

BOOK RECOMMENDATION

Global Leadership: The Next Generation

Authors: Marshall Goldsmith

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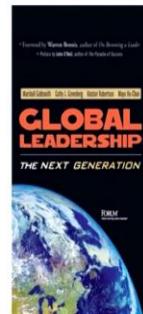


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And finally, this is the book that is the global leadership the next generation that has been suggested by the Marshall Goldsmith for further reading. I am sure by this reading you will be able to learn about these how the global leadership has been developed. The case studies have been given two-year Accenture study of the emerging business leaders that has been shared.

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And these are the references which we can use for your further references and for your detail studies you can take these references so that you can be a global leader and going from the local to global for the business by remaining Glocal. Thank you.

Leadership and Team Effectiveness
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Lecture – 33
Motivation and Leadership

Today, we are discussing an exciting and beneficial relevant topic: how this motivation is related to leadership.

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Contents

- Motivation
- Types and Importance of Motivation
- Motivational Approaches
- Leadership qualities to motivate and inspire your team
- Why Motivation Matters in Leadership
- Case Study
- Research Paper
- Book Recommendation
- References



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So, we will try to understand the motivation, the types and importance of motivation, motivational approaches, leadership qualities to motivate and inspire your team, and why motivation matters in leadership. Then, as usual, the case study, research paper, a book recommendation and the references are there.

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Motivation

- Motivation comes from the Latin word “movere” which means, “to move”.
- The processes that account for an individual's intensity, direction, and persistence of effort toward attaining a goal.
- Motivation is the process that initiates, guides, and maintains goal-oriented behaviors.
- Motivation is an important factor which encourages persons to give their best performance and help in reaching enterprise goals.



Image source: https://www.researchgate.net/figure/Components-of-motivation_fig44_323695129

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Now, this is basically if we defined technically from the Latin word movere, which means to move and the processes that account for an individual's intensity, direction and persistence of effort towards attaining a goal. So, here we will find that whenever we are talking about the individual's intensity to work, intensity to do and naturally here that direction is significant, but what to do when to do, how to do, where to do, where to do.

So therefore, in that case, the directions, especially what to do and when to do and persistence of efforts towards attaining a goal. So that goal which we want to attain. So, that is an intensity to attain that goal that is very important how much you want to attain the goal and that intensity in other terms I can say that is it is a willingness to do, and you will find that human brain when decides to do something.

Then irrespective of whatever the barriers are there that the brain will do that particular the act or attain the goal, whatever the social or economical, especially many times when we ask people why you could not do this thing, and then he will say, sir, my economic condition was not good, my social condition was not good. On the other side, we find that people are much poorer than those who can attain the goal.

Many people have attained their goals irrespective of their non-social support, and therefore, it becomes essential that whatever the intensity the person is having and if it is to anyhow, I have to achieve the goal, that will always be the motive to move. Whenever we are talking about leadership is there, so in that case, a direction is there.

So, motivation is a process that initiates if you talk entirely about this process of motivation, then this motivation has the initiated. So, this process of motivation which we are talking about is going to be the initiate than the guide, and that is the direction whenever we are relating it with the direction and maintaining a goal-oriented behaviour is there ultimately that goal has to be achieved.

So, here it becomes essential that how a person's will is there, how a person is going to get that direction, the direction is essential then you can say as we have talked about the leader role. So, the leader is a friend. Also, the leader is a mentor; a leader is a teacher; a leader is a facilitator; a leader is a guide; a leader is a supervisor; a leader is a manager. So, therefore there are so many roles of the direction provider, is there.

So, motivation is an essential factor which encourages a person to give their best performance and recently, we have seen in the Olympics that is Mirabai Chanu and Neeraj Chopra. So, these are the examples to give their best performance and in hockey teams also in India. So, that helps in reaching the enterprise goal. So, therefore this is the best performance, so what is the best performance is there.

In our context, we are talking about the enterprise world for the players; they are the best performance they have given. So therefore, in that case, we find that whatever the performer's motivation level is there irrespective of profession. So, he is a player or an artist in paintings, and all or he is a teacher or a student, whatever it is there. So, therefore it plays a significant role in attaining the goals.

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Definitions of Motivation	
Authors	Definition
Berelson and Steiner	A motive is an inner state that energizes, activates, or moves and directs or channels behavior goals.
Jozef Cohen	Motivation is the inner thrust behind behavior.
The Encyclopedia of Management	Motivation refers to degree of readiness of an organism to pursue some designated goal and implies the determination of the nature and locus of the forces, including the degree of readiness.
Dubin	Motivation is the complex of forces starting and keeping a person at work in an organization



So, much research has been done, and then it has been seen that the specific definitions are relevant to our context discussions. Berelson and Steiner, a motive is an inner state, a cognitive state that energizes, activates or moves and directs or channels behavioural goals. So, therefore it is internal energy and energy which he activates.

We also have to interpret these terminologies, and the content in a proper context, like in the case of a positive act, positive goal, or socially acceptable goal. So, in that case, that will be the energies which will be activated. So, towards that positive goal and as a result, the goal has been achieved. Jozef Cohen has defined motivation as the inner thrust behind the behaviour is there.

So, whenever we talk about the attitude relationship between the attitudes. So, attitude will be there, and these attitudes will lead to the behaviour that the inner thrust behind the behaviour. So, inner thrust is an attitude, and natural behaviour is in action. So, this is the action we are talking about. Now means it is required both it is required your cognitive level and it is also required your action.

Moreover, in that case, you will find that it is essential to a state of mind and your line of action whenever we are talking about this particular aspect. When a state of mind and action both will match, the motivation will be there, and high motivation will be there. The encyclopedia of management motivation refers to the degree of readiness of an organism to pursue some designated goal and implies the determination of the nature and the locus of the forces, including the degree of readiness.

So, this degree of readiness is nothing, but it is a motive; it is an inner thrust that makes him ready to do that particular task. Dubin has mentioned that motivation is the complex of forces starting and keeping a person at work in an organization is there, and naturally, that state of mind is to continue with the organization that is the motivation is there.

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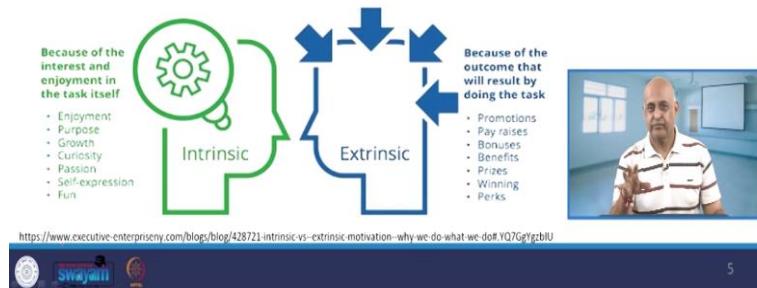
Types of Motivation

- Intrinsic motivation

Intrinsic motivation can arise from self-generated factors that influence people's behavior. It is not created by external incentives.

- Extrinsic motivation

Extrinsic motivation occurs when things are done to or for people to motivate them.



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Now there are two types of motivations; intrinsic motivation and extrinsic motivation is there. Whenever we talk about the intrinsic motivation that can arise from the self-generated factors that influence people's behaviour. External incentives do not create it. So, within the person who wants to achieve those goals by himself, within is there. So, there is nothing external or extrinsic motivation.

So, what is extrinsic motivation? Things are done for people to motivate them. Examples are the interest and enjoyment in the task itself: enjoyment, purpose, growth, curiosity, patience, self-expression, and fun. If these are the reasons for the motivation and motive to achieve the goal, then we will say it is intrinsic motivation. The outcome is the result of doing the task because of the promotion, pay raises, bonuses, benefits, prizes, winning, and perks.

So, therefore if these factors are there, that will be the extrinsic motivation. So, these are the things which have been introduced so that the person should feel motivated and then that will be becoming their achieving the goal performance will be better.

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Importance of Motivation

Broadly, the importance of motivation is as follow:

1. High level of performance

- Organization must ensure that the employees have a high degree of motivation. A highly motivated employee put extra effort into work and have a sense of belonging for the organization.

2. Low employee turn over and absenteeism

- Low level of motivation is a root cause of low turnover and absenteeism. High level of absenteeism causes a low level of production, poor quality, wastages and disruption in production schedules.



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So, first and foremost, we should motivate somebody for a high level of performance. So, the organization must ensure that the employees have a high degree of motivation because highly motivated employees put extra effort into work and have a sense of belonging. Low employee turnover and absenteeism are there; the outcome is there.

So, a person feels motivated to be at the job; he will not think to leave the job, change the organization, employee turnover will be low, and the people will like to come on the work. Therefore, in that case, it will also reduce absenteeism, the quality of these products will be better, and wastages and disruption in the production schedule will be minimum.

So, a low level of absenteeism causes a low level of production of poor quality; therefore, in that case, the person should come himself with the high motivation at the workplace.

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Importance of Motivation

3. Acceptance of organization change

- Social change and technology evolution happens in the external environment have greater impact on the motivation of the employee. Management must ensure that the changes are introduced in the organization and its benefits explained to the employees so that there is no resistance to change and organizational growth is achieved.

4. Organizational image

- Employees are the mirrors of any organization. Regular training & development programme should be organized to keep employee updated with latest skills. It will have a positive impact on the employees and the image of the organization will be improved.



<https://www.geektonight.com/what-is-motivation/>



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Acceptance of organizational change, social change, and technology evolution happen in the external environmental factors, which affect the employee's motivation. So, management must ensure that the changes are introduced in the organization, and its benefits explained to the employees so that there is no resistance to change and organizational growth is achieved.

Now one example I would like to give is the introduction of technology. So, whenever we are talking about the introduction of technology, there is resistance. So, I remember in the banking industry in India when the computer was introduced in the early 80s, so that time is around the early 80s. So at that time, it is that employees are given the resistance, and today we see that the whole banking industry, including SBI, is mobile banking.

So that the growth, the achievement it has been very fantastic. So, therefore in that case, whatever the changes are there. First, they de-motivate you because they make you unstable, but the changes are more significant, and therefore, there is no resistance to changing an organization's growth achieved than corporate image. Employees are the mirrors of any organization you see; if you want to know the culture of any organization, then you can watch an employee who is working at the organization.

And then, you will find what type of culture is there in the organization. Regular training and development programs should be organized to keep employees updated with the latest skills. So therefore, in that case, those types of regular programs that will keep on motivating keep on making the high gradation skills, so they feel upliftment and whenever they feel upliftment at the workplace so then definitely they will be having the more motivation.

It will positively impact the employees, and the organization's image may be improved. Now you see that the organization's image is better when the employees do better. Organization image is better employees are more motivated. So, it is a vicious circle, but where to start? It has to start with the employees because employees are creating the organization.

An organization's image cannot create the employees. That is, the cultural organization culture will be there, but in the beginning, that culture has to be built by the employees and therefore, the employee should be highly motivated in the beginning so that once their image is created and then whoever joins so because of that culture he has also always feel motivated.

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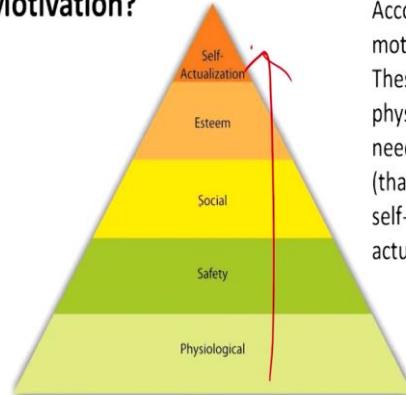
Five Motivational Approaches	
Theory or Approach	Major Themes of Characteristics
Maslow's hierarchy of needs	Satisfy needs to change behavior
Achievement orientation	Possess certain personality traits
Goal setting	Set goals to change behavior
Operant approach	Change rewards and punishments to change behavior
Empowerment	Give people autonomy and latitude to increase their motivation for work.



So, five motivational approaches are there Maslow's hierarchy of needs, satisfying the needs to change behaviour, achievement orientation, goal setting, and the operant approach. The empowerment gives people autonomy and latitude to increase their motivation for the work is there.

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Maslow's Hierarchy of Needs: How Does Context affect Motivation?



According to Maslow, people are motivated by five basic types of needs. These include the need to survive physiologically, the need for security, the need for affiliation with other people (that is, belongingness), the need for self-esteem, and the need for self-actualization.



Image source: https://saylordotorg.github.io/text_organizational-behavior-v1.1/09-theories-of-motivation.html

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So, first, we will talk about Maslow's hierarchy of needs and how the context affects motivation. According to Maslow, the needs are in a hierarchy; suppose I ask you what the need of human beings is? So, many of you may say roti, kapda or makan, which is food, cloth and shelter, but very few will say it is food, water and air. Why? Because these physiological needs are available, it does not motivate you.

Nevertheless, a person who is having the suppose he is living in such a part of the country where the water supply is complicated, and therefore he has to bring the drinking water from the long-distance then definitely somebody says no you will be shifted to that place where the ample water is available. Naturally, that person will feel motivated and shift to that particular location where ample water is available.

So, therefore the physiological needs so they motivate. According to Maslow, first, they motivate these particular needs are there. The second is need for the safety, so that is physical safety. So, the need for a safety that will be about that is the person wherever he is living in the society whether he is physically safe or not that he will see. Then next is the social needs are; there is the need for affiliation with other people, that is, belongingness is there, and then the need for self-esteem and then the need for self-actualization.

So, therefore Maslow has given this particular model in the hierarchy. So, it goes from the physiological to safety, safety to social, social to self-esteem and self-actualization is there, but nowadays, what we talk about that is this particular model that is not necessarily into the

hierarchy is there. Our experience says that it is not necessarily these models will be in a hierarchy.

Somebody may have the self-esteem need may not have the social and safety, for example, a freedom fighter. So, freedom fighters did not have the safety needed. They have the self-actualization need, and they were working and motivated to get the freedom for their country. So, that is not any physiological or safety social needs. These were not the needs were there.

So, then it was not a hierarchy. So, the criticism of this theory is that Maslow has mentioned it is in the hierarchy, but it has been observed practically that not necessarily hierarchy will be followed, and therefore, in that case, many people may have the immediate self-actualization needs are there.

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1. **Physiological needs** - These are biological requirements for human survival, e.g. air, food, drink, shelter, clothing, warmth, sleep.
2. **Safety needs** - After the first level the needs for security and safety become salient. Financial security, health and wellness, safety against accidents and injury.
3. **Love and belongingness needs**- The third level of human needs is social and involves feelings of belongingness. e.g.-Friendships, Family, Social groups, Community groups.
4. **Esteem needs**- when the needs at the bottom three levels have been satisfied, the esteem needs begin to play a more prominent role in motivating behaviour. e.g.- status, recognition.
5. **Self-actualization needs**-Highest order need, refer to the realization of a person's potential, self-fulfilment, seeking personal growth and peak experiences.



Source: <https://www.simplypsychology.org/maslow.html>

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So, physiological needs are physical requirements, air, food, drink, shelter, clothing, and sleep. Safety needs are there, and the need for security and safety becomes salient. Financial security, health and wellness, safety against accidents and injury, love and belongingness needs, and social needs involve feelings of belongingness, friendship, family, social groups, and community groups.

Then the self-esteem needs, when they estimate the bottom three levels have been satisfied, the esteem needs begin to play a more prominent role in motivating behaviour. Now here is the point that is the need at the bottom level three levels have been satisfied, but this is about mentioned in theory Modern Maslow hierarchy theory model, but it is not in hierarchy.

The esteem needs begin to play a more prominent role in motivating behaviour that is the status and recognition are there. Self-actualization needs the highest order need refer to the realization of a person's potential, self-fulfilment, seeking personal growth and the peak experience is there, and therefore it is a realization of self-realizing self that what I can do, what my strength is, what is my potential.

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Achievement Orientation: How Does Personality Affect Motivation?

- Atkinson has proposed that an individual's tendency to exert effort toward task accomplishment depends partly on the strength of his or her motivation to achieve success, or as Atkinson called it, achievement orientation.
- McClelland further developed Atkinson's ideas and said that individuals with a strong achievement orientation strive to accomplish socially acceptable endeavors and activities.
- It looks at **three** need.
- Need for achievement (nAch)** is the drive to excel, to achieve in relationship to a set of standards.
- Need for power (nPow)** is the need to make others behave in a way they would not have otherwise.



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So, achievement orientation is there; how does the personality affect motivation? So, Atkinson has proposed that an individual's tendency to exert effort towards the task accomplishment depends partly on the strength of their motivation to achieve success or, as Atkinson called it, achievement motivation orientation is there. So, therefore whatever we say in the theories, motivation.

So, therefore Atkinson says that it is the achievement orientation. So, naturally, that is motivation was what? We have discussed so far that motivation is a willingness to achieve a goal. So, the achievement of a goal accomplishment of a goal is the achievement motivation. McClelland further developed Atkinson's idea and said that individuals with a strong achievement orientation strive to accomplish socially acceptable endeavours and activities.

Moreover, it looks at three needs, need for achievement, need for power and need for affiliation. So, the need for achievement is a drive to excel in achieving a set of standards, while the need for power is to make others behave in a way they would have otherwise. So,

therefore, in that case, the need for achievement to drive to excel that is most the organization want is their employee should have a very high need for achievement.

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Achievement Orientation: How Does Personality Affect Motivation?(Cont.)

- Need for affiliation (n_{Aff}) is the desire for friendly and close interpersonal relationships.
- People with higher levels of achievement orientation are likely to do better in school, pursue postgraduate degrees, get promoted more quickly, and get paid higher salaries and bonuses than their lower-scoring counterparts.
- It is hardly surprising that achievement orientation is often a key success factor for people who advance to the highest levels of the organization.



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Moreover, as I mentioned, the third one is the need for affiliation is a desire for friendly and close interpersonal relationships. So, now again, it will depend from individual to individual. Some will be more need for affiliation, somebody will be more for need of power, and somebody will be more for achievement. People with higher achievement and orientation are likely to do better in school, pursue post-graduate degrees, get promoted more quickly, and get paid higher salaries and bonuses than their lower-scoring counterparts.

So therefore, in that case, this need for affiliation creates the direction for the employee to do the job voluntarily. Achievement orientation is often a critical success factor for a person who advances to the highest level of the organization, and we can understand that is when from the junior level to the top level what motivates a person his achievement motivation is there.

So, achievement and motivation will be there so that the person will be at a high level in the organization itself.

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Goal Setting: How Do Clear Performance Targets Affect Motivation?

- One of the most familiar and easiest formal systems of motivation
- According to Locke and Latham, goals are the most powerful determinants of task behaviors.
- A theory that says that specific and difficult goals, with feedback, lead to higher performance.
- Goals should be "**SMART**", which stands for Specific, Measurable, Attainable, Relevant, and Time-bound.

Locke's Goal Setting Theory



Image Source: <https://getlucidity.com/strategy-resources/guide-to-locke-s-goal-setting-theory/>

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This was from the left-hand side of the exercise; the right-hand side is a goal and goal accomplishment. So, how to perform the targets affect the motivation is there. So, one of the most familiar and most accessible formal motivation systems. According to Locke and Latham, goals are the most potent determinants of task behaviours. These goals are there, and then goals decide how much one has to put in the effort.

There is a theory that says that specific and challenging goals with feedback lead to higher performance. So therefore, in that case, that will require that particular, specific and challenging goals are there. The goal should be bright, which stands for the specific, measurable, attainable, relevant, and time-bounded. So, therefore whenever we talk about the goals, that has to be a particular goal.

And then naturally, these goals are supposed to be measurable and attainable and then the relevance of the organization what exactly they wanted to, and the time-bounded will be there. So, therefore whenever we are talking about goal setting, the SMART approach is to be adopted.

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Goal Setting: How Do Clear Performance Targets Affect Motivation?

- Leaders wanting to improve individual or team performance should set high but achievable goals and express confidence and support that the followers can get the job done.
- The Pygmalion effect occurs when leaders articulate high expectations for followers; in many cases these expectations alone will lead to higher-performing followers and teams.
- The Golem effect occurs when the leaders have little faith in their followers' ability to accomplish a goal, they are rarely disappointed by the non-achievement by their followers.



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How does a clear performance target affect motivation? Leaders wanting to improve individual or team performance should sit high, but achievable goals you know this is also very important. The goal should not be so complex that is which is not achievable. Whenever the person feels that this goal is not achievable, then, in that case, he will be, it will be difficult for him to keep motivated because he starts believing that this is impossible.

So, please do not keep the impossible goals. Please keep the achievable goals and express confidence and support that the followers can get the job done. Where do you bring these attainable goals? From past experiences, past examples, surrounding industries, and similar nature of jobs, from there, you bring those goals so those goals will be achievable.

So, the followers can get that particular job done. The Pygmalion effect occurs when leaders articulate high expectations for followers. In many cases, these expectations alone will lead to high performing followers, and the team is there. So, they know exceptional guidance is required only keeping the high goals that here it is being mentioned that goal will be such an achievable goal.

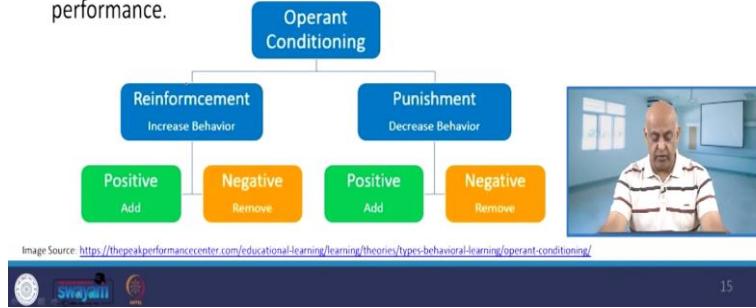
So, therefore already the person who is following that goal will be able to achieve that goal. The Golem effect occurs when the leaders have little faith in their follower's ability to accomplish a goal. So therefore, in that case, they are rarely disappointed by the non-achievement of their followers. So, what happens is a Pygmalion effect, and therefore, in that case, they believe my follower will not be able to do so.

Moreover, the follower is not able to do that. So, therefore that is a non-achievement by the follower because that particular belief of the leader is there.

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The Operant Approach: How Do Rewards and Punishment Affect Motivation?

- One popular way to change the direction, intensity, or persistence of behavior is through rewards and punishments.
- When properly implemented, there is ample evidence to show that the operant approach can be an effective way to improve follower motivation and performance.



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So, the operant approach is there. One popular way to change behaviour's direction, intensity or persistence is through rewards and punishment. When properly implemented, there is ample evidence to show that the operant approach can effectively improve follower motivation, and the performance is there. So, that is reinforcement, and there is a punishment, and the positive is there negative reinforcement behaviour is there.

The positive punishment is there, negative punishment is there, and then whenever we are talking about the positive reinforcement, yes, naturally, better results will be there. Whenever we talk about operant conditioning as the punishment, then definitely that positive will be below, and the negative may be high; however, it will depend on the situation itself.

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Cont.

- Using operant principles properly for improving followers' motivation and performance requires several steps:
 1. Clearly specify what behaviors are important.
 2. Determine if those behaviors are currently being punished, rewarded, or ignored.
 3. Find out what followers find rewarding and punishing.
 4. Be careful while creating perceptions of inequity when administering individually tailored rewards.
 5. Leaders should not limit themselves to administering organizationally sanctioned rewards and punishments.
 6. Leadership practitioners should administer rewards and punishments in a contingent manner whenever possible.



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Improving the follower's motivational performance requires several steps that specify a specific goal and determine that behaviour that is currently being punished, rewarded or ignored. Finding out what followers find rewarding and punishing will depend upon the follower that he will decide what is rewarding and what is not punishing. So, suppose you are talking about the working up to 6 o'clock that maybe further rewarding for somebody, somebody may be punishing is there.

So, therefore your interaction with your followers is very, very important. Be careful while creating perceptions of inequity when administering the individual Taylor rewards. Therefore, we have to create individual-based rewards in that case, and leaders should not limit themselves to administering administrative sanctions, rewards and punishment. Instead, leadership practitioners should administer rewards and punishment contingently wherever possible.

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Empowerment: How Does Decision-Making Latitude

Affect Motivation?

- Empowerment is the final approach to motivation.
- Some people believe empowerment is about delegation and accountability; it is a top-down process in which senior leaders articulate a vision and specific goals and hold followers responsible for achieving them.
- Others believe empowerment is more of a bottom up approach that focuses on intelligent risk taking, growth, change, trust, and ownership; followers act as entrepreneurs and owners who question rules and make intelligent decisions.



<https://www.achievers.com/blog/employee-empowerment/>

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So, what to do by empowerment? Empowerment is the final approach to motivation. Some people believe empowerment is about delegation and accountability; it is a top-down process in which senior leaders articulate a vision and specific goal and hold followers responsible for achieving them. While others believe empowerment is more of a bottom-up approach that focuses on intelligence, risk-taking, growth, change, trust and ownership.

Followers act as entrepreneurs and owners who question rules and make intelligent decisions are there and accordingly, they will be performing based on the empowerment of the employees.

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Empowerment: How Does Decision-Making Latitude

Affect Motivation?

- The psychological components of empowerment can be examined at both macro and micro levels.
- Three macro psychological components underlie empowerment are: motivation, learning, and stress.
- There are also four micro components of empowerment.
- These components can be used to determine whether employees are empowered or unempowered, and include self-determination, meaning, competence, and influence.



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The physiological components of empowerment can be examined at both the macro and micro levels. Three macro physiological components underlie empowerment are the

motivation, learning, and stress. So, these macro physiological components can be studied. There are also four micro components of empowerment is there, and these components can be used to determine whether employees are empowered or unempowered and include self-determination, meaning and competence, and influence is there.

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The Empowerment Continuum

Empowered Employees ← → Unempowered Employees

<ul style="list-style-type: none">• Self-determined• Sense of meaning• High competence• High influence	<ul style="list-style-type: none">• other-determined• Not sure if what they do is important• Low competence• Low influence
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The empowerment continuum is there, and there is a self-determined sense of meaning, high competence, and strong influence is there. The unempowered employees are determined, not sure if what they do is essential, and have low competence and the low influence is there.

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Leadership qualities to motivate and inspire your team

1. Provide a vision and purpose
2. Set clear goals
3. Lead by example
4. Encourage teamwork
5. Be optimistic and positive
6. Give praise and rewards
7. Communicate with the team
8. Empower team members



<https://www.deakinco.com/media-centre/article/8-leadership-qualities-to-motivate-and-inspire-your-team>

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So, leadership qualities to motivate and inspire your team are providing vision and purpose, setting clear goals, leading by example, encouraging teamwork, being optimistic, giving praise and rewards, communicating with the team, and empowering team members. So, this

recipe of the leadership qualities that will keep your employees more motivated and inspire your team is there.

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Why Motivation Matters in Leadership

There are nine reasons why motivation matters in Leadership:

1. Motivated Members Make for a Stronger Team
2. Better Communication Equates to More Success
3. Projecting a Positive Attitude Is Paramount
4. Focus on Intrinsic Over Extrinsic Motivation
5. Make Individual Connections That Communicate the "Why"
6. Praise Team Members and Build Motivation
7. Hold People Accountable and Provide Feedback
8. Ask Questions Often and Work Towards Solutions
9. Promote a Healthy Working Lifestyle



<https://www.lifehack.org/853716/leadership-motivation>

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So, how the motivation is related to the leadership is there. Motivated members make for a stronger team, and better communication equates to more success; projecting a positive attitude is paramount—the focus on intrinsic over extrinsic motivation, which we had discussed initially. So, somebody will be motivated by intrinsic; somebody will be motivated by extrinsic motivation.

Make individual connections that communicate the why that is very, very important. Praise Team members and build motivation, hold people accountable and provide feedback, ask questions often, work towards the solution, and promote a healthy working lifestyle at the workplace.

(Refer Slide Time: 29:13)

Case Study: Attaching the Carrot to the Stick

- It seems like common sense that people work harder when there are incentives at stake, but many scholars question this premise. Alfie Kohn has long suggested that workers are punished by rewards and urges that organizations avoid tying rewards to performance because of the negative consequence that can result. As an alternative to rewards, some experts recommend that managers foster a positive, upbeat work environment in hopes that enthusiasm will translate into motivation.
- Although rewards can be motivating, they can reduce employees' intrinsic interest in the tasks they are doing. Although these lines, Mark Pepper of Stanford University found that children who were not rewarded for using the pens were eager to use them. And neuroimaging researcher at Cal Tech found that when incentives reached a certain threshold, the brain's reward center began to shut down and people become distracted.



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As usual, this is a case study about the characteristics.

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Questions:-

1. Do you think that, as a manager, you should use incentives regularly? Why or Why not?
2. Can you think of a time in your own life when the possibility of receiving an incentive reduced your motivation?
3. What employee behaviors do you think might be best encouraged by offering incentive rewards?



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And then, based on this, you can answer these questions.

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Research Paper

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Principals' leadership and teachers' motivation
Self-determination theory analysis

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Received March 2010
Revised August 2010
Accepted August 2010

Purpose
The purpose of this paper is to investigate the relationship between educational leadership and teacher's motivation. The research described here was anchored in the convergence of two fundamental theories of leadership and motivation: the full range model of leadership and self-determination theory. The central hypotheses were that transformational leadership would predict autonomous motivation among teachers, whereas transactional leadership would predict controlled motivation.



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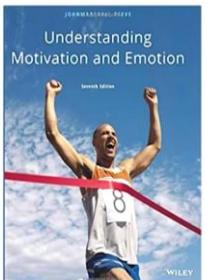
This is the research paper on principal's leadership, teachers' motivation, self-determination theory analysis, and transactional leadership that would predict the control motivation.

(Refer Slide Time: 29:36)

Book Recommendations

Understanding motivation and emotion

Authors: [Johnmarshall Reeve](#)
Publisher: Wiley
Language: English
Paperback: 560 Pages
ISBN-10 : 1119441285
ISBN-13 : 978-1119441281


Image Source: <https://www.wiley.com/en-au/Understanding+Motivation+and+Emotion%2C+7th+Edition-p-9781119367604>



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Moreover, this is the book about understanding the motivation and emotions and then how these motivations and emotions direct your successful leadership is there.

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Book Recommendations

The past ten years have seen an explosion of useful research surrounding human motivation and emotion; new insights allow researchers to answer the perennial questions, including "What do people want?" and "Why do they want what they want?" By delving into the roots of motivation, the emotional processes at work, and the impacts on learning, performance, and well-being, this book provides a toolbox of practical interventions and approaches for use in a wide variety of settings. Useful in schools, the workplace, clinical settings, health care, sports, industry, business, and even interpersonal relationships, these concepts are profoundly powerful; incorporated into the state-of-the-art intervention programs detailed here, they can enhance people's motivation, emotion, and outlook while answering the core questions of any human interaction.

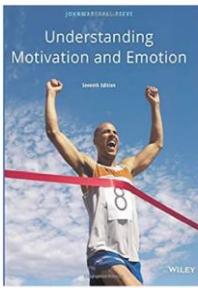


Image Source: <https://www.wiley.com/en-au/Understanding+Motivation+and+Emotion%2C+7th+Edition-p-9781119367504>



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So, therefore why do they want what they want. So, therefore in that case, once you understand, you can provide the right approach or direction.

(Refer Slide Time: 29:58)

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These are the references for further studies, and this is all about the relationship between motivation and leadership. Thank you.

Leadership and Team Effectiveness
Prof. Santosh Rangnekar
Department of Management Studies
Indian Institute of Technology – Roorkee

Lecture – 34
Introduction to Groups and Teams

So, we have discussed leadership, and our subject is leadership and team effectiveness. So, some parts of the team are compelling, how to lead the team that we have discussed in our earlier sessions, but now we will talk about how our team is constituted and the relationship between the leadership and the team effectiveness. We also have to understand first the difference between group and team?

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Contents

- Groups
- Characteristics and Functions of Group
- Groups found in Organization
- Why do people Joins Groups
- Team and Its characteristics
- Common Barriers Faced by High-Performance Work Teams
- Groups Vs Team
- What makes Teams Effective
- Case Study
- Research Paper
- Book Recommendation
- References



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So, therefore when we talk about the groups, the characteristics and the functions of the group, the groups found in an organization, and why do people join a group, team and then this will be about the group, and then we will talk about the team because we are talking about the conversion of the group into a team is there. So, a team and its characteristics are common barriers faced by high-performance work teams. Then the group versus team, what makes the team so effective, the case study, research paper, a book recommendation and the references, as usual, are there.

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Group

- Two or more individuals, interacting and interdependent, who have come together to achieve particular objectives.
- Group can be defined as a collection of individuals who have regular contact and frequent interaction, mutual influence, the common feeling of camaraderie, and who work together to achieve a common set of goals.
- A group behavior can be stated as a course of action a group takes as a family.



Image Source: <https://www.mymembersoftware.com/images/groups.jpg>

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So, whenever we are talking about a group, two or more individuals are interacting and interdependent. So, therefore the requirement is that there are two or more individuals. So, at least for a group, two persons are required, and that is they are interacting with each other and interdependent; they are dependent on each other and what for to achieve a particular objective or goal, to achieve a particular common goal.

Both have a common goal that is a particular objective are there. So, the group can be defined as a collection of the individuals who have regular contact and the frequent interaction, mutual influence, the familiar feeling of the camaraderie and who work together to achieve a standard set of goals. Group behaviour can be stated as a family's course of action.

Moreover, in that case, it will always be just like a family. So, in the family, naturally, there is more than one minimum of two members, and they are interacting and interdependent, and as a result of which, in the organization also we find that is these type of the group interaction is there, and they are for the common objective, they are working together, and they are interdependent is there.

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Definitions of Groups

Author	Definition
Wendell L. French	A group is a number of persons, usually reporting to a common superior and having some face to face interaction, who have some degree of interdependence in carrying out tasks for the purpose of achieving organizational goals.
G. S. Gibbard, J. J. Hartman, and D. Mann	Two or more persons who are interacting with one another in such a manner that each person influences and is influenced by each other person.
Doublon Forsyth	Two or more individuals who are connected to one another by social relations.

Source: <http://bankofinfo.com/what-is-the-meaning-of-group/>



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So, the definition of the group that is the Wendell L French has given a group is several persons usually reporting to a common superior and having some face-to-face interaction who have some degree of interdependence in carrying out tasks to achieve the organizational goals are there. So, is another crucial point they are reporting to a common superior.

Furthermore, therefore, in that case, this is becoming an additional characteristic of a group. So, some face-to-face interaction has some degree of interdependence which we have already mentioned earlier, to achieve the organizational goals. Now, G. S Gibbard, J.J Hartman and D. Mann have given this definition of two or more persons interacting with one another in such a manner that each person influences and is influenced by each other person.

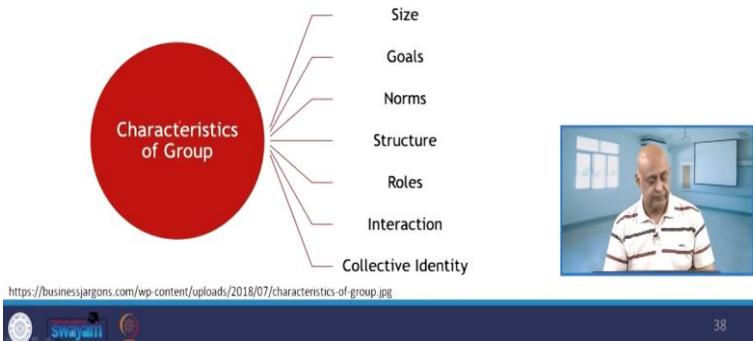
So, this is also somewhat related to our leadership where the two persons are there, they are interacting with each other, and influence is there, and in the definition of these leaders we have talked about, that is leadership? Leadership is to influence the other, and here in this group, members are also influencing each other. Doublon and Forsyth have given another definition of two or more individuals connected by social relations.

So therefore, in that case, this has been explained as a part of this social relation. However, in every definition, we will find that the common is that is at least two or more members are there they are going to achieve the common goal, and they are influencing each other, this is the characteristics here, and they are working together for face-to-face interaction may be or for that particular task for which they are interdependent is there.

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Characteristics of Groups

- **Size:** To form a group, it must be having at least two members. Practically, the number of group members ranges from 15 to 20. The more the members in the group, the more complex it is to manage.
- **Goals:** Every group has certain goals, that are the reasons for its existence.



So, what is the size? So, to form a group, it must have at least two members. Practically the number of group members ranges from 15 to 20, and the more the members in the group, the more complex it is to manage there; however, I remember that is in the book (()) (05:46) management book is written that is with one superior there should be four to five, five to seven subordinate should be there means that is one group.

So, in one group, there are not too many; however, this book has been especially mentioned the 15 to 20, but as per the reporting is concerned, what should be the size of the group? As far as the reporting is concerned, that has to be from 5 to 7. Every group has specific goals that are the reasons for its existence. So, a common goal is there, working for that.

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Characteristics of Groups(Cont.)

- **Norms:** A group has certain rules, for interacting with the group members.
- **Structure:** It has a structure, based on the roles and positions held by the members.
- **Roles:** Every member of a group has certain roles and responsibilities, which are assigned, by the group leader.
- **Interaction:** The interaction between the group members can occur in several ways, i.e. face to face, telephonic, in writing or in any other manner.
- **Collective Identity:** A group is an aggregation of individuals, which are separately called as members, and collectively called as a group.

<https://businessjargons.com/group.html>



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The norms of a group have specific rules for interacting with the group members, and the structure has a structure based on the roles and positions held by the members. So therefore, in that case, there will be specific rules and regulations, and norms will be there for a particular group there will be particular norms will be there. It has a structure based on the roles and positions held by the members.

So, therefore that also has to see that is what organizational structure is there. Roles are every member of a group has specific roles and responsibilities. So, therefore, in that case, every member has stuck to a particular role that he has to perform and which is assigned by the group leader. Interaction between the group members can occur in several ways: face-to-face, telephonic, in writing, or any other manner.

Moreover, that is about the online. Nowadays, we can say that the interaction is on the online use of technology. So, therefore it can be face-to-face or by the use of technology or in writing or any other manner is there where the interaction will be there because they are interdependent. That is a collective identity. Unlike, for example, you are saying finance department, marketing department, HR department, IT departments, system department.

So, therefore it is an aggregation of the individuals who are separately called members and collectively called a group. So, here it will be essential, so whenever we are talking about the collective identity, they all represent and then you, please also understand group performance. So, group performance will also be measured because of the collective identity of group performance.

Furthermore, whenever there is group performance is measured, individual performance will be measured. That is fine, but group performance will also be measured, especially in these project-based organizations. So therefore, in that case, this project-based organization where the projecting is there and then they are working together. So, this will be called as members in collective called as a group is there.

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Functions of Groups

Some functions include the following:

- Working on a complex and independent task that is too complex for an individual to perform and that cannot be easily broken down into independent tasks.
- Generating new ideas or creative solutions to solve problems that require inputs from several people.
- Serving liaison or coordinating functions among several workgroups whose work is to some extent independent.
- Facilitating the implementation of complex decisions.
- Serving as a vehicle for training new employees, groups teach new members methods of operations and group norms.



<https://www.edunote.com/group>



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Some functions include working on a complex and independent task that is too complex for an individual to perform and that cannot be easily broken down into independent tasks are there, and therefore, in that case, they divide this task into the different members. Generating new ideas or creative solutions to solve problems requires input from several people.

I have mentioned the skills of managerial skills and leadership skills. So, therefore technical skills, human skills, conceptual skills, analytical skills, and designing skills are there. So, that is about the technical skill, and job knowledge is their human skill, interpersonal relationship is there—conceptual skills about the knowledge of that particular concept about that particular knowledge in depth.

Then designing skill is there. That is, the creativity skill you are designing is there. So, therefore whenever you are talking about these skills, this is creating the creative solutions to solve the problems. From my experience, I learned that every problem has a solution.

However, the problem is that we do not accept the solution, so the problem remains a problem. Suppose the problem is that somebody has hurt us and what is the solution? The solution is that we have to forgive that particular person in a given situation, but we will not forgive that person, we have a conflict with that particular person, and we will not forgive.

Similarly, there will be the solution to forget it or ignore it, but those solutions will not be acceptable. For some people, it is acceptable, some people, it is not acceptable, but then generating new ideas is a creative solution that requires the input from several people.

Serving liaison or coordinating functions among the several workgroups whose work is independent, and this is the reasoning and coordinating.

Facilitating the implementation of the complex decision so any complex decision is there with the help of this your group then you can solve that problem and accomplish that particular target. Serving as a vehicle for training new employees, groups teach new members methods of operations and the group norms.

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Groups Found in an Organization

There are four types of Groups found in an organization:

1. Formal group:

This group is defined by the organizational structure. After planning, organizations group the activities and put those under a formal structure, deciding their goals and objectives and strategies to achieve the same. Formal group members report to their superiors and interact with each other to achieve the common goals.

2. Command group:

This group is also known as task group. A task is defined as cross-functional activities, carried out by group members to accomplish a common goal. A team represents the nature of a command group. A command group can be formed by drawing members from various formal groups.



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There are four types of groups are there. One is the formal group, and the organizational structure identifies this group and after planning, organizing group the activities and put those under the formal structure, deciding their goals and objectives and strategies to achieve the same. The formal group members report to their superiors and interact to achieve the common goals.

So, that formal group is there, and everybody knows how these formal groups work in the organization. The second is the command group. This group is also known as a task group. A task is defined as the cross functioning activities carried out by members to accomplish a common goal. A team represents the nature of a command group; a command group can be formed by drawing members from various formal groups.

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3. Committees

To achieve results, organizations often form permanent or temporary committees, drawing members from various formal groups. Committees also represent the presence of cross-functional members. While for a command group, goals may be specific, for committees, it is varied.

4. Informal groups:

Informal groups are formed within a formal organizational structure. Informal group members primarily meet the social or affiliation needs sharing their common interests. Thus informal groups are not organizationally determined; the members themselves from such groups to fulfil their needs for social interaction.



<https://www.yourarticlelibrary.com/organization/groups-found-in-an-organisation-4-types/44999>

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The third type of group is a committee. Organizations often form permanent or temporary committees and draw members from various formal groups to achieve the results. Committees also represent the presence of cross-functional members, and while for a command group, goals may be specific for the committees, it is varied. Informal groups are formed within a formal organizational structure, and informal group members primarily meet the social or affiliation need to share their common interests.

Thus, informal groups are not organizationally determined. The members themselves of such a group fulfil their need for social interaction. So, we started with the formal groups, and then we ended with the informal groups being there. So, therefore in that case, whether you are in the formal or informal groups are there, it has to be decided that is what is the purpose for which these group has been formed.

And then once it is formed and then the organization will be making the support maybe legally, or the informally will be the support will be there.

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Why Do People Join Groups

The following points help us understand the need of joining a group by individuals –

- **Security mirrors strength in numbers.** Status pinpoints a prestige that comes from belonging to a specific group. Inclusion in a group is considered as important because it provides recognition and status.
- **Self-esteem transmits people's feelings of self-worth.** Membership can sometimes raise feelings of self-esteem like being accepted into a highly valued group.
- **Affiliation with groups can meet one's social needs.** Work groups significantly contribute to meet the need for friendships and social relations.



Now a question arises why do people join the group? So, security, mirror, strength in numbers. So therefore, in that case, this is a status that pinpoints a prestige that comes from belonging to a specific group. Inclusion in a group is considered vital because it provides recognition and status. Self-esteem transmits the feeling that self-worth is there; membership can sometimes raise self-esteem, like being accepted into a highly valued group.

Moreover, in that case, what happens is that they are the intellectual people and form their group. So, that is, self-esteem transmits people feeling of self-worth is there okay if they belong to that particular group which is the group of highly intellectual members. Affiliation with groups can meet one's social needs also. So, work groups significantly contribute to meeting friendships and social relationships.

So therefore, in that case, there will always be a need to meet for their friendship in the social relations are there and therefore, in that case, that may be based on their social background is there. So, this is you can meet your social needs are there.

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Why Do People Join Groups(cont.)

- **Groups represent power.** What mostly cannot be achieved individually becomes possible with group effort. Power might be aimed to protect themselves from unreasonable demands. Informal groups provide options for individuals to practice power.
- **People may join a group for goal achievement.** Sometimes it takes more than one person to accomplish a particular task.



https://www.tutorialspoint.com/organizational_behavior/organizational_behavior_groups.htm

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Group represent the power. So, what cannot be achieved individually becomes possible with the group effort, and power might protect themselves from unreasonable demands. The informal group provides an option for the individuals to practice the power is there, and therefore, whenever we have the informal groups, the options will be provided for the practising the power.

People may join a group for goal achievement; sometimes, it takes more than one person to accomplish a particular task, and therefore a group has been formed. Now, whenever we are talking about the conversion of the group into a team.

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Teams

- A group whose individual efforts result in performance that is greater than the sum of the individual inputs.
- A team becomes more than just a collection of people when a strong sense of mutual commitment creates synergy, thus generating performance greater than the sum of the performance of its individual members.
- A team is a group of people who collaborate on related tasks toward a common goal.



<https://infolific.com/images/project-management/team-work.jpg>

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Now a group whose individual effort result in performance that is greater than the sum of the individual inputs is there, and here I would like to mention that is when we are talking about

these ((15:20) whenever we are talking about the group now this is the group these are the 1, 2, 3, 4, 5, 6 people. So, these are the six employees they are working together. They are connected.

However, as an official or formal group, they are dependent, and that is interdependency is there among these groups, but there is no synergy when I say that is this is the group of persons who are working, but here they are connected. So, it is not only that they are formally interdependent, but they are informally also dependent on each other then this synergy that we will say is this group is converted into a team.

Whenever this group has to convert into a team, it is for what purpose? It is for the performance. Their total output will be much more than the group whenever they work together. Whenever the groups are converted into a team, the managerial effectiveness, productivity, organizational effectiveness, and the sum of the individual inputs will be much more. That is why you see ESOP is their employee share of profit.

Why are those working on the projects and working as a team, and you find that the project team is getting much more than another? Because another project team could not connect, they remained only. So, a team becomes more than just a collection of people. So, as I also mentioned in the diagram, a strong sense of the value system's mutual commitment creates synergy.

So, this generates a performance more excellent than the sum of the performance of the individual members. A team is a group of people who collaborate on a related task towards a common goal. Now, this is also to be understood that is interdependency is for what? One very important is for the organizational accomplishment of a goal.

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Definitions Teams

Authors	Definitions
Katzenbach, J.R. and Smith	A team is a small group of people with complementary skills committed to a common purpose and set of specific performance goals
G. Moorhead and R.W. Griffin	A small number of people with complementary skills who are committed to a common purpose, common performance goals, and an approach for which they hold themselves mutually accountable.
W. Dyer	A team is a work group that must rely on collaboration if each member is to experience the optimum success and achievement



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Many scholars have defined these particular concepts in their perspective, and then, like here, Katszenback has defined the team as a small group of people. With the period, these definitions are changed, and different people are given different definitions, so I need not be confused when I say these small groups of people. Now, what is a small?

Ten is small, 20 is small, 100 is small, and 1,000 is small. So, therefore, in that case, this is in the context of complementary skills committed to a common purpose. Now that common purpose if we are talking about the overall organization, a multinational company so then this small group will be much more extensive group will be there, but when we talk about the section of that multinational company, then it will be a small group there.

So, again it is a common purpose and specific performance goal. Once the goal has been achieved, that particular team will stop functioning. Now other scientists, Moorhead and the Griffin have given a small number of people with complementary skills committed to a common purpose, common performance goals and approach for which they hold themselves mutually accountable.

This is an additional point compared to the other definitions discussed; there is mutual accountability. So, one cannot say that is he has done not me no you are a member of the team. So, we have done it, whether it is a success or a failure. So, dad has given another definition ((19:01) must rely on. Now he is not talking about the size.

Here he is talking about the small group, which is about the small group; we must rely on collaboration to experience the optimum success and achievement. Dear friend, this is the real crux of working together is there. So, why we are working together, and why we are interdependent? So, our personal and organizational goals are to be achieved, which is the optimum success.

I alone cannot do anything unless and until I do not get my team members, not the group members team members. When I get my team members, I will do that.

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Characteristics of a Team

There are some of the significant characteristics of a team that discriminates it from a group:

- **Common Goal:** The members work to achieve a particular team objective.
- **Team spirit:** The enthusiasm of the members to reach out the team goal is always high.
- **Trust:** In a team, individuals believe and rely on each other's capabilities and skills.
- **Leadership:** There is a clear leadership within a team, and the selected team leader heads the activities.



<https://theinvestorbook.com/wp-content/uploads/2019/12/Characteristics-of-a-Team.jpg>

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So, what are the characteristics of a team? So, the common goal like a group the team spirit these characteristics is ver The members' enthusiasm to reach out the team goal is always high so working together and therefore whenever we see any games especially when you see the hockey or you see the football and way they are playing, and that shows or in cricket.

So therefore, then, in that case, you will find that it is the enthusiasm of the members to reach the team goal that you can see in the field it is self-evident whether there is a team spirit or not. So, there might be the captain and the players, but if there is no team spirit, you can see they are not working in coordination with each other, but when they work in coordination, you can see.

Whether you win or lose, that is a different issue, but the team spirit will be visible; the trust another very, very important dimension in a team, and they have the trust to each other, and what is our subject is leadership and team effectiveness. Here is the leadership's role, and do

you understand what a leader does? The leader provides the direction with a clear cut direction and instruction on what to do, what not to do, and what will work.

What will not work is the clear cut direction, that clear leadership that will be creating a team, and the selected team leaders (()) (21:17) activities is there and therefore to be a successful leader. So, what we understand is that? The clear direction required by the leader is there. Now here in this characteristic of a team which we are talking about, there are two parameters I would like to take in this particular picture. Is it one of the collaborations which I have talked about?

So, they are working. This has been given in terms of the team spirit whenever we talk about what is there and the defined roles. Roles that have to be very clear who will do this job. So, anybody will do this job, so nobody does the job, and somebody will talk about this. So, despite this, everybody does the job clearly and is doing his job. So therefore, in that case, there are defined roles are becoming very, very important.

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Characteristics of a Team(Cont.)

- **Mutual Accountability:** Each individual is equally responsible for the underperformance and failure of the team.
- **Interdependency:** The actions of the members within a team are jointly dependent on that of other members.
- **Defined Roles:** Every individual in a team, has been allocated specific roles or responsibilities to accomplish.
- **Streamline Direction:** The team leader is the one who shows the way to the members and monitors their operations.
- **Collaboration:** There is a high degree of synergy or coordination among the team members.



<https://theinvestorsbook.com/group-vs-team.html>



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Mutual accountability is there, so nobody can escape from the responsibility of being equally responsible for the underperformance and failure of the team. Interdependency is the condition for the team; defined roles are there has been allocated specific roles, and the streamlined direction is there that is the leader's role is there who shows the way to the members and monitors are there, operations are there that synergy and collaboration which already I have explained.

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Common Barriers Faced by High-Performance Work Teams

There are some common characteristics seem to be strong indicators of a team that is not functioning at its peak or that needs intervention:

- **Nonparticipating leadership.** Team members fail to use a democratic leadership style that involves and engages team members.
- **Poor decision-making.** Team members make decisions too quickly without a blend of rational and intuitive decision-making methods.
- **Infrequent communication.** Lines of communication are closed and infrequent.
- **Lack of mutual trust.** Team members do not fully trust each other or the team as an entity.



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Nevertheless, it is not that easy dear friends, because there are specific barriers. Those common barriers faced by the high-performance work team, then why people are not working in the team? Because there are specific reasons, those reasons are called barriers. What barriers are there? Non-participating leadership now is the positional leader, but their team members fail to use a democratic leadership strength.

They are not connecting with the followers or the group or team members, and therefore, the leader is there but not involved. So, non-participating leadership is there, and they are only positional leaders by the organizations, poor decision-making. So, naturally, the team members are interdependent; they are dependent on the leader; the leader has to make the decisions then only there will be any action.

Nevertheless, no poor decision making; he is looking toward his superior, he is looking to his superior, and nobody is making a decision. So, team members make decisions too quickly without a blend of rational and intuitive decision-making methods. So, if a team is there, that leader will have directional leadership, and there will be directional leadership. The team will take intuitive decision-making, which will be acceptable.

Infrequent communication lines are closed, and the infrequent is there; therefore, nobody is clear who is supposed to be known; he is not known. So, therefore a lack of mutual trust, the team members do not fully trust each other, and as a team, they are not working as an entity. So, these common barriers are affecting the performance of your team.

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Cont.

- **Diversity not valued.** Team members do not value the diversity of experience and backgrounds of their fellow team members.
- **Inability to manage conflict.** Not dealing with conflict openly and transparently and allowing grudges to build up can destroy team morale.
- **Lack of goal clarity.** Team members are unsure about their roles and the ultimate team goals, resulting in a lack of commitment and engagement.
- **Poorly defined roles and responsibilities.** Team members are not clear about what they must do and what they must not do.
- **Negative atmosphere.** An overall team culture that is not open, transparent, positive and future-focused results in a failure to perform at high levels.



Source: <https://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/developingandsustaininghigh-performanceworkteams.aspx>

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So, we have to understand that when working together and then it is not valued; we have to get the work done. So, the inability to manage the conflict is naturally. There are different personalities. So, every personality is different from the other and works together. So naturally, there will be conflicts, but the conflicts have to be resolved.

Furthermore, if the leader cannot resolve the conflict, leg-pulling backbiting will be the culture—a lack of clarity for what we are working on. So, I remember one case study where the pharmaceutical industry employees were interviewed and asked about their role in the organization? So, somebody said I am the production manager, I am the operations manager, but nobody said that we are producing the medicine that is saving the lives of the others.

So, what is the goal? The goal is not to manufacture something x, y, or z. The goal is to prepare the x, y, and z for saving the life of the others. So, therefore, in that case, there will be a lack of commitment and engagement and poorly defined roles and responsibilities; as I mentioned, there is no clear cut, hostile atmosphere is there and overall team culture that is not open, transparent, positive, and the future focus results in a fairly you have to perform at high levels are there.

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Groups Vs Teams

Basis	Groups	Teams
Meaning	A collection of individuals who work together in completing a task.	A group of persons having collective identity joined together, to accomplish a goal.
Leadership	Only One Leader	More than One
Members	Independent	Interdependent
Focus on	Accomplishing individual goals	Accomplishing Team goals
Work Products	Individual	Collective



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So, ultimately we will understand the difference between the groups versus teams. So, that is the collection of individuals who work together on a complete task. A group of persons having a collective identity join together to accomplish a goal. Leadership is only one leader. More than one is there because their accountability is there; they can make the decisions, so that is the meaning of the leadership.

Members are independent; it is interdependent. Focus is on accomplishing the individual goals; team goals are there, work product is individual, and collectivism is there.

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Ingredients for creating effective teams:

- Ideal Size and Membership.
- Fairness in Decision-Making.
- Creativity.
- Accountability.
- Purpose and Goals.
- Action Plans.
- Roles & Responsibilities.
- Information Sharing.
- Good Data.
- Meeting Skills and Practices.
- Decision Making.
- Participation.
- Ground Rules.
- Clear Roles.
- Accepted Leadership.
- Effective Processes.
- Solid Relationships.
- Excellent Communication.



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So, ultimately how to create an effective team. So, the ideal size in membership is there; as I mentioned, one should control and get work done. That should be the ideal size and membership, and that will be decided on the nature of the job and the task to be completed.

Fairness in the decision-making is there, and therefore, if you are fair in decision-making, then there will be no compliance by one member against another member.

Creativity identifies the solutions. The best part of creativity is what is providing the solutions. Accountability is there, purpose and goals are there, action plans, roles and responsibilities, information sharing, good data, meeting skills and practices, decision making and participation, then the ground rules are there, clear roles, accepted leadership, effective processes, solid relationship and the excellent communication is there.

(Refer Slide Time: 27:25)

What Makes a Team Effective

Here focus on 4 major factors of an effective team:

1. Supportive Environment

Teamwork is most likely to develop when management builds a supportive environment for it. Creating such an environment involves encouraging members to think like a team, providing adequate time for meetings, and demonstrating faith in members' capacity to achieve.

2. Skills and Role Clarity

Team members must be reasonably qualified to perform their jobs and have the desire to cooperate.

Beyond these requirements, members can work together as a team only after all the members of the group know the roles of all the others with whom they will be interacting.



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So, they focus on the four major factors of an effective team. Finally, based on the previous characteristics, we can conclude that there are four supportive environments; teamwork is most likely to develop when management builds a supportive environment. Creating such an environment involves encouraging members to think like a team, collective thinking, collective wisdom, and providing adequate time for meetings, for timely meetings.

And then, there is a proper democratic meeting organized and demonstrating the faith in members and capacity to achieve. Second, skills and role clarity are there, and team members must be reasonably qualified to perform their job and desire to cooperate. Beyond these requirements, members can work together and therefore, in that case, they know what my role is and what is the role of the others. So that clarity is there.

(Refer Slide Time: 28:21)

3. Super Ordinate Goals

A major responsibility of managers is to try to keep the team members oriented toward their overall task. Sometimes, unfortunately, an organization's policies, record-keeping requirements, and reward systems may fragment individual efforts and discourage teamwork.

4. Team Rewards

Another element that can stimulate teamwork is the presence of team rewards. These may be financial, or they may be in the form of recognition. Rewards are most powerful if they are valued by the team members, perceived as possible to earn, and administered contingent on the group's task performance.



Source: <https://www.edunote.com/team>



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Superordinate goals are there. So, a significant responsibility of managers is to keep the team members oriented toward their overall task. So, unfortunately, what sometimes happens in the organization's policies record keeping requirements and reward system may fragment individual efforts and discourage teamwork. So that the organization's culture is the organization's overall goals that should support the collective effort and not the individual efforts, then rewards will be there.

So, the reward will not be only for one person. It will be rewarded to the team; therefore, in that case, as I was giving the example of the project team especially and there you will find that whether it is financial or non-financial is there like the recognition is there, but they are such powerful that it is the team members they feel pride by doing the work together. Therefore as the administrative purpose, they find that their performance has been recognized.

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Case Study: The Calamities of Consensus

When it is time for groups to reach a decision, many turn to consensus. Consensus, a situation of agreement, seems like a good idea. To achieve consensus, groups must cooperate and collaborate, which ultimately will produce higher levels of camaraderie and trust. In addition, if everyone agrees, then the prevailing wisdom is that everyone will be more committed to the decision.

However, there are times when the need of consensus can be detrimental to group functioning. Consider recent "fiscal cliff" faced by the U.S. Government toward the end of 2012. The white house and congress needed to reach a deal that would reduce the swelling budget deficit. However, many Republicans and Democrats stuck to their party lines, refusing to compromise.



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Here we will find this case study that is the calamities of the consensus, time for groups to reach a decision, and in detail, this case study you can find out and about how the team is essential for any particular objective is there.

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Case Study: The Calamities of Consensus

Who then makes the final decision. Critics also argue that because of pressure to conform, groupthink is much more likely, and decisions reached through consensus are simply those that are disliked the least by everyone.

Questions:-

1. Is consensus a good way for groups to make decisions? Why or Why not?
2. Can you think of a time where a group of which you were part relied on consensus? How do you think the decision turned out?
3. Martin Luther King Jr. once proclaimed, "A genuine leader is not a seeker of consensus but a modeler of consensus." What do you think he meant by that statement? Do you agree with it? Why or why not?



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Here this question will be an assignment to you. Is consensus a good way for groups to make decisions? Now you see in many organizations what happens the people say, you write my (()) (29:46), and the rest of the people are saying, okay, this decision is okay? Now the leader is into these, so he is in a problem now what is to be done. So is the consensus to develop a consensus that is a good practice or not, and why or why not.

Can you think of a time when a group you are part of relies on consensus? How do you think the decision turned out, and then when there is any decision of the consensus, do you believe

that type of decision-making process encourages the team or it does not encourage the team functioning is there? A genuine leader is not a seeker of the consensus but a modeller of the consensus.

So, it is not like that he will request or he is seeking that everybody should agree for this particular it is not like this rather than the leader puts the things in such a way that everybody supports that particular idea.

(Refer to Slide Time: 30:42)

Research Paper Open creative workspaces impacts for new product development team creativity and effectiveness



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Purpose

The purpose of this paper is to further explore the relationship between new product development project teams and their workspace regarding the impact of the physical (space variety, indoor environmental quality, large meeting room, workstation) and sociotechnical environments (project commitment, IT environment) on their creativity and effectiveness.



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The research paper's open, creative workspace impacts the new product development, team creativity and effectiveness. This paper is relevant to understanding how the team's creativity and effectiveness can be developed for this new product development.

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Research limitations/implications

The scope of the data is somewhat limited by the time that the company and its teams could allocate to this paper.

Practical implications

The arrangement of space reinforces employees' sense of belonging to their team as measured by project commitment which along with satisfaction with the large meeting rooms and IT environment influence both team effectiveness and creativity. Managers could consider these three elements as levers for action. Space variety (or balanced layout) is also a way to support team creativity.

Originality/value

Even if open spaces are frequently used, the literature on creative spaces is dedicated mainly to an individual. This paper delivers some results and evidence on the concrete and simultaneous impacts of the workspaces on creativity and effectiveness of multidisciplinary new product development (NPD) team.



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So, this is a research paper.

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Book Recommendation

Group Dynamics for Teams

Publisher: SAGE Publications
Authors: Daniel Levi
Language: ENGLISH
Paperback: 352 Pages
•ISBN-10 : 9353885396
•ISBN-13 : 978-9353885397



https://www.amazon.in/Group-Dynamics-Teams-Daniel-Levi/dp/9353885396/ref=sr_1_1?dchild=1&keywords=groups+and+teams&qid=1628370266&s=books&sr=1-1

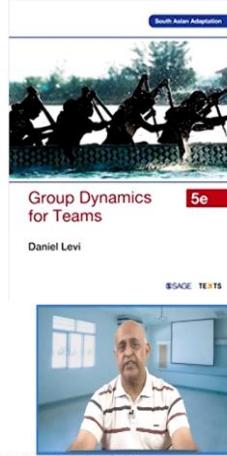
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This book recommends group dynamics for teams.

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Book Recommendation

This book helps readers to understand and more effectively participate in teams. Group dynamics for teams integrates research and theories of group dynamics in order to apply this information to the ways in which teams operate in organizations. **Key features:** provides a framework for teaching about teams and improving how teams function. Material offering practical advice on techniques and activities to help improve the team's performance special pedagogical features like leading virtual teams, team leader's challenge, psychological surveys, and teamwork activities robust companion website containing discussion questions, Class activities, text Bank, PowerPoint slides, and multimedia links for classroom teaching.



https://www.amazon.in/Group-Dynamics-Teams-Daniel-Levi/dp/9353885396/ref=sr_1_1?dchild=1&keywords=groups+and+teams&qid=1628370266&s=books&sr=1-1

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Moreover, therefore, in that case, you will find in this book that it talks about the framework for the teaching about teams and improving how teams function and material offering critical advice on techniques and activities to help improve the team's performance or special pedagogical features like the leading virtual teams. Nowadays, we are working online and therefore, the team members are in different places across the globe.

Moreover, therefore, in that case, the virtual teams are there. So, is there any difference between leading the physical team and the virtual teams are there and then what are the

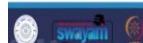
various issues and challenges there can be? By reading this particular book, you will understand how this book helps you to understand to convert the group into a team?

This book also has the company and website continuing discussion questions, class activities, test banks, PowerPoint slides, and multimedia teaching.

(Refer to Slide Time: 32:10)

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These are the references you can use for your further reading, and the material taken for this particular text is there. So, I am sure that all these references will help you know and identify the barriers in making the group into a team and if the barriers are there, what the solutions are there, which will help you create a better performance-oriented team. Thank you.

Leadership and Team Effectiveness
Prof. Santosh Rangnekar
Department of Management Studies
Indian Institute of Technology – Roorkee

Lecture – 35
Characteristics of Leaders, Followers and Situation

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Contents

- Personal Leadership and Its Quality
- Followership and its type
- How great leaders inspire followership
- Becoming a Wise Leader: Cultivating Your Situation Awareness
- The Potter and Rosenbach Followership Model
- Followers' Responses to Change
- What qualities good followers must possess?
- Case Study
- Research Paper
- Book Recommendation
- References



2

In this session, we will talk about the characteristic of the leaders, followers and situations and personal leadership and it is quality that is the qualities these leaders have because it is essential to know that is whether the individual's personality and how his or leadership style is there and that is matching, or it is not matching otherwise it will not continue for an extended period.

Then the followership and its type, we talked earlier about three factors: the leader, followers and situation. So, whenever we talk about the followership and its type, how great leaders inspire followership, becoming your voice leader, cultivating your situation awareness of the Potter and Rosenbach followership model, the follower's response to change, and what qualities good followers must possess. Case study, research paper and book recommendations with references as usual.

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Personal Leadership

- Personal leadership is the desire of an individual to take charge of his or her own life.
- Personal leadership can begin when you decide to be your own life coach and live by a personal mission statement that reflects your values and life goals.
- These leaders share strong, personal bonds with followers, even when the leader occupies a formal organizational role.



Image Source: <https://cdn.sketchbubble.com/pub/media/catalog/product/option/red/3/d/3d07b40bd6516866cb0f51d6a97758786114924e9f1b8fd475d14701/personal-leadership-slide1.png>

3

So, personal leadership is a desire of an individual to take charge of his or her own life and therefore in that case whenever we are talking about the personal leadership; it begins when we are deciding to be our coach, so that is leadership for the person itself by knowing ourselves and live by a personal mission statement that reflects you your values and life goals are there.

So therefore, in that case, the day we start coaching ourselves, there will be a personal mission statement that is what I want to do and definitely when we are talking about leadership. Leadership is what? Leadership is the creation of a vision. Here we are talking about the vision for oneself, as a leader of himself, and therefore, according to that vision and personal mission statement will be there.

Moreover, to achieve this goal or that meeting that objective of the mission statement to reflect our values and life goals is what we want to do. These leaders share solid personal bonds with followers, even when the leader occupies the formal organizational role. So, in that case, it is between the leader and followers to have a strong personal bond.

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Personal Leadership Qualities

- Here are some personal leadership qualities we can cultivate within ourselves to use our positive strengths and talents for our success and the benefit of those we live and work with.
- Vision
- Self-discipline
- Spirituality
- Integrity
- Honesty
- Open communication
- Kindness
- Legacy building



<http://www.leadershipexcellencenow.com/blog/what-is-personal-leadership-and-why-does-it-matter>

4

So, whenever we discuss developing personal leadership, specific characteristics are there, and the qualities are required. So, here are some personal leadership qualities we can cultivate within ourselves to use our positive strengths and talents for our success and the benefit of those we live and work with. First is the vision, then self-discipline, spirituality, integrity, honesty, open communication, kindness, and legacy building. So, first and foremost is the vision that creates the vision.

So, how do we create our vision? Our goal is there. So, whenever we create the vision, then definitely, in that case, that is the goal we want to achieve ultimately, and the self-discipline is there. For example, we talk about time management, or we talk about moral emotions, we talk about mood control. So, therefore that self-discipline will start with the personal leadership qualities are there.

Then the spirituality is there, so, therefore, we will be developing the spiritual quotient. That is, the spirituality will be developed based on whatever the IQ, EQ supports our spirituality, integrity and honesty, integrity open communication. So, in that case, the way we interact with our followers that the leader will also decide. So, these qualities are essential.

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Followership

- Followership demonstrates the capacity to willingly follow a leader.
- It is the ability to take direction well, to get in line behind a program, to be part of a team and to deliver on what is expected of you.
- Effective followers are active participants (partners) in creating the leadership process.
- It is a social relationship between the leader, followers and the group.

GREAT LEADERS START
OFF AS GREAT FOLLOWERS



<https://media.lrng.org/f0/2c/421e8d0f7a4bc75fb6bb388b03f56d363b1c9-480x360.jpg>

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Now, whenever we are talking about followership. So, followership demonstrates the capacity to follow a leader willingly. So therefore, in that case, it also requires certain qualities. Everybody will not be a good follower many times; the person becomes a follower at the beginning itself. Later on, it is found that he is changing his leadership if he is deviating.

So therefore, in that case, it is essential that what is the capacity to follow a leader is there. So, everybody will not follow the leader in a direction that gets in line for a long time, and it is a team that delivers what is expected of you. So, influential followers are active participants in creating the leadership process. So, a social relationship between the leader, follower and the group are there.

So, that active participation in creating the leadership process which will develop. Now here, the follower has to develop that will, so only he will be a part of the team then he will have a strong bonding with the leader for an extended period, and whatever is expected from him then he will be able to fulfil those expectations.

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Types of Followers

- A researcher at [Harvard Business Review](#) developed a system for categorizing followers using two metrics: 1) active versus passive, and 2) independent critical thinking versus dependent uncritical thinking.

There are five categories of followers:

- **Survivor**-Right in the middle of the scale, these people are adept at surviving change. They are able to adapt and conform to the situations around them, whether this means stepping up to take on an important task or quietly staying in the background.
- **Sheep**-These are passive people who do not think critically and do not have a strong sense of responsibility.



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So, this way, there will be different followers, and different types of followers will be there. A researcher at Harvard Business Review developed a system for categorizing followers using two metrics. One active versus passive and two independent, critical thinking versus dependent uncritical thinking. So, the five categories of the followers are there, with the survivor right in the middle of the scale.

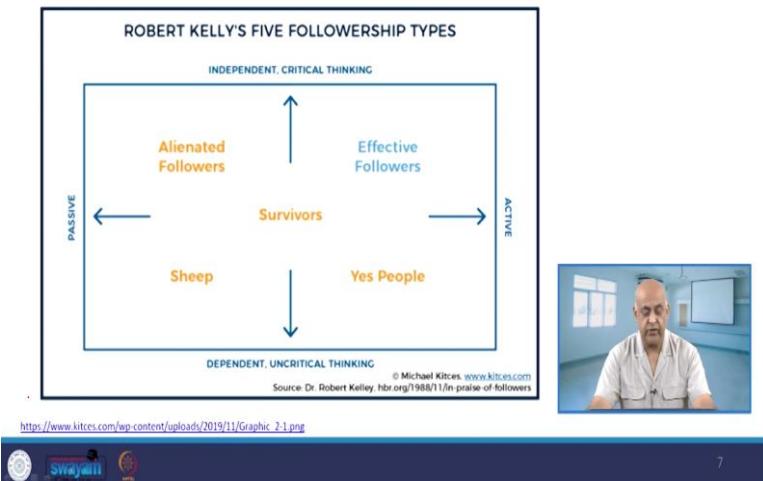
These people are adept at surviving change, and they can adapt and conform to the situations around them, whether this means stepping up to take on an important task or quietly staying in the background. So, therefore here, it becomes exciting that they will adapt to the surviving change. These are the passive people who do not think critically.

Moreover, they do not have a strong sense of responsibility, and therefore they follow the leader. So, they will call this type of follower the sheep followers. So, survivor followers on one side are adapting to the surviving change, while in the case of sheep, they do have not to make much differentiation and therefore, they are just following the leader without having any critical thinking about whether it is right or it is wrong I should follow, or I should not follow.

So, in that case, after the survivor in the sheep type of the followers, research has been done based on this lot of followers.

(Refer Slide Time: 07:30)

Types of Followers(Cont.)



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Here are Robert Kelly's five followership types. We will discuss dependent on uncritical thinking and independent and critical thinking. The other side is active, and the passive is there. So, whenever active and dependent, uncritical thinking is there, that will be the yes people. So, these followers will always say the yes is there and whenever there will be the passive and dependent.

So, then that will be sheep type, so there is no uncritical thinking. Now, whenever they are passive and independent and critical thinking, so alienated followers are there, and whenever active and independent critical thinking is there, they are the influential followers are there. So, in that case, what is required from this what we understand is what qualities are required in the follower.

So, a follower is required to be active and independently be able to do the work. It does not mean that he is dependent on the leader, and therefore he should not have uncritical thinking rather than critical thinking.

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Cont.

- **Yes People**

Yes people are those who will readily act when told what to do but depend heavily on leaders for guidance. They do not tend to be proactive.

- **Alienated Followers**

These are independent critical thinkers who are not proactive in their roles. They can effectively carry out their roles, but there is often an undertone of dissatisfaction that prevents them from fully embracing their work and contributing to their fullest potential.

- **Effective Followers**

These are independent critical thinkers who follow through enthusiastically. Effective followers can succeed without leadership but respond to it well, making them ideal independent employees who also work well in teams.



<https://www.eaglesflight.com/blog/the-critical-role-of-follower-ship-in-leadership>

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So, yes, people are those who will readily act when told what to do but depend heavily on leaders for guidance; they do not tend to be proactive. Moreover, alienated followers are independent critical thinkers who are not proactive in their roles. They can effectively carry out their roles, but there is often an undertone of dissatisfaction that prevents them from fully embracing their work and contributing to their full potential.

So, here we are talking about these alienated followers. In many organizations, we find that this type of these followers finds themselves alienated, the influential followers required ultimately. So, these are the independent critical thinkers who follow through the enthusiastically influential followers can succeed without leadership but respond to it well.

Making them ideal independent employees who also work well in teams is there so what is required. So, whenever we want to see the effectiveness of an individual, even in the absence of that individual, whether the work is done or not. So, if the person the follower is has an independent employee, he also works well. So, that is the objective, and that is developing the competency of the follower.

So, the leader will also be happy because a leader does not want the follower to be a burden rather than a strength.

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How great leaders inspire followership

Here we take a look at how leaders can inspire followership:

- Embrace the concept of servant leadership

Servant leadership is a concept that was [introduced by Robert K. Greenleaf](#).

leaders must first be servants. "The difference manifests itself in the care taken by the servant-first to make sure that other people's highest priority needs are being served,"

- Delegate strategically

Employees want to feel that they're making meaningful contributions. That requires an understanding of how what they do makes a difference. Effective delegation will help to shape this connection.



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Here we take a look at how leaders can inspire followership. Embrace is the concept of servant leadership. Servant leadership is a concept that Robert introduced. K. Greenleaf and that we have talked about in the earlier session also. Leaders must be servants. The difference manifests itself in the care taken. This is very, very important. Whenever we talk about servant leadership, it must be taken care of.

The servant first makes sure that other people's highest priority needs are being served, then the delegate strategically. So, employees want to fill that they are making meaningful contributions that require understanding how what they do makes a difference. So, therefore in that case, because the leader so to inspire the follower, they give the opportunity and give the opportunity you have to delegate.

So, this delegation has been done and understanding what they do makes a difference, and when you give the delegation, you find that the followers are doing very well that job. Effective delegation will help shape this connection, and therefore, in that case, because that delegation is given, the follower will also have positive thinking towards the leader is there, so that is making a solid relationship.

(Refer Slide Time: 12)

Cont.

- Listen deeply

Employees need to know that they're being *heard* and that their inputs are being objectively considered even, and especially, if those inputs involve perspectives that are outside of the status quo.

- Give clear, specific recognition

Giving clear and specific recognition is a great way to encourage followership.

- Build trust

We follow people that we trust. But, while we may intuitively feel that trust in leaders is built based on their ability to exhibit trustworthiness—that they will support our efforts, be honest and transparent in communications, and “have our backs”—there’s more to it than that.



<https://www.predictiveindex.com/blog/how-great-leaders-inspire-follower/>

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Listen deeply. Employees need to know that they are being heard and that their inputs are being objectively considered. So, naturally, we have to listen to them to inspire our followers. So, they should feel that they have been heard and their inputs are being objectively considered, especially if these inputs involve perspectives outside of the status quo.

However, with my practical experience, I can say that this time the inputs can be used in future also. So, there is nothing wrong with taking the inputs in a current situation; however, they are not that relevant in the current situation. Give clear specific recognition. So, giving clear and specific recognition is a great way to encourage the followers. We follow people that we trust.

However, while we may intuitively feel that trust in leaders is built based on their ability to exhibit trustworthiness so that they will support our efforts, be honest and transparent in communications and have our backs, there is more to it than that. So, therefore, in that case, it becomes essential that is the relationship between the leader and follower if there is a trusted or not.

So, even when they are not appraising the leader is not present, they understand that yes, this will be appreciated by the leader.

(Refer to Slide Time: 13:29)

Becoming a Wise Leader: Cultivating Your Situation

Awareness

- Leadership without wisdom is not true leadership.
 - Situation awareness is the perception of elements in the environment, the comprehension of their meaning and the projection of their status in the near future.
- Four strategies [on improving your managerial wisdom](#):

1. Shifting focus from short-term gains/gratifications toward longer-term strategies
2. Continuously reflecting on particular situations (i.e., what happened, examples, counsels of others, etc.) to learn from experience
3. Understanding the limit of your knowledge, skills and abilities
4. Expanding your practical knowledge by developing the ability to interpret situations, accumulating a repertoire of possible responses and implementing a chosen response skillfully.



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So, becoming a wise leader, cultivating your situation awareness. So, leadership without wisdom is not authentic leadership. Situation awareness is a perception of elements in the environment, the comprehension of their meaning, and their status projection. So, four strategies for improving your managerial wisdom are there. Shifting focus from short-term gains and gratifications toward the longer-term strategies is always essential.

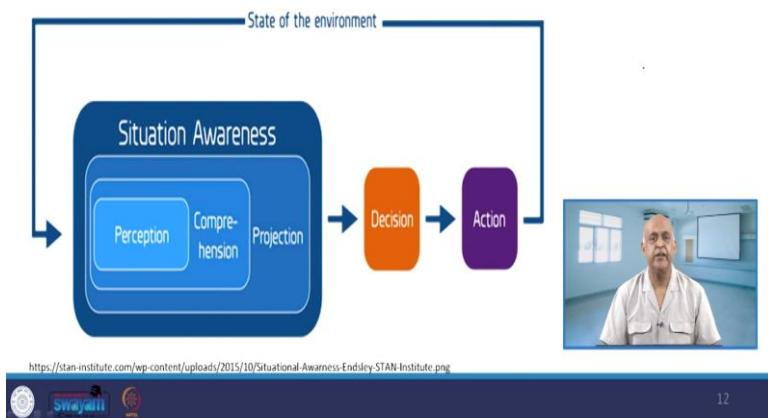
So, therefore it is required that we have this long-term strategy and we do not focus only on the short-term gains, continuously affecting particular situations, what happened, examples, and counsels of others to learn from experience. Understanding the limit of your knowledge, skills, and abilities, I would like to add your hobbies. So, therefore in that case, what type of knowledge, what type of skills, what type of abilities.

Furthermore, what type of these hobbies the follower is having. So, expanding your practical knowledge by developing the ability to interpret the situations, accumulating a repertoire of possible responses and implementing a chosen response skillfully and, therefore, in that case, whatever job we are doing, we are accumulating it. When we are accumulating it, then it works very successfully.

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Cont.

Dr. Mica Endsley, a leading scholar on situation awareness, identified three levels where it can be developed.



Dr Mica Endsley, a leading scholar on situation awareness, identified three levels where it can be developed, perception, comprehension and projection. There is a situational awareness is there, and therefore, in that case, how do we perceive and then our perception we are making comprehensive, and the projections are there and accordingly there will be the decision and actions will be taken.

So, what is most important is situation awareness the leader should adopt the leadership styles according to the situation, and he should be aware of that, and that awareness will come only if he targets the situation; the perceiver and target may be subject that subject of the perception that is very clear. So, if the perception is apparent, then definitely that will have this comprehension and projection very strong.

Furthermore, a strong situation awareness will create a state of the environment when there is strong situational awareness. Now we have also to understand that is why it is necessary. It is necessary because whenever we are talking about the state of the environment, it gives us the decision-making power and when we are talking about the decision-making power, it will give us the actions when these actions are created based on the individual capability of the leader.

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Cont.

Level I: Perceptions of elements in the environment

- The first step in achieving situation awareness is to be able to perceive the state, characteristics and dynamics of relevant elements in the environment.
- A leader should perceive elements such as employee attitudes, behaviors, performance, motivation or warning signs of employee dissatisfaction, burnout or interpersonal conflicts.

Level II: Comprehension of the current situation

- Comprehension of the current situation is based on a thorough analyses of all first-level elements. It goes beyond simply being aware of the elements that are presented



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So, in the perception of elements in the environment, the first step in achieving situation awareness is to perceive the state, characteristics, and dynamics of relevant elements in the environment. So, whenever we talk about the perception in the perception, the characteristics and dynamics of relevant elements. What are the relevant elements are there?

The relevant elements are the organizational culture, organizational power, organizational politics, situational capabilities, and the dynamics of the followers' personalities than the environment. So, all elements in the environment will have to be taken care of. Employee attitude, behaviors, performance, motivation or warning signs of employee dissatisfaction, burnout or interpersonal conflicts.

The comprehension of the current situation is based on a thorough analysis of all first-level elements. It goes beyond simply being aware of the elements that are presented. So, in that case, this comprehension of the current situation will be that the person will be aware of the elements presented and if the thorough analysis is done and the elements presented and they are beneficial, relevant and informative.

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Cont.

- As a decision maker, one not only needs to draw a holistic picture of the situation with sufficient knowledge on level 1 elements — but also have the ability to understand the significance of those elements in relation to one's goal.

Level III: Projection of future status

- This level is achieved through knowledge from elements of the first two levels. Use this knowledge to project the future actions of the elements in the environment.
- This level is especially important, because the ultimate goal of building situation awareness is to utilize the information collected to predict the most likely outcomes as a result of these elements and to use this information for decision making.

<https://fisher.osu.edu/blogs/leadtoday/blog/becoming-a-wise-leader-cultivating-your-situation-awareness>



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Then definitely, in that case, we will be a good decision-maker, and one not only needs to draw a holistic picture of the situation, not necessarily with sufficient knowledge. On level 1 elements, but also can understand the significance of those elements about one's goal. An excellent point is this. So therefore, in that case, do not worry if you are not having a clear picture of the situation at the level 1 knowledge on level 1. Do not worry, but at least understand those elements of these situations.

Level 3 projection of future status this level is achieved through the knowledge from elements of the first two levels and use this knowledge to project the future actions of the elements in the environment. This level is fundamental because the ultimate goal of the building situation in awareness is to utilize the information collected to predict the most likely outcomes as a result of these elements.

Moreover, to use the information for decision making is there. So, therefore, in that case, whenever at level 3, whatever we have perceived from level 1 to level 2. Now ultimately, we have to give an awareness of the situation and the information collected so that must be projected. So, that projection is essential. So, based on your decision, you will take the projections.

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Focus On Followers

The description of the models are as follows:

The Potter and Rosenbach Followership Model

- Based on two independent dimensions - follower performance levels and the strength of leader-follower relationships.
- The performance initiative dimension is concerned with the extent to which an individual follower can do his or her job, works effectively with other members of the team, embraces change, and views himself or herself as an important asset in team performance.



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The description of the models is as follows the Potter and Rosenbach followership model. So, based on the two independent dimensions, follower performance level and the strength of the leader-follower relationship. So, the performance initiative dimension is concerned with the extent to which an individual follower can do his or her job and the work effectively with other team members.

So, embracing the change and viewing himself or herself as an essential asset in team performance is there. So, therefore (()) (19:57), which are effectively working with other members of the team, all these views and those changes that leader has to consider and for the states in the performance is there. So, the follower performance levels that are having a significant concern.

Moreover, naturally, because the ultimate goal which is you are going to achieve will depend on the follower performance and in follower performance level is 1, 2, 3 so that will depend upon the leadership involvement and the leadership direction and in that case that if the individual follower can do his or her job and work effectively, then there is no worry about this to the leader and in that case because the follower is doing his job very well. So, they will be less interference by the leader.

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- The relationship initiative dimension is concerned with the degree to which followers act to improve their working relationships with their leaders.
- The Potter and Rosenbach model states that the situation plays an important role in effective followership, but it may not take into account the role that ineffective leadership plays in followership

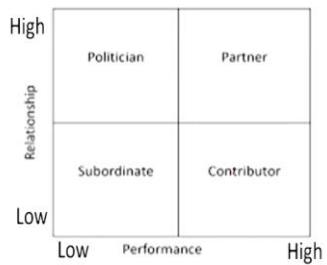


Figure- Potter and Rosenbach Followership Model



SOURCE: https://vtechworks.lib.vt.edu/bitstream/handle/10919/97891/Alegbeleye_ID_D_2020.pdf?sequence=1&rAllowed=y

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The relationship initiative dimension is concerned with the degree to which followers act to improve their working relationship with their leaders. So, that is the relationship dimension is there. The Potter and Rosenbach model state that the situation plays an important role in effective followership, but it may not consider ineffective leadership's role in followership.

So therefore, in that case, the situation has to be given the very, very important is there. So, a relationship is low and high, and the performance is low and high. So, if the relationship is low and performance is low, it will be subordinate. It is performance low, and relationship is high, that is the politician is there, and performance is high, and relationship is low, that is a contributor.

Moreover, the performance is high, and the relationship is high that will be the partner (()) (22:00). So, Potter and Rosenbach's followership model that clear cut giving an indication that is how you can make use of the relationship and the performance of the follower to create the effective leadership is there, and the ultimate goal of creating the effective leadership will be that is creating the partners are there.

(Refer Slide Time: 22:24)

The Potter and Rosenbach Followership Model(Cont.)

Politicians: These people work harder at impressing their boss than actually getting their work done. They are often very loyal to their leaders and build strong relationships, but are low performers.

Partners: These are you're best of the best. They are high performers who are highly committed. They have strong interpersonal skills and good relationships with their leaders. They understand their leaders' vision while also challenging them to take it a step further.

Subordinates: They do what they're told, follow the rules, and stay out of trouble but are below average performers and don't have very strong relationships with their leaders.

Contributors: While these people do not have an interest in building relationships with their peers or leaders, they are motivated by the subject matter and very hard workers.



Source: <https://prez.com/di4gcyck41/the-potter-and-rosenbach-followership-model/>

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So, these people work harder in impressing their bosses, these politicians and get their work done, they are often very loyal to their leaders and build strong relationships but are low performers are there. So, that is how they are called the politicians. These are you are the best of the best. These are the high performers who are highly committed. They have strong interpersonal skills, and good relationship with their leaders is there.

Moreover, they understand their leader's vision while challenging them to take it a step further. Subordinates who do what they are told follow the rules and stay out of the trouble but are below average performance and do not have a strong relationship with their leaders. So, these people do not have an interest in building relationships with their peers or leaders.

They are motivated by the subject matter and challenging work; therefore, they are making this contribution. So, ultimately what is the learning? Learning for you is that I will advise this that identifies where you are whether you are into the politician or in the partner or subordinates or the contributors is there and what you should be.

So, naturally, based on this understanding of the concept, we can say that every follower should be a partner and when he is a partner, he will develop that particular career path also and naturally, that followership will be vital.

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Followers' Responses to Change

Malicious compliance	This occurs when followers either ignore or actively sabotage change requests.
Compliance	This takes place when followers do no more than abide by the policies and procedures surrounding change requests.
Cooperation	Followers willingly engage in those activities needed to make the change request become reality.
Commitment	Followers embrace change requests as their own and often go the extra mile to make sure work gets done. Charismatic and transformational leaders are adept at getting followers committed to their vision of the future.



Source: B. Yager (Boise, ID: The Bryan Yager Group, 2003)

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Malicious compliance is the follower response to resistance, and this occurs when followers either ignore or actively sabotage change requests. So, therefore many times, the leader wants to make specific changes, and the follower is not ready to make those changes, so malicious compliance will be there. Compliance will be their response to change. This occurs when followers do no more than abide by the policies and procedures surrounding the change request.

Moreover, therefore, this will mean he completely follows those rules and regulations. Cooperation willingly engages in those activities needed to make the change request become a reality, and therefore, it is cooperation. So, whatever the changes the leader wants to bring, and then he is supporting that particular change, the commitment is that followers embrace change requests as their own and often go the extra mile to make sure work gets done.

Moreover, in that case, charismatic and transformational leaders are adopted, getting followers committed to their vision of the future, and that is the commitment is there. So, the leader will be able to get the commitment from the followers whenever he is bringing these particular changes, and followers are making those embracing the changes and adopt those changes as a result of which, the leadership will be the effective and followership will be better.

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What qualities good followers must possess?

The [Ivy Business Journal](#) has attempted to isolate the qualities of a good follower in the business world-

1. Judgment- Followers must take direction, but not blindly. Good judgment is required to establish the difference between following good instructions following or contending instructions that are ethically inappropriate or constitute unsportsmanlike behaviors.

2. Competence- In order to follow, followers must be competent. They must have the relevant knowledge and skills to play their position, whether they play on offense, defense or special teams.



The Ivy business journal, what qualities good followers must possess? So, if we want to be effective and efficient followers and good followers, according to my business journal, it translates the qualities of a good follower in the business world it is given. The judgment followers must take the direction, but not blindly. A sound judgment is required to establish the difference between following good instructions and continuing instructions that are ethically inappropriate or constitute unsportsmanlike behavior.

So therefore, in that case, you have to judge what has been asked you to do, and then it does not mean whatever has been supposing something is unethical; please do not do that. So, being judgmental during this thing is right or wrong is very important. Competence to follow followers must be competent and have the relevant knowledge and skills to play their position, whether they play on offence, defense, or the special teams.

So therefore, in that case, a follower must be a competent person. So, unless and until they have the relevant knowledge and skills, they will not be successful like you see that you are required with a partner then your competency level that you have to increase. Unless and until you do not increase your competency level, you will not be a good follower. So, to be a good follower that cannot be comprised; competency cannot be comprised.

(Refer Slide Time: 27:06)

Cont.

3. **Honesty**- Followers have a responsibility to be honest. Respect and politeness are important and followers also have to be able to offer constructively critical feedback.
4. **Courage**- It takes real courage to confront a leader about concerns with the leader or that leader's agenda.
5. **Discretion**- Followers owe leaders discretion. Talking about the sport, teammates, coaches and other staff inappropriately is at best unhelpful and more likely harmful.
6. **Loyalty**- Loyalty is important and relies on strong allegiance and commitment. A lack of loyalty can cause problems between team members.

<https://blogs.usafootball.com/blog/4697/why-good-followers-are-important-and-8-qualities-good-followers-must-possess>



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Honesty followers are responsible for being honest, and respect and politeness are essential. So, therefore, in that case, this is very necessary that he brings transparency. Honest means what that is with respect and politeness. He can offer constructively critical feedback. So, it is not a criticism; it is feedback, and therefore, corrective actions are to be taken.

Moreover, he should be more honest in giving that particular feedback. The courage it takes is the real courage to confront a leader about the concern with the leader or that leader's agenda; if you find something is wrong, he should be able to communicate, and discretion followers owe leaders discretion. Talking about the sport, teammates, coaches and other staff inappropriately, he is at best unhelpful and more likely harmful.

So, therefore, in that case, the leader's discretion must be followed, and loyalty is important and relies on solid allegiance and commitment. We always talk about this. Unless and until the loyalty is not there, leadership will be incomplete. To complete the leadership, the follower must have a strong loyalty towards the leader because loyalty is not only a scale, but it is a respect for the leader.

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Cont.

7. Work ethic- Good followers are good workers. They are diligent, motivated, committed, pay attention to detail and make the effort.

8. Ego management- Good followers have their egos under control. They are team players in the fullest sense of the concept. They have good interpersonal skills. Success for good followers relates to performance and goal achievement, not personal recognition and self-promotion.



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The work ethic so good followers are good workers. They are diligent, motivated, and committed, and therefore they pay attention to details and make an effort. So, therefore they are hard-working and keep on doing the job so highly diligent and they are doing these jobs, not for any reason, but highly motivated because without self-motivation. We have talked about intrinsic motivation in leadership.

Unless and until there will not be intrinsic motivation, how you can continue the followership. So, therefore that motivation will make you committed to your leader and not only at the surface but at the deep level, and therefore they pay attention to detail and make an effort is there. The exciting point is that ego management is now seen many times because the leader is in the position, and many often

So, good followers have their egos under control. They are team players in the total sense of the concept. So they have good interpersonal skills. The success of good followers always depends upon whether they can manage their egos.

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Case Study: Bob Knowling

Bob Knowling was a former member of the Hewlett-Packard, Shell Exploration, Ariba, Aprimo, Immune Response Corporation, and Simdesk Technologies boards of directors and currently serves on the boards of directors for Heidricks & Struggles, an executive search firm, Roper Industries, and Bartech Group. He is also the former vice president of network operations at Ameritech, the executive vice president of network operations and technology for U.S. West, and the CEO of Covad Communications, the New York City Leadership Academy, and Telwares. From a business perspective, **Knowling** has seen it all, from start-ups to turnarounds, times of rapid growth, major restructurings, mergers and acquisitions, divestitures, working with venture capitalists and private equity firms, launching initial public offerings, and hiring and firing high-visibility CEOs.

Image Source: https://www.citrix.com/content/dam/citrix61/en_us/images/photos/headshots/execs-board/bob-knowling.png



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As usual, we will have the case studies and research papers and the book recommendations for you. So, this Bob Knowling was a former member of the Hewlett Packard, Shell Exploration. In this case study, that is how he has done his leadership that you will find and in the situation how he has been doing the effective leadership with the changing situation. So, therefore in that case, how the situation has been changed.

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Case Study: Bob Knowling

Bob Knowling spent time as CEO of the New York City Leadership Academy teaching administrators, principals, and assistant principals how to lead. He launched Eagles Landing Partners several years ago to help global businesses learn how to lead, build teams, and win.

Questions:

1. Does Bob Knowling use a rational or emotional approach to drive change?
2. Do you think it is possible to teach leaders how to implement change?



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So, this will be an assignment for you. Does Bob Knowling use a rational or emotional approach to drive change? So, therefore in that case, what will be creating the impact on the followers. Do you think it is possible to teach leaders how to implement the change? Moreover, if you think that yes, the leaders can be talked about how the changes are managed.

So, change management and leadership is an exciting concept that is. Then yes, if you want to bring effective changes, you can do that particular leadership style.

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Research Paper

 Journal of Global Responsibility
Vol. 5 No. 2, 2014
pp. 269-288
© Emerald Group Publishing Limited
2041-2568
DOI 10.1108/JGR-04-2014-0016

Purpose
This study aims to, investigate whether employee characteristics moderate the relationship between perceived leadership styles and employee engagement. Recent research has shown that visionary and organic leadership paradigms positively influence employee engagement, compared with classical and transactional leadership environments (Zhang et al., 2014).

Do follower characteristics moderate leadership and employee engagement?

Tanyu Zhang and Gayle C. Avery
Institute for Sustainable Leadership & Macquarie Graduate School of Management, Macquarie University, Sydney, Australia, and
Harald Bergsteiner and Elizabeth Moore
Institute for Sustainable Leadership & Faculty of Law and Business, Australian Catholic University, North Sydney, Australia



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This research paper does follower characteristics, moderate leadership and employee engagement, and we have talked about the employee engagement in leadership in that session and, therefore, to create that employee leadership into the followers. So, create that bigger ((31:30) and dedication. So, this moderate leadership is significant. This paper will give you an idea of how we can increase employee engagement.

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BOOK RECOMMENDATION

[Leadership for Follower Commitment](#)

Authors: [David Cooper](#)
Publisher: Routledge; 1st edition
(16 May 2012)
Language: English
Paperback: 215 Pages
ASIN : B0084BPTLC


LEADERSHIP
FOR FOLLOWER
COMMITMENT
David J. Cooper



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Moreover, this is the book leadership for the follower commitment is there, and whenever we are talking about the increasing or gaining the commitment of the followers and making them

be the partner in our leadership the process, then this book will help you to the extent that is you will be able to create more follower commitment.

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Book Recommendation

Leadership for Follower Commitment provides:

- Research based case studies
- A linking of theory, research, and practical managerial experience
- An emphasis on psychological forces, employee motivation and perceptions of management action.

This text is invaluable to students studying Organizational Behavior, Business (Occupational) Psychology, Human Resource Management, and Human Resource Development at both undergraduate and MSc/MBA level. It is central to Professional / executive development courses.



LEADERSHIP
FOR FOLLOWER
COMMITMENT

David J. Cooper



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Furthermore, these research-based case studies are the same practical managerial experiences.

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- <https://fisher.osu.edu/blogs/leadreadtoday/blog/becoming-a-wise-leader-cultivating-your-situation-awareness>



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These are the references from where this material has been taken, and for your further studies in detail, you can use these references. This is all about leadership and followership. That is how you can create a series of followers. Thank you.

Leadership and Team Effectiveness
Prof. Santosh Rangnekar
Department of Management Studies,
Indian Institute of Technology, Roorkee

Module No # 09
Lecture No # 36
Group Dynamics

In this section, we will talk about the group dynamics as we discuss the effectiveness and the team effectiveness. In this group dynamics, we will talk about the detailed understanding and the group dynamics. Before this session, we talk about the difference between the group and team, what the group is, and how we can convert into a team.

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Contents

- Group Dynamics
- Group Dynamics – 8 Main Principles
- Stages of Groups Development
- Why Do People Form Groups?
- Group Dynamics Theories
- Group Properties
- 7 Strategies for Better Group Decision-Making
- Case Study
- Research Paper
- Book Recommendation
- References

In earlier sessions, we have discussed that, and now, with those working together in that particular group and what type of dynamics is there, we will be talking about this group dynamics. Furthermore, there are the eight main principles we will be discussing and these stages of the group development, why do people form groups? Group dynamic theories group properties and seven strategies for better group decision making. Then the case study research paper, book recommendation and references.

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Group Dynamics

- Group dynamics refers to the attitudinal and behavioral characteristics of a group.
- Group dynamics concern how groups are formed, what is their structure and which processes are followed in their functioning.
- Thus, it is concerned with the interactions and forces operating between groups.



So in the case of the group dynamics, is there precisely it is the, what we understand by the group dynamic? It refers to the attitudinal and behavioural characteristics of a group. Moreover, the group dynamics concern how groups are formed, their structure and which processes are followed in their functioning. So this is like we give these the assignments and group activities and when we give the group activities.

Then I leave to the class that they can form their group just the number is fixed like the four members will be there or the five members will be there. So that will be about that particular group, and they decide about themselves that is how the group will be formed. Thus, therefore, here, it is the voluntary formation of a group. That is becoming the strength it is concerned with the interactions and forces operating between the groups is there right.

So naturally, whenever you create and give that willingness to create, select their team members or group members. So it is all the both of whether the formal or informal is there. Typically, we see that in informal groups, these practices are followed. Furthermore, therefore you select the one coordinator volunteer, and then he creates his informal group and works on that.

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Group Dynamics – 8 Main Principles

- In order to achieve the best use of Group Dynamics the following principles of group dynamics have been discussed by **Dorwin Carl Wright** and they are as follows:
 - (1) "If the group is to be used effectively as a medium of change, those people who are to be changed and those who are to exert influence of change must have a strong sense of belongingness to the same group".
 - (2) The more attractive the group is to its members the greater is the influence that the group can exert on its members.
 - (3) In an attempt to change attitudes, values or behavior, the more relevant they are to the basis of attraction on the groups, the greater will be the influence that the group can exert upon the members.



Nevertheless, it has to be based on certain rationality whenever a formal group is concerned. In order to achieve the best use of the group dynamics, the following principles of the group dynamics have been discussed with Dorwin Carl Wright, and they are as follows. If the group is to be used effectively as a minimum of change, those people who are to be changed? Moreover, those who are to exert influence on change must have a strong sense of belonging to the same group.

So here they are talking about the function of coordination of the manager. So therefore, in that case, those who are to be changed are right. For example, you have introduced a particular technology so those who are to be changed, those who are using the technology, and those who are bringing the change. Those technical companies' executives are bringing the change, so there should be solid belongingness to the same group.

The more attractive the group is to its members, the greater the influence that the group can exert on its members. Furthermore, the voluntary people say yes, I want to be a member of this group then only it is functional. If the person does not want to be a member of that group but because of the position because of the logic, he has been placed there. Because of his experience but he does not like that group members right.

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Group Dynamics – 8 Main Principles

- (4) The greater the prestige of a group member in the eyes of the other members, the greater the influence he can exert.
- (5) Efforts to change individuals or sub-parts of a group, which, if successful, would have the effect of making them deviate from the norms of the group, will encounter strong resistance.
- (6) Information relating to the need for change, plans for change and consequences of change must be shared by all relevant people in the group.
- (7) Strong pressure for change in the group can be established by creating a shared perception by the members of the need for change, thus making the source of pressure for change lie within the group.
- (8) Change in one part of a group produce strain in other related parts which can be reduced only by eliminating the change or by bringing about re-adjustment in related parts."



However, because he is the senior person and therefore is to be there, that will be an issue with the group dynamics. So the group will not perform in that case right so. Therefore, the willingness of that particular person or employee to become a group member is very much required. The greater the prestige of the group member in the eyes of the other members, the more significant the influence he can exert.

Moreover, when this is a task force member, the advisory council's member; he is a board member. So, therefore, in that case, how people will see people will say he is supposed to be the expert on his subject, right. Furthermore, therefore, in that case, yes, we can also learn from him. Moreover, in the, they will like to be the member. Efforts to change individual or sub-parts of a group which, if successful, would have the effect of making them deviate from the norms of the group will encounter strong resistance is there.

So it will always be crucial that whenever we are making these individuals a part of a group, or the efforts are made, that will be having the strong resistance will be there. Information relating to the need for changing plans for changing, and all relevant people must share the consequences of change in the group. So, therefore, they are required to make the changes are to be made.

Whenever; we are talking about this type of this group formation. So and we are following this particular group, so ultimately, what we are talking about, we are saying. There will be the requirement of the willingness, commitment, expertise, and amongst all the people who are

working there together. If they are having that working togetherness, then definitely, in that case, they will be able to perform.

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Stages of Groups Development

There is a process of five stages through which groups pass through.

1. Forming-The first stage is characterized by a great deal of uncertainty about the group's purpose, structure, and leadership. Members "test the waters" to determine what types of behaviors are acceptable. This stage is complete when members have begun to think of themselves as part of a group.



So there is a process of five stages through which the forming, storming, norming, performing and adjourning are there. So the first stage is characterized by a great deal of uncertainty about the group's purpose, structure, and leadership. So just it is the member tests the waters to determine what type of behaviours are acceptable. Furthermore, this stage is complete when members have begun to think of themselves as a part of a group.

Moreover, therefore, it becomes an essential step because this is a stage where the members have begun to think right. As a part of the group and therefore they are coming together, they are joining together, and as soon as they are joining together, that is making them start the work which is there.

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Stages of Groups Development(Cont.)

2. Storming -The stage is one of intragroup conflict. Members accept the existence of the group but resist the constraints it imposes on individuality. There is conflict over who will control the group. When this stage is complete, there will be a relatively clear hierarchy of leadership within the group.

3. Norming- In the third stage, close relationships develop and the group demonstrates cohesiveness. There is now a strong sense of group identity and camaraderie.

This norming stage is complete when the group structure solidifies and the group has assimilated a common set of expectations of what defines correct member behavior.



However, every personing with another person and forming in the group will depend on what type of value systems they are creating? Whether the members accept the group's existence but resist constraints right. So therefore, intra, group conflict starts the conflict between the group starts. When this stage is complete, so on individuality because there will be the, everybody is coming for as an individual.

So, every individual who will control the group when this stage is complete will have a relatively clear hierarchy of leadership within the group. Moreover, when the storming stage is done, so with this storming stage. That is, somebody will come out as a leader is there because, in the storms, there will be the discussion, there will be the conflicts, there will be the convincing right and therefore, in that case, which is the ability to overcome that? He will be the leader.

So the leader does, close relationships develop in the third stage, and the group demonstrates cohesiveness. So what was the storming phase was there because there were different personalities? Now the norm starts because they have to work together, right. It is just like a marriage. So the before marriage that is the forming is there, but in the storming, there will be after marriage the storming starts right.

However, they understand we have to live with each other, and then the norms will be derived, and the members of that group know. Yes, we have to work together, and we have to achieve the

goal. Moreover, those norms are developed, and they start working on that, so that is the performing.

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point is fully functional and accepted. Group energy has moved from getting to know and understand each other to performing the task at hand.

5. Adjourning- The final stage in group development for temporary groups, characterized by concern with wrapping up activities rather than task performance. Some group members are upbeat, basking in the group's accomplishments. Others may be depressed over the loss of camaraderie and friendships gained during the work group's life.



So it is the fourth stage of the group development that the structure at this point is fully functional and accepted. Group energy has moved from getting to know and understand each other to perform the task. So, in that case, the understanding between the group members as we talked about the norming phases was there. So understanding becomes better, and they start performing.

They were adjoining the final stage in group development for temporary groups concerned with wrapping activities rather than task performance. Some group members are upbeat, basking in the group's accomplishments. Others may be depressed over the loss of the camaraderie and the friendship gained during the work group's life, so, ultimately, when the performance is done right.

The group was performing for a common goal and objectives, and once this common goal and objectives had been completed. Moreover, now it will be the time to finish and go away, so the adjoining stage is there.

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Why Do People Form Groups?

- Perspective that considers when and why individuals consider themselves members of groups.
- **Social identity theory** proposes that people have emotional reactions to the failure or success of their group because their self-esteem gets tied into the group's performance.
- *Several characteristics make a social identity important to a person:*
- **Similarity-** Demographic similarity can also lead to stronger identification for new hires, while those who are demographically different may have a hard time identifying with the group as a whole.



So that was the forming, storming, norming, performing and adjourning. So, perspectives that consider when and why individuals consider themselves the members of the group right so social Identity theory works here right it is a set. Moreover, they propose that the people have emotional reactions to the failure or success of their group because their self-esteem gets tied to the group's performance.

So as I mentioned it is, you are a member of the board. Are you a member of that task force? Are you a member of the quality circle? So this gives the social identity because the, who can become the member who has the subject knowledge that can only. So, therefore, that is giving social identities. Several characteristics make a social identity important to a person. Like this similarity, demographic similarity can also lead to the more vital identification of new hires.

While those demographically different may have a hard time identifying with the group as a whole is there. So naturally, in that case, whenever there is a demographic similarity is there, especially the age right. So then, in that case, there will be the same age group members will be there. So they will like to work with each other, and they will be there; they can be demographically different and may have a hard time.

So those who have the same demographic variables will have a good time. However, if the demographic variable is not the same, it will require time to understand.

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Why Do People Form Groups?(Cont.)

- **Distinctiveness-** People are more likely to notice identities that show how they are different from other groups.
- **Status-** Because people use identities to define themselves and increase self-esteem, it makes sense that they are most interested in linking themselves to high-status groups.
- **Uncertainty reduction-** Membership in a group also helps some people understand who they are and how they fit into the world.



Distinctiveness, people are more likely to notice identities that show how they are different from the other groups. So here, it is becoming imperative that this one member is different from the other member, right. So because by the performance they perform and when they perform, it has been observed it is the level of a difference in their performance. Moreover, there will be distinctiveness whenever there is a difference in performance.

So status because people use identities to define themselves and increase self-esteem, it makes sense that they are most interested in linking themselves to the high-status group is there. So, therefore, it should be the similarity, and simultaneously, they require that part of that special status is there. So uncertainty reduction membership in a group also helps some people understand who they are and how they fit into the world.

So therefore, uncertainty reduction will be there so because what happens is you get the guidance, you get the support. So, your results are predictable, so there will be minimum uncertainty.

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Group Dynamics Theories

1. Propinquity Theory:

- The most basic theory explaining affiliation is propinquity. Individuals affiliate with one another because of spatial or geographical proximity. In an organization employees who work in the same area of the plant or office or managers with offices close to one another would more probably form into groups than would those who are not physically located together.

2. Exchange Theory:

- This theory is based on reward-cost outcomes of interactions. To be attracted towards a group, a person thinks in terms of what he will get in exchange of interaction with group members. A minimum positive level (rewards greater than costs) of an outcome must exist in order for attraction or affiliation to take place.



We will discuss the group dynamics theories and the propinquity theory; the most fundamental theory explaining affiliation is propinquity. Individuals are affiliated with one another because of spatial or geographical proximity. In the organization, employees working in the same area of the plant or officers or managers with offices close to one another would more likely form into groups than those not physically located together?

So this is a very natural parameter, so those living or working together will have more proximity to each other because of that geographical location. The exchange theory, this theory is based on the reward cost outcomes of interactions. To be attracted to a group, a person thinks about what he will get in exchange for interaction with group members.

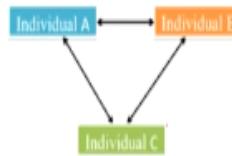
A minimum positive level towards rewards more fantastic than the cost of an outcome must exist for attraction or affiliation to occur. So, therefore, in that case, the group dynamics depend upon what I give and what I do again? Furthermore, therefore if the gain may be monetary may be a non-monetary right. Nevertheless, if there is an attractive gains there, they will like to connect with their particular group because that exchange motivates them.

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Group Dynamics Theories(Cont.)

3. Balance Theory

- This theory was proposed by **Theodore Newcomb** states that "Persons are attracted to one another on the basis of similar attitudes towards commonly relevant objects and goals. Once a relationship is formed, it strives to maintain a symmetrical balance between the attraction and the common attitudes. If an imbalance occurs, attempts are made to restore the balance. If the balance cannot be restored, the relationship dissolves."



Similar attitudes (towards authority, work, life styles, politics, religions etc.)



The third is the balance theory; this theory was proposed by Theodore Newcomb and stated that persons are attracted to one another based on similar attitudes toward the commonly relevant objects, and goals are there. So this is also the exciting part that is they are having that is the similar attitudes are there towards each other, so the feathers of the same bird flock together.

So once a relationship is formed, it strives to maintain a symmetrical balance between the attraction and the typical attitudes. So, therefore, in that case, like here, it is shown individual C's attitude towards the authority work lifestyle, politics, and religious rights. So, therefore, in that case, this A B C right they have that symmetrical balance for the attraction and the typical attitudes are there.

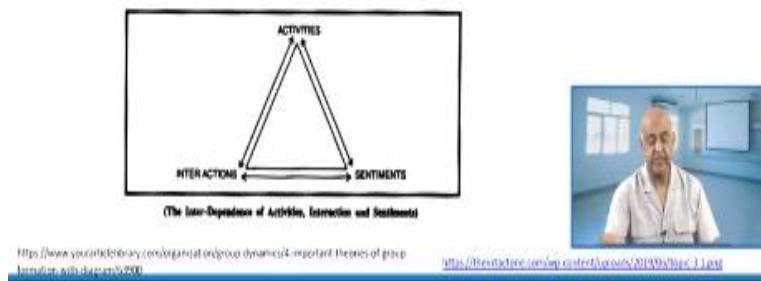
If an imbalance occurs, attempts are made to restore the balance; the relationship dissolves if the balance cannot be restored. Furthermore, therefore, in that case, many groups are getting the adjournment because they are not able to continue and not able to perform. So after the performance, definitely there is a natural adjourning is there, but whenever we are talking about that adjoining in between, that is causing the loss to the organization.

Furthermore, in that case, this balance must be created; however, the similarity will be there among that particular group members, and it will be better.

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4. Homan's Theory:

- According to George C. Homans, "The more activities persons share, the more numerous will be their interactions and the stronger will be their shared activities and sentiments, and the more sentiments people have for one another, the more will be their shared activities and interactions."



The Homan's theory according to the George C Homan's, the more activities persons share, the more numerous will be there in interactions are there correct. Moreover, therefore, in that case, activities, interactions and sentiments are there. Then the stronger will be their shared activities and sentiments, and the more sentiments people have for one another, the more their shared activities and the interactions are there.

So, therefore, in that case, it will always be between the group members. Whatever the activities are there, the interactions will be shared right. Moreover, the more and it is not only that is the formal activities are shared. So whenever you talk about the group dynamics, the sentiments are along with that person or the group members. So it is the activities, interactions and sentiments three are essential for the practical group dynamics.

So if you have the consideration for the sentiments, then definitely they will have the more interactions, and the activities are there. So if better activities and interaction are there, that will make them more strong bindings of the sentiments. Now here, we have also to understand that is the interactions right and the activities suitable. And then that has to be performed by the group members and whenever they are performing this type of activity, and the directions are there, and that has to be a supplement to each other.

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Group Property

Group Property 1: Roles

- A set of expected behavior patterns attributed to someone occupying a given position in a social unit. It comprises of the following:
 - **Role perception** An individual's view of how he or she is supposed to act in a given situation.
 - **Role expectations** How others believe a person should act in a given situation.
 - **Role conflict** A situation in which an individual is confronted by divergent role expectations.



The group of property the roles then a set of expected behaviour patterns attributed to someone occupying a given position in a social unit. Moreover, therefore, it becomes essential that is what is expected. So first is the role perception, an individual's view of how he or she is supposed to act in a given situation so that the role perception will be there. So here that whatever this perceptions of in a given situation and then definitely that will be creating and that how he she is supposed to act in a given situation.

So role expectations are there how others believe a person should act in a given situation. So role perception is the individual's perception, but these are the expectations when we talk about the role expectations. Moreover, role conflict is when divergent role expectations confront an individual.

So, therefore, in that case, it becomes essential that whatever the role conflict is there. So then, any confrontation is there, and those role conflicts must be resolved.

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Group Property 2: Norms

- Norms are acceptable standards of behavior within a group that are shared by the group's members.
- Given below is the different classes of group norms set in an organization:
- **Performance norms:** the group will determine what is an acceptable level of effort, product and outcome should exist in the workplace.
- **Appearance norms:** the group will determine how members should dress, when they should be busily working and when they can take a break, and what kind of loyalty is shown to the leader and company.



So in the case of the role perception and the role expectations, both are required to match, and the role expectancy will be high. Norms are acceptable standards of behaviour now. The second is norms, so we will discuss the norms after discussing the roles. So norms are acceptable standards of behaviour within a group that the group's members share, so that is expected so many times the group members talk like that.

This is the minimum expected from you that you will do like this. So given below are the different classes of group norms, the performance norms. The group will determine what the acceptable level of effort product and outcome should exist in the workplace is there, and therefore, those performance norms are to be followed. Moreover, the group will decide this per performance norms in this case.

Appearance norms the group will determine how members should dress when they should be busily working, when they can take a break and what kind of loyalty is shown to the leader and company. So therefore, here that is how they should dress; even so, they should be, has been reflected under the norms. Social arrangement norms are there the group regulates the interaction between its members.

So, therefore, the performance norms what is the group determines as acceptable, what is the appearance norms are there that is, what should be the dress, and what business working hours right. Moreover, the social arrangement norms are there, and therefore, that is how they interact with each other.

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Group Property 2: Norms

- **Allocation of resources norms:** the group or the organization originates the standards by which pay, new equipment, and even difficult tasks are assigned.
- **Conformity** is the adjustment of one's behavior to align with the norms of the group.
- **Deviant Workplace Behaviour** is a Voluntary behaviour that violates significant organizational norms and, in so doing, threatens the well-being of the organization or its members. Also called antisocial behavior or workplace incivility.

<http://thevectorstock.com/group-dynamics.html>



And then, the norms for the allocation of resources are the group or the organization that originates the standards by which pay for new equipment. Moreover, even on complex tasks are assigned and that is the allocation of resource norms will be there the conformity is the adjustment of one's behaviour or the alignment with the norms of the group is there so. So because that group is known for particular norms, there is a requirement for conformity.

Moreover, when there is conformity, it means that all group members or the behaviour of that group member are aligned with the group's norms. Moreover, when as soon as these norms are followed, the chances of deviant behaviour at the workplace are less. What is deviant behaviour workplace behaviour? It is a voluntary behaviour that violates significant organizational norms.

So if you are following those particular norms, then there will be no question of the deviant behaviour, but here, it is voluntarily deviant behaviour. So why it does so threatens the well-being of the organization or its members, also called anti-social behaviour. So, in this case, it is the many times it has been seen that there is deviant workplace behaviour.

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Group Property 3: Status

- Status is a socially defined position or rank given to groups or group members by others. It position or reputation of a group within the organization.
- **Status characteristics theory** states that differences in status characteristics create status hierarchies within groups.

- **Group Property 4: Size**

- The size of the group is an essential component while understanding group dynamics. Individuals perform better in smaller groups.
- **Social loafing** is tendency of individuals to expend less effort when working collectively than when working individually.



After the roles and norms, we will talk about this status, so status is a socially defined position or rank given to the group members. As I mentioned, whenever the people for an elementary example is of the club, if you become a member of any particular club, then the status of that person in society goes high. So there is a Status characteristic theory that states that differences in status characteristics create status hierarchies within the groups.

So if somebody says I am a member of the 5-star clubs, I am a member of the 2-star clubs, right. So definitely in the group itself, those who are the members of the 5-star clubs and those who are the members of the 2-star clubs will be the difference. Furthermore, the 2-star club members will treat the 5-star club member differently. So group property next is the size of the group is an essential component while understanding group dynamics right.

So, individuals perform better in smaller groups. If you remember correctly, I have mentioned that in the earlier session, that should be the size of the group and the size of the groups 15 to 20 members suggested. Moreover, as I mentioned, if we talk about management, effective management is there, so that is the 4-5, 5 to 7 then that should be the size of the group is there, but again it will depend upon the task also.

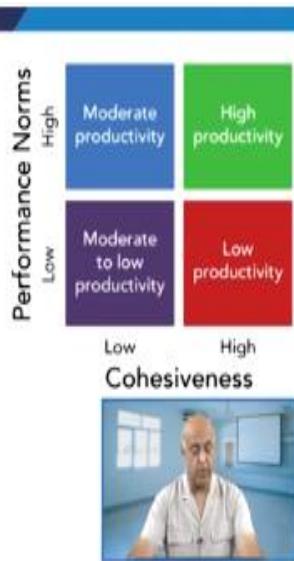
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Group Property 5: Cohesiveness

The cohesion or intactness of the group members shows the level of bonding they share. Here is some of the elements of group cohesiveness:

- **Task relations** refer to the interaction of individuals in a group for the accomplishment of the assigned work;
- **Social relations**, i.e., the interaction of the group members on a personal level;
- **Emotions** can be seen as the feelings shared by the group members.

https://courses.lumenlearning.com/wm_organizationalbehavior/chapter/group-structure/



And then the cohesiveness is there the cohesion or intactness of the group members shows the level of bonding they share. Here are some of the elements of the group cohesiveness so that a task relation is there. So in the case refers to the interaction of the individual in a group to accomplish the assigned work right whether he can complete the work.

Moreover, social relations are there that is the interaction of the group members on a personal level. In social interactions, emotions can be seen as the feeling shared by the group members are there. So these are the elements of the group cohesiveness there, so that is what is the task relation, social relations, and the emotions are there. So whenever we are having this, cohesiveness is low, and performance norms are also low.

So moderate to low productivity will be seen right, but when cohesiveness is high and performance norms are low. Then there will be low productivity, and whenever the cohesiveness is high and the performance norms are also high, then there will be high productivity. And then whenever there is the low cohesiveness and the high-performance norms, the average productivity will be there.

So ultimately, what is essential? So that important is that we are looking for the high productivity any group right. Moreover, high productivity in that cohesiveness plays a crucial role and if there is a higher cohesive cohesiveness. Furthermore, higher productivity will be there if the high-performance norms are there.

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7 Strategies for Better Group Decision-Making

- Because of an over-reliance on hierarchy, an instinct to prevent dissent, and a desire to preserve harmony, many groups fall into Groupthink and Group shift.
- **Groupthink** is a phenomenon in which the norm for consensus overrides the realistic appraisal of alternative courses of action.
- **Group-shift** is the change between a group's decision and an individual decision that a member within the group would make; the shift can be toward either conservatism or greater risk but it generally is toward a more extreme version of the group's original position.



The seven strategies for better group decision-making are hierarchy and instinct to prevent dissent. Moreover, due to a desire to preserve harmony, many groups fall into groupthink, and the group shift is there. So groupthink is a phenomenon in which the norms for the consensus override the realistic appraisal of alternative courses of action. So here it is always how the group is thinking and there.

Moreover, based on those norms and if the group thinking is always there. That is how members have communicated, and then definitely, that will be a high level of thinking. Group shift is the change between the group's decision and an individual decision that a group member would make. The shift can be towards either conservatism or more significant risk. However, it generally is a more extreme version of the group's original position is there.

Moreover, therefore, in that case, it is the group shift that may also be possible right. So a group's decision and an individual's decision are correct if there is a change. So, either that more significant risk is there to act on these particular norms or towards a more extreme version of the group's original position because there is a difference.

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7 Strategies for Better Group Decision-Making

Here are seven simple strategies for more effective group decision making:

1. Keep the group small when you need to make an important decision.
2. Choose a heterogeneous group over a homogenous one (most of the time)
3. Appoint a strategic dissenter (or even two).
4. Collect opinions independently.
5. Provide a safe space to speak up.
6. Don't over-rely on experts.
7. Share collective responsibility.



Here are seven simple strategies for more effective group decision making. Is there keep the group small when you need to make an important decision. Choose a heterogeneous group over a homogeneous one appointed strategic dissenter or even two. Collecting opinions independently provides a safe space to speak up, not over-rely on experts, and share collective responsibility. Moreover, we see that it is based on this that even we are combining we here about the competency with the convenience.

Whatever the competency is, the group members' right that has been aligned with the group members' emotions is there. So therefore, in that case, that is becoming the collective responsibility, and if there is a collective responsibility, is there. Then definitely, in that case, you will find that it is becoming the more useful for the group's performance. Furthermore, the group has become more effective is there.

So but for this purpose, a fascinating point has been mentioned: they do not over-rely on the experts. Now you see every group has to decide according to its situation that in the under what situation that group has been formed and under what situation the group is working. So often, the experts give their opinion, which may not have the debt relevancy with that particular situation and then there is that internal group leader that has to decide.

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Case Study: Herd Behavior and the Housing Bubble (and Collapse)

It is sometimes easy to forget that humans are not unlike other animals. Economist John Maynard Keynes recognized this when he commented, "Most, probably, of our decisions to do something positive, the full consequences of which will be drawn out over many days to come, can only be taken as the result of animal spirits—a spontaneous urge to action rather than inaction, and not as the outcome of a weighted average of quantitative benefits multiplied by quantitative probabilities."

Such "animal spirits" are particularly dangerous at the collective level. One animal's decision to charge over a cliff is a tragedy for the animal, but it may also lead the entire herd over the cliff.

You may be wondering how this is applicable to organizational behavior. Consider the recent housing bubble and its subsequent and enduring collapse, or the dot-com implosion of the turn of the century.



Now in these particular group formations and group strategies, we understand that what is required is that the norms are required. Performance norms have to be there right, and cohesiveness must be there. The groups will have high performance or productivity whenever these norms and cohesiveness match. This case study discusses the problematic behaviour in the housing bubbles right.

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Case Study: Herd Behavior and the Housing Bubble (and Collapse)

A recent study in behavioral finance confirmed herd behavior in investment decisions and showed that analysts were especially likely to follow other analysts' behavior when they had private information that was less accurate or reliable.

Questions

1. Some research suggests herd behavior increases as the size of the group increases. Why do you think this might be the case?
2. How might organizations combat the problems resulting from herd behavior?
3. Shiller argues that herd behavior can go both ways: It explains the housing bubble, but it also explains the bust. As he notes, "Rational individuals become excessively pessimistic as they see others bidding down home prices to abnormally low levels." Do you agree with Shiller?



Moreover, this will suggest the size of the group should be the size of the group as in 7 strategies in the previous slide we have seen the size of the group is to be small how this is compared to problems resulting from the herd behaviour and so this is a case study.

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Research Paper



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Purpose

This study clarifies the factors that foster individual innovative behavior in the public sector by examining the effects and roles of empowering leadership, work group cohesiveness and individual learning orientation. This study also explores the direct effect of empowering leadership on work group cohesiveness and individual learning orientation, the influence of work group cohesiveness on individual learning orientation and the mediating roles of work group cohesiveness and individual learning orientation.

Empowering leadership, work group cohesiveness, individual learning orientation and individual innovative behaviour in the public sector: empirical evidence from Norway

Barbara Rebecca Matonyi, Terje Slætten and Gudbrand Lien
Inland School of Business and Social Sciences,
Inland Norway University of Applied Sciences - Lillehammer Campus,
Lillehammer, Norway



Moreover, this is the research paper empowering leadership work group cohesiveness, individual learning orientation, and innovative behaviour in the public sector that is the empirical evidence from Norway.

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Research Paper

Research limitations/implications

The study focuses on three factors that foster individual innovative behavior in a public sector organization.

Originality/value

This study offers new insights into the factors that foster individual innovative behavior in the public sector. The findings reveal the importance of using a balanced leadership style and encourage learning in the workplace for individual innovativeness by public leaders

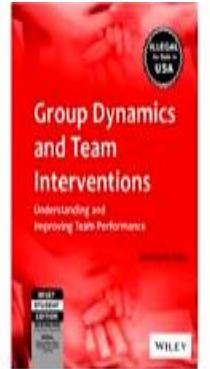


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BOOK RECOMMENDATION

Group Dynamics and Team Interventions

Authors: Timothy M. Franz
Publisher: Wiley
(1 January 2018)
Language: English
Paperback: 376 Pages
ISBN-13 : 978-8126576494

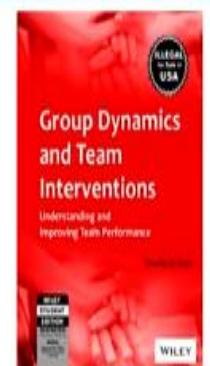


https://www.amazon.in/Group-Dynamics-Team-Interventions-Understanding/dp/8126576499/ref=pd_ipp_1?pd_rd_i=8126576499&psc=1

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BOOK RECOMMENDATION

Organizations thrive or struggle as a result of interactions among team members. To optimize the performance of teams, Group Dynamics and Team Interventions bridges the gap between the most up-to-date academic research findings on group behavior and real-life practice. Chapters reveal the theories behind group and team behavior while offering proven application and intervention techniques that can be utilized in workplace settings. Topics addressed include team formation and development; understanding culture and team diversity; improving team cohesion, decision making and problem solving; managing and reducing team conflict; team leadership, power and influence and others.



https://www.amazon.in/Group-Dynamics-Team-Interventions-Understanding/dp/8126576499/ref=pd_ipp_1?pd_rd_i=8126576499&psc=1

So this is about the research paper, and this is about the book recommendation, and it is a team interview group dynamics and the team interventions that will work

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- <https://hbr.org/2020/09/7-strategies-for-better-group-decision-making>



So, these are the references for the studies and your future understanding in detail, so this is all about developing group dynamics and maximizing the performance of the group productivity. Thank you.

Leadership and Team Effectiveness
Prof. Santosh Rangnekar
Department of Management Studies
Indian Institute of Technology, Roorkee

Module No # 07
Lecture No # 37
Team Formation

Based on that group dynamics, we will talk about team formation, which is how we can form a team? Moreover, the teamwork and importance of teams, creating effective teams, and critical roles of the teams will be effective team characteristics in the team building and team leadership model. Leadership descriptions of the model and as it is, all the case studies, research papers, and the book recommendations will be there. So, what is teamwork?

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Team Work

- The sum of the efforts undertaken by each team member for the achievement of the team's objective is called team work.
- Individual performances do not count in a team and it is the collective performance of the team workers which matters the most.
- Every member in a team has to perform and contribute in his best possible way to achieve a common predefined goal.

https://ehsdailyadvisor.bfr.com/2012/04/it-takes-teamwork-to-prevent-workplace-accidents/

Image source: https://ehsdailyadvisor.bfr.com/app/uploads/sites/2/2012/04/teamwork.jpg



Some of the efforts undertaken by each team member to achieve the team's objective are called teamwork. Furthermore, individual performances do not count in a team, and it is a collective performance of the team that is there. So, whenever we are talking about teamwork, it is the effort undertaken by each team member collectively.

Of course, we have also to understand it is not based on the one person only because whenever the teamwork is, this cannot be completed unless and until every team member does not work. So therefore, it will not be fair to give these credits to one team member only. Every team member has to perform and contribute in his best possible way to achieve a common predefined goal.

So therefore, in that case, naturally, as we have seen, all group members are team members, and they are working for a common goal. So, the predefined goal is there, and they try to know work. Moreover, this accomplishment of a goal will be possible by forming the individual to contribute towards that particular common goal.

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Importance of Teams

- Following primary benefits can result from the introduction of work teams:

1. Improved Employee Motivation:

- Work teams help in enhancing the employee motivation. teams encourage employee involvement, these make the jobs more interesting and fulfill the social needs of the employees.

2. Positive Synergy:

- Teams have the potential to create high levels of productivity due to positive synergy created by them.

3. Satisfaction of Social Needs:

- Teams can satisfy this need of the employees by increasing worker interactions and creating a feeling of brotherhood and friendship among team members.



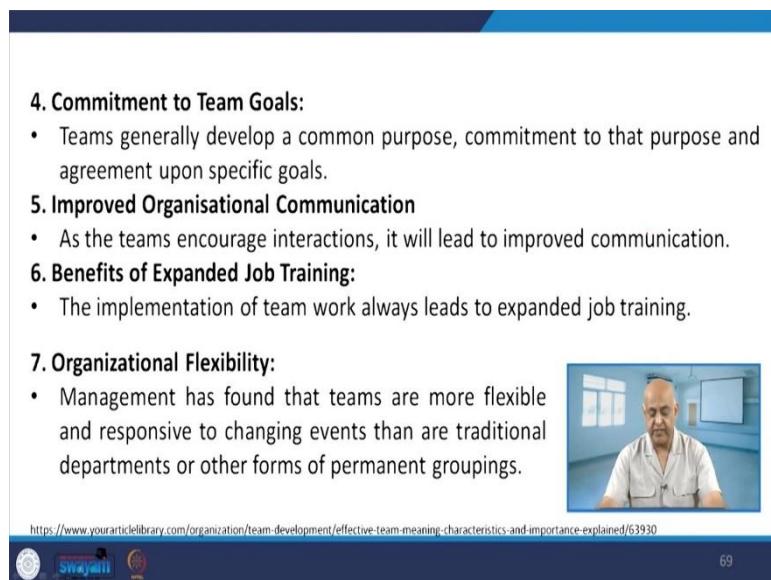
68

Now, we will try to understand the importance of teams is there. So, the following primary benefits can result from introducing the work teams that improve employee motivation. In that is worked himself to enhance the employee motivation. The team encourages employee involvement, makes the jobs more interesting, and fulfills the employees' social needs.

So, therefore, it is always the motivation of the employees that are required to be enhanced right that is to be encouraged. So, whenever we have this, employee involvement increases, right. Moreover, therefore, this makes the job naturally get involved more in the job because they are fulfilling the social needs of the employees. There is a positive synergy because we will be possible only when there is a positive synergy in the group into a team. Is there ultimately what it leads?

It leads to the satisfaction of social needs. So, teams can satisfy this need of the employees by increasing worker interactions and creating a feeling of the Brotherhood and friendship among the team members. So, this is creating a social need. So, as we know, when we talk about the motivational level. So, after the physiological and safety needs according to maslow, the social needs are becoming very important and the social needs. So, by working; together, having the association.

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4. Commitment to Team Goals:

- Teams generally develop a common purpose, commitment to that purpose and agreement upon specific goals.

5. Improved Organisational Communication

- As the teams encourage interactions, it will lead to improved communication.

6. Benefits of Expanded Job Training:

- The implementation of team work always leads to expanded job training.

7. Organizational Flexibility:

- Management has found that teams are more flexible and responsive to changing events than are traditional departments or other forms of permanent groupings.

<https://www.yourarticellibrary.com/organization/team-development/effective-team-meaning-characteristics-and-importance-explained/63930>

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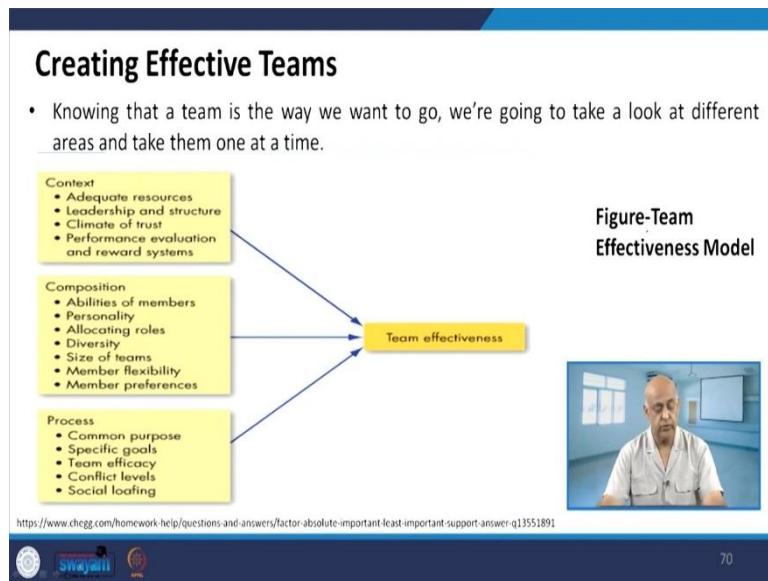
Furthermore, whenever the team members have an association, their social needs are fulfilled in commitment to team goals. So, teams generally develop a common purpose, which we mentioned the goal commitment to the purpose and the agreement upon the specific goals are there. The improved organizational communication is there, and that is that teams encourage interactions, which will lead to improved communication.

So, here it is necessary, that is, whenever we talk about organizational communication, right. So, there has to be a smooth flow of information, and whenever there is teamwork, teamwork creates that smooth flow of information. The benefit of the expanded job training is that the implementation of teamwork always leads to expanded job training right.

So always, this will be having the work experience there and is that which the organizational flexibility develops. Management as founded teams is more flexible and responsive to changing events. Then our traditional departments are the other form of permanent grouping. So, in these types, group members are involved when you have the team members working with the team.

Then definitely, in that case, those were the traditional departments that were permanent grouping. So that has not been the criteria, right; rather than that, there is an enthusiasm.

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So, how do you create effective teams, right? So, this is about these context's composition, and the process is essential. So, adequate resources are required, and whenever we in the, therefore, the team effectiveness, your main machine material money method minutes, all 6 M's. When they are adequately available, then definitely, in that case, there will be no conflict among your team members. Leadership in the structure is what type of leadership.

This team is having and what is a structure between the data team leader and team members or there. In the climate of trust, you have the trust amongst yourself, and performance evaluation and the reward system are there, encouraging and motivating. The number of team members is the composition abilities of the members' personalities, roles, diversity, size of the teams, member flexibility, and member preferences.

So, therefore, in that case, what sort of composition will you have and then what sort of this team will be created? The process will be a common purpose, and the specific goals of team efficacy and conflict levels in this social loafing will be there. So, in the case of these particular processes, we will find it easy to determine the common purpose, and if there is a common purpose, it will be successful.

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1. Context

The four contextual factors most significantly related to team performance.

- **Adequate Resources-** Teams are part of a larger organization system; every work team relies on resources outside the group to sustain it.
- **Leadership and Structure-** Teams can't function if they can't agree on who is to do what and ensure all members share the workload.
- **Climate of Trust-** Members of effective teams trust each other. They also exhibit trust in their leaders.



We will discuss these points in length, the four contextual factors most significantly to team performance as the data more extensive organization system. Every work team relies on the resources outside the groups to sustain it right, and this leadership, what type of the team cannot function if they cannot agree on who is to do what ensure all members share the workload is there.

So therefore, in that case, that structure that is a delegation and decentralization, whatever the structure is between the leader and the follower, has to be taken care of. So, here it will be vital if you have the proper structure of the group right. So, this leadership that will be creating and ensuring will be ensuring. So, the leader will ensure that all these aspects are right between all these positions and that has been fulfilled.

So, that share the workload is there and whenever these members and those who are these making the sharing of the workload right, amongst the all these members, organization structure and leadership structure. Then definitely, in that case, that will create more effective leadership is there.

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1. Context

The four contextual factors most significantly related to team performance.

- **Adequate Resources**- Teams are part of a larger organization system; every work team relies on resources outside the group to sustain it.
- **Leadership and Structure**- Teams can't function if they can't agree on who is to do what and ensure all members share the workload.
- **Climate of Trust**-Members of effective teams trust each other. They also exhibit trust in their leaders.
- **Performance Evaluation and Reward Systems**
performance evaluations and incentives may interfere with the development of high-performance teams.



The climate of trust is essential; that is, the members of every team must trust each other, and they also exhibit the trust in their leaders are there. Moreover, you will be fine whenever you have trust among your leaders. That is this performance evaluation and reward system, which has been. Because the trust is there, and a climate of trust will create about how these rewards are distributed?

Usually, the rewards will be distributed incentives may interfere with the development of the high-performance teams. Moreover, whenever they are, the high-performance teams will be there, which will decide how the motivation levels of the team members are there?

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2. Team Composition

- The team composition category includes variables that relate to how teams should be staffed.
- **Abilities of Members**-Part of a team's performance depends on the knowledge, skills, and abilities of its individual members.
- **Personality of Members**-personality significantly influences individual employee behaviour.
- **Allocation of Roles** Teams have different needs, and members should be selected to ensure all the various roles are filled.
- **Diversity of Members**-team diversity affect team performance.
- **Size of Teams** small teams 5 to 9 members are most effective.



The team composition, so, team composition category includes variables that relate to how teams should be staffed? The members' abilities that are a part of its performance depend on

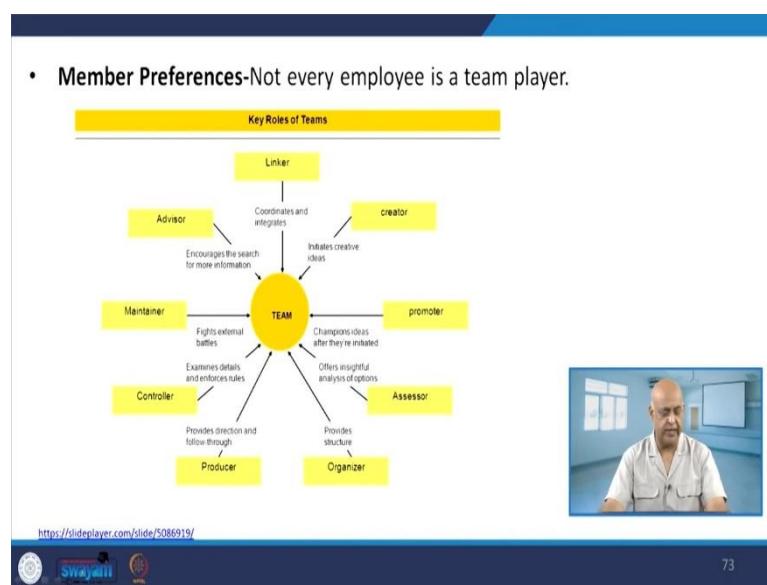
its members' knowledge, skills, and abilities. And therefore, in that case, what level of knowledge? What sort of knowledge is required? Which skills are required, technical skills, human skills, conceptual skills, analytical skills, or designing skills? Which skills are required, and what type of abilities is required?

So therefore, in that case, these abilities of the members will decide the composition and the personality of the members. Personality significantly influences individual employee behaviour. For example, we will talk about some numbers, and they are highly enthusiastic; some members are moderate, right. So therefore, in that case, what type of decisions will the team make?

Hopefully, that will be a moderate to the high allocation of roles are their different needs, and numbers should be selected to ensure all the various roles are filled. So, diversity of members or team diversity affects the team performance, and in that case, the diversity of members depends on what is; the cohesiveness the level is there between the team members? So, if the team diversity is usually has been seen it is a diversified team is there the overall performance will be better.

However, how will the team decide the relationship between the team members only?

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Not every employee is a team member now, which is critical. Do you remember we understood the difference between the group and team? So, because of the position, the people are there, but not necessarily having this on the team member's quality or the follower

quality. So, the different roles are linker creator, promoter, assessor, organizer, producer, controller, maintainer, and advisor.

So, whenever we talk about the role of the linker right, the linker is making the coordination and integration among the different activities are there, and therefore, he is a quite a big solid linker right. So, he will be able to coordinate and integrate whatever work has been done. So, the creator will be the Initiate creative ideas will be there, and therefore, the creator will create those ideas. Moreover, the promoter will be changed, and those who are the champions of ideas and if they are initiated.

Similarly, you will find that the assessor is their organizer, their producer is their controller, and their maintainer is their right and advisor, encouraging this search party to gain more information. So, whenever we talk about these, the member preferences may be as per their personality. So, somebody may like to be the linker as a coordinator; somebody may like to be the controller.

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3. Team Processes

- **Common Plan and Purpose**-Effective teams begin by analyzing the team's mission, developing goals to achieve that mission, and creating strategies for achieving the goals.
- **Specific Goals**-Successful teams translate their common purpose into specific, measurable, and realistic performance goals.
- **Team Efficacy**-Effective teams have confidence in themselves; they believe they can succeed. We call this *team efficacy*.
- **Mental models**-Team members' knowledge and beliefs about how the work gets done by the team.
- **Conflict Levels**-conflict has a complex relationship with team performance.
- **Social Loafing**-Individuals can engage in social loafing and coast on the group's effort.



So therefore, in that case, this will depend upon the personality of the individual's team processes, standard plan, and purpose is there. So, effective teams begin by analyzing the team's mission, developing goals to achieve that mission and creating strategies for achieving these goals. So therefore, in that case, whatever the team analysis, the team's mission is there; everybody is the team's mission and developing goals to achieve that mission is there.

So, for accomplishing the mission, objectives or goals will be designed and creating strategies for achieving the goals is a planning process complete. So, specific goals successful

teams translate their common purpose into specific measurable and realistic performance goals are there, and now, the team efficacy is concerned with the effective team having confidence in themselves.

They believe they can succeed. We call this team efficacy because the mental model's team members knowledge and beliefs about how the work gets done by the team are there. So, whenever these mental models are working. So, there, in that case, the effectiveness of the team performance can be controlled and directed. Conflict levels or conflict is a complex relationship with team performance, and the social loafing is there, which is the cost of the group's effort.

Furthermore, in the case of the team processes, these become very important, that is, the people they like themselves.

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Effective Team Characteristics and Team Building

Teams definitely vary in their effectiveness. If a team is to work effectively, the following four variables need to be in place:

- **Task:** Does the team know what its task is?
- **Boundaries:** Is the collective membership of the team appropriate for the task to be performed?
- **Norms:** Does the team share an appropriate set of norms for working as a team?
- **Authority:** Has the leader established a climate where her authority can be used in a flexible rather than a rigid manner?



Effective team characteristics in team buildings, that is, four variables, are there like the task, so does the team know its task? So that the effectiveness of the team characteristics and team building will be developed once a team knows what the task is and in accomplishing the task accordingly. The boundaries are there; it is a collective membership of the team appropriate for the tasks to be performed.

Furthermore, therefore, in that case, whatever the task is to be performed has to be created by that particular organization and the team only. So that what is allowed and what is not allowed? Does the team share an appropriate set of norms by working as a team? So therefore, we are talking about the norms. So, norms are to be there has to be the authority of

the leader to establish a climate where her authority can be used as a flexible rather than a rigid manner.

Moreover, in that case, the team should be able to make these on the authority, which can be then whenever the need-based it can be used may not be that regularly. However, the need-based authority can have that particular group and team that can be used and, therefore, use your authority correctly. Now, you will be more successful in accomplishing your goals are concerned.

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➤ To help team leaders consider these various levels, Hackman and Ginnett developed the concept of organizational shells. four critical factors for team design (task, boundary, norms, and authority) are necessary for the group to work effectively.

The diagram illustrates the concept of organizational shells. It features four concentric circles. The innermost circle is labeled 'TEAM at work' and shows a group of people. Surrounding this are three larger circles: 'Task' (top-left), 'Boundary' (bottom-left), and 'Norms' (top-right). Arrows point from each shell layer towards the central 'Team at work'. The outermost layers are labeled 'Environment' (top and bottom), 'Industry' (top), 'Organization' (middle), and 'Group Formation' (bottom). Below the diagram, the text 'ORGANIZATIONAL SHELLS' is written. At the bottom left, there is a small image of a person and the text 'Image Source: <https://slideplayer.com/slide/4907059/>'.

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So therefore, in that case, to help the team leaders, these; various levels right task boundary norms and authority . So, for example, the junior-level middle-level senior level can develop the concept of organizational skills; your critical factors for team design as boundary norms and authority are necessary for the group to work effectively is there. So, they have in the one circle they have maybe the one applicable other is not on the whole processes, there will be all the 4 task, boundary, norms and alternatives that may be applicable.

So, they have what will be the organizational shells? This is called the organizational shell, and therefore, which shell is applicable and will be decided by the organization or by you only and based on the situation we are having. Moreover, in that case, ultimately, what is essential is all four parameters; they are equally important and supposed to be followed.

Now, here are the critical factors in designing that will be successful in that the terms, and it is the leadership, will be vital to convert this team at work into a more fruitful and more

productive. So therefore, that lead team effectiveness can be possible if the leader is capable enough to approach all these four parameters.

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Team Leadership Model

At the most basic level, this model resembles a systems theory approach with:

- **Inputs** at the base (individual, team, and organizational factors),
- **processes** in the center (what the team actually does to convert inputs to outputs and what we can tell about the team by actually observing team members at work),
- **outputs** at the top (how well the team did in accomplishing its objectives, ideally a high performance team)



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So, the team leadership model that approaches this particular shell inputs at the base is what is the input given in the individual team, and organizational factors are there. Furthermore, the process is at the centre of what the team does to convert inputs to outputs and what we can tell about the team by observing team members at work. So, therefore, in that case, there is always a prescribed process is there.

So, which has to be converted the team into the input into output, which can be done by observing the members at work and talking about the team leadership model. So, we have to make the relationship between the input and process as a result of which you will get the output. So, output at the top is how well the team accomplished its objective; ideally, a high-performance team is there.

So, whether you can achieve that output will depend on the organization. So, if it is, they can accomplish the objectives right, and ideally, a high-performance team is there. Then definitely, in that case, the outputs are achieved right and as successful the team performance has been done. So, in the input processing output, our team in organizations must be working together toward a common goal.

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An Iceberg Metaphor for systems Theory applied to teams. In an Iceberg, almost everyone can see the outputs of the team (the portion of the iceberg above the waterline), and some can see the processes, whereas, most of the inputs are in the organizational background (or underwater in the iceberg metaphor). But anyone who has seen an iceberg recognizes that most of its mass is the part that is underwater—and this part supports the part that is visible.

Image Source : <https://slideplayer.com/slide/12715493/>

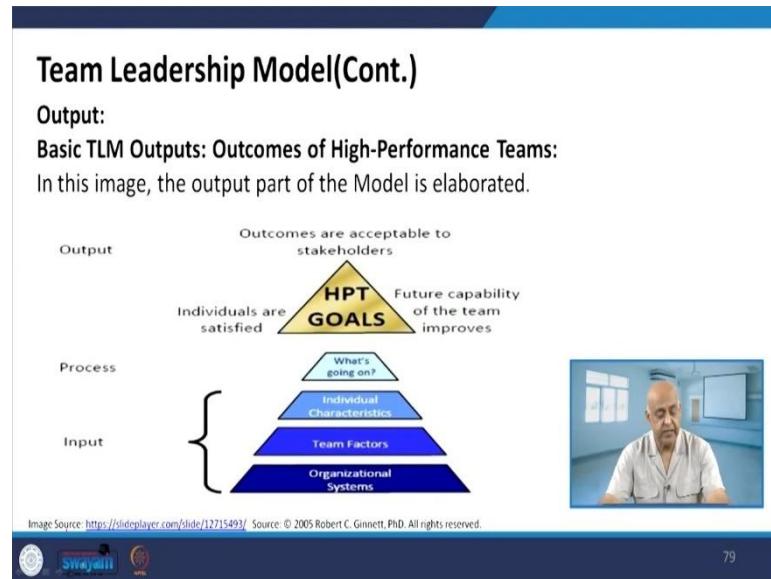
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In Iceberg Metaphor for the systems to be applied to teams in Iceberg, almost everyone can see the team's outputs. Moreover, the portion of the Iceberg is above the waterline and there are some cases either processes where most of the inputs and organization background or the underwater in the iceberg metaphor is there. So, therefore, in that case, this is the inside of the water, but anyone who has seen an iceberg recognizes that most of its mass is the underwater part, and this part supports the part that is the visible is there.

So, whatever is visible is a small part, but most of the part is the under the water and this small part is based on the last part. So therefore, in that case, it means that you see the team's output whenever you are having this. Nevertheless, you do not know the people behind its output; you may not know how those industrial characteristics team factors in organizational systems, that input that has contributed towards the output is there, and the process and that process is having the leadership activities.

So, that leadership which has been performed then this part is very is about is the contributed by the lower part.

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So, the output part of the model is elaborated by the team leadership model, which is a TLM on outcomes of the high-performance teams in this image. So input is organizational systems, team factors, individual characteristics, what is going on and HBT goals. Conclusion: There are individuals where the satisfactory outcomes are acceptable to the stakeholder's rights, and because of the high-performance teams, the team's future capability improves.

So, in the case of this input processing output, some are the individual's rights, and they are satisfied. Moreover, whenever they are satisfied, we will say the outcomes are acceptable to the stakeholders, but as mentioned earlier, that is the role of the individuals in the organization system. So, these will highly influence the team factors are there.

So, you can set it as the high-performance teams are there, and high-performance teams are creating the highly acceptable output, but what is required is the contribution. Contribution is by understanding the system and what is going on? And then, in that case, if the system is going very positively, there is no problem in coming out with the high-performance team model. So, it will depend on the Individual characteristics also.

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Team Leadership Model(Cont.)

Process:

TLM Process Variables: Diagnose the Team Using the Process Variables

In this image the process part of the model is elaborated.



Moreover, in these individual characteristics, that process will be affected. So, that is why it is given, and it is effort skills in knowledge strategy in group dynamics are there, so, in the process right, so, diagnose the team using the process variables. So, it will always be the organization systems, team factors and individual characteristics that will be decided and based on this team leadership model that will work.

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Team Leadership Model(Cont.)

- The figure contains the four process measures of effectiveness.
- These four process measures of effectiveness provide criteria by which we can examine how teams work. If a team is to perform effectively, it must :
 1. work hard enough,
 2. have sufficient knowledge and skills within the team to perform the task,
 3. have an appropriate strategy to accomplish its work (or ways to approach the task at hand), and
 4. have constructive and positive group dynamics among its members.
- Group dynamics refers to interactions among team members, including such aspects as how they communicate with others, express feelings toward each other, and deal with conflict with each other.



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So, these 4 phases are measures of effectiveness and provide criteria by which we can examine how teams work? If a team is to perform effectively, it must work hard enough; have sufficient knowledge and skills within the team to perform the task. When appropriate strategies to accomplish its work are ways to approach the task at hand and the help constructive and positive group dynamics among its members is there.

The group dynamics refers to the interactions among the team members, including such aspects as to how they communicate with others, express feelings towards each other and deal with the conflict with each other.

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Team Leadership Model(Cont.)

Input

- In input stage, the iceberg model shows the three sub stages included in input stage of the TLM model.
- In team situations, inputs are what is available for teams as they go about their work.
- Individual characteristics, Team factors and Organizational Systems are the three factors in input stage.
- Levels of inputs range from the individual level to the environmental level.
- These levels surround and affect the team design level.



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In the input process, the iceberg model shows three sub stages included in this stage of the team leadership model. In a team situation, inputs are available for teams as they go about their work. Furthermore, the individual characteristics, team factors, and systems are the three factors in the input stages; the most critical point is the interaction. Interaction between the individual levels to the environmental level is there.

So, what type of the individual level to the environmental level is interacting at what level they are interacting? And then there is that intellect interaction at the appropriate stage, and then there will be the high potential team-high Performance team. This level, surrounded by the affected team design level, is there, which is the creation.

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Leadership Prescriptions of the Model

Creation:

Ideally a team should be Created/ built, as we build a house or automobile:

- Start with a concept.
- Create a design
- engineer it to do what we want it to do
- then manufacture it to meet those specifications.

The three critical functions for team leadership are:

- dream
- design
- development

Image Source: <https://slideplayer.com/slide/12715493/>

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Ideally, a team should be created as we build a house or automobile, starting with a concept created design engineer; if it is to do what we want it to do, then manufacture it to meet those specifications. So, therefore, it always starts with the concept that you want to implement, and then you have to create a design. Here we will find that it is ultimately the high potential team.

Furthermore, that will depend on the dream design and development parameters, so these three leadership functions will work.

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Diagnosis and Leverage Points

Team Leadership Model

Image Source: <https://www.slideserve.com/derry/groups-teams-and-their-leadership>

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So, the diagnosis and leverage point team leadership model will be correct. So, therefore, these are the four stages, and in the 4stages, ultimately, we can get that particular, and the

high-performance team is there. Moreover, therefore high-performance teams then this control system now authority dynamics are there.

The interpersonal behaviour and the group dynamics that will lead to high-performance teams are there. Because that is knowledge and skills and abilities team composition and education system is concerned on that will contribute to the formation of this particular model

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Case Study: Why don't teams work like they are supposed to ?

Despite years of promises that teamwork will serve as a cure-all for the problems of business, many managers have found that even teams with highly motivated, skilled, and committed members can fail to achieve the expected results. Professor Richard Hackman from Harvard University has been studying teams for years and believes that more often than not, failing to establish the groundwork for effective team performance leads teams to be less effective than if the leader simply divided up tasks and had each individual work on his or her assigned part. As Hackman notes, "I have no question that a team can generate magic. But don't count on it.

What are the main factors Hackman has identified that lead to effective teams? Teams should be kept small and have consistent membership to minimize the types of coordination tasks that take up valuable time.



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This is a case study why do not know teamwork like they are supposed to. Moreover, what are the main factors we talk about why we talk so much about team building? This team-building is not that common and proper, and it requires education on how we can form a team?

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Case Study: Why don't teams work like they are supposed to ?

Do these weaknesses mean teams are never the answer to a business problem? Obviously, it is often necessary to bring together and coordinate individuals with a diverse set of skills and abilities to solve a problem. It would be impossible for all the management tasks of a complex organization like Ghana Airways to be done by disconnected individuals. And often there is more work to be done in a compressed time period than any one individual can possibly accomplish. In these cases, it is wise to consider how to best heed the advice provided above and ensure your team isn't less than the sum of its parts.

Questions:

1. What do you think of the elements of successful teamwork Hackman has identified? Do you believe these elements are necessary for effective team performance?



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Moreover, these are what do you think of the elements of successful teamwork Heckman identified? Moreover, do you believe these elements are necessary for effective team performance?

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Case Study: Why don't teams work like they are supposed to ?

Questions:

2. Can you think of other conditions necessary for teams to be effective?

3. Imagine you've been asked to assemble and lead a team of high-potential new hires to work on the development of an international marketing campaign. What specific steps might you take early in the team's life to ensure that the new team is able to avoid some of the problems Hackman identified? Is there any way to break down the overall group goal into subtasks so individual accountability can be enhanced?



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Furthermore, can you think of other conditions for teams to be effective? So , your creative contribution to our practical experience will help. Imagine you have been asked to assemble and lead a team of high potential new hires to work on the development of an international marketing campaign. What specific tips might you take early in the team's life to ensure that the new team can avoid some of the problems Hackman identified.

Is there any way to break down the oral group goal into the sub-tasks so that individual accountability can be enhanced?

(Refer Slide Time: 25:48)

Research Paper

Effects of learning culture and teamwork context on team performance mediated by dynamic capability

Purpose

This research aims to study the relationship between dynamic capability and manufacturing team performance, positioning learning culture as an antecedent factor in this relationship. According to the dynamic capability theory and the resource-based view (RBV), firms are repositories of knowledge and expertise, with which they build the essential competences that differentiate them from their competitors

Rodrigo Valio Dominguez Gonzalez

Rodrigo Valio Dominguez Gonzalez is based at the School of Applied Sciences, University of Campinas, Limeira, Brazil.



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So, this is a research paper effect of learning culture and teamwork context on team performance mediate by the dynamic capability. Moreover, here within this research paper, I am sure that you will be able to understand the importance of dynamic capability for improving teams' performance.

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BOOK RECOMMENDATION

Group Processes

Authors: Rupert Brown and Sam Pehrson
Publisher: Wiley-Blackwell; 3rd edition (21 November 2019)
Language: English
Paperback: 344Pages
ISBN-10 : 1118719298
ISBN-13 : 978-1118719299

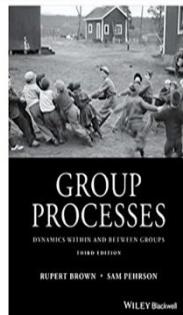



image source: https://www.amazon.in/Group-Processes-Dynamics-Between/dp/1118719298/ref=pd_lpo_27pd_rd_i=1118719298&psc=1

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Furthermore, this is the book which has been referred to, and there is a group process; therefore, in that case, how can we live together? So, because the team is the together everyone achieves more.

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BOOK RECOMMENDATION

This book has been thoroughly revised with a significant amount of new and updated content. New topics include the contribution of groups to health and wellbeing, group-based emotions, hierarchy and oppression, intergroup helping and solidarity, acculturation and reconciliation. Sections on social influence, crowd behavior, leadership, prejudice, collective action and intergroup contact have been comprehensively revised and updated to reflect two decades of development in these fields. Three inter-linked themes—social identity, social context, and social action—illustrate the influence of groups on self and self-worth, the meaning and consequences of membership in groups, and how groups can be vehicles for members to achieve change in their environments.

Image source: https://www.amazon.in/Group-Proceses-Dynamics-within-Between/dp/1118719298/ref=pd_lpo_2?pd_rd_i=1118719298&pis=1

Moreover, how we can give this the output that will be, you can learn from this particular book also it is an interesting and especially the social identity and social context that has been taken into consideration. Because as we have seen, that is the individual differences that can impact the high potential team.

(Refer Slide Time: 26:46)

References

- <https://ehsdailyadvisor.blr.com/2012/04/it-takes-teamwork-to-prevent-workplace-accidents/>
- <https://www.yourarticlery.com/organization/team-development/effective-team-meaning-characteristics-and-importance-explained/63930>
- <https://www.chegg.com/homework-help/questions-and-answers/factor-absolute-important-least-important-support-answer-q13551891>

These are the references you can refer to for your studies, and you can create high-performance teams by understanding this literature; thank you.

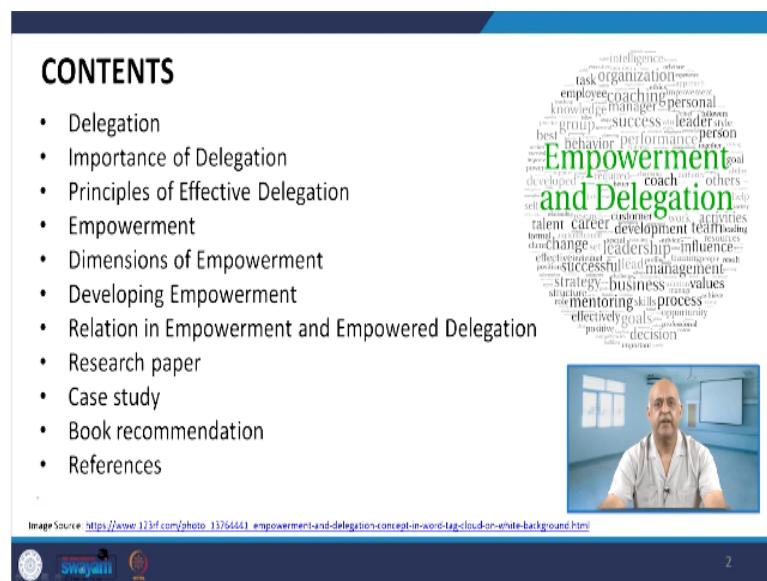
Leadership and Team Effectiveness
Prof. Santosh Rangnekar
Department of Management Studies
Indian Institute of Technology – Roorkee

Module No # 08
Lecture No # 38
Delegation and Empowerment

In this particular session, we will talk about delegation and empowerment, like whenever you want to create an effective team with our efficient leadership style. So, then it becomes very, very important for those who are the team members right. They should also feel that they are empowered, they are having certain power, and they should have job satisfaction in the sense. They should have an inner motivation intrinsic motivation.

So that, they can give their best work and naturally, not only for the purpose of getting the work done but also for the happiness is concerned of the overall team happiness. So, we can also create the team happiness index and for this purpose, this delegation and empowerment are the instruments and mechanisms which can be used.

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CONTENTS

- Delegation
- Importance of Delegation
- Principles of Effective Delegation
- Empowerment
- Dimensions of Empowerment
- Developing Empowerment
- Relation in Empowerment and Empowered Delegation
- Research paper
- Case study
- Book recommendation
- References

Image Source: https://www.123rf.com/photo_1376441_empowerment-and-delegation-concept-in-word-tag-cloud-on-white-background.html

So here we will talk about the delegation, importance of delegation, principles of effective delegation, empowerment, dimensions of empowerment, developing Empowerment, relation in

empowerment and empowered delegation and as usual, we will be discussing the research paper, case study, book recommendation, references are there.

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Delegation

- Delegation is a relatively simple way for leaders:
 - To free themselves of time-consuming chores
 - To give followers developmental opportunities
 - To increase the number of tasks accomplished by the work group, team, or committee
- Delegation gives the responsibility for decisions to those individuals most likely to be affected by or to implement the decision.
- Delegation is more concerned with autonomy, responsibility, and follower development than with participation.

Image Source: https://www.123rf.com/photo_63947675_delegating-chart-with-keyword-and-concept.html?vti=209&isModqLevel5&1-d

So, delegation is a relatively simple way for leaders when we understand the delegation to free themselves of time-consuming chores, to give followers development opportunities to increase the number of tasks accomplished by the work group, team or committee is there. So, whenever we are talking about the delegation right, so it is about what a leader gains out of this delegation.

The leader gains are a time-consuming course that he is getting the time because the certain task which can be performed by the subordinates then if he delegates them, then he is free for doing the next level jobs. To give the follower developmental opportunities and as that; particular job has been given to the other employee, colleagues, or the team members basically here. Then in that case they also get the developmental opportunities and that will be a sort of on-the-job training right.

And that is also beneficial for the team members, followers and leader also getting the time benefits from doing this particular job. To increase the number of tasks accomplished by the work group, team or the committee is concerned. So therefore, in that case this is becoming the task which has been accomplished that will be done fast because all are contributing the work. So therefore, it is not a single hand contribution rather than it is the collective hands contribution.

And therefore, the number of tasks accomplished will be more and the group team and the committee all will be getting benefited. Delegation gives the responsibility for decisions to those individuals most likely to be affected by or to implement the decision is there. So, another benefit of delegation is to give the decisions to those individuals right and most likely this is to be affected by or to implement the decision is there.

So, delegation is more concerned with the autonomy responsibility and follower development then with the participation is concerned.

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Delegation (Cont.)

- Research has shown that leaders who delegate authority more frequently often have higher-performing businesses. (Miller & Toulouse, 1986)
- However followers are not necessarily happier when their leaders frequently delegate tasks. (Stogdill et al., 1955)
- (Stogdill and Bass, 1981) maintained that it was due to subordinates who felt they were not delegated the authority needed to accomplish delegated tasks, monitored too closely, or delegated only tasks leaders did not want to do.
- (Wilcox, 1982) showed that leaders who delegated skillfully had more satisfied followers than who did not delegate.



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Research has shown that leaders who delegate authority more frequently often have higher performing businesses right. And therefore, in that case it is becoming the most important thing that how these higher performance businesses have been done. The however followers are not necessarily happier when their leaders frequently delegate the task right. So here, it is also been seen many times though there are these advantages but the followers are not happy.

Because there are 2 reasons one is getting additional job which they do not want to do, and the second one is that there is no developmental motivation that I should learn these different jobs are there. So therefore, in that case here the followers are not becoming the happiest but the studies are concerned. Always better for the leaders those who are having this type of the delegation they are getting the higher performing businesses right and they get the opportunities.

Because of as I mentioned in the previous slide that is they are able to accomplish those particular goals. Maintain that it was due to subordinates who felt they were not delegated the authority needed to accomplish the delegated task monitor too closely or delegated only task leaders did not want to do. So therefore, many times the follower's right they felt that, they have not delegated the authority whatever is needed to accomplish that particular task is concerned and they are monitored to closely and therefore they are delegated.

So, what happens is the job is given? But naturally in delegation one thing we have to keep in mind the responsibility remains with the leaders. And therefore, leader monitors too closely, ultimately in the delegated task if something goes wrong who will be responsible? It is the leader will responsible and not the team member who has been that task. So, this particular worry makes the leader to be conscious and active.

And therefore, in that case that leader he will be monitoring and having a close watch on the subordinate or follower. So therefore, in that case also the task is delegated but there is an additional monitoring is there. Or delegated only task which leaders did not want to do, such tasks will be there which are complex in nature or may not be the liking of the leader and therefore in that case the leaders did not want to do.

Wilcox, 1982 study showed that leaders who delegated skillfully had more satisfied followers than who did not delegate right. So therefore, in that case here those who delegated skillfully right. So then in that case the followers are more happy and satisfied as compared to those who did not delegate. So, from this slide what we understand is that a balance is required.

The nature of task followers' willingness, followers capability to do the leaders monitoring abilities right, because otherwise that will be an additional supervision right, therefore the followers may not like that right. But leaders will of course by delegation they are accomplishing more task so they are getting the more opportunities for the higher performance businesses are concerned.

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Importance of Delegation

Following are ideas given by (H. L. Taylor, 1989) about why delegating is important.

Delegation Frees Time for Other Activities

- Leaders typically have so many different responsibilities that they invariably must delegate some of them to others.
- Because leaders determine what responsibilities will be delegated, the process is one by which leaders can ensure that their time is allocated most judiciously to meet group needs.
- The leader's time is a precious commodity that should be invested wisely in those activities that the leader is uniquely suited and that will provide the greatest long-term benefits to the group.



Following are the ideas given by the H. L. Taylor, 1989 about why delegating is important. So, delegation frees time for other activities, so leaders typically have so many different responsibilities that, they invariably must delegate some of them to others right. So therefore, in that case different responsibilities will be there right, where; they have to give the responsibilities right. So, they can perform that some of them to making this is easier to get the other work done, because leaders determine what responsibilities will be delegated?

Now here is the catch is that what will be delegated it is not any rules or regulations in the organization. It is totally the wishful thinking of the leader is there, the process is one by which leaders can ensure that their time is allocated most judiciously to meet the group needs are there. Now, so therefore in that case this is also important once you delegated now, they are doing the job. So, one extreme will be that is close monitoring other extreme will be that you are not controlling.

So therefore, judiciously the time should be given by the leader when he is delegating to meet the group needs. The leader's time is a precious commodity that should be invested wisely in those activities that the leader is uniquely suited and that will provide the greatest long-term benefits to the group is there. So, it is always it has been seen that is all these delegations which has been done by the leader and that whatever the time investment he is doing right that is uniquely suited.

So, when in the group when it is comfortable that the delegation is proper and it is timely supported, I will not set monitor rather than supported then definitely in that case the leader will

be having the better efficiency and that will create benefits to the group. Here I would like to give one example.

Like there is a project team is there and in the project team one project is given and there the leader and the team members and they do fantastic job what will be the reward other than the monetary rewards, so reward will be another higher-level project. Because once they have tested and they have done a good job so naturally people will be looking for them and they will be given other higher-level jobs.

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Importance of Delegation (Cont.)

Delegation Develops Followers

- Developing subordinates is one of the most important responsibilities any leader has, and delegating significant tasks to them is one of the best ways to support their growth
- It allows subordinates the best training experience of all i.e., learning by doing.

Delegation Strengthens the Organization

- Delegation sends an organizational signal that subordinates are **trusted**
- It enhances **commitment** of the delegates
- It improves **decision making skills**
- Delegation also fosters work integration by manager coordination



Delegation importance of delegation develops' followers, so therefore whenever you are delegating as a leader to your followers, they are getting opportunities, responsibilities and significant task. So best ways to support their growth so, it is the learning by doing, correct? So, it allows subordinates the best training experience of all that is by learning doing is there.

Delegation strengthens the organization and sends the organization signal that the subordinates are trusted, otherwise what happens? The leader says no I will do my job only he is not allowing the team members to do the next level job right. Because delegation is given by the leader of his own task and so naturally it is the next level tasks. So, when you are delivering or delegating these tasks to the follower it shows the trust and it also shows the commitment of the leader

towards the follower's commitment of the delegates and it improves decision making skills right?

Because in that case he is able to get more experience in decision making, delegation also faster work integration by manager coordination, so that the managers coordination will be also improve. But we have to learn as how this delegation is to be done judiciously; ineffectively otherwise as we have seen, there is importance of delegation but it is to be done judiciously.

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Principles of Effective Delegation

Deciding When to Delegate

Ask the following question:

- Do subordinates have the necessary (or superior) information or expertise?
- Is the commitment of subordinates critical to successful implementation?
- Will subordinates' capabilities be expanded by this assignment?
- Do subordinates share with management and each other common values and perspectives?
- Is there sufficient time to do an effective job of delegating?

If answer is YES then do DELEGATE



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So, what we mean by the judiciously delegation and deciding when to delegate, ask the following question do subordinates have the necessary superior information or expertise? So that the competency, competency of the supervisor is depending upon that he is able to judge whether the subordinate will be able to do that to particular task. So is the commitment of the subordinate critical to successful implementation.

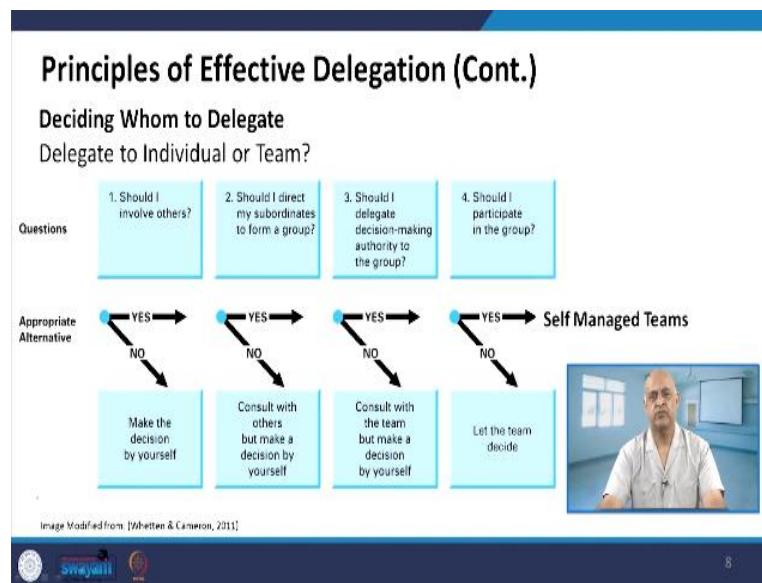
So, he is not doing this job because the boss is given, he is taking this particular task job delegated task to develop himself that is I am getting this opportunity to do this new task. So, he develops the expertise in that and create the better future, will subordinates capabilities be expanded by this assignment and there are 2 terms here I would like to share. One is job enlargement and the other one is job enrichment; job enlargement means it is not increasing the capabilities but it is increasing the practice that is all.

But whenever we talk about the job enrichment and then in job enrichment it is the subordinates' capabilities are there and therefore in that case whenever the subordinate is able to making these capabilities expanding these capabilities so definitely he will be happy. Do subordinates share with management each other's common values and perspectives are there, this is also very important. We have talked about personality and leadership, so in the follower team members they are also having their own personalities.

So, like some will be having the personality like horses so they are powerful and they have given the direction, they follow the direction and they do it right. Whenever we use the horse, we put the flip to its eyes right and therefore he gets the direction, so in addition to the eye site he gets vision. So therefore, does this one share and get value system personality is same, because there should be common values and perspectives between the leader, members, team and organization.

Is there sufficient time to do an effective job of delegating? So therefore, whether the subordinate is having the sufficient time, if the answer is yes then do the delegate.

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Now it is a very important slide and interesting also that is should I involve others, right? So, the appropriate alternative is the yes make the decision by you no, should I direct my subordinates to form a group? And therefore, in that case, if the answer is no then we will go for the self-management teams. So, therefore, consult with others by making the decision by you or should I delegate decision-making authority to the group right.

So, if you say yes, it means there is a self-management is there, if answer is no consult with the team but makes the decision by yourself. So therefore, this step is to be taken, should I participate in the group that is the yes it will be a self-management team if answer is no let the team decide. So therefore, in that case in these particular questions 1 to 4 if the answer is yes, so then it will be self-managed teams.

And if the answer is no then in that case it the collective decision is to be taken and let the team decide means everybody is involved. In self-management team it is the more delegation is there but whenever we are saying no then in that case it will be the whole team will be deciding every member will be consulted.

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Principles of Effective Delegation (Cont.)

Deciding How to Delegate

1. Begin with the end in Mind
2. Delegate Completely
3. Allow Participation in the delegation of assignments
4. Establish Parity between authority and responsibility
5. Work within the organization structure
6. Provide adequate support for delegated tasks
7. Focus accountability on results
8. Delegate consistently
9. Avoid upward delegation
10. Clarify consequences



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How to delegate? Begin with the end in mind and what will be the result? Delegate completely let them take the decisions there is no issue. Allow participation in the dedication of assignments, establish parity between authority and responsibility, work within the organization structure, provide adequate support for delegated tasks. Focus accountability on results delegate consistently, avoid upward delegation.

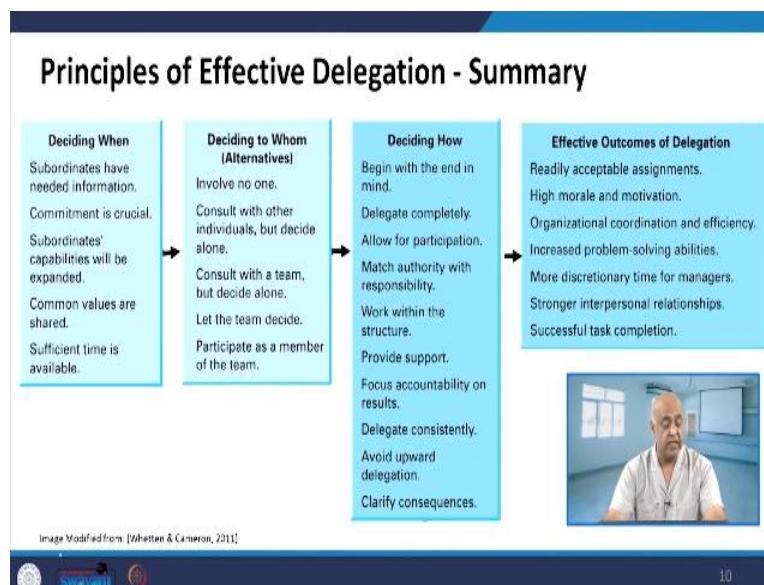
Now you see there is nothing like an upward delegation, so therefore whenever we are talking about the delegation. So, the delegation will be given always from the top to bottom, so here it will go from top to bottom. While in the case whenever we go for this particular delegation right,

it will be always the boss will delegate to the subordinates right, and in this case, it will go like this right so the delegation direction will be like this, it will be never like this.

So therefore, in that case whenever we talk about the delegate consistently right and avoid the upward delegation so always it will go this is right and this is wrong it will not be the upward direction it will be the downward direction. And whenever; you are going for the downward direction right. So, it means that the responsibility remains with the boss authority is given to the subordinates.

So that clarity will be there with the downward delegation and here you can also decide, you mean the Leader can decide how to make the delegation and to whom to make the delegation.

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Now question arises when we have to give the delegation? Subordinates have the needed information so he is having that competency, commitment is crucial so that the job will be given then he will be able to do and deliver timely right. Subordinates' capabilities will be expanded and the common values are shared and sufficient time is available, so this will be the when. To whom involve no one, consult with other individuals but decide alone, consult with the team but decide alone, let the team decide, participate as a member of the team.

So therefore, in that case the decision-making process will be with who is having the responsibility. And deciding how is begin with the end in mind, delegate completely, allow for participation, match authority with responsibility, work within the structure, provide support,

focus accountability on results, delegate consistently, avoid upward delegation and the clarification, so what are the effective outcomes of the delegation?

Readily acceptable assignments are there, so here actually that environment you create that culture you create. And therefore, in that culture you are having those acceptable assignments, high moral and motivations. So, whenever you are having this delegation system in your group and team or more or less in the organization then you are having morale of the employees will be very high.

Because they know anytime they will get a task which is otherwise supposed to be done by the next level means that is the boss or the top level. But they have trusted me and they have given me this particular task, organizational coordination and efficiency will increase a culture of the team building. Because the coordination synergy will be developed and that culture will be there in-case problem solving decision making.

So therefore, in that case it is not that every time subordinator or follower running towards the leader or the boss, he is developed that capability. Because in the delegation the most important point is the expansion of the capability of the followers. So, they increase the problem-solving abilities more discretionary time for the managers are there, so they can use the time for the betterment of the organization by doing some other tasks.

Stronger interpersonal relationships are there because that is an efficient delegation and successful task completion will be there. So that the time, quality, cost for that particular accomplishment of task that will be done by this particular team. So, in summary we can say that delegation is an art but it is a science also. So therefore, when you are putting these points of the slides in your mind whenever, when, whom, how right?

And the end of result when you keep in mind, so you are rational you are logical and therefore are a scientific person. So, if you do this in a systematic manner then definitely there will be no problem in the delegation.

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Empowerment

- "Providing freedom for people to do what they want to do (pull), rather than getting them to do what you want them to do (push)."
- Empowerment as having two key components.
 - For leaders to truly empower employees, they must **delegate** leadership and decision making down to the lowest level possible. Employees are often the closest to the problem and have the most information, and as such can often make the best decisions
 - The second component of empowerment, and the one most often overlooked, is **equipping followers** with the resources, knowledge, and skills necessary to make good decisions.



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Now we will talk about the empowerment, so providing freedom for people to do what they want to do they want to do rather than getting them to do what you want them to do? And the empowerment is having 2 components that is they must delegate the leadership and the decision making down to the lowest lever and the equipping followers is there. So, making the followers fully equipped.

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Difference Between Power and Empowerment

POWER	EMPOWERMENT
External source	Internal source
Ultimately, few people have it	Ultimately, everyone can have it
The capacity to have others do what you want	The capacity to have others do what they want
To get more implies taking it away from someone else	To get more does not affect how much others have
Leads to competition	Leads to cooperation



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Now the power and empowerment that we have to understand actually the power is given with the given task or that authority and responsibility is there, empowerment is the power is with somebody and he has shared his power with another person. So, it is external source power

ultimately few people have it the capacity to other to what you want to get more employees taking it away from someone else and leads to competition.

While in the empowerment it is the internal source is there and ultimately everyone can have it the capacity to other to what they want? To get more does not affect how much other has and leads to cooperation. However, the power is for the purpose of self-existence empowerment is about the purpose of the cooperative existence, that is for leaders existence also and the follower's existence also.

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Dimensions of Empowerment

- Self-Efficacy**
 - A Sense of Personal competence
- Self Determination**
 - A Sense of Personal Choice
- Personal Consequences**
 - A Sense of having Impact
- Meaning**
 - A Sense of Value in activity
- Trust**
 - A Sense of security



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Now in the dimensions of empowerment it is a self efficacy a sense of personal competence that is how much do you have? And how much do you believe in trust in your competency, self-determination is there, a sense of personal choice is there, personal consequences having the impact what will be the impact is there, meaning a sense of value in activity and the trust is there a sense of security.

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Developing Empowerment



❖ Articulate a clear vision

- Create a picture of a desired future
- Use word pictures and emotional pictures to describe vision
- Identify actions that will lead to a vision
- Establish SMART(Specific Measurable Aligned Realistic Time-bound) Goals
- Associate the vision with personal values

❖ Provide opportunities to foster personal mastery

- Break big tasks in small and assign one at a time.
- Assign simple task before difficult ones
- Highlight and celebrate small achievements
- Gradually expand job responsibilities to solve problems

Image Source: <https://www.enhiliter.com/setting-goals/>



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So, for the developing the empowerment how to develop, create a picture of a desired future right. And use the word pictures and an emotional picture to describe the vision is there. Identify the actions that will lead to a vision. Establish the smart specific, measurable, aligned, realistic and time-bounded goals. So, goals have to very specific, goals have to be measurable; goals have to be aligned with the organizational goals.

And the group goals, team goals and the realistic is to be there, it should not be the non-achievable it should be achievable and time-bounded. And therefore, in that case it is to be accomplished within the time, to associate the vision with the personal values. And therefore, in that case this will be always whatever the personal values are there that will be covered along with this particular developing this a clear-cut vision is there.

So, personal values are to be part of that otherwise that vision will be impossible to attend. Provide opportunities to foster personal mastery, break big tasks in small and assign one at a time, assign simple tasks before difficult ones, highlight and celebrate the small achievements, gradually expand job responsibilities to solve problems and therefore here we talk about how these job responsibilities will be creating and these solutions are there.

(Refer Slide Time: 26:11)

Developing Empowerment (Cont.)

❖ Model the Correct (Successful) Behaviour

- Demonstrate successful task accomplishment
- Point out other people who have succeeded
- Facilitate interaction with other role models
- Find a coach and establish mentor relationship
- Associate the vision with personal values



❖ Provide Support

- Praise, encourage, express approval for and reassure
- Send note of praise to family member & coworkers
- Foster informal social activities to build cohesion
- Supervise **less closely** and provide time slack
- Organize recognition ceremony



Image Source: <https://depositphotos.com/vector-images/employee-appreciation.html?ref=233785628>

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Model the correct of successful behavior demonstrate successful task accomplishment; point out other people who have succeeded. And the facilitate interaction with other role models, find a coach and establish mentor relationship, and associate the vision with personal values. And the provide support therefore in that praise, encourage, express approval for and reassure. Send note of praise to family member and coworkers, foster informal social activities to build cohesion, supervise less closely and provide time slack and organize recognition ceremony is there.

(Refer Slide Time: 26:49)

Developing Empowerment (Cont.)

❖ Arouse Positive emotions

- Foster activities to encourage friendship formation
- Periodically send light-hearted messages
- Use superlatives adjectives in giving feedbacks
- Highlight link in personal & organisational goals
- Foster attributes of recreation in work



❖ Provide Information

- Provide all task relevant information
 - Technical information
 - Cross-Functional information
 - Information from its source



Image Source: <https://www.dreamstime.com/stock-illustration-positive-emotions-schema-light-orange-background-image41681851>

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So, arouse positive emotions, foster activities to encourage friendship formation, periodically send light-hearted messages, and use superlatives adjectives in giving feedbacks. Highlight link in personal and organizational goals, foster attributes of recreation in work. Provide Information;

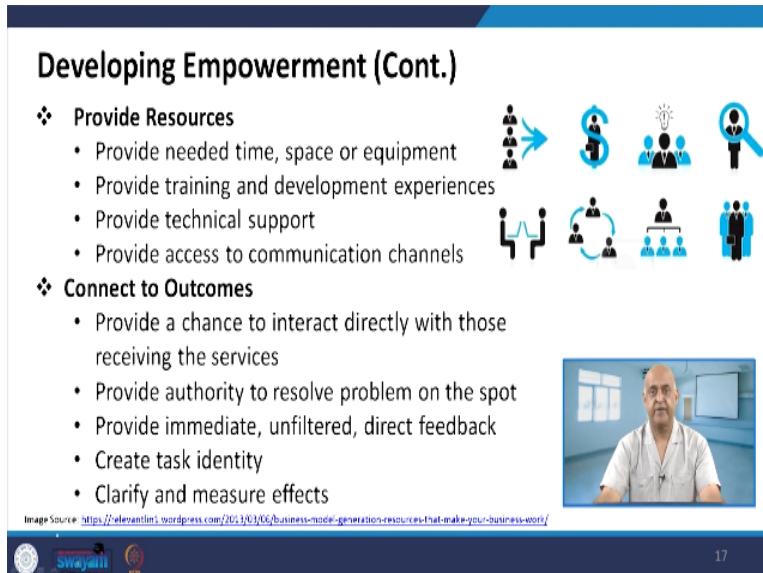
provide all task relevant information, technical information, cross-functional information, information from its source is there.

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Developing Empowerment (Cont.)

- ❖ **Provide Resources**
 - Provide needed time, space or equipment
 - Provide training and development experiences
 - Provide technical support
 - Provide access to communication channels
- ❖ **Connect to Outcomes**
 - Provide a chance to interact directly with those receiving the services
 - Provide authority to resolve problem on the spot
 - Provide immediate, unfiltered, direct feedback
 - Create task identity
 - Clarify and measure effects

Image Source: <https://ellementi1.wordpress.com/2013/06/business-model-generation/resources-that-make-your-business-work/>



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Always we have to provide resources to the followers so that in that case they will be able to do the job. That is the main machine, material, money, method and minutes are there, time is their manpower is to be properly trained the technology machinery is to be provided and the communication channels that should be provided. So that if they find any problem at any time they can easily communicate.

Connect to the outcomes is there that is what will be the outcome ultimately? Why all these functions are performed? These perform are for the outcomes which will be enhancing the managerial effectiveness and organizational effectiveness. Provide authority to resolve the problem on the spot, and provide immediate, unfiltered, direct feedback. Create task identity, clarify and measure effects has to be there. So that in that case the outcomes will be as per the expectations are there.

(Refer Slide Time: 28:15)

Developing Empowerment (Cont.)

- ❖ Create Confidence among followers by exhibiting:

- Reliability & Consistency
- Fairness & Equality
- Caring & Personal concern
- Openness & Honesty
- Competence & Expertise



Image Source: <https://www.dreamstime.com/royalty-free-stock-photos-confidence-level-meter-image25235598>

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Here we create the confidence among followers by exhibiting: reliability and consistency, fairness and the quality are there caring and personal concern, openness and honesty, competence and expertise is there.

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Relation in Empowerment and Empowered Delegation

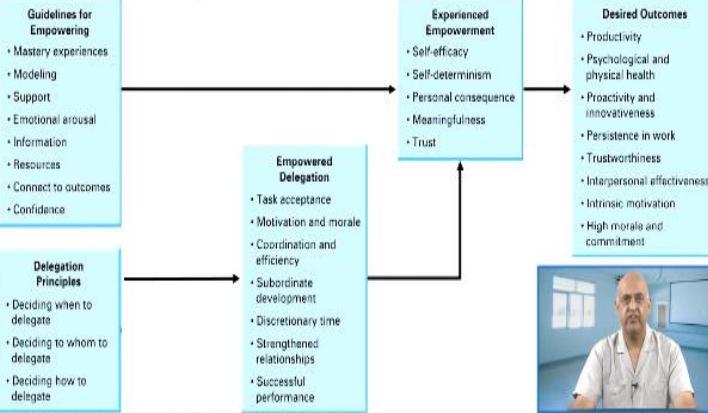


Image Modified from [Wettew & Cameron, 2011]

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So finally, we come to the relationship in empowerment and empowered delegation. So, this will be the guidelines for the empowering which we have discussed in the previous slide in summary right. And here will be the delegation principals which will be connected. So, whenever we are connecting the guidelines of empowering right, and then the delegation principles which both we have discussed earlier and that will be making empower the delegation is there.

So, whenever we are giving the empowerment on this delegation then the person will be having the experienced empowerment. And here the personal consequences and the meaningful and the trust are very important. So why all that is this empowering and delegation because the desired outcomes are there, here I would like to focus. These points we have already discussed these 4 blocks we have discussed earlier.

So now finally I will discuss the desired outcomes, so that is increasing the productivity, psychological and physical health, proactivity and innovativeness, persistence in work, trustworthiness in the atmosphere that will be created. So that the organization that citizenship that will be strong, interpersonal effectiveness is there, intrinsic motivation and high moral and the commitment is there. And as a result of which there will be whenever we are having this empowering and delegation culture in the organization and that will give the desired outcomes are there.

(Refer Slide Time: 30:04)



Research Paper

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**Delegation outcomes:
perceptions of leaders and
follower's satisfaction**

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Purpose

The purpose of this paper is to examine the relationships among delegation, employees' perceptions of leader's performance and likeability and follower's job satisfaction. These variables are significantly associated with leader influence.

As usual this research paper that is about the delegation outcomes perceptions of leaders and followers' satisfaction and as different studies has been mentioned.

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Research Paper

Design/methodology/approach

The purpose of this paper is to examine the relationships among delegation, employees' perceptions of leader's performance and likeability and follower's job satisfaction. These variables are significantly associated with leader influence.

Findings

The results of study 1 showed that leader delegation leads to higher levels of perceived leader ability and performance.

Study 2 replicated and extended these results. Mediation analyses revealed that leader likeability mediates the relationship between delegation and employee's job satisfaction.



(Refer Slide Time: 30:19)

Case Study : Minding the store

- Ruth Cummings was appointed as branch manager for the Saks Fifth Avenue store in a suburb of Denver. Her boss, Ken Hoffman, gave her this assignment on her first day: "*Ruth, I'm putting you in charge of this store. Your job will be to run it so that it becomes one of the best stores in the system. I have a lot of confidence in you, so don't let me down.*"
- Ruth hire an administrative assistant to handle inventories. Because this was such an important part of the job, she agreed to pay her assistant slightly more than the top retail clerks were making.
- She felt that having an administrative assistant would free her to handle marketing, sales, and personnel matters—areas she felt were crucial if the store was to be a success.



Case Source: [Whetten & Cameron, 2011]

So, we have to go for this different research papers and this is the case study minding the store right, and by going through this case study you will be able to answer these questions

(Refer Slide Time: 30:30)

Case Study : Minding the store (Cont.)

- "Do you know how long he has been a customer of ours? Do you know how much he spends in the store every year? I certainly hope we have not lost him as a customer because of your blunder. This makes me very upset. You've just got to learn to use your head."
- Ruth thought about the conversation for several days and finally decided that she needed to see Ken Hoffman. She called his secretary to schedule an appointment for the following day.

Questions

Q1) What guidelines related to empowerment were violated by Ken Hoffman? By Ruth Cummings?

Q2) What guidelines related to delegation were violated by Ken Hoffman? By Ruth Cummings?



Case Source: (Whetten & Cameron, 2011)

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To empowerment were violated by the Ken Hoffman by Ruth Cummings you can as a new assignment also. What guidelines related to delegation were violated by home work by this Ken Hoffman by Ruth Cummings is there.

(Refer Slide Time: 30:44)

Case Study : Minding the store (Cont.)

Questions

Q3) What should Ruth Cummings and Ken Hoffman discuss in their meeting? Identify specific agenda items that should be raised.

Q4) What are the questions that Ruth should ask Ken to help her acquire the necessary elements of empowerment? What questions should Ken ask Ruth to be better able to ensure her success?

Q5) If you were an outside consultant attending the meeting, what advice would you give Ken? What advice would you give Ruth



Case Source: (Whetten & Cameron, 2011)

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So please go through this case study and this answer these questions and basis of that you will be able to understand the practical implication of this particular empowerment and delegation is there.

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Book Recommendation

Empowerment Takes More Than a Minute

Authors: Ken Blanchard

John P Carlos

Alan Randolph

Publisher: McGraw-Hill Education; Second Edition
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Language: English

Paperback: 168 Pages

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KEN BLANCHARD
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ALAN RANDOLPH

ENGAGE PEOPLE AND
WATCH YOUR ORGANIZATION SOAR!



Image Source: <https://www.amazon.in/Empowerment-Takes-More-Minute/dp/1576751538>

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This is the book which recommended empowerment takes more than a minute right.

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Book Recommendation

- Book tells the story of a young manager whose attempts to turn his troubled company around through traditional top-down, command-and-control management are failing.
- Reluctantly, he contacts an expert in empowerment.
- Step by step, the expert helps him understand why his past and present efforts have fallen short and exactly what he needs to do to create an empowered workforce.
- The process as it unfolds is complex, paradoxical and counter intuitive - but well worth the effort.
- Organizations can achieve great results by recognizing and taking advantage of the skills, experience, and knowledge already existing in the organization



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And therefore, in that case how to make your team more empowered by the delegation and achieving the task of this particular higher performance objectives and goals of the businesses.

(Refer Slide Time: 31:21)

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So, these are reference which you can refer for you further studies and also the references for this particular material thank you very much.

Leadership and Team Effectiveness
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Indian Institute of Technology, Roorkee

Module No # 09
Lecture No # 39

Leading Teams: Enhancing Teamwork within a Group

After their discussion with this empowerment and delegation and the team effectiveness now the question arises that is the how-to lead the team right? So, it is in this session we will talk about enhancing the team worker within a group.

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CONTENTS

- Teamwork and Necessity of Teamwork
- Characteristics and Components of Teamwork
- Benefits of Teamwork
- Factors that promote Teamwork in groups
- Leader's Role in Teamwork
 - Commitment & Agreements
 - Meetings
 - Conflict Resolution
- Essential leader's skills for Teamwork
- Research paper
- Case study
- Book recommendation
- References

Image Source: <https://www.pinterest.com/pin/61994932345288807/>



So, team worker necessity of the teamwork, characteristics of the components of teamwork. Benefits of teamwork, factors that promote teamwork in groups, leader's role in teamwork, commitment and the agreements are their meetings and the conflict resolution is there. Then we will also discuss about the essential leaders' skills for teamwork and as usual the research paper case study and book recommendations. And references are used for this particular study material and for your further studies.

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**"Individuals play the game, but teams win
championships."**

-Bill Parcells

Individuals play the game but teams win the championships is there right. So therefore, in that case always whenever we are talking about that any particular sports it is very important that there is a coordination and synergy. Now I do not think now that is now, I have to explain more on this particular slide because as you have gone through the earlier sessions. In which we are much talked about this aspect is there right.

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Teamwork

- Teamwork is an understanding and commitment to a common goal on the part of all team members.
- Team work is when two or more people work together cohesively, towards a common goal, creating a positive working atmosphere, and supporting each to combine individual strengths to enhance team performance.
- Teamwork is the concept of the people working together cooperatively as a team in order to accomplish the same goal/objectives.
- The increased acceptance and use of teams suggests that their usage offers many benefits.
- Simply Stated, it is **less me and more we**.



But as we talk about the leadership and teamwork then it is an understanding commitment to common goal on the part of all team members. This is very important is there so it is not only the responsibility of that particular leader only right it is a collective understanding is there. And

then whenever we are talking about the collective understanding then definitely here, we will go by this particular common goal right.

And commitment part of all team members so therefore if we are having that the understanding by the all then only, we will be able to come out with this particular aspects right. So here whenever we are talking about the joint responsibility and commitment right that is becoming very important is there. When work is when 2 or more people work together cohesively towards a common goal right then it is becoming this teamwork understanding is important.

It is creating a positive working atmosphere is there so how do you create that culture? How do you they create that particular atmosphere? And therefore, it is the responsibility of the particular the team not only of the team it is not only of these leaders only right. Now after understanding the focus between the leadership and the team both now we are going for the collective responsibilities.

So that is work together cohesively right and towards naturally of a common goal which we talk about but this atmosphere that is the responsibility. Earlier it was the responsibility was only of the leader it is a responsibility of the only of the subordinates to match with them, their bosses but now it is not it is a positive working atmosphere to be created by both. And supporting each to combine individual strengths to enhance the team performance is there.

And therefore, in that case whenever there is a combined effort are made to strengthen to enhance then there will be the team performance will be there. Teamwork is the concept of the people working together cooperatively as a team in order to accomplish the same goal or objectives are there. So therefore, this particular concept the team working to work cooperatively, to work together right.

And so therefore in that case this increase acceptance in the use of the team that suggests that their uses, offers many benefits are there right. And naturally simply stated it is less me and more we right. And that particular the understanding is to be there so that is what is team? Team is the together everyone achieves more right. So, it is not the individual what will achieve will be more it is collectively we will achieve more.

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Teamwork (Cont.)

- Teamwork results from combined actions of a group of people, especially when they work together in an efficient and effective capacity.
- Teamwork involves the joint efforts of a number of people to achieve a single goal.



T - Together
E - Everyone
A - Achieve
M - More



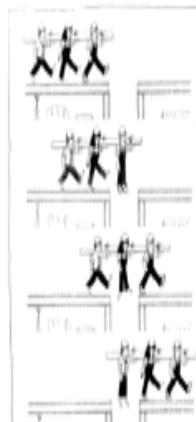
So that I will explain here that is these combined actions of a group of people when they work together in an efficient and effective capacity is there. So, what is required? The trust is required support is required and that particular skills because we have talked about the skill development also right. So therefore, in the process when the teams are working together they are developing their skills cooperation is increased right.

And of course, that solution to the problems so that is a brainstorming is done and then therefore that will be the planning is there.

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Necessity of Teamwork

- Teamwork is very necessary because together brings the knowledge and skill of people which help in identify and in solving mutual problems with less errors
- Instead of working individually the work will be easy if work together as team form.
- The team member believe in word "WE" not "I" which really help in work/task/goal success.
- An Opportunity for Healthy Competition
- Cross Knowledge Exchange with the ability to work together.



So, like here you see that it is like this right and then we whenever we are talking about this particular the bridging the gap is there. And then therefore you can find that is the how the things are going right. So, it becomes a very important that is whatever the knowledge and skill of the individual they bring their best right. So therefore, then only in that case that 2 things will happen one is the level of intellectual capabilities that will increase.

And then also on in addition to that and that will also there will be the, less errors will be there. So, more efficiency and effectiveness instead of working individually the work will be easy if work together as team form is there it is what we and not I. And now you see this is we have talked about the personality and leadership also. And therefore, it depends upon the individual's value systems what value system he is having?

If the value system is that, is we will do together then definitely it will be much better. And whenever we are talking about the I right so then definitely it will be which really will be difficult to get the work task and goals more successful success may be there. Now here also I want to say many times the leader they get the results and that is why when it becomes their perception that is I right.

But when we see in the long term no and in long term you will find it is not the, I it is we why? Because when leader develops this tendency of I slowly and slowly he will lose the support of the followers. So, first task will be done second task will be done third task will be done ten tasks will be done but definitely on eleventh task the followers will fail. That is the he gets the credits and he is not consulting us and there is no point working with him.

Because there is no intellectual enhancement right so therefore in that case that learning is not their capability enhancement is not there. Then in that case that concept of I will be dangerous for the leader competent people will stop working. Even if the forcefully they are working with the leader they will not give their best. An opportunity for the healthy competition is there who can do the best, cross knowledge exchange with the ability to work together.

And therefore, in that case it will be always and that is we say multi-disciplinary actually cross knowledge exchange will be there multi-disciplinary capability will be developed by the team.

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Characteristics of Teamwork

- Having clear, logical objectives
- Supportive, informal group atmosphere. Use of Humor
- Listening to others and giving constructive feedback
- Having people who can coordinate and accept responsibility
- Collaborate for deliverables
- Benefits from working collaboratively
- Know when team work should be used to optimize results
- Share information which may lead to shared decision.
- Mutual Dependence
- People with different skills – delegation to right skill person
- Everyone under their roles and tasks



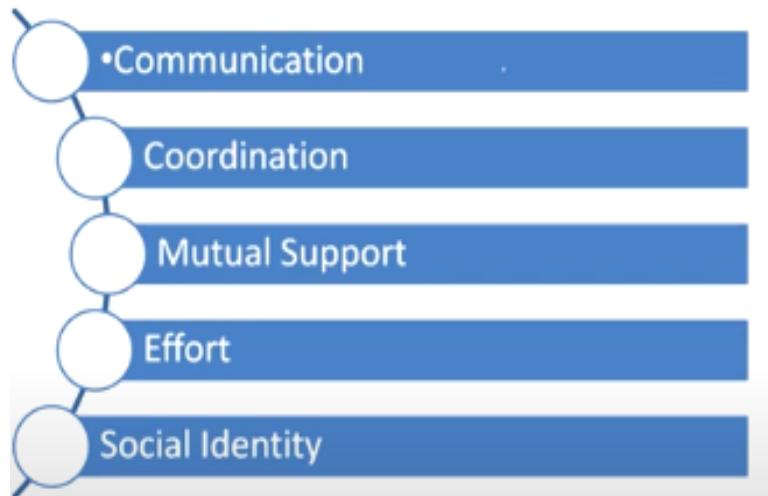
Image Source: https://www.canstockphoto.com/teamwork_2095915.html

So having clear logical objectives, supportive informal group atmosphere, use of humor is there listening to others and giving constructive feedback. Having people who can coordinate and accept responsibility, collaborate for the deliverables, benefit from the working collaboratively. Know when teamwork should be used to optimize results, share information which may lead to shared decision mutual dependence is there.

People with the different skills delegation to right skills person right and everyone under their roles and task is there.

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Components for Teamwork



This, the components of teamwork we have discussed in the introduction of the group and team also. Communication, coordination, mutual support, effort, and the social identity are there.

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Benefits of Teamwork

- Foster Creativity and Learning
- Blends Complementary Strengths
- Builds Trust and support
- Teaches Conflict Resolution Skills
- Improves client satisfaction
- Promote a wider sense of ownership
- Encourages Healthy Risk-Taking
- Reduces workload
- Reduces staff shortages
- Reduces stress and burnout amongst workers

Innovation



Now let us understand that is this the charity to get this the teamwork or it is a rule and regulation because of that we have to work into the teamwork is there. So, why we should work in the team right? First and foremost is the, that creativity and learning and learning of the individual dear friends, simple example is of any particular project. Whenever you are working on a particular project then you will find that is that project.

That will be depending upon the person who will be working with the other team members in the project. The project leader because there will be the new opportunities for learning in the organization. If you are doing the routine job so after some years and there is no learning and then you will lose your creativity the job will be monotonous. So therefore, in that case it becomes very important that is you are having the creativity and learning is there.

Blends complementary strengths are there no you have to achieve the goal right. And to achieve the goal this becomes very important that you are having these, the personal different types of personalities are working surrounding to you. Are you able to make the complementary to each other, right? If it is yes, then wonderful that your organization effectiveness individual effectiveness also for yourself also it will be much better.

Builds a trust and support is there and therefore that cohesiveness will increase. Teaches the conflict resolution skills are there and whenever we went to avoid, when to accommodate, when to compromise, right and when to collaborate? So, all these conflict resolution techniques that; you will learn because that particular experience will teach us. That improves the client satisfaction so business enhancement business performance that will be increasing.

Promote a wider sense of ownership right and therefore in that case it is becoming that is the, whatever the ownership we are having that our area that zone will increase. People in the organization within the organization and outside of the organization also you will be known for the qualities right. And as a result of which you will be the owner of the high intellectual capabilities.

Encouraging the healthy risk checking and therefore in that case the moderate risk taking will be there. Healthy means moderate risk taking will be there it is not too high not too low then reduces the workload also so here because the other persons are working with you. So sometimes the empowerment, sometimes the delegation, sometimes the responsibilities so therefore, the workload will be reduced.

And reduces the staff shortages because you are having the helping hands so many helping hands are there so therefore in that case and no work will stop for this show staff shortages. Reduces the stress and burn out among workers as I was mentioning that is the workers employees what they do? And that is they keep on working the routine job so that makes them play too but they get burnt out right.

So, to avoid this that the team work is there so therefore there is nothing like a burnout because new and new skills you are keep on learning. And the innovations will be there the new ideas will be developed because two brains are always better than one. So therefore, in that case that that will be more innovative or innovations will be there.

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Common Problems in Teamwork

- Poor project management, ineffective leader
- Failure to compromise or cooperate
- Lack of participation
- Procrastination and Lack of Confidence
- Poor quality work
- Conflict among Team members
- Ineffective peer evaluation
- Under resource estimation
- Technical challenging



Image Source: <https://site.thepresident.com/5 tips for leaders to follow when team members grow stubborn/>

Image Source: <https://www.flickr.com/photos/8142888@N07/15546105>

But it is not that easy there are certain problems in the teamwork is there and why they because why we are discussing all these teamwork because here, we have to learn and develop. So therefore, it is if you want to go for this particular functioning of the teamwork. You have to also see why in the team works group is not, converting into the team or what are the problems are there.

Poor project management ineffective leader is there so therefore in that case that will be their proper not management will be there. So therefore, there will be no coordination, there will be no understanding. And as a result of which that there will be the poor project management will be there. Ineffective leaders will be there and therefore in that case it is becoming that is the how the leaders That leadership style is not getting implemented and they are becoming the ineffective is there.

And failure to compromise is they cooperate right and therefore in that case it is becoming the non-cooperation rather in spite of the cooperation there will be the non-cooperation there right. And the people those who are working, if their personality, is not matching so they will not be working towards the common goal. Rather than, they will be having the no compromise for their own growth and development.

So that concept of know that which I talked about that is we and I so that concept of I will be more dominating. If the concept of I will be more dominating then you will lose that compromise

attitude so therefore ultimately there will not be a team work. Lack of participation there are silent members they do not participate if they do not participate though they are intellectually capable because they are in the team.

So, they are in the team it means that they have been tested and taken is right person in the team but now they do not contribute so that will be the lack of participation will be there. Then the procrastination and the lack of confidence are there and people are not having their confidence to perform to that particular task. So therefore, that will be another problem is there ultimately what will result a poor outcome will be there.

A poor-quality work will be there and there will be lot of conflicts among the team members. And if this is happening and then if you go for the 720 degree the feedback then in that case it will be the ineffective peer evaluation will be there. The people peers only they will give the very bad feedback. And under the resource estimation whatever the resource was supposed to be used it will be an under-resource estimation will be there.

And technically also that will be challenging so whenever this type of the all the common problems may arise. That is if the persons are not working together then it will be very difficult to overcome this particular teamwork. Then question of the leadership comes so therefore what is the leader's role in the teamwork is there. So, if these are the problems and that is the objective to get the team work and accomplish the goal and task and create the positive environment right.

But this if we are having this type of the problem so you might be having the problem may have the problem at your workplace sometimes. So then in that case what is your role that is suggested here? So as a leader you, has a different key role in teams which they play very efficiently. With respect to the ensuring teamwork quality by the team leader has to perform this certain task right what are these tasks? First is the effective communication is there now awareness.

Now you see that is many times there will be the certain employees right those employees will be having the either they will be going for this particular direction right or they may be going for the, another direction. What is required is this that bridging this gap and whenever you are bridging this gap and changing the direction also.

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Leader's Role in Teamwork

Leaders have different key roles in teams which they play very efficiently. With respect to ensuring teamwork quality by the team leader has to perform the following task so that spirit of teamwork can be maintained in the populations

- Effective communication
- Effective meetings
- Commitments
- Team working agreement
- Conflict management



Image Source: <https://www.vecteezy.com/vector-art/216961-team-work-with-leader-in-the-front-business-concept> (The style design vector illustration isolated on blue background for more working together teamwork and leadership concept)

So therefore, in that case you are making the direction in this direction right. So here this is direction finally this and this is the leader's rule right. So how, to convert this arrow into this direction, this change and will be done through the effective communication. So, communication will be the mechanism and therefore in that case you can create a team of the collaboration. Now we have to also understand that is the whenever we are creating this stream of collaboration right.

Now then in that case you have to conduct the effective meetings awareness is to be created. whenever you will be having this awareness right effective meetings will be there you will tell them that is why there is a need to do this particular task. And when we will be doing this task collectively then we will be achieving the goal. But sometimes you find it is the commitments of these the team members if that is low personalities, they are different personalities are there.

And that is why here one more point which I would like to mention. If you get the opportunity your organization may or may not, I do not know but if you get the opportunity. Let the team be created by self, let the leader decide leader should be given the responsibility by the organization. And leader should decide that is the, what type of these personalities he wants to choose and therefore in that case that type of the commitments will be required.

Then the team working agreement is there now whenever once the commitment is zero then yes, we will work together right. And but because as we have discussed in the group formation

forming, storming, norming, performing and adjourning is there. So there will be the conflict will be there and the leader should effectively play the role of a conflict management solver.

So therefore, in that case he should be able to manage that conflict and solve the conflict and effectively perform the team creation of the team building and taking the team towards the growth. So here these mechanisms right that is the effective communication, effective meetings commitments, team working agreements and the conflict management. If these tasks are done right definitely that you will be able to create that type of the relationship which we are looking for accomplishment of goal is there.

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Leader's Role in Teamwork Commitments

❑ Responsible Commitments

- Team members should make responsible commitments and strive to meet them
- Members must trust on another to do what they say
- Commitment is an ethic that must be learned

❑ Making Commitments

- Commitment must be freely assumed
- The commitment is public
- Make responsible commitments
 - Define & estimate the work
 - Conclude you can do it or not.



So, the suggestion is this that these are the mantras effective communication, meetings, commitments, team working agreement and conflict management. These are the mantras for the leader's role is there right. So responsible commitments is there to that what type of these, commitment, teamwork commitment developing the commitment towards teamwork. Strive to meet their members must trust on another to do what they say you know.

So therefore, right from beginning we should not have a doubt whether this person will do or this person will not do and many people say I bet he will not do. So therefore, in that case these types of the situations are to be avoided and I have the trust. Commitment is an ethic that must be learned right and therefore in that case that is the, it is a part of the learning that is the yes, we have to create that commitment.

Commitment must be freely assumed and the, it is a public is there. So and they make responsible commitments are there that is a, define and estimate the work and conclude you can do it or not. So therefore, in that case it will be always that is the how we are defining the work and the concluding which we can do it or not right. So that making commitments will be the very important, right.

So let them understand it is what how to make the commitments and once you are committed to then you do not deviate from your own commitment right. So once committed always committed no so it is not like this that is your weekly have the commitment. Many times, we see in the social media many people are weakly committed the next week they are not committed again their commitment no do not do like this making the commitment is important.

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Leader's Role in Teamwork Agreement

- Teamwork agreement**
 - A contact which all team members signup to.
 - Each team member is expected to abide by the contract.
 - Expectations each team has for its members
 - Designed specifically for each team
 - All members accountable for statements in agreement
- Leader's Role**
 - Taking input of every member before finalization
 - Ensure communication of Agreement
 - Managing responsibilities as per the agreement
 - Ensuring every member do their task as assigned

Image Source: <https://www.dreamstime.com/stock-illustration-businessman-handshake-agreement-vector-image-paper-image29337562>



The teamwork agreement is to be there which will team members sign up to each team member is expected to abide by the contract. Expectations each team has for its members and designed specifically for each team all members accountable for statements in agreement are there. A leader's role taking input of every member before finalization, ensure communication of agreement, managing responsibilities as per the agreement it is concerned. And ensuring every member do their task as assigned or there.

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Leader Role in Meetings for Teamwork

Scheduling

- As early as possible
- Regular Timings
- Make sure everyone can attend the meeting
- Start meeting when everyone is there
- Meeting place and time should be sufficient
- Decide how far into the project team should meet
 - Don't spend too much time only meeting



Preparation

- Create Agenda
- Distribute Agenda to provoke thought



Image Source: <https://www.clipartkey.com/png/view/101411-staff-meeting-via-art/>

So, this will be the scheduling easily as possible so therefore leaders role in meeting will be that is the making the regular timings. Make sure everyone can attend the meeting, and start meeting when everyone is there the meeting place and time should be sufficient. Decide how far into the project you should meet do not spend too much time only on meeting is there right. And that is why many times then people they stop over coming to the meetings.

Because they find that is they are not able to do their jobs are there. So always try to do is make that is the, involve the most of them those who can be there in the meeting and they can attend the meeting right. And also decide that is the how scheduling of meetings that is the how many meetings will be there and then what will be done in these meetings. Preparation create agenda, distribute agenda to provoke thought is there so accordingly it will be done.

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Leader Role in Meetings for Teamwork (Cont.)

❑ Procedure

- Complete each agenda item before moving to next
- Start discussion with a presentation of currently known facts
- Comment and criticism should be actively solicited from all team members (invite some controversy)
- Presenting different ideas should be encouraged
- Differing ideas should be openly discussed. The differences must be understood.
- Advantages and disadvantages of each idea should be pointed out
- Each person must leave meeting with something specific to do before the next meeting (**Action item**)



Then the procedure will be followed so completely each agenda item before moving to the next is there. Start discussion with a presentation of currently known facts, comment and criticism should be actually solicited from all team members. And make sure that is the, they are presenting the ideas that should be encouraged. So, whether we approve or we do not approve right but at least we should appreciate and they are coming with creating certain and their ideas are there.

And differing idea should be openly discussed the differences must be understood. Advantages and disadvantages of each idea should be pointed out is there so therefore a proper discussion can be done. It is not like this that who is saying this idea it is what is the idea is there. And let us make the pros and cons of the advantages and disadvantages of understand that particular idea and that idea finally will be accepted or not accepted on the basis of this evaluation.

So, each person must leave meeting with something specific to do before the next meeting. So, action item is there so therefore they understand that is the, because in the meeting whenever you are deciding the next action item or the plan then it will be discussed. And then if there will be any problem, which will which are likely to arise and those problems will be taken care of by in the previous meeting right.

And that is why whenever the meetings minutes of meetings are circulated and they are confirmed first. So, if anybody is having any observation any problem and any comment so then that time that can be mentioned.

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Leader Role of Conflict Resolution in Teamwork

"Coming together is a beginning, keeping together is progress, working together is success."

- Conflict in Teamwork is indicative of introduction of variety of ideas.
- Conflict management is essential to the success of team and maintaining the spirit of teamwork
- Different approaches leader can use for Conflict Management:
 - Negotiating
 - Compromising
 - Forcing
 - Avoiding
 - Organized Confronting



Now for the conflict resolution the coming together is a beginning, keeping together is a progress, working together is success. So therefore, in that case is indicative of introduction of variety of ideas. Conflict management is essential to the success of team and maintaining the spirit of teamwork. Different approaches leader can use for conflict management negotiating, compromising, forcing, avoiding or the organized confronting will be there.

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Essential Leader's Skills for Teamwork

- | | |
|---|--|
| <ul style="list-style-type: none">• Listening & Questioning• Feedback• Persuading | <ul style="list-style-type: none">• Respecting• Caring• Supporting |
|---|--|
- 
- COMMUNICATION
- RESPECT
- FEEDBACK
- CARE FOR OTHERS
- PERSUASIVENESS
- SUPPORT

So, on the essentials communications, feedback, persuasiveness, the respect and the caring is there and the supporting is there.

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Essential Leader's Skills for Teamwork (Cont.)

- Problem-Solving



PROBLEM SOLVING

- Delegating



DELEGATION

- Motivating



MOTIVATION

- Accountability



ACCOUNTABILITY

- Decision-Making



DECISION MAKING

- Positivity



POSITIVITY

Then he should be able to solve the problem solving, delegating, motivating accountability, decision making and the positivity is there.

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Research Paper



Team Performance Management
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Examining teamwork and leadership in the fields of public administration, leadership, and management

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Purpose

The purpose of this paper is to provide a systematic review of papers in ten top scholarly journals to determine their overall examination of leadership in teams and to identify which models of teamwork and leadership have been most explored by researchers.



So, if; we go by these particular aspects in the case of the, this conflict management and then creating the commitment amongst the team members and direction is there. Benefits are given meetings are timely conducted I am sure that is our teamwork effectiveness that is will be enhancing and these leaders' effectiveness that will also increase. As is a, this is the research

paper that is examining the teamwork and leadership in the fields of public administration, leadership and management is there right.

So in this paper he is the author is studying about that is the how leadership in the fields of public administration. And that can be seen and studied and the then in public administration how the leadership and management that has been done for creation of the team is there right.

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Research Paper

Design/methodology/approach

This paper reaches its findings through content analysis of 80 journal papers published in top academic journals from 1999 through 2012. Coding based on categories of teams, leadership and leadership styles conformed to forced choice and latent coding; two independent reviewers managed the subjectivity of the coding.

Findings

Sixty per cent of the papers studied explored a group of workers whose teamwork was expected to be permanent, which receives a strong direction from a designated leader; almost that many (58.75 per cent) explored a group working with formal leadership by the worker's supervisor;



So therefore, this will be the team effectiveness the paper studied explored group of workers it was expected to be permanent right. And designated leader almost that many explored a group working with formal leadership by the workers supervisor is there.

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Research Paper

Findings (Cont.)

almost 50 per cent of papers explored leadership that combined two or more leadership styles simultaneously. This heavy concentration of the literature in a few areas suggests that research on other types of teamwork and leadership is minimal.

Originality/value

This paper contributes to the field by creating taxonomy to categorize the types of leaders and teams and presenting an explanation on the distinction between traditional and horizontal style of leadership. In identifying major trends in the existent literature, this examination provides valuable information for researchers.



So, these are the findings of the on these paper.

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Research Paper

Research Limitations/implications

This particular research utilized the latent coding method of content analysis and forced choice in the selections. Even though content analysis has many strengths, the latent coding method of content analysis and forced choice selections require the researcher to examine the overall content to determine whether certain variables were present or absent. After the examination of the overall content, a subjective interpretation of the data is needed from the researcher.

Other researchers that look at the same data may interpret the data differently.



Basically, what is the implication of this paper? That the latent coding method of content analysis and the forced choice in the selections. Even though content analysis has many strengths, the latent coding method of content analysis and forced choice selection requires the research to examine the overall content right. So, this is the, but ultimately we find that is that look at the same data may be in interpret by the different is there that was the research implication.

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Research Paper

Practical implications

This research provides researchers, academics and practitioners with a comprehensive analysis on teamwork and leadership. The extensive investigation presents a pivotal starting point for further developments in this emerging area. The content analysis found a proliferation of diverse organizations utilizing teamwork, and this subject should be researched more vigorously.

As organizations continue to embrace, pursue and promote teamwork, understanding the current state of the field will assist in having better understanding on how to develop effective teams.



The practical implication, that with a comprehensive analysis or teamwork and leadership the extensive investigation presents a pivotal starting point for further development in this emerging area. The content analysis found a proliferation of diverse organizations utilizing teamwork and this subject should be researched more vigorously. Embrace, pursue and promote teamwork understanding the current state of the field will assist

So therefore, we have to understand and then we have to make this a part furthers the enhancement of our teamwork by taking the people together and not forcefully.

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Case Study : Teamwork

- Students in Mrs. R's class are required to do a half hour team presentation on a topic of their choice. Mrs. R randomly assigns students to teams.
- Students have approximately four weeks to research and prepare, including two hours of class time. Marks are given based on an instructor evaluation of the presentation combined with a peer evaluation by their team members.
Jane, Robert, Danny, Sharon and Liz were assigned to Team 3.
- During their first team meeting they introduced themselves and began to decide on a topic. After 45 minutes, they were still trying to settle on a topic.
- They finally settled on Money Management, however the instructor informed them that another team had already chosen that topic but Conflict Management was still available.

source: <https://oncourseworkshop.com/inte-dependence/case-study-team-work/>



Now this is the case study and then for which to research and prepare including 2 hours of class time. And then in that case paper evaluation by the team members and that is the Jane, Robert, Danny, Sharon and Liz was assigned to team three. Their first meeting, they introduced themselves and began to decide on a topic after 45 minutes they were still trying to settle on a topic. They finally settled on money management however the instructor informed them that another team had already chosen that topic but conflict management was still available.

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Case Study (Cont.)

- During the last 15 minutes, Robert tried to convince the group that they should present a role-play of conflict. Sharon wanted to do research and give a more detailed, informational presentation. Jane was excited by the role-play idea and suggested they make a video presentation of their own play-acting.
- Danny fell asleep some time before the topic was chosen and Liz sat quietly listening to her teammates. At the end of the class no work division had occurred but the team agreed to meet in a study area at 4:15 on next Monday.
- After waiting for Danny until 4:30, the team decided to start without him. Jane announced she had to leave in twenty minutes because she had to pick up her child at the day care by 5:00.



Source: <https://forcecseworkshop.com/interependence/case-study-team-work/>

And then the Robert tries to convince the group that they should present a role play of conflict. Sharon wanted to do research and give a more detailed and informational presentation. So, Jane was excited by the role playing idea and suggested they make a video presentation of their own play acting is there. So, Danny fell asleep some time before the topic was chosen and Liz sat quietly listening to her teammates.

At the end of the class no work division had occurred but the team agreed to meet in a study area at 4:15 on the next Monday. So here in this you will find that is there it will be and some will be the active participants some will be these silent participants is there.

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Case Study (Cont.)

Questions

- Q1) In your team, each member is to choose one of the characters in the case study. Complete the evaluation for your character and for the other members of the team.
- Q2) In your character groups, discuss the strengths and weaknesses displayed by your character. Make a list of at least three suggestions that could have improved that character's input to the team project.
- Q3) Discuss your own personal strengths and weaknesses as you perceive them regarding your contribution to the team project. Write a list of guidelines for the team to follow.



So, they how they go for this particular presentation and then how they are the process of their team making has been preceded that you we will see in this case study. So, in **so** on basis of this case study the questions is in your team each member is to choose one of the characters in the case study right and for the other members of the team. And then discuss the strengths and weaknesses displayed by the character make a list of the all the least three suggestions that could have been improved right.

And discuss own personal strengths and weaknesses this type of the exercise can be done and can be used at a workplace. And then we can talk about how these team building and that can be improved on the basis of this type of the situations and different types of the team members are there and ultimately how the goal is to be achieved.

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Book Recommendation

Teamwork: What Must Go Right/What Can Go Wrong

Authors: Carl E. Larson
Frank M. J. LaFasto
Publisher: Sage Publications Inc;
(August, 1989)
Language: English
Paperback: 158 Pages
ISBN-10: 0803932901
ISBN-13: 978-0803932906



Image Source: https://www.amazon.in/Teamwork-Right-Wrong-Interpersonal-Communication/dp/0803932901/ref=tmm_pap_swatch_0?_encoding=UTF8&qid=1628790148&sr=1-1

Finally this is the book recommendation what must go right on what can go wrong right and therefore in that case how to form that particular team.

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Book Recommendation

In this book, Authors explored 8 properties of successful teams:

1. a clear, elevating goal;
2. a results-driven structure;
3. competent team members;
4. unified commitment;
5. collaborative climate;
6. standards of excellence;
7. external support and recognition;
8. principled leadership.

A final chapter examines the priority of the steps that lead to the building of a high performance team.



Image Source: https://www.amazon.in/Teamwork-Right-Wrong-Interpersonal-Communication/dp/0803932901/ref=tmm_pap_swatch_0?_encoding=UTF8&qid=1628790148&sr=1-1

8 properties of successful team a clear elevating goal, a result driven structure, competent team members, unified commitment, collaborative climate, standards of excellence, external support and recognition, principled leadership. A final chapter examines the priority of the steps that lead to the building of a high performance team is there. So therefore while you will be reading this particular book you will be able to come out that is the how to create the high performance team.

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References

1. Hughes, R. L., Ginnett, R. C., & Curphy, G. J. (2015). Leadership: Enhancing the Lessons of Experience (8th Edition). McGraw Hill.
2. Lussier, R. N., & Achua, C. F. (2016). Leadership: Theory, Application, & Skill Development (6th ed.). Cengage Learning.
3. Northouse, P. G. (2019). Leadership Theory and Practice Eighth Edition (8th ed.). Sage Publications, Inc.
4. Robbins, S. P., Judge, T. A., & Vohra, N. (2016). Organizational Behavior (16th Edition). Pearson Education Inc.

These are the references for your further studies and you can also make these the content is taken from this particular references only right thank you.

Leadership and Team Effectiveness
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Module No # 08
Lecture No # 40
The Leader's Role in Team-Based Organization

In this session, we will talk about the leader's role in team-based organizations. Here we will have discussed the use of team-based organizations, types of teams in team-based organizations, roles among the teams, and team leadership.

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CONTENTS

- Use of Teams in Organizations
- Team-Based Organizations
- Type of Teams in Team-Based Organizations
- Roles among the teams
- Team Leadership
- Team Leadership vs Sole Leadership
- Robert Quinn's 8 Leadership Roles
- Leader's Role in Team Based Organization
- Research paper
- Case study
- Book recommendation
- References

Image Source: <https://fi.pinterest.com/pin/61994932345288867/>

Team leadership versus the sole leadership, Robert Quinn's 8 leadership roles, leader's role in team-based organizations, and as usual the research paper, case study, and book recommendations.

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"Being a leader is not about you. It's about the people that are on your team and how you can help them be successful"

-Susan Vobejda

So being a leader is not about you it is about the people that are on your team and how you can help them be successful there a wonderful comment is there by Susan. And therefore, it is not that is you have got the leadership position about the team but it is highly concerned, that is the who are the people in your team and how can you make them the successful is there and that is the intro sense is the leadership is there.

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The Use of Teams in Organizations

- It is a way of life in post modern organizations.
- It offers the best opportunity for better organizational performance in the form of increased productivity and profits.
- It leads to cooperation and synergy.
- For many Organizations, the use of teams has led to desirable performance improvements, such as:
 - Improved Quality
 - Improved Efficiency
 - Improved Employee Satisfaction
 - Improved Customer Satisfaction



So, it is a way of life in post modern organizations. It offers the best opportunities for the better organizational performance in the form of increased productivity and profits are there. So, it is the always whenever we are talking about the modern organizations are there. And then therefore in here the modern organizations they are more team-oriented organizations are there. And as result as soon as we say the team management then, it leads to the cooperation and synergy.

For many organizations, the use of teams has led to the desirable performance improvements, such as improve the quality, so and they improve the efficiency, improve the employee satisfaction, and the customer satisfaction is there. So, this is the importance about the formation of the team is there.

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The Use of Teams in Organizations (Cont.)

- For some Organizations, however, the use of teams has resulted in some negative outcomes, such as:
 - Increased Costs
 - Stress
 - Lower Group Cohesion



Image Source: <https://www.gograph.com/clipart/human-group-people-organization-puzzle-pieces-solution-gg57622521.html>

For some organizations however, the use of teams has resulted in some negative outcomes, such as the increased cost, stress, and lower group cohesion. So, this is also very interesting and first time we are talking about this particular content in this course, where the team can team will be the have the negative outcome yes, so therefore the use of team can be negative, in the case if it is increasing the cost.

Or the people are not working in the team and every day there is a conflict there are the complaints and inquiries and all so that will be the stress, and the lower group cohesion is there. So, people are not having the any cohesion amongst themselves.

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Team-Based Organizations

- Team Based Organizations emphasize the values and importance of all employees regardless of their specific roles or the simplicity or complexity of the tasks that they perform
- Usually when traditional organizations become Team based Organizations they experience a culture shift :
 - From hierarchical to flat
 - From fragmentation to cohesion
 - From independence to interdependence
 - From competition to cooperation
 - From tried-and-true to risk taking



So, team-based organizations emphasize the value and importance of all employees regardless of their specific roles or the simplicity or complexity of the tasks that they perform. Now in many organizations certain tasks are the team-based tasks certain tasks are the only employees' individual task which he has to perform means most of the task. So in every organization there will be the tasks that will be having those individuals to be done and in the team is to be done.

But certain organizations are the more team-based oriented organizations and therefore, in that case when traditional organizations become the team-based organizations so that is a culture shift. So, in modern organizations there is a need for this culture shift is there, from hierarchical to flat is there, and from the fragmentations to cohesion is there, so it is not in isolation.

The modern teams are not working more employees are independently working rather than in the modern organizations more of the tasks are to be working together. This is from the independence to interdependence is there, from competition to cooperation, and from tried and the true tourist checking is there.

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Advantages vs Disadvantages of Team-Based Organizations

Advantages	Disadvantages
<ul style="list-style-type: none"> • Synergy • Avoidance of major errors • Faster, Better Decisions • Continuous improvement • Innovation • Self-motivation • Empowerment • Greater Job Satisfaction • Needs fulfillment 	<ul style="list-style-type: none"> • Pressure to conform to Group standard of performance and conduct • Resistance to the team effort from impinging on autonomy • Social Loafing • Groupthink • Intergroup conflicts • High Pressure & Stress

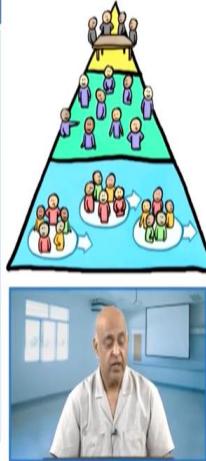


Image Source: <https://blog.crisp.se/2017/01/03/jimmyjanzen/transforming-the-pyramid-to-an-agile-org>

Now the natures of these organizations are having the certain advantages and disadvantages are there. So therefore, when we are talking about the advantages is there, a synergy is there, cohesiveness will be there, and cohesion will be there, amongst these members. Avoidance of the major errors are there, because the all are taking the collective decision collective wisdom is used.

And therefore, on the errors will be noticed by somebody if one misses the any particular point then other will be notifying and therefore the errors will be less. Faster better decisions will be there, continuous improvement functioning will be there, innovation because new and new ideas will be there. All of the stakeholders in decision making process self-motivated highly motivated is there, they are empowered and given the delegation also.

Greater job satisfaction is there, amongst these team members and the needs of fulfilment is there, so whatever their physiological safety social needs are there, or the self-esteem especially in and self-actualization needs. So, all these types of the needs are they are getting the fulfilment is there. Disadvantages are there that is a pressure to conform to group standard of performance in the conduct is there.

And then therefore, in that case it has been found that is the whenever we are going for this type of these team-based organizations. So, the people those who are working they the standard of performance and conduct that has to be confirmed. The resistance to the team effort from in pinging on the autonomy is there. And therefore, in that case the person who wants to do the work by himself.

So, his autonomy is now shared and therefore in that case that will may not be liked by the person and that may be the disadvantage. Social loafing is there and therefore in that case the many people are working with one employee the other employees are also present. So therefore, there may be the chances of the social offering is there, group think is there, so therefore in that case in spite of the team the group think is there.

Intergroup conflicts are there and as a result of which they will not be able to perform and the high pressure and stress is the very common disadvantage, which has been observed into the team-based organizations are there.

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Types of teams in Team-based Organizations

(Cohen & Bailey, 1997) suggested 4 major types of organizational teams

Work Teams

- Continuing work units responsible for producing goods or providing services

Parallel Teams

- Pull together from different work units or jobs to perform functions that the regular organization is not equipped to perform well

Project Team

- Produce one-time outputs and are time-limited

Management Teams

- Coordinate and provide direction to sub-units under their jurisdiction, laterally integrating interdependent sub-units across key business processes



So now according to the Cohen and Bailey, 1997 suggested 4 major types of organizational teams are there. Continuing work and units responsible for producing goods are providing services. Parallel teams are there, pulled together from different work units or jobs to perform functions that the regular organization is not equipped to perform well. Now, the project team is there producing one-time outputs and the one time limited is there.

Management teams are there, coordinate and provide a direction to sub-units under their jurisdiction, and laterally integrating independent sub-units across the key business processes are there. Now here you see that is the when the work teams are very common phenomena, so in continuing works is there. So therefore, in that case these types of the teams have been found in most of the organizations.

As far as the parallel teams are concerned from different work unit's jobs to perform functions that the regular organization is not equipped to perform well. So therefore, the

traditional organizations may not be having these types of the more teams of the parallel teams are there. And project teams are there so therefore in that case and they are working for a particular focus or target for a period of time and therefore that will be the projective missile.

Management teams are there coordinate and provide directions to sub-units and you know across the key business processes are there.

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Roles among the teams

Team Role	Duties
Team Leader	Uses team to achieve goals Understand whole project Oversees process Guide without dominating Supports team and team members Help team achieve productive working relationships
Team advisor	Champions the team within the organisation Communicates with stakeholders
Facilitator	Schedules and conducts team meetings & activities Serves as a resource person Encourages full participation



Image Source: <https://www.dreamstime.com/stock-illustration-roles-word-pulled-team-members-jobs-duties-tasks-people-workers-players-working-together-accomplish-goal-image55052685>

So here we find it is the whenever we are talking about the team role the team leaders. So the duties are the uses team to achieve goals, understand the whole project, oversees process, guide without dominating team leaders, and supports team and the team members are there. So helping the team achieve productivity working relationship will be there, this will be the duties of the team leader will has to be there.

So ultimately what happens that is the here the major point is this that is the cross cultural is very important, because when the team leader nowadays is working, they are working into oversees processes. And whenever we are talking about oversees processes are there then we have to work on the different culture, different practices, will be there. And therefore, in that case it becomes important it is we are aware or we are able to understand and learn the culture of others.

So in any time when they are working cross cultural teams so, then it will take certain time. So it will be duty of the team leader ah to get monitored and get mix the cross cultural team members. Guide without a dominating is there so therefore, in that case it is the he has to play

a role of a guide, he has to know how the job is to be done, and the he has to also help team achieve productive working relationship is there.

So, at workplace and there should be a productive working relationship is to be there. Team advisors are there those who; are having a champion a team within the organization, and communicates with the stakeholders. And the facilitator is there the schedules and conducts the team meetings and the activity, serves the resource person is there, and therefore encourages the full participation is there.

So here it is not the role of dominance rather than it is a role of a guide, a role of a supporter, and role of the facilitator is there. So therefore, in that case it becomes very important that is the leaders they are playing the different role very efficiently.

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Roles among the teams (Cont.)

Team Role	Duties
Process Observers Or team members	Support the leaders and facilitator in promoting team culture Focus energy on the task Listen to everyone's ideas
Scribe or recorder	Keep written records of team meetings



Image Source: <http://www.managementcentre.co.uk/learning-development/high-performing-teams-belbins-team-roles/>



Image Source: <http://clipart-library.com/clip-art/teamwork-transparent-background-19.htm>



Now roles among the teams are there. Team roles are their processes observers or team members are there and duties of the team members are will be the leaders and facilitator is promoting team culture, focus energy on the task, and listen to everyone's ideas are there. Scribe or recorder, keep written records of the team meetings are there and then that will be using for the image source's purpose.

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Team Leader

- A team leader is someone who oversees the functionalities of a team
- If not the manager himself, the team leader monitors the quantitative and qualitative achievements of the team and reports results to a manager.
- A team leader's belief is that the whole is greater than sum of its parts
- Team leaders place considerable emphasis on team building and then evaluates their own performance on the basis of how well they have developed the team.

Image Source: <https://www.europeanbusinessreview.com/effective-leadership-9-ways-to-support-your-team/>



A team leader is someone who oversees the functionalities of a team and if not the manager himself, the team leader monitors the quantitative and qualitative achievements of the team and reports the results to a manager. A team leaders' belief is that the whole is greater than sum of its parts. So, team leaders place the considerable emphasis on the team building and then evaluates their own performance on the basis of how well they have developed the team is there, so that is becoming the team leaders role is there.

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Team Leader (Cont.)

Effective Team leaders:

- Must recognize that not everyone know how to be a team player
- Must display self-sacrificing behaviour and confidence
- Employ multiple influencing tactics to control and direct team member action toward the achievement of organizational goals
- Encourage norms that positively affects the team's goals and alter those that are negative
- Observe with a keen eye what's going on in the team
- Make contributions when necessary
- Encourage a climate of dialogue
- Turn obstacles into opportunities
- Must be adaptive, knowing when to play different roles



Now effective team leaders, must recognize that not everyone know how to be a team player a very important point is there. Now you see many times organizations are giving you the team player, you are not choosing your own team player. And then working with the different personalities, it becomes the very important for the team leader that is who is who.

But of the personality the person is having who is working with them and therefore in that case it is very important that is you know the personality of your team member. And also have an understanding that everybody is not a team player, and then team leader has to get work done into a team. So, his team leader must display self-sacrificing behaviour and confidence is there, because he has to prove himself as a leader.

And the team members will then see that is their leader is doing the very sincerely, hardworking, and competent enough, and punctual enough. Then definitely in that case they will have that confidence that is yes, we have to if you are working in this team, we have to display all these self-sacrificing behaviours. So, employ multiply the influencing tactics to control and direct team members action towards the achievement of organizational goals.

So therefore, multiple influencing tactics will be there, so for example the beware conduct, you know for example the servant leadership style is there, for example this CSR is there, any social responsibility you are doing. So therefore, in that case that is the multiple influent tactics will be used. Encourage norms that positively affect the team's goals and other those data are negative as there. So, but you cannot keep happy everybody so, there will be certain team members those who will be negative and therefore, it is important.

That is we have to encourage the positive norms so therefore that is affecting the teams goals and their members. Observe with a keen eye what is going on in the team so whatever is going on the team and then that is the immediately the leader should be able to find out, that is either it is go everything is going well or not. Make contributions when necessary and if it is required to make the contribution or direction so then in that case the leader that he has to intervene and provide whatever the support is required.

Encourage a climate of the dialogue and therefore in that case always open for communication. Turn obstacles into opportunities so naturally whenever there is a problem challenge is there. Then definitely it creates the opportunity to think how to overcome this problem and how to provide the new solution. Must be adaptive, knowing when to play different roles are there and therefore the whatever the different roles of the team leader is there, he should be able to play at the appropriate time and we must be very adoptive.

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Solo Leader Vs Team Leader



Image Source: <https://www.sketchbubble.com/en/presentation-team-leadership.html>

Now we will talk about the two times of the leader solo leader versus the team leader is there. So therefore, in that case in the solo leader plays the unlimited roles while, the team leaders choose to limit roles are there so here it will be very different. Whenever you are playing this particular role then that what the leader decides he can do in the solo leadership, but in the team leadership no there are the limiting the roles are there.

Strives for the conformity is there, builds on the diversity differently opinions, so therefore in that case also it will be confirmative assess diversity is there. Collected the acolytes of blind followers so and while in this case it is the builds and the diversity is there and therefore in that case it will be totally different approach will be there. Then the direct the subordinates so here he develops the colleagues and the projects the objectives here he creates the vision and mission statements are there.

So therefore, in that case the role and responsibility of the solo leader reserve is the team leader is totally different and then they have to perform accordingly.

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Robert Quinn's Roles of Leaders



Image Source: <https://coles.kennesaw.edu/executive-education/docs/Managers-and-Directors-Brochure-fall2019-052819.pdf>

Clan Culture in Quinn's model usually denote team based organizations. Thus, Quinn's model suggest Mentor and Facilitator role for Leader in team based organizations.



Robert Quinn's roles of the leaders are there, so therefore in that case here we will find and there are the four parameters are there. So, clan culture in Quinn's model usually denotes team based organizations thus Quinn's model suggests mentor and facilitator role of leader in team based organization is there. So always there is a role of a leader is having to be is a mentor and facilitator.

Now here you will see that is the control hierarchy is there that is a do thing right, and while in case of this compete there do things fast, in the create do things first, and collaborate do things together is there. Now we will see in the case of these the external verses in focused block is there, and then short-term performance will be there. So, compete market do things fast and here what is required is that is and we have to compete.

While in case of this the flexible and external is there then we are creating the adhocracy is there that is a do thing first and that is the breakthrough is there. Whenever we are talking about the internal and flexible is there right then long-term development is there collaborate and we do things together is there. And as I mentioned about that is whenever it is the focused one is there and the internal is there so then in that case-control hierarchy that will be working on this.

So, therefore, do things together, do things first, do things fast, and do things right. So those um this particular you know function of the leader right about the purpose, practice, and people are concerned. the So leader is work as a coordinator is there and therefore that is the design the workflow leader lead and manages the projects drive effectiveness is there. Now

manage the information, monitor performance, measure quality, leaders as a monitor, so he is having the managing the information and monitoring the performance is there.

Whenever the leader is a facilitator is there so he is a collaborator is there, build and lead teams, manage the conflict, and faster collaboration is there. And therefore, it is because he is playing the role of a facilitator, here you will find that the output and efficiency is also much better. Leader as mentor is there, understanding the self-develop the coach and communicate the effectively and therefore this will be for the long-term development and this will be very useful will be there.

And so whenever we are having the leader as innovator so he leads positive change, think creatively and cultivate the innovation is there. And therefore, here he will be having on this type of the always as an innovator he will work and the nature relationships, negotiate agreements, present inspiring ideas are there. So therefore, a leader as a broker is working here, and so what he does that is he is working as a relationship, he is also working on the agreements negotiates the agreements is there.

And then also having the present inspiring their ideas are there and therefore in that case he is creating the advocacy is there. Leader as a producer that is a drive productivity, and build a positive culture, manage time and stress is there and short-term performance is there. So therefore, leader as a director is concerned communicate the vision, set strategic goals, and delegate the effectively and therefore this is a short-term performance will be there and he is completing the particular task.

So ultimately what we can say is that is Robert Quinn's rules of leaders they are having the different roles of the leaders are the coordinator, monitor, facilitator, mentor, innovator, broker, producer, and director, is there. And this is creating the complete, control, collaborate, and create the adhocracy, is there so these are the different roles and which I will be played within the organization in the by the leader.

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Leader's Role in the Team-Based Organization

- Team-based organizations need leaders who are knowledgeable in the team process and can help with the interpersonal demands of teams.
- **Key role of a team-based leader:**
 - Building trust and inspiring teamwork
 - Coaching team members and group members towards higher levels of performance
 - Facilitating and supporting the team's decisions
 - Expanding the team's capabilities
 - Creating a team identity
 - Anticipating and influencing change
 - Inspiring the team toward higher performance levels
 - Enabling and empowering group members
 - Encouraging team members



So, the it is a trust and inspiring teamwork, coaching team member's group members towards higher level of performance, facilitating and supporting the teams' decisions, and expanding the teams capabilities, creating a team identity is there. Anticipating and influencing the change, inspiring the team towards high performance levels, and enabling and empowering the group members, and encouraging the team members is there so therefore this will be the leader's role will be there.

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Leader's Role in the Team-Based Organization (Cont.)

Also various researchers have classified these roles into some categories as:

- **The team leader as Chief motivator.** Through the leader's support, encouragement, and training, followers feel a sense of self-worth, appreciation, and value for their work, and they respond with high performance.(Bhatnagar & Tjosvold, 2012) As these relationships mature, the entire work group becomes more cohesive, and the payoffs only increase. (Liao et al , 2010)
- **The team leader as coach and mentor.** Team-based organizations need leader who are good at coaching and mentoring followers, especially new team members. Like any good coach, they are experienced and knowledgeable in the team process & are capable of developing trust and teamwork norms in team members. (Wellington & Poster, 2009)



Source: (Lussier & Achua, 2016)

Now we will talk about the certain more leader's role by the different various researchers they were classified into the different on the dimensions. And the first one is that the team leader as a chief motivator and through the leader's support, encouragement, and training, followers feel a sense of self-worth, appreciation, and value for their work.

So, because the leader is a much motivator so he is having the full support and encouragement. And giving the training to develop a sense of self-worth and appreciation and value for their work, and they respond with high performance is there. As this relationship mature, the entire work becomes more cohesive, and the payoffs only increase is there. So therefore, in this case as a role of the chief motivator the leader is able to motivate.

The team leader as coach and mentor is concerned. The team-based organizations need leader who are good at coaching and mentoring followers, especially new team members. Like any good coach, they are experienced and knowledgeable in their team processes and is capable of developing the trust and teamwork norms in the team members are there. And this is another important role of the leader as a chief motivator is there.

So similarly, the team leader is a coach and mentor is also there. So here you will find that is the they are very knowledgeable and therefore the team process is capable of developing trust because knowledge is developed among the team members. So, and because of the trust the teamwork norms in the team members are well adopted.

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Leader's Role in the Team-Based Organization (Cont.)

- **The team leader as a role model.** A team leader must model the behavior that he/she wants to see in team members. For instance, a leader's self-sacrificing behavior and display of self-confidence do influence team members. Self-sacrificing leaders are those who go above and beyond what's expected of them. They don't just issue orders; they get involved in making things happen. (Ruggieri & Abbate, 2013)
- **The team leader as team culture enforcer.** The team leader plays a leading role in fostering a team culture that supports the team's goals and operational strategies. A team culture specifies standards and values that govern team member behavior. The leader may insist on team incentives over individual incentives to promote team performance. (Rothenberg, 2011)



Source: (Lussier & Achua, 2016)

The team leader as a role model is concerned so a team leader must model the behaviour that he or she wants to see in the team members. For instance, a, leader's self-sacrificing; behaviour and display of the self-confidence to do influence team members. And therefore, in that case it is the self-confidence is there and do in the team members are making that particular influence.

Self sacrificing leaders are those who go above and beyond what is expected of them are there. So therefore, in that case it is becoming the always how these sacrificing leaders are those who are going the above and beyond what is expected of them. And they do not just issue orders; they get involved in making things happen. So, team leader team leaders as a role model so therefore, in that case is sacrificing as we have discussed in the previous slide and then the hard work and this is same is applicable in the family also.

So, whenever we see that is the head of the family that is doing the very hard work and making the full efforts children the family with the high enthusiasm and the physical labour and bearing the stress. So therefore, in that case the same will be observed by the team members in the workplace also, that is if the team leader is becoming the role model, then definitely in that case so they will be having the self-sacrificing.

And who go above and beyond what is expected of them you know and they will not be demanding, they do not just orders, they get involved in making things happen, because they know how the family is suffering, similarly the organization is suffering. The team leader is a team culture enforcer, the team leader plays a leading role in fostering a team culture, and that supports the team's goals and operational strategies are there.

And there here it becomes the very important as what is the team culture is there if the team culture is already there so everybody is pushing for to create that culture. A team's culture specifies standards and values that govern team members behaviour is there, and therefore in that case this particular team members they will be having those values and their team members behaviour.

The leader may insist on team incentives over individual incentives to promote team performance. And therefore, in that case the team leaders so they may insist on the team incentives. So therefore, in that case it is the not the individual incentives rather than it is the institute for the all. So all are working together so that will be shared, and to promote the team performance, and that sharing of the team rewards, team incentives are there.

Because the team has performed so that will be shared by the team members and that will promote the model of this team and as a result the output also

(Refer Slide Time: 25:59)

Leader's Role in the Team-Based Organization (Cont.)

- **The team leader as cheerleader.** Leaders with strong social skills tend to have greater influencing abilities and relate well with team members. As the team's leading cheerleader, the leader inspires and motivates team members to achieve higher levels of performance. When a team leader can leverage his/her social skills to obtain resources for the team, he or she is said to possess social capital. (Derue et al, 2010)
- **The team leader as resource person.** The team leader's role is to be the resource person that recognizes team needs and attends to them in a timely fashion. The team leader's knowledge of the team's capabilities enables him or her to address areas of weaknesses so the team can function more effectively and efficiently.



Source: (Lussier & Achua, 2016)

The team leader as a cheerleader is there and therefore, leaders with the strong social skills tend to have the greater influencing abilities. Because they are with the as a team's leading cheerleaders, the leader inspires and motivates the team members and to achieve the higher level of performance are there. So, these cheerleaders will be always motivating talking positive and encouraging these team members so that is a high level of performance will be there.

And when a team leader can leverage his or her social skills to obtain the resources for the team, he or she is said to possess the social capital is there a beautiful point is there. So that is the whenever you are working as a cheerleader know for your team members and then as a so naturally the social skills that will be emerge. And that you will obtain the resource for the team and socialization process will start and then the process the social capital and as a result of which socialization process the social capital will be developed.

The team leader as a resource person, the team leader's role is to be the resource person that recognizes team needs and attends to them in the timely fashion. It is a really a very practical and important point that is your team members and they want, they want the certain this support from you, they want certain resources from you. And therefore, if the leader can provide those resources and every time normally what happens that is these team members, they come to the team leader for the certain gain of the resources.

So that they can work efficiently and they can get deliver the output timely. So therefore, in that case this capability enables him or her to address the areas of weaknesses so the team can function more effectively and efficiently is there. So, this is all about that is the on the roles

of the team members and there that by these different roles of the team members team leaders and team members I am sure that is your team effectiveness.

Once the leader will understand what role he is having, the team members will understand what roles they are having, and all are having the roles of the working together, and whenever this type of these objectives are understood and practiced. In spite of the different personalities in team members but team members have enough matured may not be the all, but maybe the some of them then definitely that team will work successfully.

(Refer Slide Time: 28:32)



Purpose

The aim of the study is to explore the role of leadership in empowered teams. More specifically, we explore how team leadership, emanating from two sources – external team leaders and team coaches – influences team empowerment, and ultimately, team processes, and performance.

This study follows up on the work of Mathieu et al. (2006), who unexpectedly found that external team leaders did not significantly influence team empowerment, processes, or performance once other factors such as organizational and HR team support was taken into consideration.



Now on basis of this certain the literature I would like to share with you what is existing? That is a leading empowered teams an examination of the role of the external team leaders and team coaches, this is the given in this paper that is the how a leader can effectually empower his team is there. So, they have whether this empowerment is really good and how the external team and the team coaches they can play the role is there.

(Refer Slide Time: 29:04)

Research Paper

Sample/methodology

Using survey measures and temporally lagged the objective performance indices from a sample of 404 respondents from 70 teams was taken into consideration under this study. Study participants were customer service engineers (CSEs) who repaired and serviced large office document production systems at a multinational office equipment and technology firm. CSEs worked in empowered teams and were responsible for planning, organizing, assigning, and completing their work, as well as making meaningful financial and HR decisions

Team coaches consisted of organizational development and change professionals who were experts on team development. Each coach supported and provided leadership to 15–20 teams



Now documents are as a multinational office equipment technology firm. So, this is the customer service engineers worked in empowered teams and were responsible for planning, organizing, assigning, and completing their work, as well as the making the meaningful financial and HR decisions. Team question is consisted of the organizational development and change professionals who were experts on team development. Each course supported and provided leadership to 15 to 20 teams is there.

(Refer Slide Time: 29:31)

Research Paper

Findings

The results of the study indicate that coaches significantly influence team empowerment, and thereby team processes and performance whereas external team leaders do not.

Findings also indicate that HR and organizational supports relate positively to team empowerment and that the effect of coaches on empowerment is beyond the effects of HR and organizational supports, team interdependence, and external team leaders.



So, what is the study results findings of this this study. The results of the study indicate that the coaches significantly influence team empowerment, and thereby team processes and performance whereas the external team leaders do not. So, this is very important that coaches are playing the important role however, these the team processes and performance whereas

the external team does not leaders do not, external team leaders do not right internal they are providing.

Findings also indicate that HR in organizational supports relate positively to the team empowerment and that the effect of coaches on empowerment is beyond the effects of HR and organizational supports, so team interdependence and the external team leaders that will be affecting.

(Refer Slide Time: 30:20)

Research Paper

Research Limitations

- The causal ordering of variables are subject to debate and a longitudinal design would be preferable to establish the causal ordering of variables
- Second limitation concerns the nature of the study's variables. Team processes variable, for instance, included items for each of the three superordinate dimensions, yet authors modeled the variable as a composite measure
- Team members assessed all antecedent and mediating variables raises concerns of common method variance arising from single source bias.
- Data were collected from members of the same organization used in the Mathieu et al (2006) study
- Study doesn't depict the underlying mechanisms that explain differential effects of the two types of leaders.



These are the research limitations why we have to read these limitations, so that we can understand in which condition this is possible and this is not possible is there.

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Research Paper

Practical implications

The findings suggest that when organizations face difficulties implementing empowerment, there are other options, such as team coaches, at their disposal to help empowerment take hold. Furthermore, results also suggest that in such instances, an outsider (such as a team coach) may be best able to move teams forward toward an empowered state. Indeed, the focal organization's introduction of team coaches appears to have helped propel the empowerment initiative forward.



And if we go for this particular concept what are the practical implications are there, and then to focal organization introduction of team coaches to have helped to propel the empowerment initiative forward.

(Refer Slide Time: 30:44)

Case Study : Frederick W. Smith—FedEx

- FedEx has built what is the most seamless global air and ground network in its industry, connecting more than 90 percent of the world's economic activity.
- According to its founding CEO Fred Smith, teamwork and team leadership deserves much of the credit. FedEx has expanded far beyond what Mr. Smith started in 1971. With annual revenues of \$43 billion, FedEx has continued to strengthen its industry leadership in global transportation services.
- With growth have come difficulties of coordination, maintaining efficiency, meeting customer expectations, & managing employees.
- Smith realized that a rigid hierarchy of command-and-control leadership would only magnify these difficulties.



Image Source: <https://logos-world.net/fedex/logo/>



Case Source: (Lussier & Achua, 2016)

This is the case study as usual that is the Frederick W. Smith FedEx case study is there, and this is talking about that is the how hierarchy and command and team structure that is affecting on the team performance is there.

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Case Study (Cont.)

- To give his employees the flexibility and freedom they need, Smith decided to restructure FedEx by emphasizing the team approach to getting work done.
- CEO Smith directed his executive team to create and empower more teams by giving them the authority and the responsibility to make the changes needed to improve productivity and customer satisfaction throughout FedEx system.
- An example of the successful implementation of Mr. Smith's vision can be found in Springfield, Virginia. With strong support from their managers, employees formed the Quality Action Team to overhaul their package-sorting techniques.
- The improvements they introduced put couriers on the road 12 minutes earlier than before and halved the number of packages they delivered late.



Case Source: (Lussier & Achua, 2016)

So, improvements they introduced put couriers on the road 12 minutes earlier than before and halved the number of packages they delivered late.

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Case Study (Cont.)

- FedEx inspires its more than 300,000 team members to remain “absolutely, positively” focused on safety, the highest ethical and professional standards and the needs of their customers and communities.

Questions

- Q1)** What type of teams does FedEx use? Provide evidence from the case to support your answer.
- Q2)** Describe the role FedEx managers play in facilitating team effectiveness.
- Q3)** What motivates the members of FedEx to remain highly engaged in their teams?
- Q4)** Leaders play a critical role in building effective teams. Discuss how FedEx managers performed some of these roles in developing effective teams.



Case Source: [Lussier & Achua, 2016]

So, this is the case study on basis of this case study these are the questions. What type of the team does FedEx use? Provide evidence from the case to support your answer. Describe the role of FedEx managers play in facilitating team effectiveness. What motivates the members of the FedEx to remain highly engaged in their teams? Leaders play a critical role in building effective teams, and discuss how FedEx managers perform some of these roles in developing effective teams are there.

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Book Recommendation

The 5 Roles of Leadership: Tools & best practices for personable and effective leader

Authors: Wladislaw Jachtchenko
Publisher: Remote Verlag;
(June, 2021)
Language: English
Paperback: 174 Pages
ISBN-10: 1955655170
ISBN-13: 978-1955655170



Image Source: <https://www.amazon.com/Roles-Leadership-practices-personable-effective/dp/1955655170/>

And this is the book recommendation, the 5 roles of leadership’s tools and best practices for personable and effective leader are there.

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Book Recommendation

In this book, Author explored 5 roles of successful leaders:

Role 1: The charismatic and convincing communicator!

Role 2: The always efficient and effective manager!

Role 3: The motivating team leader who knows how to delegate!

Role 4: The empathetic psychologist interacting consistently with each employee!

Role 5: The skilled problem solver who manages conflict and implements change!



Image Source: <https://www.amazon.com/Roles-Leadership-practices-personable-effective/dp/1955655170/>

So, in this book we find that there are these explore the five roles of successful leaders. The charismatic and convincing communicator and the always efficient and effective manager the motivating team leader who knows how to delegate? The empathetic psychologist interacting consistently with each employee and the skilled problem solver who manages the conflict and the implements change is there.

So right from the role of the communicator, efficient and effective manager, delegation role of the delegation, I also have been the psychologist, and a problem solver that we manage the conflict and implementation the change is there. So, by reading this book also you will I am sure you will get the relevant in important input.

(Refer Slide Time: 32:40)

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These are the references from where this literature has been taken and you can go further in details for reading this particular literature is there this is all about this session thank you.

Leadership and Team Effectiveness
Prof. Santosh Rangnekar
Department of Management Studies
Indian Institute of Technology – Roorkee

Lecture – 41
Leader Actions That Foster Team Effectiveness

In this particular session, we will talk about the leader's actions that foster the team effectiveness and since some sessions, we are already understanding the role of leadership and the team effectiveness is there.

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CONTENTS

- Hill Model of Team Leadership
 - Leadership Decisions
 - Leader Actions
 - Team Effectiveness
- Components of Team Effectiveness
- Indicators of Effective Teams
- Applications of Hill Model of Team Leadership
- Research paper
- Case study
- Book recommendation
- References



Image Source: <https://www.dreamstime.com/successful-team-work-concept-pyramid-business-people-leader-holding-light-bulb-top-leadership-teamworking-creative-image130075007>



In this particular context, we will talk about the hill model of the team leadership, leadership, decisions, leader actions, team effectiveness, components of team effectiveness, indicators of effective teams, application of field model of team leadership and as usual, the research paper case study and the book Recommendations are there.

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"If your actions inspire others to dream more, learn more, do more and become more, you are a leader."

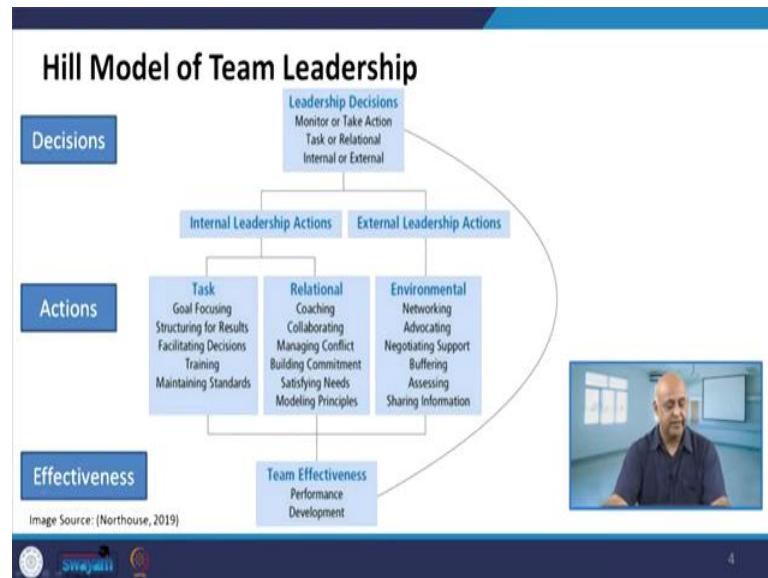
-John Quincy Adams



So, if your action inspires others to dream more, learn more, do more, and become more. You are a leader is there. So, therefore it is not like this it is you are at the one position and there is a title and a big title is there. Heavy title and then you are a leader it is not necessary wherever you are in the group and then in the people are getting inspired by you. And you make them to dream. So, they learn more.

So, therefore, according to John Adams that he talks about that is, "You are a Leader". So, John Quincy Adams has mentioned this particular thing. That is the please do not look for any particular position or title and one can be the leader by his actions actually.

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Then hill model of team leadership talks about the decisions, actions and effectiveness. Whenever we are talking about the leadership decisions that is the monitor or take action task

or the relational, internal or external is there. So, therefore, in that case, always whenever we are talking about the leadership decisions then they are the monitor always because they have to take action.

You see that whenever you are talking about yesterday, today or tomorrow. You have to take a decision. If this is a situation that was yesterday, this is a situation for today or this is a situation for tomorrow. Then, in that case, you have to take that particular decision is to be there. Now, this can be related to the task or relational is there? So, if you remember, we have talked about the fiddler's model.

And in fiddler's model we have talked about that one there are 2 types of leaderships. Task oriented or relationship oriented is there. Then according to the situation, you have to decide which type of the leadership you want to take then the internal or the external is there. So, internal leadership actions that will be including about these tasks that is the goal focusing, structuring for results, facilitating decisions, training and maintaining the standards are there.

So, these are the normal tasks which a leader has to take the decisions are there. And in the case of the relational leadership, one what he has to do that is the coaching, collaborating, managing conflict, building commitment, satisfying needs and the modeling principles are there. Therefore, in that case, whenever this type of the relational shape is there, so, he has to play a different role.

Role of a coach, role of a collaborator and then manage the conflict as per the right strategy, so that the conflict has to be resolved. Building commitment is there and then satisfying the needs are there so, satisfy the needs and modeling principles that is the what type of the principles you want to develop and external leadership actions will be that is about the environment will be there.

So, what exchange will be there networking is required. So, here according to the Kuhn's book, here I would like to refer that is the whenever we are talking about the networking, so, successful managers, successful managers are having the highest that study in Kuhn's book has mentioned that is the successful managers are having the highest networking capabilities.

And the effective managers are having as comparatively the successful managers and that is low. And the average manager is having the least percentage of the networking is there. But what is required is your networking. If your networking is strong then definitely you can go for this type of environment to meet the environmental challenges. Advocating is there.

So, there you are supposed to make the logic, arguments discussions, and negotiating the support we have discussed this thing as negotiating support in the role of a leader as a negotiator in earlier session. So, if you are a good smart negotiator, so, you will be able to control the environment, you will not let it be spoiled. And the buffering is there in any situation that is the Jugaad or Indian style we can say the assessing that is assessment is to be there and sharing the information.

And effectiveness is concerned that will be the team effectiveness and it is related to the performance and the development is there. So, overall performance of the team that will be high and the development will also take place into the team efforts are there.

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Leadership decision

Decision 1 : Should I monitor the team or take actions?

❖ Leader Can :

- Diagnose, analyze, or forecast problems (Monitoring) or taking immediate action to solve a problem
- Which problem need interventions
- Make choices about which solutions are the most appropriate

❖ Effective Leader have the ability to determine

- What interventions are needed, if any to solve team performance



So, should I monitor the team or take action. So, the leader can diagnose, analyze or forecast the problem, monitoring or taking the immediate action to solve a problem is there. And here we will see that is this diagnosis and analysis. So that is about a decision-making model, in the case of the leadership decision-making model you have to first find out two many alternatives are like, for example, in the diagnosis.

In the diagnosis you are having the A, B, C and D. So, therefore, these four options are there. So, in the four options which option is the right one and here you will find that is the you have to analyze, find out or evaluate the options or alternatives and decision-making model I am talking. So therefore, in that case, before taking the decision, you have to do the analysis, so, somebody will some factors will score 7, 8, 6, 5, so or forecast the problem are taking immediate action to solve a problem.

So, if your immediate action has to be taken out of these four options which option would you like to select if it is the 7, 8, 6, 5. So then definitely for 8, so, option B. So, therefore, in that case we have to find out the alternatives, diagnose the alternatives, analyze and then take the immediate action to solve a problem. Which problem need interventions?

Now, you see now this is the solution but this may be a theoretical solution. And then, in that case, you need the interventions are legal. What will be the interventions? It will be social, political, economical, legal and technology. So, whichever the intervention which will work, you go for that make choices about which solution are the most appropriate. Now, this is also possible that is the 8 is high in case of the ROI is concerned.

But, the practically it requires the investment of training technology. You may not like to go for it, so then what you will do, the social. Social is there with this 7, so which one you will obtain. What I want to tell you that is consider all the dimensions and make the permutation and combination. When you will make the permutation in combination then you will come with the right solution.

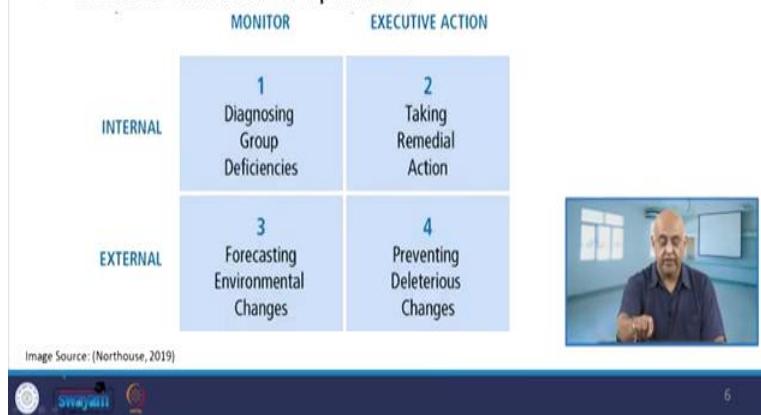
So, to come to the right solution it is necessary that is you are having this particular aspect of the social, political, economical and then the on basis of this scientific. This is scientific, this is an art and you mix the science and art. So, then you will get that is your management. Effective leader has the ability to determine what interventions are needed if we need to solve team performance which I have already talked about it.

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Leadership decision (Cont.)

Decision 1 : Should I monitor the team or take actions?

❖ McGrath's Critical Leadership Functions



Should I monitor the team or take actions? McGrath's Critical Leadership Function is here. It is talking about that is the diagnosing group deficiencies. So therefore, in that case, what my group can do and what I it cannot do? So, there will be the in-group members. There will be personalities like horses, they will personality likes the cat, personalities like the dog, elephant and like this. So, therefore diagnose the group deficiencies. So, what one can do?

What one cannot do? So that will be the internal will be there and when you are taking the executing the action so, taking the remedial action and the preventing the deleterious changes. So, therefore, in that case we have to be also careful in taking the decision. That is, we should not take any decision which will be destructive. So, many times in the social problems what we say that is?

We say it is ok separation is the solution it is the best solution but is it the solution or not? That depends on situation. Actually, we cannot generalize but in general, whenever we talk about. So that separation or the breaking the team is not the right answer. No not right situation, you have to again go for the creating the team then you have to invest the time money and then get the person that is not also not sure.

Otherwise, again, there will be the separation. So, therefore, you what we have to prevent, prevent the deleterious changes. So, therefore, in that case, do not replace your team members if it can be accommodated. So, therefore avoiding accommodating, computing, collaborating and compromising. So, therefore, in that case, it is the collaborating, compromising, accommodating that can be options first can be considered if possible.

And so that will but in the case of the third, when we are talking about the external and monitor, is there forecasting environmental changes. So, therefore, in that case there will be the changes on basis of these changes, so, we will take the decision on the preventing the deleterious changes are there. So, definitely with the product time and as I mentioned yesterday, today and tomorrow.

You take the example of technology or social, any aspect you take so, yesterday it was different, today it is different, tomorrow it will be different. So, does it mean that is we should break the society? Does it mean that we should break the whole technology? No that will serve their its own purpose. So, therefore, in that case, prevent the deleterious changes are there.

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Leadership decision (Cont.)

Decision 2 : Should I Intervene to meet task or relational needs?

- ❖ Does the team need help in accomplishing its tasks, or does it need help in maintaining relationships ?

Task Functions	Maintenance Functions
Getting job done	Developing positive climate
Making decisions	Solving interpersonal problems
Solving problems	Satisfying members' needs
Adapting to change	Developing cohesion
Making plans	
Achieving goals	



SWAYAM

Should I enter in the mid task or the relational needs are there. So, getting job done so therefore it is helping maintain the relationship getting job done, making decisions, solving problems, adapting to change, making plans, achieving goals. So, therefore, here it is the task functions are there. So, but in the case, there is certain needs are there maintenance functions we have to adopt.

Developing the positive climate, solving interpersonal problems, satisfying members needs and the developing cohesion is there.

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Leadership decision (Cont.)

Decision 3 : Should I Intervene Internally or Externally

❖ Leader must:

- Determine what level of team process needs leadership attention :
 - Internal task or relational team dynamics, if :
 - Conflicts between group members
 - Team goals unclear
 - External environmental dynamics, if :
 - Organization not providing proper support to team



Image Source: <https://www.shutterstock.com/image-photo/concept-antonym-external-internal-wooden-1941138718>

8

In the decision 3, should I intervene internally or externally. Leader must determine what level of team process needs a leadership attention. So, internal task or the relational team dynamics. If conflicts between the group members are there then the team goals are unclear. So then, in that case it is not clear what to do? External environmental dynamics if organization not providing proper support to team.

So, in that case definitely, there you have to find out the interventions that is which intervention will work.

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Leadership Actions

Internal Task Leadership Actions

❖ Set of skills or actions leader might perform to improve task performance:

- Goal focusing (clarifying, gaining agreement)
- Structuring for results (planning, visioning, organizing, clarifying roles, delegating)
- Facilitating decision making (informing, controlling, coordinating, mediating, synthesizing, issue focusing)
- Training team members in task skills (educating, developing)
- Maintaining standards of excellence (assessing team and individual performance, confronting inadequate performance)



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Internal task leadership actions will be the set of skills or actions a leader might perform to improve the task performance goal focusing. Now, you see that is always this is most important point. Many times, I have seen that is the people are working together but they are

not goal focused first thing they are not aware of the; what is their goal is. And they create the problems themselves for the achieving achievement of the goal.

For example, and it is the particular task has to be accomplished. So, within time what is important is this? That is you take the people together, you avoid the conflict, and you are preventive, so, people are neither preventive. Not they are cooperating and as a result of which those who want to work, they are not able to work and if they are not able to work, results will be delayed.

And as a result of which they will be the no goal focus. And that is why this gaining agreement is very, very important. So, when here you see that is the in-management practices whenever you are deciding any goal, do not decide your own. There is about the goal and this is the goal and you have to follow. No, no involve the stakeholders, whenever you will involve these stakeholders, whatever the goal you decide that will be practical, achievable, realistic.

But in the case, when the people one person decides of his own without considering the problems of others suppose I have to construct a road. So, I have to involve all the stakeholders no. I have to involve the contractors, I have to involve the opinions of passengers, I have to involve the technical personnel, I have to involve the managerial personnel.

And then everybody will say that this will be the problem that if this is a problem, what will be the solution? So that that is the research is required. So, therefore, in that case that goal focusing is becoming the very, very important whenever a leader might perform to improve the task performance, he should be having the clarifying the goal. Second, is structuring for results, planning, visioning, organizing clarifying roles and delegating is there.

And these are the functions of a manager, planning organizing leading directing coordinating and controlling. So, therefore, these leadership actions will be there and that those skills, their functions which the manager is supposed to do that is the structuring for the results is very important plan properly. Now, the planning and controlling are the twin brothers. They go together. So, whatever you plan, how will you control it?

Otherwise, what will happen that is the when you want to clarify the roles. Roles will not be clarified. There will not be delegation. We have discussed the delegation and empowerment in length earlier. Facilitating decision making informing the controlling, coordinating, mediating, synthesizing, issue focusing is there. So therefore, whatever the decisions you are taking, so therefore that has to be coordinated and mediated.

Somebody has to take the responsibility. Somebody has to give the support and when they give the support and it is possible then you are synthesizing an issue focusing is there. But everybody will not be the competent enough. So, what you will do you will educate in developing them. So, training team members in the task skills they will be developed, maintaining the standards of excellence, assessing team and individual performance confirming in the inadequate performance.

So, managing team should be the standard of excellence. So, they should ensure that is the yes, whatever we are doing that is a no the best one.

(Refer Slide Time: 16:42)

Leadership Actions (Cont.)

Internal Relational Leadership Actions

- ❖ Set of actions leader needs to implement to improve team relationships:
 - Coaching team members in interpersonal skills
 - Collaborating (including, involving)
 - Managing conflict and power issues (avoiding confrontation, questioning ideas)
 - Building commitment and esprit de corps (being optimistic, innovating, envisioning, socializing, rewarding, recognizing)
 - Satisfying individual member needs (trusting, supporting, advocating)
 - Modeling ethical and principled practices (fair, consistent, normative)



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So, set of actions that is leader needs to implement to improve the team relationship is the coaching team leaders in interpersonal skills. And the collaborating, including the involving, managing conflicts and the power issues are there. So, here the leader is a coach we have talked in the previous sessions in the beginning sessions what is the role of a leader?

Is a coach also, unless and until you do not have that coaching approach and attitude no, mindset you cannot be a leader, collaborating is there? Are you able to collaborate or not,

including the involving managing conflict and power issues? That is the avoiding confrontation, questioning ideas and all building commitment and esprit de corps. So that is the false principle that we always talk about the esprit de corps.

So, therefore it is a team building, team effectiveness. So that is the building commitment is there and commitment cannot be built only by the words by actions. So, being optimistic, innovating, envisioning, socializing, rewarding recognizing. So, therefore, you will be having the team effectiveness. Satisfying the individual member needs, trusting supporting advocating is there.

Modeling ethical and principle practices, there is a fair consistent and the normative is there. So, whenever internal relationship or leadership, actions will be taken set of actions, leader needs to implement. So that the relationship between the leader and the team and among the team members also that will be having the improvements.

(Refer Slide Time: 18:27)

Leadership Actions (Cont.)

External Environmental Leadership Actions

❖ Set of skills or behaviors leader needs to implement to improve environmental interface with team:

- Advocating and representing team to environment
- Negotiating upward to secure necessary resources, support, and recognition for team
- Sharing relevant environmental information with team
- Buffering team members from environmental distractions
- Assessing environmental indicators of team's effectiveness
- Networking and forming alliances in environment



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Set of skills or behaviour leader needs to implement to improve environmental interface, with team. So, advocating and representing the team to environment arguments that is yes, this is the best and there are the logics are there. Negotiating effort to secure necessary resources and so, support and recognition for team. So, in that case, it is very important that is are having these all negotiating that power.

That is, the negotiation needs to be done, unless and until we will not be able to do the negotiation, it will not work. Sharing relevant environmental information with team. So,

whatever the team is information we want then we have to share with them. Earlier traditionally, what was there? There were a power distance and people were not sharing the information and team which is required by the team so, team was dependent.

And nowadays it is a delegation time. It is the independence time. It is not the time of that the control. So, therefore that is the sharing is there buffering team members from environmental distractions. So, whatever is future problems are there? Already you are taking care of that. Assessing environmental indicators of team's effectiveness what will be the effect on the environmental issues and networking and forming alliances in the environment is there.

(Refer Slide Time: 19:46)

Team Effectiveness

(Larson & LaFasto, 1989) suggested the following 8 characteristics of Team effectiveness

1. Clear, elevating goals

- Clear so that one can tell if performance objective has been met
- Is motivating or involving so that members believe it is worthwhile and important

2. Results-Driven Structure

- Need to find the best structure to achieve goals
- Clear team member roles
- Good communication system
- Methods to assess individual performance
- An emphasis on fact-based judgments



Larson and Lafasto, 1989, suggested the following characteristics of the team effectiveness, clear, elevating goals, results driven structure. So, clear, elevating goals, as I mentioned, there is, what is the performance? What are the objectives? And if the motivation is there, they will be able to achieve it. Resource driven structure is there find the best structure to achieve the goals.

Clear team members roles, good communication system, methods to assess individual performance and emphasis on the fact-based judgments is there.

(Refer Slide Time: 20:18)

Team Effectiveness (Cont.)

3. Competent Team Members

- **Components**
 - Right number and mix of members
 - Members must be provided:
 - Sufficient information
 - Education and training
 - Requisite technical skills
 - Interpersonal & teamwork skills
- **Team Factors** • **Core Competencies**
 - Openness • Ability to do the job well
 - Supportiveness • Problem solving ability
 - Action orientation
 - Positive personal style



Image Source: <https://www.shutterstock.com/image-vector/communication-concept-team-speech-bubbles-1680552674>

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The team effectiveness will be depending on this, the components right number and the mix of members. Members must be provided sufficient information. Education and training and whenever there are requisite technical skills are there then, interpersonal and teamwork skill will be always working. And therefore, in that case, these HR skills you no. So, job knowledge is very important but with the job knowledge, these HR skills are equally important.

What will be the team factors which is affecting? Openness, supportiveness, action oriented and positive personal style is there. So, leader has to be very, very positive towards the team. Core competencies are the ability to do the job well and problem-solving ability will be there.

(Refer Slide Time: 21:07)

Team Effectiveness (Cont.)

4. Unified Commitment

- Teams need a carefully designed and developed sense of unity or identification (team spirit)



5. Collaborative Climate

- Trust based on openness, honesty, consistency, and respect
- Integration of individual actions
- Leaders facilitate a collaborative climate by:
 - Making communication safe
 - Demanding & rewarding collaborative behavior
 - Guiding the team's problem-solving efforts
 - Managing one's own control needs



Image Source: http://www.clipartsuggest.com/collaboration-clip-art-hmpedit-image-KmhNz_clipart/

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There will be the unified commitment, so, teams need a carefully designed and developed sense of unity or identification that is a team spirit is there. And the collaborative climate is there on openness, honesty, consistency and respect will be there. Always collaboration is required is a always talk about that is in the team effectiveness. It is not the one person if the even leader is thinking that he can do alone.

We have discussed many theories models. It is not possible for leader alone to do something and what who is the leader? Who is having the followers? So then, when there are followers there is a leader, so, there will be team, so this collaborative climate is very much necessary. So, there is a demanding and rewarding collaborative behaviour, so that the team's problem-solving efforts are to be managed. So, managing one's own control needs is very, very important is there.

(Refer Slide Time: 21:52)

Team Effectiveness (Cont.)

6. Standards of Excellence

- Regulated Performance
 - Facilitates task completion and coordinated action
 - Stimulates a positive pressure for members to perform at highest levels
- How Accomplished
 - Requiring results (clear expectations)
 - Reviewing results (feedback/resolve issues)
 - Rewarding results (regard good performance)

7. External Support and Recognition

- Teams supported by external resources are:
 - Given the material resources needed to do their jobs
 - Recognized for team accomplishments
 - Rewarded by tying those rewards to team members performance, not individual achievement



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Now, this is a very interesting point, dear friends that is the standards of excellence. What is the benchmarking practices are there? So, whenever we talk about the project management, we talk about the, whenever we are talking about the organizations like NTPC and all so, they we understand. That is the how these our organizations are doing their best and that is a standard of excellence is there.

And whenever there is an excellence then definitely, we should know the definition. Definition means benchmark. So that is the what requiring results are the clear expectation? But this expectation designing of this expectation. My submission is this in addition to these

points that is the that is the benchmark. What will be your benchmark that you have to decide?

And the external support and recognition environment organizational environment is to be there and is needed to do their job, recognize for the team accomplishments, rewarded by tying those rewards to team members, performance and not the individual achievement is there.

(Refer Slide Time: 22:57)

Team Effectiveness (Cont.)

8. Principled Leadership

- Influences team effectiveness through four sets of processes (Zaccaro et al., 2001)
 - Cognitive** - Facilitates team's understanding of problems confronting them
 - Motivational** - Helps team become cohesive & capable by setting high performance standards & helping team to achieve them
 - Affective** - Assists team in handling stressful circumstances by providing clear goals, assignments, & strategies
 - Integrative** - Helps coordinate team's activities through matching member roles, clear performance strategies, feedback, & adapting to environmental changes



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Whenever we are talking about the principal leadership is there that is a cognitive understanding of problems. So, influence stream effectiveness through the four sets of processes, as per the Zaccaro et al., in 2001, is given. There is a motive cognitive, motivational, effective and integrative there. So, understood problems conferring them motivational is there.

So that themselves are keeping the high-performance tenders which I was talking. And affective is there handling stressful circumstances by providing clear goals, assignments and strategies. Integrative is their teams' activities through matching member roles clear performance is feedback interrupting the environmental changes are there.

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Components of Team Effectiveness

❖ Task Performance

- Is the degree to which the team's output meets the needs and expectations of those who use it



❖ Group Process

- Is the degree to which members interact or relate that allow the team to work increasingly well together over time



❖ Individual Satisfaction

- Is the degree to which the group experience, on balance, is more satisfying than frustrating to team members

Image Source: <https://www.marketing91.com/people-management/>

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As well task performance team effectiveness is concerned. Task performance group process and individual satisfaction is very important. So, teams' outputs are there meets the needs and expectations of those who use it. Group process is there to which the members interact or they relate there, allow the team to work increasingly well together over time. Individual satisfaction is there the group experience on balance it is more satisfying than the frustrating to the team members is there.

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Indicators of Effective Teams

- ❖ **Team Norms** – Acceptable standards of behaviour shared by the team members
- ❖ **Team Cohesiveness and interdependence** – The extent to which team members can band together and remain committed to achieve term goals
- ❖ **Team Composition** - Focuses on diversity in knowledge, background and experiences of team members
- ❖ **Team Structure** – Refers to interrelations that determine the assignment of tasks, responsibilities, and authority
- ❖ **Team Creativity** – Creation of a valuable, useful and novel product, service, idea, procedure or process carried out via discovery rather than a predetermined step-by-step procedure.



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So, finally, we come to the indicators of these effective teams, so, team norms are there. So, acceptable standards of behaviour and the shared by the team members are there. So, whenever we are talking about these indicators, whether there are the proper indicators or not, so that is the whatever the high level of standards benchmark you decided no and that is the acceptable standard of the behaviour is.

So, therefore, as we talk about the under the standards for the technical efficiency and effectiveness of productivity. Similarly, we have to make the acceptable standards of the behaviour also. And every member should know what is acceptable here and what is not acceptable. Team cohesiveness in the interdependence is there to which the team members can band together and remain committed to achieve team goals are there.

Team composition is their knowledge, background and experience of the team members are there. So, therefore that they have to create that is the team composition is required. Team structure, inter relations that determine the assignments of task responsibilities and authority is there. And therefore, the team structure that has to be developed. Team creativity, creation of valuable, useful and novel products service idea procedure is process.

So, therefore, in that case it is the creativity of the team. So, definitely the cohesiveness and interdependence is there and whenever we are talking about that structure and I have mentioned about that structure. Assignments of the task organization structure. So, role and responsibilities that is very, very important team creative useful in the novel products.

So, therefore that will be there, it is a predetermined step by step procedure team creativity will be there.

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Indicators of Effective Teams



- ❖ **Team Leadership** – Presence of a team leader who is ready to Lead the team members to be a part of the team to achieve the determined goals and objectives.
- ❖ **Organizational Support**– The extent to which the team have support form the top management



Image Source: https://www.123rf.com/photo_47073227_startup-teamwork-team-leader-office-meeting-room.html

So, this ultimately a team leader who is ready to lead the team members to be a part of the team to achieve the determined goals and objectives. Now, this is also important now many

times this is fact that the leader does not want to lead the team. This also happens because by force, he is not by choice he is by force the leader. Organizational support to which the team have support from the top management is there.

So that is the external environmental factors whenever these external environmental factors and these indicators will be there, so then here we will find that is the ultimately that is a team leader or that team has been successfully led by the leader effectively is there. So, what is the application of the hill model of team leadership? So, there are many ways to apply the team leadership model to increase the effectiveness of organizational teams.

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Applications of the Hill Model of Team Leadership

- There are many ways to apply the team leadership model to increase the effectiveness of organizational teams.
- The model is useful in helping the leader make decisions: Should I act? If so, how should I do so? For example, if the team is not performing effectively (team effectiveness), then the leader can make the first strategic choice by monitoring the situation or acting to improve team functioning.
- If an action seems warranted, then the leader needs to decide whether the action should be directed inward toward team functioning, outward toward the environment, or both.
- Once the context for the action is determined, then the leader needs to choose the most appropriate skill for the situation from his or her behavioral repertoire.



The model is useful in helping the leader make decisions. Should I act actions? Should I decisions actions? So, if so, how should I do? For example, if the team is not performing effectively then leader can make the first strategic choice by monitoring the situation to improve the team functioning is there. If an action seems warranted then the leader needs to decide whether the action should be directed inward towards team functioning.

And the outwards towards the environment are both is there. Once the context for the action is determined then the leader needs to choose the most appropriate the skill for the situation from his or her behaviour repertoire is there. So, therefore, in that case that the actions which are required, that what is warranted and then he has to perform that particular action is there.

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Research Paper

Team Performance Management
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Purpose

This study aims to investigate the relationships between social skills, motivation and empathy (emotional intelligence components) and transformational leadership in Greek organisations giving emphasis on supervisor-subordinate interaction on a team basis. In particular, this study aims to investigate employees' perceptions regarding their supervisor's emotional intelligence as well as transformational leadership.



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As usual, this is the research paper relationship between the emotional intelligence and the transformational leadership of the supervisors is there. So, therefore in it is a very interesting paper, because whenever we are talking about and it is the relationship task, relationship actions that team effectiveness decisions. So, therefore that emotional intelligence is very very important.

And the leader should have the transformational leadership of the supervisors. And if he is having that we have talked about this transformational, charismatic, transactional, task oriented, relationship oriented, different steps of the leaderships we have discussed. So that here it is required will be that and this paper is talking about, the transformational leadership is there.

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Research Paper

Design/methodology/approach

Participants were 267 managers working at various functional units and different hierarchical levels. Data were collected by means of questionnaires in a series of face-to-face structured interviews regarding subordinates' perceptions for the following: supervisors' emotional intelligence; and transformational leadership..

Findings

Results provided support for the model which suggests that supervisors' emotional intelligence components such as social skills, motivation, and empathy are positively associated with transformational leadership increasing team effectiveness with subordinate.



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And the support for the model which suggests that supervisors' emotional intelligence components such as social skills, motivation and empathy are positively associated with the transformational leadership is there. And therefore, in that case here that your social skills, social means, love and affection, belonging skills are very important. That is the organizational citizenship behaviour will be the part of the social skill will be there.

Motivation is there intrinsic and extrinsic motivation both will require and the empathy, that this is all about the emotional intelligence components are there. So, self awareness, self regulation, empathy socialization so, therefore, in that case and motivation. So, therefore, these positively associated with the transformational leadership, is there. If you are self-aware, know your sort, you are having the self-regulation.

So, the how to control yourself. Then you have the empathy, the concern for others, so, your team members. So, therefore, in that case you are able to monitor that you are having the socialization with them. That is the yes social skills are you important. So, a result of it that you will do? That easy you will be having the motivation to lead them and it is a positively associated with the transformational leadership.

So, when, you are having all these emotional intelligences, dimensions, definitely you will be leading to the under transformational leadership will be there.

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Research Paper

Research limitations/implications

Data were collected from convenience samples that might limit generalisability of results. Implications for management are discussed including the need for supervisors to use emotional intelligence competencies and transformational leadership, so that their subordinates are empowered to participate and increase team effectiveness.

Originality/value

This study contributes to our understanding of the linkage among emotional intelligence and transformational leadership of supervisors in Greek organisations and the impact on teamwork with their subordinates.



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So, linkage among emotional intelligence and transformation and leadership of the organizations and the impact on the teamwork and with their subordinates. This paper is talking. As usual, they will be the naturally, the limitations are there.

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Case Study : Can This Virtual Team work?

- Jim Towne heads a newly formed information technology team for a major international corporation. The team is composed of 20 professionals who live and work in Canada, the United States, Europe, South America, Africa, and Australia. All members of the team report to Jim.
- The team is a virtual team connected primarily via videoconference, group decision-support software, email, text, and telephone. The team has met twice in a face-to-face setting to set goals and plan. All of the team members are quite competent in their respective technical areas.
- Some team members have a long and valued history with the company; others have recently joined the company through a corporate merger. The team members have never worked together on any projects.



Case Source: (Northouse, 2019)

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And here we can use this paper for the purpose of developing the effective team leadership.

Now, this is a case study. Can this virtual team work?

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Case Study : Can This Virtual Team work? (Cont.)

- The task of the team is to develop and implement technology innovations for all global business units.
- The team members are excited about the importance and the innovative nature of their assignment.
- They respect each other and enjoy being part of this team. However, the team is having difficulty getting off the ground, and the members report being extremely overloaded.
- Most team members travel to business sites at least two weeks each month.
- The travel is important, but it causes team members to get farther behind.



Case Source: (Northouse, 2019)

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Case Study : Can This Virtual Team work? (Cont.)

- The team has one half-time secretary, located in New York. Her primary responsibility is to organize travel and meetings of team members.
- Team members are working on several projects at once and have great difficulty finishing any of the projects.
- One team member has 500 unread email messages because each team member sends copies of all messages to everyone on the team.
- Jim is under great pressure to prove that this team can work and provide a valuable function to the organization.



Case Source: (Northouse, 2019)



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Case Study : Can This Virtual Team work? (Cont.)

Questions

Q1) Which of the eight characteristics of team effectiveness are lacking in this team?

Q2) Based on this analysis of team effectiveness, should Jim intervene at this time, or should he just keep monitoring the team? If you think he should take action, at what level should he intervene (internal or external)? If internal, should his action be task or relational?

Q3) What specific leadership functions should Jim implement to improve the team? Why?



Case Source: (Northouse, 2019)



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And therefore, in this case, you will find that certain situations have been given and at the end there are the questions which of the eight characteristics of the team effectiveness are lacking in this team. Whatever we have talked about based on this analysis of team effectiveness. Should you intervene at this time or should he just keep monitoring the team, if you think he should take action at what level should be the intervention, internal or external?

If internal should he stay can be task or relational oriented is there. What specific leadership function should Jim implement to improve the team and why?

(Refer Slide Time: 30:43)

Book Recommendation

The 13 Key Performance Indicators for Highly Effective Teams

Authors: Allam Ahmed
George Siantonas
Nicholas Siantonas

Publisher: Routledge
(December 2007)

Language: English

Paperback: 176 Pages

ISBN-10: 1906093075

ISBN-13: 978-1906093075

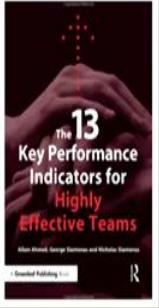




Image Source: <https://www.amazon.in/Performance-Indicators-Highly-Effective-Teams/dp/1906093075>

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This is what you can refer to and the final, this is about the book which we always refer. One book and the thirteen key performance indicators for a highly effective team are there and I am sure that is this book will be helping you to understand more in detail that is the how and when and where. This you will be able to make your team highly effective with the high standard performance is there.

(Refer Slide Time: 31:11)

Book Recommendation

- This book outlines the challenges faced by both team leaders and team members in 21st-century workplaces.
- It proposes 13 key performance or "team health" indicators for highly effective teams based on research data collected from a large range of industry sectors, team sizes and organisations in the UK.
- It contributes to the understanding of the nature and functioning of team cohesiveness by describing teamwork as a multi-component variable and identifying the factors that impact on teams and the implications of teamwork for organisations.





Image Source: <https://www.amazon.in/Performance-Indicators-Highly-Effective-Teams/dp/1906093075>

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So, it contributes to understanding of the nature and functioning of the team cohesiveness. So, here it is the team health indicators. So, therefore, in that case, highly effective, whether your team is healthy or not or it is on oxygen and the ventilator so that you have to check. Industry sectors, team sizes and organizational and identifying the factors that impact on teams and the implication of team work.

So, these books, these research papers that will give you the idea actually in the direction. But then you have to make the relative and selective options so that what will be applicable and not only in the context of India, even in the context of your organization and not only in the all the unit, is of your organization. It is related to the unit only and it is not applicable to only your unit. This is applicable to your team only.

So, if you will make this you will be, you yourself will be identifying these indicators and then you can write a book also in that case.

(Refer Slide Time: 32:16)

Book Recommendation

- 1. Balanced Roles
- 2. Clear Objectives and Purpose
- 3. Openness, trust, confrontation and conflict resolution
- 4. Cooperation, support, communication and relationships
- 5. Individual and team learning and development
- 6. Sound inter-group relations and communications
- 7. Appropriate management/leadership
- 8. Sound team procedures and regular review
- 9. Output, performance, quality and accountability
- 10. Change, creativity & Challenging the status quo
- 11. Decision-making and problem solving
- 12. Morale
- 13. Empowerment



Image Source: <https://www.amazon.in/Performance-Indicators-Highly-Effective-Teams/dp/1906093075>

So, balance rule. These are the thirteen clear objective's purpose, openness, trust confrontation conflict, cooperation, support, communication relationships, individual and team learning and development, sound intergroup relations and communications, appropriate management leadership, sound team procedures, regular review, output performance quality and accountability, change creativity.

And challenging the status quo, decision making and problem solving, the moral, the moral is also that is the emotional moral I have talked about once in emotions that is moral emotions that is, your moral should be very high and the empowerment is there.

(Refer Slide Time: 32:52)

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So, this is all about. These are the references which you can refer for your further studies and for in detail you can go through these references for more understanding. Thank you.

Leadership and Team Effectiveness
Prof. Santosh Rangnekar
Department of Management Studies
Indian Institute of Technology – Roorkee

Lecture – 42
Offsite Training and Team Development

In this session, now we are going towards the different types of aspect. That is the offsite training in the team development and in this case, we will be discussing, does your team need training?

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CONTENTS

- Does your Team need Training?
- Offsite Training
 - Lecturing
 - Audio Video Techniques
 - Simulations
 - Case Studies
 - Pros and Cons of Offsite Training
 - Offsite Training & Team Development
 - Experiential "Team Building Games"
 - Research paper
 - Case study
 - Book recommendation
 - References

Image Source: <https://www.vectorstock.com/royalty-free-vector/off-the-job-training-concept-icon-vector-35841817>



OFF THE JOB
TRAINING



Offsite training, lecturing audio video techniques, simulations, case studies, role, playing business games, field trips is there. And the pros and cons of the offsite training, offsite training and the team development, experiential team building games and as usual, the research paper, case studies and the book recommendations will be there. And then they will be given these references also, so, you can make the further references for your detailed understanding.

(Refer Slide Time: 01:05)

“For the things we have to learn before we can do them, we learn by doing them.”

-Aristotle



“For the things we have to learn before we can do them, we learn by doing them” so that is a Aristotle. That is a learning by doing. So, we this we have talked in the previous session also always that is the; we have to learn what we can do? And we learn by doing them. So, therefore, both things are very, very important are there. That is the unless and until we do not learn, we can do them but how to learn so that is by doing only.

(Refer Slide Time: 01:40)

Does your Team need Training?

Symptoms of Ineffective Teams

- Loss of Production
- Increase in grievances or complaints
- Evidence of hostility or conflicts among the members
- Confusion about the assignments and relationships
- Decisions misunderstood or not enacted
- Apathy and general lack of interest
- Lack of initiative, innovation, or effective problem solving
- Ineffective meetings
- High dependency on the leader



Now, I will say that is whenever the team is formed, so, we are matching the team's personality traits on this skills, different skills. So that is the job knowledge, skills, HR knowledge then conceptual, analytical, nowadays analytical and especially the designing. Now, whenever we are talking about the symptoms of the ineffective teams so, this will be the technical grievances or complaints.

This will be the HR evidence of hostility or conflicts among HR confusion about the assignments and the relationship is there. So, it will be technical plus HR decisions misunderstood or not enacted. So, therefore, conceptual. Apathy and general lack of interest. So, therefore, HR lack of initiative, innovation or effective problem solving that is the analytical and the designing skill is there.

So, if you are not able to make the proper this analysis of your problem, then there will not be the problem solving will be not be possible. So, this analysis and the designing: Designing means what providing the solution to the problem. So, whenever you are giving the solution to the problem, then in that case you will be having the effective problem solving is there. So, we have seen by the different authors and different contents.

Ultimately it is a solution finder. So, are you here to create the problem or here to provide the solution? So, naturally we are here to provide the solution, so, we are here to provide the solution? But a solution to find out. It is not that easy, you know. If it is that easy, then there is no problem but the not getting the solution is a problem. So, if the problem has to be so, there is a solution is required.

So, then, in that case it is the creativity so therefore, for some people, the big problems are no problems for some people the small problem is a big problem. So, why it is so? It is because of the; their inefficiency to not to be having these designing skills. Design, designing and therefore, it is the creativity skills. Designing is not the cup of day of everybody, so, this is therefore, in that case some people were able to find out these solutions.

So, even in the toughest time, in the toughest time, they will come out a simple example. If an organization is not able to survive, what will be the solution either the close the organization? So, there will be many people who will say the close the organization. But some people will say the diversification of the business but for the diversification of business, money is not there.

That is why this organization is getting close, then how to manage the money so, outsourcing is to be done or creating the knowledge base organization. Because you are not having the money and then you have to run the organization. How will you run? By your tacit

knowledge your explicit knowledge, your consultancy. So, then you will not be having are they outsourced. And then somebody is having these this support.

Now that is called the co-optation, collaboration with others is compete even competitors in the economic recession. In 2009, I have seen that is this co-potation, collaboration with the competitors means the industries of the same nature they are collaborating. So, therefore, in that case, when, when we talking about this idea with on the Videocon or when we are talking about this, the Orange with idea and indent.

Then the sharing the geographical locations are there. Where they are working together and sharing the resources. So, therefore, in that case that is a problem solving is there in the economic decision, so, many organizations they had the collaborated and they have the ideas that in this tough time how we can work together. So that is called the co-potation is there or the collaboration is there. So, here it is but what is the? What was that?

That is the; they have come out with new ideas and they face the economic recession. So, therefore, in that case, this is a solution. So, high dependency on the leader is these of the ineffective team is there. So, if the ineffective meetings are there; there is a lack of initiative, innovation or effective problem solving. Then high dependency on the leader. Whatever you will say, we will do, sir, whatever you will guide that will we follow, sir.

No, you have to do your own in your own periphery. It is not that is crossing the periphery and taking the position of a leader. There will be few like this. I know that but it is becoming the very important that is high dependency on the leader is not to be there. So therefore, symptoms of the ineffective teams which we have talked about.

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Offsite Training or Off the Job Training

- Off the job training methods are conducted in a separate environment from the job environment; study material is usually supplied and the full concentration is on learning rather than performing.
- Offsite training usually include more general skills and knowledge useful for work, as well as job specific training.
- It can include methods like:
 - Lecturing
 - Case Studies
 - Audio Video Techniques
 - Business Games
 - Role Plays
 - Simulations
 - Field Trips



So, it will be very, very important that is the what is to be done. And the one of the solutions is this that is about the training. Now, the offsite training or off the job training of the obtaining methods are conducted in a separate environment. Now, like you are studying this particular subject. I am sure that is the most of you must be the working executives or the professionals, maybe the professional qualifications you want to get and you want to go into the profession naturally.

And that is why you opted for this particular course or my another course is that is a training of trainers is concerned. So, therefore, why so, there is an offsite training, off the job training is there. So therefore, you are having the already certain tasks to do and therefore, in addition to that maybe the; your education may be your job. So, therefore, you want to go to get trained through this particular courses.

So, like this is the off the job training is very, very important is there. And actually, this is a separate environment is there from your regular environment? So, study material is easily supplied and the full concentration learning rather than the performing is there. So, offsite training usually includes more general skills and knowledge useful for work, as well as the job specific training is there.

So, whatever I am talking to you, I am not talking to you definitely the specific with your job but in general. So therefore, off the job training is in the classroom training is where they are talking about the in general, training is there. So, if, how it is done, lecturing audio, video techniques, role plays, field trips, case studies, business games and the simulation is there.

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Lecturing

- Trainers communicate with spoken words which they want the trainees to learn, it is primarily one way communication of learned capabilities from trainer to audience
- It is a verbal presentation for a large audience. The lectures have to be motivating and creating interest among trainees.
- Now a days, speakers also promote some way of interaction by the audience, usually in form of question answers which are preferably taken at the end of whole lecture or at end of different sections within the lecture

Image Source: <http://clipart-library.com/clipart/1143592.htm>



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Now, the lecturing is concerned like we are doing. So, trainers communicate with spoken words which they want the trainees to learn, it is primarily the one-way communication of the learned capabilities from the trainer to audience is there. It is a verbal presentation for a large audience. So, therefore, you find by the one lecture you there are the number of people, those who are getting benefited and they are much more.

The lectures have to be motivating and creating interest among trainees. I am sure that is the by this studying this leadership and team effectiveness, you must be find it interesting and this lecturing method which might be helping you to your understanding and the purpose for which you are attending this particular course that has been served by. So, nowadays speakers also promote some way of the interaction by the audience.

Usually in form of question answers which are preferred assignments and all taken at the end of the whole lecture and then those who will be registered they will be giving the examination also. I hope most of you will be registering for this particular course for examination and at the end of the different sections within the lectures are there.

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Lecturing (Cont.)	
Merits	Demerits
It reinforces trainers credibility and authority	One way communication with relatively less participation or passive participation
Information is concentrated and organised as desired	The attention span of listener is normally 15-20 minutes
Efficient and Simple, lots of material can be presented within given time	Depends completely on trainers effectiveness and information.
Can be personalized easily.	A clear and rigorous verbal presentation requires a great deal of preparation and hence time consuming preparation.



So, therefore, in that case, this lecturing method but you see every method is having its merits and demerits is there. So, it reinforces trainers' credibility and authority. So that is, you all learn from professor Rangnekar and through NPTEL course. So that is the creating the credibility is there. Information is concentrated and organized as desired sessions are designed as per the best possible way efficient and simple.

So, lots of material can be presented within the given time is there can be personalized easily? So, therefore, there are different contexts are there. Where you can find out that what is useful for me. That way one way you can find out, one way communication with relatively less participation or the passive participation is there. So, naturally that is, I am having the just addressing you through this video lectures are there.

So, there will be the passive participation and the attention span of listener is normally 15 to 20 minutes. We have kept it to the 30 minutes. So, therefore because we believe in you and we feel that is the; you will be able to we listen me for half an hour continuously. However, you have that option in online. That is the after 15, 20 minutes you can pause and then again you can join depends completely on trainers, effectiveness and the information is there.

A clear and rigorous verbal presentation requires a great deal of preparation and instant consuming preparation is there. So, you will appreciate it is your all 60 sessions which have been prepared with the help of my research scholars and these different literatures, secondary data, primary data with those references that has been useful for you is there.

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Audio-Visual Techniques

- Includes overheads, slides and video.
- Video can be used for improving communication skills and customer service skills.
- It can also illustrate how procedures can be followed.
- It is normally used along with lectures to show trainees real life experiences and examples.



AV Room at IIT Roorkee



Image Source: https://counselling-cell-iitr.github.io/_ICFOAAAAAAADAAAAABAI

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Second, are the audio-visual techniques is there. So, overheads, slides and video is there like online training. The lecturing is done through these particular videos is there. So, videos can be used for improving the communication skills and customer service skills that you can use, also listed how procedures can be followed. And it is normally used along with the lectures, as I mentioned it is.

It is a combination of lecture and the videos is there. So, to show the train is real life experiences and the examples which we are giving and sharing with you with the help of on this particular these case studies. So therefore, they are the case, studies are not the stories case. Studies are the real-life experiences shared by somebody and published. So, therefore, in that case that is becoming the real-life examples.

That is how, in particular organization what is happened? how it is happened? So, therefore, in that case it is like here, you see, it is a heavy room at IIT Roorkee has been shown. That is how it is there. However, the technique which we are using. So therefore, you are comfortably online and then this tough time. When this course is recorded. So, therefore, you can see where hopefully, when you will watch this video, there will be no tough time.

Third wave will be over and everything will be normal. But then it will be conveniently you can refer.

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Audio-Visual Techniques (Cont.)	
Merits	Demerits
Trainers can review, slow down or speed up the lesson according to expertise of trainees.	Too much content for trainee to learn
It can be watched multiple times.	Important learning points of training can be confused by drama in the video
It gives exposure of equipment, problems and events that cannot be easily demonstrated, i.e. equipment malfunctions, angry customers or emergencies.	Overuse of humour or music



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So, but this is an example that is the how these lectures and it, with the help of the videos, lectures are used. But again, no method is complete it is having the merits and demerits. So, trainees can review slow down as I mentioned, if you hear me for continuously 30 minutes so great of you but if you cannot so, after 15 minutes, you can review a slow down and speed as a lesson according to the expertise of the trainees and times are available to you.

Because you may not have in the; at a stretch, that much time but this will be available to you. It can be watched multiple times so, in the first instance if it is not that clear, you can repeat it and then can understand. What were the points? What are the points which you want to again go into the listening for the purpose of understanding, it gives exposure of the equipment?

So, you are tech savvy and your young generation is the definitely that is much more tech savvy than me. So, therefore, the problems and events that cannot be easily demonstrated exposure of the equipment. So, it is equipment, malfunctions, angry customers or the emergencies are there. So, therefore, in that case, you can make the use of this particular audio-video techniques are there.

So, you can handle it later on, but too much content for training to learn. I do not know but I am sure that is this is not the too much content. But yes, if you will go through the different videos, then definitely it will be too much for you by the different speakers and resource persons. Important learning points of training can be confused by drama in the video.

So therefore, many times that might be the confusion but yes, you have the opportunity to get clarified from us overuse of the humor or music is there so, I do not know. That is the I have used but many times it. It is the means basically; it is a sound or noise that but thanks to the IIT Roorkee that are having a such a wonderful infrastructure arrangement. So that there is no such this type of the music or any type of the problem is there.

(Refer Slide Time: 16:36)

Simulations

- Aim to educate and inform in an exciting and memorable way, rather than purely to entertain.
- It is used to teach production and process skills as well as management and interpersonal skills.

Image Source: https://www.flightsafety.com/simulation_products/products/



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Now, it is very common is that is about the simulation is there and, in the simulations, it is the aim to educate. And now you see it is in the professional courses, this simulation has become very popular because one is that is, it is interactive. So, it is not that lecturing method so, therefore, aim to educate and inform in an exciting and memorable way and rather than the purely to entertain is there.

It is used to teach the production and process skills, as well as the management and interpersonal skill is there. So, therefore, in that case, whenever you are having the step of the simulation, so, on you will be improving your efficiency by production and process skills. So, there but simultaneously with the technical skills and job skills. You will be also be able, with the help of the simulation to develop the interpersonal skills is there. How that is? It is having the group activity basically.

(Refer Slide Time: 17:33)

Simulations (Cont.)

Merits	Demerits
Trainee can concentrate on learning without involving much risk.	It is an expensive method.
Interest and motivation are high as real job conditions are duplicated.	Need constant updating as new information about work environment is obtained
This method is helpful in cases where on the job training might result in a serious injury and destruction of valuable equipment and material.	
Example: Aeronautical industry	



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So, you are having the teams and in teams you are doing those simulations. So, on teamwork also, there are the number of simulation games are there which you can use. Trainee can concentrate on learning without involving much risk is there and interest and motivation are high as the job conditions are duplicated. This method is helpful in cases where, on the job training might result in a serious injury and the destruction of the valuable equipment and material is there.

So, like the aeronautical industry is one example has been given for the simulation game. It is an expensive method because the that same buying the simulation game is expensive. Need constant updating as new information about work environment is obtained.

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Case Studies

- Involves studying cases from all perspectives, analysing the various options available to the company for solving problems or address issues and arriving at most suitable answers.

Merits	Demerits
It promotes analytical thinking.	It may suppress the voice of average trainees as only those having analytical and vocal skills will dominate the sessions
It is acceptable to everyone as it deals with detailed description of real life situations	Preparation of cases involve expenditure and time and the outcome is not quite certain
It encourages open mindedness.	



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So, whatever the simulation game you are having in the past that you cannot use further, may not be useful for your next task. The case studies involve the studying cases from all perspectives. So, I am thankful to my team, my PhD. scholars. Research scholars those who have helped me, in the Rahul, Mohit and Nilesh and for the and the Anjali about the analyzing, the various options available to the company for solving problems.

So, they have given you these different case studies and we with our team. We have decided about the relevant case studies with the relevant session and addresses issues in arriving at the most suitable answers. But again, this method is also it promotes analytical thinking. It is acceptable to everyone as it deals with the detailed description of the real-life situations are there. It can encourage open mindedness.

So, therefore, everybody can have the answer on his own way. Own way means of his own knowledge background, academic background, social background, economic background, technological background specially. So therefore, in that case, the case study will be analyzed as per the individuals open mindedness it may suppress the voice of average trainees is only those having analytical and vocal skills will dominate decision.

But suppose we have the discussion on the case study. So, naturally those in the classroom normally what happens? There is those who are the good orator and good presenter so, what they do? They dominate the whole class. Naturally, they will be heard. So, those having energy and vocal skills will dominate the sessions and the preparation of the case involve expenditure and time and outcome is not quite certain is there that is whether it is really useful or not.

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Role Play

- Trainees act out roles given to them. It basically covers topics like employee-employer relationships, hiring, firing, conducting a post-appraisal interview.

Merits	Demerits
Trainees participate in entire proceedings and so they take interest and are involved.	Role playing may sometimes not adhere to the objectives of training program.
It develops skill in applying knowledge in areas of human relations.	The trainees may deviate from the subject being discussed and start giving unrelated examples and explanations
It brings about desired changes in behaviour and attitudes as the trainees are motivated to think	



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Role play is there, training act out roles given to them. In these all-training techniques, we have used in my data NPTEL lectures. TOT, I will advise you to please go through that the training of trainers' course that you will see. That is how these techniques have been used. Cover topics like employee-employee relationships, hiring firing conducting at the post appraisal interview is there.

So, trainees participate in entire proceedings and so, they take interest are involved. It develops skills in applying knowledge in areas of human relations. It brings about desired changes in behaviour and attitudes, as the trainees are there. And these are the demerit is for the role playing is because role playing is very, very interesting. So, there will be the case study, they will be the characters and the characters will be to be played by the somebody.

And then during my industrial training programs, also, I see and in the MBA classroom, also education class within the classroom also. I find it is a real role playing is really motivating people those who are participating in this type of activity. That in term is made deviate from the subject being discussed in this is a demerit and start giving unrelated examples and explanations are there, because now he has to play the role.

So, in that role playing, he may be deviating it will depend on the particular individual, whether he is playing the role correctly or not.

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Business Games

- It requires trainees to gather & analyse information to make decisions.
- Business games are primarily used for management skill development.
- Games stimulate learning because participants are actively involved and because games mimic the competitive nature of business.



Merits	Demerits
The game helps dealer to develop skills needed for business success	Factual information cannot be taught through this training
Participant must work as team	
Cohesive groups are developed	

Image Source: <http://www.thiag.com/games/2015/11/15/doc-co-creating-training-games>

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These are the business games together in analyze information to take decisions are there. So, business games are primarily used for the management, skill development and stimulate the learning because participants are actually involved and because games meaning the competitive nature of business is there. So, the game helps a dealer to develop skills needed for the Business success. Participant must work as team cohesive groups are developed and the factual information cannot be taught through this particular training is there.

(Refer Slide Time: 22:05)

Field Trip

- A fieldtrip or fieldwork or training in the field is a journey by a group of people to a place away from their normal environment. Purpose is to provide real life situations.

Merits	Demerits
<ul style="list-style-type: none"> • Field trips provide accurate information about objects, process & systems in the real settings. • Enthusiasm for field trips can be effectively transformed to effective learning. • Field trips provide students opportunities to utilize all senses for learning 	<ul style="list-style-type: none"> • Time consuming • Careful planning required • Transportation can be a problem • It is risky for the management.



Image Source: <https://www.flacademy.it/a-field-trip-for-trevi-group-employees-to-enhance-on-the-job-training-and-career-development>

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Now, this is the field trip is there? Training in the field is journey by a group of people to a place away from their normal environment purpose is to provide real life situations and they manage field trips, provide the accurate information about objects, processing systems in the real settings. Enthusiasm for the field trips can be effectively transformed to effective learning, field trips provide students, opportunities to utilize all senses for learning is there.

Demerits is, time consuming, careful planning required, transportation can be a problem, it is risky for the management is there.

(Refer Slide Time: 22:38)

Pros & Cons of Offsite Training and Team Development	
Pros	Cons
<p>Help the team to improve:</p> <ul style="list-style-type: none">• Perception that trust• Cooperation• Communication• Self Confidence• Teamwork	<ul style="list-style-type: none">• Team members may revert to old behaviors over time• Team members come and go, thereby diluting the experience for their group• Team members are sometimes exposed to harm or injury.

Image Source: <https://www.istockphoto.com/vector/pros-and-cons-for-business-gm119982089-343473152>



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So therefore, this type of the in the this professional courses the I have organized this type of these the field of visit trips during my that leadership academic program for the MHRD that IIT Roorkee has organized I as a copy I took to the these the participants that to these the Maruti plant and luckily I myself held the whole the visit into the Korea after 4 months. In 2018 I visited Maruti and 2019. I visited the Hyundai plant Korea

So, I could compare the both the automobile industries in India and Korea and through this field trips we learn so many things are there and especially the role of the artificial intelligence in automobile industries which I learned from there. Pros and cons of offsite training and team development help the team to improve perception did trust cooperation, communication self-confidence and the team building is there.

So, whenever we are having this type of these techniques it is helping us. And the team that develops this type of training develops the team understanding. Then, the concert team members may be able to old behaviours over time. Now, you learn these things and you watch this video and then but when you again go back to your workplace and then there may not be the change in your behaviour through this lecture.

So therefore, they may revert to old behaviour. They do not make the changes learning from this particular on this activity. So, team members come and go there by diluting the experience for their group. So therefore, that is the; who comes with you for full trip. Then again somebody else comes. The team members are sometimes exposed to the harm or injury. That is also the possibility. That is when you are going for the off-joy training.

So, then it will depend on that particular environment. Touchwood have I am doing this the offsite training myself and the taking the other trainees also. Since 1986, so, 35 years. So, from 35 years touchwood till today, during this offside training which a number of places continuously doing these things and the training in development and no harm or injury is there.

I took the MBA students also to the number of industries. So, there is a part of this. So, therefore, in that case, nothing has happened touchwood but yes that risk is there.

(Refer Slide Time: 25:38)

Offsite Training and Team Development

- Participation in experiential activities aimed at building teamwork and leadership skills
- Participants acquire leadership and teamwork skills by confronting physical challenges and exceeding their self-imposed limitations
- Emphasis is typically on building not only teamwork but also self-confidence for leadership.
- Outdoor training enhances teamwork by helping participants examine the process of getting things done through working with people.



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So, whenever we are talking of the offsite training in the team development in experiential activities aimed at the building team work in the leadership skills. Participants, acquire leadership and team work skill by confronting physical challenges and exceeding their self imposed the limitations. Emphasis is typically on building not only team work but also self confidence for leadership is there?

Yes, I can, I may, I can. So, therefore, you can outdoor training enhances teamwork by helping participants examining the process of getting things done through the working with the people.

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Experiential “Team Building” Games

There are multiple team building games which can offer various positive aspects for Teams. Here are some examples of interesting Team Building games

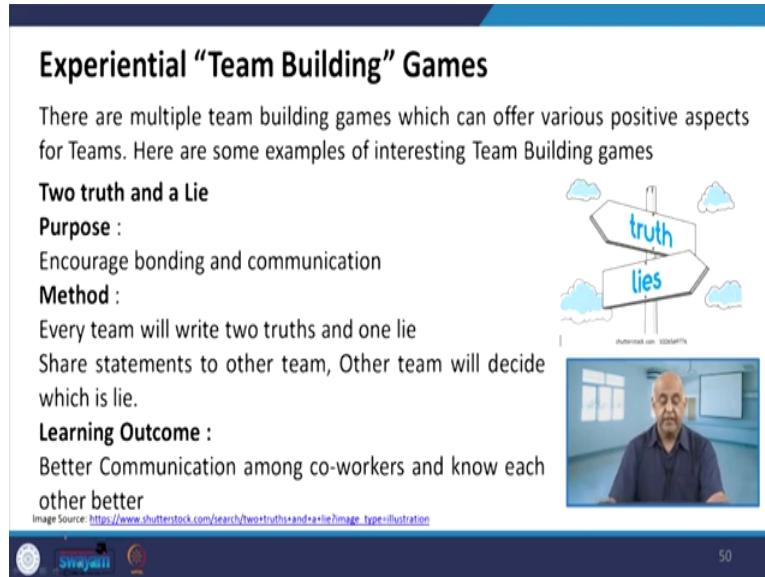
Two truth and a Lie

Purpose :
Encourage bonding and communication

Method :
Every team will write two truths and one lie
Share statements to other team, Other team will decide which is lie.

Learning Outcome :
Better Communication among co-workers and know each other better

Image Source: https://www.shutterstock.com/search/two+truths+and+a+lie?image_type=illustration



Then, the experiential team building games are there. So, there are multiple team-building games which can offer various positive aspects for teams. Here are some examples of interesting team building games two truth and a lie. So, encourage bonding and communication. method, every team will write two truths and one lie, share statements to other team.

Other team will decide which is a lie statement and learning a better communication among co-workers and know each other better is there.

(Refer Slide Time: 26:39)

Experiential “Team Building” Games (Cont.)

Game of Possibilities

Purpose :

Encourage creative thinking and have fun

Method :

A item (e.g. napkin) is given to each group. Each person in the group need to stand up and demonstrate the use of item creatively

Learning Outcome :

Better Communication among co-workers, experience different ways to solve problems and use resource effectively.



Game Of Possibilities



Image Source: <https://prezi.com/k7spwpqysqk/game-of-possibilities/>

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So, another team building game is the game of possibilities, encourage clear to thinking and have fun and method a time is given to each group? An item is given to each group napkins, for example, each person in the group need to stand up and demonstrate the use of item creatively. So therefore, it is a creative thinking is there. Better communication among co-workers' experience, different ways to solve problems and the use resource effectively is there.

(Refer Slide Time: 27:08)

Experiential “Team Building” Games (Cont.)

The Diversity Tree

Purpose :

To value and respect diversity at workplace

Method :

On a flip chart, each team need to draw a tree with names of the members. Every member need to write encouraging message on the tree.

Learning Outcome :

Instill mutual respect, recognition and positive thoughts among the team members.



Image Source: <https://www.stockphoto.com/vector/diversity-tree-hands-illustration-gm482950655-25264645>

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Then the diversity tree is there. So, valued and respect diversity at workplace on a flip chart, each team need to draw a tree with names and of the members. Every member needs to write, encouraging message on the tree. And the learning outcomes are in still mutual respect, recognition and positive thoughts among the team members is there. So therefore, in that case here you will find that is the; this step of the fillings is expressed.

(Refer Slide Time: 27:27)

Experiential “Team Building” Games (Cont.)

Each One Teach One

Purpose :
To make team member understand talent and needs of others

Method :
On a Paper, write name of the members with 3 headings – First impression, positive traits & suggestion for growth. Paper are folded and mixed in a bowl and in different rounds the every member have to select a paper a write about others.

Learning Outcome :
This activity helps the team member see themselves as other see them and reveals perception gaps and areas of growth. It also motivates member

Image Source: <https://twitter.com/eachteachph>



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Exponential, each one teach one. The purpose is the to make team members understand talent and needs of others. Write name of the members with three headings. First impression positive trait is and suggestion for growth and the paper are folded and mixed in a bowl and in different rounds. The every member have to select a paper write about others and the learning outcomes the activity helps the team members see themselves as others see them.

And reverse the perception gaps and areas of growth because whenever you are having this first impression, positive trait is and suggestion for growth. So, here you will find that is the they will be getting the each team member will be getting and reveal the perception gaps and the areas of growth. It also motivates the members also.

(Refer Slide Time: 28:23)

Experiential “Team Building” Games (Cont.)

Recall and Share

Purpose :
Sharing of knowledge and working in a team (Usually played after training event)

Method :
Team have 10 minute to recall and list as many skills they experienced throughout the training. Team share their opinion and other team may challenge their opinion

Learning Outcome :
Encourage teamwork and engagement. Instructor learn what was important to the group and how much retained after the training.

Image Source: <https://twitter.com/ahgra/status/1201629693469966336>



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Then they recall and share is there share your thoughts, sharing of knowledge and working in a team usually played after training event. And team have 10 minutes to recall and list as many skills they experienced throughout the training team share their opinion and other team may challenge their opinion. And encourage teamwork and engagement instructor learn what was important to the group and the how much are returned after the training is there.

(Refer Slide Time: 28:49)

The image shows the cover of a research paper titled "Reactions to outdoor teambuilding initiatives in MBA education" by Sheryl L. Shivers-Blackwell. The cover includes the Emerald logo, publication details (Journal of Management Development, Vol. 23 No. 7, 2004, pp. 614-630), author information, and a small video thumbnail of the author speaking.

Research Paper

Reactions to outdoor teambuilding initiatives in MBA education

Purpose

The purpose of this research is to evaluate the effects of teamwork attitudes, which looks at individuals' expectations of and prior experiences with teams, and team performance in an outdoor teambuilding initiative with respect to team viability in the classroom.

Sheryl L. Shivers-Blackwell
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And therefore, this is about the different games and so many games you can refer and play at your workplace and get yourself as a leader to coordinate these games or you can be also a part of these games and ask your superior to demonstrate on that or the HR department to demonstrate on these particular aspects. The reactions to outdoor team building initiatives in the MBA education.

So, therefore, in that cases to avoid the effects of the teamwork attitudes which look at the individuals, expectations of and the prior experience with teams and team performance in outdoor team building initiative with respect to team viability in the classroom is there.

(Refer Slide Time: 29:37)

Research Paper

Design/methodology/approach

Respondents were asked to give their attitude and perception toward Outdoor challenge training (OCT) one week prior to training and their impression about the training one week after training. This study examines the performance of 36 teams of MBA students ($N = 147$)

Findings

Results indicate that teamwork attitudes collected before the OCT are positively associated with team support, potency, intentions to remain in the team, and team survival. However, team performance in the initiative was not related to any of the team viability constructs.



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So therefore, this team building in MBA education that is becoming very, very important. Results indicate that teamwork attitudes collected before the outdoor challenge training, are positively associated with team support. Potency intentions to demand in the team and the team survival. However, team performance in the initiative was not related to any of the team viability construction is there.

(Refer Slide Time: 30:00)

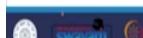
Research Paper

Research limitations/implications

A caution of the present research concerns inferences about causality. Correlational nature of this research and the small sample size does not permit causal statements to be made. The direction of causality needs to be sorted out and empirically substantiated in future research. Research is also needed to further investigate the role of consultants, facilitators, or mentors in the teambuilding process

Originality/value

This study was conducted to document whether or not the expense and time devoted to OCT by the business school was effective for teambuilding. To accomplish this task, both qualitative and empirical investigation was conducted



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So, as a result, there will be also certain limitations although and there will be this particular the concept which has been used here is there. And now this is about this case study the training, the under rated checklist is there.

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Case Study (Cont.)

- 66 Many of those infections are acquired when an IV line delivering medication becomes infected.
- Dr. Pronovost's checklist is simple and straightforward, including steps such as Doctors must wash their hands before inserting an IV, and the patient's skin must be cleaned with antiseptic at the point of the insertion.
- When Michigan hospitals put the checklist into practice, they not only saved over \$175 million in eighteen months because they didn't have to treat infections, but they saved nearly 1,500 lives!
- Such impressive evidence would seem to convert even the toughest critic of checklists, but the hospitals found the same truth that many trainers face.

Source: [DeCenzo & Robbins, 2009]



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Case Study (Cont.)

- Employees don't always comply with rules that are for their own good or for the good of others. They need to be convinced. It turns out that doctors are just as stubborn as production employees who refuse to wear safety goggles or a hard hat.
- Dr. Pronovost found that doctors don't like being told what to do. They resented being reminded of the checklist by the nurses who were put in charge of managing the checklists. The organizational culture of the hospitals, including the roles of doctors and nurses, got in the way of patient safety.
- Dr. Pronovost learned to overcome the resistance by bringing both doctors and nurses together in training and appealing to their common concern for patient health.

Source: [DeCenzo & Robbins, 2009]



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Case Study (Cont.)

- He asked, "Would you ever intentionally allow a patient's health to be harmed in your presence?" They'd say "Of course not." Then he would hit them with "Then how can you see someone not washing their hands and let them get away with it?" Saving lives, saving money. It's all in the training.

Questions

- Q1)** How can HR leaders overcome resistance to training?
- Q2)** How offsite training methods are better in organizations like hospitals?
- Q3)** Develop a checklist that would make a process more efficient or safe for your employer or college.
- Q4)** What is the best way to train an employee to use your checklist? How would you evaluate your training

Source: [DeCenzo & Robbins, 2009]



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I am sure that this will be also giving you the help and you will be able to answer the questions given at the end of this case study is. How can HR leaders overcome resistance to training. So, many people they have this perception that is that I do not need training or the training is not perfect and training is not required. So, now they are not ready to accept the training as such because it is about the understanding of every individual.

So, how offsite training methods are better in organizations like the hospitals are concerned and develop a checklist that would make a process more efficient as safe for your employer or college? What is the best way to train an employee to use your checklist? How would you evaluate your training is there.

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Book Recommendation

Team Games for Trainers

Authors:	Carolyn Nilson
Publisher:	McGraw-Hill Education; (June, 1993)
Language:	English
Paperback:	352 Pages
ISBN-10:	0070465886
ISBN-13:	978-0070465886

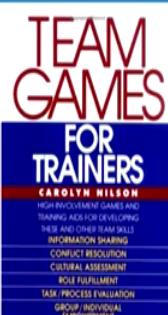


Image Source: <https://www.amazon.in/Team-Games-Trainers-McGraw-Hill-Training-ebook/dp/B001SE0QJ4/>



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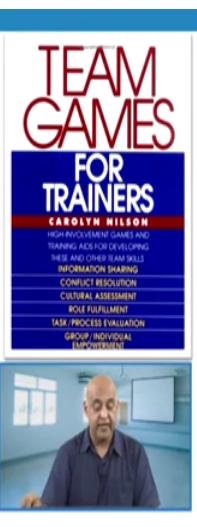
So, therefore, the checklist is there as a result, the. Finally, we come to the book recommendation and these are the team games for the trainers are there.

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Book Recommendation

- Team Games for Trainers contains 100 proven interactive games, exercises, and activities.
- Each game is self-contained, filled with templates, answer sheets, and clear explanations of the objectives and procedures and can be used by experienced trainers and novices.
- These games soften the rough edges of trying to work together in unfamiliar ways, create an atmosphere of collegiality, and form a bridge between training information and on-the-job application. Create effective teams with the Team Games for Trainers

Image Source: <https://www.amazon.in/Team-Games-Trainers-McGraw-Hill-Training-ebook/dp/B001SEQJ2A/>



And here this in this book, you will find 100 proven interactive games exercises and activities are given. Each game is self content filled with the templates answer sheets and clear explanations of the objectives and procedures for the experience, trainers and novices these games. Often the rough edges of trying to work together in unfamiliar ways create an atmosphere of the collegiality and form a bridge between training information and on the job application.

Create the effective teams with the team games for the trainers is there. So, like these other books also are there and this book will also be helpful to you. I am sure that is so you can develop and conduct your own training program at your workplace and increase the team effectiveness.

(Refer Slide Time: 32:06)

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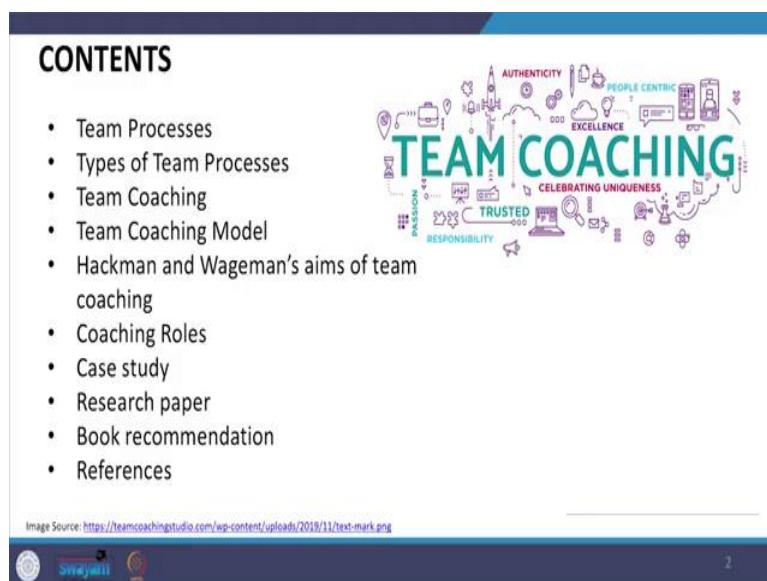
And these are the references for this particular chapter and session and definitely this will be. These references will be useful for your further studies in the detailing is concerned. Thank you.

Leadership and Team Effectiveness
Prof. Santosh Rangnekar
Department of Management Studies
Indian Institute of Technology – Roorkee

Lecture – 43
Understanding team Processes and Team Coaching

In this session, we will talk about the understanding the team processes in the team coaching is there. Under this session, we will have the team processes that is what is the team processes are there.

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CONTENTS

- Team Processes
- Types of Team Processes
- Team Coaching
- Team Coaching Model
- Hackman and Wageman's aims of team coaching
- Coaching Roles
- Case study
- Research paper
- Book recommendation
- References

Image Source: <https://teamcoachingstudio.com/wp-content/uploads/2019/11/text-mark.png>

Types of the team processes team coaching, team coaching model, Hackman and Wageman's aims of team, coaching, coaching roles and as a result, the case study, research paper, book recommendations and references is there. In the previous sessions we have talked about that is, the role of the leader is as a coach is there. That is a coaching is to be done. So now, whenever we are talking about the steam processes.

The different types of activities and interaction because the word is used is a process. So, definitely there will be the activities. So, it is not a single task oriented the process rather than it is the number of task is there. So therefore, in that case, it is the activities in that will be having between the team. And the ultimately, the goal is to making sure that is the team members they are able to interact with each other as much as possible.

In other words, team processes are the ways by which the teammates work together to achieve the common objective that I am sure that is the deal so, far. You are very clear that is, this is for this purpose of this team object use. So, processors can take multiple forms and interactions among the team members. For example, exchanging ideas or the setting goals are there and whenever there will be the interactions among the team members.

So, they will be going for this type of these, exchanging ideas is there. And the team members with their surroundings for instance, materials or information data necessary to complete a task. So that is becoming very, very important is there.

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Team Processes

- Team Process is a term that reflects the different types of activities and interactions that occur within teams and contribute to their ultimate end goals. In other words, team processes are the ways by which teammates work together to achieve common objective. Processes can take multiple forms.
 1. Interactions among team members (for example, exchanging ideas or setting goals);
 2. Interactions of team members with their surroundings (for instance, securing the materials or information that are necessary to complete a task);



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So, in this team processes because first is about the interactions among the team members is there. And then the interaction of the team members is there with their surroundings are there. If, in the both the cases, if they are able to make the proper activities number of activities, if the activities are properly designed then definitely in that case, they will be able to make this actions proper.

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Team Processes

3. Actions of a single team member that have direct or indirect implications for the remaining members (for example, seeking to understand colleagues' strengths and improvement opportunities, as well as the role of each person in the team).
 - Team processes are not about getting the work done, but rather about the interpersonal leverages teams can capitalize on to get the work done. You can look at team processes as the interpersonal context in which teams carry out their work.



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So, team process actions of a single team Members that have direct or indirect implications for the remaining the members are there. For example, seeking to understand the colleague's strengths and improvement opportunities. So, therefore, in that case, how to understand the colleagues' strengths are there and improvement opportunities are there. So, therefore, is, as the role of each person in the team is important.

They understand that is the role of each team member is very-very important. Team processes are not about getting the work done, but rather about the interpersonal leverages the team can capitalize on to get the work done is there. So therefore, in that case, it is becoming the very-very much necessary that is the interpersonal leverages are to be derived from this particular team processes.

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Team Processes

3. Actions of a single team member that have direct or indirect implications for the remaining members (for example, seeking to understand colleagues' strengths and improvement opportunities, as well as the role of each person in the team).
 - Team processes are not about getting the work done, but rather about the interpersonal leverages teams can capitalize on to get the work done. You can look at team processes as the interpersonal context in which teams carry out their work.
For instance, the act of coordinating your share of the work with your colleagues is a team process; whereas doing the actual work is not a process – it's simply work being carried out.

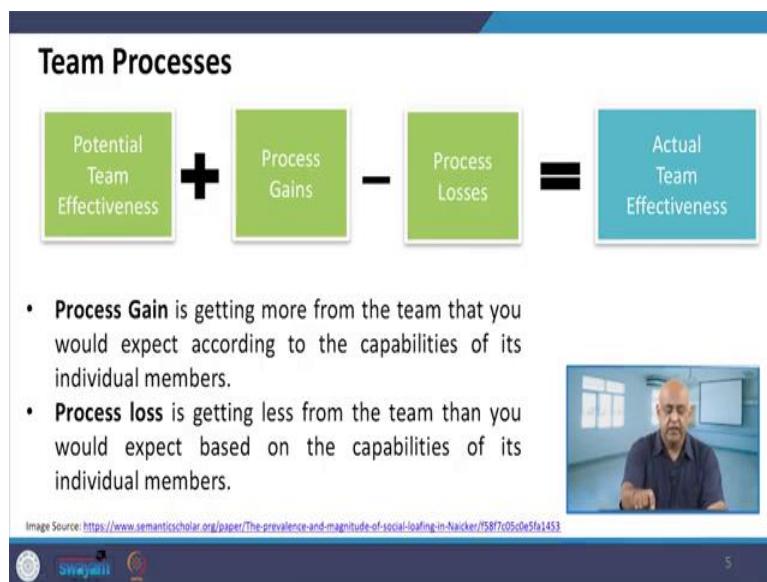


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And here we can look at the there is the interpersonal context in which the teams carry out their work for instance, the act of coordinating your share of the work with your colleagues is a team process. Whereas doing the actual work is not a process, it is simply work being carried out. So, a very beautiful example has been given here. That is the you share the work with your colleagues.

So, therefore, in that case, it is becoming the process is there. because team process is there. Because it is not that it is you are doing your job only or he is doing his job only, if the person is doing his job only whether the yourself or your team members then that there is nothing like a process. There is nothing like a team even because in the isolation you are doing your own job and if you are doing your own job, only then how we can say that is becoming the team processes.

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So, potential team effectiveness is there. Process gains so, process losses and the potential team effectiveness is there. So, very graphically very nicely has been explained that is the process gain is getting more from the team. that you would expect, according to the capabilities of it, is individual members. So, naturally, it will depend on the individual members of that particular the team.

That is the how those members are there and process loss is getting less from the team. Then you would expect, based on the capabilities of it is individual members. So, when then that is whatever, it is capabilities are there and less that the team members process. So, gains manners process loss will be that is the capability of the team which is, you are gaining they

are able to do and the process losses means capability of the team members which they are not able to do.

So, ultimately, how much do you gain? And whatever you gain and the potential team effectiveness is there. So, team effectiveness in the process gain that will find identifies the potential team effectiveness. That is the how much time will be effective, so, many times it might be possible. It is the process; gains are the having the minus then the then less than the process losses.

And if the process gains are less the capabilities which the team members have and what is required to have, they are having the less. So then, definitely in that case it is a process loss, so, most of them are not having that particular capability. So, they will be having the very high process losses is there. So, while the process gains are less because the capabilities are less.

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Process Loss

- **Coordination loss** consumes time and energy that could otherwise be devoted to task activity.
 - **Production blocking** occurs when members have to wait on one another before they can do their part of the team task.
 - **Motivation loss** is the loss in team productivity that occurs when team members do not work as hard as they could.

Coordination Loss Motivational Loss

Process Loss

Image Source: https://teamworkmakesthedreamwork.weebly.com/uploads/2/4/8/8/24889411/212639_orig.jpg

So, ultimately it will the potential team effectiveness minus this process gain so which is not there and because there are the process losses are there. So then that potential of the team effectiveness that will be very low. Coordinating loss consumes time and energy that could otherwise be devoted to the task activity. And the production blocking is occurs when the members have to wait on one another before they can do their part of the team task is there.

So, there here it will be very important. That is the whatever the task activity is there. That coordination is very becoming very-very important, but if the coordination loss is there, so

then definitely between the two team members. If they are not able to coordinate with each other, what will be there? They will not be able to manage the time and there will be the loss of energy.

So, therefore they will not be able to complete the task. Similarly, the production blocking is there. That occurs when members have to wait on one another before they can do their part of the team task. So, therefore, CPM part, critical path, method and program, evaluation, review technique is there. So, the activities which are going to be the parallel if they are not completed the task which is finished earlier.

That will be which is dependent. So, then that will be ideal and then the ideal time that will be the losses. So that will be the production blocking will be there. Motivational loss is the loss in team productivity that occurs when team members do not work as hard as they could. And therefore, the team members, those who are supposed to work on that particular task with the high motivation.

But there is no motivation as a result they will take time and their productivity will be affected. So, in the case, if there is a motivational loss, is there then that ultimately there will be the team process loss has to be there. So, whenever the coordination loss is there and motivational loss is there ultimately what is that is that is affecting the overall gain of the team building is there?

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Types of Team Processes

- The list of team processes that can take place in any team is rather long. Goal setting, conflict management, information elaboration, coordination, planning, knowledge sharing, and mutual help are just a few examples.
- Multiple studies show that the large majority of team processes fall into one of **three major categories**:
 - Transition
 - Action
 - Interpersonal.
- In turn, each category is composed by a few facets, and each facet encompasses specific processes.



The list of team processes that can take place in any team is rather long. Goal setting conflict management, informational, elaboration coordination, planning, knowledge sharing and mutual help are just a few examples. So, therefore, in that case, whenever we want to get the these the work from the team members. So, we should be able to handle the goal setting conflict management, information, elaboration coordination, planning, knowledge sharing and other mutual help further doing certain jobs.

Now, these multiple studies show that the large majority of team processes that fall into one of the three major categories: transition, action and interpersonal is there. So, it is very important that when we are studying about the team processes. So, we have to understand. What is the transition? What is the action and the interpersonal affects are there? A few facets with each facet encompass specific processes are there.

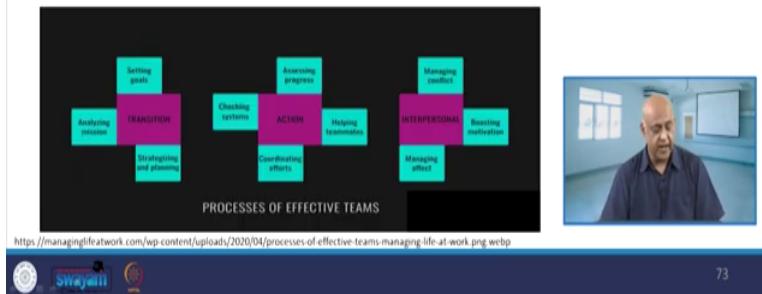
So, actually, each category that will be having the specific processes. So, in these three major categories will be also having the three processes and the team members they should be able to fulfill these categories by performance. So, there has to be a smooth transition, action and interpersonal relationship is there. But many times, practically that is not happening and if it is not happening that will be loss to the organization or the loss to the team or the production loss will be there of the team loss will be there.

So, you have to be very careful whenever you are going to be the member of the team. You have to also understand how many people are they dependent on me. So, if few people are dependent on you, you cannot that sacrifice for the time so, you have to perform

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Types of Team Processes

- Together, these broad categories of processes are the foundation of a well-oiled and functional team. With effective team processes in place, a team can achieve more with the same resources – the team is more than the sum of its parts. Ineffective team processes or a disregard for a category of processes lead teams to achieve less with the same resources – the team is less than the sum of its parts.



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So, in the theme processes together these broad categories of processes are the foundation of a well-oiled in the function team. With effective team processes in place, a team can achieve more with the same resources. The team is more than the sum of it is parts that we have seen in the definition of the team is there. Ineffective team processes are disregard for a category of processes, lead teams to achieve less with the same resources.

So therefore, in that case, the investment is same, but achievement is less, the team is less than the sum of it is parts. So, therefore, in that case the team will be the less than whatever is totally is there. So, here we talk about, for example, the transition is there so, setting goals, analyzing missions and strategic and planning is there whenever we are talking about the action. So, in assessing progress and the checking systems are there.

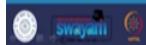
These are the processes of the effective teams are there. And the coordinating effects are there helping teammates are there whenever you are talking about the interpersonal. So therefore, managing conflict and managing effect and the posting motivation. So, these will be the the different processes that is transmission, action and the interpersonal and that will be effective overall team processes.

So, if you want to go for the effective overall team processes, we have to focus on these dimensions and in these dimensions ultimately, we will be able to give the results are there.

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Transition Processes of Effective Teams

- During transition processes your team prepares for the work ahead. This preparation usually entails looking both **forward and backward**. It also entails **considering both task aspects and interpersonal aspects**. There are **three main facets** to this category of processes .
 1. **Analyzing teams' mission and purpose** (your team defines and understands its main job, identifies the resources available to do the work, speculates about potential challenges and roadblocks to the achievement of goals, and lists sources of support and attrition from the company or environment);
 2. **Setting goals** (your team identifies, specifies, and prioritizes goals and sub-goals to accomplish its mission and purpose);
 3. **Coming up with an overall strategy and plan** (your team comes up with an action plan, creates milestones to achieve its tasks, defines contingency plans in case something goes wrong, and strategically plans to surpass anticipated roadblocks).



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So, during transition processes, your team prepare for the work ahead and this preparation usually entails the looking both forward and backward. It also entails considering both task aspects and the interpersonal aspects and there are the three main facets to this category processes. Analyzing teams' mission and purpose, your team defines and understand it is main jobs, identifies the resources available to do the work.

Speculates about the potential challenges and the roadblocks to the achievement of goals and least source of the support and attrition from the company or environment is there. So, therefore, ultimately, you have to see that is what is your team is a main job is there and how they are going to analyze this particular job. Their mission and purpose have to be clear if their mission purpose is clear that is what the team wants.

Then definitely they will be support to you and the company environment will be positive. Setting goals, your team identifies, specifies and prioritizes goals and sub-goals to accomplish its mission and purpose is there. And therefore, in that case it is always that is the specifying and prioritized goals that has to be in design. The coming up within overall strategy and plan, your team comes up with an action plan, creates milestones to achieve its tasks.

And defines contingency plans in case of something goes wrong. So therefore, we with the overall strategy and plan they have to come out. So, if there is anything which is going wrong then they have to surpass the anticipated road blocks is there.

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Action Processes of Effective Teams

- During action processes your team seeks to create and maintain the conditions that are necessary to do its job effectively. Action processes, thus, relate to how well your team is working, not to what your team is working on. Effective teams have **four facets** of action processes functioning well.
 1. **Assessing progress towards goals** (your team checks whether its work is progressing according to the plan and whether the strategy still makes sense, identifies the factors that may put the team off-track, and makes the necessary adjustments);
 2. **Checking how well the systems are functioning** (your team ensures it has the necessary resources to work well and to achieve its goals, by looking internally – team members' knowledge, time, etc. – and externally – company financial support, appropriate inflow of information or materials from other teams, changes in external regulations, etc.);



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Now, the action process of effective teams during action processes your team seeks to create and maintain the conditions that are necessary to do it is job effectively. Thus, relate to the how well your team is working, not to what your team is working on. So, effective teams have four facets of action processes functioning well the assessing the progress towards goal. Your team checks, whether it is work is progressing according to the plan and whether the strategy still makes sense.

Identifies the factors that may put the team off-track and make the necessary adjustments. So therefore, in that case, we have to keep on progressing on that is, what is the plan is there? And there, we have to also identify the factors when we are able to identify the factors that will put the team into the proper track and necessary adjustments can be made, checking how will the systems are functioning?

Your team ensures it has a necessary resource to work well and to achieve it is goal by looking internally team members, knowledge time, etcetera and extremely company financial support, appropriate inflow of information or materials from the other teams. Change in the external regulations are there. So therefore, all these checklists which have been prepared so, this checklist they are supposed to solve.

Because unless and until they are not able to making the proper checklist. Then how they will be functioning. And they might be the barriers, there might be even not barriers there might be the supporting the processes which will be creating more effective team process. So, this

checklist is very, very important. Unless and until there is no checklist then it will be very difficult that how the team members knowledge time etcetera.

And externally company financial support, appropriate inflow of information material how it will work. And if you want to make this smooth functioning of that is the internal sources vis-a-vis these external factors. Then, therefore, definitely there is requirement for this purpose of the support of this the checklist is necessary.

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Action Processes of Effective Teams

3. **Helping and backing teammates up** (the members of your team openly share knowledge with one another and learn from each other, distribute the workload fairly but assist those who despite effort get behind in their work, encourage more silent members to share their perspectives, and give constructive feedback to each other when performance standards are below acceptable levels or when there are improvement opportunities);

4. **Coordinating efforts** (your team ensures that there is no duplication of efforts, that everyone understands and commits to their role, that each part of the work is done on time, and that the work done on each sub-task is in harmony with the other sub-tasks).

Source: <https://www.potential.com/wp-content/uploads/2020/11/Image-1.png>



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Helping in making the teammates of the members of your team openly share knowledge with one another and learn from each other. Distribute the workload fairly but assist those who despite effort get behind their work and they encourage more silent members to share their perspectives and give constructive feedback to each other. So, here it is not only that checklist you are checking and then identifying whether the person is able to work or not.

But you have to also see that is the how these the teammates are making up to help another team. So, if they are sharing, they are sharing their perspectives and therefore each other with the performance standards are below acceptable levels. So, whatever is expected, benchmarking practices then there will be requirement of certain improvement is required coordinating efforts are there.

There is no duplication of efforts that everyone understands and commit is to their role that each part of the work is done on time and that the work done on ease of task is in harmony with the other sub task is there. So, therefore, whenever there is any work with the time on

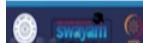
the harmony with the others of tasks are there. So that that is to be completed and if they are having the proper harmony and coordination.

I am sure in that case that will be having the on the action process of the effective teams will be resulted.

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Interpersonal processes of effective teams

- Interpersonal processes happen when the members of your team are managing the relationships among them. These processes are more about the personal and human side of teamwork. Interpersonal processes are the actions that may lead to high quality relationships, not the quality of teammates' relationships per se. There are **three main facets** to interpersonal processes.
 1. **Anticipating and managing conflict and other tensions** (members of your team work hard to understand and integrate different perspectives and ideas, show flexibility to compromise when necessary and to reinforce a point if beneficial, come up with and adjust norms to facilitate interaction and cooperation, and proactively identify and work on functional adjustments that can prevent clashes in terms of values, motivations, or personal preferences);



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So, it is, it is necessary teams are working with the all the efforts of coordination. Now, interpersonal processes of the effective teams are there. Whenever we are talking about the interpersonal process happen when the members of your team are managing the relationship among them. These processes are more about the personal and human side of teamwork. HR aspect is there, this is about the HR aspect.

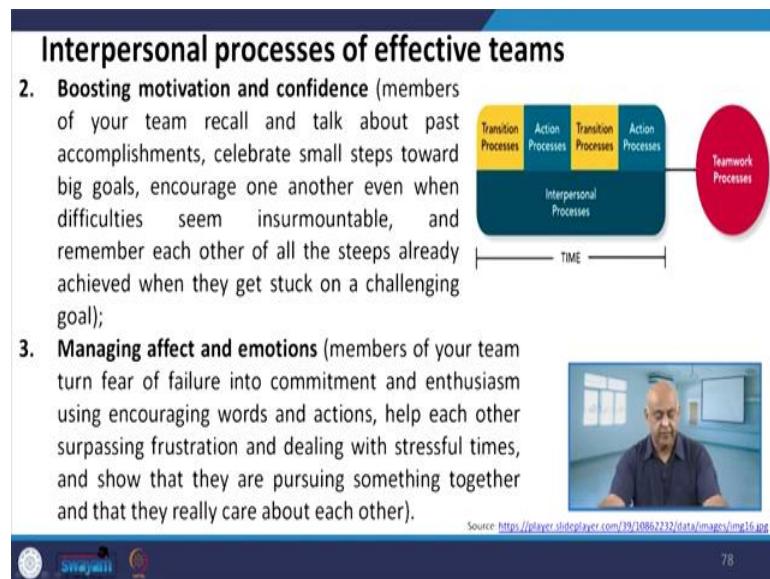
So, inter personal processes are the actions that may lead to the high-quality relationships. Not the quality of teammate's relationship and experts say there are three main facets to interpersonal processes are there. Anticipating in managing the conflict and other tensions, because every team member is coming with the different individual personality. And therefore, they their moral values, ethical values, emotion, states, their team building approach that will be different.

So, members of your team work hard to understand and integrate different perspectives and idea, show flexibility to compromise when necessary and to reinforce a point if beneficial come up with the energies norms to facilitate interaction. So, therefore, in that case, these all

team members they should come out with the interactions and co-operations and proactively they identify and work on functional adjustments.

Whenever they are having the functional adjustment that can prevent clashes in the teams of values and motivations and personal preferences will be there.

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Boosting motivation and confidence, members of your team recall and talk about past accomplishments. Celebrate small steps towards the big goals, encourage one another, even when difficulties seem insurmountable and remember each other of all the steps already achieved when they get stuck or a challenging goal is there. So, therefore, in that case here that confidence and motivation.

That is that that is quite a big goals and crazy or another, even when difficulty seems to be the insurmountable then definitely all steps needed to be achieved for this particular purpose. Managing effect and emotions are members of your team turn fear or failure into commitment and the enthusiasm using encouraging words and actions help each other, surpassing frustration and dealing with the stressful times and show that they are pursuing sometimes together and they really care about each other.

So, therefore that is the affect that cognitive, cognitive impact on the team members is very much necessary. Whenever you are having the cognitive effect on your team members then definitely in that case it will be the always the encouraging words and actions will be there.

And whenever there will be the encouraging words and actions definitely there will be affection and emotional binding.

And once there is an emotional binding and affection is there because it is not manipulated artificial affection and emotions, rather than it is understanding. It is a understanding between these team members. That is the if I have some problem, so, my teammate is there who will help me and therefore, in that case there is always whenever there is such type of problems. Where the teams are not that much affected and emotional.

So then definitely they will be having the support to each other which will create the affect and emotions. So, create the affect and emotions is there.

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Definition of Team Coaching	
Authors' Name	Definition
Hackman and Wageman	describe team coaching as: 'direct interaction with a team intended to help members in the co-ordinated and task-appropriate use of their collective resources in accomplishing the team's work.'
David Clutterbuck	defines team coaching as: 'Helping the team improve performance and the processes by which performance is achieved, through reflection and dialogue.'
Chuck & Cindy	describe team coaching as "an individual and team development process that uses an <i>integrated combination of interventions</i> to improve collaborative leadership skills, and team performance."



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Now, we will come to the coaching part is there Hackman and Wageman, describes a team coaching as a direct interaction with a team intended to help members in the coordinated and task appropriate use of their collective resources in accomplishing the team's work. David Clutterbuck, defines steam coaching is the helping the team improve performance and the processes by which the performance is achieved and through reflection and the dialogue.

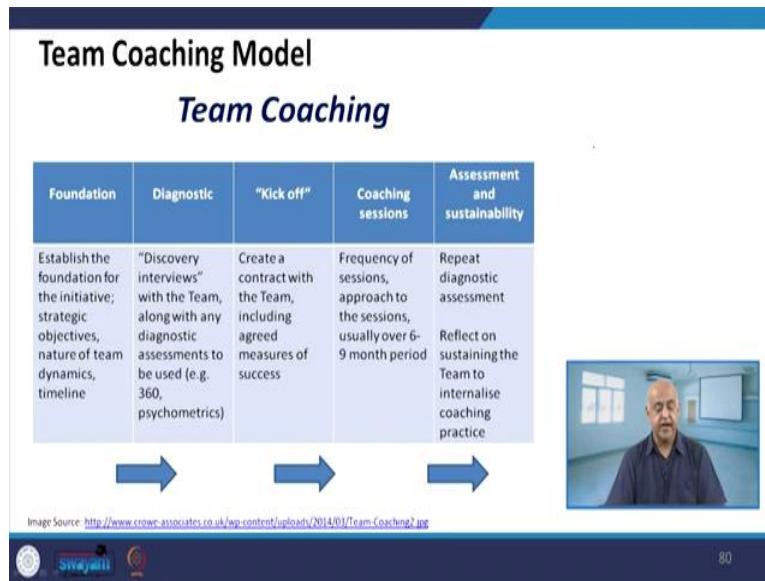
So therefore, in that case, it is the collective resource in accomplishing the teamwork is there which we always keep on saying and therefore the Hackman and Wageman this definition which we are always using. And David's definition that is, the helping to improve team performance and the processes. So, this we follow and in which performance is achieved, through reflection and dialogue is concerned.

So, this second definition also is becoming practically very, very useful and we are using this particular definition. The third definition given by Chuck and Cindy is described. Team coaching is an individual and team development process and that uses an integrated combination of interventions to improve collaborative leadership skills and the team performance is there.

So, it is always that integrated common interventions, interventions to improve collaborative leadership skills are there. So, these interventions for the developing the collaborative leadership skills as we have talked about the interventions in the beginning also and this type of the interventions which we are using. So, then those will be having the collaborative supporting the collaborative leadership is there.

So, we have to be very careful while selecting the interventions. Interventions are required to be the productive interventions means methods, technique, tools whatever you want to teach are getting the learned by the person. So that has to be very, very supportive.

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Team coaching model is a foundation, diagnostic, kickoff, coaching sessions and assessment and sustainability is there. So, foundation establish the foundation for the initiative, strategic objectives, nature of the team dynamics and timeline is there. So, there here in the foundation it is the what is the objective is there. That objective and goal so that goal has to be decided. And you are having the different team members now these team members will be performing.

So, here you have to see that is this nature of the team dynamics that is has to be followed and whenever you are making these discovery interviews with the team along with any diagnostic assessment to be used 360-degree, psychometric use will be there. And create a contract with the team, including agreed measures of success. So, therefore you will be creating a team. Coaching sessions will be their frequency of sessions approach to the sessions, usually over 6 to 9 months period.

And a repeat diagnostic assessment is there. Reflect on the sustaining the team to internalize coaching practices is there. So, therefore, in that case, the very important point is that is about the whatever the adjustment to be used 360-degrees. So, 360-degree psychometrics is used, so, you are taking the opinions of all and whenever you are considering the all, you will be able to develop that the understanding that what type of the coaching is required.

And what type of the coaching has been used. So, create a contract will be there and assessment and sustainability of this particular type of the coaching. That will be very-very important so on sustaining team to internalize the coaching practice is there and whenever you are having these coaching practices, you will be having the proper team on the effectiveness. So, please always go for this team coaching because whatever decisions are taken on the basis of these analysis.

You have taken certain decisions, but those decisions are to be tested with the period of time and when you are having the that period of times testing. So, that through the help of this coaching sessions, usually over to 6 to 9 months period which is a very long period and therefore these team members are required to develop those particular processes.

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Team Coaching Model

- **Foundation:** Establish the foundation for the initiative; strategic objectives, nature of team dynamics, timeline.
- **Diagnostic approaches**
 - Often initial 1-1 confidential meetings with Team members to find out what works well about the team, what doesn't and why; to establish their ideas on approaches that will work, and how they could be measured
 - Going into a Team development initiative of any kind without these having the opportunity to engage with the team is very hard.

In terms of “diagnostic assessment” approaches, personality and behavior assessments like Insights are good tools for improving a team’s understanding of its own dynamics, and they give team members a better understanding of why they react to their colleagues in certain ways.



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So, in the foundation for the initiative, strategic objectives, nature of team dynamics and timeline is there. Diagnostic approaches are often initial one to one confidential meeting with the team members to find out what works well about the team? What does not and why? So, to establish their ideas or approaches that will work and how they could be measured going into a team development initiative of any kind.

Without this having the opportunity to engage with the team is very hard. This diagnostic assessment, you see, approaches, personality and behaviour assessments, like the insights are good tools for the improving a team’s understanding. So, indeed this I have mentioned in the previous sessions also, this diagnose and the analysis of the teams. So that leader is required to be very perfect about this and he has to do this diagnosis.

And the analysis because the whatever the results will come know. So that results will be based on this diagnosis also. Naturally, so therefore, he has to be very-very careful about the diagnosis and the analysis is there and whenever these having the better understanding. So that is why their colleagues even if they have done this some diagnosis and analysis, but not into that depth.

So that is how these correct colleagues are the same or different, as compared to in this context. So, therefore, this reaction to colleagues is very-very important. And whenever this reaction to colleagues is as the diagnostic is there one to one. So then, definitely, it will giving the much realistic results will be there.

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Team Coaching Model

➤ "Kick off"

- Focus on the wider organizational aspect, as well as the team challenge.
- Create Team contract, including the metrics and assessment for the programme (individual and team).
- Determine areas of focus and commitment for the sessions

➤ Ongoing Coaching sessions

Group size – 6 to 8 is the ideal size for a team, with a maximum of around 11/12

Frequency – around once monthly

Duration – often around 6 months, though can be shorter or longer



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So, focus on the wider organizational aspects as well as the team challenge is there and the creative contract, including the metrics in assessment for the program, determines the areas of focus and commitment for the sessions are required. Ongoing coaching sessions will be group size 6 to 8 is the ideal size for a team this I have mentioned earlier also. However, the 15 to 20 has been mentioned to be a team member.

But at a time that is for the coaching purpose it is 6 to 8 is required and with a maximum around 11 to 12 and the frequency around once a monthly on duration, often after around 6 months. though, can be shorter or longer is there. So, therefore that will be the ongoing coaching sessions will be there.

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Team Coaching Model

Decision on how to run the sessions in terms of level of formality. Action Learning set approach focuses on improving questioning and reflection of team members and is proven to be a quick trust builder, but some sessions may be more formal than others, where a Coaching tool is used, like Insights or Belbin, or a Team Coaching wheel.

➤ Assessment and sustainability:

Its important to review the "distance traveled" of the Team coaching project for the whole Team and the individuals in it, and the strongest way to do this is to repeat the baseline assessment, whether its a 360 or psychometric. Its important to look at ways beyond the Team Coaching project that the reflective practice of the Team is sustained; e.g. regular reviews using Learning set principles, ongoing peer coaching.



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Decision on how to run these sessions in terms of the level of formality. Actions learning set approaches, focus on improving the questioning and reflection of team members and whenever it is to proven to be a quick trust builder. But some sessions may be more formal than the others. So, therefore a coaching tool is used like insights or Belbin or a Team coaching wheel is there. So, these tools are to be noted carefully.

That is the insights or Belbin and or a team coaching wheel. So, whenever you are having this team coaching wheel or the insights or Belbin is there. Just so, this coaching tool can be used and the assessment and sustainability are important to review the distance travelled of the team coaching project is there. For the whole team and individuals in it and the strongest way to do this is to repeat the baseline assessment, whether it is a 360 or psychometric.

It is important to look at ways beyond the team coaching project and that the reflective practices of the team is such an example is regular reviews using learning state principles ongoing peer coaching is there. So, therefore, this assessment and sustainability has to be there.

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Main differences between Team Coaching and related forms of development			
Team Coaching	One-to-one coaching	Team facilitation	Team building
Emergent within the team	Coachee-led	Facilitator-led	Consultant-led
Extended period of intervention	Series of sessions	Series of short interventions	One specific intervention, eg 1-2 day 'event'
Thinking based	Incorporates cycles of feedback and action Spans business, job and personal issues	Conversation based	Action-based
Focus on building longer-term skills and capacity	Focus on improving effectiveness	Focus on current/specific problems	Focus on behavior, relationships and collaboration

Image Source: <https://www.employment-studies.co.uk/system/files/resources/files/mp08.pdf>



Basically, whenever we are talking about the main difference between the team coaching and related forms of the development is there. So, team coaching, one to one coaching, team facilitation and the team building is there. So, team coaching is the emergent within the team, extended period of the interventions is there, thinking based is there. So, these interventions can be the structure based by changing the organization team is there.

So that can be also one intervention is there. One to one coaching will be the coachee-led, series of the sessions are there. So, there is one person only incorporate the cycles of feedback in action Spans business, jobs and personal issues will be there. Team facilitation will be facilitator-led, series of the short interventions, conversation based. Consultant-led, one specific intervention example 1-to-2-day event is there an action based is there.

And therefore, in that case that will be the team building will be there. And now the thinking based is there, incorporate cycles of the feedback and the action spans business, job and personal issues are there one to one coaching. And while, in the case of the team coaching, it is a focus on building the longer-term skills and the capacity is there. So, while in the case of this the one-to-one coaching is focus on the current specific problems are there.

So, coaches this incorporates incorporation cycle of feedbacks know. There is a spans business are there. So, therefore business, as I mentioned, always that is economic recession is concerned or the other this, we have seen recently we are seeing that is any natural problems are there. Then in that case definitely these business spans will be go ups and downs.

So that then that will be and maybe for the one single organization also. So then personal issues will be there, so, focus on the improving the effectiveness is there and current specific problems are there. In team facilitation it is the always you will find that is we have to make this particular type of this support to the organizations. So that they are able to get the always the better performance is there.

So, ultimately team processes that will be giving you the results, which will be helping you from the purpose of the coaching is concerned.

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Hackman and Wageman's Four aims of team coaching

1. **Coaching functions:** a coach should provide three distinct functions.
 - **Motivational coaching** addresses the effort of the team and encourages process gains such as shared commitment to the group and minimizing process losses such as 'social loafing'. Coaching by the team leader can motivate members to devote themselves to the teamwork and share workload (Parker, 1994).
 - **Consultative coaching** addresses performance strategy and fosters the invention of new ways of proceeding with the work that is aligned with the task requirements. Denison et al. (1996) found that successful leaders facilitate flexible problem-solving and team development.



<https://www.employment-studies.co.uk/system/files/resources/files/mp88.pdf>

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Hackman and Wageman's four aims of the team coaching are the coaching functions now a course should provide three distinct functions. There is a motivational coaching is there, consultative coaching is there and the educational coaching is there. So, such as a shared commitment to the group and minimize the process losses such as the social loafing is there. So, coaching by the team leader can motivate members to devote themselves to the teamwork and the share workload is there.

So, here it is always important that is whenever you are giving this step of the coaching, you are having the motivational processes is there. In the consultative coaching is concerned strategy and fosters the intervention of the new ways of proceeding with the work that is aligned with the task requirements. Denison et al 1996 found that successful leaders facilitated flexible problem-solving and team development is there. So, therefore, in that case, it will be consultative will be there that will be flexible and the problem solving is there.

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Hackman and Wageman's Four aims of team coaching

- **Educational coaching** fosters the development and appropriate use of team members' knowledge and skill. Team leader coaching increases team psychological safety which in turn increases learning behaviours and improves members' skills and knowledge (Edmondson, 1999).
- 2. **Timing of coaching:** Specific elements of team coaching are most effective when carried out at specific intervals of a team's life cycle. They proposed that motivational coaching is more helpful at the beginning of a performance period, consultative coaching at the mid-point of a performance period and educational coaching when the performance activities have been completed.
- 3. **Team tasks:** For coaching to have a positive effect on team performance, it needs to focus on the most salient team performance processes for a given task.



In the educational coaching, fosters the development and appropriate use of the team members' knowledge and skill. So, team leaders coaching increases team psychological safety which in turn increases learning behaviours and improves the members' skills and knowledge. Second, is the timing of coaching, it is very, very important. There is a specific element of the team coaching are most effective when carried out at the specific intervals of a team's life cycle.

They proposed that motivational coaching is more helpful at the beginning of a performance period. So, here it is because what is happening is that in the beginning if the person is highly motivated then he will be having the high level of learning. So, consultative coaching at the mid-point of the performance period and educational coaching when the performance activities have been completed.

The team's task are for coaching to have positive effect on the team performance. It needs to focus on the more salient team performance processes for a given task is there.

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Hackman and Wageman's aims of team coaching

3. **Team Task (Cont.):** For example, if a team were assigned with moving materials, then the only process that is required is the level of effort that team members expend. Focusing coaching on other processes that are not needed, or are constrained, would be ineffectual and may even decrease team performance as it would redirect employees' time away from the most important process needed to complete the job successfully.
4. **Team design:** Teams need to be well structured and supported in order for competent coaching, which focuses on the three functional areas highlighted above, to be most beneficial. Poor coaching interventions aimed at poorly structured and supported teams will be more detrimental than beneficial for team performance.



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And as a result of which we will find that is that this team task, for example, were assigned with the moving materials then the only process that is required is the level of effort that team members expand. Focusing coaching on other processes that are not needed or are constant, would be ineffectual and may even decrease from performance, as it would redirect employees time away from the most important processes which is required to do the job successfully.

This team design is very, very crucial part because it should be very well structured and supported in order of competent coaching, if the team design is not properly structured then definitely that will not be effective so which focus on three functional areas to be most beneficial. And poor coaching interventions aimed at poorly structured and supported teams that is to be avoided and will be more than the beneficial for the team performance is there.

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Reich distilled five fundamental coaching roles

1. **Consultant** (problem-focused intervention due to urgent product or process related needs)
2. **Supervisor** (problem-focussed intervention due to high authority of the coach)
3. **Instructor** (problem-focussed guidance to impact knowledge and expertise)
4. **Facilitator** (coaching as a loose, independent relation that focuses on the offer of specialized services by the coach) and
5. **Mentor** (coaching as voluntary, sometimes emotionally-related interaction that focuses on mental support, environmental protection and non-expert task-related help).



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So, for Reich distilled five fundamental coaching roles that is the consultant, supervisor instructor and the facilitator is there and the mentor is there. So, problem focused intervention due to urgent product or process related needs. Supervisor intervention due to high authority of coach. Instructor, a problem focused guidance to impact knowledge and expertise. Facilitator, independent relation that focuses on the offer of specialized services by the coach.

And the mentor is there, voluntarily, sometimes emotionally-related interaction that focuses on the mental support, environmental protection and the non-expert task-related help is there.

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Clutterbuck (2009) proposed that team coaching could be used to:

- **Improve** some specific aspect or aspects of team performance: the coach makes sure the team are asking the right questions, at the right time, in order to achieve the shifting requirements. It also helps improve the leader's ability to manage the performance of individuals.
- **Make things happen faster:** team coaching can help a team move rapidly through the stages of development that may be hindered without a coach due to mistrust, poor communication, and avoidance of important but less obvious questions.
- **Make things happen differently:** where culture change is accompanied by individual and team coaching, the pace and depth of the change will rapidly increase by supporting people as they come to terms with new attitudes and behaviors.



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The Clutterbuck in 2009, proposed that team coaching could be used to improve some specific aspects or aspects of the team performance and the coach make sure the team are

asking the right questions at the right time, in order to achieve these shifting requirements. It also helps improve the leader's ability to manage the performance of individuals.

Make things happen faster, can help a team move rapidly through the stages of development that may be hindered without a coach due to mistrust poor communication and avoidance and therefore it is important but less obvious questions is there. So, make things happen differently where the culture change is accompanied by the individual. And the team coaching, the pace and depth of the change will really it will be going to be there.

Rapidly increased by the supporting people and they will come to the terms with the new attitudes and the behaviours are there.

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Case Study: NHS South East Coast

Challenge

- Coach and OD consultant Hilary Rowland was asked by Steph Hood (Director of Communication and Engagement at NHS South East Coast) to undertake team coaching with one team that was experiencing tension and frustration, and a lack of team identity, values and behavioral norms. Steph wanted the team to undertake team coaching, as she wished for something more enduring and longer term, which would pay more dividends in the long-run as opposed to team building or team facilitation. Team coaching was selected as a way to develop the team in real time and real life rather than in a one-off short fix. The team coaching inputs spanned a period of nine months.

Image Source: <https://careers.secamb.nhs.uk/>

The logo for NHS South East Coast Ambulance Service, featuring the NHS shield and the text "South East Coast Ambulance Service NHS Foundation Trust".

A portrait photograph of a man with a beard, wearing a dark blue polo shirt, sitting in front of a window with a view of a building.

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So, on basis of this we can understand, it is the how you are coaching and the timely coaching and the interventions in the coaching are very, very important.

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Case Study: NHS South East Coast

Impact of Team Coaching

- The coaching that was delivered focussed on helping the team think about how they sustained their already high performance. Initially, the team had difficulties with getting beyond the 'forming' stage of development, as there were high numbers of vacancies and high turnover rates, which meant that there was little sense of stability. The team felt disjointed and people were worried about upsetting one another. As the team had grown quickly, they had not given sufficient attention to management issues and the systems and procedures needed to function effectively. The team also seemed to suffer from a lack of confidence in its own ability, and was looking for someone to come in from the outside to help to fix it. A mixture of development techniques were used including Appreciative Inquiry, MBTI and 360 degree feedback. Though these the team became more confident and started to communicate more effectively.



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Case Study: NHS South East Coast

- They had honest conversations and were able to identify some shared thinking and agreement on core issues. Through the 360 feedback and MBTI, they became more self-aware and more supportive of one another. 360 feedback was very effective at giving team members a chance to feed back about others in a safe and confidential environment, and also receive honest and constructive feedback themselves. This increased members' confidence by realizing what others appreciated and valued in them and their work.
- Facilitation skills were used throughout the coaching to enable discussion to flow. As a coach, it was important to remain impartial and independent and give a holistic team overview. The team had to set time aside to focus on the work. A number of benefits were noticed following the team coaching session, such as:



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Case Study: NHS South East Coast

- a better sense of 'team' with less tension and unhappiness
- changes in recruitment and turnover so it is not the same group that the coaching began with, but the core has remained consistent
- a clear set of team values and behaviors with which to identify
- a greater sense of confidence in abilities to address issues that arise
- a greater extent of individuals taking personal responsibility
- a desire to continue developing and a willingness to engage with real issues affecting team development

Questions:

1. If, you were hired as team coach, what measures and strategies you have adopted to raise the confidence of team members?



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As usual, this is the case study now which will be helping you to understand impact of the steam coaching. And if you were hired as a team coach, what measures and strategies you adopted to raise the confidence of the team members?

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Research Paper



Leadership & Organization
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DOI:10.1108/LOD0820130073

Purpose

The goal of this study is twofold. First, we investigate the positive effect that team coaching may have on team innovation. This study was designed to advance the knowledge regarding innovation in team settings by integrating the team coaching framework proposed by Hackman and Wageman (2005). Second, building on the functional perspective of leadership, we examine the motivational and behavioral intervening mechanisms through which team coaching may exercise a positive effect on team innovation.

Team coaching and innovation in work teams

An examination of the motivational and behavioral intervening mechanisms

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Received 5 August 2011
Revised 5 March 2012
10 May 2012
Accepted 11 May 2012



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So, it is a very interesting question and this is the research paper. Team coaching innovation in work teams is there. Motivational and behaviour inventing mechanism.

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Research Paper

Design/methodology/approach

Based on a multisource approach, data was gathered from 97 work teams (341 members and 97 immediate supervisors) in a public safety organization.

Findings

Results of structural equation modeling analyses indicate that the relationship between team coaching and team innovation is mediated by team goal commitment and support for innovation. Specifically, team coaching has a direct effect on support for innovation and an indirect effect on this behavioral team process through team goal commitment. In turn, support for innovation may improve the implementation of successful team innovation.



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Research Paper

Practical implications

In a global competitive context, innovation represents a key leverage to generate a competitive advantage. Team leaders who engage in coaching behaviors toward their subordinates are likely to foster innovation within their work team. Thus, organizations may benefit by designing and implementing interventions aimed at developing team leaders' coaching skills and encouraging them to consider coaching as a core managerial responsibility.

Originality/value

On the whole, this study highlights the role of team coaching as a key leverage to stimulate successful innovation in work teams and the motivational and behavioral mechanisms that intervene in this relationship.



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So, here we will find that is the how you will be having this study. It is helping us to develop the teamwork in the organization. And how different interventions have been implemented.

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Book Recommendation

The Practitioner's Handbook of Team Coaching

Authors: Richard Boston and Andrew Armatas

Publisher: Routledge; 1st edition (13 May 2019)

Language: English

Paperback: 554 pages

ISBN-10: 1138576921

ISBN-13: 978-1138576926

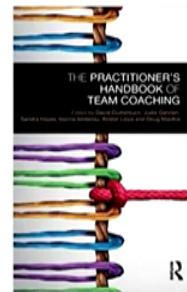


Image Source: https://images-na.ssl-images-amazon.com/images/I/41BGFF8Y3L._SX313_BO1,204,203,200_.jpg

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Finally, this is the book that is the practitioners handbook of the team coaching is there.

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Book Recommendation

The Practitioner's Handbook of Team Coaching provides a dedicated and systematic guide to some of the most fundamental issues concerning the practice of team coaching. It seeks to enhance practice through illustrating and exploring an array of contextual issues and complexities entrenched in it. The aim of the volume is to provide a comprehensive overview of the field and, furthermore, to enhance the understanding and practice of team coaching. To do so, the editorial team presents, synthesizes and integrates relevant theories, research and practices that comprise and undergird team coaching. This book is, therefore, an invaluable specialist tool for team coaches of all levels; from novice to seasoned practitioners. With team coaching assuming an even more prominent place in institutional and organizational contexts nowadays, the book is bound to become an indispensable resource for any coaching training course, as well as a continuing professional development tool.

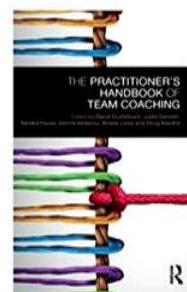


Image Source: https://images-na.ssl-images-amazon.com/images/I/41BGFF8Y3L._SX313_BO1,204,203,200_.jpg

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And from here you will get the tips that is how the steam coaching is helping you and to for the team coaches of all levels from the novice to the season practitioners. This book is helping and more prevalent place in institutional and organizational context. This book will be helpful.

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And you can go with these particular references that is, these are the references from where this material is referred or you can go this with these references in detail. So that you can have the in depth the study for the purpose of the; for coaching in the team building is there. Thank you.

Leadership and Team Effectiveness
Prof. Santosh Rangnekar
Department of Management Studies
Indian Institute of Technology – Roorkee

Lecture – 44
Team Decision Making and Conflict Management

On this particular session, we will talk about the team decision-making and conflict management.

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CONTENTS

- Effective Team Decision Making Process
- Rational Model
- Leader-Centered Decision-Making Model
- Team-Centered Decision-Making Model
- Creative Decision Making Process
- Intuitive Decision Making
- Decision Making Error and Biases
- Conflict Management
- Case study
- Research paper
- Book recommendation
- References

Image Source: <https://cdn5.vectorstock.com/1100x1000/79/94/flow-chart-process-decision-making-team-work-on-vector-14197994.jpg>



And under this session we will discuss about the effective team decision making process, rational model, leader-centered decision-making model, team-centered decision-making model, creative decision-making process, intuitive decision-making, decision-making errors and biases, conflict management and as usual the case study, research paper and the book recommendations.

And also references from this material is referred and also to go into the detail you will find in the references at the end.

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Effective Team Decision Making Process

- Teams are particularly effective in problem solving as they are comprised of people with complementary skills. These complementary skills allow team members to examine issues from various angles, as well as see the implications of their decisions from a variety of perspectives.
- Effective decision making process that can help teams solve problems and make 'good' decisions.
- In essence, teams make decisions using problem solving techniques. Thus, the process largely rests on the selection of a course of action following the evaluation of two or more alternatives. To effectively navigate this path, the following step-by-step approach can be used.



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So, effective team decision making process is that is the we have talked about the team making processes and teams are the particularly effective in problem solving, as they are comprised of the people with complementary skills. Now, this is also very interesting that is when we are making the team, we have to take into consideration the personalities also. So, suppose we are taking the example of Myers Briggs Type Indicator MBTI.

And in MBTI there are the personalities which are introvert, extrovert, thinking, feeling perceiving, judging in sensing and intuition is there. So, if we are taking the extrovert person so then we are taking the sensing then thinking and judging so I. So therefore, in that case this is become ESTJ, so, they are having the different these personality traits and when different personality traits are there, they will be complimentary.

So, this complementary strength of the one will support the weakness of the other. These complementary skills allow team members to examine issues from various angles as well as see the implications for their decisions from a variety of perspectives. Effective decision-making process that can help teams solve problems and make the good decisions. Team makes decisions using problem solving technique is there.

That is a crux so, it is the rest of the selection of a course affection following the evaluation of two or more alternatives. So therefore, in that case, whenever the teams are taking the decision, they are going step by step. And then the step-by-step process will be making the evaluation. So because there are more members So therefore there will be the number of options available will be there.

And when these options are there, there will be the evaluation of these options whenever we are having this evaluating the options so, we can take the best option is there. So, it is very important that is we are taking the collective wisdom is there. And on the basis of the collective wisdom, we are taking the decision collectively and that is also step by step is there.

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Team Decision Making Process: Rational Model

- **Recognize the problem:** Teams must see and recognize that a problem exists and that a decision needs to be made to move forward.
- **Define the problem:** In this stage, teams must map out the issue at hand. During this step, teams should:
 - State how, when, and where members became aware of the problem
 - Explore different ways of viewing the problem – different ways of viewing the problem can lead to an improved understanding of the 'core' problem.
- **Gather information.** Once the problem has been defined, teams need to gather information relevant to the problem. Why do teams need to perform this step? Two reasons: (1) to verify that the problem was defined correctly in step 2; and (2) to develop alternative solutions to the problem at hand.



Now, this is a team decision making the process the rational model is there their different models are there recognize the problem identifying the problems, so, team must see and recognize that a problem exists and that a decision needs to be made to move forward is there. And therefore, in that case, whatever the problem is there that problem needs to be made the move forward is there.

So, natural decisions are to be taken, otherwise that problem will hurdle the project, the work or the goal which we want to achieve. So, we first understand that yes, there is some problem is there. Then they define the problem in this stage, teams must map out the issues at hand during these steps, teams should, for example, state how, when and where members became aware of the problem.

So therefore, in that case, it is becoming that is whether they are having this awareness of that problem or not if they are not having the awareness of problem explore different ways of viewing the problem. Different ways of viewing the problems can lead to an input understanding of the core problem. So, what is important is this? After the defining the

problem, you are together the information about those particular issues which are affecting the problem is there.

Once the problem has been defined. Teams need to get the information relevant to the problem. Why do teams need to perform this step? Two reasons, to verify that the problems were defined correctly and two to develop the alternative solutions to the problem at hand. Here I would like to mention that is the many times we are not aware of the solutions which are available.

And therefore, the secondary data, primary data that has to be collected. So, gather the information, information you can from the experts. Those who are from this particular area are disciplined, you can contact them and then take their interviews and then you can find out or there can be, the secondary data will be about that is the books, Magazines related to that particular problem or issues are there.

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Decision Making Process

- **Develop Alternative Solutions.** While it can be easy for teams to 'jump on' and accept the first solution, teams that are effective in problem solving take the time to explore several potential solutions to the problem. Some ways to generate alternatives include:
 - Brainstorming
 - Nominal Group Technique
 - Delphi Technique
- **Select the BEST alternative.** Once all the alternatives are in, the team needs to determine the alternative that best addresses the problem at hand. For this element to be effective, you need to consider both rational and human elements.



And develop the alternative solutions, so, while it can be easy for teams to jump on and accept the first solution, teams that are effective in problem solving take the time to explore several potential solutions to the problem. So, many times it is any one particular solution will be appearing that is yes. This is the best solution but do not jump on that rather than please evaluate the rest of the alternative solutions also.

So, some ways to generate the alternatives include the brainstorming session. So, the all the relevant experts on that particular topic they will be there. Nominal group techniques will be

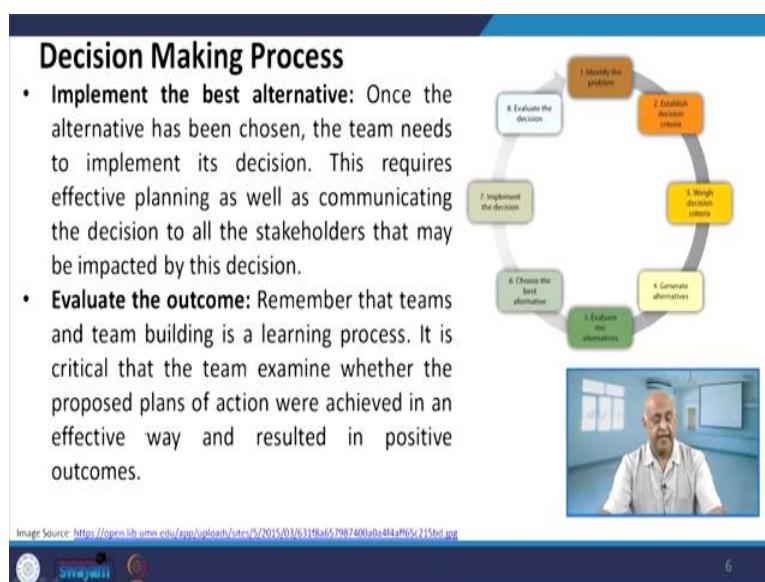
there. So therefore, in that case, a committee can be formed and then on basis of that the committee or that nominal group now will be responsible to find out the solution for that particular problem is there.

Other Delphi technique will be there yes or no and then whatever will be the yes. then accordingly, we will follow and ultimately reach to the solution. So, you will be having after a different number of solutions and select the best alternative is there. So once all the alternatives are in the team needs to be determine the alternative that best address the problem at hand.

For this element to be effective, you need to consider both rational and human elements are there. So there, what will be the best alternative? For example, if you are talking about the detachment of manpower, somebody may say it is the overnight of we have to retrace the event power. Somebody will say no, three months are to be taken to retain to the manpower is there.

Now, here which will be the best solution for some of you it might be the immediately change the main power by giving them three months notice or paid our money and for some of the you that may be no, we have to give some money to them. And then let us see whether it will be survived or not survived and then we will decide about whether we should go for a particular solution or not.

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Then, after selecting the best solution, implement the best solution. And when once the alternatives have been chosen, the team needs to implement its decision is there. That is okay after the identifying problems, making the solutions then deciding about the best solution and now the implementation of the solution is there. So, this requires effective planning, as well as communicating the decision to all the stakeholders that may be impacted by this particular decision is there.

This is very, very important. That is if we are making this communication to the all the stakeholders to whom this decision is going to be affected and therefore, in that case we can get their feedback. What is their opinion? And then, if there is a need for correct action, we can do the corrective action also. Evaluate the outcome, remember that teams and team building is a learning process.

It is critical that the team examine whether the proposed plans of action were achieved in an effective way and resulted in perspective outcome is there or not. So therefore, in that case it whatever decisions are taken, so, whether they it is the positive outcome or it is not a positive outcome there. So, if we evaluate the outcome, it will give a clear-cut idea. Whether the solution which have been obtained, whether that solution is the appropriate or it is not appropriate is there.

So, by identifying the problem, establishing the decision criteria, weighing them, generating the alternative, selecting the evaluate the alternative, choose the best alternative, choose the whatever the best alternative has been selected then you are making the implement of that. And in implementation there might be certain problems. So therefore, you evaluate the decision and then finally.

If you find out that is the after, this is a rational model, logical model and very popular model is there. And then finally, if you find out, it is yes, whatever has been selected. That is the best one. As per their guidance is concerned then definitely you will be able to find out the the best solution to be implemented.

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Brainstorming

- Originally adopted by Alex Osborn in 1938 in an American Company. According to him, brainstorming means using the brain to storm the problem.
- **Four Basic Guidelines:**
 - 1) Generate as many ideas as possible.
 - 2) Be creative, freewheeling, & imaginative.
 - 3) Build upon piggybank, extend or combine earlier ideas.
 - 4) Withhold criticism of others' ideas.
- **Two underlying principles:**
 - 1) Deferred Judgment, by which all ideas are encouraged without criticism.
 - 2) Quantity breeds quality



Brainstorming so originally adopted by the Alex Osborn in 1938 in an American company. According to him, brainstorming means using the brain to storm the problem. So therefore, four basic guidelines are there. So, generate as many ideas as possible. be creative, freewheeling and the imaginative is there. Build upon the piggybank, extended or the combine earlier ideas and the withhold criticism of others ideas are there.

So therefore, in that case, these basically whenever because this is different. So, every methodology or which has been used to identify the solution, so, earlier we have talked about the rational model. But here it is the group of people they will be having this he full freeness for the whatever the ideas come in their mind and they will be in their brain. They will be discussing about those ideas are there.

And then definitely those ideas will be evaluated and with all the criticism of others' ideas. Two underlying principles for this brainstorming is deferred judgment by which all ideas are encouraged without criticism and the quantity breeds the quality. So therefore, in that case, this is important. Ultimately, what is important is that that you should be able to give the result. The result is important and this quantity believes the quality means.

Unless and until you will not take the decisions, how you will reset the quality of decisions. So, decisions are to be taken as soon as you get this opportunity to identify the problem and provide the solutions are there. In the brainstorming sessions normally those who are experienced one, they are giving the very right solutions are there and we can take them into consideration.

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Nominal Group Technique (NGT) (Delbecq, Van de Ven and Gustafson, 1975)

- A generic name for face-to-face group techniques in which instructions are given to group members not to interact with each other except at specific steps in the process.

Process:

- Members brought together & presented the problem.
- Each member develops solution / ideas independently & writes them on cards.
- All present their ideas in a round-robin procedure.
- Brief time is allotted to clarify ideas, after the presentation by all.
- Group members individually rank their preferences for the best alternatives by secret ballot.
- Group decision is announced based on this ranking.



SWAYAM

Then next method is the nominal group technique is there. So Delbecq Van de Ven and Gustafson in 1975 is given about this particular nominal group technique, a generic name for face-to-face group technique in which instructions are given to the group members not to interact with each other, except at specific steps in the process is there. And what will be the process? Members brought together and presented the problem.

Each member develops solution/ideas independently and writes them on cards. All present their ideas in a round-robin procedure. So therefore, in that case, this will be a very-very important aspect that is the how we are going for these particular members. And therefore, each member, whoever is given that particular idea that will be discussed, will discuss it will be discussion will be there.

But this is by the; it is not the fray. Well, free well it is on the basis of that particular nominated group only and that is why it is called the nominal group technique is there. So, brief time is allotted to clarify ideas, after the presentation by all. Group members individually rank their preferences for the best alternative by secret ballot. And group decision is announced based on this particular ranking is there.

So therefore, this group decision is becoming very-very important issue whenever we are talking about the taking the decisions by this particular group because it will be in the discussion on the basis of the clarifying the ideas. So therefore, each group will be having the

ideas. A common problem is given. They will make the presentations; the presentations will be violated and then this will be checked whether the solution is possible or not.

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Delphi Technique

- "Delphi" is a place, where the ancient Greeks used to pray for information about the future.
- In this technique, members selected are experts, & scattered over large distances, having no face-to-face interaction for decision-making.
- The effectiveness of the technique depends on the adequate time, participants' expertise, communication skills, & motivation of the members.

Process:

1. The problem is identified and a set of questions (a questionnaire) are built relating to the problem. Experts in the problem area are identified and contacted, to whom the questionnaire is sent.
2. They anonymously and independently answers the questions and sends it back to the central coordinator.



Delphi is a place where the ancient Greeks used to pray for the information about the future. In this technique, member selected are experts and scattered over the large distances, having no face-to-face interaction for decision-making. While in the earliest technique we have seen it was a face-to-face discussion was there. The effectiveness of the technique depends on the adequate time, participants, expertise, communication, skills.

And motivation of the members is there. So therefore, this particular Delphi technique it will be useful only when there is the adequate time is there. So, those who are the experts they are having sufficient time to look into the problem, discuss the problem and provide the solution. Participants, expertise are there those who will be looking for this particular problem and issues and then they will be able to see from the from the perspective of their own field.

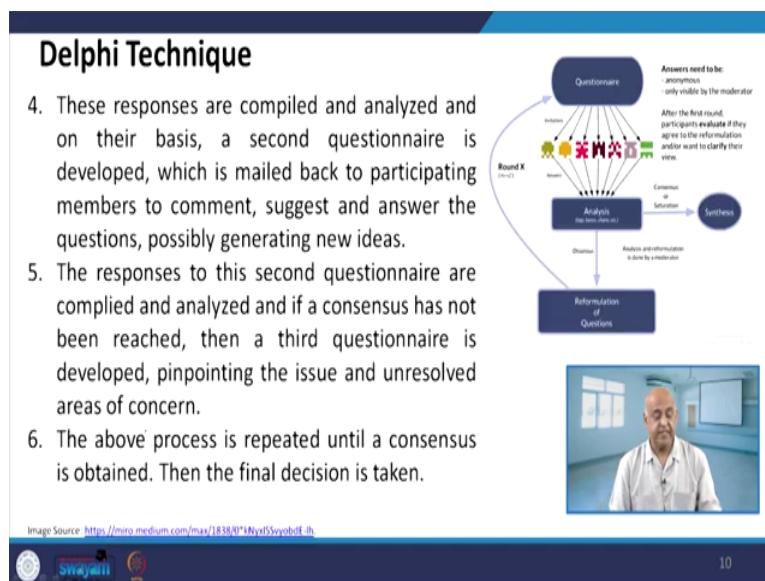
And accordingly, they will communicate and motivate to the members. In the Delphi technique process how to do that? The problem is identified in a set of questions. A questionnaire is built relating to the problem. Experts in the problem are identified and contacted to whom the questionnaire is sent. They anonymously independently answer the questions and sends it back to the central coordinator is there.

And therefore, in that case, this is a very, very comfortable technique is there. And therefore, experts are that is the questionnaire will be sent and on the basis of the questionnaire, they

will be responding and they whatever these but it is anonymous, an independent. So therefore, nobody knows that who has given the what sol solution or of what is in the minds of the others are there?

Because many times the decisions are negative. And therefore, it should not be having this particular idea that who has given this particular solution? So therefore, it will be anonymously discussed.

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These responses are compiled and analyzed in on their basis. The second questionnaire is developed on the basis of the first second question I will be told which is mailed back to the participating members to come and suggest and answer the questions possibly generating new ideas are there, So, there will be the certain questions and answers that is related to the new ideas to be generated and here those who are already who are the part of this particular process.

So, they will not be getting the any comment or suggestion unless and until that it is becoming very relevant is there. So, because these responses are new and therefore new ideas will come and the second questionnaire are compiled and analyzed and so on. The basis of the first idea, first brainstorming session you can say the pilot study. Now, we are having the second question higher and this is more structured.

So, consensus has not been this then. The third questionnaire is developed by pinpointing the issues and resolve the ideas of consensus because the it was not connected like earlier. So,

here what will be that third question IR will be developed where all the issues raised by the first and second respondents and the experts that will be accumulated. The above process is repeated until a consistency is obtained and then the final decision is taken.

And therefore, this process of collecting the data sending the questionnaire taking the responses and of identifying their reviews. So, unless and until we do not have the consciences then definitely there will be no final decision will be taken. But yes, if we develop the consensus then there will be the final decision will be taken. So, this is the questionnaire analysis and the reform is there of the questions.

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Leader-Centered Decision-Making Model

The leader exercises his or her power to initiate, direct, drive, instruct, and control team members. To be successful, the leader should:

- Focus on task
- Ignore personal feelings and relationships
- Seek opinions
- Get agreement
- Make final decisions
- Stay in control
- Stop disruptions
- Discourage members from expressing their feelings
- Keep it rational
- Guard against threats to his or her authority



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Some of the questions will be done and done by the team members. Leaders-Centered decision-making model is there, so, this is a very common practice. The leader exercises these are her power to initiate direct drive, instruct and control team members is there. So therefore, in that case, what happens that is, he identifies any problem in the society in the organization? And then he initiates then he directs and that a particular data instruction will be given to the control team members are there.

So, what leader should do? That you should focus on the task, ignore personal feelings and relationships and no biases, seek opinions of all, get agreement so that the work can be done. Make final decisions that is when they will start the work and end the work, stay in control. So therefore, in that case, there will be no deviations. Stop disruptions, as we are into the control sooners' deceptions will be there.

Discourage members from expressing their feelings, keep it rational and the guard against threats to his or her authority is there. So therefore, in that case, every member is having certain authority. He is the master of his solution and whenever he is going for this master of his solution. Then definitely he will be looking for the that there should not be any threat. So that his authority should be intact.

So, maybe that is his opinion structure. His design may be, the profitable or may not be profitable but ultimately it is very important that is the we do not have the threat for that particular guard and therefore we are having the full authority for that is used by that particular person is there. Now, in this case the difference between the brainstorming and other sessions is there is a leader.

Leader is purely made, initiate direct drive instruct and the control so, team members are there. So therefore, in that case, the leader exercises that is his power and whenever he is exercising his power, so, he will give the direction also to the solutions to the problems. That was a team-based leader base.

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Team-Centered Decision-Making Model

Empowers team members to make decisions and follow through. To be successful, the team leader should:

- Listen attentively
- Watch for nonverbal cues
- Be aware of members':
 - Feelings
 - Needs
 - Interactions
 - Conflict
- Serve as a consultant, advisor, teacher, and facilitator
- Model appropriate leadership behaviors
- Relinquish control to the team
- Allow the team to make final decisions



Now, we will talk about the team-centered decision-making model is there. So, empowers team members to make decisions and follow through to be successful and team leaders should listen very attentively. Whatever the leader is saying, other team members are saying and that the team member should have the clarity, the clarity of thought is important. And that is why they will be listen alternatively.

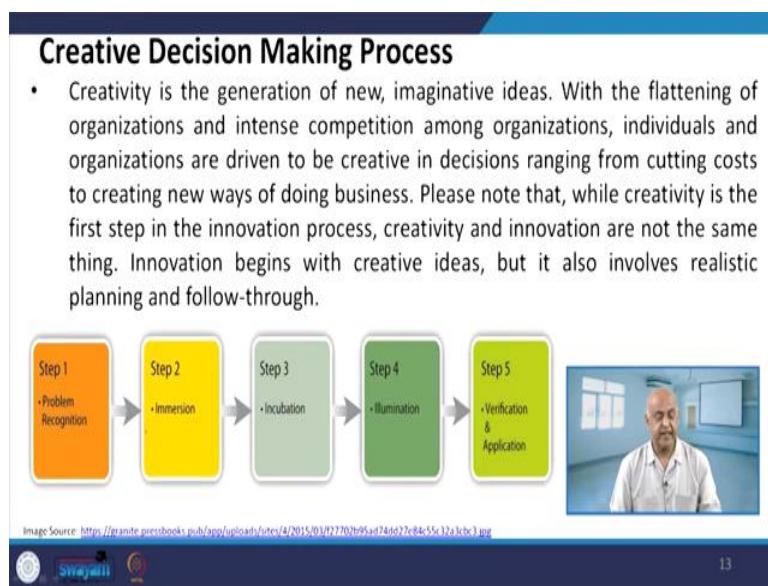
Watch for the non-verbal cues, now this is very important that is, this is not only for the verbal cues are there, so, whatever has been said but the body movement the hand, movements leg movements. So therefore, in that case that is nonverbal cues. That has to be also captured and judge. Be aware of members, there is a feeling, needs, interaction and conflict is there.

So therefore, it will be very common that they will be in the feelings they will be having certain needs and naturally they will require certain interactions and whenever there will be interaction, there will be the conflict is there. Now, team member serve as a consultant advisor, teacher and facilitators are all are forming the team is there. Model appropriate leadership, behaviours will be there and the relinquish control to the team is there.

So, allow the team to make the final decisions is there. So, earlier it was a leader who was making this decision about a particular problem and providing the solution. Here it is a team-centered decision is there. Where the leader is taking this particular decision and on the basis of this team-centered decision, the team members are very active and cooperative and as a result of which the all-team members they are allowing each other to take the final decision is there.

Here because all stakeholders have been considered so, there will be the always chances that is your decision will be better and helpful for the taking of the solution.

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The next is the creative decision-making process is there. So, problem identification, recognition, immersion, incubation, illumination and verification and application, so, these are the five steps will be there. So, creativity is the generation of imaginative ideas with the flattening of the organizations and intense competition among organizations. Individuals and organizations are driven to the creative in decisions ranging from the cutting the cost.

So, this is the most important aspect that is they start with the cutting the cost, is there. So that there can be the ROI, satisfactory ROI and creating the new ways of doing the business. Please note that while creativity is the first step in the innovation or process, creativity and innovations are not the same thing. So, innovation begin with the creative ideas but it also involves realistic planning and the follow through is there.

So therefore, on the basis of this, this is not the totally very imaginative rather than this is practical and that is the step one will be problem, recognition, immersion will be there, incubation will be done, illumination will be done and verification and application will be done. So, all these five steps which is required to be judged so, these five steps that the that will be decided by the this all on the group members team members.

Those who are going for this particular type of the decisions are there. So, creativity that has to be encouraged because ultimately, nowadays the Buzz Mantra is that is the do the business differently, do the same business but differently and now indifferently that creativity is required. The simple example may be use of technology. So, when you are using the technology then you are using the something new and that will be helpful for the performing.

But in the case, whenever there is not a proper conception of the ideas it is called the incubation. Then definitely this method will be a threat.

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Creative Decision Making Process

1. **Problem identification:** which is the step in which the need for problem solving becomes apparent. If you do not recognize that you have a problem, it is impossible to solve it.
2. **Immersion** is the step in which the decision maker thinks about the problem consciously and gathers information. A key to success in creative decision making is having or acquiring expertise in the area being studied.
3. Then, **Incubation** occurs. During incubation, the individual sets the problem aside and does not think about it for a while.
4. Then comes **illumination** or the insight moment, when the solution to the problem becomes apparent to the person, usually when it is least expected.
5. Finally, the **verification and application** stage happens when the decision maker consciously verifies the feasibility of the solution and implements the decision.



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Next is the creative decision-making process problem identification which is a step in which the need to be problem solving becomes apparent. If you do not recognize that you have a problem, it is impossible to solve it. So, acceptance that I am having certain problem and that is very-very important, is there. Immersion, is a step in which the decision maker thinks about the problem consciously and gathers information.

A key to success in creative decision making is having or acquiring the expertise in the area being studied. This is a big challenge is there. So, immersion is required where the all these gen makers, they are having that particular academic background. So therefore, that economic background of knowledge of that body of knowledge that will help the team members to take a decision and then incubation process occurs.

During incubation the individuals sets the problem aside and does not think about it for a while is there. So, there in the incubation. So, the you are allowed all you are allowing the concept to that particular grow and then you will find out this solution. So, these comes illuminations are the inside moments when the solution to the problem becomes apparent to the person. So, the usually when it is the test expected, is there.

So therefore, that is an illumination only. That is not the reality. Finally, the verification and application stages are happening when the decision maker consciously verifies the feasibility of the solution and implements the decision is there. So that feasibility of the solution will be possible only when that is this particular decision maker. He is consciously verifying, the

feasibility because in all these steps you will see from the problem identification to the verification application.

It is very important that is the conditions in which you are working. That has to be very strong.

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Bounded Rationality Model

The bounded rationality model of decision making recognizes the limitations of our decision-making processes. According to this model, individuals knowingly limit their options to a manageable set and choose the best alternative without conducting an exhaustive search for alternatives. An important part of the bounded rationality approach is the tendency to **satisfice**, which refers to accepting the first alternative that meets your minimum criteria.

For example, many college graduates do not conduct a national or international search for potential job openings; instead, they focus their search on a limited geographic area and tend to accept the first offer in their chosen area, even if it may not be the ideal job situation.



Bounded rationality model is there, the boundary rationality model of decision making recognizes the limitations of our decision-making processes. According to this model, individuals knowingly limit their options to a manageable set. So therefore, they saying that is if there are ten options or they were, they would like to work in the seven set and choose the best alternative.

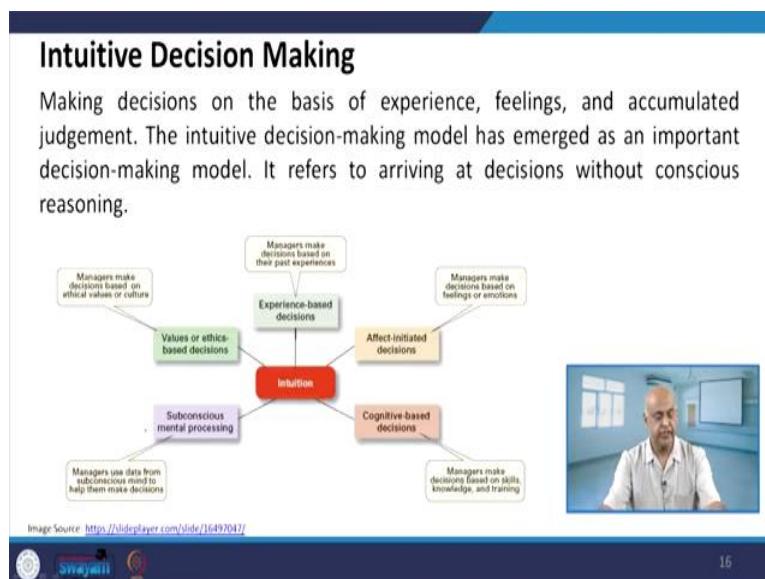
Without conducting an exhaustive search for alternatives is there a very interesting model. And therefore, limitations of this decision-making process is this that is the eight is it is the best alternative which is available. And important part of this bounded rationality approach is the tendency to satisfy which refers to the accepting the first alternative that meets you minimum criteria.

And therefore, in that case, in the both ways it is the in spite of it what is your source is there. Irrespective of that it is the selection of the solution that will be having the satisfying the alternatives that has been selected. An example is given here many college graduates do not conduct a national or international search for potential job openings and instead they focus as such on a limited geographic area.

And tend to accept the first offer in their chosen area, even if it may not be the ideal job situation is there. So, this is the reality which is happening. And therefore, in that case that is the any institute which is not having these the perfect seats. So, what it does that is, it is the first offer, in their chosen area is there. So, whatever the first of offer is there and then on basis of that first offer that the selection has been done, even though it may not be the ideal job situation is there.

So, many organizations because they have to take that particular decision and they go for the particular decision that is the bounded decision is there.

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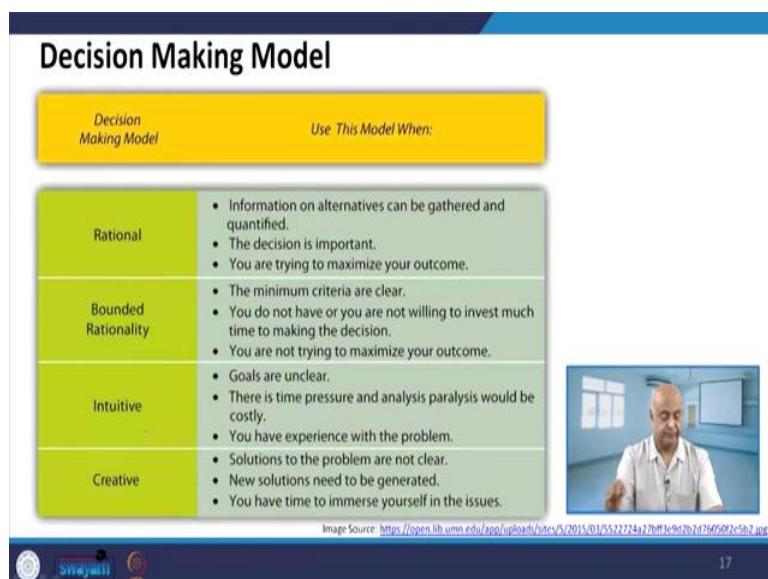
Now, intuitive decision making is there. So, making the decisions on the basis of the experience, feelings and accumulated judgment. The intuitive decision-making model has immersed is an important decision making model it refers to arriving at decisions without conscious reasoning is there. So, managers make the decisions based on their ethical values or culture, managers make decisions based on their past experiences, managers make decisions based on feelings and emotions.

And makes a decision based on skills, knowledge and training is there. Managers use data from the subconscious mind to help them make the decisions. So therefore, in that case, whenever managers are supporting their team members to take the decisions, it is based on the intuition. It is not based on the rationality or the logical is there. It is it depends on the individuals. What are the value systems are there?

How they are the mind is affected by these, their managers, feelings are emotions are there. Managers that whatever the skill, knowledge and ability they are having that is a cognitive based decision are there. So, knowledge, attitude, skills there, so, they are playing the very-very important role in taking the decisions are there. They are data from this the subconscious mind and therefore subconscious mind pattern that has been also used.

And experience the best decisions are there. So, naturally, whoever is leader he will like to take the decision on the basis of his experience is there. So, it is becoming very-very important. That is all decision, making models that will be applicable that will work through the intuition is there.

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So, decision making models we what we have talked about that is about the rational, bounded rationality, intuitive and creative is there. Informational alternatives that can gather and quantified, the decision is important. And you are trying to maximize your outcome is there. The minimum criteria are clear. You do not on your not willing to invest much time to making the decisions.

So, boundary rationality in this here then you use this particular model. Goals are if clear, there is time pressure and analysis, paralysis would be costly. So, you have experience with the problem. So, go for the intuitive and whenever solutions to the problem are not clear, new solutions need to be generated. Your time tumours out in the issues are there.

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Decision Making Errors and Biases

- **Heuristics:** Using “rules of thumb” to simplify decision making.
- **Overconfidence Bias:** Holding unrealistically positive views of one's self and one's performance.
- **Immediate Gratification Bias:** Choosing alternatives that offer immediate rewards and that to avoid immediate costs.
- **Anchoring Effect:** Fixating on initial information and ignoring subsequent information.
- **Selective Perception:** Selecting organizing and interpreting events based on the decision maker's biased perceptions.



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Now, what will be the errors and biases, so, heuristic, using “rules of thumb” to simplify decision making. Overconfidence biases, unrealistically positive views of one's self and one's performance. Immediate gratification, bias, anchoring affect is there and selective perception will be there. And therefore, choosing the alternatives it offer immediate bias rewards and to provide threat to the cost that is to be avoided. In the case of this decision, making biases is there.

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Decision Making Errors and Biases

- **Framing Bias:** Selecting and highlighting certain aspects of a situation while ignoring other aspects.
- **Availability Bias:** Losing decision-making objectivity by focusing on the most recent events.
- **Representation Bias:** Drawing analogies and seeing identical situations when none exist.
- **Sunk Costs Errors:** Forgetting that current actions cannot influence past events and relate only to future consequences.
- **Self-Serving Bias:** Taking quick credit for successes and blaming outside factors for failures.
- **Hindsight Bias:** Mistakenly believing that an event could have been predicted once the actual outcome is known (after-the-fact).

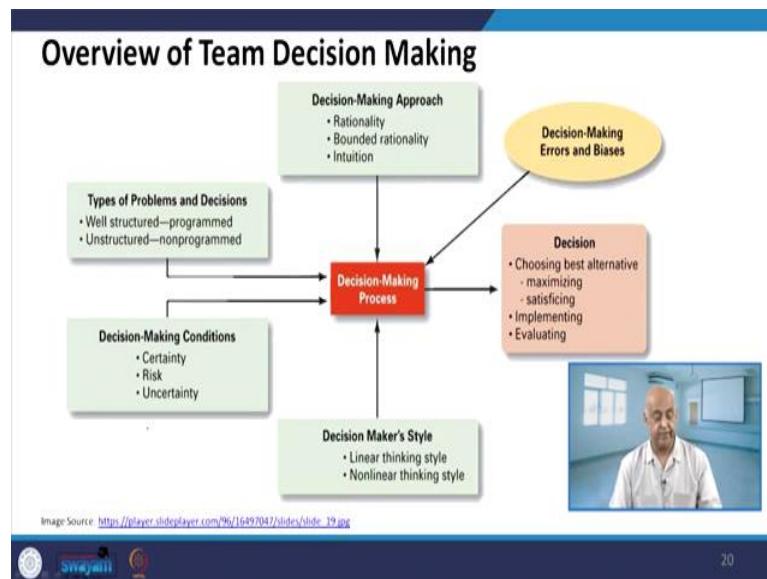


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Now, there are the framing biases this is there. Certain aspects of situation while ignore the other aspects. Availability bias is there. There is a losing the decision-making objectives by focusing on the most recent events. Representation Biasness is there that is a drawing analogy and seeing identical situations. And then therefore, on the base of that we take the decision, sunk costs error is there.

Current actions they cannot influence past events and relate only to the future consequences. So therefore, that will be the sunk costs error. Self-serving bias will be there is us taking quick credit for success and blaming outside factors for failures. Hindsight bias is that an event could have been predicted once the actual outcome is known.

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So, here, whenever we are going by this particular bias need so finally, we are taking this the overview of team decision making is there. Rationality, boundary rationality and intuition is there. Then we are taking about decision making types of problems and decisions well structured and unstructured are there. Decision making conditions are the certainty, risk and uncertainty is there in which is a situation you are taking the decision.

The decision makers style is the linear thinking style or the non-linear thinking style. So, it will be totally depended on the decision maker. Decision best alternative is maximizing satisfaction implementing or the evaluating is there.

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What is Conflict?

- Conflict occurs when opposing parties have interests or goals that appear to be incompatible. There are a variety of sources of conflict in team, committee, work group, and organizational settings. For example, conflict can occur when group or team members;
 - have strong differences in values, beliefs, or goals;
 - have high levels of task or lateral interdependence;
 - are competing for scarce resources or rewards;
 - are under high levels of stress; or
 - face uncertain or incompatible demands—that is, role ambiguity and role conflict.

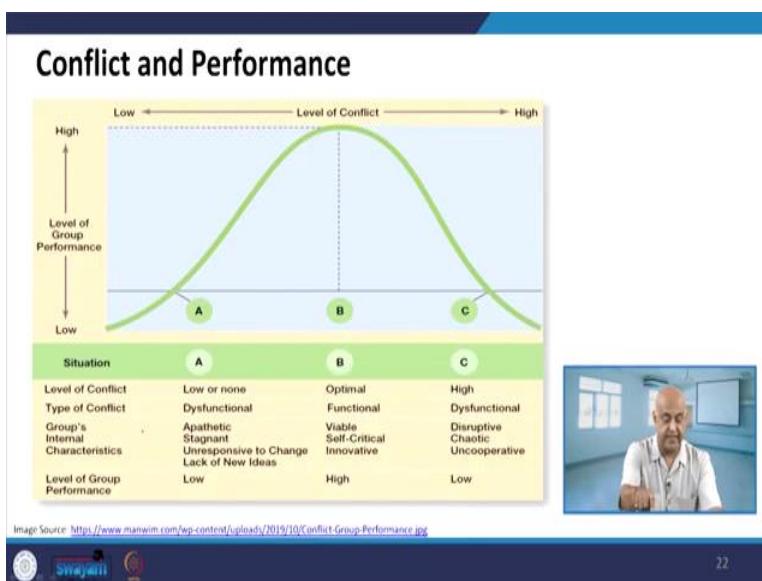


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Now, whenever we are talking about the conflict, so, conflict occurs when opposing parties of interest or goals that appear to be the incompatible. And therefore, in that case, conflict can occur within a group or team members. So, we have to classify that is what type of these you are having the conflict. Strong degree are the high levels competing for scarce resources under high levels of stress as the face uncertainty is there.

So, conflict can also occur when leaders act in a manner inconsistent with the vision and goals, they have articulated in the organizations is there.

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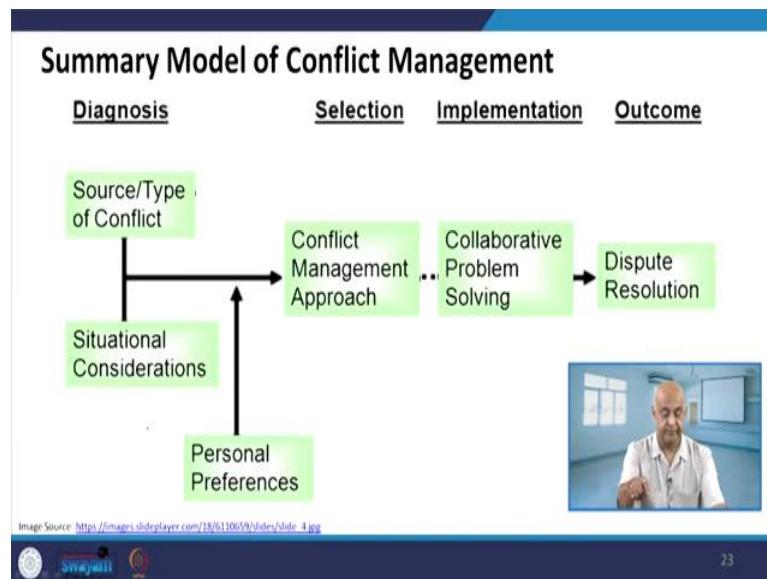


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Here, we will talk about the low level in high level of group performance. So therefore, in that case it is the level of conflict which group level performance is low, it is low. It is going high then it is going low. So therefore, in that case, conflict and performance will be decided

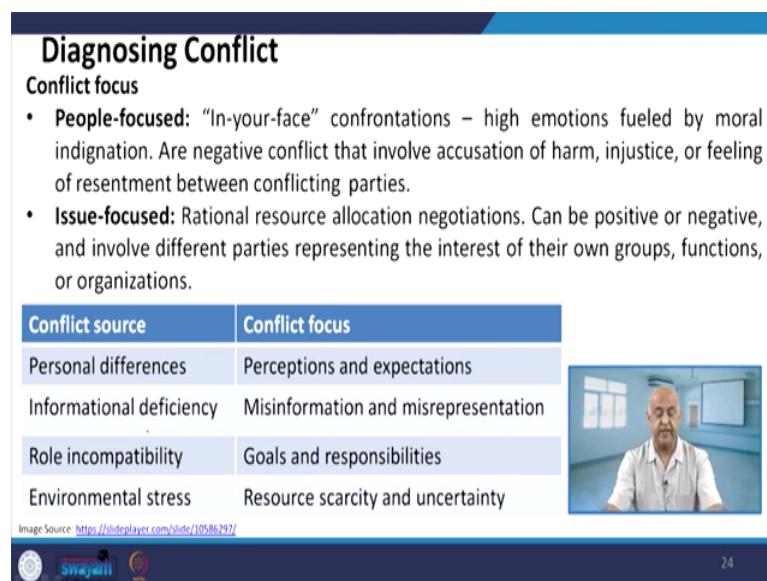
on the basis of like this curve. That is at what stage is the level of conflict is there and which type of the conflict it will be called.

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So, suppose in the team building if conflict arises so, step of conflict situational consideration, personal preferences, conflict management, collaborative problem solving and the dispute resolutions will be there.

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What is important is you should be able to diagnose the conflicts and the people focused and the issue focused are there. Conflict, source and conflict focus is their personal differences what are the sources informational deficiency role in compatibility or the it may be related to the perception and expectations, manifestation and misrepresentation, goals and responsibilities. So that can be the diagnosing the conflicts may be there.

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Conflict Management Approaches

Leaders can use five strategies or approaches to resolve conflicts. Perhaps the best way to differentiate between these five strategies is to think of conflict resolution in terms of two independent dimensions: cooperativeness versus uncooperativeness and assertiveness versus unassertiveness.

The diagram illustrates five conflict management approaches based on two dimensions:

- Competing:** High Assertive, Low Cooperative
- Compromising:** Medium Assertive, Medium Cooperative
- Avoiding:** Low Assertive, Low Cooperative
- Accommodating:** Low Assertive, High Cooperative
- Collaborating:** High Assertive, High Cooperative

Image Source: <https://wp.com/www.edunote.com/img/dimension-of-conflict-handling-intentions.png?size=728%2C478&quality=100>

So, it will be the avoiding if it is uncooperative is low, assertiveness is low, avoiding is there or it can be the competing compromising collaborating and the accommodating is there. Depending on the assertiveness and the cooperativeness is there.

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Framework for Collaborative Problem Solving

- Establish superordinate goals
- Separate the people from the problem
- Focus on interests, not positions
- Invent options for mutual gains
- Use objective criteria for evaluating alternatives
- Define success in terms of real gains, not imaginary losses

Four Phases of Collaborative Problem Solving

1. Problem Identification
2. Solution Generation
3. Action Plan Formulation and Agreement
4. Implementation and Follow-Up

First two phases most difficult to implement effectively.

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Case Study: Computerized Decision Making

- As you saw in the opening vignette, computerized decision making has really taken off in recent years. Some have blamed the financial crisis that began in 2007–2008 on excessive reliance on these computerized decision-making models. Lending officers who used to make individualized decisions about credit worthiness through personal judgment were replaced by computerized and statistical models, which resulted in mechanistic decision making. As a result, large numbers of decisions were tied to a common set of assumptions, and when those assumptions proved to be wrong, the entire credit system fell apart and the economy faltered.
- Besides the use of computerized decision models, the use of computerized systems like Twitter for information sharing and the burgeoning number of computer “apps” may be leading to information overload, so facts and figures replace analysis and thought in making human decisions. Eric Kessler from Pace University’s Lubin School of Business notes, “What starts driving decisions is the urgent rather than the important”.



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So, this will be the quality of collaborative problem solving and on basis of this, we will be able to resolve the conflicts is there.

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Case Study: Cont.

Researchers have begun to find that people using too much information actually make worse decisions than people with less information, or they get so swamped in information that they are unable to reach a decision at all. Computer decision models do present certain advantages. Computers are capable of amassing and compiling enormous amounts of data and using them to spot trends and patterns a human observer would simply never see. Computers also are not prone to emotional decision making or falling into the heuristics and biases we discussed in this chapter. Finally, computerized decision making systems are generally faster than human beings. However, computer decision-making systems have certain faults that might severely constrain their usefulness. Although computers can grind through masses of data, they are not capable of intuition or creative thought. As scholar Amar Bhidé notes, “An innovator cannot simply rely on historical patterns in placing bets on future opportunities.”



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Case Study: Cont.

People are much more likely to spot opportunities that lie just beyond what the data can tell us directly. Also, groups of people working in collaboration can discuss and question assumptions and conclusions. Computers cannot actively consider whether their programming makes sense or adapt automatically when values changes.

Questions:

Q1. What are the specific advantages of using computerized decision making? How can computers be better decision makers than humans?

Q2. Are there advantages to completely disconnecting from the wired world when possible? What can you do to try to retain your ability to focus and process information deeply?

Q3. What are the weaknesses of using computers as decision tools? Are computers likely to have any specific problems in making decisions that people wouldn't have?



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So, this is a case study as usual which we discussed and please solve the questions given at the end of the case study.

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Research Paper



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Improving team decision-making performance with collaborative modeling

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Mobile, Alabama, USA, and*
Mary F. Bratton-Jeffery
*Headquarters, US Navy Education and Training Command,
NAS Pensacola, Florida, USA*

Purpose

This article aims to examine considerations and strategies for improving team performance in decision-making by teaching teams to use collaborative modeling based on team mental models. In this paper authors' examined collaborative modeling in the context of improving team decision-making performance and offer five imperatives for successful team collaboration.



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And this is a research paper improving the team decision making performance with the collaborative modelling is there.

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Research Paper

Design/methodology/approach

The article describes the nature of shared mental models and collaborative modeling, the potential effects of collaborative modeling on team performance, and a perspective on communication imperatives that facilitate collaborative modeling. The article builds upon this information to suggest five imperatives for teams to help them develop collaborative modeling skills.

Findings

The article offers strategies in the form of five imperatives for teams to observe in order to build skills in collaborative modeling and improve team performance by improving team members' ability to effect collaborative modeling to accomplish team tasks and goals.



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Research Paper

Originality/value

Research over the years in mental modeling and communication has created a powerful argument that effective communication and shared mental models improves team performance. However there is little about application of this concept in the literature. The next step for researchers is to develop application models for collaborative modeling and test those models through empirical research. This paper offers an application model based on imperatives to be observed by decision-making teams in order to facilitate the creation of shared mental models of team tasks and processes.



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Book Recommendation

Moving Out of the Box: Tools for Team Decision Making

Authors: Jana M. Kemp

Publisher: Stanford University Press (8 July 2009)

Language: English

Paperback: 184 pages

ISBN-10: 0804762465

ISBN-13: 978-0804762465

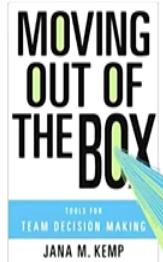


Image Source: https://images-na.ssl-images-amazon.com/images/I/418EPb1ISUL._SX329_BO1,204,203,200.jpg

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And this is the design, methodology, approach and findings about this particular research paper. And finally, this is the book moving out of the box which you can refer for tools for the team decision making is there.

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Book Recommendation

The book argues that making good decisions involves expansive group conversation that leads to sound conclusions and swift execution. This sounds simple, but in many organizations, making a decision and seeing it through can become an exercise in frustration for managers and employees alike. At one end of the spectrum are "command-and-control" decisions, proclaimed from on-high and implemented through the ranks without input or buy-in from those affected by the decision. This approach can lead to resentment and backlash. At the other end are purely collaborative, consensus-driven decisions that often lead to inoffensive, weak choices and sub-par results.

Moving Out of the Box shows that there is a time for consensus, a time for command-and-control, and a time to integrate both approaches. Providing examples of successes and failures, the text identifies five decision-making profiles—antisocial, boxed-in, neutral, engaged enthusiasm, extreme excitement—to help you position yourself in relation to your teammates, facilitate discussion, and steer your group toward the most effective end point.

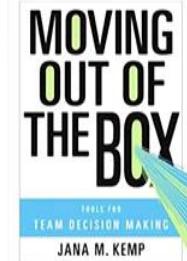


Image Source: https://images-na.ssl-images-amazon.com/images/I/418EPb1ISUL._SX329_BO1,204,203,200.jpg

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And there are different models which have been suggested you can take the basis on these particular readings.

(Refer Slide Time: 33:47)

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- <https://slideplayer.com/slide/16497047/>
- <https://open.lib.umn.edu/principlesmanagement/chapter/11-3-understanding-decision-making/>
- <https://slideplayer.com/slide/10449795/>



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You can try to find out that how you can take the decision. These are the references for your further studies. Thank you.

Leadership and Team Effectiveness
Prof. Santosh Rangnekar
Department of Management Studies
Indian Institute of Technology – Roorkee

Lecture –45
Virtual Teams

In this particular session, we will talk about the virtual teams.

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CONTENTS

- Virtual Team
- Physical vs Virtual Team
- Advantage and Disadvantage of Virtual Teaming
- E-Leadership
- Common Challenges For Leaders In A Virtual Team Environment
- Building Trust
- Making Virtual Teams Work: Basic Principles
- Research paper
- Case study
- Book recommendation
- References

Image source: https://www.emeraldgroupublishing.com/imported_images/promo/img/virtual_teams.jpg

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The contents are the virtual team, physical versus virtual team, advantages and disadvantages of virtual teaming, e-leadership, common challenges for the leaders in a virtual team, environment, building trust, making virtual teams work basic principles and as usual the research paper, case study and book recommendations. Then you will find at the end there are the references for this material and for further studies.

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Virtual Teams

- Virtual teams take many forms, have different objectives, and solve various types of tasks. However, they all have in common two necessary elements:
 - two or more people work together to achieve common goals
 - at least one of the team members works in a different location or at a different time.
- Because of these two defining characteristics, virtual teams communicate and co-ordinate at least partially by means of electronic media.



Image Source: https://www.projectmanager.com/wp-content/uploads/2020/07/200717_Blog_Feature_Virtual_Teams.jpg

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So, whenever you are talking about the virtual teams, are there so, take many forms they have different objectives and solve various types of tasks are there. And they all have in common two necessary elements. So, two or more people work together to achieve the common goals are there. At least one of the team members works in a different location or at a different time is there.

And therefore, in that case it will be that is the how they are having this working together for achieving the particular common goal. So, here, if we are talking about the team. So, team is remaining the same, because we have discussed this thing earlier. So, what is a team? Team is that is achieving the common goals and whenever we are talking about the common goals are there.

So, therefore, in that case whole the process that will be working together but at least our team members works in a different location or a different time. So, but when you are talking about the virtual teams, so, they are not physically at one place. At least one member is there who is at the different location or at a different time is there. These two defining characteristics, virtual teams communicate and coordinate at least partially by means of electronic media is there.

So, always there will be the electronic media and in by means of the electronic media, they will be having this interaction because they are at the different places are there. So naturally, some mechanisms are required to be used and therefore this mechanism will be used for the purpose of the virtual team is there.

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Definition of Virtual Team

Gassmann and Von Zedtwitz, 2003	Virtual team as a group of people and sub-teams who interact through interdependent tasks guided by common purpose and work across links strengthened by information, communication, and transport technologies.
Leenders et al., 2003	Virtual teams are groups of individuals collaborating in the execution of a specific project while geographically and often temporally distributed, possibly anywhere within (and beyond) their parent organization.
Powell et al., 2004	Define virtual teams as groups of geographically, organizationally and/or time dispersed workers brought together by information technologies to accomplish one or more organization tasks".



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So, Gassmann and Von Zedtwitz in 2003, virtual team is a group of people and sub teams who interact to the interdependent task, guided by the common purpose and work across links strengthened by the information, communication and transport technologies are there. So, therefore, this particular team is a which is working and interacting through independent task is there.

So, there that is about the information and communication. So, therefore, in that case, it is the sharing of your mechanisms of these information and communication and the transport technologies are there, so, that will be used. And the Leenders et al., in 2003, has given these concept, virtual teams are groups of individuals collaborating the execution of a specific project so, that there is a common goal is there.

So, there will be always for a specific project will be there. While geographically and often temporarily, distributed possibly anywhere within and beyond their parent organization is there. So, therefore, it is outside of their premises is concerned. The Powell et al., in 2004, has given another definition. Virtual teams, as groups of the geographically, organizationally and the time dispositive workers brought out together by information technologies to accomplish one or more organizational tasks are there.

So, again, it is the same concept is there. That is then they have been, the dispersed workers are there. So, workers are not at the common geographical place and they are working in the different places. And they are brought by the information technologies they are using this

particular information and communication technology. You can see the ICT to accomplish one or more organizational tasks are there.

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Physical vs. Virtual Teams		
Activity	Physical Teams	Virtual Teams
Nature of interaction	Opportunity to share work and non-work related information	The extent of informal exchange of information is minimal
Utilization of resources	Increases the opportunity for allocation and sharing of resources	Each collaborating body will have to have access to similar technical and non-technical infrastructure
Working environment	They encountered constraints accessing information and interacting with others outside the collocated team within the company	Sometimes not able to share ideas or dilemmas with other partners



So, all are working for common goals but they are working for the different tasks. So, physical versus virtual teams, nature of interaction. So, physical teams are having the opportunity to share work and non-work-related information. So, this particular team is having that is they may be related to the work and it can be related in non work. Virtual team extent of information exchange of information is minimal.

And here you will find it is more or less towards the work because they do not want to make the much interaction on these information and communication based. So, therefore, exchange of information is minimal in the case of this virtual team is concerned. Utilization of resources, physical teams are, there increases the opportunity for allocation and sharing of resources.

While in the virtual teams each collaborating body will have to have access to similar technical and non technical infrastructure. And therefore, in that case, it will be the always virtual team that collaborating team will be have to access the technical aspects are there. And here it is they in the case of the physical team, they have the full opportunity, so, sharing of the resources is there.

While in case of the virtual team, so, that is the similar technical, non technical infrastructure both will be used. Working environment, they encounter constants accessing information and

interacting with other outside the collocated team within the company. They sometimes not able to share ideas or dilemmas with the other partners are there. So, this is the limitation in the current scenario, when we are talking about the use of the virtual teams where the physical teams are even possible. So, then we have to think because this will be the always encounter the constants are there.

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Physical vs. Virtual Teams		
Activity	Physical Teams	Virtual Teams
Control and accountability	The project manager provides the Context for ongoing monitoring of activities and events and thus enhances their ability to respond to requirements.	The collaborating bodies were accountable to the task leaders and the project coordinator who had limited authority to enforce any penalties for failure to achieve their tasks
Cultural and educational background	Members of the team are likely to have similar and complementary cultural and educational background	The team members varied in their education, culture, language, time orientation and expertise
Technology compatibility	Situated and operating within a single organization faces minimal incompatibility of the technological systems	Compatibility between different systems in collaborating organizations ought to be negotiated at the outset



Ale Ibrahim, Nader & Mohammed Shahadet, Shamsuddin Ahmed & Taha, Zahari. (2011). Virtual Teams And Management Challenges. Academic Leadership Journal. 9. 17. 10.5281/zenodo.185425

And here sometimes not able to share ideas because they may be lack of the infrastructure support is there. So, physical versus virtual teams' activities are concerned the control and accountability. Then the project manager provides the context for the ongoing monitoring of activities and events and does enhance their ability to response to the requirements are there.

While in case of the virtual teams, the collaborating bodies were accountable to the task leaders and to the project coordinator, who had limited authority to enforce any penalties for failure to achieve their task is there. So therefore, in that case it is becoming a totally change approach is there. So, here your ability to response to the requirements are there. Here authority to enforce any penalties are there.

In the cultural and educational background is concerned then, in the physical teams, members of the team are likely to have similar and complementary culture and educational background. While in case of the virtual team, because they are at the different geographical location, different places, so, their education, culture, language, time orientation and expertise that will be varied.

Technology compatibility is concerned, it is situated and operating within a single organization faces the minimal incompatibility of the technological systems are there. So, therefore, in the physical teams they will have the minimal incompatibility of the technological system, while in the virtual teams, compatibility between different systems in collaborating organizations ought to be negotiated at the outset.

So, therefore, in that case, you cannot work without that. In case, if you are not knowing about these collaborating organizations those who are what type of this technology compatibility you have? You cannot interact, to interact it is necessary that in the advance that is the what type of the technology they are using? While in case of the physical teams, it is not highly concerned so, therefore, minimal incompatibility will also do.

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Advantages of Virtual Teaming

- Reducing relocation time and costs, reduced travel costs
- Able to tap selectively into center of excellence, using the best talent regardless of location
- Greater degree of freedom to individuals involved with the development project
- Higher degree of cohesion (Teams can be organized whether or not members are in proximity to one another)
- Provide organizations with unprecedented level of flexibility and responsiveness.
- Respond quickly to changing business environments
- Self-assessed performance and high performance.
- Cultivating and managing creativity
- Provide a vehicle for global collaboration and coordination of R&D-related activities



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The advantages of virtual teaming are reducing reallocation time and cost reduce the travel cost able to tap selectively into center of excellence using the best talent, regardless of location. Greater degree of freedom to individuals involved with the development project higher degree of cohesion teams can be organized whether or not members are in proximity to one another.

So, therefore, high degree of cohesion is there. Provide organizations with the unprecedented level of flexibility and responsiveness is there. So that we have seen that is the whatever not even thought earlier now that is possible. And therefore, many organizations they do not prefer now the physical teaming, rather than they concern and if possible, however, it will depend on the nature of business also.

And on the basis of that that will be the virtual teaming will be done. It responds quickly to the changing business environment, self-assessed performance in the high-performance cultivating and managing the creativity. That is also very much the big benefit out of this particular, the virtual teaming that is this cultivating and managing creativity that has been enhanced, provide a vehicle for global collaboration and coordination of R and D (Research and Development) related activities and therefore this is becoming the common parameters are there.

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Disadvantages of Virtual Teaming

- Lack of physical interaction
- Everything to be reinforced in a much more structured, formal process
- Challenges of project management are more related to the distance between team members than to their cultural or language differences
- Challenges of determining the appropriate task technology fit
- Cultural and functional diversity in virtual teams lead to differences in the members' thought processes. Develop trust among the members are challenging
- Will create challenges and obstacles like technophobia (employees who are uncomfortable with computer and other telecommunications technologies)



However, when we are talking about the disadvantages of the virtual teaming, so, lack of physical interaction is there. So, therefore, in that case, the whatever is to be learned by meeting each other, so, that learning will opportunity will not be there. Everything to be reinforced in a much more structured and formal processes are there and which will be not that much the freedom of flexibility.

Which is available into the unstructured way is there writing for the physical teaming. Challenges of the project management are more related to the distances between the team members then to their cultural languages' differences are there. And therefore, in that case, the distances that has to be taken care of. Challenges are determining the appropriate task technology fit.

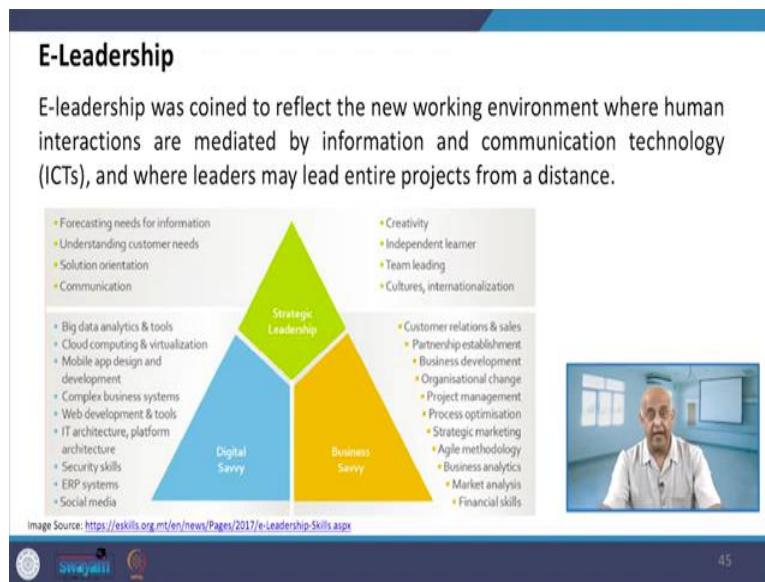
And this the appropriate task technology fit will be available only with that particular in the case of the virtual teaming is concerned. And in the virtual teaming this challenge will not be

able to meet. Because the task technology if it is even the available but that interaction and that is required as it has been seen in the case of the physical teams that will not be possible, so, it will be a challenge.

Cultural and functional diversity in virtual teams, so and lead to the differences in the members thought processes. So, naturally they will be the diversified the culture will be there. So, there will be the problem and issues and develop. Trust among the members are challenging and therefore, in that case, those who are the members because they are coming from the different culture and different functional background.

So, therefore, in that case, developing the trust and converting that group into time will be a big challenge, will create challenges and obstacles like technophobia.

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So, those who are not very much used to this type of the technology, they will face the problem and therefore they will say that is no we will not be able to use this technology and they will be technophobia will be there. So, E-leadership is so, E-leadership was going to reflect the new working environment where the human interactions are mediated by the information and communication technology ICTs.

And where leaders may lead entire project from a distance is there. So, this type of this E-leadership is concerned, so, this will be the forecasting needs for the information, strategic leadership, digital savvy and the business savvy is there. So, I would like to take first, the

business savvy, so, customer relationships and the sales that is about the business. It is becoming very important.

Partnership establishments, business development organizational change, project management, process optimizing strategic marketing and so on. So therefore, you will find in the area of finance marketing and specially in the case of the project which is requiring about on this particular organizational change so, that will be affected. While in case of the digital savvy, big data analytics and tools, cloud computing.

And visualization mobile application, design and development, complex business systems, web designs and tools, IT architecture, security skills, ERP systems and social media is there. So, on basis of this these are the digital savvy and these are the business. So, when we are integrating that requires the strategic leadership. So, what is required for the purpose of the digital forecasting it for information understanding the customer needs.

What are the customer needs are there solution, orientation and communication is to be there? While in case of this business savvy is concerned, it is a creativity, interdependence and team building and cultural implementation. That will be becoming very very important for the e leadership is concerned.

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E-Leadership <ul style="list-style-type: none">• It is argued that the great transition of the global economy, with the inherent changes in organizations, require a significant adaptation on the part of the leadership, and a new leadership approach.• Typically, hence, e-leadership is seen as a response and solution to global changes generated by the technological development. As virtual and flexible work options continue to evolve, more employers are attempting to formalize their virtual work policies and get a better grasp on how to manage virtual workforces.• It is widely recognized that e-leadership differs from conventional way of perceiving and explaining leadership as well as form leadership practiced in traditional teams where leadership is grounded on face-to-face interactions.• E-leadership can be understood as a process of social influence where changes in attitudes, feelings, thoughts, behavior and organization are brought about with the help of advanced information and communication technology.	
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It is argued that the transition of the global economy, with the inherent changes in organizations requires significant adaptation on the part of the leadership and a new leadership approach there. And hence e-leadership is seen as the response and solution to the

global change so only generated by the technological development. As virtual and flexible work options continue to evolve, more employers are attempting to formalize their virtual work policies.

And get a better grasp on how to manage virtual workforces is there. And therefore, in that case, unless and until you do not get there is how to manage your virtual workforce, you will not be able to successful. It is widely recognized that the e-leadership and differs from conventional way of perceiving and explaining the leadership is form leadership practice in the traditional teams.

While leadership is grounded on face-to-face interaction. So, definitely there will be the changes into the e-leadership and the physical conditions of the leadership is concerned. So, e-leadership can be understood as a process of social influence where the changes in attitudes, feelings, thoughts, behaviour and organizations are brought about with the help of advanced information and communication technology is there and this is true.

There is whenever we are talking about these changes in technology business time. So, therefore, e-leadership is making the approaches of social influence where the changes in attitude, feelings and thoughts that has to be considered. And this is the because of the use of the ICT. And therefore, you are using the ICT you have to consider your members. You have to consider their physical comforts for activities.

Then it also can also consider the technology which they have to use. So, therefore, e-leadership will be required.

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Common Challenges For Leaders In A Virtual Team Environment

Seven common challenges that leaders encounter in virtual teams.

1. Geography and Isolation as Challenges: Geography makes the team members see themselves as separate from one another. The complications of time zones and travel pressures make it even more challenging to ensure team members clearly comprehend goals and begin to develop a bond of trust and understanding among one another. Lack of physical interaction is one of the major challenges of virtual teams.

2. Communication as Challenge: One major challenge within the virtual environment is communication. Virtual teams are greatly influenced by the effectiveness of communication. Even within a face-to-face correspondence, communication is highly important. Without it, the group cannot accomplish the tasks set before them.



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So, common challenges for leaders in a virtual team environment. So, seven common challenges that leaders encounter in virtual teams are the geography and isolation challenges is there. So, geography makes the team members see themselves as the separate from one another and the complications of the time zones and travel pressures make it even more challenging to ensure team members clearly comprehend goals.

And design to develop a bond of trust and understanding amongst the one another. And this is the totally culture-based differences there. Lack of physical interaction is more of the major challenges of virtual teams, is there. Communication is challenge within the virtual environment is communication. Virtual teams are greatly influenced by the effectiveness of communication.

Even within a face-to-face correspondence communication is highly important, without it the group cannot accomplish the task set before them.

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Common Challenges For Leaders In A Virtual Team Environment

3. Technology as Challenge: An important issue in regards to virtual teams is that the leader must take into account what technology hardware and software are available to the members of the team. This information will be handy to make sure that software is compatible as well as up to date with the same versions for all team members.



4. Security as Challenge: A virtual team session is often set up between entities residing in different administrative sites, each having a different security policy. In order for a secure session to be set up, it may require administrative authorities of the collaborating sites to cooperate together to develop a consistent and uniform security policy across the participating sites.



Image Source: https://hbr.org/resources/images/article_assets/2014/11/R14171_A2.jpg

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So, communication is becoming another challenge. Technological challenge is the prime challenge in regard to the virtual team is that the leader must take into account what technology hardware and software are available to the members of the team. And this information will be handy to make sure that software is compatible as well as up to the date with the same versions for all the team members are concerned.

And security as challenges is often set up between the entities deciding in different administrative sites, each having a different security policy. And in order for a secure to be set up, it may require administrative authorities of the collaborating sites to cooperate together to develop a consistent and uniform security policy across the participating sites are there.

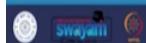
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Common Challenges For Leaders In A Virtual Team Environment

5. Motivation as Challenge: With the advancement of information technology group work is now becoming increasingly virtual. However, when moving into new territories it is important to carefully examine how the displacement of face-to-face work affects different aspects of group work. One such aspect that is currently largely neglected is motivation. Virtual team with lack of motivation of its members will poorly perform.



6. Trust as Challenge: The key way to build high performance across distance (to give the leader and the team power and control over the result) is to build trust. Building trust across distance is easier said than done. In the virtual context, social control and direct supervision are hard to realize. Other factors such as different locations, members' feeling of isolation and detachment and complex time zones are also barriers for building trust.



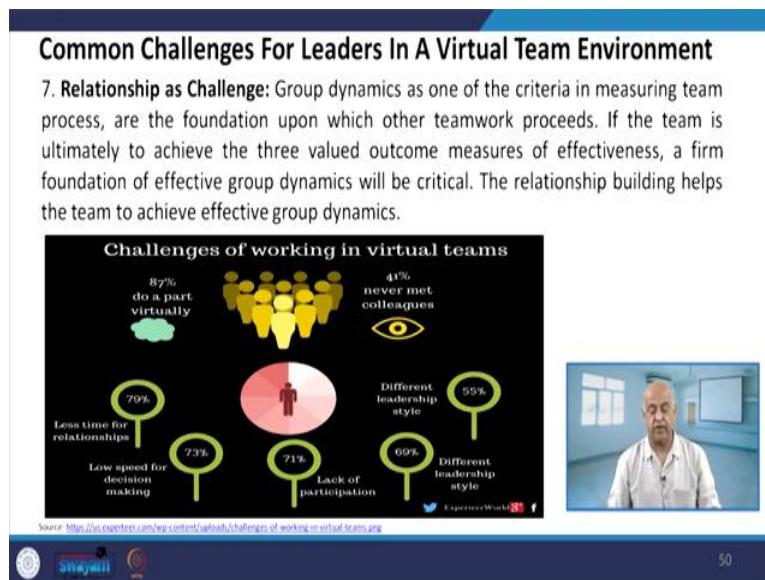
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The another challenge will be that is about the motivation and those who are working on this virtual team into new territories, it is important to carefully examine how the displacement of face-to-face work affects differently aspect of group work. One such aspect it is currently largely neglected in the motivation is there. So, virtual team method, lack of motivation of its members will poorly perform.

So, we have to see that the people working behind the machines, so, they need the motivation. Trust as challenge, the key way to build high performance across the distance to give the leader in the team, power and control over the result is to build a trust. And the building the trust across distance is easier and said than done. But in the virtual context it is always whenever you talk about the social control and direct supervision.

And then, in that case, it is hard to realize other, factors is different location members feeling of isolation and the detachment and complex time zones are also the barriers for the building the trust is there.

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Now, when it is not only the that is a team member, they are facing the technical problems but it is a relationship problem also. Group dynamics is one of the criteria in measuring the team process. We are foundation upon which other team members proceeds. If the team is ultimately to achieve the three value outcomes, measures of effectiveness, a firm foundation of effective group dynamics that will be critical.

And the relationship building helps the team to achieve the effective group dynamics is important.

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Building Trust

- Trust is easier to destroy than to build. To appear and develop, it requires that certain conditions be met, such as a shared culture, social context, and values; physical proximity; information exchange; and time.
- Needless to say, most of these conditions are not easily met in the context of virtual teams. In a virtual environment, trust is based more on (ability and) delivery of the task at hand than on interpersonal relationships.
- Members of virtual teams need to be sure that all others will fulfill their obligations with competence and integrity and behave in a consistent, predictable manner with a concern for the well-being of others.
- Trust is a much more limiting factor in virtual teams, compared with face-to-face teams, it is therefore helpful to recognize the types that exist in professional relationships.



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So, finally, what is the trust? Trust is to be built, so, trust is easier to destroy than to build. To appear and develop it requires that certain conditions be met to develop a trust such as shared culture, social context, as we have seen the challenges into these virtual teams. So that was the culture was a problem because they are at the different geographical location. Social context is important because they are belonging to the different society and the value systems.

So that physical proximity, information exchange and time that is becoming the parameters and dimensions for the building the trust. Needless to say, most of these conditions are not easily met in the context of virtual teams. So, therefore, in a virtual environment must is based upon more delivery of the task at hand than on interpersonal relationship is there. So, ultimately what is the outcome that is important?

Rather than and the more focusing on the interpersonal relationships, members of virtual team need to be sure that all others will fulfill their obligations with competence and integrity and behave in a consistent, predictable manner, with a concern for the well-being of other are there. So, trust is a much more limiting factor in virtual teams compared with the face-to-face teams are there. It is therefore helpful to recognize that types that exist in professional relationships are there.

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Building Trust

1. **Deterrence-Based Trust.** This basic type of trust hinges on adoption of consistent behavior and the threat of punishment if people do not follow through on what they are supposed to do, or committed themselves to doing. It is not well suited to the work of a virtual team.
2. **Calculus-Based Trust.** This basic type of trust is grounded not only in fear of punishment for violating trust but also in rewards for preserving it. Such trust is based on comparison of the costs and benefits of creating and sustaining a relationship over the costs and benefits of severing it. This level of trust is easily broken by a violation of expectations and cannot meaningfully sustain a virtual team's relationship.
3. **Knowledge-Based Trust.** This type of trust occurs when an individual has enough information and understanding about another person to predict that person's behavior.



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So, how to building the trust deterrence-based trust is there. Trust that is the hinges on adoption of consistent behaviour and threat of the punishment if people do not follow through on what they are supposed to do or committed themselves to doing, It is not well suited to the work of a virtual team. Calculus-based trust is there, so, the basic type of trust is grounded, not only in fear of punishment for violating trust but also is rewards for preserving it.

Such trust is based on the comparisons of the cost and benefit of creating and sustaining a relationship over the cost and the benefits of serving it. This level of trust is easily broken by violation of expectations and cannot meaningfully sustain a virtual team's relationships are concerned. So, knowledge-based trust will be there and this type of trust occurs when an individual has enough information and understanding about another person to predict that person's behaviour is concerned.

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Building Trust

4. **Identification-Based Trust.** This type of trust develops when parties understand and endorse one another, and can act on behalf of one another in interpersonal transactions. This requires that they fully internalize and harmonize with one another's desires and intentions

To build trust in virtual teams, it is essential to ask effective questions; generate clear and concise objectives, including a project implementation plan; talk (and walk) the talk; build tell-and-ask patterns; enable the free flow of data and information for constant, grow the virtual team's own culture and identity, including the promotion of virtual socializing skills; and make, share, and celebrate good news.



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Identification-based trust is there and development parties understand and endorse one another and can act on behalf of one another in interpersonal transactions. And this requires that they fully internalize and harmonize with one another's desires and interactions. To build trust in virtual teams, it is essential to ask effective questions and generate clear and concise objectives, including the project implementation plan.

Whatever the talk and what that is, the about the interacting in interaction with them build detail and ask patterns. So, therefore, in that case, more and more they are knowing each other. If they are knowing each other in a better way that will enable the free flow of data and information for the constant growing the virtual team's own culture and identity. So, including the promotion of virtual socialization skills.

Whenever we are talking about the talk and walk or the build, tell-and-ask ask patterns. So therefore, what is it there is more and more socialization, knowing each other understanding each other and interacting with each other and that will make share and celebrate the good news is there. So, this way the trust can be built among these members is there.

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Toward New Management Mind-Sets	
From	To
Face-to-face is the best environment for interaction and anything else is a compromise.	Different kinds of environments can support high-quality interaction. What matters is how you use them.
When the communication process breaks down, blame the technology.	When the communication process breaks down, evaluate management and interaction strategies, not just the technical tool.
Learning to manage virtual teams is about learning how to use the technology.	Learning to manage virtual teams is about understanding more about teams and the collaboration process.
Being people-oriented is incompatible with using technology	Using technology in a people-oriented way is possible and desirable

Source: Lisa Kimball. 1997. Managing Virtual Teams. Speech delivered at the Team Strategies Conference sponsored by Federated Press, Toronto, Canada.



Now, whenever we are talking about these towards the new management mindsets, are there face-to-face the best environment for the intentions anything else is a compromise is there. So therefore, different kinds of environments can support high quality interactions what matters is how to use them is there? When the communication process breaks down, blame the technology here.

And that is when the communication process breaks down, evaluate management and interaction strategies, not just the technical tool. Learning to manage so, therefore, we should not work on the symptoms of the problems we have to work on the problems itself. Learning to manage virtual teams is about learning how to use the technology. Learning to manage virtual teams is about understanding more about teams and the collaboration process is there.

So, therefore, the focus is not only on technology but also on the people in that particular team. Being people-oriented is compatible with using technology. Using technology in a people-oriented way is possible and desirable is there.

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Making Virtual Teams Work: Basic Principles

1. Get the team together physically early-on. It may seem paradoxical to say in a post on virtual teams, but face-to-face communication is still better than virtual when it comes to building relationships and fostering trust, an essential foundation for effective team work. If you can't do it, it's not the end of the world (focus on doing some virtual team building)

2. Clarify tasks and processes, not just goals and roles. With virtual teams, however, coordination is inherently more of a challenge because people are not co-located. So it's important to focus more attention on the details of task design and the processes that will be used to complete them. Simplify the work to the greatest extent possible, ideally so tasks are assigned to sub-groups of two or three team members. And make sure that there is clarity about work process, with specifics about who does what and when.



Source: <https://hbr.org/2011/06/making-virtual-teams-work-ten>

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So, now finally, we come to the making the virtual teams work basic principles, get the team together physically early on. So, it comes to the building, the relationship and fostering the trust, clarifying the tasks and processes not just goals and roles and with virtual teams. However, coordination is inherently more of a challenge because the people are not co-located is there at the same place.

So, it is important to focus more attention on the details of task design and the processes that will use to complete is there. So, therefore, in that case, we have to be very very much clear about that is what the task and processes that we are defining we are delegating inherently have been absorbed. So that it is not just you are focusing on the goals and roles rather than understanding how it is actually going to be implemented.

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3. Commit to a communication charter. Communication on virtual teams is often less frequent, and always is less rich than face-to-face interaction. The only way to avoid the pitfalls is to be extremely clear and disciplined about how the team will communicate. Create a charter that establishes norms of behavior when participating in virtual meetings, such as limiting background noise and side conversations, talking clearly and at a reasonable pace, listening attentively and not dominating the conversation, and so on.

4. Leverage the best communication technologies.

Developments in collaborative technologies — ranging from shared workspaces to multi-point video conferencing — unquestionably are making virtual teaming easier. However, selecting the “best” technologies does not necessarily mean going with the newest or most feature-laden. It’s essential not to sacrifice reliability in a quest to be on the cutting edge.



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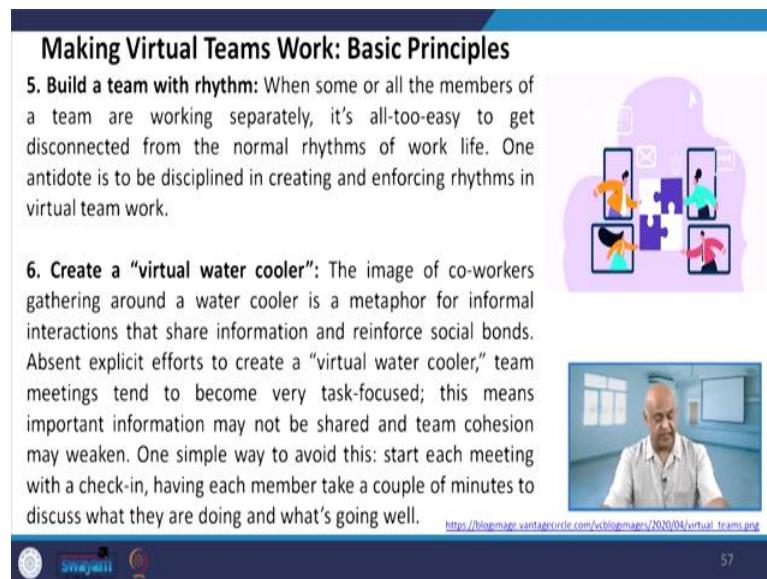
Then the commitment to the communication charter is there. So, therefore, in that case, there will be the communication charter, so, we have seen the challenges, so, we can overcome that particular challenge. Leverage the best communication technology. So, therefore, in that case, that the best technologies do not necessarily mean going with the newest latest. It is the appropriate technology that we are supposed to make use of this.

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Making Virtual Teams Work: Basic Principles

5. Build a team with rhythm: When some or all the members of a team are working separately, it's all-too-easy to get disconnected from the normal rhythms of work life. One antidote is to be disciplined in creating and enforcing rhythms in virtual team work.

6. Create a "virtual water cooler": The image of co-workers gathering around a water cooler is a metaphor for informal interactions that share information and reinforce social bonds. Absent explicit efforts to create a "virtual water cooler," team meetings tend to become very task-focused; this means important information may not be shared and team cohesion may weaken. One simple way to avoid this: start each meeting with a check-in, having each member take a couple of minutes to discuss what they are doing and what's going well. https://blogimage.vantagecircle.com/cblop/images/2020/04/virtual_teams.png



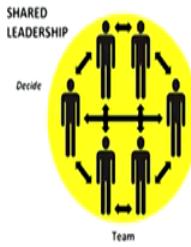
Build a team with the rhythm. So, therefore, in that case, in a virtual team, it is very much necessary that those who are interacting. They are into the proper rhythm understanding each other is there. So, therefore they can easily connect to create a virtual water cooler. So, a water cooler is a metaphor for informal interactions that share information and reinforce social bonds are there.

So, absent explicit efforts to create a "virtual water cooler" team meetings tend to become very task-focused. So, therefore, this will be if it is not there then it will be very task-focused. This means important information may not be shared and team cohesion may become so one simple way to avoid this start such each meeting, with a check-in having each member take a couple of minutes to discuss what they are doing and what is going well is there?

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Making Virtual Teams Work: Basic Principles

7. **Foster shared leadership.** Defining deliverables and tracking commitments provides "push" to keep team members focused and productive; shared leadership provides crucial "pull." Find ways to involve others in leading the team. By sharing leadership, you will not only increase engagement, but will also take some of the burden off your shoulders.



8. **Don't forget the 1:1s.** Leaders' one-to-one performance management and coaching interactions with their team members are a fundamental part of making any team work. Make these interactions a regular part of the virtual team rhythm, using them not only to check status and provide feedback, but to keep members connected to the vision and to highlight their part of "the story" of what you are doing together.



<https://wikispace.psu.edu/download/thumb/3/39/411827/SharedLeadership-Med.png/version-1&modificationDate=1492451546000&api=v2>



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Foster shared leadership is there and therefore there is tracking commitments provide the push to keep team members focused and produce shared leadership, which provides the pull technique. So, the pull technique is required whenever we are talking about the virtual thing. So, therefore, they will be able to find out their ways to interact.

Do not forget 1 is to 1s, leaders, one-to-one performance management and coaching interaction with their team members are a fundamental part because many times because of the large size of the group and team. The leaders are not able to interact with each member and then this may be in hindrance. So, therefore, one-to-one concept that that has to be followed while making the virtual team is there.

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Case Study: Trusting someone you cannot see

- One of the greatest determinants of a successful team is trust. For a team to be successful, employees must trust that their team members are reliable and capable. They have to have faith that their teammates will work toward the team's goals rather than their own goals. Trust can be built in the teams by creating an environment where team members are not scared to admit that they have made a mistake and feel comfortable providing their input rather than agreeing with the team leader or assertive team members. Building trust among teammates is important, but what if you never see your teammates?

Trust is especially important but also more difficult to build in virtual teams. In a recent review of 52 independent studies, researchers found that the link between trust and team performance is stronger for teams than face-to-face teams!



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Case Study: Trusting someone you cannot see

- According to the same review, managers can counteract some of the negative effects of low trust in virtual teams by carefully documenting team interactions. This practice shows that team members are held accountable for the work they do in virtual teams and makes sure that team members are recognized for their contributions.
- Compensating for lack of trust may only be a Band-Aid for a larger problem because trust is one of the most important factors in determining team effectiveness. Another review of 112 separate studies found that trust was one of the strongest predictors of team performance, regardless of the team members' past performance or trust in the team's manager. The same research found that trust may be especially important in teams with varied skills sets or independent roles.



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Case Study: Trusting someone you cannot see

- Trust is also just as important for short-term teams because team members do not have the same adjustment period to learn more about their teammates before having faith that they will contribute to team goals.

Questions:

Q1) Recall a time when you felt like you could not trust team members on your team. Why do you feel that way? How did that affect the team's performance?

Q2) Can you think of strategies that can help build their trust among virtual team members?

Q3) Imagine you are a manager at a national corporation. You have been asked to select employees for a virtual problem-solving team. What types of employees would you include and why



 Swayam  61

So, this is as usual. This is the case study the trusting someone you cannot see. I am sure that is after going through this particular case study. You will be able to answer the questions related to this case study. You could not trust members of your team. Can you think of strategies that can help build their trust among virtual team members? Imagine you are a manager of a national corporation and asked to select employees for a virtual problem-solving team. What types of employees would you include and why it is a very interesting exercise?

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Research Paper



VOL. 40 NO. 3 2008 pp. 129-133
Article publication date: 18 April 2008
DOI 10.1108/00197850810868612

Virtual team working: making it happen

Stephen Morris

Journal name: Industrial and Commercial Training

Purpose

The paper seeks to discuss virtual working, technology utilization and how technology can be used to enhance human interaction rather than replace it. It is often the fabric of virtual human relationships that remains sadly neglected. This viewpoint paper aims to stimulate a more comprehensive debate about how to work effectively with and through others in our virtual world.



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I am sure you will be enjoying that answering these questions. I mean this is a research paper, virtual team working making it happen. That is the how, in this paper, virtual working technology, utilization and technology can be used to enhance the human interactions rather than replace it.

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Research Paper

Design/methodology/approach

Working closely with global corporations, the author studied both permanent and project-based virtual teams. Through observation and diagnostics, a comparison of the effectiveness of these teams was made against that of traditional co-located teams.

Findings

Many businesses attempt to treat virtual working in the same way as co-located working. The human impact and implications of virtual working are not fully understood or dealt with. The cultural retention of practices and policies that are relevant to co-located traditional work but often counter-productive for virtual working can result in tensions, conflicts and the ultimate disengagement of the workforce.



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So, therefore, this will be the so. This technology is the best support, best tool, or mechanism for making them in team and interacting with the team and team performance. But it is not that easy, it is replacing human beings.

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Research Paper

Practical implications

This paper offers a sample of the pragmatic tips and approaches the author's organizations brings to its clients. The most practical outcome of reading this paper is the recognition that virtual working has some subtle and key differences that need to be understood and managed by all those involved.

Originality/value

This paper is intended to be thought-provoking for executive leaders, leaders, human resource professionals, change management agents and – most importantly – members of virtual teams.



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Book Recommendation

Virtual Teams: Mastering Communication and Collaboration in the Digital Age

Authors: Terri R. Kurtzberg

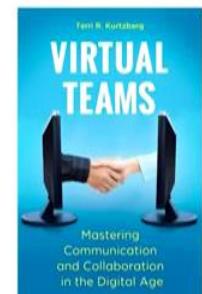
Publisher: Praeger Publishers Inc (28 March 2014)

Language: English

Paperback: 212 pages

ISBN-10: 1440828377

ISBN-13: 978-1440828379



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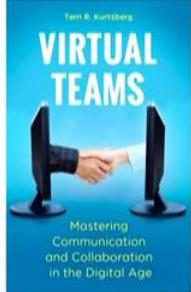
And this is the book virtual teams. Mastering communication and collaboration in the digital age.

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Book Recommendation

- The author first analyzes the subtle but significant changes that result when conversations are moved online, providing examples and tips to avoid common pitfalls, then discusses how team behavior and decision making can best be guided in this realm.
- Readers will fully understand what makes teams "click"—what inspires trust, how to get a team "off on the right foot," and what steps to take in order to make good collaborative decisions—as well as other key topics for virtual teamwork, such as best practices for working in the cross-cultural environment.
- The book serves as an ideal guide for anyone who participates in or manages a virtual team but is also suitable as a supplemental textbook in a business school course on organizational behavior or business communication.

Image Source: <https://www.kobo.com/in/en/ebook/virtual-teams-mastering-communication-and-collaboration-in-the-digital-age>




And this particular book talks about the significant changes that result when conversations are moved online, providing examples and tips to avoid common pitfalls and then discuss how team behavior and decision-making can best be guided in this realm. Readers will fully understand what makes the teams “click” what inspires trust, how to get a team “off on the right foot” and what steps to take in order to make good collaborative decisions.

The book serves as an ideal guide for anyone who participates or managers in a virtual team but is also suitable as a supplemental textbook in a business school courses organizational behavioral business communication is there. So, this is the application of this particular book. That is the virtual teams, the mastering communication and collaboration in the digital age is concerned.

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These are the references from where the study material has been checked. You can also make these references :1for you use these references for your further studies and can see that is the whether the virtual team, is how much effect you as compared to the physical team is there. But they are the complementary and therefore, in that case we have to see that is what are the advantages, disadvantages are there.

And by making the human interactions we can find out the effective virtual team is there.
Thank you.

Leadership and Team Effectiveness
Prof. Santosh Rangnekar
Department of Management Studies
Indian Institute of Technology, Roorkee

Lecture - 46
Managing Multicultural Teams

In the previous session, we have talked about that is how we have the different virtual teams and in virtual teams what should be the leadership is there. Now today we will talk about the managing multicultural teams and in multicultural teams, we will talk advantages of multicultural teams, and the challenges of multicultural teams.

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CONTENTS

- Multi-cultural Team
- Advantages of Multi-cultural Teams
- Challenges of Multi-cultural Teams
- Four strategies to overcome challenges (HBR Study)
- Multicultural Managers and Organizations
- Multicultural Organization Development Model (MCOD)
- Case Study
- Research Paper
- Book recommendation
- References



Image Source: <https://dn.pngegg.com/people-around-the-globe-around-the-earth/people-around-the-world-3d-567-567.png>

Four strategies to overcome challenges with the help of the HBS study and multicultural managers and organizations, multicultural organization, development model, and as usual the case study research papers and the book recommendations with the references.

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Multi-Cultural Teams

- "The central operating mode for a global enterprises is the creation, organization and management of multi-cultural teams – groups that represent diversity in functional capability, experience levels and cultural backgrounds."
- Multicultural groups represent three or more ethnic backgrounds. Diversity may increase uncertainty, complexity, & inherent confusion in group processes. Culturally diverse groups may generate more & better ideas & limit groupthink.



Image Source: <https://corporatestars.com/wp-content/uploads/2020/03/cross-cultural-teams-1.jpg>

Now, whenever we talk about the multicultural team the central operating mode for a global enterprise. So, it is the creation, organization, and management of the multicultural teams that is a group that represents diversity. Diversity in functional capability is there and experience level and the cultural backgrounds are there. So, therefore in that case it will be always depending upon the; they are not coming from the same culture while they are coming from a different culture.

The team members are coming from the different cultures are there and therefore their capability is different, their experiences are different, they are coming from the different zone also maybe from the Asia, USA or Europe, UK. So, therefore in that case they will be having their experience will be also from the different zones part of the globe and as a result of which there will be the different cultural backgrounds will be there.

Now, these multicultural groups represent three or more ethnic backgrounds are there. That is diversity may increase the uncertainty complexity and inner confusion in group processes. So, therefore it is always because the culture is different. So, naturally, there will be uncertainty and communication, and the food habits will be also different. So, there will be the complexity will be there and naturally, there will be the as a human being that is getting mixing with another culture.

So, that confusion will be always there in the group processes. So, culturally diverse groups may generate more and better ideas and limit group think is there. But then why do we are having these multicultural teams? So, therefore on the one side, we are having this; the uncertainty and complexity in the multicultural team while on the other side we will have this whenever the teams are there, they are having the better ideas. Because as we; have seen they are coming from the different geographical zone, and different cultures.

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Advantages of Multi-Cultural Teams

Productivity: Different cultural backgrounds and perspectives can inspire innovation and productivity. Every individual of the team differs from experiences and mindsets, and this can enrich the variety of services and products that an organization can offer to the public.

Thinking quickly: Knowing the rules is the perfect way to become more agile inside groups. Especially in multicultural teams, where, as sooner the members will start feeling comfortable, the better they'll become more productive, spontaneous and quick thinkers.

Improve of creativity: When an individual is strictly exposed to people from, let's say, Asia, South America and, Europe, chances are the flow of ideas will be endless. Not only will teammates pitch in with their personal experiences, but also they will teach others about what works well in their environment and vice-versa.



So, as a result of which there will be the of course the ideas will be also different, and then those different ideas will give the strength to the team. So, different cultural backgrounds and perspectives can inspire innovation and productivity. So, as I mentioned it is there will be different ideas so naturally there will be innovation and productivity will be also there will be a different perspective.

So, how to make the manufacturing process in a better way? How to make use of the machines? How to handle the people and the men behind the machine? So, therefore employees; so, therefore in that case it will be always this type of these ideas will come and the innovations and productivity will be increasing is there. So, every individual of the team differs in the experiences and mindset. So, enrich the variety of services and products.

Thinking quickly, so knowing the rules is a perfect way to become the more agile inside groups. Especially in multicultural teams where as soon as the members will start feeling comfortable and the better, they will become more productive. So, now here it is the responsibility of the leader to make them the more comfortable as soon as possible. So, whenever it is the cross-cultural team multicultural team or it is from the homogenous team is there.

What is the responsibility of the leader to make them the more comfortable? And as soon as you will make them comfortable to the team members the team will be performing very effectively. Improve creativity is there an individualistically exposed to the people from letting us say, Asia. So, therefore in that case definitely they will be having this exposure to the new culture and there will be a different enhancement of this creativity in ideas as I mentioned earlier it will be there.

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Advantages of Multi-Cultural Teams

Improve of problem solving skills: Workers of an international group bring their own life and experiences inside the team. For this reason, when a solution is needed, they can come up with ideas that would have never crossed the mind of a group with a single culture mind-set. Moreover, teammates are exposed to different points of view and they can easily know to think outside-the-box, increasing their soft skills.

Personal growth and flexibility: Being a part of an international team is like attending an exchange program every working day. Indeed, while working in a multicultural team, members are exposed to new cultures and this can easily have an impact on their personalities and their mindset



The improvement of the problem-solving skills will be there so international group brings their own life and experiences inside the team. So, when a solution is needed, they can come up with ideas and that would never cross the mind of a group with a single cultural mindset and that is the beauty. So, there though we say that is the two brains are better than one but the two brains are you know they are from the different cultures. So, then they will be better than two.

So, therefore, in that case, it will be the cultural mindset will be there. Moreover, teammates are exposed to different points of view and they can easily know to thinking outside the box is there

and that with these problem-solving skills that will be increasing and their communication skills will also improve. And they have improved the sensor in the cross-cultural multicultural team's communication will improve.

So, as a result of it their soft skills will also increase. Personal growth and flexibility is that being a part of an international team are like attending an exchange program so every working day. So, therefore in that case or it is also an exposure to the culture different nations, the whatever is their strength is there those strains are getting the exposes they are indeed while working in a multicultural team and the members are exposed to a new culture and this can easily have an impact on their personalities and their mindset is concerned.

So, whenever you are working with the people from different nation. So, therefore your behaviour and your mindset and will also change and will get exposed to the different ideas.

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Challenges of Multi-Cultural Teams

1. Communication Problems

- **Trouble with fluency and accent:** When non-native speakers struggle to find the right words, the team might not take their point of view seriously, even when they probably should. Members who aren't fluent in the team's dominant language may have **difficulty communicating** their knowledge. This can prevent the team from using their expertise and **create frustration** or perceptions of incompetence.
- **Direct and indirect communication:** Western cultures tend to speak directly, while in many other cultures it is considered more polite to be indirect. When members see such mismatch as violations of communication norms of their cultures, relationships among the teammates can suffer.



But the challenges are there; there is a communication problem, and trouble with the fluency in accent. When non-native speakers struggle to find the right words, you might not take their point of view seriously. So, even when they are probably issued members who are not fluent in the team's dominant language may have difficulty communicating their knowledge. So, therefore in that case it is definitely that they have these the way they communicate.

So, they may not be fluent. So, many times they will not be having a different understanding which is required amongst the team members. There will be difficulty in communicating also. As this can also, prevent the team from using the expertise because they are not able to communicate. So, they may remain silent and if they remain silent in that case, they will not be able to express their expertise.

And as a result of which what will happen? That will create frustration or perceptions of incompetence. So, direct in indirect communication are there. So, western cultures tend to speak directly while in many other cultures it is considered more powerless to be indirect. So, when members see such mismatches as violations of communication norms of their cultures. So, therefore it is considered.

So, western cultures in Indian culture are different is considered the more polite to speak directly while in many cultures it is considered more polite to be indirect. So, therefore this type of direct communication the way of communicating directly like in western cultures, and in other cultures it is to be spoken to be indirectly. So, this will also create a communication problem among the team members is there.

And therefore, in the beginning, there might be an uncomfortable situation among the team members.

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2. Challenge: Different Work Cultures

Work culture differs across the globe and with it also the attitudes toward authority. Indeed some cultures are okay with flat organizational structures, while others are used to a formal hierarchy. Behavior that is perceived as respectful in one culture, may not be seen that way in the other. For instance, team members from hierarchical cultures expect to be treated differently according to their status in the corporation.

Another issue related to work culture is being less likely to speak up. This could be challenging for individuals from polite or deferential cultures, like for Asian people. They may just feel less comfortable to make their voice to be heard or to share ideas, especially if they are new in the team or have a junior role. On the other hand, members from Western or Scandinavian countries who are used to flat organizational hierarchy may be more inclined to point out their opinions.



The work culture differs across the globe and with it also the attitudes towards the authority is there. So, indeed some cultures are okay with flat organizational structures, while others are used to a formal hierarchy. So, behaviour that is perceived as respectful in one culture may not be seen that way in the other; this is a very big problem. So, therefore when it is perceived it is the inward behavior, the particular behavior in the one culture which is supposed to be respectful.

In other cultures it may not be that perception and as a result of which team members from hierarchies' cultures expect to be treated differently according to their status in the corporation. So, this is a very simple example of calling by the first name. So, team members from hierarchical cultures want to be called by the sir. But in the other culture it might be by the first name. So, the person may not be comfortable.

Another issue related to the work culture is being less likely to speak up and this could be challenging for individuals from polite or differential cultures like for Asian people. So, therefore in that case it is that is the polite differential cultures in Asia. These matches feel less comfortable making their voices to be heard or sharing their ideas. Because of their polite in nature and therefore they may not be having those particular expressions of in the meetings.

And therefore, in that case, it might be possible that is their voice, their ideas. If they are new in the team or in the junior role then it may be less comfortable for them. So, on the other hand,

members from the western are the Scandinavian countries those who are speaking directly. And therefore, in that case, that will be becoming the very, very important for them to communicate directly. So, free flow of communication may be there.

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3. Challenge: Decision-making Conflicts

Working in a multicultural team means also facing differences in how decisions are made and in how much analysis is required by teammates beforehand. Conflicts arise when some of them make decisions quickly versus slowly, or analytically versus instinctively. Someone who prefers making decisions quickly may grow frustrated with those who need more time.

4. Challenge: Negative Cultural Stereotypes And Prejudices

The interactions of people from different country unavoidably arise unconscious cultural biases and stereotypes. Those can be quite difficult to overcome, particularly if they make part of the team less inclined to work together. Negative culture stereotypes can be seriously disruptive to company morale and can also affect productivity.



So, decision making conflicts also there. So, what so one side there is the communication challenges, other side is the decision-making conflicts. Working in a multicultural team means also facing differences in how decisions are made in how much analysis is required by teammates beforehand is there. So, conflicts arise when some of them make decisions quickly versus slowly, so, analytically versus instinctively.

So, therefore in that case that is the decisions which are based on the rational, logical, analytical and somebody is taking the decisions on the basis of their intuitions. So, therefore and immediately then definitely in that case this may be creating the frustration among the others. So, negative cultural stereotypes in the predictions may be there. The interactions of people from different country unavoidably arise unconscious culture biases and stereotypes are there.

Those can be quite difficult to overcome particularly if they make part of the team less inclined to work together. Negative cultures; your steps can be seriously disruptive to company moral and can also affect the productivity is there. And therefore, in that case it is whenever there is this

type of the culture is there so then there will be disruption. So, this is disruptive behaviour to the company that will also affect productivity.

And the culture in the team also and the culture in the organization also. So, that will be having the prejudice sizes and biases and a negative impact will be there. So, here company has to take care of its strategies for addressing the challenges. So, what are those strategies? The four main strategies for addressing the challenges are adaptations that acknowledge the cultural gaps and find ways to work around them.

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Four Main Strategies for Addressing the Challenges

- The most desirable is **adaptation**, which acknowledges cultural gaps and finds ways to work around them. This works well but requires creativity, self-awareness, and time.
- A second option is **cultural intervention**, where projects or tasks are reassigned to reduce friction or to compel team members to get to know each other better.
- Then there's **managerial intervention**. Managers can set rules, and step in when there is a need for someone with authority.
- As a last resort that Harvard's study suggests is the **exit option**: completely removing someone from the team. This is costly and the most extreme way to salvage a situation.



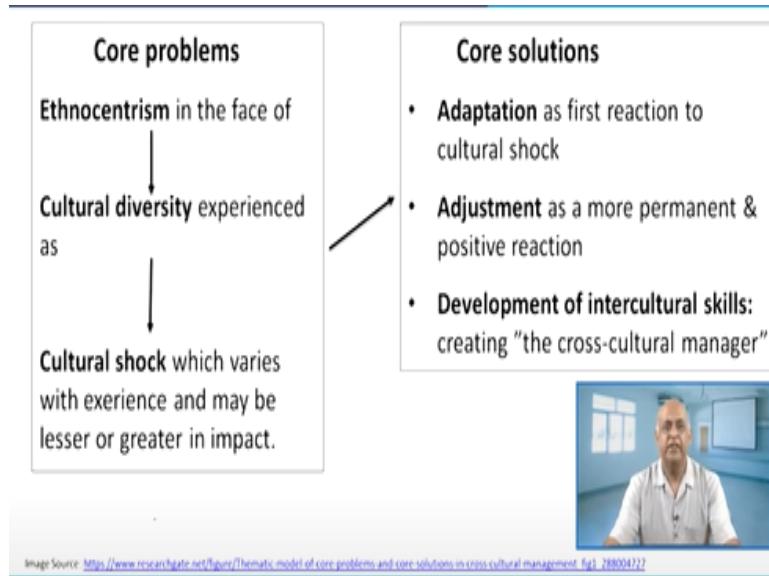
So, as I mentioned in the beginning that they because they are coming from the different culture. So, naturally there will be the different communication, styles will be there, their different habits will be there, their different issues will be there. So, then in that case naturally we have to accept that yes. There will be the divert, whenever there is a diversity there will be challenges. So, we have to adopt it that is yes.

This is a situation because unless and until we will not accept that. How it will? So, this works well but requires creativity, self-awareness and time is there. So, once you adopt it then definitely you require certain that creativity and self-awareness and certain time is required. The cultural interventions is required to reduce friction or to compel team members to get to know each other better.

Then there is a managerial intervention, managers can set rules and the step in when there is a need for someone with authority is there. So, managerial intervention will be there. As a last resort that Harvard study suggests is the exit option. So, completely removing someone from the team this is costly in the most extreme way to salvage your situation is there. So, but this particular first strategy that is not the; suggested one unless and until it is must.

So, adaptation, cultural interventions, managerial interventions and the exit option and these four stages when we are adopting. So, then managers will be able to make the lead the team and therefore there can be the effectiveness of the team and work will be there.

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Now the core problems are its ethnocentrism in the face and then the cultural diversity experienced as cultural shock which varies with experience and maybe lesser or greater impact. And normally it is the greater impact and course solutions are these adaptation adjustment and development of intercultural skills. So, whenever there is a cultural shock is there that is the first reaction to the cultural shock will be there that is old.

So, much cultural difference is there. And but what is required the adjustment is a more permanent and positive reaction that is the whenever such type of teams are there the rest of the team members they should make the adjustments. And developments of intercultural skills are

there. Many times, it is also seen by when they there is a productive team. So, productive team what it does? And it is they learn the culture of each other, they learn the communication skills of each other.

They learn the way that their direct and indirect way to express the opinion, ideas in the; team that is also they are learning. So, therefore the cross-cultural managers many times and they come out with the more ideas, more productivity, more effectiveness. And as a result of which these and what is leader is required? The leader is required to develop that inter cultural skills if he is able to develop those intercultural skills and already there is an adjustment is there.

So, this cultural shock will be less and that is how many companies they are starting with the orientation programs and in the orientation programs they work on that particular this schedule that is the people and they enjoy. They enjoy that diversity and then as our Indian culture is there that is the unity in diversity. So, the team is developing that unity in diversity on the basis of these intercultural interactions.

And therefore, the cultural shock will be less and there might be but the time period, the time period for this cultural shock will be less and the team will be very soon working into the direction of the goals.

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Multicultural Managers and Organizations

The Multicultural Manager.

- Has the skills and attitudes to relate effectively to and motivate people across race, gender, age, social attitudes, and lifestyles.
- Respects and values the cultural differences.
- Has the ability (e.g., is bilingual) to conduct business in a diverse, international environment.
- Has a cultural sensitivity in being aware and interested in why people of other culture act as they do.
- Is not parochial in assuming that the ways of one's culture are the only ways things should be done.
- Is not ethnocentric in assuming that the superiority of one's culture over that of another culture.



The multicultural managers and the organizations are there. The multicultural manager has the skills and attitude to relate effectively to motivated people. Now, this is the skill is required. So, first, once the person is having that particular understanding that is the yes, there will be the different cultural people. So, then he should be skillful and his attitude is to motivate the people across the race, gender, age, social attitude, and lifestyles.

For example, even this gender is there. So, therefore in that case the effective leader that we will be able to work on this different diversity. He respects and values the cultural differences manager and has the ability bilingual to conduct business in a diverse international environment has a cultural sensitivity in being aware and interested in why people of other culture act they do. It is not parochial in assuming that the ways of one's culture are the only ways things should be done.

And as a result of which is not ethnocentric in assuming the superiority of one's culture over that of another culture. So, therefore in that case there is no such complexity is there, no complexity to that particular person that is the manager will think that is my culture is better than others culture, it is not like this. Everybody's culture has been respected. Similarly, the cultures over that of another culture there is nothing like superiority is there.

And therefore, in that case everybody is equal and when the everybody's culture is equal, everybody's culture is honoured then definitely you can assume that what will be the environment.

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Developing Multicultural Organizations

Multicultural organization development (MCOD) is a process of change that supports an organization moving from a monocultural – or exclusive – organization to a multicultural – or inclusive, diverse and equitable – organization. The approach requires an initial assessment of where the organization is and a commitment to a vision of where it wants to be in the future.

- Stages of MCOD model:

- Stage 1: The Exclusionary Organization
- Stage 2: The Club
- Stage 3: The Compliance Organization
- Stage 4: The Affirming Organization
- Stage 5: The Redefining Organization Stage
- Stage 6: The Multicultural (Inclusive) Organization



The multicultural organization development is a process of change that supports an organization moving from a monoculture or exclusive organization to a multicultural one. So, therefore this multicultural organization development. So, in many organizations nowadays it is common that find it is the employees are coming from the different countries, and different cultures. So, therefore from a monoculture, it is going to be the organization into a multicultural one.

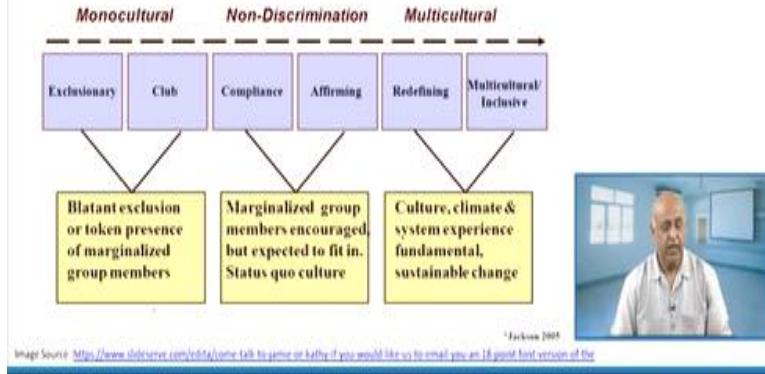
So, what is required the inclusivity is required and the understanding of the diversity and equitable that is has to be understood, that is there will be a diverse culture. But we have to create the equitability in the organization and the approach requires an initial assessment of where the organization is committed to a vision it wants to be in the future. So, and there will be the exclusionary organization, the club, the compliance organization, the affirming organizations, the redefining organization stage, and the multicultural inclusive organizations will be there.

So, whenever we want to develop a multicultural organization development, we have to implement these all six stages and whenever you right from these your exclusionary organization to the inclusive of the organization. So, therefore right from that cultural shock to the; becoming the effective team. So, unless and until you do not treat the team members respectfully. If you do not make them the comfortable you do not make them mean to understand to each other, then that the team cannot be developed.

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Multicultural organization development (MCOD) Model

Jackson/Hardiman MCOD Continuum*



So, multicultural organization development model Jackson, Hardiman is given this the multicultural organization development continuum and monoculture, non-discrimination and the multicultural this transformation will be there from the monoculture to the multicultural. So, therefore in the blatant exclusion or the token presence of marginalized group members is there. So, therefore in that case it will start with the exclusionary.

So, with in this particular stage you what you have to do? In that is the club. So, you have to club them you are doing making them to work together. And the marginalized group members encouraged but expected to fit in status quo culture, compliance and affirming. So, therefore those employees are their active members are there. So, then those who are the marginalized group members and the cultural, climate and system experience fundamental sustainable change is there.

So, that is redefining the multicultural and inclusive is there. So, always we talk about that is the whenever we are talking about the change that it is from the unfreezing and taking to the refreezing. So, it becomes very important that is the; you also take the care of the change process and here I would like to mention that is compliance and affirming. The leader's effectiveness will depend on this because the most of the members.

You see that is some of them will be the totally into the monoculture, some of them those who are ready for the multicultural. But some of them they will be in the margin. So, these marginalized groups with the compliance and affirming and these steps are to be taken by the leader. Leader has to understand, he has to bring the team at a particular competitive level and to bring the count team at the particular competitive level it becomes very important.

That is the you are having the compliances is there. Because the club is already there, the group has form. But when you are taking into the multicultural inclusive level then in that case you have to take care of those employees those who are having at the marginal level.

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Multicultural organization development (MCOD) Model

- The MCOD model, based on earlier work by Jackson and Holvino, provides a useful way for an organization to:
 1. frame an initial assessment of where it is on the path to multiculturalism,
 2. decide on a vision of multiculturalism it wants, and
 3. select appropriate goals and interventions to support its desired vision.

Stage 1: The Exclusionary Organization ~ NO WAY!

- Openly maintains the privileged group's power and privilege
- Deliberately restricts membership
- Intentionally designed to maintain dominance of one group over others
- Overt discriminatory, exclusionary, and harassing actions go unaddressed
- Unsafe and dangerous environment for marginalized group members.



So, the multicultural organization development model based on earlier work by Jackson and Holvino provides a useful way. And there is a frame in the initial assessment of where it is on the path to multiculturalism. So, you are leading that particular group towards the multiculturalism is there and then you decide on a vision of multiculturalism it wants. So, what the multicultural is the goal that it wants to achieve and they select the appropriate goals and interventions.

So, here I would also like to take the help of the OD organization development is there. So, structural interventions, team interventions. So, these interventions appropriate interventions are to be used to support the desired vision, and the exclusionary organizations those are the it will

not work. So, there openly maintain the privileged groups, power, and privilege and deliberately restrict membership. So, that is the exclusionary is there.

So, is so that is why many times those who are having this exclusionary organizational system so they restrict the membership, they do not allow to even recruit the member employees from the different cultures. Intentionally designed to maintain dominance of one group over others. And therefore, in that case, there will be groupism and the one group will not allow the other group to enter. So, over discriminatory exclusionary, and harassing actions go on addressed.

So, therefore in that case the practices in the team that will be a very negative and unsafe, and dangerous environment for marginalized group members will be there. Because those who are coming from a different culture and there might be chances that is they may feel unsafe and dangerous. So, what is required?

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Multicultural organization development (MCOD) Model

Stage 2: "The Club" ~ Our way or the highway!

- Maintains privilege of those who have traditionally held power and influence
- Monocultural norms, policies, and procedures of dominant culture viewed as the only "right" way: "business as usual"
- Dominant culture institutionalized in policies, procedures, services, etc.
- Limited number of "token" members from other social identity groups allowed in IF they have the "right" credentials, attitudes, behaviors, etc.
- Engages issues of diversity and social justice only on club member's terms and within their comfort zone

Image Source: <https://assets.entrepreneur.com/content/1x1/2000/1994488478-ban-bonny-vocabulary.jpg>



So, therefore in the club our way to the highway so when it is not the; my way is highway, it is in from no way to the; our way or the highway is there. So, here it maintains the privilege of those who have traditionally held power and influence. And mono cultural norms policies and procedures of the dominant culture are viewed as the only right way to business as usual. So, therefore in that case it is not the question of your way or my way it is the right way.

So, the dominant culture institutionalizes in policies, procedures, services etcetera. So, here it is very, very much important that is the; we have to be very careful in understanding and framing policies, processing, and services. The limited number of token members from other social identity groups allowed in if they have the right credentials attitude and behavior and therefore those who are able to mix up. So, they have been allowed.

So, engaging issue of diversity and social justice only on club members' terms and within their comfort zone is there. So, here you see those who can be comfortable. Here, it is very important to point has been mentioned that is about the diversity and social justice is there. So, this will be only possible when there are the club members are there and, in the club, members are there so then you can create a comfort zone.

So, here it is that is the collective actions will be taken and on the basis of these collective actions the decisions will be taken in this particular our way or the highway is concerned. So, in the stage two what if what from the; we are moving up? We are moving from the no way that is from the exclusion to the other way is there. So, now what is the role of leadership here? The role of leadership is the right credentials to identify the right credentials that who will be the right person to incorporate into team.

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Multicultural organization development (MCOD) Model

Stage 3: The Compliance Organization ~ The letter of the law!

- Committed to removing some of the discrimination inherent in the Club organization
- Provides some access to some members of previously excluded groups
- No change in organizational culture, mission, or structure
- Focus: Do not make waves, or offend/challenge dominant group members
- Efforts to change profile of workforce (at bottom of organization)
- Token placements in staff positions: Must be "team players" and "qualified"
 - Must assimilate into organizational culture
 - Must not challenge the system or "rock the boat"
 - Must not raise issues of racism, classism, ableism, heterosexism, religious oppression, ageism.



The third is the compliance organization, the letter of the law. They are committed to removing some of the discrimination inherent in the club organization. So, therefore in that case this is to be taken care of. So, this removal of the discrimination inherent in the club organization that will be there; that should be there and they provide some access to some members of previously excluded groups. So, it is those who have been excluded earlier they should be given certain access also.

So, therefore no change in organization, culture mission or structure is there. So, ultimately it is organizational culture that has to be there and that should not be changed and do not make waves are often the challenges dominant group members are there. So, therefore in that case about it should be our focus. So, our focus is to be that is the whenever we are talking about these challenges there, our offend is there.

So, then there should not be this offend and challenge by the dominant group members should not be there. They should not do that. Efforts to change the profile of work force at bottom of organization. So, therefore for every team member, for every culture there are certain essentials and then essentials are that has to be made. So, efforts are to be made to change the profile if somebody is not having.

Token placements in stock positions must be team players and qualified, must assimilate into organization culture, must not challenge the system or rock the boat, must not raise issues of racism, classism, ableism then the hetero sexism, religious operations and the ageism. So, therefore, whatever the reasons are there which are making the suppress the group or team that those all issues that they should not be allowed to raise.

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Multicultural organization development (MCOD) Model

Stage 4: The Affirming Organization ~ We welcome "diverse candidates".

- Committed to eliminating discriminatory practices and inherent advantages
- Actively recruits and promotes members of groups that have been historically denied access and opportunity
- Provides support and career development opportunities to increase success and mobility
- Employees encouraged to be non-oppressive ~ awareness trainings
- Employees must assimilate to organizational culture.



DIVERSITY HIRING



Image Source: <https://content.wistia.com/wp-content/uploads/2020/10/Diversity-Hiring-Diverse-Candidates.jpg>

The affirming organizations is there that is we welcome the diverse candidates. So, now from the exclusive to marginalized, conforming now we are going to miss the affirming. So, committed to eliminating discriminatory practices and inherent advantages are there. So, actively recruits and promotes the members of the groups that have been historically denied access and opportunity and the therefore in that case that a group has been those who were earlier not selected.

Now the team will provide the support and career development opportunities to increase success and mobility is there and it is a responsibility of the leader. The employees encourage to be the non-oppressive awareness training is there. So, therefore in that case employees must assimilate to organizational culture. And whenever they are assimilating to organizational culture then definitely in that case, they will be able to work together in the diversity also.

So, here it is the employee should be always given they should be selected also. So, therefore in that case as per the selection procedure of the organization is concerned. So, such type of employees should be applicant should be allowed to get selected into the organization and whenever they are ready to work in the organization then at that time this type of these training programs that can be organized.

So, that therefore if there is a very high gap or there is a diversity then here, they will be able to perform in us collectively with the help of the training. And whenever this training programs will be provided, they will be able to perform.

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Stage 5: Redefining Organization

Inclusion is central to our success and daily practices!

- In transition
- Working to create environment that “values and capitalizes on diversity”
- Working to ensure full inclusion of multicultural workforce to enhance growth and success of organization
- Begins to question limitations of organizational culture: mission, policies, structures, operations, services, management practices, climate, etc.



So, redefining organization is our success and daily practices are there in transition and working to create environmental values and capitalize on the diversity. So, that is working to ensure full inclusion of multicultural workforce to enhance the growth and the success of organization. So, it is the beginner to question limitations of organization culture and therefore it is a mission, policies, structure, operations, services, management practices and climate is there.

So, this is very important find for the leader is concern that is the leader should go for this type of this redefining organization practices and implement the policies and practices to redistribute the power and the empowerment of all members is there.

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Stage 6: Multicultural Organization (Fully Inclusive Organization)

- At this stage, differences of all types become integrated into the fabric of the business of the organization, such that they become a necessary part of doing its everyday work.
- A multicultural organization can be defined as one where:
- The diversity of knowledge and perspectives that different groups bring to the organization shapes its strategy, work, management and operating systems, and its core values and norms for success; and
- Members of all groups are treated fairly, feel included, have equal opportunities and are represented at all organizational levels and functions.



And finally, the inclusive organization is there. In the inclusive organizations it can be the diversity of work knowledge and the perspectives has to be there. So, that they will be here that is the fabric of the business of the organization such that all are working together are there. And members of the all groups are treated fairly, they feel included and have equal opportunities and represented organizational levels and functions are there.

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ORGANIZATIONAL DIMENSION	Monocultural	Transitional	Multicultural
MISSION/ PURPOSE	<ul style="list-style-type: none">• Exclusive• Ignores differences• Driven by dominant groups	<ul style="list-style-type: none">• Non-committal• Linked with diversity	<ul style="list-style-type: none">• Inclusive• 4-bottom line (Economic, Governance, Social, Environmental)
STRUCTURE/ ROLES	<ul style="list-style-type: none">• Rigid hierarchy• Decision-making limited to dominants	<ul style="list-style-type: none">• Hierarchical• Limited teams/matrix• Glass ceilings	<ul style="list-style-type: none">• Shared decision-making• Flat/flexible• Wide access
POLICIES/ PROCEDURES	<ul style="list-style-type: none">• Discriminatory• Unwritten rules/word of mouth	<ul style="list-style-type: none">• EEO/AA• Some supportive policies (e.g., partner benefits)• Performance appraisals reviewed• Zero tolerance	<ul style="list-style-type: none">• Flexible work arrangements• Fair and transparent performance appraisals• Score cards

Image Source: <https://iaaweb.org/sites/default/files/multicultural.pdf>



So, these are the on the basis of the above discussions these are the mono cultural transitional and multicultural parameters are there and accordingly we can develop the policies can be developed.

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ORGANIZATIONAL DIMENSION	Monocultural	Transitional	Multicultural
INFORMAL SYSTEMS/ CULTURE/NORMS	<ul style="list-style-type: none"> Open and subtle harassment Homosocial Assimilation 	<ul style="list-style-type: none"> Support groups "Don't ask, don't tell" Accommodation 	<ul style="list-style-type: none"> Multilingual, multicultural symbols/norms Openly confront discrimination
PEOPLE/ RELATIONSHIPS	<ul style="list-style-type: none"> Homogeneous/tokens Patriarchal Segregated work teams 	<ul style="list-style-type: none"> Minimum numbers Guarded/political relations 	<ul style="list-style-type: none"> Diverse at all levels Dialogue across diverse groups Org. learning
LEADERSHIP	<ul style="list-style-type: none"> Charismatic Autocratic 	<ul style="list-style-type: none"> Bureaucratic Visionary 	<ul style="list-style-type: none"> Shared/rotating
ENVIRONMENT	<ul style="list-style-type: none"> Exploitation Opposition to 	<ul style="list-style-type: none"> Limited interaction/response to shifting demographics 	<ul style="list-style-type: none"> Global focus/local action Socially responsible
PRODUCTS/ SERVICES/ TECHNOLOGY	<ul style="list-style-type: none"> 1 dimension "Culture neutral" 	<ul style="list-style-type: none"> Targeted/stereotyped markets 	<ul style="list-style-type: none"> Adapts or creates for new populations

Image Source: <https://inaseer.org/sites/default/files/mccollmodel.pdf>



On basis of this we will be able to create that environment that is the global environment, socially responsible environment that will be developed production services and technology will be developed.

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Case Study : Multicultural Multinational Teams at IBM

- When many people think of a traditional, established company, they think of IBM. IBM has been famous for its written and unwritten rules—such as its no-layoff policy, its focus on individual promotions and achievement, the expectation of lifetime service at the company, and its requirement of suits and white shirts at work. The firm was one of the mainstays of the "man in a gray flannel suit" corporate culture in the United States.
- Times have certainly changed.
- IBM has clients in 170 countries and now does two-thirds of its business outside the United States. As a result, it has overturned virtually all aspects of its old culture. One relatively new focus is on teamwork.



Image Source: <https://www.ibm.com.uk/wp-content/uploads/2012/02/IBM-logo-584x511.jpg>

And ultimately, we will be having the inclusive organization. These are the case studies.

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Case Study : (Cont.)

- First, they help lay the groundwork for uncovering business in emerging economies, many of which might be expected to enjoy greater future growth than mature markets. Stanley Litow, the IBM VP who oversees the program, also thinks it helps IBMers develop multicultural team skills and an appreciation of local markets. He notes, "We want to build a leadership cadre that learns about these places and also learns to exchange their diverse backgrounds and skills. Among the countries where IBM has sent its multicultural teams are Turkey, Tanzania, Vietnam, Ghana, and the Philippines.
- As for Chakra, he was thrilled to be selected for the team. "I felt like I won the lottery," he said. He advised GreenForest on how to become a paperless company in 3 years and recommended computer systems to boost productivity and increase exports to western Europe.



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Case Study : (Cont.)

- Another team member, Bronwyn Grantham, an Australian who works at IBM in London, advised GreenForest about sales strategies. Describing her team experience, Grantham said, "I've never worked so closely with a team of IBMers from such a wide range of competencies."
- **Questions:**
 1. Would you like to work on one of IBM's multicultural, multinational project teams? Why or why not?
 2. Multicultural project teams often face problems with communication, expectations, and values. How do you think some of these challenges can be overcome?
 3. Why do you think IBM's culture changed from formal, stable, and individualistic to informal, impermanent, and team-oriented?



This case study and you will be able to answer the questions on this case study.

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Research Paper



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Diversity climate perceptions and its impact on multicultural team innovation and performance

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Journal Name: Measuring Business Excellence

Purpose

This study aims to examine the influence of diversity climate perceptions (DCPs) on team member's contribution to team innovation and team performance in a multicultural team (MCT). The authors also investigate the moderating effect of cultural intelligence on these relationships.



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Research Paper

Design/methodology/approach

This study aims to examine the influence of diversity climate perceptions (DCPs) on team member's contribution to team innovation and team performance in a multicultural team (MCT). The authors also investigate the moderating effect of cultural intelligence on these relationships.

Findings

Results indicated that when team members have positive DCPs, it had a positive impact on their innovation and performance in the team. Cultural intelligence was also found to have a direct impact on team member innovation but not on team member performance. Furthermore, cultural intelligence was found to positively moderate the DCPs – team member performance relationship but not the DCPs – team member innovation relationship.



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Research Paper

Practical implications

Managing diversity is a key concern for organizations worldwide given the exponentially rising cultural diversity within the workforce. This study would enable practitioners to understand that developing positive DCPs and cultural intelligence of team members are critical to the success of MCTs.

Originality/value

Literature has documented mixed results pertaining to team diversity and its effect on performance, resulting in scholars urging the need to explore how the negative effects of team diversity can be mitigated. This research establishes that positive DCPs and cultural intelligence as two key factors contributing to the performance of MCTs.



And these are the research papers which you can refer and that will help you.

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Book Recommendation

Multicultural Teams: Creating and sustaining an environment for learning from perspective diversity that maximizes team effectiveness

Authors: Robin Denise Johnson

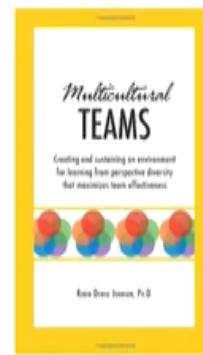
Publisher: CreateSpace Independent Publishing Platform;
1st edition (May 2, 2013)

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Image Source: <https://gr-assets.com/images/5/compressed-photo.goodreads.com/books/1387662903/17895548.jpg>



And this is the book that will multicultural teams creating and sustaining environment for learning from perspective diversity and maximize the team effectiveness is there.

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Book Recommendation

Multicultural Teams outperform other teams when you need creativity, commitment and buy in - but only if they are designed and managed well. This book will explain how to design and manage your multicultural team well, and how to create and sustain a learn-from-differences environment.

Dr. Robin gives practical suggestions from research on how to design your team and then explains how you can leverage diverse perspectives within the team to maximize creative problem solving. These include: A clear, motivating focus that requires team members to engage in a conversation about why the mission is important strategically to the organization and personally to them; An understanding of how important designing the team well is, while knowing how to make the right intervention into the group process at the right time; Metrics that measure output, learning and satisfaction; The right degree of empowerment and the right type of team given your task and members; And the use of interlocking skills that maximize learning within the team.

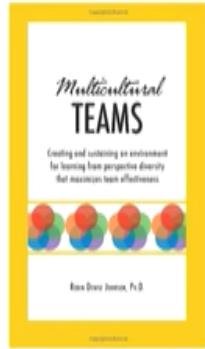


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And therefore, we will be understanding that is how to design the team for the effective performance.

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These are the references which we can refer for the further readings also. Thank you.

Leadership and Team Effectiveness
Prof. Santosh Rangnekar
Department of Management Studies
Indian Institute of Technology, Roorkee

Lecture - 47
Building Great Teams

In this particular after this virtual team's multicultural teams, now we will talk about how to build the great teams are there. In this team building four components of team building; team building processes.

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- Team Building
- Four components of Team Building
- Team Building Process
- Types of Team Building Exercise
- 12C's of Team Building
- Laws of Team Building
- Five Behaviour of Cohesive Teams
- Turning individual into team player
- Case study
- Research Paper
- Book recommendation
- References

Image source: <https://www.dreamstime.com/team-building-concept-people-holding-letters-stars-vector-teamwork-design-team-building-concept-people-holding-image139089289>



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Types of team-building exercise, 12 C's of team building, laws of team building, 5 behavior of cohesive teams turning individuals into team players, the case study, research papers, and book recommendations that we will be referring.

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Team Building

- Team building is a management technique used for improving the efficiency and performance of the workgroups through various activities. It involves a lot of skills, analysis and observation for forming a strong and capable team. The whole sole motive here is to achieve the organization vision and objectives.
- Forming a great team requires a lot of skills and presence of mind. Usually, some managers specialize in team-building skills and are hired by the companies on this parameter.
- The manager responsible for team building must be able to find out the strengths and weaknesses of the team members and create the right mix of people with different skill sets.



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So, team building whenever we talk about team-building, so it is a management technique used for the efficiency and performance of work groups, that already we have gone through these particular concepts. So, here but what is required it requires a lot of skills and analysis and observation for forming a strong and capable team misery. So, it is a skillful job, everybody will not be able to build the team and to achieve the organization's vision and the objectives are there.

So, here whenever we are talking about the great team require lots of skills. So, some managers specialization team building skills under hired by the companies on this parameter is there. The manager responsible for team building. So, he must be able to find out the strengths and weaknesses of the team members and create the right mix of the people with the different skill sets are there.

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Four Approaches/Components to Team Building

- **Goal setting:** This component is designed specifically to strengthen a team member's motivation to achieve team goals and objectives. Team members are expected to become involved in action planning to identify ways to achieve those goals.
- **Role clarification:** It entails clarifying individual role expectations, group norms and shared responsibilities of team member. Role clarification can be used to improve team and individual characteristics (i.e. by reducing role ambiguity) and work structure by negotiating, defining and adjusting team member roles.



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So, whenever we are talking about goal setting, the component is designed specifically to strengthen a team member's motivation to achieve the team goals and the objectives are there, and whenever these team members that is a goal-setting. So, what is the goal of an individual and at the goal of the individual that has to be matched with the overall goal of the team and the overall goal of the team has to be matched with the vision of the organization?

So, that is the motivation to achieve team goals and objectives. So, team members are expected to become involved in action planning to identify ways to achieve those goals, that is how they can achieve those particular goals are there and therefore, in that case, that collective efforts are to be made. So, first and foremost is that is about the goal setting is there. The second is that role clarification.

So, it entails clarifying individual role expectations, group norms and the shared responsibilities of team member. So, role clarification can be used to improve team and individual characteristics. So, that is by reducing the role ambiguity is there what is the role of ambiguity? Role ambiguity means that you are playing the two roles suppose you are playing the role of a husband and role of son and then there is the wife is saying the different decision.

And the mother is saying the different decision and now you have to follow then to whom you will follow. So, now you are into the role ambiguity which role? I have to follow the role of a husband or I have to roll of a son or so therefore in that case that it is up to you only and

you, therefore, that role clarification that rule clarification can be used. So, that is the then somebody will tell you that is the; what role is to be played.

So, therefore in that case the work structure by negotiating defining. Then you can go for that particular role. Clarification is there so you have to negotiate wherever you can negotiate with mother or with your wife, so negotiating and defining is required.

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Four Approaches/Components to Team Building

- **Interpersonal relations:** It assumes that teams with fewer interpersonal conflicts function more effectively than teams with greater number of interpersonal conflicts. It involves an increase in teamwork skills, such as mutual supportiveness, communication and sharing of feelings.
- **Problem solving:** The fourth component emphasizes on the identification of major problems in the team's tasks to enhance task-related skills. It is an intervention, in which team members identify major problems, generate relevant information, engage in problem solving, action planning, implement and evaluate action plans.



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Now, the second is interpersonal relations. It assumes that teams with fewer interpersonal conflicts function more effectively. So, the teams with the greater number of interpersonal conflicts are there. So, naturally, that is the whenever their interpersonal conflicts are less. So, interpersonal conflicts where there are interpersonal conflicts are there. As we have seen in the multi multicultural teams also.

Maybe because of the diversity cultural diversity is there or there may be the personality differences are there. So, therefore that interpersonal conflicts will arise, and naturally, the leader what leader has to do, and the leader has to manage those interpersonal conflicts, lesser the fear will be the interpersonal conflicts more will be the greater number of the results better will be the results are there.

So, the team will be more effective. It involves an increase in teamwork skills, mutual supportiveness, communication, and sharing of feelings is there whenever there will be the less conflicts and that is understood as a problem solved. This is a very important point is

there, normally what happens is that is there whenever we are working in the organization you find that there are the certain problems are there.

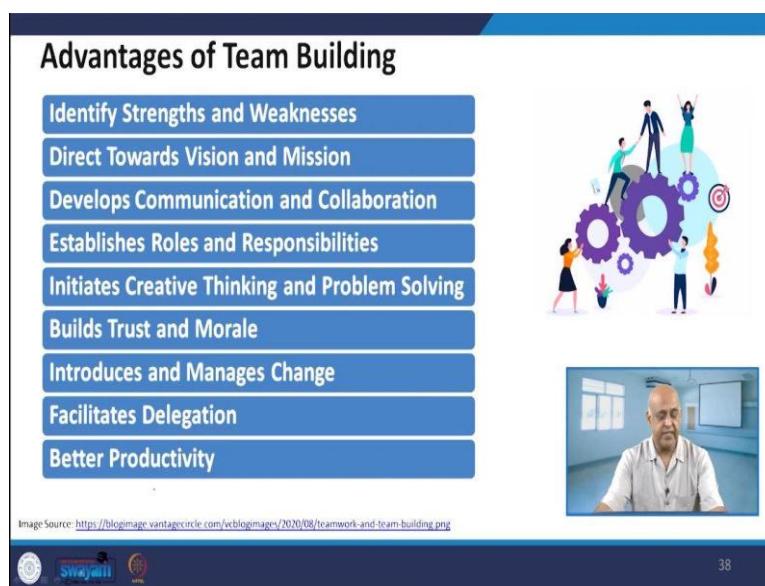
So, the fourth component emphasizes on the identification of major problems in the team's tasks to enhance the task-related skills. And in it is an intervention the team members identify major problems, generate relevant information, engage in problem-solving, and action planning, and implement and evaluate the action plans are there. So, therefore always there will be the action plans that will be based on and that is how you are the team is able to solve the problem. And the leader plays a very important role.

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Advantages of Team Building

- Identify Strengths and Weaknesses
- Direct Towards Vision and Mission
- Develops Communication and Collaboration
- Establishes Roles and Responsibilities
- Initiates Creative Thinking and Problem Solving
- Builds Trust and Morale
- Introduces and Manages Change
- Facilitates Delegation
- Better Productivity

Image Source: <https://blogimage.vantagecircle.com/vbloggerimages/2020/08/teamwork-and-team-building.png>

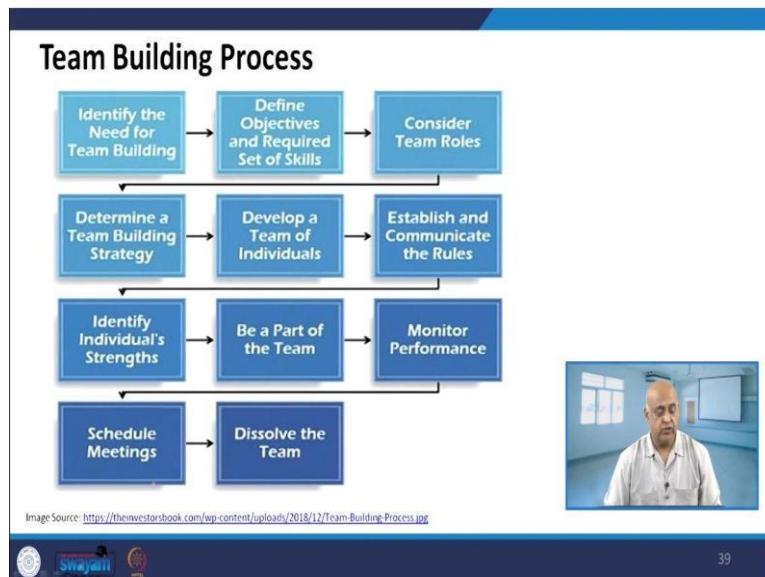


That is whenever there is a problem and then what action plan he decided and that will be the solving the interpersonal conflicts. Now, what are the advantages? The advantages are the first is that we identify the strengths and weaknesses. So, therefore in that case in team building we understand the strength and weaknesses, we direct towards the vision and mission, develop communication and collaboration establishes roles and responsibilities.

Initiates creative thinking and problem solving, builds trust and morale, introduces and manages the change, and facilitates delegation and better productivity is there. So, therefore in that case all these advantages whenever you are able to resolve these interpersonal conflicts make the team a great team, and the team is directed towards the achievement of goals. So, therefore, in that case, it is always we have to understand.

That is every individual in the team is a different personality and their thought process will be different, from their heritage, environment and in a given situation, every team member will act differently. So, therefore you have to understand it is the who will react and interacts in a given situation, and accordingly, the assignments of the team is to be given.

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Now, in what is the team-building process? So, identify the need for team building and define the object using the required set of skills is there. So, therefore, in that case, is there any need of a team or not? That is a basic question. Now, please understand many jobs can be done by a single person, and many times the individuals feel that there is no need of a team and why the boss is creating the team.

So, therefore why there is a need for the team that should be justified. Define objectives and required set of skills for every particular job which the team has to perform the task has to perform. They should have the required set of skills are there otherwise the people are making the team but they are not able to do. So, considering the team roles to determine a team-building strategy.

Develop a team of individuals who establish and communicate the rules identify individual strengths, be a part of a team and monitor performance. And as a result of which then the schedule the meetings and dissolve the team is there. So, as we have seen right from the forming. So, forming, storming, norming, performing and adjourning is there. So, from this forming and then we until it is the adjourning is there that every team has to dissolve. And then that will be complete. The total team building process is there.

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Team Building Process

- **Identify the Need for Team Building:** The manager has first to analyze the requirement of a team for completing a particular task. It should find out the purpose of the work to be performed, required skills for the job and its complexity before forming a team.
- **Define Objectives and Required Set of Skills:** Next comes the chalking down of the organizational objectives and the skills needed to fulfil it.
- **Consider Team Roles:** The manager considers the various aspects, i.e. the interactions among the individuals, their roles and responsibilities, strengths and weaknesses, composition and suitability of the possible team members.



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Now, identifying the need for the team building is there. First to analyse the requirement of a team for completing a particular task. It should find out the purpose of the work to be performed, required skills for the jobs and its complexity before the forming a team is there. So, define objectives and required set of skills are there. So, next comes the checking down of the organizational objectives and the skills needed to fulfil it is there.

So, I would like to give the example that whenever we are having the deciding the organizational objective for this particular financial year, we will be cutting the cost. Now, the team which is working they should have that all those skills. So, that they can contribute towards the minimizing the cost. So, that type of the functions which are which are performed to be team. So, that has to be aligned with the organizational objectives.

So, therefore in that case this is but, it requires a set of skills a simple example is the energy consumption. And in the energy condition if you want to make the less energy consumptions and then you have to go for the solar. So, therefore in that case those but working on this solar and those particular skills are required for working on those types of the machineries which are working with the solar energies.

So, consider the team roles in the various aspect interactions among the individuals, their roles and responsibilities, strength and weaknesses, composition and suitability of the possibility members. So, therefore in that came who will pledge what role because you are

having the number of team members. And therefore, in that case but here it is to be connected about the individual.

And then they understand that is who can do what and who cannot do these certain activities. So, therefore if yours that strength and weaknesses is properly analysed about the individual then you can ascend the role accordingly.

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Team Building Process

- **Determine a Team Building Strategy:** Now, the manager has to understand the operational framework well to ensure an effective team building. He must himself be assured of the objectives, roles, responsibilities, duration, availability of resources, training, the flow of information, feedback and building trust in the team.
- **Develop a Team of Individuals:** At this stage, the individuals are collected to form a team together. Each member is made familiar with his roles and responsibilities within the team.
- **Establish and Communicate the Rules:** The rules regarding the reporting of team members, meeting schedules, and decision making within the team are discussed. The individuals are encouraged to ask questions and give their views to develop open and healthy communication in the team.



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So, determine a team building strategy has to understand operational framework well to ensure an effective team building. He must even still be assured of the objectives, roles, responsibilities, duration, availability of resources, training the flow of information, feedback and building trust in the team is very, very important is there. So, therefore in that case the leader he should be very clear about the; that what he wants to know why he is developing the team.

And therefore, in that case that manager or the leader he will be assured to the objectives and roles. That what roles are there and the responsibilities, what responsibilities are to be bare by the team members and by himself duration ability of resources. Now, when we; talk about the resources, machine, material, money, method, minutes. So, therefore whatever the ability of the resources are there.

So, then how it should be available and once resources are provided then the person should be able to run maintain these resources utilize those resources. And therefore, the proper training will be required, so there here it is also important that we talk about the team is a

collective effort. But we have to develop the team of individuals. So, therefore individuals are properly trained, because we are having the strength and weaknesses.

So, once we know the strength and weaknesses then we can collect the information and can develop them and make familiar with his role and responsibilities. And another important aspect is the; communicate the rules. Now many times the leaders they are not able to express that what they really want and what are the rules are there. But if somebody violates the rule.

And then they take the action and the team member says I was not aware of this rule. So, communicate the rules and therefore here whenever the decisions are taken by the leader. He will decide on the basis of this; whatever the schedules are there. And accordingly, the basis of the schedules he will ask the team member to perform and when he is able to perform then there is no problem.

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Team Building Process

Identify Individual's Strengths: Various team-building exercises are conducted to bring out the strengths of the individuals. It also helps in familiarizing the team members with each other's strengths and weakness.

Be a Part of the Team: At this point, the manager needs to get involved with the team as a member and not as a boss. Making the individuals realize their importance in the team and treating each member equally is necessary. The team members should see their manager as their team leader, mentor and role model.

Monitor Performance: Next step is checking the productivity and performance of the team as a whole. It involves finding out loopholes and the reasons for it. This step is necessary to improve the team's performance and productivity in the long run.



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If he is not able to perform then definitely, in that case the manager has to manage all these directions. So, identify the individual strength, so various team building exercises are conducted to bring out the strengths of the individuals are there it also helps in familiarizing the team members. So, therefore with each other strengths and weaknesses also. So, many times when in the beginning itself there are the number of the exercises are there.

And by those exercises, they come to know about the each other. So, be a part of the team so at this point the manager needs to get involved with the team as a member and not as a boss. So, therefore he is the one of them. Making the individuals realize their importance in the

team and treating each member equally is necessary and the team members should see their managers as a team leader mentor and role model.

So, that role of that particular team member and that will be definitely will be different. So, monitor the performance. Next step is checking the productivity and performance of the team as a whole. So, because once you identify the strengths and be a part of the streams you started working and now whether they are working accordingly the expectations are not. So, finding out the loopholes and then but naturally.

In the team process they might be possible that some are able to perform some are not performing. So, find the loopholes and the reason for it that is why they are not able to perform this step is necessary to improve the team's performance and productivity in the long run. So, therefore in that case it is very, very important that is the whenever we are talking about the monitoring performance.

That is always we have to see that is the; it continues many times what happens the team is performing in the beginning then; it goes down then again it goes up then again it goes down. So, therefore this step of the; monitoring performance that will be creating a problem. So, that is to be properly monitored by the leader.

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Team Building Process

Schedule Meetings: One of the most crucial steps is to hold purposeful meetings from time to time to discuss team performance, task-related problems and discuss the future course of action.

Dissolve the Team: Lastly, the manager needs to evaluate the results and reward the individuals on their contribution and achievement. Finally, the team is dispersed on the fulfilment of the objective for which it was formed.

Image Source: <https://evokeddevelopment.com/wp-content/uploads/2017/06/Certified-Consultant-for-WorkPlace-Teambuilding.jpg>



So, schedule the meetings, one of the most crucial steps is to behold purposeful meeting and from time to time to discuss team performance. Whatever the task related problems and discuss the future course of action. Now, you see that is the many times the team members

they are frustrated of the meeting. That is the manager is calling the meeting again and again but here we have to understand.

That is unless and until the meetings are not organized that proper communication will not be there. And whatever the goal objectives feedback is there that will be discussed in the meetings only and finally it is a dissolved team. The manager needs to evaluate the results and reward the individuals on their contribution and achievement is there. So, therefore the fair evaluation is to be done.

Because the ultimately goal has been achieved, that is why the team has been dissolved normally. So, therefore the team is dispersed on the fulfilment of the objectives for which it was formed. And on the basis of this and that task is completed and the team will be dissolved.

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Potential Pitfall while Team Building

Managers should avoid:

- Expecting a new team to perform effectively from the word go
- Dominating the work of the team, whether intentionally or unconsciously
- Exercising excessive control which may stifle creativity
- Overlooking the influence of formal and informal team roles
- Allowing the team to lose focus on the tasks to be completed
- Allowing individuals to take credit for the achievements of the team
- Being overly dependent on providers of team building activities – these can help, but their role in developing a team needs to be carefully managed. A team does not automatically materialize at the end of a team building course



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What are the challenges are the potential pitfall while the team building is there? So, managers should avoid the expecting a new team to perform effectively from the word go. So, they it is not like right it is a start and then the team will be starting performing, no and from the word go it will take some time. Dominating the; work of the team whether they intentionally or unconsciously, do not dominate the team members.

Exercising excessive control which may stifle creativity. So, allow to be them the creative and do not to make them then on the interference in their work. Overlooking the; influence of formal and informal team roles. Now, you see every team is performing certain formal jobs

which has been told. But simultaneously there are the informal roles also. For example, the supporting each other.

So, supporting each other is the formula also and in that case, somebody is in the problem and is doing somebody else is doing his job it is informal also. So, therefore in that case manager should not overlook this type of the formal informal roles. Allowing the team to lose focus on the task to be completed and allowing individuals to take credit for the achievement of the team is there.

So, therefore it is allowing the team these to lose the focus that will that will be a big problem. So, the team has to be focused one and that is by the monitoring. Allowing individuals to take credit for the achievements of the team, no it is a collective effort. So, therefore avoid that somebody takes the credit for himself maybe the leader, leader should also avoid. So, being overly dependent on providers of the team building activities this can help.

But their role in developing a team needs to be carefully managed. So, therefore in that case team building activities these developing and team, that is has to be carefully to be managed. Automatically materialize at the end of the team building course. So, therefore in that case it is not that is the once the team has formed so they will automatically will start performing they will give the results no, that monitoring is required.

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Types of Team Building Exercise

- Communication Exercises:** Involve problem-solving activities that are geared towards improving communication skills. The issues that teams encounter
- Problem Solving/Decision Making Exercises:** Focus on groups working together to solve difficult problems or make complex decisions.
- Planning/Adaptability Exercises:** Focus on aspects of planning & adaptability to change. This is important for teams to be able to do when they are assigned complex tasks or decisions.
- Trust Exercises:** Involve engaging team members to induce trust & can vary in degrees of trust, depending on the comfort levels of participants.

<https://www.slideshare.net/kmhsanirpony/team-building-51515146>



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Now, how the team building exercises can be done? So, one is the communication exercise, so improve the problem-solving activities data geared towards improving communication skills and the issues that teams encounter. The problem-solving decision-making exercises are there focus on the groups working together to solve the difficult problems to make complex decisions.

So, planning adaptability exercises are there on aspects of the planning adaptability to change. And this is important for teams to be able to do when they are assigned complex tasks the decisions are there, the trust exercises are there. So, involve the engaging team members to induce trust. So, therefore in that case; communication problem solving planning and adoptability and the trust exercise.

So, therefore in that case whenever we are talking about these exercises and depending on the comfort levels of participants are required and therefore in that case you will be able to build the building the team is there.

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12 C's of Team Building

1. Clear Expectation	7. Collaboration
2. Context	8. Communication
3. Commitment	9. Creative innovations
4. Competence	10. Consequence
5. Charter (Mission & Vision)	11. Coordination
6. Control	12. Cultural Diversity



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Now, what are the 12 Cs of team building? So, clear expectations, context, commitment, competence, charter mission and vision, the control, collaboration, communication, creative innovations, consequence, coordination and cultural diversity is there. So, we have talked about these dimensions also that is the how these dimensions will be affecting to making the great team.

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Laws of Building Team

1. **LAW OF SIGNIFICANCE:** One is too small a number to achieve greatness
2. **LAW OF THE BIG PICTURE:** The goal is more important than the role
3. **LAW OF THE POSITION:** A sign of a great team leader is the proper placement of people
4. **LAW OF MOUNT EVEREST:** "You do not climb a mountain like Everest by trying to race ahead on your own, or by competing with your comrades. You do it slowly and carefully, by unselfish teamwork." Sherpa Tenzing Norgay, Summited Mount Everest with Edmund Hillary in 1953.
5. **LAW OF THE CHAIN:** The strength of the team is impinged by its weakest link



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Law of building team law of significance is there; one is too small in number to achieve the greatness is there. So, therefore in that case all have contributed. Law of the big picture the goal is more important than the role is there. So, therefore in that case achievement of goal is that is the we have to focus on that. Law of the position, a sign of a great team leader, is the proper placement of people.

Law of mount Everest you do not climb a mountain like yours by trying to race ahead on your own, or by competing with your comrades. You do it slowly and carefully by unselfish teamwork. So, Sherpa Tenzing Norgay, submitted mount Everest with the Edmund Hillary in 1953. So, law of the chain the strength of the team is the impinged by the weakest link is there.

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Laws of Building Team

6. **LAW OF THE CATALYST:** Winning teams have players who make things happen.
7. **LAW OF THE COMPASS:** Vision gives team members direction and confidence.
 - Moral Compass
 - Spontaneous Compass
 - Historical Compass
 - Directional Compass
 - Strategic Compass
 - Visionary Compass
8. **LAW OF THE BAD APPLE:** Rotten attitudes ruin a team.
9. **LAW OF THE PRICE TAG:** The team fails to reach its potential when it fails to pay the price
10. **LAW OF COMMUNICATION:** Interaction fuels action



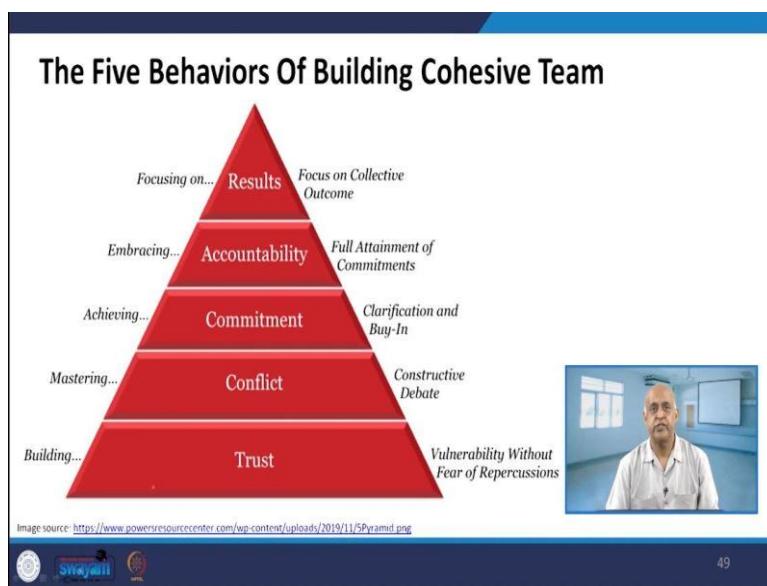
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Law of the catalyst winning teams have players who make things happen. Law of the compass of vision gives team members direction and confidence is there. So, moral compass is their spontaneous compass, historical compass, directional compass, strategic compass and visionary compass is there. So, therefore and this whenever we; are having this type of rebuilding the team.

So, then there will be the morality that is to be taken care of the spontaneously decisions are to be done. Then we have to also understand that is what is happening in the past how it has been done. Directional compass what will be the future and accordingly the designing the strategies and therefore you will be able to achieve your goal, so that is the vision. So, Law of the bad apple rotten attitudes ruin a team.

So, therefore attitudes rotten attitude and that should be avoided. Law of the price tag the team fails to reach its potential when it fails to pay the price. So, always it is the; whatever the work has been done by this particular team and that is up to his extreme potential. So, therefore in that case, it will be always better that is we if we explore the potential as much as possible. Law of communication interactions the fuel the action is there.

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So, these are the 5 behaviours of building the cohesive team is there. There is a trust, conflict, commitment, accountability and the results are there and on therefore in the case, it is building the trust mastering the conflict and that is the constructive debate is to be organized. Vulnerability without fear of the repulsions that is to be there achieving the commitment clarification and buy-in is there.

Embracing the accountability full attainment of the commitments and the focusing on the results focus on the collective outcome is there. So, therefore right from the building the trust managing the conflicts increasing the commitment developing the accountability and achieving the results or goals are there.

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Five Behaviors of Building Cohesive Team

- Building high levels of trust :** At the base of the pyramid is trust. Without trust on the team, very little progress can be made in gaining cohesiveness overall. Vulnerability-based trust (the ability to expose one's weaknesses) is key to building the relationships required to be able to withstand and even benefit from both the routine and unique challenges every team faces.
- Productive and well-intentioned conflict:** Conflict is sometimes considered dangerous on a team because it can lead to hard feelings. However, if the team has relationship trust, members feel secure enough to be honest and courageous. If trust is truly in place, conflict is constructive. Teams without conflict tend to shut out valuable feedback which can lead to poor decision-making.



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So, therefore these 5 ways of the building question team is the building the high levels of trust and then the productive and well intentioned the conflict is there considered dangerous on a team because it can lead to the hard feelings. However, if the team has relationship trust members will secure enough to be honest and courageous. If the trust is truly in place conflict is constructive attempts, without conflict tend to shut out valuable feedback which can lead to the poor decision making is there.

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Five Behaviors of Building Cohesive Team (Cont.)

3. Strong commitment to team decisions and standards :

- Gaining commitment from team members is not the same as getting consensus.
- According to Lencioni, reaching consensus means compromise, and compromise might not yield the best result. Commitment comes with clarity of purpose. Take a problem for which there are several ideas.
- With trust and appropriate conflict, the team chooses the idea they will pursue. Though only one idea is chosen, every member understands why that idea was selected and supports the idea—both inside the team and when communicating externally.



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Strong commitment to the team decisions and standards is required and therefore in that case reaching the consciousness means the compromise and compromise might not only yield the best result. Compound commitment comes with the clarity of purpose take a problem for which they are several ideas are there. With the trust and appropriate conflict, the team chooses the idea they will pursue.

And though only one idea is chosen, every member understands why that idea was selected and supports the idea both inside the team and when communicating externally is there.

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Five Behaviors of Building Cohesive Team (Cont.)

4. Accountability: Accountability is *typically the most difficult behavior* for a team to master. Most will never get to the point where each team member routinely holds all other members accountable. Reaching and maintaining good scores in the previous steps will make accountability much easier. Accountability can become part of a team's overall dynamic.

5. Focus on what's best for team results: Achieving team objectives is *why the team exists*. If each prior behavior is functioning well, each member of the team is focused on achieving the team's goal. The team goal becomes more important than any individual's personal goal, and everyone feels rewarded by being part of the team result.



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When we are talking about the accountability is a typically the most difficult behavior for a team to master. So, most will never get to the point where each team member routinely holds all the members accountable. Reaching and maintaining the goods course in the previous

steps will make accountability much easier. So, therefore it is the how much the work has been done and how it has been performed.

So, that will be the previous accountability that will clarify to give the next responsibility. Accountability can become part of teams overall dynamic is there. Focus on, what is the best for the team results is there. Why the team exists? So, if each behavior is functioning well, each member of the team is focused on achieving the team goals and the team goal becomes more important than any individual's personal goals and everyone feels rewarded being part of the team results are you there.

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Turning Individuals into team players

Shaping Team Players

- Selecting employees who can fulfil their team roles.
- Training employees to become team players.
- Reworking the reward system to encourage cooperative efforts while continuing to recognize individual contributions.

Selection:

- Some people already possess the interpersonal skills to be effective team player.
- When hiring team members, in addition to the technical skills required to fill the job, care should be taken to ensure that candidates can fulfill their team roles as well as the technical requirements.
- Candidate can go under training / transferred to another unit within the org. without teams /don't hire the candidate.



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So, shaping the team players. How to shape? The selecting employees who can fulfil their team roles. Now, here you see that is the matching there is a personality job fit. Whatever the roles the leader knows that what are the different roles are there and then he has to identify who is having that particular strength and weakness and then accordingly there you have to give that employee selecting rules are to be given and then he will be able to fulfil those roles.

So, this analytical approach of the leader is very much necessary. So, this the team member will also enjoy and leader will enjoy. Training employees to become team players. Now, sometimes you do not find that particular quality one or two qualities are lacking deceptive the qualities are there. So, then in that case their training can be provided. Reworking the; reward systems to encourage cooperative efforts while continuing to recognize individual contributions.

And therefore, in that case, a reward system can be implemented. Some people already possess the interpersonal skills to be effective team members. So, when hiring the team members, the technical skills required to fill the job, care should be taken to ensure that candidates can fulfill their team roles as well as the technical requirements. Can it go under training transfer to another unit within the organization without teams? Do not hire the candidate there.

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Shaping team players

Training:

- People raised on individual accomplishments can be trained to become team players.
- Training specialists conduct exercises that allow employees to experience the satisfaction that teamwork can provide.
- They help employees to improve their problem-solving, communication, negotiation, conflict-management, & coaching skills

Rewards:

- The reward system needs to be reworked to encourage cooperative efforts rather than competitive ones.
- Promotions, pay raises & other forms of recognition should be given to individuals for how effective they are as a collaborative team member.
- This doesn't mean individual contributions are ignored; rather, they are balanced with selfless contributions to the team.



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So, therefore already possess, training is there is an individual accomplishment can be trained to become team players. Training specialists conduct the exercises that allow employees to experience the satisfaction that teamwork can provide. And they help employees to improve their problem-solving communication negotiation conflict management and the coaching skills are there.

And finally, the rewards, the reward system needs to be reworked to encourage cooperative efforts rather than competitive ones are there. That is to be taken care of. So, it is not creating the more conflict reward system should not create the more conflict rather than it should be encouraging and motivating. Promotions, pay raises and other forms of recognition should be given to individuals for low effective.

They are as a collaborative team member how effective they are as a collaborative team member are there. So, therefore in that case it will be very, very important that is the whenever we are giving these; any rewards to any individual. So, how they were effective, as

a collaborative team member's that is to be considered. This does not mean individual contributions are ignored rather they are balanced with the selfless contributions to the team is there.

And therefore, we have to understand that is those who are giving the selfless their contribution to the making the team successful and achieve the goal and they should be appreciated.

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Case Study: Columbia Corporation

Columbia Corp. is a young, rapidly growing company that manufactures computer accessories and specialized components for networked computer workstations. It has some unique products and a strong reputation for quality. Sales of company products have been good, and a recent contract with a large computer company is likely to increase sales. However, along with this success the company is also experiencing some problems. Quality rejects have begun to increase, and in recent months the company failed repeatedly to meet delivery schedules.

The top executives include Matt Walsh, CEO and founder of the company, and the vice presidents of production, engineering, sales, and accounting. Walsh is a forceful manager who tightly controls important decisions in the company.

The other executives are required to get his approval before making any significant changes in operations. Walsh's style has been to deal with each VP separately, rather than meeting as a group to address problems.



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As usual, this is the case study growing company manufacture the Columbia corporation. In this case study you will find about these questions.

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Case Study: Columbia Corporation

She complained to Walsh, who apparently approved the decision without understanding the implications.

Concerned about the growing problems, Walsh asked a management consultant for advice on how get his executive team to be more effective in understanding and resolving key problems such as insufficient production capacity and declining quality.

Questions

1. What issues must be resolved to create an effective executive team?
2. What types of changes are needed in how Matt leads the team?



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What issues must be resolved to create an effective executive? And what types of the changes are needed in how much leads the team is there?

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Research Paper

Team building, employee empowerment and employee competencies
Moderating role of organizational learning culture

Purpose

The present study integrates the resource-based view and organizational perspective of learning to create a strong theoretical foundation by exploring the effects of team building, employee empowerment and organizational learning culture on employee competencies.

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And this is a research paper there is a team building employee empowerment and employee competencies and this particular page, the paper view and organizational perspective of learning to create a strong theoretical foundation by exploring the effects of team building employee empowerment and organizational learning culture on employees' competency is there.

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Research Paper

Design/methodology/approach

An integrated research model is developed by combining resource-based view, signaling theory and experiential learning theory. The validity of the model is tested by applying moderated structural equation modelling (MSEM) approach to the data collected from 653 employees working in cement manufacturing companies. The reliability and validity of the dimensions are established through confirmatory factor analysis and the related hypotheses are tested by using MSEM.

Findings

The findings suggest that organizational learning culture significantly strengthens the relationships of team building and employee empowerment on employee competencies.

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So, that organizational learning culture signifies strengthen the relationship of a team building an employee empowerment on employee competencies are concerned.

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Research Paper

Research limitations/implications

The research is undertaken in Indian cement manufacturing companies which cannot be generalized across a broader range of sectors and international environment.

Practical implications

The findings of the study have potential to help decision makers of manufacturing companies to develop strategies which will enable them to improve employee competency, to formulate effective human resource development interventions and to enhance the capability of the employees to achieve desired goals and objectives of the organization.

Originality/value

The research is unique in its attempt to combine three frameworks to build a new theoretical model explaining the importance organizational learning culture along with team building and employee empowerment.



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Book Recommendation

Team Building: Proven Strategies for Improving Team Performance

Authors: W. Gibb Dyer Jr., Jeffrey H. Dyer, William G. Dyer
Publisher: Jossey-Bass; 5th edition (19 February 2013)
Language: English
Paperback: 304 pages
ISBN-10: 1118105133
ISBN-13: 978-1118105139

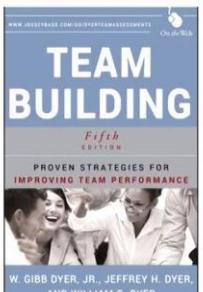


Image Source: https://media.wiley.com/product_data/coverimage300/33/11181051/1118105133.jpg

So, this is the book, team building book proven strategies for improving the team performance and therefore in that case, it will be talking about.

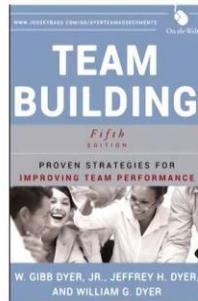
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Book Recommendation

Team Building is a classic in the field of organization development. In this new edition, the authors strengthen the Four Cs (Context, Composition, Competencies, and Change) framework that was introduced in the fourth edition and add a wealth of new illustrative examples, a chapter on the challenges of managing cross-functional teams, and a chapter on leading innovative teams in a competitive environment.

To complement the text, the authors have developed two online assessments: one designed for use in the classroom with student teams and one designed for teams within organizations. The fifth edition of Team Building provides the next generation of team leaders, team members, and team consultants with the knowledge and skills they need to create effective and high-functioning teams.

Image Source: https://media.wiley.com/product_data/coverimage/300/33/11181051/1118105133.jpg



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That is the how this particular context compositions competencies and change and they are used for making a very effective team and the book is also supported by these illustrative examples and therefore with those examples also that will also help you to how to build a and great team is there. So, either leader, members, team consultants, knowledge and skills they need to create the effective and high functional teams are there.

(Refer Slide Time: 28:04)

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So, these are the references which you can use further for your studies and this is all about that is how to make a big team or the great team in the organization context. Thank you.

Leadership and Team Effectiveness
Prof. Santhosh Rangnekar
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Lecture - 48
Experiential Learning

Today, we are discussing an exciting session about experiential learning, the importance of experiential learning, principles of experiential learning, and Kolb's experiential learning theory and styles. How can online learning help with experiential learning? How do corporate companies use experiential learning?

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Contents

- Experiential Learning
- Importance of Experiential Learning
- Principles of experiential learning
- Kolb's Experiential Learning Theory & Learning Styles
- How Can Online Learning Help with Experiential Learning?
- How Corporate Companies use Experiential Learning
- Conventional learning Vs Experience learning
- Is Experiential learning the future of learning?
- Case Study
- Research Paper
- Book Recommendation
- References



Conventional learning versus experiential learning, is experiential learning the future of learning and then, as usual, the case study research papers and the book recommendations.

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Experiential Learning

- Experiential learning means involving or based on experience and observation.
- Experiential learning is the process of learning through experience, and is more narrowly defined as "learning through reflection on doing".
- Experiential learning activities can include, but are not limited to, hands-on laboratory experiments, internships, practicums, field exercises, study abroad, undergraduate research and studio performances.



<https://www.lse.ac.uk/codes/experiential-learning/>

Image Source: https://experientiallearninginstitute.org/wp-content/uploads/2020/11/ELI_Learning_Cycle-1-300x100.png

So, first, we will try to understand what is precisely the experiential learning is there. So, the means involved are based on the experience, and observations are there. So, it is the individual so many times the, people said it is the whether the MBA is necessary. Some people say no, MBA is not necessary. Many people are very successful leaders but do not have MBA, so how they have become successful.

So, that is about the experiential learning is there. So, whatever their life is experiences were there, they have used as a, and then we said it is a life is like a book, and therefore they have used those experiences and taking the decisions based on the past experiences, and this way the experiential learning is taken has led the leaders. So, experiential learning is learning through experience and is more narrowly defined as learning through reflection on doing.

So, whatever the actions are done, they have made the decisions based on past success and failures. So, it is not limited to hands-on laboratory experiments, internships, practicums, field exercises, study abroad, undergraduate research, and studio performances; no, this is not limited to this one. Only what they have done during this type of this academic learning is there.

They have used tacit knowledge to get this particular learning, whatever the tacit knowledge. So, here that whatever they have done the acting. So, act and, based on that act, their decisions. So,

therefore those decisions give them specific experience. Just this simple example is to trust or not to trust.

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Importance of Experiential Learning

1. Experiential learning fosters development of self and organization.
2. It gains in knowledge and skill, breadth and depth of understanding which ultimately results in increased self confidence and esteem.
3. It brings about change in behavior and better understanding of attitude of people.
4. It brings about perfection in the performance of job.
5. It helps employee gained in status and enables individuals to move into more prestigious social roles and better rewarded jobs.
6. It helps employees learn and develop and they become more demanding of changes at work and further development



So, this will be the just indecision and therefore the in when the decisions are very positive. So, they will continue, and if they are not positive, they will stop, and that particular act acting will be different. So therefore, in that case, experiential learning fosters the development of self and organization. Moreover, the strength of experiential learning is this.

Suppose you are working in a particular x company, and there you are going through all these literature and laboratory experiments and the primary and secondary data. However, in that case, whatever they are having this development of self while doing in that particular department section with that particular person and therefore what type of the how Mr. x will behave that you learn from the experiential learning is there.

So, therefore what my father will say if I do this so, therefore, in that case, will be the experiential learning. In knowledge and skills, breadth and depth of understanding which ultimately results in increased self-confidence and esteem, are there. So therefore, in that case, it is always becoming a better understanding of the people because that is the first-hand experience.

It brings about the perfection in the performance of a job, and therefore you become the perfect one. It helps employees gain status and enables individuals to move into more prestigious social roles and better-rewarded jobs. So therefore, in that case, it will be becoming the very, very important or whatever the prestigious social roles are there and whatever the particular person has gained the rewards. So, therefore that will make him the learning.

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Importance of Experiential Learning(Cont.)

7. It provides competitive advantage for survival and progress.
8. It facilitates organizational change and development.
9. It helps in maintaining better relations with suppliers and customers and dealers.
10. It helps in meeting challenges faced by the organization.
11. It helps in adopting new technology.



<https://www.yourarticleready.com/human-resource-development/experiential-learning-meaning-and-importance/60238>

It helps employees also. So, therefore in that case, whenever they are they are making this particular performance or experience at the workplace, as I was saying, that is the Mr. x so that Mr. x is well known to you. So, therefore, in that case, that particular understanding will be much more right than any secondary data is concerned. It provides a competitive advantage for survival, and the progress is there.

So, within organizations, you know how to handle it facilitates organizational change and development. Because of your experiential learning, you know what will be the future of this organization and what changes are to be made to be more effective. So, therefore organization will develop. It helps maintain better relations with suppliers, customers, and dealers because you already have expenses.

Meeting challenges faced by the organization. Now you see, every organization has its history, and in that particular history that they have to exercise, they have exercised how that problem or

issue has been resolved. What were those challenges, and how the organizations have overcome those challenges? That experience you know that experience cannot come that without any the whatever the ah efforts are made.

So, you will not gain that experience without whatever intellectual ability, knowledge, and skills you put on to overcome that particular challenge and then you have won that particular challenge and made your organization sustainable. So therefore, in that case, they, whatever the challenges faced by the organization and the team which has worked during those particular challenges. Any other source of knowledge can never compensate them.

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Experiential Learning Examples

There are many ways that experiential learning is used every day. Some examples include:

- Going to the zoo to learn about animals through observation, instead of reading about them.
- Growing a garden to learn about photosynthesis instead of watching a movie about it.
- Hoping on a bicycle to try and learn to ride, instead of listening to your parent explain the concept.



<https://www.wgu.edu/blog/experiential-learning-theory2006.html#close>

So, therefore going to the zoo tool, a fascinating example has been given here. Learn about animals through observation instead of reading about them and growing a garden to learn about the photosynthesis instead of watching a movie about it or hopping on a bicycle to try and learn to write instead of listening to your parent explain the concept is there. So, therefore every activity like riding, swimming and driving.

So, here we can have that learning by reading from the books. So, therefore for effective swimming, you have to enter into the water for practical driving, you have to make practice this driving, and for any managerial effectiveness purposes, you have to make a first-hand experience. So therefore, in that case, all the first-hand experiences will tell you.

So, therefore in swimming, you will not be able to swim if you are not done or exercise or practising earlier, and you are not assuming yourself. So, therefore in that case, by sitting at the edges, swimming cannot be learned; you have to enter, and that is becoming this particular experiential learning is there.

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Principles of experiential learning

- Experiential learning stands in contrast to prominent theories of learning which underpin most traditional educational methods, like behavioralism and implicit learning.
- EL brings a different theoretical perspective, as we will see in the following principles.

Focus on the learning process rather than outcomes

- Behavioral conceptualizations of learning suggest you can measure effectiveness of learning by the number of facts or habits a person has learned in response to stimulus questions or conditions.
- These elements of thought – or ideas – are fixed, and the goal is acquiring more of them. EL suggests that ideas are not fixed; rather, they form and re-form through experience.



It stands in contrast to the prominent theories of learning, which underpin most traditional educational methods like behaviouralism and implicit learning. So, therefore there have been many contrasting theories are there. So, experiential learning brings a different theoretical perspective, as seen in the following principle. So, focus on the learning process rather than the outcomes are there.

So, this is very important, and that is why we often say these students do not focus on the marks but the knowledge. Moreover, the what knowledge you gain during your learning in the classroom, so behavioural conceptualization of learning suggests you can measure the effectiveness of learning by the number of facts or habits a person has learned in response to stimulus questions are the conditions are there.

Furthermore, therefore, in that case, this particular stimulus will help the learning. So, whatever the person has come across, these elements of thought or ideas are fixed, and the goal is to

acquire more of them. So, experiential learning suggests that ideas are not fixed; instead, they form and reform through experiences. So, when you join an organization, you are the trainee, and you join an organization.

So, you have a different image of the working culture, working practices, and working positions, but when you go through that organization's culture, organizations practices, and organizations positions, and then you form yours based on your experience, you form the different thought is there.

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Principles of experiential learning(Cont.)

The process of learning is grounded in experience

- Implementing, testing, evaluating and refining ideas exclusively with reference to familiar experiences does not present an opportunity for learning, because experience must violate expectation to hold value. As a result, education involves refining and modifying old ideas as well as implanting new ones, and experience is the vehicle through which this process can take place.

Learning is a transactional process

- With the transaction taking place between the environment and the learner. The resulting experience and knowledge is applicable in wider contexts, due to the fact that the knowledge is the result of testing and refining theories, rather than learning by rote.



<https://www.experientiallearning.org/about-mta/what-is-experiential-learning/>

So, therefore, in that case, this process of the thought process, which has been developed with the experience, also becomes very strong. So, it is the process of learning that is grounded in inexperience. Implementing, testing, evaluating and refining ideas exclusively regarding familiar experiences does not present an opportunity for learning because experience must violate expectations to hold values.

So, as a result, education involves refining and modifying the old ideas and implanting the new ones. Furthermore, experience is the vehicle through which this process can occur. So, therefore education involves refining and modifying the old ideas and implanting the new ones but these new ideas that you have to experience. When experiencing new ideas, you will develop your thought process again.

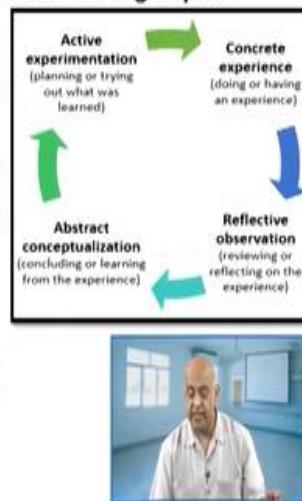
Whether this new methodology, new system, and when you will be implementing exercising, going to the familiar with your particular experience, only you will be able to understand how much it will work or not. So, that is why it is a transactional taking place between the environment and the learner is there. The resulting experience and knowledge are applicable in the broader context.

Because the knowledge results from testing and refining theories rather than learning by writing, it is constantly refining the theories because the new input will come, the research will be done, and new input will come. Moreover, in that case, you have to identify what will work in this particular context and keep on refining your theories.

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Kolb's Experiential Learning Theory & Learning Styles

- There are two parts to Kolb's Experiential Learning Theory. The **first** is that learning follows a four-stage cycle, as outlined below. Kolb believed that, ideally, learners progressed through the stages to complete a cycle, and, as a result, transformed their experiences into knowledge.
- The **second** part to Kolb's Theory focused on learning styles, or the cognitive processes that occurred in order to acquire knowledge.



<https://educationaltechnology.net/our-content/uploads/2020/12/Kolb-diagram.jpg>

Kolb's experiential learning theory and learning style are there, and therefore now, there are the two parts of Kolb's experiential learning theory. First is that learning follows a four-stage cycle as outlined here, and Kolb believes that ideally, learners progress through these stages to complete a cycle and, as a result, transform their expenses into knowledge is there. Now, what is the cycle is there.

So, active experimentation is their substantial experience, reflective observation is there, and abstract conceptualization is there. So, whenever you are talking active experimentation so

planning or trying out what was the, learn and there whatever the concrete experience is there doing or having an experience. So, naturally, as we were talking about, that is the; whatever you are planning and then whatever you do.

So, there will be the reflective observations; reflective observations are the experience basis will be there, whatever the concrete experience you had. So, that will give you that particular reflective experience will be observations will give you on that particular experience. Moreover, the abstract conceptualization will be there, and therefore, you are concluding your learning from the experiences there.

So, while the second part is about the cognitive processes that occurred in order for the acquiring knowledge to be there, in that case, this cognitive part about the conceptualization observations and conceptualization is there. Whenever any individual has these observations and then based on these observations, you will find that is whatever he conceptualized.

Furthermore, as my experience says, this will work that will not work when the experienced people are there.

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Cont.

- Kolb's Learning Cycle is based on the [Jean Piaget](#)'s focus on the fact that learners create knowledge through interactions with the environment.

1. Concrete Experience:

- This can either be a completely new experience or a reimagined experience that already happened. In a concrete experience, each learner engages in an activity or task. Kolb believed that the key to learning is involvement.

2. Reflective Observation:

- This stage in the learning cycle allows the learner to ask questions and discuss the experience with others. Communication at this stage is vital, as it allows the learner to identify any discrepancies between their understanding and the experience itself.



So, what we said is the experience people have conceptualized by doing because they are experienced so that we can also learn from the other's experience. So, Kolb's learning cycle is

based on Jean Piaget's focus on the fact that learners create knowledge through interactions with the environment. So, that is why it is a transactional process. That is, a transaction between the individual and the environment is there.

So, this can either be a completely new experience or a reimagined experience that has already happened. So therefore, in that case, any experience either will be a new experience will be there at least people will be new, the process will be new, technology will be new, or that is the experience which is already happening. So, every year you are doing the same thing so, and your group has not changed, so people are also identical.

In a concrete experience of each learner engages in an activity or task, Kolb believed that the key to learning is that involvement is there. This stage in the learning cycle allows the learner to ask questions and discuss the experience with others. So, communication at this stage is vital as it allows the learner to identify discrepancies in their understanding of the experience. So, therefore concrete experiences are there and easily engage in an activity or task.

While in the case of the reflective organization is concerned that he is allowed to ask the questions. It was not in the case of the concrete experiences there and discussing the experience with others, so in this stage. So therefore, in that case, the discrepancies between their understanding and the experience itself are there because there are the other people involved.

While, in case of the concrete experience is concerned, that is, you are involved. So, the learner is engaged in an activity and task. While here, the learner is engaged with the other people also.

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Cont.

3. Abstract Conceptualization

- The learner attempts to draw conclusions of the experience by reflecting on their prior knowledge, using ideas with which they are familiar or discussing possible theories with peers. The learner moves from reflective observation to abstract conceptualization when they begin to classify concepts and form conclusions on the events that occurred.

4. Active Experimentation:

- This stage in the cycle is the testing stage. Learners return to participating in a task, this time with the goal of applying their conclusions to new experiences. They are able to make predictions, analyze tasks, and make plans for the acquired knowledge in the future.



<https://educationaltechnology.net/kolbs-experimental-learning-theory-learning-styles/>

So therefore, in that case, it is the interaction between two, while in the case of the concrete, it was the one single learner. The third step is abstract conceptualization. The learner attempts to conclude the experience by constantly reflecting on their prior knowledge. So, therefore whatever the experience the person is having, there will be prior knowledge.

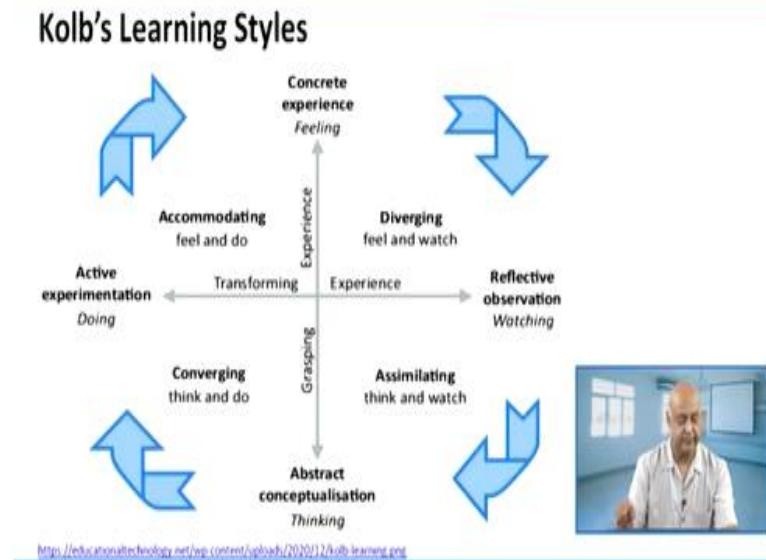
Using ideas with which they are familiar or discussing possible theories with peers is there. So, they will discuss all the possible theories applicable here. The learner moves from reflective observation to abstract conceptualization. So, therefore now it is he takes the crus out of that and when they begin to classify concepts and form conclusions on the events that occurred is there.

Moreover, they related that whatever the event was there and how it has occurred based on that event. So therefore, in that case, the reflective observation is based on that particular phase in which the person has passed. Active experimentation is concerned, so this stage in the cycle is the testing stage learner's return to participating in a task. This time, the goal of applying their conclusions to new experiences is there.

So, they can make predictions, analyze tasks and make plans for the acquired knowledge in the future because they have the concrete experience and, therefore, when they enter into that memorable experience for the second time. So, they already have the data with them; they already know with them they already have the; what worked and what did not work.

So, therefore that gets to do's and do not basically. So, therefore it is the; whatever the task is there, they make plans for the acquired knowledge and then accordingly, in the future, they will be deciding.

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So, abstract conceptualization is thinking, and active experimentation is doing. So, it is whatever you are thinking, and then you will go further doing it, so the converging is there. Moreover, whatever you are doing and then you are filling it, the concrete experience is there is a then it is accommodating is there fill and do is there. Whatever you are feeling and then reflective observation is there; the diverging is there.

Moreover, whatever the reflective observation is there and the abstract conceptualization assimilating is there. So therefore, in that case, that is the think, and watch is there. So therefore, in that case, all these phases converging, accommodating, diverging and assimilating is concerned, so here we always that learning style that decides about that is the how the person, with the help of the experimentation and then he can conceptualize the situations.

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Cont.

1. Diverging (concrete experience/reflective observation)

- This learning style takes an original and creative approach. Rather than examining concrete experiences by the actions taken, individuals tend to assess them from various perspectives.

2. Converging (abstract conceptualization/active experimentation)

- This learning style highlights problem solving as an approach to learning.
- Individuals who prefer this learning style are able to make decisions and apply their ideas to new experiences. Unlike Divergers, they tend to avoid people and perceptions, choosing instead to find technical solutions.



In diversifying a substantial experience through reflective observation, this learning style takes an original and creative approach rather than examining the concrete experiences by the actions taken. Individuals tend to assist them from various perspectives, and now you know there is another one more point I would like to add here: the individual's perspective. Now the individual perspective will depend on the integer.

So, whatever the personality is having, what type of the experience is having, what type of the environment he was having. So, therefore all this diverging cognitive experience will be the reflective observation of the actions taken by the individuals will be there. Who are the colleagues, and how are they? Because I am talking in the negotiation context, when we talk about it, it will be very much based on them when you negotiate with the union.

So, your experience, whatever you are having, the diverging and concrete experience that will help you. So, active experimentation highlights the problem-solving in the approach to learning. So, naturally, in the past, supposed negotiation or wage agreement, whatever the problems were faced, this time, we will try to avoid those problems. So, individuals who prefer this learning style can make decisions and apply their ideas to new experiences, unlike divergence.

They tend to avoid people and perceptions, choosing instead to find the technical solutions. So, therefore on nowhere do you see that is those who have been successful basically; it is a question

of success and failures and those who are successful. So, they apply their ideas to new experiences, but those who have been failed earlier. So, they avoid the people and perceptions and then want to use these technical solutions for this particular problem, whatever the problem they have faced.

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Cont.

3. Assimilating (abstract conceptualization/reflective observation)

- This learning style emphasizes reasoning. Individuals who demonstrate this learning style are able to review the facts and assess the experience as a whole.

4. Accommodating (concrete experience/active experimentation)

- This learning style is adaptable and intuitive. These individuals use trial and error to guide their experiences, preferring to discover the answers for themselves. They are able to alter their path based on the circumstance and generally have good people skills.



<http://educationaltechnology.net/cols-experiential-learning-theory-learning-styles/>

Assimilating the abstract conceptualization reflective observation is there this learning style emphasizes reasoning individuals who demand state this learning style can review the facts and assess the experience as a whole. Accommodating is their substantial experience or the actual experimentation, and this learning style is adaptable and intuitive. Furthermore, these individuals use trial and error to guide their experiences, preferring to discover the answers for themselves.

So, therefore they can alter their path based on the circumstances and generally how their good people skills are there. So, their accommodating is there. So, if the assimilating is concerned, that is the; effects and assesses the experience as a whole. While in the case of the accommodating is concerned, they have the concrete experience, and the very much active experimentation is there. So, therefore the circumstances generally have the excellent people skills will be there.

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How Can Online Learning Help with Experiential Learning?

Here are just a few ways learning technologies can help us learn from experience and reflection.

1. Experiential Learning Activities

Simulate concrete experiences! Online learning provides an awesome platform for recreating real-world tasks, all within the safety of virtual reality. These experiences can take many forms within online training, such as learning games or game-based learning.



https://www.growthengineering.co.uk/wp-content/uploads/2020/12/learner-image_2_P00106ex.jpg

How can online learning help with experiential learning, so they are now this is very interesting that is the what we are doing? So, therefore how this online learning will help with experiential learning? So, many of you are having experiential learning and are executives in industries. So, you know that is how to work, but this is how online learning will help you. Similar are the concrete experiences.

Online learning provides an excellent platform for recreating real-world tasks like case studies. All within the safety of virtual reality, these expenses can take many forms within online training, such as learning games or game-based learning.

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Cont.

2. Provide Opportunities for Reflection- Provide ample opportunity within the training for reflection. Following a piece of learning or simulated experience, you could include open-ended quiz questions that invite learners to consider and evaluate their experience.

3. Experiment- Don't forget to give learners the chance to try, try again! Through simulated experiences, reflective questions and social learning, everyone will be eager to try out their new skills.

4. Learn From Each Other through Social Learning

Another important factor in the reflective observation stage of experiential learning is observing and learning from the experiences of others.



<https://www.growthengineering.co.uk/what-is-experiential-learning/>

Provide opportunities for the reflection, so provide ample opportunity within the training for reflection. Following a piece of learning as a simulated experience, you could include open-ended quiz questions that invite learners to consider and evaluate their experiences. So, do not forget to give learners the chance to try, try again. So, through simulated experiences, simulations are done such reflective questions in social learning, everyone will be eager to try out their new skills will be there.

So, learn from each other through social learning. Another critical factor in the reflective observation stage of expansion learning is observing learning from the experience of others are there.

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How Corporate Companies use Experiential Learning

Here are some activities and approaches that you can consider when tailoring your own experiential learning initiatives:

1. Simulations: This experiential training technique uses electronic, mechanical or software-based activities to simulate a real-world situation to which a learner must react.

2. Case Studies: These are great examples of experiential learning that are based on real-life instances, situations that have transpired in the past.



So, therefore how corporate companies are using experiential learning is there. You can consider some activities and approaches here known expression learning simulations. So, experiential training techniques use electronic, mechanical or software-based activities to simulate a real-world situation to which a learner must react. Then these case studies are great examples of experiential learning based on real-life situations that have transpired in the past.

(Refer to Slide Time: 23:19)

Cont.

3. Role Playing: These are experiential training activities designed to help employees appreciate specific work situations from perspectives different than their own.

4. Sensitivity Training: One highly effective experiential training strategy to enhance employee self-awareness and confidence is sensitivity training.

5. Gaming: Experiential learning games are a popular way to help employees learn by doing. The games can be organized in a way that individuals and groups play with each other, by either collaborating or competing, like in the real world.

6. On Job Training (OJT): Of all the experiential learning strategies out there, OJT is probably the one that offers the most realistic training experience.



<http://www.outlife.info/experientiallearning.html>

Then role-playing is there; these are the experiential training activities designed to help employees appreciate specific work situations from a perspective different from their own. Sensitivity training is there one highly effective experimental training strategy to enhance employee self-awareness and confidence is sensitivity training. Gaming is an experiential learning game that is a popular way to help employees learn by doing.

So, the games can be organized so that individuals and groups play with each other and either collaborate or compete like in the real world is there. So, therefore where it is, the simulation is there, a case study is there, business games are there, role-playing is there, and sensibility training is there. So, all these aspects that will be giving you this experiential learning are there. On the job training will give you the experiential learning strategies out there, but the one that offers the most realistic training exercises is there.

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Conventional learning Vs Experience learning

Conventional learning	Experience learning
Targeted Training – Targeted	Theoretical Learning – Very Practical
Solved in its frame	Open and flexible
For the needs of the organization	For personal growth
Knowledge transfers	Knowledge usually develops
Examples: conferences, presentations, etc	Examples: hobbies, passions, etc

<https://www.academus.org/blog/experiential-learning-vs-conventional-learning-which-works-better-and-why/>



So, finally, we will come towards conventional learning versus experiential learning. So, conventional learning is a targeted training targeted solved in needs frame because it focuses on that particular learning only for the organization's needs. Knowledge transfer is there and conferences presentations, etcetera. So, therefore that will be conventional learning whenever we are talking about experiential learning; theoretical learning very practical.

Open and flexible for personal growth, knowledge usually develops, and examples of hobbies, passions, etcetera are there.

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Is Experiential learning the future of learning?

- There are eight reasons why experiential learning is the future of learning.
1. Experiential Learning Accelerates Learning
 2. Experiential Learning Provides a Safe Learning Environment
 3. Experiential Learning Bridges the Gap Between Theory and Practice
 4. Experiential Learning Produces Demonstrable Mindset Changes
 5. Experiential Learning Increases Engagement Levels
 6. Experiential Learning Provides Accurate Assessment Results
 7. Experiential Learning Enables Personalized Learning
 8. Experiential Learning Delivers Exceptional Return on Investment (RoI)



<https://www.knowkage.com/experiential-learning-vs-traditional-learning-methodologies/>

So, is experiential learning the future of learning? There are eight reasons why experiential learning is the future of learning. It accelerates the learning; experiential learning provides a safe learning environment because they already have that experience. So, therefore you know this time what to do or not to do. Experiential learning bridges the gap between theory and practice.

Experiential learning produces demonstrable mindset changes, and experiential learning increases the employees' engagement levels are a concern. It provides accurate assessment results, experiential learning enables personalized learning, and experiential learning delivers an exceptional return on the investment, and it is the ROI.

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Case Study: Increasing Employability of Indian Engineering Graduates through Experiential Learning Programs and Competitive Programming

Background, Motivation and Objective

With regard to engineering, there have been serious concerns about the employability of Indian graduates. There are alarming statistics in a NASSCOM report, which estimates that, of the 3 million joining the IT workforce, only twenty five percent of graduates with engineering background are employable. The figures are grave in the context of graduates from sciences and humanities, which is less than fifteen percent. Aspiring Minds has been administering a computer-based test called AMCAT to lakhs of students in 650+ engineering institutions measure employability of technical graduates.

This considers parameters like Business Communication & English, Logical & Numerical skills, analytical & problem-resolution skills and coding. The results are a revelation, 47% of graduates cannot be employed in any domain or sector of the knowledge economy.



As usual, this is the case study increasing the employability of Indian engineering graduates through experiential learning programs, and the competitive program is there. So, this is a fascinating case study. This case study will give us the idea of how this experiential learning program and competitive programming can help us.

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Case Study : Cont.

17.91%, 3.67% and 40.57% are the employability figures for software services, software products and BPO. Only 3.84% graduates are start-up ready and 6.56% are design job ready and the same trend for other core engineering jobs. There is an urgent need to improve employability of our engineering graduates. This calls for lateral thinking and out-of-the-box initiatives such as experiential learning programs and competitive programming; implementations of which we explore in a top-ranking private university as a case study.

Statement of Contribution/Methods

The case study of implementation of initiatives in experiential learning programs and competitive programming in a private university is highlighted. An Experiential learning program titled Live-in-Labs as part of the curriculum is explored.

This program is student-centric, learner-centric, participatory and hands-on and they provide students an avenue to apply their acquired engineering knowledge, concepts and skills and deploy on a real-time basis in India's villages.



So, the implementation of experiential learning programs and computer programming initiatives in a private university is highlighted. An experiential learning program titled Live-in-Labs as part of the curriculum is exposed.

(Refer Slide Time: 26:13)

Case Study : Cont.

It's Course Outcomes (CO) such as human-centered design concepts to document observations and user experiences, user-needs assessment and prioritization are enlisted. A very strong mapping to several Program Outcomes (PO) is observed unlike various regular courses in curriculum. Structured competitive programming initiative in which students compete with others in a contest environment in parameters such as program correctness, execution time, and development time is yet another effort towards student-centered learning. Platforms such as CodeChef, HackerRank and contests such International Collegiate Programming Contest (ICPC), which is considered as the Olympics of Collegiate Programming with annual participation of 50,000 students in 2000+ universities in 100+ countries are efforts in this direction. Competitive Programming initiative's learning objectives also spans several POs.

Results, Discussion and Conclusions.

Strong mapping of COs to POs inherent in the experiential learning programs improves the employability as also the progression and prospects of the students.



Courses such as human-centred design concepts on document observations and user experiences user need assessments are there. Moreover, robust mapping for COs and POs, that is, the program outcomes are there, and course outcomes inherent in the experiential learning program improve the employability also, the progression and the prospects of the students are there.

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Case Study : Cont.

Live-in-Labs® program exposes students to pressing issues confronted by village communities in India, through experiential learning opportunities, in order to apply theoretical concepts into application & deployment, by the devising of innovative technology remedies, and facilitation of crucial and collaborative problem-resolution capabilities of the students participating in the program. The participation of several students from foreign universities also enriches learning, collaboration and diversity. Every Live-in-Labs project results in a student paper published in reputed journals and conferences. It also improves student progression in terms of higher studies and high-paying jobs.

Competitive programming dramatically improves student skills and capabilities in problem solving, coding, team work, innovation and creativity. It is also observed that code geeks from competitive programming initiatives are invariably the ones to secure the highest paying jobs in dream companies like Google, Amazon and Facebook.



These are the this is a detail in the case study.

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Research Paper

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Experiential learning: inspiring the business leaders of tomorrow

Denise Baden
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Carole Parkes
Aston Business School, Aston University, Birmingham, UK

Purpose

The complex challenges of sustainable development and the need to embed these issues effectively into the education of future business leaders has never been more urgent. The purpose of this paper is to discuss different approaches taken by two UK signatories to the UN Principles for Responsible Management Education (PRME).



That is the how the experiential learning has been used in case of the industries for in the universities that is the how these they can collaborate and they can understand by having the type of the particular learning is there. So, this is the research paper, now the experiential learning inspiring the business leaders of tomorrow. So, therefore they need to become because what is that is the managers who are already experienced.

So, they will be sharing what is for tomorrow. How these business leaders, those who are after their education after some years of the beginning of the careers when they become the leaders

then how they this experiential learning will be helping them. So, these two into the education of future business leaders have never been more urgent. This paper aims to discuss different approaches taken by two UK signatories to the UN principles of responsible management education.

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Research Paper

Design/methodology/approach

The two approaches examined are: MSc Entrepreneurship students opting for placements with social enterprises; and MBA students undertaking workshops using "live" case studies. A content analysis of the experiences of students from their written reflective narratives is presented. This is supplemented by reflections of the facilitators and tutors.

Findings

The analysis reveals that the opportunity to work with social entrepreneurs and/or "responsible" business professionals provides the business students with inspirational role models and positive social learning opportunities.



Working with social entrepreneurs and responsible business professionals provides the business students with inspirational role models and positive social learning opportunities; when we talk about this summer, an intern is there. That is, a summer training is given or that we are talking about is involved in the live projects, especially the society-focused life project.

The society focus life projects are those projects where they visit the villages, and when I was in (()) (28:20) at that time, we did this type of the number project. So, therefore the students go to the villages, and they have to do the social work, and from there, when they come back, they share with the class that is the what was their learning is there and what is the with the industries also in the CSR corporate social responsibilities.

So therefore, in that case, students with inspirational role models will work, and therefore that is a social learning opportunity, and they avail.

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Research Paper

Research limitations/implications

This paper suggests that experiential learning is an effective way of integrating ethics, responsibility and sustainability into the curriculum but the research draws on the experience of two schools. Further research is important to explore these findings in other contexts.

Practical implications

This paper suggests that experiential learning is an effective way of integrating ethics, responsibility and sustainability into the curriculum but the research draws on the experience of two schools. Further research is important to explore these findings in other contexts.



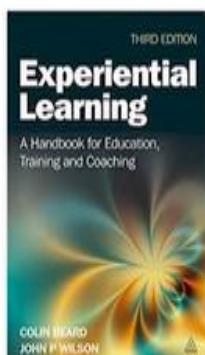
So, this paper suggests that experiential learning effectively integrates ethics, responsibility, and sustainability into the curriculum. However, the research draws on the experience of two schools, for the research is essential to explore these findings in other contexts.

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BOOK RECOMMENDATION

Experiential Learning

ASIN : 0749448970
Authors: Colin Beard, John P Wilson
Publisher: Kogan Page Ltd; 3rd edition
Language: English
Paperback: 320 Pages
ISBN-10 : 0749467657
ISBN-13 : 978-0749467654



<https://www.amazon.com/Experiential-Learning-Handbook-Education-Training/dp/0749467657>

So, this is the experiential book learning is there and the handbook of the education training and coaching by the Colin Beard and then John Wilson, and this book represents a simple model of a learning combination log which lists the wide range of factors that can be altered to enhance the learning experiences there. So, experiential learning offers skills that can be successfully applied to various settings, including management education.

Corporate training, team building, a new development for counselling and therapy schools in higher education and the unique needs training is concerned. So, this book will help you understand more in detail about experiential learning.

(Refer Slide Time: 29:49)

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These are the references you can refer to for your further studies, and this is all about that is how the experiential learning that helps a person in addition to learning through online and other secondary data or the classroom learning is concerned. Thank you.

Leadership and Team Effectiveness
Prof. Santhosh Rangnekar
Department of Management Studies
Indian Institute of Technology, Roorkee

Lecture - 49
Action Learning

In this session, we will talk about action learning, and as in the previous sessions, we will talk about leadership and the different dimensions of this team's effectiveness. Furthermore, the question arises that whenever we are going for this active learning, we also have to understand exactly what components are involved in this action learning program. So, therefore in this session, the contents will be the components of action learning, a type of active learning.

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Contents

- Action Learning and its Benefits
 - Components of the action learning program
 - Types of Action Learning
 - The Action Learning Process
 - The Principles of Action Learning Model
 - Action Learning Cycle
 - The Action Learning Sets
 - The 4 Key Components of Action Learning Theory
 - 5 tips for Running Action Learning Groups
 - Case Study
 - Research Paper
 - Book Recommendation
 - References
-



The action learning process includes the principles of the action learning model, action learning cycle, learning sets, the four components of these action learning theories, and five tips for running the action learning groups. Moreover, there will be a case study, research papers, and book recommendations.

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Action Learning

- Action Learning is a process that involves a small group working on real problems, taking action, and learning as individuals, as a team, and as an organization.
- It helps organizations develop creative, flexible and successful strategies to pressing problems.
- Action Learning solves problems and develops leaders simultaneously because its simple rules force participants to think critically and work collaboratively.



<https://extensionisus.com.in/extension-practice/action-learning/>

So, we understand that is from the name itself; it is evident. That is, it involves a small group working on real problems. Now you see the organizations face many problems based on the knowledge the employees have. Furthermore, as in the internet era, we find it is becoming straightforward to gain the knowledge is there. Nevertheless, when we talk about the efficiency or performance, we find that the delivery is not there.

The expected performance outcome is not there. So, that is why to develop that particular group. The group, knowledge-wise, is competitive and develops these skills. A small group will be taken, and they will be working on the real problems. And then the taken actions and learning as individuals, teams, and organizations. This process is also helpful for those who are writing case studies.

And then they find whenever this type of this small group of people you are the academician, you can also develop these case studies. Furthermore, even if you are on the industry list, you can work on these real minor problems by taking action and learning the outcome. It may be related to industrial relations may be related to interpersonal relations, or is concerned about human relations.

So, it develops the creative, flexible and successful strategies, and so, therefore, in that case, we will be able to identify what will work for my organization. Furthermore, this action learning

solves the problems and develops leaders. Moreover, now you see that it should be a continuous process. If it is a continuous process, you will develop this practice, whatever the problems.

That is the minor problem you are taking at the shop floor level; you are working on that. Then you identify specific new dimensions. You identify some new issues or barriers.

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Benefits of Action Learning

At an individual level, action learning helps:

- Enhance personal effectiveness and productivity
- Use reflection to enhance learning from personal experiences
- Enhance personal leadership and soft skills
- Develop self-confidence and assertiveness
- Self-expression as the practice the idea of speaking freely
- Improve awareness of how assumptions, beliefs, attitudes and organizational interests influence thinking, decisions and actions
- Augment self-awareness, awareness of others and the intelligence to adapt to the presented situation.



And then you come out with their solutions. So, it enhances creativity. Nevertheless, the beauty of this particular concept is that whenever you have the action learning process, that is a customized one. So, therefore you learn from this particular process how to solve my department, my sections, my organizations, my groups, and that particular problem on which you have done this experimental learning.

So, these processes help a lot because if a manager has any particular problem, he works with the group. So, personal effectiveness and the productivity of that particular group or department will increase. Similarly, the reflection enhances the learning from personal experiences, as I already mentioned in this process. Now you see that is the outcome we are not here that is the focusing only on the outcome of increasing the productivity.

Here we also understand that the reasons to be introduced to increase productivity are concerned. Then we are also having this personal leadership and soft skill style to work together because it

is a group team, as I have mentioned in the previous slide. That group of people will be there. Furthermore, therefore, the person who is the coordinator, who is a leader, will also develop the confidence, and that is the idea that will be generated.

That will be the self-expressed idea, and naturally, suppose an employee is working with certain assumptions, beliefs, and attitudes and then finds that there is no productivity. However, when he goes through this action learning process, he may develop different assumptions and beliefs, augmenting his awareness about himself and others. Furthermore, that will help us solve that particular problem or develop a solution.

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Benefits of Action Learning(Cont.)

At an organizations Level

- Enhance business performance at all levels.
- Rapidly solve urgent and important business challenges to evolve best, collective solutions.
- Develop innovative approaches and solutions that lead to substantial cost savings and increased ROI.
- The Develop a culture of staff engagement, involvement and performance, at all levels.
- Set strategic direction of the company as it approaches collective solutions to many challenges
- Leverage the Action Learning process for effective succession planning by allowing the opportunity for potential members to work in real life problem solving process.



<https://helpcentre.tgglobal.com/hc/en-us/articles/360017218491-What-are-the-major-benefits-of-Action-Learning>

That may be related to absenteeism, productivity, job satisfaction, or whatever it will be there. Furthermore, therefore, this experience will give us the benefit. Similarly, that will be for the individual level. Now when we; talk about the organizational level. Naturally, what is the vision or focus? The goal was to improve the organizational issues. So, this creativity was developed either to increase productivity or develop a new product.

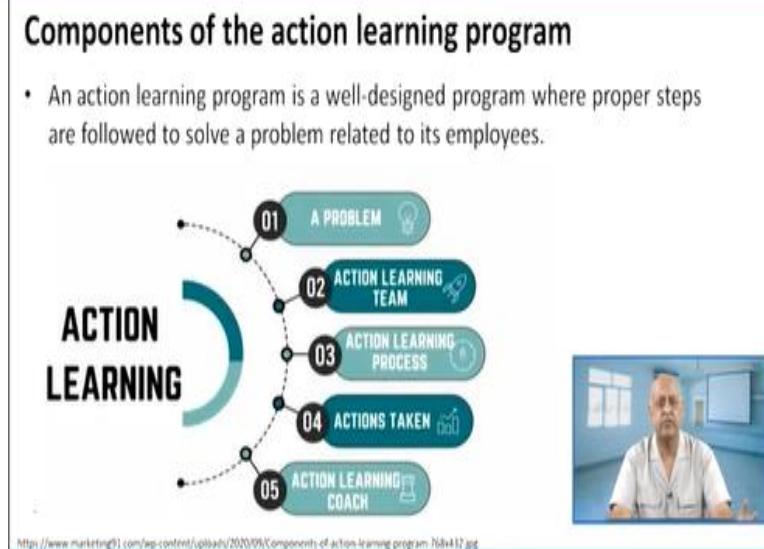
Alternatively, they identified specific HR issues or developed solutions for market problems. So, therefore it enhances the business of the organization. So, overall, the purpose of this model is not only the individual benefit but also the organizational benefit. Moreover, in this experimental

process, you can understand the beauty of this particular concept: whatever the challenges are there, collectively, they will identify the solutions.

Furthermore, when we are developing this type of innovative approach ultimately, what will happen? If it is a continuous process, it will develop a culture also. So, this self and the culture will be my initiation. Initiation by these set strategic directions of the company as itself only. So, it will leverage the action learning process for effective succession planning. So, therefore the members which whom you are involved in your group and team are also learning.

Moreover, the group and team members might be in junior positions. Furthermore, when you carry forward this particular style of the culture and practices of action learning, you are also developing succession planning because the team members will also learn. They will have that particular experience: how the group and team were formed and solved that problem.

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And then how this action was taken and as a result of which the overall organizational performance effectiveness OE organizational effectiveness and that was improved. So, how exactly do we go through this active learning process? So, there are these components of the action learning program. Moreover, the first is where the proper steps to solve a problem related to the employees are there.

As the action learning team, then action learning process, action is taken, and an action learning coach is there. Now here, I would also like to mention that we also have to see the organization's culture. If the organization culture learns that it is a learning organization, organizational learning when the manager has all these issues, he will be able to identify the real problem.

What happens when a manager focuses only on these symptoms of the problems and not on the real problems. Therefore, it becomes essential that the person focuses on the real problem in that case. So, it should not be the tip of the iceberg on which one will be focusing. Moreover, when he can identify the real problem, I would like to give an example of absenteeism.

So, absenteeism is what? It is a problem, or it is a symptom of the problem. Yes, you are right; it is a symptom of the problem because we must identify what is happening and why. Furthermore, when we talk about why it is happening, we will come to know why absenteeism is there. I would like to share my experience. When I was the labour officer, the absenteeism was 20%.

Furthermore, the usual standard absenteeism rate was 14% when it was there in the textile industry. So, why 6% so much excess is there?

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Components of the action learning program(Cont.)

1. A problem

The first and most crucial component of action learning is "a problem." A problem can be a work project, a challenge faced by the organization, an employee's issue, an issue with the employee's behavior in the organization, an opportunity, or a task.

2. An action learning team or group

The second principal component of the action learning process is the group of people or the action learning team. The group members participate in the process either voluntarily or selected based on their experience or problem-solving skills.

3. Action learning process

The third component of the action learning process is the steps involved in the process. In this process, the action learning process members ask the right questions to get deep insights into the situation.



Our workforce strength was also about 6000, and then you can understand when we are talking about this 6% is there. So, therefore then we started to identify the problem. So, therefore

ultimately, we have to understand that this absenteeism was because of the organization's cultural practices. This was the problem, or there was any other problem. Moreover, based on this action learning style, I am talking about the 35 years back this exercise we have done.

And then we have found out that a double earning was there. So, a problem can be a work project where we have to understand the employees' issues. Furthermore, the employees' issues were that is a double earning. Double learning means that there was no shift rotation, and therefore those who were into the first shift were working into the night shift of any other organization or were the security guards or something like this.

Those who were into the third shift. So, in the morning, they were selling the vegetables and all and running that particular shop of the vegetables and working on the others because their income was minor. So, therefore they were compensating like this. So, employees' issues identified where the double earning was there. Moreover, therefore, we have to identify the solution. So, it was an opportunity, or a task is there. So, then we have formed a group of labour officers.

And then also the union members, the representative of the workers and then the government officers also and therefore, the team was formed. So, a team was formed with the industry, academia and government, and these group members participated in this particular process. They were all the responsible persons and therefore, this problem was not for our unit only. This problem for the nature of an industry that is a textile industry was there.

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Components of the action learning program(Cont.)

4. Actions are taken

The action learning process is incomplete without the action taken to solve the problem. The purpose of the action learning process is to reach a point to determine the actions to solve the problem. The group members should be given the freedom to decide the actions they want to take and implement those actions.

5. Action learning coach

An action learning coach is someone who is designated to control and coach the members of the action learning team. The action learning coach plays a vital role in leading the group in the right direction. He helps the group members reflect on the problem and think about the various solutions to solve the problem.



<https://www.marketing91.com/action-learning/>

So, therefore we have involved the different stakeholders, and those stakeholders then were working and interacting and what type of brainstorming sessions were done. And then we also talked to the workers, involved the workers also. That is now this is an organizational problem. So, then how it is to be done? So therefore, in that case, it was all stakeholders.

Now please understand that when you identify the problem, you have to involve all the relevant stakeholders. So, then you can come out to solve the problem. Furthermore, this is the learning process which actions you want to take unless and until you do not. It will be surprising for you to know that many organizations at the top management level only take the decisions.

Then they make assumptions; basically, their belief is there that this is the reason. Furthermore, this will be the solution that will work. And then if the management is well experienced, there will be no problem. Nevertheless, otherwise, a mismatch will be there. So therefore, in that case, it must be the team member. Nowadays, we are talking about leaderless teams. So, that is the coach designated to control and coach the action learning team members because you also involve workers.

Moreover, therefore, you involve these representatives that are a union. Suppose there is a union, so the person was working as an HRD representation development representation. It is not that different actions are to be taken. So, therefore, in that case, the action learning coach plays a vital

role in leading the groups in the right direction. And then when this participative involvement, understanding, and the research orientation help the group members reflect on the real problem.

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Types of Action Learning

Team-Project Action Learning	Individual-Project Action Learning
Entire team works on a single project	Team works on individual projects
Project determined by organization	Projects selected by participants
Participants determined by organization	Participants self-select
Organization take action	Individuals take action
Team recommends and/or implements	Individuals implements solutions



<https://www.researchgate.net/publication/281794420>. What is Action Learning? Components, Types, Processes, Issues, and Research Agenda

Moreover, accordingly, then we can take the correct type of action. So, here the word that is very interestingly used is the acting coach. Furthermore, that action coach will decide the direction of that particular team in which the industry-academia and government all three stakeholders are involved. So, therefore what will happen? Once a team is there. And then definitely, the team has different stages. So, sometimes it is the workers will not support.

So, that is called the storming stage. So, that entire team works on a single project. So, therefore in the team project, you have to convince the others to decide on the norms. And then, the organization will decide how and who will be the participants in this particular team. And then, based on the team's findings, the organization will take action, and the team recommends how it is to be implemented.

However, when we talk about the individual is there, so that is a coach is there. So, participants will be self-selected, and individuals will take action and implement the solution. Now when to take these team project actions and when to take the individual project action is there. Now you see that is if it is a responsibility of the one department only 1 section only and you are having the small group of people.

For example, you will find 5 team members and a leader in the IT industry. So, I will propose that the individual project action required by that particular coach or team leader is there. Nevertheless, when the organization is an early organization, the large enterprise is there, then definitely, in that case, the persons to understand first the characteristics of these fundamental problems. So, therefore the representations are required.

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The Action Learning Process

- The most common action learning process can be summarized according to the three stages of the action learning process: preparation, team meetings, and follow-up activities (Cho & Bong, 2013).

Preparation

- As a first step, sponsors (executives and managers) in the organization are secured before launching an action learning project. Before setting up meetings building trust and rapport between participants and organizations is the key to success in action learning.

Team Meetings- Action learning projects are work-based and difficult to solve alone. In the team meetings stage, action learning practitioners deal with the project and team selection, roles of a learning coach, problem-solving processes, reflection, and organizational support.



Otherwise, we will not be able to reach the right customized solution. So, therefore in that case, when the group is small individual action taken can be there. You can go for a team-building action learning process when the group is large. It can be involved. Therefore, it depends on what the issue is there in that case. It will be issue-based. You have to decide whether a team-based or an individual-based team will be there for the action learning program.

Once you have formulated the team, then accordingly the three stages of the action learning process that is we always know I have discussed with you in the leadership also that is about the negotiation. Furthermore, you can make this relationship with that negotiation that is a pre-negotiation, negotiation and post negotiation. So, preparation, team meeting, and follow-up activities will also be there.

Moreover, in that case here, our preparation should be solid because we want to take this before taking action. So, therefore in organizations, what do we do? We are learning the projects and meeting with these buildings and then the cohesiveness that will be developed with the help of the building trust. Among the team members, it is imperative is there. So, therefore that rapport between the participants and organizations will be developed.

And then accordingly team will be there. Now it is fascinating. That is what team do you form? Therefore, the challenge will be that this builds trust and rapport if it takes time for the team members to solve any particular problem, such as the union members and the management representatives. If there is no trust, more time will be taken to identify the problem.

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The Action Learning Process(Cont.)

- In the team selection, team members with diverse backgrounds are highly desired because participants of diversity can generate innovative ideas and explore different solutions.

Follow-up Activities

- In the follow-up activities stage, organizations (sponsors) make a decision on the implementation of action learning teams' solutions at the final team presentations. Participants share their solutions and lessons learned from their action learning process with other organizational members through annual action learning conferences and knowledge management systems (e.g., intranets) in the organization.



https://www.researchgate.net/publication/283794420_What_is_Action_Learning_Components,_Types,_Processes,_Issues,_and_Research_Agendas

Then the team will have a meeting and take the actions will be there, and the team will have this brainstorming session. Furthermore, therefore, they will discuss. So, that is a pre-phase; pre-phase is very important. Moreover, I would like to suggest here please read the Stephen P Robbins book on the group and team. Furthermore, you will find that the pre-phase of the particular team building is becoming very important. Moreover, why it is so?

So, therefore if there are certain misbeliefs or misperceptions, for example, the workers against management, management against a worker or the management against the government, government against the management. So therefore, in that case, all team members who will be

having that particular track will be developed. They will develop a common platform where all have this same mindset.

So, in the team selection process, for example, when we talk about the government, naturally, the government representatives will be from the labour office, or relevant officers will be there. And then they will be talking about the labour laws which are required to be implemented by the government is their management will be there. They will talk about the organizational culture and practices will be their workers will be there.

They will be talking about their issues and the practices there. So, therefore the diverse background of the team members is very, very necessary is there. Once this team has been formed and the actions selected, then the implementation of action learning teams is their solution. So, here again, I will classify it into the pre-phase phase and the post phase.

So, the implementation of the decision is there. Always please be careful before you take any particular decision whether that particular soil is ready or not.

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The Principles of Action Learning Model

The principles involved in the Action Learning Model are as follows:

1. The learning experience should be centered around finding an answer or a solution to a problem that exists in the real world.
2. Learning is a voluntary process, and the learner must be willing to learn.
3. Action Learning is a highly social activity and process which takes time to be fully effective. The typical action learning program can last between four to nine months.
4. Developing the individual's knowledge base and skill sets are just as essential as arriving at the solution to the scenario or problem.



<https://elearningindustry.com/action-learning-model>

So, if your soil is ready, you can take a particular pre-phase preparation stage that must be required to be very, very strong if your preparation phases are solid and then definitely, in that case, the implementation of this solution to that particular problem that will be becoming very,

very easy. Now, what cares is to be taken? We will understand with the help of the principles of the action learning model.

At the time of taking action, principles are to be followed. These learning experiences should be centred around finding an answer or a solution to a problem in the real world like I was talking about double income. Now, this is a real-world problem. What solution will you give if you are working on that real-world problem? Because if you stop their earning, that will be not a correct solution.

Because if you stop their earnings, then how their family will survive? I remember the 1-day payment for the three days of medical leave. At that time, also in labour loss, that particular amendment an issue was there. So, therefore in that case, when you involve all the representatives, there will be a voluntary process, and the lender must be willing to learn. So, therefore those who are the workers should be part of that particular team.

So, therefore action learning, which you are going to the highly social activity you are taking. So, you will be developing the individual's knowledge base and skillsets. So, therefore please involve those workers or those team members who will be affected by your decision because your typical action was a learning program that we will require to (()) (21:07). Now, this can be on a trial basis.

It has been mentioned that it is that program that can last between 4 to 9 months. So, you can develop a training also.

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Action Learning Cycle

The eight steps illustrated here constitute a cycle of learning and continuous improvement. In many ways they correspond to the PDCA cycle of improvement.



Suppose there is particular skill development. So, we also have to understand that this particular action learning may be for the behaviour and skill it can be there. Now, what are the stages in the action learning styles? So, here we will talk about a case for the action is there and therefore here is a case study as I mentioned earlier only. It will be like a case study will be there developing a case study is there.

Furthermore, therefore, it will be a continuous process. Moreover, here you will find planning, doing, checking and acting. PDCA cycle of improvement is there. That is, planning, doing, checking and acting are there. So, therefore an action case is there, and this is the gain knowledge. First, you gain the knowledge and then agree on the new behaviour. Now you see that we have to agree to identify a specific solution to this particular problem.

Moreover, therefore, you will apply a planned practice of behaviour. That is what type of practice of behaviour you would like to implement here. And then receiving the coach's feedback is who that particular coach or the team leader is there? So, when you implement for the four months, eight months, nine months, then definitely always there storming will always be there. Because always the change is there, a resistance to change is there.

Furthermore, therefore, in that case, you have to refreeze the change according to Levin's change management model. So, therefore you will get specific feedback. So, then on that particular

feedback, again brainstorming will be their meetings will be their action taken meetings will be there. So, therefore the people will be those who are getting affected. They will come out with their problems. If you are implementing this solution, these problems will be there.

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Action Learning Cycle(Cont.)

- The steps illustrated in yellow are primarily knowing/gaining knowledge steps.
The steps in purple are more experiential and have more impact on how the learner feels.

1. Build A Case for Action:

- It is essential that team members understand the business case for action.
- As management embarks on a process of continuous improvement they need to point to competitors, best practices, financial benchmarks and the voice of the customers who are telling us that we need to improve.

2. Gain Knowledge: Transferring knowledge is what most corporate trainers do best. It is what classrooms are best designed to accomplish. It is why we have books and websites. However, knowledge very often does not result in behavioral change.



So, therefore that is again in feedback. Then again, the corrective action will be taken, and like this, you will find that we will have the PDCA cycle. So, always based on your feedback, checking will be there. Again, you have to take the corrective actions that the act will be there. Again, you will plan something, which is the organizational life cycle. It goes further.

Here we will take a one by 1 step: how the learner feels about it. There are team members who understand the business case for the action. Now, many times those who are team members are the convenient members. Convenient members mean they do not know much about that issue, which is to be avoided. We have to see that we are taking those members, those who understand the business case, to the action.

Moreover, therefore, now you see it is not the internal stakeholders but the external also. So, there will be competitors. So, best practices, benchmarking practices, we should know benchmarking practices. For example, this rotation of shift. Is it possible or not? Is it already practised in other cities, industries, or other places? So therefore, in that case, best practices when we identify.

And then the financial benchmarks and the customers' voice what we need to improve? So, therefore naturally, it is going to affect your financial aspects. Most corporate trainers do best in transferring knowledge because the classrooms are best designed to accomplish this. So, therefore, convincing gain knowledge is what? That is convincing. Moreover, you are convincing them that this particular change is required because this problem can be solved only by bringing it.

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Action Learning Cycle(Cont.)

3. Agree on New Behavior:

- Intention is the beginning of change. The guitar instructor may teach a chord position or scale on the fret board. By itself, that is useless knowledge. It only becomes useful when practiced.

4. Apply & Practice New Behavior:

- Imagine learning to play a musical instrument. Learning any new skill is much the same way. Teams need to practice problem solving and experiment.

5. Receive Feedback from Coach

- The role of the *sensei* has become understood as an element of Toyota culture. A *sensei* is, essentially, a personal coach and mentor. Someone who can guide, observes, and gives feedback and encouragement.



So, therefore these books, websites, primary data, and secondary data you will be using and sharing may be in the classroom. Nowadays, we can talk about it will be online process will be there and therefore, the people will be easily able to gain that particular knowledge. That is why this particular action is required. Moreover, when action is required, they have to change their behaviour. So, they have to agree on the new behaviour.

So, therefore, in that case, the intention is the beginning of the change, and the guitar instructor may teach a chord of position or the scale on the flat board. That is useless knowledge; it only becomes useful when practice is there. Furthermore, another example is that swimming is there unless and until you will not enter into the water, you will not understand the swimming. So, therefore applying practice, the new behaviour will be there.

First, you should have that motivation, that willingness. Yes, this particular change in behaviour we want to bring. Moreover, whenever we talk about the shift to the rotation of the shift, you can understand how difficult the task will be. So, imaging and learning to play a musical instrument and learning any new skill are similar. This team needs to practise problem-solving, and experiments will be there.

So, here the team also has to understand how to handle these issues. The role of the sensei has become understood as an element of the Toyota culture. A sensei is essentially a personal coach and mentor. So, therefore 1 to 1. So, many times there are the issues when you have to interact 1 to 1 and understand. Like in the case of the ship rotation I was talking about and what was important is this. That is the financial aspect.

So, he is the only earning member. And then, he has the responsibility of the parents, spouse, and children.

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6. Gain More Knowledge:

- And now, the cycle becomes obvious. After each lesson learned, action or deliverable completed, the team receives feedback from the coach and then goes on to learn the next element of development: how to develop a balanced scorecard; how to map their work process; how to recognize variances of common versus special cause; how to reduce waste and cycle time, etc.

7. More Practice:

- The team and their coach should map out a series of ten to twenty steps that the team or individual will learn then do, then gain feedback and reflection.

8. Positive Reinforcement from Coach and the Natural Environment:

- As teams practice the skills of continuous improvement they begin to have an impact on actual performance.



<https://www.leanmixer.com/action-learning-cycles-of-learning-are-the-key-to-developing-a-culture-of-continuous-improvement/>

So, therefore in that case definitely, they will require a personal interaction 1 to 1 interaction. Furthermore, when there is a personal coach, he will understand, and he will be able to bring that particular information to the team. That is, these are the issues. These are the workers who are facing these particular problems. So, this cycle becomes obvious. After each lesson, learn. Now somebody will be having specific medical issues.

Then, in that case, we have to learn that everybody has this financial issue. So, the team receives the feedback from the coach and then goes on to learn the new next element of development. How do you develop a balanced scorecard? Now you see somebody has financial; somebody has the social, somebody is having the economic. Now I would like to give another example.

One fitter was there who was newlywed, and then earlier; he was a star performer. And then he starts remaining absent. So, what was the reason? The reason was that his wife was from the village. Moreover, she was not ready to live alone when the worker was there on the night shift. Now, this type of issue will come particular cause will be there. So therefore, in that case, we have to find out that the team and their course should map out a series of 10 to 20 steps.

Moreover, that individual will learn and gain feedback and reflection. It is not the instant you go there you talk to the people you come back and introduce the strategy. Please do not do that. Do not make haste. So, therefore; positive reinforcement from the coach and the natural environment will support. So, as the team practice continuous improvement skills, they may have begun to impact the actual performance is there.

Furthermore, whenever they have that impact on the; actual performance, a trial is to be given. They have to be asked to work for a particular period, and when they are working for a certain period, they will be able to come out with that particular solution. Moreover, when they come out with that particular solution, the solution will be implemented.

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The Action Learning Sets

The groups that are formed in Action Learning are known as "action learning sets". In action learning sets, the learners are encouraged to meet on a regular basis, explore answers to the problems, and to collectively decide upon the most appropriate solution. Usually, the steps involved in the process are:

- Describing the problem as it is perceived by the action learning set.
- Discussing the problem by allowing each member of the action learning set to ask questions.
- Assessing what has been discovered during the process so far, and determining which action should be taken.
- Evaluating the outcome that was produced by the solution.
- Re-evaluating the problem solving method and determining if it is effective



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So, action learning sets will be there, and they will be describing the problem as perceived by the action learning and then discussing the problem by allowing each member of the action learning set to ask the questions. So, naturally, there will be rounds of the meetings. So, action learning sets will be developed. Furthermore, the actions and learning sets that will be explored are how this collectively because we have representatives from all the parties.

So, therefore the problems are now identified. In that case, we have to identify the top 5 problems that we have to focus on because most of the workers have this particular problem. Other team members who are having a particular problem are there. So, then you will be discussed these particular problems. And then every member because they like the workers, especially the unions you have to allow.

Typically what happens many times the leadership style does not allow to participate them and does not talk to them is that their real problems are there because there might be that is affecting the corporate interest. However, what is required is balancing the imbalances. Furthermore, in that case, even what problems they are saying have no concern with the organization many times, but those days are gone.

The individual's problem is also part of the organization's problem. So, therefore you have to access and discover during the process what has been the actions it should be taken. Moreover,

evaluating the outcome that was produced by the solution is there. Furthermore, whenever you take out this particular solution, you will have to re-evaluate the problem; as I mentioned, it is a continuous cycle.

So, re-evaluating the problem and solving the method and determining if it is an effective and, many times, that solution that you have assumed.

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The 4 Key Components of Action Learning Theory

There are four other key components that may be applied in an action learning sets:

1. **A Problem** This is typically a non-technical problem, and must pertain to either strategic or tactical-based scenarios or issues.
2. **A Client** This is the entity who set forth the problem. This may be a member of the group, an instructor, or an outside organization.
3. **A Set Adviser** This is the individual who facilitates the set and presents the guidelines for the problem solving process.

4. The Process

This involves an assessment and analysis of the problem, reflection, the formulation of a possible solution or hypothesis.



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Because you have taken the solutions and the basis are certain beliefs, which may be wrong. So therefore, in that case, we have also to see that there are certain theoretical concepts. We are supposed to incorporate support whenever we talk about a problem or provide solutions. So, first and foremost is a non-technical problem, the behavioural problem must pertain to either the strategic or tactical based scenario, or issues are there.

Now you see another example I would like to give off the Covid 19. And then, in that case, you will find this is a non-technical problem will be there. Furthermore, the people are working from home, and then some of them can work, some of them are not able to work. They cannot reach their organizations, especially when we talk about manufacturing. So, what government has done? The government has taken very positive actions.

And then making the arrangements, allowing them, then having these alternate working like this. Therefore one by one, that type of manufacturing process has been started. So, there will be social distancing, and all is there. So, therefore this is the entry state for the problem is there. The advisor, usually the organization and HR manager, will facilitate the set and present the guidelines for the problem-solving process.

Based on this discussion, the team is there, the group has discussed, and then that advisor will be there. Moreover, that advisor knows the assessment and the analysis of the problem is there. Reflection is the formulation of a possible solution or the hypothesis assumption. Hypothesis means what? That is an assumption is there. If we go by this particular solution, we will be able to identify the solution to the problem is there.

So, right from identifying the problems related to the client, the person facing this particular problem is that he is a client.

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5 tips for Running Action Learning Groups

The following 5 tips are aimed at helping you to run successful Action Learning Groups.

1. Individuals should choose to 'sign up' for Action Learning

Successful Action Learning groups stay together because they choose to and not because they have to. It is a good idea that the process for joining an Action Learning group be a voluntary one.

2. Pay attention to the environment

Often we don't pay too much attention to where we have meetings. This is not an option when you are running Action Learning



So therefore, in that case, HR will be giving the advisor, and the solutions will be proposed. So, therefore, in this case, it is essential to sign up for action learning. So, successfully it will be only possible because it is a good idea that the process for joining an action learning group be a voluntarily one. Now you usually see what happens? Organizations prefer these members to those whom the organization likes. So, that should not be the business.

So, therefore there should not be shortcuts in perceptions. Furthermore, if there is a shortcut in perception, then definitely the individual to whom you have selected if that is wrong, the whole process we have talked about will be a total waste. So, therefore the individual should choose to sign up for the action learning. He voluntarily comes out and says, " I want to do this and be a part of this particular study or the particular identifying the problem and providing the solutions.

Nevertheless, I can understand practically that if no one is voluntarily coming, it is the organization's responsibility to fix it. Furthermore, in that case, that will be the individual that we will be convinced to take this responsibility is to be and because there is an organizational responsibility also. Now here that is too much attention to where we have a meeting. This is not an option when you are running action learning.

So, therefore, in that case, please pay attention. We usually do not pay too much attention. Nevertheless, what is required is the environment. Furthermore, therefore, if you are having this, I will suggest that you visit the workplaces and talk to them if possible. Furthermore, in that case, despite calling them to the board room and the boardroom meetings, that environment will give a more formal environment in which we may not come out with the real problem.

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5 tips for Running Action Learning Groups(Cont.)

3. Work with a skilled Facilitator

In Action Learning the facilitator will role model the skills that others are expected to learn and use in the session.

4. Run an introductory session on Dialogue

Running a session on Dialogue will help a group to start as you mean them to go on. The principles will actively help the group not to fall into the trap of developing an inbuilt compulsion to fix other people's problems.

5. Be rigorous with time

Time and how you use it is critical for the success of an Action Learning session. Everyone must have an equal slot of it and don't be afraid of being up front about it



https://dn-ymaws.com/associationofcoaching-site.yrn.com/resource/reusing/Articles_&_Handy_Guides/Organizations/Handy_Guides/Top_5_tips_Running_Action_LG.pdf

I will not mind visiting that colony or where these workers live and then what type of environment they are having and, therefore, creating the enabling environment. So, if you are an excellent enabler, create that particular environment. So, work with a skilled facilitator, and the facilitator will not model the skills that others are expected to learn and use.

So therefore, in that case, that facilitator should have the skilled one. So, who knows if, in a given situation, he can find out what will work and what will not work because of his knowledge, attitude, skills, and experience. Moreover, therefore, it is not the only qualification, but the experience is necessary. So, running an introductory session on the dialogues and opening the dialogue is a significant responsibility.

If the opening of dialogue is done very effectively, then your team's half problems are solved. However, in the beginning, in the dialogue, problems are there that will remain for a long time, not forever but a long time. Be rigorous with the time and the time and how you use it critically for the success of an action learning session. Everyone must have an equal slot in it, and do not be afraid of being upfront about it. Now here you see. That is the yes naturally because this is a problem.

We are working on the problem. We are not working on any reward. So, in that case, there will be different opinions. Therefore, everyone should be given an equal slot so that he can talk about his problem. He can talk about his particular issues on the basis this problem is standing. Otherwise, what will happen? If you are not giving enough time, then that problem will not be able to solve.

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Case Study : Leadership Development in the Private Sector: 3M

3M is a science and product company that generates approximately \$30 billion in annual revenues and consists of 85,000 employees located in more than 70 countries. Headquartered in St. Paul, Minnesota, the 65,000 products in 3M's portfolio include adhesives, abrasives, nanotechnology, electronics and software, lighting management, microreplication, and nonwoven materials and some 40 other technological platforms. Many of these products, such as Post-It notes, are highly recognizable. 3M has always put a premium on innovation, and to date its 8,000 research scientists have generated over 3,100 U.S. patents. Because of the success of its products, 3M has consistently been ranked as a top 10 Most Admired Company by Fortune magazine.



Image Source: <https://www.lichtnet.org/media/cache/31/e9/31e9c638f177e41d9900492494b0fd.jpg>

So, I am sure that is with the help of these principles' actions learning program, you will be able to build the team, and the team which will be working for these identifying the problem and by taking these actions, you will be able to solve any problem or you can work on the developmental process also in case of these issues of the organizations. As usual, this is the case study to which you can refer.

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Research Paper

Authentic leadership and mindfulness development through action learning

Louis Baron
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Université du Québec à Montréal, Montréal, Canada*

Purpose

The purpose of this paper is to evaluate a three-year training program based on action learning principles with regard to its effectiveness in fostering authentic leadership (AL) and mindfulness among the participants.



Furthermore, these are the papers which have been suggested. You go through these papers.

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Research Paper

Design/methodology/approach

Data were obtained using a mixed-method design. Quantitative data were collected using a quasi-experimental sequential cohort design with comparison group, in which 143 participants responded to a self-evaluation questionnaire up to six times over a three-year period. Semi-structured interviews were also conducted with 24 managers.

Findings

The results indicate that, as participants evolved through the leadership development program, self-reports of AL and mindfulness increased significantly and linearly as determined using repeated measures ANOVA, paired t-tests, and content analysis of interviews.



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Practical implications

The results suggest that a leadership development program based on action learning principles can foster the development of AL and mindfulness. The core elements of action learning (i.e. working on real problems, gaining new insights in a supportive and confrontational environment of one's peer) appear to be key to bringing about real changes in the behavior of participating managers and maximizing the chances of generating lasting effects.

Originality/value

This is the first longitudinal study to demonstrate that the development of mindfulness and AL – which calls for internalization of attitudes and behaviors – can be fostered by a leadership development program. The question of whether AL can be developed through planned interventions is paramount for advancing theory and research on AL.



These papers will help you.

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Book Recommendation

Optimizing the Power of Action Learning: Real-Time Strategies for Developing Leaders, Building Teams and Transforming Organizations

Authors: Michael J. Marquardt, Peter Cauwelier, Shannon Banks, & Choon Seng Ng

Publisher: Nicholas Brealey International; 2nd edition (16 February 2011)

Language: English

ISBN-10: 1904838332

ISBN-13: 978-1904838333

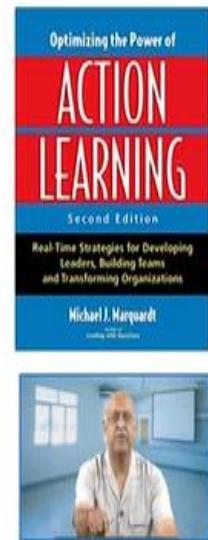


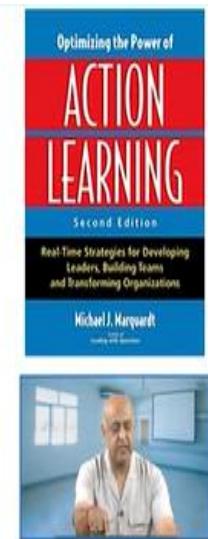
Image Source: <https://www.amazon.in/Optimizing-Power-Action-Learning-Organizations/dp/1904838332>

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Book Recommendation

This newly revised edition demonstrates how action learning can be used to address today's increasingly complex organizational challenges. Profiling such global leaders as LG, Sony, and Boeing, Marquardt shows how these and other organizations have flourished by discovering how to optimize the power of action learning. Packed with extensive enhancements, including new international case studies, and more strategies to introduce and maintain action learning programs within an organization, Optimizing the Power of Action Learning delivers an innovative and fresh perspective - making it a must-have for any organization looking to heighten competitive advantage and sustain success.

Image Source: <https://www.amazon.in/Optimizing-Power-Action-Learning-Organizations/dp/1904838332>



Furthermore, these are the book recommendations for these particular aspects.

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These are the references from which the material has been delivered to you. Furthermore, certain materials will give you more understanding of this particular topic. Thank you.

Leadership and Team Effectiveness
Prof. Santhosh Rangnekar
Department of Management Studies
Indian Institute of Technology, Roorkee

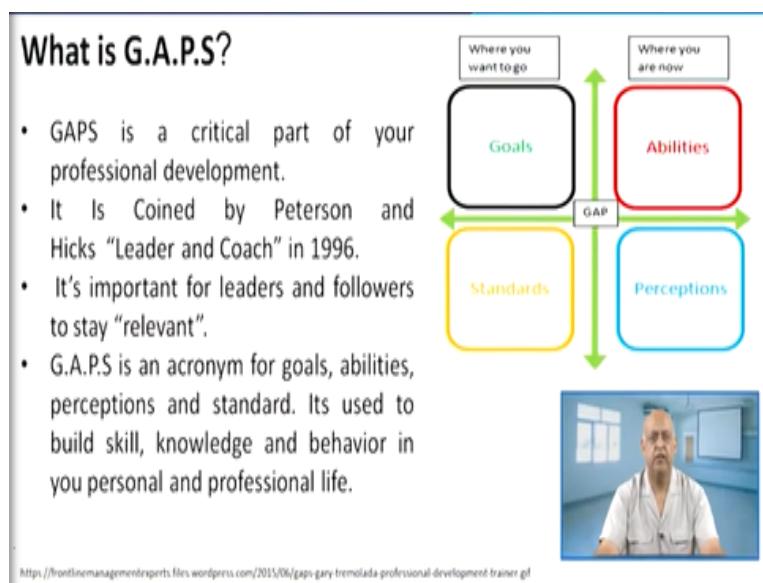
Lecture - 50
Development Planning: GAPS Analysis

So, in this session, we will talk about the GAPS analysis's developmental planning. As usual, we will talk about what we mean by the GAPS development planning conducting a GAPS that is the goal of ability perception standards analysis. Identifying and prioritizing development needs and then bridging the GAPS and the five coaching steps will be there.

Furthermore, as usual, we will be discussing the case study research paper book recommendation, and the references are there. Now you see that whenever we are talking about the GAPS, the goals are there, and it was the first coin by Peterson Hick's leader and coach in 1996. Furthermore, it is essential for the leaders and the followers to stay relevant now that we become critical. It is an acronym for the goals, abilities, perceptions, and standards.

It is used to build skills, knowledge and behaviour in your personal and professional life. So, therefore, in that case, it is essential whenever we are talking about leadership.

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Then when you are developing these teams, you are required to have that particular goal, and whenever we are talking about the goals, it is a creation of vision. If you remember correctly, then in these vision statements, we have talked about leadership, which is how goals are to be created. Furthermore, whenever we discuss creating goals, we have talked about how a leader should be visionary.

If the leader is visionary, then he can develop the goals. Here I would like to take the example whenever we talk about long-term and short-term planning. So, if you are talking about long-term planning, there are reasons that will be maybe for the five years nowadays because we cannot talk about the ten years and 15 years is there. However, when we are talking about the national level, we are talking about the 20 30 20 50.

So, that vision Dr Kalam has given this particular vision, so therefore, in that case, we find that it is becoming essential that is what is the leader's vision is there. Moreover, accordingly, he has to decide, and the creations of the goals are there.

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Development Planning

- Development planning refers to the strategic measurable goals that a person, organization or community plans to meet within a certain amount of time. It generally also includes the criteria that will be used to evaluate whether or not the goals were actually met.
- Development planning refers to the strategic measurable goals that a person, organization or community plans to meet within a certain amount of time. Usually the development plan includes time-based benchmarks.



<https://bohatara.com/wp-content/uploads/2018/10/Development-Planning-for-Business-100x212.png>

Whenever we talk about these individuals' goals, that becomes particular; it is also part of the planning. So, in these, I will advise you to read the essentials of management by coons. Furthermore, whenever you are studying these particular functions of a manager so, therefore, in the goals so, when creating the goals are concerned, it is a part of the planning is there.

Furthermore, the planning is there. Many times, our planning is there. The goals, vision, mission, strategies, policy, procedure, rules, and budgeting are there.

So, therefore the first and foremost comes because we are designing the goal. Now you see what the goal is there. So, therefore, in that case, it is required that there be measurable goals, and there can be non-measurable goals. So, there can be verifiable goals, and the non-verifiable goals are there. So, then that is the always we typically refer to the measurable goals.

So, therefore this organization plays me within a certain amount of time because that goal is to be achieved in a given time only because organizational aspects are there. Furthermore, there will be the specific dimensions or the criteria as we can say that is they are evaluating whether or not the goals were the go. So, how should the goals be to be? That is realistic and achievable, so flexible also.

Please also understand that these three characteristics of the goals are fundamental. That is, the flexible, realistic and achievable are to be there. So, therefore whenever we are doing this developmental planning, and then person organizations plan to meet within a certain amount of time. Now, you will usually find the development plan includes the time-based benchmarks—most of the time, the competition.

Whenever we talk about the competition, the competition goes by the period and therefore, when we talk about the race.

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Development Planning

Conducting a GAPS (Goal, Ability, Perception, Standards) Analysis

Goals: Where do you want to go?	Abilities: What can you do now?
Step 1: Career objectives: Career strategies:	Step 2: What strengths do you have for your career objectives? Step 3: What development needs will you have to overcome?
Standards: What does your boss or the organization expect?	Perceptions: How do others see you?
Step 5: Expectations:	Step 4: 360-degree and performance review results, and feedback from others: • Boss • Peers • Direct reports



Sources: D. B. Peterson and M. D. Hays, *Leadership Toolkit* (Minneapolis, MN: Personnel Decisions International, 1996).

Furthermore, in the race, it must be it is not your speed only, but it is also the relevant speed. Furthermore, talking about the relevant speed means who is targeting the goal, whether your competitor or yourself is there. One example I would like to give is the customer segmentation, and whenever we are talking about the customer segmentation, that is who is approaching that particular. I want to give the example of the Nano car.

Furthermore, in that case, that particular goal and then achieving it is becoming the one that has made it unique. So, when you want to design a goal, it is a beneficial slide where you want to go. So, therefore, in that case, what can you do now. So, that is, the abilities are there, and here you also have to understand what my career objectives are. So, therefore these carrier objectives will be related to my abilities.

And then if it matches, the people are doing the excellent work. So, we must understand the match between their abilities and goals. So, if my goal requires development, a simple example is that you want to participate in a particular sport and then contest that particular activity or event. Then, in that case, you have to develop that ability.

Ability to win that particular event is what your boss or the organization expects. Now here I would like to give another support entity about the parents. So, whenever we are talking about the Indian context, especially. So, whenever we are talking about our goals and then the support.

So, support from the parents is a society parents coach is required. Therefore, in that case, this is what is expected.

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The specific steps for conducting a GAPS analysis are as follows:

Step 1: Goals-The first step in a GAPS analysis is to clearly identify what you want to do or where you want to go with your career over the next year or so. This does not necessarily mean moving up or getting promoted to the next level.

The one of the most important aspects of this step in the GAPS analysis are that leadership practitioners will have a lot more energy to work on development needs that are aligned with career goals, and in many cases advancing to the next level may not be a viable or particularly energizing career goal.



Moreover, when you see that you can develop that particular ability to meet your goals, you also have to plan, evaluate, and take the feedback. Whether you have, you can achieve that goal, or you cannot achieve that goal is there. So, dear friends, most of us are not very clear about whether in the personal or professional role, organization or personal life.

That is precisely my goal, and then you see that there are several mythological kinds of literature available in India that talk about what should be your goal; in that case, when we are talking about the organizational context, what do you want to be where you want to go with your career over the next year or so. So, therefore it is a general question and, in that case, what will be the correct answer.

Correct answering, in my opinion, is a development of abilities and the matching the goal is. So, therefore if I can develop that ability in one year or two years, how much time it will require, I will be ready to achieve that particular goal. That is, whatever these goals are there which you are deciding. So, the most critical point is a lot more energy to work on the developmental needs.

Usually, people keep these very high goals, but they are not ready to put effort into their development and are not developing their abilities. They want that is the career goals can be achieved with my current abilities itself. So, my abilities are enough. Nevertheless, I always say that is who will decide whether abilities are enough or not. So, it is not only yourself. I understand you will decide but not only you.

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Conducting a GAPS Analysis(Cont.)

Step 2: Abilities- People bring a number of strengths and development needs to their career goals. Over the years you may have developed specialized knowledge or a number of skills that have helped you succeed in your current and previous jobs.

Similarly, you may also have received feedback over the years that there are certain skills you need to develop or behaviors you need to change. Good leaders know themselves—over the years they know which strengths they need to leverage and which skills they need to develop.

Step 3: Perceptions- The perceptions component of the GAPS model concerns how your abilities, skills, and behaviors affect others.



That will also be decided by your superior or by your coach. So, we are talking about the 720-degree feedback whenever the goals are to be fixed. The 720-degree appraisal will give us the right direction that what abilities I am supposed to develop. Suppose I alone decide my goal; that will be an incomplete process.

The process will be complete when I involve my parents, teachers, and friends and then I realize my strengths and weaknesses; therefore, on that analysis, I will be able to identify if this is the goal and what abilities are there. Moreover, when we talk about these GAPS analyses, there is no gap between the goal and the abilities to be bridged.

So, here, the people bringing several strengths and developments to achieve their career goals are there. Furthermore, many times, it is the knowledge and skills that we develop and therefore, in that case, we receive the feedback that is then yes, we are the skilful person, and we are the fully

developed person, able person. So, therefore that ability that you will be able to get from that particular knowledge and skills is there.

Now here you see that the ability, skills, and behaviour also affect the others. So, that is the perception is there. So, therefore, in that case, it is essential to do what you perceive yourself. You must have seen that cat where the cat is sitting before the mirror, and the seeing itself is a line into the mirror. The image of the cat looks like a lion.

So, do you see yourself as a lion, or do you only see yourself as a cat? So yes, after this discussion, I am sure you will say that is yes, I can see myself as law and also. Also, even if I am a cat today, I will become a lion tomorrow. So, therefore in that case that is the perception is there.

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Conducting a GAPS Analysis(Cont.)

What are others saying about your various attributes? What are their reactions to both your strengths and your development needs? A great way of obtaining this information is by asking others for feedback or through performance reviews or 360-degree feedback instruments.

Step 4: Standards- The last step in a GAPS analysis concerns the standards your boss or the organization has for your career objectives. For example, your boss may say you need to develop better public speaking, delegation, or coaching skills

before you can get promoted. Similarly, the organization may have policies stating that people in certain overseas positions must be proficient in the country's native language, or it may have educational or experience requirements for various jobs.



Nevertheless, the case if you perceive how the cat can be the lion. So, they are the cat cannot never be willing the lion. Nevertheless, here, we are not talking in the context of these and physiologically. We are talking in the context of the behaviour. So, today my behaviour is like a cat; tomorrow, my behaviour once I develop the ability, then tomorrow, my behaviour will be like a lion. So, what others are saying about your various attributes are there.

However, here also, we should not be into the illusion. Illusion needs to be avoided, so I said the goals are to be realistic. Moreover, in that case, what others are saying and their reactions to both your strengths and your development needs are there. So, therefore if somebody is not having that potential and somebody says it is not, you will become like x and y, so then you have to understand please that is the; identify your potential.

I am not saying that the cat cannot be the lion, but the cat has to understand that it has that ability that can be converted into the lion is there. Furthermore, that is why the other's contribution will be decided. Now the questionnaire describes the difference between the behaviour of a cat and a lion, and it is called the standards. So therefore, in that case, the standards your boss's organization has for your career objectives.

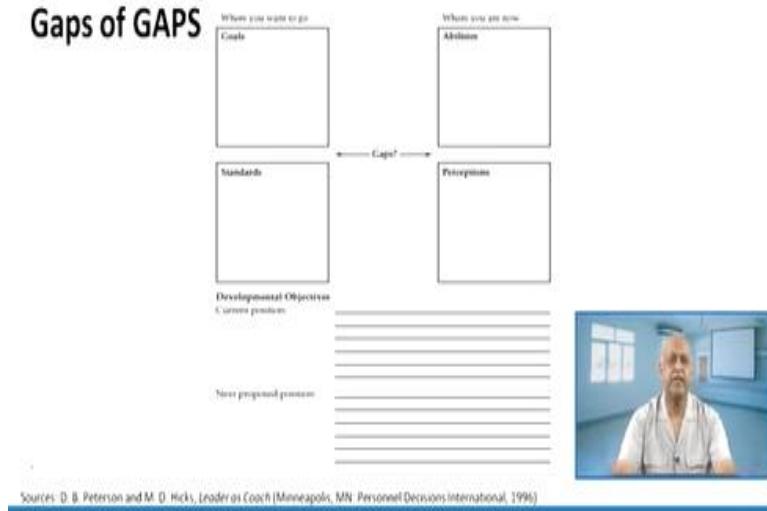
Now I am talking about not your boss and others; I am talking about yourself. So, when you have decided to be the lion for yourself, then definitely like here is the example is given. That is the public speaking, delegation, and coaching skill before you can get promoted, so these are very important. Because unless and until your soft skills are not developed and tuned up. What is important? That is a tune-up.

If you can tune up your skills according to the goal, nobody can stop you from achieving your goal is there. However, your goals are very high, but you are not making developing your ability.

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Identifying and Prioritizing Development Needs:

Gaps of GAPS



If you do not understand the benchmarking practices, it will not be easy because of those standards, those benchmarking practices that you have to adopt. Then that will be the only developmental process. However, if somebody has high resistance for the development or ability for development, that is to be analysed. Moreover, therefore, in that case, it becomes very, very important is there.

Now we can do here one exercise, and then you can from this slide that you can do it yourself for this particular exercise before I go further slides and help you do this exercise it is better. That is where you want to go and what is your goal. So, please note down what your goal is, what you want to do, and how to reset the goal? The goal should be done based on the self-appraisal. That is, what is my strength and what is my potential?

And then, if this is the goal, we have talked about the abilities that are so. Therefore, I would also like to connect the job description. Because goals in the organization will be a particular job, you have to develop that cache model for that particular job description. So, knowledge attitude skills. So, those abilities which you want to develop. So therefore, in that case, those you identify, identify those abilities.

I usually keep saying to the research scholars that two skills are fundamental if you want to publish in good journals. Your analytical skills and communication skills because why what you

analyse and then how do you communicate your analysis interpretation and that is a discussion part. So, those abilities are to be developed and based on that, nowhere can be the strength and weakness of your perception.

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Identifying and Prioritizing Development Needs: Gaps of GAPS

- As shown in Figure, the goals and standards quadrants are future oriented; these quadrants ask where you want to go and what your boss or your organization expects of people in these positions.
- The abilities and perceptions quadrants are focused on the present: what strengths and development needs do you currently have, and how are these attributes affecting others? Given what you currently have and where you want to go, what are the gaps in your GAPS?



How do you perceive yourself? Because whatever you have identified those particular skills and abilities you want to develop, if your perception is this that is I can I will nobody can stop you. You can merge any time. However, if your belief is this, that is the anyhow, I have just to run my bread and butter, and therefore, I cannot develop that particular skill if that perception is developed.

Goals are not focused, goals are not realistic, then definitely, in that case, you will not be able to reach your goals. So, goals and standards are future-oriented. These quadrants ask where you want to go and what your boss or your organization expects of people in these positions are there. Now that is also what you have to see. Similarly, here I would also like to put the one analogy—an analogy with the family. The family is also expecting specific goals from you.

And then you have to achieve those particular goals, and these goals may be to provide the safety to the family that may be the social support that may be the economic support and therefore, in that case, those abilities to develop putting those standards and then the helping the people

whether you are in the family or whether you are into the organization. So, these abilities and perception quadrants are focused on the present.

Furthermore, what is the future is required and how are these attributes affect the others are there this is also essential. Because please understand that we are not developing ourselves in isolation individually. We are developing with the organization unless and until we do not become part of the organization, there cannot be individual development. Those people who believe that I will develop myself but not contribute to the organization and they are into the illusion that they are blind. Because they cannot understand, they are not able to see.

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Bridging the Gaps: Building a Development Plan

- A gaps-of-the-GAPS analysis helps leadership practitioners identify high priority development needs, but it does not spell out what leaders need to do to meet these needs.
- The specific steps for creating a high-impact development plan are as follows:

Step 1: career and development objectives.

- Your career objective comes directly from the goals quadrant of the GAPS analysis; it is where you want to be or what you want to be doing in your career a year or so in the future. The development objective comes from your gaps-of-the- GAPS analysis; it should be a high-priority development need pertaining to your career objective.



That is, their development only depends on the organizational development is there. When the individual grows, the organization will also grow, and when the organization grows individual will also grow. So, it is a mutual growth developmental process. So, therefore in that case, what is important is this? That particular goal of identifying these abilities creates the perception of developing these standards to build a developmental plan is there.

So, therefore these practitioners identify high priority development needs are there. Furthermore, I think here is the difference. The difference is the person who decides his goal, and then his priorities and development are there no you see there will be much deviation. There can be social

deviations, economic deviations, and technological deviations, and as a person, he gets involved in these colours when he gets this colourful deviation.

So, his original colours change, so his original goal gets lost somewhere. So, these specific steps create a high impact development plan. The first and foremost is the first is a commitment. Dear friends, commitment for what? Career and developmental objectives. So, therefore your objectives come directly from the goals and give analysis is there. It is where you want to be, what you want to be doing, and that is in the case it is the, first and foremost.

Are you clear? It is what you want to be. Do you know the difference between a job and a career is there? Furthermore, what do you want to do? Now I find many people involved in the job, but they talk about their careers, and I think that is becoming a mismatch or gap. Because the difference between the job and carrier is a carrier is something plus.

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Bridging the Gaps: Building a Development Plan(Cont.)

Step 2: criteria for success. What would it look like if you developed a particular skill, acquired technical expertise, or changed the behavior outlined in your development objective? This can be a difficult step in development planning, particularly with "softer" skills such as listening, managing conflict, or building relationships with others.

Step 3: action steps. The focus in the development plan should be on the specific, on-the-job action steps leadership practitioners will take to meet their development need. However, sometimes it is difficult for leaders to think of appropriate on-the-job action steps.



Your knowledge is plus your skills are plus your abilities are plus your habits are plus so therefore in that case when that was bridging the gap of the present and that if you can many people are going to be the minus. Because you get the position by chance many times, sustaining the position and development of that particular position will become a critical issue.

So, therefore, in that case, this goal that roadmap knows it is challenging to work on that roadmap. As I said, you will find the number of squares and then there will be the deviations will be there, and then the person he will deviate then again, he will join then again, he will deviate then again, he will join. So, that journey will be on these gods' blessing only. So, therefore what it looks like if you developed a particular skill requires technical expertise.

Another change in the behaviour in your developmental objective is there, and here you can go through that cognitive dissonance also. Please understand that your attitude might be different, but your behaviour is to be different. Nevertheless, the behaviour supports your developmental goal. So, in the software skills such as listening, managing conflict or the building relationship which I was talking about and that was about this building relationship is there.

So, whenever we have this building relationship, definitely in that case if these relationships we are developing with others, and therefore your cognitive ability is becoming very important. Furthermore, once you decide it is yes, yes, boss, then the action steps will be taken, and therefore in your developmental plan, you are developing the abilities and, on the job, extreme steps which the leader is required to be taken.

Furthermore, therefore, in that case, you match your ability with that particular need of the individual development and the organizational development plan. Furthermore, these are the specific software skills that are the now you see the simple example of managing the conflict. Now in managing conflict, you can compete. Also, I have seen. Most of the time, those who are very fast in developing their career goals are stopped by conflicts.

Because they develop conflicts because they are not ready to wait, and those who do not wait then are not serving the best. So, who will serve the best who waits? So, therefore, in that case, now you see all these issues. That is, the criteria for success are there. Moreover, in that case, now you see that your goal is in your mind, and therefore you are tuning up your soft skills and changing your soft skills.

Furthermore, as I mentioned, yes, you will say so. Is it not a manipulation? No, it is not a manipulation. It is an attitude and cognitive difference, and therefore, in that case, in a given situation, what is required to behave is expected. So therefore, in that case, action steps, it is difficult for leaders to think of the appropriate job action steps. So, whatever the job action steps are there, that has to be developed in the given time.

Moreover, if you can develop that in the given time those action steps you are taking, then in that case, you will be the criteria for success and your action steps, and that will be matching. Now, what are the barriers here? The barriers are the personalities are there, and therefore, when we are talking about the personalities and leadership styles. Then definitely in the; they might be the conflict.

And not only the boss and subordinate, there might be interpersonal conflict, but there might also be the intra personal conflict. So, therefore we want to develop that particular developmental plan many times, and we will be confronted with ourselves. Whether I am going in the right direction and whether I have decided that goal is accurate or not is there, and the dear friends, please believe me.

If you are that GAPS analysis that quadrant, please do not forget that is the goal and abilities and therefore, in that case, the perception which you develop and is based on the strong roots. And then, if it is based on the strong roots, you will be able to implement those particular action plans you are developing for yourself. Now, here again, the action learning will be there.

Please recall that is we have talked about in the leadership also that is you have to match your leadership style with the given follower's maturity level or when in a given situation is there. Contingency theories we have talked about and therefore, in that case, the action steps which you are required to develop then if it is matching with your criteria for success then definitely in that case you will be able to achieve your goal is meeting the standards are there which you have talked about.

Now here also, it is becoming essential that whenever we talk about these action steps are there, it will be the experiential learning is there then if you are doing those steps and then interacting. For example, is the relationship with the boss there, and when you decide that is ok from today, I will try to develop my relationship with the boss. Now you see the interpersonal relationship is based on the two ways.

Therefore, it is less critical and challenging than the intrapersonal relationship.

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Bridging the Gaps: Building a Development Plan(Cont.)

Step 4: whom to involve and when to reassess dates.

- This step in a development plan involves feedback—whom do you need to get it from, and how often do you need to get it? This step in the development plan is important because it helps keep you on track. Are your efforts being noticed? Do people see any improvement? Are there things you need to do differently? Do you need to refocus your efforts?

Step 5: stretch assignments.

- When people reflect on when they have learned the most, they often talk about situations where they felt they were in over their heads. These situations stretched their knowledge and skills and often are seen as extremely beneficial to learning.



Moreover, therefore, in that case, if you are going for this particular interpersonal relationship, then it is imperative to whom to involve and where we have that special relationship is this. Now you see in intrapersonal and interpersonal relationships with the bosses that it is becoming essential to get it from and how often you need to get it from others.

Now here it is it will depend on the others also. This, I think, is a critical situation is there. Whenever we want to achieve our goals, if our goals are dependent on our abilities only, then definitely, in that case, I am sure that most of us will be able to achieve that particular goal. However, whenever we are talking about it, our goals are achievement of our goals that depend on others.

Then definitely, in that case, it will be becoming a very challenging task because to whom do you meet. Are you able to meet the person that is the; with whom you are making the efforts you are making? That has been it is just liking that is whether your dating will be successful or not. So, therefore you will if you are an effort, you are making much effort, but your boss is not noticing it. Then, in that case, how you will be able to achieve your goal?

So therefore, in that case, it is becoming essential and not only with our boss if the people with whom you are working and they are not improving, and there is no improvement then how you can achieve your goal. So, therefore like here, that is team effectiveness. In the team effectiveness together everyone I choose more TEAM that we have talked about in our previous sessions.

So, therefore you need to do it differently. Do you need to refocus your efforts are there? If you are not getting the results, relook it.

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Bridging the Gaps: Building a Development Plan(Cont.)

Step 6: resources.

- Often people find it useful to read a book, attend a course, or watch a recorded program to gain foundational knowledge about a particular development need. These methods generally describe the how-to steps for a particular skill or behavior.

Step 7: reflect with a partner.

- In accordance with the action-observation- reflection model, people should periodically review their learning and progress with a partner. The identity of the partner is not particularly important as long as you trust his or her opinion and the partner is familiar with your work situation and development plan.



Moreover, when you can relook your resources, I am sure you will be able to identify whether I will be able to achieve that particular goal. Furthermore, therefore, in that case, it is crucial that when you relook, then often you are to see that is what are your resources are there. I want to mention the management resources men, machine, material, money, method, and minutes.

Dear friends, to achieve the goals, these six resources are significant. Do you have enough workforce? Do you have the technology? Do you have money for that? Do you know the methodology? Do you know that is the; whatever this is the method? Do you have enough time? Therefore, in that case, it is bridging the gaps in particular development needs that describe the how to steps for a particular skill or behaviour.

Furthermore, therefore, you will be going for that particular resource. Now here, when we; are reflecting with a partner, I was mentioning. Who is your partner? Your partners should be; your colleagues, subordinates, and boss. So, therefore in that case, what is the reflection with the partner is there. The partner's identity is not particularly important as long as you trust his or her opinion and the partner is familiar with your work situation and development plan is there.

So, therefore you will be lucky enough to get this supporting partner. Partner means, again, that is a superior-subordinate and colleague. So, therefore in your development plan, if your partner is very strong and then it supports you, there will be no problem because there is trust there. Whenever we talk about the coach and the coach and the trainee learner, if there is trust, then definitely that the debt partner is the best partner for your development plan is a concern.

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Five steps of coaching

- The five steps of coaching give leaders both a good road map and a diagnostic model for improving the bench strength of their followers.
- Peterson and Hicks pointed out that this model works particularly well for high performers—individuals who tend to benefit the most from, but are often overlooked by, leaders when coaching.

1. Forging a Partnership

- The first step in informal coaching involves establishing a relationship built on mutual trust and respect with a follower.
- Leaders should have high credibility to build a strong relationship with followers.
- Leaders should develop good listening skill to better understand their follower's career aspirations and motivators.



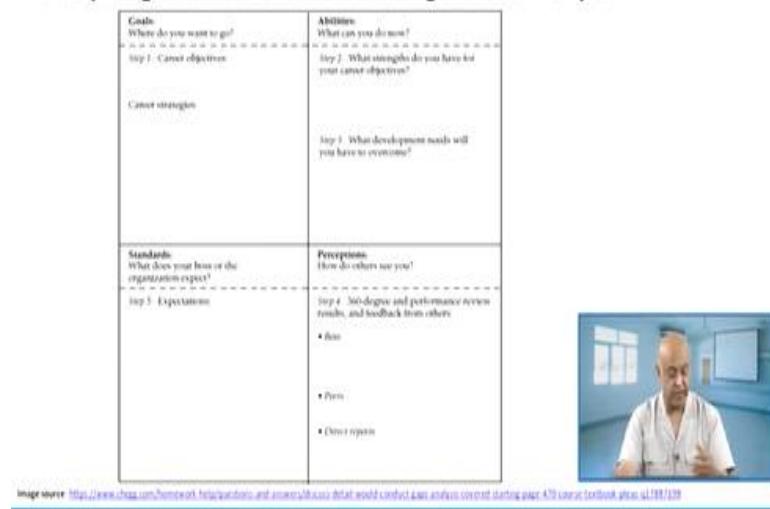
The five coaching steps give leaders a good road map and a diagnostic model for improving their strengths. Furthermore, therefore, Peterson and Hicks have given that model for the high

performers is there, so a forging a partnership is there. Here you see that coaching involves establishing a relationship built on mutual trust and respect with a follower. Moreover, that high credibility to build a strong relationship with the follower is there.

Furthermore, right from this particular course, we are talking about leadership and team effectiveness trust is the factor that builds on the relationship between the leader and the follower. So, good listening skills to better understand their followers' career aspirations and the motivators are there.

(Refer Slide Time: 29:27)

2. Inspiring Commitment: Conducting a GAPS Analysis



Now here, for example, these carrier objectives are there, and therefore here example is taken as a carrier strategy are there. Moreover, when these carrier strategies are there, the abilities are there. That is the; what development needs will you have to overcome. And then it will be the boss, peers and direct reports as I kept on talking about these and here the standards. The standards are the benchmarking practices.

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Five steps of coaching(Cont.)

- In the goals quadrant of the GAPS analysis, the leader should write the coachee's (subordinates) career objectives.
- In the perceptions quadrant, the leader would write how the coachee's behavior affects others.
- One way to gather additional information is to have both the leader and the coachee complete a GAPS analysis independently, and then get together and discuss areas of agreement and disagreement.
- During this discussion the leader and coachee should also do a gaps-of-the-GAPS analysis to identify and prioritize development needs.



Furthermore, in benchmarking practices here, we have to talk about the expectations that have been the part of this particular group or team or the organization's concern. The subordinates' carrier objectives and this process will also help you in 720 degrees at the potential appraisal. So, when the leader should be able to identify the potential. It is not only the performance appraisal; it is the person's ability which the person has and what future he can develop.

So, the additional information will be there both leaders, and the coach employees will be having independently and then get together and discuss whether they have this particular strength and identify the priorities the development needs are there.

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Five steps of coaching(Cont.)

3. Growing Skills: Creating Development and Coaching Plans

- Once the follower's development needs are identified and prioritized, they will need to build development plans to overcome targeted needs.
- The followers show high level of commitment when they are given the opportunity to develop their own plans.
- Once a draft development plan is created, the leader and coach can use the development planning checklist to review the plan.
- In addition to the development plan, leaders must build a coaching plan that outlines the actions they will take to support their coachees' development.



Now the growing skills create the development and coaching plan. Now you see this much part is practically possible, but when you go for the growing skills of many people, they deviate. So, therefore once the development needs are identified now, it is the developer's responsibility. That is the whether they have a high level of commitment at this point; I was trying to mention that is the commitment 100% commitment is required when they are allowed to develop their plans are there.

In addition to the development plan, leaders must build a coaching plan that outlines the actions there. Now you see there is a direction, a straightforward process. So, there is a direction, and the efforts are there. So, the leaders must build a coaching plan and then the follower follow that plan.

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Five steps of coaching(Cont.)

4. Promoting Persistence: Helping Followers Stick to Their Plans

- Sometimes followers build development plans with great enthusiasm, but then take no further action.
- This step in the coaching process is designed to help followers to manage their irresponsible act.
- A large part of coaching deals with helping the followers stick to their development plans.
- A leader should observe the follower while practicing their objective or may be the job related activity and provide immediate feedback.
- Leaders can also help to promote persistence by capitalizing on coachable moments.



Then definitely nobody can stop achieving success. These promote persistence, helping followers stick to their plans, and therefore, the support given is designed to help followers manage their irresponsible acts. A more significant part of the coaching deals with helping the followers stick to their development plans are there, and that is why you see that is called continuity and consistency.

So, once the plan is developed, like a simple example, early morning, I will get up and go to the stadium. Now get the consistency, the plan is developed, a discussion is done, and then it is

decided that you have to get up early in the morning. However, then in that case, for one week, yes that you're that coaching employee he is ready but next week he finds it raining, the next week he finds it is freezing, next week he finds it is too hot.

So therefore, in that case, promoting persistency that will not be there and but yes, what will bring success. The leaders can also promote persistence by capitalizing on the coachable moment.

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Five steps of coaching(Cont.)

5. Transferring Skills: Creating a Learning Environment

- Tichy and Cohen aptly pointed out that the most successful organizations are those that emphasize the learning and teaching process, so that leaders are created throughout the company.
- Leaders can create learning environments by regularly reviewing their followers' development.
- Perhaps the easiest way to do this is by making leaders and followers development partners; then both parties can provide regular feedback and ongoing support.
- Leaders and followers can also review coaching plans to see what is and is not working and make the necessary adjustments.



So, the little leader must be present during winter, cold, and summer. So, transferring skills and creating a learning environment is there and always we talk about that is the leader's primary responsibility is to create that environment. Because senses, our senses are diverted what we see? What do we eat? What do we touch? Furthermore, therefore, the brain workings based on our senses and then a control mechanism is required.

What has been told by Lord Shri Krishna in Gita? Therefore, in that case, it is the Gyanendra's very important. That is how you get the knowledge and then how you perceive and reflect; if you can control your sensor, you can create that environment. This is required in the environment, so if you put a child into the playground, you put a child into the classroom.

Then definitely, in that case, you will find that particular environment and the way he will get involved in that particular environment. So, therefore it is the to do this is (33:53) by making leaders and followers development partners, and then both parties can provide regular feedback. Now you see the commitment is required from both sides. If the commitment is reduced from the other side nowadays in the old days, it is ok.

However, nowadays, if the commitment is lacking in one partner, the other partner will have a double lack of commitment. So therefore, in that case, review the coaching plans and see when together are there.

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Case study: Once a Company meets its objectives, Can it rest?

In the early 1990s the Chubb corporation, one of the nations' premiere insurance companies, set very challenging objectives for itself. For example, the property and casualty insurer had set a target of selling 25% of its policies outside united states by 2000. It reached 24% in 1995. Rather than slow down, Chubb management felt the only response was to increase the difficulty of its objectives.

Chubb had correctly forecasted an increasing trend toward internationalization; companies were already looking across boarders for new market and new suppliers so they were also likely to look overseas for their insurance. Chubb wanted to be there when international companies came looking..

Part of Chubb's strategy to achieve international business success was to position itself as the insurance firm that bets understood global business.



And then, I am sure, but while developing these GAPS analyses. So, therefore identifying your goals and developing the ability to get the coach. When we are talking about leadership and team effectiveness, you see. It is a coach's role when the coach is playing a leadership role and providing that environment to develop the skills identifying the potential abilities are identified, the perception is positive, and the standards are developed.

And then working on those standards and giving the direction, I am sure that with the help of these gaps, one will be able to achieve the goals. Moreover, these are particular supporting study materials.

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Case study: Once a Company meets its objectives, Can it rest?

Worth magazines' Readers choice' survey named Chubb the top pick for homeowners' insurance.

Given Chubb's track record for success, it would seem that setting More difficult objectives would be in order. Yet Chubb's management might wonder, could Chubb continue to meet all its challenging goals, or at some point would it falter? Was now a time for Chubb to slow down, or should it push on?

Questions

1. In what ways does Chubb's behavior reveal a well thought out planning process?
2. What risks might Chubb face if it continues to push for more difficult objectives.
3. Should Chubb push for higher levels of internationals revenues in its next round of objective setting?



This is the case study.

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Research Paper



The impact of leadership coaching on leadership behaviors

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Purpose

Given the huge national and corporate investment in developing management and leadership capability, questions about the effectiveness of such development activities are valid, necessary and urgent. This paper aims to examine this issue.



This is the research paper coaching on leadership behaviour.

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Design/methodology/approach

There were 1,000 respondents consisting of matched pairs of HR managers and line managers drawn from 500 organizations. The survey was carried out using archive data collected in 1996, 2000 and 2004.

Findings

The report provides evidence demonstrating how management and leadership development works when it is: a clear organizational priority with employers taking responsibility; linked to business strategy with established processes and frameworks; designed to build relevant competences and behaviors; and focused on long-term tenure of employees.



(Refer Slide Time: 35:09)

Book Recommendation

Career Planning, Development, and Management: An Annotated Bibliography

Authors: Jonathan P. West

Publisher: Routledge; 1st edition (20 November 2018)

Language: English

Paperback : 328 pages

ISBN-10 : 1138629936

ISBN-13 : 978-1138629936



<https://www.amazon.in/Career-Planning-Development-Management/dp/1138629936>

Furthermore, this is about the book refers to career planning, development and management.

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Book Recommendation

Substantial literature has emerged on the subject of career planning, development, and management. Academic research by economists, educators, political scientists, psychologists, and sociologists has made the study of careers in organizations an important interdisciplinary focus in the social sciences. This proliferation of materials has resulted from a growing concern with such career issues as quality of life, job opportunities for minorities and women, economic downturns, career mobility, and the changing success ethic. This annotated bibliography, first published in 1983, seeks to bring together in a single volume significant academic research from various disciplines.



(Refer to Slide Time: 35:14)

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Moreover, these are the references which you can refer to. So, this is all about the GAPS analysis to develop relationships and effective team building by a leader. Thank you.

Leadership and Team Effectiveness
Prof. Santhosh Rangnekar
Department of Management Studies
Indian Institute of Technology, Roorkee

Lecture - 51
Coaching and Mentoring

As seen in the previous session, coaching and its role in the goal, abilities, standards, and perceptions are important. The question arises that whenever we are talking about effective leadership or team effectiveness, we have to understand how this coaching is applied. So, the Grow coaching model and the Steppa model are there.

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Contents

- Coaching and Its application
- The GROW Coaching Model
- The STEPPA Model
- How to Become a Better Coach
- Mentoring and Its Feature/process
- Mentoring Techniques or Models
- Merits and Demerits of Mentoring
- Coaching Vs Mentoring Vs Training
- 6 Things Great Mentors Do Differently
- Case Study
- Research Paper
- Book Recommendation
- References



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Then how to become a better coach, mentoring in its features/process, mentoring techniques or the models, merits and demerits of mentoring, coaching Vs mentoring Vs training, and six things great mentors do differently. We will discuss the case studies, research papers and book recommendations in this particular session.

(Refer Slide Time: 01:18)

Coaching

- Coaching is a process that is designed to assist motivated individuals in making changes to further their professional development.
- Coaching in a business environment is a training method in which a more experienced or skilled individual provides an employee with advice and guidance intended to help develop the individual's skills, performance and career.
- Coaching is a commonly used method of employee development that has generated positive business outcomes.

<https://www.slc-coaching.com/wp-content/uploads/2013/04/Human-Resource-Management-Systems-Banner-770x420.jpg>



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Now the coach, so, in that case, we would like to take the example of three coaches and the mentors. So, we will decide whether they were only coaches or only mentors or coaches and mentors. So, Lord Krishna and Arjuna, similarly, we will see Chanakya and Chandragupta, and then we will talk about the Dronacharier and Ekalaiva. So, in between, we will take them as an example.

So, therefore it is designed to assist motivated individuals. Now you see, every word is to be carefully understood. Now motivated because many times we create this particular perception that the coaching is not giving any result or why coaching is giving not that many results what we are expecting even after whether the learner has given the 100% or the coach has given the 100% but why then there are not the results as they should be.

So, these are individuals whose motivation level is becoming very important is there. Furthermore, it is a training method in which a more experienced or skilled individual provides an employee with advice and guidance intended to develop individual skills, performance and career. Now you see even the experienced person when he is sharing simple example I would like to give about in the management institutes you find that is we invite the speakers right and those speakers highly experience.

And then they give the advice and guidance to these MBA graduates, and that is how they can proceed, you know, for their further career development or their job performances right.

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Coaching Applications

Coaching can be an effective tool in meeting numerous organizational needs:

- ❖ **EXECUTIVE DEVELOPMENT**
 - COACHING is also useful for developing high-potential prospects for purposes of succession planning.
- ❖ **MANAGEMENT DEVELOPMENT**
 - Supervisors and managers are on the front lines of organizational performance and need to develop skills to motivate collective effort.
- ❖ **DEVELOPMENT FOR HR PROFESSIONALS**
 - Coaching can be an important developmental approach for HR professionals.



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So therefore, in that case, it is essential that whenever we talk about this coaching, the motivated learners are required, and the person sharing that particular experience and knowledge that is becoming a and providing the guidance right plays a critical role. So, there are high potential prospects for succession planning in this executive development.

Moreover, when we see it, that is the always talk about it. Now we have just talked about the goals right, and then the goals and then the there will be the hierarchical organization structure is there, and from that organization structure, everybody wants to go up next level and therefore that particular that succession planning. So, when that person goes up to the next level, either he can perform or is not able to perform.

Because we often see that the people are getting the opportunity to perform, but they fail to perform. Furthermore, there was a high motivation for that particular goal right, and then despite that high motivation, when the goal is achieved, the sustainability of the goal right is becoming challenging. Moreover, in that case, this management development program helps achieve and make it sustainable.

So therefore, developing the skills to motivate the collective efforts are required. Moreover, now this collective, collective means that is about from that particular mentor and mentee or the coach and the learners and therefore that motivation is high motivation is required and here is the role of the HR professionals are there. Now here, I will not say that it is the HR department's right. The HR professionals are the HR professionals, whether finance, marketing, operations, or IT.

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Coaching Applications(Cont.)

- ❖ DIVERSITY, EQUITY AND INCLUSION COACHING
 - Coaching can also be an effective tool to support an organization's diversity, equity and inclusion initiatives, although organizations must take care that such efforts do not amount to unlawful discrimination.
- ❖ CROSS-CULTURAL COACHING
 - As the business world continues to evolve in a global marketplace, executive coaching takes on a new dimension: cross-cultural perspectives.
- ❖ HEALTH COACHING
 - In this age of consumer-directed health care, health coaching is taking on a more prominent role in educating and empowering employees to make smart health care purchasing decisions—and smarter decisions about their own health.


<https://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/coachinginabusinessenvironment.aspx>

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However, the person is very good at HR skills. So, a finance manager can also be an outstanding into as an hr professional right a marketing person can also be suitable as an HR professional is there. So, therefore that support. You might not be from the hr, but if you are working in another vertical and then in that vertical, the boss supreme boss has that coaching approach. Now you see that to be a coach also requires a specific ability, right.

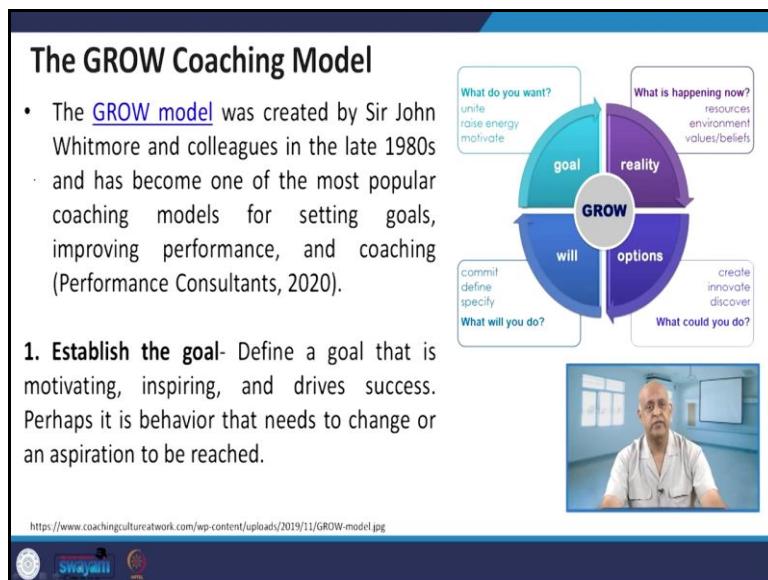
And then in that case on those coaches, they are becoming the world-famous coaches, and they are becoming because they are developing the ability to develop right so, that talent right. So, therefore, in that case, it is the initiative, although the organization must ensure that such efforts do not amount to unlawful discrimination. Now you see every model, theory, concept, every practice. Every society has advantages and disadvantages, plus-minus strengths and weaknesses.

So, therefore when the coach is in the position, he should be very judicious. If he is not judicious, he may be involved in unlawful discrimination. As a result, the organization will suffer. So,

cross-cultural coaching is fundamental is there. Nowadays, we talk about the global, not the global I will not talk about the global marketplace. I will talk about it in the Indian context; I would like to say it is a global market in today's context.

Furthermore, therefore, when; we are to do the business globally by remaining locally and therefore for our country right. So, therefore, in that case, we have to understand the culture of other countries, but simultaneously we have to be strong in caring about our culture.

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So, therefore when we are working on the cross-cultural aspects of interacting with other cultures and carrying out our Indian culture, it becomes essential that we become the global coaches right. From this book, we have taken this particular model that is the Grow coaching model is correct. So, therefore in that case again, every leader and team's effectiveness depends on the goal of what is the goal is there.

And then there is a reality is there, and then there is an option, and there is a will there motivation is there right. So this was created by Sir John Wetmore and their colleagues in the late 1980s and has become one of the most famous coaching models for setting goals. Furthermore, whenever we talk about what you want like we have just talked about in the previous session and about the goals, right.

So, then we talk about the gaps. So, that is the end goals and the abilities, perception, and standards. So, ultimately, what motivates a person establishes the goal right and defines the goal. You often see we ask the people who design your goal and are not very comfortable designing their goal, why? Because it was easy, they led the life the way it was going.

Are they not severe? They are serious about life, but they do not know right because nobody has motivated or inspired them that is the what they were to design and develop a particular goal is to be there.

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2. Examine the reality

- Understand where the client is now and identify any barriers that are causing issues. Then recognize strengths, qualities, and resources that may help.

3. Explore the options

- Consider the options for moving forward. Challenge the individual or group with imaginative coaching questions.

4. Establish the will

- Now that we have a list of options, agree on the actions, timing, accountability, and reporting. The client must commit to what they will do *next*.

GROW model is incredibly powerful, but only if the coach ensures:

- 1.that the goal is genuinely inspiring,
- 2.that the client considers the present before looking at the options, and
- 3.that they fully commit.

<https://positivepsychology.com/coaching-models/>



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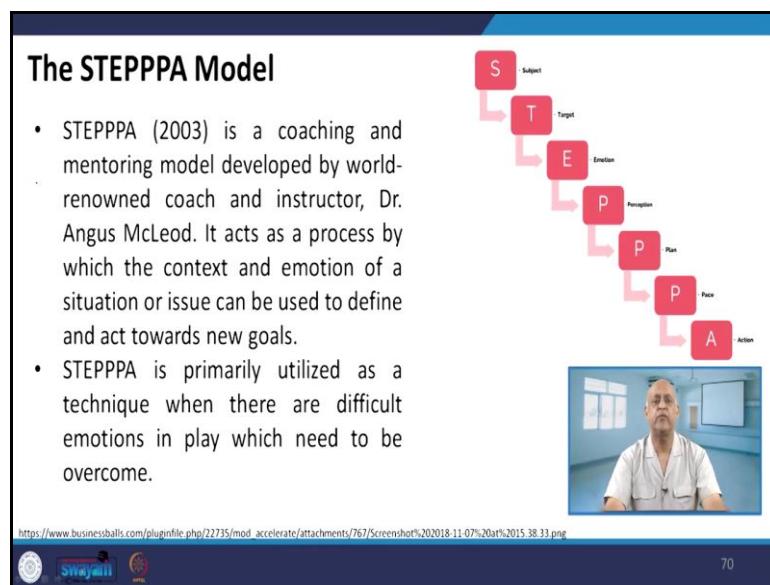
Now you know you will find it is the how the person will be able to identify that is my goal what should be my goal. The first and foremost question to the guru mentor coach will be what should be my goal, right. So, that fixation of the goal, as we have talked about in the gaps also, there is a fixation of goals will be on the mutual discussion right. Here I would also like to add one more dimension, and it is about happiness.

So, therefore the goals are not to be achieved with many confrontations, many sacrifices if a lot of sacrifices and many confrontations are there. So, even when you achieve the goal, you will be empty hands, and therefore we have to understand the reality and examine the reality right. Moreover, they are causing issues recognizing the strain's qualities and resources that may help. That is what I hope, right.

Therefore, there will be several options and options for moving the challenge. The individuals are a group with the imaginative questions coaching questions will be there that we will see further in this discussion. Then the establish the wheel is there. Now that we have a list of options agree on the actions that are the what. So, I would like to give my example like I was in an industry, and then there was a question of the goal.

And then the answer was academics, and then I shifted to academics when I got the opportunity of academics. So, I inquired about myself within myself right, and therefore, the answer is that I want my goal to be an academician, so I tend to be the academician. So, the 26 years back.

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So therefore, in that case, it becomes very, very important that is the whenever you are deciding about your these goals. And then identifying that is what is the reality is there and then, in that case, it is the what opportunities are options are available to you and based on those options. So, you take the actions that are there. Similarly, there was another model introduced in 2003 by this Stepppa.

There is a coaching and mentoring model developed, and therefore it talks about the subject's target emotions perception plan, pace, and activity. Furthermore, Doctor Angus Maclaur acts as a

process by which the context and emotion of situational issues can be used to define an act toward the new goals. Now here I would like to have your attention on the new goals.

Now because you see that is the goals, and then last time I have discussed these are the realistic and then flexible also. So, when you start your journey and then in the middle of the journey, you find that you are to uplift your goal right, and therefore there will be the new goals will be there. So, therefore this Stepppa is the subject and target emotions perception plan peace, and the action this primary utilizes is a technique when there are the problematic emotions in play which need to be the overcome.

Furthermore, the person that a person has to decide how further he wants to go to achieve this particular goal and, therefore, this particular model that will help right. So, when we talk about the Grow, that is a growing reality and option. So, therefore naturally, we can also develop that is the; what will be our goal we want to achieve.

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The STEPPPA Model(cont.)

Subject- The starting point of the coaching session will be to identify and understand the subject and context of the discussion.

Target Identification- At this stage in the process, the coachee is encouraged to establish an attainable target or outcome, following the SMART (Specific, Measurable, Accurate, Realistic and Timely) template for goal-setting.

Emotion

No decision is entirely objective - emotions are one of our most important motivators, but yet are often neglected by mentors when it comes to aiding their mentees to make important decisions.



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The first and foremost step in this Stepppa model is about the subject; what does the subject mean? Subject means the starting point of the coaching session will be to identify and understand the subject and context of the discussion is there. A simple example I would like to give is that the goal is to achieve a specific target right. Furthermore, therefore, the target may be verifiable or non-verified, measurable or non-measurable.

For example, I want to achieve a particular position within this period right. So, therefore then it will be measurable, that is, whether you achieve your particular goal. In India, typically, you see that is the age whenever we talk about the goal the people link with the age is there that by this particular age I will be there. The people link with the money that I, by the time of my retirement, this much money I will have.

So therefore, in that case, it is the subject in the context of the discussion and from individual to individual, and then that will be decided based on what the person wants right. So, therefore in their target identification is there; as I mentioned, it is a target that one person wants to achieve. So, an attainable, realistic target is to follow this specific measurable, accurate, realistically and timely is that there is a smart is there.

So, the goal has to be specific; it has to be measurable. It has to be accurate, realistic and timely when the template for the goal setting is there. Here another essential aspect is that the emotions are there; they know what drives a person; it is a motivation, and therefore that particular motivation the motivator that will be decided is the how the person will going by this to achieve this goal on this particular journey.

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The STEPPA Model(Cont.)

Perception- Perception refers to the understanding of the wider context of the mentee's situation and goals – how it will impact the grand scheme of things, how it will impact other people's emotions and goals, and how it will open doors for the next stage of progress.

Plan- Once a target and overall path are initially decided upon, it is necessary to develop and systematically organise the first steps along said path.

Pace- The pace of the plan should be decided through setting timescales and deadlines for the completion of each individual task within.

Action/Amend

The entire STEPPA process should be reviewed, including each individual decision that has been made.



<https://www.businessballs.com/coaching-and-mentoring/steppa-model/>



Now, this perception refers to understanding the broader context of the mentee situation, and the goal is there. That is how he perceives things is there it impacts other people's emotions. Now you see, especially in an Indian context, that is the social development society deals with development in the society, and that carries many emotions. So, right from childhood, you should take your parents' responsibility.

You understand it is one of your goals to run the family with this, take care of the parents, and maintain this unique relationship in society. So, that is becoming it will open the always there is that emotions that will play no people talk about that is even the young generation the current generation can carry those particular goals and emotions are not.

So, this is the perception of the individual is there, and it will impact the other people's emotions and goals; as I was giving the example of the family similarly will be it will be an example for the organization also. That is, the weather that particular subordinate and the special relationship is there how it will impact these emotions of the each other and then it will be an open door for the next stage of the progress is there.

Furthermore, if it matches that superior-subordinate relationship is good. So, the progress door will be open. Now, whenever we are talking about the plan. So, once your goal is decided, you are emotionally connected, you perceive that yes, I will be able to it is realistic also achievable then definitely, in that case, you will decide that is the necessary development systematically organized the first steps along the set path is there.

Now the pace of the plan should be decided by setting time scales and deadlines for the completion of each task within.

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How to Become a Better Coach

Here are three ways to become a better coach to your team and to yourself:

1. Become a better listener

Employees who feel their voice is heard are 4.6 times more likely to feel empowered to do their best work, according to this Salesforce survey featured in [Forbes](#). Listening is the often-forgotten skill that managers lack.

2. Reject a Premise, Get a Promise: We all have a premise, if you will, that reflects how we see the world. That premise (also called a perspective, or point of view) is the reason we move forward, or stay stuck. [Coaches challenge the premise, with the words of Nelson Mandela: "It seems impossible, until it's done."](#)



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For example, at the age of 45, I want to be the CEO then definitely, in that case, that pace with the given time that you have to decide whether you can achieve. So, the theory was that becoming a better course for your team and becoming a better listener is right. So, therefore employees who feel their voice is heard are 4.6 times more likely to feel empowered to do their best work; according to this, the sales force survey featured in this is there.

Listening is the often forgotten skill that manages lack. Now you see the person who is in the position now. So, he might have a rich experience, and therefore, the person who is listening in that case, that mentee, is there when he is not that experienced. So, therefore the experienced coach feels that he has better exposure, and therefore, whatever the learner raises, the issues are not realistic.

So, in that case, these listening problems may be there by the coach. Reject a premise, get a promise; we all have a premise, if you will, that reflects how we see the world, and that premise, also called a perspective point of view, is the reason we move towards or stay stuck. So, therefore the coach challenges the premise with the words of Nelson Mandela; it seems impossible until it is done.

A very motivating statement is there, right. Moreover, in that case, it depends on that particular person what is your premises what is your promise to yourself. Now can we extend the

premises? Yes, we extend the boundaries, right, and we extend emotional boundaries that we can extend, and when we extend the emotional boundaries, that is becoming the promise.

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How to Become a Better Coach(Cont.)

3. Safety and the Biggest Promise You Can Keep

- Can you listen to your employees or clients without judgement, no matter what comes out of their mouths? That's tricky! The impulse to correct, fix and change is a strong one in effective managers.

Some other coaching skills for managers

1. Asking questions
2. Active listening
3. Growth mindset
4. Career development
5. Self-improvement

https://www.forbes.com/sites/chriswestfall/2019/07/04/coaching-matters-how-leaders-become-better-coaches-build-stronger-teams/?sh_3d229902405e

<https://www.cultureamp.com/blog/coaching-vs-managing-5-key-tactics-for-managers>



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So therefore, in that case, it is whatever we want to do, the role of emotions and motivations that play a critical role, so what is this ft and the most significant promise you can keep is to without judgment no matter what comes out of their mouths suitable. So, therefore many times, you see other people forget about the difference between the criticism and the feedback. So, no matter what comes out of their mouths, right? No issue is there.

However, the impulse to correct, fix, and change is substantial for ineffective managers. Now somebody is criticizing you. So, how will you respond, right? So, therefore there are two hours to react and respond. Suppose you react to that, then you do not have that effective managerial ship. To have an effective managerial ship, your maturity is to digest that particular criticism, and based on that criticism; you are supposed to take the corrective actions.

When you take the corrective actions, then definitely your impulse to correctives punishment I can punish I can correct what is your thought what you want whether you want to punish others or you want to correct others because things have been gone wrong that I agree. However, the question arises of what your approach is; therefore, the coach should have that that is the corrective actions required.

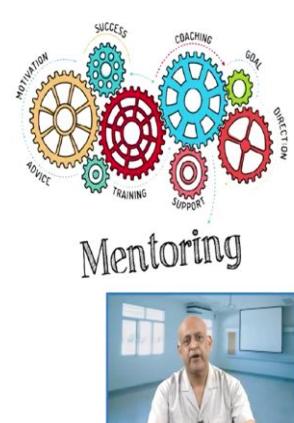
Some of the coaching skills for managers are asking questions; active listening is their growth mindset is, career development is there, and self-improvement is there, and therefore you see, it is a part of the personality and when in the past part of the personality and the person's mindset. Now you see a critical point: some people are coached because of their bread and butter. Because they had those mark sheets with them, they had those certificates. So, they compete, and nobody can bid on their markets, and therefore they become the coach.

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Mentoring

- Mentoring is a relationship in which a senior manager in an organization assumes the responsibility for grooming a junior person.
- Mentoring is a reciprocal and collaborative at-will relationship that most often occurs between a senior and junior employee for the purpose of the mentee's growth, learning, and career development.
- Mentoring can be formal and Informal.

<https://eg.worldbankgroup.org/blog/role-mentoring-growing-next-generation-evaluators>



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Another critical point is this that is the because of that growth mindset because of the soft skills because of their perceptions, and they are leading now as a coach is there right. So, therefore what from these models, we have understood whether it is a Steppa or the Grow is there. Furthermore, what we understood that is required is that it is required to develop the soft skills also so that we can have proper listening and then develop the individuals.

Now we will move to another concept: the coaching is there. So, mentoring is a relationship in which a senior manager assumes the grooming engineer's responsibility. Moreover, therefore I was giving the examples of the Krishna and Arjuna and Chanakya and Chandragupta and Dronachariar and Ekalaiva. So, therefore now it is not only coaching but also a mentoring right.

So, that is a grooming of the personality that plays a vital role because the coaching restricts the development of those particular abilities. However, when you are clubbing, the coaching with the mentoring is there. So, you are developing the overall personality. So, it is not only the knowledge and skills but also the attitude and behaviour that the person perceives from his mentor.

So, mentoring is reciprocal and collaborative will relationship at-will relationship a beautiful word has been used here that is the at-will relationship is there right. So, they have a collaborative at-will is there. Dear friends, whenever we talk about this Steppa of these the mentoring process Chanaki Chandragupta and Sri Krishna, Arjuna, Dronachariar and Ekalaiva right. So therefore, in that case, the motivation level that becomes very important is there.

Moreover, that most often occurs between a senior indigenous employee for the mentee's growth and learning and career development.

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The Important Features/Processes of Mentoring

Career Functions: Career functions are those aspects of relationship that enhance career advancement. These includes:

- ❖ Sponsorship
- ❖ Exposure and visibility
- ❖ Coaching
- ❖ Protection
- ❖ Challenging assignments

Psychological Function

- ❖ Role Modelling
- ❖ Acceptance and Confirmation
- ❖ Counselling



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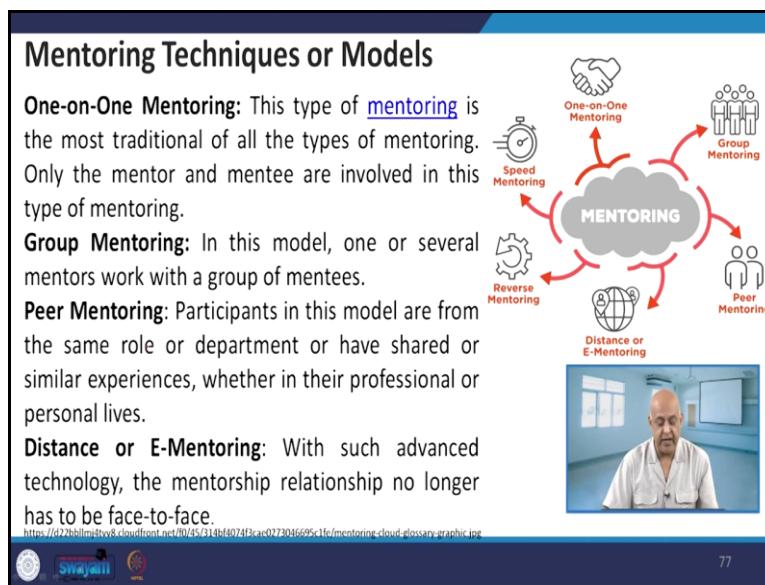
So, these are in the organization's context, but we can see the analogy with our established mentors is there. Now the career functions non-career advancement is that is sponsorship is there the exposure, the visibility is there coaching protection, and the challenging assignments are there. Now, you see, this is a professional role because these are functions that the position of that organization has used.

Now you see that is many times who are the mentors, CEOs are the mentors and who is the mentee? A mentee is just a graduate; does the postgraduate passed person is the mentee is there. Now the question arises: how coaching will be done by such a busy person right for that particular refreshment is there. So, therefore what is required is that the coach should be easily accessible.

Moreover, therefore then, it is not only the knowledge and experience but also the ability to connect with the mentee. The psychological functions of role modelling are that acceptance and confirmation are there, and counselling is essential. So, therefore, in that case, that mentee looks at the role model as the mentor that one day I will be like this right, and that motivates a person.

So, therefore if the mentee when is attached to a mentor and finds that he is my mentor, he is highly frustrated and not happy, and then he is saying why you are coming to this particular role and all this thing. So, how he can be the role modelling and the person is learning under that particular mentor right. So, this is a big challenge is there.

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Furthermore, in that case, we have to understand that that relationship and fixing the mentor's mental relationship is becoming significant. Now here it is the mentoring the one on one mentoring is there, and therefore this the mentoring is the most traditional of all the types of

mentoring is; there only the mentor and mentee involved in this type of mentoring is there, and therefore, in that case, I think that is the this is becoming a very, very important process of mentoring right.

So, mentoring is there when but if it shifted to the group. Now one or several mentors work with a group of mentees are there, and then, in that case, it will be a more complex mentoring because then you have to identify the CEO in that particular group. Therefore, several mentees are there, and then you have to find out who is the right mentee because that one-to-one mentee relationship that will develop by selecting from this group mentoring is there.

So, for the whole group, if they are going through the process, it is a group process, not one-to-one mentoring. So, peer mentoring is there the same role or department or has shared similar experiences and whether in their professional or personal lives are there. Furthermore, typically what do the people do? People compare themselves with the contemporary their peers and therefore the peer learning is becoming very important.

So, therefore in many times, they develop positive strength, develop that special relationship with their peers, and learn from each other. So, peer learning that is becoming very, very important simple example is in the school days, you find that your friends are there, the schoolmates are there, and they are learning from each other because there is no ego. There is no hesitation. That is how I can learn from my pair itself, right. So therefore, in that case, peer mentoring that is becoming very important is there.

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Mentoring Techniques or Models(Cont.)

Speed Mentoring: This type of mentoring is a play on speed dating and usually occurs as part of a corporate event or conference. The mentee has a series of one-on-one conversations with a set of different mentors and usually moves from one mentor to the next after a brief meeting.

Reverse Mentoring: This mentoring relationship is flipped from the traditional model. Instead of a senior professional mentoring a more junior employee, the junior employee mentors a more senior professional. This relationship is usually for the younger or more junior professional to teach the skills or a new application or technology to the more senior one.

<https://www.td.org/talent-development-glossary-terms/what-is-mentoring>



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Now when you are talking about the mentoring techniques of the models, speed mentoring is there, and speed dating usually occurs as a part of the corporate event or the conference is right. Moreover, that is why now this participation in the conference. So, when you talk about peer mentoring, is there right. So, therefore in that case, if you give the mentee a series of one-on-one conversation with a set of different mentors and usually moves from one mentor to the next after a brief meeting is there.

So, therefore these conferences have this importance. Often, you find it is for the recess scholars that publication of the papers is compulsory. Moreover, in that case, it is even seen there is a wish conferences they have attended because when they attend the conference, they see the number of mentors. They interact with them or even the person they do not interact with. They find that there are mentors who are giving them different messages.

Moreover, when he returns from the conference, he has collective wisdom. Reverse mentoring is there whenever we are talking; recently, I conducted one training program on reverse mentoring for one PSU. Furthermore, therefore, in that case, the senior professionals mentoring a major junior employ junior employment as a more senior professional.

Furthermore, it is common nowadays in the area of technology is concerned. Therefore, the senior executives do not know how to operate or understand many softwares or technological

aspects, and the juniors who are joined to them have much better knowledge than the seniors, and therefore, they give the training to them. For the younger or more junior professionals to teach the skills or the new application or technology to the more senior one is there, and therefore, the reverse mentoring is there.

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Merits and Demerits of Mentoring	
Merits	Demerits
There is an excellent opportunity to learn.	It may creates feeling of jealousy among quickly through continuous interaction. Other workers who are not able to show equally good performance.
Constant guidance helps the mentee advantage.	If mentor form overly strong bonds with to be on track, using facilities to good trainees, unwanted favouritism may result. This can have a demoralizing effect on other workers, affecting their work performance in an negative way.

<http://www.expertsmind.com/topic/mentoring/merits-and-demerits-of-mentoring-94136.aspx>



Now the merits and demerits of mentoring are an excellent opportunity to learn. It may create feelings of jealousy quickly through continuous interaction, and other workers who cannot show equally good performance are there, and therefore, in that case, it is always. However, I feel that it is an excellent opportunity to learn. Moreover, now because of this type of feelings at the learning stage at the beginning of the stage, this may be there.

However, with a period, this can be balanced and then they understand that mutual learning is there. So, it will make it will not go during the process of man after mentoring it may go up to a certain extent but I do not think that is in the process of the mentoring if the mentor is capable enough he will control on this type of the issues, and the team building will be developed. So, through continuous interaction, people cannot show equally good performances there.

So, here then peer mentoring, we have talked about appearance mentoring. So therefore, in that case, I would this demerit that can be compensated by the peer mentoring is there. Constant guidance helps the mentee's advantage, is there right. So therefore, in that case, the mentor is

always available. From overly strong bonds with beyond track using facilities to good trainees, unwanted favouritism may result.

So, if he has a powerful bond with a particular mentee, then definitely, the more benefits will be given to him. This can have a demoralizing effect on other workers and negatively affect their work performance. So, therefore in that case, what happens often is like relationships. So, therefore the relationships, whether it is the blood relationships or the mental relationship, are there.

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Coaching Vs Mentoring		
Basis	Coaching	Mentoring
Meaning	Coaching is mostly based on the present as the goals set by a coach are based on things you can do at present.	A mentor can be your father, mother, a friend or a person who is more experienced than you at a particular thing.
Orientation	Task	Relationship
Emphasis on	Performance	Career
Time Horizon	Short Term	Long Term
Specialization	A coach who imparts coaching has expertise in the concerned field.	A mentor is a person having good knowledge and experience.
Type	Formal	Informal

<https://keydifferences.com/difference-between-coaching-and-mentoring.html>



If it is developed, then that will be the demerit. So, the meaning is that coaching is mainly based on the present at the goal set by a coach or based on things you can do at present. The mentor can be your father, mother or friend or a person who is more experienced than you at a particular thing is there right. So therefore, in that case, the coaching is coming more towards professional skills development.

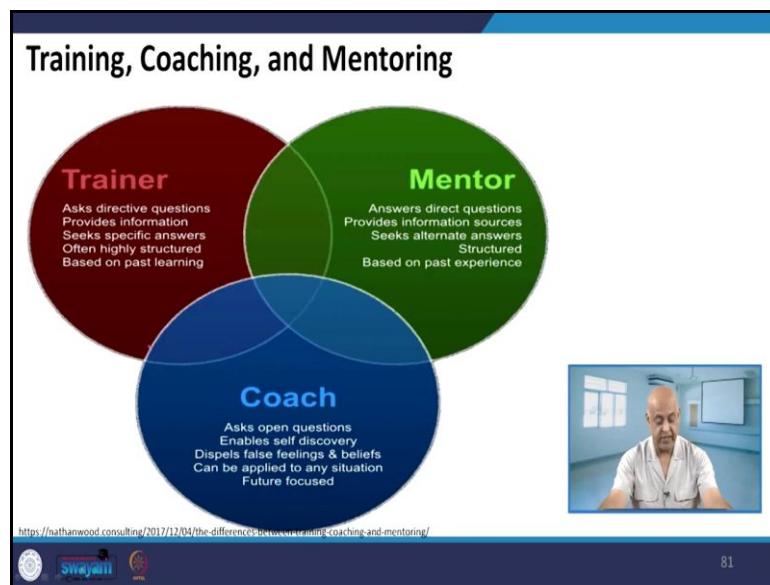
While the mentoring is done, it is more towards the social responsibility orientation is the particular task in the coaching it is the mentoring that is the relationship between the mentor and mentee is essential. Emphasizing the coaching is on the performance because he has to deliver the task and achieve the goals, while mentoring is about the career there is a growth, growth, and development.

Furthermore, the time horizon is the short term mentoring is for the long term is there. Specialization: A coach who imparts coaching has expertise in the field mentor's concern and has good knowledge and experience. So, therefore the coaching is becoming a more formal relationship with the learner, while when talking about the mentoring, it is becoming the more informal relation informal type of the mentoring because that is a relationship is developed.

Moreover, it is not just for the one time is there in the coaching; it is the one time the that the learner is developing the relationship and then he has that particular task is accomplished and then the there will be the no relationship is there but in the case of the mentoring, but the coach can be mentor also, and mentor can be the coach also right. So, therefore please understand that it is not in isolation that one is the coach. Another is mentor right.

So, one can be the coach inventor both also and, therefore, ah. So, what will happen is that the merits of both will be applicable, and the demand of one that the merit of the other will compensate is concerned.

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So, training coaching and mentoring are concerned that asking directive questions provides information specific answers that are often highly structured. The mentor is the direct questions, provides the information sources and seeks that alternate answers structured based on the past

experiences. Ask open questions to enable self-discovery to dispel false feelings and beliefs that can be applied to any situation that is the future focused.

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6 Things Great Mentors Do Differently

The following six factors that set great mentors apart:

- 1. Great mentors take action-**Good mentors should believe in their mentees enough to take risks for them.
- 2. Great mentors present challenges.**
Great mentors invest in the success of their mentees and, often, that means pushing them beyond their expectations.
- 3. Great mentors are "emotionally intelligent."**- Emotional intelligence requires being open-minded and inquisitive, listening well and reading body language correctly.



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Six things the great mentors do differently is that good mentors should believe in their mentees enough to take the risk for the right. Furthermore, in that case, this is the very important point that the mentees can also take the risk for them. Great mentors present challenges and success to their mentees, which often means pushing them beyond their expectations. So, if you remember, we talked about the premises. We have talked about the promises we will talk about that are the emotional premises.

So, therefore the great mentor, what he does, he extends those premises. So, if the person believes that no one can go up to this extent, only then does he extend the good mentor extends him beyond the boundaries that have been created by the mentee oneself. The great mentors are emotionally intelligent. So, therefore open-minded and inquisitive, listening well and reading the body language correct correctly right and therefore in that case because they create the perception.

As you see, the ten mentees are there, and from the body language you develop, who will be the right mentee for this particular mentor is there.

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6 Things Great Mentors Do Differently(Cont.)

4. Great mentors have the experience their mentees want.

On the surface, this one probably seems obvious. But where I think many mentees go wrong is looking at this in a general sense, rather than focusing on the specifics.

5. Great mentors don't sugarcoat their failings-When you're in a mentorship role, it can be tempting to be the "all-knowing, all-powerful" being your mentee sees you as.

6. Great mentors say "No"- Especially in forced mentorship situations, mentors may find it difficult to set boundaries. But in all circumstances, it's the ability to say no that makes a mentor truly effective.

<https://www.entrepreneur.com/article/289021>



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Have they experienced what their mentees want on the surface? This one probably seems obvious; I think many mentees go wrong in looking at this in a general sense rather than focusing on the specifics. So, therefore, in that case, mentors know it is what their mentee wants great mentors to do, not on these sugarcoat their failings. When you are in a mentorship role, it can be tempting to be the all-knowing all-powerful and then being your mentee is you are right.

So therefore, in that case, he understands that there is a solution for every problem. My mentor's great mentor says no enforce mentorship situation may find it challenging to set boundaries, but in all circumstances, it is the ability to say no that makes a mentor genuinely effective. So, many times, the mentor should learn that is this is not possible, and whenever he says that this is not possible, he has to understand that is how he can develop that tendency.

The mentee will not be into the wrong impression, and the mentor will say can say no.

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Case study: Lost business due to lack of leadership depth

Fuel Learning's client, one of Europe's largest logistics and supply chain organizations, lost a £160 million (\$251 million) contract as a direct result of the fact that the organization had no leadership development initiative in place. Their prospect cited it as a deal breaker: because they did not see evidence that the logistics and supply chain organization had strong leadership management, the prospect became concerned that if they signed the contract, the logistics company would simply promote unqualified employees to fill the necessary leadership roles as they came into existence.

The organization who did win the contract, on the other hand, had a strong talent development program in place. The logistics organization recognized that this was not only an unsustainable path, but a noncompetitive one. Among the steps Fuel Learning helped them take were:



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So, this is all about what we have talked about. The coaching and mentoring are there. So, a leader develops that special relationship with the mentee as a coach and mentor. So, then who can stop them from having excellent team effectiveness.

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Case study: Lost business due to lack of leadership depth

- This should not be the case. Fuel Learning's client found that many high-potentials at all levels of the organization have managed to leapfrog levels due to having had good mentoring to drive and support their development. These were individuals who would usually take a few years to be promoted to higher levels of leadership.

Furthermore, mentoring is a knowledge-sharing method, which makes it especially valuable for organizations developing leaders for their succession pipeline. Fuel Learning's client specifically chose mentoring as a development method, as opposed to the more traditional options of coaching and training, in order for mentees to gain an understanding of not just the skills, but also the relationships, processes, and culture related to their career trajectories within the company.



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As usual, these are the case studies we talk about.

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Research Paper



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Development
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**The impact of leadership coaching
on leadership behaviors**

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Received 11 June 2016
Revised 8 December 2016
Accepted 9 December 2016

Purpose

Leadership coaching has received increased popularity over the past decade; however, there is a paucity of research that has examined its impact on leader behaviors within organizations. Drawing upon transformational leadership theory, the purpose of this paper is to understand the benefits provided to followers when leaders experience leadership coaching.



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And then you can go through this. This is the research paper on leadership coaching on the leadership behaviour right.

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Book Recommendation

The Leader's Guide to Coaching & Mentoring: How to Use Soft Skills to Get Hard Results

Authors: Fiona Dent
Publisher: FT Publishing International; 1st edition (10 September 2015)
Language: English
Paperback : 256 pages
ISBN-10 : 1292074345
ISBN-13 : 978-1292074344

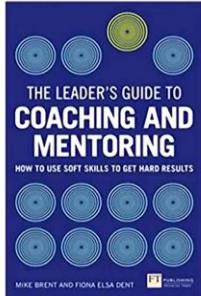



Image Source: https://images-na.ssl-images-amazon.com/images/I/51UUSMDeL.SX318_BO1,204,203,200.jpg

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This paper you can refer to, and this book will help you understand more about the coaching and mentoring concerns and be a practical guide.

(Refer to Slide Time: 37:02)

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Moreover, as usual, these are the references for this particular study material and your further studies. So, it is all about being a great coach and mentor; thank you

Leadership and Team Effectiveness
Prof. Santhosh Rangnekar
Department of Management Studies
Indian Institute of Technology, Roorkee

Lecture - 52
Women in Leadership Roles

In our previous sessions, we have talked about this leadership, and you see that the leadership is to be studied based on the demographic variables. So, we also see those who are young leaders; we have seen those who are below 40 right those leaders. Then we have talked about the senior leaders also those who are the senior in age and then they have proved themselves as a leader right.

Similarly, there will also be the economic conditions and leadership we have discussed that is those who were the economically poor and then have become the based on these caboose knowledge base organizations they have become the leaders. So, therefore then the third dimension, which today I am going to discuss with you in demographic variables, is women in leadership roles, right.

So, therefore if you talk about Indian history and so, in India for the freedom fighter, we have seen that there have been several warriors like they are Rani Lakshmi Bai from Jansi in India. So, therefore there have been several women who have proved themselves as leaders when we talk about today's organizational context.

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Contents

- Women in Leadership
- Characteristics of Women Leadership
- Where Are the Women?
- Where Are the Women In India?
- Barriers to Women's Leadership
- What are the main challenges for female leaders?
- 10 reasons why we need more women in leadership roles at the workplace
- HOW CAN YOUR WORKPLACE BETTER FOSTER GENDER EQUITY?
- Case Study
- Research Paper
- Book Recommendation
- References



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So, I will be discussing with you that is the what is the women in leadership characteristics of the human leadership is there where are the women where do they stand as far as leadership positioning is concerned, where are the women in India various women's leadership what are the main challenges for the female leaders ten reasons why we need more women in leadership roles at the workplace than how can you a workplace better foster gender equity then as usual the case study research papers book recommendations and references.

(Refer Slide Time: 02:22)

Women in Leadership

- Women are gradually making their leadership presence felt in entrepreneurship, administration, education, engineering, health, etc. at regional, national, and global levels.
- Women are now resolved to break the traditional glass ceiling that barred them from entering leadership positions even if they possessed requisite skills and talent to occupy them.
- The world has witnessed the advent of women leaders such as Hillary Rodham Clinton, Indra Nooyi, Oprah Winfrey, Theresa May, Christine Lagarde, to name a few.



Image source- https://www.tutorialspoint.com/women_in_leadership/images/leadership.jpg



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So, whenever we are talking about women in leadership rights. So, slowly and slowly, we have seen that in entrepreneurship administration education, engineering health, etc., at a very

different level, the regional level, national level global levels are there. Here I would also like to start a woman in leadership; it starts from the family. So, therefore whenever we are talking about that, leadership. So, it is not new for the woman.

In Indian culture, you will find it is the whole family is dependent on the lady of the house, and therefore, whenever we are talking about that is the leadership position. So, when we talk about society. So, in society, the basics, especially in Indian culture, will find that the woman is the leader right and of course, the father of the family is also contributing, but it is more towards the economic contribution is there.

As far as the culture is concerned and developing the child is concerned growing is concerned. So, that is Mr Sheru Rangneker has written a book on this that is the family management, and that is also a leadership position is there. So, break the traditional glass ceiling that bought them from entering leadership positions. Yes, of course, that is coming from the outside of the home and then becoming the organizational leader, right.

So, that is also not very new, but it still has much scope. The world has witnessed the advent of women leaders such as Hillary Rodman Clinton, Indra Nooyi, Oprah Winfrey, Theresa May, and Christine Lagarde, to name a few.

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Some Women Corporate Leaders

The slide features four photographs of women corporate leaders arranged in a row. From left to right: Karen Lynch (CEO of CVS Health), Mary Barra (CEO of General Motors), Safra Catz (CEO of Oracle), and Indra Nooyi (former CEO of Pepsico). Below each photo is a blue box containing their name, title, and company name in parentheses.

Karen Lynch CEO, CVS Health (CVS)	Mary Barra CEO, General Motors (GM)	Safra Catz CEO, Oracle (ORCL)	Indra Nooyi former CEO of Pepsico.
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<https://www.investopedia.com/news/top-women-ceos/>

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Furthermore, therefore here and I would also like to put some names that are the when we were in the banking industry in India, and at a time they were more than 12 chairpersons of the banks, and that were the women only in the banking industry, and that was the accurate representation of the woman leaders in India. Moreover, that is true in the financial institution and the SBI. So, these are the examples where the leaders like some of here are that you see then in the Indian banking industry.

We talk about the Arundhati Bhattacharya, and all those who have given these organizations positions are they when the Kiran Shaw Mazumdar. So, therefore when we talk about that, these corporate leaders. So, these leaders have proved themselves that is the; yes, whether it is a question of the rural marketing, whether it is, a question of the digital marketing whether it, is a question of the science, technology, or management issues like I have given the example of the Kiran Shaw Mazumdar and therefore biotech when we talk about.

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Characteristics of Women Leadership

- Here is some of the common characteristic features of women leaders –
 - ❖ Transformational Leadership Style
 - Women leaders are more transformational than men leaders. They function as a role model for their subordinates. They inspire their team and spend a lot of time coaching their team.
 - ❖ Task-Focused
 - Women leaders are invariably focused on completion of tasks assigned within deadlines.
 - ❖ Prefer to Work in Collegial Atmosphere
 - Women leaders generally prefer leading and creating flat organizational structures that enables all to work in a collegial atmosphere interdependently.



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So, these are the examples that are the leading, and then definitely you find that is these women have proved that is very as I said very successful leaders are concerned. In administration, I would like to talk about Indian the Kiran Bedi is there. So, therefore these are the leaders who are different in social or political or economic, legal, or technological areas. They have proved themselves very successfully.

Now, when we are talking about the transformational styles that we had discussed in the leadership styles, if you remember when we talked about the theoretical model of leadership, are there the charismatic leaders and transformational leaders we have talked about in the previous sessions. So, we women leaders are more transformational than men leaders in there they function as a role models for their subordinates, inspiring their team and spending much time coaching their team.

Now you see that I will make an analogy with the family here and, therefore, what a mother does for all family members? The house lady keeps all the children and the father's relationship with in-laws and the parent's relationships societal relationships. So, that is it that is a team she creates a team, and they spend much time developing born and brought up of the child is there.

Recently, our Prime Minister Modi is also okay sometimes kept talking about the mother, and therefore, we find that is also a leadership and example is there. So, therefore we talk about that is its leadership as a transformational also task focus and prefer to work in a collegial that particular environment is there.

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Characteristics of Women Leadership(Cont.)

- ❖ **Promote Cooperation and Collaboration**
 - Women leaders promote cooperation and collaboration amongst the team members.
- ❖ **Communication Style**
 - Women leaders tend to be participatory and possess a democratic style of leading people. They seem to abhor 'command and control style' practiced by male leaders.
- ❖ **Self-Branding**
 - Unlike their male counterparts, women leaders often appear to be modest or silent about their own accomplishments. They are seldom good at branding themselves.



https://www.tutorialspoint.com/women_in_leadership/women_in_leadership_introduction.htm

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So therefore, in that case, it is always working together. What I found is expected in this particular trait is togetherness. Whether it is the family or the organization, nation or globally, we talk about this concept in leadership. The very common with the women leadership is there that

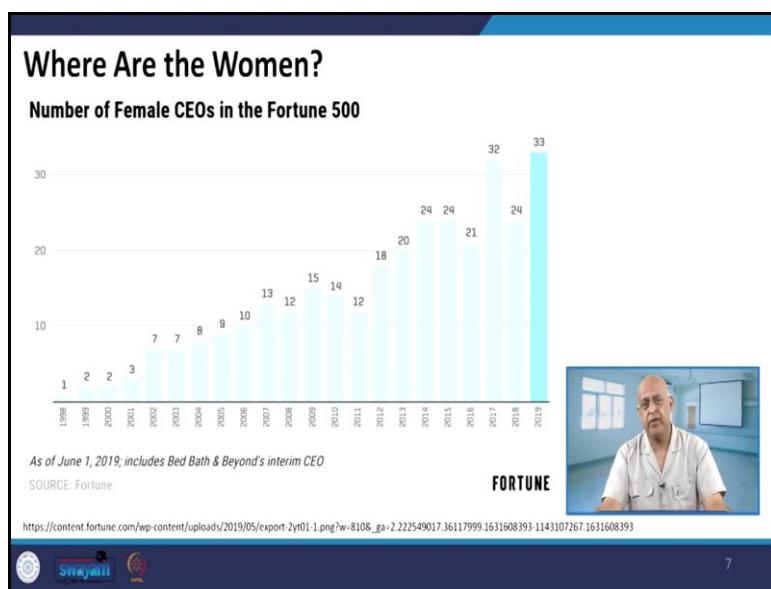
is Vasudeva come what we say, and that is the global village and leading these this globe is a family itself right.

So, they promote cooperation and collaboration; as I mentioned about the team building, who can learn the better team-building than the housewife who has to interact and develop the different characteristics personality characteristics of the family members are there, and the same thing happens at the workplace also. When we talk about the promote cooperation and collaboration, right.

So, she gives that freedom that is the expression right. So, therefore she gets more cooperation because there is a concern. So, that woman is always concerned for each team member, and nationally as a response, she gets the cooperation, and the work together is there. Now they tend to participate in possessing a democratic style of leading people because that is a communication style right.

So, therefore it is the command and control style practised by the male leaders is more right divided the participation and understanding right that that is the woman leaders have adopted the communication style is there. Now here it is; self-branding is also concerned. Now you see they are the silent partners of the growth, and that is they do not brand themselves very fast.

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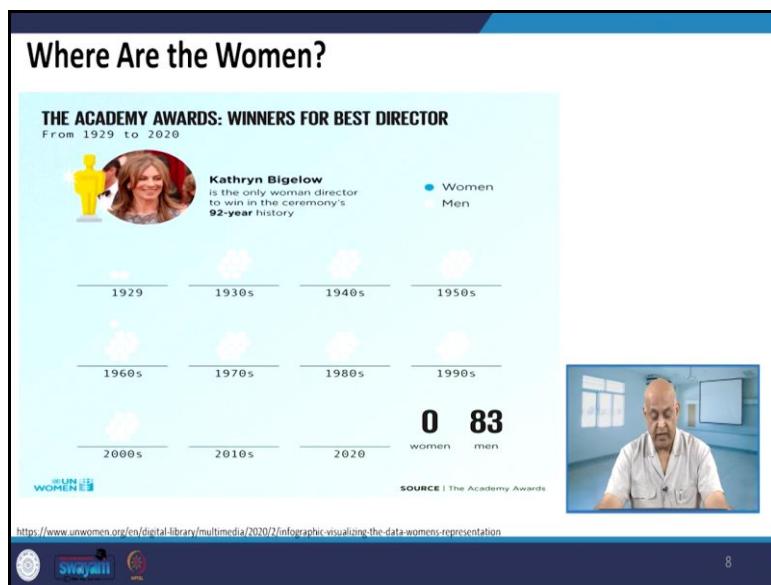


And then you will find that the results are there, and then the secret they are the secret leaders. Many of them are the secret leaders are there, and that is their contribution is there, but they are not that dominating and in the race to prove that this organization is because of me. So, it is not my concept of me. Rather than it is a concept of us because us is there. Now you see there is a statistics used in fortune 500, and then that is in 2019 it has been reached to the 33 number is there right and when we make this trend analysis right. So, definitely in the case whenever we are, we see the jump is there, right. So, therefore in that case when from 2011 onwards right and therefore, we find that is the if we take the this these nine years before nine years and the after nine years is there and therefore the leadership opportunities as far as the fortune companies statistics is concerned and that that has been increased.

So, naturally the, it is also a reflection of society in the global society this number which has been increased though it is a small number every we are expecting much more number and of course, we see that is these number will keep on increasing. So, therefore, in that case, right, but when we see about 1988. So from 1988 to 2019 from 1 to 33, so, if you see, the percentage-wise right.

So, it is remarkable growth is there. However, we find it in the fortune 500 companies when discussing these global leadership concerns.

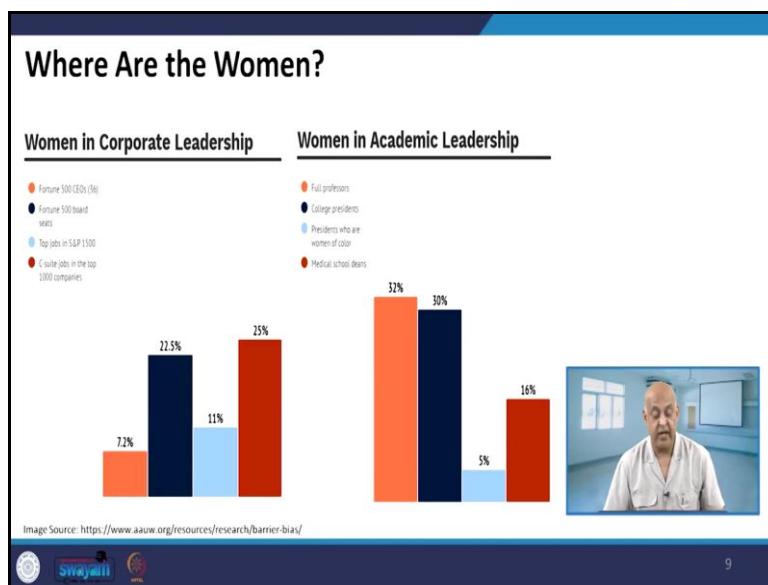
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Moreover, here, as we know, that is the leadership that is required is is a very highly competitive position in the fortune 500 companies we say. So, we cannot underestimate this number but expect that much more number is there, but here we find that the academic award from 1929 to 2020 is concerned winner for the best director is concerned suitable. So, Catherine Bigelow, the only woman director to win in the ceremonies of the 92-year history, is concerned, right.

So, like you can see these numbers and then this is progressive, this slide is there. So, therefore in that case, in the Catherine Bigelow this 2010, we have found that is the yes, and this is becoming the in the history of these 92 that is in 2008 right.

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So, here we find that is the yes, there are many scopes, right, that is the; we have to give the opportunity. So, therefore, society, we mean the society and the business world, are changing. Now and then, we find it is the yes women are occupying the leadership positions is concerned. So, 7.2% of the CEOs in the corporate leadership after 36.

So, therefore while in the case of fortune 500, what is it say it is a board is 22.5% is there correct? Furthermore, whenever tower and top outs of this will be 11% is there and when we talk about these solid jobs in the top 1000 companies, which is a 25%. So, naturally, this particular percentage shows that the issued jobs to the top companies are increasing.

If we talk about the corporate leadership reserve, academic leadership is concerned. So, therefore the full professes are the 32% which is excellent, and they call a college president the 30% of women who are the women of colour right. So, presidents who are the women are 5%, and those who are the medical school deans with a 16% are there. So, yes, we find that is the in the academic leadership if we compare the corporate leadership with the academic leadership.

So, the academic leadership positions percentage is higher than the corporate leadership is there.

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Where Are the Women In India?

- The Companies Act, 2013, makes it mandatory to have at least one woman on company boards, but the increase in gender representation on paper must translate into practices and culture.
- Women hold 17% of board positions in corporate India, but only 11% leadership roles.
- India fares better than its Asian counterparts when it comes to diversity in executive and non-executive roles in corporate boardrooms.
- Women in India occupy five percent executive chairs and 10 percent non-executive chairs, the numbers stand at 2.6 percent and 5 percent respectively in Asia. Around 23 percent large company boards in India average at least three women, up from 10 percent in 2018.

<https://www.livemint.com/companies/news/indian-women-rank-ahead-of-global-peers-in-leadership-roles-11614795615945.html>



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Now here I would also like to mention another dimension, and that another dimension is this that is the hypothesis only you know which is that is the yes, in the academic field the women leadership are getting the more opportunities. Now here I would like to, not only the education; it is the service industries you will find. In the service industries, the percentage of women leaders is, compared to earlier, increasing.

Moreover, now we know this is the in this era 21st century, we find that is the service industries are also doing almost equally pleasing to the manufacturing industries, or maybe some industries are ahead of their manufacturing. The companies act 2013 makes it mandatory for India to have at least one woman on company boards, but the increase in gender representation and paper must translate into practice and culture is their rights. Moreover, therefore, that is this compulsion.

Now I would like to mention that is how these compulsions are why these compulsions are introduced. These compulsions are introduced because they were not the representation. So, therefore that is why the following sentence we have used should not be only in the paper, but rather it should be in practice and culture. Seventeen% of the board positions in corporate India, but only 11% of leadership roles are there.

So therefore, in that case, from the board rooms to the CEO's room, debt is still required to have much scope. India fares better than its Asian counterparts. Diversity in executing non-executive roles in the corporate boardrooms is there. So, executive chairs 10% 2.6% 5% in Asia, 23% of large company boards in India average at last three women are from the 10% in 2018. So, these figures are how this 5% is increasing right.

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Where Are the Women In India?(Cont.)

- The country is ahead of global average in women working in senior management positions and ranks third globally.
- Representation of women in corporate India has increased from 21% five years ago to 30% now, with higher representation in non-technical roles (31%) over technical roles (26%), the study by management consulting firm Zinnov, in collaboration with Intel India, has shown. However, only 11% of senior leaders are women, compared with 20% in mid-level roles and 38% in junior roles, it said.
- Consultancy firm Grant Thornton also claims Over 98 per cent of businesses in India have at least one woman in senior management as against the global average of 90 per cent.

<https://economictimes.indiatimes.com/news/company/corporate-trends/india-ahead-of-world-average-on-women-in-senior-management-report/articleshow/81318172.cms?from-mdr>



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Furthermore, whenever we talk about the role of women in India, that has been the continuous efforts made by society and the country to give them more presentations. The country is ahead of the global average in a woman working in senior management positions and ranks third globally. So, definitely, yes, there is always a scope to go to the first position, right.

However, yes, this is also a counselling position is there. Representation of women in corporate India has increased from 21% five years ago to the 30%. So, therefore this is a good jump. With

the higher representation, non-technical roles are at 31% over the technical roles are at 26% is there. The study by management consulting firms now in collaboration with Intel India has shown this percentage has been represented reported.

However, only 11% of the senior leaders are women, compared with the 20% in mid-level roles and 38% in the junior roles. So, this person checks that that is required to be reached the top positions, and consultancy from the Grant Thornton also claims over 98% of businesses in India have at least one woman in senior management right. So, therefore is against the global average of 90%.

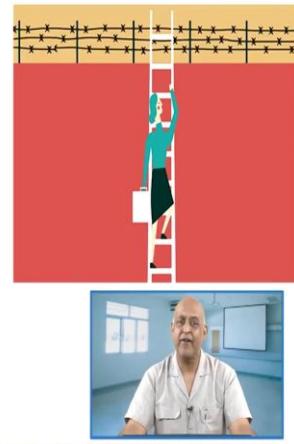
Moreover, here and then it is this is a matter of pride that is the here the percentage of business in India where the women representation and it is becoming the very, very high compared to instead the that the global averages of the 90% only. So therefore, in that case, these senior management positions have been occupied by these women in the business right. So, that has been increasing.

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Barriers to Women's Leadership

- The “qualities” of a leader — as well as the path to achieve leadership roles — are still largely based on an outdated male model that shuts women out.
 - Old Stereotypes
 - Because men have been leaders for so long, the traits associated with leadership are often thought of as masculine and not viewed as favorably when exhibited by women.

Image Source: <https://bized.aacib.edu/articles/2018/12/leadership-barriers-for-women-in-higher-education>



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We also have to understand that this is not that easy; however, this percentage may be looking the less, but when we talk about the barriers, these percentages are not equal to the men's leadership. So, therefore there are specific barriers are there. So, what is that barriers are there. We have talked about the indifferent leadership theories: behavioural and contingencies theories.

So, that is the qualities of a leader as well as the part to watch leadership roles are still primarily based on an outdated male model that shuts the woman out and therefore, in that case, it is the cultural practices we which is to be focused right and then to develop and change that particular culture right. So, two things are essential here; one is that leadership and leadership in the organization are concerned.

So, leadership in the family is already the ladies are having the almost 100% I will say in but as per is these are corporatist culture right. So, therefore that is with the old stereotypes and that men have been leaders for so long. The trade associated with the leadership is often thought of as masculine and not viewed as favourable even exhibited by the woman; in that case, you see that management concept of leadership, which is the force.

So, the days that had gone when the; structures were top-down, or the bottom of approaches now is a circle. So, therefore in the circle, whether it is not the question of this top-down leadership or the bottom of leadership, it is everyone.

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Barriers to Women's Leadership(Cont.)

- Fewer "connections"
 - Men still surpass women in having the networks to learn about opportunities and find mentors and sponsors to champion their advancement.
- Bias and Discrimination
 - Sexual harassment, hostile work environments and subtle biases are still obstacles. Women of color face even further obstacles to their advancement and, as a result, are even less likely to move into leadership roles.
- Lack of Flexibility
 - Balancing work and family can be a challenge that limits women from seeking leadership roles. Workplaces are still designed a decades-old notion of male and female domestic roles.



https://www.aauw.org/resources/research/barrier_bias/

So, there are now talking we have discussed in the previous session that leaderless groups are there, and therefore there is no question of masculinity. So, fewer connections men still suppress women in having the network to learn about the opportunities and find mentors and sponsors to

champion their advancement. So, therefore that networking because what is important now; we have discussed this that is about exposure.

Exposure will come to any person with the help of networking, and therefore, in that case, when the resources are provided simple example is the spending the money there is for the education of the girl candidate. So, therefore when we say that he is, she will also have an equal education compared to the boy is concerned. So, therefore it is not the choice between them; that is, the boy is going to a very high modern school, and the girl child is going to a school where there is not much exposure.

So however, this concept is now becoming minimizing but not, but that also gives an understanding of the ex-world. So, therefore better the exposure better will be the networking, and the better will be the networking where better will be the opportunities. So second is the bias, and discrimination is there. There is sexual harassment and a hostile work environment right. So, this type of issue, however, the government of India has taken many initiatives and the legal protection, and here we find that the woman is likely to move into the leadership roles faster than before.

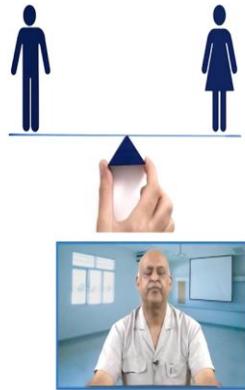
Lack of flexibility is there. So, work and family lot of research work has been done by two students have done on this is the quality of work-life and work-life enrichment.

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What are the main challenges for female leaders?

- Here is some of the major challenges faced by women leaders:
- The first and most obvious challenge is that most of the people in the room are men, but this creates an opportunity for women to stand out and create a long-lasting impression from the off.
- A scenario that appears time and time again revolves around building a supportive network in a space that males dominate. Use this chance to seek both men and women as connections and mentors who will help you along your career path.

https://www.incimages.com/uploaded_files/image/1920x1080/getty_820106544_200013342000928095_355853.jpg



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So, therefore this is the balancing. Balancing this work and family is always a question, and in a country, like India, where it is the there are specific roles and responsibilities are the fix for the women of the lady of the house only, and the male does not contribute right, a simple example is like the cooking is concerned right. Moreover, in that case, because of these types of issues, networking exposure going outside of the home becomes challenging.

So, what are the significant challenges there? The first and most obvious challenge is that most people in the room are men, but this creates an opportunity for women to stand out and create a long-lasting impression in the office there. So, you see that every weakness has an opportunity, and every strength has a threat right. So, therefore, in that case, it is always that whatever the limitation is there, that limitation is in the opportunity itself.

So, a scenario that appears repeatedly resolves around building a supportive network in a space where males dominate. So, using this chance to seek both men and women as the connections and mentors who will help you along your career path is there and therefore, in that case, and the, whether it is a male, or the female is a man woman. So, then, in that case, you are looking for a chance.

Moreover, the chance is there through the connections only, and when you get the mentors right and then you will find that is the whenever there is a suitable match that we have talked about the

mentorship earlier, there is a mentor mental relationship and whenever there is a mentor mental relationship and this glass ceiling is not there.

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What are the main challenges for female leaders?(Cont.)

- Often with a full-time role, coupled with the additional stress of raising your own family, it can be hard to juggle work alongside personal life. However, if the pandemic has taught us anything, it is to create a healthy work-life balance.
- The sad nature for a lot of women is that expectations can often be set lower, and the trick is not to see this in a dim light, but to change your vision and realise it's easier to exceed your goals and showcase why you shouldn't be overlooked.
- Women can often be perceived as more emotional and less decisive than men, yet women bring more diverse physical, mental and emotional experiences to everyday conversations.

<https://www.naturalhr.com/2021/03/23/10-reasons-why-the-world-needs-more-women-in-leadership-roles/>



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So, therefore in that case, if the right mentor has been in connecting with the mentee whether the, whether the mentor and mentee are respective of their genders, then definitely there will be the successful leadership. So, what are the main challenges for the female leaders is there. There is often a full-time role coupled with the additional stress of raising your own family, and it can be hard to juggle work alongside personal life is there right from the beginning; I am saying this a cultural issue, right.

So, therefore she is a leader, but she is a leader more toward the personal life of every member of the family right. So, therefore it is the question of whether this is the way to develop that leadership. So, if the pandemic has taught us anything to create a healthy work balance, is there right. Furthermore, I will also like to talk about it as a work from home in the further slide that is how this pandemic has given me the opportunity.

So, because when it is started with the work from home practices. So, this said nature for many women is that expectations can often be set lower, which is self-belief. So, that is that belief in self-belief about whether I can be a global leader or not. So, therefore the benchmarking practices you see we always talk about are what you said for yourself irrespective of gender.

So, women are used to setting their priorities as the family is. We wish that the equal priority will be set by the lady of the house for her contribution to society. So, a woman can often be perceived as a more emotional and more minor decision than men, but this is because the researcher does not have this type of finding, and they are more emotional and less about this issue than it is reverse.

Bringing more diverse physical, mental, and emotional experiences to the everyday conversation is there, and with this particular dimension, this has been proved.

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10 reasons why we need more women in leadership roles at the workplace

Here are some benefits women can bring to leadership roles:

- 1. Women leaders will paint the future-** A woman who is currently not in a leadership role can be a daunting prospect entering such a high-profile role with current stigmas that may be attached. In turn, this could push away the younger generation from striving to break down barriers.
- 2. Unique transformational ideas will be brought to the front-** meta-analysis comparing male and female leaders identified those female leaders were more transformational. They demonstrated more contingent reward behavior than the two-dimensional actions (active and passive management) presented by male leadership.



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So, here are some benefits women can bring to leadership roles. There is a woman leader who will paint the future. You know who is currently not in a leadership role can be a daunting practice transparent entering such a high profile role right that with the current stigmas that may be attached in turn this could push away the younger generation from striving to break down the various is there. So, therefore definitely becomes more important that is the how we can make the more leadership roles for the women are concerned.

Furthermore, naturally, whatever the barriers are there, those present like we were talking about the 38%, we have talked about the 27% 25% right. So, therefore in that case simple example, I would like to give up academics. So, in academics, when we find that more women are in the

leadership percentage, it is better because they have pushed away these barriers and invited the younger generation.

So, unique transformational ideas will be brought to the front of the meta-analysis comparing male and female leaders, identifying that female leader were more transformational and demonstrated. So, therefore they have. So, because we are, we know the leaders and leaders give their male leaders credit to their mothers that is whatever the transformation is there, they say that it is because of their mothers.

So, they demonstrated more contingent reward behaviour than the two-dimensional actions of active and passive management presented by the central leadership is there. So, therefore always that unique transformational idea is not like this that is the women are not having. Women have this unique transformational idea, so we have the world's transformational leaders.

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3. The enhancement of teamwork

- There is no doubt that we've all seen women demonstrate passion, enthusiasm and a capability to take command of a situation when need be (let's not look further than our own mothers or female caregivers in this instance).

4. Women demonstrate superior leadership values

- Heading back to a national Pew Research Center Social and Demographic Trends survey, 2,250 adults ranked women better than or equal to men in seven of the eight primary leadership traits assessed throughout the survey.

5. Business-wide communication can be enhanced

- Communication is said and known to be among a woman's strongest skill. Female leaders will utilize this power to enhance meaningful conversations with employers, co-workers and partners.

So, therefore the primary route is the women only. So, here we the third dimension, we talk about enhancing teamwork. So, in India, it is a collective family culture; however, it is the, and nowadays, because of these dual-income practices and because of the global village, you can say, and it is the families, not that much a collective family is not there, but the essential culture is their collectivism only.

So, there is no doubt that we have seen women demonstrate passion with enthusiasm and the capability to command a situation when needed. So, there are several examples of dear friends in India, and there you will find that is the women who come across the adverse situation and have taken the family's leadership position. Moreover, I am not talking about the last 20 years or 30 years; I am talking about the Indian culture.

So, therefore in that case, and whenever such an adverse if even situation is there and they have got the leadership position, they have proved that is the yes even in that case they have the patient enthusiasm and capability in the favourable situation of course is. So, women demonstrate the superior leadership values in their research into social and demographic trends survey 2050 adults rank women better than or equal to men in seven of the primary leadership threats assessed throughout the survey.

So, business-wide communication can be announced. So, the question arises that is the then, what stops them. So, it is business-wide communication. So, therefore that is the when whenever the opportunity is given then, it has been seen that is the whatever a strong woman's most vital skill is communication. Moreover, if she uses this power to enhance meaningful conversation with the employees, co-workers, and partners, who can stop the organization's success.

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6. Achieve a better financial outcome

- Within a more diverse workplace, the more likely creative ideas are going to be presented. This helps fuel growth and helps create more sustainability within an organization.

7. Fresh new outlooks and perspectives

- Women leaders will bring skills, different perspectives, and innovative ideas to the table, but these three combined will help create new perspectives that lead to better decision-making as a whole for the business.

8. Women leaders can provide better mentorship

- Especially for the younger generation, the power of role models cannot be overlooked. Regardless of a person's gender, all people need someone who will guide them to progress in their careers.



Achieving a better financial outcome is there. Within a more diverse workplace, the more likely creative ideas will be presented, which helps fuel growth and helps create more sustainability within an organization is concerned. Then this is possible only when we are talking about how this is ultimately the goal and objective right and the incentives are concerned.

So, therefore this is whenever we want; that is the what will be the motivation. So, naturally, becoming the financial outcome outcomes is one of the motivations that help the growth and create more sustainability within an organization is there now the fresh new law outlooks. The perspective is concerned that woman leaders will properly bring skills, different perspectives, and innovative ideas to the table, but these combined will help create new perspectives that lead to better decision-making for the business.

So, whenever the skills scales mean, that is the all the skills whenever talking about that is about the taking the family together or the communication or the collaboration skills. So, collaborative skills and team-building skills are there, and then creativity. So, therefore when the 1 when she brings this collaboration with creativity, it becomes a significant lead to a better decision-making process that can provide better mentorship and mother with the role of the mother.

So, we know who can be a better mentor than the mother. So, their role models cannot be overlooked of a person's gender; all people need someone who will guide them to progress in their careers, and all of us have gone through that particular phase when right from our school days when the first time when we have entered the learning centres and then there was the mother only you know who was holding our hand and from there we have started our journey

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9. The ability to wear many hats

- In a women's life, wearing different hats within their roles is often a common occurrence. You can find them often balancing careers, households and taking up the mantle of parental guidance along with many other experiences. These combined help women leaders to quickly adjust to new situations and focus on finding solutions to real-life work issues.

10. Women in leadership roles can close the gender pay gap

- Something that can often be overlooked is that the gender pay gap can be transformed into a gender opportunity gap. It has been seen that when males and females start their progress from scratch, men are usually offered more opportunities leading to higher-paying positions.



<https://www.naturalhr.com/2021/03/23/10-reasons-why-the-world-needs-more-women-in-leadership-roles/>

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So, therefore that is this type of strain will lead her because already these capabilities exist in nature has given these capabilities. The ability to wear many hats is a significant role a woman plays; the different wearing hats within their roles is often a common occurrence. Often balancing careers, household and taking up the mental and the parental guidance and the many other expenses are there. So, if you go to the whole day routine of a lady of the house and these all roles we keep on learning in the MBA education.

Whether it is the change management, whether it is stress management, whether it is conflict management, whether it is team building right or whether it is the leadership roles are there. So, combined, she plays all these heads from day to night, and the woman in leadership roles can close the gender pay gap. So, what can often be overlooked is that the gender pay gap can be transformed into a gender opportunity gap.

When males and females start their progress from scratch, that has been seen. Men are usually offered more opportunities leading to higher-paying positions are there. Now we cannot escape from this particular point, right. So, therefore that whenever they progress, they start from this scratch are there. So, then definitely, in that case, even many times you see there is a woman because of these colourful hats.

Here, they find that let men of the house go ahead and sacrifice women.

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HOW CAN YOUR WORKPLACE BETTER FOSTER GENDER EQUITY?

- Commit to conducting regular pay audits. Analyzing compensation by gender (as well as by race) allows companies to identify inequities and take steps to correct them.
- Commit to a culture of fairness and equity and build that into their core values. Employers need to review their hiring and promotion practices to make sure women have equal opportunity.

Image Source: <https://www.strategyblocks.com/wp-content/uploads/2017/09/people.png>



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Because that makes them the more that the playing the different heads may be the cause behind this particular decision-making process. So, how can your workplace better post-gender equity? So, commit to regular pay audits analyzing compensation by gender and race. Thus, nowadays, it is not possible. Maybe in very few places, it is earlier it was much practice.

The compensation for the male was more for the same job than the female was there right. So, there, but now that understanding is minimized as much as possible, I think. So allows the companies to identify inequities because now we live in the era of talking about equities. So, therefore inequities are if it is there and any lady brings into the knowledge, then definitely there will be the equities brought by the organization.

So, commit to a culture of fairness and equity and build it into their core values. So, they need to review their hiring and promotion practices right. So, when we talk about now, we have seen the percentage. So, the percentage is that the board members' percentage is better than the CEO's position. So, here, we have to review our promotional practices, and when we do not have those biases and assumptions, that is how the woman will handle this challenging task.

So, then this particular bias, when we remove it, will find it is yes, we can give the promotions opportunities to the equation to the female also. And then whenever an equal opportunity has

been given, they will be the fairness and having them better fostering equity is there. So, what do organizations have to do organizations HR policies?

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• Adopt practices and policies to encourage salary transparency. Job descriptions should include salary bands for each position and role within an organization. Pay secrecy policies — such as ones that punish employees from discussing or inquiring about wages — should be abandoned.

• Abandon the practice of using salary history to set wages. This perpetuates the gender pay gap because it assumes that prior salaries were fairly established.

• Ensure workplace flexibility so that women — and men — can better balance the demands of their home life with their jobs. Good parental leave policies — as well as leave for other types of family caregiving — are essential to enabling everyone to succeed and advance in their careers.

<https://www.aauw.org/resources/article/business-case-for-gender-equity/>

So, organization policy should support these aspects where fair and equal promotional policies are available. Adopt the practices and policies to encourage salary transparency, and the job description should include salary brand bands for each position enrolled within an organization. So, basic secrecy policies that punish employees from discussing or inquiring about devices should be abundant.

So, therefore in that this is the; if somebody asks, you want to know that I am also in the same position and what my opposite gender is getting right. So, therefore irrespective of the person; of course, another legal issue will be there of personal rights and all, but yes, the payments are the same. There is no discrimination on the base of the payments are concerned. And then, the evidence of using salary history to set wages perpetuates the gender pay gap because it assumes that the priorities were pretty established.

So, if the organization continues this type of practice, I am sure that it is in this digital era. So, then it is not that possible to hide that gap because if the gender pay gap is there, it is definitely against the law. Ensure workplace flexibility so that the women and men can better balance their home life demands with their jobs.

I was talking about this: the work from home is concerned and therefore for those who have this responsibility of home right. Then definitely they can make a better contribution at the workplace also because of the work from home. So, good parental leave policies are right now in India; now, there are six months of maternity leave, and paternity leave is also there. Thus, family caregiving is there.

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Case Study: Women in Leadership Roles

- Rashmi was a fresher in a factory assisting the plant HR Manager. She had done her BHRM degree and joined the factory as a Trainee Apprentice. MITESH was the new Head-Operations who used to sit in the city office and visit the factory twice a week. He Was looking for an Executive Assistant (EA). He saw RASHMI underutilized in the factory and after discussing with the Plant HR Manager, he offered RASHMI to work as his EA managing his schedule, communication and data analytics requirement. MITESH promised RASHMI He would train her, but it was up to Rashmi to pick up things quickly. RASHMI Pick the fast and in five months' time was managing quite well. The city office was 1.5 hours from RASHMI's residence, which was close to the factory. But She had a hunger to grow and learn, and so she moved to a PG close to the city office to avoid commuting time.



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So, therefore we find that is the yes, the initiatives are taken then, but still, many initiatives have to be taken because they still do not reach the equity right. Moreover, remove our biases and give them opportunities to bring them as per their competency, which the women leaders deserve then. Definitely, in that case, they will not be that many barriers to what we are talking about today.

Moreover, of course, in the speedy first-year growth, the women leaders in the organization will be there and corporate CEO positions and leadership positions.

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Case Study: Women in Leadership Roles

- The next day, he called RASHMI to his cabin and mildly probed for the reason for her quitting. And did she sing. She said, "I'll put in everything to my work, did two jobs for almost 5 months and sometimes used to reach home at 9:00 PM. As a girl, I travelled 1.5 hours to the city office and at times 1.5 hours more to go to the factory for the second half. All this for what?" She continued hysterically, "I saw everybody getting their increment in their salaries. When I checked my salary credit **nil increment**. And then I realised bosses are only for sucking your blood, but when it is payback time, they forget all the work you have done."

The reality was that MITESH was new. He didn't get into too much detail of what increment was given to everyone. RASHMI Was not considered for increment as she had joined mid-year. She would be due for increment next year after she had completed 1.5 years.



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This is the case study we usually talk about that is the in this particular case study is there, and then you can go through this case study and find out that is the how this is there right.

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Design/methodology/approach

The design of this paper was a literature review of current research on gender differences in men and women in top leadership roles.

Findings

Despite the evidence that women are capable of being top performers, women are still not attaining top-level leadership positions in comparison to their male peers. This paper will consider some of the reasons that women have difficulty in climbing the corporate ladder as well as discuss stereotyping and gender as it relates to leadership traits.



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Case Study: Women in Leadership Roles

- MITESH Tried his best to console RASHMI and explain about company policy. "But I work for you first, then I work for the company." MITESH Pleaded for another chance to correct the situation immediately. MITESH Didn't want to lose her at any cost, and he genuinely believed she deserved a good increment. (As a trainee, she was at a low base).
- But RASHMI was done with and refused to budge, and MITESH had to give up in the end. A good employee last as she was an emotional girl and her boss failed to manage the **emotions and legitimate expectations** of the lady in the room.



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And then these are these the research papers are there stereotyping and women's roles in the leadership positions are there, and therefore this particular research paper will talk about how the leader's position with the help of this literature review that is how excellent leadership skills are provided.

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Design/methodology/approach

The design of this paper was a literature review of current research on gender differences in men and women in top leadership roles.

Findings

Despite the evidence that women are capable of being top performers, women are still not attaining top-level leadership positions in comparison to their male peers. This paper will consider some of the reasons that women have difficulty in climbing the corporate ladder as well as discuss stereotyping and gender as it relates to leadership traits.



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Conclusion and these papers' findings are that women are more capable of being the top performers, still not attaining the top-level leadership positions right. So, this paper will consider some of the reasons as we have discussed them and some of the more this paper will be talking about.

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BOOK RECOMMENDATION

Women and Leadership: Conversations with some of the world's most powerful women

Authors: Julia Gillard & Ngozi Okonjo-Iweala

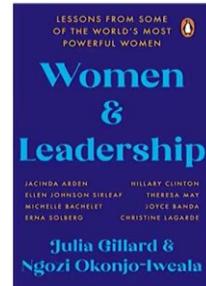
Publisher: Transworld Digital (23 July 2020)

Language: English

Paperback: 334 Pages

ISBN : 0262045745

ASIN : B0891YHYJV



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This book recommends women and leadership most powerful women some of the.

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BOOK RECOMMENDATION

Women make up less than 10 per cent of national leaders. Behind this statistic lies a pattern of unequal access to power. Drawing on current research and in conversation with some of the world's most powerful and interesting women about their lived experience, Gillard and Okonjo-Iweala explore gender bias and ask how we get more women into leadership roles.

Speaking honestly and freely, women leaders such as Jacinda Ardern, Hillary Clinton, Michelle Bachelet and Theresa May talk about their ideas receiving less acknowledgement than their male colleagues' ideas, what it's like to be body-shamed in the media, and the things they wish they had done differently. Their stories reveal how gender and sexism affect perceptions of women as leaders, their pathways to power and the circumstances in which their leadership comes to an end. The result is a rare insight into life as a leader and a powerful call to arms for women everywhere.

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So, that is a conversation, and definitely, this will help us to understand more and create more opportunities for women leaders' rights.

(Refer Slide Time: 40:09)

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Moreover, as usual, these are the references you can refer to; thank you.

Leadership and Team Effectiveness
Prof. Santhosh Rangnekar
Department of Management Studies
Indian Institute of Technology, Roorkee

Lecture - 53
Building Effective Relationships with Subordinates and Peers

In this session, we will talk about building an effective relationship with the subordinates and peers because whenever we talk about leadership effectiveness, that is successful leadership, you know this is a critical dimension. It says what type of relationship we have with our subordinates and peers working with us.

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Contents

- Supervisor-Subordinate Relations
- Components of Good Relationship
- Responsibilities of Supervisor
- Why do peer relationships at work matter?
- Communication & Leadership in the Workplace
- How to Build Good Work Relationships
- Graicunas Theory on the Span of Management
- 14 Tips For Improving Your Relationship With Your Boss
- Case Study
- Research Paper
- Book Recommendation
- References



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So, in this session, we will talk about the supervisor-subordinate relations, components of a good relationship, responsibilities of the supervisor, why do peer relationships at work matter, communication and leadership in the workplace, how to build good work relationships and then these Graicunas theory on this span of management, 14 tips for improving your relationship with your boss and as usual the case study research papers and the book recommendations with the references.

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Supervisor-Subordinate Relations

- The supervisor-subordinate relationship should be clearly defined in your workplace. As a manager, you bear the primary responsibility for building and maintaining a good working bond with each employee.
- Good relations at work place Make Work enjoyable and productive.
- According to the Gallup organization, people who have a best friend at work are seven times more likely to be engaged in their jobs.

<https://yourbusiness.azcentral.com/examples-insubordination-action-9696.html>

Image source: https://escloudinary.com/vastagencircle/image/upload/155122095/Healthy+relationship+with+employees-1_P90dI.jpg



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So, the way it is the many places becoming a very crucial that is a what type of the relationship you are having I have mentioned that is earlier that is the people employees they do not leave the organization they live their bosses because they do not have the good relationship with on their bosses. So, a supervisor-subordinate relationship should be clearly defined in your workplace. As a manager, you should be responsible for building and maintaining a good working bond with each employee.

You usually see that whenever we talk about the two sides' relationship. Then the question arises who will initiate first, and here it has been mentioned is who is this supervisor or the superior then senior executive. He is supposed to take the initiative and primary responsibility for building and maintaining a good working bond with each employee. So, good relationships at the workplace make work enjoyable and productive as we know that the work environment plays a vital role in the employees' output.

Moreover, whenever good relations are there, there will be a good work environment, and when whenever there is a good work environment, there will be more productivity. According to the Gallup organization, the people who have their best friend at work are seven times more likely to be engaged in their jobs. So, therefore that is a socialization process.

At the workplace, if you have that cohesive environment and the people like to come on the work, and they enjoy the company of their colleagues, and they do not feel like they are working as an employee rather than they feel that is the yes this is the place where I can come and spend my time, and I can make my life more pleasurable.

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Components of Good Relationship

- A good work relationship requires trust, respect, self-awareness, inclusion, and open communication.

❖ Trust

- when you trust your team members, you can be open and honest in your thoughts and actions.

❖ Respect

- teams working together with mutual respect, value one another's input, and find solutions based on collective insight, wisdom, and creativity.

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So, therefore, in that case, it is becoming critical that the workplace should be attractive. Furthermore, this work will attract you with the help of those working with very supportive employees. Furthermore, these peers are becoming just like a friend. A good work relationship requires trust regarding self-awareness, inclusion, and open communication.

So, naturally, there cannot be a good relationship if there is no trust right. Trust is the root of this good relationship here, and whenever there is a high level of trust, the bondage will be much more robust; as usual, the respect is there, but respect can be an attitude that might be harmful behaviour might be optimistic. So, a person may be giving you respect.

Nevertheless, he is giving them respect because of your position, or it is because by his heart then definitely that will always be there will be the maybe there may be the difference is there right. So, therefore, in that case, mutual respect is valued, and one another's input, and then the solutions are based on collective insight, wisdom and creativity. So, whenever you are developing this type of this, mutual respect and trust are there at the workplace and then

definitely, collective wisdom will be developed. So, two minds are always better than one whenever we say. So, therefore it will be creating this the encouraging the more and more creativity is there.

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Components of Good Relationship(Cont.)

- ❖ **Self-awareness:**
 - This means taking responsibility for your words and actions, and not letting your own negative emotions impact the people around you.
- ❖ **Inclusion**
 - don't just accept diverse people and opinions, but welcome them! For instance, when your colleagues offer different opinions from yours, factor their insights and perspective – or "cultural add into your decision-making.
- ❖ **Open communication**
 - all good relationships depend on open, honest communication.

<https://www.mindtools.com/pages/article/good-relationships.htm>



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So, here we will find that self-awareness is essential whenever we talk about this good relationship. This means taking responsibility for your words and actions and not letting your own negative emotions impact the people around you. We all have talked about the attitude and behaviour and, therefore, even the leaders when they are into negative emotions.

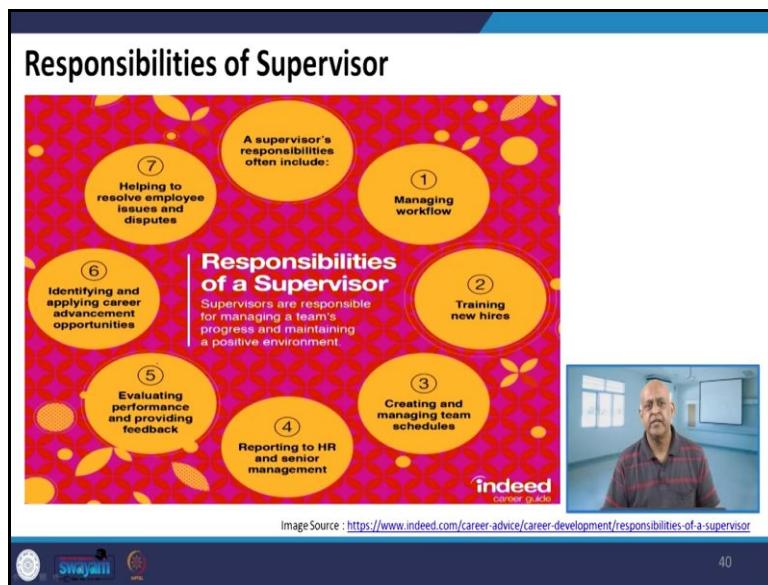
Their mind is into negative emotions, but the people around them will not let them know that negative emotion is their right. So, it is always they are having this inclusion. So, do not just accept the diverse people and these opinions because you see there are different personalities in the workplace. Every personality has his heredity environment and situational factors, and different active attributes will be there.

So, welcome them even if they have these diverse opinions because, as we see, there is a conflict. Conflict is not always negative many times; a functional conflict is there. When your colleagues of a different opinion from your factor, their insights and perspective or the cultural aid in your decision-making are there, and something new will be added.

So, what is required the orientation of inclusion is required. Open communication all good relationships depend on open and honest communication. So, here in communication, I would also like to mention the selection of the words. That is what type of word selection you have. Furthermore, whenever you have these words and interaction, the people will be happy.

Whenever there is honest and open communication with the appropriate selection of words, then definitely that communication will be helping you for the in by making a better relationship is there.

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So, keeping in mind all these dimensions now, we will try to understand that what is the responsibility of the supervisor is there. So, a supervisor's responsibility includes the manager managing the workflow. So, naturally, he is responsible for that ultimately what he is managing? He manages the organization's business and the organization's business, which is the workflow he should try and then the training of new hires.

So, that is about these those who are whoever have been these new hires are there the recruitment is done and naturally, they are new to the organization they do not know the culture they do not know about that what are the practices are there. So therefore, that special training is required. So they can be a part of the organization. Creating and managing the team and schedules are there;

time management and what is expected from them that requirement will be communicated to them.

Reporting to the HR and the senior management is there that is he has joined and therefore and the supervisor will report to these the HR and senior manager about the employees joining evaluating the performance and providing the feedback is there. So, those who have joined the organization and their evaluation will be done performance will be evaluated and then they will be provided the feedback will be provided. So, identifying and applying the carrier and advancement opportunities are there and, therefore, supervisor after joining the new employees.

Therefore, in that case, he is creating and managing the team schedules and then, according to this, is reporting to HR and starting with these supporting approaches. Furthermore, that supportive approach will be how the performance is evaluated and how that support is required based on the feedback that is to be provided.

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Communication & Leadership in the Workplace

- Good communication and leadership skills are essential if you want to be a productive, effective manager.
- It's not enough to be knowledgeable about what you do; you must also be able to share your knowledge with the people you manage.
- Leadership styles affect employee morale, productivity and retention.

❖ **Develop Communication Skills**

- Good communication skills help ensure that your staff members understand your instructions and expectations.

Image source: <https://1.hdnux.com/150x235p/s3-us-west-1.amazonaws.com/contentlab.studio/getty/12e69c93cc4e2b8170da3b7084f961.jpg>

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So, why do peer relationships at work matter? So, a good relationship with peers offers several advantages not only for the individuals but for the entire organization also. So, it increases productivity and performance. Gallup research found that 30% of employees say they have a best friend at work, and that percentage of workers is reportedly seven times more likely to be engaged in their jobs and produce the higher quality work is there.

So, therefore, in that case, this percentage of workers, which is the seven times, is there and naturally, they will be able to produce a higher quality of the work. Whenever it is not applicable only in the workplace, b, So, whenever we want it, our family members are to be engaged and, in that case. Usually, we talk about that particular type of commitment is required.

Boost your attention, and you want your best employees to stick around for the long haul. So, therefore they will not leave the organization if they are dissatisfied are uncomfortable. So, naturally, they will leave the organization very soon while here, and then they will try to be a part of the organization for an extended period. A mere relationship improves the team's morale, and a final relationship at work keeps your team's spirits high.

Furthermore, therefore, it becomes essential that an interpersonal relationship is strong. So, that the employees those who are working with the bosses. So, they have that orientation to have these team models, and they will like to work together for a long time.

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How to Build Good Work Relationships

- There are steps you can be used get on better with your colleagues.
- ❖ **Identify Your Relationship Needs**
Do you know what you need from others? And do you know what they need from you? Understanding these needs can be instrumental in building better relationships.
- ❖ **Focus on Your Emotional Intelligence(EI)**
 - By developing your EI, you'll become more adept at identifying and handling the emotions and needs of others.

Image Source : <https://web-static.wrike.com/cdn-cgi/image/width=800/format=auto,q=80/blog/content/uploads/2020/11/Understanding-the-Importance-of-Peer-Relationships-at-Work-1-1024x334-134947037-w00f0-007b4d-8c1>



So, communication leadership in the workplace will help retain the employees and get the productivity from the employees, and that is why it is the leadership skills that what style of the leadership skills are adopted and that that is becoming to be very, very important is there.

Furthermore, we have discussed those leadership skills much in detail in the earlier sessions and then have to be a productive, effective manager.

Because you know that is what type of leadership practices are required in a given situation. It is not enough to be knowledgeable about what you do. You must also be able to share your knowledge with the people you manage. So, many times, many supervisors feel that they should be the best and that they should not be known to others that is how they are the best.

However, that is not the right approach according to the literature; whenever we are talking about that, whenever people feel there is not enough knowledge, they must be able to share knowledge with the people on those who are managing. So, leadership style affects the employee's morale, productivity and retention and the good social binding that will ask the leader to continue with the organization.

Good communication skills help ensure that your staff members understand your instructions and that the expectations are there to develop the communication skills. Furthermore, the subordinates are often unclear about exactly what their bosses want. So, therefore, in that case, it becomes imperative that whatever the message is, there that will be having the excellent communication skills of the leader and naturally, in that case, he will have that particular instruction from the clear-cut instructions from the boss.

And then whatever the expectations are there, those expectations will be fulfilled by the subordinate are there and there, and the boss's expectation is also clearly mentioned to the subordinate.

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How to Build Good Work Relationships(Cont.)

❖ Appreciate Others

Everyone, from your boss to the intern, wants to feel that their work is appreciated. So, genuinely compliment the people around you when they do something well.

❖ Develop Your People Skills

Good relationships start with good people skills.

❖ Avoid Gossiping

- Office politics and Gossips can ruin workplace relationships. If you're experiencing conflict with someone in your group, talk to them directly about the problem.



<https://www.mindtools.com/pages/article/good-relationships.htm>

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The communication leadership in the workplace that empowers employees is there. Empowering employees involves giving employees autonomy and allowing them to make some decisions concerning their work, as explained by the leadership choice is there. So therefore, in that case, this empowerment. We have talked about leadership and empowerment, leadership and delegation, and therefore, in that case, this empowerment is giving the autonomy and allowing them to make some decisions.

Whatever the positions you see, there is an organizational structure, and in the organizational structure, every employee is responsible for certain acts. Moreover, in that case, that has to be explained by this by the leadership choices there. Recognize the achievements good leaders understand their employees are not only motivated by money but by recognition for their work. So, this should not be the perception that everybody is working for money only and money will motivate.

Furthermore, I will give them money, and I will motivate the person not necessary because many of them are working for the recognition for their work because they have made the contribution and contribution are well appreciated. So, therefore that is the motivation is there. So, praise employees at staff meetings and write them notes taking them for their efforts. So, always on the superior should appraise the employees and write to them thanking them for their efforts.

So, be a role model. So, the leader does not just tell employees what to do. So, leadership in the workplace means showing employees how it should be done through excellent role modelling. So, definitely in these, that supervisor is always a leader. Furthermore, that is how it is done through an exemplary role. I also want to be like my supervisor, and then we find that that mentor-mentee relationship is a style of this leadership.

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Graicunas Theory on the Span of Management

- V.A. Graicunas, a French management Consultant, made a study on superior-subordinate relationship.
- He developed a mathematical formula to analyze this relationship.
- He suggested that the number of possible relationships increases with the number of subordinates.
- Graicunas has identified three specific kinds of superior-subordinate relationships in every organization. They are:
 - ❖ **Direct Single Relationship:**
 - This refers to relationships that are easily and clearly recognized by the individuals who are his immediate subordinates. They are equal to the number of subordinates supervised.



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Moreover, that is becoming very important because these are the subordinates they want to be like their bosses. So, to build good work relationships, we can use steps to improve our relationships with our colleagues. Identifying your relationship needs is there. Do you know why you need the others, and do you know what they need from you? So, understanding these needs can be instrumental in building a better relationship.

Now you see every relationship each develops with the fulfilment of the needs because if there is no need, there will be no interaction; if there is no interaction, there will be no relationship. So, therefore to keep that particular relationship that first, we have to identify why there is a need for this relationship and when the needs are clear and mutually understandable, then definitely, in that case, that bonding will be the powerful bonding will be there because they understand what the other person wants from them.

So, here it is always this type of these needs those which are the instrument for the better relationships; focus on your emotional intelligence by developing your EI in you will become more adept at identifying and handling the emotion and needs of others. Now you see in emotions also there is a given take. So, if anybody is making you responsible for a particular position, then definitely that is the expectation that you will fulfil that position's duties and therefore you will be making the satisfaction to your boss.

So, therefore the fulfilment of that those duties is proper. So, that that is always that is emotional connect is there. Furthermore, whenever there is an emotional connector, that person will be responsible for this aspect. So, therefore this handling of the emotions and needs of the others will become part of how this relationship continues into the organization.

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❖ **Direct Group Relationships:**

- This means the group relationships between the superior and each possible combination of subordinates.
- **Example:** A manager having three subordinates would have three direct group relationships.
- Formula = $n (2^{n-1} - 1)$ where n represents the number of subordinates.

❖ **Cross Relationship:**

- Cross relationships are mutual relationships among subordinates necessary for working under the same superior.
- Graicunas developed the following formula to give the total number of all the three kinds of relationships where n = number of subordinates.
- $n(2^{n/2} + n + 1)$

A video thumbnail showing a man with a shaved head and a grey polo shirt, sitting at a desk and speaking. He is in an office environment with windows and a whiteboard in the background.

<https://www.businessmanagementideas.com/management/span-of-management/graicunas-theory-on-the-span-of-management-theories-management/13250>

Now, mindful practice listening is there. So, with mindfulness, people respond better to those who listen and genuinely listen to what they have to say and therefore, the dimension of mindfulness which we have kept that understanding in our last part also. So, therefore that mindfulness will give you precisely what is the requirement of your subordinate. Schedule time to build a relationship. Is there a possibility you could ask a colleague out for a quick cup of coffee? These little interactions take time but let the groundwork for a strong relationship is there.

So, we usually talk about the tea club if there is a coffee club. Furthermore, this type of tea club and the coffee club is developing these relationships. So, when we develop this strong relationship, then definitely in the productivity as we have seen the employee satisfaction enhanced. Managing your boundaries, but you see that every coin is always at two sides.

So, therefore when you are developing a relationship, it should not be a hurdle to another person's privacy. So, make time but not too much. Sometimes a working relationship can impair productivity, especially when a friend or colleague begins to monopolize your time. So, therefore in that case when you are busy, and then you are not able to spend the time, and somebody is disturbing, you have to tell the person that is that this is the time for your work and then he should excuse you.

So therefore, in that case, managing your bondage is there. And then be positive; that is contagious, and people gravitate to those that make them feel good. So, therefore this type of these attitudes is there. So, then that attitude is the positive attitude is there. So, we can now develop this good relationship with a positive attitude at the workplace. So, every friend, from your boss to the intern, wants to feel that their work is appreciated, and therefore everybody wants the appreciation and genuinely compliments the people around you when they do something well.

Furthermore, you see always whenever we have the admiration right. So, from a child also you can understand. So, when you admire a child, the child repeats the behaviour. So, there is a reinforcement of behaviour. So, therefore appreciation also having the reinforcement of behaviour, and there is a repeat repetitive behaviour will be there, and that is the psychology of the human being is there.

So, we should always appreciate the people for their excellent work. So, they will repeat that good work, and the develop your people skills. So, therefore indicate that a good relationship starts with good people skills and HR skills are there. Furthermore, what are these HR skills that are the interpersonal dynamics relationships in that is a trust respect friendliness. So, this will develop these skills people skills, which will develop a great relationship.

Now avoid gossiping; that is the office politics, and gossip can ruin the workplace relationship; if you are experiencing conflict with someone in your group, talk to them directly about the problem. Furthermore, I also personally feel that from my experience, it is the yes whenever there is a conflict, you should be able to resolve that particular conflict. So, you can directly talk to them about the particular problem.

Furthermore, when you talk to them about a particular problem, there will be a mutual discussion and based on the discussion, you will find out that some solutions are emerging. So, that is based on the little talks.

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How to Build Good Work Relationships(Cont.)

- ❖ **Appreciate Others**
Everyone, from your boss to the intern, wants to feel that their work is appreciated. So, genuinely compliment the people around you when they do something well.
- ❖ **Develop Your People Skills**
Good relationships start with good people skills.
- ❖ **Avoid Gossiping**
 - Office politics and Gossips can ruin workplace relationships. If you're experiencing conflict with someone in your group, talk to them directly about the problem.

<https://www.mindtools.com/pages/article/good-relationships.htm>

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So, therefore in that case, if your talks are crossing the boundaries, then definitely that particular interaction will become a negating negative for you for your impression and productivity. So, please always avoid gossiping but have a positive interaction. V. A. Graicunas, a French management consultant, studied superior-subordinate relationships and developed a mathematical formula to analyze relationships.

So, he suggested that the number of the possible relationship increases with the number in the with the number of subordinates correct. So therefore, in that case, that is the that this possible

relationship always increases when you are increasing the number of subordinates. So, Graicunas has identified three kinds of superior-subordinate relationships in every organization.

Moreover, he talked about how whenever there are these specific kinds of relationships; there will affect the supervisor-subordinate relationship. So, first is, a single direct relationship is there easily recognized by the individuals who are his immediate subordinates; they are equal to the number of subordinates supervised. So, therefore in that case always, they will be the limited numbers that will be there with the boss and with those bosses with those particular employees, the boss will be able to interact.

Furthermore, always understand that an equal number of subordinates can be supervised. So, suppose we have this one superior and the five subordinates are there. So, all these five subordinates will be equal to the number of subordinates and five. So, therefore, in that case, the relationship will be direct will be there.

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Graicunas Theory on the Span of Management

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- Graicemas has identified three specific kinds of superior-subordinate relationships in every organization. They are:
 - ❖ **Direct Single Relationship:**
 - This refers to relationships that are easily and clearly recognized by the individuals who are his immediate subordinates. They are equal to the number of subordinates supervised.



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So, that number also has to be restricted if the number is restricted, you find that the relationship is also working very well. Now direct group relationships are there. This means the group relationships between the superior and each possible combination of subordinates are there. So, for example, a manager having three subordinates would have three direct relationships. So, n represents the number of subordinates there.

So, whenever we are having this, the three subordinates. So, and therefore, in that case, we have to find out what type of relationship is there. So, mathematically also, you can find out that this particular formula that works for the identity identifying the relationship is there. So, cross relations are the mutual relationships among the subordinates necessary for working under the same superior.

So therefore, in that case, many times when there is an excellent mutual relationship then they with the under the same supervisor, there will be a good relationship among the followers. So, Graicunas has developed the following formula to give the total number of all the three kinds of relationships where n is equal to the number of subordinates. So, n equals two and x to power two, and n plus 1 is there.

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14 Tips For Improving Your Relationship With Your Boss

Here's how to strengthen your relationship with your boss:

- 1. Put yourself in your boss's shoes.**
 - Figure out the challenges your boss will encounter that day and be prepared to offer solutions
- 2. Show value.**
 - They hired you for a reason, so make sure that you're adding value to the organization and/or position.

Image Source- <http://www.managementregistry.com/2018/12/14/how-to-improve-your-relationship-with-your-boss/>

Shayali

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So, how we can develop our relationship with our bosses? So, here is how to strengthen your relationship with your bosses and put yourself in your boss's shoes. Now many times, you know expectations. So, expectations spoil the relationship, but when you have realistic expectations. So, how you will have the realistic expectation that whatever the challenges you are facing, your boss will encounter, be prepared to offer the solution is there.

Furthermore, in that case, even if there is a different type of relationship, they always the boss will be there to offer you the solutions. Furthermore, when the solutions are offered because the boss put himself, that is what your requirement is there. The Well show the value that is they hired you for a reason. So, make sure that you add value to the organization under your position there. This is very, very important.

If you justify your position by your contribution and it is not because of just making the boss happy and doing no work, that will not be the condition that does not condition here. Here we are talking about it: those hardware concems are committed to doing their jobs right. And then, therefore, they make sure that is then they are adding value to the organization and or their position is there.

So that their decision-making styles and the way they are working are supported. So, when they are they are supporting these, the organization also with their different colleagues are there to whom they support and then they also support the people e from the outside of the organization. So, therefore that you will be able to add value to the organizations.

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14 Tips For Improving Your Relationship With Your Boss(Cont.)

3. Know when and how to communicate with your boss.

- Employees need to Learn how your supervisor likes to communicate and receive communication, and mimic this style.

4. Get to know your boss personally.

- Bosses are human, so communicate with them on a personal level.

5. Ask for feedback.

- Don't be afraid to ask your boss for feedback.

6. Offer to help.

- You should ask as your boss if they need help on any projects.



So, knowing when and how to communicate with your boss and, therefore, when to commit and how to communicate is becoming very important. So, employees need to learn how their supervisor likes to communicate and receive communication that requires intense observation

later. Furthermore, once you understand your boss's personality and communication, you tune upright according to your boss's expectations and, therefore, that communication will build a better relationship.

Get to know your boss personally, and bosses are human. So, communicate with them on a personal level, and therefore, they will often share with you if there is any family problem or whatever their achievements are there what are their rewards are there. So, what are their gain and losses because they have developed personal and interpersonal relationships, right?

So, maybe they may share the professionally only in what type of the relationship they are having, but that will always help for a better relationship. Then ask for the feedback; do not be afraid to ask your boss for the feedback. So, whatever the work has been done, you always see what the feedback does? Feedback helps you to make things better. So, no one is perfect, but whenever we are getting feedback, we and then can improve our competency.

So, when we improve our competency, we will be based on the feedback, there will be better feedback, and we will be successful. Offer to help you should ask your boss if they need help on any projects are there and therefore in that case always you see that is the whatever the help that the boss needs right. So, you often see that he may not tell you that I need this particular help right.

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14 Tips For Improving Your Relationship With Your Boss(Cont.)

7. Keep your supervisor informed.

- No one likes surprises, so if you are experiencing challenges in your work, communicate those.

8. Stay above office politics and gossip.

- it's better to never engage in gossip about your boss, nor anyone else for that matter.

9. Under-promise and over-deliver.

- Put your best foot forward to exceed your boss's expectations.

10. Ask for help and advice.

- people also like to be seen as subject matter experts, especially your boss.



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And then but if you identify that is that he requires a particular help, then you can provide particular help they keep your supervisor informed no ones like suppressor surprises. So, if you are experiencing challenges in your work, communicate those. So, therefore in that case, if you find something difficult, there are certain surprises in your work that were not expected, then definitely please communicate to your boss and keep your supervisor informed; stay above office politics and the gossip is there.

So, there is avoid the gossiping we have discussed this in the previous slides also that is it is very, very important that is we should be communicative but not gossiping we should be friendly but not friends. So, therefore it is better to never engage in gossip about your boss or anyone else for that matter is there. So, whatever the relationship may have, the boss fear or subordinates always avoid gossiping because the gossiping may create a negative perception.

So, under-promising over delivery is there that is the never do like this that is the put your best for food forward to exceed your boss expectation is there. So, therefore never say which is not possible to do that task or whatever the reasonable time is required that you have to mention that is this will require this much time. So, there is nothing like an over delivery is there and whatever you can deliver say that yes, I can. So, there will not be the under-delivery.

So, here that is they ask for the help and advice as we have talked earlier also that is whenever you find that is just a certain subject's matter is causing you trouble right. So, do not hesitate to ask, ask for this help. So, either your boss may help himself, or then he will ask the experts, and then those experts will help you do that particular task which you are facing the problem but do not forget to share.

(Refer to Slide Time: 30:20)

14 Tips For Improving Your Relationship With Your Boss(Cont.)

11. Do whatever it takes to make your boss look good.

- Everyone cares about their work reputation, or at least they should.

12. Establish a line of open communication.

- If you are honest and communicate openly with your supervisor, this will help build transparency and trust in the relationship.

13. Show your boss respect.

- Even if you don't like your boss, respect them.

14. Be authentic.

- Be authentic in your approach.



<https://www.forbes.com/sites/jacquelynsmith/2013/10/16/14-tips-for-improving-your-relationship-with-your-boss/?sh=75c943f459b0>

Do whatever it takes to make your boss look good, and naturally, what is essential? Who is the Boss? The boss represents the organization. So, the organization will be happy, which means the boss will if the boss is happy. So therefore, in that case, everyone cares about their work reputation or at least they should. So, therefore do not worry it is whatever your boss is on looking for a particular help, then go ahead to provide him with their particular help. Establish a line of open communication.

So, if you are honest and communicate openly with your supervisor, this will help build transparency and trust in the relationship. Furthermore, as we are talking, trust is the fundamental dimension that needs to be developed into the interpersonal relationship. To build trust that is honesty and transparency are very important. When you have honesty and transparency, you will be able to build trust.

Show your boss respect and be authentic. Now, this is also very, very important there is be authentic in your approach; that is the yes, I know my job, and I can. So, therefore your boss will be also happy with your work.

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Case Study: People Problem or Business Problem

- SAHIL was the new VP of Sales who was promoted from inside the organization. Umang, who was the GM (south), was earlier his peer and now his reportee. Both had been 3+ years in the organization in senior roles and were quite mature to accept the new reality. But the new relationship started on a frosty note as both expected the others to change to the new reality. Soon their cold war became corridor talk, and everyone was betting on how much time SAHIL would tolerate Umang. CHIRAG, the CEO, got a whiff of this but decided to stay out of it. He felt that it was SAHIL's problem. SAHIL was new to the role. Both would mature into the new relationship if he gave them time.

DHRUV was another GM in SAHIL's team, who was seeing the relationship between SAHIL and UMANG deteriorate and was pained to see the impact on the business and the rest of the team.



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Now, this is the case study that will be talking about how these problems have been faced. And then how to develop making this particular personal problem and that is the becoming the ultimately the business problems are there and how to solve that.

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Research Paper

International Journal of Productivity and Performance Management

Mediation of superior-subordinate relationship and a climate of innovation on psychological empowerment

Sumi Jha

Purpose

The purpose of this paper is to establish the relationship between psychological empowerment (PE) and four variables: autonomy, openness, superior-subordinate relationship (SSR), and climate of innovation (CI). The paper also aims to establish the mediating effects of SSR and CI on PE.



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Furthermore, the research paper suggested that the superior-subordinate relationship and the climate of innovation on psychological empowerment are mediated. So, that will be discussed.

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Design/methodology/approach

The sample size for the study was 319 employees (197 managers and 122 team leaders) from ten leading information and communication technology companies of India. Structural equation modelling was used to test the model under study. Bootstrapping was applied to provide better estimation of the sample.

Findings

The exogenous variables under study were autonomy and openness. The mediating variables were SSR and CI. Results supported the model and indicated a significant direct effect between exogenous variables and PE. The role of SSR and CI as mediator was also ascertained.



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Then the exogenous variables under study were autonomy in openness, and then this was discussed with the astonishing number of this sample was there and as a result of which this interpersonal relationship that you can find out that is how that can be developed.

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BOOK RECOMMENDATION

The Power of Friends at Work: Forty Stories about Trust, Loyalty, Communication...and Play

Authors: [Debbie Morello](#)

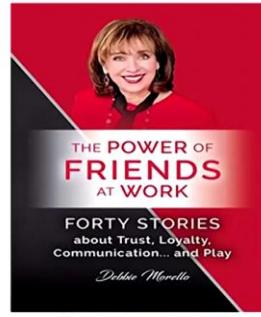
Publisher: Morello & Associates; 1st edition
(23 October 2018)

Language: English

Paperback: 136Pages

ISBN : 0999803417

ASIN : B07JNPP31Y



https://www.amazon.in/s?k=Relationship+with+Subordinates+and+Peers&ref=nb_sb_noss

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This is the book the power of friends at work, and this will be 40 stories about trust, loyalty and communication, which you may find very interesting.

(Refer Slide Time: 32:32)

References

- <https://yourbusiness.azcentral.com/examples-insubordination-action-9696.html>
- <https://www.mindtools.com/pages/article/good-relationships.html>
- <https://www.wrike.com/blog/importance-of-peer-relationships-at-work/>
- <https://work.chron.com/should-relationship-exist-between-supervisor-subordinate-27839.html>
- <https://www.businessmanagementideas.com/management/span-of-management/graicunas-theory-on-the-span-of-management-theories-management/13250>
- <https://www.mindtools.com/pages/article/good-relationships.html>
- <https://www.forbes.com/sites/jacquelynsmith/2013/10/16/14-tips-for-improving-your-relationship-with-your-boss/?sh=75c943f459b0>



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Furthermore, these are the references as usual for your particular study from this particular topic and the additional learning also, thank you.

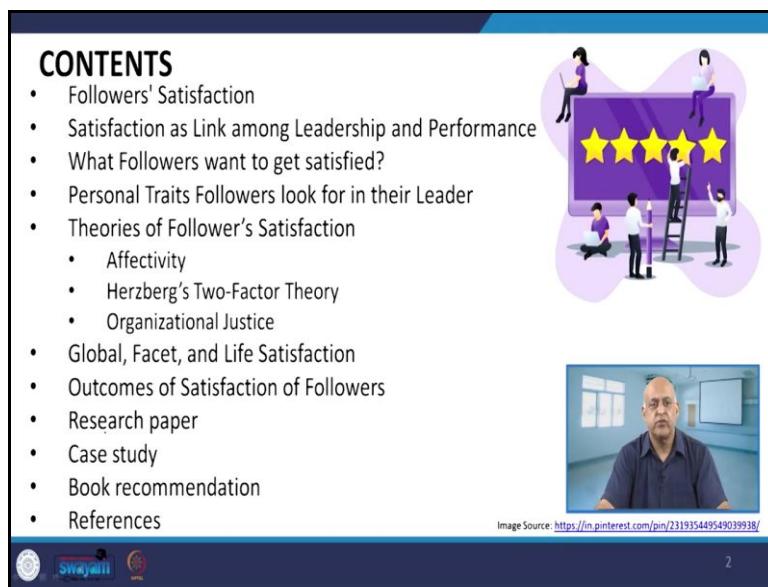
Leadership and Team Effectiveness
Prof. Santhosh Rangnekar
Department of Management Studies
Indian Institute of Technology, Roorkee

Lecture - 54
Fostering Followers' Satisfaction

In earlier sessions, we talked about leadership and team-building members' attitudes and how the leaders are to be effective. Now significantly less work has been done on this; it is on the side of the followers that is precisely what is the foremost important factor which is affecting the followers' reason to follow the leaders and therefore in that case in this context, this particular important session has been introduced that is the fostering the follower's satisfaction is done right.

So, first, we will try to understand what follower satisfaction is? Then, how the satisfaction is linked among the leaders and the performance.

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CONTENTS

- Followers' Satisfaction
- Satisfaction as Link among Leadership and Performance
- What Followers want to get satisfied?
- Personal Traits Followers look for in their Leader
- Theories of Follower's Satisfaction
 - Affectivity
 - Herzberg's Two-Factor Theory
 - Organizational Justice
- Global, Facet, and Life Satisfaction
- Outcomes of Satisfaction of Followers
- Research paper
- Case study
- Book recommendation
- References

Image Source: <https://in.pinterest.com/pin/231935449549039938/>

Then we will talk about what followers want to get satisfied, the personal traits followers look for in their leader and the theories of follower satisfaction, that as the affectivity theory, Herzberg 2 factor theory and organizational justice. Then we will talk about the global facet and

life satisfaction outcome of followers and, as usual, the research paper, case study and book recommendations.

We will also suggest specific references for this particular study material and additional readings.

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The slide has a dark blue header and footer bar. The main content area is white. A quote is displayed in the center:

“The goal of many leaders is to get people to think more highly of the leader. The goal of a great leader is to help people to think more highly of themselves.”

-J. Carla Nortcutt

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So, whenever we are talking about follower satisfaction, the goal of many leaders is to get them to think more highly of the leader is there right. So therefore, in that case, it is influenced because we understand the definition of these leaders; that is, they influence the behaviour of others. Whenever we are talking about the influence on the behaviour of others, then definitely more and more people are getting influenced, and when they are getting influenced, they are thinking, thinking more highly of the leader is there.

So, therefore the goal of a great leader is to help people think more highly of themselves. So, here is a thought process. Now you see that is the way the follower thinks it is igniting the brain, right. Furthermore, therefore, in that case, if people think highly of themselves, they identify their self-awareness about their potential, they get the knowledge about their career goals to know about what they can do what is the future career planning and related to all.

So, whenever we are talking about igniting the brain to know oneself highly of themselves, then definitely, in that case, that will be the goal of a leader. So, in ancient Indian literature, also we

find that it has been mentioned that it is the know yourself. It is who are you, what are you, why you are born, and what is your contribution to this world, right. Furthermore, therefore, that leader is helping. Helping in the exploring, exploring oneself by thinking more and more about themselves is there.

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Followers' Satisfaction

- **Satisfaction** - "A good feeling that you have when you have achieved something or when something you wanted to happen does happen; something that gives you feeling to gain/derive satisfaction from something." - Oxford Advance Learner's Dictionary (2000)
- **Follower Satisfaction** - "Followers' satisfaction is the extent to which employees are happy or content with their Leaders and work environment."

Image Source: <https://www.smartkartot.com/resources/blog/customer-satisfaction-surveys/>



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So, whenever we talk about follower satisfaction, it is necessary first to understand what satisfaction is there. So, we have a good feeling when we have achieved something or when something we wanted to happen does happen. Now, whenever we talk about satisfaction. So, satisfaction is the feeling that arises for any achievement of the individual.

So, whatever the one targets to achieve and when he can achieve that particular target, he will be satisfied that I did it right. So therefore, in that case, it might be possible that it is not of his performance. However, he wishes there would be a sure thing that will happen, and that happens. So, his wish will be to have that particular occurrence of these happenings.

Moreover, as a result, that is what this person is expecting to gain, and again, he is deriving the satisfaction. Second, it is then when we connect satisfaction with the follower. So, employees are happy to be content with their leaders, and the work environment is concerned. Now here usually what is the concerns of these employees are. Whenever we are talking about the follower, we are

talking in the context of the organization, and that is why we are using here what is the employees are there.

So, therefore the leader-follower relationship, which is the employer-employee relationship or the superior-subordinate relationship, is there and in this context when we talk to what will be the factors. Moreover, the first and foremost is the leader. Whether the follower is getting satisfaction from the leader, and that leader is giving this particular satisfaction based on what knowledge or gain is there.

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Followers' Satisfaction (Cont.)

- Research has shown that the **satisfied workers** are more likely to continue working for an organisation
 - More likely to engage in Organisation Citizenship Behaviours
- **Dissatisfied Worker:** More likely to be adversarial in their relations with leadership.
 - May engage in diverse sorts of counterproductive behaviour
- Dissatisfaction is a key reason why people leave organizations, and many of the reasons people are satisfied or dissatisfied with work are within the leader's control.



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The second one is that it is a work environment. So, what is the work environment is there. Now we talk about freedom, flexibility, autonomy and delegation empowerment. So, all these are the mechanisms. So, when we are in the work environment, this type of opportunity is available to the follower, then definitely, in that case, there will be the follower's satisfaction. Some researchers have shown that satisfied workers are more likely to continue working for an organization.

Here I would also like to mention the satisfaction we are talking about, the self-satisfaction and the job satisfaction. So, therefore when we are talking about it is a satisfied worker ah. So, as soon as we connect the satisfaction with the worker or employees, it is related to the job. So,

whatever the job an individual is doing, then definitely, in that case, he is having that particular satisfaction of contributing to the organization is there right.

So, this is to engage in organizational citizenship behaviour. Is there an OCB? Moreover, we have talked earlier also about the OCB, which is about the rights and duties of the citizen? The citizen who follows the constitution and we usually talk in the context of the nation who follows the nation's constitution, but when we talk about in the context of the organization, it is there is a following the citizenship of the organization is there.

There will be dissatisfied workers in their relationship with the leadership is there, and many times, this is a diverse sort of this counterproductive behaviour will be there when there is a mismatch between the leadership style of the leader and the followers is there. As dissatisfaction is a key reason why people live in organizations right that is the imposing factor to leave the organization, and that is about the dissatisfaction of the worker of himself from the job itself is there.

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Followers' Satisfaction (Cont.)

Why People Leave or stay with organizations

Why Do People Leave Organizations?	Why Do People Stay with Organizations?
Limited recognition and praise	Promises of long-term employment
Compensation	Exciting work and challenge
Limited authority	Fair pay
Poor organizational culture	Encourages fun, collegial relationships
Repetitive work	Supportive management

Image Source: <https://partnerhope.com/stay-go-complicated-question/>



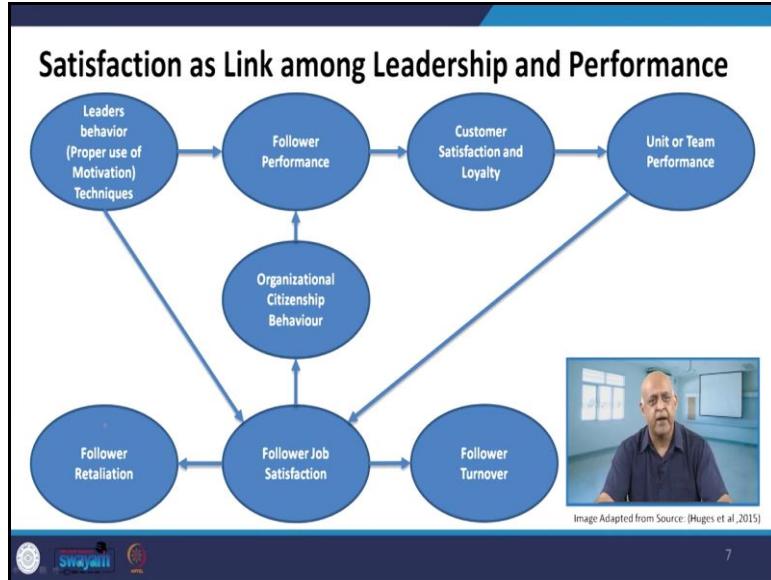
Moreover, we keep on talking about how whenever you want to create your knowledge base organization, your followers must have that particular satisfaction. However, as I mentioned, that is in the following satisfaction, here we will talk about why the people leave the organization because of this dissatisfaction.

Now every employee who contributes right so, there are the stars employees are there those who perform the best and then there is limited recognition, and the praise is there the opportunities. So, whenever the employees feel that is there is a lack of opportunity for the growth, and then, in that case, they start searching the other organizations, then there will be the company compensation will be there that is about the whatever the rewards perk they are getting from the organization whether they are satisfactory or not.

Now here, in this case, we have also to see that is the whenever we are talking about the compensation, compensation can be monetary or non-monetary, both are there then the, as I was mentioning about the empowerment, delegation, and use of authority, but whenever there is the limited authority then definitely the people will like to leave the organization is there. Then the poor organizational culture influences the performance of the employee.

Furthermore, when any star performer when finds it is because of organizational culture that he is not able to deliver, then, in that case, he will leave the organization is there, or the nature of work is the repetitive work is there. Now here, why do people this state the employee retention strategies are there? So, therefore long-term employment is their exciting work, and the challenges are their fair pay; here, they encourage fun, collegial relationships, and supportive management.

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In both the columns, you will find that the employee does not need to have all the reasons. There might be some the reasons there. Like when we talk about that is why do they stay, and the long-term employment is there not necessary nowadays in the young generation that may be the reason of their satisfaction is there too long stay is there. But for some of them, yes it.

So, therefore why the person stays or why the person lives in the organization depends on the individual's priority is there and accordingly, he will decide to continue or not to continue in the organization. Satisfaction is linked to leadership, and performance is concerned whenever we talk about it. So, naturally, leaders' behaviour proper use of motivation techniques are there always talk about monetary motivation and non-monetary motivation is there.

Moreover, in the case that is the whether we are providing cultural opportunities, rewards incentives, or there will be the monetary benefits related to the parks related to the different facilities, that will be the motivation techniques that will make those followers perform. When the follower is performing, customer satisfaction and loyalty will also increase.

Furthermore, as a result of which, there will be team performance. However, when we talk about the follower's job satisfaction is concerned then in that case, he can match his personality with the organization's citizenship is there. Followers' retaliation is there then; in that case, when the job satisfaction is not there, there might be retaliation, or the following turnover will be there. So,

that follows job dissatisfaction they might cause that is the how he will be able to perform whether in favour of the organization or against the organization is concerned.

Moreover, these are the indicators whenever we find it is the employee's leaving turnover is increasing may be related to a specific department section or with the particular boss then definitely in that case that will be the indicator, indicator of the job dissatisfaction. Moreover, therefore, the organization should take care of this.

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What Followers want to get satisfied?

Job Characteristics	Group & Organizational Characteristics
<ul style="list-style-type: none">• Variety in Work• Task Significance• Autonomy• Role Specificity• Worktime Flexibility• Reward• Recognition• Career Growth	<ul style="list-style-type: none">• Participative Involvement• Group Integration & Cohesiveness• Organization Climate & Structure• Communication Practices
Leader Characteristics	
	<ul style="list-style-type: none">• Leader- Reward behaviour• Leader- Punishment behaviour• Leader-Member Exchange



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So, there is a purpose for discussing this issue is that it. We have to see that is the what is the factor of satisfaction, but we have also to be careful that is if the employee is dissatisfied and especially those who are these just performers then. In that case, the organization has to face many problems. Now what followers want to get satisfied variety in work task significance autonomy role specificity work time flexibility reward recognition career growth is there.

Now, these are the norm. These are the typical job characteristics where the individual wants to get the satisfaction is there, but with the period, you will find that easy. Now the organizations are more towards the service organizations, and when we talk about the service organization, this group and organizational characteristics are increasing. Now the activities are not only the individual based activities whether you take the hospital or you take the hotels, but you also take the IT industries and therefore the most even in the manufacturing.

Now that is because of the change in your manufacturing process and system; it is becoming more and more over the group characteristics. So, whenever we talk about the group and organizational characteristics, that environment is essential. For example, participative involvement in group integration and cohesiveness organization climate and structure is concerned with communication practices.

Furthermore, another side is what the leader's characteristics are required. Now here, this relationship leader rewards behaviour. In the previous slide, we have seen that one of the significant reasons for satisfaction is motivational techniques. So, what are the rewards and that matching the leader-member reward behaviour is significant? Alternatively, now the leader's punishment behaviour is there.

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Personal Traits Followers look for in their Leader

- **Fairness & Honest** Be fair & Honest with all followers
- **Respect & Trust** Followers want to respect & trust and be respected & trusted by their manager.
- **Dependability** Followers wish ability to count on their manager when needed.
- **Collaboration** Followers want to be a part of their manager's team and be asked to contribute ideas and solutions.
- **Genuineness** Employees sometimes spend more time with their boss than with their families-they don't want a phony.
- **Appreciation** Followers desire to be appreciated for who they are and what they do
- **Responsiveness** Follower wish manager to listen, understand and respond. Be a sponge, not a brick wall.



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Now we know the punishment theory through the reinforcement of behaviour. Whenever we are talking about the reinforcement of behaviour, it is essential whether it is appropriate or not and therefore, that is the justice you know the justice of equity. Moreover, in that case, whatever type of misconduct is done by the follower and then whatever the punishment is given, that has to be the appropriateness.

If there is appropriateness, then definitely in we will say it is following the principle of natural justice. Now personal traits followers look for in their leader are fairness and honesty and being fair and honest with all followers. Moreover, in this case, as I was talking about, that is the reinforcement of behaviour. So, whatever you do, whatever the rewards you share, you are followed in the performance of these.

Moreover, therefore, in that case, the leader often has the non-verifiable goals and whenever there are the non-verifiable goals, remaining to be the fairness and honesty that will be a challenge for a leader is there. Now then, respect and trust are there, which is a very the evergreen trait which has been the followers look for in their leaders. The dependability is there. Now, naturally, why the follower follow the leader? Because he is dependent on specific dimensions and those dimensions to be taken care of by the leaders.

He should be having that particular fulfilment of those dimensions then the collaboration it is team building is there and therefore in that case working together that contributes ideas and solution generation more solutions brainstorming sessions all these will be creating the more collaborative approaches there. Genuineness is there when we talk about fairness and honesty, and therefore, with their bosses and their families, they do not want a phoney.

So, employees sometimes spend more time with their boss than without their families right. So therefore, in that case, they must be getting the leader's influence.

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Theories of Satisfaction	
Theory or Approach	How Leaders Can Improve Job Satisfaction
Maslow's hierarchy of needs	Helping ensure people's needs are satisfied
Achievement orientation	Securing needed resources, clearing obstacles, and allowing people to work on activities that matter to them
Goal setting	Setting high goals and helping people to accomplish them
Empowerment	Giving people needed training and more decision-making authority
Operant approach	Administering rewards.
Affectivity	Hiring happier people
Herzberg's 2-factor theory	Giving people more meaningful work
Organizational justice	Treating people fairly



10

Appreciation is there, which we have talked about; we should always have this the appropriateness right, and therefore, in that case, that appreciation is there. So, we learn that is the thank you and sorry. So, therefore in that case, when we talk about the appreciation and the way you say thank you, that itself will be a satisfaction to the follower. Here much theoretical work has been done.

So, I will share with you the theories of the satisfaction that is Maslow's hierarchy of needs achievement, orientation, goal setting theory and empowerment and the operant approach is there. These are some of the theories already discussed in leadership and motivation, and here, I would like to talk about the affectivity of hiring happier people. It is an exciting point, and I would like to highlight this point that whenever we are talking about hiring the followers, right the employees.

Thus, I will suggest that it identifies their happiness index, and I will tell you that this is a significant factor when recruitment is concerned. Your employees are not happy they are forceful. Often, you find it is the employee selecting a job not because of his choice because that is the only way of his bread and butter and then, in that case, that will not be a happy employee.

Furthermore, when the employee happiness we have talked about the happiness and performance, and when there is no happiness, then there will be no contribution is there. Related

to this, Herzberg has also done much work that is this two-factor theory and interestingly, it talks about the satisfaction, dissatisfaction and no dissatisfaction, which is very interesting. So, whenever we are talking about the no dissatisfaction, then in that case, what will be the performance of that follower and what will be the level of satisfaction of that follower.

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Major Three Theories of Satisfaction

Affectivity: Is the Cup Half Empty or Half Full?

- Affectivity refers to one's tendency to react to stimuli in a consistent emotional manner.
- People with a disposition for **negative affectivity** consistently react to changes, events, or situations in a negative manner. They tend to be **unhappy** with themselves and their lives, and are more likely to focus on the downside or disadvantages of a situation.
- People with a disposition for **positive affectivity** consistently react to changes, events, or situations in a positive manner. They are **happy** with their lives and tend to take an upbeat, optimistic approach when faced with new situations.



Shayari

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And then you will find that is the under these theories whenever we are talking about this herb theory or this affectivity theory that is it is an approach. The approach of these you are that follower, right. Now you see that many people are satisfied with the little gains, and many are dissatisfied with the significant gains. So, that is an approach is there. So, effectivity refers to one's tendency to react to stimuli.

So, I always give the examples that whenever we travel and at the platform, we find it is these children coming from the low-income families, laughing, playing and happy, and the child who is sitting in the first AC and then he is not happy. So, it is what it means that it is a tendency to react to stimuli in a consistent emotional manner. Furthermore, therefore, that approach that talks about whether the person will be satisfied or not, this affectivity will be a crucial factor.

So, it will be the negative effectivity unhappiness will be there and therefore likely to focus on the downside or disadvantages of a situation he will never be happy with. So, whatever the situation, he will find certain lacunas, and therefore, that is called the FFO Fault Finding

Officers. So, fault finding offices focus on those activities where the person is weak and, therefore, as a result of which, the person is demoralized and dissatisfied.

Nevertheless, when we talk about this creation, that is what is to be created at the workplace: positive affectivity and the happiness index. So, I will always suggest identifying those dimensions at your workplace. How you are followers will be happy about what their need is there because you see it is a team-building ultimately in the organization. So, unless and until they do not match there, leaders and followers will be no output.

(Refer to Slide Time: 19:23)

Affectivity: Is the Cup Half Empty or Half Full? (Cont.)

- People with a **positive affective** disposition tend to see a cup as **half full**;
- People with a **negative affective** disposition are more likely to describe a glass as **half empty**
- Researchers have found that **negative affectivity** is **related to job dissatisfaction**, and **positive affectivity** to **job satisfaction**
- Such Research suggest that leadership initiatives may have little impact on a person's job satisfaction if her affective disposition is either extremely positive or negative.

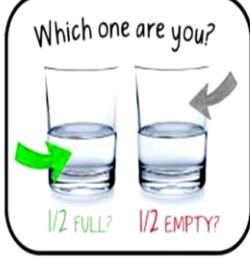
Which one are you?

1/2 FULL? 1/2 EMPTY?

Image Source: <https://kevinliebl.wordpress.com/2017/09/09/its-not-whether-the-glass-is-half-empty-or-half-full-its-whether-the-contents-will-quench-your-thirst/>



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So, they must be happy, and that happiness index creation is the leader's responsibility. So, these indices of forwarding satisfaction will be increasing. Now I will advise it is they always try to identify, and that is the happiness index of their follower, and as a result, you can imagine the satisfaction index also. The people with a cheerful, effective disposition tend to see a cup as half empty; entire people with a negative effective disposition are more likely to describe glass as the half-empty is there.

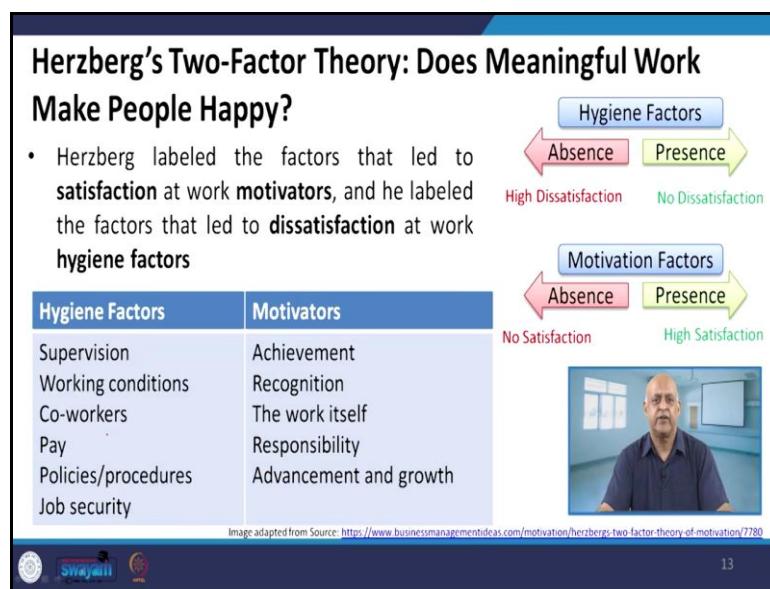
Here I would like to say that the half-full glass and half-filled with the air are there. So, whenever we say it is not empty, it is not an empty glass it is a filled glass that is there because there is water also and there is an air also again, this is a question of your approach that is how

what approach do you have and accordingly based on the approach whether you how do you look at a given situation is there.

Furthermore, if positive effectiveness is there, you will be happy with that also. However, it is an ancient saying, but it is efficient, and therefore, in that case, now can we have this negative of activity related to the job satisfaction and vigorous activity in which job satisfaction is there. Now, what is our responsibility? Our role is to convert this negative affectivity into positive activities there.

Furthermore, a leader's role is there and therefore, in that case, as we have seen the leadership style leadership theories earlier for building the team effectiveness and those practices if we adopt then definitely, we will have the job satisfaction. Such research suggests that leadership initiatives may have little impact on a person's job satisfaction if our affective disposition is either highly positive or negative is there naturally whenever we are talking about the initiative by the leader.

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So, how much leader will be influential? A leader will be influential up to a certain extent only because of the original approach of that particular follower; if it is a negative approach of the follower is there, the leader will not be able to influence much more as far as the affectivity

theory is concerned. Now, so similar research was done by Herzberg, and then he proposed the two-factor theory, which is called the hygiene factors theory.

The hygiene factors theory is the absence and presence right. So, high dissatisfaction and no dissatisfaction, an example is a salary. So, for the first month, the person is motivated by the salary, but the next month, it is repetitive. So, therefore, in that case, that salary will have no dissatisfaction because if there is no salary, then there will be higher dissatisfaction.

Nevertheless, giving the salary is not creating the motivational factor right, and that is why you see that the employees keep saying that he deserves that it is his right. Furthermore, therefore, in that case, that is not becoming the motivational factor. So, these are the specific examples that have been given, and it is supervision, working conditions, co-workers, pay policies, procedures, and job security that is a concern.

Moreover, motivators are the achievement, recognition of the work itself, advancement, and growth. Now here you can compare this theory with Maslow's theory also, and then you will find in the neat theories of achievement find it is I hygiene factors are concerned with the physiological needs, safety needs, and some parts of the self-esteem needs are concerned. Nevertheless, whenever we talk about this, some part of the self-esteem and self-actualization needs are there, becoming the motivators factor.

A leader has to continuously evaluate the strategies, policies, motivational practices, and whether they are giving and challenging.

(Refer Slide Time: 23:23)

Organizational Justice: Does Fairness Matter?

- Organizational justice is based on the premise that people who are treated unfairly are less productive, satisfied, and committed to their organizations.
- Organizational justice is made up of **three** components. (Trevino, 1992)
 - ❖ **Interactional justice** reflects the degree to which people are given information about different reward procedures and are treated with dignity and respect.
 - ❖ **Distributive justice** concerns followers' perceptions of whether the level of reward or punishment is commensurate with an individual's performance or infraction.
Dissatisfaction occurs when followers believe someone has received too little or too much reward or punishment.



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Moreover, as we have seen in the previous slide, the challenging task is what followers need. The follower needs with the continuous challenging task are there, and when you can provide that continuous changing task, they will be successful. So, organizational justice is based on the premise that mistreated people are less productive, and the satisfied and committed to their organizations are there.

So therefore, in that case, you see that it is a mechanism. So, organizational justice will be done only when the organizations are heavily mistreated, other less product productive, or their debt premises are there. So, here first, we will talk about the out of these three justices, there is an interactional justice. People are given information about different reward procedures and are treated with dignity, and respect is there.

So, definitely, in that case, it is the international justice, and people are looking forward to their rewards; therefore, it is always is the goals which you decide will go they will be going to achieve that, the particular goal when distributive justice is their followers' perceptions of whether the level of reward or punishment is commensurate with an individual's performance or interinfraction is concerned.

So, it is always preferred to know the perceptions in that case. Perceptions of that you follow whether it is what level of the perception is there and then accordingly he has to decide. This

satisfaction occurs when followers believe someone has received too little or too much reward or punishment, and in this case, whenever we are talking about this, distributive justice is there.

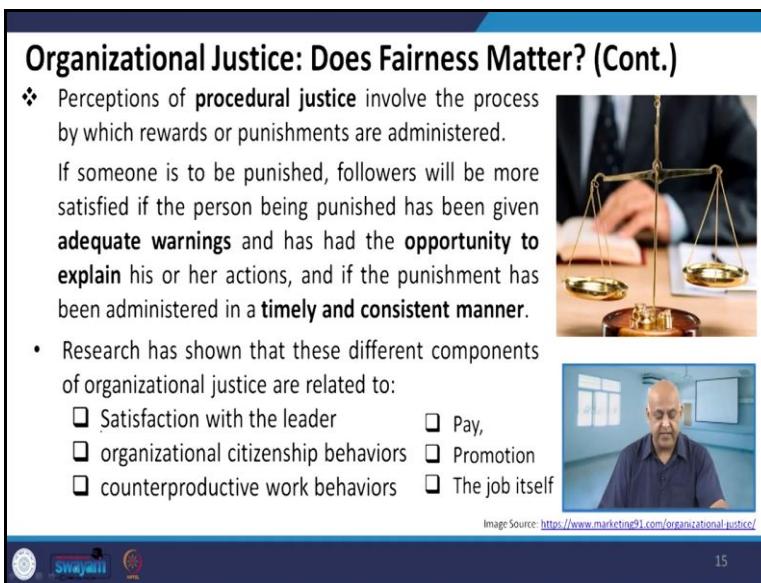
Furthermore, now it will depend on the leader that many times he may share the too much with someone or it will be the two lesser with the someone is there that balancing between these the distribution of these reward distribution of that empowerment or delegations is concerned and that that has to be normalized.

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Organizational Justice: Does Fairness Matter? (Cont.)

- ❖ Perceptions of **procedural justice** involve the process by which rewards or punishments are administered.
If someone is to be punished, followers will be more satisfied if the person being punished has been given **adequate warnings** and has had the **opportunity to explain** his or her actions, and if the punishment has been administered in a **timely and consistent manner**.
- Research has shown that these different components of organizational justice are related to:
 - Satisfaction with the leader Pay,
 - organizational citizenship behaviors Promotion
 - counterproductive work behaviors The job itself

Image Source: <https://www.marketing91.com/organizational-justice/>

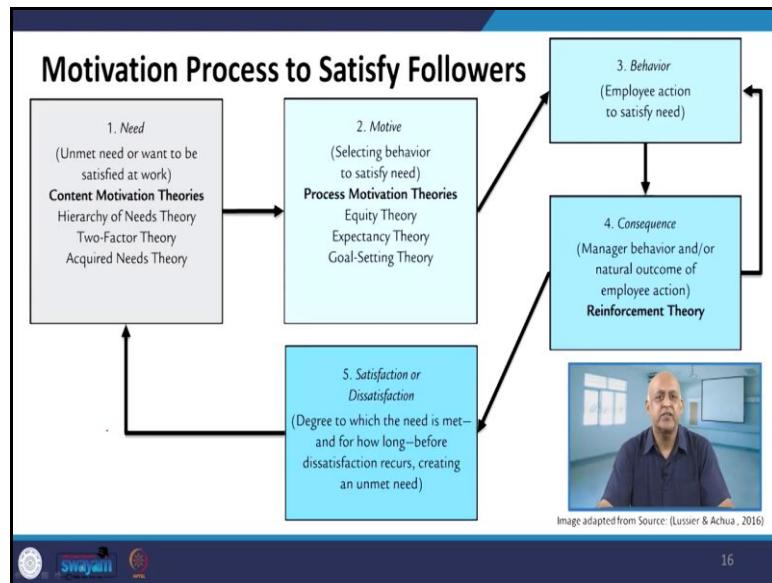


Moreover, therefore, in that case, whenever there is an appropriate, and the job satisfaction is there, they will be the having these particular aspects. Organizational injustice does fairness matter; the perceptions of the independent procedural justice involve the process by which rewards or punishments are administered, and if someone is to be punished, followers will be more satisfied if the person being punished has been given adequate warnings and therefore, in that case, the opportunity to explain his or her actions are there.

Furthermore, if the punishment has been administered in a timely and consistent manner, then definitely, in that case, that is the procedural justice they will create the solutions to that particular the follower's behaviour is there. Moreover, if these three justices, when we talk about distribution to the followers, are concerned and it is judiciously done, and justice is followed, then definitely, in that case, we will find it is the follower satisfaction that is become the higher.

So, research has shown that these three different components of organizational justice are related to satisfaction with the leader, organizational citizenship behaviour, counterproductive work behaviour is there if it is not their pay promotion, and the job itself is there.

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When we talk about the motivation process to satisfy followers as a concern, we have talked about the need is concern that is a need motive behaviour is there. Moreover, whenever we identify the need for this, we have talked about motivation and leadership. Also, there is how this need leads to the motive being there, and once that motive has been achieved, then there will be the behaviour will be reflected accordingly.

As a result, we will find that it is a natural occurrence of employee action reinforcement theory, which will decide the follower's satisfaction. And then again, but it will be applicable for some time as after a certain period, suppose a person is into the A1 category then he goes to the A2 category then again in that category this whole process of motivation will change.

Because of the A2 category they will, the need to change motive will change behaviourally, consequences will be changed, and satisfaction levels will change.

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Global, Facet, and Life Satisfaction

- Three different types of items typically found on job satisfaction survey:
- ❖ **Global satisfaction** assesses the overall degree to which employees are satisfied with their organization and their job
- ❖ **Facet satisfaction** assess the degree to which employees are satisfied with different aspects of work, such as pay, benefits, promotion policies, working hours and conditions, and the like. People may be relatively satisfied overall but still dissatisfied with certain aspects of work.
- ❖ **Life satisfaction** concerns one's attitudes about life in general
- **Hierarchy effect:** People with longer tenure or in higher positions tend to have higher global and facet satisfaction than those newer or lower in organization.



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So, when we talk about these particular job satisfaction concepts, we talk about the global satisfaction facet satisfaction, and the life satisfaction is concerned. So, global satisfaction is the overall degree to which employees are satisfied with their organization and jobs. So, therefore definitely, in that case, it is the total satisfaction there in the facility satisfaction is the degree to which the employees are satisfied with the different aspects of work means.

They are the partially somewhere they pay benefits promotion policies working hours and conditions all they are satisfied while the people may be relatively satisfied overall but still disappeared with certain aspects of work is there. So, and the life satisfaction is concerned that is the concerned attitude about the life, in general. Is there an ultimate goal? What should be the leader's goal whenever we discuss satisfaction?

So, it has to be this in the life satisfaction and that that should be the major the consideration by the leader. So that the employees will be able to perform. Here we also have to see that the people with a longer tenure in higher positions tend to have a higher global and facet satisfaction than those newer lower in organizations concerned.

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Outcomes of Satisfaction/Dissatisfaction of Followers

❖ Summary of Different Variables Correlated to Job Satisfaction

Variables related to job satisfaction	Direction of relationship	Strength of relationship
Motivation	Positive	Moderate
Organisational citizenship behaviour	Positive	Moderate
Absenteeism	Negative	Weak
Tardiness	Negative	Weak
Withdrawal cognitions	Negative	Strong
Turnover	Negative	Moderate
Heart disease	Negative	Moderate
Perceived stress	Negative	Strong
Pro-union voting	Negative	Moderate
Job performance	Positive	Moderate
Life satisfaction	Positive	Moderate
Mental health	Positive	Moderate



Source: [Sinding et. al., 2018]

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So, therefore ultimately when we are making the summary of different variables correlated with job satisfaction is there. So, these are the variables related to job satisfaction. In that case, we will find that if this motivation is becoming positive, the strength of a relationship is that is the that has been found the moderate is there. So, here we see different variables related to job satisfaction.

And then if the relationship is positive, we can identify the strength of the leadership is there and if it is this in the direction of the relationship is the negative is there then in most of the cases, it is a moderate or like. Now here to also understand that is how the follower perceives and then if he is perceiving that the variable later job satisfaction which is negative then definitely that will be having the decisive influence on the follower's satisfaction.

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Outcomes of Satisfaction/Dissatisfaction of Followers (Cont.)

❖ Satisfaction and Motivation

- A recent meta-analysis of 9 studies and 2,237 workers revealed significant positive relationship b/w motivation and job satisfaction. (Kinicki et. al., 2002)
- Because satisfaction with supervision also was **significantly** correlated with motivation, managers are advised to consider how their behavior affects employee satisfaction.
- Managers can potentially **enhance employees' motivation through** various attempts to **increase job satisfaction.**

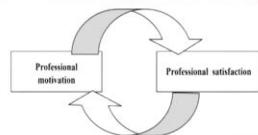


Image Source: <https://www.researchgate.net/publication/349097860> Interdependence between Professional Motivation and Satisfaction of the Nursing Staff

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So, the satisfaction and motivation are significantly correlated because the reflection with supervision was also significantly correlated with motivation managers being advised to consider how their behaviour affects the employee satisfaction. So, managers can potentially enhance employees' motivation through various attempts to increase job satisfaction.

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Outcomes of Satisfaction/Dissatisfaction of Followers (Cont.)

❖ Satisfaction and Organizational Citizenship Behaviour

- Organizational citizenship behaviors consist of employee behaviors that are beyond the call of duty & Managers certainly would like employees to exhibit these behaviors.
- A meta-analysis covering 6,746 people and 28 separate studies revealed a significant and **moderately positive correlation** between organizational citizenship behaviors and job satisfaction. (Podsakoff et. al.,2000)
- Moreover, additional research demonstrated that employees' citizenship behaviors were determined more by leadership and characteristics of the work environment than by an employee's personality.



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Furthermore, this satisfaction in organizational citizenship behaviour is the. Now, what is the OCB also is following the rights and duties are concerned. And then when there is satisfaction is there my beyond the call of the duty and manager certainly would like employees to exhibit this behaviour is there. So, therefore it is showing employee engagement also. So, this is a meta-

analysis covering 6746 people, and 28 separate studies revealed a significant and moderately positive correlation.

So, between organizational citizenship behaviour and the jobs, job satisfaction is concerned because, as we have seen, the other variables are there, and some are positive. At the same time, some of them are getting a negative impact on their motivational level. Additional research demonstrates that the employee citizenship behaviour was determined more by leadership and characteristics of the work environment by the employee's personalities are concerned.

(Refer Slide Time: 30:55)

The screenshot shows a research paper titled "Mindfulness and Leadership: Communication as a Behavioral Correlate of Leader Mindfulness and Its Effect on Follower Satisfaction". The paper is published in "frontiers in Psychology" (Volume 10, Article 667) on March 29, 2019. The authors are Johannes F. W. Arendt¹, Armin Pircher Verdorfer², and Katharina G. Kugler¹. The study is an original research article. The purpose of the research is described as investigating the role of mindfulness in leader-follower relationships. A small video thumbnail of a man speaking is visible on the right side of the page.

These are additional studies; for example, here is the research paper; mindfulness and leadership communication are behavioural correlations of leader mindfulness, and their effect on the follower's satisfaction is there. I am sure that this particular paper will give you a dimension to think about the leadership relationship is concerned.

(Refer to Slide Time: 31:18)

Research Paper

Design/methodology/approach

Building on prior research, we hypothesize that leaders' mindfulness is reflected in a specific communication style ("mindfulness in communication"), which is positively related to followers' satisfaction with their leaders. We used nested survey data from 34 leaders and 98 followers from various organizations and tested mediation hypotheses using hierarchical linear modeling.

Findings

Our hypotheses were confirmed by our data in that leaders' self-reported mindfulness showed a positive relationship with several aspects of followers' satisfaction. This relationship was fully mediated by leaders' mindfulness in communication as perceived by their followers



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So, this is about this paper, and this will be the findings of this paper.

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Case Study : Consolidated Products

- Consolidated Products is a medium-sized manufacturer of consumer products with nonunionized production workers. Ben Samuels was a plant manager for Consolidated Products for 10 years, and he was well liked by the employees.
- They were grateful for the fitness center he built for employees, and they enjoyed the social activities sponsored by the plant several times a year, including company picnics and holiday parties.
- He knew most of the workers by name, & spent part of each day walking in the plant to visit with them & ask about their families/hobbies.
- Ben believed that it was important to treat employees properly so they would have a sense of loyalty to the company.



Case Source: (Gary Yukl, 2020)

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Moreover, this is a case study. Kindly refer to this particular case study, and then you will understand how in the practical aspects when we have to identify, and that is the type of this satisfaction that the follower requires is concerned. Moreover, here you will find the parameters that managers should introduce for the satisfaction and the increase the performance of the employees concerned.

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Book Recommendation

The Art of Followership:

How Great Followers Create Great Leaders and Organizations

Authors: Ronald E Riggio, Ira Chaleff
and Jean Lipman-Blumen

Publisher: Jossey Bass (A Wiley Imprint)
(January, 2008)

Language: English

Paperback: 416 Pages

ISBN-10: 1955655170

ISBN-13: 978-0787996659

THE ART of FOLLOWERSHIP

How Great Followers
Create Great Leaders and Organizations

RONALD E. RIGGIO,
IRA CHALEFF AND
JEAN LIPMAN-BLUMEN
EDITORS

FOREWORD BY JAMES MACGREGOR BURNS

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Image Source: <https://www.amazon.com/Art-Followership-Followers-Leaders-Organizations/dp/0787996653>

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This is the book, the art of followership, and it is about how great followers create great leaders and organizations are concerned.

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Book Recommendation

- *The Art of Followership* puts dynamic leader-follower interaction at the forefront of discussion. It examines the multiple roles followers play and their often complex relationship to leaders.
- Book outlines how followers contribute to effective leadership and to organizations overall. And defines followership and its myriad meanings.
- *The Art of Followership* explores the practice and research that promote positive followership and reveals the part that followers play in setting the standards and formulating the culture and policies of the group.

THE ART of FOLLOWERSHIP

How Great Followers
Create Great Leaders and Organizations

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Image Source: <https://www.amazon.com/Art-Followership-Followers-Leaders-Organizations/dp/0787996653>

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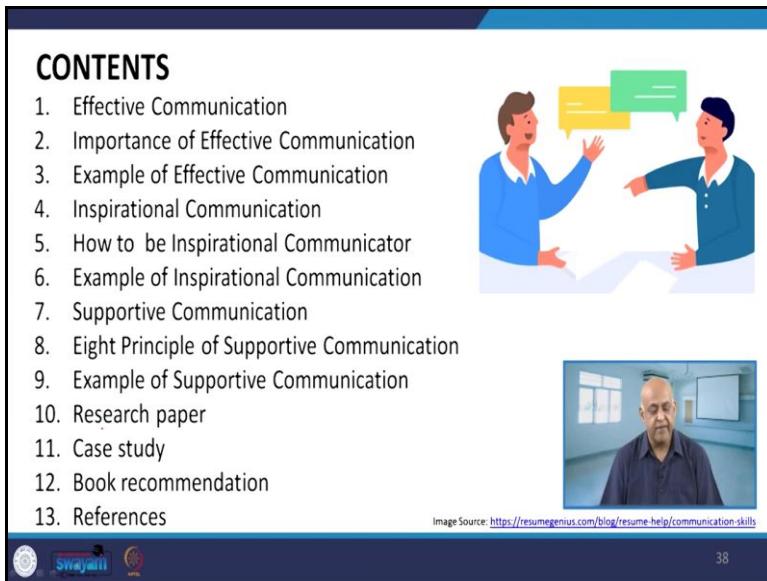
Furthermore, these are the different references you will be able to refer to for this particular study and suggest for your further studies. Moreover, you will be getting all ideas about the follower satisfaction and dimensions to be taken care of by the leader.

Leadership and Team Effectiveness
Prof. Santhosh Rangnekar
Department of Management Studies
Indian Institute of Technology, Roorkee

Lecture - 55
The Art of Communication

In leadership and team effectiveness, the other crucial dimension that makes your leadership more compelling is the art of communication. The way the leader communicates with the followers and then gets motivated and their performance is affected.

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CONTENTS

1. Effective Communication
2. Importance of Effective Communication
3. Example of Effective Communication
4. Inspirational Communication
5. How to be Inspirational Communicator
6. Example of Inspirational Communication
7. Supportive Communication
8. Eight Principle of Supportive Communication
9. Example of Supportive Communication
10. Research paper
11. Case study
12. Book recommendation
13. References

Image Source: <https://resumegenius.com/blog/resume-help/communication-skills>

So, we will talk about the importance of effectual communication, Examples of effective communication, inspirational communication, how inspirational communicators examples of inspirational communication, and supportive communication. Then the eight principles of supportive communication examples support; then we will take specific examples with this, and then, as usual, we will talk about the research paper, and case studies in the book recommendations are concerned.

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“The Art of Communication is
the language of leadership.”

-James Humes



So, communication is the language of the leadership, and I always emphasize that whenever we are talking about the behaviour, behaviour between any two persons is concerned, then definitely the bridge, the bridge is the communication is there. Communication is not only the mode by which they communicate the message, but in addition to communicating the message, it also reflects your emotional state.

Furthermore, therefore the persons perceive the way you communicate what you communicate are you can use the communication as a mechanism to influence the behaviour of others or not because you see communication influence a lot. Furthermore, therefore, it is not only verbal communication. Even non-verbal communication is also concerned; you will find that it is also affecting you.

So, I will give you an example of the workplace when you find that is your boss though he is not having any verbal communication, his body language and the way he interacts with you, the way he reflects on your behaviour that all will be decided based on that is the how this communication has been placed by between the follower, and the leader is concerned.

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Effective Communication

- Communication is a process by which information is exchanged between individuals through a common system of symbols, signs, or behavior (*Merriam-Webster Dictionary*)
- Communication effectiveness is the degree to which someone tells others something and ensures that they understand what was said (Bass & Stogdill, 1990).
- Effective communication involves the ability to transmit and receive information with a high probability that the intended message is passed from sender to receiver.



Image Source: <https://www.shutterstock.com/image-vector/communication-colorful-typography-banner-overlapping-squares-1398444674>



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So, we know that effective communication is the information exchanged between individuals through a standard system of symbols science of behaviour is concerned, and it is a degree to which someone tells others something ensures. So, I will not go into much detail about this because it is an essential communication process, and I am sure this much communication knowledge you have about the process of communication is there.

We will see the behavioural aspects of this effective communication. So, it involves the ability to transmit this information with a high probability that the intended message is from sender to receiver.

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Example of Effective Communication

Google CEO motivational speech

Some of effective ways applied in communication practice by Sundar Pichai

- Use of Humor
- Clarity about the ideas
- Non verbal actions
- Body Language
- Use of Visual Aids
- Moderate Pace of Speech
- Use of whole stage (Continuous movement)



Google CEO Sundar Pichai's I/O 2017 keynote
Video Source: <https://www.youtube.com/watch?v=vWUcyFnif6U>



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Now, whenever we talk about the examples of effective communication. So, that is where we will take Google's CEO motivational speech that is a Sundar Pichai is in the 2017 keynote address. So, these are the salient features like that: the use of humour, clarity about the ideas, and then the nonverbal actions that affect the followers. Body language, use of visual aids, moderate pace of speech, and the use of the whole stage continuous movement make him the giving a message. That is how active and energetic the leader is.

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Inspirational Communication

- One of dictionary meaning of Inspiration is "communication to the spirit"
- Even though everyone can communicate, most people can't communicate in an inspirational way.
- The source of inspirational communication comes from the heart, not the head. It is based on the vision a leader has for his business, and it is conveyed on a level that surpasses and transcends the brain. It is more heart than head. More engaging than informing.
- Inspirational communication is all about creating that energy and motivation to get people to do what you want them to do and follow your lead.



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When we talk about what inspirational communication is concerned with, one of the dictionary meanings of inspiration is communication to the spirit is concerned. So, this inspirational

communication comes from the heart, not the head. Now you see the way whenever you communicate with your team members. So, that is how you express your thought process, and that is becoming inspirational is there.

So, therefore if the leader if he is very vibrant and energetic, communicates, and the high goals are set, the priorities are decided, and planning is done. So therefore, in that case, the surprises and then it sensitizes the followers' brains. So, if you are slow or the leader is not that much taking an interest in communicating with the followers is concerned, or it is not that the active, energetic and vibrant, then definitely your followers the brain what will your brain, the brain will sleep.

So therefore, in that case, it is essential that is the involvement. Involvement of the leader is a must, and that is why it is said it is more brutal than head and more engaging than informing is there. So, that engagement, engagement of your team members that are very, very important is there. So, inspirational communication is all about creating that energy and motivation to get people to do what you want them to do and follow your lead.

So, therefore always it is essential that is the energy and motivation so that people will perform in the best manner.

(Refer Slide Time: 05:48)

How to be Inspirational Communicator

- Finding Your Inspirational Side** - The biggest and most important feature of something that is inspirational is in the underlying message of the story. That message uses a powerful belief that moves the audience. In a sense, the belief behind your story is what makes your communication speak to the spirit.
- Something People Can Believe In** - Not every belief will work though. It has to be something your audience can directly relate to. It's also important to make the underlying belief of your story something believable.
- Be Uplifting and Empowering** Your message needs to be positive and uplifting so it leaves the person feeling better than before.
- Articulate your vision** The delivery of your inspiring belief is just as important as the belief itself.

Source: <https://dosomethingcool.net/how-to-be-an-inspirational-communicator/>



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Now finding the inspirational side, the most significant and essential feature of something that is the inspiration is in the story's underlying message. So, you use a powerful belief that moves the audience and, therefore, your authority and authority on your belief. So, therefore it is not that you are supposed to motivate your followers, which is why you are motivating your followers.

Now whatever you communicate, the follower will feel motivated. So, it should be the intrinsic process rather than the extrinsic process. So, in a sense, the belief behind your story is what makes your communication speak to the spirit is there. Furthermore, that is why it should come from the heart. Something people can believe in; not every belief will work though it must be something your audience can directly relate to.

So, it is also essential to make the underlying belief of your story something believable is there correct. Be uplifting and empowering is there always you see that is the in inspirational communication what the person will perceive that he is the how I can be afflicted how I can make my horizon wide and expanded. So, therefore, in that case, that is uplifting, and the is there, and the empowering is there.

If we are giving that empowerment, we will find that the yes, the person can have, the better the inspirational communication. Articulate your vision; now you see that articulation of the vision because what a leader does right from the beginning, we are talking about is he is creating the vision and directing the followers to achieve that particular vision and goal.

Furthermore, that competency mapping is also the part of your articulation of the vision is there. So, inspiring belief is just as important as the belief itself.

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Example of Inspirational Communication

Three lessons Indra Nooyi shared in her speech

1. Please be a lifelong student and don't lose that curiosity
2. Whatever you do throw yourself into it throw your head heart and hands into it I look at my job not as a job I look at it as a calling as a passion
3. Help others rise, greatness comes not from a position but from helping build the future all of us in positions of power have an obligation to pull others up you know



Never be happy with what you know: Indra Nooyi

Video Source: <https://www.youtube.com/watch?v=24d4fnsOrg>



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Moreover, if you have that belief in yourself, you will be able to direct your team members towards the achievement of that particular goal. Furthermore, here is an example of inspiration communication: the three lessons that are the Indra Nooyi we shared in speeches now, please be a lifelong student and do not lose that curiosity is the continuous learning process.

Moreover, therefore, in that case, the day the person thinks that I have enough knowledge and the person is intellectually dead. So therefore, in that case, the leader, leader has to pursue he or she should never stop and always try to get that is the whatever his experience is there whatever he is learning is where the sharing of knowledge sharing and then in that case that that in that knowledge sharing the people find many things to learn.

So, there is curiosity is there. So, that is the ok I have to go as I mentioned about the motivational needs also level 1, level 2, level 3, level 4 and then this level is the non-ending level is there. So, that curiosity remains to be always there for the next level. Now whatever you do, throw yourself into it, throw your head, heart and hands into it. I look at my job not as a job; I look at it as a calling as a patient is there.

Furthermore, this is always you find it is every successful leader is saying, even the doctor Kalam said that is it is not that I am doing the job. So, I am just what I want to do. I am fulfilling my hobby, and as a result, I am getting my salary. So, in that case, it is a passion; it is a hobby

and not a job somebody is doing. The day you think it is my job which I am doing to earn money and then, in that case, your involvement and engagement with that particular job will be shallow.

So, helping others rise to greatness comes not from a position but from helping build the future; all of us in positions of power must pull others up, you know. Furthermore, this is a message that we are always talking about that what the leader has to give.

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Example of Inspirational Communication

Team Building communication for Chak De India!

- You have seventy minutes.
- In the coming years, no matter what happens, whether you win or lose....no body can take these seventy minutes away from you.
- I am not going to tell you how to play this game. Instead, you will tell me - by playing the game.
- If every player in this team, plays the best hockey of her life...then even God himself cannot take these seventy minutes away from you.

Chak De India Movie Inspirational Communication by Sharukh Khan Playing role of hockey team Coach
Video Source:
<https://www.youtube.com/watch?v=xK3x7EOA30s>

The leader has to give this particular message that he is not doing the leadership for his self-interest; he is doing the leadership for the upliftment of others. Like in India, we find it is our prime minister he which is always whenever talks about the upliftment of the society, and therefore we find it is not it is a person who is behind the position; instead, the position is an instrument for the appointment of the society is there.

So, team building communication here the example for the Chak de India movie. So, we find it is where the leader talks about that you have the 70 minutes only exemplary and in the 70 minutes that is at the do or die situation is there. So, no matter what happens, whether you win or lose, nobody can take these 70 minutes away from you. So, therefore you have to give your best, and your whole life is like this drama.

So, this stage where you are having the particular number of years are there they are fixed and therefore in that year that is the nobody should take away those minutes or the years from you and therefore you have to do your best. As a result of which, you find it is the end of the day right then we find it is the yes, we have performed our role, and that is the satisfaction there is the satisfaction which comes from ourselves, within.

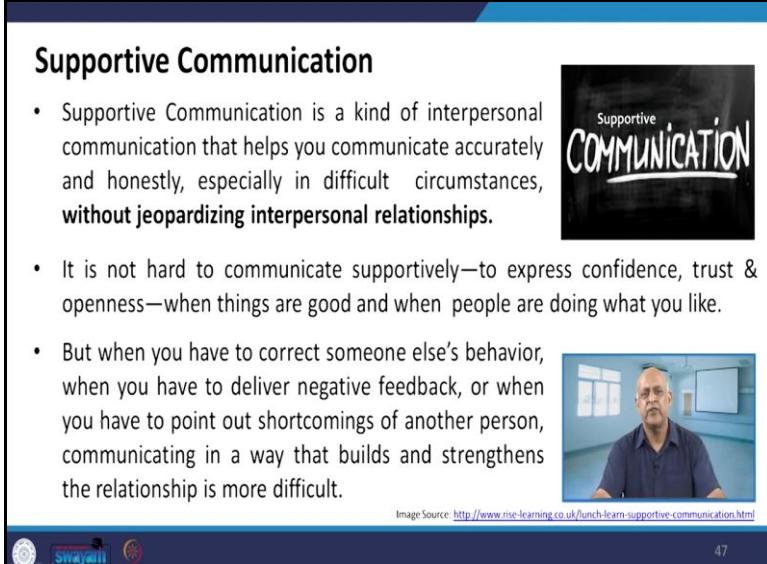
So, therefore I am not going to tell you how to play this game; instead, you will tell me by playing the game. So, therefore it is the demonstration. Demonstration by doing it is not the demonstration just for the purpose or to do the demonstration it is not for the doing sake rather than it is for the perceiving this that particular goal. So, if every player in this team plays the best jockey of our life, you will find it the person will be able to achieve the goal or what we can say the satisfaction is there.

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Supportive Communication

- Supportive Communication is a kind of interpersonal communication that helps you communicate accurately and honestly, especially in difficult circumstances, **without jeopardizing interpersonal relationships.**
- It is not hard to communicate supportively—to express confidence, trust & openness—when things are good and when people are doing what you like.
- But when you have to correct someone else's behavior, when you have to deliver negative feedback, or when you have to point out shortcomings of another person, communicating in a way that builds and strengthens the relationship is more difficult.

Image Source: <http://www.rise-learning.co.uk/fun-learn-supportive-communication.html>



So, in supportive communication, another dimension is supported communication. So, we have seen inspirational communication, and now we will talk about supportive communication; interpersonal communication helps you communicate accurately and honestly. Now you see that your honesty in your communication should reflect right, especially in the difficult circumstances, and it is not that I am with you; I am with you.

Moreover, the person who has to be with you in a difficult situation is there. So, without jeopardizing the interpersonal relationship is concerned and then if the situation demands, the one should be present. It is not hard to communicate supportively to express confidence, trust and openness when things are good and when people are doing what you like. So, therefore you can judge there is no need to take any survey or like this.

Furthermore, therefore whenever your confidence is there, it will be expressed the trust; trust is how do you in the communication that the communicate the trust itself is the reflecting. Moreover, the way you talk to the other person, the person understands whether the person has the trust in me or not. However, when you have to correct someone's else behaviour, when you have to deliver negative feedback or when you have to point out the shortcomings of another person communicating is a way that builds and strengthens the relationship is more difficult is there.

Now here, we have to understand the role of communication here. So, therefore, in that case, whenever we have to take the correct actions right, it is not the question of punishment it is a question of that is that we want to correct the behaviour of others and then, in that case, the way we communicate. So, instead of saying that your weaknesses are this rather than there is a scope of improvement in you in this particular area are concerned. And then definitely, in that case, that will be the communication support is there.

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Eight Principles of Supportive Communication

1. Supportive Communication Is Based on Congruence, Not Incongruence

- The best relationships, are based on congruence. That is, what is communicated, verbally and nonverbally, matches exactly what you are thinking and feeling.
- Two kinds of **incongruence** are possible:
 - One is a mismatch between what you are experiencing and what you are aware of. E.g. Deep seeded anger, sadness, or fear
 - Second is a mismatch between what you think or feel and what you communicate. E.g. feeling guilty about one's thoughts or feelings, thinking them to be inappropriate or wrong



So, dear friends, whenever we are talking about business communication, which is true in the supported communication, we have to follow these eight principles; the first principle is that supported communication is based on congruence, not the incongruence is concerned. So, therefore it is always the congruence communicated verbally and non-verbally that matches precisely what you are thinking and feeling.

You see, people understand in your behaviour what you are saying and what you what do you mean and therefore in that case if you mean and you what you say and what you did then in that case definitely if there is a consistency there is a correlation. Then you will be able to develop that particular support for communication, and therefore there is no incongruency.

So, as a result of this, always it is better that is the whatever in the team building specialists and when we are working with our followers then definitely whatever is in our mind that we should create a particular environment where the supportive communication is there. Now the two kinds of incongruence are possible; one is the mismatch between what we are experiencing and what you are aware of.

Furthermore, therefore there is a deep-seated anger, sadness, or fear and somebody asks you why there is something that seems to be wrong right, and then the person says no, there is nothing, I am ok. So, therefore that is incongruence is possible second is a mismatch between what you

think or feel and what you communicate. So, feeling guilty about one's thoughts or thinking them to be inappropriate or wrong is there.

Moreover, therefore, in that case, always pleasant, especially in the team building and working with our superior we should have the congruence and not the incongruence because as soon as if you are having these this type of these inappropriate or wrong the communication or the mismatch is there then definitely that it will affect the interpersonal relationship with your supervisor is concerned.

(Refer Slide Time: 15:48)

Eight Principles of Supportive Communication (Cont.)

2. Supportive Communication Is Descriptive, Not Evaluative

- **Evaluative communication** makes a judgment or places a label on other individuals or on their behavior: "You are doing it wrong." "You are incompetent." "You messed up."
- **Descriptive communication** is designed to reduce the tendency to evaluate and to perpetuate a defensive interaction. It involves three step:
 - Step 1 : Describe objectively the event, behavior, or circumstance
 - Step 2 : Focus on the behavior and your reaction, not on the other person's attributes.
 - Step 3 : Focus on solutions and avoid discussing who's right or wrong.



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The second is that supported communication is descriptive and not evaluative. So, evaluative communication makes a judgment or places a level on other individuals or their behaviour. So, you are doing it wrong; you are incompetent, messed up, and therefore, in that case, the evaluative communication is there. So, always please try that is you are not that harsh that is in your communication that is you are always the evaluative judging others right.

So, therefore it is not advisable that if we talk about whether you are incompetent or messed up, you are doing it wrong because you see what you have learned. So far, there is leadership in the followers and communication that has to be the part of building the relationship. It should provide that your communication should not be part of breaking the relationship. So, often the leader, because of their stress and because of the job demands, there is a task demand.

So, what they do is that their communication is distorted and whenever that is this or not non fulfilment of the expectations is there and where the failures are especially. So, in that case, that it is that time of communication right and then that should not be the evaluative communication is to be there right. Furthermore, that evaluative communication is required to have you approach the positive.

It will reduce the tendency to evaluate and perpetuate a defensive interaction. So, it involves three steps describing the event behaviour or circumstances objectively, focusing on the behaviour and your reaction, not on the other person's attributes and the, focusing on the solutions and avoiding discussing who is right or wrong. So, always now, despite focusing on the person, it is better to focus on the event that if anything has been gone wrong, then why it went wrong.

Furthermore, therefore we have to try to understand, analyse and take corrective actions. So, focus on the behaviour and your reaction, not the person's attributes. Moreover, usually what happens you see is that whenever there is a failure, the person attacks the ego of others and, therefore, that is a blunder. So, it will never create this team building is concerned because the people may forget when you are physically attacked.

Nevertheless, whatever the verbal you are taking, they will never forget. So, therefore, in that case, be very careful about this, focus on solutions and avoid discussing who is right, who is wrong and why it happened. So, because you see the progressive leaders, they do not know to go for the post mortem right. So, in that case, it is corrective action, and there is a difference between the feedback and there is a difference between the criticism is there.

So therefore, in that case, it is always better that we give the feedback and the follower leader both understand that if they want to deliver the desired goals, then the next time, these corrective actions are to be taken.

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Eight Principles of Supportive Communication (Cont.)

4. Supportive Communication Validates Rather Than Invalidates Individuals

- Validating communication helps people feel **recognized, understood, accepted, and valued**
- Communication that is **invalidating** arouses negative feelings about self-worth, identity, and relationships to others. It denies the presence, uniqueness, or importance of other individuals. You can invalidate people in four main ways.
 - **Superiority-oriented** Communication
 - **Rigidity** in Communication
 - **Indifferences** in Communication (not acknowledge person's existence or importance)
 - **Imperviousness** (not acknowledge the feelings or opinions of the other person.)



Then supported communications are problem-oriented, not person-oriented. Therefore, in that case, focus on the individual and what is the characteristics and not the event focus on this will be the person-oriented communication that is to be avoided. So, what is required to focus on the problems and the solutions rather than on personal traits? Now you see that it is always better for a leader to understand that whatever the failures are there, why these values are there; once you understand the why, I am sure that almost 50% of problems will be solved.

This is the problem rather than you are the problem and the illustrates the difference between the problem and the person's orientation is there right and therefore task event the failures right that is to be discussed and not it is a that who is responsible for this. So, therefore yes, for the performance, the accountability has to be there, but when the account has failed, you have to find out that it is a why and where is the gap.

So, in building positive, supportive relationships, problem-oriented communication should also be linked to the accepted standards or the expectations rather than to personal opinions are concerned, and therefore what is essential for your expectations is to be realistic. So, many times we keep very high expectations. Now so, any parent, if any parents have that very high expectation from their child which he cannot perform.

Then what will be the outcome? The outcome will be that the failure is the mismatch will be there, and therefore, in that case, there will not be any part of this communication which will be helping the person. So, supportive communication validities rather than the individual individuals are there. So, validating communication helps people feel reorganized now, which I was trying to mention in the previous slides. Also, whenever there is a failure, discuss the event and then give the direction.

So, therefore you can reorganize. So, well, getting the communication is there understood accepted and valued is there and understand exactly. Why does it is happened, and then they accept that yes if the child is not able to perform, he will not be able to perform? So, whether you make them cry, you make the hue and cry, and you create the benchmarks and all these things. So, therefore that we have to accept and value it.

The value to the child is the why the child is now. Similarly, in leadership and team effectiveness, we have to understand. However, I understand your question that is the where will be the barrier; there will be a limit where the end of the scope, and that debt is to be decided between the leader and the follower by understanding the limitations and the students the each other.

The communication invalidates negative feelings about self-worth, identity and relationships with others. It denies the uniqueness of the importance of other individuals, which is very sad. So, you can invalidate people in the four main ways: superiority oriented, rigidity in communication, indifference in communication, not acknowledge persons existence or importance, and the imperviousness not acknowledge the feeling or the opinion of the other person concerned.

(Refer Slide Time: 22:28)

Eight Principles of Supportive Communication (Cont.)

5. Supportive Communication Is Specific (Useful), Not Global (Non-useful)
 - The more specific a statement is, the more effective it is in motivating improvement.
 - For example, the statement “**You have trouble managing your time**” is too general to be useful, whereas “**You spent an hour scheduling meetings today when that could have been done by your assistant**” provides specific information that can serve as a basis for behavioral change.
 - Global(non-useful) statements are usually extremes & absolute that lead to defensiveness or disconfirmation
 - E.g. **You never ask for my advice.**
 - **You have no consideration for others' feelings.**
 - **You either do what I say or I'll fire you,**



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So, then in India, what is to be done that is a respectful egalitarian communication is there opposite of the superiority-oriented communication. When a person with a higher status interacts with a person of lower status, it is there also to have to understand. That is the many times that ego and many times that is the excellent empowerment feeling and that may lead to this type of the issues we have discussed in the previous slide.

So, therefore please understand that is the who is who. Moreover, flexibility in communication is essential for two-way communication; the fourth way to express validation based on the agreement is to identify positive behaviours, attitudes, and the positive consequences—the supportive communication is specific and not global and non-useful. So, the more specific the statement is, the more effective it is in motivating the improvement.

You have trouble managing your time is too general to be valid, whereas you spent on scheduling meetings today when your assistant could have done that. So, therefore, in that case, you see that delegation and empowerment will help you many times. So, those who are helping you, those who are supporters. So, provide specific information that can serve as the basis for behavioural change.

The global non-useful statements are usually extremes and absolute that lead to the defensiveness of the disconfirmation you never ask for my advice; you have no consideration for

others' feelings; you either do what I say, or I will fire you. So, therefore these are the sentences we which are for the forever; this is not like that is the ones you will say and the period will be over, and the person will forget.

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Eight Principles of Supportive Communication (Cont.)

6. Supportive Communication is Conjunctive, Not Disjunctive

- *Conjunctive communication* is connected to previous messages in some way. It flows smoothly.
- *Disjunctive communication* is disconnected from what was stated before.

7. Supportive Communication Is Owned, Not Disowned

- Taking responsibility for your statements and acknowledging that the source of the ideas is yourself and not another person or group is called *owned communication*.
- *Disowned communication* is suggested when you use third person or first-person-plural words: "We think," "They said," or "One might say."



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So, therefore be careful by using this particular communication is concerned. So, supportive communication is conjunctive, not disjunctive. So, there is a concern to the previous message somehow; it flows smoothly, and it is disconnected from what was stated before. Supportive communication is owned and not disowned, and therefore take responsibility for the statements you have given. So, the idea is yourself and not another person or group.

So, many times it happens, that is a leader, whenever there is a success, they take the ownership when there is a failure they live to others. So, that is to be avoided. You use the third person first person play rewards we think they said or one might say, and it is our task is there.

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Eight Principles of Supportive Communication (Cont.)

8. Supportive Communication Requires Supportive Listening, Not One-Way Message Delivery

The previous seven attributes of supportive communication all focus on message delivery, where you are the initiator of the communication. But another aspect of supportive communication—**listening and responding effectively** to someone else's statements.

Maier, Solem, and Maier (1973, p. 311) stated:

"In any conversation, the person who talks the most is the one who learns the least about the other person. The good supervisor therefore must become a good listener."



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Supported communication requires supportive listening; no one-way message delivery is there. Therefore, all focus on message delivery of the initial communication, but another aspect of supporting a combination of listening and responding effectively to someone else's statement is there. So, Maier, Solem and Maier stated that in any conversation, the person who talks the most is the one who learns the least about the other person. Furthermore, the excellent supervisor must also become a good listener.

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Example of Supportive Communication

A Leader Should Know How to Manage Failure:

APJ Abdul Kalam

- "We thought we were ready for Launch. At four minutes before the satellite launch, the computer began to go through the checklist of items that needed to be checked."*
- "One minute later, the computer program put the launch on hold; But I bypassed the computer, switched to manual mode, and launched the rocket."*
- "In the first stage, everything worked fine. In the second stage, a problem developed. Instead of the satellite going into orbit, the whole rocket system plunged into the Bay of Bengal."*



Dr. APJ Abdul Kalam at Wharton India Economic Forum in Philadelphia. Video Source: <https://www.youtube.com/watch?v=H4LjHNNid8>



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So, this is an example of the supportive communication should know how to manage the failure that Dr APJ Abdul Kalam mentioned; we thought we were ready for launch; four minutes before

the satellite launch, the computer began to go through the checklist of the items that needed to be checked. One minute later, the computer program put the launch on hold, but I bypassed the computer, switched to the manual mode, and launched the rocket.

In the first stage, everything worked fine; in the second stage, a problem developed. Instead of the satellite going into orbit, the whole rocket system plunged into the Bay of Bengal.

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Example of Supportive Communication (Cont.)

A Leader Should Know How to Manage Failure:

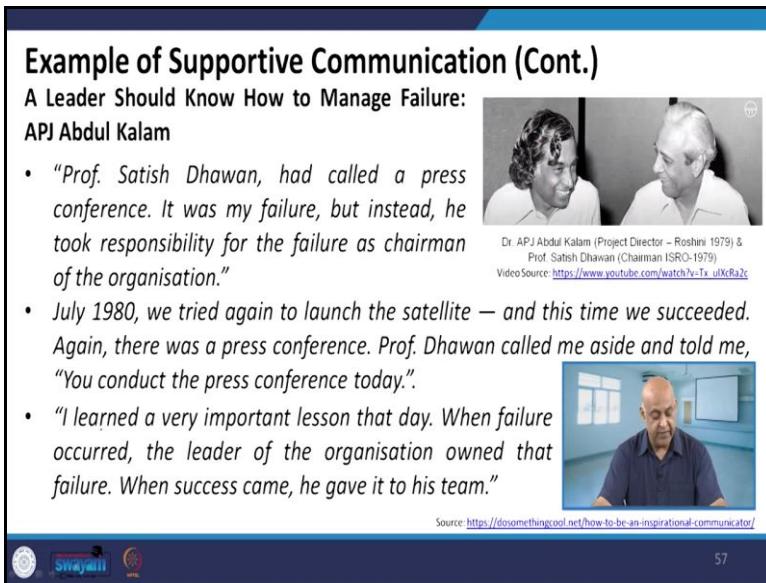
APJ Abdul Kalam

- “Prof. Satish Dhawan, had called a press conference. It was my failure, but instead, he took responsibility for the failure as chairman of the organisation.”
- “July 1980, we tried again to launch the satellite – and this time we succeeded. Again, there was a press conference. Prof. Dhawan called me aside and told me, “You conduct the press conference today.”
- “I learned a very important lesson that day. When failure occurred, the leader of the organization owned that failure. When success came, he gave it to his team.”

Dr APJ Abdul Kalam (Project Director – Rohini 1979) & Prof. Satish Dhawan (Chairman ISRO-1979)
Video Source: https://www.youtube.com/watch?v=Tx_uXcRa2c

Source: <https://dosomethingcool.net/how-to-be-an-inspirational-communicator/>

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Thus, how to manage the failures in this case that a professor Satish Dhawan had called a press conference about my failure, but instead, he took responsibility for the failure as the chairman of the organization is concerned. In July 1980, we tried again to launch the satellite and this time, we succeeded; again, there was a press conference professor Dhawan called me aside and told me you conducted the press conference today.

I learned a vital lesson that day when a failure occurred, the leader of the organization takes that failure when success comes; he is getting to his team. Furthermore, this is a beautiful and very realistic example that gives us a lesson on how to work with our team members as a leader in the true sense. How one can be an inspirational leader like Dr Kalam.

(Refer Slide Time: 27:03)

Research Paper



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Accepted 10 July 2013

Purpose
The concept of "communicative leadership" is used in organisations that analyse and develop leaders' communication competence. A scholarly definition of this concept is lacking, and the implications of leaders' communication and the development of communication competence for organisations are rarely discussed.

Conceptualizing communicative leadership
A framework for analysing and developing leaders' communication competence
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Department of Media and Communication, Mid Sweden University, Sundsvall, Sweden
Vernon D. Miller
Department of Communication and Department of Management, Michigan State University, East Lansing, Michigan, USA, and
Solange Hanrin
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Here we will talk about these; as usual, the research paper conceptualizes communicative leadership and analyses and develops leaders' communication competence; it talks about right.

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Research Paper

Purpose (Cont.)
The purpose of this paper is to create a theoretical framework around the concept of "communicative leadership", which can contribute to future research and development of leaders' communication competence.

Design/methodology/approach
Three research questions were addressed: what communicative behaviours are central to leaders? How can "communicative leaders" be characterized? What is a "communicative leader"? Literature from the leadership and communication research fields was reviewed and related to these questions

Findings - Four central communicative behaviours of leaders (i.e. structuring, facilitating, relating, and representing), eight principles of communicative leadership, and a tentative definition are presented.



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Furthermore, you will find that this leadership eight principles of communicative leadership which we have talked about how they are making the applications.

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Case Study : Communication via hierarchy

- Ram is GM (exports) of ABC Co. was sitting with his deputy Shyam who was responsible for exports to Europe at 10 am with a serious issue at hand Their biggest deal in Europe, Alexander, had sent a mail that as the Euro has crashed by 5% and he was already uncompetitive by 5%, he would not be able to place further orders unless ABC Co. reduced prices by minimum 10%.
- Ram has visited Alexander 10 months back, and Alexander was happy with the quality of ABC Co. He exclusively sold its products in five countries of Europe under a joint Indo-French co-brand. At that time ten months ago, Europe had appreciated by 5%, and the raw material was also up.
- Ram requested, in fact pleaded with Alexander for a 3% price increase but, Alexander did not agree.



Case Source: (Batra, 2018)

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As usual, this case study finally refers to this case study and the answer to the questions given at the end of the case study.

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Book Recommendation

Communicate Like a Leader : Connecting Strategically to Coach, Inspire, and Get things done

Authors: Dianna Booher
Publisher: Berrett-Koehler Publishers;
(June, 2017)
Language: English
Paperback: 208 Pages
ISBN-10: 1626569002
ISBN-13: 978-1626569003

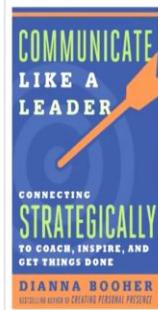


Image Source: <https://www.amazon.in/Communicate-Like-Leader-Connecting-Strategically/dp/1626569002>

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Moreover, this book may help you understand more about communicating like a leader, connecting strategically to coach, inspiring, and getting things done.

(Refer Slide Time: 27:44)

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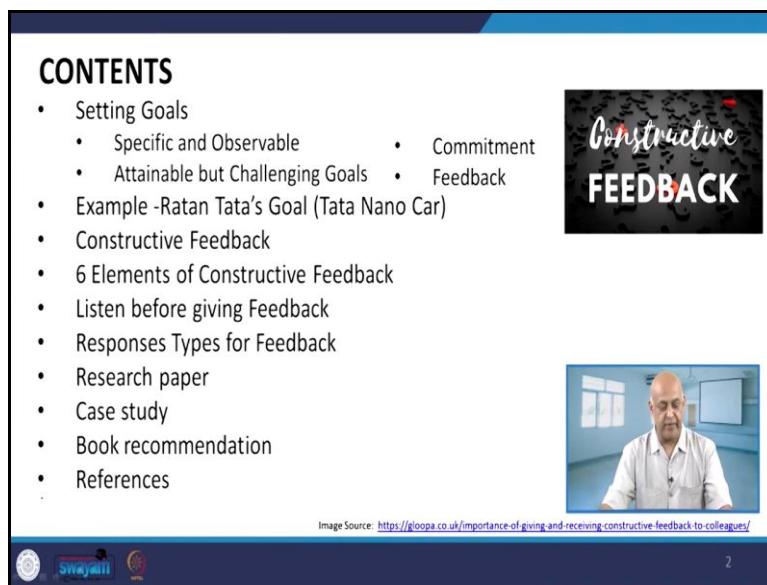
So, this is about the book; these are the references for the study material and future readings. I am sure that interpersonal relationships with your team members with this learning through this session will be very effective; thank you.

Leadership and Team Effectiveness
Prof. Santhosh Rangnekar
Department of Management Studies
Indian Institute of Technology, Roorkee

Lecture - 56
Setting Goals and Providing Constructive Feedback

We are coming towards the end of this particular course, leadership and team effectiveness. So, finally, we talk about how whenever a leader sets the goals right and works with the team, there should be constructive feedback if any corrective actions are to be taken. So, again there will be the setting of goals. So, action, feedback, and corrective actions will be there. So, this will be how this process works that we will be discussing today.

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CONTENTS

- Setting Goals
 - Specific and Observable
 - Attainable but Challenging Goals
 - Example -Ratan Tata's Goal (Tata Nano Car)
 - Commitment
 - Feedback
- Constructive Feedback
- 6 Elements of Constructive Feedback
- Listen before giving Feedback
- Responses Types for Feedback
- Research paper
- Case study
- Book recommendation
- References

Image Source: <https://gioppa.co.uk/importance-of-giving-and-receiving-constructive-feedback-to-colleagues/>

So, setting the goals specific and observable attainable but challenging goals commitment and the feedback is there. Here are some examples of the real-time taken that is Ratan Tata's goal related to the Tata Nano car then the constructive feedback and the essential elements six elements of the constructive feedback are there. Moreover, what is expected from the leader and the team members listen before giving feedback and respond to the feedback we will talk about.

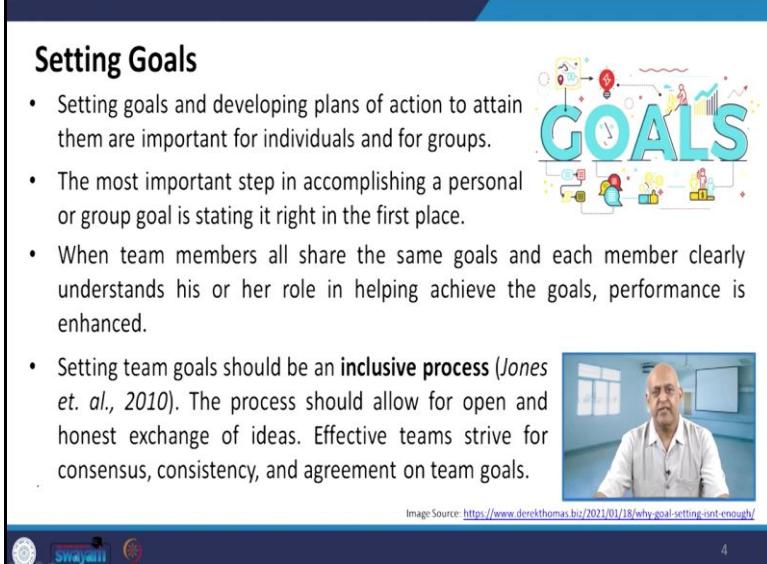
Furthermore, as usual, we will talk about the research paper, case studies, and the book recommendations with the references.

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Setting Goals

- Setting goals and developing plans of action to attain them are important for individuals and for groups.
- The most important step in accomplishing a personal or group goal is stating it right in the first place.
- When team members all share the same goals and each member clearly understands his or her role in helping achieve the goals, performance is enhanced.
- Setting team goals should be an **inclusive process** (Jones et. al., 2010). The process should allow for open and honest exchange of ideas. Effective teams strive for consensus, consistency, and agreement on team goals.

Image Source: <https://www.derekthomas.biz/2021/01/18/why-goal-setting-isn-t-enough/>

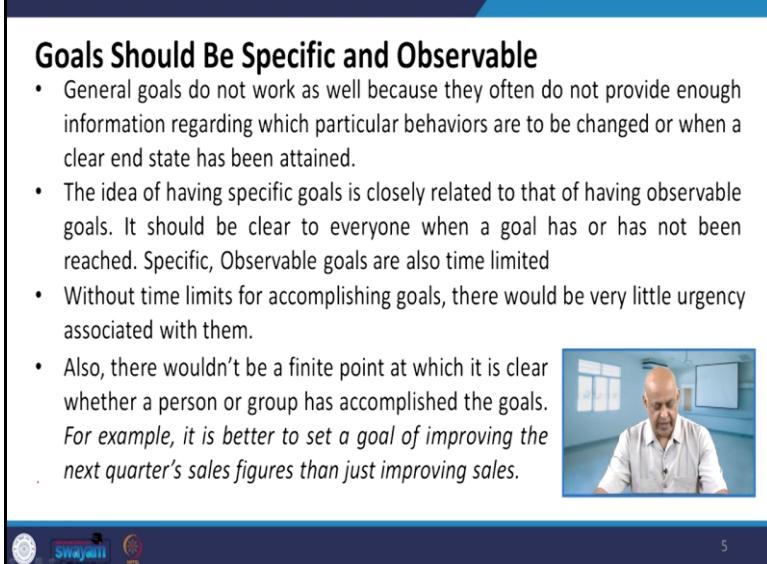


So, this is the first code when a man does not know what harbour is making for and no wind is the right wind is there. Then how we will get the results? Therefore, in that case, it is essential that if the efforts are made, they are made in the right direction.

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Goals Should Be Specific and Observable

- General goals do not work as well because they often do not provide enough information regarding which particular behaviors are to be changed or when a clear end state has been attained.
- The idea of having specific goals is closely related to that of having observable goals. It should be clear to everyone when a goal has or has not been reached. Specific, Observable goals are also time limited
- Without time limits for accomplishing goals, there would be very little urgency associated with them.
- Also, there wouldn't be a finite point at which it is clear whether a person or group has accomplished the goals.
For example, it is better to set a goal of improving the next quarter's sales figures than just improving sales.



For this purpose, setting goals in developing plans of action there are essential for individual and for the groups is there. The whole organization is working for a particular vision, and the data

vision has to be matched with the objectives, goals, strategies, policies, and rules. So, in that case, that direction is provided by the particular vision statement of the organization.

Furthermore, when this vision statement has the matching with the goals. So, therefore the leader's essential job becomes setting the goals. So, and then accordingly, the plan is to attend them so that the ultimate objective of the team's formation is achieved. Whenever the team members are accomplishing a personal or group goal is also essential is there. Because, unless and until any individual or employee does not find any matching with his personal goals with the organizational goals, he will not continue in the organization for a long time.

So, that must be the all the individual goals, team goals organizational goals should have the expected share of the goals. And then every member of the team is working with this particular understanding that is the when he is helping to achieve the organizational goals simultaneously he can achieve his own goals. So, these are setting team goals that should be an inclusive process.

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Specific and Observable Goals – Case of Tata Nano

- The “One Lakh Car” that drive “One Billion Dreams”
- Idea Generation – *“I saw families riding around on scooters with kids standing up and the mother carrying a baby and sitting pillion and decided to do something about it. It started as a quest for an affordable transportation solution”* –Ratan Tata
- The goal for the Tata Nano was to sell the world’s cheapest car (*without compromising on safety, quality and environment*) to the lower and middle-income segments in India.

Image Source: <https://www.news18.com/news/auto/industrialist-ratan-tata-is-still-proud-of-his-tata-nano-affordable-car-project-heres-why-2525073.html>

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So, it has been seen that earlier, the leaders felt that it was the leader's responsibility to set the goals. However, now we see that the inclusive process is there. Moreover, whenever we talk about the inclusive process, all members' opinions are considered, and then the ultimate responsibility of fixing the goals will remain with the leader.

Nevertheless, whatever goal will be decided by the leader, that goal will be with the mutual consent of every member. Whenever any goal is decided with the inclusive process, that will help minimize the conflict and maximize the team effectiveness. Now, when the goals are to be very specific, observable, realistic, and achievable. So, therefore in that case, when the leader leadership creates this inclusive process should be very careful.

He should find out that is the basis of his experience. He should be able to identify whatever the goals are to be decided, what will be the strengths and weaknesses of that particular goal is there. Moreover, whether they are achievable or they are not achievable is there. The goals can be verifiable and non-verifiable; the leader should take responsibility for verifying the goals.

Now, here again, the question will arise: how this process of the fixing of goal is to be carried on. Now there should be any time limit to be there. And then, if the time limit is there, what will be the time limit for accomplishing these particular goals are there. So, naturally, we have discussed the number of cases there. We have found that any project will be accomplished with the given quality time, and the cost is there. So, every goal is also associated with this quality time and cost.

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Goals Should Be Attainable but Challenging

- Some people seem to treat goals as a sort of loyalty oath they must pass, as if it would be a break with their ideals or reflect insufficient motivation if any but the loftiest goals were set. Yet to be useful, goals must be realistic
- The corollary to the preceding point is that goals should also be challenging. If goals merely needed to be attainable, then there would be nothing wrong with setting goals so easy that accomplishing them would be virtually guaranteed.
- Setting easy goals does not result in high levels of performance; higher levels of performance come about when goals stretch and inspire people toward doing more than they thought they could.
- Goals need to be challenging but attainable to get the best out of ourselves.



So, very clear that a road map has to be designed by these leaders. So that the milestones of this road map can be achieved timely, each member knows what the time limit for achieving their particular goal is. Now the fascinating case study is taken that is the case of the Tata Nano is taken. And then you see that it is not only a commercial project; it is a dream's fulfilment, and the dream is like the car that drives the one billion dreams.

So, therefore in that in that case, it is becoming imperative that is then when we have the goal fixation exercise then how we will ensure that your goal has that extraordinary quality and that particular achievement which the organization is looking for. For that purpose, there should be the idea generation, and therefore, for any goal right which you fix, there should be having the dream is to be there.

Furthermore, when there is a dream and then changing that particular dream, the employees or team members will make their 100% efforts. So, therefore it is the riding around on scooters with kids standing up and the mother carrying a baby and sitting pillion and decided to do something about it. It started as a quest for an affordable transportation solution is there. The goal for the Tata Nano was to sell the world's cheapest car without compromising on safety, quality and environment is there.

So, these were the parameters, these were the dimensions and based on these dimensions, this was decided that whatever the product will be developed has to be very safe, and one lakh rupees does not mean that any quality can be compromised. Furthermore, another factor that has been very clearly mentioned was the environment.

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Attainable but Challenging Goals – Case of Tata Nano

The world's cheapest car
The Tata Nano is being marketed as the affordable car for millions of Indians

Tata Nano	Price: US\$2,000 (basic model)
Height: 1.6 m	Cost saving: Single windshield wiper, no air conditioning, radio, power steering
Length: 3.1 m	Rear-mounted engine: 2-cylinder petrol, 623 cc
Width: 1.5 m	Top speed: 105 km/h
	Capacity: 5 people
	Maker: Tata Motors
	Safety: All sheet-metal body, seat belts
	Launch: March 23

Small cars compared

- To go on sale in April
- Two versions first introduced in 2002
- US\$11,200

Plus one of a kind...

- Manufactured in the early 60s
- Only 100 ever produced

Source: www.tata-nano.com

- The goal to make the cheapest car in the world was attainable yet very challenging.
- The developers had to do lot of innovation while considering to keep the car have five people capacity
- R&D Team did many innovations for the car like two piston engine for cars, rear wheel drive with real placement of engine.
- Adding all the features at minimum possible cost was the real challenge.

Image Source: <https://app.enaze.com/@AFTILWWH14>

So, it should be the environment friendly; it should not be that is the when you are reducing the cost of the car, and then it is becoming hazardous to the environment. So, the goal should be, in that case, as I mentioned that is attainable, but yes, attainable does not mean that they are the just a formality of other loyalty, or they must pass as it should be a break with their ideal reflecting insufficient motivation it should break their insufficient motivation is there.

So, this insufficient motivation will be to break it is required it should be challenging; otherwise, there will be no movement. So, if any but the loftiest goal were set yet to be worthwhile, a goal must be realistic. Furthermore, the corollary to the primary point is that the goal should also be challenging. So, until the goal is not challenging, not much effort will be made.

If this is in human nature, if anybody finds it is a goal that is easily achievable, then it the natural that the person will be relaxed, and therefore, in that case, the quality may be get affected. So, therefore it is very much important that the person be motivated. Motivated by that particular challenge does not result in high-performance levels. So, a higher level of performance comes about when goals stretch and inspire people to do more than they thought they could.

So, if fixing the goal is not, that will be very highly performance-oriented. So, for that purpose, they must require that they could stretch themselves to achieve that particular goal is there. So, it

is always said that it is the not low aim one should keep always it should keep the very high aims there.

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Commitment – Case of Tata Nano

- Tata Motors first setup plant in **Singur**, West Bengal. But, the project faced massive opposition from displaced farmers. The unwilling farmers were given political support by West Bengal's then opposition party TMC and various environmental activists .
- Just before the launch, they were compelled to close the plant. Ratan Tata blamed agitation by that time chief minister and supporters for the pullout decision
- But the group remained committed to attaining the goal and decided to shift the plant to **Sanand, Gujarat** after warm welcome from then CM of Gujarat Narendra Modi
- It took **14 months** to build a **new factory** in Sanand, Gujarat compared to **28 months** for old the Singur factory.



1952 KM journey from Singur to Sanand
Image Source: <https://www.google.com/maps>

Furthermore, now in this particular case study, we see that easy to make the cheapest car in the world, and the developers had to make many innovations while considering to keep the car have the five people capacity is there. Furthermore, the R and D team did many innovations for the car, like two pistol engines for the call car and wheel drive with the natural replacement of the engine; this is about that particular case study, and the minimum possible cost was the real challenge was there.

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Goals Require Feedback

- One of the most effective ways to improve any kind of performance is to provide feedback about how closely a person's behavior matches some criterion, and research shows that performance is much higher when goals are accompanied by feedback than when either goals or feedback are used alone.
- Goals that are specific, observable, and time limited are **conducive** to ongoing assessment and performance-based feedback, and leaders and followers should strive to provide and seek regular feedback.
- In case feedback regarding goals are **not taken care** of, it may have **devastating effects** on achievement of the goal, even may lead to complete failure, thus use of feedback constructively is required.



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Furthermore, we have talked about leadership, employee commitment, and employee engagement. So therefore, in that case, whenever any goal is decided and when it is a challenging goal, as we have discussed, the goal has to be challenging; then, in that case, the exceptionally high commitment of the employees is required. If the employees do not have that hundred per cent commitment to their goal achievement, the projects are often failed.

So, there is nothing magical about having goals, and therefore many people will find it is they are appearing in us very competitive examinations, but they are not successful because just appearing in the examination will not be enough. So, similarly so, only fixation on the goal they did does not give a guarantee of success. So, it has to be real human commitment, and that commitment by these team members, especially now, will lead to the path of success.

So, goal statements are mere words and many times, we find that we visit the organizations and there. Are the statements there. Furthermore, when we interact with the organizations, it is not there. There is no match between those words you have written on these vision-mission statements and what the employees are doing exactly. So, therefore top leadership needs to make clear that it is willing to put its money into a goal, and therefore, in that case, there is an investment, and it is not only the case of the money, it is also the case of the emotions.

So, whenever the leader in fixing any particular goal, as we have seen in the case of the Nano car that is it was not the question of the investment of money, but it was the question of the dream achievement by Mr Ratan Tata for the creation of such a car which will be helpful for this typical size and the class of the families.

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Commitment – Case of Tata Nano

- Tata Motors first setup plant in **Singur**, West Bengal. But, the project faced massive opposition from displaced farmers. The unwilling farmers were given political support by West Bengal's then opposition party TMC and various environmental activists .
- Just before the launch, they were compelled to close the plant. Ratan Tata blamed agitation by that time chief minister and supporters for the pullout decision
- But the group remained committed to attaining the goal and decided to shift the plant to **Sanand, Gujarat** after warm welcome from then CM of Gujarat Narendra Modi
- It took **14 months** to build a **new factory** in Sanand, Gujarat compared to **28 months** for old the **Singur factory**.

1952 KM journey from Singur to Sanand
Image Source: <https://www.google.com/maps>

When top leadership sets goals, it should always be provided with the right directions. Furthermore, therefore, in that case, whenever the proper directions are provided, and with the help of the concerning the all the members are, the project managers project team is there. And then definitely we will find that is the commitment of the employees then that has made this particular project successful. So, first, they set up the plant in Singapore, West Bengal, but the project faced massive opposition from the displaced farmers.

So, therefore then political support by West Bengal then, the position party thermal congress and various environmental activists were involved, and as a result of which, just before the launch, they were compelled to close the plant, and Ratan Tata blamed agitation by that time of the chief minister and the supporters for the pull out the decisions is there. Nevertheless, the group remained committed to attaining the goal.

Furthermore, they decided to shift the plan to Sanand Gujarat after the warm welcome from the CM of Gujarat, Narendra Modi, was there. So, it took 14 months to build a new factory in Sanand Gujarat compared to 28 months for the old single factory.

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Goals Require Feedback

- One of the most effective ways to improve any kind of performance is to provide feedback about how closely a person's behavior matches some criterion, and research shows that performance is much higher when goals are accompanied by feedback than when either goals or feedback are used alone.
- Goals that are specific, observable, and time limited are **conducive** to ongoing assessment and performance-based feedback, and leaders and followers should strive to provide and seek regular feedback.
- In case feedback regarding goals are **not taken care** of, it may have **devastating effects** on achievement of the goal, even may lead to complete failure, thus use of feedback constructively is required.



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So, therefore this particular commitment was that this car is to be manufactured by this Tata group and under the dynamic leadership of Mr Rathan Tata. So, therefore one of the most effective ways to improve any kind of performance is to provide feedback about how closely a person's behaviour matches some criteria. Furthermore, the research shows that performance is much higher when goals are accompanied by feedback than when either goals or feedback are used alone.

So, therefore this is always a continuous improvement process and whenever behaviour matches some criteria. So, then definitely, in that case, the goals are accompanied by this particular feedback goal that is specific observable and time-limited is the condition for ongoing assessment, and performance-based feedback is there. Furthermore, these leaders and their followers should strive to provide and seek regular feedback.

Furthermore, when you have continuous constructive feedback, the leader has a vision based on the feedback. If any amendment is to be taken or any changes are to be made. So, if the feedback

regarding goals is not taken care of, that disgusting effect will be there furthermore, because you see that many times, for example, I mentioned the parameters of the time cost and quality.

Furthermore, if there is an alarming situation where the cost is to be increased, then if the debt feedback is not noticed, we can see that is what happens to the project, and we already know many projects because whatever the feedback was coming that was ignored and as a result of which the project is half done, and it is not completed. So, it becomes very, very important, and it is the before we go to the complete failure of any particular project, it is better that is we understand that is what are the reasons are there for which we can take the corrective actions.

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Feedback Ignorance – Case of Tata Nano

- **Fire issue in Tata Nano**
Although the company do increase safety parameters but it was not constructively used by the marketing team to correct the “**unsafe**” perception for Nano.
- **Ignorance of Marketing Feedback**
Another major issue which Tata Nano Marketing team failed to constructively utilized was making the image of Nano to be the “**Cheap**”.
India is young and aspirational country where owning a car is think of a luxury and no one wish to be looked upon as a person who can’t afford a car but still want “**Cheap**” car. Instead such people found it better to buy other model’s used cars

Image Source: <https://www.motobean.com/mobile-world-tata-nano-caused-tata-nano-fire/>

Image Source: <https://www.indiatimes.com/india/why-did-the-new-tata-nano-catch-fire-413179.html>

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So, they were the feedback ignorance, then there were the fire issues in Tata Nano, and then there were unsafe perceptions. Furthermore, therefore the ignorance of the marketing feedback was done. So therefore, in that case, it is that image building of this particular case that has been considered.

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Constructive Feedback

- Feedback is information about reactions to a product or a person's performance of a task which may be used as a basis for improvement.
- **Constructive feedback** is meant to help improve the performance of an individual or a team, and shouldn't be used to tear them down.
- Giving constructive feedback involves sharing information or perceptions with another about the nature, quality, or impact of that person's behavior.
- Getting helpful feedback is essential to a subordinate's performance and development. Without feedback, a subordinate will not be able to tell whether she's doing a good job or whether her abrasiveness is turning people off and hurting her chances for promotion.



Therefore, what is essential is constructive feedback is important. So, feedback is information about the reactions to a product or a person's performance of a task that may be used as a basis for improvement. So, we have been talking since the beginning that it is about the corrective actions, and in the corrective actions, then, that is the performance that has to be used as a basis for improvement.

So, constitutive feedback is meant to help improve the performance of an individual or a team, and it should not be used to tear them down is there. It is to be understood that there is a difference between criticism and constructive feedback. So, whenever we are talking about constructive feedback, it has been communicated, understood, and implemented in such a way.

So, therefore the team is not let down. So therefore, in that case, the team members and leaders should be conscientious while interacting with each other so that they do not criticize rather than go for constructive feedback. So, sharing information or perceptions with another about the natural quality or impact of that person's behaviour and getting helpful feedback is essential to a subordinate's performance and development.

Similarly, when the team members are giving feedback to the leader. So, a leader will take the correct action; the leader will also give the feedback to the team members and their performance where they are required to develop, then essential steps will be taken. So, without feedback, a

subordinate will not be able to tell whether he or she is doing a good job or whether her or his business is turning people off and hurting her chances for the promotion is there.

So, naturally, it has been seen in the organizations that are for the Taylor planning is concerned promotion is concerned transfer is concerned. And then, in that case, the boss has not communicated anything to the subordinate, and then his decisions come as a surprise to the subordinate is there.

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6 Elements of Constructive Feedback

- 1. Helpful**
“I got better scores when I was going through this program than you just did.”
“This seems to be a difficult area for you. What can I do to help you master it better?”
- 2. Direct**
“It’s important that we all speak loud enough to be heard in meetings.”
“I had a difficult time hearing you in the meeting because you were speaking in such a soft voice.”
- 3. Specific**
“Since you came to work for us, your work has been good.”
“I really like the initiative and resourcefulness you showed in solving our scheduling problem.”



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So, why did it happen that this superior has not given any hint, or we can say the feedback in this context to the subordinate that is the way he is working that is required to be changed, or their improvements are required. So, keeping in mind this type of motivation and demotivation both in the presence and absence of constructive feedback, these six elements are to be noticed.

The first one is the help is there. So, an excellent example is given I got better scores when I was going through this program than you just did, and this seems to be a complex area for you; what can I do to help you master it better. Moreover, in that case, you will find it is the approach, and it approaches to helping others, and therefore, in that case, we have given the feedback also and simultaneously we have communicated that is to improve your performance how I can be helpful to you.

Then the direct is another element; it is essential that we also speak loud enough to be heard in meetings. So, we should be able to put our points firmly, and I had difficulty hearing you in the meeting because you spoke in such a soft voice. So, therefore, in that case, direct constructive feedback is there, which is to be told. So, many times, there are team members and other leaders whose voice is so low or, therefore, the message is not communicated correctly.

So, and especially in the case of the meetings are concerned. Furthermore, since you come to work for us, your work has been good. I like the initiative and resourcefulness you should in solving our scheduling problem is there. Furthermore, therefore we can find that you must give a message specifically. So, therefore there is no doubt that is how the person will be, you know, working and taking the actions.

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6 Elements of Constructive Feedback

4. Descriptive
“I’m getting tired of your rudeness and disinterest when others are talking.”
“You weren’t looking at anyone else when they were talking, which gave the impression you were bored. Is that how you were feeling?”

5. Timely
“Mr. J, I think I need to tell you about an impression you made on me in the staff meeting last month.”
“Joe, do you have a minute? I was confused by something you said in the meeting this morning.”

6. Flexible
Although feedback is best when it is timely, sometimes waiting is preferable instead of giving feedback at the earliest opportunity.



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So, now the descriptive type of the element in the constructive feedback is that I am getting tired of your rudeness and this interest when others are talking ah. So, you were not looking at anyone else when they were talking, which gave the impression that you were bored is; that how you were feeling. So therefore, in that case, the message is given. Nevertheless, the way the message is given despite the criticism that you are looking at the rudeness and disinterest.

It seems that you were bored and that how if that was how you are feeling. Another critical point is that it should be time before it becomes too late. Timely we are giving that particular

constructive feedback is there. So, Mr J, I need to tell you about an impression you made on me in the stop meeting last month, right, and Joe, do you have a minute? I was confused by something you said in the meeting this morning is there.

So, therefore, in that case, you see that is, and if we are giving them constructive feedback and then, in that case, you are also protecting the other person's ego. Moreover, when you protect the ego of the other person, then things will be more clarified, and the team building will not be affected. Moreover, the last element of the constitutive feedback is that it is about flexibility. So, although feedback is best when it is timely, sometimes waiting is preferable instead of giving feedback at the earliest opportunity.

So, many times you also have to see the time, the place, and the manner of communicating that constructive feedback is there. So, therefore you have to be flexible; you should not be dead direct; there is an immediately you are giving the feedback is there. So, therefore in that case, when we take care of the six elements of the constructive feedback, then definitely in that case those feelings and emotions of your team members will be strong, and they will have a little better understanding.

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Role of Listening before giving feedback (Cont.)

- Systems view of communication emphasized that effectiveness depends on both transmitting and **receiving** information.
- Listening to others is very important before expressing one's feedback to others.
- People in leadership roles are only as good as the information they have, and much of their information comes from watching and listening to what goes on around them.

❖ Attend to the Sender's Nonverbal Behavior

- Much of the social meaning in messages is conveyed nonverbally, and when verbal and nonverbal signals conflict, people often tend to trust the nonverbal signals.

Image Source: <https://www.ascenglish.com/blog/2019/12/how-to-improve-your-listening-skills-for-your-english-class/>



Now we will talk about the role of listening before giving the feedback is there. Furthermore, the systems view of communication emphasizes that effectiveness depends on transmitting and

receiving information. It is not only the one where that is the transmitting, and then you are not sure that is the in the other person has received the information out because in the communication process we know that is a sender-receiver and the feedback is there.

So therefore, in that case, if receiving the information is not done, then it will be challenging to listen to this before expressing once feedback to others is there. Furthermore, many people are very fast in first giving the feedback, but what is essential is let us have some patience and listen to the other person. Our feedback might be a different dimension than what reality is.

So, people in leadership roles are only as good as their information, and much of their information comes from watching and listening to what goes on around them. So therefore, in that case, it is essential that is whatever the information right. So, therefore that has to be more correct and then in that is the leader should be also very careful in the watching and listening to others.

Not into the sentence nonverbal behaviour, we have talked about in communication earlier that there can be verbal and nonverbal messages. So, much of the social meaning in a message is conveyed nonverbally, and when verbal and nonverbal signals conflict, people often tend to trust that the non-verbal sickness signals are there. So, therefore always use your body language, tone or pitch of voice and the way your kinesics is there body language is there.

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Role of Listening before giving feedback (Cont.)

❖ Demonstrate Nonverbally That You Are Listening

- Make sure your nonverbal behaviors show that you have turned your attention entirely to the speaker.
- Put aside, both mentally and physically, other work they may have been engaged in.

❖ Actively Interpret the Sender's Message

- The essence of active listening is trying to understand what the sender means
- We need to keep our minds open to the sender's ideas.
- Good listeners withhold judgment about the sender's ideas until they have heard the entire message. This way, they avoid sending the message that their minds are made up and avoid jumping to conclusions about what the sender is going to say



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And then accordingly, the person will receive your feedback rather than verbally you might be saying that is I trust, but if your body language is this that is whatever you are saying and whatever you have in your mind is not matching, the person will have the doubt. So, listening before giving feedback is essential when demonstrating nonverbally that you are listening is there. Make sure your non-verbal behaviour show that you have turned your attention entirely to the speaker is there.

So, put aside mentally and physically other work they may have been engaged in. So therefore, in that case, that is why many times you find in the meetings, and we have taken the examples also in the previous slides. Whenever the leader finds that the member is not taking an interest and then, in that case, the way he is communicating, that becomes very important.

So, that may be the mentally or physically your team member who requires different suggestions. So, therefore, in that case, they should be engaged in communicating the appropriate appropriateness of the message and interpreting the sender's message. So, the essence of active listening is understanding what the centre means. So, we need to keep our minds open to the sender's ideas.

So, good listeners withhold a judgment about the sender's ideas until they have heard the entire message. This has been seen practically that those who are the good listeners are there. So,

therefore they do not give immediate judgment; they think about it, and they learn they understand that is the message behind what has been told and what has not been told.

So, they have heard the entire message this way. They avoid sending the message that their minds are made up of and avoid. So, jumping to conclusions about what the sender is going to say. So, many times even the people are not allowed to complete your sentence or the what the leader wants to talk about because they have certain perceptions and biases, and as a result, they jump to the conclusion that is to be avoided.

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Role of Listening before giving feedback (Cont.)

- ❖ Use Paraphrasing words for ensuring Mutual Understanding
 - I'm not sure I understand what you mean; is it . . . ? • Do you mean . . . ?
 - What I hear you saying is . . . • It seems you . . .
 - From your point of view . . . • As you see it . . .
 - You appear to be feeling . . . • You think . . .
 - Correct me if I'm wrong, but . . . • I get the impression . . .
- ❖ Avoid Becoming Defensive
 - Defensive behavior is most likely to occur when someone feels threatened. Although it may seem natural to become defensive when criticized, defensiveness lessens a person's ability to constructively use information.



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Use paraphrasing words to ensure mutual understanding. I am, for example, given that I am not sure I understand what you mean. Is it right? So, do you mean, so, what I hear you saying is it seems you from your point of view as you appear to be feeling you think, correct me if I am wrong, but I get the impression? So, therefore, in that case, you find that these are the ways to communicate, and when you communicate like this with these sentences, it will create a different impression.

So, make sure that you have to ensure that you are using the paraphrasing verse whenever you are having this type of communication. So that the mutual understanding between the sender and receiver does not disturb, and then they both can maintain that understanding is there. Moreover

yeah, these are particular art that will build a better relationship amongst the team and among the team members and between the team members and the leader.

It has often been seen that people become defensive right because if the constructive feedback is in the form of this criticism, then definitely, in that case, the people find it is the and somebody is attacking. So, defensive behaviour is more likely to occur when someone feels threatened; that is the message given to him that says that if you do not improve, you will not be a team member.

So, therefore when becoming defensive and criticizing defensiveness, a person's ability to constructively use the information is there. Now you see that when the person becomes defensive, he becomes careful. Furthermore, when the person becomes careful, it affects his ability.

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Response Types for Feedback

- People do not know they are being listened to unless you make some type of response.
- This can be simple eye contact and nonverbal responsiveness such as smiles, nods, and eye contact.
- However, when you coach or counsel someone, you also must select carefully from a repertoire of verbal response alternatives which clarify the communication as well as strengthen the interpersonal relationship.
- There are four major types of Responses:
 - ❖ Advising
 - ❖ Deflecting
 - ❖ Probing
 - ❖ Reflecting



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Because then they whatever suppose simple example he wants to take a particular risk. So that the project can be completed in time, he will not be able to do that particular project. So, therefore what is the response type of the feedback is required. So, then again, there is a question of R and R: whether you react or respond. So, therefore in the case of the whenever there. Is feedback there? You have to respond to that feedback people do not know they are being listened to unless you make some of the responses there.

A simple example is the nodding of the head, is there, or the verbal confirmation is there, or the return confirmation is there. So, the people understand that what has been told has been released to you. This can be simple eye contact and nonverbal responsiveness such as smiles, nods, and eye contact that can also be possible. However, when we coach or consult someone, we must also select appropriate verbal response alternatives that clarify the communication and strengthen the interpersonal relationship.

So therefore, in that case, whenever you are supposed to respond, you can use advising, deflect probing and reflecting. Furthermore, therefore, in that case, the responses can be articulated and designed. So, this is the appropriate response when you have this articulation and designing. For example, the advising is concerned. So, whenever there is a need for the advising, we have taken the example.

In the case of the helpful and the case of the helpful video advice, that is whether I can find it helpful to you or how you can use your resources. So, therefore here, you will find that this type of these response they will be taken very positively. In advising and deflecting, and in the case of the deflecting, that will be creating the more on this communication which we which will be not having the direct approach.

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Response Types for Feedback

- ❖ **Advising**
 - An advising response provides direction, evaluation, personal opinion, or instructions. Such a response imposes on the other person your point of view, and it allows you to control the topic of conversation
- ❖ **Deflecting**
 - A deflecting response switches the focus from the communicator's problem to one you select. You deflect attention away from the original problem or the original statement.
 - You essentially changes the subject. You may substitute your own experience for that of the other person (e.g., "Let me tell you something similar that happened to me") or introduce an entirely new topic (e.g., "That reminds me of the time that...").



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Furthermore, therefore, in that case, whenever the response is given by the leader to the team members right then, that might be the deviating, and therefore that may be away from the original problem, or the original statement is there. So, it is indispensable as we have taken in the six elements of this feedback about the direct. So, we should avoid deflating, and we should be very much direct.

So that the person to whom we are giving that particular response can connect with his activities, and if these types of direct responses are given despite this deflecting, then definitely the members they will be having the more and more the positive approaches are there. Now, when we; may substitute our own experience for that of the other person, something similar happened to me or introduced an entirely new topic that reminds me of the time. So, then, in that case, you are making the deflection is there.

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Response Types for Feedback (Cont.)

❖ **Probing**

- A probing response asks a question about what the other person just said or about the problem he or she has shared.
- The intent of a probe is to acquire additional information, to help the other person say more about the topic, to help you become more empathetic with more insight, or to help you develop more appropriate responses.

TYPE OF PROBE	EXPLANATION
Elaboration	Use when more information is needed. ("Can you tell me more about that?")
Clarification	Use when the message is unclear or ambiguous. ("What do you mean by that?")
Repetition	Use when topic drift occurs or statements are unclear. ("Once again, what do you think about this?")
Reflection	Use to encourage more in-depth pursuit of the same topic. ("So, you are saying that you are having difficulty?")



Image Source: [Hughes et. al., 2015]

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Now probing response, ask a question about what the other person just said or about the problem he or she has shared. So, a probe intends to acquire additional information to help the other person say more about the topic is there. What he has just said to help you become more empathetic with more insight or to help you develop more appropriate responses are there. And many times, the people probe.

So, that was thereby probing, and they get more detail about that particular point the speaker was talking about. So, that is the elaboration is there. Clarification or the repetition or the reflection will be there is there.

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Response Types for Feedback (Cont.)

❖ Reflecting

- The primary purpose of the **reflecting response** is to mirror back to the communicator the message you heard and to communicate understanding and acceptance of the person.
- Reflecting** the message in different words allows the speaker to feel listened to, understood, and free to explore the topic in more depth.

You should keep the following rules in mind when using reflective responses.

1. Avoid expressing agreement or disagreement with the statements
2. Avoid repeating the same response over and over
3. Avoid mimicking the communicator's words.
4. Respond to expressed feelings before responding content
5. Respond with empathy and acceptance



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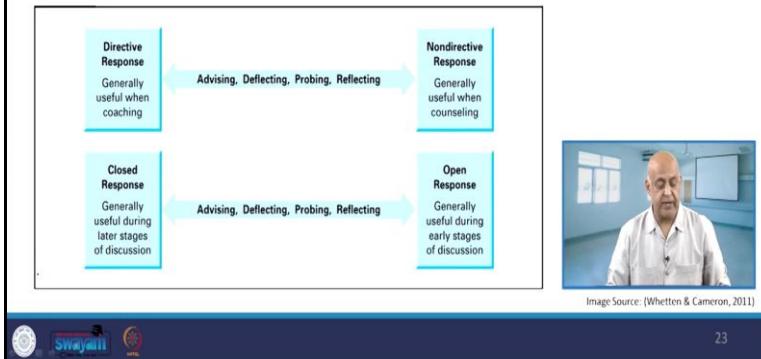
Now in the case of this reflecting is concerned, the primary purpose of the reflecting response is to mirror back to the communicator the message you heard and to communicate understanding and an acceptance of the person. Furthermore, in that case, a message that reflects the message may be the different words allowing the speaker, because then he is talking or responding in his term to listen to understand and be free to explore the topic in more depth.

So, we should keep the following rules in mind when using the reflective responses avoid experiencing agreement or disagreement with the statements, avoid repeating the same response, avoid mimicking the communication word, respond to express filling before responding and respond with empathy and acceptance is concerned.

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Response Types for Feedback (Cont.)

- ❖ Which type of Response is good ? Based on two continuums we may select which type of response we should use for feedback. – Directive to non directive response or closed to open response.



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So, this will be the direct response that and the non-direct response is generally applicable when the counselling is there. So, therefore, in that case, you are taking care of the person to whom you are giving this particular response, right. So, it is always directed to the non-directive responses of the close to open responses. It is always preferred it is there have to be open responses compared to the fast responses concerns.

(Refer Slide Time: 32:32)

Research Paper

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The effects of goal setting and feedback on manufacturing productivity: a field experiment

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Purpose

To describe the conduct and outcomes of a field experiment in a US manufacturing facility using goal setting and feedback as productivity improvement tools.

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So, as a result, these are the research papers and the books we will talk about the effects of the goal-setting and feedback on manufacturing productivity in a field experiment is there. You can go through this research paper.

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Case Study : River Bank

- River Bank is a regional bank in the northeastern part of the United States. The human resource manager for River Bank asked consultants to conduct an intervention to improve the influence skills of mid-level corporate managers.
- The intervention included a feedback report about a manager's use of each type of influence tactic with subordinates and a training workshop to improve skills in using the influence tactics.
- To assess the benefits of the training workshop, the consultants compared the effects for managers who were in the workshop to the effects for a control group of managers who would not get any training until later in the year.

Image Source: <https://www.linkedin.com/company/riverbankonline>



RIVER BANK
© FDIC



Case Source: (Yukl, 2020)

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Similarly, this is the case study the River Bank Case Study is there. Furthermore, in that case, that is during the training program, how this type of communication process and the feedback process have been used.

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Case Study : River Bank

- There was a significant improvement in the effectiveness of the managers in the training workshop, and they also had a significant increase in their use of the most relevant influence tactics (reported by subordinates).

Questions

1. What do the findings suggest about the importance of providing a feedback and training workshop, even though it is much easier and less costly to only provide managers with feedback reports?
2. What other things could be done to improve the effectiveness of the feedback and training workshop?



Case Source: (Yukl, 2020)

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Furthermore, therefore, whenever there is a feedback process, it can be positive or negative, as you can see by reading this particular case study.

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Book Recommendation

Feedback Skills for Leaders: Building Constructive Communication Skills Up and Down the Ladder

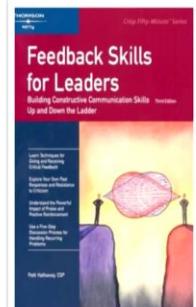
Authors: Patti Hathaway Publisher: Crisp Pub Inc.; (Feb, 2006) Language: English Paperback: 134 pages ISBN-10: 1418864919 ISBN-13: 978-1418864910	 
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Image Source: <https://www.amazon.in/Feedback-Skills-Leaders-Constructive-Communication/dp/1418864919/>

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These are the book's recommendations. Feedback Skills for The Leaders is there. Furthermore, building constructive communication skills up and down the ladder is there.

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Book Recommendation

This Book shows new and even experienced managers the benefits of developing this critical skill, both in giving and receiving feedback along with techniques for receiving and responding to critical feedback and will learn the positive impact of praise and positive messages.

This edition includes new information on how gender and generational differences can impact employees' expectations and how well feedback is received.

Leaders who learn how to provide effective feedback, create opportunities for employees to grow, and make positive contributions to their organizations.

Image Source: <https://www.amazon.in/Feedback-Skills-Leaders-Constructive-Communication/dp/1418864919/>

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So, that is about you will understand how we can provide constructive feedback.

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These are the references for the study material and your future references; thank you.

Leadership and Team Effectiveness
Prof. Santhosh Rangnekar
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Indian Institute of Technology, Roorkee

Lecture - 57
Enhancing Creativity Problem Solving Skills

Now very very interesting and topic which will give you the opportunity right. So far, we have discussed and discussed this particular leadership and team building effectiveness, but now this topic will allow you to practice at your workplace, think of yourself based on all these, and design your model. So, therefore, there. It is creativity.

That is how we enhance the creativity and solve the problem; now you see many times we find it is the many people find some same problem is complicated and challenging. While the other person with this same status finds that this problem can be solved, and then he accepts the challenge and the work on that particular challenge. So, exactly why is the one person.

So, personality characteristics that make this individual difference are creativity. Dear friends, you will find that if you want to solve any particular problem, you need not go through the only whatever has been let down principles, but then you can implement your model on thought process your trial and error practices. So, that will solve your problem is there.

Maybe the interpersonal problem and maybe the personal or professional problems are concerned. So, how we can use this particular creativity trait personality trait that we will be discussing in this particular session is there. So, first, we have to understand that it is a problem-solving everybody understands that is a problem has to be solved.

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Contents

- What is Creative Problem-Solving?
- Core Principles of Creative Problem Solving
- CPS Learner's Model
- Steps in Problem Solving
- Convergent Vs Divergent Thinking
- The Creative Problem-Solving Process: Tools and Strategies
- Want To Be More Valuable In Your Career?
- How to improve your creativity skills
- 5 Ways to Sharpen Your Problem-Solving Skills
- Case Study
- Research Paper
- Book Recommendation
- References



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So, what is new is the creative problem solving we will try to understand. Then if there are the core principles of creative problem solving, this problem creative problem-solving learners model steps in the problem-solving convergent versus the divergent thinking the creative problem-solving process tools and strategies want to be more valuable in your career.

Then how to be more valuable in your career and improve your creativity skills, and five ways to sharpen your problem-solving skills as a result of the case study research papers, book recommendations and the references are concerned.

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What is Creative Problem-Solving?

- Alex Osborn, founder of the **Creative Education Foundation**, first developed creative problem solving in the 1940s, along with the term "brainstorming". "And, together with Sid Parnes, he developed the Osborn-Parnes Creative Problem Solving Process."
- Creative problem-solving is an approach that identifies unique solutions to issues through a process of problem identification and resolution planning. It goes beyond conventional approaches to find solutions to workflow problems, product innovation or brand positioning.



<https://www.indeed.com/career-advice/career-development/improve-creative-problem-solving-skills>

Image Source : https://images.squarespace-cdn.com/content/v1/5d9f4413e98376a5a9aa886/1592727625540-BU4G1V9B15CPYCG/0/creative_problem_solving_skills.pdf?format=500w



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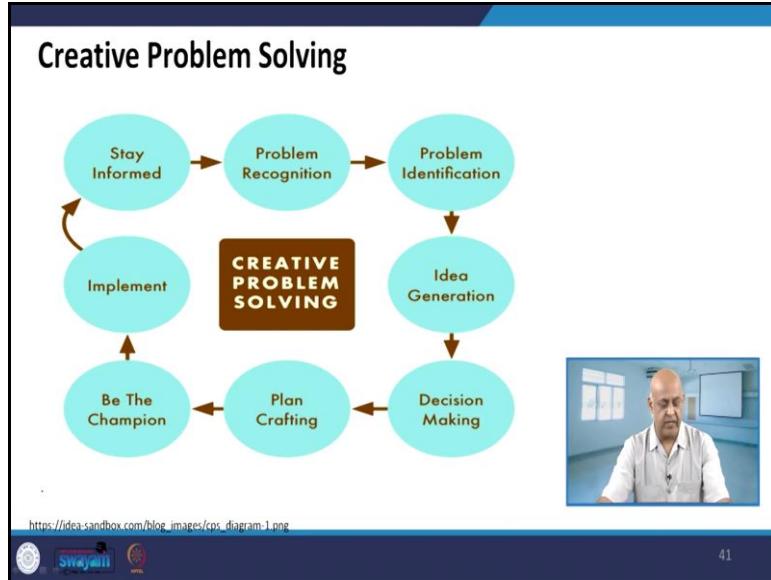
Now we have first to understand that can be taught the creativity. So, the creative education foundation first developed creative problem-solving in the 1940s. So, along with the term the brainstorming and Sid Parnes, he developed the Osborn-Parnes creative problem-solving process. I have discussed these techniques and tools in my earlier subject, which is about the training of trainers that is always gone for these brainstorming meetings and the group discussions.

Furthermore, this type of this process and the work culture are helping you develop new solutions. Furthermore, therefore whenever we are talking about creative problem solving, it is an approach that identifies unique solutions to issues through problem identification, and the resolution planning is there. Now, this is another aspect like the many people are getting involved more in the symptoms of the problems.

Furthermore, therefore, they cannot identify that is what the problem is there. Furthermore, when the problem is not identified, how you can give a unique solution to that problem is there. So, the first and foremost requirement is problem identification, and once you can, I can identify the problem. Simple examples I always give about that is the productivity and absenteeism is there.

Furthermore, many people start working on this, but these are not the problem of the problems; these are the symptoms of the problems. So, often the tip of the iceberg is only what we try to work on, and we overlook that is the root cause. Furthermore, therefore, in that case, it is always better that we go for this problem identification first.

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Furthermore, once we understand the problem correctly, we can attempt to solve that particular problem. Now here, when there can be the different ways of the traditional methods and traditional ways are there. Here we will talk about the creative problem solving is there. So, first and foremost, which is essential, is staying informed. Many leaders are unaware of what is happening at the ground root level.

Furthermore, therefore, in that case, the information process required to be very strong is there. Once that is the complete information, he will recognize that there is some problem based on that first acceptance. If there is a problem, then problem identification will be there. So, unless and until the one disagrees that there is a problem, there will be no, problem identification will not be there.

In the previous sessions, we talked about idea generation and creativity. It is how you can enhance that creativity and ideas as much as ideas to generate as much as possible. So, therefore, in that case, you know that is about the brainstorming group discussion meetings and then what we you say that is out the collective wisdom, and that will be used to make the decision making will be there.

Moreover, whatever the decision will be there, which will be having the plan crafting, the decision must be implemented. Furthermore, you also have to be a risk-taker in implementing

that decision. So, therefore if you are a risk-taker, you will take the lead, and if you take the lead, you will be the champion. So, to become the champion, it is necessary that whatever the planning you are suggesting planning you can implement.

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Core Principles of Creative Problem Solving

CPS has four core principles. Let's explore each one in more detail:

- ❖ Divergent and convergent thinking must be balanced.
 - The key to creativity is learning how to identify and balance divergent and convergent thinking (done separately), and knowing when to practice each one.
- ❖ Ask problems as questions.
 - When you rephrase problems and challenges as open-ended questions with multiple possibilities, it's easier to come up with solutions. Asking these types of questions generates lots of rich information, while asking closed questions tends to elicit short answers, such as confirmations or disagreements.



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Furthermore, when you are making the implementation, you will be able to solve a particular problem because that is implemented. Moreover, once implemented, you can take the feedback and then go for further development as the solutions for that particular problem are concerned. The core principles for this creative problem solving that is the, first and foremost is divergent and convergent thinking, must be balanced.

Now you see that many people will give the solutions whenever you have a brainstorming session. Now what type of solutions they give are realistic, achievable, or not, or just going to be the divergent right, and when they are going just divergent, there will be no solution because practical debt will not be possible. Some people will go very traditionally, and therefore, in that case, they will be different in what has been said by these divergent people is there.

So, therefore it question of arises when to practice each one is there. We have to go by the divergent or go by the convergent. So, ask problems as questions; when you rephrase and challenge open-ended questions with multiple possibilities, it is easier to develop the solutions.

So, therefore brainstorming session is to be ignited. So, when you ignite the brainstorming session with the open-ended question is there.

There is no framework, no boundary, and therefore, in that case, as soon as you ask the open-ended question, every individual, based on his experience based on his education knowledge, will try to give these solutions to he will give. So, asking this type of open question generates much rich information while asking close questions that receive short answers such as confirmations or disagreements.

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Core Principles of Creative Problem Solving

- ❖ Defer or suspend judgment.
 - As Alex Osborn learned from his work on brainstorming, judging solutions early on tends to shut down idea generation. Instead, there's an appropriate and necessary time to judge ideas during the convergence stage.
- ❖ Focus on "Yes, and," rather than "No, but."
 - Language matters when you're generating information and ideas. "Yes, and" encourages people to expand their thoughts, which is necessary during certain stages of CPS. Using the word "but" – preceded by "yes" or "no" – ends conversation, and often negates what's come before it.

<https://www.mindtools.com/pages/article/creative-problem-solving.htm>



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So, therefore in that case, what are those short answers are there will be these solutions to be these particular problems. So, therefore that will depend upon the structure of the brainstorming done by the leader and members. Defer or Suspend judgment is there; as Alex Osborne learns from his work on brainstorming, judging solutions early on tends to shut down the idea generation.

Now you see many times the people very fast they very first conclude that this is the decision which is to be taken, but then, in that case, many ideas are shut down. Instead, there is an appropriate necessary time to judge ideas during the convergent stage is there. Moreover, therefore, in that case, it is often not a divergent right; instead, you have to go by the convergent stage.

When you go by, the convention stage is there. So, therefore you will be taking the help of each person, and the approach will be very positive. And then, in that case, the decision made by this particular group will help when the leader also wants to make the decisions. Focus, you know, focus on yes and rather than no but so; therefore, it is always because everything is uncertain.

So, therefore you can say yes; also, you can say no, but what is suggested is that that is the yes, and we can try. So, therefore that will encourage people to expand their thoughts which is necessary during the particular stages of critical problem-solving. While using the word but then, many people say your idea is excellent, but we cannot implement it. So, the word preceded by the yes or no ends the conversation and is often neglected as soon as you do.

So, what does the come before it is there? So, never have this particular approach that is a no but rather than always prefer to go by the yes, and this is possible, and we can do it.

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CPS Learner's Model

- We can use each of the four steps of the **Creative Problem Solving (CPS) Learner's Model** (shown in figure below) to generate innovative ideas and solutions.

The slide contains the following text:
• We can use each of the four steps of the **Creative Problem Solving (CPS) Learner's Model** (shown in figure below) to generate innovative ideas and solutions.
The figure shows four steps:
1. Clarify (Identifying the challenge)
2. Ideate (Generating ideas)
3. Develop (Bringing ideas to life)
4. Implement (Giving ideas legs)
A video frame on the right shows a man speaking.

So, in this critical problem solving, you can use the four steps of creative problem-solving to make it easy to generate innovative ideas and solutions. So, now it is the leader's responsibility that is how these creative problems are doing he will be able to generate in the brainstorming session. So, first and foremost is that he has to clarify. So, identifying the challenge that is the whatever these the problem is there.

Then that has to be very much clarified because those goals are the goals which are to be achieved, and then, in that case, a simple example is you want to minimize the workforce. And then, in that case, the clarification is that if we want to minimize human resources because of the economic conditions, then the VRS cannot be the right solution because, in the VRS, you have to give the money. Is there any other solution without giving the money we can change the human resources?

Then ideate is there. There is whatever the idea is given and then in that case that is generating ideas are there, and then the development brings the ideas to life and then at the actual direction that we are developing and then implement this particular idea. Therefore, in that case, whenever we clarify, and the idea develops an implementation, those particular ideas generated will help us solve the problem is there.

In the case whenever we are not going by these the understanding of that what we want precisely and what ideas are required whether the financial ideas are required whether the non-financial ideas are required, or the further development is concerned then, in that case, it will be challenging to implement this particular idea.

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- 1. Clarify**
Explore the Vision- Identify the goal, wish, or challenge.
Gather Data- Describe and generate data to enable a clear understanding of the challenge.
Formulate Challenges- Sharpen awareness of the challenge and create challenge questions that invite solutions.
- 2. Ideate**
Explore Ideas- Generate ideas that answer the challenge questions.
- 3. Develop**
Formulate Solutions- To move from ideas to solutions. Evaluate, strengthen, and select solutions for best "fit."
- 4. Implement**
Formulate a Plan- Explore acceptance and identify resources and actions that will support implementation of the selected solution(s).



<https://www.creativeeducationfoundation.org/what-is-cps/>

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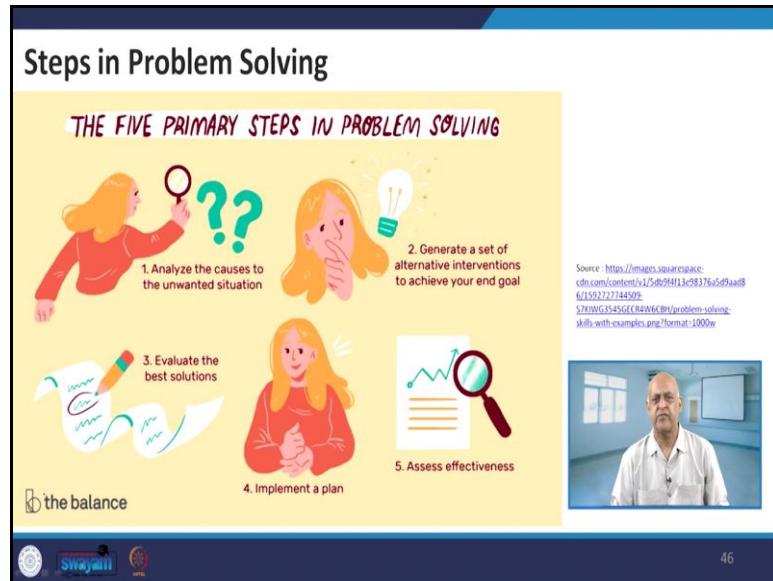
So, when you talk about clarifying the explorers' vision, the goal vision challenge is there. Typically, this goal concerns a particular task, a new product development, or a market extension. Furthermore, this is related to exploring the vision is there. Furthermore, we gather the data describe and generate data to enable a clear understanding of the challenges. Furthermore, therefore, in that case, we can develop this particular understanding right for how we can solve this particular problem.

As I was giving the example of minimizing the main power is concerned, it should be evident that is why we want to minimize the workforce, and as you clarify that is the competitiveness is there. The financial conditions are there. Social conditions are there. Technological conditions are there, and then precisely what is the reason. So, we have the clear cut data that will be talking about what the issues are there.

Based on these emerging issues, we will create the challenge questions that invite the solutions to be there. Whenever the challenges are invited, they will explore the idea. Now, that will be fulfilling that particular need of that solution. So, therefore it is the formulate the solutions to move from ideas to solutions, evaluate, strengthen and select solutions for the best fit.

So, if we can evaluate even if it may be based on the resources, whether it is possible or not possible, similarly the strengthen that is then whether we can strengthen or it will be we can in the case we implement it. Furthermore, the selected solutions for the best fit are there. For every organization, every group, every team, every family, there will be the different solutions that cannot be the uniform solution for all and therefore select the solutions for the best fit for that particular situation.

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And then the implementation is there. Furthermore, therefore you will be able to implement your ideas so that you can achieve your goal. So, the steps in the problem solving are the five primary steps problem solving is there. There is to analyze the causes of the unwanted situation and generate a set of alternative interventions to achieve your end goal. Furthermore, here we will find it whenever we search, especially the leader searching for the solutions.

And then he has to create the alternate alternatives as many alternatives as much as possible is there. Because when you create several alternatives, you will be able to evaluate them; if your alternatives are significantly fewer, your choices are very few, and then it will be very difficult for you to select and solve the problem. So, therefore they evaluate the best solutions, whatever the alternatives are there.

Continually evaluate these alternatives, which can then be evaluated based on the resources the organizations have. So, therefore, in this case, the specific resources of organizations are powerful. So, that solution will be applicable in, for example, the main power; if the organization has the human resources, there will be a solution. If an organization has the; technology, that will be another solution.

So, therefore we have to understand and evaluate the best solution based on the best available resource for solving the problem. Then the implement a plan is there. Whenever those solutions

we after the evaluation, we have finally adopted a particular solution, and that solution will be implemented, and then there will be the assets the effectiveness will be developed.

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The Creative Problem-Solving Process: Tools and Strategies

The following tools and strategies can help provide groups with some structure and can be applied at various stages of the problem-solving process.

❖ **Divergent Thinking Tools:**

- **Brainstorming**
 - Defined by Alex Osborn as “a group’s attempt to find a solution for a specific problem by amassing ideas”.
- **5 W’s and an H**
 - The 5 W’s and an H are Who, What, When, Where, Why, and How.
- **Reverse Assumptions**
 - This activity is a great way to explore new ideas.



We have discussed the earlier convergent versus divergent thinking and the process of figuring out a concrete solution to any particular problem. So, it is a straightforward process that focuses on figuring out the most effective answers to a particular problem. Now the priorities, you can decide the priority one, priority two priority three based on that is what will be the most effective answer will be there.

Moreover, therefore it should include speed, accuracy and logic. Now, these dimensions mentioned here may keep on changing, and therefore it will depend from the task to task in the case of the divergent is there. Then they express the multiple possible solutions to generate creative ideas, opening the mind in various directions and trying out multiple solutions for a problem.

So, the same mind is working for the different solutions are there. Its characteristics include the spontaneous fear of flowing and the non-linear is there. Furthermore, therefore, in that case, this type of this thinking may lead to the many times not identifying the solutions to the problem. So, in the case of these structures that can be applied at various stages of the problem-solving process, divergent thinking and brainstorming are there.

So, example in the beginning also, we have given this particular example. So, it is defined by Alex Osborn as one group attempting to find a solution for a specific problem by amazing the ideas. Furthermore, the five w's and H are what, where, when how and the who. Then based on this, we can work and can initiate our ideas is there. If this is the solution, who will be able to provide these particular solutions and what will be the same material or matter required.

Furthermore, where we will be able to get this particular solution and why we should go only for this particular solution. Furthermore, therefore we talk here about it is the evaluation of the solution and selecting the best solution. Furthermore, the most critical point will be how that is when we will be able to implement this particular solution. So, therefore in that case, in the brainstorming sessions, we find the different ideas from different types of people.

So, reverse assumptions are that this activity is a great way to explore new ideas. Now you usually see that we always go by understanding in one vertical only right, but whenever it is challenged correct, reverse assumptions are there. Then definitely have to think about whether it could gain these solutions in the reverse assumptions.

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The Creative Problem-Solving Process: Tools and Strategies

- ❖ Convergent Thinking Tools
 - How-How Diagram
 - This is the perfect activity to use when figuring out the steps required to implement a solution.
 - The Evaluation Matrix
 - Making an evaluation matrix creates a systematic way of analyzing and comparing multiple solutions.
 - Pair & Share
 - This activity is suitable to help develop promising ideas. After making a list of possible solutions or questions to pursue, each individual student writes down their top 3 ideas.



<https://www.innovativeteachingideas.com/blog/creative-problem-solving-tools-and-skills-for-students-and-teachers>

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In the conversion thinking tool, this is a how-to diagram. This is perfect equity to use when figuring out the steps required to implement a solution. Moreover, the evaluation matrix creates a

systematic way of analyzing the multiple solutions, and then we will be able to develop them. Pair and share are there. Suitable to help develop promising ideas whenever we have these promising ideas after making a list of possible solutions.

Our questions to the persons each student to write down their top three ideas are there. Furthermore, this type of exercise can be done in the organizations and wherever you are at the workplace; you ask your team members who give your top three ideas to solve this problem. Moreover, especially in the case of the Japanese companies, we find that this type of initiative has been given to the academic institutions to identify the solutions to the problems.

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Want To Be More Valuable In Your Career?

- If you want to be more valuable in your career, then you need to understand the relationship of creativity innovation and problem-solving.
- The formula to being more creative on purpose is a mix of **growth mindset** and **curiosity** combined with **actual problem solving tools** which hopefully yields better solutions that if implemented would be **innovative**. Sounds complicated, so lets break it down.

Innovation, Creativity & Problem-Solving



& Problem-Solving



<http://drawsuccess.com/wp-content/uploads/2010/11/Innovation-Creativity-Logo.png>

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If you want to be more valuable in your career, then, in that case, you need to understand the relationship between creative innovation and problem-solving is there the purpose of a mix of the growth mindset and the curiosity combined with the essential problem-solving tool. Now the growth mindset is in the case depends on independence from the environment is there. And then, if the environment is provided, the individual will think of the carrier.

Alternatively, the organization's responsibility is to create that work culture that our climate. So therefore, in that case, the people who have the growth mindset are there. Now in many organizations, we find it is a people. We are not voluntarily coming forward to solve these

problems ending our growth mindset and curiosity right. Then, if that is not the culture, problem-solving will not be there.

So, hopefully, the better solutions that, if implemented, would be innovative. So, it does not sound straightforward. So, let us break down then we find that it will bring more care to you on purpose. So, how to be more creative is knowing to seek out the knowledge, learning and experiences that take you down a creative path. So, right from childhood, we are gaining knowledge.

And then, at the right time, we have to compile that knowledge and convert that into wisdom is there. So, these learning and experiences take you down a creative path. So, freedom is to be given many times it has been formed; it is the lake of that freedom, which is not making the person build their carrier.

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Want To Be More Valuable In Your Career?(Cont.)

❖ Learning how to solve problems.

- You don't solve problems by pulling random people in a room and doing a brainstorming session that goes nowhere over two hours.
- First, research and learn problem solving frameworks. Second, learn how to really identify the real problem and not the symptom.

❖ Allowing innovation to happen.

- If I asked you to be more innovative, what would you do?
It's almost impossible to be innovative on purpose. This is where the formula mentioned below comes into play.

Growth mindset + curiosity + problem solving framework and tools = potential innovation.

A video thumbnail showing a man with glasses and a white shirt, likely Bernhard Schröder, speaking.

<https://www.forbes.com/sites/bernhardschroeder/2020/04/01/want-to-be-more-valuable-in-your-career-then-you-need-to-understand-the-crazy-and-complex-relationship-of-creativity-problem-solving-and-innovation/?sh=1240c23a7900>

So, learning how to solve problems is there. So, you do not solve problems by pulling random people into a room and doing a brainstorming session that goes nowhere over two hours. So, first, research and learn problem-solving frameworks. Second, learn how to identify the real problem and not the symptoms. So therefore, in that case, it is becoming crucial that you collect the highly concerned people and expertise.

Moreover, when they work on it, they detail that particular problem and make that easy to be the solution in the framework. So, therefore that research and the framework to solve that particular problem learning is very important. Second, learn how to identify the real problem and not the symptom is there that I have talked about earlier.

Now, allowing the innovation to happen. If I were asked to be more innovative, what would I do? So, therefore it is almost impossible to be innovative on purpose. The formula mentioned below comes into play with a growth mindset that is very important for an individual. Then he should have the curiosity, and then on that curiosity, he will develop the problem-solving framework.

Furthermore, tools will be designed, and the potential innovation will be there. So, therefore these parameters of the growth mansion curiosity problem-solving framework that is whose responsibility actually in it is a responsibility of the leader and the organization to create where these people their minds are ignited many times very creative employees without giving any contribution are getting retired.

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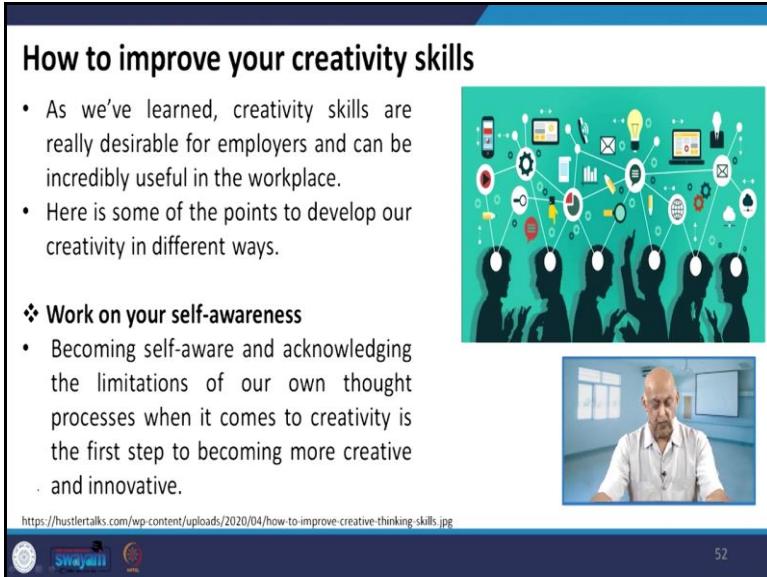
How to improve your creativity skills

- As we've learned, creativity skills are really desirable for employers and can be incredibly useful in the workplace.
- Here is some of the points to develop our creativity in different ways.

❖ **Work on your self-awareness**

- Becoming self-aware and acknowledging the limitations of our own thought processes when it comes to creativity is the first step to becoming more creative and innovative.

<https://hustlertalks.com/wp-content/uploads/2020/04/how-to-improve-creative-thinking-skills.jpg>



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So, therefore, in that case, it is always better to work on this formula and create that particular environment. As we all learn, creativity skills are desirable for employers and can be incredibly useful. So, how can we develop this? Our creativity is there. First and foremost is that that is

working on your self-awareness. So, becoming self-aware and acknowledging the limitations of our thought process when it comes to creativity is the first step to becoming more creative and innovative of our self is concerned.

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How to improve your creativity skills(Cont.)

- ❖ Practise empathy
 - Empathy is a key element in emotional intelligence and will allow you to understand the viewpoints of customers, clients, and co-workers.
- ❖ Expand your knowledge
 - Become an expert in your field and you'll understand every angle of a problem.
- ❖ Draw on your previous experiences
 - Look to experiences you have had in the past, and harness your personal history to give you perspective on the situation at hand.
- ❖ Collaborate with others
 - This is one of the best ways of conjuring creative solutions, as well as identifying potentially obvious solutions that may not have been tried before.

<https://www.futurelearn.com/info/blog/improve-workplace-creativity-problem-solving-skills>



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Second is the practice of empathy. So, therefore it is an emotional intelligence it will allow us to understand the viewpoints of customers, clients and co-workers. Often, people develop the product without understanding the customer or client's concerns or the problems. So, then, in that case, that product has to be unsuccessful. So, expand your knowledge and become an expert in your field, and you will understand every angle of the problem.

So, draw on your previous experiences. That is why it is those who are experienced and accommodating to identify the solution. So, looking to the experiences we had in the past and harnessing our personal history to give the perspective on the situation at hand is there. Then, collaboration with others is one of the best ways to consider creative solutions and identify the potentially apparent solutions. So, when we started the brainstorming, it was nothing but it was a collaborative effort only.

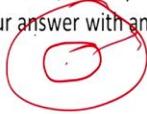
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5 Ways to Sharpen Your Problem-Solving Skills

Here are 5 methods you can follow to sharpen your problem-solving skills:

1. Question the Problem Repeatedly with "Why?"

- To solve a problem, you need first to define it. To do so, start by asking yourself, "Why did this problem occur?" Follow up on your answer with another "Why?" Keep going until you dig into the root cause.



2. Draw a Mind Map to Visualize the Problem

- Take out a piece of paper, a few colored pens, and draw a mind map of the problem at hand. Make sure that your drawing includes the central idea, which is the problem itself, and that it contains the reasons for the occurrence.



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So, finally, we come to the how-to sharpen our problem-solving skills. So, repeatedly question the problem with why it is there and do it by asking yourself why this problem occurred. Furthermore, follow up on your answer with another why keep going until you dig into the root cause. Moreover, after understanding that from where this problem has started, take out a piece of paper few coloured pens and draw a mind map.

So, therefore, in that case, makes yourself available to think about it, and then they write about what the idea is there. So, many times, we solve the problem with a limited circle. So, when we talk about that if a person has this much, only the horizon is right. Then, he takes on these pains and draws a mind map of the problem.

So, what happens and that he is expanding his origin. So, this particular expansion is possible only when the person who drew understands that is a what is my horizon is there. Limited horizon is created, then a solution will be minimal, but the solutions will be there when you enhance the horizon.

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5 Ways to Sharpen Your Problem-Solving Skills(Cont.)

3. List All Possible Solutions

When trying to solve a problem, come up with as many solutions as possible, even if they sound ridiculous to you. Also Brainstorm bad ideas.

4. Always be Willing to Learn

Even if you're the most accomplished person on the planet, know that there's always room for improvement.

5. Give Your Brain a Good Workout with Puzzles & Brainteasers

This may sound like child's play, but doing puzzles and playing games involving logic, like chess and Sudoku, hones your problem-solving skills by helping you learn strategies and techniques that you can later apply to real-life situations.



<https://www.forbes.com/sites/forbesbooksauthors/2020/01/28/5-ways-to-sharpen-your-problem-solving-skills/?sh=32ac16c143b9>



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Now then you list down the all the solutions that what are the solutions are possible and then always willing to learn that is the how because some of the solutions may be challenging because you have to acquire new knowledge, new skills new technology, and there is always room for the improvement is there.

Then you give your brain a good workout and puzzles in brain teasers. So therefore, in that case, this may sound like child's play but doing puzzles in playing the games involving the logic like chess in the Sudoku hones your problem-solving skills. So therefore, in that case, keep your brain in a challenging environment, so your brain cells are always active to solve to help you.

So, helping you learn strategies and techniques you can later apply to real-life solutions is there.

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Case Study: Coke vs Pepsi

Back in the 1980s, the Coca-Cola Company became very concerned about its future. Coke held a dominant position in market share around the world with 18 percent compared to Pepsi-Cola's 4 percent. However, Coke's market share began to erode versus Pepsi until by the end of the decade, Coke had slipped to 12 percent market share while Pepsi had increased to 11 percent. More importantly, Pepsi began advertising the "Pepsi Challenge" in which consumers were asked to choose between Coke and Pepsi in blind taste tests. Pepsi claimed that its product won these tests time and time again. Even exclusive Coke drinkers, Pepsi claimed, chose the taste of Pepsi above the taste of Coke.

Coca-Cola's management claimed that these tests were rigged or were merely a marketing ploy. However, Coke secretly conducted its own tests in which cola drinkers were given two drinks—one marked M and one marked Q. They were given a drink and asked to identify the taste they preferred. To their chagrin, Coke's executives found the same result.



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Moreover, this is the case study; as usual, you can go through this case study and find out the how when we are talking about Coke versus Pepsi.

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Case Study: Coke vs Pepsi

Discussion Questions

1. What conceptual blocks were experienced by Coke executives?
2. What is the difference between a blind taste test and taking a six-pack home and consuming the entire amount? What do you suppose were the results of that test?
3. How do explain the success of Coke versus Pepsi over the last 20 years? What would you now advise Pepsi to do?
4. How do problem-solving and decision-making processes change under time pressures or crises?
5. Knowing what you know about problem solving, what kinds of conceptual blockbusters could be useful to Pepsi executives, or to Coke executives? What rules of thumb seem relevant in these kinds of situations?



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Then what is the difference in the strategies, and how have these successes of Coke versus Pepsi happened. So, once you know about this problem solving, as I already mentioned, a case study analysis is becoming an essential tool to know how to solve the problems.

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Research Paper



Creative problem-solving techniques, paradigm shift and team performance

Team Performance Management
An International Journal
Vol. 26 No. 7/8, 2020
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ISSN 1366-2427
DOI: 10.1108/TPM-06-2020-0048

Purpose
This paper aims to consider why creative problem-solving techniques may not always produce useful results and sets out to explain why this might be and what steps should be taken to avoid it happening. The paper provides an understanding of how different creative problem-solving techniques are best suited to gaining insights into problems requiring different degrees of paradigm shift.
It argues that team members' personalities and thinking styles and team composition should be taken into account when using the techniques. It examines the role the facilitator plays in planning and conducting the ideation process.

Received 8 June 2020
Revised 11 August 2020
Accepted 13 August 2020

Tony Proctor
University of Chester, Chester, UK



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This research paper is on creative problem-solving techniques, paradigm shift, and team performance.

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Design/methodology/approach
The paper provides simple illustrations of some of the creative problem-solving techniques. It reviews relevant literature and argues how individual differences of team members along with team composition can influence team performance in using the creative problem-solving techniques.

Findings
Personality, thinking styles and learning styles are relevant to the effective use of creative problem-solving techniques. Team composition, team motivation and mood factors should also be taken into account. The facilitator is key in ensuring the efficacy of the problem-solving process.



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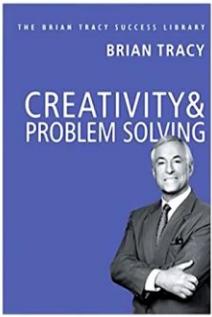
Moreover, through this research paper, you will understand how we can learn and think to identify the problems and all the problems are there.

(Refer to Slide Time: 28:29)

BOOK RECOMMENDATION

**Creativity and Problem Solving:
The Brian Tracy Success Library**

Authors: [Brian Tracy](#)
Publisher: Manjal Publishing House (5
March 2018)
Language: English
Paperback: 112 Pages
ISBN-10 : 9387383113
ISBN-13 : 978-9387383111




https://www.amazon.in/Creativity-Problem-Solving-SuccessLibrary/dp/9387383113/ref=sr_1_3?child=1&keywords=creativity+problem+solving&qid=1632334145&sr=8-3

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Furthermore, this book will help you understand the Creativity and the Problem Solving right from the Brain Tracy success library, and that will help you.

(Refer Slide Time: 28:41)

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- <https://www.futurelearn.com/info/blog/improve-workplace-creativity-problem-solving-skills>
- <https://www.forbes.com/sites/forbesbooksauthors/2020/01/28/5-ways-to-sharpen-your-problem-solving-skills/?sh=32ac16c143b9>



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Furthermore, this book will give you the direction to be more and more creative. These are the references for this current study and your future references. This is about how to be creative and solve the problem; thank you.

Leadership and Team Effectiveness
Prof. Santosh Rangnekar
Department of Management Studies
Indian Institute of Technology, Roorkee

Lecture - 58
Building High-Performance Teams the Rocket Model

(Refer Slide Time: 00:42)

Contents

- What is a high performing team?
- Characteristics of High Performance Teams
- The Rocket Model
- GRPI Model of Team Effectiveness
- The T7 Model of Team Effectiveness
- 7 Habits of Highly Successful Team Leaders
- How can you build and develop a high performing team?
- The Art Of Leading High-Performing Teams
- Case Study
- Research Paper
- Book Recommendation
- References



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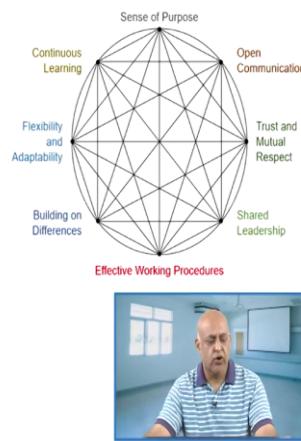
In this particular session, we will talk about building the high-performance team and the rocket model. And under this particular session, we will have the what is the high-performance stream we will understand what are the characteristics of the high performance teams the rocket model itself GRP model of the team effectiveness the T7 model of team effectiveness 7 habits of highly successful team leaders.

How can you build and develop a high-performing team the art of leading high-performing teams and age is all the case study research papers book recommendations and differences is there.

(Refer Slide Time: 00:57)

What is a high performing team?

- High-performance teams is a concept within organization development referring to teams, organizations, or virtual groups that are highly focused on their goals and that achieve superior business results.
- As a group, a high-performing team strives for excellence through two-way open communication, mutual trust, common goals, shared leadership, clear job roles and the early resolution of conflict. Each team member accepts accountability for their own workload and actions.



https://miro.medium.com/max/700/0*LskyU SqAlftGvC.png



3

I am sure that is the so, far you have already understood that is the what is the team building and the team effectiveness is there. But when we talk about that is even if we are having the team with us then how we can make this team the high-performing team to take it the maximum level of its performance. So, high-performance team is a concept within organizational development right. So, to team organizations and therefore, in that case, it is not only rustic leader is not only restricted to the formation of the team right.

But it is also important that it should be a continuous process that is a development of the team is there. And that is why it has been referred to as in the organization's development part because this becomes an intervention to achieve the goal. So, these are highly focused on their goals and their achieving superior business results are there. So, with this high-performing team, the chances of this success is much higher by these particular teams because they are having their focus on their goals.

Any team which is directed towards the goal then definitely in that case it is always will come out into giving the better business results are there. This stands for excellence through two-way open communication that with the leader and the members. The bridge between the relationship between the leader and member is and that is about the open communication is there.

And mutual trust which we have discussed in earlier sessions also.

So, early now the question arises that is the leader should be able to resolve the conflict because whenever there are the different personalities are there. So, conflict is natural and that can be the foundational conflict and there can be the dysfunctional conflict but the what is that then role of the leader is there.

(Refer Slide Time: 02:59)

Characteristics of High Performance Teams

- Certain unique attributes separate a high-performing team from any other. Let's look at some of them.
- ❖ **Inclusive Thinking**
- Inclusive thinking is key. When teams think inclusively, not only do people feel comfortable sharing unique perspectives but teams benefit from the value of exploring more possibilities.
- ❖ **Diversity**
- Diversity has always been a key to cohesive, high-performing teams.

CHARACTERISTICS OF HIGH PERFORMING TEAMS

The slide features a central title 'CHARACTERISTICS OF HIGH PERFORMING TEAMS' above a graphic of a team of diverse individuals climbing a steep mountain. To the left, a stick figure holds a flag. Below the graphic is a video call window showing a man speaking. The bottom of the slide includes a footer with logos for 'Swayam' and 'GATEWAY' and the number '4'.

To develop a high-performance team the storming phase right of the group that has to be minimized and therefore most of the conflicts are into the storming phase only. If we minimize those storming phase and conflicts then definitely, we will be able to create the more and more performing teams into the organization. The certain unique attributes separate that is high performing team is the first information is the inclusive thinking.

This we have talked about that is developing the team also it is a culture basically and whenever we doing the things that is a team is to be developed though then the best efforts are that is involving inclusive thinking is necessary. So, there is a common goal there is a common value sharing among these group members and as a result of which whenever we are having these values of exploring the more possibilities to work together and getting the teams benefit is there.

Then naturally in that case the outcome will be highly positive. Now when we talk about diversity then naturally, we have discussed this is the personality and leadership also work culture diversity also higher is the diversity higher is the chance of this high-performance stream

is there. And which is nowadays in the global context this becomes the must part of the team formation.

Because you cannot escape the team members on for the day because they are coming from the different culture at different geographical location is there. So, global trillium formation that the data has become the necessity of the today and therefore in that case it is always we have to develop a cohesiveness. There is a feeling amongst the all the team members those who are coming from the different culture.

Now we have to also understand it is this high-performance stream creation of the cohesive culture it will be very much a challenging for the leader is concerned.

(Refer Slide Time: 05:00)

Characteristics of High Performance Teams(Cont.)

- ❖ **Respect And Trust**
 - To be a high-performing team, it's really critical for the team to have respect and trust, be able to throw blind passes and hold each other accountable with hard candid debates and conversations to get to the best answer for the business.
- ❖ **Personal Excellence**
 - Many factors play a part in a sustainable high-performing team, but personal excellence is a must.
- ❖ **Communication**
 - Communication is one of the most essential building blocks.
- ❖ **Healthy Conflict**
 - Healthy conflict is an essential element. Groupthink kills innovation and creativity



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Because the leader has to find out that is the whether he is able to come for this particular managing this diversity or not. So, here it is the first and foremost question is their respect and trust is there. So, high performing team are always they develop a culture, culture of the respect and trust. And therefore, in that case it is always on the with a hard candid debates conversation that is always it is better to have the respect and trust.

Whenever you talk about the personal excellence is concerned naturally this has become the important that is the team members, they are having that excellence in their jobs that depends on

the selection of the team how you selected the team is there. If you selected the team which is having these all the eligibility criteria necessity the personality traits then definitely in that case that the team member will show demonstrate the highest level of personal excellence is there.

Communication is one of the most essential building blocks that we have discussed in the time of this the leadership and communication are concerned. And the healthy conflict that is about these essential element group thing kills the innovation and creativity is there. And therefore, in that case, there might be functional conflicts healthy conflicts functional conflicts might be there. But this will lead to the new ideas and whenever there will be the new ideas then there will be this success for the team members is there.

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❖ **Adaptability**
• The pandemic has shown the highest performing teams are those most capable of adapting to change.

❖ **Openness To Innovation**
• Openness to innovative future-forward ideas is in the DNA of cohesive and high-performing teams

❖ **Ability To Surmount Challenges**
• The ability to surmount challenges thrown at us from outside the workplace now even more clearly defines a high-performing team.

❖ **Decision-Making Flexibility**
• High-performing teams have the freedom and flexibility to make decisions in real-time rather than waiting for management approval.

<https://www.forbes.com/sites/forbeshumanresourcecouncil/2020/09/16/14-characteristics-of-high-performing-teams/#sh-277415f216f6>

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The flexibility and adaptability that is the essential part of these performing teams those most capable of adopting to change and therefore because as we see that is the especially the technological scenario it keeps on changing. And when the technological scenario is changing then therefore the team members, should be able to adopt all these technical changes. On the other side is we which is equally important it is a social side and therefore that this society's values and culture systems that is also changing.

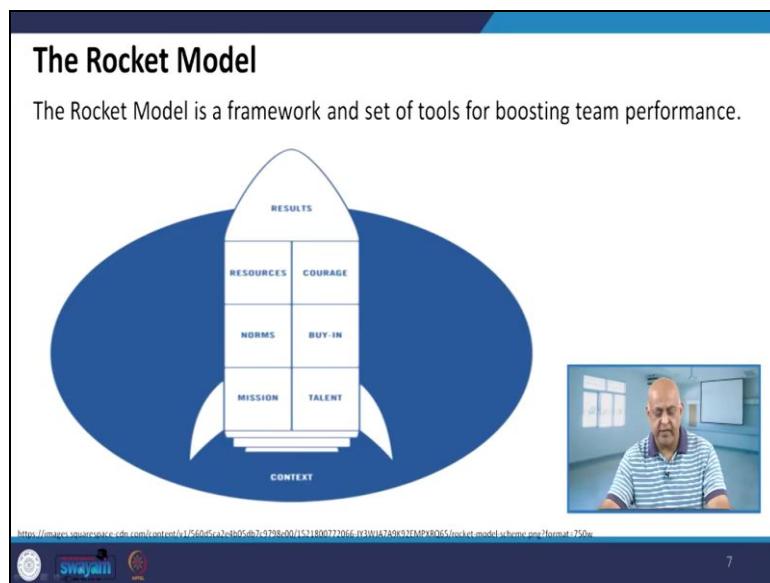
So, the team members who are joining the leader they are coming from different societal cultures, and therefore in that case that adaptability if there is no adaptability there will be no

team. So, therefore in that case always leaders and team members they should show that is the high they are highly flexible and adaptable. Openness to innovation, it is a culture now you we will find it is many successful organizations what makes them do successful organization.

So, actually, it is in the organizations' culture and DNA that is creating the innovation is there. I would like to take the example of the Sony or the Wipro or the TCS, Infosys right and then you will find that is the Maruti many Indian companies then we find that has they have now developed a separate culture of the innovation and therefore as a result of which it is becoming the part of DNA of the organization's culture.

So, this is the this is giving us the ability to surround the challenges and therefore because you are confident you will be able to face the challenges and overcome those challenges and that that develop ability is developed. And now another flexibility with the adaptability is important that is a decision-making flexibility is there.

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So, therefore it is necessary to take the decision into the real-time rather than then going for this in a very hypothetical situation is there. And there when such organizations which are having this flexible culture in their team teams definitely then those organizations will become the highly successful organizations. The rocket model is a framework here that I would like to discuss with you related to the team members is there.

And it is the how this we identify the challenge and what is the mission and of the organization is they are developing the norms according to mission managing the resources and this talent is having the ability to buy in and that that is an act of courage is there to get the results are there.

(Refer Slide Time: 09:13)

The Rocket Model(Cont.)

- The Rocket Model can be used to diagnose team dynamics, and to provide leaders with specific tools and activities to improve team performance. Here is eight critical questions every team must answer.
- ❖ **CONTEXT: WHAT ARE OUR CRITICAL ASSUMPTIONS?**
- Team formation gets off to a good start when team members share a common view of the context in which they're operating.
- ❖ **MISSION: WHY ARE WE HERE?**
- When team members agree on what success looks like, they set the stage for effectiveness. What will it mean to win? What are the goals, when do they need to be accomplished, what strategies will the team use, and how will progress be measured?



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So, the in that this rocket model it becomes very, very important that is they first we should understand that is what is the critic, necessity for such a rocket model is there. And these are the eight critical questions every team must answer what are our critical assumptions. Now you see every the whenever the team is formed it is a question that is for what and therefore, in that case, there are certain assumptions are created right like in the case of the research also, we talk about the hypothesis.

So, therefore in that case the assumptions are to be there at the beginning itself, and then we can start working on that, and then finally we can evaluate. So, therefore in that case it is we always have a critical assumption that will give a good start when team members share a common view of the context in which they are operating and therefore in that case, therefore, making the formation of this particular team is there.

So, why are we here the second critical question arises and they did give the answer that is the all the members agree and that is they are having a common goal and that goal is of the success.

And therefore, that effectiveness will be more whenever the all-team members they understand for what meaning or purposeful work they are here and what they want to win what are their goals are there.

When do they need to be accomplished those goals what strategies are to be used for the to the progress to be measured?

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The Rocket Model(Cont.)

- ❖ RESOURCES: DO WE HAVE THE RESOURCES NEEDED?
 - Early on, teams need to figure out what resources are necessary for meeting their goals, and leaders may have to lobby key stakeholders to get those needs met.
- ❖ COURAGE: HOW DO WE WORK THROUGH DISAGREEMENTS?
 - The team members cultivate the necessary courage to raise difficult issues, while developing effective ways to work through disagreements and find solutions.
- ❖ RESULTS: ARE WE ACHIEVING OUR GOALS?
 - Effective teams keep their eye on the prize. They measure results against mission, regularly track progress, learn from successes and failures, and devise ways to continue improving delivery.

<http://www.therocketmodel.com/what-is-rocket-model>



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Now when we talk about this talent so, do we have the talent we need now that is a matching. Matching of these abilities of the; skills and abilities of the person with the required team assignment. So, therefore it seems like it should be easy to get the right number of people with the right talents on a team is there. But in practically we will find it is getting the right person for the right job of the team that is becoming a very difficult issue.

So, whenever these teams are formed after this storming is over the norming will start. Norming means that is the rules are to be formed. So, therefore all team members and leaders together they should decide about that is the names and norms of the team therefore any group to develop norms for the greeting meeting sitting communicating deciding and, executing is there. And therefore, for every behavioral aspect every professional aspect certain norms will be developed and these unwritten rules usually that are solidify fast without any formal discussion is there.

So, people they know that is we need not to make much efforts. So, without making much effort and normally use these unwritten rules and they are followed by the team members by understanding the surroundings. So, in that case, are we are committed to success that particular concept that is to be that motivation that is to be developed. So, buying happens when team members have a team-first, not a me-first attitude.

So, high-performance teams are committed to team goals roles, and rules and they are motivated to get necessary day-to-day tasks done and therefore in the here their commitment. Commitment is so, high that is the no on efforts are left to achieve the organizational and team goals circumstance.

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How the Rocket Model helps leaders create superior teams

- Each of the seven components of the Rocket Model can be framed as a question. For example, the question for mission asks, 'Why are we here?' And for buy-in, 'Are we all committed to success?'
- To answer these questions, team members complete a questionnaire called the Team Assessment Survey (TAS-II). As team members provide personalized feedback in the survey, team strengths and weaknesses along all eight (including context) dimensions of the model are exposed.
- Leaders can then act to improve the weak areas.

<https://www.winsborough.co.nz/blog/introducing-the-rocket-model>



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So, for this purpose the resources. So, will be required and we have to ensure that is when we are going to develop the high-performance team that is we are able to provide the resources are there. So, the team needs to figure out what resources are necessary and then that can be the monetary or non-monetary resources will be there. So, meeting their goals and leaders may have to lobby key stakeholders to get those needs meet is there. And that is why many times it is the responsibility of the leader to get these particular goals to get accomplished.

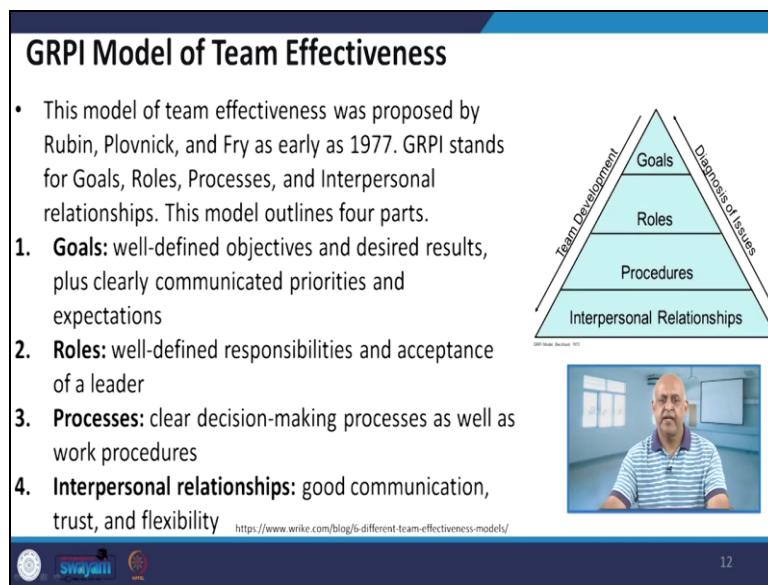
I will give a very simple example of that is it is whenever there is an event activity is organized. So, then leader that he; has to manage either the sponsorship or then he has to manage the list of

finance from the other sources. So, here do we work through the disagreement's courage is to be there. Now you see that is that the team members cultivate the necessary courage. Now because whenever they are working together there will be a difference of opinions will be there.

But there is courage that is to discuss that particular issue and find out the solution on that particular issue because there might be disagreements on many issues and but ultimately what is important is to find out the solutions. So, are we achieving our goals are there and for what purpose the team was made? If the team is made to achieve a particular goal and if it is not able to achieve then your all efforts which we have managed on the resources we have talked adjusted with the personalities we have talked with the time and goals.

But then everything will be wasted if we do not have that is the results are achieved. So, therefore they measure the results against the mission regularly track progress learn from success and failures. So, a continuous evaluation is also important and when they whenever there is a continuous relationship that will give us a decision way to continue the improving the delivery are we have to stop that particular performance of the team.

(Refer Slide Time: 14:34)



So, now in this context of the eight questions when we are having these questions in mind then the solutions for this all these questions and the road map that will come from the rocket model is concerned. So, each of the seven components of the rocket model can be framed as a question.

For the question for mission asks why are we here and for why are we are committed to success or not.

So, to answer these questions team members complete a questionnaire called the team assessment survey is there which is a TAS-II. As team members provide personalized feedback in the survey their strengths and weaknesses along all eight including the contents dimensions of the model are exposed is there. So, therefore in that case at the beginning itself their questionnaire will be designed. A questionnaire will be designed as per these team members has advised and the team members provide the personalized feedback in the survey is whether these questions are relevant, not relevant where is the teams' growth is there.

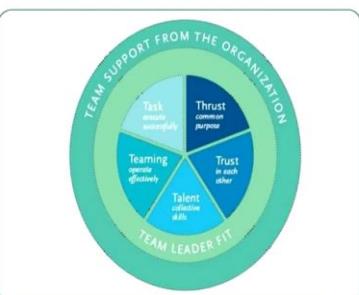
How much growth has been done by the team that will be decided and leaders can then act to improve the weak areas are there. So, therefore on the basis of this analysis what feedback has been given for what the goals the team was formed and whether it is matching or not matching then accordingly they will improve the weak areas will be there.

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The T7 Model of Team Effectiveness

- In 1995, Michael Lombardo and Robert Eichinger developed the T7 Model to define what factors affect team effectiveness. They identified five internal and two external factors, all starting with "T," hence the name, T7 model.

The T7 Model of Team Effectiveness



<https://web-static.wrike.com/blog/content/uploads/2016/12/6-Different-Team-Effectiveness-Models-to-Understand-Your-Team-Better-4.jpg?av=9fb7d5sh8c14fed411897584d08a23>



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Now we will talk about the GRPI model effectiveness the proposed by the Rubin, Plovnick, and the fly as early as 1977. And this GRPI stands for the Goals Roles Processes and Interpersonal relationship is there. And this model outlines four parts. So, one by one we will take this parts.

So, therefore in that case it is a goal. So, well-defined objectives and desired results plus clearly communicated priorities and expectations are there.

Now you see it is the it is always better that is whenever we are talking about the beginning of the performance. So, we ensure that is what are the expectations from the team member is there. And this should be clearly communicated as priorities and expectations are there. It helps the team members also because he gets the time if he is not having those resources, he will manage those resources. But if the expectations are not communicated and at the end of the day we say that, is you are not performing well then that will create the more critical situations.

So, therefore the roles will be goals roles they will be well defined and then in that case there is an acceptance, acceptance by the leader also and acceptance by the team member also. So, then they start after assigning the goals and rules they start functioning, and therefore that they have to follow a particular process is there. So, therefore a clear decision-making process will be defined. So, that there whatever the problem comes in the project or the particular task accomplishment then in that case that process will solve that particular problem is there.

And the process will be formed the discussions can be held and corrective actions can be taken. Now interpersonal relationships is a must it is a backbone of every team member there is good communication trust and flexibility unless and until there is not the trust and flexibility is there. And then definitely in that case team will not be converted into the high performing team is there.

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The T7 Model of Team Effectiveness(Cont.)

The internal team factors are:

- **Thrust:** a common objective or goal
- **Trust:** the knowledge that your team has your back
- **Talent:** skills to do the job
- **Teaming skills:** the ability to function as a team
- **Task skills:** the ability to execute tasks

The external team factors are:

- **Team leader fit:** whether the leader works well with the team
- **Team support from the organization:** how the organization enables the team to work

<https://www.wrike.com/blog/6-different-team-effectiveness-models/>



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The T7 model of team effectiveness is there. Lombardo and Robert have developed this T7 model to define what factors effective effectiveness they identified the internal and the two external factors all start with the teens the name is the T7 is there. Now here whenever we are talking about a task thrust trust talent and tearing is there. Then the team support from the organizations and the team leader fit is there.

(Refer Slide Time: 18:23)

7 Habits of Highly Successful Team Leaders

Aspect

Operational Team Leadership

Why and When do you need this Model

- The 7 Habits model helps you successfully juggle the multiple dimensions which ensure a team stays ambitious, motivated, learning, supportive and performing. Without such a model, especially when you find yourself under pressure as a leader, it is likely you will fixate on a couple of the more urgent dimensions but neglect the others. You may deliver your project but destabilize your team and damage your reputation as a team leader!



https://businesssimulations.com/literature/files/whitepaper-leadership-playbook/model_1.png



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So, here it is necessary that whenever we are talking about the thrust now a common objective or goal is required right. And this how it is to be decided the common object your goal is to be decided with the consultation from each other and because we cannot decide a very high goal

which is not realistic and we can we are not supposed to decide a goal which is very easy and of no use.

So, therefore in that case that common objective or goal will be decided by only baking making the proper thrust is there. So, brainstorming is done meeting is done group discussions are done, and then finally the leader decides on a particular goal. Trust is the knowledge that your team has your back and therefore that is always there is the you are having this particular confidence that is a team is with you and therefore that that trust will be developed.

Talent is skills to do the job and skills and abilities no therefore it will be the; in the team is having the all the skills which are required to do the particular job is there. The teaming skills are there to function as a team. So, there is a concept of working togetherness in the culture organizational culture. Task skills are the ability to execute the task whatever the tasks are there that will be completed by these leaders and the teams.

Now here we have to also see the external factors in addition to these internal factors the external factors are team leader fit and whether the leader works well with the team is there. So, it is very-very important. So, that is why many organizations what is the practice there is a leader is chosen first and then he is given the freedom to select his own team and therefore in that case the team leader fit that will that work well.

Team support from the organization that is very much important how the organization enables the team to work now here I would like to warn also, there is as many times organizations are not able to help the team because of their constraints at the vital level.

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7 Habits of Highly Successful Team Leaders(Cont.)

The Bare Essentials

Effective team leaders manage the team individuals as:

- People
- Professionals
- Colleagues (team members)

They also support and manage the whole team's:

- Workload
- Energy Levels
- Customers
- Practices



<https://businesssimulations.com/white-papers/the-7-habits-of-highly-successful-team-leaders>

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Because once they support to any particular team, they have to support the rest of the teams also. So, in that case it becomes very difficult for them to manage the all the teams. So, what is to be done that is a team itself should be able to manage this. Now we talk about the seven habits of the highly successful team leaders and it is operational team leadership why and when you need this particular model right. So, the seven habits model helps successful successfully juggle the multiple dimensions which ensure a team stays ambitious motivated learning, and supporting performance.

Without such a model especially when you find yourself under pressure as a leader it is likely you will fix it on a couple of the more urgent dimensions are there. And therefore, in that case, it is necessary that is the leader himself focuses on all the points 7 points for the purpose of getting the results is there. So, you may jury your project but destabilize your team and damage your reputation as a team leader is there.

Now here we have to create a balance I carefully have to understand it is we are responsible for our team members also and for the organization also. So, therefore in that gate the project yes project has to be delivered. Even if there is a situation of the destabilization but the member, he manages himself, and as a result of which that he will create a reputation among the team member is there.

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How can you build and develop a high performing team?

- Make communication a priority
- Set SMART objectives
- Tackle conflict
- Understand where you are currently - and where you want to be
- Make sense of emotional intelligence
- The foundation of any successful team is trust
- Feedback is a gift



<https://www.thomascoresources.type/blog/how-to-build-high-performance-teams>

Image source: <https://website-16637.kxcdn.com/scwp/wp-content/uploads/2020/08/High-Performing-Team.jpg>

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The bear essentials effective team leaders manage the team individuals as the people professionals and colleagues are there and actually, these are the backbone, backbone of any successful team. So, whenever we are talking about the who are the people and then whenever we take the examples of the projects, we find that is the names of the people are those who have already worked in the team and they have done the successful jobs.

And then they are possessing of the professional skills and these are the collector team members are there which are having the support to that particular team. They also support and manage the whole teams workload energy levels customers and practices are there. Now you see that is these are the people those actually who are the main pillars for the successful team and because they always support the workload.

So, we know that is in any particular project in the beginning the workload is very high then workload is low and work load is becoming very moderate and it is further situations the team is able to manage that particular workload. So, energy levels which is required to be very high because we have discussed that is there will be lot of challenges and to face the challenges manages the challenges and changes that high level of energy is required and therefore the leader and team members, they should be adoptable and the flexible.

So, then also support from these customers and practices that will help the leaders to be performing well.

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The Art Of Leading High-Performing Teams

- ❖ **Get To Know Your People.**
 - The art of developing and leading a high-performing team begins with connection and conversation. Whenever possible, spend some time talking with and taking a genuine interest in the individuals on your team.
- ❖ **Build Your People.**
 - Leaders build their people. High-achieving individuals with a common vision create high-performing teams.

<https://rondepinho.com/wp-content/uploads/2020/09/healthcare-leader-art-500.jpg>



So, how we can build a develop a high performing team. So, make the communication a priority set as smart objectives tackle the conflict understand where you are currently and where you want to be, so, your roadmap that should be clear. Make sense of emotional intelligence the foundation of any successful team is trust and feedback is a gift is there.

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The Art Of Leading High-Performing Teams(Cont.)

- ❖ **Provide Specific, Timely, Actionable Feedback.**
 - Although you may not be able to connect with your team more than 15-20 minutes in a day, it is important to check in with your team members on a regular one-to-one basis.
- ❖ **Lead With Vulnerability.**
 - Share stories of how you became a more decisive leader, dealt with uncertainty and developed interpersonal relationships.
- ❖ **Navigate Change Through Conversation.**
 - Businesses and organizations are constantly changing to meet demands, evolve and grow.

<https://www.forbes.com/sites/forbescoachescouncil/2020/09/03/the-art-of-leading-high-performing-teams/?sh=4a05745962e1>



So, get to know your people on developing and leading a high performing team begins with the connecting and conversation and so, awareness. Awareness of your people the members those who are working with you is very important the strength and weaknesses are to be there. And then we have to club the strength and weaknesses in such a way possible way that is always taking it in an interest in the individual on your team.

So, therefore you we they should not be mismatched measurements on this assignment of the task and the leadership and the team buildings performance. So, therefore in that case the team building will performance will be successful only when we are having this type of the interest where we know our people, we are aware about their strengths and weaknesses. Build your people and leaders build their people that is this is my team member.

So, therefore that feeling that feeling that this is my person it is a high achieving individual with the common vision create high performing team is there. So, therefore it is always that is the who are the higher achieving individuals are there. Because they have the proven track and whenever they have the proven track then that becomes easy to make them the team members and there is a common vision also.

So, whenever then they are competent enough and their common vision then definitely, they will be working as a high-performance team. And now we always talk about the input process output or corrective actions and feedback is important is there. So, although we may not be able to connect with our team members more than 15 to 20 minutes in a day it is important to check in with your team members on a regular one to one basis is there.

So, whenever you are interacting to one-to-one basis then definitely you come to know where my team member is standing what problems he is facing and then by providing the solutions you can have the better speed of your project. Lead with the vulnerability share stories of how you become a more decision leader dealt with uncertainty and develop the interpersonal relationship is there. So, you can put yourself as an example and therefore in that case we you can say that is how we you are taken these are on the difficult decisions also and then there are the in the situations of uncertainty and develop the relationship with the team members are there.

Now we get the change through conversation. So, business and organizations are constantly changing to meet demands evolve and grow and therefore this is becoming the continuous process and therefore in that case it is important and that is the business and organizations are also growing together because they we are having the constantly changing. And therefore, in that case there will be new issues which will be developing and then you have to get this help of these particular issues.

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Case Study: Smart Teams and Dumb Teams

Have you noticed that some teams seem to be smart, while others seem, um, dumb? This characteristic has nothing to do with the average IQ of the team members but instead reflects the functionality of the whole team. Teams that are synergistic excel in logical analysis, brainstorming, coordination, planning, and moral reasoning. And teams that are dumb? Think of long unproductive meetings, social loafing, and interpersonal conflicts.

You might be remembering a few teams you've witnessed that are in the dumb category, but we hope you can think of a few that excelled. Smart teams tend to be smart in everything for any task, they will find a workable solution. But what makes them smart?



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So, it is very sure that is the whenever you are having this the goals objectives adoptability flexibility working togetherness and developing the competencies then definitely in that case you will be able to perform on the high performing team and you will be able to develop the performing thing. So, as usual in this is the particular case studies that sometimes then in this case study you will find and that is the how these that is the smart teams that we talk about did not allow individual members to dominate.

Instead, there were more equal contributions from managers than in other teams are there. So, therefore many times this type of these critical situations may arise and this is a very good example has been taken from the Massachusetts Institute of Technology MIT right and then to solve a particular task is there.

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Case Study: Smart Teams and Dumb Teams

3. Smart teams had more women. It's not that smart teams had more gender equality; these teams simply had more women. This result might be partly due to the fact that more women scored higher in the Reading the Mind in the Eyes test.

The researchers recently replicated the study using 68 teams and again found that some teams were smarter than others. This study added a new angle to the research: How would teams working in person differ from teams working online? Surprisingly, there was little difference: All smart teams

had more equal member communication (and plenty of it) and were good at emotion reading. When the online collaborators could not see each other,



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So, that is smart teams and the dumb teams are there. It is not that smart teams had more gender equality these teams simply had more women and this result might be partially due to the fact that more women scored higher in the reading the mind in the eyes test is there. So, therefore they have their practices which have been adopted by both the teams, and they, in that case, it is the question will be that is from your experience in terms do you agree with the researchers finding the right.

So, that you can comment you can read you can work on this particular case study this is on the highLY functioning team in which you have been a member what other characteristics might have contributed to the success. The authors have also suggested that membership in a team exercises smarter founded teams were more rational and quicker at finding solutions to there. I will advise you that is while going through this case study you can suggest the certain suggestions from your side.

So, that is the and then definitely it will be best for you guys from your own experiences and therefore how to create the smart team that you will be able to develop of your own by go after going through this particular case study.

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Research Paper

 Emerald

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The Dynamic Organic Transformational (D.O.T.) team model for high-performance knowledge-worker teams

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Stuyvesant Town Court, Stuyvesant, New York, USA

Purpose
This paper aims to explain the dynamics of the five dimensional Dynamic Organic Transformational (D.O.T.) Team Model for knowledge-workers to use in achieving high performance.



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This is the research paper on the dynamic organic transformational duty team model for high-performance knowledge worker teams is there. Now, this is another issue is there that is whenever we are forming that high performing team and your team is not based on only the skills that are based on the knowledge is there. So, that is leading, leading the team with the intellectual team of the intellectuals right.

So, knowledge worker teams leading is definitely it is a big challenge therefore this paper will be helping you.

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Design/methodology/approach
The D.O.T. Team Model is a dynamic team model developed to integrate and expand key concepts from open systems – contingency and dynamic congruence, transformational leadership, and learning organizations. The five dimensions of the D.O.T. Team Model consist of purpose, people, partnerships, process, and performance.

The D.O.T. Team Model is most applicable where subjective measures are used for high performing teams. This model transcends the existing team performance theory and provides a basis for future researchers to build onto the continuing evolutionary changes in team performance.



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That is with the help of the tip performance theory that is how you can handle this type of situation and can become a successful leader is there.

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Findings

The D.O.T. Team Model is a comprehensive and holistic approach for knowledge-workers to achieve high performance. This model is grounded in theory and by applying the five dimensions (purpose, people, partnerships, process, and performance) this model enables optimum fit with a high-performance team's organization and environments – allowing knowledge-worker members to effectively respond to dynamic changes and enhance its team and organizational performance.

Practical implications

The article is particularly relevant to practicing knowledge-worker leaders and team members that operate in a dynamic environment requiring a high-performance team that can rapidly adapt and respond to change. The D.O.T. Team Model creates an understanding of the organizational and environmental dynamics necessary to achieve a high-performance team capable of operating in this dynamic environment.



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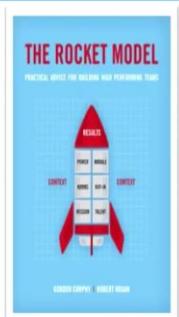
So, here we find it is the online knowledge workers members to effectively respond to dynamic changes right and therefore allow them actually the first part which you have talked about the inclusive. So, if inclusion leadership is there. So, then this type of these issues will be handled by the leader himself. So, this will be the practical implication.

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BOOK RECOMMENDATION

The Rocket Model: Practical Advice for Building High Performing Teams

Authors: [Gordon Curphy](#)
Publisher: Hogan Press (30 May 2012)
Language: English
Paperback: 198 Pages
ASIN : B00885Z0MC



https://www.amazon.in/Rocket-Model-Practical-Building-Performing-ebook/dp/B00885Z0MC/ref=sr_1_1?dchild=1&keywords=building+high+performance+team+rocket+model&qid=1632334743&sr=8-1

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This is the book recommended the rocket model itself and the particular advice for building a high-performance team is there. And here these all points have been discussed in the details and which you can refer and I am sure you will be having the successful team is there.

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BOOK RECOMMENDATION

Humanity's greatest accomplishments, from building the pyramids in Egypt to exploring the outer reaches of the universe, are the result of group effort. In business, high-performing teams can achieve superior results to individuals. Teams are also susceptible to countless forms of dysfunction, and, if poorly managed, even the most talented groups can fall flat.

Written by industry iconoclasts Drs. Gordon Curphy and Robert Hogan, The Rocket Model taps research and experience by the world's leading experts on human behavior, leadership, and team dynamics to create a practical model for building and managing high-performing teams.

https://www.amazon.in/Rocket-Model-Practical-Building-Performing-ebook/dp/B0085Z0MC/ref=sr_1_1?child=1&keywords=building+high+performance+team+rocket+model&qid=1632334743&sr=8-1



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These are the references as usual and for the material which has been, we have discussed above and simultaneously for you are the further studies. I am sure that is when we have travelled through this particular journey right and coming towards the end and this particular developing the high-performance team and this culture development and practices which have been

discussed here the tips for the high performing team that will help you in your future endeavour. So, this is our for further readings and thank you.

Leadership and Team Effectiveness
Prof. Santosh Rangnekar
Department of Management Studies
Indian Institute of Technology, Roorkee

Lecture - 59
Building Credibility and Trust

In fact, the success of any team it depends on credibility and trust right and this becomes the leader a very important responsibility that how he builds the credibility and the trust is there. And once the leader approaches credibility and then definitely the team members start trusting their particular leader, I would like to give the example of like the Sridharan and therefore, in that case, we have seen that is how he has successfully completed the projects.

The different projects and Konkan railway projects, the Delhi Metro railway projects. So, therefore in that case it is very necessary to understand that is the I think this is one of the highly essential parts of the success of a leader and that is the building the credibility is there. And therefore, we can understand that once credibility is created it is forever.

(Refer Slide Time: 01:26)

CONTENTS

- Define Trust
- Trust Triangle
- Four research-based practices to earn and keep the trust of others
- Trust, Diversity and Team Performance
- The Trust Equation
- Credibility
- The Three Components of Credibility
- Case Study
- Research Paper
- Book recommendation
- References

Source: <https://www.workstyle.io/img/blog/team-trust-building-activities/image3.jpg>



So, here we will talk about the trust and then the and defining this trust triangle for research best practices to earn and keep the trust of others, trust diversity, and team performance the trust

equation credibility and the three components of credibility which are required to develop and as usual on the case study, research papers and the book recommendations with the references.

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The process of building trust is an interesting one, but it begins with yourself, with what I call self trust, and with your own credibility, your own trustworthiness. If you think about it, it's hard to establish trust with others if you can't trust yourself.

Stephen Covey



Source: <https://www.azquoters.com/quote/1177989>

SWAYAM

So, the process of building trust is an interesting one but it begins with yourself right. So, therefore in that case with what I call self-trust and with your own credibility and your own trustworthiness if you think about it, it is hard to establish trust with other if you cannot trust yourself is there. So, in both the dimensions as brother Stephen Covey is concerned that is the credibility. So, I would like to connect here the credibility with the ownership.

If I am taking my own ownership then definitely, in that case, I will be able to take the ownership for the others and responsibilities for the others because I have taken the ownership for that. So, the leader is having his own creditability, and similarly, that is the in whether you have the confidence or not. If you have confidence, you will be able to develop trust because trust is between the two people. And therefore, in that case when the one the positional power there is a leader.

If he himself is having the trust he will be able to develop the trust among the team members. If he is not able to develop the trust within himself then definitely in that case it will be very difficult as it has been mentioned you cannot trust if you cannot trust yourself then forget about that is establishing the trust with when the others are concerned.

(Refer Slide Time: 03:19)

Definition of Trust	
Moorman, Deshpande & Zaltman, 1993)	"Trust is defined as a willingness to rely on an exchange partner in whom one has confidence."
(Lewicki & Bies, 1998).	"Trust is defined in terms of confident positive expectations regarding another's conduct"
(Gambetta, 1988)	Trust is "a particular level of the subjective probability with which an agent assesses that another agent or group of agents will perform a particular action"

Source: <https://www.dilseve.com/delta/architects-of-trust-building-trust-in-the-workplace>



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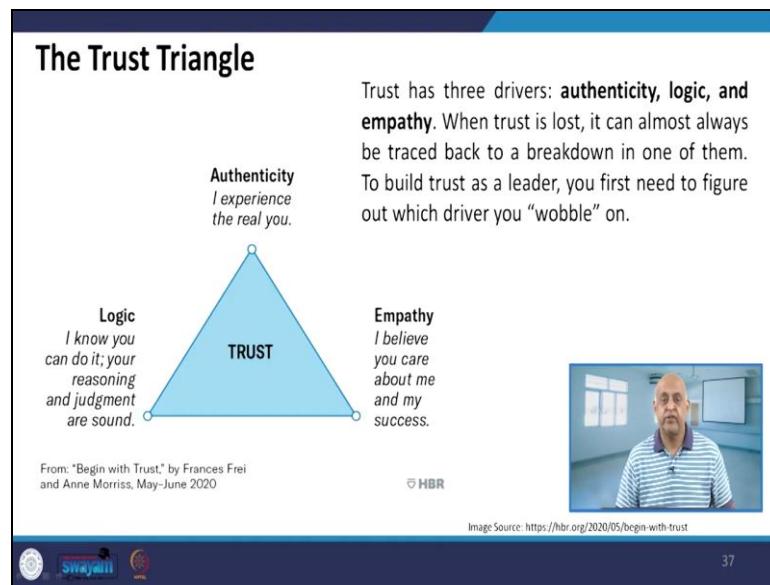
First, we will like to see the academic input because we have to understand that is the and the people keep on talking about that is the trust and the patience that is the major pillars for this success is concerned. So, this exactly what is trust means. So, here trust is defined as a willingness to rely on an exchange partner in whom one has confidence right. And therefore, in that case, it is, just like a glass right.

So, once the trust is there and then it is the responsibility of another person to keep that intact that particular trust. So, trust is different in terms of confident positive expectations. So, therefore yes it will be done. So, whenever you are assigning a particular task to your team member you know that it will be done and that your trust is there. So, there is positive expectations are there regarding another's conduct.

And therefore, many times we see there. is a leader they are having the fixed team and they are not going for the leader-member exchange rather than they have the fixed team. The reason is that is about the root of this understanding and that is the leader has a very high trust in that particular team member. So, trust is a particular level of subjective probability it is a cognitive matter right.

So, therefore with which an agent assesses that another agent a group of agents will perform a particular action is there or not. So, therefore in that case it is the cognitive ability of the individual is there. And that is why the one person is having the trust with another person because of he has developed that of a cognitive affection. And whenever there is a cognitive affection is there then definitely there will be the trust is there.

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And as a result of which the person makes sure that is that he will be able to go for this particular understanding. Now we will talk about that is how the trust triangle works. So, therefore in the trust that is the first and foremost and which that is I experience the real you. So, therefore authenticity is the first and foremost part. So, therefore in that case that is why it is always told it is a test and trust.

So, because it is the authenticity that is developed with the experiences. So, therefore in that case if you develop that particular trust and that that it is the authenticity is developed. Now in the context of the team, we will find that if you give authorization, you have a delegation. So, to whom you have a delegation because you had an experience of authenticity. And the as a result of which you are giving this particular task or that particular job to that particular person.

So, it can almost always be traced back to the breakdown in some of them to build trust as a leader and we need to figure out which driver we will on. So, therefore another that factor which

is creating trust is empathy. That is, I believe you care about me and my success, and therefore as a result of this empathy the trust that has been developed between the leader and the team members is there.

And the third one is that there is logic. So, I know you can do it you're reasoning and the judgment is sound and therefore that trust is there. Now here you see that is whenever we are talking about logic authenticity and empathy.

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Four research-based practices for Leaders to master to earn and keep the trust of others: HBR Study

- 1. Be who you say you are.**
 - Embody your stated values.
 - Acknowledge any say-do gaps
- 2. Treat others and their work with dignity**
 - Create opportunities for others to shine
 - Be a safe place to fail
- 3. Balance transparency with discretion.**
 - Set and keep information boundaries
 - Offer and invite dissent and feedback.
- 4. Build bridges that unify.**
 - Turn rivals into accomplices.
 - Be fascinated by others to create belonging.



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Then a question will arise that is the exactly which dimension that will be having on the upper hand over the others is concerned. And therefore, we have to talk about the 4 research best practices for leaders to master to earn and keep the trust of others. So, this particular research practice of the HBR study will help us that is how we can earn and keep the trust. So, be who you say you are and therefore in that case transparency and honesty are required.

So, that is the embody you are stating will lose. So, whatever you say and so, there should not be a difference between what you did and what you preach. So, therefore in that case it is becoming very important that is you embody whatever the values are there and acknowledge any say do gaps. So, therefore in that case whatever you acknowledge then that is yes there are so, there is no need that is the to give a wrong image a wrong impression.

So, therefore if any the gap is there. Then acknowledge that yes that is the gap is there. And that is because this is a continuous process. So, today is the gap the gap will be bridged tomorrow right. So, so there is nothing like saying that no there is no gap right that will be wrong. So, treat others in their work with dignity and that is a create opportunities for others to shine be a safe place to fail balance transparency in the discussions, and the build the bridges that unify.

It is always important right that is whenever you are interacting with others how do you address them right and therefore giving the opportunity to them never claim these opportunities for yourself only. So, everybody wants to get the opportunity. So, give them the opportunity let them learn and do, and therefore and naturally in doing so, because of their inexperience they will fail and whenever they will fail then you have to bridge that particular gap.

And then develop that particular team member and as a result of which you will find that easy your team is able to perform.

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Trust, Diversity and Team Performance

- Diversity doesn't automatically confer advantages in decision-making. In fact, if diverse teams aren't managed actively for inclusion, they can underperform homogenous ones.
- That's because shared knowledge is key in decision-making, and diverse teams, by definition, start out with less of it.
- But if you create conditions of trust that allow diverse team members to bring their unique perspectives and experiences to the table, you can expand the amount of knowledge your team can access—and create an unbeatable advantage.

Source: <https://hbr.org/2020/05/begin-with-trust>



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So, diversity does not trust diversity in team performance when we talk about that it does not automatically convert advantages in decision making. In fact, if the diverse team are not managed actively for inclusion, they can underperform homogeneous ones we have discussed in the previous session these things that are the group should have the diversity and nowadays it is a

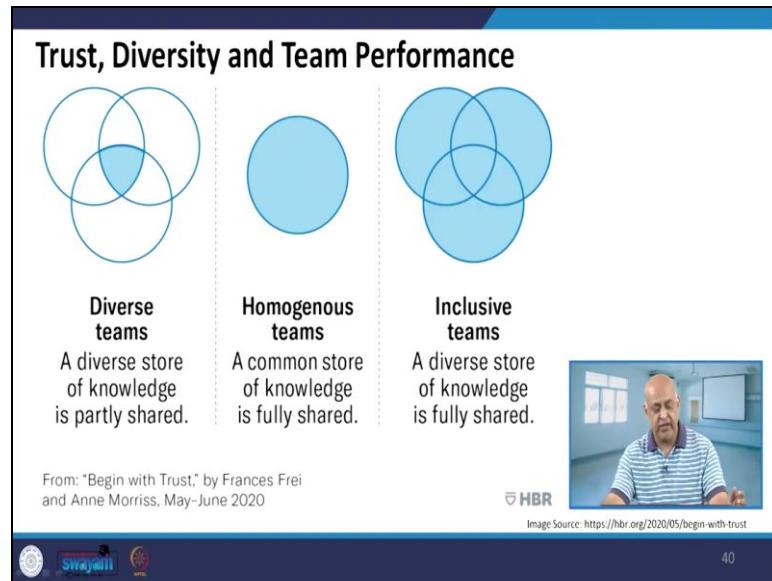
compulsion to have diversity because your main power is coming from the different culture different part of the globe.

And therefore, in that case, the leader should be able to manage actually far the inclusion is concerned. If he will not have the inclusion of dear friends, he will not be a successful leader. So, therefore that orientation of inclusion will require acceptance of the diversity is there. And as a result of which those who are having underperformance will come out at a particular level and will become homogeneous.

So, shared knowledge is key in decision-making. So, the leader right he has to be a good knowledge worker and he should be able to share and diverse teams by definition start out with the less of it and therefore different teams are there. Then giving them the right direction for the performance but if you create conditions of trust that allow diversity members to bring their unique perspectives and experiences to the table you can expand the amount of knowledge your team can access it s a wonderful point.

Because in that case, you will find that is a competency of the leader. So, you bring that a unique perspective to on the knowledge table. So, every member who are working as a team naturally they are looking forward from the leader to that particular knowledge. And therefore, that when the leader brings that particular knowledge then definitely in that case your team can access and create an unbeatable the situation, and then therefore the goals will be achieved.

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So, in the diverse teams a diverse store of knowledge is partly shared right in homogeneous team a common store of knowledge is fully shared and in inclusive teams a diverse store of knowledge is fully shared is there. So, here you see that is in the organizations many times the leaders they have the false notion that is the if they will having these inclusive teams then in that case whatever the homogeneous teams, they are having then that will be more successful as compared to the inclusive team.

So, they do not go for the inclusive team but that is wrong and therefore in that case we have to convert the diverse teams with the homogeneous teams and as a result of which we will be able to create under trust because now we are having the all the colours all the colours of the performance. So, therefore in that case whenever we are having this the team members coming from the different background different culture different ability and skills and maybe the managerial attitude.

Then definitely in that case the whatever the only single team is having the one knowledge one skills and then therefore it is always ask this question there is what type of the team would you like to select. So, that has to be the cross functional team is to be there. When you are the diverse cross functional team full of knowledge then definitely you will be able to cover the inclusive trim is there.

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The Trust Equation

The Trust Equation

TQ stands for Trust Quotient. The Trust Quotient is a number — like your IQ or EQ — that benchmarks your trustworthiness against the four variables. The Trust Equation uses four objective variables to measure trustworthiness. These four variables are best described as: Credibility, Reliability, Intimacy and Self-Orientation.

Image Source: https://trustedadvisor.com/public/Equation_Full-1.jpg

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So, ultimately then we create the trust equation. What is a trust equation is there? So, that is credibility, reliability and intimacy are there. And when the credibility and the sum of the credibility reliability and intimacy are divided by the self-orientation then we are able to develop that particular trust is there. So, that is whenever we are talking about the T q stands for the test quotient. So, we already talked about the I q E q S q.

And now we will talk about the T q in this particular session and that is about the trust quotient it is just like a number of the I q or E q that benchmarks your trustworthiness against the four variables. And the trust equation uses four objective variables to measure trustworthiness. So, credibility reliability, and intimacy are there. And but we should not forget that the sum of credibility reliability and intimacy is divided by the self-orientation is there.

So, therefore in that case whenever we are measuring, measuring these the trust quotient then definitely in that case that is trustworthiness that minimizes the self-orientation and maximizes the CRI that is the credibility reliability and the intimacy is there.

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The Trust Equation: Four Variables

1. CREDIBILITY

has to do with the words we speak. In a sentence we might say, "I can trust what she says about intellectual property; she's very credible on the subject."

2. RELIABILITY

has to do with actions. We might say, "If he says he'll deliver the product tomorrow, I trust him, because he's dependable."

3. INTIMACY

refers to the safety or security that we feel when entrusting someone with something. We might say, "I can trust her with that information; she's never violated my confidentiality before, and she would never embarrass me."



Source: <https://trustedadvisor.com/why-trust-matters/understanding-trust/understanding-the-trust-equation>

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So, then how to make this higher sum, to make the higher sum first I would like to take the credibility has to do with the words we speak in a sentence you might say I can trust what she says about intellectual property. She is very credible on the subject is there. And therefore, in that case whenever the leader shares this type of the sentences the credibility of the person increases. Reliability is there with the actions that if he says he will deliver the product tomorrow I trust him because he is dependable is there.

And therefore in that case that reliability is developed by these team members with the leader because of their timely action and the performance of the task which has been given to them. The third one is the intimacy which is the now you see any task is incomplete unless and until it is not having that particular emotional input and therefore, I can trust her with that information she has never violated my confidentiality before and she would never embrace me and that is about that intimacy.

And when there is bondage of intimacy between the leader and the team member is there. Then how when and when can stop a person from giving the best results is there. So, therefore in that case even if we are having this credibility reliability but it will be incomplete unless and until there is not the intimacy is there.

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The Trust Equation: Four Variables

4. SELF-ORIENTATION

refers to the person's focus. In particular, whether the person's focus is primarily on him or herself, or on the other person. We might say, "I can't trust him on this deal — I don't think he cares enough about me, he's focused on what he gets out of it." Or more commonly, "I don't trust him — I think he's too concerned about how he's appearing, so he's not really paying attention."



Source: <https://trustedadvisor.com/why-trust-matters/understanding-trust/understanding-the-trust-equation>

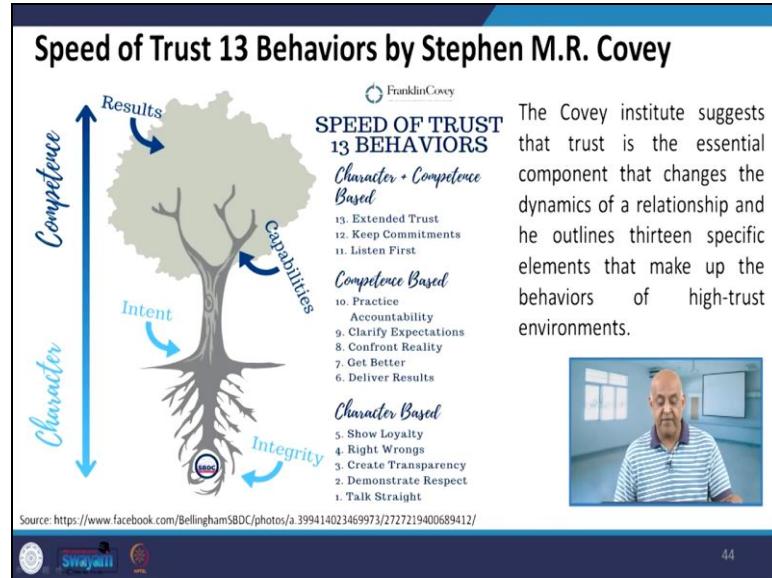
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So, the total score that is credibility reliability, and intimacy is there. And then that is divided by division is there. by self-orientation. So, it refers to the person's focus in particular whether the person's focus is primarily on him or herself or on the other person. Now you see many people leaders, unfortunately, feel that they are successful because of their own. But that is not true they are successful because of their teams and because any person alone cannot give the results.

So, therefore in that case here the self-orientation right that debt has to be tested. So, we might say I cannot trust him on his deal I do not think he cares enough about me he is focused on what he gets out of it. So, therefore in that case definitely that even is a more self-orientation as compared to the team building is there. I do not trust him I think he is too concerned about how he is appearing or he is not really paying attention there.

And therefore, the leader gives this message that he is not concerned. If he is not concerned about sensitivity, I would like to say other than concern that is if the leader is not sensitive then definitely in that case or the member is not sensitive it is you see that easy trustworthiness is required from both the sides. So, therefore whether the leader or team member is there. And then in that case, if they are not having the trust for the other person then definitely that cannot be given the delivery by this particular team.

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So, Stephen Covey has given this 13 speed of the trust 13 behaviors and therefore in that case it is like you can see right it is just like a tree is there. And in the roots, you will find that is how this integrity is developing on this particular intent capabilities and the results are coming out. So, is the essential component that changes the dynamics of a relationship and he outlines thirteen specific elements right.

These are the top state that demonstrates respect and creates transparency right wrong show loyalty. So, that that is about the character-based is there. Then their competency-based is there. So, those who are giving the delivery of the results get the best to confront reality clarify expectations, and practice accountability is there. And then it is based on the character plus competency-based both. So, it is about the listen to the first keeping commitment and the extended trust is there.

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Credibility

- Your reputation for being trustworthy.
- The degree to which others believe or trust in you.
- Credibility is your reputation for being trustworthy - trustworthy to perform your work with excellence; to care about those you work with and for; to live by high ethical, corporate, and personal values; and to deliver on your promises. In short, your credibility is the degree to which others believe or trust in you.



Now we will take the credibility. So, your reputation for being trustworthy is the people you see there is the people are knowing about it is the how credible you are. So, the degree to which the others believe or trust in you. So, credibility is your reputation for being trustworthy. So, therefore in that case you work within for to you by the high ethical corporate and personal values, this is a very important point. So, here we are talking about the high ethical and the corporate and personal values are very important dear friends. We talked about the values and the leadership and values and the team building in our earlier sessions. So, therefore in that case it is important that is we have to understand that the creating the personal values.

Now, this is another question that arises here. How to develop the values into a person because of his personal values are not that strong. So, we have talked about developing the team and the team effectiveness where you are finding that team members those personal values are conflicting with the personal values of the leaders. So, here it is becoming this important in short there is a credibility is a degree to which others believe or trust in you and that is to be developed is there.

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The Three Components of Credibility



As a future manager and executive, you can control your reputation as a credible communicator by focusing on three well-established factors: **competence, caring, and character**. Research has shown that these three factors almost entirely account for whether a person is considered credible in professional situations. Credibility is like a three-legged stool. Without any one element, it is compromised.



Image Source: <https://player.slideplayer.com/26/8529591/data/images/img7.jpg>

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Now the first and foremost is I always keep on saying and interacting with the others that is the nothing can be compensated with the competency is concerned and how we define the competencies right. So, therefore the first and foremost that is in knowledge and skills for that particular job if the person does not have that knowledge if he is not having that skill then there will be the no competency will be there.

So, therefore this competency is to be focused on the first second is the caring is there. So, this caring attitude that will be giving you the personal concern among the team members and the leaders is concerned. And the third one is that the character is there. So, the and that is the what is the character you are carrying. So, therefore these are three it is just like a very nice analogy has been given here that that is about the three legs tool without any one element it is compromised.

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1. The Role of Competence in Establishing Credibility

Competence: refers to the knowledge and skills needed to accomplish business tasks, approach business problems, and get a job done.

- Most people will judge your competence based on **your track record** of success and achievement.
- People develop competence through study, observation, and practice and real-world business experiences.
- How you communicate directly affects the perceptions others have of your competence.



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So, therefore in that case we will see what is about the competency is there. Now the knowledge and skills are needed to accomplish this business task that gets a job done. So, most people will judge your competence based on your track record of success in achievement right. So, therefore delivery, and delivery of the task is very important. If you are delivered and your track record says that, is you do your task on time then definitely in that case you develop that credibility is there.

People develop competence through the study observation and practice and real-world business expenses are there. And therefore, that is making the person competent is there. How you communicate directly after is the perceptions others have of your competence is there. Now you see that we have talked about communication in leadership. So, your selection of words and that will decide about that is how much the leader is concerned with the team members is there.

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The Role of Competence in Establishing Credibility

- People develop competence in many ways: through study, observation, and, most important, practice and real-world business experiences.
- Your entire business program is likely centered on developing competence in a certain business discipline and/or industry.
- You may already have significant business experience. If you're a novice, seeking internships and jobs related to your discipline will help you develop competence. How you communicate directly affects the perceptions others have of your competence.

Two traits associated with competence:

1. A focus on action and
2. An emphasis on results.



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Therefore, in competence in through study observation and practice real-world business experiences and an entire business program the developing competence in a certain business discipline, and therefore, in that case, one can be specialized or competent in the one area. So, therefore it may be significant business experience will tell us that is the way that one person is if you are a novice seeking an internship and job related to your discipline will help you develop competence.

How you communicate directly affects the perception others have of your competence is there. So, first one is the; that is a focus on action and another one is an emphasis on the results is there.

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2. The Role of Caring in Establishing Credibility

- **Caring:** implies understanding the interests of others, cultivating a sense of community, and demonstrating accountability.
- People distrust individuals who are perceived as unconcerned about the interests of others or disinterested in causes above and beyond themselves.

Your colleagues, clients, and even your customers will trust you far more if they know you care about them. **As Mahatma Gandhi once stated,** "The moment there is suspicion about a person's motives, everything he does becomes tainted." This statement applies in nearly all business circumstances: People distrust individuals who are perceived as unconcerned about the interests of others or disinterested in causes above and beyond themselves. In the business world, caring implies understanding the interests of others, cultivating a sense of community, and demonstrating accountability.



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Second one is about the caring is there. So, implies understanding the interest of the others cultivating a sense of community and demonstrating accountability. So, people distrust individuals who are perceived as unconcerned about the interest of others or disinterested in causes above and beyond themselves are there. So, therefore in this is to be taken care of. You cannot be the disinterested with your team member right and therefore in that case our team member cannot be disinterested with the leader is concerned.

So, therefore but why it is unconscious because of the distrust is there. So, once we it is having the distress then automatically it will come the caring will be there. And therefore, here we will find the moment there is suspicion like Mahatma Gandhi has once stated there is suspicion about a person's motives everything, he does become tainted. So, therefore we can be very careful about this and in all people distrust, individuals who are perceived as unconcerned about the interest of the others is there.

So, unless and until you are not having the concern for the interest of the others you will not be having any caring attitude towards your team members. So, here it is the become very important and interest of the others a sense of community and demonstrates the accountability is there. So, whenever we are having this type of this sense of community and demonstrating the accountability then definitely the people will be having the trust amongst the leader.

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Understanding the Interests of Others

- Your ability to gain credibility strongly depends on your ability to show that you care for the needs of others.
- Effective communicators gain trust by connecting with others—that is, seeking to understand others' needs, wants, opinions, feelings, and aspirations.

Cultivating a Sense of Community

The most effective business leaders in today's corporate environment have generally risen to their positions because of their sense of community and teamwork.

Speaking about "our needs" or "your needs" as opposed to "my needs" engenders trust and helps you come up with solutions that achieve mutual benefit



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So, what we learn? So, so we have to understand the interest of others is very necessary if you want to have an effective team. So, therefore, in that case, gaining credibility strongly depends on your ability to show that you care for the needs of others is there. And understanding the needs of others wants opinions feelings and inspiration is there. So, as a result of which what is that it is not only a professional team rather than it is becoming a community because you have given a sense of community to your team.

So, our needs are your needs and that is why the communication. So, it is not me it is we. So, therefore your needs are my needs. And so, engenders trust in helps you come up with solutions that achieve the mutual benefits are there.

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Culture of Accountability

A sense of accountability involves a feeling of responsibility to stakeholders and a duty to other employees and customers.

By placing a rationale for accountability in your communications, you will generate substantial trust and goodwill from others.



Source: <https://www.ccl.org/wp-content/uploads/2020/11/5-ways-to-foster-accountable-leadership-center-for-creative-leadership-1024x536.png>

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Now the third one is that is about the culture of accountability if I was to foster the culture of accountability is there to give provide share and provide freedom and provide resources and be clear is there. So, it is a feeling of the responsibility to stakeholders and duty to other employees and customers are there. So, by placing a rationale for accountability in your communication you will generate substantial trust and goodwill from the others concerned.

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Accountable Cultures have.....

1. Improved Performance
2. Greater Employee Participation and Involvement
3. Increased Feelings of Job Proficiency
4. A heightened commitment to the work at hand
5. Added creativity and Innovation
6. Leading to higher employee morale and Job satisfaction, and deeper employee engagement.



Source: <https://www.slideshare.net/xeniumhr/taking-ownership-how-to-create-a-culture-of-accountability-in-the-workplace-copy>

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So, how the accountable cultures what are the characteristics are there. They it improves the performance greater employee participants and involvement increase feeling of the job proficiency, a heightened commitment to the work at hand, added creativity and innovation

leading to higher employee morale and job satisfaction and deeper employee engagement is there.

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3. The Role of Character in Establishing Credibility

- Character: refers to a reputation for staying true to commitments made to stakeholders and adhering to high moral and ethical values.
- Character has always been important in business relationships, especially long-term, collaborative relationships. It is becoming even more important—especially for leaders—in an increasingly open, transparent, connected, and interdependent workplace.


The Six Pillars of Character

http://charactercounts.org/wp-content/uploads/2021/06/Six_Pillars_of_Character-cmyk.png

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And the role of characters in now the last part is that is about the credibility is there. So, these are the six pillars of these characters that we are talking about which have been mentioned earlier we will take them one by one. So, therefore it is repetitive for the string to true to the commitment met to the stakeholders and add to the high moral and ethical values. So, the character is actually it is the basic that is having the collaborative relationship.

And when it became more important for leaders increasingly open transparency and well connected with each other and therefore it is here you will find the inter interdependent workplace is created.

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What Determines Trust in Individuals in the Workplace?

Character is central in creating trust. Consider the recent research, depicted in figure Business executives were asked what the most important determinants of trust in workplace projects were. Overwhelmingly, character-based traits—that is, honesty, ethical behavior, willingness to exchange information—ranked at the top.

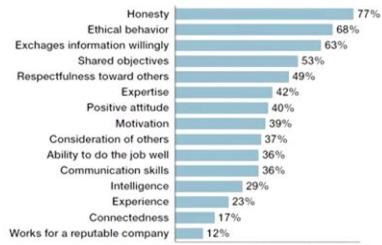


Image Source: <https://player.slideplayer.com/26/8529591/data/images/img0.jpg>



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Here one more is including the trust the recent research depicted the business executives were asked what the most important determinants of trust. And therefore, you find it is the honesty and we have talked about this right from the honesty to the works for a reported reputable company and we have discussed these all dimensions in time to time which is talking about that is the how this leadership with the shared objective shared values also.

We would like to we already discussed with the objectives and the values shared values also right and therefore in that case developing this competency is there. So, these character-based rates which are honesty ethical behavior willingness to exchange information and are the becoming the top but we should not forget that is works for a reputable company, and connectedness and experience, and intelligence also it is playing an important role in the case of the determined trust in the individuals.

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Case Study : Trust is to be earned.

- Mayank, the BM of a company's Bangalore branch was sitting with his boss Shiv, the RM of South India. Shiv was sharing his angst with Mayank concerning Mayank not enrolling him in important decisions he was taking about distribution changes Mayank was implementing in the Karnataka market. Mayank was not comfortable with the conversation and did not want to be cowed down. He pounced on Shiv saying, "Why don't you trust me?" As he was getting unsettled, he repeated that 2-3 times with his emotions running high and he continued arguing, losing the logic he was giving while arguing with Shiv. Shiv was calm all the time with a slight smile on his face, but he did not counter Mayank.

He just gave a signal to Mayank that there was no point in continuing the conversation for the time being. Mayank left after some time as Shiv was silent and not even making eye contact.



(Source: Batra, 2018)



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So, dear friends finally we come to the reference matters. So, here it is the case study that is the trust is to be on right and it is the very interesting case study I am sure you will enjoy this case study.

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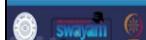
Case Study : Trust is to be earned.

- Mayank was finding the discussion interesting and he asked Shiv, "What has that got to do with trust between us?" Shiv replied, "If Arjun found it difficult to trust his Sarathi on picking up his Gandiva, how do you expect me to give you my trust so easily?"
- Mayank was all ears but still didn't know where his boss was heading to. Shiv continued, "Trust is a very big word. It cannot be given or taken for granted. It has to be earned by one's actions and words. It gets strengthened with the right actions and right words and weakened by the wrong actions and wrong words." Shiv went further, "As your senior, I am responsible for your work, and I would not like you to take any misstep which you may regret later.

You can even question me that time asking 'Why didn't you stop me if I was going wrong?' But if you forget to share your actions with me, then I am in a helpless state of being.



(Source: Batra, 2018)



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Because it is not by saying that trust me and trust me trust will not be developed trust will be developed and trust has to be earned and I am sure that is the material which we have discussed with you right from the beginning and that you will be able to develop the trust with your team members and your team members will also have the trust in you.

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Research Paper



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An integrative model of trust and leadership

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Purpose
The purpose of this paper is to examine the interplay between different streams of trust and leadership and their impact on motivation and performance. The model answers recent calls for a better understanding of underlying mechanisms in these interactions.



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This is another very relevant paper an integrative model of trust and leadership.

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Research Paper

Research limitations/implications

The ten propositions act as guidelines in mastering the complex art of leadership by understanding how behaviors affect followers. An important limitation originates in the detailed analysis of leadership and trust. Focusing on specific leadership behaviors and trust types leaves further scope for future research into additional behaviors and cofounding variables to arrive at a more holistic picture of the underlying mechanisms that make or break an effective leader.

Originality/value

Contemporary theories on leadership and trust frequently view the different streams as overall constructs in lieu of multi-faceted phenomena. The model is a first of its kind in that it fuses contemporary leadership and trust theory to develop a set of propositions based on specific interactions between leadership behaviors and different forms of trust.



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And therefore, you will find that is the how this trust plays a very important role in the success of a particular team.

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Book Recommendation

The SPEED of Trust: The One Thing That Changes Everything

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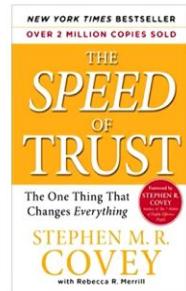


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This book is the Speed of the Trust the one thing that change changes everything. So, therefore you will find that is the Stephan M R Covey in is this book with the Rebecca A Merrill is really helping us to understand that is the how the trust which either brings are brings down.

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Book Recommendation

Stephen M. R. Covey shows how trust—and the speed at which it is established with clients, employees, and all stakeholders—is the single most critical component of a successful leader and organization. Stephen M. R. Covey, widely known as one of the world's leading authorities on trust, asserts that it is "the most overlooked, misunderstood, underutilized asset to enable performance. Its impact, for good or bad, is dramatic and pervasive. It's something you can't escape." Thankfully, it's also the thing that can dramatically improve your personal and professional success. Why trust? The simple, often overlooked fact is this: work gets done with and through people. The Speed of Trust offers an unprecedented and eminently practical look at exactly how trust functions in every transaction and every relationship—from the most personal to the broadest, most indirect interaction. It specifically demonstrates how to establish trust intentionally so that you and your organization can forego the time-killing, bureaucratic check-and-balance processes that is so often deployed in lieu of actual trust.

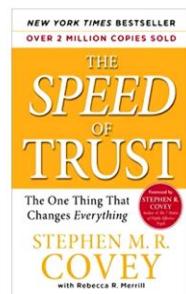


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And the relationship between the team members is there.

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So, this is all about the references for the above study material and also for your further studies and that will help you to understand that is how we can build the trust and make the team effective, thank you.

Leadership and Team Effectiveness
Prof. Santosh Rangnekar
Department of Management Studies
Indian Institute of Technology, Roorkee

Lecture - 60
Skills for Developing Others

Basically, in the previous sessions, we had talked about that is how we are going to develop that leadership with the getting work done from the team members then the recipes for the team effectiveness, recipes for the models for these effective. And finally, we have reached to this particular concept that is leadership is nothing but it is the skills for developing others. The earlier all sessions have talked about how whenever we are talking about the team effectiveness, we are talking about how we can develop our people those who are working with us.

So, now when we are talking about the leaderless teams when we are talking about the empowerment when we are talking about that is the team building team effectiveness and all are one there. is nothing like that one is special and others are different. Then definitely we have to also learn how we can develop that particular skill so, that we can develop our team members.

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- Develop Leadership Skills in Others: 3 Development Requirements
- Develop These Five Skills To Develop others: Forbes Study
- Six Cs for Guiding Behavior
- The 4 Recipes of Developing Others
- Case Study
- Research Paper
- Book recommendation
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So, therefore it is about the developing the others then the what are the theoretical support is the principles of developing others develop leadership skills in three others development

requirements develop these five skills to develop others according to the four best studies concern six is for the guiding behavior. The four recipes of the developing others and then as usual we will be discussing the case study research papers and the book recommendations with the references are there.

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Developing Others:

- The process of training and developing your employees or team members to enable them to become more effective, take on bigger/ more significant challenges. Developing others also involves helping current employees learn new skills as the nature of their work- or the organization-changes.
- Managers play a critical role in helping their employees build the skills they need to be successful now and in the future.
- Managers and leaders should help direct reports determine which changes in behavior they would find beneficial, exploring options for how to get there, and providing them with opportunities to experience situations in which they can try out the new behaviors and receive the feedback and support they need to continue to learn and develop.



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Now, whenever we want to develop others and we have talked about that is always know your team members that is how you are identifying your team members with their strengths weaknesses and with their personalities their capabilities their ability their skills their knowledge. And therefore then when you know your team members then definitely, in that case, you will be able to manage whatever the challenge is there.

Whatever the biggest challenge is there. that you will be able to match once you understand to develop the people right. So, it is helping current employees learn new skills now here I will also like to mention that whenever we are talking about learning the new skills are concerned that is what new skills are there. Please always refer to the different forums for example the world economic forum is concerned the industrial reports are concerned Asian businesses are concerned or the European business is concerned.

And therefore, in that case identify to do before you develop your team members the leader that not to repeat that is your visionary and therefore you know for example a 2025 then the 2030

than 2050. So, India is having these documents the vision 2025, 2030 and 2050 is there. So, what will be the new skills are there. A leader should be able to understand that whatever these national when we are talking about the global.

Now global means that is a big global remaining local. So, then in that case what will be the new skills will be there. When we are combining all these aspects then definitely in that case we will be able to develop these team members for meeting the future challenges or concerns.

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Principles of Developing Others:

- People experience maximum development under certain conditions.
 - Personal conditions conducive to growth:
 - When there is a felt need
 - When encouraged by someone respected
 - When personal plans move from general goals to specific actions
 - When moving from a condition of lower to higher self-esteem
 - When moving from external to internal commitment



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Related to this now I will talk about these the theoretical aspects that are the principles of developing others. So, when the people experience maximum development under certain conditions that is the when there is a felt need when encouraged by someone respected when personal plans move from general goals to the specific actions moving from a condition of lower to higher self-esteem. When moving from the external to internal commitment is concerned.

Now it is always important that is the matching the need right. We have talked a lot about motivation we have talked about the job descriptions. We have talked about the work organization fit culture. So, therefore whenever there is a need has been felt right. So, then of course in that case you have to identify and when you are encouraged by someone when the respected. Now somebody comes to you and say no you are an expert in this I would like to give a very routine example.

That is whenever we go to any particular shop or the vehicle repair garage and therefore when we talk to that particular skilled person or that particular sales person that is you know you last time you were given the very good service. So, that is why I have come again. So, that is about because they are also the team members you have to get a lot of work done whether at the domestic front or at the professional front is there.

So, you know your team is there. Now here I would also like to mention that is the however we talked about the employees and team forming and the team members and organization context.

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Principles of Developing Others:

- **Organizational conditions conducive to growth:**
 - Basic respect for the worth and dignity of all
 - Individual differences are recognized, and a variety of learning experiences are provided
 - Each person is addressed at his/her level of development and helped to grow to fuller potential
 - Good communication prevails
 - Growth is rewarded through recognition and tangible signs of approval



But here I would like to mention in our daily life also we have to also consider that is the who are our team members are there. So, someone who is helped us in delivering our duties especially and of course the rights also then they are our team members and therefore always please see that is the we respect them and we take care of them. And whenever there is a need is felt and those who have stood with us then definitely, they are they are our team members are there.

Now when we talk in the professional context, so, then organizational conditions that are conducive to growth will be there. If basic respect for the worth and dignity of all is there individual differences are recognized and a variety of learning experiences are provided. And we

understand that is the yes what can and what cannot. Each person is addressed at is her level of development and helped to grow to her fuller potential is there.

We talk about the potential appraiser and the leader should not be only for the purpose of this performance appraisal. Because the performance appraisal is always about the boss-ism about it is the yes how you have performed but when we are talking about the concept of developing others. So, naturally, we fully extent the potential identification of the potential there are a number of examples where the formal managers have said that is this employee is good for nothing.

And then the CEO he is interrupted giving the opportunity to transfer the sections and that person has done the wonderful jobs are there, number of case studies you will find. So, what was that and that was that is the that the manager who is a subordinate where he was having the perception is good for nothing that has done the miracle in the with another manager is there. So, that in this case, that is the professional learning that is becoming a very important.

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Principles of Developing Others:

- Principles to follow in developing others:
 - *Have a respectful attitude*
 - The desire to achieve something
 - Self-respect fuels success
 - *Build self-esteem*
 - *Use the correct medium or combination of techniques*
 - One-on-one coaching, formal education, professional conferences, on-the-job learning
 - Sabbaticals keep leaders fresh and motivated



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Now, whenever we another principle is to in developing others is a have a respectful attitude is there. So, naturally whenever the whenever somebody he wants to and to achieve something then definitely, we have to see that is the; we give that opportunity. So, how we develop the person there is though one who is desires to achieve something and we give the opportunities. So, then

in that case definitely that person will always be you remaining your team member because the and he will never forget that whatever the skills he has developed.

Whatever he has achieved that has been provided by that particular leader is there. Now with these exercises what we do is we increase the self-esteem, enhance the self-esteem, and then therefore how we do that there is one on one coaching is done, formal education is done, professional conferences are there, on the job learnings are there. In addition to this I would also like to say that is the always give them an opportunity which is they are not expected because the and that will be diversified from their routine work.

So, therefore in that case that many times I have found that is the; people were not aware of that what the miracles they can do and, therefore now these all are the formal processes are there formal education professional conferences on the job learning is there. But when we give an opportunity at the national and international level then we find that is yes the person has explored the different areas.

So, these are sabbaticals that keep leaders fresh and motivated. So, therefore as I am saying about the international level and national level when you are giving them different opportunities and then they go on the sabbatical you and then they develop.

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A very simple example I would like to give is the assignments the assigned research assignments is there teaching assignments are there. And therefore, in that case even if one may not be knowing that is where he is good, he might be good in teaching assignment he might be good in the research assignments he might be good in the project. So, he might be good into the industry. So, therefore in the case that the person is strong right there is a potential that the leader only can identify and then develop that particular person in that area.

So, what the leadership skills do you need most to develop the others is there that is the leader should inspire we have talked about that is the inspirational leadership is there. Display the high integrity and honesty to then solves the problem the drives for the results is there communication powerfully collaboration and promote builds relationships displays technical professional expertise the strategic perspective develop others taking initiatives innovates champion change connecting the group to the outside world establishing the stress goals and practice and self-development is there.

Now here I would like to talk about the building champions, building champions employees. Now see it in every organization there. are certain mentors and those mentors are known by anybody who has worked during what happens you know in many organizations during the orientation program the batch is sent for the training under these champions. And therefore, what they do they buy through their mentorship programs and they develop them and therefore they make the champions.

So, anybody who has worked under that particular leader then he will be a champion right. So, therefore that confidence that image now that is built and that is by the these all these supportive practices which have been mentioned is an exercise that particular mentor.

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Develop Leadership Skills in Others: 3 Development Requirements

- These are three pieces you need in place for effective leadership development. They work together like the three legs of a stool, which would fall over without one or two of the legs, so don't move forward in developing others without all three.

1. A Standard Development Process
2. A Supportive Leader Who Prioritizes Development
3. A Candidate Committed to Development



Source: <https://cmoe.com/blog/leaders-responsible-developing-others/>

Image Source: https://cmoe.com/wp-content/uploads/2017/03/2019-09-12_0728-1.png



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Whenever the mentor will be having these encouraging practices inspirational practices transformational practices and there you see there is a percentage in all has been given that is how much wattage has been given it might be the culturally specific that I understand but yes but the dimensions are important. So, these are the developed leadership skills what is required basically. So, the leader should be able to design at the standard development process right.

So, therefore in that case it is a very good example analogy has been given it is for us to. So, unless until there or not the three legs will be there right. So, do not move forward in. So, unless and until and that the all these supports have not been provided. So, a standard development process is to be designed supported leader who prioritized a development a candidate committed to the development is there.

So, do not forget in this particular course I also talked about the followers the satisfaction, the followers' roles, followers' responsibilities the and whenever we talk about Sri Krishna, Arjun Chanukah, Chandra Gupta then Dronacharya in all the cases it was the candidates commitment is there. And that is why you find that is a leader is leader he is known for his leadership his ability skills and qualities but the team building will be there.

When the candidates' commitment is also there and for the development is there. Now you want to develop a particular candidate and then the candidate's commitment if it is not there. Then it

will be difficult for a leader right. So, then who will be the Arjuna who will be the Chandragupta who is having the very high commitment and once the commitment is there. towards the leader and the leader is having the developmental approach practices and the then definitely the leader will be able to develop his team members.

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Develop Leadership Skills in Others: 3 Development Requirements

1. A Standard Development Process

Create a standard process for developing others. As soon as anyone shows potential for or interest in leadership, you can take them through it. The process could include:

- An initial discussion about developmental goals
- Finding opportunities in which that person can learn and grow
- Building a personalized development plan together
- Setting up systems to hold the employee accountable
- Scheduling follow-up meetings with the employee



Source: <https://cmoe.com/blog/leaders-responsible-developing-others/>

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Now in these the developed leadership skills the first is required that is the development process right and as we were talking about that initial discussion about the developmental goals is there. Leader and the candidate the mentor and mentee a leader and follower employer employee in the beginning itself they should be very clear their developmental goals. And the transparency has to be there otherwise what will happen the leader will waste of the time and candidate will also waste of the time and end of the result there will be the zero.

So, therefore finding opportunities in which that person can learn and grow and therefore leaders should ask the follower whether are you interested in which vertical in organizations if you want to develop and therefore, I always say there is a given opportunity to choose the favourite vertical right. And. So, then he will choose that his favourite vertical and then you see he will do the excellence.

So, this in when we are giving an opportunity that personalize development plan that in the beginning the interaction between this leader and the follower right that will create the

personalized development plan is there. So, that standard development process should be designed at the mutual accepted terms and conditions are to be there. So, setting up the systems to hold the employee accountable now naturally the process you will start.

So, then you have to also create a place in the organization structure. Scheduling follow-up meetings with the employee is there and that is why now you see in many organizations successfully has done mentor type program and they have done this successfully it is because they were having the frequent meetings. And whenever there is a meeting there is a input process and output defect will be there.

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Develop Leadership Skills in Others: 3 Development Requirements

2. A Supportive Leader Who Prioritizes Development

Your employee should see you as a valuable resource or coach. Remember the person who helped you to develop? To be that for someone else, focus on these behaviors:

- Be committed to the process of developing others.
- Help your employees select relevant, interesting learning opportunities.
- Help him or her stay committed to the process.
- Be a good example by working on your own development.
- Stay in regular communication with the employee about development assignments.
- Give him or her developmental resources and remove barriers to improvement.

Source: <https://cmoe.com/blog/leaders-responsible-developing-others/>



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So, therefore the development processes that has been designed once the development process has been designed then leaders' support is required. A supportive leader who prioritizes development. So, he is committed to the process of developing others which is also necessary. So, many bosses not necessarily leaders not necessarily mentors because many bosses are so, low self-confidence that is if they think that is if I will develop my subordinate will become the boss tomorrow.

So, therefore in the end case but this type of false notion the competent leaders do not have. So, help your employees select relevant interesting learning opportunities to stay committed to the process. The development process which has been coming mutually committed then that has to

be continually be a good example by working on your own development in regular communication with the employee about development assignments.

Give him or her developmental resources and remove the barriers to improvement is there. Now this is the supportive leader and I always say and you also know that is unless and until your equipment is not enough competitive you cannot give the competitive output. So, what is your instruments are your resources what are your resources main machine material money method minutes whatever you require.

Suppose you require technical support then the leader should give the technological support sometimes the main power is required then the main power is to be given sometimes it is the supporting material that is required that supporting material has been given. So, therefore in that case the leader supported leader should be able to manage the resources and I feel very happy that is the whenever we are talking about the successful leaders.

So, then all the successful leaders personally took an interest to provide the resources to their followers.

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Develop Leadership Skills in Others: 3 Development Requirements

3. A Candidate Committed to Development

Even your best efforts can only have their intended effect if a candidate is committed to the process. Good candidates generally begin as one of two types:

- 1. Already Interested:** These already have an interest in becoming better leaders. They'll be excited to learn as soon as you give them the opportunity.
- 2. Easily Motivated:** Some employees can become excited about developing if you explain the many benefits they will receive from the process. They may then choose to make a commitment and stick with it.

Remember that everyone builds their skills just one step at a time. Patience is therefore essential for leadership and developing others.



Source: <https://cmoe.com/blog/leaders-responsible-developing-others/>

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Now that is the in a candidate committed to the development. Now, this is the very, very important part. You see any process will be incomplete if it is one-sided right. So, it is required

from the two-sided and that we understood in the team-building process also. So, even your best efforts can only have their intended effects if a candidate is committed to the process is there. And good can generally begin as one of the two types already interested and easily motivated is there.

So, therefore some followers are right the team members they already. So, much motivated that is that they know where is the goal where is the vision what they want to achieve and they will achieve it. Some sometimes you find that is the employee has joined but he is not that motivated but he can be easily motivated and that is why some employees can become excited about the developing if you explain them that is what is the future is.

So, it is not the Alice in the Wonderland and you are taking the journey, journey of that wonderland and when then the Alice becomes very happy because she gets that the butterflies are there right. So, therefore similarly at our profession when we when we start our journey. So, then we find there is a lot of factors to motivate us as an academician or as an industrialist is there. So, remember that everyone builds their skill just one step at a time patience is therefore essential for leadership and developing others.

Now the leaders are what is the problem with the leaders many times they do not have time and therefore they do not cannot spare that is to develop others. I would like to give the examples most of my students when they joined the organization as a trainee management trainee and the second day they telephone me and say sir here is nothing like a training they are asking me directly deliver the task.

So, the days have gone dear friends the days whatever your designation is there. But it is expected that is you will deliver the task is there. If this is a situation then what is a that is the you are supposed to be well equipped before even you try to learn something is there. And therefore, in that case, like you see we give these MBA students these industry exposure those who are fresher's that is a do the live projects.

And therefore, in that case they get these opportunity to interact with the industries for the two years and then therefore they; it is not only the summer training or the industry projects in addition to that their live projects are giving them opportunity. And therefore, but so, it is important that is the leader gives them that is the learning opportunities and that is required the patience is there and then he will be able to develop.

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Develop These Five Skills To Develop others: Forbes Study

If you aspire to become a business leader, you'll need to develop these five skills, which will enable you to be viewed as "leadership material" and help you to eventually rise to a leadership position.

1. Creativity

According to the [LinkedIn Learning 2020 Workplace Learning Report](#), creativity is one of the top skills all employees need. Creativity is important because nothing in business is static. As conditions change, leaders must adapt and execute on a new plan. Without the ability to be creative, companies become obsolete very quickly.

Source: <https://www.forbes.com/sites/forbescoachescouncil/2020/06/12/develop-these-five-skills-to-leap-into-leadership/?sh=e22c44b7e788>



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Then similarly the forwards have done the study and therefore they also come out of it with these five skills that is the, yes. If we develop these five skills in others then definitely, they will be the successful leaders will be there. They will be able to work with others they will be created and a learning organization and a successful organization. So, it is the business leader you need to motivate that is the which enables you to view as leadership material.

And help you to eventually to raise a leadership position is there right. So, and all thirties we have talked about I am sure that you will not be having the question whether it is hereditary or it is contingencies theory or it is a situational theory. So, therefore we have talked about that we develop leaders right. And therefore, that the creativity the essential, essential you know is the according to the LinkedIn learning 2020 workplace learning report it is a creativity is one of the top skills or employees need.

And that is why I tell you now the departments industries are started having the department of design thinking nobody has thought of earlier it was a part of the academic only. But now the industries are also working on the design thinking process is there. And that is about that is actually the creativity and research and nothing in business is steady. So, therefore its keep on changing, and leaders must adopt and execute a new plan is there.

Now you see that is the develop a vision plan. So, and normally you see this is given to the very young employees and especially the trainees employees. Their first assignment is there learn about the organization and give propose a development plan for this organization, why? Because they are fresh. So, therefore they have different beautiful ideas, and whenever those ideas and then there is no barrier in their mind that this will work or this will not work.

And so, therefore in that case of development giving this opportunity is really an excellent opportunity for the learners.

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Develop These Five Skills To Develop others: Forbes Study

2. Team Mindset

For companies to function optimally, they need everyone to work together like a team. Everyone knows their position and knows that ultimately their role is to support other positions on the team. In the last few years, we've heard a lot about "brand you" and "you be you," but to be viewed as a leader, you need to be seen first as a team player and a team supporter.

3. Business Acumen

Business acumen can be defined as an understanding of how business works in general and how your business works in particular. For instance, all companies have interdependencies — customer service is dependent on sales, which is dependent on marketing, which is dependent on product development, and so on.

Source: <https://cmoe.com/blog/leaders-responsible-developing-others/>



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Second is a team mindset is there. They need everyone but creativity is there and creativity should not be only theoretical. It should not be on the document. A document is; a vision document that is prepared no that is required a team mindset that is the everyone knows their position and knows that ultimately their role is to support other position working together. And in the last few years, we have heard a lot about the brand you and you be you right.

And therefore in their many organizations whether it is manufacturing organizations or the service organizations and whether it is a start-up especially then did not find that is you be you. So, therefore but to be viewed as a leader; you need to be seen first as a team player and a team supporter is there. Ultimately understand that is if you believe that I alone only I then definitely you cannot you can never be a leader.

It is always that is we the and we have discussed a lot about these things earlier. Now business acumen is there that is an as an understanding of the how business works in general and how your business works in particular and you see that that day is the experience. So, when we talk about the Dhirubhai Ambani right as business acumen. So, therefore it is not that is there. it is to be learned from somewhere it is they understand that their business that is what a business is.

So, here example is given customer service is dependent on the sales which is dependent on marketing which is dependent on product development and soon. So, therefore there are different departments are there. And they then but the leader, leader is a coordinator also and therefore he understands what sales will do need, what marketing will need, what production will need, what finance will need what HR.

And before asking now the beauty of the leader is what? It is not that is a; that he is reading the manual and understanding the functioning of the different departments, no. He knows in this business where will be the requirement and where the support will be required. And now this time who is to be supported. So, sometimes the finances to be supported sometimes marketing is to be supported sometimes production is to be supported.

And but that is will be the vision of the leader that is this is the condition and I would like to connect in developing skills of others the Doctor Kalam and then here he was known in the advance that is the what my scientists will be having the requirement right. And the number of scientists has written about Kalam that is the; we do not know how he was knowing in advance what is our need is there. And what we will mean having these particular skills to be developed. So, that was the vision.

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Develop These Five Skills To Develop others: Forbes Study

4. External Perspective

This final skill is one that you won't see suggested often. To have an external perspective means to have a wide range of knowledge. Many individuals rely on being an expert in their field as a way to be promoted to leadership, but a true company leader understands more than just their role or even their company. They are conversant in their industry — its competitors, its challenges, new breakthroughs in the pipeline — as well as other industries and external factors.



Source: <https://cmoe.com/blog/leaders-responsible-developing-others/>

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Now external perspective means having a wide range of knowledge. It is a rainbow; it is not the one color is the VIBGYOR Violet Indigo Blue Green Yellow Orange Red. So, therefore many individuals are being experts in their field but they are having different colors and completely understand more than just their role. So, it is not I am the I like the only yellow color I love only the blue color, no.

It is I am the rainbow I am the umbrella right and therefore, in that case, the conversant in the industry and they understand its competitors its challenges these are different colors you see these are different colors of the life right. So, some are the blacks some are the whites right. So, the new breakthrough thoughts in the pipeline are there. As this is the other industries and external factors are there. And they will decide about that is the how these skills are to be developed.

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Develop These Five Skills To Develop others: Forbes Study

5. Communication

The ability to communicate cannot be overstated. A business leader must be able to communicate his or her ideas to company employees so they buy into those ideas and execute on them. As an up-and-coming leader, communication is the one skill that you can utilize daily to impress others. A confident verbal communicator will contribute during meetings without waiting to be called on and can lead discussions with others — even if they are not the one managing the meeting.



Source: <https://cmoe.com/blog/leaders-responsible-developing-others/>

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The communication and we have discussed in detail in our previous sessions that is about this communication that is the how this communication plays a role in developing others trust, respect, understanding, assignments, delegation right. So, the verbal non verbal meeting a simple example I would like to give up the shake hand or the are the greetings right saying the good morning and therefore that you know that is when the boss says the good morning and then that morning really becomes good. So, that is the communication is important.

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Six Cs for Guiding Behavior

1. Coaching

- Recognize gain
- Focused on improvement
- Instructive
- Balance of reason and emotion
- Informal and frequent



2. Clear Goals and Process

- Linked to common context
- Understood
- Specific/written
- Shared/of interest to us both
- Systematic and universal



Image Source: https://slidetodoc.com/presentation_image_h/abe5c8ce0d2f63ffbe94c4c5492e43ee/image-21.jpg

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Now here we will talk about these six Cs for the guiding behavior is there. And the first is the coaching is there. Now when you want to develop others first your role is a coach and therefore

your goal is clear you are focusing on that the road map where you want to take your subordinate, balance of reason and emotions are there. Now you see it is the question of not only a brain it is a question of brain heart both.

And therefore, in that case it is the emotions are to be connected for the development plan. And there will be the informal and the frequent will be there. So, when we talk about you know water cooler stock. So, water cooler talks are the informal gathering it is not just for chit chatting it is not a wastage of time it is a building relationship. So, clear goals and processes are there and linked to the common context and understood specific and written.

Shared of interest to us both systematic and the universals are there. Third is we talk about the leadership and the conflict management also. So, confrontation is natural both are personalities intellectual personalities are there.

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Six Cs for Guiding Behavior

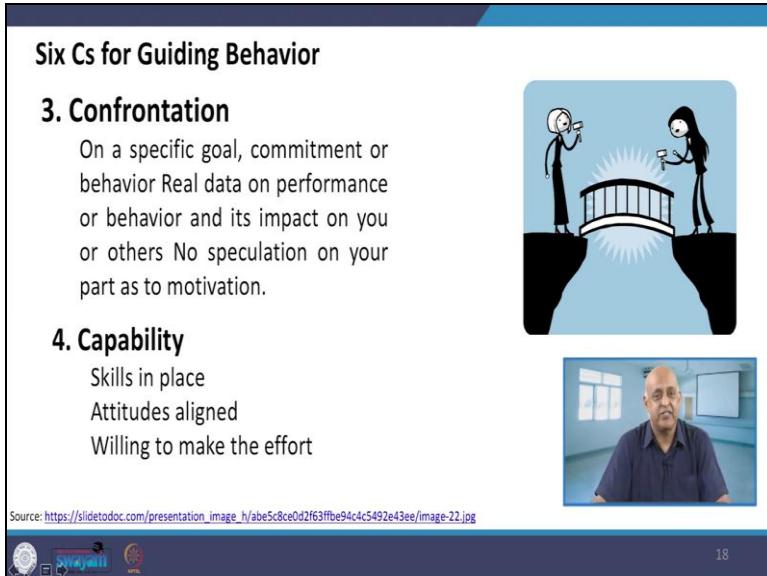
3. Confrontation

On a specific goal, commitment or behavior Real data on performance or behavior and its impact on you or others No speculation on your part as to motivation.

4. Capability

Skills in place
Attitudes aligned
Willing to make the effort

Source: https://slidetodoc.com/presentation_image_h/abe5c8ce0d2f63ffbe94c4c5492e43ee/image-22.jpg



The slide has a blue header bar with the title 'Six Cs for Guiding Behavior'. Below the title, there are two sections: '3. Confrontation' and '4. Capability'. 'Confrontation' includes a description of being specific, having real data, and avoiding speculation. 'Capability' includes skills, attitudes, and willingness. To the right of the text are two images: one of two stylized figures on a bridge, and another of a man in a blue shirt speaking in what appears to be a hospital room. At the bottom left is a source link, and at the bottom right is the number '18'.

So, naturally there will have to be the confrontation is to be there. and then but that confrontation what impacts it creates on you know it is a corrective it is functional it is not dysfunctional. So, no speculation on your part as a motivation is consistent. So, your motivation will not be down you are not motivating others even you are confronting, confronting new ideas confronting value addition and therefore many is a confrontation good yes, it is good.

So, when it is when we are having the solutions for that and definitely when we are serving others and therefore when the society is getting benefit and when there are the difference of opinions but yes, we learn from each other? So, confrontation is better. It is a constructive confrontation I would like to say. Capability is there. Skills in place right and nothing can be compensated other than the capability.

I always talk about this thing there is yes competency and convenience are there. Capability develops your competency dear friends in developing others yes, we have to develop as a good human being also there is nothing ignoring the HR dimensions but first and foremost is that is the ability to perform and deliver the task and therefore that is the capability is there.

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Six Cs for Guiding Behavior

5. Consequences

- Rewards
- Sanctions
- Consistency

6. Common Context

- Similar view of the end game/success
- Shared values, culture, expectations
- Comprehensive
- Both give and receive feedback

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https://slidetodoc.com/presentation_image_h/abe5c8cc0d2f63ffbae94c4c5492e43ee/image-18.jpg

Now by doing all this, what will be the consequences and consequences will be the satisfaction. So, the management of satisfaction may be two rewards or sanctions or consistency is there. But ultimately it is the creation of happiness at workplace. Job satisfaction and the last you see is similar view of the end games are success shared values right. Shared values you see itself is a big process in the organization and in during from the orientation program it is started when the organizational values are shared with the others and then like team building values, we respect here others.

So, your communication has to be like this. So, there is a shared value is there. We develop this respectful brotherhood culture is there. We have the expectations but expectation not at the cost of the depression expectations at the cost of the openness. So, therefore in that case these all comprehensive there will be the collective will be there. On both give and receive feedback will be there and it is an always a vicious circle right.

And therefore, in that case you initiate you develop that particular leader again he will initiate then again, he will develop somebody. And like this that it will be always the give and receive the feedback will be a continuous journey will be there.

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The 4 Vital Keys To Developing Others

1. **Leader's Skill At Performance Management.** Employees were much more likely to feel positive about their individual growth and development if their manager had done a good job of reviewing and discussing their individual performance, provided them regular feedback and giving the employees stretch assignments.

- The most effective managers take the time to regularly review performance, discuss development plans and challenge team members to accomplish stretch goals.



Source: <https://www.forbes.com/sites/joefolkman/2016/11/10/the-4-vital-keys-to-developing-others/?sh=24305565fa30/>

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Now the four recipes for the developing others are leader skills at performance management.

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The 4 Vital Keys To Developing Others

2. **Involvement Of Team Members.** When team members are involved in decisions about their development, assist in solving problems and provide input into organizational issues, they felt better about their opportunities for growth and development.
 - Manager who tell employees what to do, when to do it and where to develop think that they are developing others but in reality they are throwing darts blind folded. Team members appreciate development when they have input and involvement.
 - When development opportunities match up with a person's passion, they are energized. Even when employees get difficult assignments, when they are involved in the decision, there is a huge increase in performance.

Source: <https://cmoe.com/blog/leaders-responsible-developing-others/>



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And then this involvement of team members is there. So, therefore in that we have talked in the during the team building also that is how we are involving the others is there. And therefore, in that case for effective team building when we are making the development if you remember in earlier session, I have talked about there is an appreciation. And therefore, when you are talking about the developing others, please do not take the credit for yourself when you are interacting with your boss many people, they always meet the boss with their teams.

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The 4 Vital Keys To Developing Others

3. **Recognition.** Many people believe they don't really need recognition, but every person appreciates being recognized for their hard work, initiative or effort. When leaders are more effective at recognition, their employees feel more positive about their development. Development without recognition is like home work that never gets graded or reviewed. It requires a great deal of effort, but nobody seems to care.

Source: <https://cmoe.com/blog/leaders-responsible-developing-others/>



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So, therefore in that case what is that that is appreciation it is not me it is we and therefore when leaders are more effective at recognition their employees for more positive and then in that case, they will be getting that is a great deal of efforts will be always there.

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The 4 Vital Keys To Developing Others

4. **Job Fits The Person.** Have you ever been in a job that was hard and where it was very difficult for you to succeed? Have you ever been in a job that just fit like a glove and success came easily? The reality is some people are going to be much better at some jobs than others and finding a job that fits a person's ability not only helps that person but the organization also wins. The best managers help their team members discover their genius.



Source: <https://cmoe.com/blog/leaders-responsible-developing-others/>

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We talk about we talked about the personality and leadership and we talk about the personality job fit also and always try whenever you want to develop somebody it should not be the bulldozer. So, therefore make sure that is a job fits the person that is some persons are good in some jobs some persons are good in another job. So, therefore please as a leader always finding a job that feeds the person's ability is there.

In the organization there is a open vistas. So, there is nothing like this that is a you are appointed for this particular job and you have to do the job and you do not know the job you resign, no. That we are not learning this particular course dear friends we have learned in this course that is the how we have the collective efforts collective wisdom right. And therefore, the base managers help their team members.

So, discover their genius no problem you might be have been appointed for a particular task but if you are another potential yes organization is open for that to use your talent.

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Case Study: Andy's Recipe

Andy Garafallo owns an Italian restaurant that sits in the middle of a cornfield near a large Midwestern city. On the restaurant's far wall is an elaborate mural of the canals of Venice. A gondola hangs on the opposite wall, up by the ceiling. Along another wall is a row of real potted lemon trees. "My ancestors are from Sicily," says Andy. "In fact, I can remember seeing my grandfather take a bite out of a lemon, just like the ones hanging on those trees." Andy is very confident about his approach to this restaurant, and he should be, because the restaurant is celebrating its 25th anniversary. "I'm darned sure of what I want to do. I'm not trying different fads to get people to come here. People come here because they know they will get great food. They also want to support someone with whom they can connect.

This is my approach. Nothing more, nothing less." Although other restaurants have folded, Andy seems to have found a recipe for success. Since opening his restaurant, Andy has had a number of managers.



Source: <https://cmoe.com/blog/leaders-responsible-developing-others/>

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So, this is all about you know we leadership and team effectiveness. So, this was the last session dear friends. So, I am sure that is you might have enjoyed right and as usual you will find it is the case study is there.

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Case Study: Andy's Recipe

I get a piece! Well the people came and spent a lot of money. Then they told me that they had actually wanted to go to another restaurant but the other place would not allow them to bring in their own cake." Andy believes very strongly in his approach. "You get business by being what you should be." Compared with other restaurants, his restaurant is doing quite well. Although many places are happy to net 5%-7% profit, Andy's Italian restaurant nets 30% profit, year in and year out.

Questions:

1. What accounts for Andy's success in the restaurant business?
2. From a skills perspective, how would you describe the three managers, Kelly, Danielle, and Patrick? What does each of them need to do to improve his or her skills?



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So, therefore you are having the 60 case studies almost and minimum 60s and then minimum 60 research papers and 60 books. So, this all this particular the study material which I am sure will help you developing your; the roadmap for success as a effective leader and the team building is there.

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Research Paper

Journal of Management Development

Leading after the boom: developing future leaders from a future leader's perspective.

Katie Lynn Akers

Purpose

This paper aims for an open discussion of new traits which are important to the success of future leaders. By understanding what is important to the new generations coming into leadership roles and how that differs from previous generations, a new set of leadership traits can be developed to help future leaders find success. The purpose of this paper is to challenge the current practices of leadership traits that are being developed and defined for making successful leaders.



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So, this is a leading research paper developing future leaders right. So, we are the academicians our job is to every year to develop the new leaders right and that journey is going on for my academic 26 years right. So, that is develop future leaders and be a mentor successfully may not be in the academic institute but maybe in the industry also itself right.

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Book Recommendation

Remarkable Leadership: Unleashing Your Leadership Potential One Skill at a Time

Authors: Kevin Eikenberry

Publisher: Jossey-Bass; 1st edition (31 August 2007)

Language: English

Paperback : 288 pages

ISBN-10 : 078799619X

ISBN-13 : 978-0787996192

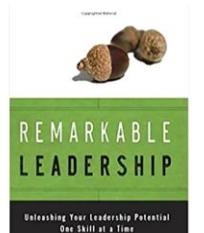



Image Source: https://images-na.ssl-images-amazon.com/images/I/41Sp3XpdzOS._SX346_BO1,204,203,200.jpg

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So, this is about this research paper talks about and this is the remarkable leadership is there. Unleashing your leadership potential one skill at a time and therefore everyone is fit for the one skill is there.

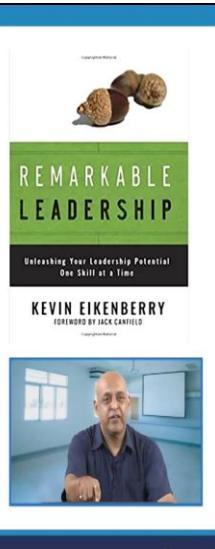
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Book Recommendation

Remarkable Leadership is a practical handbook written for anyone who wants to hone the skills they need to become an outstanding leader. In this groundbreaking book, Kevin Eikenberry outlines a framework and a mechanism for both learning new things and applying current knowledge in a thoughtful and practical way.

Eikenberry provides a guide through the most important leadership competencies, offers a proven method for learning leadership skills, and shows approaches for applying these skills in today's multitasking and overloaded world of work. The book explores real-world concerns such as focus, limited time, incremental improvement, and how we learn.

Image Source: https://images-na.ssl-images-amazon.com/images/I/41Sp3XpdZOS._SX346_BO1,204,203,200_.jpg



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Make him your team member and give him the success is there.

(Refer Slide Time: 35:52)

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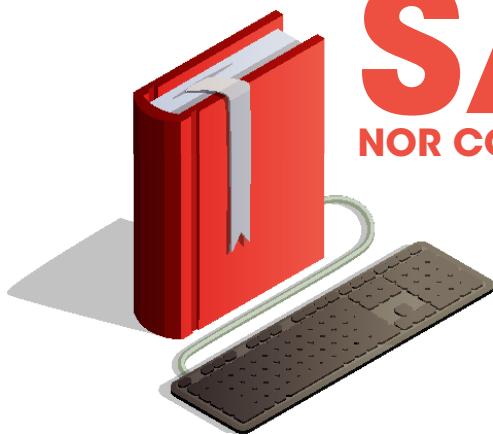
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So, this book is talking about this these are the references as usual. So, you will find that is in our study material we in every session we are having the number of references which will be taking you or the ahead for whatever has been shared in the course and even after the course. So, me with my team members Rahul Khurana and Mohit Pahwa, Nilesh Kumar Tiwari. That is thank you for joining this particular course.

That you have joined this course and hopefully we have fulfilled your expectations right. So, again with the best wishes. Thank you, all the best.

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