines details & enforces rules
- ▶ **Maintainer** – Fights external battles
- ▶ **Advisor** – Encourages the search for more information



Roles & Responsibilities of a Team



Remember

It is not just the team members who have roles & responsibilities, as a combined unit – Team also has roles to play. A Team is responsible for its own success or failures.

Roles & Responsibilities of a Team [Creating & Managing Diversity]

Involve

Actively seek inputs from a variety of backgrounds / cultures in order to develop a broad picture.

Fearless Environment

Develop an atmosphere which is safe for employees to ask for help. People should not be viewed as weak if they ask for help.

Respect

Respect each other's view points and include suggestions if they benefit the team.

Take Time out

Include people who are different than you in informal meetings such as lunch / coffee breaks.



Roles & Responsibilities of a Team [Turning Individuals into Team Players]

Reward & Motivate
Rework the reward system to encourage cooperative efforts rather than individual.
Continue to recognize individual contributions while emphasizing the importance of teamwork.



Selection
Make team skills one of the interpersonal skills in the hiring process.

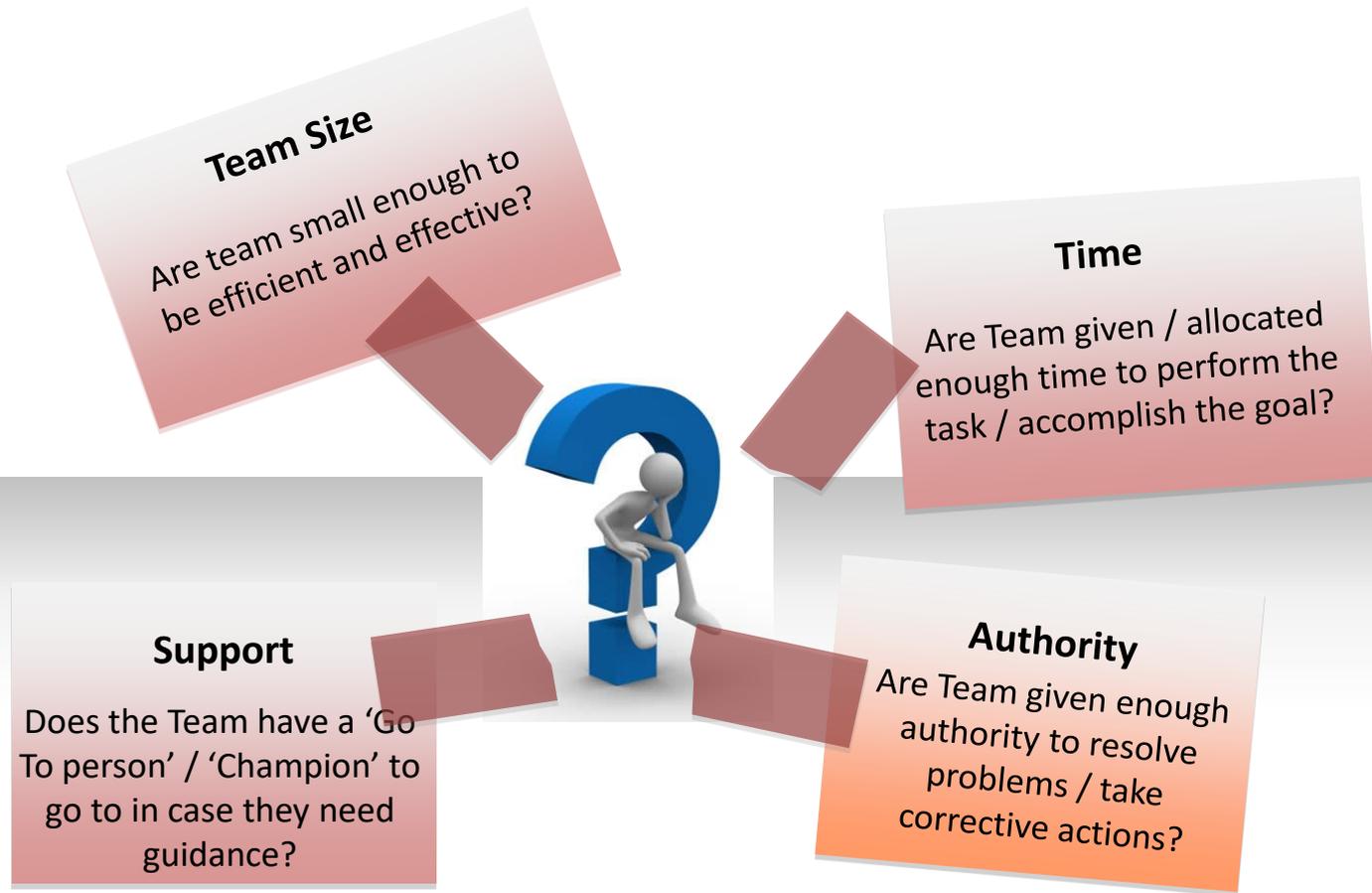
Training
Train employees to become better team players – communication skills, interpersonal skills.

3
Reward & Motivate

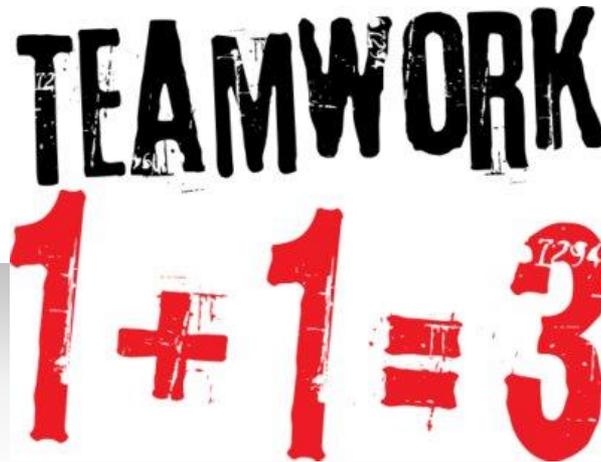
2
Training

1
Selection

Roles & Responsibilities of a Team [Quality Management]



Roles & Responsibilities of a Team [Performance Enhancers]



Synergy

People working in a group are able to produce greater output than would have been produced if each person had worked separately. Team members should always work with each other to maximize output.

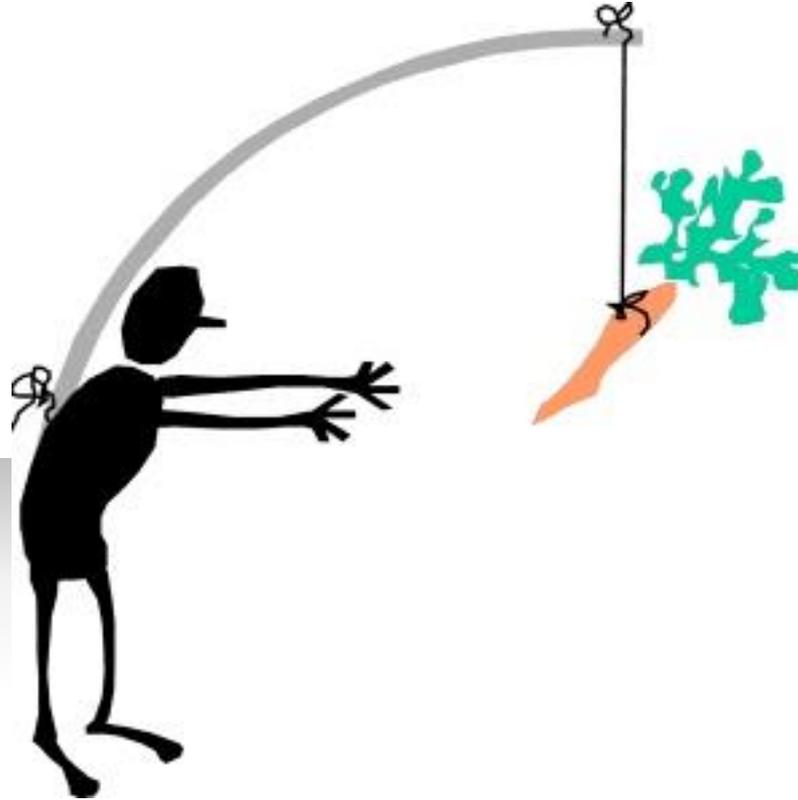
Roles & Responsibilities of a Team [Innovation]



Remember

Team leaders should empower the team and make it accountable for innovation process. Team members should uncover each other's flaws and balance each other's strengths and weaknesses.

Roles & Responsibilities of a Team [Motivation]



Motivate

Team leaders should provide needed social interaction and help employees cope with work-related stressors. They should reward and recognize high value teams.

Roles & Responsibilities of a Team [Belbin's Team Roles]

Action	Social	Thinking
Completer Finisher 	Co-ordinator 	Monitor Evaluator 
Implementer 	Resource Investigator 	Plant 
Shaper 	Teamworker 	Specialist 

Belbin's Team Roles

- ▶ In the 1970s, Dr Meredith Belbin and his research team at Henley Management College set about observing teams, with a view to find out where & how differences come about. They wanted to control the team dynamics to discover if / how problems could be pre-empted and avoided.
- ▶ The research revealed that the difference between success and failure for a team was not dependent on factors such as intellect, but more on behaviour. The research team began to identify separate clusters of behaviour, each of which formed distinct team contributions or "Team Roles".

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Effective Communication [What makes Teams Troublesome?]

Individual Behaviors

- “Ego integrity”
- Self-interest versus group interest
- Inability to observe self and/or use feedback
- Different styles of Learning, Interaction, Expression

Group Behaviors

- “Defensive routines”
- Us versus them
- Reluctance to test assumptions publicly
- Getting “off task”
- Lack of boundaries - Ill defined roles, Unclear objectives, and/or expectations

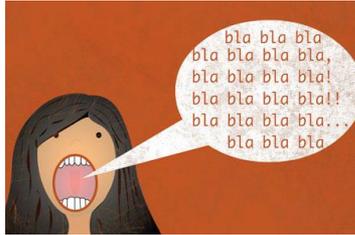
Effective Communication [Behaviors to Observe]

Observe

- Who participates - Who doesn't?
- How do people take turns?
- Who talks to whom - Who responds to whom?
- How are interruptions handled?
- Is silence O.K.?
- Is anyone dominating the conversation?
- How are decisions made?
 - By consensus?
 - By voting?
 - By one person?



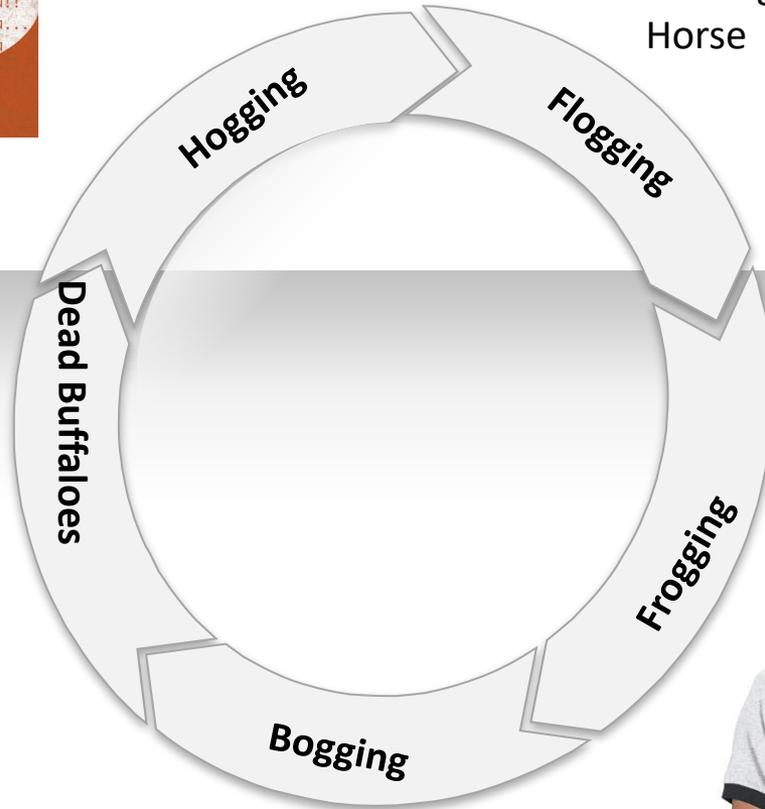
Effective Communication [Common Problems in Teams]



Talking too much



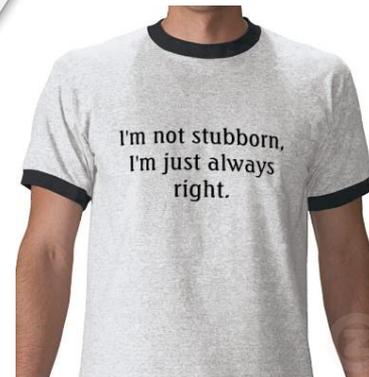
Beating Dead Horse



tiptoeing around a contentious issue



Jumping from one topic to another



Getting stuck on the issue

Effective Communication – Always Remember

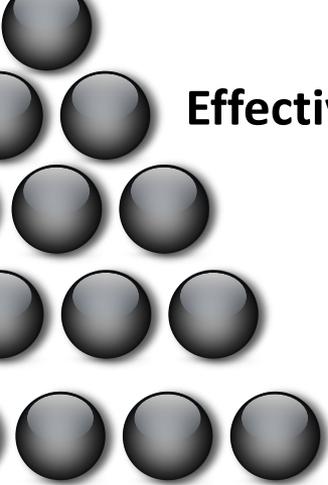
In a Team

- ▶ **Never Order / Command**
- ▶ **Never Warn / Threaten**
- ▶ **Never Preach / Moralize**
- ▶ **Never Label / Evaluate / Judge**
- ▶ **Never Respond with Sarcasm**
- ▶ **Never Assume, instead Ask / Listen**

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Effective Team Behavior



Periodic Self
Evaluation

..... Trust & Conflict
Management

Shared
Responsibility

..... High level of
Communication

Shared Vision &
Goals

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Enhancing Team Work



Retreat

- 1 Take employees out of the office for a weekend getaway. A retreat should be a mix of training & fun.

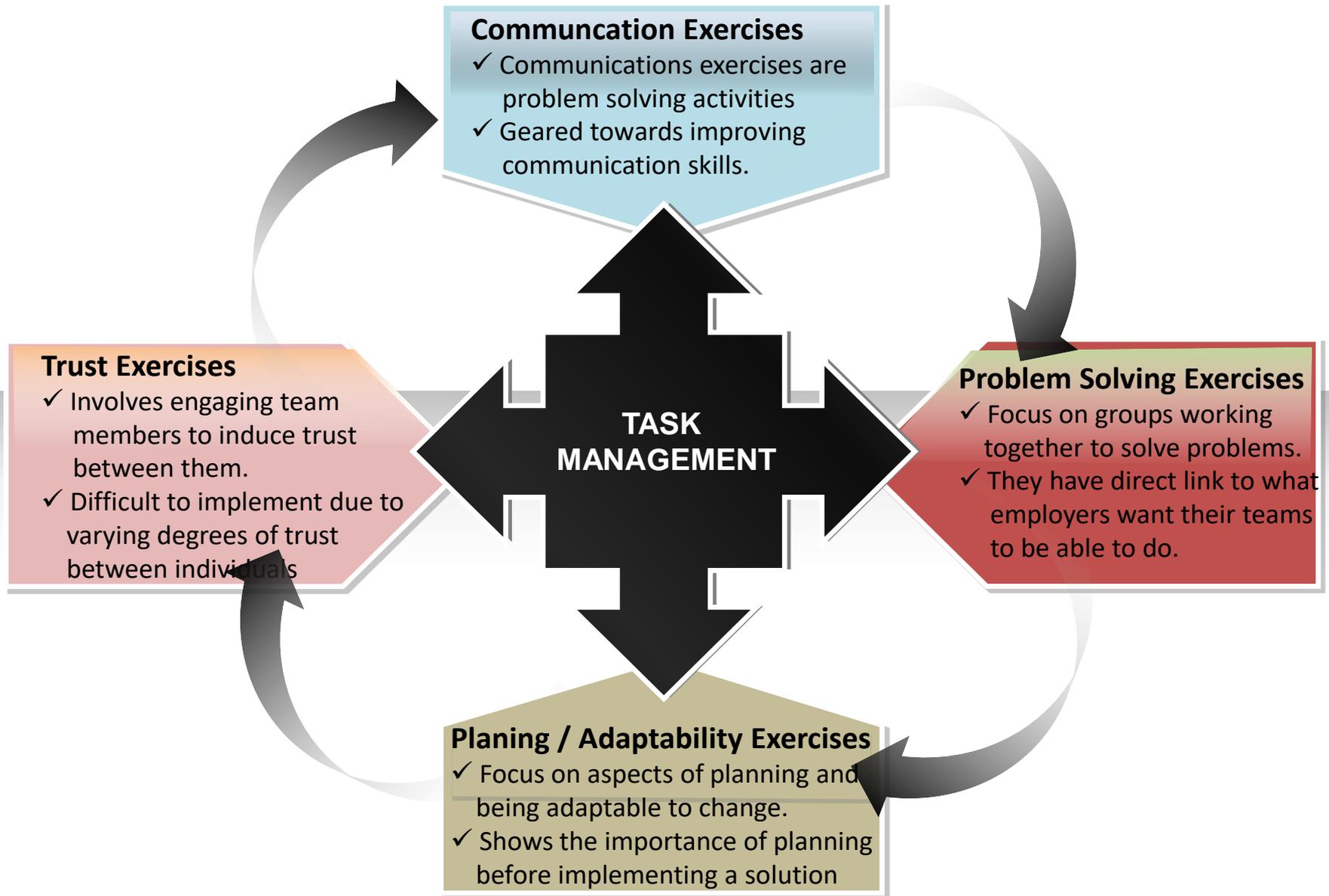
Exercises / Games

- 2 Games can range from a friendly basketball game. There are also great trust exercises to teach teams how to work together .

Professional

- 3 If you do not feel you can achieve team building objectives on your own, hire a professional to come & conduct a workshop.

Enhancing Team Work [Team Building Exercises]



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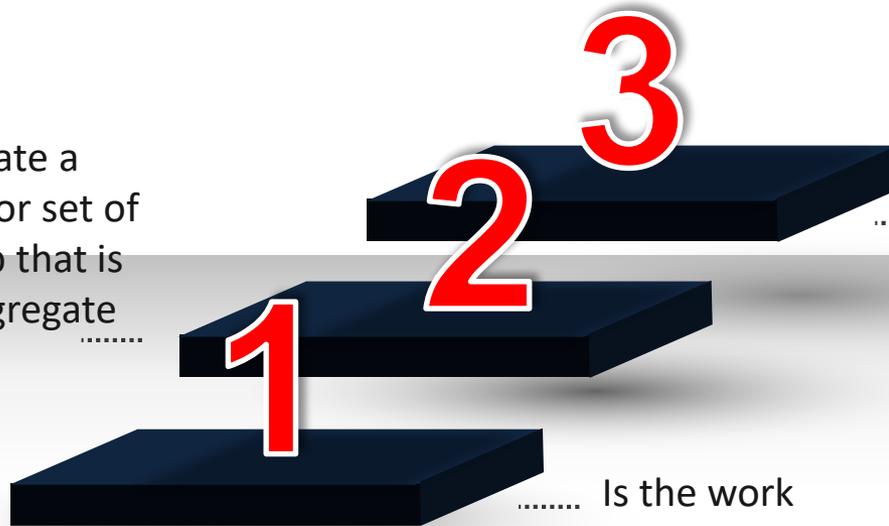
Growing Popularity of Teams in Organizations



Growing Popularity of Teams in Organizations

Beware: Teams Aren't Always the Answer - Three tests to see if a team fits the situation:

Does the work create a common purpose or set of goals for the group that is larger than the aggregate of the goals for individuals?



..... Is the work complex and is there a need for different perspectives?

..... Are members of the group involved in interdependent tasks?

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Summary



There is no 'I'
in the Team –
there is only
'We'.



Teams have
greater
synergy than
Groups.

A group might be
Norming / Performing,
but a situation might
force them back into
Storming. Seasoned
leaders will help the
group get back to
Performing as quickly
as possible.

Team Leaders
should follow a
participative
style of
leadership &
work constantly
towards
employee
engagement.

In a Team 'No
Communication'
should not be
allowed.

Effective Communication – Always Remember

It's All About Communication

Practicing good communication
skills

+

Refraining from communication
roadblocks

=

Building trust
Being productive!

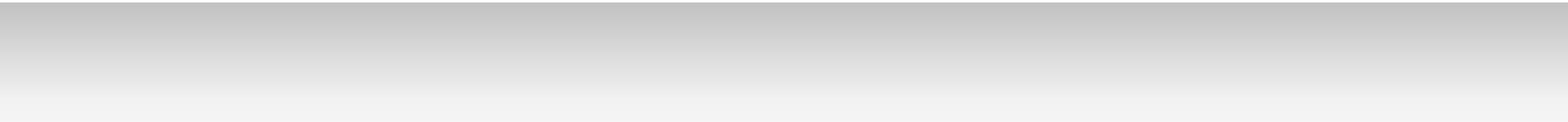


Effective Communication – Always Remember



▶ **Together Everyone Achieves More**

Thank You!

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