7 : Team Work and Collaboration

EN3106 – Communication Skills II

Level II - Semester 1

Overview

This is the seventh and last topic of the course module, Communication Skills (EN3106). This section will introduce the topic "Team Work & Collaboration".

The section will discuss how to collaborate successfully and effectively in a team environment, benefitting to both the person and the organization.

Intended Learning Outcomes

At the end of this lesson, you will be able to;

- identify team management and leadership skills.

- build a team culture in your organization.

- avoid team conflicts.

- work with collaboration tools.

List of Sub-Topics

7.1 Introduction to Team Collaboration

7.2 Team Management and Leadership

7.3 Building Team Culture

7.4 Avoiding Team Conflicts

7.5 Collaboration tools

    7.5.1 Software Version Management and Collaboration

    7.5.2 Online Collaboration Concepts and Tools

Introduction to Team Collaboration

7.1 Introduction to Team Collaboration

- Different authors define **_Teamwork_** in different ways:

Teamwork is the process of working collaboratively with a group of people in order to achieve a goal. Teamwork means that people will try to cooperate, using their individual skills and providing constructive feedback, despite any personal conflict between individuals.

– Business Dictionary

Teamwork is a cooperative process that allows ordinary people to achieve extraordinary results.

- J. Scarnati

Team has a common goal or purpose where team members can develop effective, mutual relationships to achieve team goals. Teamwork relies upon individuals working together in a cooperative environment to achieve common team goals through sharing knowledge and skills.

- P. Harris & K. Harris

7.1 Introduction to Team Collaboration

- According to a case study conducted by P. Tarricone and J. Luca of Edith Cowan University, there are **six key attributes of successful teamwork**:

    ➤ Commitment to team success

    ➤ Interdependence

    ➤ Interpersonal skills

    ➤ Open communication

    ➤ Appropriate team composition

    ➤ Commitment to team leadership and accountability

Source of Reference: Tarricone, P. and Luca, J., 2002. Successful teamwork: A case study.

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Key attributes of successful teamwork:

- Commitment to team success

  ➢ Team members should share common goals, values, beliefs, as well as commitment and motivation to succeed.

- Interdependence

  ➢ There is no success for an individual if other members of the team fail.

- Interpersonal skills

  ➢ Respect, support and realistic mutual expectations amongst team members are a must.

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Key attributes of successful teamwork:

- Open communication

  ➢ Giving and accepting feedback as well as cultivating team spirit of constructive criticism is paramount.

- Appropriate team composition

  ➢ Specific tasks are handled by specific roles, and specific roles require specific talents and skill sets.

- Commitment to team leadership and accountability

  ➢ Since team members expect certain freedom when it comes to decision-making, they are more likely to accept individual accountability and personal responsibility for their actions.

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Advantages of teamwork:

- Increased efficiency

  ➢ When members use their experience, specialization and skill sets, targets will be achieved and tasks will be accomplished on time, with minimum errors.

- Complement each other's strengths

  ➢ By teaming up members with contrasting skills, you will get the perfect combination: for example one will contribute with excellent ideas, while the other will make sure that work is done properly and on time. This is also known as the "buddy system".

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Advantages of teamwork cont…

- Innovation through constructive conflict

  ➢ Clash of characters can cause constructive conflict and produce solutions that "groupthink" others haven't even considered. Be wary however of long-term consequences: constructive conflict can easily transform to destructive.

- Less employee turnover

  ➢ By maintaining successful teamwork and positive atmosphere, you will reduce staff turnover and avoid costs of losing employees.

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Advantages of teamwork cont…

- Workforce flexibility

  ➢ Instead of leading everlasting recruitment campaign, you can cross-train your employees for roles outside their current responsibilities. For example, if your web designer gains basic web development skills, he will be able to pull some of the web developing colleague's weight and avoid a bottleneck in case of his absence.

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Disadvantages of teamwork

- Groupthink

  - Even though team members are encouraged to bond, things can sometimes go too far. If you notice that your team is neglecting alternative choices or takes irrational actions, it could be a sign they are suffering from Groupthink.

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Disadvantages of teamwork cont….

- Complex process

  - Teamwork will peak only if each and every member is given a certain role, has a certain set of skills and is compatible with the rest of the team. But finding all pieces of the puzzle and fitting them together is difficult, expensive and time-consuming.

- Conflict

  - If there is a great deal of difference in ideas and working methods among team members, even the "buddy system" will fail.

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Disadvantages of teamwork cont…

- Evaluating individual's contribution

  ➢ Since team has shared responsibility, it is very difficult to determine if an individual has performed above or under expectations. Sometimes, this issue can result in employee dissatisfaction.
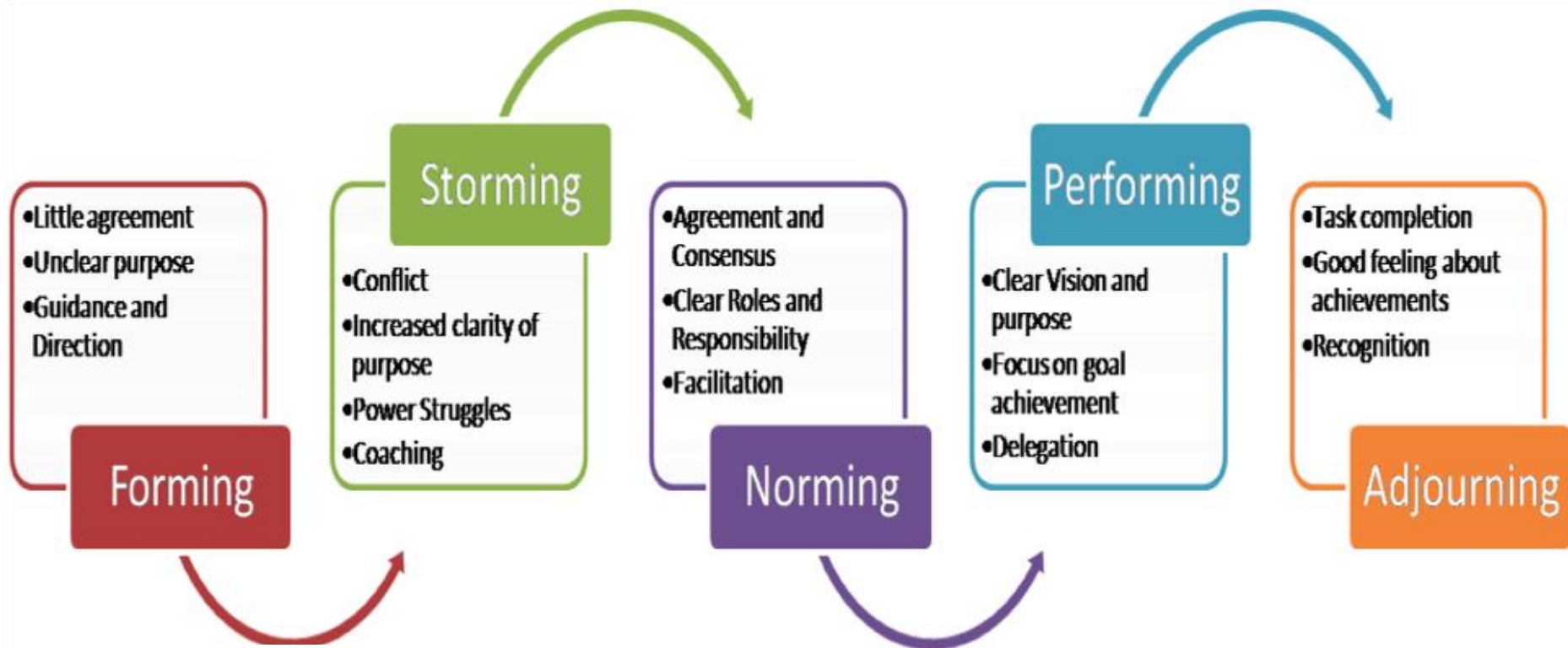
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Disadvantages of teamwork cont…

- "Analysis paralysis"

  ➢ Analysis paralysis occurs when a situation is over-analyzed to the point where a person cannot make a decision nor take action. A sudden stop in decision making can cost your company time, money and, in certain cases, even reputation. In well balanced and functional teams it doesn't and shouldn't occur often, but when it does - it should be resolved as quickly as possible.

7.1 Introduction to Team Collaboration

How Teams Form

Storming
- Conflict
- Increased clarity of purpose
- Power Struggles
- Coaching

Forming
- Little agreement
- Unclear purpose
- Guidance and Direction

Norming
- Agreement and Consensus
- Clear Roles and Responsibility
- Facilitation

Performing
- Clear Vision and purpose
- Focus on goal achievement
- Delegation

Adjourning
- Task completion
- Good feeling about achievements
- Recognition

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How Teams Form

- # Forming

    The team is formed and everyone shows their best behavior. There is a positive and polite atmosphere. Strong guidance is needed by the facilitator as group tasks are not clearly defined yet.

- # Storming

    Emerging boundaries become contested and conflicts occur. Also frustration with the lack of progress is common. Guidance is needed by the facilitator.

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How Teams Form Cont…

- # Norming

  Team members start to resolve their differences, appreciate colleagues' strengths, and respect the leader's authority. Behaviour from the storming and norming phases can overlap for some time when new tasks come up.

- # Performing

  Hard work goes hand in hand with satisfaction about the team's progress. Team confidence makes team roles more fluid and more tasks can be delegated by the facilitator. Problems are prevented or solved as they pop up.

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How Teams Form Cont…

- ## Adjourning

    When all tasks are completed, it's important to celebrate the team's positive achievements. Letting go of the group structure after long periods of intensive team work can also generate uncertainty for individual team members.

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Difference between a group and a team

- A group

  ➢ is a collective of mutually independent individuals with separate goals who are brought together by common interests and experience.

  ➢ Even though everyone shares information and resources with other group members, each member is responsible for their own work.

  ➢ There are two types of groups:

    ❑ formal group, created by the management to perform a particular task

    ❑ informal group, formed naturally by employees for different reasons

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Difference between a group and a team

- A Team

  ➢ A team is an interdependent group of individuals who share responsibility and are focused on a common goal.

  ➢ People in a team have a mutual understanding with other members. By working together, they tend to maximize each other's strengths and minimize weaknesses.

  ➢ Unlike a group, where each member is expected to contribute separately, the most important characteristic of a team is synergy: the whole is greater than the sum of its parts.

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Difference between a group and a team

	Group	Team
Leadership	One leader	Multiple leaders
Members	Independent	Interdependent
Process	Discuss - Decide - Delegate	Discuss - Decide - Do
Product of work	Individual	Collective
Focus	Individual goals	Collective goals

Source of Reference: Moga R., Olic A., 2017, The big book of team culture.

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Types of teams

- Project teams

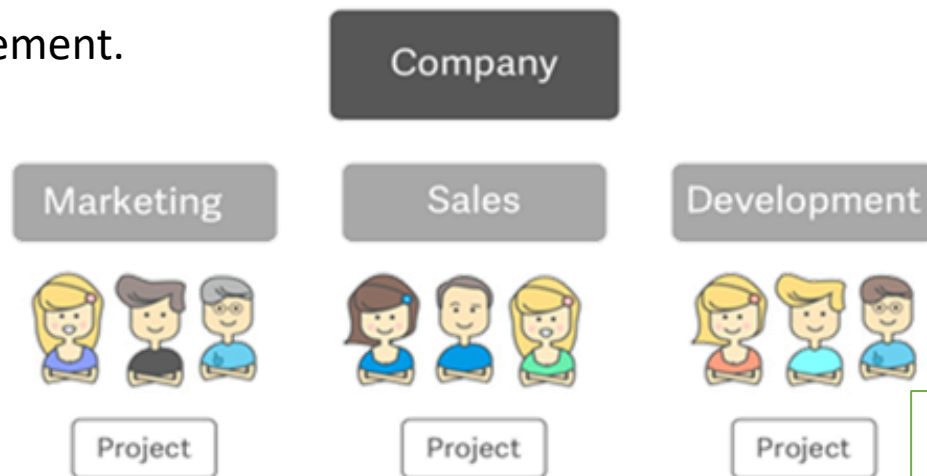- Self- managed teams

- Virtual teams

- Operational teams

Source of Reference: Moga R., Olic A., 2017, The big book of team culture.

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Types of teams

- Project teams

  ➢ Project teams are groups of employees who work collectively toward shared goals.

  ➢ This type of team allows you to structure work in a specific, measurable, and time-constrained way.

  ➢ You can assign clear roles, responsibilities, and deadlines.

  ➢ Also, by selecting both experienced and inexperienced workers, you enable them to do informal coaching and mentoring.

  ➢ There are four main types of project teams:

    – Functional teams

    – Cross-functional teams

    – Matrix teams

    – Contract teams

Source of Reference: Moga R., Olic A., 2017, The big book of team culture.

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Types of teams

- Project teams - Functional team

  ➢ Permanent and always include members of the same department with different responsibilities.

  ➢ A manager is responsible for everything, and everyone reports to him.

  ➢ More likely to be found in companies that incorporate traditional project management.
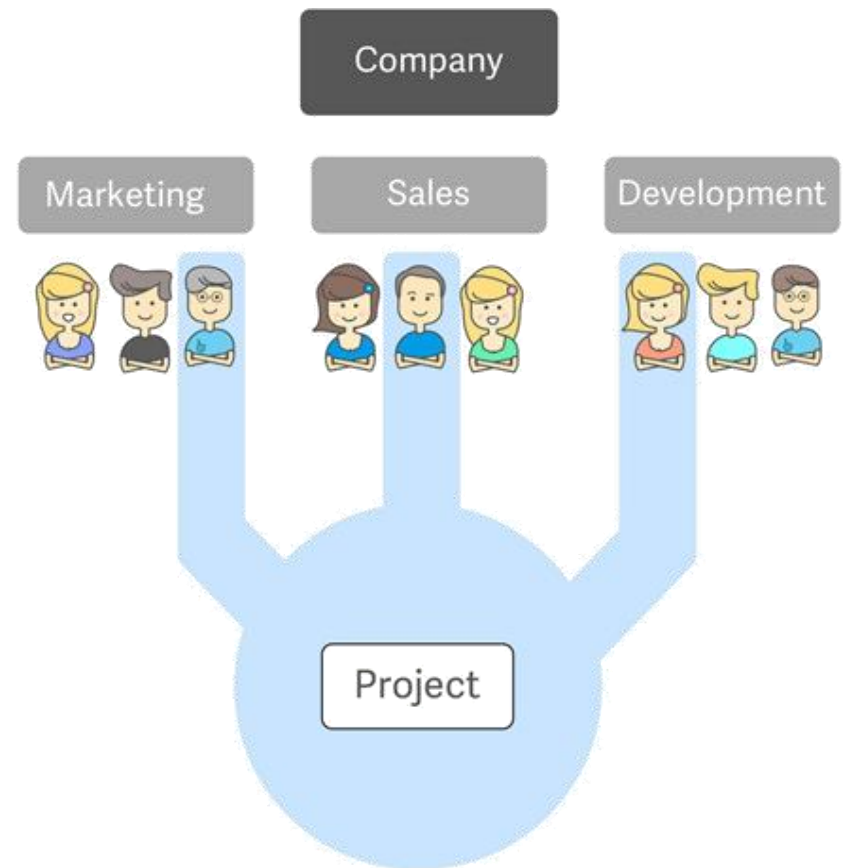

Source of Reference: Moga R., Olic A., 2017, The big book of team culture.

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Types of teams

- Project teams – Cross-functional Team

  ➢ Made up of members from various departments.

  ➢ Tackle specific tasks that require different inputs and expertise.

  ➢ Even though cross-functional teams are becoming increasingly popular worldwide, a recent study has proven that whopping 75% of all cross-functional teams are dysfunctional.
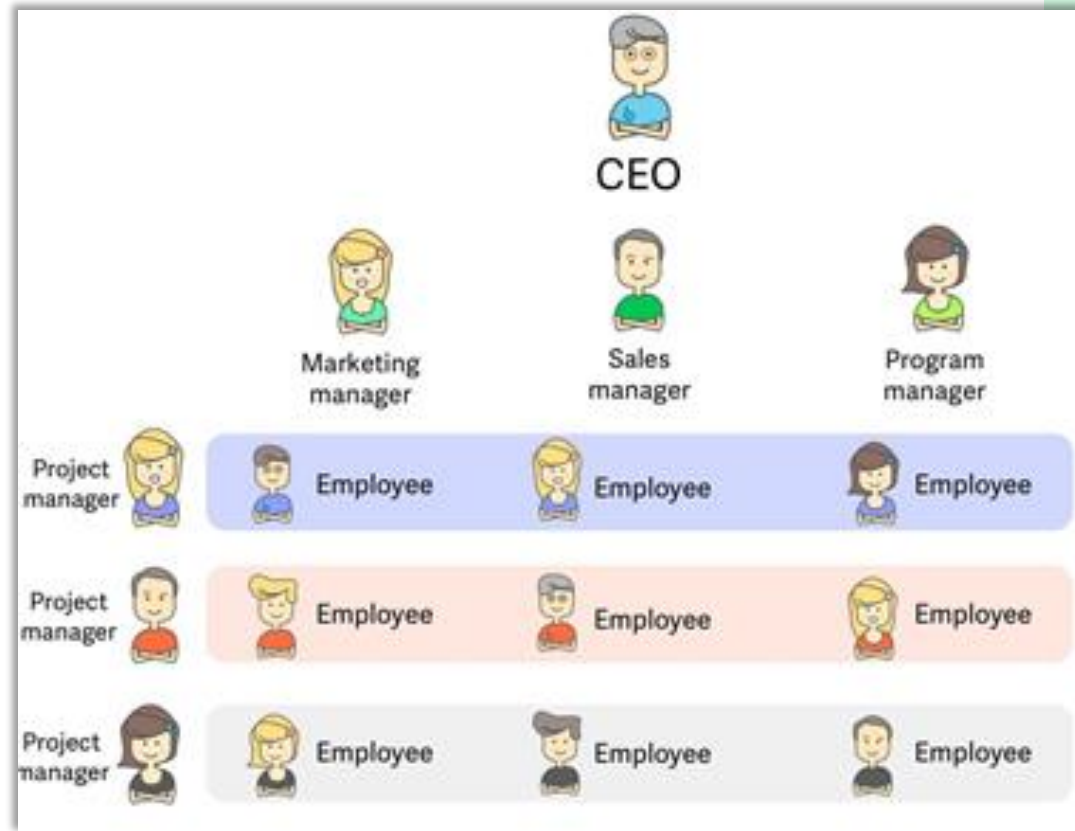

Source of Reference: Moga R., Olic A., 2017, The big book of team culture.

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Types of teams

- Project teams – Matrix Team

  ➢ Characterized by a "two-boss system", where an individual report to a different manager for various aspects of his work.

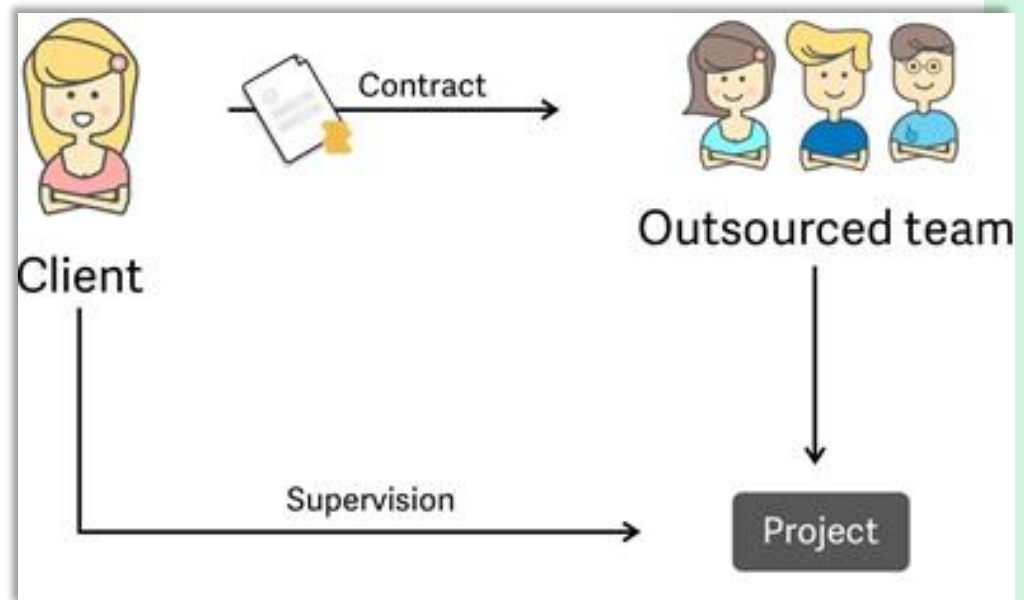 ➢ This type of team is the product of Matrix management approach

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Types of teams

- Project teams – Contract Team

  ➢ Outsourced teams that are tied down by a contract and brought in to complete a part of a project.

  ➢ After the project is completed and the contract has ended, the client can cut all ties to the team, no questions asked.

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Advantages and disadvantages of project teams

Team Type	Strengths	Weaknesses
Functional team	Handles routine work	Difficult communication across areas
	Line management has control; of projects	Inflexible
	Pools technical and professional expertise	Pushing decision making process upwards
Cross-functional team	Source of unconventional ideas	Diversity can cause conflict
	Can handle wide array of projects	Takes long to develop cohesion
	Greater speed of task completion	Managing can prove to be challenging
Matrix team	Acceptable to traditional managers	Dual reporting
	Top management controls projects, stays out of daily activities	Difficult performance appraisal
	Flexibility for assigned personnel	Team leader is usually unable to choose who will be on the project
Contract team	Easy employment of experts	Difficult assessment of project progress for the client
	No need for client training	Client is the only judge of success
	Team can use existing management structure	Difficult to resolve political and organizational issues

Source of Reference: Moga R., Olic A., 2017, The big book of team culture.

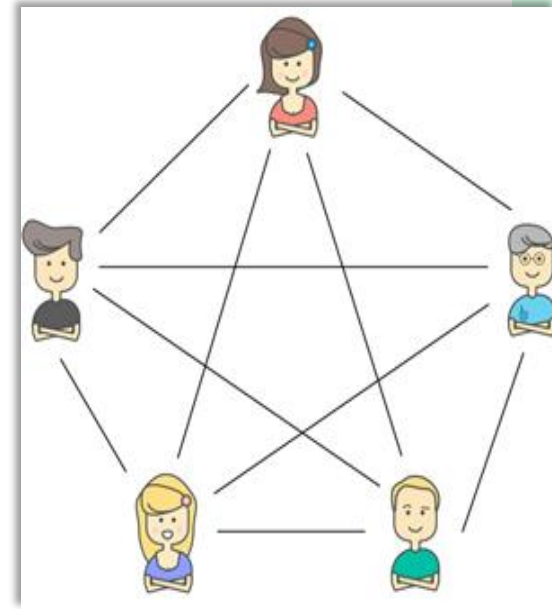# 7.1 Introduction to Team Collaboration

Types of teams

- Self-managed teams

  ➤ Typically, members of self-managed teams are employees of the same organization who work together, and even though they have a wide array of objectives, their aim is to reach a common goal.

  ➤ There is no manager nor authority figure, so it is up to members to determine rules and expectations, to solve a problems when they it arises, and to bare shared responsibility for the results.

Source of Reference: Moga R., Olic A., 2017, The big book of team culture.

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Types of teams

- ## Self-managed teams
  - ➢ When setting up a self-managed team, you have to define two parameters:
    - ❑ Levels of responsibility
    - ❑ Autonomy that is given to the self-managed team

Advantages and Disadvantages

| Advantages	Disadvantages
Autonomy improves employee motivation	The lack of hierarchical authority can put personal relationships over good judgment
Team members can manage their own time and handle tasks when it suits them	It can lead to conformity that suppresses creativity and critical thinking
You don't have pay for office	Added layer of responsibility is time-consuming and requires skills that some people simply don't have
Shared responsibility instills pride in team accomplishments	Training time and costs are higher due to broader scope of duties

Source of Reference: Moga R., Olic A., 2017, The big book of team culture.

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Types of teams

- Virtual teams

    - Made up of people who work in different physical locations and who rely heavily on collaboration tools to get things done together.

    - Virtual teams provide members with better life-work balance and allow business owners to employ the best experts in the field, regardless of the fact that they live on another continent.
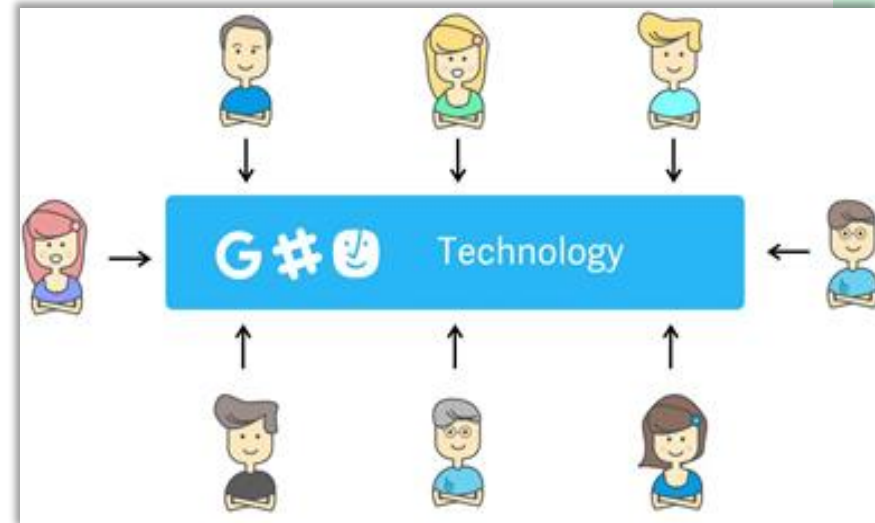
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Types of teams

- Virtual teams

  - Can be characterized by three dimensions:

    - Time - WHEN people work. They could work during different hours, on different shifts, or in different time-zones.

    - Space - WHERE people work. They could be working right next to each other or hundreds of miles away.

    - Culture - HOW and WHOM people work for. 'Culture' dimension includes factors such as gender, race, language, profession, education, nationality, as well as political, social, religious, and economic factors.

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Type of virtual team	Time	Space	Culture
Global team	Different	Different	Different
Multinational organization teams	Different	Different	Same
Project team	Same	Same	Same
Contract team	Same	Same	Different

Characteristics of virtual teams

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Types of teams

- Operational teams

  ➢ Support other types of teams.

  ➢ They are formed to make sure that all back office processes go smoothly.

  ➢ Can have their own projects and function like a project team because they have well-defined roles and responsibilities.

Source of Reference: Moga R., Olic A., 2017, The big book of team culture.

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What type of team is right for you?

- When choosing a type of team to perform a certain task, ask yourself these questions:

  - What's the team's purpose exactly?

  - How many people are required, and what will their roles be?

  - Are selected members capable of self-management, or they require a strong leader?

  - Is it necessary for them to be located in a single place?

  - Is their engagement temporary or permanent?

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What type of team is right for you?

- If you have a project that requires input from marketing, design as well as customer support department, choose a cross-functional team.

- If, on the other hand, you choose to outsource the design, and agency you have chosen uses a designer that works remotely, the only logical way to go is opting for a mixture of virtual and contract team.

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Tips for increasing productivity within the team

- Choose appropriate management style

  ➢ Depending on team composition and experience, adapt the right management style for each occasion

- Try the ROWE method

  ➢ A contribution of team members is measured through performance, results, or output, rather than physical presence in an office or number of working hours

Source of Reference: Moga R., Olic A., 2017, The big book of team culture.

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Tips for increasing productivity within the team cont…

- Increase productivity through accountability

  ➢ Consider creating a system in which group holds each person individually accountable

- Give up on low priority tasks

  ➢ If certain tasks demand a lot of time and attention but have a low impact on your goals, drop them.

  ➢ Focus on urgent matters and prioritize problems that can be handled quickly

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High Performing Team:

- An independent, stable, role-defined group of individuals who share responsibility, mutual trust, and values, while having a strong leadership, and clear focus on a common goal.

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Source of Reference: Moga R., Olic A., 2017, The big book of team culture.

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Creating a High Performing Team:

- Form a stable team

  ➢ When teams form, you should focus your attention on the stable stage.

  ➢ You should take your time and carefully select team members because once you do it, you should stick with them through thick and thin.

  ➢ It takes at least six months to create a high-performance team, if everything runs smoothly.

  ➢ If members often come and go, and the only real improvements come from strengthening the inter team relationships, form a high performing team becomes very difficult.

Source of Reference: Moga R., Olic A., 2017, The big book of team culture.
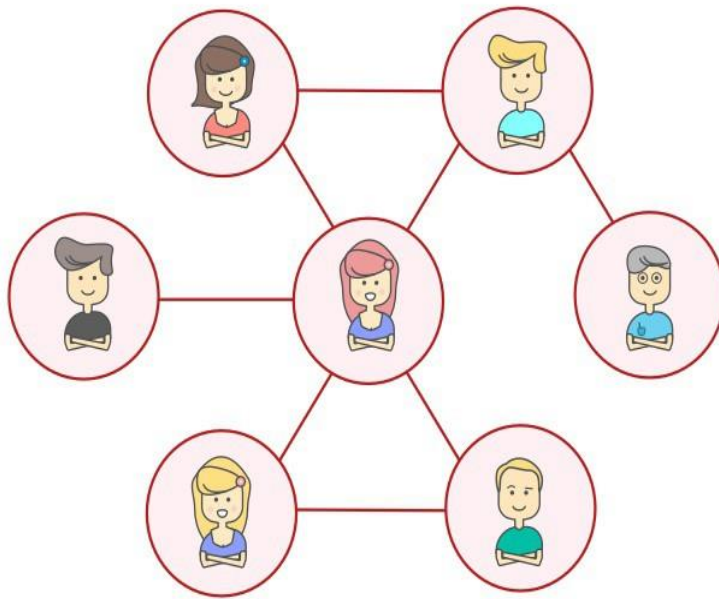
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Creating a High Performing Team:

- Value cohesion

  - ➢ Cohesion is a state when members possess bonds that link them to one another or the whole group.

  - ➢ Cohesive teams don't happen overnight - it takes time and diligence to achieve them.

  - ➢ Team networks with a high degree of cohesion provide a free stream of information and build trust amongst team members, thus increasing the performance.
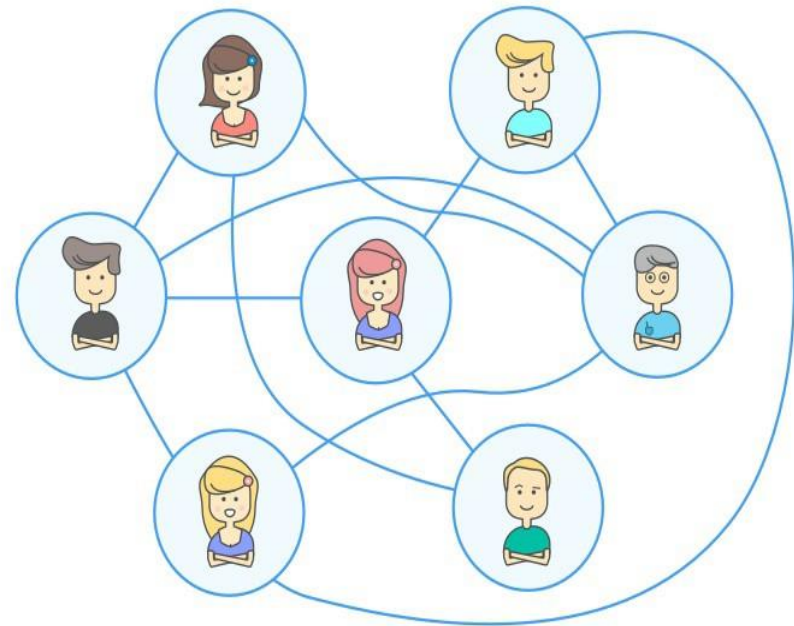
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Creating a High Performing Team:

POOR cohesion

GOOD cohesion

Source of Reference: Moga R., Olic A., 2017, The big book of team culture.

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Creating a High Performing Team:

- Coach the team as a team, not as a group of individuals

  ➢ Have regular one-on-one meetings with your team members. Use them to discuss individual's habits and behaviors, and how they affect the team.

  ➢ Provide thoughtful feedback on small but important things, like the way individual faces other members, how much they interrupt others, and how well they listen.

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Creating a High Performing Team:

> ➢ Be an example of the behavior you expect everyone to follow. Know your failings and work on them. Your team will react well to the positive example and are more likely to follow your lead.

> ➢ Rearrange office seating to encourage member interaction, and create opportunities to encourage social conversation.

> ➢ The most important thing: change team members only if you don't have any other choice.

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Creating a High Performing Team:

- Get them out of their workspaces

  - ➢ Stimulate interaction between team members in places other than their desks

  - ➢ Casual chit- chat and relaxed atmosphere provide incentives for great ideas and increase team cohesion.

  - ➢ This is also known as the watercooler effect).

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Creating a High Performing Team:

- Set effective performance goals

    ➤ The difference between effective and ineffective goals are actions with a clear intent.

    ➤ By setting effective goals, you will make the team more effective as well: they will be more energized, focused, persistent, creative, and tactile.

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Common characteristics of a high-performing team:

1.   Effective working procedures

2.   Shared values

3.   Shared leadership

4.   Complementary abilities

5.   Trust and mutual respect

6.   Adaptability to changes

7.   Constant learning and improving

8.   Regular result evaluation

9.   Open Communication

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Belbin team roles:

- Successful teams were comprised of members with different and compatible roles, while unsuccessful ones were characterized by constant conflicts between members with similar tendencies and personalities.

- Dr. Raymond Meredith Belbin's research produced several personality tests that enabled experts to determine if an individual will become a business superstar.

- Belbin defined nine possible team roles, which he categorized into three groups:

  ➢ ACTION-ORIENTED ROLES

  ➢ PEOPLE-ORIENTED ROLES

  ➢ THOUGHT-ORIENTED ROLES

Source of Reference: Moga R., Olic A., 2017, The big book of team culture.

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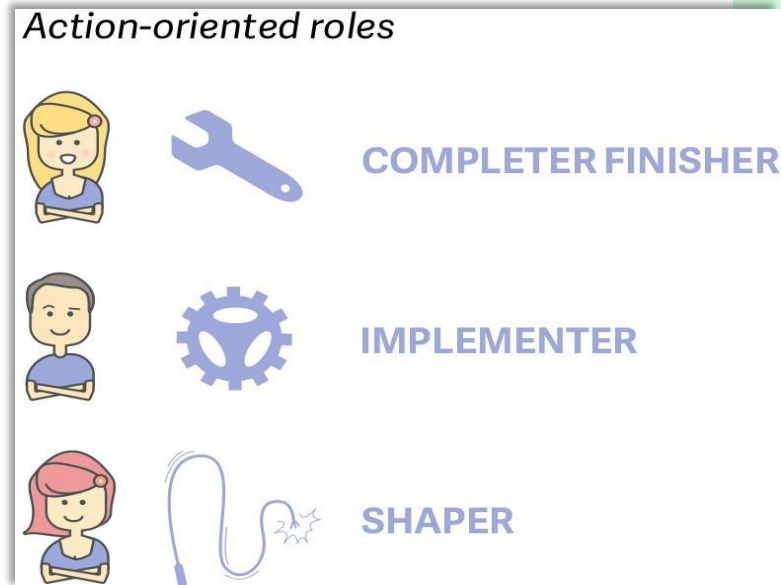
Belbin team roles:

- ACTION-ORIENTED ROLES

  ➢ Focus on improving team's performance, putting ideas into action, and meeting deadlines.

  ➢ The three action- oriented roles are:

    ❑ **Shaper** - extrovert that questions assumptions

    ❑ **Implementer** - brings self-discipline to the team

    ❑ **Completer Finisher** - pays attention to smallest details and makes sure things are done right

Action-oriented roles

COMPLETER FINISHER

IMPLEMENTER

SHAPER

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Belbin team roles:

- PEOPLE-ORIENTED ROLES

  ➢ People oriented roles bring people and ideas together.

  ➢ The three people oriented roles are:

    ❑ **Coordinator** - brings order into the team

    ❑ **Team worker** - provides support to the team in a diplomatic way

    ❑ **Resource Investigator** - develops outside contacts

People-oriented roles

RESOURCE INVESTIGATOR

TEAM WORKER

COORDINATOR

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Belbin team roles:

- THOUGHT-ORIENTED ROLES

  ➢ Thought oriented roles analyze options and provide technical expertise.

  ➢ The three cerebral roles are:

    ❑ **Plant** - comes up with innovative, ground-breaking solutions

    ❑ **Monitor evaluator** - assesses team decisions analytically and critically

    ❑ **Specialist** - experts in particular subject matter

Thought-oriented roles

SPECIALIST

MONITOR EVALUATOR

PLANT

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Belbin team roles:

Roles characteristics, contribution, and weaknesses

Roles	Characteristics	Strengths	Allowable weaknesses	Not-allowable weaknesses
ACTION-ORIENTED ROLES				
Shaper	Challenging Dynamic Thrives on pressure	Has the drive to overcome the pressure	Provokes others Hurts people's' feelings	Inability to recover situation with good humour or apology
Completer Finisher	Painstaking Conscientious Anxious	Searches out errors and omissions Delivers on time	Inclined to worry unduly Reluctant to delegate A nit-picker	Obsessional behaviour
Implementer	Disciplined Reliable Conservative Efficient	Turns ideas into practical solutions	Somewhat inflexible Slow to respond to new possibilities	Obstructing change
PEOPLE-ORIENTED ROLES				
Teamworker	Co-operative Mild Perceptive Diplomatic	Listens Builds Averts friction Calms the waters	Indecisive in crush situations Can be easily influenced	Avoiding situations that may entail pressure
Resource Investigator	Extrovert Enthusiastic Communicative	Explores opportunities Develops contacts	Over-optimistic Loses interest once initial enthusiasm has passed	Letting clients down by neglecting to follow-up arrangements
Coordinator	Mature Confident A good chairperson	Clarifies goals Promotes decision making Delegates well	Delegates personal work Inclination to laziness once someone takes over	Taking credit for the effort of a team
THOUGHT-ORIENTED ROLES				
Plant	Creative Imaginative Unorthodox	Solves difficult problems	Ignores details Too preoccupied to communicate effectively	Strong ownership of idea when co-operation with others would yield better results
Monitor Evaluator	Sober Strategic Discerning	Sees all options Judges accurately	Sceptic Lacks drive and ability to inspire others Overly critical	Cynicism without logic
Specialist	Single-minded Self-starting Dedicated	Provides knowledge and skills in rare supply	Contributes on only a narrow front Dwells on technicalities Overlooks the big picture	Ignoring factors outside own area of competence

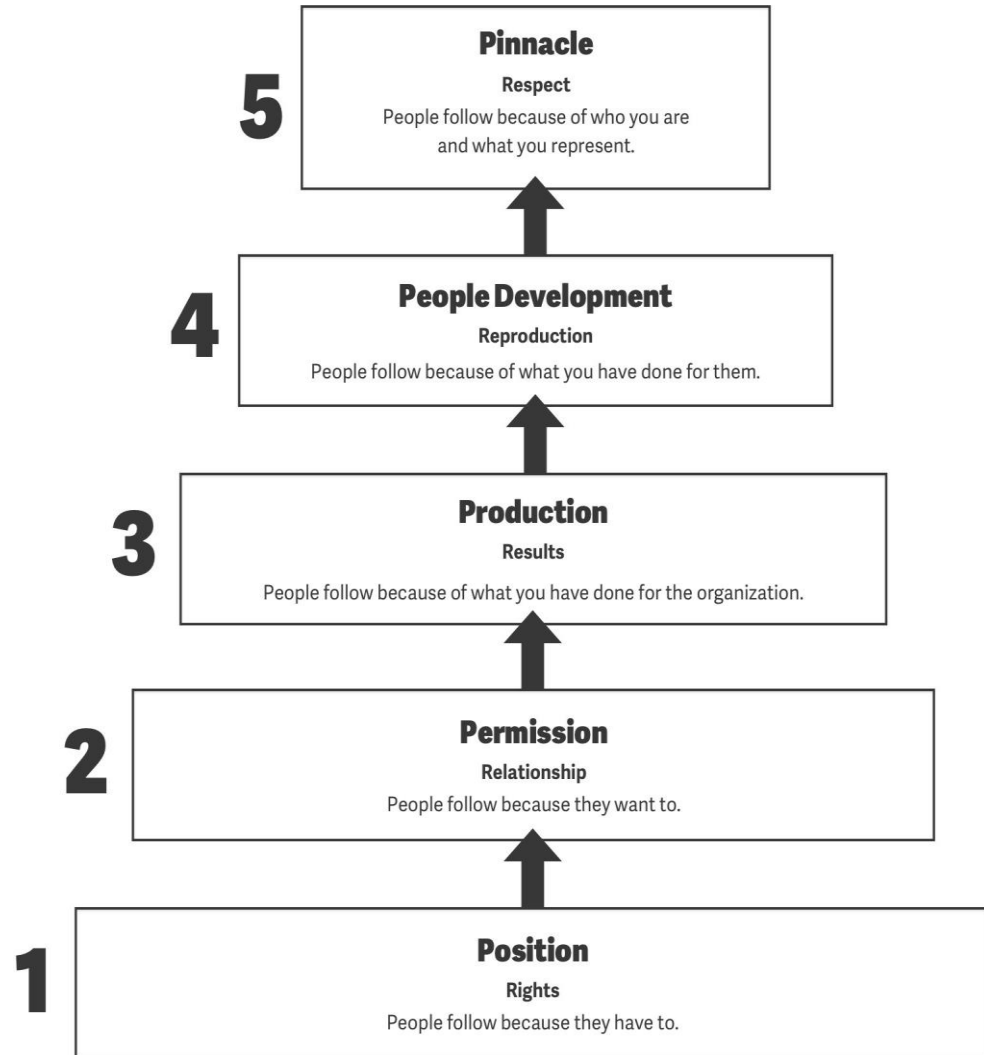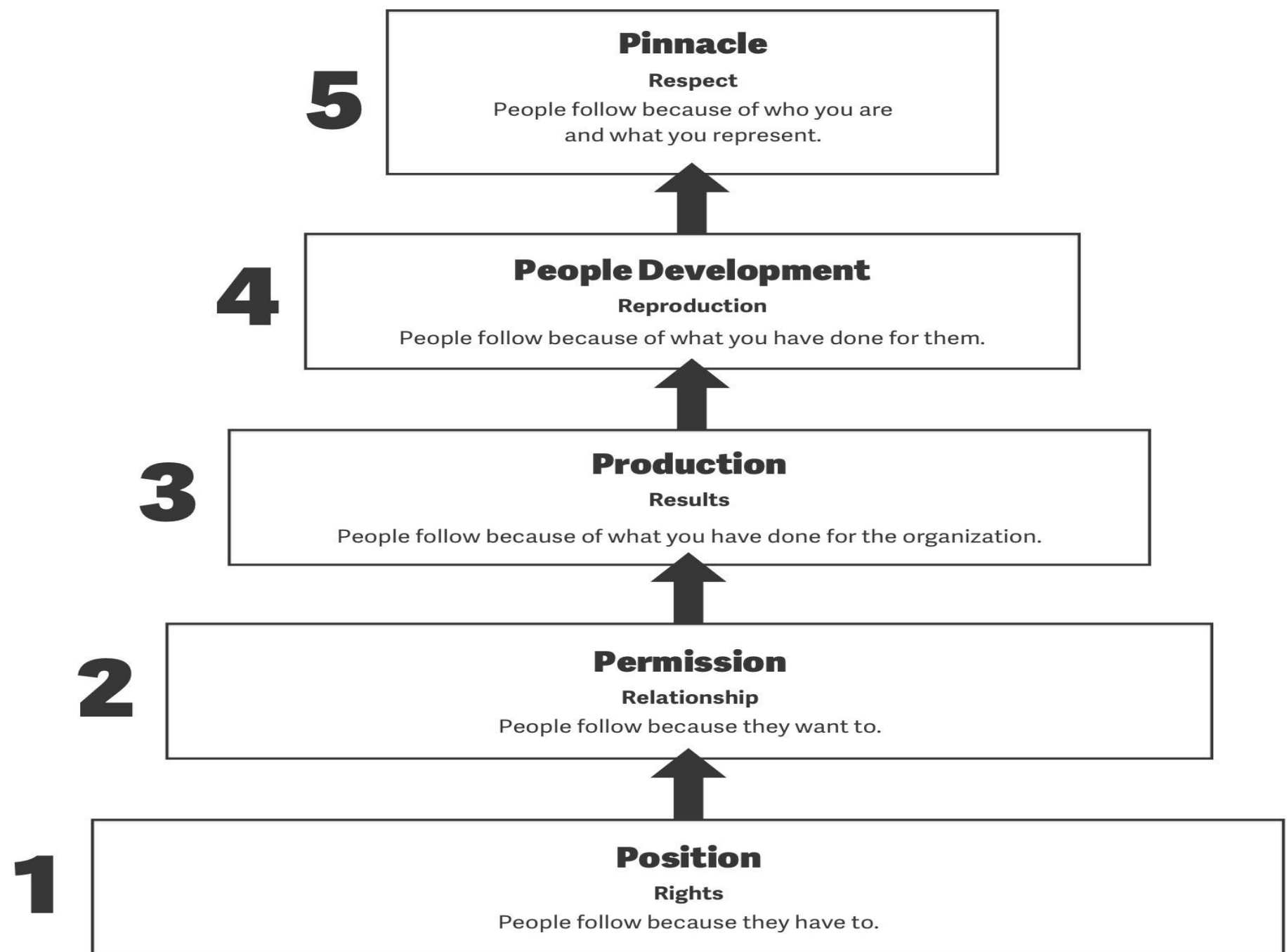Source of Reference: Moga R., Olic A., 2017, The big book of team culture.

Team Management and Leadership

7.2 Team Management and Leadership

5 levels of leadership

John Maxwell's 5 levels of leadership

5 **Pinnacle**

Respect

People follow because of who you are
and what you represent.

4 **People Development**

Reproduction

People follow because of what you have done for them.

3 **Production**

Results

People follow because of what you have done for the organization.

2 **Permission**

Relationship

People follow because they want to.

1 **Position**

Rights

People follow because they have to.

7.2 Team Management and Leadership

5 levels of leadership

- Level 1: Position

  - You achieve the first (and lowest) level of leadership simply by being placed in the position of power.

  - There is nothing wrong with being in the position of power. However, relying solely on it to have your team follow you is counter productive.

  - When you start handling your team as a newly appointed team leader, they will have no trust in you or your leadership abilities.

  - The only reason they will follow you is because they have to.

7.2 Team Management and Leadership

5 levels of leadership

- Level 2: Permission

  - ➢ The next step toward becoming a good team leader is building strong relationships with your team members.

  - ➢ Treating individuals as they have value, will develop positive influence, trust, and respect.

  - ➢ At level 2, your team will tacitly give you their 'permission' to lead them. Members will follow not only because you are their supervisor, but because they genuinely like you as a person.

7.2 Team Management and Leadership

5 levels of leadership

- Level 2: Permission

  ➢ When that happens, it is up to you to maintain that relationship with respect and consideration of your team's needs.

  ➢ Level 2 leaders are relational leaders: they listen closely, observe carefully, and are always learning.

  ➢ They also have a Servant- Leader attitude, which has proven to be essential for the further advancement of leadership skills.

7.2 Team Management and Leadership

5 levels of leadership

- Level 3: Production

    ➢ You've built mutual trust with team members, and things seem to fall into place. Now, it is time to get things done.

    ➢ You know you've reached level 3 leadership when you start using your influence and credibility to motivate your team to produce results.

    ➢ You have quite a few notches under your belt now, and your team knows it.

7.2 Team Management and Leadership

5 levels of leadership

- Level 3: Production

  ➢ They will no longer follow you just because they like you - they follow because of your track record and credibility.

  ➢ At this point, the snowball effect occurs: your previous accomplishments build upon themselves and become the base for further success.

  ➢ Morale will improve, projects will be completed properly and on time, and you will provide your team with a momentum to tackle every problem.

  ➢ Level 3 leaders shouldn't stop acting like level 2 leaders: you should remain the relational leader your team 'fell in love with,' but also start using new level 3 strategies.

Source of Reference: Moga R., Olic A., 2017, The big book of team culture.

7.2 Team Management and Leadership

5 levels of leadership

- Level 4: People Development

  ➤ At this level, you already have a high performing team that trusts you completely. Your primary goal as a leader now becomes 'reproduction': identifying and developing as many leaders as possible by investing in them and helping them grow.

  ➤ Furthermore, when you invest in new leaders, a bond of trust will be created between you and them. You will have an ally and someone you can always rely on.

7.2 Team Management and Leadership

5 levels of leadership

- Level 4: People Development

  ➢ The key to being a successful level 4 leader is in three simple steps:

    ❑ Recruit well - the better the person you bring in, the higher the odds they will contribute to team success;

    ❑ Position well - find out strengths of a potential leader and allow them to grow in that particular niche;

    ❑ Equip well - provide leader with means to success, through tutoring and training.

Source of Reference: Moga R., Olic A., 2017, The big book of team culture.

7.2 Team Management and Leadership

5 levels of leadership

- Level 5: Pinnacle

  ➢ People follow Pinnacle leaders because of who they are and what they represent. Fifth level leaders are rare.

  ➢ A number of true level 5 leaders in the world is really small.

  ➢ You can only reach 'level 5' if you are willing to invest your life in the lives of others for the greater good of the company.

  ➢ It requires constant learning on a personal level and continuous focus on developing new leaders.

7.2 Team Management and Leadership

5 levels of leadership

- Level 5: Pinnacle

  - Level 5 leaders develop Level 5 organizations and have access to opportunities other leaders don't.

  - They create legacy, while their leadership earns a positive reputation. Consequently, Pinnacle leaders often transcend their position, their organization, and sometimes their industry.

  - They become the person everyone in the world turn to for guidance.

7.2 Team Management and Leadership

Leadership Theories:

There are many theories about leadership developed by several persons/organizations. Few of these theories are given here:

- GREAT MAN THEORY

  ➤ The idea: Individual is born with characteristics of a leader.

    ❑ According to this theory, an individual cannot become nor learn how to be a leader - leaders are simply born that way.

Source of Reference: Moga R., Olic A., 2017, The big book of team culture.

7.2 Team Management and Leadership

❑ This means that you either ARE or AREN'T a leader.

❑ Factors such as your upbringing, education, and experience are only shaping your leadership abilities - they aren't responsible for making you a leader.

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Source of Reference: Moga R., Olic A., 2017, The big book of team culture.

7.2 Team Management and Leadership

Leadership Theories:

- TRAIT THEORY

  ➢ The idea: All leaders share common characteristics or "Traits".

    ❑ This theory focused on analyzing combinations of individual's mental, physical and social characteristics, with the goal to determine if leaders share certain combinations.

Source of Reference: Moga R., Olic A., 2017, The big book of team culture.

7.2 Team Management and Leadership

❏ Ambition and energy, honesty and integrity, self-confidence, intelligence, desire to lead, and job-relevant knowledge were all quite common among potential leaders.

❏ However, none of these traits, nor any particular combination of them, can guarantee that a leader will be successful.

Source of Reference: Moga R., Olic A., 2017, The big book of team culture.

7.2 Team Management and Leadership

Leadership Theories:

- BEHAVIOURAL THEORIES

    ➤ The idea: Person's actions, not personal characteristics, determine if someone is a leader.

    ❑ Unlike Trait theory, which focuses on what leaders are like, Behavioral theories try to focus on what leaders DO.

Source of Reference: Moga R., Olic A., 2017, The big book of team culture.

7.2 Team Management and Leadership

❑This new perspective made it possible for someone without necessary traits to become a leader simply by acting like one.

❑In other words, the Behavioral theory claims that leaders are made and developed, not born.

Source of Reference: Moga R., Olic A., 2017, The big book of team culture.

7.2 Team Management and Leadership

Leadership Theories:

- LEWIN'S FRAMEWORK

  ➢ The idea: Leader needs to know when to adapt a particular behavior.

    ❑ According to Kurt Lewin's research, conducted in the 1930s, there are three types of leaders:

      ✓ Autocratic leaders: they make decisions without consulting their team.

      ✓ Democratic leaders: they allow the team to provide input before deciding.

      ✓ Laissez-faire leaders: they don't interfere with team dynamics, and they allow members to make many decisions.

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7.2 Team Management and Leadership

❑ Even though many leaders usually belong to a certain type, Lewin claims that the very best leaders have an ability to adapt: they can use many different behavioral styles and choose the right style depending on the situation.

Source of Reference: Moga R., Olic A., 2017, The big book of team culture.
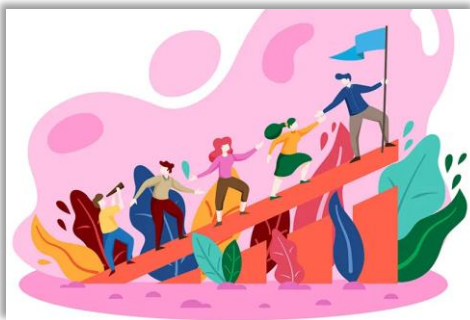
7.2 Team Management and Leadership

Leadership Theories:

- MICHIGAN LEADERSHIP STUDIES

  ➢ The idea: Employee-oriented leadership approach is better than production-oriented approach.

  ❏ Two broad leadership styles:

    ✓ Employee- oriented style (which focuses on interpersonal relations and needs of employees, and accepts individual differences),

    ✓ Production-oriented style (which focuses on technical aspects of the job and accomplishing group goals, and regards workers as a means to an end).

Source of Reference: Moga R., Olic A., 2017, The big book of team culture.

7.2 Team Management and Leadership

The difference between leadership and management

- Even though leadership and management (as well as leaders and managers) are often used as interchangeable terms, the way these two approaches affect team culture, workflow process and overall results can prove to be contradictory.

Source of Reference: Moga R., Olic A., 2017, The big book of team culture.

7.2 Team Management and Leadership

- There are 6 key differences between leadership and management:

	Leadership	Management
Is about...	Leading people by encouraging them	Just a process of managing acti
Based on...	Trust of followers	Subordinate control
Focused on...	Long-term goals	Short-term goals
Relies on...	Principles and guidelines	Policies and procedures
Results in...	Change	Stability
Strategy style...	Proactive	Reactive

Source of Reference: Moga R., Olic A., 2017, The big book of team culture.

7.2 Team Management and Leadership

Behaviors of non-effective leadership:

- Non-effective leaders constantly try to improve themselves, but despite their best efforts, they still tend to show some detrimental behavior.

  ➢ Complaining and gossiping

    ❑ Constantly criticizing a fellow (team) leader says a lot about a person's character.

  ➢ Volatility of emotions

    ❑ True leader knows how to control and express their emotions positively and productively. They have social and self-awareness to know when any given situation requires restraint, silence or confrontation.

7.2 Team Management and Leadership

➢Trying to be friends with everyone

❑Having your team consider you as friend rather than their superior will make your life difficult in the long run.

➢Micromanaging

❑Poking and probing into everyone's daily routine, tasks and duties can be beneficial in early stages of team forming, but at later stages this behavior becomes unacceptable.

Source of Reference: Moga R., Olic A., 2017, The big book of team culture.

7.2 Team Management and Leadership

Team management skills, challenges, and mindset:

- Calamity is the foundation for rational decisions

  ➤ Patience, the ability to see the big picture, good judgment of character, and keen observational skills are just some of the characteristics that make a good leader.

- Take interest into your team's personal preferences

  ➤ Take the time to get to know your team, figure out what drives them, what motivates them and how they prefer to communicate.

- Make right, not popular decisions

  ➤ Popular decisions are not necessarily the best ones. True leaders will make the tough call, even when their decisions are heavily frowned upon.

7.2 Team Management and Leadership

Team management skills, challenges, and mindset cont…..:

- Don't doubt yourself

  ➢ A solid leader needs a set of good problem-solving skills, the ability to define tasks and set clear goals for their team. Also, they provide clear vision and work their pants off for the team.

  ➢ However, confidence is the key prerequisite for a successful leader

- Share the mistakes you've made

  ➢ Lecturing someone publicly is never a good move. Being a good leader means treating your team the way you'd like to be treated.

7.2 Team Management and Leadership

Team management skills, challenges, and mindset cont…

- Learn from previous mistakes

  ➢ Every mistake is a valuable lesson in disguise. Team leaders become successful only once they become fully aware of what ineffective team leading is.

  ➢ That way they can learn both from their own mistakes, as well as mistakes of their previous bosses, becoming better leaders in the process.

- Communicate carefully

  ➢ It doesn't matter if your team is dispersed across the globe - a true leader makes members feel like they are working right next to one another.

  ➢ Members need to respect the leader, but only if the leader maintains a delicate balance of humility and authority.

Source of Reference: Moga R., Olic A., 2017, The big book of team culture.

7.2 Team Management and Leadership

Team management skills, challenges, and mindset cont…

- Being an expert doesn't make you a leader

  ➢ The most important skill a tech industry leader needs to have is to be an excellent engineer with an ability to delegate.

- Adjust your approach to suit each member

  ➢ Each leader who takes on a new team should take some time to get to know each member as an individual.

- True team leaders are all-rounders

  ➢ Being a good team leader is like solving a puzzle - to get a proper effect, a lot of smaller pieces need to fit in.

Building Team Culture

7.3 Building Team Culture

How to create organizational culture

- Even though it is all around us, and it determines how employees experience day-to-day life at their companies, it is very difficult to define "organizational culture".

- However, having one is essential: it prevents organizational chaos, it provides people with a sense of security and creates a base for further company growth.

Source of Reference: Moga R., Olic A., 2017, The big book of team culture.

7.3 Building Team Culture

How to create organizational culture

- Create successful business before the cozy culture

  ➢ Having a great organizational culture can be a huge competitive advantage. But there is no point in worrying about which espresso machine your employees would like the most if your business cannot afford one.

- Hire with your organizational culture at mind

  ➢ Should you hire individuals who fit into your company culture, should you adapt company culture as team dynamics changes, or do you hire just about anyone and wait until they fit in - if they ever fit in.

Source of Reference: Moga R., Olic A., 2017, The big book of team culture.

7.3 Building Team Culture

How to create organizational culture

- Set organizational culture at the beginning, and stick to it

  ➢ After you've laid the foundation of successful business and hired the right people, it is time to chose: either you set ground rules and stick with them for the years to come, or you adapt as employees, time and trends change.

- Adapt organizational culture as you go along

  ➢ Some companies have determined their organizational culture at the very beginning - others, on the other hand, have shaped and have been developing their culture over extended periods of time.

Source of Reference: Moga R., Olic A., 2017, The big book of team culture.

7.3 Building Team Culture

How to create organizational culture

- Organizational culture is about making your employees feel safe

  ➢ As often stated, there is no prosperity without taking risks. But if your employees are more afraid of potential consequences of a failure than interested in benefits of an experiment, no one will take any risks.

- No two organizational cultures are exactly the same

  ➢ New employees, especially those who switched from another company, will be uncertain about the way "things are done," "who's the man" and "what's frowned upon" at the new company. Some of them will abide by rules of their former employers, while others will try to remain as neutral as possible.
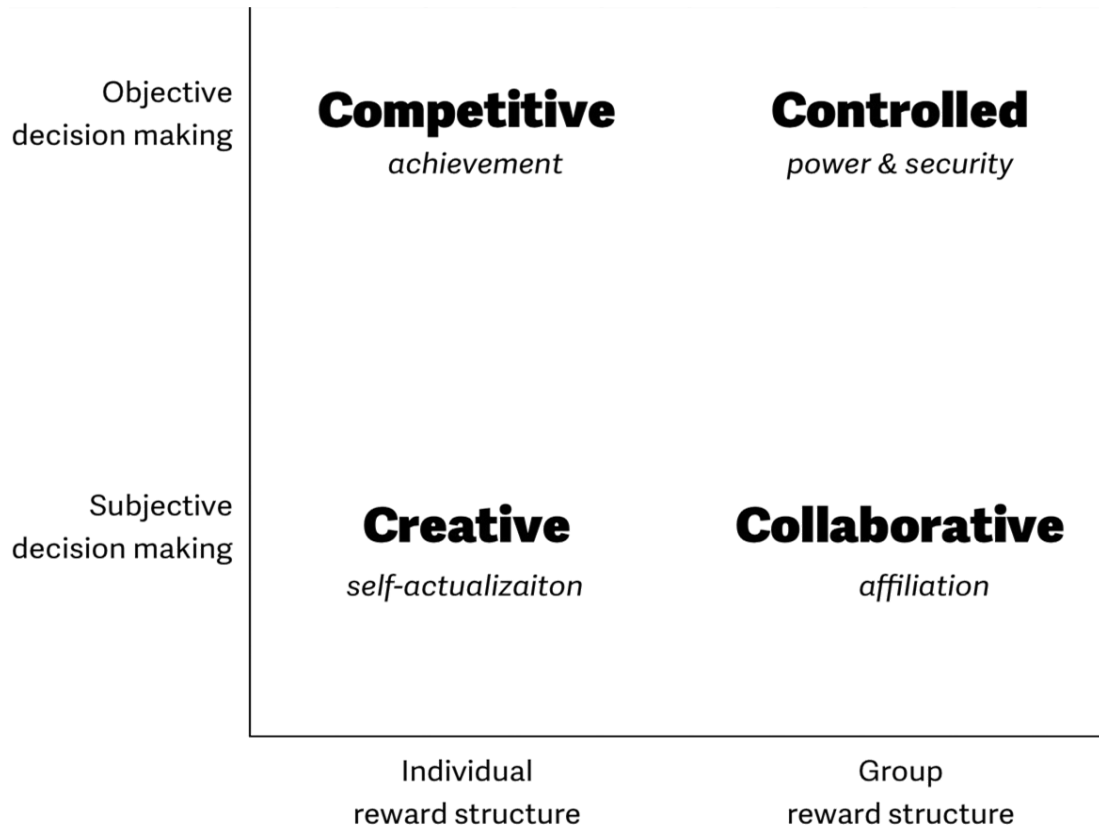
7.3 Building Team Culture

How to create organizational culture

- Implementing organizational culture takes time

  ➢ Like any other complicated process, implementing organizational culture is a slow and tedious task. However, it will reward you tenfold - if done properly.

- Ideally, good organizational culture will make colleagues feel like a family

7.3 Building Team Culture

Types of organizational culture

Objective decision making

Competitive
achievement

Controlled
power & security

Subjective decision making

Creative
self-actualizaiton

Collaborative
affiliation

Individual reward structure

Group reward structure

Four types of company culture

7.3 Building Team Culture

Types of organizational culture

- Creative company culture

  - This culture is all about self-expression.

  - This means that leaders allow their employees to utilize their creativity, and encourage "out-of-the-box" thinking.

  - This fluid organizational structure is aligned around self-organizing teams and collaborative project groups.

  - As these companies focus on research and development and professional services, the main goal is to beat the competition by using innovations.

  - Their business owners are not viewed as "traditional" CEOs, but as entrepreneurs and even visionaries.

Source of Reference: Moga R., Olic A., 2017, The big book of team culture.

7.3 Building Team Culture

Types of organizational culture

- Collaborative company culture

  - This type of organizational culture relies heavily on teamwork, consensus and decision-making based on a shared view of desired results.

  - The main differences between "collaborative" and "creative" companies are that the former value trustworthiness and teamwork above creativity and aggressiveness.

  - Here, the focus is on marketing and customer service as these companies often regard user satisfaction as a success metric.

7.3 Building Team Culture

Types of organizational culture

- Competitive company culture

    ➢ For companies that nurture this type of culture, winning is everything.

    ➢ Based on sales and product development, it is the perfect environment for capable and cunning poachers - individual achievements are valued more than teamwork itself.

    ➢ It is all about succeeding. So companies that cultivate "competitive culture" will rely on tiger teams which are expected to achieve specific goals efficiently.

    ➢ Their leaders are focused on beating the competition and are driven by personal and team achievements.

7.3 Building Team Culture

Types of organizational culture

- Controlled company culture
  - ➢ Controlled culture requires order and alignment based on clear data-driven goals and objectives.
  - ➢ Often focused on finance or manufacturing, companies that opted for this kind of culture rely heavily on annual business plans and key performance measurements.
  - ➢ Additionally, they use quarterly improvement metrics and benchmarks to determine if the business is heading in the right direction.
  - ➢ Finally, company leaders create top-down reporting structure based on the hierarchy.

7.3 Building Team Culture

Team culture and its impact on team performance

- Creative culture

  ➢ Creative culture is perfect for smaller tech-industry businesses that rely heavily on agile frameworks. It is all about moving fast and breaking things development.

- Collaborative culture

  ➢ Collaborative culture isn't really for start-ups, but more for scale- ups which strive towards becoming an enterprise. Implementation of this culture implies a larger workforce, as well as the need to keep all employees involved in the process.

7.3 Building Team Culture

- Competitive culture

  ➢ Competitive culture is for companies that are focused on individual results first, so encouraging "the team" to handle things may not be the best option. This is one of those cases when using a group instead of a team might be a good idea.

- Controlled culture

  ➢ Controlled culture is meant for established enterprises that value highly structured and organized teams, which tend to follow the rules to the letter. Most of the time, they will utilize functional and operational teams as these have proven to provide the most stability to the already rigid culture.

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Avoiding Team Conflicts

7.4 Avoiding Team Conflicts

Why misunderstandings happen?

- Misunderstandings happen because there's a big drop off between the sender and the receiver.

- When you send a message, it goes through a lot of processes and its original meaning gets lost.

- To make sure there's no misunderstanding, keep in mind how the communication actually works.

How the message looses its meaning during communication
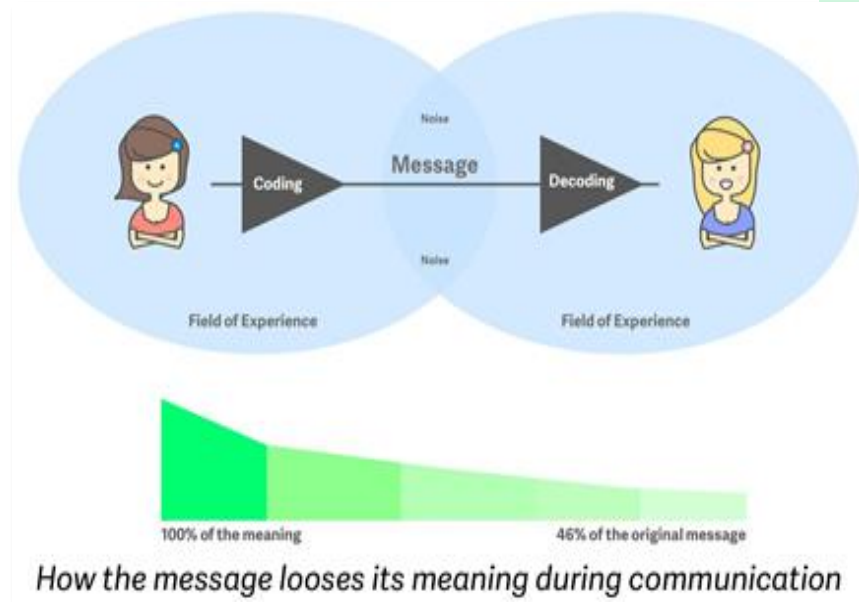
7.4 Avoiding Team Conflicts

Conflict management – for Managers

- If done properly, conflict management can put one of the conflicted parties in the position of power, allowing them to "attack" and "withdraw" at proper times, thus keeping them in the control of the entire process.

- However, for managers, the true purpose of conflict management is to find a solution that will prevent conflicts within the team altogether.

- Before they choose the way to handle conflict, managers are advised to create a "conflict roadmap."
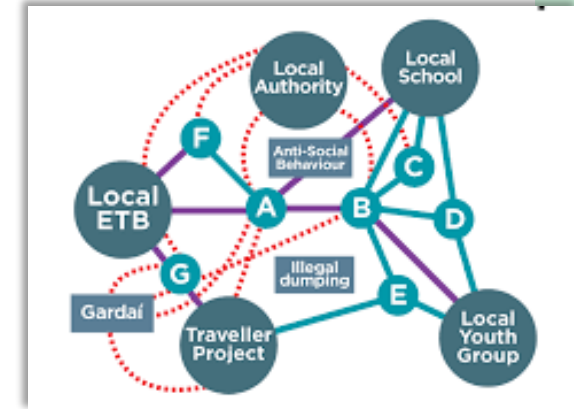
Source of Reference: Moga R., Olic A., 2017, The big book of team culture.

7.4 Avoiding Team Conflicts

Conflict management – for Managers

- Conflict Roadmap

  - **Conflict Context:** Gather information about the history of the conflict and its physical and organizational settings. Note why and where it happened, and what the argument actually is about.

  - **Involved Parties:** There are three party levels: primary parties (who oppose one another and have direct stake in the outcome); secondary parties (allies and sympathizers of primary parties, who have indirect stake in the outcome); and third parties (usually mediators, with no stake in the outcome).

7.4 Avoiding Team Conflicts

Conflict management – for Managers

- Conflict Roadmap

  - **Causes and Consequences:** As a conflict emerges, cause and consequence tend to blend. Causes of conflict are different and can vary from hostility, interests incompatibility to cultural and language differences.

  - **Goals and Interests:** "Goals" are acknowledged objectives of conflicted parties, while "interests" are what motivates the parties. By mapping out the conflict, you can help opposing sides distinguish their "goals" from their true "interests". This will enable them to understand each other better and unify all their goals and interests.

Source of Reference: Moga R., Olic A., 2017, The big book of team culture.

7.4 Avoiding Team Conflicts

Conflict management – for Managers

- Conflict Roadmap

  ➢ **Dynamics:** Fact of the matter is: conflict is constantly moving and changing - usually for the worse. Different conflict dynamics require different approaches

  ➢ **Functions:** List all positive consequences of the conflict, for all opposing parties. If a manager is aware of all potential positive outcomes and results, they may find alternative ways to produce them.

7.4 Avoiding Team Conflicts

Conflict management – for Managers

- Conflict Roadmap

  ➢ **Regulation Potential:** How to handle conflict at hand? Should you try to resolve it by yourself, or maybe introduce a mediator? When thinking about the regulation potential (or the way conflict should be handled), focus on "limiting factors". There are two types of limiting factors: Internal (such as the simple wish of the parties to maintain their relationship); and external (such as law or higher authority that might be introduced)

Source of Reference: Moga R., Olic A., 2017, The big book of team culture.

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7.4 Avoiding Team Conflicts

Conflict management – for Managers

- According to the paper entitled Constructive Conflict by Mary Parker Follet, there are three ways managers can handle conflict:

  1. **Dominance** - the manager uses force and position of power to resolve the conflict, usually allowing one side to win. Even though this approach is very effective short-term, it can prove to be highly counterproductive in the long run.

  2. **Compromise** - finding the middle ground, the manager has all conflicted parties give up on something for the sake of conflict resolution. This approach often leaves many participants unsatisfied, as they had to give up something they considered valuable.

7.4 Avoiding Team Conflicts
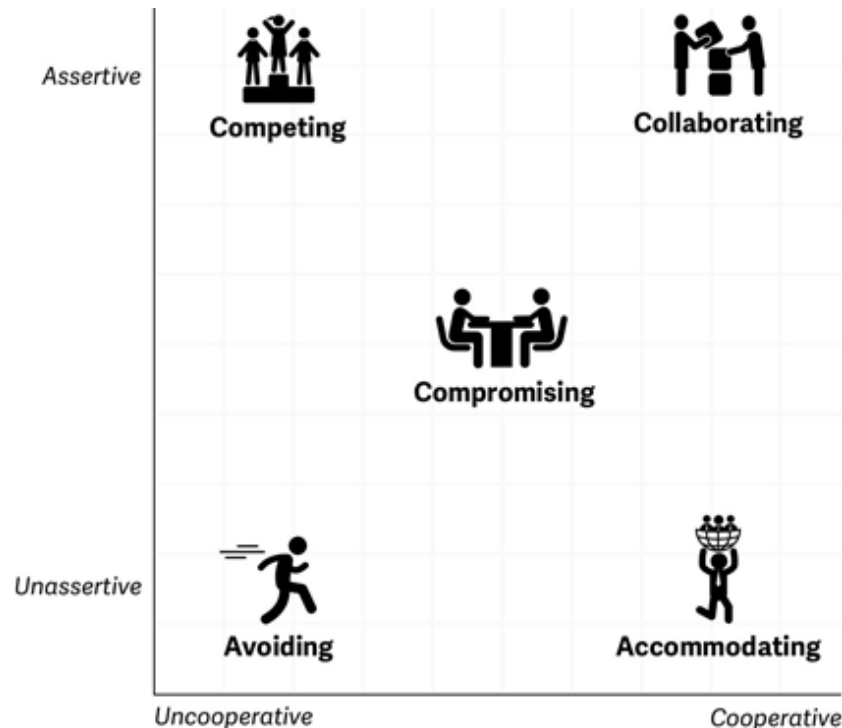
Conflict management – for Managers

3. **Integration** - manager tries to incorporate fundamental desires or interests of all sides into the solution. Even though it sounds great, implementing this approach is a challenging and time-consuming task which can be realized to the fullest only on rare occasions.

7.4 Avoiding Team Conflicts

Conflict management – for Members

- Kenneth Thomas and his colleague Ralph Kilmann in the 1970's helped them identify five styles in which different individuals handle conflict.

7.4 Avoiding Team Conflicts

Conflict management – for Members

- Avoiding (both lose)

  ➢ This is probably the worst approach to handling conflict because it all boils down to avoiding it altogether.

  ➢ Individuals that use this approach tend to accept decisions and requests of their supervisors without question, and often delegate difficult decisions and tasks (if they ever find themselves in the position of power).

  ➢ Essentially, this utterly unassertive and uncooperative approach benefits no one as none of the parties included gets what they want. And even though this passive approach can be useful on rare occasions, try to avoid it.

Source of Reference: Moga R., Olic A., 2017, The big book of team culture.

7.4 Avoiding Team Conflicts

Conflict management – for Members

- Avoiding (both lose)

    ➢ Good if:

        ❑ There are a lot of stirred emotions about an insignificant issue;

        ❑ The solution is on the horizon and conflict will inevitably resolve itself;

    ➢ Bad if:

        ❑ There is a real danger of the conflict escalating;

        ❑ The issue in question is of major importance for your team;

7.4 Avoiding Team Conflicts

Conflict management – for Members

- Accommodating (one win, one lose)

  ➢ While "Avoidance" is a tendency to keep status quo, "Accommodating" relies on satisfying the needs of others, at the expense of your own.

  ➢ Individuals who lean toward this approach tend to be either very indulgent or have a high empathy. "Accommodating" approach can be beneficial in certain situations but is ultimately regarded as very ineffective.

7.4 Avoiding Team Conflicts

Conflict management – for Members

- Accommodating (one win, one lose)

  ➢ Good if:

    - Staying on good terms with your teammate is more important than winning;

    - The issue at hand means more to the other party than to yourself;

  ➢ Bad if:

    - Accommodating the other party will NOT solve the problem;

    - If the issue is important to you;

Source of Reference: Moga R., Olic A., 2017, The big book of team culture.

7.4 Avoiding Team Conflicts

Conflict management – for Members

- Compromising (nobody wins, nobody loses)

  ➢ By compromising, you don't win, but you get to resolve conflict quickly, without losing much. This approach requires both sides to give up something so they can gain something - and usually, nobody is happy with what they get. Similarly to "Avoiding" and "Accommodating", this approach is precious in certain situations.

7.4 Avoiding Team Conflicts

Conflict management – for Members

- Compromising (nobody wins, nobody loses)

  ➤ Good if:

    - There is a clash of equal powers (same level managers of two different teams);

    - Time is important but not crucial;

    - Resolving the conflict is more important than winning;

  ➤ Bad if:

    - If one party has more influence than the other;

    - There are a lot of different needs that need to be satisfied;

    - The situation is extremely urgent, and further quarreling can harm solution's effectiveness;

Source of Reference: Moga R., Olic A., 2017, The big book of team culture.

7.4 Avoiding Team Conflicts

Conflict management – for Members

- Competing (one win, one lose)

  ➢ Unlike "Accommodating", with the "Competing" approach, you take a firm stand on the topic at hand and do your best to force your way. You can do this by either using strong arguments or relying on a position of power to get what you want.

  ➢ Individuals who use this approach are usually influential, stubborn, loud and with a lot of credibility within the company. They see each conflict as "a battle for dominance" and can be very aggressive during discussions.

7.4 Avoiding Team Conflicts

Conflict management – for Members

- Competing (one win, one lose)

  ➢ Although this technique is excellent when you want your team to make urgent and unpopular decisions, this approach has more than just few downsides.

  ➢ Any man who must say "I am the king" is no true king. - Tywin Lannister.

Source of Reference: Moga R., Olic A., 2017, The big book of team culture.

7.4 Avoiding Team Conflicts

Conflict management – for Members

- Competing (one win, one lose)

  ➢ Good if:

    ❑ You need to make urgent decisions

    ❑ There is a need for making an unpopular decision;

    ❑ You feel that someone is trying to hassle you and take advantage of the situation;

  ➢ Bad if:

    ❑ Decision at question is not urgent;

    ❑ Another party loses much more than you gain;

    ❑ You rely on buying-in other members;

7.4 Avoiding Team Conflicts

Conflict management – for Members

- Collaborating (both win)

  ➢ "Collaborating" approach is the pinnacle of conflict handling, being both assertive and cooperative. It requires high emotional intelligence of all participants and willingness to come up with unique win-win solutions. However, this type of solution demands not only time but emotional detachment and rational thinking as well, which is hardly achievable during intense conflicts. Therefore "Collaborating" is somewhat difficult to realize.

Source of Reference: Moga R., Olic A., 2017, The big book of team culture.

7.4 Avoiding Team Conflicts

Conflict management – for Members

- Collaborating (both win)

  ➤ Good if:

    ❑ The situation is not urgent, but requires immediate attention;

    ❑ Decision is important and influences all involved parties heavily;

    ❑ Decision impacts people other than the ones involved in the conflict;

    ❑ All previous conflict resolution attempts failed;

  ➤ Bad if:

    ❑ Making the decision is urgent;

    ❑ Involved parties do not care about the matter at hand.

7.4 Avoiding Team Conflicts

Resolving the conflict

- The best kind of conflict is a productive one.

- However, if your team is unable to maintain constructive conflict, preventing confrontation altogether would be the best move to make.

- By managing conflicts skillfully, you can:

  ➢ gain cooperation from team members

  ➢ improve performance and productivity,

  ➢ reduce stress and preserve the integrity,

  ➢ improve relationships and teamwork,

  ➢ increase staff morale

Collaboration tools

7.5 Collaboration Tools

7.5.1 Software Version Management and Collaboration

- Version control

  - A system that records changes to a file or set of files over time so that you can recall specific versions later.

  - A Version Control System (VCS) is a very wise thing to use.

  - It allows you to revert files to a previous state, revert the entire project to a previous state, compare changes over time, see who last modified something that might be causing a problem, who introduced an issue and when, and more.

  - Using a VCS also generally means that if you screw things up or lose files, you can easily recover.

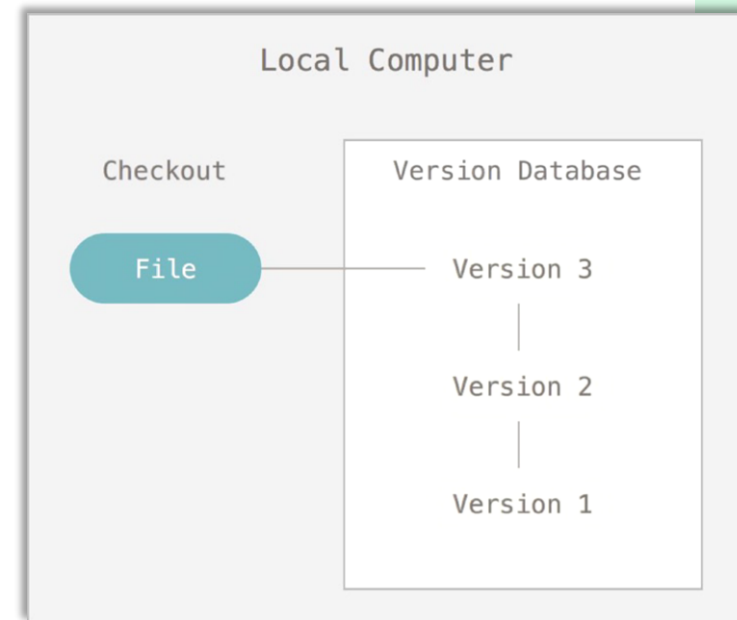 - In addition, you get all this for very little overhead.

Source of Reference: Chacon, S. and Straub, B., (2014). Pro git - Springer Nature.

7.5 Collaboration Tools

7.5.1 Software Version Management and Collaboration

- Local Version Control Systems

  ➢ Had a simple database that kept all the changes to files under revision control.

  ➢ One of the more popular VCS tools was a system called RCS.

  ➢ RCS works by keeping patch sets (that is, the differences between files) in a special format on disk.

 ➢ It can re-create what any file looked like at any point in time by adding up all the patches.

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7.5 Collaboration Tools

7.5.1 Software Version Management and Collaboration

- Centralized Version Control Systems

  - ➤ Have a single server that contains all the versioned files, and a number of clients that check out files from that central place.

  - ➤ For many years, this has been the standard for version control.

  - ➤ CVS, Subversion, and Perforce.

  - ➤ Everyone knows to a certain degree what everyone else on the project is doing.

  - ➤ Far easier to administer a CVCS than it is to deal with local databases on every client.
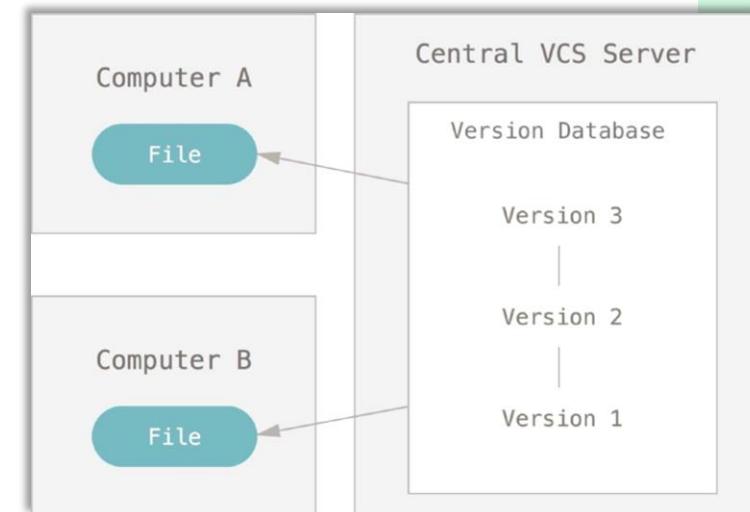
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7.5 Collaboration Tools

7.5.1 Software Version Management and Collaboration

- Distributed Version Control Systems

  ➢ Clients don't just check out the latest snapshot of the files—they fully mirror the repository.

  ➢ Thus if any server dies, and these systems were collaborating via it, any of the client repositories can be copied back up to the server to restore it.

  ➢ Every checkout is really a full backup of all the data.

  ➢ [Git](#), [Mercurial](#), [Bazaar](#), or [Darcs](#).
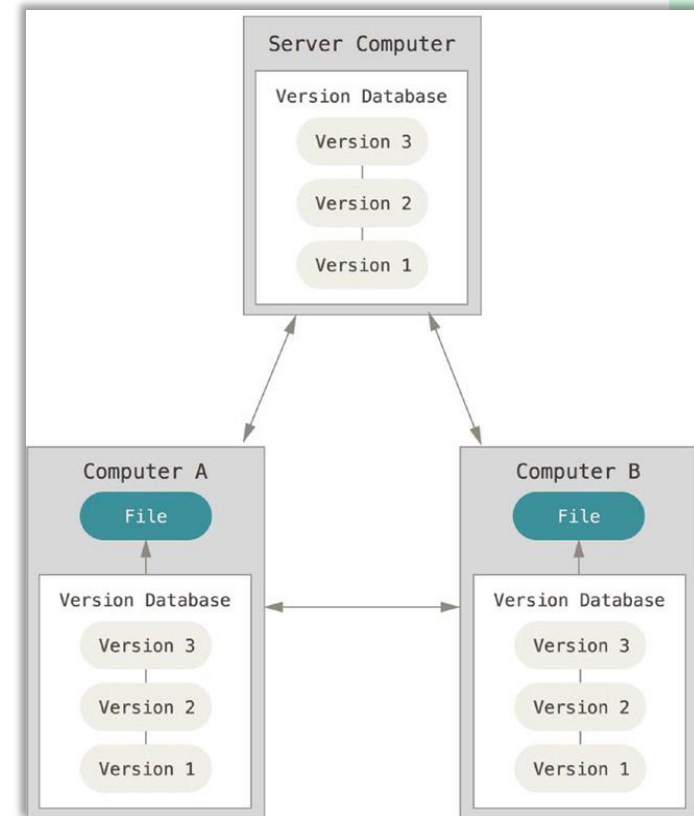
Source of Reference: Chacon, S. and Straub, B., (2014). Pro git - Springer Nature.

7.5 Collaboration Tools

7.5.1 Software Version Management and Collaboration

- Practical Application: GIT Version Control

  ➢ Refer "*Chacon, S. and Straub, B., (2014)*. **Pro git - Springer Nature**" to and familiarize yourself with GIT version control.

7.5 Collaboration Tools

7.5.2 Online Collaboration Concepts and Tools

- Online collaboration has risen to great prominence in recent years, especially with the rise of social networking, with its emphasis on user-generated content; and virtual technologies.

- Information and Communication Technology (ICT) can support and promote online collaboration.

- The main types of services and tools supporting online collaboration include:

7.5 Collaboration Tools

7.5.2 Online Collaboration Concepts and Tools

➢ Services

❑ Cloud computing

❑ Mobile technology

➢ Tools

❑ Productivity applications

❑ Social media

❑ Online calendars

❑ Online meetings

❑ Online learning environments

7.5 Collaboration Tools

7.5.2 Online Collaboration Concepts and Tools

- You have been involved in online collaboration if you have ever:

  ➢ Replied to an email

  ➢ Reacted to something on Facebook.

  ➢ Tweeted or Retweeted

  ➢ Shared something

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7.5.2 Online Collaboration Concepts and Tools

- Key Characteristics of Online Collaborative Tools.

  ➢ **Multiple users** – can access, work, and contribute on the same document or projects.

  ➢ **Real time** – responses, editing and updates are shown immediately, thus saving time for all involved.

  ➢ **Global reach** – As long as there is Internet connection, almost all the available online collaboration tools can be accessed from any location. Dispersal of information globally is also greatly enhanced.

  ➢ **Concurrent access** – concurrent multiple uses access allows for faster editing and decision making on tasks.

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- Benefits of Using online Collaborative Tools

  ➢ Shared files and Calendars –

    ❑ Web-based file management and collaboration platforms offer the freedom to access stored documents no matter where they happen to be.

    ❑ The tools have a variety of tracking capabilities that make it easy for users to see the evolution of shared files and scheduling tasks, from tracking who made the latest changes to a document, to how the document was before the changes, to tagging a colleague to review the document.

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- Benefits of Using online Collaborative Tools

  ➢ Reduced travel expense –

    ❑ Co-workers in different counties or even countries can easily work together on the same project, help in organizations put together the best possible team for a project, regardless of employees' various locations.

    ❑ This saves a lot of monetary resources for an organization when arranging for meetings, training, or reviews.

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- Benefits of Using online Collaborative Tools

    ➢ Ease of communication –

    ❑ Collaboration raises the communication level among the team members, groups, or organizations, thereby leading to a better understanding and tolerance of others on a more personal and professional level.

    ❑ With improved communications come more reliable information, which can be attributed to the variety of tools available.

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- Benefits of Using online Collaborative Tools

  ➤ Enhanced teamwork –

    ❑ When there is teamwork and collaboration there is an increase in productivity, as members work together while having their individual interests heard.

    ❑ When people work as a team to collaborate, they combine their knowledge with their resources and sills to reach overall goals.

  ➤ Global access –

    ❑ As long as there is an Internet connection, users can be working remotely from anywhere in the world. This means that it is possible for a team to be completely dispersed while still working in an organized way.

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- Risks Associated with Using Online Collaborative Tools

  ➢ Unauthorized access to shared files –

    ❑ It is essential to protect documents and the information they contain from improper disclosure to unauthorized parties, especially when files are share across the extended enterprise.

    ❑ This requires strong authentication and access controls to ensure that only the right people can see the information.

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- Risks Associated with Using Online Collaborative Tools

  ➢ Insufficient management of version control –

    ❑ While many may have legitimate access needs to see and review files, not everyone needs the ability to change them.

    ❑ Access and version controls must be enforced to ensure that only the right people can make changes to the information to protect the integrity of the information in the files.

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- Risks Associated with Using Online Collaborative Tools

  ➢ Providing access while protecting confidentiality and integrity of electronic files requires that there be a robust audit trail to understand who did what to a file and when. Organizations need the ability to track what happens to a file as well as the information contained within it.

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- Risks Associated with Using Online Collaborative Tools

  ➢ Malware threats –

    ❑ Malware is short for malicious software and is an umbrella term used to refer to viruses, worms, Trojans, adware, and other forms of malicious code.

    ❑ It is designed to disrupt computer operation, gather sensitive information, or gain unauthorized access to computer systems.

  ➢ Identity or data theft –

    ❑ Identity theft is a method of stealing someone's personal information and pretending to be them by assuming that person's identity, typically to access resources or obtain credit and other benefits in that person's name.

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- Risks Associated with Using Online Collaborative Tools

  ➢ Data theft is the illegal access (reading, editing, or copying) of data without the data owner's authorization.

  ➢ Service Interruptions –

    ❑ Internal and external network and server downtime can impact on the availability of collaborative tools.

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- Importance of Intellectual Property Rights

  ➢ Technology licensing and collaboration can put intellectual property at risk through intentional or inadvertent exposure.

  ➢ The ownership copyrights, trademarks, patents, and products must be protected to prevent theft, misuse, and illegal financial gains.

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7.5 Collaboration Tools

7.5.2 Online Collaboration Concepts and Tools

- Understand common setup features

  ➢ A successful online collaboration tool needs to be easy to use and setup.

  ➢ It also needs to be secure and to have the features that will fit your purposes.

  ➢ The three most sought after features in collaboration tools are:

      ❑ **Group connections** – helps you keep in touch with your group on a frequent basis.

7.5 Collaboration Tools

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❑ **Communications services** – Essential in collaboration tools, although it will vary from one tool to another. The best bet is to have several alternatives to choose from, whether it is chat/IM, email, or video conferencing.

❑ **Document libraries** – are needed to store product literature, presentations, meeting notes, policies, and so on. Organizations with up-to-date documentation will give you knowledge resources to help in your job.

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7.5.2 Online Collaboration Concepts and Tools

- Additional Applications and Plug-ins

  - Additional applications and plug-ins may need to be installed to use certain online collaborative tools. A plug-in is a small program need by the collaborative tools to function.

  - Examples of additional applications and plug-ins include:

    - Java

    - Microsoft Silverlight

    - Internet browsers such as Google Chrome or Mozilla Firefox

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- Common Equipment Used to Support Online Collaboration

  ➢ Webcam

  ❑ A video camera connected to the computer that transmits video feeds.

  ❑ Most modern laptops come with a built-in video camera.

  ➢ Microphone

  ❑ A microphone is used to convert sound, such as speech, to a digital signal. Generally, laptops have a built-in microphone.

  ➢ Speakers

  ❑ Computer speakers, or multimedia speakers, are used to play digital audio so that it can be heard.

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- Firewall Restrictions

  ➢ Firewalls are a key part of keeping networked computers safe and secure.

  ➢ A network's firewall builds a bridge between the internal network or a computer it protects and, usually, an external network if it is secure and trusted. Firewall restrictions may cause accessibility issue for users of collaborative tools.

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- Online Communication Tools

  ➢ Effective communication is a key to success, whether in a physical environment or a virtual environment.

  ➢ However, maintaining online communication with not one, but over twenty participants is undoubtedly challenging.

  ➢ Communication platforms help overcome it; they enable communication with larger groups, with video conferencing, instant messaging, audio calls, virtual rooms, and more, with any device and from anywhere.

7.5 Collaboration Tools

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- Online Communication Tools

  ➤ Some of the tools in demand are,

    ❑ Zoom

    ❑ MS Teams

    ❑ Skype

    ❑ Google Meet

7.5 Collaboration Tools

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- Online Whiteboards

  ➢ Online whiteboards or digital whiteboards help emulate the classroom whiteboard/ blackboard experience with the students.

  ➢ Most of these tools offer an infinite canvas with shape libraries for creating different types of diagrams, charts, graphs, and other visualization purposes (i.e. creating posters, graphic organizers, etc.).

7.5 Collaboration Tools

7.5.2 Online Collaboration Concepts and Tools

- Work Planning Tools

  ➢ Maintaining a work schedule is even more important when you are working from home

  ➢ Especially during stressful times, a solid routine can help maximize the use of your time.

  ➢ You can use time management and scheduling apps like Google Calendar and Calendly to streamline:

    ❑ Creating schedules.

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- Work Planning Tools

    ❑ Keep everyone notified of dates and times.

    ❑ Scheduling appointments (avoid double-booking a slot)

    ❑ Inviting colleagues for online events (i.e. webinars)

    ❑ Creating lesson plans and sharing them with students, administrators, and colleagues.

7.5 Collaboration Tools

7.5.2 Online Collaboration Concepts and Tools

- Social Media Channels

  - Social media channels provide a great platform for teachers, students and parents to stay connected.

  - Channels like [Facebook](#), [LinkedIn](#), [WhatsApp](#), etc. allow the creation of exclusive communities or groups

    - Communicate and maintain presence after hours

    - Share and store important information, presentations, and resources

7.5 Collaboration Tools

7.5.2 Online Collaboration Concepts and Tools

- Social Media Channels

  ❑ Conduct Q&A sessions

  ❑ Encourage people to maintain communication among themselves and engage with each other while studying or doing homework

  ❑ Conduct live events such as webinars (with Facebook or Instagram Live)

7.5 Collaboration Tools

7.5.2 Online Collaboration Concepts and Tools

- Document Management Tools

  ➢ There's an array of documents one have to maintain regularly.

  ➢ A central location to store, organize, and manage all these documents is essential to properly keep track of them.

  ➢ Tools such as GSuite, MS office, OneDrive, Dropbox, and Evernote simplify the process of maintaining the documents you own.

    ❑ Store all documents, files, etc. in the cloud which allows you and your colleagues to access them with any device from anywhere

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7.5 Collaboration Tools

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- Document Management Tools

  ❑ Neatly organize documents in relevant folders and subfolders making it easy to retrieve them

  ❑ Quickly share files and documents with anyone with a single link or as a file. You can also adjust permission settings, changing them to Edit, View, and Suggesting mode on GSuite apps.

  ❑ Collaborate with colleagues on editing and reviewing documents, add comments and suggestions and track changes with version history.

7.5 Collaboration Tools

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- Practical Application: Online Collaboration Tools

  - Familiarize yourself with online collaboration tools such as:

❑ Zoom

❑ MS Teams

❑ Skype

❑ Google Meet

❑ Google Calendar

❑ Facebook

❑ LinkedIn

❑ WhatsApp

❑ GSuite

❑ MS office

❑ OneDrive

❑ Dropbox

❑ etc.

7.5 Collaboration Tools

7.5.2 Online Collaboration Concepts and Tools

- Refer more Online Collaboration Tools:

  ➤ [Online Collaboration Tools For 2021 (Free and Paid!)](#)

  ➤ [Online Collaboration Tools & Software Platforms For Business Teams In 2021](#)

  ➤ [Essential Remote Teaching Tools for Conducting Effective Online Lessons](#)

  ➤ [Online Games for Remote Teams in 2021](#)

  ➤ [Online Team Building Games for Remote Teams in 2021](#)

Summary

Now you should be able to

💬	identify team management and leadership skills.

💼	build a team culture in your organization.

🧠	avoid team conflicts.

💬	work with collaboration tools.