

**Organizational Behavior**  
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**Lecture - 23**  
**Teams and Team Building**

Welcome to the chapter 14 of the discussion today which is on teams and team building.

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## Objectives

**To develop an understanding of :**

- Teams
- Reasons of popularity of Teams
- Difference of workgroup and team
- Types of teams
- Team building
- Teamwork
- Team effectiveness
- Relationship between team working and innovation in organization

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In this particular chapter we are going to cover the details of what is team, the why have teams become so popular and differences between work group and teams, types of teams, what are the team buildings and its different related issues of team building, team work, team effectiveness and relationship between team working and innovation in the organization.

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## Teams

**Definition** — formal group comprising people interacting very closely together with a shared commitment to accomplish agreed-upon objectives.

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So, first we will start with what is the description of teams; and if you see the definition it is like a formal group comprising people, interacting very closely together with a shared commitment to accomplish agreed upon objectives. So, if this whole definition is looked into like different if if you look into the different parts of this definition. So, the highlighting points in this definition is like interacting very closely together with a shared commitment to accomplish agreed upon objectives.

So, this is where may be teams differ from when you are talking of work groups like in groups what happens the members are connected to a central objective in mind and they they come with that purpose and there is less of interaction and bonding, bonding between the members of a particular group. But when we talk of a team then what happens there is more of interrelationship between the members of like when a group emerges as a team what happens there is a close close bonding between the members and and they share their levels of interest with each other and their skills, knowledge's and etcetera that is the competence also and there is a complementary competence.

So, what happens as a closed bonded members, emotional bonding then the skill wise, competency wise, interchangeable skills all these things they with that bonding they share a commitment towards the goal and they meet towards like agreed upon an objective. But this interrelationship between the members is is an important factor which

helps the work group to emerge to a team. So, now we will try to look into the difference between what is a work group and what is a team.

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**Why have Teams become so popular?**

- Teams typically outperform individuals.
- Teams use employee talents better.
- Teams are more flexible and responsive to changes in the environment.
- Teams facilitate employee involvement.
- Teams are an effective way to democratize an organization and increase motivation.
- Triggered by Japan's economic accomplishments, which are based on the use of teams.
- Potential quality improvements
- Organizational restructuring efforts, especially those to flatten the organization.

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And the importance of team as we see its listed, it is like, it is much better than one individual performing and it because they are interrelationship amongst the and members and the know each other's skills, they can utilize the talent in a much better way. So, and because there is a emotional bonding and with each other and also with the objective in mind there is a greater involvement of the employees as concerned who form the part of a team and it lead because there is so much of understanding, trust all this factors develop while we are working in a team shared sense of like responsibility.

So, it improves the quality of the things that are produce as a part of like what the team does and it leads to quality improvement and so this again is a part of like teams is a very important part of of of the of a flattened organization and and it leads to like increase in the motivation of the people. So, these are some of the importance of why like team has become so popular.

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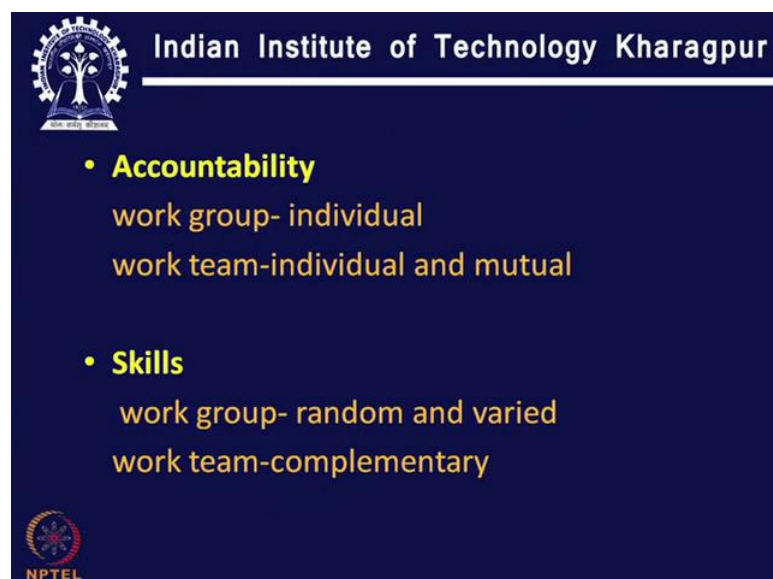
**Comparing Work Groups and Work Teams**


- **Goal**
  - work group- share information
  - work team- collective performance
- **Synergy**
  - work group- neutral (sometimes negative)
  - work team- positive

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We will now look into the work group comparison with the work group and work team. So, what we find like when you are talking of work group it is more of sharing of information, but when you are talking of work team it is like a collective performance because there is a bonding between the members. So, when you are talking of synergy so in work time, in work team its very positive as compared to the groups because in in groups still individual entity is there and sometimes people perform for their own own benefits and to get give their own, get their own gains. So, that is where is synergy is positive for when you are talking of work teams.

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**Accountability and Skills**

- **Accountability**
  - work group- individual
  - work team- individual and mutual
- **Skills**
  - work group- random and varied
  - work team- complementary

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When you are talking of accountability in terms of work group it is individual accountability, but when you are talking of work team it is individual as well as mutual accountability. So, as I have already discussed in work team the skills are complementary and in groups it is random and varied in nature.

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**Types of teams**

- **1. Problem - Solving Teams** - Formed to deal with problems. Quality Circles are one example.
- **2. Cross-functional Teams** - A team consisting of members from different functional departments. Using the skills, competencies, and experiences from diverse areas with a company can increase understandably, camaraderie, trust, and performance.

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We will now come to the discussion of like what are the different types of teams as we see either in organization or around us. So, first is of course, like problem solving team that we find in organization which is mostly formed too because there are complementary skills and competencies and people come out with their different ideas. So, first effect type of team is called a problems solving team.

Next, we have cross functional teams which we talk of teams from consisting of members from different functional departments, as a result what happens due to this complementary skills, experiences, competencies that people bring in from diverse areas in the company we can see the same problem in different ways and we can give our own explanation for solving it in the ways and a new way of emerging at a particular decision arise. So, this and there is there is a trust high trust level and understanding and better performance develops so when you are talking of cross functional teams.

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- **3. Virtual Teams** - Technology has allowed teams to be connected as a team and accomplish work even as they are different sites. Management requires leaders being coaches, building trust, evaluating performance, and providing feedback.
- **4. Research and Development (R&D) Teams** - Used to develop new products. It is used most extensively in high tech companies. Skunk Works—R&D teams set up to expedite innovation and creative new product designs.



Virtual teams like these are teams from like with the help of technology what happens people may be not meeting face to face, but like they can with the help of technology even if they are not meeting face to face they are working at different sites and they can form a team together and they can carry on their work. So, what because these people are not meeting together what is required most in this cases of course, coaching and then trust between the members and sometimes getting the feedback properly to see like whether that main thing which is the bonding has developed between the members or not. So, what we can check for like a when a team meets face to face we cannot do that for a virtual team. So, it is a always very much required that we take a feedback about this from the virtual team members.

Research and development team are those teams which are used to develop new products in the organization and innovation is what is required and so these are like which are called skunk works in R and D teams. So, what happens they are set up to expedite innovation and like create a new products for the organization.

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- **5. Self-Managed Teams (SMT)** - Small groups of individuals who are empowered to perform certain activities based on established procedures and decisions made within the team, with little to no outside direction. Before implementing SMTs, organizations must be certain that such teams are consistent with the organization's: i. Business requirements ii. Values and goals iii Competencies
- **6. Diverse teams** - Improve problem solving and increase creativity. It may struggle in the short term but have strong long-term performance potential.

Self-managed teams are teams which are empowered to perform their certain activities based on their. Next, is the self-manage teams which are small groups of individuals formed who are empower to perform certain activities based on established procedures and what is the uniqueness of this team is that it is formed with the decisions taken are made within the team with less of or less or little or no intervention from outside. So, before before going for the self-managed team it is very very, it is very much required for the organization to check that the members understand the values of the organization properly, the goals of the organization properly and they are consistent with the business requirements and they have competencies for deciding things on their own for on behalf of the organization.

So, next is it is a diverse teams. In diverse teams what happens as people are, this consists of people coming from different backgrounds and different knowledge based in what they bring in their own things, their own talents into that group and though there may be some some short term conflicts this team takes time to stabilize, but but it leads to better performance in the long run and it has a great performance potential.

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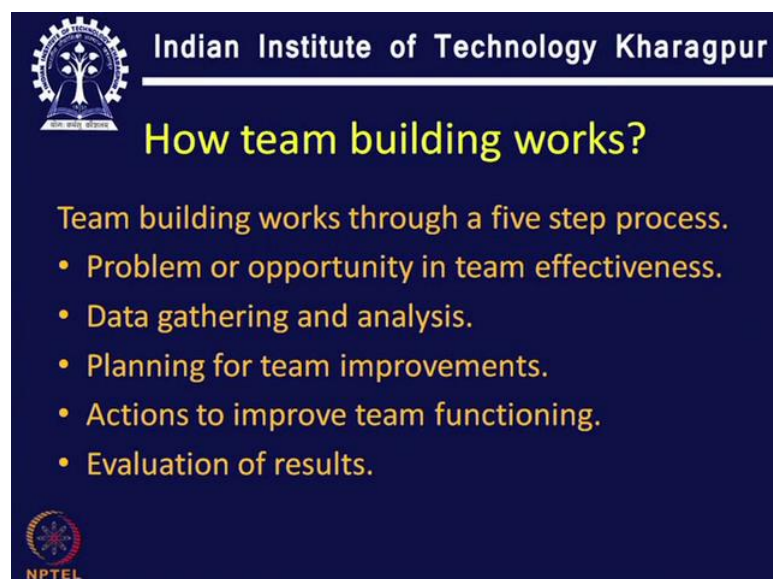
## What is team building?


Team building is a sequence of planned activities designed to gather and analyze data on the functioning of a group and to initiate changes designed to improve teamwork and increase group effectiveness.

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We will next move on to what is team building? So, team building is actually, it is a sequence of planned activities. So, which is designed to gather data and analyze data on the functioning of a group and to initiate some changes designed to improve teamwork and increase the group effectiveness. It can take place in various ways by various activities like either outdoor activities or indoor activities or some exercises that is, that are given to make people realize like what is the, like how the bonding develops and what is the importance of other members in their life and how to cooperate with each other so that we we can reach a common objective in a much better way.

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## How team building works?

Team building works through a five step process.

- Problem or opportunity in team effectiveness.
- Data gathering and analysis.
- Planning for team improvements.
- Actions to improve team functioning.
- Evaluation of results.

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So, there are different ways of team building and it works through five different steps like problem or opportunity and team effectiveness, data gathering and analysis, planning for team improvements, action to improve team functioning and evaluation of the results. So, these are the five different steps through which we move through like while we are going for team building exercises.

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## Approaches to team building

- **Formal retreat approach** - Team building occurs during an offsite retreat.
- **Continuous improvement approach** - The manager, team leader, or members take responsibility for ongoing team building.
- **Outdoor experience approach** - Members engage in physically challenging situations that require teamwork.

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The different team building exercises that are there the first is the formal retreat approach which which takes go for some offsite retreat, which takes place team building takes while we are in an offsite retreat. Continuous improvement approach, so, where it is may be onsite and where the team manager, team leader or members they take continuous responsibility for ongoing team building. Outdoor experience approach, so, this is where may be you go for some rock climbing or these type of things where members engage in physically challenging situations and a lot of team work is required if we want to reach the objective or get the final reward for it. So, these are mainly the approaches.

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**Building High Performance teams**  
(Katzenbach and Smith, 1993)

- 1. Create a sense of urgency and direction
- 2. Choose people on the basis of skill, track record and potential, not on the basis of personality.
- 3. Ensure that first meeting goes well and put the accent on action.
- 4. Lay some explicit ground rules to govern behaviour.
- 5. Focus on critical but urgent matters to address and set clear objectives.
- 6. Devote lot of time to interaction between members.
- 7. Provide regular up to date information to members, recognize the potency of feedback at all times and ensure members receive proper recognition and reward.



So, if we are to go for building very high performance teams then then we have to think of certain very important steps. First is of course, create a sense of urgency and direction in the people. So, if there they do not have a goal set, if they are not motivated to reach a particular goal, if a sense of urgency is not developed and if the difficulty of the goal and how it can be reached by by cooperating with other members, these things are not visible in front of an individual. So, they they will not be ready to form a team. So, the first point is creating a sense of urgency in the people and giving them a direction for team building.

Next, is to reach that objective, so, very important point. Next, point is selection of the people who will be the team members and it is based on the skills, track record and potential. And after that the meeting is done and the problem, the common objective has to be explained to the people in a very good manner and we have to ensure like this meeting goes very well.

So, next important is of course, like fixing up the ground rules or norms of the team and which will govern the behavior of the individuals. So, and a focus should be on like critical and urgent matters and clear objectives should be set for the members. Next, is what a lot of time should be given for interaction between the members because the more they interact with each other they get to know their complementary skill sets like interest and how they can help each other in reaching a common objective.

So, last last important of it is of course, giving a a regular feedback regarding their performance and regular information to the members and ensuring like the members receive a proper recognition and reward for the work.

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The slide features the IIT Kharagpur logo in the top left corner, which includes a tree and the motto 'WISDOM BEGETS KNOWLEDGE'. The title 'Indian Institute of Technology Kharagpur' is at the top right, and 'Characteristics of Effective Teams' is in the center. A list of 13 characteristics is provided in the middle, and the NPTEL logo is in the bottom left corner.

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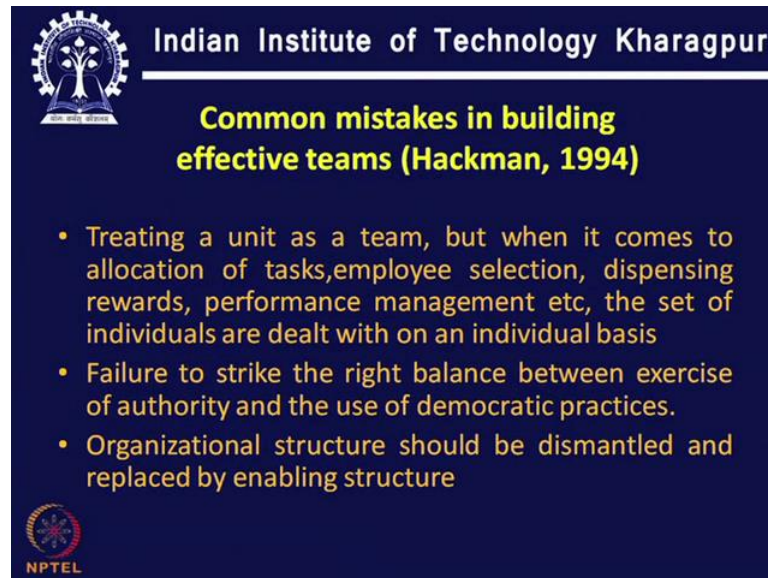
**Characteristics of Effective Teams**

- Clear unity of purpose
- Clear performance goals
- An informal, comfortable, relaxed atmosphere
- Participative discussion
- Freedom of feelings and ideas
- Positive perceptions of disagreement
- Frequent, frank and comfortable criticism
- Shared leadership
- Increased employee motivation
- Higher levels of productivity
- Increased employee satisfaction
- Common commitment to goals
- Expanded job skills
- Organizational flexibility.

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So, how do we come to know like whether it is a good team or not is defined by some of the important characteristic of effective teams like clear unity of purpose is there, then clear performance goals, then among all the things like informal and comfortable relaxed atmosphere, then positive criticism and positive perception of each other, a higher motivation, better productivity, then common commitment to goals all these things, some of these things are very, very important points to know like whether this is an effective team or not.

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**Common mistakes in building effective teams (Hackman, 1994)**


- Treating a unit as a team, but when it comes to allocation of tasks, employee selection, dispensing rewards, performance management etc, the set of individuals are dealt with on an individual basis
- Failure to strike the right balance between exercise of authority and the use of democratic practices.
- Organizational structure should be dismantled and replaced by enabling structure

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What are they, we will now discuss some of the common mistakes that is done and so common mistakes in building effective teams are like when we come to allocation of the task we treat the unit as a team, but when it comes to a location of the task employee selection or giving of rewards. So, the set of and we are we are dealing them on an individual basis. So, what happens over here is may be that individuality is still there and we are focusing more towards individual gains and the teams objectives become less over here.


So, another is like we are, there is a failure to strike a balance between like when you are talking of democracy and when when we are talking of like may be a exercise of authorities so too much lenient group, if the people are not competent enough to take a proper decision may lead to may lead to like decreased performance rather than expecting a better performance from them. So, and another thing is for like we may speak of team, but the organizational structure is not facilitating the functioning of the team. So, the organizational structure should be such like it helps the team to, it helps to nurture the team within the structure. So, these three things like the reward system, then how much democracy to give and how much control to maintain it on it and what is the organizational structure, these things mainly define whether like we can build effective teams or not.

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- While teams are formed they are left unsupported while in fact they should be provided with adequate material resources, supportive training, relevant organizational information systems and group based rewards
- Assuming that individuals are eager to work in teams and they are equipped to do so.



So, another important things are that when teams are formed they are left unsupported, but the case should not be like that they should be given enough training, enough material and group based reward, organizational information so that they can function as a team. And and we always assume sometimes that people are eager to work in teams and they are equipped to do so and they do not require any material or training, previous training for it these are sometimes over estimation about the peoples nature and that may lead to mistakes in team building.

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**Creating Effective Teams**

Belbin proposed that effective teams are composed of members that serve unique functions and roles

**1. Leadership Function:**

- **leader** – responsible for overall performance
- **shaper** – directs the teams effort, imposes shape to team activities



So, how an effective team can be created? So, Belbin, he gives some of the functions and roles of how to compose a, how to go for a team which is becomes effective. First is the leadership function. So, leader has to like important functions like as a leader that person is responsible for the overall performance of the team and as a shaper the leader directs the teams effort, imposes shape to the team activity so that much of even that level of the direction should be there. So, that the team knows what is required of us and how to go about it.

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The slide features the IIT Kharagpur logo at the top left and the text "Indian Institute of Technology Kharagpur" at the top right. The main content is titled "2. Work Production Function:" and lists three roles: "Worker - devices practical working procedures & carries them out", "Creator - invents new ideas/strategies, addresses problems in a creative way", and "Completer - finisher - gets things done quickly, works on urgent issues". The NPTEL logo is at the bottom left.

Work production function the worker devices practical working procedures and carrying them carries them out, the creator invents new things and strategies, ideas and addresses problems in a creative way and the completer or the finisher gets things done quickly, works in urgent issues. So, what is visible from here is different functions are dedicated to like different roles that the people play within that team.

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The slide features the IIT Kharagpur logo in the top left corner and the text "Indian Institute of Technology Kharagpur" in the top right. The main content is a bulleted list of team functions. The first section is "3. Team Maintenance Function" with two sub-points: "team facilitator" and "monitor-evaluator". The second section is "4. Liaison Function" with one sub-point: "resource investigator". The NPTEL logo is in the bottom left corner.

- **3. Team Maintenance Function**
  - **team facilitator** – fosters a sense of team spirit, helps with communication
  - **monitor-evaluator** – analyzes problems, helps team to stay focused on the task
- **4. Liaison Function**
  - **resource investigator** – deals with external contacts.

Third is of course, the team maintenance function where if the team facilitator fosters a sense of team spirit, helps with the communication, the monitor evaluator analyzes the problems, helps the team to stay focused on the task and liaison function is resource investigator is what would deals with the external contacts. So, these four areas we find there are four functions which can be distributed amongst the members, the team members based on their competencies and who can perform these role best and it is not that for all the task, whatever the team performs the same person is going to do the same activities again and again. It could be, it may be not also in the sense like when you go for a next activity again on the based of the competencies and requirements and who who has better context, who can deal with that problem in a much better way these roles can be interchanged among the members also.

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### Team roles (Belbin 1993)

- **Plant** - Creative, imaginative, unorthodox, solve difficult problems
- **Coordinator** - mature, confident, good chairperson, clarifying goals, promotes decision making, delegates well
- **Monitor (Evaluator)** - Sober, strategic, discerning, sees all options, judges accurately.
- **Implementer** - Disciplined, reliable, conservative and efficient, turns ideas into practical actions
- **Completer (finisher)** - Painstaking, conscientious, anxious, searches out errors and omissions, delivers on time.



Next, we move on to the team roles that Belbin has suggested like, some like that of a plant which is creative, imaginative, unorthodox and solve difficult problems or coordinator like mature, confident, monitor and implementer one who is disciplined, reliable and turns ideas into practical actions, completer, finisher. So, you find like each of these different roles has different responsibilities attached to it if you can see from here.

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- **Resource investigator** - Extrovert, enthusiastic, communicator, explores opportunities, develops contacts.
- **Shaper** - Challenging, dynamic, thrives on pressure, drive and courage to overcome obstacles
- **Team worker** - Cooperative, mild, perceptive and diplomatic, listens, builds, averts frictions
- **Specialist** - Single minded, self starting, dedicated, provides knowledge and skill in rare supply.





Resource investigator ship or worker specialist and people based on their competencies are selected to play either one or a combination of these roles keeping the objective of the organization or or the team in mind like what it is supposed to achieve.

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**Roles played by team members  
Margerison and Mc Cann (1990)**

- **Creator- Innovator** - Initiates creative ideas
- **Explorer-promoter** - Champions ideas after they have been initiated
- **Assessor- developer** - Offers insightful analysis of options
- **Thruster-Organizer** - Provides structure
- **Concluder-producer** - Provides direction and follow through
- **Controller-Inspector** - Examines details and enforces rules.
- **Upholder-maintainer** - Fights external battle
- **Reporter-Adviser** - Encourages search for more information
- **Linker**- Coordinates and integrates

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So, this is another set of roles played by the team members given by Margerison and Mc Cann in 1990. So, you see like creator innovator, explorer promoter, controller inspector, assessor developer, reporter advisor, linker so, these are may be different means wearing, but mostly you can find you can divide the roles into two three major groups of like one is that of a leader, one is that of a maintenance function, another is that of a task function and that of a liazo type of role. So, accordingly with the means we vary, according to the proponents of who are proposed like what are the roles played, but these are the different functions where where you can find this like what are the roles played by different team members are are are there.

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**Creating Effective Teams :  
Team Processes**

- **A.Socialization** – process of mutual adjustment between the team and its members. It is based on evaluation, commitment & role transition.

Socialization passes through 5 phases:

1. **Investigation:** team and individuals find a good match
2. **Socialization:** individuals and team assimilate to each other
3. **Maintenance:** both parties try to maximize their needs
4. **Re-socialization:** team and individual try to influence each other in order to satisfy team needs
5. **Remembrance:** occurs if re-socialization is not successful

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So, next important point of discussion is of course, like how do we create effective teams? I mean what are the team processes and of course, the first important thing is the socialization process which which is a process of mutual adjustment between the members. So, and how how it takes places is based on evaluation, it is based on your commitment and transition from one role to another. So, it takes different, five different phases, it moves from fives phases like, but the team and the individuals find the good match then the individuals and the team assimilate to each other which is the socialization.

Then it is like reinvent situation in maintenance both the parties like try to maximize their needs and re-socialization where where the individuals again try to match their needs with the team mates and try to influence each other to satisfy the team needs and remembrance means if somebody has to leave which is a adjourning stage. So, which occurs if some of members is parting and and it it takes place only after if re-socialization is not successful. So, these are the five major steps while we are talking of the socialization process.

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- **B. Interpersonal Processes in Teams**
  - **1. Communication** - Ideal communication is frank, continuous, & regular
  - **2. Conflict** - unavoidable in teams; what is important is how teams deal with conflict. Conflict can be seen as beneficial (different ideas but willing to listen) or competitive (disagree with team members, not willing to listen to other's opinion)
  - **3. Cohesion** - team members feel attracted to their team and want to stay in it
  - **4. Trust** - creates an environment where workers spend less time worrying about others and are more willing to allow other team members to help them

So, interpersonal processes are of course, like you find like the communication is a very important, has a important part is a, part of the in the team building and it should be a frank communication, continuous communication and regular communication. So, next is conflict is unavoidable in a team situations, but we should look into the fact like it is a functional conflict and not are, not a dysfunctional conflict between the team members. So, what happens like we have we have to make this conflict beneficial for the propose of the team and they should listen to each other, respect each other's viewpoints and try to learn from each other's viewpoints.


Cohesion amongst the team members is when members feel attracted towards the purpose of the team and want to stay in it, trust is where an environment is created when the workers spend less time worrying about others and are more like whether the other person is going to create some barrier in my path or not and they are more willing to allow other team members to help them. So, there is more of sharing about issues regarding the how to do a task and how to achieve a particular solution and they take, they are ready to help each other also when the trust is there.

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- **C. Shared Mental Models**
  - Members have similar cognitive processes relating to acquiring, storing, & using information
  - Cannon-Bowers & Salas (2001) identified 4 types of shared knowledge in mental models:
    1. **task-specific knowledge** – a common understanding that team members have concerning necessary procedures and strategies to perform a specific task
    2. **task-related knowledge** – a common knowledge concerning task-related processes that can be generalized to other tasks
    3. **knowledge of teammates** – knowing teammates strengths & weaknesses
      - proper allocation of resources across teammate
    4. **attitudes/beliefs** – helps to enhance team cohesion, motivation, & consensus



In shared mental models what happens the members have some or less similar ideas about cognitive processes about acquiring storing and using information. So, what are the different knowledge's over here is that of task specific knowledge. So, which is a common knowledge to, common to all the members regarding how to perform a task and what are the strategies to perform a specific task then task related knowledge. So, this is a generalized knowledge which can be like used to have for other task also, knowledge of team mates like who is what and what is skills each, they have, what are the competences, these people are sharing their strengths and weaknesses and which helps for the proper allocation of resources across the team mates and proper attitudes and beliefs which helps to improve in cohesion, motivation and consensus among the group members.

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- D. Team Climate (Anderson and West, 1996)
- **What can be done to improve team processes?**
- Increased emphasis on teams and teamwork:
  - Presents challenges to people accustomed to more traditional ways of working.
  - Creates complications due to multiple and shifting memberships.
  - Requires team leaders and members to deal positively with group dynamics issues.
  - Requires ongoing team building.
  - New member problems.



Next, important factor for creating effective team is of course, like a proper team climate. So, that like which which which is more of a trust, then encouraging climate, better cohesion all this factor leads to effective building effective team. So, when we are talking of motivation what needs to be discussed next is how to improve the team processes and so what are the factors like which leads to better team work and of course, one of the major primary factor is challenges faced by the team members, we should be like put some challenge in face of the person and the team so that they they have to come out of the, so, come out of the traditional ways of looking at things and they have to work together to arrive at a solution for the work in front of them.

So, so this increased emphasis and team works requires ongoing team building, requires the team leaders and members to deal positively with group dynamics issues, conflict issues and how to deal with properly with the challenges of shifting team members and like how to make people learn the new ways of doing things, these are the challenges which should be taken care of so that and which if taken care of generally leads to improving the team processes.

So, new members problem is one of the important areas of team building and team effectiveness. New members when they come in a in a particular team. They come through a very psychological factors placed in their mind like we be will I be accepted, what will be my role and what will be the challenges that I have to face, whether I am

my competencies are adequate or not, what are the reward system, do I face a new barriers or not, numerous questions are there in the new members mind and this also like side by side, how the existing team members are accepting that new member.

So, here the leader has a very important role to play in seeing whether the new member, that the issues concerned with the new member, how he is accepting the team and how the team, existing team members are accepting the new members, new member and whether he or she is getting proper place in the team or not. So, we will just visit some of the new members problems in the team.

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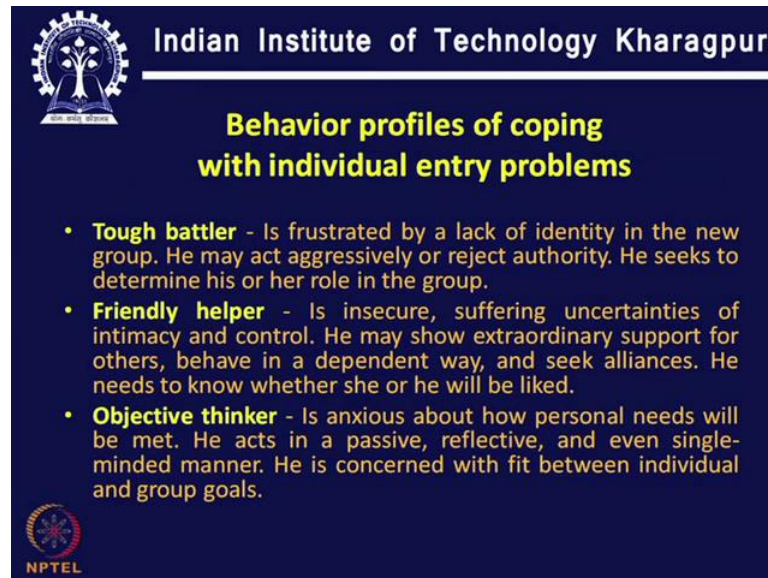
The slide features the IIT Kharagpur logo in the top left corner and the NPTEL logo in the bottom left corner. The text is centered and lists the following issues:

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- New members are concerned about issues of:
  - Participation.
  - Goals.
  - Control.
  - Relationships.

So, as we see we have already discussed new members are concerned about issues of participation goals, control and relationship.

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The slide features the IIT Kharagpur logo in the top left corner and the NPTEL logo in the bottom left corner. The title is centered at the top in yellow text. Below the title, there are three bullet points, each starting with a yellow dot and describing a different coping profile.

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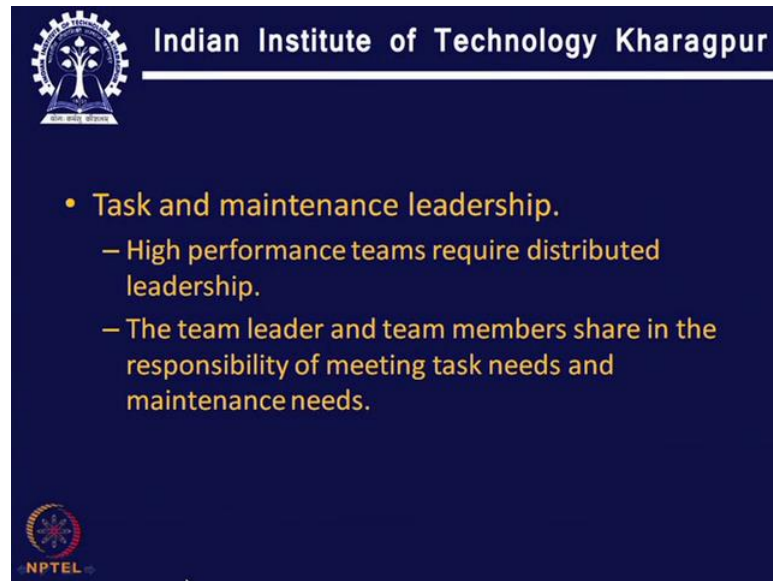
**Behavior profiles of coping with individual entry problems**

- **Tough battler** - Is frustrated by a lack of identity in the new group. He may act aggressively or reject authority. He seeks to determine his or her role in the group.
- **Friendly helper** - Is insecure, suffering uncertainties of intimacy and control. He may show extraordinary support for others, behave in a dependent way, and seek alliances. He needs to know whether she or he will be liked.
- **Objective thinker** - Is anxious about how personal needs will be met. He acts in a passive, reflective, and even single-minded manner. He is concerned with fit between individual and group goals.

And the behavioral processes of coping are sometimes like tough battler in the sense like if the person is frustrated by the lack of identity that person is visualizing that I am not getting a place in the existing team, what he or she may try to battle out and find out a place for himself or herself in the group.

Then friendly helper is sometimes what happens is this is due to insecurity, so, this person behaves in a very dependent way and seek alliances and gives extra ordinary support for others and due to the that person should because of suffering from the uncertainties of intimacy and control may play this role of friendly helper and another is objective thinker. So, we are what that person does is anxious about how personal needs will be met. So, that person tries to be in a group, but still very be passive, reflective and single minded manner. So, what what he tries, he or she tries to do is to find out a feet between the individual and the group goals, but the others, the what is the essence of team building is like connecting with the others that that factor does not develop like when you are talking of the objective thinker.

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The slide features the IIT Kharagpur logo in the top left corner, the text "Indian Institute of Technology Kharagpur" in the top right, and a bullet point about task and maintenance leadership. The NPTEL logo is in the bottom left corner.

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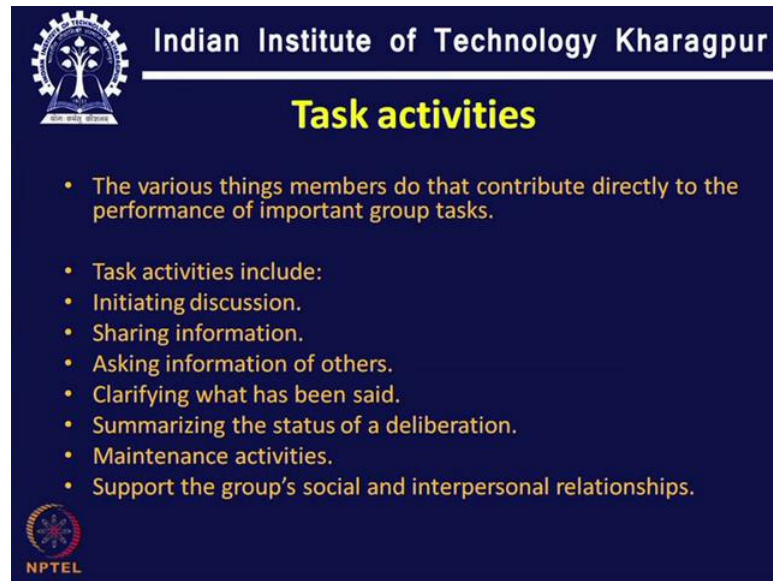
- Task and maintenance leadership.
  - High performance teams require distributed leadership.
  - The team leader and team members share in the responsibility of meeting task needs and maintenance needs.

NPTEL

So, what requires may be most important for dealing with these types of problems and also seeing that the team developed is an effective team, some task and maintenance relation or leadership roles are required by the team. So, high performance teams requires a distributed leadership means its leaders, it is not only one person who becomes leader in every situation, but according to the need of the situation and the task it had different people becomes leader in a different points of time. So, and there are different needs which are the task needs and the maintenance needs and of the team, these leaders have to meet and their members share the responsibility, the team leader and the team members share the responsibility of meeting the task need and the maintenance need of the team.




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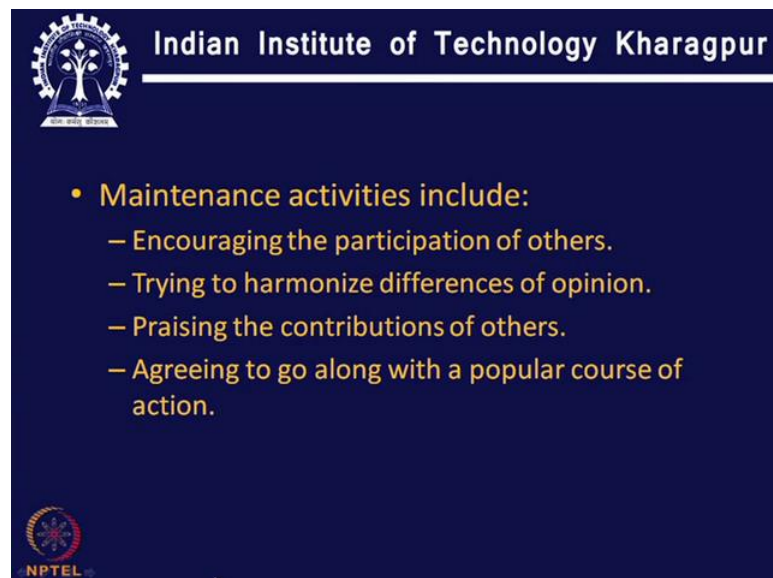
## Task activities

- The various things members do that contribute directly to the performance of important group tasks.
- Task activities include:
  - Initiating discussion.
  - Sharing information.
  - Asking information of others.
  - Clarifying what has been said.
  - Summarizing the status of a deliberation.
  - Maintenance activities.
  - Support the group's social and interpersonal relationships.

 NPTEL


So, what are the some of the task activities are if you see what is listed is of course, very importantly is initiating discussion then sharing of information and asking information about others, clarifying what has been said. So, maintenance activities, supporting the interpersonal relationship, so, we find like communication and feedback is one of the and sharing of information, all these are very important task activities of a team to become an effective team.

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- Maintenance activities include:
  - Encouraging the participation of others.
  - Trying to harmonize differences of opinion.
  - Praising the contributions of others.
  - Agreeing to go along with a popular course of action.

 NPTEL

Maintenance activities includes motivating and encouraging others to participation of others, trying to harmonize the difference of opinion and reducing the dysfunctional conflict and encouraging the functional conflict. So, praising the contribution of others and and like trying to follow the norms and going with the with the popular, go along with the popular course of actions. So, these are some of the maintenance activities for the team.

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- Group members should avoid the following disruptive behaviors:
  - Being overly aggressive toward other members.
  - Withdrawing and refusing to cooperate with others.
  - Horsing around when there is work to be done.
  - Using the group as a forum for self-confession.
  - Talking too much about irrelevant matters.
  - Trying to compete for attention and recognition.

What are the disruptive behaviors and how it should be avoided is also helps in maintaining an effective team. So, overly aggressive towards other members and withdrawing and not trying to be cooperative with each other, so, wasting time and moving here and there when work needs to be done. So, in working the groom, taking the group as a place for self-confession and talking too much about irrelevant unrelated issues and trying to compete for attention. All these factors it it reduces the essence of a team in the sense like collectiveness comes down and what focus comes to focus is the individuality. So, these are some of the disruptive behaviors and which should be avoided by the group members.

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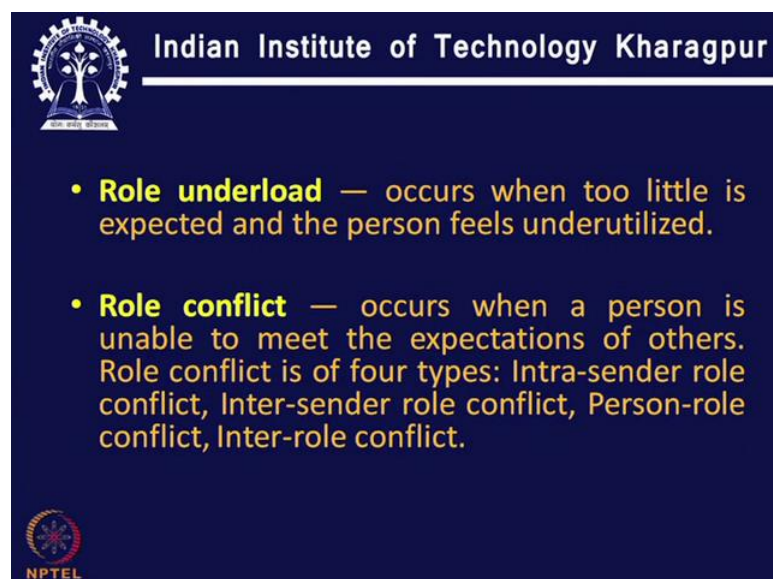
### Creating Effective Teams : Team Dynamics


- **Roles and role dynamics** - A role is a set of expectations associated with a job or position on a team. Performance problems occur when roles are unclear or conflictive.
- **Role ambiguity** — occurs when a person is uncertain about his/her role.
- **Role overload** — occurs when too much is expected and the person feels overwhelmed with work.

 NPTEL


So, in creating another effective team one important factor is we have to take care of the team dynamics and one of that team dynamics is of course, the roles and role dynamics. Role are the as we have already discussed in our pervious classes, a roles are a set of expectation associated with the job or position of a team and performance problems occurs when the roles are very unclear or conflicting. So, role ambiguity, role overload these are the factors which should be taken care of role underload, role conflict.

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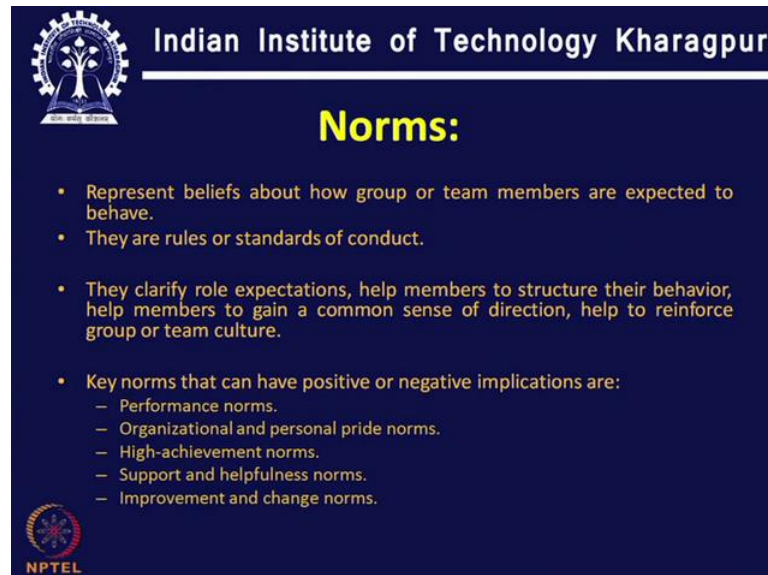
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- **Role underload** — occurs when too little is expected and the person feels underutilized.
- **Role conflict** — occurs when a person is unable to meet the expectations of others. Role conflict is of four types: Intra-sender role conflict, Inter-sender role conflict, Person-role conflict, Inter-role conflict.

 NPTEL

So, issues regarding this have to be dealt with very seriously if we are talking of dealing with an effective team.

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## Norms:

- Represent beliefs about how group or team members are expected to behave.
- They are rules or standards of conduct.
- They clarify role expectations, help members to structure their behavior, help members to gain a common sense of direction, help to reinforce group or team culture.
- Key norms that can have positive or negative implications are:
  - Performance norms.
  - Organizational and personal pride norms.
  - High-achievement norms.
  - Support and helpfulness norms.
  - Improvement and change norms.

NPTEL

Next, important factor is of course, like the norms of the team which is one of the important factor while we are talking of building effective teams. Norms are beliefs about how team members are expected to behave and they are the standards of, they are the rules or the standard of conduct. So, what norms do is they clarify the role expectations, what members are expected to do. So, helps members to structure their behavior accordingly to the expectations and help members to get a common sense of direction and helps to reinforce a team culture.

So, norms can be regarding various areas, one of the most important norms is of course, the performance norms and organizational personal pride norms. What are the high achievement norms, support and helpfulness norms, improvement and change norms. So, what we can find over here regarding all the aspects of team behavior there are certain set standards for a particular team which they follow so that that glue develops, the bonding force develops between the team members and that they can function as a unit.

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- **Team cohesiveness:** The degree to which members are attached to and motivated to remain a part of the team.
- 
- **Rule of conformity in group dynamics** - The more cohesive the group, the greater the conformity of members to group norms.
- Positive performance norms in a highly cohesive group have a positive effect on task performance.
- Negative performance norms in a highly cohesive group have a negative effect on task performance.
- **Cohesiveness can be increased or decreased by making changes in:** Group goals, Membership composition, Member interactions, Group size, Competition within and between teams, Rewards, Location, Duration.



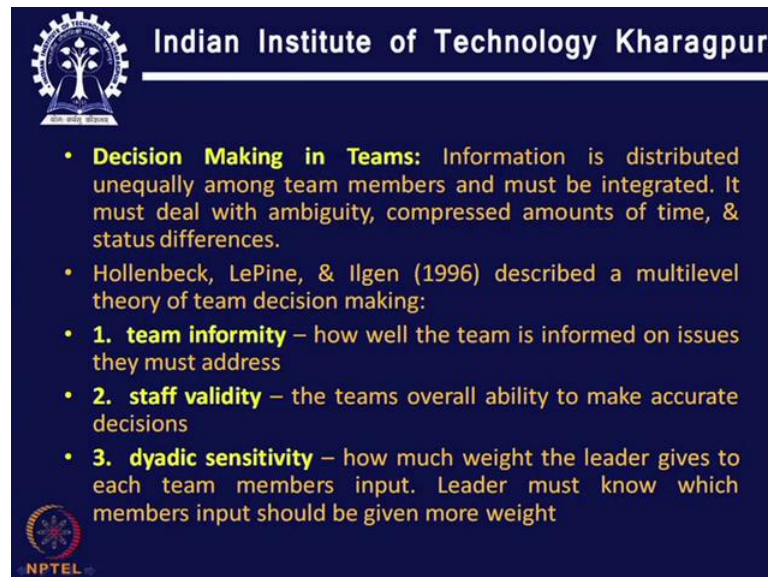
So, team cohesiveness is one thing which develops when when the people are closely following the norms as directed by the groups. So, team cohesiveness is the degree to which the members are attached to and are motivated to remain as a part of the team. So, rule of conformity in the group dynamics is that more cohesive the team the better the members are, the better are their conformity to the group norms. So, positive performance norms in a highly cohesive group have a positive effect on the task performance, but like negative performance norm in a highly cohesive groups have a negative effect on task performance and these may go against the organizations purpose.

So, and if that is such like like due to a particular group has set some negative performance norms which is going against the organizations purpose, main purpose and it is reducing the task performance. Then what can be done to increase or decrease that cohesiveness is by changing the group goals, changing the groups composition members, interaction levels and group size and creating competition within and between teams, changing the reward system, changing the duration for what the team is for, changing the location of the team members, these are some of the efforts that can be taken to either reduce or increase the cohesiveness because cohesiveness as we can find has an important effect on on the task performance of the team.

If if and the norms set by the team itself for their performance can affect their task performance if there is a very high cohesive group. If it is positive then it is fine, but if it

is a negative then maybe you have to use certain of these measures to somehow reduce this cohesiveness and for like arrange for new set up in where where like this negative performance norms are not there or or the either of the that norm is not there or cohesiveness is low as a result like the task performance increases.

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- **Decision Making in Teams:** Information is distributed unequally among team members and must be integrated. It must deal with ambiguity, compressed amounts of time, & status differences.
- Hollenbeck, LePine, & Ilgen (1996) described a multilevel theory of team decision making:
  1. **team informity** – how well the team is informed on issues they must address
  2. **staff validity** – the teams overall ability to make accurate decisions
  3. **dyadic sensitivity** – how much weight the leader gives to each team members input. Leader must know which members input should be given more weight

So, decision making in teams. So, what happens is information is distributed within unequally among the team members and it has to be integrated (( )) at a, together it should deal with the ambiguity and compressed amount of time and status differences. So, it is not that the all the important information have percolated to all the individuals could be it is not so in a team so while while we are talking of decision making in teams it has to be all the information has to be brought in a common place.

So, when we are talking of decision making in team we have to be concerned about two three different things like what is the teams level of informative so, how how well are the team members are informed about all the issues that they must address? Next, is what is the staff validity means what is the overall ability of the team to make accurate decisions and this dyadic sensitivity means how much weightage the leader gives to the feedback or the input given by the team members and how much how much the weightage the leader gives to which members viewpoints. So, is it like here the leader takes into consideration all the viewpoints given by all the members are based on their competencies and the ability of the decisions making in the team, the leader knows like

who whose views I should be given more importance to while deciding and about a particular issue and who like what is the priority setting for it.

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**Creating Effective Teams :  
Personnel Selection for Teams**

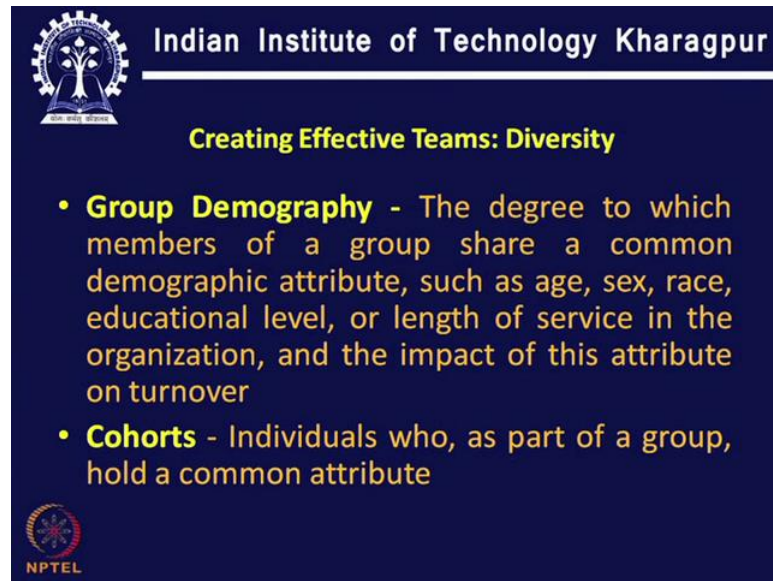
- Prieto (1993) describes 5 critical social skills for an individual in a team to possess:
  1. gain the group acceptance
  2. increase group solidarity
  3. be aware of the group consciousness
  4. share the group identification
  5. manage others' impressions of him or her

NPTEL

So, why another important thing for creating effective team is selecting the proper personal for the team and we find like while a new member let us try to be brought in into the group group, few things have to be taken care of like we have to gain the groups acceptance for bring in a new member. So, increasing the group solidarity and being taken care of the group consciousness like what what is the group generally thinking about the new member and the need for bringing in a new member. So, share the identification of the group with the new member and manage the other members impression about the new members.

So, these are five critical social skills that new member should be possessing and once in a group like should try to learn from the group group situation like getting the acceptance of the members slowly increasing the solidarity and what is the general feeling of the group, learn the groups ways of doing things and managing other peoples impression. So, leader should also take care of these things and the member also should take, should be taking care of all these factors and when these matches so the person slowly slowly assimilating and trying to learn the groups ways and the people, existing members also accepting the new member then we can go for a like we can create a effective team.

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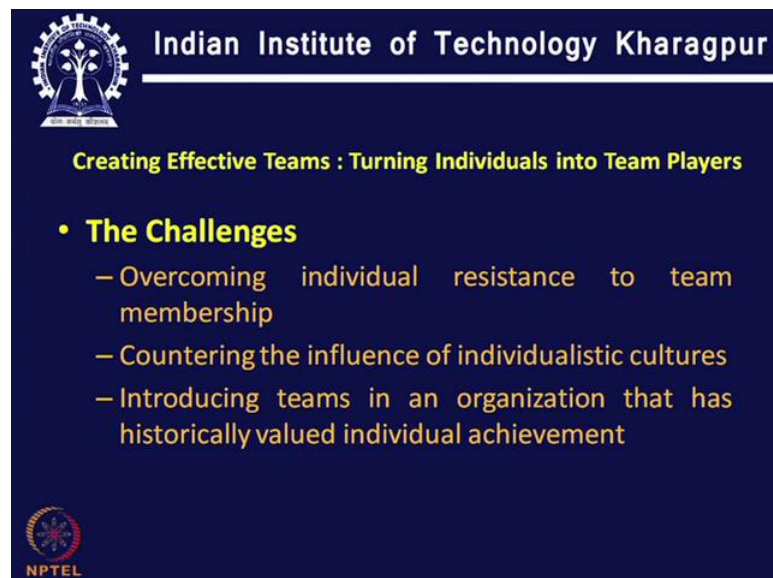
**Creating Effective Teams: Diversity**

- **Group Demography** - The degree to which members of a group share a common demographic attribute, such as age, sex, race, educational level, or length of service in the organization, and the impact of this attribute on turnover
- **Cohorts** - Individuals who, as part of a group, hold a common attribute

NPTEL

So, group demography is what it leads to like diversity whether you are going for diversity and then group demography is one of the factors like whether you share things in common like age, gender, race, education level or length of service or there is a mix and match because these have an impact on the teams performance and coheser group members, individuals was a part of the group hold a common attributes. So, the degree of this things been present whether it will determine how much diverse the group is or not.

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**Creating Effective Teams : Turning Individuals into Team Players**

- **The Challenges**
  - Overcoming individual resistance to team membership
  - Countering the influence of individualistic cultures
  - Introducing teams in an organization that has historically valued individual achievement

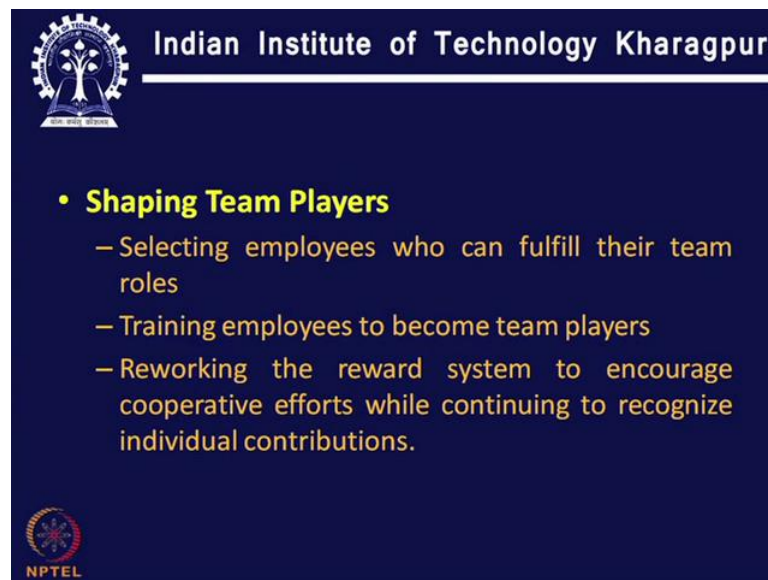
NPTEL



So, some of the challenges faced by the as already discussed like who is an important like personal selection and processes like both the person has to accept the group and the group also has to accept the existing members, have also to accept the new person. So, what what is the, what are the major barriers that individual has to overcome so that an individual turns himself or herself into team player is like overcoming individuals resistance and to team membership.

So, due to the cultural make up or personal values and other things a person may or may not be able to accept the team membership. But that barrier has to be overcome cultural differences could be there that if some person is coming from an individualistic culture then reward system, recognition all these things vary in a individualistic culture of the collective culture. So, those barriers have to be overcome. So, so again if an organization is individualistically based and achieving, trying to introduce team based performance in that organization could be a problem and these could be barriers also as rewards are connected individually, recognition, promotions everything are based on individuals individually oriented. So, introducing teams in those organization could be problems and those problems have to be overcome.

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- **Shaping Team Players**
  - Selecting employees who can fulfill their team roles
  - Training employees to become team players
  - Reworking the reward system to encourage cooperative efforts while continuing to recognize individual contributions.

So, shaping team players could be of course, selection is one of the ways because some people are can perform their team roles based on their competencies, then training has to be given to them to come out of the some of their mental barriers and start sharing with

others, trusting others, so, those training has to be there. Reward system in the organization has to be reworked so what happens we try to keep a balance between both cooperating efforts taken by all the members together and also to recognize some of the individual efforts.

So, that there is balance and there is no ways like what we discussed in group as social loafing which generally happens in groups like people if its only reward is based on group based performance then some people may take a, hide behind that and think like others are there to perform so why not I will just enjoy the time because at the end of the day even if I perform or not the reward is based on group based performance and I am going to get my share of it. So, there should be a balance between the group based incentive and the also the individual contribution made towards reaching that objective.

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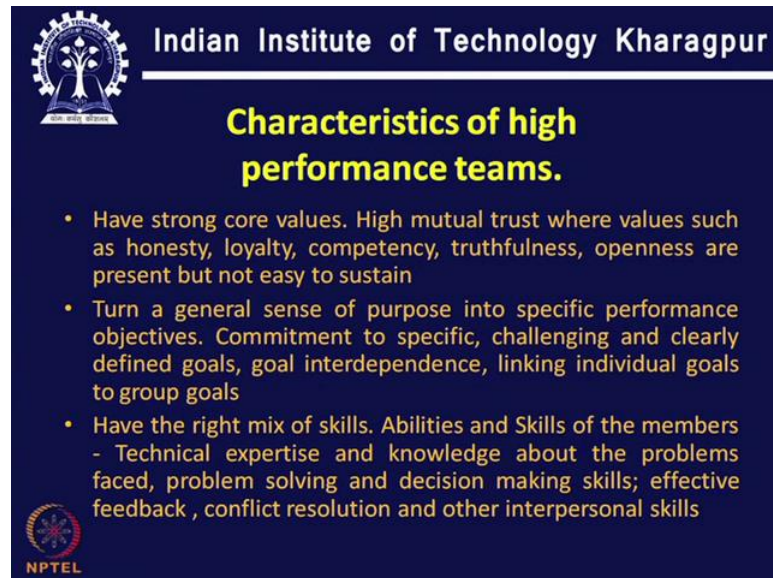
**Creating Effective Teams :  
Teams and Quality Management**

- **Team Effectiveness and Quality Management requires that Teams:**
  - Are small enough to be efficient and effective.
  - Are properly trained in required skills.
  - Are allocated enough time to work on problems.
  - Are given authority to resolve problems and take corrective action.
  - Have a designated “champion” to call on when needed.

 NPTEL

So, team effectiveness and quality management requires that teams are very small in size. So, that they are effective and efficient, they are properly trained so are given enough time so that they can work on problems. So, they are given authority to resolve their problems and take corrective actions and some help is there, some expert is there whom they can call on while while they are in need to get some opinion and help some direction. So, these things are going to increase the quality of the team performance.

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### Characteristics of high performance teams.

- Have strong core values. High mutual trust where values such as honesty, loyalty, competency, truthfulness, openness are present but not easy to sustain
- Turn a general sense of purpose into specific performance objectives. Commitment to specific, challenging and clearly defined goals, goal interdependence, linking individual goals to group goals
- Have the right mix of skills. Abilities and Skills of the members - Technical expertise and knowledge about the problems faced, problem solving and decision making skills; effective feedback, conflict resolution and other interpersonal skills

NPTEL

So, some of the characteristics of high performance teams are like high degree of mutual class, high core values and values like honesty, loyalty, truthfulness are openness is there. So, and now next is there is a general signs of purpose and then that is divided into specific performance objectives for different individuals, then people are committed to that specific purpose and if the that is being translated into individually defined goals and goal interdependence and linking individual goals to the group goals. So, having the right mix of skills and abilities and technical expertise and knowledge of one and the other are complementary. So, if there is a system of giving effective feedback and there is a way of resolving conflicts and other interpersonal issues. These leads to defining a high correct performance teams flow.

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- Capacity to tap external sources of reputation for information and resources of benefit to the team.
- Possess creativity.
- Potency, social support, work load sharing, communication and coordination. Familiarity in terms of specific knowledge about jobs, colleagues and work environment possessed by members
- Diversity and team performance.
- Group based as opposed to individual reward
- Size should not exceed 12

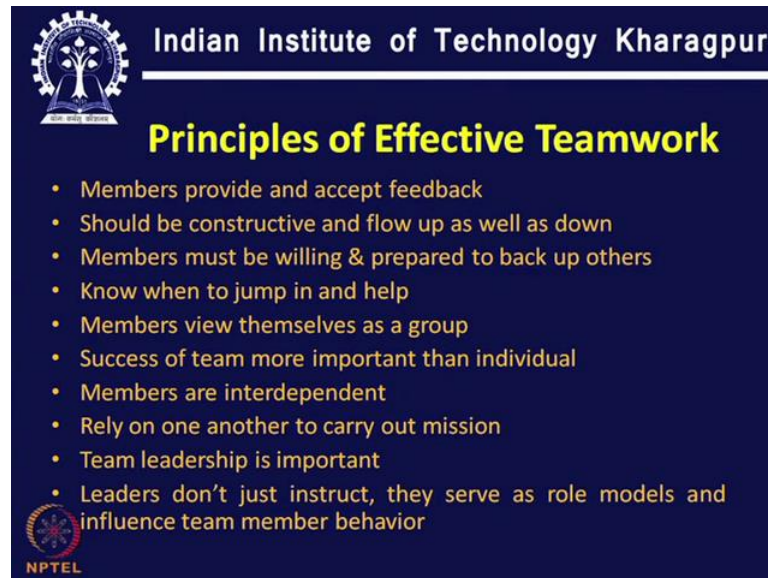


NPTEL

Next is the capacity to tap external resources for information and they possess creativity that is one of the important factors of team and social support is there, better team work is there, trust is there, work load sharing is there, sharing of information is there and proper sense of coordination is there. So, people have a knowledge of what are the challenges in a particular job, how do, who are who are the colleagues and like what we can share with each other, what we can learn from each other and what is the work environment that we that in that we have to like where where we are going to perform.

So, what are the diversity in the composition of the group and how it leads to the team team performance then where what is the reward whether it is mix of group and individual rewards and mainly the size factor you should not exceed more than 12. If it is that then it is very challenging to maintain the cohesiveness of the team and sharing and see that the information is reaching at every point or not. So, these factors are important.

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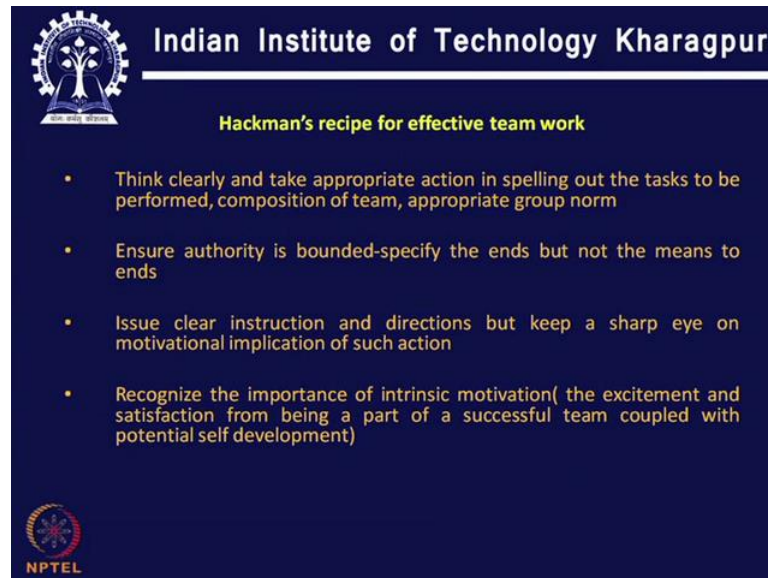
## Principles of Effective Teamwork

- Members provide and accept feedback
- Should be constructive and flow up as well as down
- Members must be willing & prepared to back up others
- Know when to jump in and help
- Members view themselves as a group
- Success of team more important than individual
- Members are interdependent
- Rely on one another to carry out mission
- Team leadership is important
- Leaders don't just instruct, they serve as role models and influence team member behavior

NPTEL

Principles of effective team work is that it member should provide and accept feedback and feedback should be very constructive and it will, it has to be flow up and down as well. So, members should be ready and prepare to back up for each other. So, they should be voluntarily knowing how to and when to jump in and help. So, they should view themselves in a collective way. So, members are interdependent. So, they they there is a team leadership is very important, they should to trust each other, rely on each other and to carry out a mission so and leaders they lead by examples and they try, they perform and become a motivator for the team members and they just do not instruct, but they serve as a role models for the members.

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**Hackman's recipe for effective team work**


- Think clearly and take appropriate action in spelling out the tasks to be performed, composition of team, appropriate group norm
- Ensure authority is bounded-specify the ends but not the means to ends
- Issue clear instruction and directions but keep a sharp eye on motivational implication of such action
- Recognize the importance of intrinsic motivation( the excitement and satisfaction from being a part of a successful team coupled with potential self development)

NPTEL

Some of the important points are like thought process should be very clear and regarding what is the groups target, what teams target, what we have to do, what we have to achieve and it has to be spelt out in clear specific terms in what needs to be done, what is the composition of the team, what is appropriate norm? So, teams authority should guide what we have to do, but it is not deciding how we have to do, how it is the creative part of it and the members have to decide on it, like how to reach that target.

So, if there is a clear instruction given, but again some care should be taken about the motivational implication of such actions also. So, intrinsically the work should be exciting from inside, intrinsically motivated and it leads to the self-development of the inter potential self-development of the members. So, that that enjoying the challenge given from inside, that excitement should be there and that should be coupled with other members present and the, there ways of sharing with each other.

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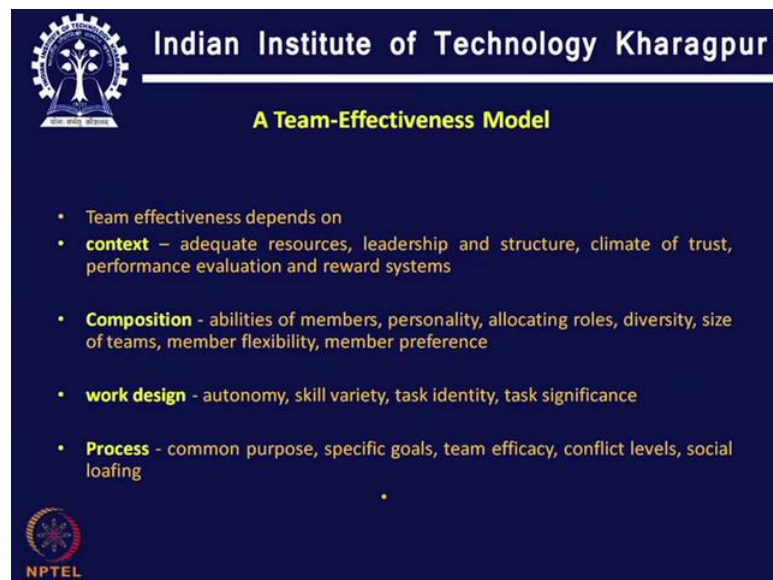
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- Create a supportive organizational context, selection of team players capable of undertaking team roles, rewards to encourage cooperation, meeting of team goals.
- One must not ignore individual performance but it has to be balanced with group oriented contributions, such as sharing information with one's colleagues, assisting with the training of new colleagues, helping to reduce team conflict
- Provide training and expert coaching in the process of team work.

**NPTEL**

Supportive organizational climate is required so selection of proper team members. So, mapping of group and individual incentive is also there and providing training is very much necessary and expert coaching.

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**A Team-Effectiveness Model**

- Team effectiveness depends on
- **context** – adequate resources, leadership and structure, climate of trust, performance evaluation and reward systems
- **Composition** - abilities of members, personality, allocating roles, diversity, size of teams, member flexibility, member preference
- **work design** - autonomy, skill variety, task identity, task significance
- **Process** - common purpose, specific goals, team efficacy, conflict levels, social loafing

**NPTEL**

So, a team effectiveness modeling in a nut shell leads to, depends on the context, the composition of the team, the design of the work itself and the processes in how it is done. So, if the work itself does not require a team activity, putting that activity in a team is not

a way to serve the purpose. So, context composition of the members, the work design itself and the processes how it is done all leads to a team effectiveness.

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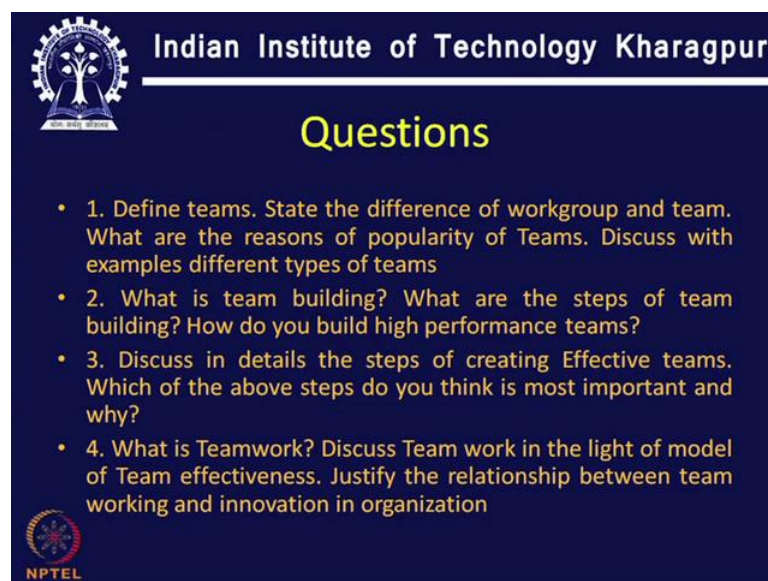
**Relationship between team working and innovation in organization**

- 1. Focus on clear and realistic objectives to which team members are committed (Vision)
- 2. Interaction between team members in participative and interpersonally non threatening climate (participative safety)
- 3. Commitment to high standards of performance prepared to confront weakness (task orientation)
- 4. Enacted support for innovation (support for innovation).

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And if this is done it may lead to an innovation in the sense. So, focus and clear objectives, interaction between the team members and in a non-threatening climate, commitment to high standards of performance and giving support for innovation may lead to innovation in the organization through a proper team work.

(Refer Slide Time: 59:40)



**Indian Institute of Technology Kharagpur**

**Questions**

- 1. Define teams. State the difference of workgroup and team. What are the reasons of popularity of Teams. Discuss with examples different types of teams
- 2. What is team building? What are the steps of team building? How do you build high performance teams?
- 3. Discuss in details the steps of creating Effective teams. Which of the above steps do you think is most important and why?
- 4. What is Teamwork? Discuss Team work in the light of model of Team effectiveness. Justify the relationship between team working and innovation in organization

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Some of the following questions are like define teams? State the difference between workgroup and team? So, what are the reasons for popularity of teams? We have learnt in details about the team building what is team building? What are the steps of team building? How do you build a high performance teams? How do you create effective teams and which of the above steps that you have learnt in creating effective team is most important and why? So, what is team work discuss it in the light of a model of team effectiveness and justify the relationship between team working and innovation in organization.

So, thank you and I hope like this session on team and how it how it is an effective team form? What is the process of team building? This knowledge will help us to work in teams properly, develop teams so that it leads to both individual satisfaction, individuals development within the, while performing in the team and it will this self-developed individual, knowing how to cooperate with each other so that a team's objective is reached which in turn will again help to reach the organizations objective. If the team is the, if the purpose of the team, the goal of the team is well aligned, if we take, if if we try to align it with the organizations purpose, main purpose then team can work wonders for organizations performance. But if it is not aligned the teams goal is something different from what the organizations goal is then it may create barriers for the organizations performance.

So, we have to be very careful about the team and how it is found, what is an effective team and proper team building only helps in in today's organizations context, today's job context to get better performance for the organization.

Thank you.