



IIT ROORKEE



NPTEL ONLINE  
CERTIFICATION COURSE

# LEADERSHIP AND TEAM EFFECTIVENESS

## LECTURE – 39

### LEADING TEAMS: ENHANCING TEAMWORK WITHIN A GROUP

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- Teamwork and Necessity of Teamwork
- Characteristics and Components of Teamwork
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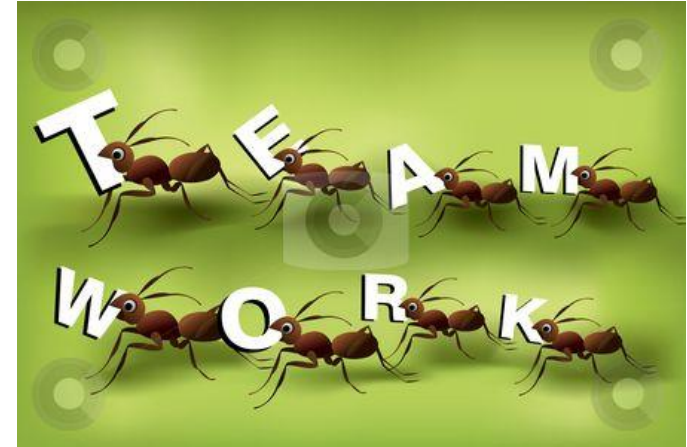
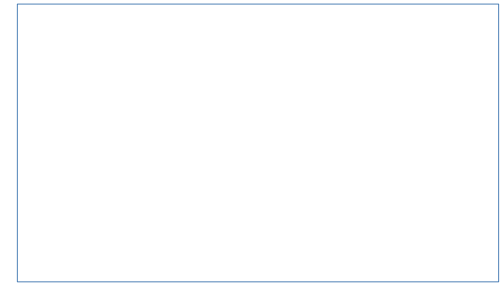
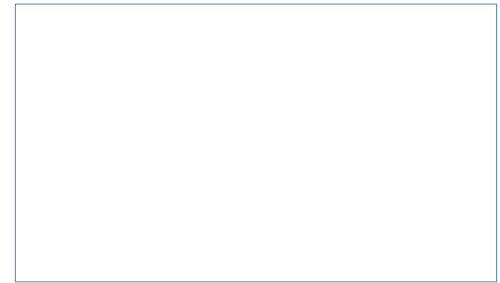


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“Individuals play the game, but teams win championships.”

-Bill Parcells



# 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.**



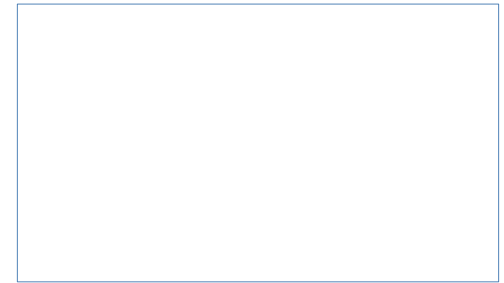
# Teamwork (Cont.)

- 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

Image Source: <https://glstrategies.com/why-is-teamwork-important/>



# 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.

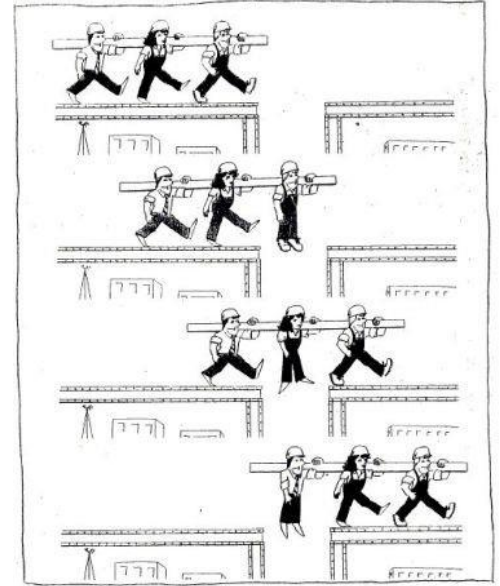


Image Source: <https://www.teachmeteamwork.com/teachmeteamwork/2007/09/teamwork-on-the.html>

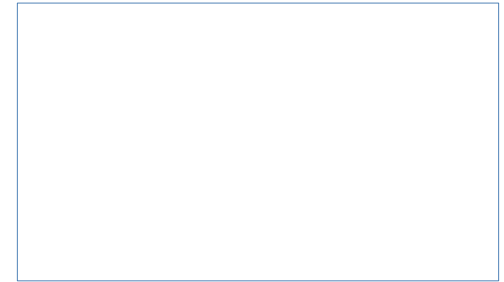
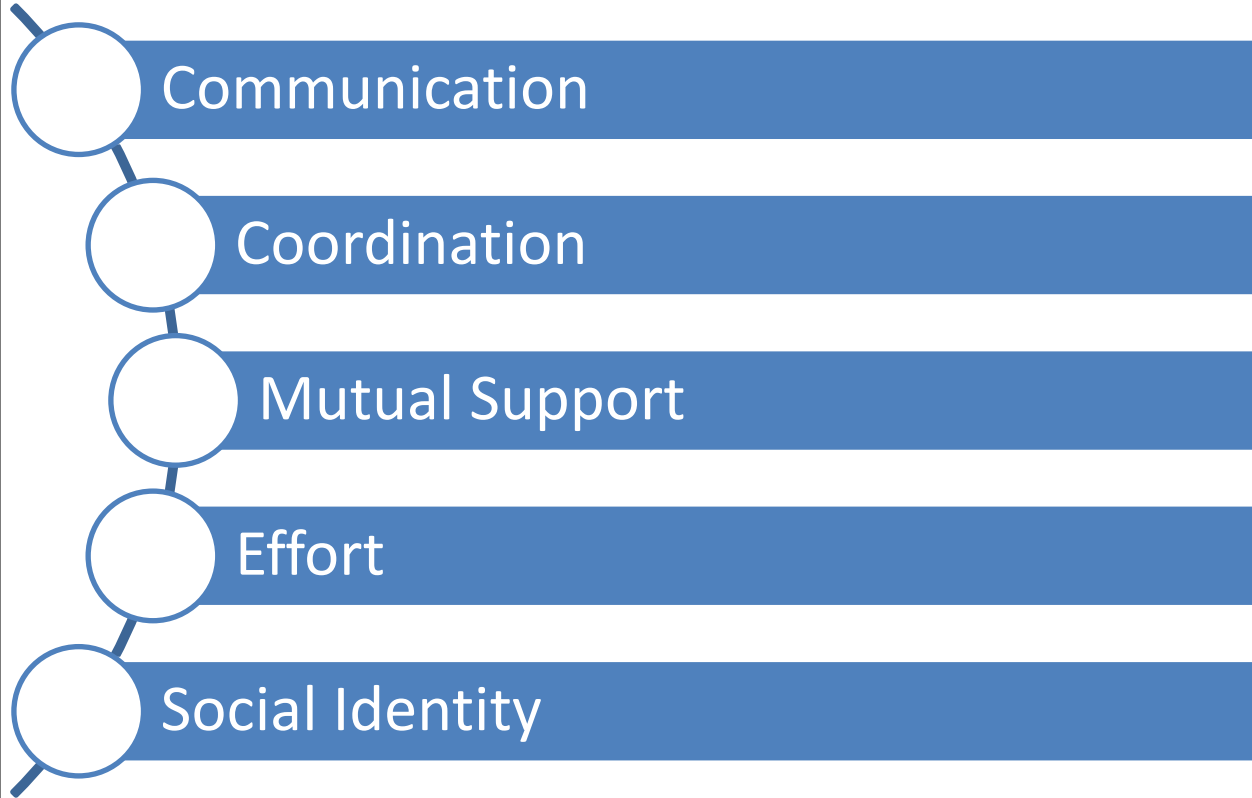
# Characteristics of Teamwork

- 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-2895935.html>

# Components for Teamwork





# 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



Image Source: [https://www.clipartkey.com/view/iHRRxo\\_teamwork-microsoft-clip-art-team-clipart-png/](https://www.clipartkey.com/view/iHRRxo_teamwork-microsoft-clip-art-team-clipart-png/)

# 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

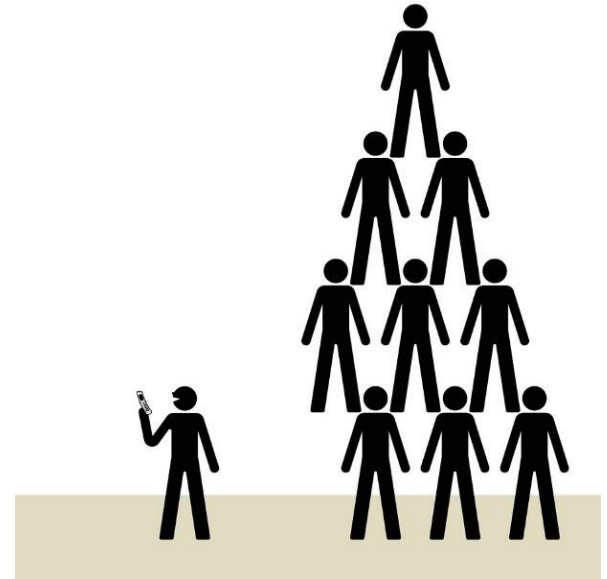


Image Source: <https://startupmindset.com/5-tips-for-leaders-to-follow-when-team-members-grow-stubborn/>

Image Source: <https://www.flickr.com/photos/81428884@N07/8546105794>

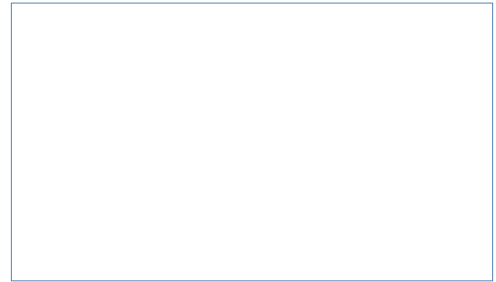
# Leader's Role in Teamwork

Leaders has 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/2416961-teamwork-with-leader-in-the-boat-business-concept-vector-illustration-flat-style-design-vector-illustration-isolated-on-blue-background-businessmen-working-together-teamwork-and-leadership-concept>



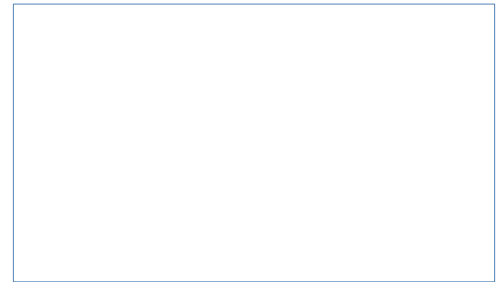
# Leader's Role in Teamwork Commitments

## ☐ 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.



# Leader's Role in Teamwork Agreement

## ❑ Teamwork agreement

- A contract 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

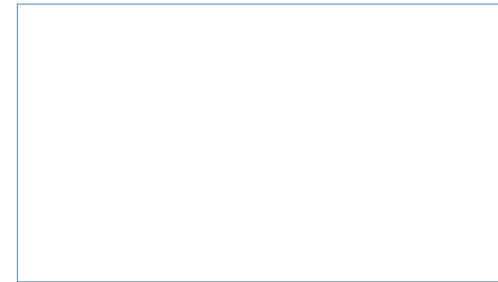


Image Source: <https://www.dreamstime.com/stock-illustration-businessman-handshake-agreement-vector-image-image79375623>

# 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

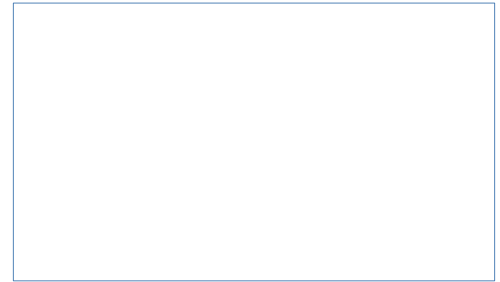
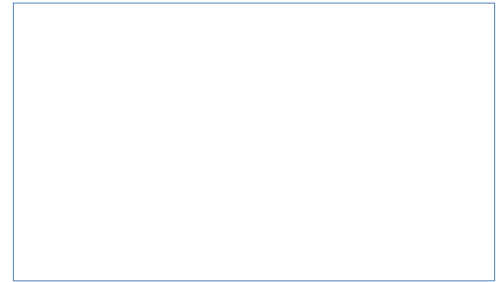


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# Leader Role in Meetings for Teamwork (Cont.)

## ❑ Procedure

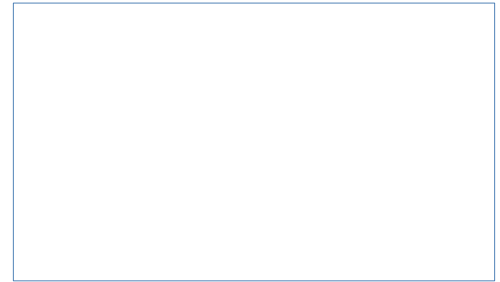
- Complete each agenda item before moving to next
- Start discussion with a presentation of currently known facts
- Comment and criticism should be actively solicited from all team members (invite some controversy)
- Presenting different ideas should be encouraged
- Differing ideas should be openly discussed.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



# 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





# Essential Leader's Skills for Teamwork

- Listening & Questioning



COMMUNICATION

- Feedback



FEEDBACK

- Persuading



PERSUASIVENESS

- Respecting



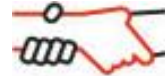
RESPECT

- Caring



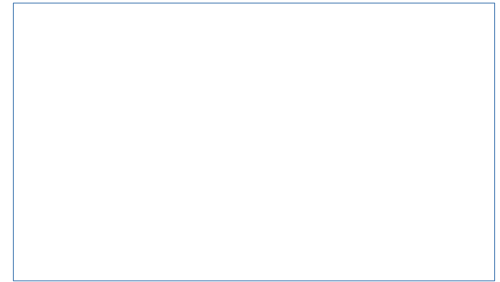
CARE FOR OTHERS

- Supporting



SUPPORT

Image Source: <https://www.istockphoto.com/vector/vector-set-of-linear-icons-related-to-human-resource-leadership-traits-striving-for-gm1282533726-380237636>



# Essential Leader's Skills for Teamwork (Cont.)

- Problem-Solving



PROBLEM-SOLVING

- Delegating



DELEGATION

- Motivating



MOTIVATION

- Accountability



ACCOUNTABILITY

- Decision-Making



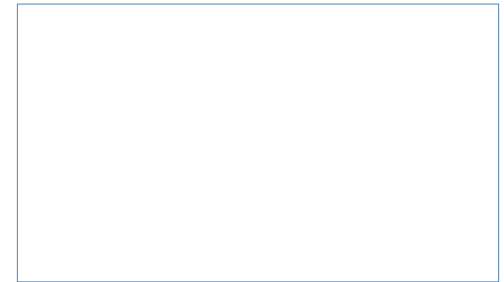
DECISION-MAKING

- Positivity



POSITIVITY

Image Source: <https://www.istockphoto.com/vector/vector-set-of-linear-icons-related-to-human-resource-leadership-traits-striving-for-gm1282533726-380237636>



# Research Paper



Team Performance Management

Vol. 21 No. 3/4, 2015

pp. 199-216

© Emerald Group Publishing Limited

1352-7592

DOI [10.1108/TPM-07-2014-0037](https://doi.org/10.1108/TPM-07-2014-0037)

Received 10 July 2014

Revised 30 January 2015

3 April 2015

Accepted 7 April 2015

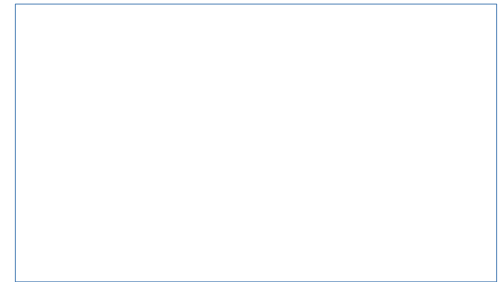
# Examining teamwork and leadership in the fields of public administration, leadership, and management

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The Claremont Colleges, Claremont, California, USA*

## 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.



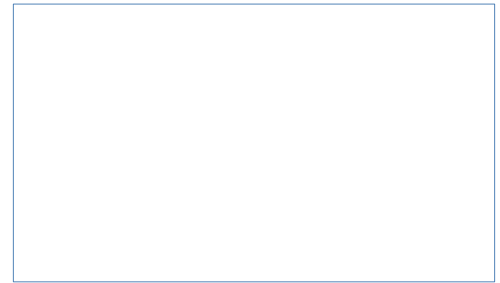
# Research Paper

## 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;



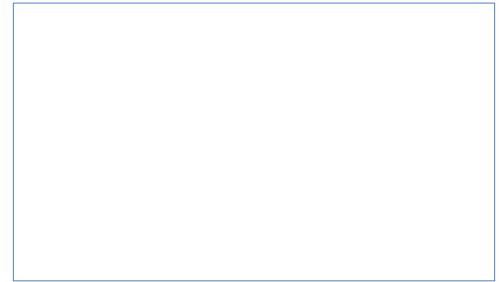
# Research Paper

## 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.

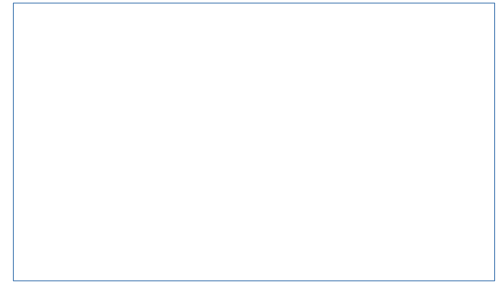


# Research Paper

## 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.

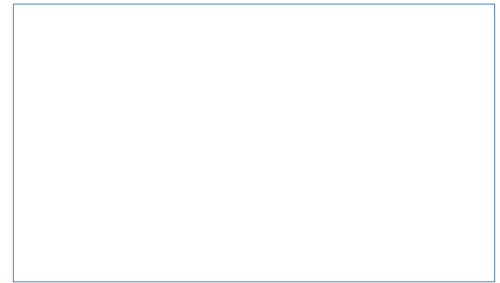


# Research Paper

## 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.



# 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.



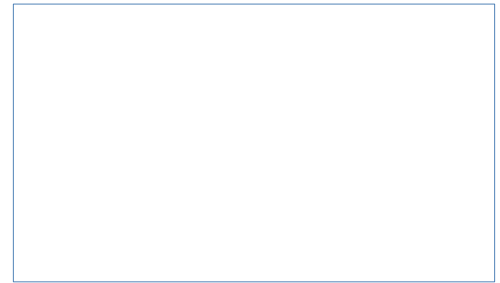
Source: <https://oncourseworkshop.com/interdependence/case-study-team-work/>





## 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.

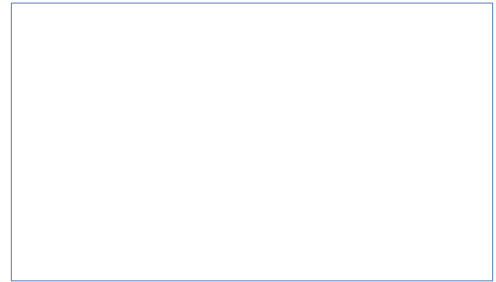


Source: <https://oncourseworkshop.com/interdependence/case-study-team-work/>



## Case Study (Cont.)

- Robert was ready to start script writing but Sharon wanted to discuss the content of their presentation and assign research Liz just listened quietly. An argument ensued, and Jane had to leave before a decision was reached. The next meeting was to be held during their class time the next week.
- Before the next meeting, Robert convinced Jane for role-play, and together they put together a draft script, working hard to make the skit funny and entertaining. Robert confronted Danny and warned him to attend the class meeting or he wouldn't get a part in the play.
- In meantime, Sharon picked up 6 books from the library and printed four articles from the Internet. She prepared an outline of various aspects of conflict management. Liz just worried about her role in the whole project.

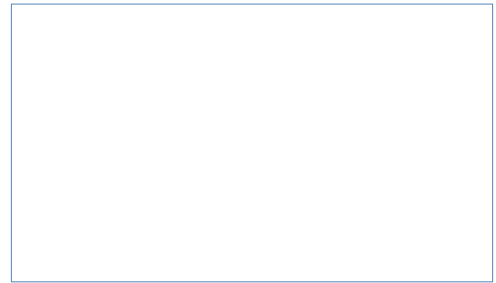


Source: <https://oncourseworkshop.com/interdependence/case-study-team-work/>



## Case Study (Cont.)

- At the class meeting, all team members were present. Robert informed the group that he and Jane had decided to do a skit, and they had a script all ready. Then he began to assign parts to his teammates.
- Sharon was incensed and insisted the script was short on content and demanded that they re-build the script around her outline.
- Robert said he wanted no part in a boring presentation. Danny did not show up to the remaining team meetings. Liz agreed to do a small part in the play. Jane promised to gather props and costumes.
- Sharon stubbornly insisted on preparing an informational presentation. She would have liked to have this integrated into the role-play but Robert would not agree to change his script.

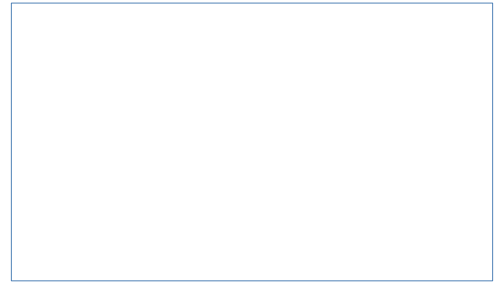


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## Case Study (Cont.)

- They planned a practice of the role-play during their math class on the morning of October 16, the day of their presentation.
- On the morning of October 16, Danny did not come to school and Liz forgot to bring the props. The practice ended up being more of an argument session. Danny showed up just before Student Success was to start and said “You mean it’s today?!”
- Liz was very nervous and felt very sick. She wasn’t sure she could do her part. The presentation began with Sharon reading her lengthy introduction and then the skit began
- The skit was five minutes in length. The whole presentation left the other class members confused and it ran twelve minutes instead of the required thirty.



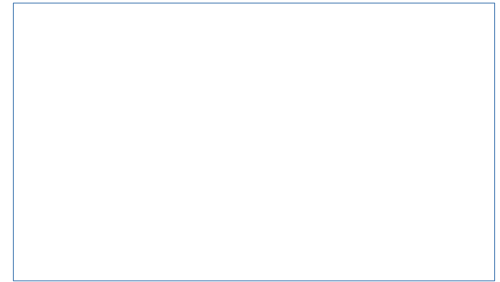
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# Case Study (Cont.)

## 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.



# 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

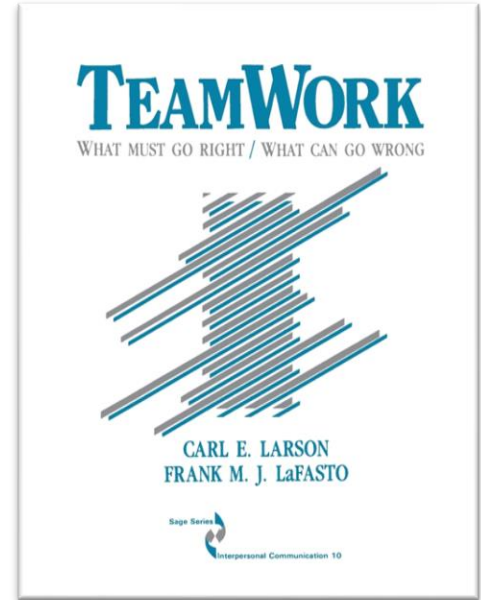


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# Book Recommendation

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.

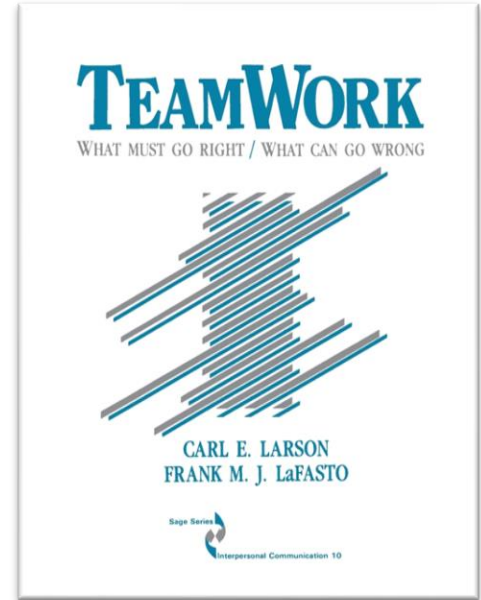


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# Thank You

