



IIT ROORKEE



NPTEL ONLINE
CERTIFICATION COURSE

LEADERSHIP AND TEAM EFFECTIVENESS

LECTURE - 37

Team Formation

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- Importance of Teams
- Creating Effective Teams
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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/app/uploads/sites/2/2012/04/teamwork.jpg>

Importance of Teams

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

1. Improved Employee Motivation:

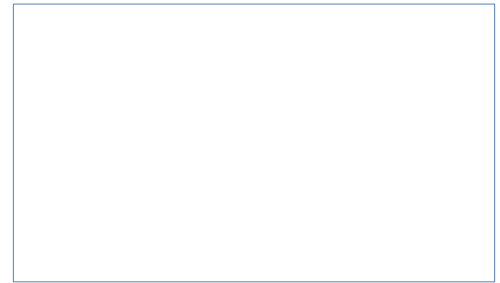
- Work teams help in enhancing the employee motivation. teams encourage employee involvement, these make the jobs more interesting and fulfill the social needs of the employees.

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.



4. Commitment to Team Goals:

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

5. Improved Organisational Communication

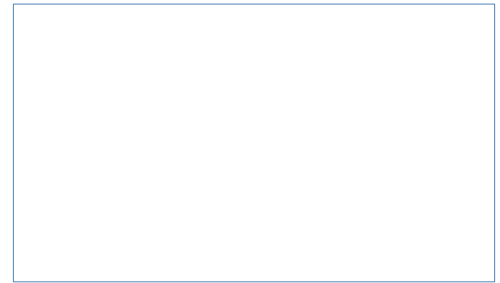
- As the teams encourage interactions, it will lead to improved communication.

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>

Creating Effective Teams

- Knowing that a team is the way we want to go, we're going to take a look at different areas and take them one at a time.

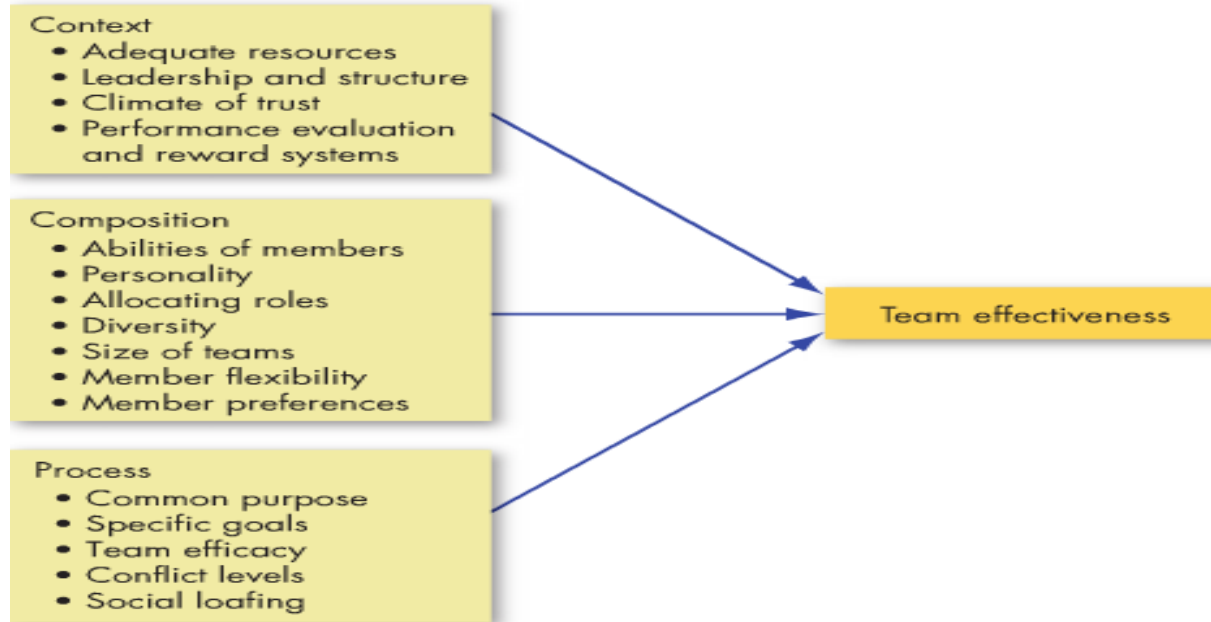
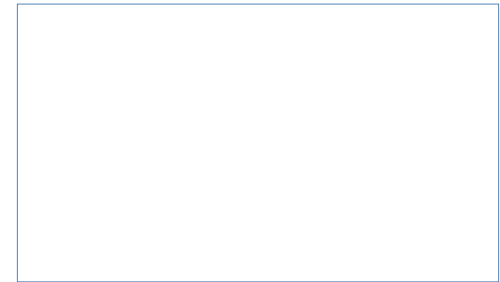


Figure-Team Effectiveness Model

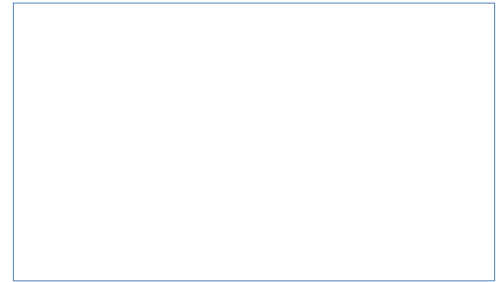


<https://www.chegg.com/homework-help/questions-and-answers/factor-absolute-important-least-important-support-answer-q13551891>

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.

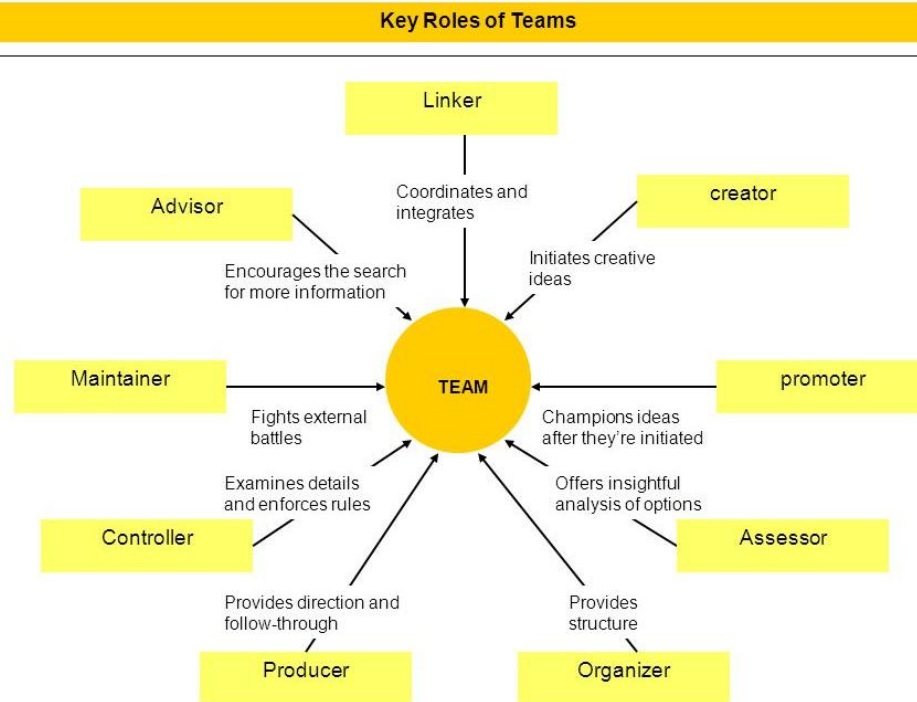


2. Team Composition

- 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.



- **Member Preferences-**Not every employee is a team player.



<https://slideplayer.com/slide/5086919/>

3. Team Processes

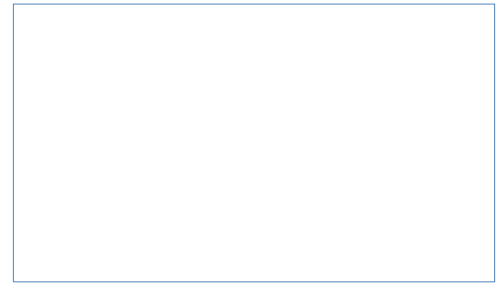
- **Common Plan and Purpose**-Effective teams begin by analyzing the team's mission, developing goals to achieve that mission, and creating strategies for achieving the goals.
- **Specific Goals**-Successful teams translate their common purpose into specific, measurable, and realistic performance goals.
- **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.



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:

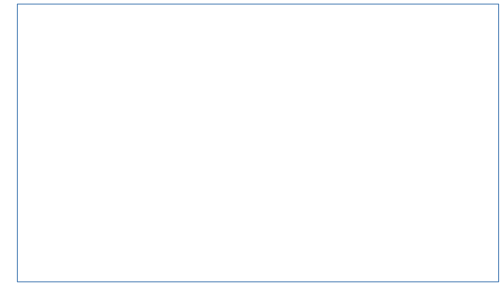
- **Task:** Does the team know what its task is?
- **Boundaries:** Is the collective membership of the team appropriate for the task to be performed?
- **Norms:** Does the team share an appropriate set of norms for working as a team?
- **Authority:** Has the leader established a climate where her authority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



- 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.



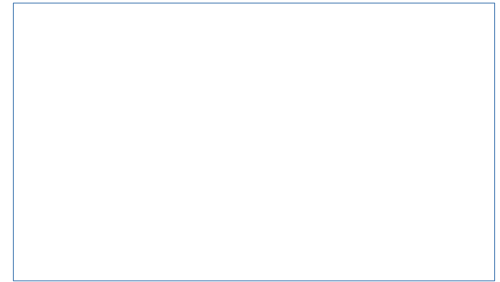
Image Source : <https://slideplayer.com/slide/4907069/>



Team Leadership Model

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

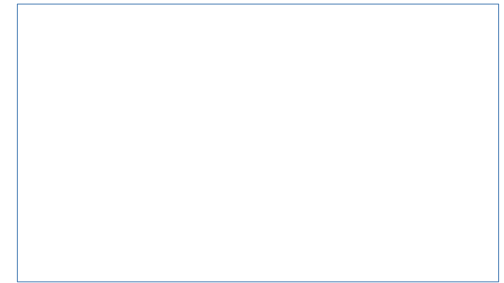
- **Inputs** at the base (individual, team, and organizational factors),
- **processes** in the center (what the team actually does to convert inputs to outputs and what we can tell about the team by actually observing team members at work),
- **outputs** at the top (how well the team did in accomplishing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



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/>



Team Leadership Model(Cont.)

Output:

Basic TLM Outputs: Outcomes of High-Performance Teams:

In this image, the output part of the Model is elaborated.



Image Source: <https://slideplayer.com/slide/12715493/> Source: © 2005 Robert C. Ginnett, PhD. All rights reserved.

Team Leadership Model(Cont.)

Process:

TLM Process Variables: Diagnose the Team Using the Process Variables

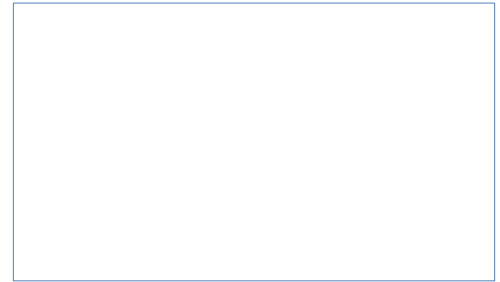
In this image the process part of the model is elaborated.



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

Team Leadership Model(Cont.)

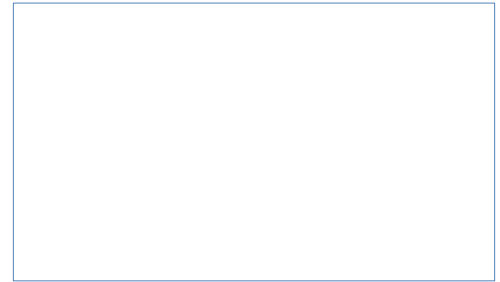
- The figure contains **the four process measures of effectiveness**.
- These four process measures of effectiveness provide criteria by which we can examine how teams work. If a team is to perform effectively, it must :
 1. work hard enough,
 2. have sufficient knowledge and skills within the team to 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.



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.



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**

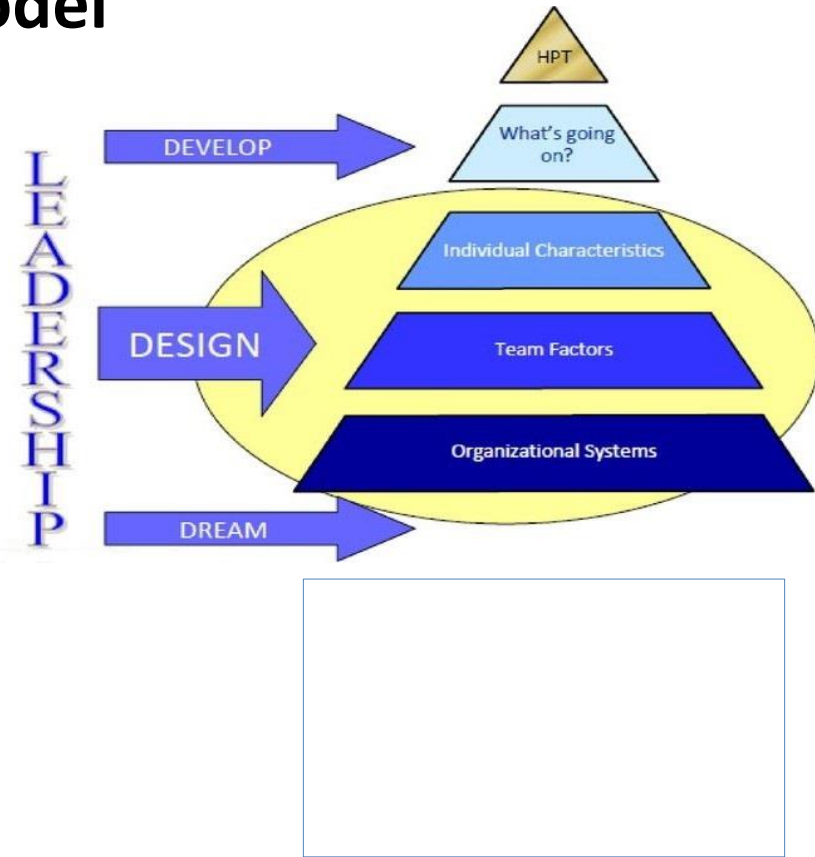


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Diagnosis and Leverage Points

Team Leadership Model

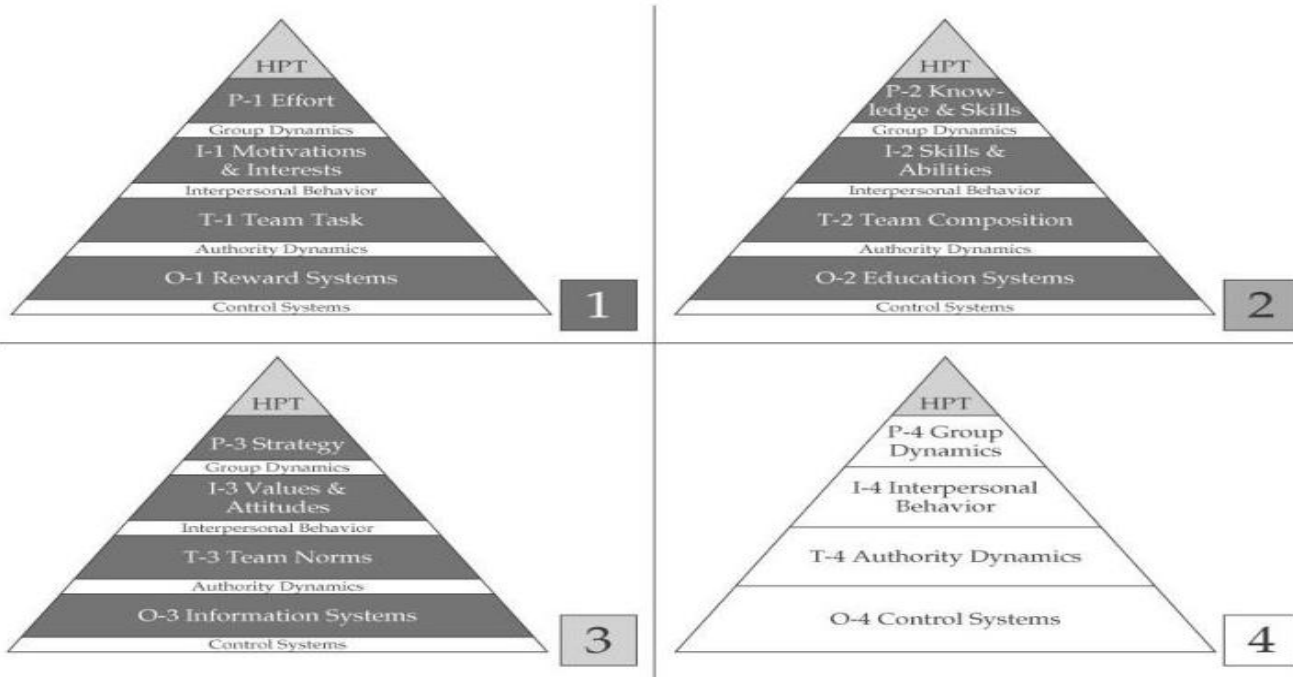
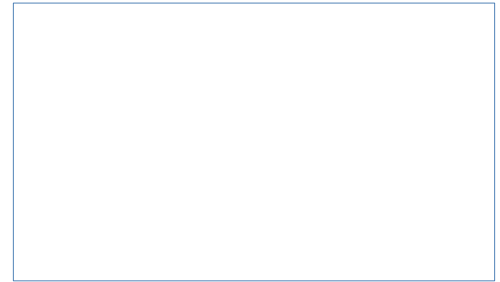


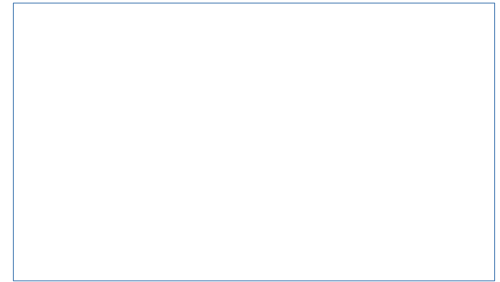
Image Source: <https://www.slideserve.com/derry/groups-teams-and-their-leadership>



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

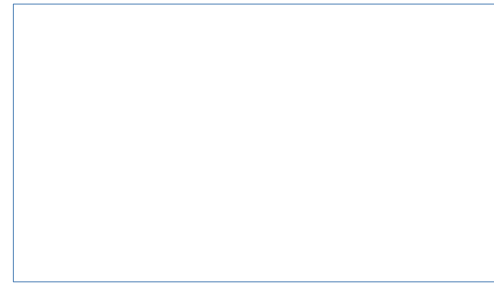
Despite years of promises that teamwork will serve as a cure-all for the problems of business, many managers have found that even teams with highly motivated, skilled, and committed members can fail to achieve the expected results. Professor Richard Hackman from Harvard University has been studying teams 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.



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

Too often, organizations set up project-based teams and then reconfigure them, without considering the stages of group development that might have to occur before the team can achieve full performance. Supports need to be in place, like group-based rewards and clearly defined group responsibilities. Surprisingly, in his study of 120 senior management teams, Hackman found fewer than 10 percent of members agreed about who was even on the team! Successful teams also have assertive, courageous leaders who can invoke authority even when the team resists direction. Similar lessons were derived from the failure of Ghana Airways, a state-run organization that experienced frequent changes in top management that were disruptive to establishing a consistent leadership team. As a result of excessive turbulence and lack of strategic vision, the 40-year-old air carrier that was once an emblem for the country went bankrupt.

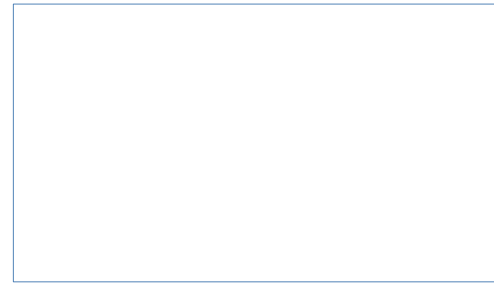


Case Study: Why don't teams work like they are supposed to ?

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:

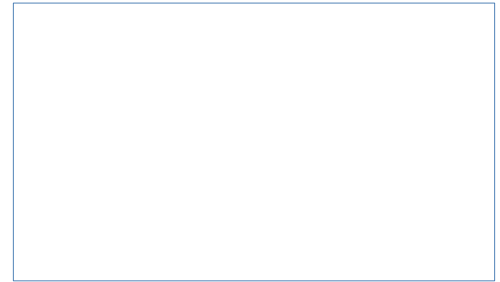
1. What do you think of the elements of successful teamwork Hackman has identified? Do you believe these elements are necessary for effective team performance?



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?



Research Paper



JOURNAL OF KNOWLEDGE MANAGEMENT

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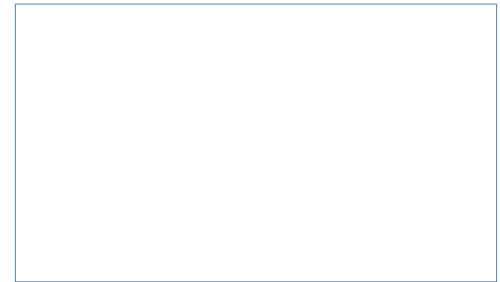
Effects of learning culture and teamwork context on team performance mediated by dynamic capability

Rodrigo Valio Dominguez Gonzalez

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

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



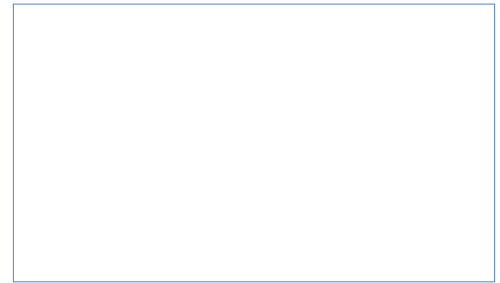
Research Paper

Design/methodology/approach

It proposes that dynamic capability is a key element for improving the performance of teams, which, in turn, is positively affected by learning culture and teamwork context. This study is based on data from a survey of 201 companies in the Brazilian industrial sector with manufacturing teams, and followed the partial least squares approach to model the structural equation that was used for data analysis.

Findings

The results indicate that dynamic capability has a strong positive influence on team performance, and also that, despite learning culture and teamwork context having no direct association with performance, they offer contributions mediated by dynamic capability.



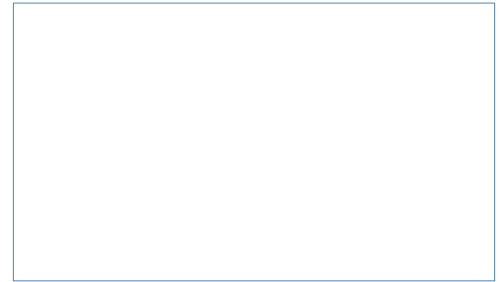
Research Paper

Research limitations/implications

This study includes a reduced sample regarding the population of Brazilian industrial companies, being restricted to only one sector of activity. Future studies may obtain larger samples by working with different sectors in different countries.

Practical implications

This article alerts managers to the importance of dynamic capability for improving the performance of teams, and points out the role played by learning culture and teamwork context in this relationship.



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

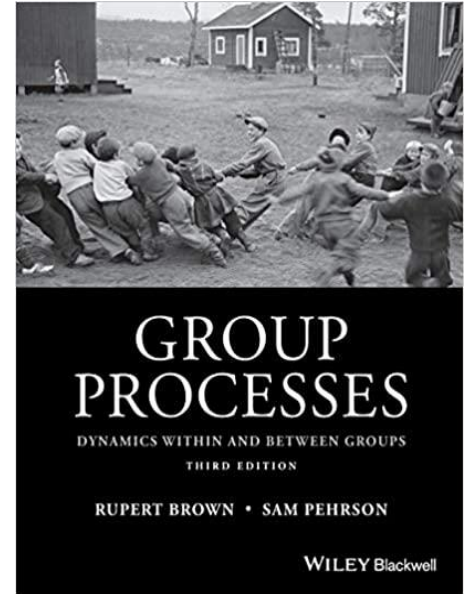


image source: https://www.amazon.in/Group-Processes-Dynamics-within-Between/dp/1118719298/ref=pd_lpo_2?pd_rd_i=1118719298&psc=1



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.

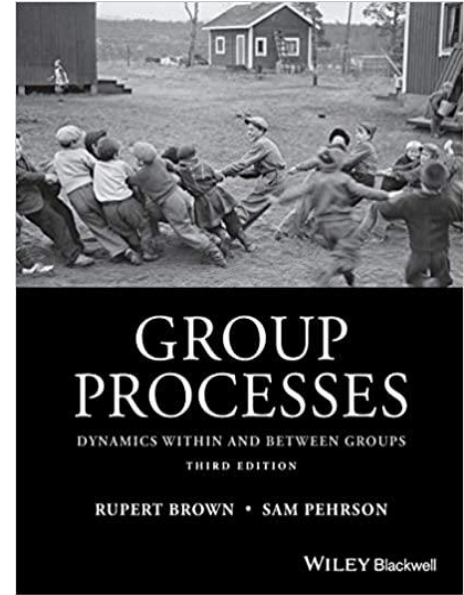


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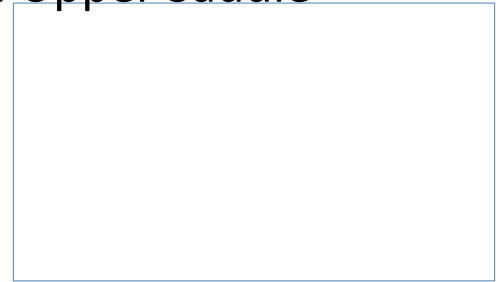
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Thank You

