TEAMS AND TEAM DEVELOPMENT

T Training

E Encourage

A Aim

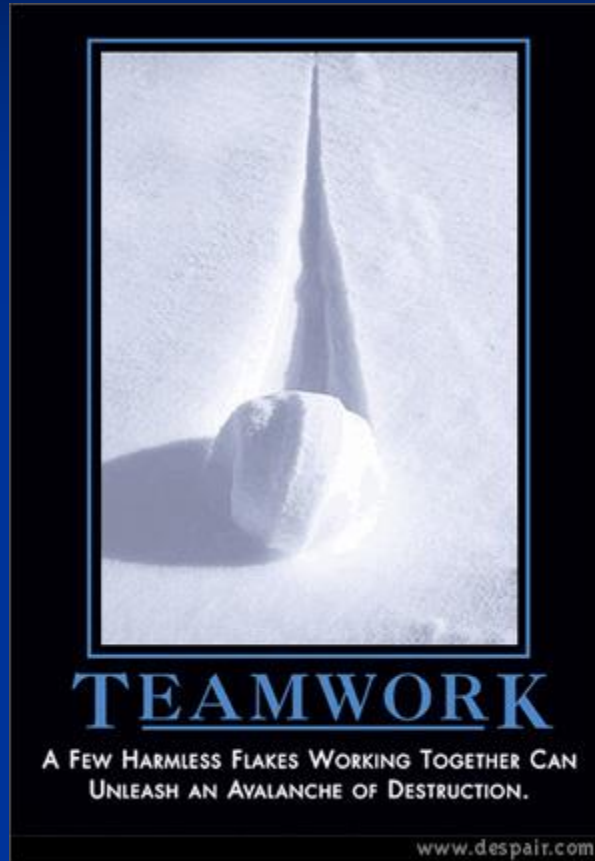M Motivation

Learning Objectives

- **Define the concept of a "team"**

- **Characteristics of a team**

- **Types of teams**

- **Behavior in successful / effective teams**

- **Team Development**

- **Building Effective Teams**

What is a team?

A team is a small number of people, with complementary skills, who are committed to a common purpose, performance goals, and approach for which they are mutually accountable."

(Katzenbach and Smith, 1993)

TEAMWORK

A FEW HARMLESS FLAKES WORKING TOGETHER CAN UNLEASH AN AVALANCHE OF DESTRUCTION.

www.despair.com

People working together in a committed way to achieve a **common goal** or mission.

The work (may be) interdependent and team members share **responsibility** and hold themselves accountable for attaining the **results**."

 - MIT Information Services & Technology

Key Characteristics of Teams

- Commitment to a common purpose and performance goals

- Mutual accountability

- Trust and collaboration

- Commitment to a common approach

- Positive Synergy

- Complementary skills

- Small number

- Shared responsibility

Types of Teams

- Teams are categorized in terms of four characteristics i.e.

  ➢ Purpose – Teams are categorized according to purpose
    - Problem solving teams
    - Product development

  - Re –engineering teams
  - Market development teams

  ➢ Structure – Teams divided according to their management i.e. Self – managed and supervised teams

Types of Teams

- Self –managed teams –assume responsibility of managing themselves

- Supervised teams – under the management of a manager who is responsible for guiding the team in its operations and performance evaluation

➢ Duration – temporary or permanent teams

- Temporary Teams – formed for a specified period e.g. task forces, project or problem solving teams.

- Permanent Teams- remain in existence as long as the organization is in operation e.g. functional department teams

Types of Teams

- ➢ **Membership** – include Functional, cross – functional and virtual teams

- Functional teams – work teams composed of managers and subordinates in different functions e.g. Marketing, Accounting, Procurement, HRM e.t.c.

- Cross – Functional Teams – work teams in which individuals who are experts in various specialties or functions work together on various organizational tasks

- Virtual Teams- members do not meet on a face to face basis but rather user computer technology to tie together physically dispersed members to achieve a common goal

Team Effectiveness (Behavior in successful /Effective teams)

- **Acceptance of Team goals**: should be developed through a group process of team interaction and agreement in which each team member is willing to work toward achieving these goals.

- **Acceptance of responsibility**: team members actively participate in sharing of roles to facilitate the accomplishment of tasks and feelings of group togetherness.

Team Effectiveness

- **Feedback:** freely given as a way of evaluating the team's performance and clarifying both feelings and interests of the team members. When feedback is given it is done with a desire to help the other person.

- **Team decision making:** involves a process that encourages active participation by all members.

- **Sharing Information:** Teams members have to share ideas and collaborate with each in order to enhance team performance

Team Effectiveness

- **Problem solving**: discussing team issues, and critiquing team effectiveness are encouraged by all team members.

- **Conflict:** is not suppressed. Team members are allowed to express negative feelings and confrontation within the team which is managed and dealt with by team members. Dealing with and managing conflict is seen as a way to improve team performance.

Team Effectiveness

- **Team member resources**: talents, skills, knowledge, and experiences are fully identified, recognized, and used whenever appropriate.

- **Risk taking and creativity:** are encouraged. When mistakes are made, they are treated as a source of learning rather than reasons for punishment.

The Stages of Team Formation /Development

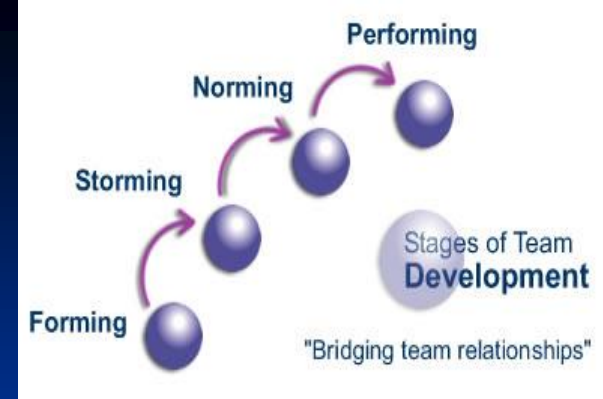Psychologist Bruce Tuckman first came up with the memorable words:

Forming, Storming, Norming and Performing

in 1965 to describe the path to high-performance that most teams follow.

Later, he added a fifth stage that he called "adjourning" (and others often call "mourning" – it rhymes better!)

Forming

Stages of Team **Development**

"Bridging team relationships"
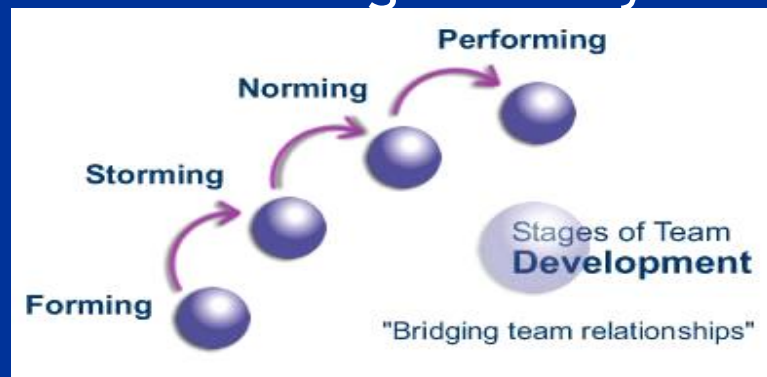
This is orientation stage and is usually fairly short, and may only last for a single meeting at which people are introduced to one-another.

The goal is stated, tasks identified and regulations regarding conduct and performance of tasks are agreed upon by team members.
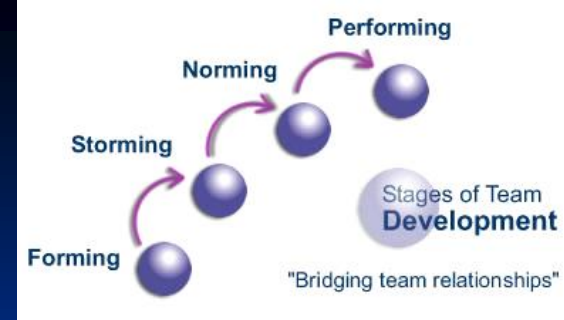
Storming

Stages of Team **Development**
"Bridging team relationships"

- Interaction stage.

- As members interact, they start experiencing differences in perceptions, objectives and how they perform work.

- Cliques or factions form and there may be power struggles (Conflict develops among individuals and groups).

- There can even emerge a rebellion against leaders which at times can fail further development of the team. Conflict resolution skills are important at this stage
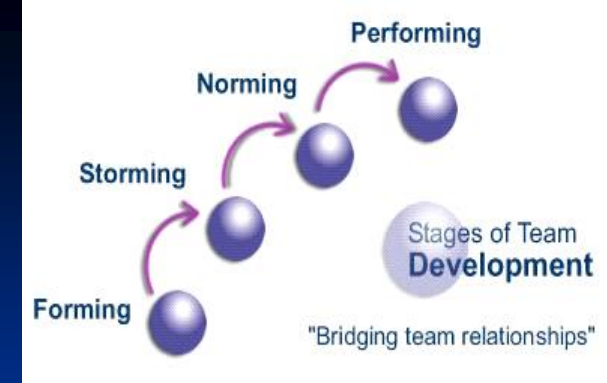
Norming

Stages of Team **Development**

"Bridging team relationships"

• Stage of cohesion

•Agreement and consensus is largely formed within team (and they respond well to facilitation by leader).

•Roles and responsibilities are clear and **accepted**.

•Commitment and unity is strong

•The team may engage in fun and social activities.

•The team discusses and develops its processes and working style. There is general respect for the leader and some of leadership is more shared by the team.

Performing

Stages of Team
Development
"Bridging team relationships"
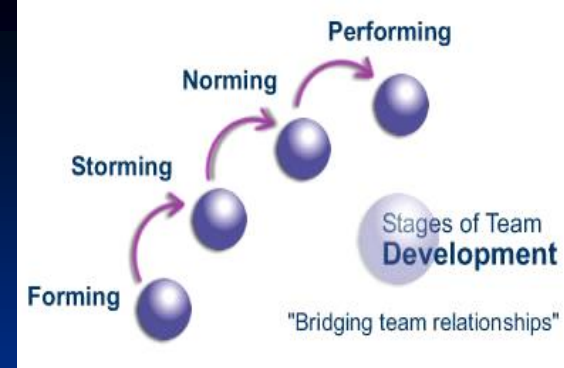
- Final stage

- The team is more strategically aware - they know clearly what they are doing and why i.e. team is performing tasks.

- They have a shared vision and can stand on its own feet with no interference or participation from the leader.

- The team has a high degree of autonomy. Disagreements occur but now they are resolved within the team positively and necessary changes to processes and structure are made by the team.

Adjourning

Stages of Team **Development**

"Bridging team relationships"
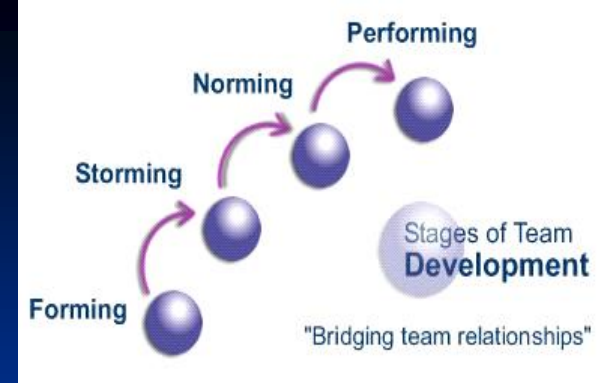
• For temporary teams, this is the stage where the team's goals and tasks have been accomplished and wraps up activities with disbandment in mind.

• The team's performance shifts from high task performance to closure.

Stages of Team Formation - summarized

- ✓ Stage I: Forming - Provide clear direction to establish the team's purpose, setting goals, etc.,

- ✓ Stage II: Storming – Provide strong, hands-on leadership to keep people talking and task-focused

- ✓ Stage III: Norming – Codes of behavior becomes established and an identifiable group culture emerges. People begin to enjoy each other's company and appreciate each other's contributions

- ✓ Stage IV: Performing – Teams that reach this stage achieve results easily and enjoyably. People work together well and can improve systems, solve problems and provide excellent customer service.

- ✓ Stage V: Adjourning – Temporary project team reaches this stage; celebrate their team's achievements.
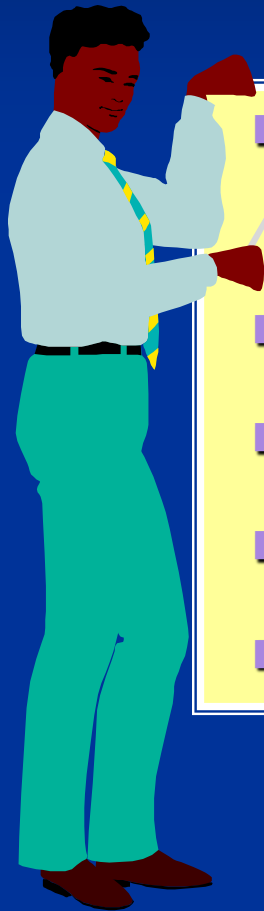
Building effective Teams

"You Americans have caught on to our secret of productivity in Japan–teams! But we will still win. You think all you need to do is to put people together in groups and something will happen. We know that's only the beginning."

-- President of Matsushita
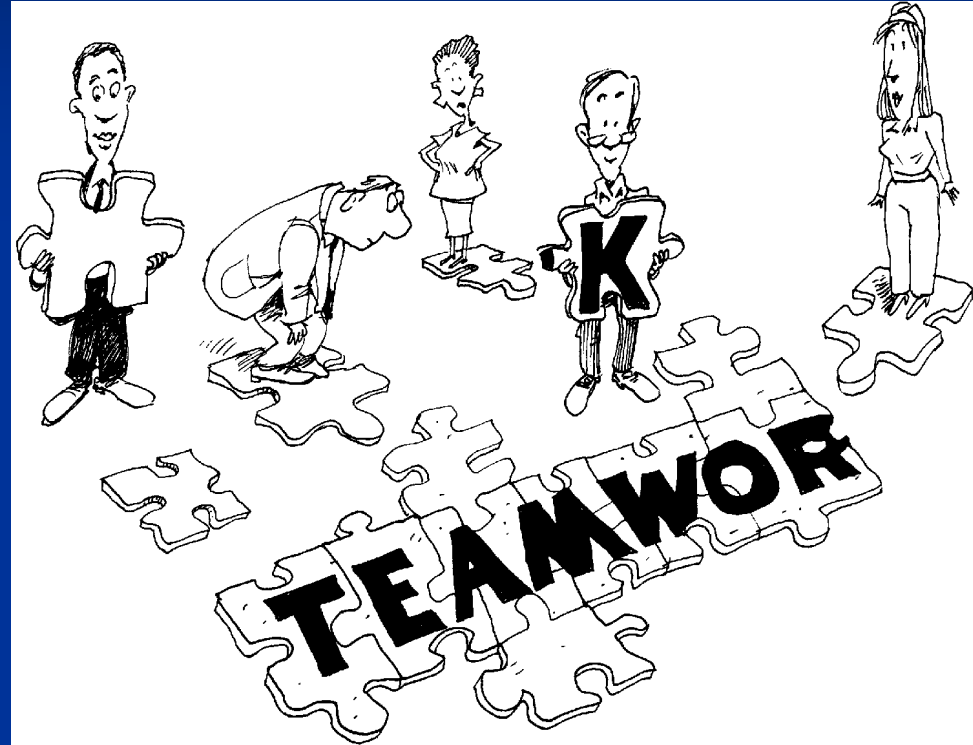
Building Effective Teams

- Done using Team Effective Model that contains four elements i.e.
- Work design
- Composition
- Context
- Process

Building Effective Teams

- Work design; looks at the following features

- Autonomy- teams should have some degree of independence to perform their tasks

- Skills variety – team members should have a variety of skills that compliment each other

- Task Identity – Individual team members should personally identify or associate themselves with team activities or tasks

- Task significance – Team tasks / activities should be of value towards achievement of team's goals and objectives

Building Effective Teams

- **Composition;** involves the following features

- **Ability of members-** to perform effectively i.e. a team requires different types of skills including technical, problem solving, decision making and good interpersonal skills. Right skill mix is crucial

- **Personality** – teams that rate high in average levels of emotional stability, agreeableness & self confidence tend to be more successful

- **Size of team** – most effective teams are neither too small or too big. Recommended number is between 5 & 12

Building Effective Teams

- **Composition; involves the following features**

- **Roles and diversity –** in a team members have different roles. Matching individual preferences with team roles increases the likelihood of team effectiveness

- **Flexibility –** in effective teams, one member can easily stand for the other & vice versa

- **Members' preference –** during selection process, select members who prefer to work in a team setting

Building Effective Teams

- **Context; Contains the following features**

- **Adequate resources** – the organization should support the team with adequate resources e.g. timely information, appropriate staff and finances to achieve goals.

- **Leadership** – the team members should be allowed to select the appropriate leadership style to avoid conflicts

- **Performance evaluation and reward system** – in addition to their normal evaluation and rewards, management should consider team based appraisals and profit sharing to reinforce team effort & commitment

Building Effective Teams

- **Process; Consists of the following features**

- **Common purpose –** an effective team has a common & meaningful purpose that provides direction momentum & commitment for members.

- **Specific goal –** effective teams breakdown their common purpose into specific & clear goals. Clear goals facilitate communication which helps the team to focus on results unitedly.

- **Team efficacy** – team members should have confidence in themselves i.e. believe they can succeed. It motivates them to work harder.

Building Effective Teams

- **Process; Consists of the following features**

- **Conflict Levels** – give room for some level of conflicts to improve team effectives. E.g. Task conflicts stimulate discussions and can led to better team decisions.

- **Social Loafing** – tendency for individuals to expend less effort when working collectively than as an individual. Thus effective teams should have collective responsibility and accountability the team's tasks.

Never doubt that a small group of thoughtful
committed people can change the world. Indeed. It is the only thing that ever has

Why Team Work

Teams initiate change

Often those at the top of the organization are challenged by what changes are necessary within an organization. Teams provide a valuable source of feedback.

Why Team Work

Teams are natural problem solving devices

A team setting opens up new communication lines. Because of the necessity of communication within a team, members encounter problems and challenges in early stages and are able to head them off with greater efficiency and success.

Why Team Work

Teams are collections of the organization's best assets

Each team member has specific talents. By combining individuals in team fashion, all of these talents are joined to work toward a common goal.

ASSIGNMENT

What's the difference between "good" and "poor" teams?

TEAMWORK
Share Victory. Share Defeat.