



IIT ROORKEE



NPTEL ONLINE
CERTIFICATION COURSE

LEADERSHIP AND TEAM EFFECTIVENESS

LECTURE – 47

Building Great Teams

PROF. SANTOSH RANGNEKAR

DEPARTMENT OF MANAGEMENT STUDIES



CONTENTS

- 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

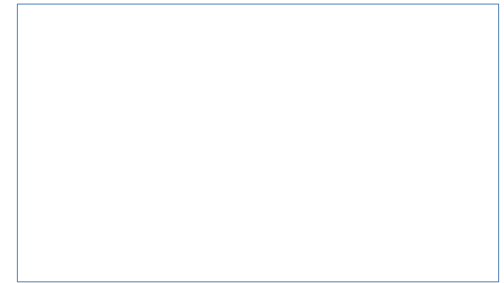


Image source; <https://www.dreamstime.com/team-building-concept-people-holding-letters-stars-vector-teamwork-design-team-building-concept-people-holding-image139089249>

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.



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.



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.



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

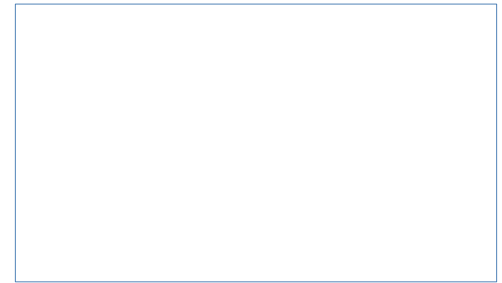


Image Source: <https://blogimage.vantagecircle.com/vcblogimages/2020/08/teamwork-and-team-building.png>

Team Building Process

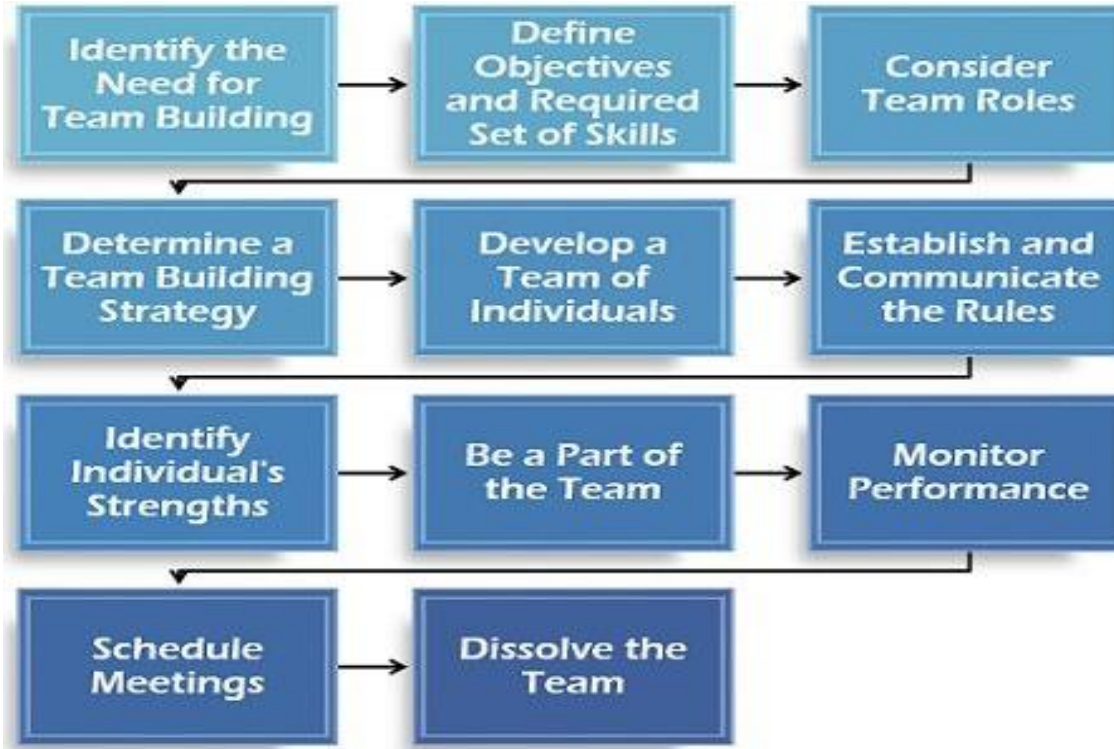
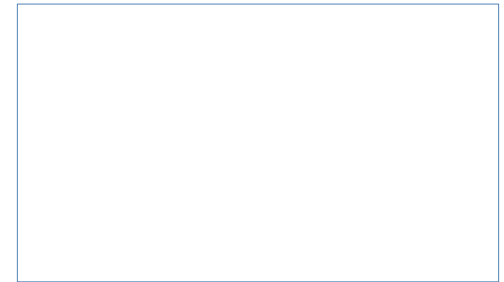


Image Source: <https://theinvestorsbook.com/wp-content/uploads/2018/12/Team-Building-Process.jpg>



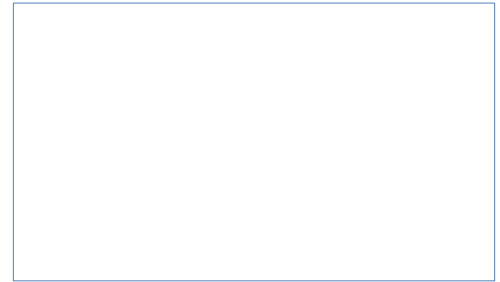
Team Building Process

- **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.



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.

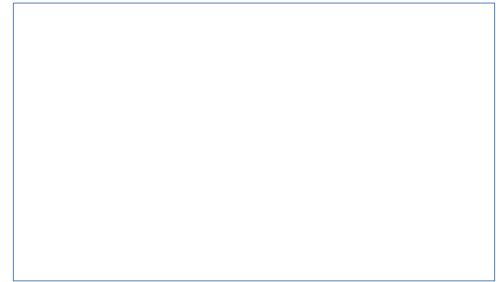


Team Building Process

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.



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.

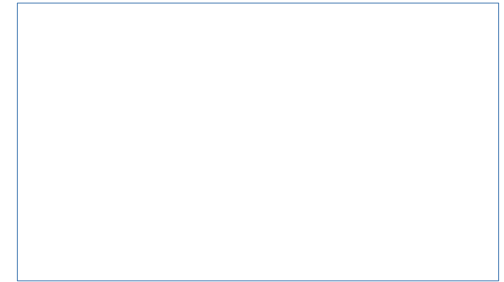
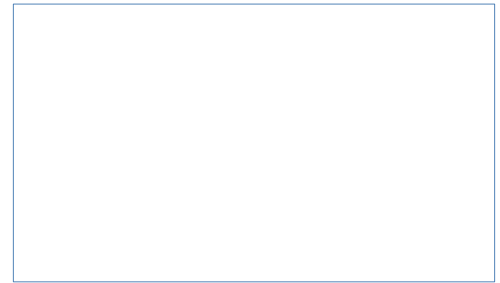


Image Source: <https://evokedevelopment.com/wp-content/uploads/2017/06/Certified-Consultant-for-WorkPlace-Teambuilding.jpg>

Potential Pitfall while Team Building

Managers should avoid:

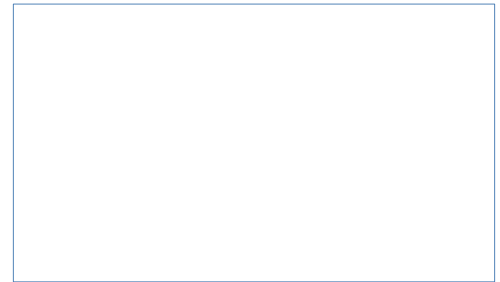
- Expecting a new team to perform effectively from the word go
- Dominating the work of the team, whether intentionally or unconsciously
- Exercising excessive control which may stifle creativity
- Overlooking the influence of formal and informal team roles
- Allowing the team to lose focus on the tasks 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



Types of Team Building Exercise

1. **Communication Exercises:** Involve problem-solving activities that are geared towards improving communication skills. The issues that teams encounter
2. **Problem Solving/Decision Making Exercises:** Focus on groups working together to solve difficult problems or make complex decisions.
3. **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.
4. **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/kmhasanripon/team-building-51515146>



12 C's of Team Building

1. Clear Expectation
2. Context
3. Commitment
4. Competence
5. Charter (Mission & Vision)
6. Control
7. Collaboration
8. Communication
9. Creative innovations
10. Consequence
11. Coordination
12. Cultural Diversity



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



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



The Five Behaviors Of Building Cohesive Team

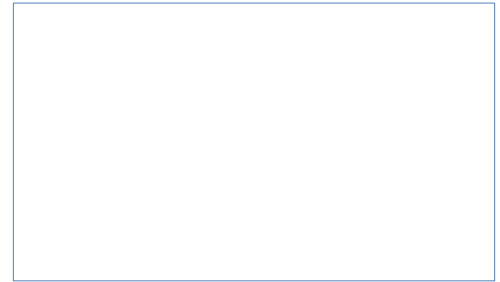


Image source: <https://www.powersresourcecenter.com/wp-content/uploads/2019/11/5Pyramid.png>

Five Behaviors of Building Cohesive Team

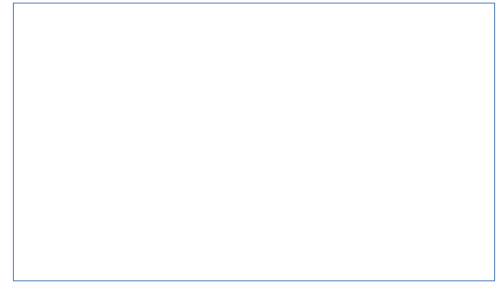
1. **Building high levels of trust :** At the base of the pyramid is trust. Without trust on the team, very little progress can be made in gaining cohesiveness overall. Vulnerability-based trust (the ability to expose one's weaknesses) is key to building the relationships required to be able to withstand and even benefit from both the routine and unique challenges every team faces.
2. **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.



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.



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.



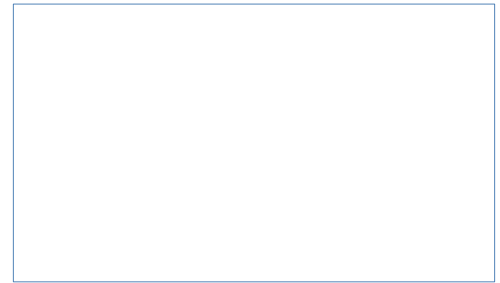
Turning Individuals into team players

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.



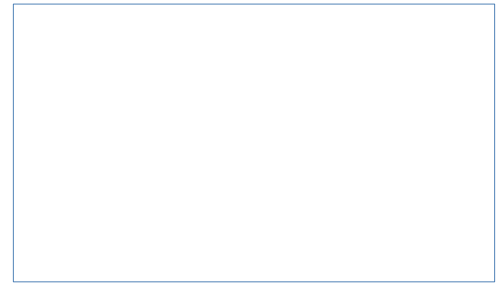
Shaping team players

Training:

- People raised on individual accomplishments can be trained to become team players.
- Training specialist 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 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.

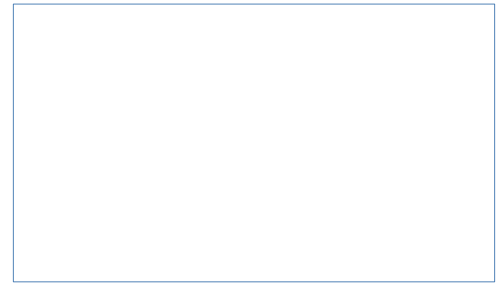


Case Study: Columbia Corporation

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.

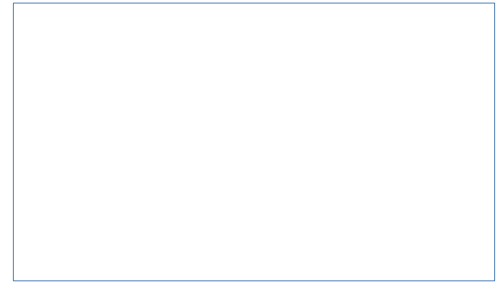


Case Study: Columbia Corporation

Relationships between departments have been deteriorating for the past two years. Distrust, competition, and political maneuvering have increased, and Walsh intervenes frequently to resolve conflicts between executives. The distrust and hostility have spilled over to relationships among lower-level employees of the departments.

The Production VP believes that the rash of quality problems is the result of frequent changes in product design by the engineering department. There is little warning of these changes and insufficient time to determine how to make necessary adjustments in production methods. As for the delivery problems, the Production VP believes that the sales department makes unrealistic promises to win new customers.

Production capacity has not increased fast enough to meet the growing volume of orders, and additional delays are caused by product modifications designed for customers by engineering.

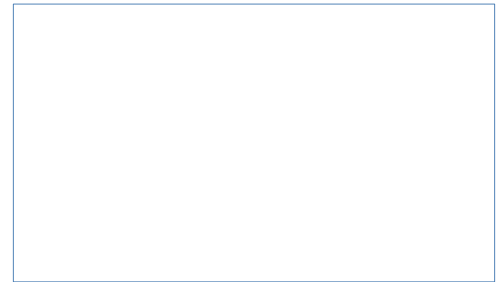


Case Study: Columbia Corporation

Another reason production is behind schedule is the decision by the Accounting VP to abruptly cancel all overtime for production employees for the remainder of this month. This action appears unwarranted, and the Production VP has asked Walsh to reverse this decision.

The Sales VP blames the late deliveries on manufacturing delays. She believes the production people spend so much time trying to correct quality problems that they can't get the product out the door. The Sales VP and the Engineering VP both believe the Production VP is set in his ways and unwilling to adapt to the special needs of important customers. The Sales VP is also upset with the Accounting VP for tightening customer credit requirements without prior notice.

She only discovered the new policy when a key customer complained after credit was denied on a large order. The Sales VP believes the new policy will reduce sales, and the reduction will be blamed on her.



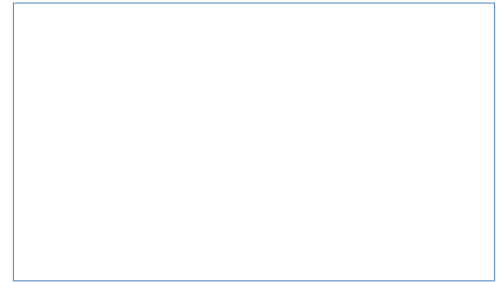
Case Study: Columbia Corporation

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?



Research Paper



European Journal of Training and
Development
Vol. 43 No. 1/2, 2019
pp. 39-60
© Emerald Publishing Limited
2046-9012
DOI [10.1108/EJTD-08-2018-0086](https://doi.org/10.1108/EJTD-08-2018-0086)

Received 28 August 2018
Revised 16 October 2018
Accepted 17 October 2018

Purpose

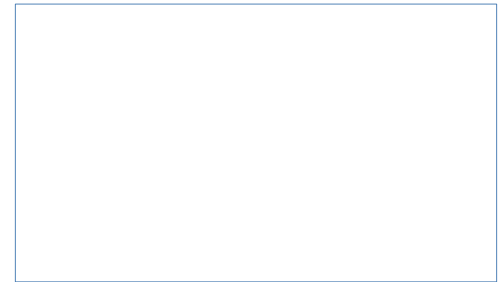
The present study integrates the resource-based view and organizational perspective of learning to create a strong theoretical foundation by exploring the effects of team building, employee empowerment and organizational learning culture on employee competencies.

Team building, employee empowerment and employee competencies Moderating role of organizational learning culture

Rama Krishna Gupta Potnuru
*Institute of Computers and Business Management – School of Business Excellence,
Hyderabad, India*

Chandan Kumar Sahoo
School of Management, National Institute of Technology, Rourkela, India, and

Rohini Sharma
*Foundation for Technology and Business Incubation,
National Institute of Technology, Rourkela, India*



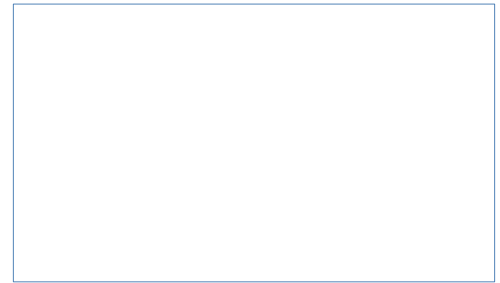
Research Paper

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.



Research Paper

Research limitations/implications

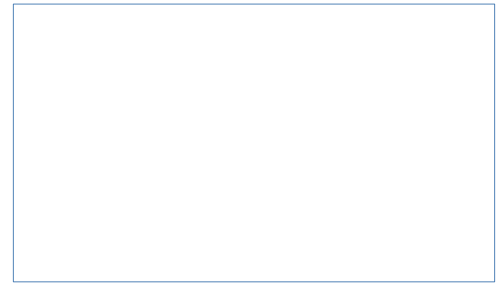
The research is undertaken in Indian cement manufacturing companies which cannot be generalized across a broader range of sectors and international environment.

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.



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

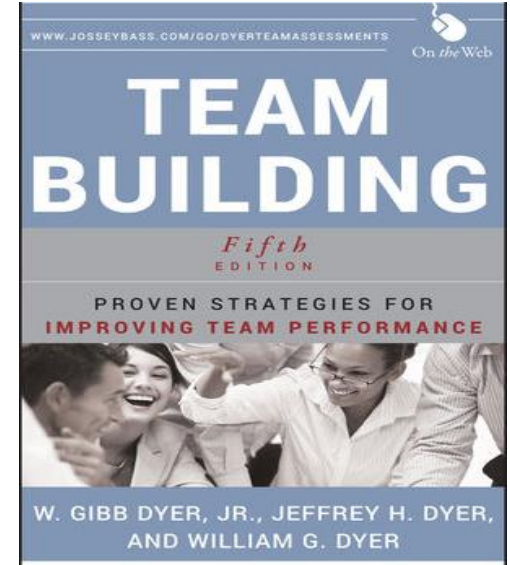


Image Source: https://media.wiley.com/product_data/coverImage300/33/11181051/1118105133.jpg

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.

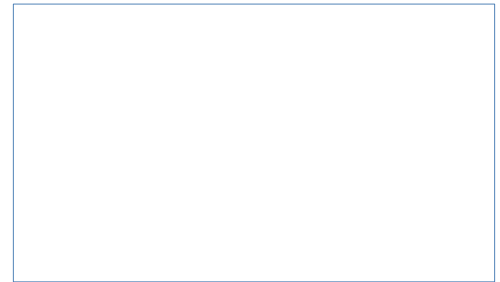
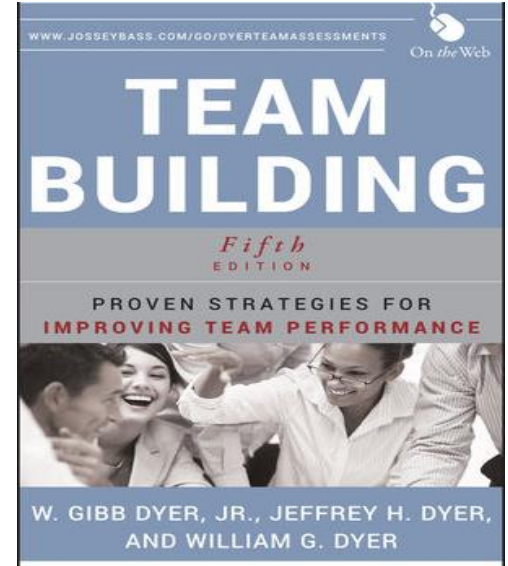


Image Source: https://media.wiley.com/product_data/coverImage300/33/11181051/1118105133.jpg

References

- Hughes, R. L., Ginnett, R. C., & Curphy, G. J. (2015). Leadership: Enhancing the Lessons of Experience (8th Edition). McGraw Hill.
- Robbins, S. P., Judge, T. A., & Vohra, N. (2016). Organizational Behavior (16th Edition). Pearson Education Inc.
- <https://www.discprofile.com/fac-sup/fac-tips/model>
- <https://theinvestorsbook.com/team-building.html>
- <https://www.slideshare.net/kmhasanripon/team-building-51515146>
- [Potnuru, R.K.G., Sahoo, C.K. and Sharma, R. \(2019\), "Team building, employee empowerment and employee competencies: Moderating role of organizational learning culture", *European Journal of Training and Development*, Vol. 43 No. 1/2, pp. 39-60. <https://doi.org/10.1108/EJTD-08-2018-0086>](#)
- https://eleadspeed.eilab.eu/wp-content/uploads/2020/09/e-Leadership_Competence-Framework.pdf
- <https://www.chegg.com/homework-help/questions-and-answers/case-columbia-corporation-columbia-corp-young-rapidly-growing-company-manufactures-compute-q75505326>
- <https://www.slideshare.net/kmhasanripon/team-building-51515146>



Thank You

