<h1 style="text-align:center">Unit III</h1>

Different Types of Teams – Role of an individual Communicating as a group or team leader. Individual Presentations/Team Presentation - Project Presentations- Case Studies.

Different Types of Teams- Role of an individual Communicating as a group or team leader:

A **team** is a group of **individuals** working together to achieve their goal. **Characteristics of a Good Team:** The Important traits that every effective team should possess are: **Adaptability, Enthusiasm, Selflessness, Commitment, Communication** and **Vision**.

- **1. Adaptability:**
- Good teams are adaptable to one another. The individuals in a good team know each other every well and they have learnt that it is important to be flexible with one another.
- Everyone has a different opinion, belief, perspective and set of experience that they bring to the table. No two persons are alike.
- The good team understands this and learns to be flexible in order to meet the needs and learn to accept ideas that are different from theirs.

- As a result, they are a united bunch of people. They don't make a big deal over their small differences and constantly focus on what is common to them: the organizational vision.

2. Enthusiasm:

Good teams have high energy. They are enthusiastic people and they give energy to one another with their excitement and drive to achieve the goals. When a team has low energy, it drains energy from people. It makes the team a very unattractive bunch of people to be with. People feel tired after being with a group of unenthusiastic people and often as a result, they leave the team. Good teams are the exact opposite of this. They attract people into the group because of their high energy level. People want to be part of them.

3. Vision:

Good teams stay focused on their long term goals. While they have a lot of fun, enjoy each other's company, they never lose focus on the ultimate purpose of them coming together. A good company never forgets that its purpose is to add value to the community whichever industry it is in. By losing vision, a team can lose the whole purpose of coming together in the first place and a good team always keeps that at the back of their heads.

4. Selflessness:

A good team learns the importance of being selfless. Members of a good team understand the importance of the organizational vision before their personal agendas. Sometimes, it means they have to give up their personal time so that corporate goals can be achieved within a deadline; sometimes it means they have to defer their personal views to the team direction. Also, they learn to fork out their own time to help one another.

5. Commitment:

In a world where people love talking about having options, a good team thinks conversely. They understand the importance of being committed to a single cause: in this case the vision of the organization. Commitment often means that they'll do things despite inconveniences and distractions. Despite the many things that are trying to get their attention in their lives, they constantly strive to achieve the corporate goals. This people are the ones that will keep on going despite hardship and trials. They are committed to the cause.

6. Communication:

A good team understands the importance of constant communication with one another. Constant communication means that bonds are kept strong; it means that misunderstandings are minimized; it means that everyone understands each other at a deeper level. By keeping this communication channel strong, a team is able to stay as intimate

allies through the mission of fulfilling the organizational goals. This is usually the result of meeting up often, and meeting in casual settings beyond work. This is the time where the real heart to heart communication really happens. Good teams are intentional about this and they make an effort to keep each other in the loop about their lives and their work.

Three Barriers to Building a Team:

1. Poor Leadership

Everything flows from leadership. And when there's a problem in the team, usually, it's the leader's fault. There could be several reasons that a team is not working, and most often, it starts with the leader.

- Is there no vision for the team? i.e No one in the team knows where they are heading?
- Is there favoritism being practiced by the leader?
- Is the leader too critical of new ideas or suggestions?
- Is the leader's style too imposing on everyone?

It could be various reasons, but whenever you see a team in trouble, look at the leader first; usually the problem starts there.

2. Poor Communication

Communication is a key to the proper functioning of a team. And poor communication can lead to misunderstandings, resentment, offences within a team. Sometimes it's because one person's frankness or direct approach offences another person; and another responds in hurt. While conflict is normal in teams, without resolving them, this poor communication can lead to destructive conflict and cause a team to break down.

3. Poor Team Dynamics

Teams can fail because some people just cannot work with others. For example, if you have two extremely opinionated team members in the team, you'll be seeing conflict all day in the team.

Different Types of Teams:

Organizations use different types of teams in different ways to accomplish their objectives. Some teams have a very simple and specific focus, and others face complex issues with organization-wide ramifications. We can look at teams and classify them in a variety of ways. Let's first take a look at them based on their task complexity and team member fluidity.

Task complexity is the extent to which a task is intricate and consists of different, interrelated parts. Membership fluidity is the extent to which

membership within a team is stable. Low membership fluidity would mean that people are often entering into and leaving the team, and high membership fluidity means they are quite stable, not changing often at all.

Simple Work Teams:

Simple work teams have low task complexity and low team fluidity. Their goal is simple problem solving, and often they are a group that supports day-to-day activities, dealing with issues that require input from more than one person or to generate commitment from employees. Usually these are people from a same team or department, so they generally have a similar focus and tend to work together relatively easily.

Administrative Teams:

An administrative team has high task complexity but low team membership fluidity, meaning that the problems the team deals with are complex but people stream in and out of the group. The goal of an administrative team is to problem solve and then "sell" their ideas to the rest of the organization. Their focus could be internal, external, or both, and the team members are usually management level.

An example of an administrative team might be a relocation committee that's dedicated to relocating a plant to a new area. Members of the team might flow in and out, but the complexity of the task is rather high and not at all part of their regular routine. Management level members work for a finite period of time to accomplish the strategic objective of moving the plant—all its machinery, all its people, and so on—to a new address.

Cross-Departmental Teams:

A cross-departmental team tends to have a low complexity level but a high team membership fluidity, meaning that the work is fairly simple but the teams are committed and fairly unchanging. Their goal is integration in structure and setting ground rules, and their focus is internal and very specific.

A cross-departmental task force is an example of this type of team. Perhaps an organization is installing a new system that will manage all their data, both at the main office and at their plants, in an entirely different way. The task force might come together from different areas of the organization to identify the types of data their departments generate and how that data will be transferred over to the new system, how people will be trained to use the new system and even how change around the system will be managed.

Process Teams:

Process teams deal with high complexity tasks and have high team member fluidity, meaning people are assigned to the team and stay. These folks are creative problem solvers and deal with implementation. Their focus is strategic and broad.

Process teams do not have departmental affiliation and function independently to undertake broad, organizational-level process improvements. For instance, the department store Mervyn's, the now defunct discount department store chain, had a SWAT team that rushes in to solve a store's critical issues. They were deployed at any time, whenever they're needed. They even attempt to solve organizational-wide issues like flextime and insurance.
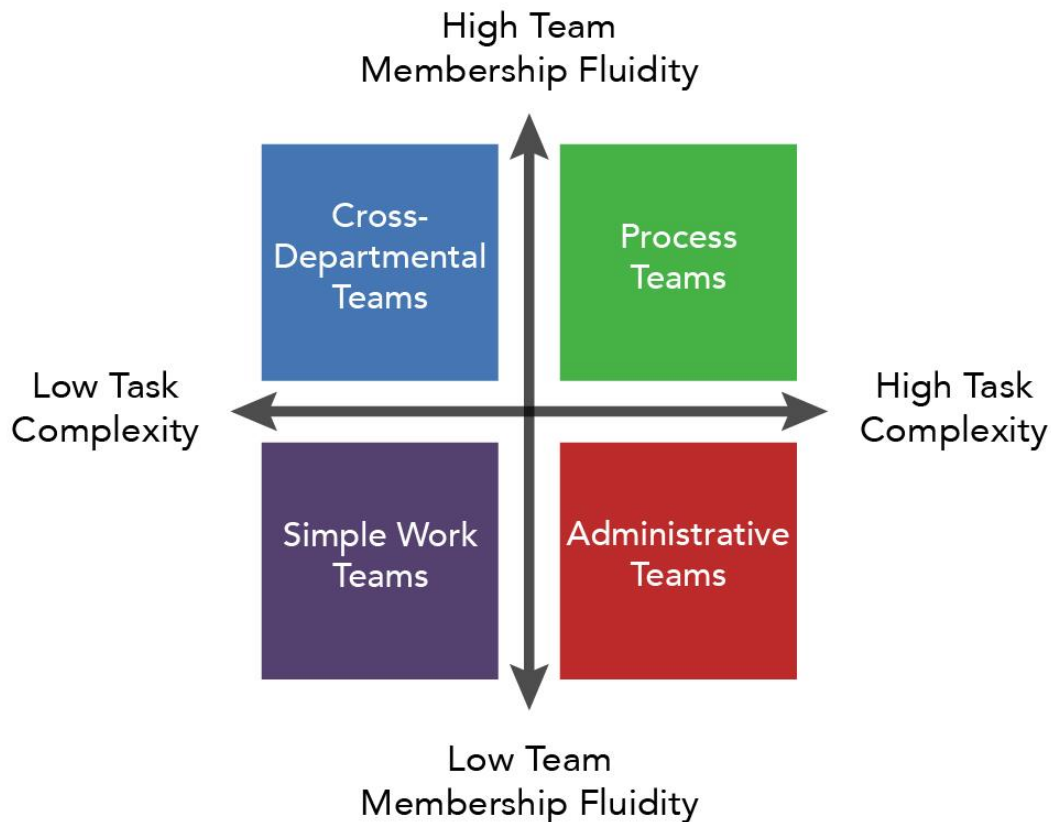
Self-Managed Teams:

Self-managed teams are process teams of employees who have full managerial control over their own work. Volvo is known for having abandoned their typical assembly line structure for one that included only self-managed teams. The teams were charged with assembling their large part of the car, but they could decide how to do it and who was going to work on what parts. The results included significant improvements in product quality and employee satisfaction.

Overall self-managed teams include these characteristics:

- The power to manage their work

- Members with different expertise and functional experience

- No outside manager

- The power to implement decisions

- Coordination and cooperation with other teams and individuals impacted by their decisions

- Internal leadership, based on facilitation. This means that a rotating leader focuses on freeing the team from obstacles as they do their work.

Self-managed teams require a change in structure on behalf of the organization and a high level of commitment on behalf of all parties to ensure their success. Most self-managed teams that fail do so because of a lack of commitment on the part of the organization.

High Team Membership Fluidity

Cross-Departmental Teams

Process Teams

Low Task Complexity

High Task Complexity

Simple Work Teams

Administrative Teams

Low Team Membership Fluidity

Virtual Teams

It's worth noting that there are now also virtual teams, which are teams that use computer technology to tie together physically dispersed members in order to achieve a common goal. It is true that these virtual teams might be an administrative, cross-functional, simple work or even a process team, but they are distinctive in that they allow people to collaborate online.

Because virtual teams have limited social interaction – many times they have not met in person – they tend to be more task-oriented and

exchange less social information. But they're able to do their work even if the members of the team are thousands of miles apart, and allows people to work together who may not otherwise be able to collaborate.

Behavioural Traits of A Good Team Member:

1. Team members must demonstrate behaviours that promote positive team morale. Treat others with courtesy and with respect. Pitch in on the small stuff. If you're known as the person that always leaves the copy machine empty of paper or who takes the last cup of coffee and doesn't start a fresh pot, your peers will be less likely to consider you part of the team.

2. Be responsible for policing yourself. Ensure you follow the rules, policies & procedures. Anything less, puts the entire team at risk for chaos and damages trust. Reliable consistent performance will be noted by your boss and build relationships with your teammates.

3. Have the ability to admit when you are wrong. This is an admirable trait in any team member. The inability to admit when you are wrong inhibits personal growth and impedes your team's ability to innovate. If you can't say, "***I was wrong***," then you'll never get the chance to say, "***you were right***."

4. A sincere, friendly greeting goes a long way to promote positive relationships. If I show you I'm genuinely happy to meet you, you'll instantly start to like me.

5. If you are a team leader, be clear and effective in all forms of communication. Cliques, gossip, favouritism, pettiness and disrespect, can destroy team morale and promote distrust. As a team leader, you have the added responsibility of trying to diffuse situations before they escalate into problems and report them through the appropriate channels, if needed.

6. Both team members and leaders need to listen (non- judgmentally) and be open to complaints, concerns, and suggestions to improve team progress and relationships. Acknowledging the importance and taking the other person's perspective, actively listening to ensure understanding and being able to take responsibility for your own behaviours helps to ensure that positive interactions will be reciprocated. Issues & concerns must be addressed with quickly to promote trust and harmony.

7. Recognise and value that our diverse backgrounds and experiences make us who we are. Every member of a team has a different personality, different perspective on life, and may react to or interpret your behaviour differently than you expect.

8. Be open to other opinions, don't always assume the worst. Treat people how "they" want to be treated, not necessarily how you want to be treated.

9. When interpersonal conflicts arise (and they will) first try to talk out your concerns with the individual, privately. Make them aware that he/she is offending you. Give him/her the opportunity to correct the behaviour before assuming it is intentional. If you cannot resolve the issue at this level, report the problem to your team leader or supervisor before it escalates any further.

10. Behave professionally, recognise that inappropriate conduct, impacts all members of the team and the organization as a whole. Be known for your consistent principles.

Role of Team Leader in a Team:

A single brain sometimes cannot take decisions alone. One needs the assistance and guidance of others as well to accomplish the tasks within the desired time frame. In a team, every member contributes to his level best to achieve the assigned targets. The team members must be compatible with each other to avoid unnecessary conflicts and misunderstandings.

Every team should have a team leader who can hold his team together and extract the best out of the team members. The team leader should be such that every individual draws inspiration from him and seek his advice and guidance whenever required. He should be a role model for his team members.

A team leader plays an important role in guiding the team members and motivating them to stay focused.

A team leader is one who sets a goal and objective for the team. Every team is formed for a purpose. The leader alone should not set the goal, **suggestions should be invited from one and all and issues must be discussed on an open forum**. He must make his team members well aware of their roles and responsibilities. He must understand his team members well. The duties and responsibilities must be assigned as per their interest and specialization for them to accept the challenge willingly. Never impose things on them.

A team leader must be impartial. He should support one and all equally. Partiality leads to negativity and conflicts among the team members. Don't favour anyone just because he is your friend.

As a team leader, one should constantly motivate his team members. **Motivate them so that they perform even better the next time**. Avoid criticizing anyone. Never make fun of anyone's mistakes, instead correct him in a polite way.

Encourage the team members to help each other. Create a positive ambience at the workplace. Avoid playing politics or provoking individuals to fight. Make sure that the team members do not fight among themselves. In case of a conflict, don't add fuel to the fire, rather try to resolve the fight immediately. Listen to both the parties before coming to any conclusion. Try to come to an alternative feasible for all.

Be a mentor to your team members. "Hitler approach" doesn't work in the modern scenario. The team members should be able to gain from the team leader's talent and mentorship. He must stand by his team always. When a team performs well, the credit goes to the team leader, similarly at times when the team fails to perform as per the expectations of others, don't try to play safe. A leader should own his mistakes as well as his team member's. Don't play blame games or point fingers at others. No body will respect you this way.

Problems may crop up anytime in the team. The leader must be easily available to his team. The team member should have the liberty to walk up to his mentor whenever he is unable to take a decision on his own. The team members should be able to fall back on their leader anytime without the fear of getting rebuked.

The **team leader should take the initiative of bringing the team members closer**. A leader should try his level best to break the ice among them. Celebrate their birthdays, anniversaries together so that

they can discuss issues apart from work more freely. It is okay if you share one or two jokes with them but make sure you do not cross your limit. Once in a while do organize picnics or parties where families can also be invited. Such activities strengthen the bond among the employees apart from increasing the trust factor between them.

It is the duty of the mentor to monitor the team's performance on a regular basis. Any dip in the performance of any team member must not be ignored. Call him immediately and discuss with him in private. He might feel insulted in front of others. Talk to him face to face. Encourage everyone to participate in team discussions and express their opinions freely. If any team member is not performing up to the expected level, don't sack him immediately. Try to give him another opportunity or probably any other role and ensure he delivers his best this time.

The team leader is the face of every team as well as the organization. An aeroplane will definitely crash, if the pilot loses focus and control, similarly a team can't perform unless and until the leader has his control on the team. It is okay to be friendly with your team members, but make sure they do not take undue advantage of this gesture. Discipline is a must. Give your team a direction, without which it fails to perform.

If a team member comes to you to discuss any of his personal problems, lend him a sympathetic ear. Try to help him. Keep the things to yourself

and do not escalate it to the management. Do not ask for too many favours from your team members. Don't ask them to go for your grocery shopping or book movie tickets for you. Remember if you yourself do not adhere to the rules and regulations of the organization, your team members will never bother to do so. Be disciplined yourself to expect the same from them. A team leader should set an example for others.

Individual Presentations/Team Presentation - Project Presentations:

Oral Presentation Tips:

An oral presentation is more than just reading a paper or set of slides to an audience. How you deliver your presentation is at least as important in effectively communicating your message as what you say. Use these guidelines to learn simple tools that help you prepare and present an effective presentation, and design PowerPoint slides that support and enhance your talk. An effective presentation is more than just standing up and giving information. A presenter must consider how best to communicate the information to the audience. Use these tips to create a presentation that is both informative and interesting:

- *Organize your thoughts:* Start with an outline and develop good transitions between sections. Emphasize the real-world significance of your research.
- *Have a strong opening:* Why should the audience listen to you? One good way to get their attention is to start with a question, whether or not you expect an answer.

- ***Define terms early:*** If you are using terms that may be new to the audience, introduce them early in your presentation. Once an audience gets lost in unfamiliar terminology, it is extremely difficult to get them back on track.

- ***Finish with a bang****: Find one or two sentences that sum up the importance of your research. How is the world better off as a result of what you have done?

- ***Design PowerPoint slides to introduce important information:*** Consider doing a presentation without PowerPoint. Then consider which points you cannot make without slides. Create only those slides that are necessary to improve your communication with the audience.

- ***Time yourself:*** Do not wait until the last minute to time your presentation. You only have 15 minutes to speak, so you want to know, as soon as possible, if you are close to that limit.

- ***Create effective notes for yourself****: Have notes that you can read. Do not write out your entire talk; use an outline or other brief reminders of what you want to say. Make sure the text is large enough that you can read it from a distance.

- ***Practice, practice, practice:*** The more you practice your presentation, the more comfortable you will be in front of an audience. Practice in front of a friend or two and ask for their feedback. Record yourself and listen to it critically. Make it better and do it again.

PowerPoint Tips:

Microsoft PowerPoint is a tremendous tool for presentations. It is also a tool that is sometimes not used effectively. If you are using PowerPoint, use these tips to enhance your presentation:

- *Use a large font.* As a general rule, avoid text smaller than 24 point.
- *Use a clean typeface.* Sans serif typefaces, such as Arial, are generally easier to read on a screen than serif typefaces, such as Times New Roman.
- *Use bullet points, not complete sentences.* The text on your slide provides an outline to what you are saying. If the entire text of your presentation is on your slides, there is no reason for the audience to listen to you. A common standard is the 6/7 rule: no more than six bulleted items per slide and no more than seven words per item.
- *Use contrasting colors.* Use a dark text on a light background or a light text on a dark background. Avoid combinations of colors that look similar. Avoid red/green combinations, as this is the most common form of color blindness.
- *Use special effects sparingly.* Using animations, cool transition effects, sounds and other special effects is an effective way to make sure the audience notices your slides. Unfortunately, that means that they are not listening to what you are saying. Use special effects only when they are necessary to make a point.

Presenting Effectively:

When you start your presentation, the audience will be interested in what you say. Use these tips to help keep them interested throughout your presentation:

- ***Be excited****:* You are talking about something exciting. If you remember to be excited, your audience will feel it and automatically become more interested.

- ***Speak with confidence:*** When you are speaking, you are the authority on your topic, but do not pretend that you know everything. If you do not know the answer to a question, admit it. Consider deferring the question to your mentor or offer to look into the matter further.

- ***Make eye contact with the audience****:* Your purpose is to communicate with your audience, and people listen more if they feel you are talking directly to them. As you speak, let your eyes settle on one person for several seconds before moving on to somebody else. You do not have to make eye contact with everybody, but make sure you connect with all areas of the audience equally.

- ***Avoid reading from the screen:*** First, if you are reading from the screen, you are not making eye contact with your audience. Second, if you put it on your slide, it is because you wanted them to read it, not you.

- ***Blank the screen when a slide is unnecessary:*** A slide that is not related to what you are speaking about can distract the audience. Pressing the letter B or the period key displays a black screen, which lets the audience concentrate solely on your words. Press the same key to restore the display.

- ***Use a pointer only when necessary:*** If you are using a laser pointer, remember to keep it off unless you need to highlight something on the screen.

- ***Explain your equations and graphs****:* When you display equations, explain them fully. Point out all constants and dependent and independent variables. With graphs, tell how they support your point. Explain the x- and y-axes and show how the graph progresses from left to right.

- ***Pause:*** Pauses bring audible structure to your presentation. They emphasize important information, make transitions obvious, and give the audience time to catch up between points and to read new slides. Pauses always feel much longer to speakers than to listeners. Practice counting silently to three (slowly) between points.

- ***Avoid filler words***: Um, like, you know, and many others. To an audience, these are indications that you do not know what to say; you sound uncomfortable, so they start to feel uncomfortable as well. Speak slowly enough that you can collect your thoughts before moving ahead. If you really do not know what to say, pause silently until you do.

- ***Relax***: *I*t is hard to relax when you are nervous, but your audience will be much more comfortable if you are too.

- ***Breathe***: It is fine to be nervous. In fact, you should be all good presenters are nervous every time they are in front of an audience. The most effective way to keep your nerves in check aside from a lot of practice before hand is to remember to breathe deeply throughout your presentation.

- ***Acknowledge the people who supported your research:*** Be sure to thank the people who made your research possible, including your mentor, research team, collaborators, and other sources of funding and support.

Project Presentations:

As a project manager, you will sometimes be asked to make presentations to a board, to a senior leader team, an external vendor, or to your organization. Here are opportunities to help your stakeholders understand your projects. With every presentation, you can try new things and learn to improve your presentations.

1. Plan your presentations.

Want to present more effectively? Create your presentation with a good structure. The structure will help you with recall and more importantly, will help your audience follow your presentation. Here's a simple but effective structure:

- **Introduction.** Present the big idea. What is the major challenge or opportunity you want to see your audience to think about?
- **Body.** Give your audience three practical action steps to achieve the big idea.
- **Conclusion.** Restate the big idea and summarize the action steps.

Not complicated, huh? That's the idea–keep your structure simple.

2. Arrive early.

It is a good practice to arrive early at the location of your presentation. Make sure everything has been set up as you've requested. Check out the equipment to make sure that things such as your microphone, PowerPoint, remote, and projector are working properly.

3. Keep the focus on you (not your slides).

When presenting, keep the focus on you, not your slides. Many presenters make the mistake of putting too much text on their slides. The audience spends more time reading the slides than making eye contact with you–the presenter. If you know the room will be dimly lit, see if you can get a light directed toward you.

4. Use an outline (not a script).

If you want to connect better with your audience, use a conversational style. Presenters who read their presentations seem a bit stilted (okay boring). Try using an outline for the majority of your presentation rather than a script. It's fine to read quotes and book excerpts to illustrate a point.

5. Practice the presentation.

It amazes me how many people never practice their presentations. Just because you've developed your slides and your outline does not mean you are prepared to give a killer presentation. Walk through the presentation—talk it out—get comfortable with the delivery. Think about the speed, the tone, and the parts you wish to emphasize.

6. Make eye contact.

Remember—use a conversational style. Look into the audience and make sustained, focused eye contact with individuals for brief periods of time. How long? Three to five seconds. This one habit can transform your audiences into engaged participants.

7. Use visuals.

One of the most powerful presentations I've ever seen was about fifteen years ago. I will never forget it. The presenter used humorous clips from the Road Runner Cartoons to illustrate risk management principles. She also had supporting visuals—play-like Acme rockets and stuffed animal characters. She could have simply told the Road Runner stories, but the visuals made the presentation more engaging and memorable.

8. Keep your slides simple.

Over time, I've shifted from text-based slides to slides comprised of images with little text. My aim is to keep the audience engaged with me, the presenter. The slides supplement what I'm saying (not the other way around).

When I create slides with bullets and text, I keep each line short—no text wrapping. I also limit the number of bullets to no more than seven.

9. Use stories and analogies.

Give people numbers and statistics and you quickly lose your audience. Alternatively, tell stories to engage your participants. Individuals can see

themselves in the fabric of your stories. Stories give context and allow people to extrapolate the relevant meaning for their personal application. Furthermore, people remember stories much better than numbers and boring facts.

10. Provide a copy of your presentation.

Provide a copy of your presentation to your participants. Keep in mind that slides are mostly designed with key points and figures, so prepare handouts containing the key points of your topic. You can provide URL to your participants to download key points of your presentation.

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