

## Module 4

### Team Dynamics

1. Differentiate b/w Groups and teams.

fig: 15.1

#### ① first

- In groups work perf. typically depends on the work of individual members.
- The perf. of a team depends on both individual contributions and collective efforts of team-members working in concert.

#### ② - Groups and teams differ in their accountability for jobs

- Members of groups pool their resources to attain a goal but team focus on both individual and mutual accountability.

#### ③ Group members may share a common goal

but team members share a common commitment to purpose. The commitment to goal attainment is what separates team from group.

- ④ Both groups and teams differ in their external connections with mgmt
- Groups are required to be responsive to demands regularly placed on them by mgmt.
  - In contrast- One mgmt establishes the mission for a team, and sets goal for it to achieve.
- ⑤ Members in a group possess diverse skills but the skills of team members are complementary

## → Benefits of team:

### 1) Enhanced performance

- includes increased productivity, improved quality and improved customer service
- Working in teams enables workers to avoid wasted effort, reduced stress and respond better to customer.

### 2) Emp. benefits

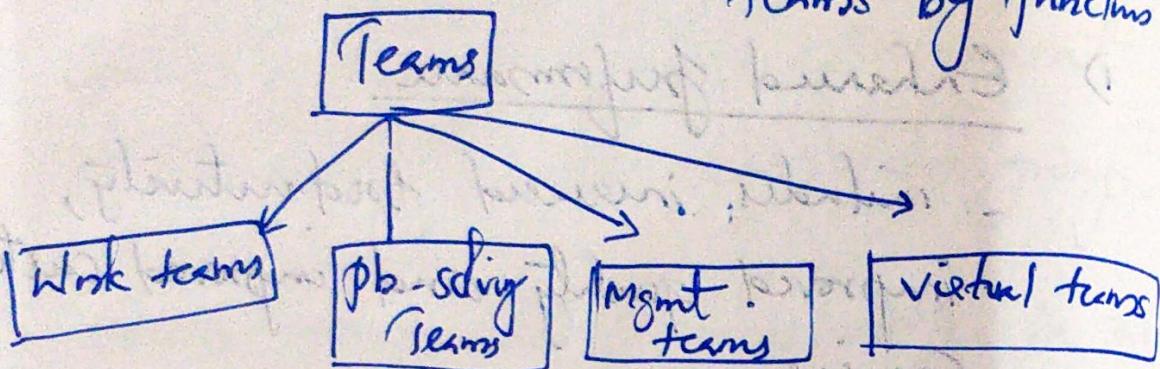
- include better quality of work life and reduced stress.
- Teams give emp. freedom to grow and gain respect and dignity by managing themselves.

### 3) Teams result in better quality decisions

### 4) " , improved processes .

### 5) Teamwork contributes to global competitiveness to the firm.

→ Types of teams: Classification of teams by functions



1) Work Teams:

- primarily concerned with the work done by the org such as developing and manufacturing new products, providing services for customers etc
- Principal focus on using the org's resources effectively

2) Pb-Solving Teams:

- temporary teams established to attack specific job in the workflow

- After solving the job, the team is usually disbanded. and
- allowing members to return to their normal work.
- They are often cross functional
- i.e., team members come from diff. functional areas.

③

### Mgmt teams :

- Consists of mngs from various areas and co-ordinate work teams.
- They are permanent by their task does not end with completion of a particular project or the resolution of a job.
- They must concentrate on the teams that have most impact on overall corporate performance.

④

## Virtual teams :

- There are the teams that may never actually meet together in the same room.
- Their activities takes place on the computer via teleconferencing and other electronic info sys.  
(video Conferencing, e-mail etc)
- They com virtually.

## → Implementing Teams in org:-

- Creating teams is not an easy task
- Forming a team requires the right combinations of skilled people and individuals who are willing to work together with others as a team

- Several elements involved in implementing teams in org. They are:

### 1) Planning the change

- Preparatory analysis and planning should be needed for the implementations of teams.
- It involves
  - Significant planning
  - Preparation
  - Training

takes place in 2 phases

- 1) decision to have teams
- 2) implementing the decision to have a structure

### 2) Making the decision:

- prior to making the decisions, top mgmt needs to establish the leadership for the change by developing a steering

Committee, Conduct a feasibility study  
and then decide to have the new structure.

- Leadership generally taken by the CEO  
or any prominent person in the org

### 3) Implementing the decision

- Once the decision is made to change to a team-based org,  
lots of work needs to be done  
b4 implementation can begin.
- Preparation involves
  - clarifying the obj
  - Selecting the site for the first work teams
  - preparing the design team
  - planning the delegation of authority and
  - drafting the preliminary plans

- In Phase 1: mgmt must create performance conditions for the teams.
- means, providing to the teams all the needed materials and equipment to do the job.
- For Phase 2 (now involves forming and build the team)
  - 1) establish boundaries that is who is and who is not in the team
  - 2) arrive at an agreement regarding the task to be performed.
  - 3) clarify the behaviors expected of each team-member.
- Phase 3 (ongoing assistance stage)
  - attempts are made to eliminate team pb. if any
  - upgrade or refill material resources and replace members who leave the team.

## → Team Issues:

- Certain issues to be tackled if teams were to perform well and last long.

(Team issues are: relation between

- 1) team performance
- 2) teams and T&M
- 3) workforce diversity and teams
- 4) norms
- 5) roles
- 6) cohesiveness and
- 7) reinvigorating mature teams.  
(Give new energy or strength)

(Explanations - text pdf.)

## TEAM ISSUES

Now that teams have been set up, managers face certain issues which need to be tackled if teams were to perform well and last long. The issues are: (i) team performance, (ii) teams and TQM, (iii) workforce diversity and teams, (iv) norms, (v) roles, (vi) cohesiveness, and (vii) reinvigorating mature teams. (See Fig.15.3).

Team Performance: Managers expect performance to improve suddenly once teams are constituted. This expectation is not realistic. It takes often a year for teams to show results. In the meantime, management must take steps on the lines suggested in Table 15.1.

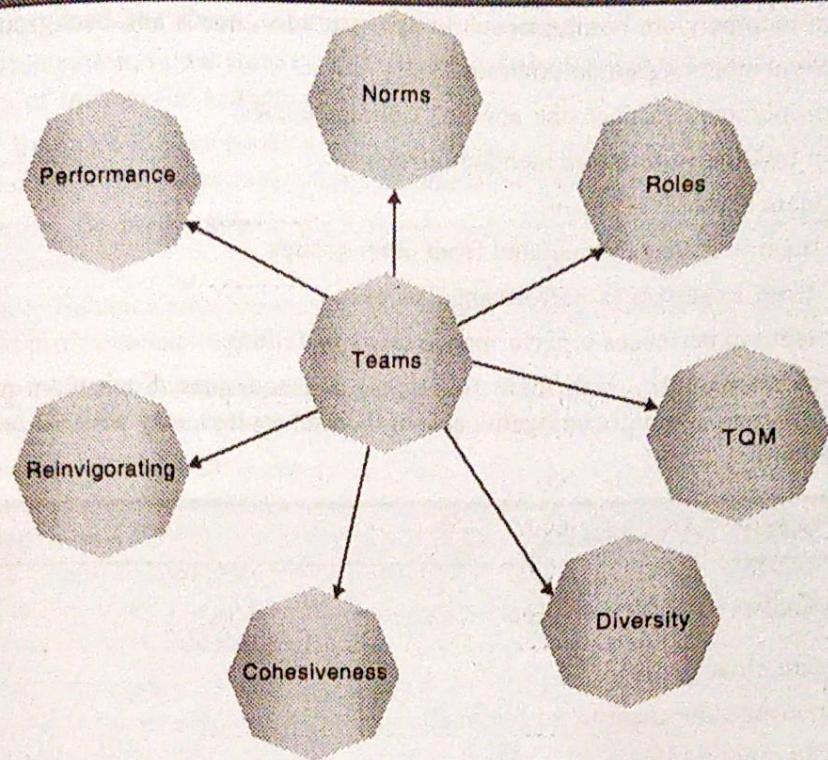
TABLE 15.1

### GUIDELINES TO ENHANCE TEAM PERFORMANCE

- Have a small team-membership not to exceed 12.
- Take care to ensure that teams comprise members with at least three types of skill: technical skills, problem-solving and decision making skills, and interpersonal skills.
- Let the teams have specific goals and develop commitment to realise the goals.
- Have proper leadership and structure for teams. Leadership and structure provide focus and direction.
- Don't allow members to hide inside a group and indulge in social loafing.
- Establish appropriate performance evaluation and suitable rewards system.
- Ensure the team-members develop high mutual trust. High performance teams are characterised by high mutual trust.
- Establish demanding performance standards and provide direction.
- Create a sense of urgency in the first meeting.
- Set clear rules of behaviour.
- Regularly challenge the team with new projects or problems to solve.

Teams and TQM: Management seeks to implement TQM through teams. The essence of TQM is process improvement. Employee involvement is basic for process improvement. Team offers highly motivated and committed workforce to implement the principles of TQM.

**FIGURE 15.3  
TEAM ISSUES**



**Teams and Workforce Diversity:** Teams consist of members with diverse backgrounds and cultures. Organisations stand to gain if these diverse cultures are managed well. Some of the benefits that result to an organisation from workforce diversity include increased flexibility, improved problem-solving skills, better creativity, multiple interpretations and openness to new ideas.

**Reinvigorating Mature Teams:** As years go by, performance of teams tends to slacken. Mature teams, particularly are plagued by groupthink, conflict, stagnancy and complacency. Teams should not be allowed to die. They need to be reinvigorated. What can be done to reinvigorate? Here lies the role of managers. They need to support mature teams with advice, guidance, and training so that mature teams can continue to improve.

**Team Norms:** As with groups (explained in the previous chapter), teams too carry norms. Team norms are 'rule' or 'standards' of behaviour that apply to members. They help clarify membership expectations in a team. Norms allow members to structure their own behaviour and to predict what others will do; they help members gain a common sense of direction; and they reinforce a desired team or organisational culture.

**Teams function with different kinds of norms.** For example, there are norms regarding expected performance, attendance at meetings, punctuality, preparedness, criticism, social behaviour and the like. Other common norms deal with relationships with supervisors, peers, customers, as well as honesty, security, personal development and change.

**Team Roles:** Role refers to a set of expectations for the behaviour of a person holding a particular office or position. Often those expectations are ambiguous leading to anxieties. This is likely to occur particularly in newly formed teams.

Team Cohesiveness: Cohesiveness, as stated in the previous chapter, refers to the degree to which members are attracted to, and motivated to remain in a team. Cohesiveness tends to be higher when —

- team-members are homogeneous in age, attitudes, needs and backgrounds
- team-members agree on common goals
- team-members respect one another's competencies
- team tasks require interdependent efforts
- the team is relatively small
- the team is physically isolated from other groups
- the team experiences performance success
- the team experiences a performance crisis or failure.

Cohesive teams carry with them functional consequences. Such team-members focus on team's performance, are more energetic, absent themselves less, stay with the teams, and entertain high self-esteem.

## SUCCESSFUL MANAGER

### KEYS TO CREATE AN EFFECTIVE TEAM

1. Create clear goals.
2. Encourage the team to go for small wins.
3. Build mental trust.
4. Ensure mental accountability and a sense of common purpose.
5. Provide the necessary external support, including training.
6. Change the team's-membership if and when necessary.

## → Effective TeamWork :-

- organisational success depends increasingly on teamwork rather than on individuals.
- ~~Teamwork depends on~~

### ① Co-operation :-

- said to exist when the efforts of team-members are systematically integrated to achieve a collective objective.
- It is co-operation not competition that enhances team performance.
  - Cooperation is superior to competition in promoting achievement and productivity.
  - It is superior to individualistic efforts in promoting achievement and productivity.

## ② Trust:

- Absence of trust affects team perf.
- Measures for building trust are:

### a) Communication

- Keep team members and org informed by explaining policies and decisions.
- provide accurate feedback.

### b) Support

- Be available and approachable
- provide help, advice, and support for team member's ideas

### c) Respect

- Delegation in the form of real decision making authority is the most imp expression of managerial respect.

#### d) Fairness

- Be quick to give credit and recognition to those who deserve it
- Make sure all perf. appraisals and evaluations are objective and impartial.

#### e) Predictability

- Be predictable and consistent in daily affairs.

#### f) Competence

- Enhance your credibility by demonstrating good business sense, technical ability and professionalism

#### g) Leadership in teams

↳ 2 roles → ① facilitating the functioning of the team

② Managing the external boundary of the teams.

### ③ Training

- Train the team members to do their functions/jobs effectively
- Depending on the type and purpose of the team, training may be needed in job solving skills, creative thinking or interpersonal skills.

### ④ Rewards

- The reward s/m is most org. is individually based.  
ie, org. members are rewarded based on evaluations of their individual performance.
- while the individual's contributions to team success is a legitimate part of the reward s/m, team

Smeers also should be appreciated.

- To the extent that teams uniforms well, they should be rewarded.
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