University of Moratuwa
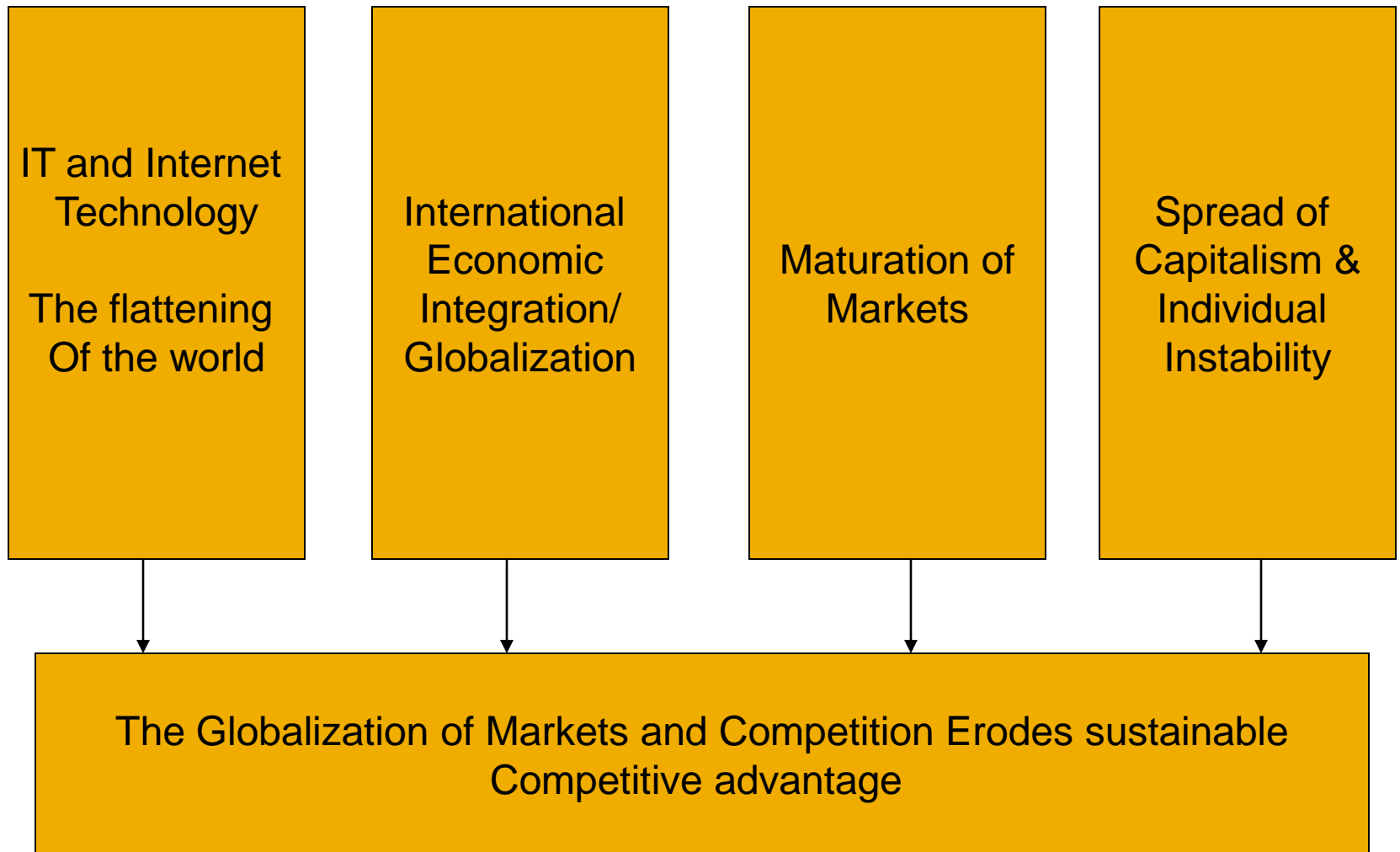# Skills for Business Management
MN5224

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Forces Driving Change in Organizations

IT and Internet Technology The flattening Of the world	International Economic Integration/ Globalization	Maturation of Markets	Spread of Capitalism & Individual Instability

The Globalization of Markets and Competition Erodes sustainable Competitive advantage

What is a team

- Is a group of individuals who come closer to work together and achieve **_a common goal_**
- Is a group of people with different abilities, talents, experience, and back grounds who have come together for a **_shared purpose_**
- Is a small number of people with complementary skills who are **_committed_** to **_a common purpose_**, performance goals and approach for which they hold themselves **_mutually accountable_**
(Katzenbach& Smith)

What is team work

- Team work is a set of activities of group of individuals, which includes ***effective communication/interaction*** among team members which helps in *knowledge sharing, understanding each other on personal level,* helping others in achieving a level of perfection, building a sense of unity in the team and working towards achievement of common goals

Fundamentals of teamwork

- Common goals and objectives
- Roles and Responsibilities
- Communication and interactions
- Leadership
- Trust among team members/challenge the status quo

Common goals and objectives

- Every member of the team should be aware of the objectives and common goals that are to be achieved and should always try to achieve the same
- The reason of bringing the team members together should be *clearly defined* and should be *agreed upon*

Questions to Ask?
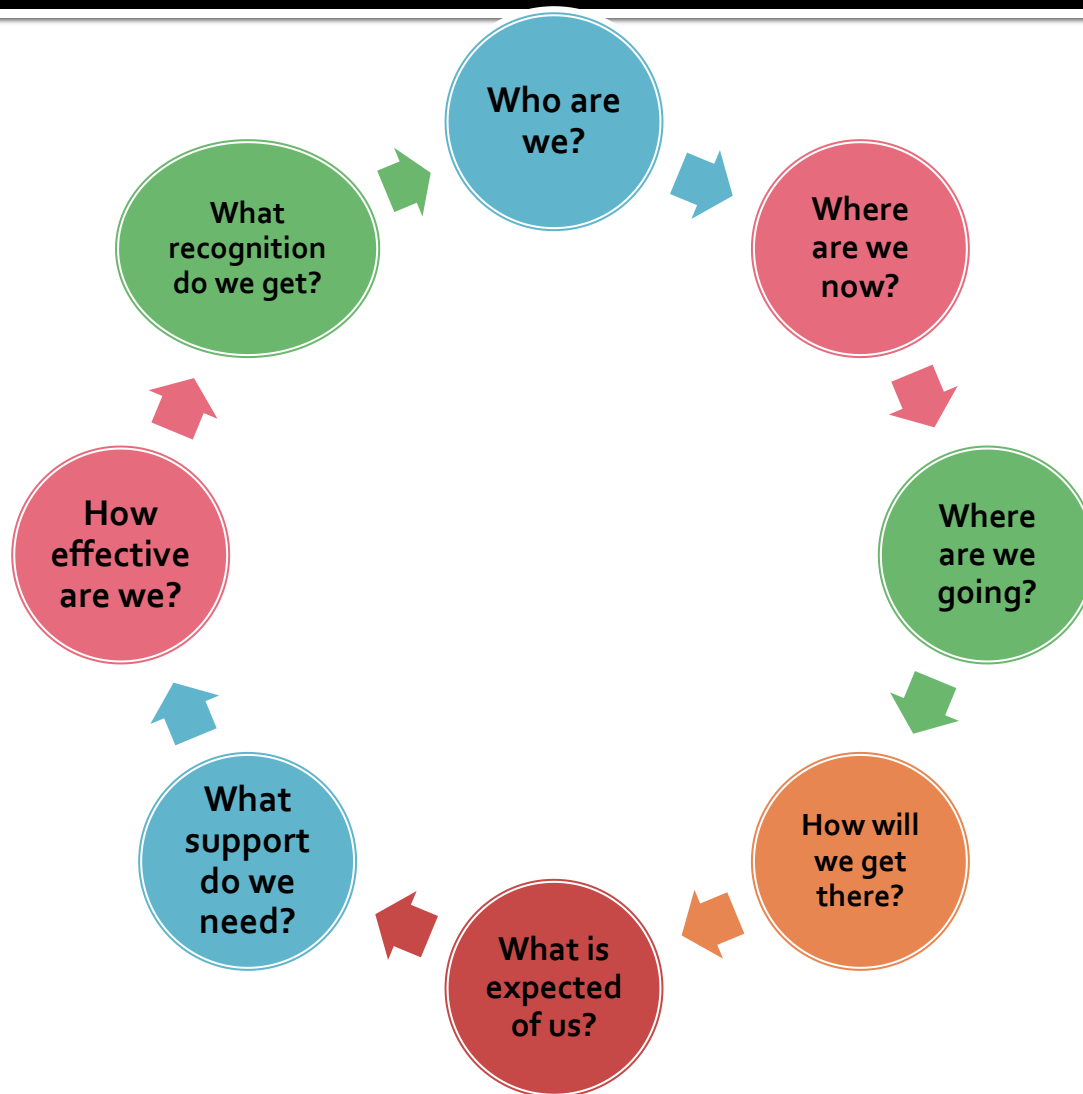
Who we are?

- Each person in a team brings different strengths to the team effort and will approach problems in a different way.
- Team members need to know 'what makes each person tick' so that individual differences can be harnessed to achieve maximum performance levels

Where are we now?

- Before planning where you are heading as a team, it is useful to assess the key strengths, weaknesses, opportunities and threats of your team . This analysis will help you determine whether you have the resources to achieve your vision

Where are we going?

- To work with energy, commitment and enthusiasm, a work team needs to know where it is going. It should have a vision, which is aligned with the organization's mission and goals

How will we get there?

- To turn a vision into reality, it is necessary to systematically set objectives, action plans and measures of performance . It is important to plan the route from where you are now to where you want to be

What is expected of us?

- People are unable to perform if they don't know what they are meant to be doing. In a high energy team , all team members will fully understand their job description, their role in the team, what they are responsible for and most importantly what they are accountable for

What support do we need?

- If you and your team are to achieve the vision you have established support is necessary in the way of training and development facilitation, coaching, counseling and just general acquisition of skills

How effective are we?

- A high energy team is one which regularly reviews its effectiveness and continually improves its performance. Benchmarks for success can be established and procedures for learning from mistakes implemented.

What recognition do we get?

- In general most teams will not attain high energy levels unless there is adequate recognition for the accomplishment of all team members
- This can be achieved through feed back, remuneration, fringe benefits and promotions

Roles and Responsibilities

- Every individual in the team should very well understand that there are certain responsibilities he needs to carry out
- Every team member's role is very important in keeping high sprit in team, helping the team in marching ahead on the path of success, helping the team in resolving any problem that can hinder the progress of the team
- Everyone should understand the tasks that he needs to carry out in order to ensure smooth operations of the team
- Therefore all team members should realize how their individual efforts contribute to the team's effort and to the common goal

Communication & Interactions

- Effective communication is very important among team members. Every member should be comfortable with others and should be able to communicate his ideas and views effectively to the other team members, this will contribute to the success of the team
- Interactions between members also helps bringing people close on emotional level. Interactions also helps in creating bond between the team members and helps the team members to look at the team as a family

Leadership & Team Leader

- It is very much sure that every team member in the team possesses a talent pool and can handle a group, but if every team member starts thinking that he can lead the team and start taking decisions , it is surely will never be in the interest of the team
- All the team members should come together and should decide who can lead the team. This activity demands a fair selection of the person as a team leader and who will lead the team towards success

Leadership & Team Leader

- Although there will be one team leader who will have decision making power, he should consult the team members before taking any important decision
- Every team member should listen to the reasons of decision taken by leader and leader even should listen to every member's view and suggestions. A good idea should always be welcome and any doubt should be cleared
- As it is very important to decide one team leader and support his decisions. It is also very much important to help every member in the team to improve his relationship and decision making qualities

Leadership & Team Leader

- Round Robin method can be employed where every member should be given an equal opportunity to manage the team and become a leader for a fixed time period

- The leader should try to improve himself and the other team members should help him doing so. One mature brain can help others grow but more mature brains together can bring prosperity for the team

Trust among team members

- The base of the team and its success id the level of trust /belief of the team members in each other. If trust is not there the team will never be able to meet the success
- Every member should think of the team advantage and give a thought
- If one member is taking decisions regarding the team he should convey the reasons to other team members and should take their suggestions

The Five Dysfunctions of a Team

In Attention to
Results

Avoidance of
Accountability

Lack of **Commitment**

Fear of **Conflict**

Absence of **Trust**

A team SIMULATION
Desert Survival
(Dr Claytorn Lafferty)

The Situation

- It is approximately 10 am in mid August and you have just crash landed in the Sonora Desert in the south western united states. The light twin engine plane, containing the bodies of the pilot and the co-pilot, has completely burned . Only the air frames remains. None of the rest of you have been injured
- The pilot was unable to notify anyone of your position before the crash. How ever , he had indicated before impact that you were 70 miles south west from a mining camp which is the nearest known habitation, and that you were approximately 65 miles off the course that was filled in your flight plan
- The immediate area is quite flat . The last weather report indicated that temperature would reach   110 F. You are dressed in light weight clothes – short sleeve shirts, pants, socks, street shoes. Every one had a handkerchief. Collectively had pack of cigarettes, ballpoint pen and some change notes

The Challenge

- Before the plane caught fire your group was able to salvage 15 items. Rank these items according to their importance.
- You may assume
  - The number of survivors is the same as the number on your team
  - The team has agreed to stick together
  - All items are in good condition
  - You are the actual person in the situation

Steps

- Each member of the team is to individually rank each item. Do not discuss the situation until each member has finished the individual ranking
- After every one has finished the individual ranking , rank the order as a team . Do not change your individual ranking

Item list

- Flash Light (4 Battery Size)
- Sectional Air Map of the Area
- Magnetic compass
- 45 caliber pistol (loaded)
- Jack Knife
- A pair of sunglasses/ person
- Bottle of Salt Tablets
- 2 quarts of 180 proof vodka

- Parachute (Red & White)
- Cosmetic mirror
- Quarter of water /person
- Top coat/ person
- Compress Kit with Gauze
- Plastic Rain coat (large size)
- A book – Animals of the desert

| Items	Step 1 Individual Ranking	Step 2 Team Ranking	Step 3 Expert Ranking	Step 4 Difference between steps 1 &3	Step 5 Difference between steps 2 &3
Flash Light (4 Battery Size)					
Sectional Air Map of the Area					
Magnetic compass					
45 caliber pistol (loaded)					
Jack Knife					
A pair of sunglasses/ person					
Bottle of Salt Tablets					
2 quarts of 180 proof vodka					
Parachute (Red & White)					
Cosmetic mirror					
Quarter of water /person					
Top coat/ person					
Compress Kit with Gauze					
Plastic Rain coat (large size)					
A book – Animals of the desert					
TOTAL					
				Step 4	Step 5

Scenario Analysis
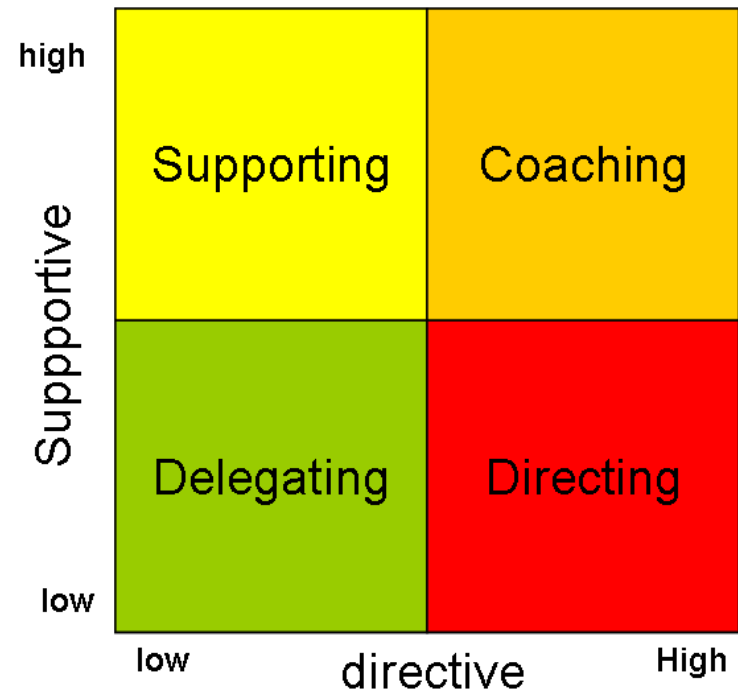
(a) Your Score Analysis?

(b) What went wrong ?

(c) What are the learning
    (1) Personally and (2) Team (3) Company

(d) What you will do next time differently

Situational Leadership

Situational Leadership® II Model
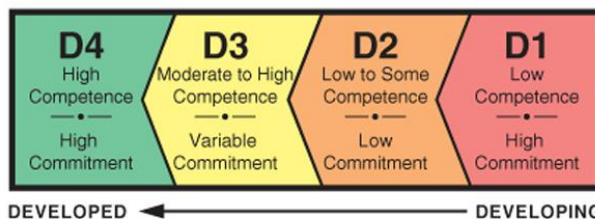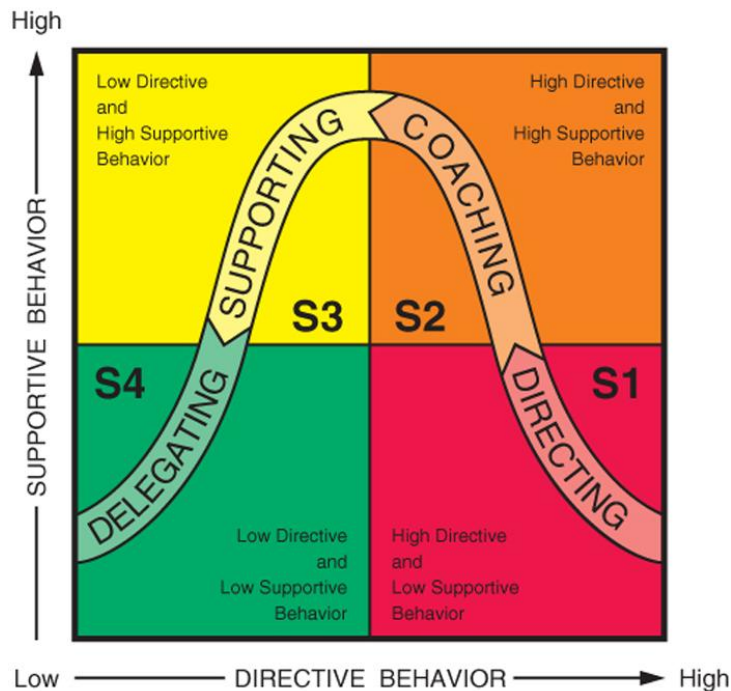
Situational Leadership

Teambuilding

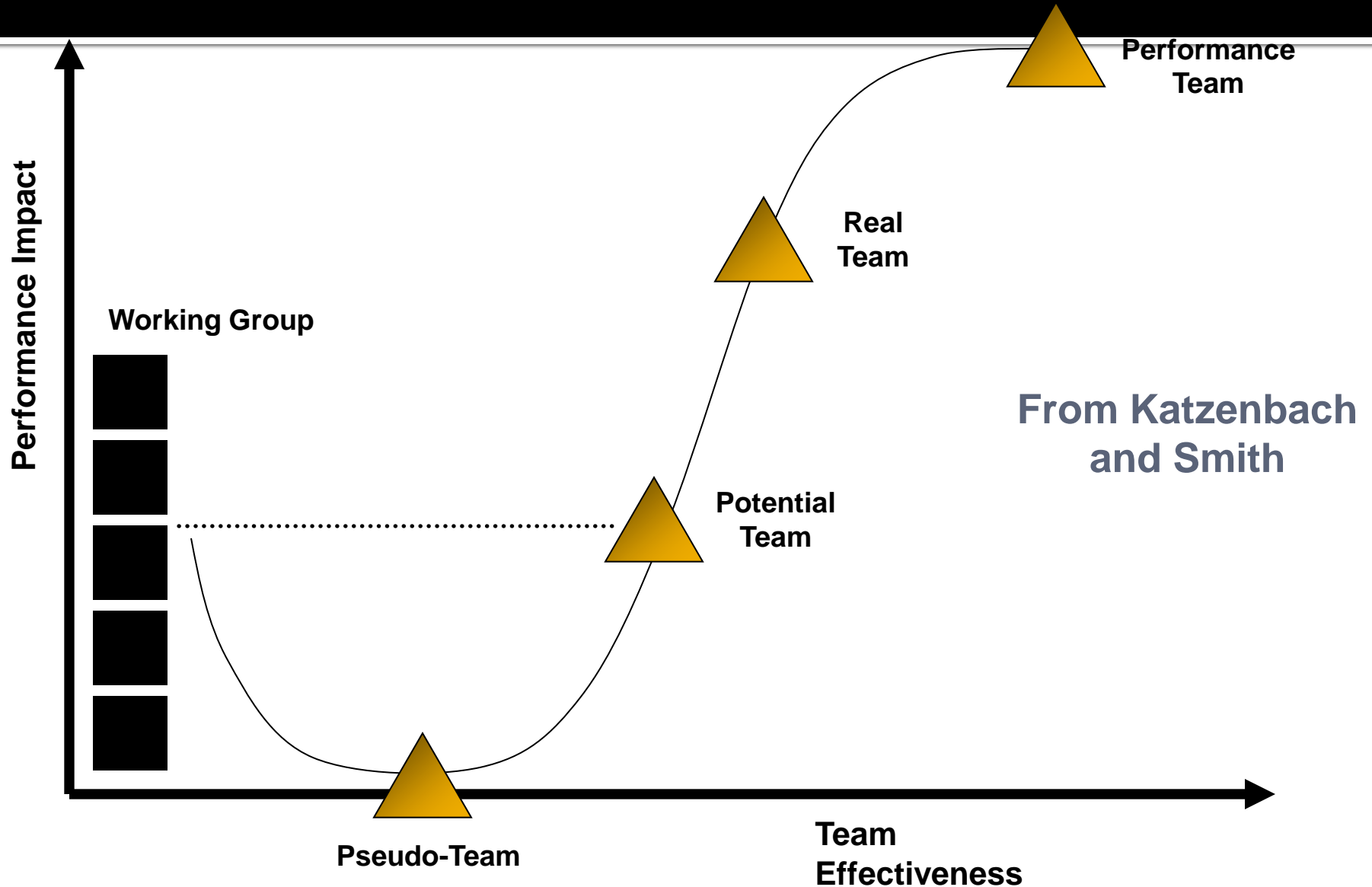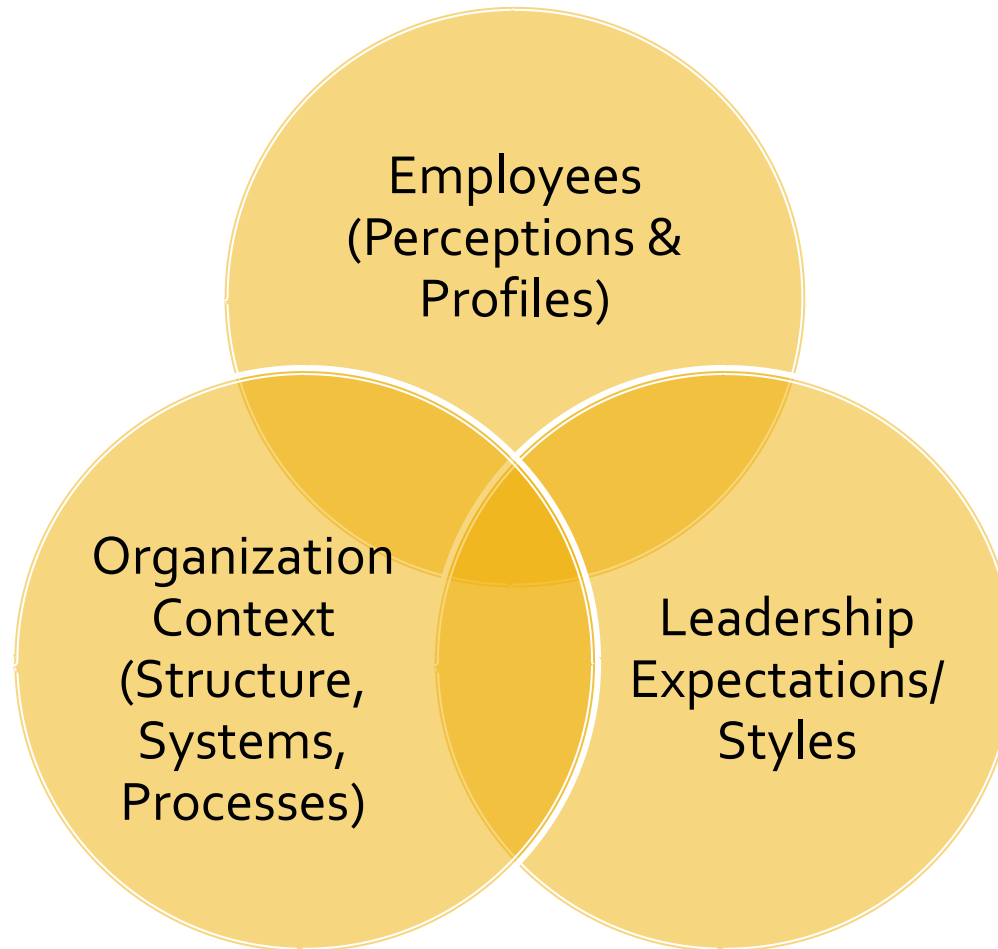| Forming	Storming	Norming	Performing

• Establish open communication
    • Encourage
    • Probe
    • Positive reinforcement
• Get to know the team
• Establish roles and ground rules
• Clarify the team charter/ specify the roadmap
• Verify team commitment
	• Encourage multiple points of view
	    • Brainstorming
	• Negotiate and mediate
	• Provide feedback
	• Manage challenging team members
	    • Active listening
	    • "I" messages
	    • Transactional analysis
		• Evaluate and narrow options
		• Drive toward consensus
		• Transfer leadership
		• Develop team member skills
			• Help the team through logistical and organizational barriers
			• Adjust meeting formats
			• Cultivate full participation
			    • Use coaching
			    • Adjust membership
			• Recognize and manage transition

Team Performance Curve

Performance Impact

Working Group

Performance Team

Real Team

From Katzenbach and Smith

Potential Team

Pseudo-Team

Team Effectiveness

Framework for Teamwork

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