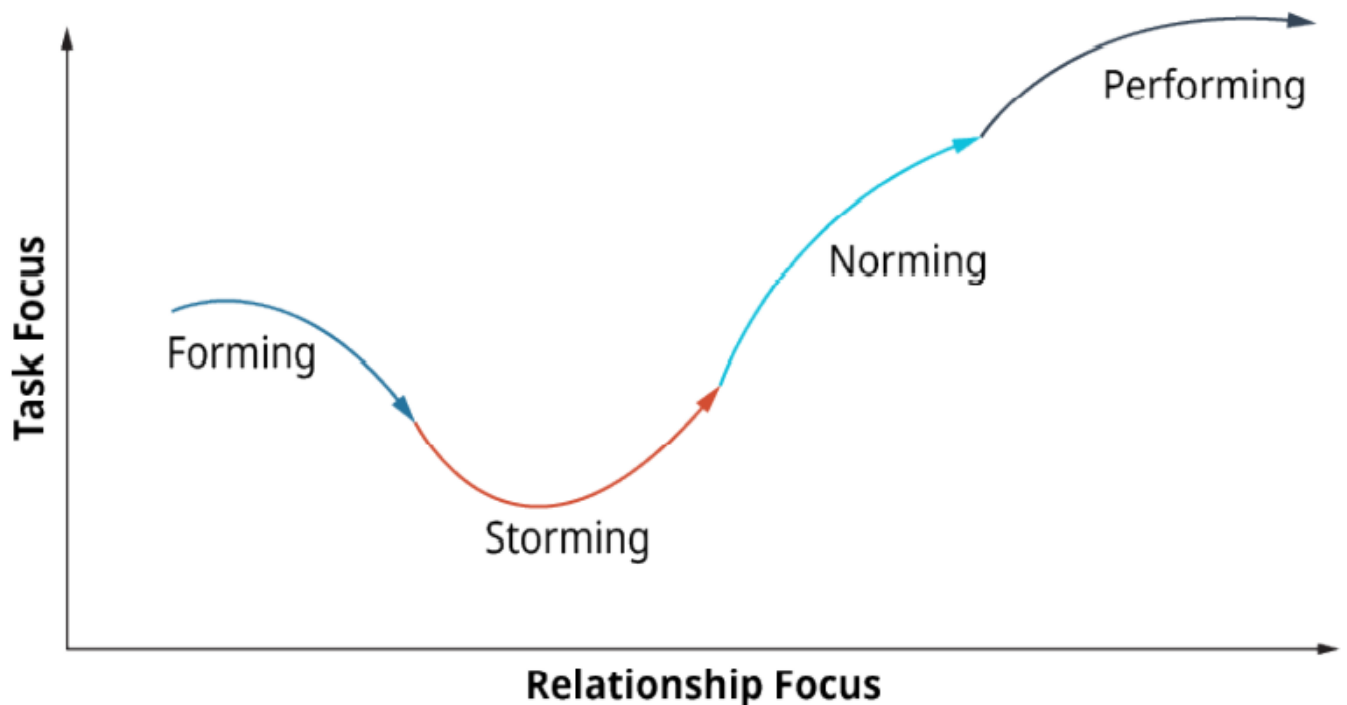


Chapter 15 – Managing teams

- The ability to work successfully as a team member, as well as the ability to lead teams, is an ultimate advantage within the workforce.
- Teams themselves must be managed, in addition to managing just the individuals, to be successful.
- Aristotle states that “the whole is greater than the sum of its parts.” This quote captures the nature of the team perfectly
- **What is a team?**
 - A team according to Katzenbach and Smith in their Harvard business review article “The Discipline of team” is defined as “people organized to function cooperatively as a group”
 - People from different cultures, different background coming together for one purpose/to achieve one objective.
 - Has specific purpose, has shared leadership roles, has both individual and mutual accountability.
- **What makes a team effective?**
 - Practices including: establish urgency, demanding performance standard and direction.
 - Select members for their skill and skill potential, not for their personality. Think of the specific types of skills you’ll need
 - Pay particular attention to first meetings and actions. Keeping an eye on your team’s level of emotional intelligence is very important.
 - Set some clear rules of behaviour. Ground Rules: attendance, discussion, confidentiality, project approach and conflict are the key to keep team members aligned and engaged appropriately.
 - Set and seize upon a few immediate performance-oriented tasks and goals. This is important for team’s confidence and to get into a practice of working as a team.
 - Challenge the group with fresh facts and information.
 - Spend time together. Important part of team process. Helps to build camaraderie and trust.
 - Exploit the power of positive feedback, recognition and reward.
 - Collaboration is another key concept and method by which a team could work successfully.
- **The five elements that make teams function are:**
 - Common commitment and purpose
 - Specific performance goals
 - Complementary skills
 - Commitment on how the work gets done
 - Mutual accountability

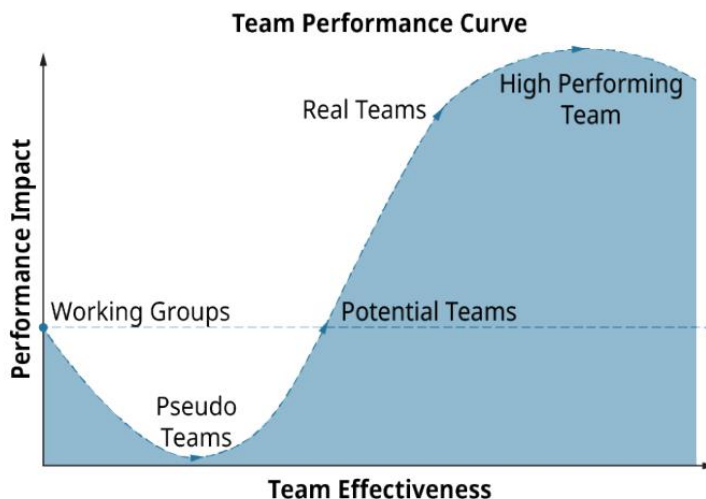
- **Need of team in an organization?**
 - Driving force in an organization
 - Technical/strategic job can be done by a team
 - Good/high performing team=successful business
 - Team decision>individual decision
- **What qualities required for a good team?**
 - Good communication, speaking same language
 - Respect for each other
 - Mutual trust
 - Mutual accountability
- **A leader would manage the team**
 - Understand the difficulties of employee
 - Assign task based on those difficulties
- **There are factors that might disrupt a team:**
 - A team member added to the group
 - New task introduced
- **Tuckman's Model of team development**
 - Originally called as Tuckman's Stages of group development



- **Forming:**
 - Introduction of team members
 - Also known as polite stage
 - Focus on similarities
 - Look up to leaders for structure and direction

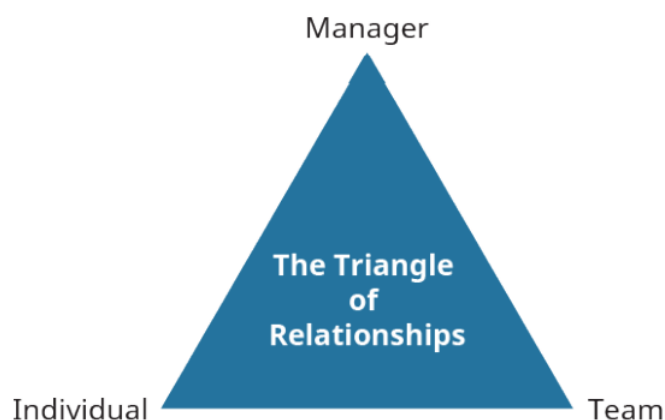
- **Storming:**
 - Begins leadership and testing the group processes
 - Known as win-loss stage
 - Members clash for control of the group and people begin to choose sides
 - Attitude of team - negative
 - Understanding task
 - Frustration around goals and tasks
 - Problems starts here
- **Norming:**
 - Growth starts
 - Establishing and maintaining ground rules and boundaries
 - Team starts working well
 - Understanding team members
 - Willingness to share responsibility and control
 - Value and respect and trust each other
- **Performing:**
 - Team is self-directed and requires less control as the member are known about their responsibilities.
 - Have clear understanding about themselves and vision.
- **Adjourning:**
 - Disbanding of team at the end of project

- **Team performance curve**



- **Working group:**
 - Available in every organization, mainly to interact to share information, practices that help take decision.
 - No common purpose, mutual accountability required.
 - Purpose is to specify roles to its members and delegate the task.
 - Is up to individual to showcase their performance to meet target.
 - There is a focused leader, individual accountabilities and work products and a group purpose that is the same as the border organizational mission.

- **Pseudo team:**
 - Potential for incremental gain is there.
 - Not focused on collective performance.
 - They don't want to take risk
 - Not really involved in discussion/decision making
 - Weakest team in all levels
 - May showcase low performance but will feel like they're the best
- **Potential team:**
 - Showcase hard work and high level of performance
 - Have clear purpose goal and common approach
 - Mutual accountability
- **Real team:**
 - Highly performing potential team
 - Small group of people sharing common purpose
 - Members have complimentary skills
 - Mutually accountable
 - Performance impact/result is > potential teams/working groups
- **High performance teams:**
 - Far out perform other teams
 - Excellent performing team
 - Members have strong personal commitment, trust
- Linda A Hill's says Managing a team means managing **paradox**.
 - **Paradox** exists in the fact that teams have both individual and collective identities and goals.
- Linda A Hills also states that “ managers also need to manage relationships with those who are outside their team but inside their organizations.
- **The triangle of relationships**



- Managing a team also means managing boundaries.
- Relationship between manager, team and individual is very vital in an organization
- The strength in this relationship will be the strength of team and its performance
- Managing the boundaries (the space between 3 sides)
- **Manager=leader.**

- Should serve as the buffer to the external force to not distract the team
- To understand team members
- To understand different forces
- To coach the team
- To have enough emotional intelligence
- Individual vision, mission and ambition should be addressed during performance.
- Work for yourself, department/organization will grow. Understand individual achievements.
- Take care of interpersonal dynamics
- Understand right skillset, function, expertise.
- Helping team identify the group rules.
- With all of the potential external influences on a team, managing a teams boundaries can truly mean the difference between success and failure.
- Final element to managing team is to manage itself- both the people element, the process element or task at hand.

- **Conflict**

- There are many sources of conflict for a team maybe due to:
 - Communication breakdown
 - Competing views or goals
 - Power struggles
 - Conflict between different personalities
- **Potential benefits of conflicts:**
 - Encourages a greater diversity of ideas
 - Helps people better understand opposing pov
 - Enhance a teams problem solving capability
 - can highlight critical point of discussion
 - high performing team
 - May address the problem before/foresee now
- Use it not defuse it
- Mining is a technique that can be used in teams that tend to avoid conflict.
 - Requires one team member- who sheds a light on buried disagreements.
- Real time permission is another technique which helps the group focus on the points of conflict:
 - Recognize when people engaged in conflict are becoming uncomfortable and interrupts and reminds them that what they are doing is necessary.
- The leader should model the appropriate behavior by constructively addressing conflict and bringing issues to the surface to be addressed and resolved by the team – key to building a successful and effective team.

- **Response to conflict:**

- Team conflict- goal is to have a constructive response in order to encourage dialogue, learning and resolution.

	Constructive	Destructive
Active	<ul style="list-style-type: none"> • Perspective taking • Creating solutions • Expressing emotions • Reaching out 	<ul style="list-style-type: none"> • Winning • Displaying anger • Demeaning others • Retaliating
Passive	<ul style="list-style-type: none"> • Reflective thinking • Delay responding • Adapting 	<ul style="list-style-type: none"> • Avoiding • Yielding • Hiding emotions • Self-criticizing

- **Team Diversity**

- Decision making and problem solving can be much more dynamic and successful when performed in diverse team environment.
- Diversity is a word that is very commonly used today.
- David rock and Heidi grant support the idea that increasing workplace diversity is a good business decision.
- **Diverse teams:**
 - enables a richer discussion
 - more in dept fact finding
 - exploration of opposing ideas and viewpoints to solve problems
 - leads o greater innovation

- **Multicultural teams**

- 4 key cultural differences that can case destructive conflicts in a team:
 - **Direct v/s indirect communication:**
 - Some cultures are very direct and explicit in their communication, while others are more indirect and ask questions rather than pointing out problems
 - The direct style may be considered offensive by some, while indirect style may be perceived as unproductive and passive aggressive in team interactions.
 - **Trouble with accents and fluency**
 - Different language and accent are not always understandable.
 - Team should have one language which is known and understood by each member
 - **Differing attitudes towards hierarchy:**
 - Some culture hierarchy is given more respect and value while some may not
 - Hierarchy is a system in which member of an organization or society are ranked according to relative status/authority. (leader gets respect)

- **Conflicting decision-making norms:**
 - Different culture makes different decision.
 - Slow/quick
 - Some may analyze, some may not
 - Some make decision based on situation, some don't.
- **Several potential interventions to try if these conflicts arise**
 - **Adaptation-** working with or around differences. When team members are willing to acknowledge the cultural differences and learn how to work with them.
 - **Structural intervention-** reorganizing to reduce friction on the team. Used if there are unproductive subgroups or cliques within the team that need to be moved around.
 - **Managerial intervention-** making decision by management and without team involvement. Used when team needs guidance and cannot move forward without management involvement.
 - **Exit-** last resort, the voluntary or involuntary removal of a team member.
- **Cultural intelligence** is a competency and a skill that enables individuals to function effectively in cross-cultural environments.
 - Develops as people become aware of the influence of culture and more capable of adapting their behavior to the norms of other cultures.
 - Interaction within a global team is great way to facilitate cross-cultural understanding and communication and to sharpen everyone's cultural intelligence.
- **Boost your cultural metacognition**
 - **Cognitive complexity** is the best practice for boosting multicultural skills.
- **Three sources of cultural intelligence** that teams should consider if they are serious about becoming more adept in their cross cultural skills and understanding:
 - **Head** – one first learns about the beliefs, customs, and taboos of foreign cultures via the head.
 - **Body** – involves more commitment and experimentation with the new culture.
 - **Heart** – deals with persons own confidence in their ability to adapt to and deal well with cultures outside of their own.
- **Cultural intelligence is an extension of emotional intelligence.** An individual must have a level awareness and understanding of the new culture to adapt it.
- **Key terms:**
 - **Adaption** – technique of working with or around differences.
 - **Boundaries** - Lines that make the limits of an area; team boundaries separate the team from its external stakeholders
 - **Cognitive complexity** - The ability to view situations from more than one cultural framework

- **Collaboration** - The action of working with someone to produce or create something
- **Cultural intelligence** – A skill that enables individuals to function effectively in cross-cultural environments
- **Emotional intelligence** – The capability of individuals to recognize their own emotions and others' emotions
- **Exit** – Technique of last resort—removal of a team member
- **Forming** – The first stage of team development—the positive and polite stage
- **Ground rules** – Basic rules or principles of conduct that govern a situation or endeavor
- **Head, body and heart** – Techniques for becoming more adept in cross-cultural skills—learning about cultures (head), physical manifestations of culture (body), and emotional commitment to new culture (heart)
- **Knowledge economy** – The information society, using knowledge to generate tangible and intangible values
- **Managerial intervention** – Technique of making decisions by management and without team involvement
- **Mining** – To delve in to extract something of value; a technique for generating discussion instead of burying it
- **Norming** – The third stage of team development—when team resolves its differences and begins making progress
- **Paradox** – A self-contradictory statement or situation
- **Performing** – The fourth stage of team development—when hard work leads to the achievement of the team's goal
- **Real** – time permission – A technique for recognizing when conflict is uncomfortable, and giving permission to continue
- **Storming** – The second stage of team development—when people are pushing against the boundaries
- **Structural intervention** – Technique of reorganizing to reduce friction on a team
- **Working group** - Group of experts working together to achieve specific goals; performance is made up of the individual results of all members