Leader Objectives

- Provide knowledge
- Assist
- Support
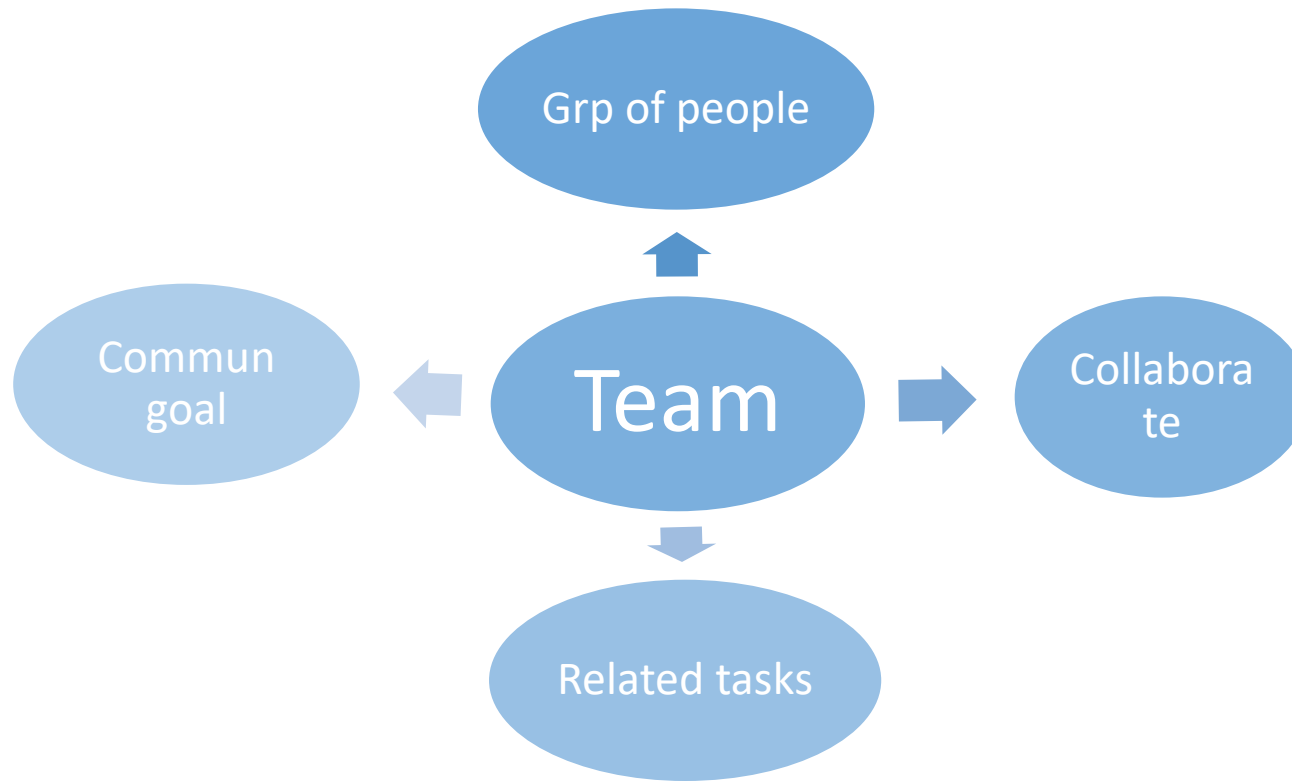
RT

Rt
- Acheive desired goals
- Well-ordered job duties

Leaders have to

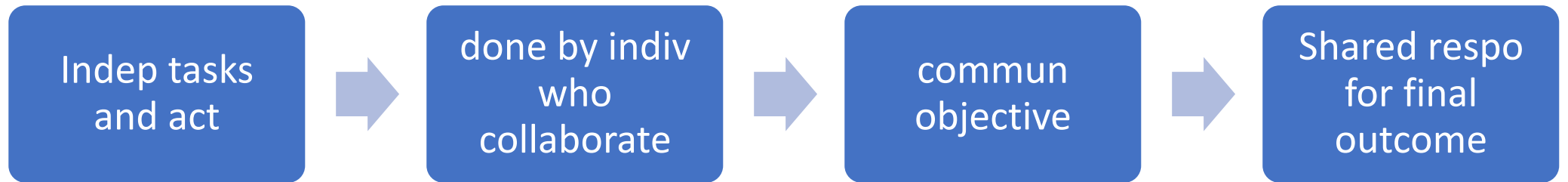| Inculcate the traits of morality & ethics	Lead to goodwill & well-being	Be able to cope with changes(be effective)

Teams : size : small , large --- type : permanent , temporary

Why are teams formed ?

- Tasks are too large & complex to accomplish by an individual
- Requires skills & expertise

Teamwork

Indep tasks and act → done by indiv who collaborate → commun objective → Shared respo for final outcome

Teamwork Processes

1- Transition = team formed

- [ ] Mission analysis (obj)
- [ ] Goal specification
- [ ] Strategy formulation

2- Action

- [ ] Monitoring milestones & goals (follow up)
- [ ] Coordination(btwn mmbers)
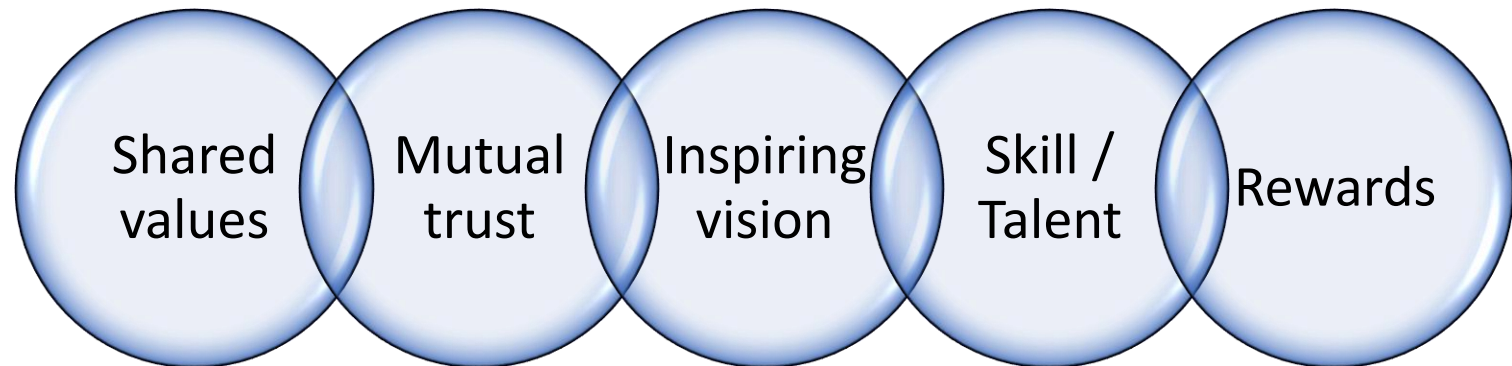- [ ] Team monitoring & support (assisting)

3- Interpersonal = act during both processes

- [ ] Conflict management
- [ ] Motivation & confidence building
- [ ] Affect management

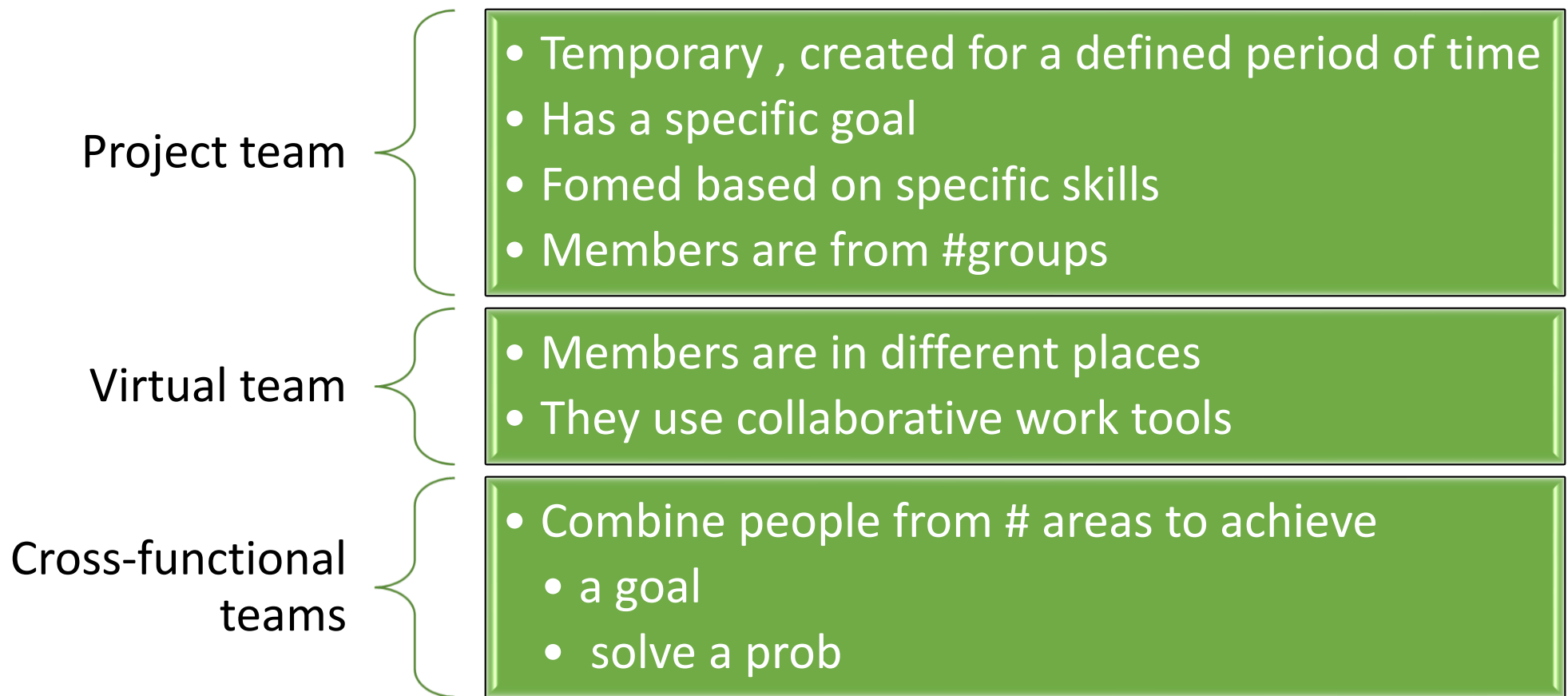Shared values — Mutual trust — Inspiring vision — Skill / Talent — Rewards

Effective teamwork :

⇨ Team work requires working as a cohesive unit , choosing the right type of team

- **What are the 2 ways to create a team in an organization ?**
  - Vertical : varying level of management
  - Horizontal : across functional disciplines
- **What's the role of teams ?**
  - **Combine rces , skills , compentencies and bandwidth to achieve organizational objectives ➔ Synergy**

Team Types

Project team
- Temporary , created for a defined period of time
- Has a specific goal
- Fomed based on specific skills
- Members are from #groups

Virtual team
- Members are in different places
- They use collaborative work tools

Cross-functional teams
- Combine people from # areas to achieve
  - a goal
  - solve a prob

Advantages & Disadvantages of team work		
Advantages	Higher quality outcomes	Higher efficiency : combine effort
		Faster speed : done in less time
		More thoughtful ideas : brainstorming
		Greater effectiveness : dividing roles and tasks
	Better context individuals	Mutual support : motivation boost
		Greater sense of accomplishment : what can't be done by indiv
Disadvantages	Shirking /neglecting duties	Other members are gonna have to make up for the work
	Skewed /biased influence over decisions	Dominance on the rest of the group due to : Strong personality , greater abilities …
	Lack of trust	- Not feeling comfortable to share ideas - Miscommunication - Misunderstanding
	Conflicts hamper/limit progress	- Delay progress - Create inefficiency in getting work done
	Lack of teaming skills	Results in severe conflicts
	Missing task skills	Poor team composition leads to : - Delays - Higher costs - Increased risks
	Stuck in formation (can't do)	Due to poor specification of roles , tasks and priorities
	Too many members	Communication and coordination are complex in large teams
	Groupthink	Leads to limited creativity , poor choices mistakes ..

	Team	Group
Task orientation	Requires a coordination of tasks & act to achieve a shared goal	No specific outcome or commun purpose
Degree of interdependence	Interdependent members	- Entirely disconnected - Doesn't rely on members
Purpose	- Formed for a particular reason - Short-long lived	Exists (race , ethnicity)
Degree of formal structure	- Roles & duties specified - Ways of working together defined	- Informal - No roles assigned - Norms of behavior not devd
Familiarity among members	Aware of the people they collaborate with	May have : - Personal relationship - Little knowledge - Or no interactions

- Team dynamics /processes = way team behave / interact and the basis of it
  ➔The way team members interact with each other /the positive , negative forces within a grp
  ➔Origin : concept of grp dynamics and gestalt

Team dynamic dimensions

Team cognition

Team thinks as a unit

Focus : decision-making , how team evaluate situations

Team cohesion

Social connection between members / ° of closeness

Similarities : interest , grp size .....

Team conflicts

Disagreement btwn team members
- Tasks : about content
- Relationship : clash values

Solutions for team problems :

- Introducing training interventions to equip employees with interpersonal skills
- Ask about teamwork competencies before hiring