

Leadership and Team Effectiveness
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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.blr.com/2012/04/it-takes-teamwork-to-prevent-workplace-accidents/>

image source <https://ehsdailyadvisor.blr.com/uploads/sites/2/2012/04/teamwork.jpg>

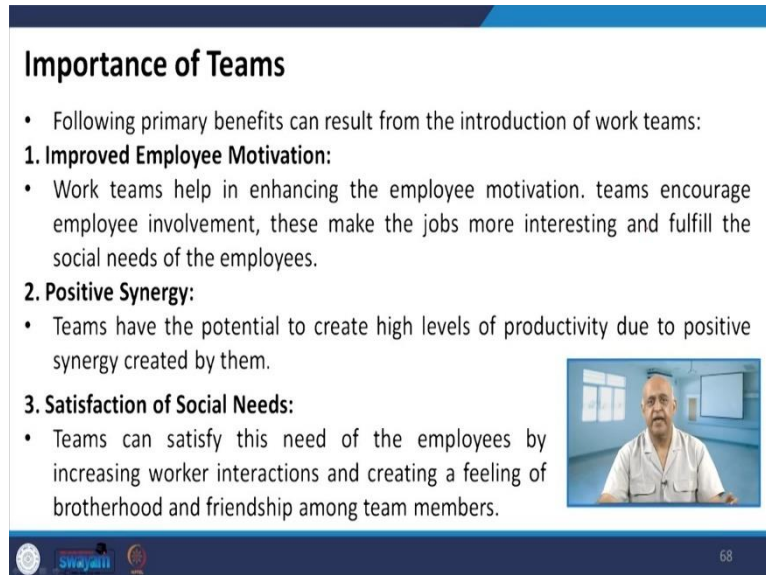
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Some of the efforts undertaken by each team member to achieve the team's objective are called teamwork. Furthermore, individual performances do not count in a team, and it is a collective performance of the team that is there. So, whenever we are talking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



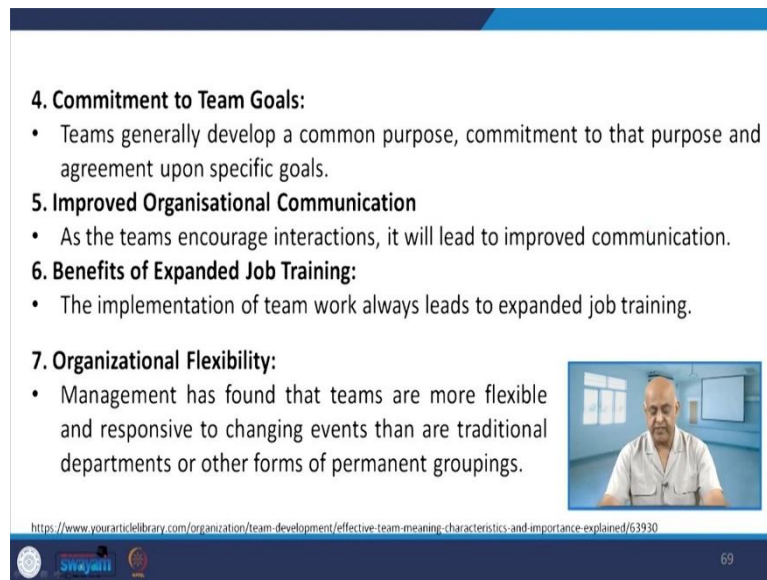
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Now, we will try to understand the importance of teams is there. So, the following primary benefits can result from introducing the work teams that improve employee motivation. In that is worked himself to enhance the employee motivation. The team encourages employee involvement, makes the jobs more interesting, and fulfils 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 mass low, 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.yourarticlelibrary.com/organization/team-development/effective-team-meaning-characteristics-and-importance-explained/63930>

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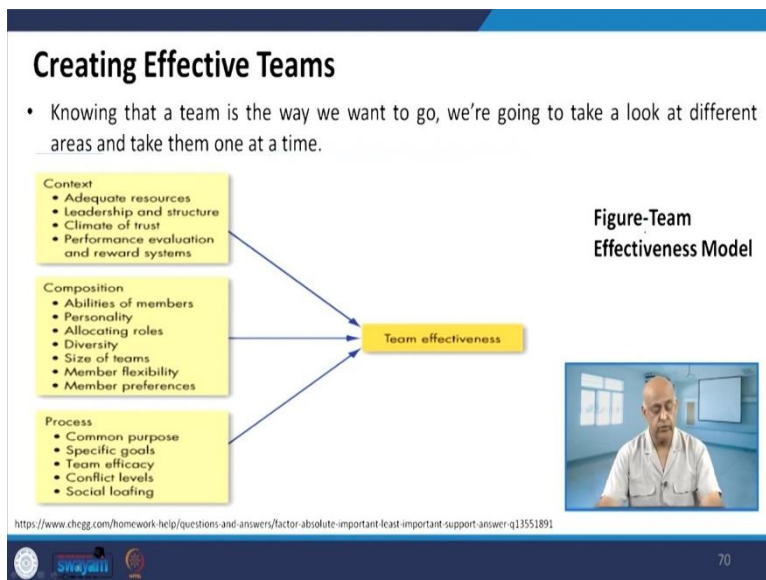
Furthermore, whenever the team members have an association, their social needs are fulfilled in commitment to team goals. So, teams generally develop a common purpose, which we mentioned the goal commitment to the purpose and the agreement upon the specific goals are there. The improved organizational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

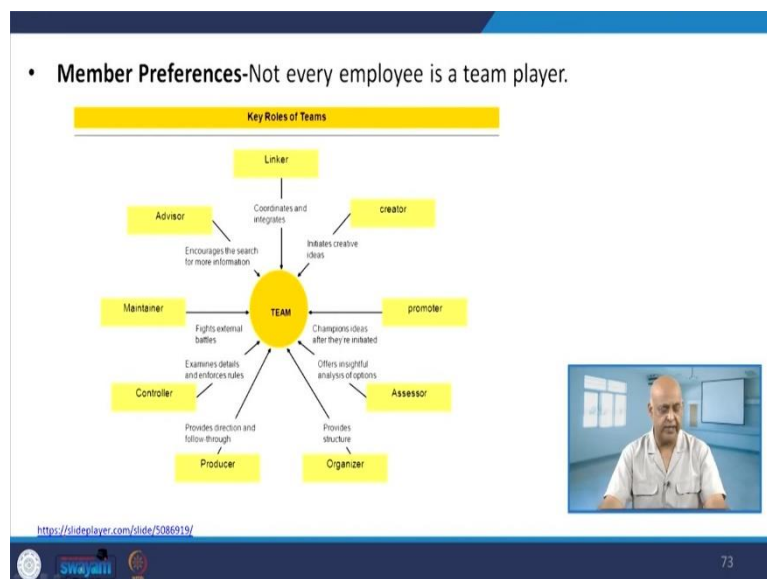
its members' knowledge, skills, and abilities. And therefore, in that case, what level of knowledge? What sort of knowledge is required? Which skills are required, technical skills, human skills, conceptual skills, analytical skills, or designing skills? Which skills are required, and what type of abilities 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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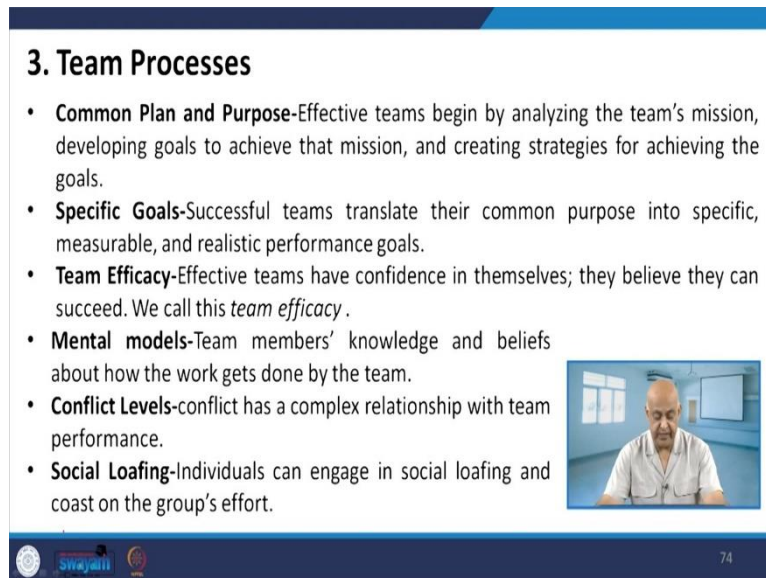
Not every employee is a team member now, which is critical. Do you remember we understood the difference between the group and team? So, because of the position, the people are there, but not necessarily having this on the team member's quality or the follower

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.

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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.

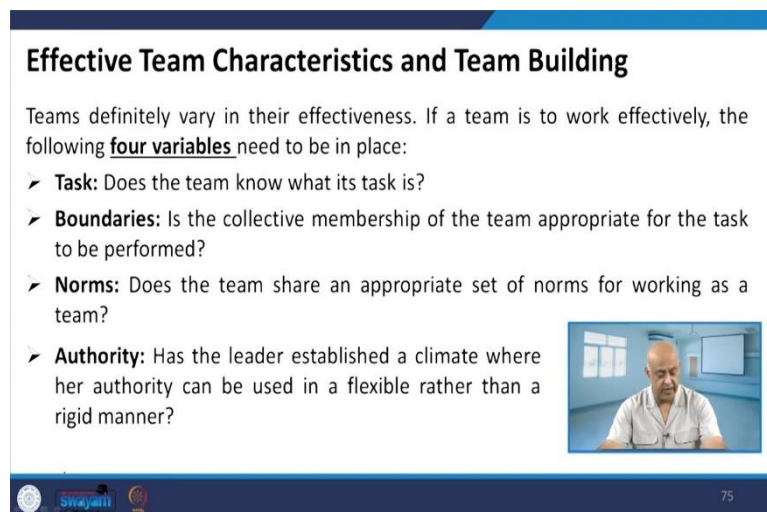
So, for accomplishing the mission, objectives or goals will be designed and creating strategies for achieving the goals is a planning process complete. So, specific goals successful

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?



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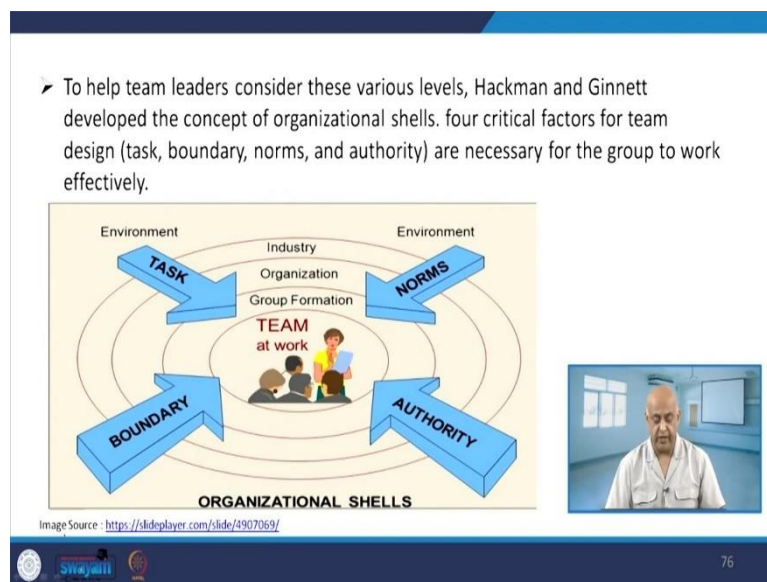
Effective team characteristics in team buildings, that is, four variables, are there like the task, so does the team know its task? So that the effectiveness of the team characteristics and team building will be developed once a team knows what the task is and in accomplishing the task accordingly. The 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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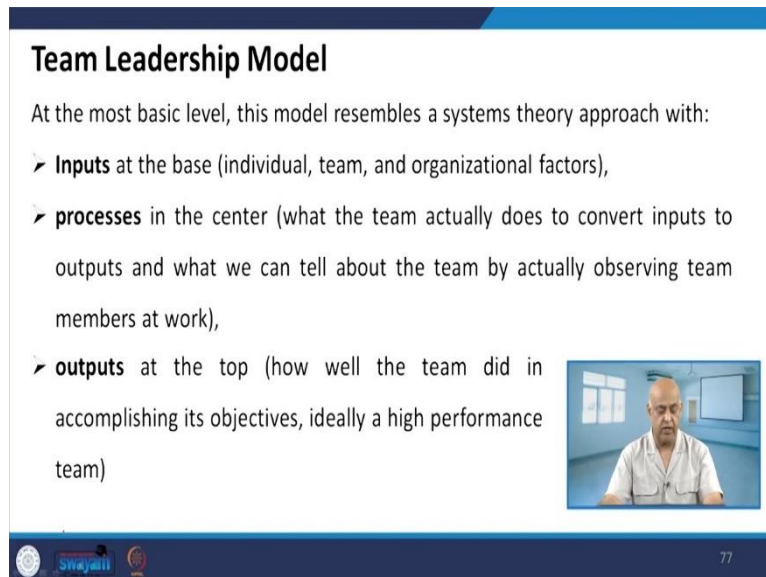
So therefore, in that case, to help the team leaders, these; various levels right task boundary norms and authority. So, for example, the junior-level middle-level senior level can develop the concept of organizational skills; your critical factors for team design as boundary norms and authority are 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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A presentation slide titled "Team Leadership Model". The text explains that at the most basic level, this model resembles a systems theory approach with three main components: inputs at the base, processes in the center, and outputs at the top. The inputs are individual, team, and organizational factors. The processes are 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. The outputs are how well the team did in accomplishing its objectives, ideally a high performance team. A small video inset shows a man in a white shirt speaking. The slide has a blue header and footer with logos and the number 77.

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)

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://slidesplayer.com/slide/32715493/>

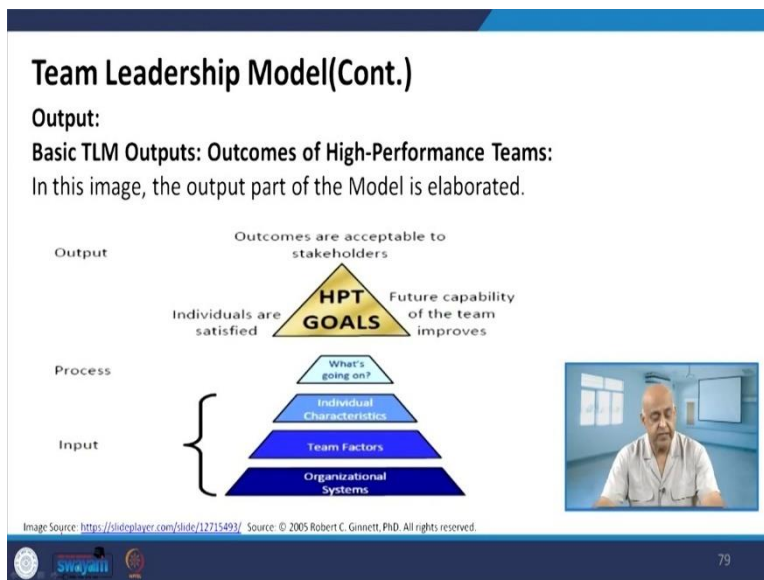
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In Iceberg Metaphor for the systems to be applied to teams in Iceberg, almost everyone can see the team's outputs. Moreover, the portion of the Iceberg is above the waterline and there are some cases either processes where most of the inputs and organization 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.

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

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.

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://slideserve.com/slides/12715493/>

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/6crry/groups-teams-and-their-leadership>

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 overall group goal into the sub-tasks so that individual accountability can be enhanced?

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Research Paper

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

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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

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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

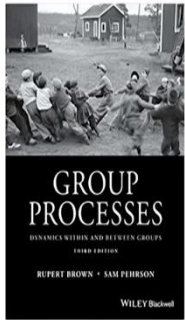




image source: https://www.amazon.in/Group-Processes-Dynamics-within-between/dp/1118719298/ref=pf_rd_p_27pd_rd_i=1118719298&psc=1

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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.

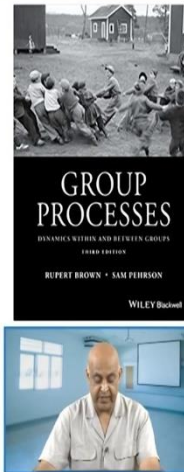


image source: https://www.amazon.in/Group-Processes-Dynamics-within-Between/dp/1118719298/ref=pd_lpo_2?pd_rd_i=1118719298&psc=1

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.

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References

- <https://ehsdailyadvisor.blr.com/2012/04/it-takes-teamwork-to-prevent-workplace-accidents/>
- <https://www.yourarticlelibrary.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.