

Module IV TEAM WORK

Group and Team Dynamics:

Introduction to Groups: Composition, formation, Cycle, thinking, Clarifying expectations, Problem Solving, Consensus, Dynamics techniques, Group vs Team, Team Dynamics, Virtual Teams. Managing team performance and managing conflicts, Intrapreneurship.

QUESTIONS

1. What are the differences between a team and group?
2. What is the composition of a team?
3. How the performance of the team is managed ?
4. What is the importance of Group?
5. What are the stages of Group formation?
6. What is meant by “Group Cycle”?
7. What is the significance of Group thinking?
8. How to get acquainted in a group?
9. How expectations are clarified in a TEAM?
10. What are the steps in Group problem solving?
11. How to achieve Group Consensus?
12. What causes poor Group Dynamics?
13. What are the strategies for improving Group Dynamics?
14. Explain the term “ Team Dynamics”
15. How you can form teams for enhancing productivity
16. How to build and manage successful virtual teams?
17. How conflicts in a team are managed ?
18. How to work together in a team effectively
19. How team decision making is done?

20. Explain team culture and power
21. How to ensure team leader development in a team?

Module IV TEAM WORK

3.1.1 Introduction to Groups and Teams

While all teams are groups of individuals, not all groups are teams. Team members work together toward a common goal and share responsibility for the team's success. A group is comprised of two or more individuals that share common interests or characteristics, and its members identify with each other due to similar traits. Groups can range greatly in size and scope. For example, members of the millennial generation are a group, but so is a small book club formed by neighbours who enjoy reading.

Groups differ from teams in several ways:

- **Task orientation:** Teams require coordination of tasks and activities to achieve a shared aim. Groups do not need to focus on specific outcomes or a common purpose.
- **Degree of interdependence:** Team members are interdependent since they bring to bear a set of resources to produce a common outcome. Individuals in a group can be entirely disconnected from one another and not rely on fellow members at all.
- **Purpose:** Teams are formed for a particular reason and can be short- or long-lived. Groups can exist as a matter of fact; for example, a group can be comprised of people of the same race or ethnic background.
- **Degree of formal structure:** Team members' individual roles and duties are specified and their ways of working together are defined. Groups are generally much more informal; roles do not need to be assigned and norms of behaviour do not need to develop.
- **Familiarity among members:** Team members are aware of the set of people they collaborate with, since they interact to complete tasks and activities. Members of a group may have personal relationships or they may have little knowledge of each other and no interactions whatsoever.

Sometimes it is difficult to draw a distinction between a team and a group. For instance, a set of co-workers might meet on occasion to discuss an issue or provide input on a decision. While such meetings typically have an agenda and thus a purpose and some structure, we would not necessarily think of those in attendance as a team.

3.1.2 Team Composition

Team composition refers to the overall mix of characteristics among people in a team, which is a unit of two or more individuals who interact interdependently to achieve a common objective. It is based on the attributes among individuals that comprise the team, in addition to their main objective. Team composition is usually either homogeneous, in which all members are the same, or heterogeneous, in which team members all contain significant differences. It has also been identified as a key factor that influences team performance. It factors in the individual attributes of team members (e.g. skill, experience, and ability) and how these contributions can potentially combine to dictate overall performance outcomes for the team. In the past decade, research on team effectiveness has burgeoned as teams have become increasingly common in organizations of all kinds.

3.1.3 Managing Team Performance

Teams are the force that drives most organizations.

Whether it's a functional team, a team of managers, or a project team, people get most done when they work together effectively. So when members of a team don't work well together, performance and productivity can suffer. That's not good for anyone.

Have you seen hostility, conflicting goals, and unclear expectations within your teams? These are symptoms of an unhealthy team. To avoid these harmful effects, you need be proactive about improving team performance. And even when a team is meeting its objectives, there's often room for improvement.

Team Coaching

Team coaching helps people understand how to work better with others. It's an effective method for showing teams how to reduce conflict and improve their working relationships. The team can then focus on its real work, and achieve its objectives.

To coach your team, focus on interpersonal skills and interactions instead of on individual development (as you tend to do with individually-focused coaching). The way people act with their teammates, and the way they communicate with one another – these are important drivers of effective team performance. After all, you can put a lot of high-performing individuals on a team and still have performance problems.

Understand Team Dynamics

A great place to start team coaching is by understanding the dynamics of the team. This is the process of figuring out how team members relate to one another. We all have different styles of working and communicating, and when we encounter a person with a style that's different from

our own, we can often get frustrated with that person, and fail to recognize his or her unique strengths.

Some people can be "pushier" than others. A pushy person may think everything is going great – however, her teammates might have a different perspective. If one person walks away from conflict, and another speaks his mind and doesn't back down from an argument, this can lead to poor decision-making and unproductive work.

Establish Behaviour Expectations

Understanding other people's perspectives is a great way to improve relationships with them. However, teams still need to follow ground rules so they can accomplish their goals. For example, you may know that Harold prefers to avoid conflict, however, you can't really accept that from him if you also expect him to provide expert opinions that may not match the general consensus.

This is why developing a clear set of behaviour and communication expectations is an important aspect of team coaching. The expectations help to build empathy and understanding, and ensure that individual preferences aren't given more importance than team objectives.

Evaluate Reward and Recognition Systems

Quite often, people have competing values, and these create a major obstacle to team unity and effectiveness. For example, it's not uncommon for an organization to promote teamwork, but still reward individual behaviour. When this happens, you can naturally expect problems with team members who give personal reward a higher priority than team performance.

Support Individual Development

Finally, be supportive of individual development. Team members may need help to learn new skills, so that they can meet team expectations and follow supporting processes. Each person has a different level of readiness to take the steps necessary to change. As a team coach, be sensitive to those differences, and find resources to support each person's development goals.

In addition to arranging individual coaching where possible, find ways in everyday work situations to coach people. Give feedback regularly, help set individual performance goals, follow up with training opportunities, and model great team behaviours yourself.

3.1.4 Importance of Group

People from diverse backgrounds come together to form groups in business and personal settings. Whether you own a small business, are employed by a company, volunteer at a non-profit or are a member of a professional organization, working in a group is inevitable. Group work, whether it is a team of two or a team of 20, is important in solving problems and accomplishing tasks.

1.Delegate Tasks

- Working in a group allows members to share responsibilities, rather than the brunt of the work falling in the hands of one person. Instead, group members can delegate tasks to individuals who possess the knowledge, skills and abilities necessary to accomplish the task successfully.

2.Spark Creativity

- Group work helps spark creativity in the minds of the group members giving them a wider range of ideas as they work to come up with solutions for organizational problems. Individuals may go into a group with ideas, but with the help of the group, their ideas get expanded upon and turned into creative, attainable, strategic or timely solutions.

3.Share Diverse Opinions

- Group work gives members an opportunity to explore diverse opinions, which can provide different points of view, as they work to solve problems. One group member may consider an option or have a stance that other members of the group have not considered. With diverse experiences and knowledge, group work ensures that problems are not solved using one person's input.

4.Learn to Compromise

- Group work teaches members the essence of compromising and not insisting upon their own ways. As group members come up with solutions, they work to incorporate the ideas and opinions of the group in their final decisions.

5.Combine Skills

- Groups are composed of individuals who may share some of the same knowledge and skills, however, oftentimes, members come from different educational backgrounds and have different work and volunteer experiences, which uncovers strengths that one group member may have, while others are lacking.

6.Build Relationships

- Working in a group can help individuals build long-lasting relationships based on trust and loyalty. As group members, people learn about the commonalities they share and differences, which leads them to seek group members they can build relationships with even outside of the group.

3.1.5 Stages of Group

A. Forming

In this stage, most team members are positive and polite. Some are anxious, as they haven't fully understood what work the team will do. Others are simply excited about the task ahead.

As leader, you play a dominant role at this stage, because team members' roles and responsibilities aren't clear.

This stage can last for some time, as people start to work together, and as they make an effort to get to know their new colleagues.

B. Storming

Next, the team moves into the storming phase, where people start to push against the boundaries established in the forming stage. This is the stage where many teams fail. Storming often starts where there is a conflict between team members' natural working styles. People may work in different ways for all sorts of reasons but, if differing working styles cause unforeseen problems, they may become frustrated.

Storming can also happen in other situations. For example, team members may challenge your authority, or jockey for position as their roles are clarified. Or, if you haven't defined clearly how the team will work, people may feel overwhelmed by their workload, or they could be uncomfortable with the approach you're using. Some may question the worth of the team's goal, and they may resist taking on tasks. Team members who stick with the task at hand may experience stress, particularly as they don't have the support of established processes, or strong relationships with their colleagues.

C. Norming

Gradually, the team moves into the norming stage. This is when people start to resolve their differences, appreciate colleagues' strengths, and respect your authority as a leader.

Now that your team members know one another better, they may socialize together, and they are able to ask one another for help and provide constructive feedback. People develop a stronger commitment to the team goal, and you start to see good progress towards it.

There is often a prolonged overlap between storming and norming, because, as new tasks come up, the team may lapse back into behaviour from the storming stage.

D. Performing

The team reaches the performing stage, when hard work leads, without friction, to the achievement of the team's goal. The structures and processes that you have set up support this

well. As leader, you can delegate much of your work, and you can concentrate on developing team members. It feels easy to be part of the team at this stage, and people who join or leave won't disrupt performance.

E. Adjourning

Many teams will reach this stage eventually. For example, project teams exist for only a fixed period, and even permanent teams may be disbanded through organizational restructuring. Team members who like routine, or who have developed close working relationships with colleagues, may find this stage difficult, particularly if their future now looks uncertain.

3.1.6 Group Cycle

The nature of any group can change quite dramatically over time. There are a wide range of theories relating to group development but most assume that groups go through a number of stages – a life-cycle.

Perhaps the most influential model of group development has been that of Bruce Tuckman who created his group model in 1965. Many academics and practitioners working with groups have adopted versions of his model.

Given time, many groups will pass through at least some of the Tuckman's stages of group development. However, not all groups will go through every stage – this will depend on a number of factors and variables, how long the group will be together, how the group is structured, the aims and objectives of the group and the style of leadership and behaviour of others within the group.

Tuckman's Linear Model of Group Development

Stages	Activities
Forming	Members come together, learn about each other, and determine the purpose of the group.
Storming	Members engage in more direct communication and get to know each other. Conflicts between group members will often arise during this stage.
Norming	Members establish spoken or unspoken rules about how they communicate and work. Status, rank, and roles in the group are established.
Performing	Members fulfill their purpose and reach their goal.
Adjourning	Members leave the group.

3.1.7 Group thinking

Groupthink is a psychological phenomenon that occurs within a group of people in which the desire for harmony or conformity in the group results in an irrational or dysfunctional decision-making outcome. Group members try to minimize conflict and reach a consensus decision without critical evaluation of alternative viewpoints by actively suppressing dissenting viewpoints, and by isolating themselves from outside influences.

Antecedent factors such as group cohesiveness, faulty group structure, and situational context (e.g., community panic) play into the likelihood of whether or not groupthink will impact the decision-making process.

Groupthink is a construct of social psychology but has an extensive reach and influences literature in the fields of communication studies, political science, management, and organizational theory, as well as important aspects of deviant religious cult behaviour.

Groupthink is sometimes stated to occur (more broadly) within natural groups within the community, for example to explain the lifelong different mindsets of conservatives versus liberals,[4] or the solitary nature of introverts. However, this conformity of viewpoints within a group does not mainly involve deliberate group decision-making, and might be better explained by the collective confirmation bias of the individual members of the group.

3.1.8 Getting acquainted in a group

Community organizations are geared towards action. There are urgent problems and issues we need to tackle and solve in our communities. That's why we came together in the first place, isn't it? But for groups to be really successful, we need to spend some time focusing on the skills our members and leaders use to make all of this action happen, both within and outside our organizations.

One of the most important sets of skills for leaders and members are facilitation skills. These are the "process" skills we use to guide and direct key parts of our organizing work with groups of people such as meetings, planning sessions, and training of our members and leaders.

Whether it's a meeting (big or small) or a training session, someone has to shape and guide the process of working together so that you meet your goals and accomplish what you've set out to do. While a group of people might set the agenda and figure out the goals, one person needs to concentrate on how you are going to move through your agenda and meet those goals effectively. This is the person we call the "facilitator."

So, focus on how the group is structured and run to make sure that everyone can participate. This includes things like:

- Making sure everyone feels comfortable participating

- Developing a structure that allows for everyone's ideas to be heard
- Making members feel good about their contribution to the meeting
- Making sure the group feels that the ideas and decisions are theirs, not just the leader's. Supporting everyone's ideas and not criticizing anyone for what they've said.

Sometimes, we combine introductions with something called an "ice breaker." Ice breakers can:

- Break down feelings of unfamiliarity and shyness
- Help people shift roles--from their "work" selves to their "more human" selves
- Build a sense of being part of a team
- Create networking opportunities
- Help share participants' skills and experiences

3.1.9 Clarifying expectations

Team Expectations

Leadership in a non-team work environment is a top down structure where rules, not principles, govern participation. In a team culture, leaders, guided by their principles of involvement, work to help team members find a level of confidence, trust, and cooperation so that they can achieve high levels of production. Leaders then can't rely exclusively on pressure, rules, and punishments to inspire a coordinated work team. Rather they must become principled leaders who set performance expectations that allow the team to take responsibility for achieving success. Below are five expectation guidelines to channel the relationship between the team leader and team members:

Expect team members to be contributors. This means that the leader will have to nurture a team environment that builds the confidence and trust levels of team members. Team members must believe that they can express diverse opinions without reprisal; that they can make mistakes without feeling diminished; and that they will be valued for their achievements.

Expect team members to communicate with one another. Team members must first learn that open communication is valued and then they must be given a forum for constructive communication. They need to understand that they must take the responsibility to communicate to get things done, improve procedures, work out issues, and deal with changing conditions.

Expect team members to cooperate. Leaders must help employees appreciate what a team is and what it can achieve when it works. Team members need to realize that coordinated work is more productive than a string of individual actions. Leaders should help team members generate working agreements amongst themselves.

Expect team members to problem solve. Team members must learn that they are active players who focus on getting things done correctly and efficiently. This means that leaders must help the team articulate issues; stay focused on the problem, not personalities; and find a common language

to deal with change.

Expect team members to be learners. Leaders need to create a work culture where team members share expertise, train new hires, cross train, and, ultimately, understand that continuous learning is an organizational value.

3.2.1 Group Problem Solving

No matter who you are or where you live, problems are an inevitable part of life. This is true for groups as well as for individuals. Some groups—especially work teams—are formed specifically to solve problems. Other groups encounter problems for a wide variety of reasons. Within a family group, a problem might be that a daughter or son wants to get married and the parents do not approve of the marriage partner. In a work group, a problem might be that some workers are putting in more effort than others, yet achieving poorer results. Regardless of the problem, having the resources of a group can be an advantage, as different people can contribute different ideas for how to reach a satisfactory solution.

Once a group encounters a problem, the questions that come up range from “Where do we start?” to “How do we solve it?” While there are many ways to approach a problem, the American educational philosopher John Dewey’s reflective thinking sequence has stood the test of time. This seven-step process Adler, R. has produced positive results and serves as a handy organizational structure. If you are member of a group that needs to solve a problem and don’t know where to start, consider these seven simple steps in a format

1. Define the problem
2. Analyze the problem
3. Establish criteria
4. Consider possible solutions
5. Decide on a solution
6. Implement the solution
7. Follow up on the solution

3.2.2. Achieving Group Consensus

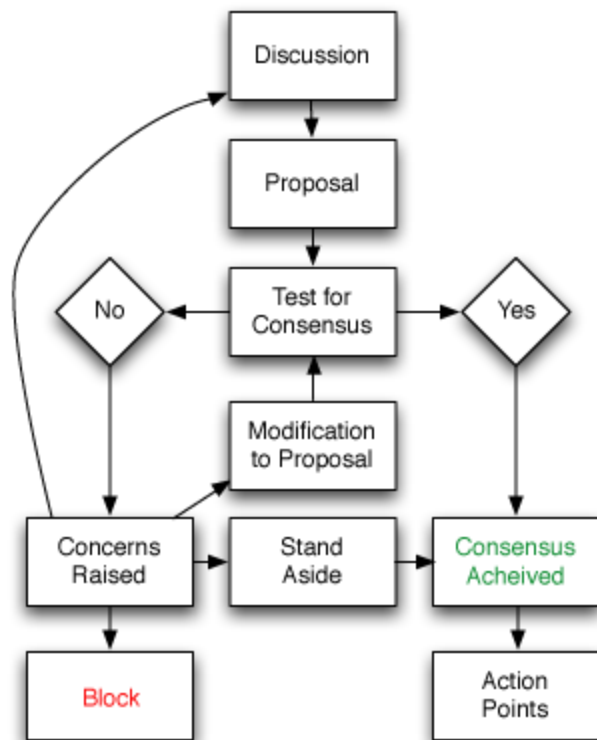
Consensus decision making aims to reach agreement through collaboration, cooperation, inclusivity, and participation. Group decisions made by consensus seek resolutions that are satisfactory to all group members and meet all of their concerns. Consensus decision making is not adversarial or competitive, but rather seeks to do what is best for the group. Group members treat each other equally and solicit the input of all participants.

Making decisions by consensus is not necessarily ideal or even desirable. In an effort to please everyone, the decision may satisfy the least common denominator but not produce the best outcomes. Developing a consensus can be time consuming, and is thus more difficult to achieve when there is urgency, significant time constraints, or resource limitations.

Another way to think about consensus is as the absence of objections. In order to arrive at a group consensus, majority opinion holders must overcome any unwillingness of group members

to accept a given choice. While group members may be willing to go along with a proposal, they do not actually need to favor it above another choice.

One approach to consensus building is the Quaker model. It provides a way to structure a decision process that emphasizes listening among group members. The Quaker model calls for members to refrain from speaking twice until after all group members have been heard from, the effect of which is to neutralize dominating personality types. Another key feature of the Quaker model is that it relies on a single person to act as the facilitator, or moderator, who makes sure the discussion flows according to an empathetic process. By articulating the emerging consensus, members can be clear on the decision as it emerges, and, since their views have been taken into account, will be likely to support it.



Consensus flow diagram

This diagram shows a process of steps through which consensus can be reached, by starting with concerns that are raised, moving to a discussion, then a proposal, and then further testing for consensus.

Another formal technique for consensus building comes from the consensus-oriented decision-making (CODM) model. It has seven key steps:

1. Framing the topic

2. Open discussion
3. Identifying underlying concerns
4. Collaborative proposal building
5. Choosing a direction
6. Synthesizing a final proposal
7. Closure

3.3.1 Group Dynamics techniques

What Are Group Dynamics?

Kurt Lewin, a social psychologist and change management expert, is credited with coining the term "group dynamics" in the early 1940s. He noted that people often take on distinct roles and behaviors when they work in a group. "Group dynamics" describes the effects of these roles and behaviors on other group members, and on the group as a whole.

More recent researchers have built on Lewin's ideas, and this work has become central to good management practice.

What Causes Poor Group Dynamics?

Group leaders and team members can contribute to a negative group dynamic. Let's look at some of the most common problems that can occur:

- **Weak leadership:** when a team lacks a strong leader, a more dominant member of the group can often take charge. This can lead to a lack of direction, infighting, or a focus on the wrong priorities.
- **Excessive deference to authority:** this can happen when people want to be seen to agree with a leader, and therefore hold back from expressing their own opinions.
- **Blocking:** this happens when team members behave in a way that disrupts the flow of information in the group. People can adopt blocking roles such as:
 - The aggressor: this person often disagrees with others, or is inappropriately outspoken.
 - The negator: this group member is often critical of others' ideas.
 - The withdrawer: this person doesn't participate in the discussion.
 - The recognition seeker: this group member is boastful, or dominates the session.

- The joker: this person introduces humor at inappropriate times.
- **Groupthink** : this happens when people place a desire for consensus above their desire to reach the right decision. This prevents people from fully exploring alternative solutions.
- **Free riding**: here, some group members take it easy, and leave their colleagues to do all the work. Free riders may work hard on their own, but limit their contributions in group situations; this is known as "social loafing."
- **Evaluation apprehension**: team members' perceptions can also create a negative group dynamic. Evaluation apprehension happens when people feel that they are being judged excessively harshly by other group members, and they hold back their opinions as a result.

Strategies for Improving Team Dynamics

Use these approaches to improve group dynamics:

Know Your Team

As a leader, you need to guide the development of your group. So, start by learning about the phases that a group goes through as it develops. When you understand these, you'll be able to preempt problems that could arise, including issues with poor group dynamics.

Tackle Problems Quickly

If you notice that one member of your team has adopted a behavior that's affecting the group unhelpfully, act quickly to challenge it.

Provide feedback that shows your team member the impact of her actions, and encourage her to reflect on how she can change her behavior.

Define Roles and Responsibilities

Teams that lack focus or direction can quickly develop poor dynamics, as people struggle to understand their role in the group.

Create a team charter – defining the group's mission and objective, and everyone's responsibilities – as soon as you form the team. Make sure that everyone has a copy of the document, and remind people of it regularly.

Break Down Barriers

Use **team-building exercises** to help everyone get to know one another, particularly when new members join the group. These exercises ease new colleagues into the group gently, and also

help to combat the "black sheep effect," which happens when group members turn against people they consider different.

Focus on Communication

Open communication is central to good team dynamics, so make sure that everyone is communicating clearly. Include all of the forms of communication that your group uses – emails, meetings, and shared documents, for example – to avoid any ambiguity.

If the status of a project changes, or if you have an announcement to make, let people know as soon as possible. That way, you can ensure that everyone has the same information.

Pay Attention

Watch out for the warning signs of poor group dynamics. Pay particular attention to frequent unanimous decisions, as these can be a sign of groupthink, bullying, or free riding. If there are frequent unanimous decisions in your group, consider exploring new ways to encourage people to discuss their views, or to share them anonymously.

3.3.2 Group vs Team

Groups differ from teams in several ways:

Task orientation: Teams require coordination of tasks and activities to achieve a shared aim. Groups do not need to focus on specific outcomes or a common purpose.

Degree of interdependence: Team members are interdependent since they bring to bear a set of resources to produce a common outcome. Individuals in a group can be entirely disconnected from one another and not rely on fellow members at all.

Purpose: Teams are formed for a particular reason and can be short- or long-lived. Groups can exist as a matter of fact; for example, a group can be comprised of people of the same race or ethnic background.

Degree of formal structure: Team members' individual roles and duties are specified and their ways of working together are defined. Groups are generally much more informal; roles do not need to be assigned and norms of behavior do not need to develop.

Familiarity among members: Team members are aware of the set of people they collaborate with, since they interact to complete tasks and activities. Members of a group may have personal relationships or they may have little knowledge of each other and no interactions whatsoever.

Sometimes it is difficult to draw a distinction between a team and a group. For instance, a set of coworkers might meet on occasion to discuss an issue or provide input on a decision. While such meetings typically have an agenda and thus a purpose and some structure, we would not

necessarily think of those in attendance as a team. The activity scope and duration is just too small to involve the amount of coordination of resources and effort that teamwork requires.

3.3.3 Team Dynamics

Team Dynamics are invisible forces that operate between different people or groups in a team. They can have a strong impact on how a team behaves or performs and their effects can be complex.

Consider a team consisting of six people, two of whom are already good friends. This pre-existing friendship can have a strong effect, either positive or negative, on the whole team. On one hand, the other members of the team may feel excluded from the friendship, thus dividing the team into two, possibly antagonistic, groups. But on the other hand, the whole group may be drawn into an extended friendship, causing the team to gel quickly and perform more effectively.

Physical factors can also have an effect, for example if a row of cupboards was placed in the middle of the project office it could split the team into two groups. But the cupboards could easily be repositioned and the room layout designed to encourage communication.

Team dynamics can be recognised by examining the forces that influence team behaviour, eg:

- Personality styles, eg tendency to include or exclude people
- Team roles
- Office layout, eg cupboards dividing teams
- Tools and technology, eg use of email, bulletin boards etc.
- Organisational culture, eg company cars as status symbols
- Processes/methodologies/procedures, eg problem-solving methodology

Team dynamics can best be managed by examining the forces involved and intervening constructively to make the effects of those forces positive, wherever possible.

3.3.4 Teams for enhancing productivity

Working with a team will always have its obstacles, from managing personalities to managing projects. There is no greater organizational challenge, however, than when a group of professionals just aren't productive.

If your team isn't productive, then you're not going to achieve personal and company goals. And if you don't achieve what you set out to do, there are going to be problems. No one wants to deal with a problem, which is why it is important to figure out how to boost your team's productivity before one arises.

1. TRY ON THEIR SHOES

To make your team more productive, ask yourself what you can do to improve project management. To answer this question, put yourself in the shoes of your team members. If you were a team member, what would you want your manager to do? If you can't see a project from their point of view, ask them what their concerns are, so you can come up with a way to improve team dynamics.

2. SHOW THEM THE BENJAMINS

You have to face the fact that while your team is working on a project everyone is passionate about, bills don't pay themselves that's why economic incentives will always have a positive effect. Not to mention that it's just right. As professionals, everyone deserves to get what they deserve and if they haven't been compensated in some way for an increase in workload, it may be showing with a decrease in productivity.

3. OFFER CONSTRUCTIVE FEEDBACK

Working with a team these days doesn't require everyone to be physically in the same location daily. Collaboration tools make it easier to communicate with each other so use that to your advantage, so remote teams don't feel alienated and feel you're committed to their success too. Providing constructive feedback regularly - whether employees are on site or off - will help boost productivity because it ensures everyone is on point with the goals of the team.

4. SHOW R.E.S.P.E.C.T.

Being respected makes people feel good about themselves, so it's a great motivator. When people feel that you respect them as individuals and not just for the job they do, they're more likely to go the extra mile for the team, making them more productive and tuned in.

5. PROVIDE TRAINING

Even with feedback, respect and compensation, businesses sometimes need to turn to productivity tools to manage their projects, but even with the best solutions, teams need to be trained on the features they should be using and what tasks they need to accomplish.

6. BE SUPPORTIVE

Support can come in different forms, so this gives you a number of options with which you can show that you have your team's back. When times of need come and you were there offering

your support, this won't be forgotten. You reap what you sow and whatever you've invested will come back to you in a form of loyalty that creates stronger team bonds and employees start working for each other.

7. DON'T BE SHY WITH PRAISE

You don't gain anything from being stingy with praise so might as well dole it out where it is warranted. Recognition motivates more than economic incentives and you know how well money motivates. If your team did good work according to a project management tool, tell them.

8. WALK THE TALK

Don't expect you can go about enhancing productivity when you're caught being lazy or late one too many times. If you want them to improve on their time management, be on time yourself. If you want tasks done properly, then make sure you do yours perfectly. Lead by example.

9. ARM YOUR TIME WITH THE RIGHT TOOLS

No one can do decent work if they don't have decent tools and equipment. If you want to improve productivity, look not at just how you do things but what you use to do what you do. You'd be surprised at how much more productive people can be when they're given the right tools to work with.

10. AVOID MICROMANAGING

While you're concerned about maximizing business team's productivity right now, remember that you got that team because each member is a capable individual. Micromanaging just gets in the way of agile project management because it prevents your team from focusing on the task at hand.

3.3.5 Building & Managing Successful Virtual Teams

Setting Up Your Virtual Team

Virtual teams are growing in popularity since many companies continue to grow and expand in different areas. But sometimes learning to manage a team that we can't physically see every day can be difficult. When we learn how to manage our local teams, as well as our virtual teams, we can form a group that works together to increase productivity and provides a new perspective on any project.

Important Things To Remember:

- Choose Self-Motivated People with Initiative
- Face to Face Meetings at First (Kick-off Meeting)

- Diversity Will Add Value
- Virtual Team Member Should Be Experienced with Technology
- Personality Can Count as Much as Skills
- Set Up Ground Rules

Virtual Team Meetings

Now that you have your virtual team assembled, the next step is to effectively hold virtual team meetings with all of them. Just because your employees aren't at a table in front of you doesn't mean you can't communicate with them and guide them during a project. As with a normal meeting, there will be the issue with setting a good time, ensuring everyone shows up and making sure you deliver all the right information. The key is learning tools that can help you run a successful meeting, in person or virtually!

Things To Remember:

- keep a log or chart of an employee's location & working hours.
- Have a Clear Objective and Agenda
- Solicit additional topics in Advance
- Discourage just being a status report

Communication

Effective communication is a key component to any successful business. It is especially important when managing a virtual team because not only do you deal with traditional communication problems with employees, but virtual teams can face more obstacles trying to keep in touch. Learning helpful tools and techniques for effective communication can take any virtual team a long way.

Early and Often

Check in with your employees on a regular basis, whether by phone, email, conference, etc. Don't let employees struggle through a problem over a long period of time. Don't wait for them to contact you; reach out to them to offer help. Contact each employee often and follow up after any problems they have reported. Keeping in touch with each employee not only cuts down on large problems, but it shows your support in the employee and can boost their morale substantially.

Poor communication among employees and management has been shown to cause low employee morale and a decrease in productivity. Sometimes employees can feel unsure about approaching you or are not sure what to do when they have a problem.

Building Trust

Creating an open and honest environment in the workplace is a key factor to keeping employees happy and productive. On a virtual team, it is just as important to remain open with your team members and keep them in the immediate loop of information. Since they are not always in a central location, it is essential to keep them updated on current happenings in the company and in their department.

Cultural Issues

Cultural issues in the workplace have been a hot topic for many years. They are more than just demographics and cannot always be detected right away. Even though team members may be from the same office or a similar location, each one has their own unique culture and following. It is important to embrace these differences and acknowledge the cultural issues that may be present. This can help the team build successful relationships with each other and prove more productive in the long run.

To Succeed With a Virtual Team

Succeeding with traditional face-to-face teams can be challenging enough, but succeeding with a virtual team can be just as hard, if not more so. Inspiring a team to create and meet goals, maintain motivation and work together are only a few obstacles when managing a team that you cannot see on a daily basis. But with effective communication and a little discipline, any virtual

Dealing With Poor Team Players

When we manage a team, there will always be a time where we have to address a member, or members, that are not working well with the group. No one wants to be the bad guy, but if the employee is not confronted and not given the chance to improve, it can affect the other members of the team and could cause a 'domino effect' for productivity. Learn the techniques of approaching this delicate situation and lookout for your team as a whole – not just one member.

Choosing the Right Tools

Success on any kind of team depends on the tools you use to make it work. After all, you can't build a house without a hammer and you can't change a tire without a jack. But having a lot of tools at your disposal does not necessarily mean you have the right ones to get the job done. The key is in knowing what you want to do and what kind of tool would help you do it.

3.3.6 Managing Team Performance

It is important to use a range of performance management techniques to regularly review and measure the performance of your team. Some key methods you might want to consider include:

Performance review meetings. Performance appraisal or review meetings are an important element of the performance management cycle. They allow you to consider individual team members' performance on a regular basis as well as letting each person know how they are performing and where (and how) they can improve. You should prepare in advance by:

- reflecting upon each team member's performance
- considering progress towards previous performance objectives
- making notes about the support and guidance that is needed to support ongoing development

Performance objectives. Performance objectives should provide each team member with sufficient challenges to make the most of their skills and abilities whilst contributing to the goals of your department and the wider organisation. Setting performance objectives should be a two-way process of discussion and agreement with each team member. Ensure that you review objectives regularly so that they remain in line with wider team and departmental goals. Performance objectives should provide each team member with sufficient challenges to make the most of their skills and abilities whilst contributing to the goals of your department and the wider organisation.

Personal Development Plans (PDPs). A personal development plan helps to clarify an individual's development needs, and how these will be addressed. The plan should relate to the achievement of performance objectives, and outline the specific actions that both you and your team member will take to progress towards the achievement of performance objectives.

3.3.7 Managing Conflict in Teams.

Unavoidable conflicts often arise when you work on team projects. Coworker's differences can contrast sharply to your own, creating tension within the group. These differences are not necessarily a bad thing, though. Healthy constructive criticism helps create diverse methods of thinking and solutions to difficult problems.

There are many responses to conflict within a team, including ignoring the issue, responding with passive aggressive actions, or even blaming the other people involved. Obvious errors usually only appear in retrospect, but here are a few tips for recognizing and solving conflict when working in a group.

1. Acknowledge the Conflict

Ignoring the issues may save someone's feelings in the short run, but more than likely you will work with this person on future projects. If the issues continue to arise, your built-up resentment may eventually lead to arguments. Avoid anger buildups by facing the conflict head-on and letting your teammate know you disagree with their course of action. While not always pleasant, getting these small disagreements out in the open can help head off future disputes.

2. Stop and Cool Off

Take a minute to think through the course of action you would like to pursue. Avoid destructive behaviors like:

- Pointing fingers
- Insults
- Ultimatums and rigid demands
- Defensive attitudes
- Complaining behind teammates backs
- Making assumptions about others behaviors

These negative behaviors cause coworkers to distrust you and view your argument tactics as manipulative. Going directly to the source of the conflict and rationally discussing your issues will gain you a lot more ground in the workplace than using unscrupulous methods.

3. Clarify Positions

Let everyone voice his or her opinions on the conflict and be heard. Allowing each team member to explain and elucidate his or her stance will prevent miscommunication. Plus, allowing them to rationalize their opinions may bring more agreement and understanding from other team members.

4. List Facts and Assumptions Based on Each Position

Once each team member has been allowed to explain their stance on the conflict, list out the facts and assumptions that have been made. Simply writing down the complex facets of an argument can make things appear much clearer to the team. If one side of the conflict is lacking in reasoning, it may be obvious during this step. However, examining the information as a group prevents irrational arguments or possible favoritism from team members.

5. Break Into Smaller Groups and Separate Existing Alliances

Many times, friendships in the workplace can cloud judgments in team projects. Coworkers may feel the need to agree with each other because they fear losing a friendship. By breaking up these existing alliances when discussing the final team positions, you often avoid this behavior and allow people to view conflicts free of persuasion.

6. Reconvene the Groups

Resolution becomes much easier once these steps have been followed and the team meets again as a whole. After smaller groups have been allowed to freely discuss issues from every angle, viewpoints change, solving the initial conflict. Sometimes team members simply need to have his or her hesitations heard and discussed by the rest of the team. By analyzing the argument together, the team can move forward in agreement or at least a mutual understanding.

When your team is ready to make a decision, set up a list of actionable steps that can be taken to resolve the issue. Putting the conclusion down on paper makes the solution more tangible and creates a reference point for people that wish to review the team's decision.

7. Celebrate the Resolution as a Team

Acknowledge specific contributions from individuals in the group. This will make them feel good about working towards a solution and leads to the entire team becoming more cohesive because of their united victory. Whether this "celebration" is something small like a congratulatory email or an afternoon off as a reward, recognizing the success promotes team bonding.

3.4.1 Working Together in Teams

Working in teams can be both beneficial and challenging at the same time. Sharing work can be less than ideal if the team members don't work well together. In most team settings, you'll have a leader and one or two other people who share the workload for the entire team. This can lead to pent-up feelings of resentment on the part of the worker bees, and sometimes the other team members can feel left out.

Communicate. Obviously, this is one of the most important elements to a strong team performance. Keeping the communication clear, open, honest, and respectful will allow team members to express their feelings in a way that prevents a buildup of hidden anger or distrust. Encourage team members to ask questions and listen to one another. This helps to build better team dynamics and stronger relationships.

Respect individuality. When working with teams, it's important for superiors and managers to understand the importance of individuality. When a group of people with all different skills and personalities are put together to accomplish a certain task, understanding what each team member brings to the table is critical.

Encourage creativity. Creative input should be encouraged from every team member on every project. Negative comments such as, "what a dumb idea" should be discouraged, and a supportive environment that is open to new ideas should be cultivated. Brainstorming should be seen as a time to throw ideas out without placing judgement. The best ideas can be culled out later.

Include a mix of genders. This might seem like a strange tip for creating a great team, but women's social skills tend to be a little stronger than men's. Including women is one way of prioritizing social skills, which have a direct impact on team performance. Studies have shown that companies with female board members have better share price performance than those who are men-only.

Hold trust-building exercises. One way to enhance team spirit is to set aside time for trust-building exercises. If trust and support are seen as an important part of company culture, they are more likely to grow. And teams that appear more trustworthy have been shown to perform better than those who lack trust. Trust is a reciprocal feeling and one bad apple can really spoil the bunch.

Define roles. The recent Occupy Wall Street political movement was seen as unsuccessful because no real leaders emerged. A key idea behind the movement when it was first formed was that no one would lead and everyone would all work on the same level.

Don't settle. The last piece of advice deals with how you staff your team. Know what you want in terms of team members, and keep looking until you find the candidates that are a perfect fit. If one person is wrong for the job, it can throw off the entire team dynamic.

Managing teams of individuals with different kinds of personalities and skills can be challenging, but following these tips will help you make the most of the teams you have, and will help even more in setting up future teams for your company.

3.4.2 Team Decision-Making

Teamwork can provide key opportunities for individuals as well as the organisation they work for. A team identity is an important benefit of team-working. This provides individuals with a feeling of belonging. It helps make the group work more closely together as they make decisions. This should improve motivation and performance as everyone seeks to contribute to achieving the best for all.

Using team skills

Within any team each member may have a range of different skills. These skills may be complementary. In other words, one person's skills may support and help another member of the team. For example, if one person is particularly good with ICT applications such as spreadsheets, this may help to improve the performance of other members of the team. Members therefore draw upon each other's skills.

For example, Netty works for Williams Lea, a global business process outsourcing organisation, and manages the print team. She emphasizes that individual members should ask for help where required. As they do this, others should provide assistance. This helps team members teach each other new skills to enhance the performance of the team. Team morale is very important.

Effective team decision-making

The effectiveness of team decision-making may depend upon a number of factors:

The skills and abilities of the group members . Teams are often more effective when they have a mix of people who take on a preferred role, for example an effective team could include a person who comes up with ideas. It might also include somebody who could analyse those ideas, one who shows good judgement and somebody who simply makes sure that the work gets done and that the deadlines are met.

The size of the group . Sometimes the larger the team, the more complex the communication channels become. This can slow down decision making. Larger groups also require more formal structures to co-ordinate secondary_006responsibilities so as to avoid duplicating efforts.

The task to be undertaken . Small groups may better undertake urgent tasks. This may require their undivided attention. Teams are particularly good for dealing with complex and challenging tasks. This is because teamwork provides an opportunity for combining the skills and knowledge of each of the members. One team member may come up with a more efficient method of tackling a challenge that the other members had not thought of.

3.4.3 Team Culture & Power

Having a great team culture is the foundation of any high performance team. This goes beyond just having smart and talented team members, nor is it about what the team produces. Team Culture is about how the team works together as a cohesive unit.

There are several steps to creating a desired team culture, including; having the right team member, creating rituals, creating accountability... but for the purpose of this blog we are going to focus on the first step of the process, defining your teams culture.

It is the responsibility of the manager or team leader to define the culture of their team, as opposed to being a collaborative process. Without a leader defining the desired culture, the team members will take control of the culture which can lead to unwanted drama. Once this is defined and communicated, the other steps can follow.

Prior to defining your team's culture, it is important to understand your organization's mission

(statement of purpose), vision (destination), values (set of operating principles) as well as the organizational culture. Once you truly understand these aspects of your organization, you can start aligning your team's culture to that of the organization.

3.4.4 Team Leader Development.

Five keys to ensuring that your top individual contributors develop into great leaders.

1. Recognize that leadership and individual contributor expertise require different and often mutually exclusive skills. While success in the “player” role comes from deep expertise in a specific area and from independent performance, the “coach” or leader role is quite different. Success in this role involves a great deal of interdependence.

2. Get them ready for leadership before they are leading. All of us at one time or another have looked at the boss's job and said, “I can do that.” Of course, we may not have known all that “that” entailed. Give people the chance to take on leadership roles and temporary supervisory opportunities to see how they react. Observe where they do well and where they struggle.

3. Provide proper development and coaching. “Congratulations on your promotion, now get to work.” Many leaders I have had the chance to work with received an introduction to their new management job that sounded much like that. Even with a lot of familiarity with job content, leadership and management skills need to be honed., and provide the training needed to enhance their performance That takes developmental experiences, coaching, and time.

4. Incentivize leadership behavior, not just team success. Plenty of research has been done to indicate that rewards and recognition, both monetary and non-monetary, play a significant role in getting the behaviors you want out of people.

5. Give the space to grow in to the role. I've commented before that there is no easy leadership job, and one of the most trying periods for any leader is just after they have been promoted.

3.4.5 Intrapreneurship

Intrapreneurship is the act of behaving like an entrepreneur while working within a large organization. Intrapreneurship is known as the practice of a corporate management style that integrates risk-taking and innovation approaches, as well as the reward and motivational techniques, that are more traditionally thought of as being the province of entrepreneurship.

Intrapreneurship is a contemporary issue with pressing relevance for corporate managers. Antoncic and Hisrich conclude that intrapreneurship has a positive impact on organisational growth and profitability. Organisations that build structures and embed values to support

intrapreneurship are consequently more likely to have a high Intrapreneurial Orientation and are more likely to grow than organisations with a low Intrapreneurial Orientation. Intrapreneurial organisations are more innovative, they continually renew and this proactive approach leads to new business venturing. Their findings indicate that intrapreneurship could be particularly beneficial for transition economies.

As collaboration increases, the capability to collaborate leads finally to organizational learning as part of non-routine work processes. Many firms not only empower managers but also enable employees to become more innovative and flexible even in the course of their daily activities and routine tasks. Through empowerment, employees become owners of their tasks. Described on a larger picture is the concept of identity building. In other words, employees require opportunities to make informed choices. They must accept personal responsibility for their actions and their consequences as traditional entrepreneurs across markets would do.

For creating sustained value through building intrapreneurship into the organization, a strong management commitment is essential. The management of the firm is eventually responsible for providing the conditions that facilitate individual intrapreneurial attitude with the aim of opening the employee's minds

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