What is it?
Session - 1

Introduction

Questions like **'How would you describe yourself in terms of your ability to work as a member of a team**?-' **'tell me about a team you were on and your role'** and **'define teamwork'** are common interview questions. Considering that most jobs require some level of teamwork- it is easy to understand why.

However- the question reaches deeper than just proving that you can work as a team member. Interviewers also want to know what essential attributes you can contribute to a team. Even if you feel you work better individually or the role is mostly self-tasked- it is critical that you understand how to properly address this question.

When it comes down to it, inquiring about a candidates preference in teamwork vs individual work seems to really be **asking if you're an introvert or an extrovert**. Chances are, you probably know which one you are.

Extroverts enjoy working with others, are oftentimes outgoing, and are energized when they're around others.

Introverts, on the other hand, crave quiet time and solitude, and are at their best when they are alone.
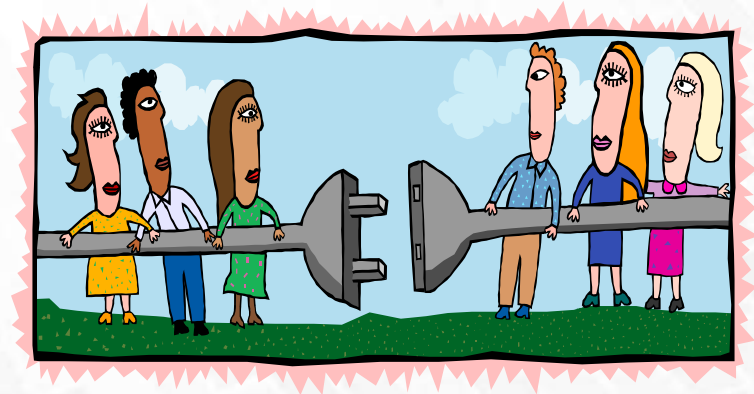
Teamwork vs Individual work
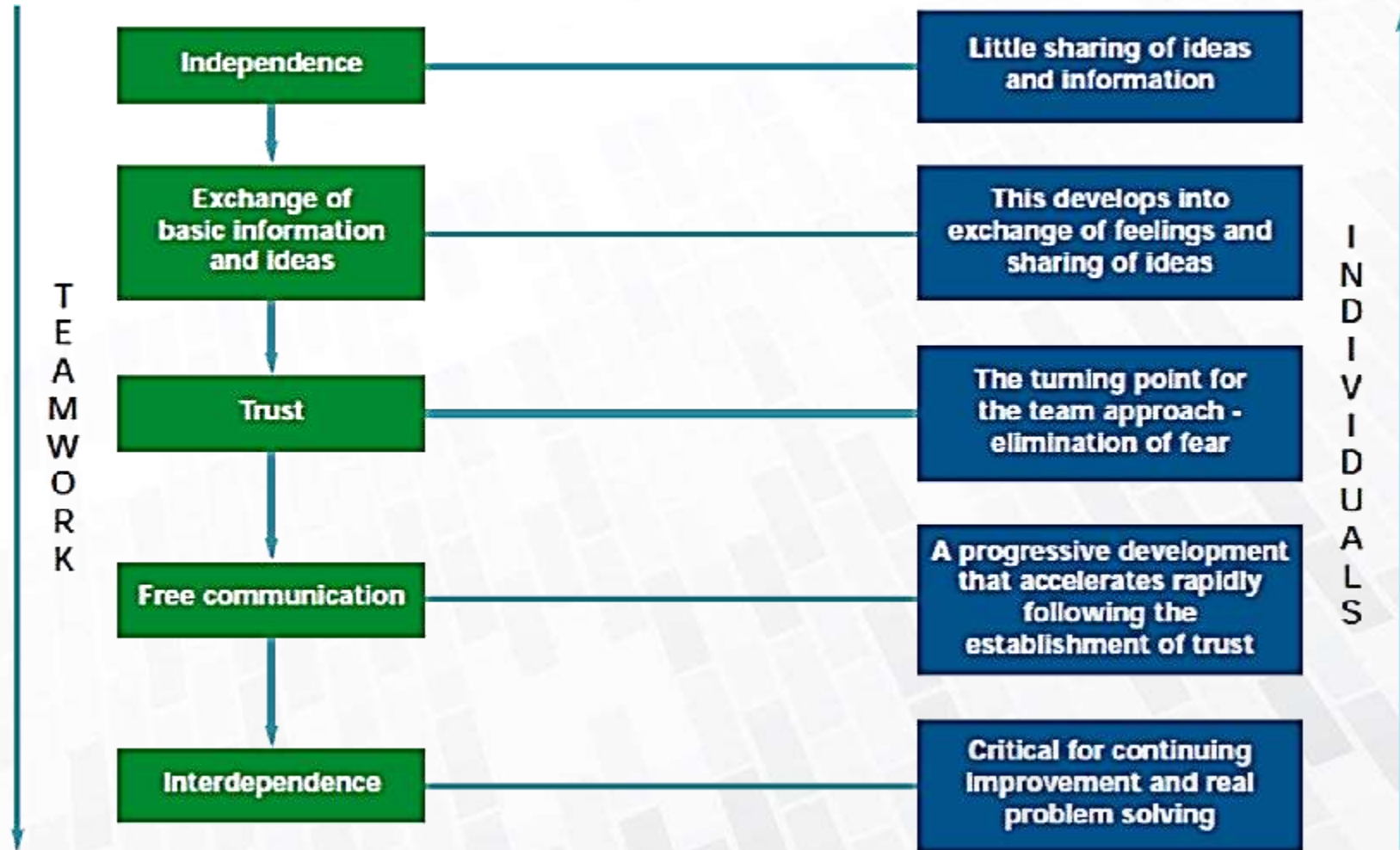
What is Teamwork?

The process of a diverse group of individuals pooling their resource and skills to work together and achieve a common goal

Together   **T**otal

Everyone   **E**ffort from

Achieves   **A**ll

More   **M**embers

Only if there is

Changing Nature of the Workplace

- Before World War II the United States was the top manufacturing country in the world.

- After the war, products were in such demand that they were not concerned about product quality. This lack of attention to quality began to hurt American industry.

- During the 1980's, American manufacturers were being out-produced by manufacturers in foreign countries, particularly Japan.

Analysts determined that Japanese firms had a competitive advantage because they used work teams to increase their productivity.

Two popular approaches to teamwork, **Total Quality Management (TQM) and Quality Circles** resulted from this study.

Total Quality Management (TQM)

TQM encourages team members to constantly **look for ways to reduce errors** and **improve product quality.**

It teaches team members to **measure the effect** of their improvements and to **check** the **accuracy of their work.**

Quality Circles bring team members together on a regular basis to **discuss how the workflow might be improved.**
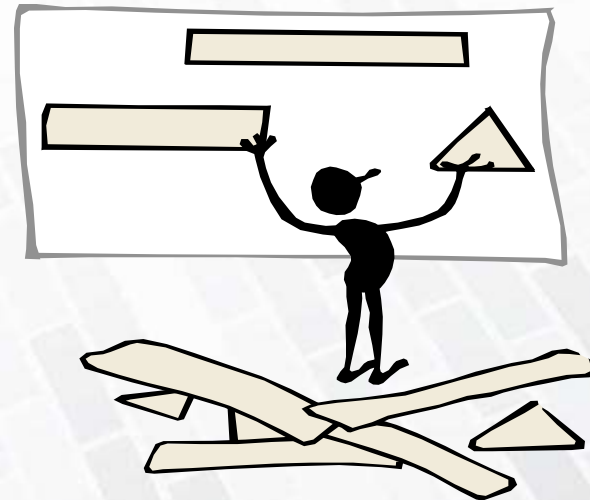
Defined by four cornerstones:

1. Customer Satisfaction

2. Continuous Improvement

3. Empowerment

4. Teamwork

Empowerment

- The sense of satisfaction that comes with managing and controlling your own work.

- With empowerment comes:

  - **Authority**

  - **Responsibility**

  - **Accountability**

Benefits of Teamwork

- Class brainstorm benefits – share with class

- Teams encourage employees to **think more creatively** and to **take more pride in their work**.

- Employees who are **proud of what they do** tend to **make fewer errors**.

- Employees who are **satisfied with their jobs** tend to **stay with their companies longer.**

- The **sense of empowerment** that comes from **working on a successful team**.

- As a rule, teams **reach better and more creative decisions than individuals.**

- **Synergy**

- Teams members are **more likely to make plans work** when they are **involved in the decision-making process.**

Synergy

- Synergy is achieved when two or more people work together to create a better solution than either could alone.

- Although there are many, three of the largest roadblocks to synergy are:

    o Ignorance

    o Cliques

    o Prejudice

Teams Tools

Raise hand	Silence
Circle Up	Knee to Knee Eye to Eye
Back in Place	Rearrange area so that it is back in proper order
Consensus	All decisions

Consensus

- A decision-making method

- A consensus is when all members of a group fully accept and support the decision.

- Ideas must be thoroughly discussed and understood by all team members

- A major problem with achieving consensus is that it is very time consuming. Therefore, it is not used for all decisions – sometimes the autocratic method or democratic method are better for the situation.

Class Norms

Have fun	Learn
Use Team Tools	Always
You're in charge	Ask for what you need
Zingers	Never
Milling	Never
Celebrate	Recognition
Support	Team Members

If . . .

If we always do what we've always done,
We'll always get what we've always gotten.

Role of the Team in the Workplace

Teams in the workplace are formed for different purposes. Four common types of teams exist:

- **Ad Hoc teams** – a temporary team brought together to solve one problem

- **Functional teams** – all members have similar skills and expertise although they would not be able to perform each others' jobs. They solve problems based on their understanding of the work to be done and each team member's unique contribution.

- **Cross-Functional Teams** –consists of workers from different areas within a company who are assigned to work on a variety of problems. Members are selected based on their expertise and ability to make a unique and meaningful contribution.

- **Multifunctional Teams** - have been crossed-trained so that each person is able to perform the duties of all the other team members.

Each of the previous teams could perform as a **self-directed** team. It is an empowered team that makes decisions independently of management. A self-directed team is given full responsibility for carrying out its assignment. The members of the team must set work-related goals and objectives. They identify priorities, set budgets, develop work plans, and solve problems. Self-directed teams evaluate their own progress and often hire, train, and evaluate their team members.

Factors that promote good working relationships

- Staff meetings-with agenda and sufficient time to discuss
- Job descriptions with annual review
- Knowledge of others' job descriptions and responsibilities
- Common criteria for personnel evaluation
- Openness and willingness to communicate-listening
- Trust, Courtesy and Loyalty
- Respect for others in spite of professional differences
- Respect for professionalism regardless of person's sex, age, and race

- Recognizing talents of the others
- Giving credit
- Recognizing a job well done
- Understanding and supporting others' programs.
- Agreed upon priorities
- Circulation of pertinent information
- Willingness to talk over problems
- Adequate facilities and supplies
- Cooperation
- Sincere caring for others with a respect for privacy
- Constructive criticism

Factors that hinder good working relationships

- Lack of understanding of others' jobs and responsibilities
- Lack of concern about total staff efforts
- Disregard for feelings of others
- Unwillingness to compromise
- Poor communication
- Competition among staff for individual prestige and recognition
- Negative and destructive criticism
- No involvement in administrative decisions
- Lack of leadership
- Over- sensitivity
- Lack of privacy
- Disregard for talents of others
- No job descriptions
- No opportunities for staff meetings

- Gossip, rumors
- Putting off decision making
- Inequities in facilities and supplies
- Lack of trust
- Negative and sarcastic remarks
- Lack of common goals and philosophy
- Disloyalty to staff and organization
- No evaluation and/or feedback from supervisors
- Limited understanding of total program
- Holding a grudge
- Poor job attitudes
- Uneven work loads
- Lack of confidence in fellow workers
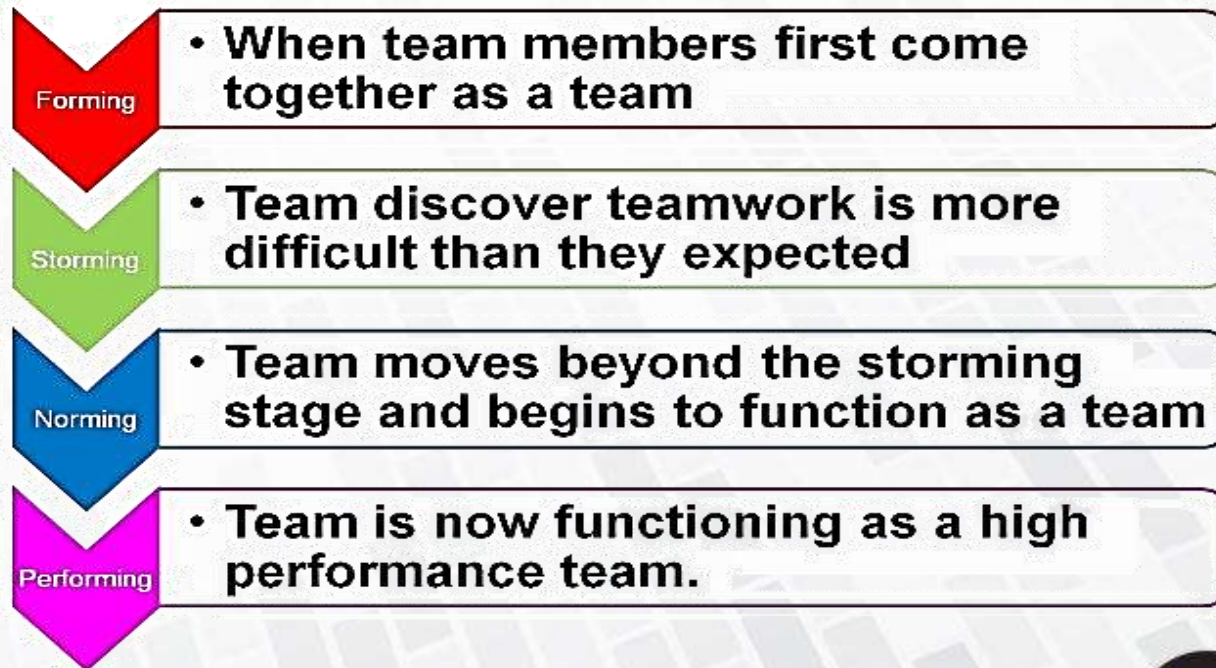- Prejudice, racism, sexism

Stages of Team Development

Team development evolves in stages. One way to identify these stages is the following set of terms:

- Stage 1 – **Forming**

- Stage 2 – **Storming**

- Stage 3 – **Norming**

- Stage 4 – **Performing**

Tuckman's stages of Team Development

Forming
- When team members first come together as a team

Storming
- Team discover teamwork is more difficult than they expected

Norming
- Team moves beyond the storming stage and begins to function as a team

Performing
- Team is now functioning as a high performance team.

Stage 1: Forming

- Known as the organizational stage

At this stage the team members:

- Become acquainted and discuss the purpose of the team
- May be excited about being chosen for the team
- May feel uncomfortable, afraid to speak, and full of doubts
- May feel good about what the team can do

Stage 2: Storming

- characterized by lack of direction

At this stage the team members:

- question why the team was formed
- find it hard to work together and make decisions
- may distrust or not understand one another
- may have personality clashes and arguments
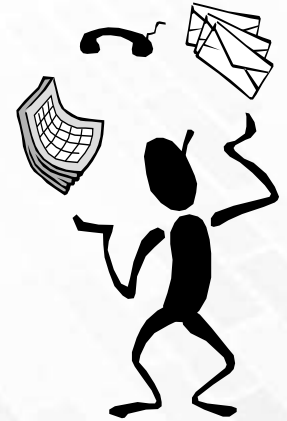- may talk behind others' back

Stage 3: Norming

- hardest of the four stages to identify

At this stage the team members:

- begin to work together and leaders emerge

- openly discuss issues, listen to one another, and become more involved.

- feel good about themselves and the team

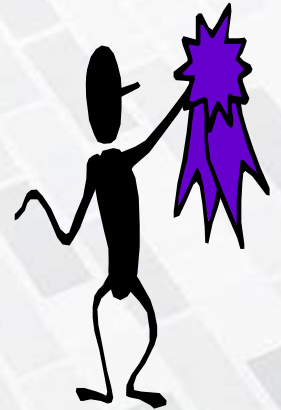- accept the team's decisions and are willing to work hard to carry them out

Stage 4: Performing

- known as "full speed ahead"

At this stage the team members:

- are committed to the team and the organization

- take responsibility for making improvements and examine the best way for the team to function.

- stay focused and work for the common good

- work at maximum efficiency

Characteristics of a Good Team Member

- Works for consensus on decisions

- Shares openly and authentically with others regarding personal feelings, opinions, thoughts, and perceptions about problems and conditions

- Involves others in the decision-making process

- Trusts, supports, and has genuine concern for "Owns" problems rather than blaming them on others

- When listening, attempts to hear and interpret communication from other's point of view

- Influences others by involving them in the issue(s)

Team Success Factors

Successful teams share six characteristics. This team success factors can be found in every stage of development, helping the team advance from one stage to the next. They are powerful contributors to a team's effectiveness. By focusing on these six factors, you can help your team move more rapidly from one stage to the next.

Team Success Factors

PURPOSE:

- Basic component of any team or team mission

- Without purpose, team members do not know what they are suppose to do

- Purpose gives the team:
  - **Direction**
  - **Identity**
  - **Focus**

PROCESS:

- Refers to the way a team identifies a problem, develops a solution, analyzes data, or reaches agreement

- With process, a team can:
  - Meet **goals**
  - Make **decisions**
  - **Plan** and **organize** its work
  - Solve **problems**

COMMUNICATION

- The exchange of **ideas** and **feelings** in a way that respects everyone's contributions

- When team members communicate effectively, they:

  o Encourage **cooperation** among themselves

  o Promote continuous improvement

  o Help to **prevent** and **resolve** conflicts

COMMITMENT

- **Willingness** to give **100%** of yourself

- Commitment can:

  o Build belief in the team and its goals

INVOLVEMENT

- Everyone should be **encouraged** to participate

- Ensuring involvement means the team:

  o **Benefits** from the **skills** and **talents** of all members

  o **Values** individual differences

  o Encourages **input** that may help it meet **goals** or **solve** problems

TRUST

- Team members have expectations and assumptions about each other

- It is your belief that the team members will **live up** to their **promises**.

- Trust allows a team to:

  o Take **risks**

  o Try new **ideas**

  o Take greater **initiative**

Seven Constructive Team Member Roles

❖ **Information Giver\Seeker**

Provides and\ or seeks data, evidence and experiences necessary to solve the problem and complete the task.

❖ **Opinion Giver\Seeker**

States his or her beliefs, attitudes and, judgments or seeks those of others

❖ **Elaborator**

Uses examples, illustrations, analogies, and explanations to build on and/or clarify others' ideas.

❖ **Reviewer**

Summarizes important issues as necessary.

❖ **Encourager\Inspirer**

Praises and agrees with others when appropriate. Promotes a comfortable interpersonal climate.

❖ **Task Minder**

Orients the group to the task at hand. When members lose focus, helps them get back on task.

❖ **Investigator**

Asks questions to get information and opinions from others. Encourages everyone to participate and be part of the decision. Needs to be careful about asking too many questions and keeping the team from moving to the next task.

Six Destructive Team Member Roles

❖ **Storyteller/Gossiper**

Tells irrelevant stories or anecdotes that distract the team.

❖ **Recognition Seeker**

Calls attention to his or her achievements. Steals attention from other members and from the task. However, sometimes his/her behavior reminds others that individuals need to be recognized. If each member gets attention for time to time, motivation may be increased.

❖ **Dominator**

Monopolizes team interaction. Asserts authority or superiority through manipulation techniques.

❖ **Withdrawer**

Backs down when anyone challenges his or her views. Submits ideas tentatively regardless of quality.

❖ **Negativist/Protester**

Takes pride in pointing out the weakness of any idea. Consistently disagrees and opposes. Sometimes his/her arguments block the group's harmony and its ability to complete its task.

❖ **Comic**

Acts to relieve tension. Can find humor and take the drudgery out of work. At times, may get the team off –task, and detract from its focus.

Five Ways to Inhibit Destructive Roles

❖ **Avoid Encouragement of the Role**

- Team Members often encourage a destructive role by laughing at a storyteller's story, paying attention to a Dominator and allowing Negativism to monopolize the discussion.

- By taking away the encouragement of destructive roles a team can more easily get back on task.

❖ **Focus on the task**

- A member can direct the team by saying something like, "We need to try and get this done."

❖ **Ask yourself, "What am I doing to support the destructive role?"**

- Beginning judgment may cause the Withdrawer or Negativist roles to emerge.

- Avoidance of the task on the part of the team may cause the Storyteller/Gossiper role to emerge.

- Noninvolvement or apathy on your part may allow the Dominator role to emerge.

- By changing the dynamics of the situation, and by getting more involved in a constructive way, you may be able to prevent the adoption of destructive roles.

Five Ways to Inhibit Destructive Roles

❖ **Use Humor**

- Destructive roles can cause friction on a team.

- Use humor to relieve tension and to change the course of the discussion back to the task.

❖ **Adopt a Constructive Role**

- Generally, by adopting a constructive manner, you can effectively counteract any of the destructive roles.

Goal Setting
Session – 1.2

Team work – set Goals

- Goals are usually set with that unit you work with. For the team and for the individuals

- They are humble, hungry and in the moment

- A goal like "to win the championship" is considered as arrogant

- Remember Popovich: "Goal is to be the best prepared team by playoff time"

"My goal is to win the next game one possession at a time. That's it. I don't have any other goals"
Brad Stevens

"The most important key to achieving great success is to decide upon your goal and launch, get started, take action, move" – John Wooden

Goal setting

A goal is a desired result or possible outcome that a person or a system envisions, plans and commits to achieve: a personal or organizational desired end-point in some sort of assumed development.

SMART goals

- You could say that the whole human endeavour is geared towards setting and achieving goals.

- Goals are part of every aspect of life: how you conduct your relationships, what you want to achieve at work, the way you use your spare time...

- Everything comes down to priorities, and what you would like to accomplish in every aspect – whether you make a conscious choice or go with subconscious preferences.

SMART goals

- Without setting goals or objectives, life becomes a series of chaotic happenings you don't control.

- You become the plaything of coincidence.

- Accomplishments like sending someone to the moon, inventing the iPod etcetera are the result of a goal that was set at some point. A vision that was charted and realised.

What is SMART goal setting?

- SMART goal setting brings structure and tracking ability into your goals and objectives.

- Instead of vague resolutions, SMART goal setting creates verifiable trajectories towards a certain objective, with clear milestones and an estimation of the goal's attainability.

- Every goal or objective, from intermediary step to overarching objective, can be made S.M.A.R.T. and as such, brought closer to reality.

What is SMART goal setting?

- In corporate life, SMART goal setting is one of the most effective and yet least used tools for achieving goals.

- Once you've charted to outlines of your project, it's time to set specific intermediary goals.

- With the SMART checklist, you can evaluate your objectives.

- SMART goal setting also creates transparency throughout the company.

- It clarifies the way goals came into existence, and the criteria their realisation will conform to.

What does S.M.A.R.T. goal setting stand for?

- Why not think of a small goal you want to set right now, personal or professional. To make your goal S.M.A.R.T., it needs to conform to the following criteria:

- Specific
- Measurable
- Attainable
- Relevant
- Timely

Specific	Measurable	Achievable	Realistic	Timely
S	**M**	**A**	**R**	**T**
G	**O**	**A**	**L**	**S**
What do you want to do?	How will you know when you've reached it?	Is it in your power to accomplish it?	Can you realistically achieve it?	When exactly do you want to accomplish it?

S

- **SPECIFIC**
- Define the goal as much as possible with no unclear language
- **Who** is involved, **WHAT** do I want to accomplish, **WHERE** will it be done, **WHY** am I doing this – reasons, purpose, **WHICH** constraints and/or requirements do I have?

M

- **MEASURABLE**
- Can you track the progress and measure the outcome?
- How much, how many, how will I know when my goal is accomplished?

A

- **ATTAINABLE/ACHIEVABLE**
- Is the goal reasonable enough to be accomplished? How so?
- Make sure the goal is not out or reach or below standard performance.

R

- **RELEVANT**
- Is the goal worthwhile and will it meet your needs?
- Is each goal consistent with the other goals you have established and fits with your immediate and long term plans?

T

- **TIMELY**
- Your objective should include a time limit. Ex: I will complete this step by month/day/year.
- It will establish a sense of urgency and prompt you to have better time management.

S.M.A.R.T. goal setting: Specific

- What exactly do you want to achieve? The more specific your description, the bigger the chance you'll get exactly that. S.M.A.R.T. goal setting clarifies the difference between 'I want to be a millionaire' and 'I want to make ₹50.000 a month for the next ten years by creating a new software product'.

- Questions you may ask yourself when setting your goals and objectives are:

- What exactly do I want to achieve?

- Where?

- How?

- When?

- With whom?

- What are the conditions and limitations?

- Why exactly do I want to reach this goal? What are possible alternative ways of achieving the same?

S.M.A.R.T. goal setting: Measurable

- Measurable goals means that you identify exactly what it is you will see, hear and feel when you reach your goal. It means breaking your goal down into measurable elements. You'll need concrete evidence. Being happier is not evidence; not smoking anymore because you adhere to a healthy lifestyle where you eat vegetables twice a day and fat only once a week, is.

- Measurable goals can go a long way in refining what exactly it is that you want, too. Defining the physical manifestations of your goal or objective makes it clearer, and easier to reach.

S.M.A.R.T. goal setting: Attainable

- Is your goal attainable? That means investigating whether the goal really is acceptable to you. You weigh the effort, time and other costs your goal will take against the profits and the other obligations and priorities you have in life.

- If you don't have the time, money or talent to reach a certain goal you'll certainly fail and be miserable. That doesn't mean that you can't take something that seems impossible and make it happen by planning smartly and going for it!

S.M.A.R.T. goal setting: Relevant

- Is reaching your goal relevant to you? Do you actually want to run a multinational, be famous, have three children and a busy job? You decide for yourself whether you have the personality for it, or your team has the bandwidth.

- If you're lacking certain skills, you can plan trainings. If you lack certain resources, you can look for ways of getting them.

- The main questions, why do you want to reach this goal? What is the objective behind the goal, and will this goal really achieve that?

S.M.A.R.T. goal setting: Timely

- Time is money! Make a tentative plan of everything you do. Everybody knows that deadlines are what makes most people switch to action. So install deadlines, for yourself and your team, and go after them. Keep the timeline realistic and flexible, that way you can keep morale high.

SMART+ goals

Another thing that's very important when setting SMART goals, is formulating it POSITIVELY. Remember that what you focus on, increases. So when you focus on NOT doing something, all you think about is that thing. And it will increase. So don't 'stop procrastinating', but 'achieve a daily discipline'.
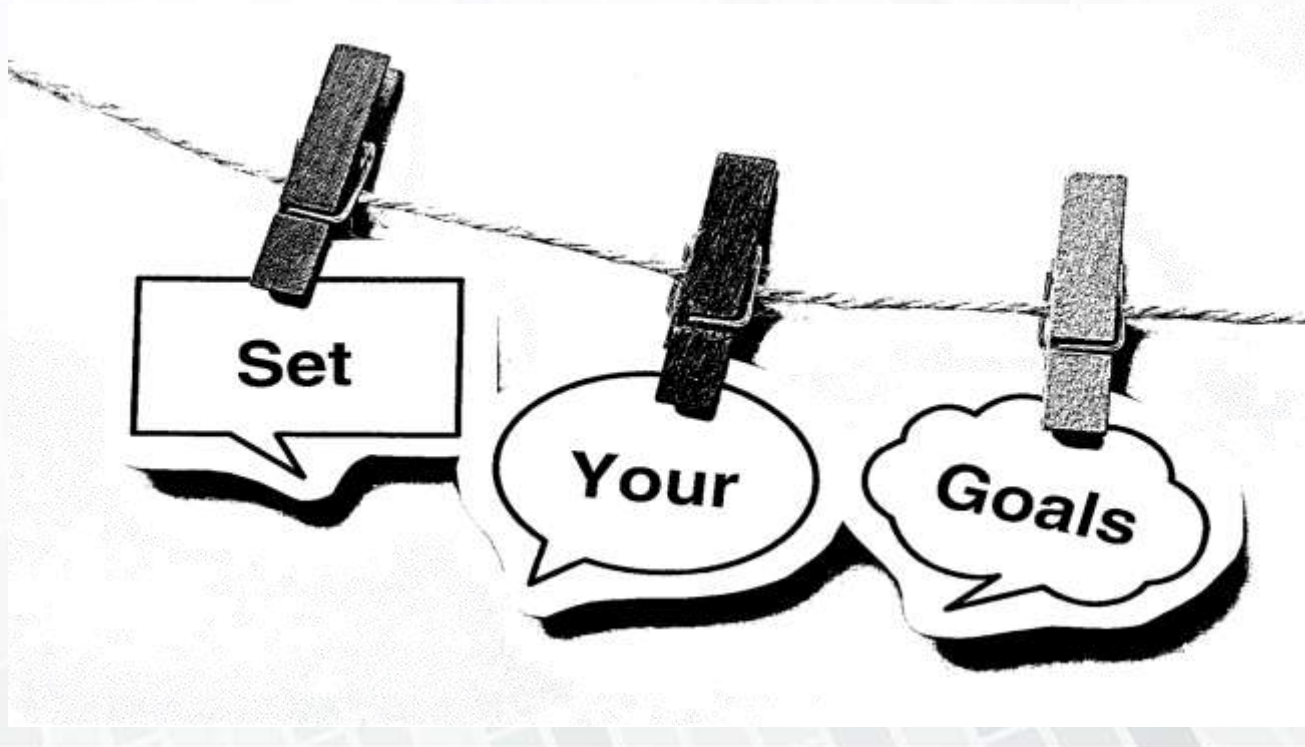
Setting Team Goals

How to Ensure No One's Ideas Get Left Out

- Effective teams don't just happen. It's up to the manager or team leader to set the stage for success.

- That includes guiding work teams toward the establishment of team goals and, ultimately, to a positive outcome.

- Here are some key points that can help you along the way.

Start by clarifying team objectives

- Successful teams are driven by a deeply rooted sense of mission. So make sure that everyone understands the mission right from the start.

- With this approach, shared team goals become more important than individual agendas. And these team objectives help bind a team together and keep it cohesive, even when obstacles or internal disagreements arise.

- When you establish team goals upfront, the payoff is enhanced productivity later on.

Define individual responsibilities

- To achieve the team goal, you also need agreement on how it will be accomplished. And individual responsibilities need to be well defined.

- If they're not, productivity slows down, as team members wait for more guidance. Or else, more dominant team members simply take charge.

- The ideal situation, of course, is for everyone to participate equally. Then, each team member is just as invested as the next.

Help everyone participate

- Sometimes, team leaders or managers need to step in to provide the right balance of participation.

- For example, try to make sure everyone has a chance to contribute by drawing out quieter or less-experienced members.

- You might ask for their opinions in meetings — or steer particular aspects of a project their way. Make it one of your team goals to ensure that everyone has a voice.

- It's generally fine for your top performers to take on a bigger role or more responsibility than others.

- But make sure this doesn't cause your star employees to feel overburdened — or make other team members feel squeezed out.

Team Goals...

- Imagine your company as a rowing team, all rowing in different directions. Not only would you certainly lose the race, you'd likely capsize. Or, imagine two of your team members refusing to row because they have no direction: aimless and making the other team members frustrated. A team rowing together towards a shared end goal, on the other hand, is far more likely to win.

Team Goals...

- If your team members know what you're working towards together, everyone is able to make strategic decisions to make improvements autonomously or as a team. To do so, they need to know three things:

- What are the goals?

- How is the company tracking towards those goals?

- What impact are those goals specifically having?

Set your mission: The mark you want to make

- Surely you're building something awesome that people can (and want to) get behind.

- Your current team members are probably there because they're passionate about the problem you're solving or opportunity you're creating.

- One of the best team building exercises to start with can be uniting those passions into a mission statement.

- Communicating that mission in an effective and consistent way to new team members is crucial, and it can be challenging.

Define your company's goals: How you'll make that mark

- To make goal setting one of your team building exercises, each department and team member should define their own goals that get the company closer to reaching the mission. Make these goals clearly defined and measurable. Otherwise, your team won't be able to track their progress against them.

- One way to define measurable goals is by identifying key metrics, tracking and sharing key metrics matters, too.

Choose your framework for setting priorities

- Be warned, goal setting can get out of hand, and fast. With each goal comes a thousand different ways to achieve it. In all likelihood, you and your team came up with a laundry list of different tactics to accomplish for each goal. To build a team that's truly focused around your goals, prioritize each of these activities to keep everyone rowing in the same direction.

- There are several frameworks that have been tested and proven effective for different teams. None of them are one-size-fits-all, so try out a few different ones until you find the one that works best for your team. From there, you'll likely make adjustments to find what fits best.

Set metrics for measuring your goal progress

- If you're going to spend all that time setting goals and prioritizing projects, you should be measuring the impact of those activities.

- Setting metrics is important on a team and individual-level, as ideas are often triggered by motivation - that's why it goes on our list of key team building exercises. Be transparent with each other about how your efforts are contributing to team goals so you can all improve performance and find ways to have an even greater impact.

OKR (Objectives and Key Results)

To set effective OKRs, keep these principles in mind:

- Set a timeline

- Focus on growth

- Collaborate with your team

- Keep results measurable

- Choose several key results for each object

Communicate metrics effectively with your team

- You might be shocked to know how many leaders leave their employees in the dark when it comes to company performance. Yet, companies cited employees having clear objectives as being the most important factor contributing to business growth.

- You need to empower your team with the information and tools they need to make strategic decisions: the data that will have the biggest impact on their role within the company.

Team goal setting

- For decades, well-run organizations have proven that to succeed, you, the team leadership, must do four things:

1. **Build a strong working team**.

2. **Set and communicate the team goals**.
   - Everyone must *know* the goal.
   - Everyone must *know* what to do to achieve the goal.

3. **Provide sufficient resources including marketing and technology tools**.

4. **Continually manage the team**.
   - Measure the quantity of key activities against the projected target.
   - Inspect the quality of activities to ensure the team is consistently executing correctly.
   - Make necessary course corrections as soon as problems are detected.

The six steps of the team goal setting process

1. Communicate the team vision through goals.

- Here are some tips to get started:

  o *Establish both the short-term (1 year) and the long-term team goals (3 to 5 years).*

- Without this set of goals, the team will not have a clear vision of where they are going or how they are going to get there. In addition, you will not be able to create a marketing, recruiting, or training plan to fuel team growth.

  o *Do not make the goals overly complicated. List only 2 to 5 points.*

  o *Continually communicate the goals.*

- The team leadership must clearly communicate the goals upfront and continue to be transparent along the way. Communicate updates or changes to the goals and remind the team of the goals in every meeting—*communicating the goals is a never ending process.*

The six steps of the team goal setting process

2. Make the goals attainable and measurable.

- *A good team goal must be both realistic and measurable.*

- The team leadership must establish reasonable and measurable goals. For example, a reasonable and measurable goal for a team that closed 60 transactions in the last 12 months might be to close 80 transactions in the next 12 months.

The six steps of the team goal setting process

3. Get the team on board with the team goals.

- Every team member needs to understand:

    o *What the goals are and the reasoning behind each goal.*

- Not everyone will agree with every goal, but this process fosters buy-in and a sense of ownership and commitment, all of which are critical to attaining your goals.

    o *How each goal will be measured.*

    o *What he or she must do to meet each goal.*

- Some team members will have ideas and feedback to help clarify and strengthen team goals. *Listen carefully and adjust the goals as needed.*

The six steps of the team goal setting process

4. Make each team member's individual goals clear and measurable.

- Each member of the team must identify:

  o *Personal goals.*

  o *How he or she will specifically contribute toward meeting the team goals.*

- This is another important step in commitment to goal attainment.

The six steps of the team goal setting process

5. Roll up the individual goals and create an execution plan.

- ○ *Add up individual agent goals to see if they meet the team goals.*

- ○ *Create an execution plan to meet the team goals.*

- When the sum total of individual goals meets or exceeds the team goals, the next step is to create your execution plan—for marketing, new systems, training, and recruiting—based on the information you gathered during the first four steps.

The six steps of the team goal setting process

6. Measure frequently and hold everyone accountable.

- Reaching the team goals and executing on the team vision is a group effort and responsibility. Each member of the team agreed to the goals and the goal measurements. Remember, you are managing a team. So as we mentioned, *the team is accountable for the collective performance and works toward a common goal and shared rewards.*

Setting Objectives

- Setting objectives for a team is very different than coming up with your own personal goals. You can't just set a goal and promise yourself you'll get there – you have to consider the strengths of your team and communicate the goal in such a way that everyone knows their next steps.

What can you do to establish Team Goal Setting?

Typically this involves a number of steps:

- Set and establish the vision and purpose of the team.

- Define a clear sense of identity and purpose

- What are the meaningful results the team is trying to achieve?

- Develop with the team clear guidelines on the performance required that will help to deliver meanin results

- Confirm the goals and intended results with others in the organization.

- What are the tasks the team needs to do to achieve meaningful results?

- Who should do the tasks?

- Involve your team in adding the detail to these steps. The more they're involved; the greater their sense of ownership and commitment will be.

1) Develop Strategic Plan
Set big-picture goals that align with company mission, vision & values.

2) Translate into Tactical Plan
Set measurable time sensitive goals for each team.

3) Create Operational Plans
Establish process for the department & employees that outline the work they deliver.

4) Execute Plans
Put operational plans into action, which incorporates tactical & strategic plans.

5) Monitor Progress & Adjust
Run reports analyzing whether operational plans are meeting tactical goals

5 steps to setting goals with your team

1. Start with the SMART system

2. Align goals with the department and company

3. Create an action plan

4. Track with an online program

5. Follow up (and reward)

Conflict Resolution
Session – 1.3

What is a Problem?

- A **problem** exists when there is a difference between reality (what you have) and expectation (what you want)

- **Problem solving** is the process of making an expectation a reality
  - Employers are finding that many benefits occur when workers are given more responsibility for solving work problems.
  - Employers expect their workers to be able to solve problems
  - Without problem –solving ability, workers are not effective in the workplace

Problem Solving Steps

1. Identify and analyze the problem

2. Collect and analyze data

3. Consider possible solutions

4. Choose the best plan

5. Implement the plan

6. Observe, evaluate, and adjust

Identify and Analyze the Problem

- Successful problem solvers take time to identify and analyze the problem
    - ○ Do you understand what the problem is?
    - ○ Can you state it accurately?
- As you identify the problem, you will identify factors related to the problem.
- The factors to consider are **criteria** and **constraints**

Criteria and Constraints

- **Criteria** are standards you use to find the best solution.
    - ○ Without the criteria to help make an evaluation, it is difficult to know if the problem is really solved.
- **Constraints** are factors that may restrict or hinder you ability to solve the problem.

Example: Identifying the "Late Arrival" Problem

- **Problem**

    ◦ Late arrival at work caused by riding with friends who are usually late

- **Criteria**

    ◦ Arriving five minutes early to work

    ◦ Arriving dressed in uniform

- **Constraints**

    ◦ No car

   ◦ Just 50 minutes between the last class and time work starts

2. Collect and Analyze Data

- In this step you collect and analyze data related to the problem and ask yourself certain questions.

  - What do you need to know about the problem that you didn't know already?

  - What information is available to help you solve the problem?

  - Do you have everything you need?

  - Etc.

- You can gather data at the same time you develop your questions.

- If you can discover which areas to concentrate on, you will be much more productive in solving problems and accomplishing goals.

- Once you are satisfied that you have accurately defined the problem and collected all important data, you can focus on possible solutions (Step 3)

3. Consider Possible Solutions

- This is the first step in actually solving the problem

- Try to think creatively

- Even wild ideas may have some later value

- Keep your ideas simple and brief at first

- Once you list various ideas, you can begin to narrow the list down

- Once you have narrowed you ideas down, start to add detail to the ideas that seem workable

- You may even consider combining several ideas
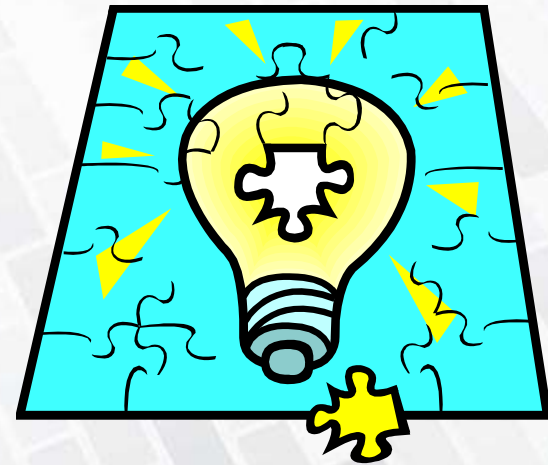
4. Choose the Best Plan

- When you have two or three good ideas, it is time to select the best one!!
- To pick the best one you have too:
    - Evaluate each of the plans in terms of the problem
    - The evaluation criteria
    - And the constraints that you identified in step 1
- Discussion Question: Is it easier to solve a big problem alone or in a group? Why?

5. Implement the Plan

- You should now be confident that you have a good workable answer to your problem
- It is time to carry out your plan

6. Observe, Evaluate and Adjust

- This is one of the most important steps!

- Even the best plans might not go smoothly at first

- So, the plan must be carefully watched and evaluated

  ○ Remember to allow flexibility in your plan

- The success or failure of your plan will depend to a great extent on how well your plan meets the evaluation criteria

- If the solution doesn't meet your evaluation criteria, discover why

- Perhaps there is a better way to solve your problem

Aids to Problem Solving

- **Brainstorming**
  - A group technique used to develop many ideas in a relatively short time
  - It is a very good way to identify answers to a problem
  - The purpose is to identify as many ideas as possible

- **Compromise**
  - This is when each side gives up something of value to help solve a problem
 - Voting is often used to reach a compromise

- **Consensus**
  - Is when all members of a group fully accept and support the decision
    - This is much more difficult to reach than a compromise
  - This is very time consuming, so you might not want to use consensus for all decisions
  - The benefit of this, is that if everyone agrees, they are all more likely to be excited about carrying the plan out

Managing Conflict

- **Conflict** is a hostile situation resulting from opposing views

- **Traditional** work setting - a **manager** is responsible for managing conflict

- **Teamwork** arrangements – the **individuals** have a responsibility to prevent **destructive conflict** among team members. The person temporarily assigned to **lead** the team has a special responsibility.
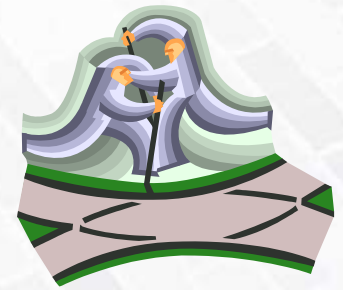
Conflict – An Essential Ingredient for Team Growth

- **Conflict is inevitable** in business relationships, just as it is in social relationships.

- **Without** conflict, **growth is limited**.

- Conflict is feared and avoided by many mangers because they don't know how to **deal** with it.

- Knowing **how to manage** conflicts when they occur is part of being an effective team player.

Steps in Managing Conflict

1. Know when to intervene.

2. Address the conflict.

3. Identify the source and the importance of the conflict.

4. Identify possible solutions.

5. Develop an acceptable solution.

6. Implement and evaluate.

Know When to Intervene

- **Constructive disagreements** often **lead to improvements** in the workplace.

- First decision as a **manager** is to decide **whether or not** to **become involved**.

- **Sometimes** the **leaders action** may even **make** a difficult **situation worse**.

- As a rule, it is **time to consider action** when the **team or individual's happiness and/or productivity are affected**.

Address the Conflict

- Four rules to follow when you have decided to take action:

  1.   Take a **positive approach**

  2.   **Treat others** as **you** would want to be treated

  3.   Try to **avoid addressing** the problem in **front of others**

  4.   Demonstrate control by speaking in a calm, firm, constructive way – **use "I" messages**

- Example – "I really felt embarrassed when you shouted at me" rather than "Your should know better than to shout at other people." **"You" messages** tend to put people on the **defensive**.

Restate the conflict-causing "you" messages into "I" messages

- "You shouldn't hand in a report that sloppy."

- "This is the second time this week that you have been told how this works."

- "You are not carrying your share of the workload."

- "You did this all wrong."

- "You do not help with any of the closing duties."

Identify the Source and Importance of the Conflict

- **State** the problem **openly**.

- Encourage each person to **describe the problem** as he or she sees it.

- Be sure that there is a **real problem**, not simply a misunderstanding.

- Be **specific** in the discussion rather than **general**.

- Try to get people to **focus** directly on the real problem.

- Keep an **open mind** as the problem is **discussed – avoid** making **snap judgments** and jumping to **conclusions**.

Identify Possible Solutions

- Be sure **everyone involved** understand they are **responsible for** both the **problem** and the **solution**.

- Anyone who is **not involved** in the matter should **not be included in the discussion**.

- Ask for **comments** and **possible solutions** from all sides and **discuss** the **pros** and **cons**.

Develop an Acceptable Solution

- **Focus on behavior** that can be changed, not something a person cannot control.

- At the end of the discussion, **summarize** what has **been decided** and what **action will be taken**.

- **Check for understanding** – make sure everyone understands his or her role in solving the problem.

Implement and Evaluate

- Become involved in **carrying out** the plan.

- **Check periodically** to make sure teamwork has **improved** to a satisfactory extent.

Activity - Conflict Resolution - Discuss

- Do all members of the group have an equal opportunity for participation or do dominant personalities and people with status and power control the participation?

- Have you identified your vested interests and the vested interests of other group members that may cause conflict in reaching a group decision?

- Are dissenting or minority viewpoints treated with respect?

- Is there an effort by the group to understand the reasons behind a dissenting opinion?

- Can the group work through differences of opinion and discuss conflicts rather than ignoring them?

- Can team members separate criticism of an idea from criticism of the person who had the idea?

- Does the group avoid a "wait until next meeting" attitude toward decision making and conflict resolution?

Decision-Making and Conflict Resolution (cont.)

- Does the team make an effort to understand the problem before finding solutions? Is the team cautious about proceeding on the basis of premature conclusions?

- Have problem-solving procedures been identified?

- Are all members of the team required to adhere to the group decision? Can individual members "opt out" of the group decision?

- What criteria will you use in determining your personal level of acceptance of the team product? Do other members of the team know, understand, and accept the criteria that you are using? Are you really honest about the criteria you are using?

- Is the team willing to take the time to reach a totally acceptable decision?

Five Styles of Dealing With Conflict

1. Avoiding

2. Accommodating

3. Competing

4. Compromising

5. Collaborating
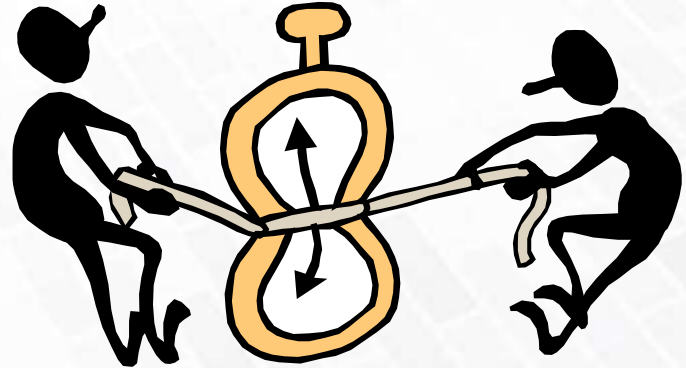
Avoiding

When employees avoid conflict, they often withdraw and detach themselves from the issue. Tend to "mind their own business" and look the other way.

Accommodating

- When employees accommodate others in order to avoid conflict, they will do whatever they can to help the other person get what they want, often to their own detriment.

- They give in to demands, even unreasonable ones, to avoid disagreement.

For example, they may choose to do someone else's job rather than suggest that the responsible person complete it.

Competing

- When employees compete to "be right," their primary interest is in resolving the conflict **their** way.

- They have o interest in helping others get what they want.

- They become very defensive of their position and have difficulty understanding the reasons others don't see thing **their** way.

- Those who compete often take advantage of those who accommodate others.

Compromising

- When employees compromise in order to resolve a conflict, they are willing to "give and take" with others.

- They want both parties to be either satisfied or dissatisfied with the outcome.

- Compromising is frequently used because it is expedient and both parties make concessions.

Collaborating

- When employees collaborate, they are interested in seeing that everyone's wants are met fully.

- These employees tend to consider themselves a team.

- They work creatively and are solution-oriented.

- The outcome of the conflict often lead to one that neither party held prior to the collaboration.

Suggestions for dealing with conflict:

- **Lighten Up** – When others act "hot" we tend to either escalate or withdraw – instead, stay present and acknowledge that you heard them with a pause or a nod without taking sides or using blaming language. Your goal is to de-escalate conflict so acknowledge by saying "I understand there's a concern or issue". Focus on something you respect about the person – refer to it verbally. "You are so _____." Then say, "May I tell you my perspective?" This sets them up to give you permission to state your view.

- **Presume Innocence** – Nobody wants to be told they are wrong. When ever you have reason to believe someone is not making sense or lying, you will not build rapport by pointing it out to them. Ask non-threatening questions until you can "softly corner" them into self correcting. You may find you were wrong and you this "save face."

- **Dump Their Stuff Back in Their Lap** – If someone is dumping on you, do not interrupt, counter or counter attack.
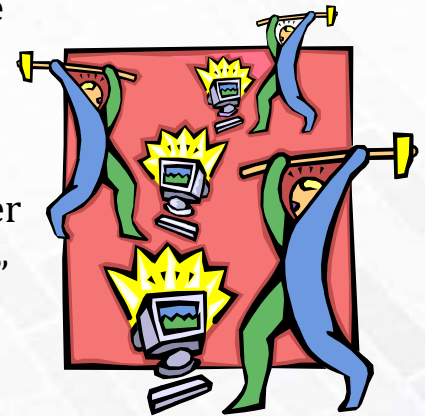
Suggestions Continued

- When they are done, ask **"Is there any thing else you want to add?"** Then say, "What would make this situation better?"

- Ask them **to propose a solution** to the issue they have raised.

- **If they continue to complain, repeat yourself in increasingly brief language variations** – "What would make it better?"

Teamwork ... How Does It Develop ?

- It's important to realize that the development of effective working relationships among staff is a gradual process which requires considerable time and skill.

- Number of stages or steps should be developed to have an effective teamwork.

Motivation
Session – 1.4

Motivation

- **Motivation** is a theoretical construct used to explain behaviour. It gives the reason for people's actions, desires, and needs.

- **Motivation** can also be defined as one's direction to behaviour, or what causes a person to want to repeat a behaviour and vice versa.

- **Motivation** is a powerful, yet tricky beast. Sometimes it is really easy to get motivated, and you find yourself wrapped up in a whirlwind of excitement. Other times, it is nearly impossible to figure out how to motivate yourself and you're trapped in a death spiral of procrastination.

What Are Motivational Skills?

- Motivated people have a positive outlook, they're excited about what they're doing, and they know that they're investing their time in something that's truly worthwhile. In short, motivated people enjoy their jobs and perform well.

- Motivational skills in the workplace can be defined as actions or strategies that will elicit a desired behaviour or response by a stakeholder.

- Motivational tactics will vary given the style of the motivator, their relationship with the target of the motivation, and the personality of the individual to be motivated.

Workplace motivation

- Workplace motivation is one of the most important aspects of good management. It may be a complex, frustrating issue, but unless it is understood, and managed effectively, few organizations will flourish.

Enjoyable work that uses employee skills and abilities.

Job

A positive and supportive work environment.

Employer

Manager effectiveness, accessibility and style.

Manager

Motivation

Respect for individual needs, input and opinions.

Influence

Leadership integrity, effectiveness, and communication.

Leadership

Understanding and participating in the organisation direction.

Alignment

Development

Recognition with opportunity for learning and development.

Types of Motivation

- There are two main types of motivation – extrinsic and intrinsic.

- **Extrinsic motivation** is when you use external factors to encourage your team to do what you want. Pay raises, time off, bonus checks, and the threat of job loss are all extrinsic motivators – some positive, some less so.

- **Intrinsic motivation** is internal. It's about having a personal desire to overcome a challenge, to produce high-quality work, or to interact with team members you like and trust. Intrinsically motivated people get a great deal of satisfaction and enjoyment from what they do.

How to Motivate a Team With Good Leadership Qualities

- Motivating team members is a challenge with constantly changing parameters. As a team leader, the strategies you employ on any given day to maintain productivity and keep workers focused can change depending on the workplace climate, assigned tasks and looming project deadlines.

- You must find ways to motivate your employees in order to encourage productivity and ensure job satisfaction. Good leadership qualities encompass a basic toolkit of motivational strategies to maintain team member cooperation while allowing you the flexibility to tackle daily motivational issues. It is the role of management to lead by example and motivate employees to do their best.

1. Project a Positive Attitude

- As a team leader, you can help motivate your team members by projecting a positive attitude regarding project completion and the abilities that each member brings to the group. According to Tech. Republic, an information technology and business website, team members can sense your confidence level regarding performance expectations.

- If you waver or project negative feelings towards team member performance, productivity can suffer. Adjusting project completion dates and team member roles within the group can sustain your positive feelings towards the project without injecting any negativity into the operation.

2. Present Clear Goals

- Presenting team members with clear goals and objectives for project completion helps eliminate confusion that can slow down a team's productivity. The clarity in your objectives also allows team members to buy into your vision for completing a given project.

- When team members understand and agree with your project goals, they work harder to achieve those objectives. This creates an environment where all team members can achieve high levels of productivity and validate your leadership technique as the catalyst for the upturn.

3. Maintain Open Communication

- Remain accessible at all times so team members can ask questions, get your opinion on project steps and provide feedback on the project's current status. Your availability plays a large role in motivating team members because it shows your employees that you're taking an active role in project completion.

- Being unavailable to take team member questions can send a message that you don't consider the project important or don't value team member feedback. This can hurt productivity and diminish the quality of the finished product.

4. Praise and Correct Employees

- A leader's ability to praise and provide guidance for employees has a significant influence over morale and motivation. Praising employees in full view of other workers encourages employees to perform up to similar levels of productivity to gain comparable accolades.

- Conversely, correcting employee behaviors in private preserves worker egos, reduces employee embarrassment and allows you, as a leader, to provide focused guidance without the distractions of other team members.

- Disciplined workers retain feelings of respect for you as a leader and work harder for you because you take the time to provide them with clear steps to improve performance.

Theories on Motivation in Organizations and Management

- Businesses with unmotivated employees often face low productivity and high turnover rates. No two workers are alike; it can be a challenge to understand what makes each one tick so that you can apply the appropriate motivational technique.

- Multiple theories help explain how workers are motivated and provide suggestions for how to increase motivation in the workplace. Understanding which theory best fits your employees may help improve your small business by increasing employee retention rates and improving worker productivity.

Hierarchy of Needs

- Psychologist Abraham Maslow developed this theory. It places human needs into five categories ranging from basic survival needs like food and shelter to the need for self-actualization.

- According to Maslow, once one need is satisfied, an individual seeks to achieve the next level.

- Maslow's Hierarchy of Needs contains five levels that often shape motivation styles in an organization. To motivate employees, an organization must move up the pyramid of needs to ensure all of an employee's needs are met.

Hierarchy of Needs

- The bottom of the pyramid contains physiological needs such as food, sleep and shelter.

- Safety makes up the second level and belonging the third.

- The top two levels of the pyramid include esteem and self-actualization.

- Successful organizations focus on the top two levels of the pyramid by providing employees with the necessary recognition and developing opportunities for employees to feel they are doing valuable work and reaching their potential with the company.
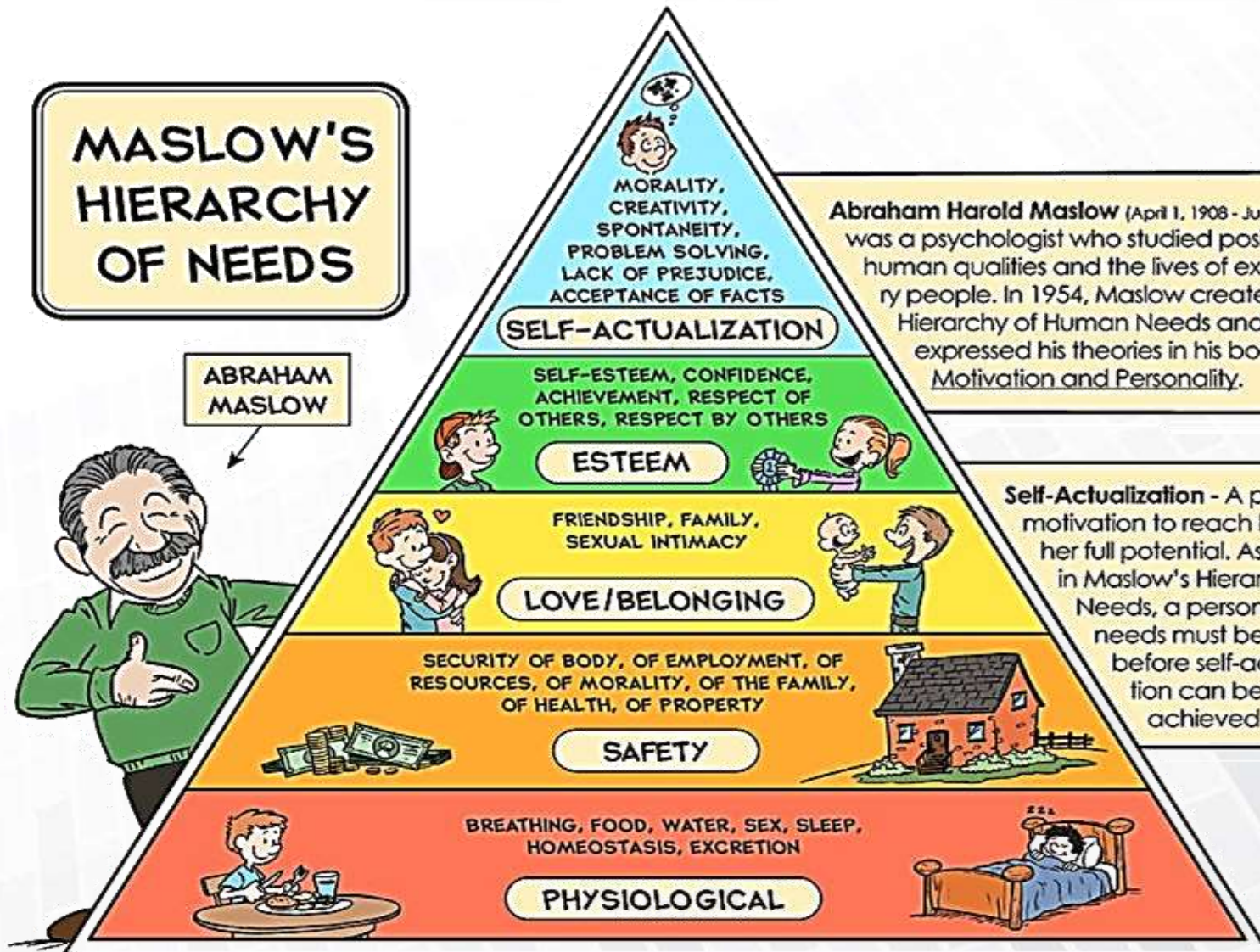
Carrot and Stick

- This traditional motivational theory, attributed to philosopher Jeremy Bentham, dates back to around 1800 during the Industrial Revolution. It breaks down motivation into two basic components: incentives and fear.

- Some workers are motivated by the desire to attain additional compensation, a yearning to achieve status and power by "moving up the ladder," or the need for praise. But some workers act out of fear: the fear of losing a job, being reprimanded by a supervisor or not being able to adequately perform an assignment.

Motivation-Hygiene Theory

- Also known as the Two Factory theory, Frederick Herzberg developed this in 1959. It postulates that different factors in the work environment result in either satisfaction or dissatisfaction; Herzberg referred to these as "hygiene" factors.

- Factors that lead to satisfaction include achievement, recognition and advancement, while those causing dissatisfaction include work conditions, salary and peer relationships.

- In general, the theory puts forth that supervisors must be able to effectively manage factors leading to satisfaction and dissatisfaction to successfully motivate employees. Management must look for ways to provide job enrichment for workers.

Five Different Types of Motivation That Managers Use to Inspire Employees

- Raises can be a great motivator for your workforce -- if your company can afford them. But money isn't always the key to employee happiness.

- Managers can inspire their employees in a variety of ways. Many of these methods do not cost a dime, but do require time and attention.

1. Recognition

- Recognition of a job well-done is a great way to inspire employees, notes the human resources information site Biztrain. Recognition costs managers nothing and, to employees that feel under-appreciated, can mean everything.

- Praise doesn't need to be lavish or excessive, but keep track of employee achievement and publicly recognize it.

2. Coaching

- Many strategies that managers use to inspire people don't cost much money, and that's why they are effective: they require an investment of the manager's own time. Coaching is one way in which managers can utilize their time as a motivational tool.

- Sit down one-on-one with employees facing challenges and opportunities at your company and talk it through with them. Offer non-judgmental constructive criticism to help them improve and praise where it's deserved.

3. Leadership Opportunities

- If you can't offer raises to top-performing employees, you can still give them compensation in the form of leadership opportunities. Promoting your best employees to positions of higher authority can inspire them to continue their excellent work.

- This can also help you retain great employees by presenting them with new challenges. Those who get bored in their current positions might soon look elsewhere for more dynamic work opportunities.

4. Breaks from the Norm

- Professional inspiration can also come from taking a break from the daily grind. There are a variety of ways to give employees a chance to recharge their batteries and escape from the norm, including office fun days, casual days and company events.

- You can even break up the work week with professional development by scheduling on-site and off-site seminars. Not only will employees learn something, they'll also feel they're getting a reprieve from the normal day's work.

5. Importance and Optimism

- Forbes Magazine recommends striving to inspire employees by conveying a sense of importance and optimism about their current work. "Employees are hungry for success stories," Lisa Quiroz, a vice president at Time Warner, told the magazine. Time Warner inspired employees by sharing the successes of its subsidiary channel CNN, which became a source of pride for employees, regardless of which Time Warner subsidiary they worked for.

- Share with employees your own company's successes to inspire greater efforts. If its been a tough quarter, share the successes of a company similar to your own in a different market to inspire optimism about the future.

15 Effective Ways to Motivate Your Team

- People are the main and the most important resource of each company. For achieving great results each leader needs to have a motivation strategy to create and maintain the spirit of enthusiasm among employees. Below are 15 effective ways for you to motivate your staff and ensure the continuous growth of your organization.

- **1. Share the Organizational Vision With Each Member**

  If everyone is aware of the collective vision, which will lead to prosperity and success of each team member, motivation and enthusiasm become the indivisible parts of all activities. Make sure that you continuously concentrate the attention of your staff on the glory of reaching that powerful vision.

- **2. Communicate With Your Staff**

  You can't learn about ideas, attitude or concerns of your team members without constant communication. Use each opportunity to interact with them and you will discover hundreds of new ways of organizing your activities more successfully.

- **3. Make People Feel Appreciated**

  One of the greatest needs of each person is the need of being appreciated. Very often appreciation is a greater reward than money. Show your sincere gratitude for the unique contribution every one makes to the organization.

- **4. Support New Ideas**

  Each team member will feel empowered by the opportunity to not only implement day to day tasks, but as well as suggest new ideas and make them a reality. Give people a chance to take initiative and you will be amazed by their ability to create brilliant ideas.

- **5. Give Challenging Tasks**

  People can't grow if they are constantly doing what they have always done. Let them develop new skills by giving challenging tasks. At the same time make sure the tasks are reachable and in the frames of the person's interests.

- **6. Encourage Creativity**

  Supervising doesn't mean controlling each and every step. It means making sure that all the organizational activities are being implemented at the highest level. Give people the freedom to find their own unique ways of solving issues. Challenge them to think out of the box.

- **7. Give Each One Opportunities to Grow**

  If people know that everything is going to be the same way all the time, they will definitely lose the motivation to put their maximum efforts in work. They should be sure that the devotion and hard work will lead to new personal and professional achievements.

- **8. Empower Each Individual**

  Very often people need just a little encouragement to believe in themselves and to realize that they have a greater potential within. Always show your confidence in the unique abilities and potential of your team members.

- **9. Give as Much Support as You Can**

  Even if people in your organization are self-disciplined and creative enough for finding solutions to various problems, anyway they are always in need of your guidance. Support them as much as you can, and they will be inspired to do the same for you and for the organization.

- **10. Manage Each One Individually**

  Every person has their strengths and weaknesses. Someone may be amazing at public speaking, while the other one has great writing skills. Give people a chance to operate in the frames of their strengths, and they will be more confident and motivated in their activities.

- **11. Don't Let Your People Become Bored**

  Do you want your team to be enthusiastic and productive? Then avoid routine. Routine is the enthusiasm killer. Let people explore and discover. Make the work as interesting and engaging as you can.

- **12. Create Healthy Competition**

  For this purpose you can effectively use the famous reward system. People contribute their efforts and ideas to the maximum when they know that outstanding excellence will lead to rewards. Just make sure that the reward system is absolutely transparent to everyone.

- **13. Celebrate Each Success**

  Even the smallest achievements are worth being celebrated. The road to success consists of thousand small steps. Glorify each and every goal achieved. Show to your team that all of you made one more important step forward.

- **14. Make Sure There is a Good Working Environment**

  Research showed that environment is more important to employees than money. This is a great chance for you to create extra motivation for your staff by making the work environment a beautiful place to work, rest and have fun at the same time.

- **15. Create and Maintain a Team Spirit**

  Team is like a family, where mutual support and trust are the most important values. Organize team activities both during working time and after. You will have the half of success by creating and maintaining a powerful team spirit at the workplace.

Bottom Line

- Each person is an individual with very different desires, needs and personality traits. What motivates one person will not necessarily motivate another. For this reason, team leaders that want to motivate all team members have to get to know them and vary what motivators they employ.

- Team leaders should not assume that external motivators are enough; they should use internal motivators like praise and recognition in addition to traditional benefits.

The End