

End Term Examination

Answer 1: This method of learning to work successfully together is known as the growth of teams or group development. Analysis has shown that during development, teams go through definitive phases. An educational psychologist, Bruce Tuckman, described a five-stage method of growth that most teams pursue to become high-performing. The phases were called: forming, storming, norming, performing, and adjourning.

- a.) Forming: A time of orientation and getting acquainted includes the formation process. During this process, confusion is high, and people are searching for leadership and authority. To take charge, a delegate who claims power or is competent might be looked at. "Team members ask questions like What is given to me by the team? "What will be expected of me?" "Am I gonna fit in?" When participants get to know each other, most connections are social.
- b.) Storming: The most challenging and crucial stage to get through is the storming process. When individual identities emerge, it is a time characterized by tension and rivalry. In this step, team efficiency can also decrease because energy is placed into unproductive practices. Members may disagree on team aims, and around strong personalities or areas of consensus, subgroups and cliques may form. Members must learn to transcend challenges, to embrace individual differences, and to work through opposing opinions on team assignments and priorities in order to get through this point. Teams in this process will get bogged down. Long-term problems can arise from failure to settle disputes.
- c.) Norming: Conflict is settled as teams get past the storming process, and a degree of cooperation occurs. In the normalization process, unity grows about who the leader or leaders are and the responsibilities of individual participants. There is a beginning to overcome mutual conflicts, and a sense of continuity and harmony develops. During this process, team success improves as participants learn to collaborate and begin to reflect on team targets. The unity though is delicate, and the team will slip back into the storm if disputes re-emerge.
- d.) Performing: Consensus and collaboration have been well-established in the performing process and the team is experienced, organized and well-functioning. A transparent and stable structure remains, and participants are committed to the mission

of the team. Problems and disputes still exist, but they are constructively handled. The squad works on solving challenges and achieving team goals.

- e.) Adjourning: Much of the team's goals have been completed in the adjournment process. The emphasis is on completing final activities and recording the initiative and outcomes. When the task burden is minimized, other teams may be reassigned to individual participants, and the team disbands. As the team finishes, there can be regret, but a ceremonial acknowledgment of the team's work and progress may be beneficial. If the team is a permanent committee with continuing accountability, participants can be replaced by new individuals and the team can return to a stage of composition or storming to repeat the phase of growth.

In an organisation, teams are crucial because it offers workers an ability to connect with each other which strengthens their relationships. Team enhances the responsibility of a team members, especially when operating under individuals who have a great deal of respect within the group.

- ✓ Team motivates workplace harmony.
- ✓ Collaboration provides multiple viewpoints and input.
- ✓ Team offers greater collaboration and performance.
- ✓ Team creates excellent opportunities for learning.
- ✓ Team encourages synergy in workplaces.

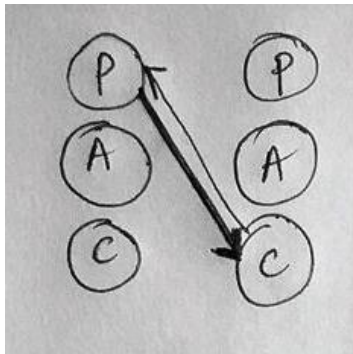
Answer 2: Transactional analysis is a powerful tool that can be used to enhance communication and consider your own way of thinking and communicating by understanding behaviour, a social psychology theory first founded by Dr. Eric Berne in the 1950s. The core theory is that there are three different ego states in our brains: the parent(P), the child(C), and the adult(A). Examples of transactional analysis can be found in the workplace at all levels, such as between managers and personnel, among co-workers and subordinates, and between department heads in an organisation.

Examples:

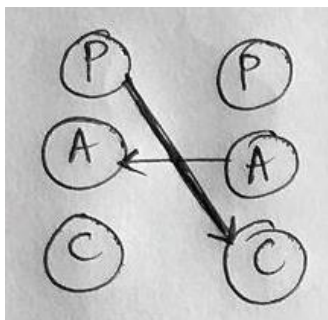
1) A TRANSACTION BETWEEN A MANAGER AND AN EMPLOYEE:

Manager's statement: 'I understand that you could not achieve your target. Let me help you.'
This message is from the nurturing parent ego state and addressed to child ego state of the employee. (Represented by the thick arrow).

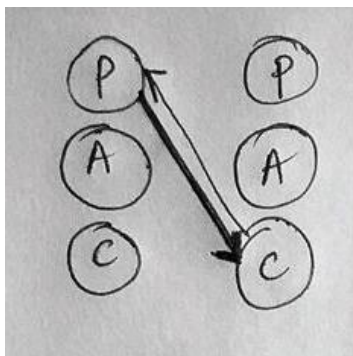
- a.) Employee's reply (Alternative 1A): 'Thank you, Sir. You are very kind'. Here, the employee is addressing from the child ego state to the nurturing parent ego state. Hence, the transaction is complimentary (thin arrow).



- b.) Employee's reply (Alternative 1B): 'I am collecting some data to analyze and resolve the problem'. While the manager's statement is from P to C), the employee's answer is from the adult ego state and addresses the adult ego state of the manager. This leads to crossed transaction (thin arrow).

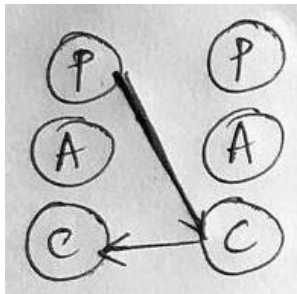


- c.) Employee's reply (Alternative 1C): 'You are always bothering me with targets'. The reply of the employee is from the rebellious child ego state addressed to critical parent ego state of the manager. This transaction may look complimentary since it is child addressing the parent. But reply is from the rebellious child to the nurturing parent. Hence not effective, though not technically crossed (thin arrow).



- d.) Employee's reply (Alternative 1D): 'Sir, don't you think it is fun working without bothering for targets'. This is the natural child ego state's reply addressed to the

natural child ego state of the manager. This transaction is crossed because it does not address the nurturing parent ego state from which the manager emanated the transaction (thin arrow).

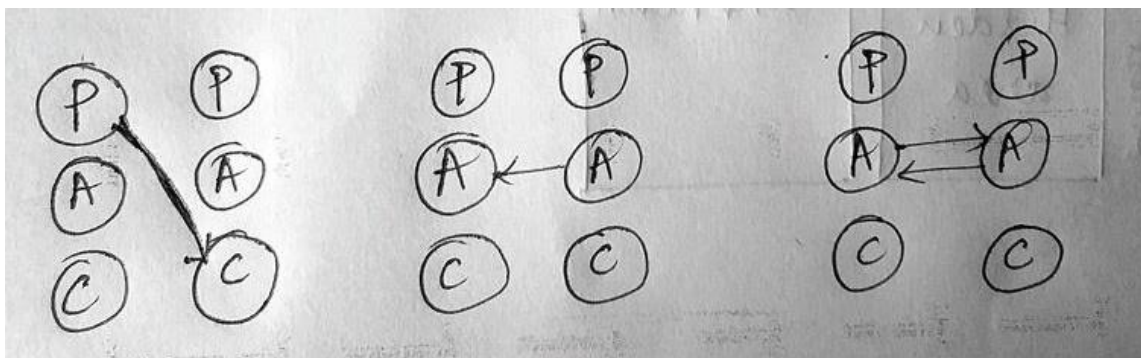


2) CORRECTING A TRANSACTION:

Manager: 'I understand that you could not achieve your target. Let me help you.'

Employee's reply (Alternative 1B): 'I am collecting some data to analyze and resolve the problem'. Crossed (thin arrow).

Manager's reply: 'I appreciate that. When can we meet to resolve this?' (The manager corrects – thin arrow).



Answer 4: To meet the goals, companies employ various forms of teams in various ways. Some teams have a very simplistic and orientation, and others face complicated challenges with organizational-wide consequences.

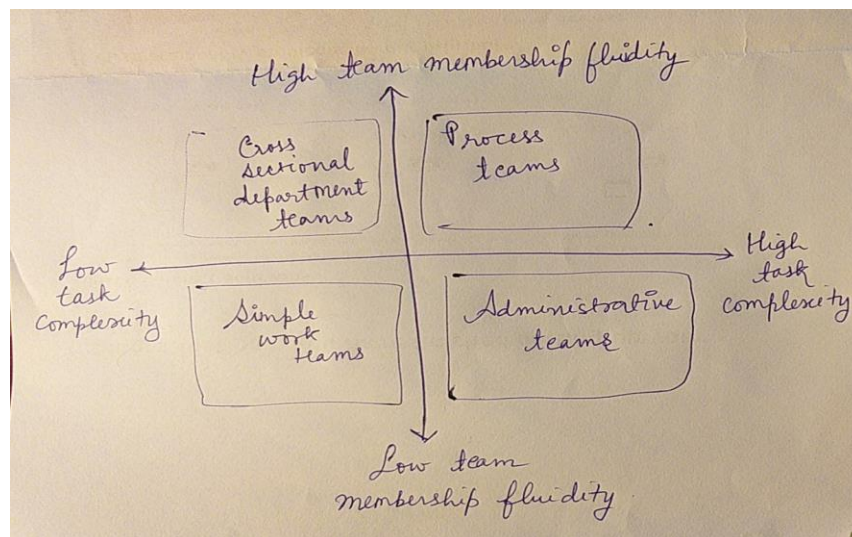
- a) Simple work teams: Simple job teams have low complexity of tasks and low fluidity in the team. Their aim is basic problem solving, and they are also a collective that facilitates day-to-day tasks, coping with challenges that need feedback from more than one member or generating employee involvement. These are normally persons

from the same team or agency, so they share a shared focus in common and appear to operate relatively easily together.

- b) Administrative teams: An administrative team has high complexity of activities but low fluidity of team membership, which means that the challenges that the team deals with are difficult, but individuals stream in and out of the organization. An administrative team's objective is to fix challenges and then "sell" their solutions to the rest of the organisation. Their emphasis could be internal, external, or both and the members of the team are normally at the level of management. A relocation group that is committed to relocating a factory to a new region may be an example of an administrative team. Team members might flow in and out but the task's difficulty is very high and not part of their daily routine at all. Members at the management level function for a limited amount of time to reach the strategic aim of moving the plant to a new address, all its equipment, all its employees, and so on.
- c) Cross department teams: A cross-departmental team appears to have a low degree of sophistication but a high fluidity of team membership, which ensures that the task is straightforward, but the teams remain dedicated and largely unchanged. Their aim is to incorporate and create ground rules in the system, and their emphasis is internal and very precise. An example of this sort of team is a cross-departmental task force. Perhaps a company is implementing a software system that can handle all the data in a completely different manner, both at the main office and at the facilities. The task force should come together from various parts of the enterprise to determine the kinds of data generated by their divisions and how the data will be converted to the new system, how employees will be equipped to use the new system, and how to handle changes across the system.
- d) Process teams: Method teams cope with tasks with high difficulty and have high fluidity of team members, ensuring that individuals are assigned to the team and remain. These folks are innovative solvers of challenges who struggle with execution. Their emphasis is strategic and large. Process teams do not have departmental affiliation and work to make large organizational-level process changes independently. The convenience store Mervyn's, the now extinct discount department store chain, for example, has a SWAT team racing in to solve the crucial problems of a store. They were mobilized wherever they were needed, at any time. They also strive to fix organizational-wide challenges such as flex time and benefits.

e) Self-managed teams: A widely used process team used in companies is Self-Managed Teams (SMTs). Self-managed teams are employee workflow teams that have total administrative control of their own jobs. For one that featured only self-managed departments, Volvo is remembered for having discarded its traditional assembly line layout. The teams were responsible for constructing a huge part of the vehicle, but they were able to determine how to do so and who would focus on what parts. Relevant changes in product consistency and employee satisfaction were included in the results. These features are found in total self-managed teams:

- ✓ The authority to handle their jobs
- ✓ Members of differing abilities and practical knowledge
- ✓ No outside boss
- ✓ The authority to enforce decisions
- ✓ Coordination and communication with other departments and people influenced by their choices



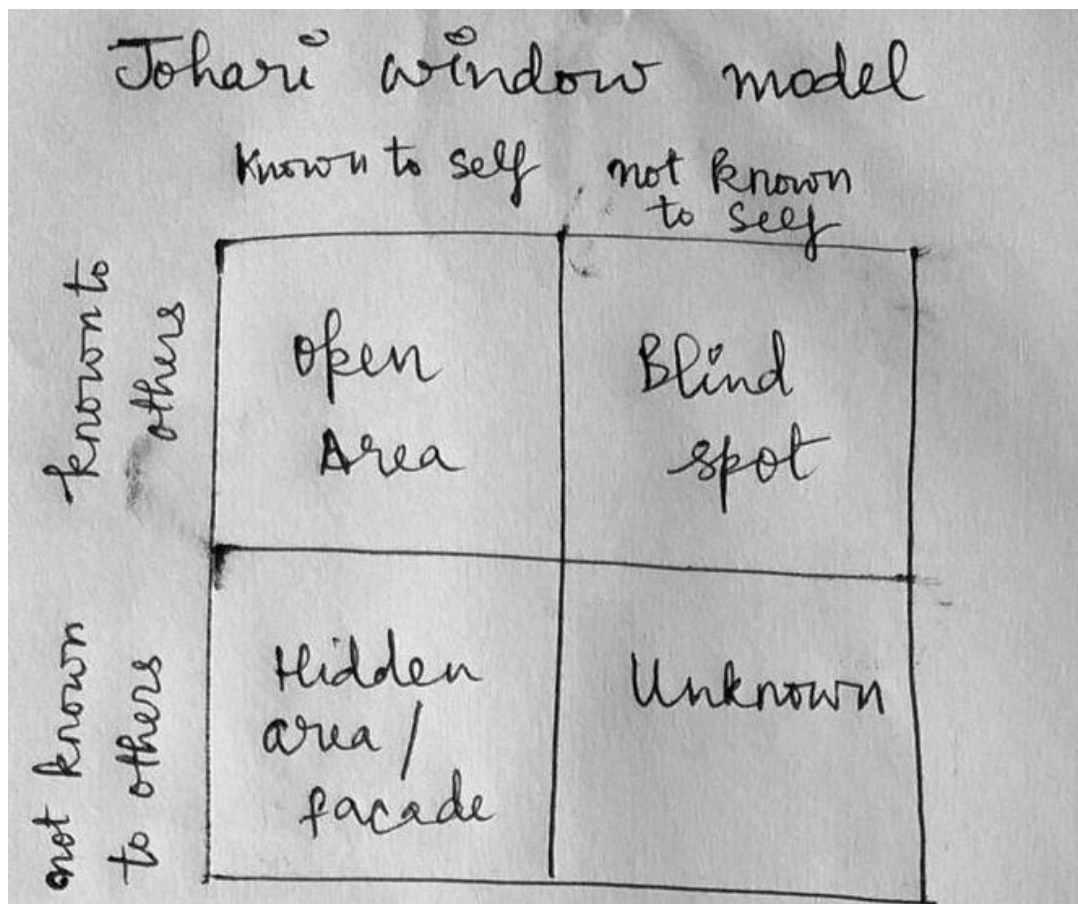
f) Virtual teams: It is teams that use computer technologies to bring physically dispersed participants together to accomplish a shared purpose, are now available. It is true that these virtual teams can be a logistical, cross-functional, easy task or even a workflow unit, but they are remarkable in encouraging individuals to work online. As virtual teams have little social contact, they appear to be more task-oriented and share fewer social knowledge, several times they have not met in person. But even though the team members are thousands of miles away, they are able to do their job and encourage people to come together who would not actually be able to cooperate.

For an organization to build an effective team, there are many obstacles that leaders have to tackle but these are the following points:

- a) Establishing Leadership: This does not suggest claiming control, but rather seeking to promote trust through integrity and openness. Managers may not be everywhere at once, particularly in larger organisations, so if your workers trust your judgment, they can operate well even though you are not around.
- b) Set up relationships with each of the employees: As well as this, strive to engage the team when possible in the decision-making process. Instead of delegating assignments, send open-ended assignments to your team and allow them to find the best solution. This would allow them to communicate and improve abilities for problem solving.
- c) Foster teamwork: When you have built partnerships with your staff and with them, it's time to make them work efficiently together. Encourage the squad, both within themselves and within the broader organisation, to exchange data. Often, consider interacting with your colleagues more. This extends beyond only having meetings, which means topics such as being open to feedback and questions, talking about the work of each team member, aiding when appropriate, and doing what you can to connect with your team directly and frankly.
- d) Set the team's ground rules: Ultimately, by creating team principles and priorities, as well as assessing team success alongside individual performance, you will begin formally forming your team. In this phase, make sure to involve the team, so they know what is needed and agree with it.

Answer 5: The Johari window model is used to enhance the individual's perception on others. This model is based on two concepts: trust can be gained by sharing knowledge to others about you and learning from their input. Each entity is depicted by four quadrants or windowpanes in the Johari model. In four points of view, each four windowpanes implies personal knowledge, emotions, inspiration and whether that information is known or unknown to oneself or others.

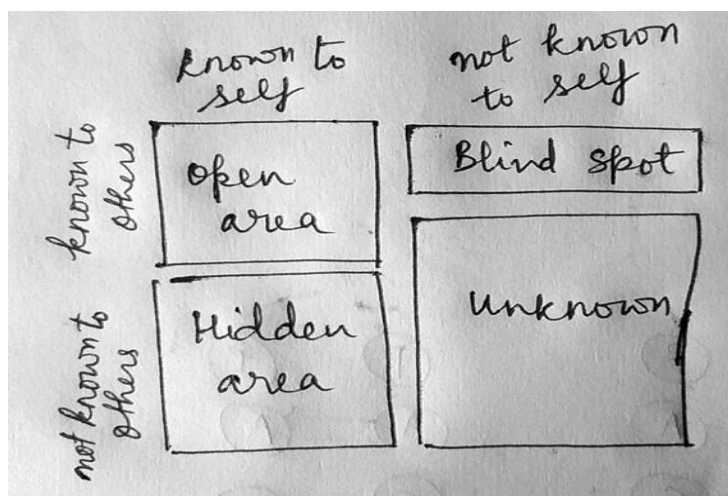
In this model, the methodology of conveying and receiving input is interpreted. As a traditional window with four panes, a Johari is depicted. Two of these panes are self-represented and the other two are the undefined portion of self but of others. As a result of reciprocal confidence that can be accomplished by socialization and input obtained from other members of the community, the knowledge passes from one panel to the other.



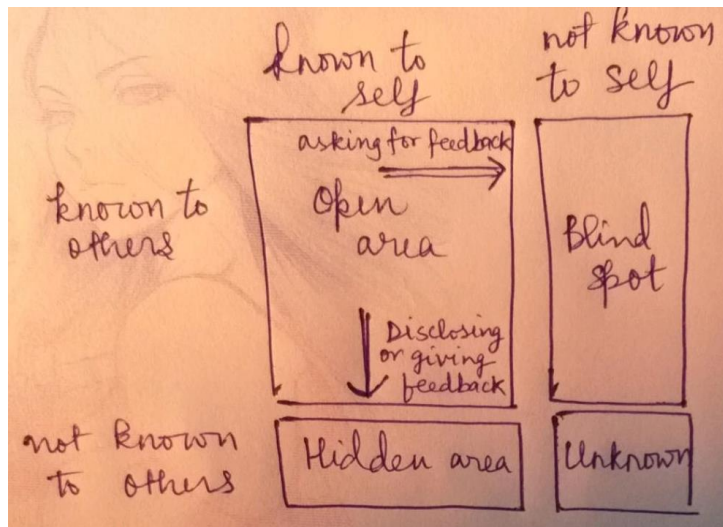
- A) Open/self-area-The individual's perceptions, actions, thoughts, feelings, abilities and viewpoints can be known by the individual as well as by others here. This is primarily the region in which all interactions take place and the wider the arena, the more successful and productive the partnership will be. Input solicitation is a mechanism that happens through knowing and responding to another person's feedback. By this way, horizontally lowering the blind spot, the exposed space can be expanded. It is also possible to increase the size of the arena downwards and thereby decrease the secret and unseen areas by exposing one's feelings to another individual.
- B) Blind self/blind spot – Knowledge about yourself that others know in a group, but you may be ignorant of it. Others can view themselves differently than you would anticipate. The blind spot is minimized by getting input from others for effective contact.
- C) Hidden area or façade – Knowledge that is known to you but from others will be left unknown. There can be any sensitive details you are hesitant to share. This involves thoughts, memories, worries, secrets, etc. We keep some of our feelings and knowledge as confidential as it effects interactions, but by transferring the information to the open fields, the hidden space must be minimized.

D) Unknown area – The knowledge that you and others are ignorant of. This requires intelligence, thoughts, skills, strengths, etc. This can be attributed to painful memories in the past or incidents that for a lifetime can be unseen. Unless he learns his secret strengths and talents or by study of others the entity would be unaware. Open contact is also an efficient means of reducing the uncertain region and therefore successfully interacting.

Example: In an agency, Linda got a job. Her co-workers knew a little about her and the secret and hidden places would be greater in this sense, and the exposed space would be small. The blind spot would also be wider, since the others don't know anything about her.



In the office, Linda spent much of her free time sketching and her colleagues considered her very reserved and elusive. She got the concept of who she felt from the appraisal and wanted to be more talkative and communicate more with other co-workers. This allowed her to expand her open room, thus reducing the secret and unknown places.



Through the input Linda received from her colleagues, she could perform well in the office and because of a successful relationship with the colleagues, her true potential could be accessed.

Answer 7: EQ or Emotional intelligence refers to the capacity of someone to interpret their own thoughts and emotions, understand and control them. It has five main components, says psychologist Daniel Goleman:

- ✓ Self-awareness-the capacity to understand and comprehend your moods and thoughts and how they affect others.
- ✓ Self-regulation-the capacity to manage moods and desires and to deliberate before acting.
- ✓ Internal (or intrinsic) motivation-for personal reasons, rather than for any sort of incentive, to achieve goals (the opposite is external motivation).
- ✓ Empathy-the ability to consider and appreciate the motives of others which is important for effectively developing and leading teams.
- ✓ Social skills-the ability to handle communications and create networks.

Importance of being an Emotional intelligent individual is that emotional intelligence is commonly recognized as a critical ability that helps to enhance organizational collaboration, management, problem-solving, and relationships. It is also an ability that through experience and practice, researchers believe can be enhanced.

- ✓ In an organization, an emotionally intelligent person is socially knowledgeable which helps him to take step further in his life.

- ✓ Individuals with high emotional intelligence are better at encouraging themselves.
- ✓ EQ could have a big effect on mental well-being.
- ✓ Having a high EQ creates better options and fix issues for us.
- ✓ Under strain, it (high EQ) helps us to stay calm
- ✓ Overcoming conflicts easily
- ✓ Have higher empathy
- ✓ Helps to listen to, focus, and respond to constructive feedback