



INTEGRATED INSTITUTE OF PROFESSIONAL MANAGEMENT

Our Accreditations



Our Standards





Team Building

Course Objectives

- Explain What is a Team
- List the Differences between Group and Team
- Explain the Characteristics of a Team
- Explain What is Team Work
- Describe the Various Team Models
- Describe the Various Types of Teams
- Explain the Stages of Team Development
- List the Effective Team Management Skills
- Explain What is Team Building
- Describe the Team Building Exercises
- Explain What is a Team Contract
- List the Rules for Participation & Communication
- Explain the Role of Team Leader in Team Building
- Explain Why Teams Fail
- Explain How to Prevent Fall Outs in a Team



Introduction

He could never trust them and always thought that they were incapable of doing good work.



Jake was working as a key accounts head with a leading advertising firm.



Unfortunately, he always underestimated his team members and fought with them constantly.



He had four members reporting to him.

Introduction

His organization also lost one of its major and prestigious client.



One fine day, he got a major assignment from one of his clients which had to be submitted within two working days.



Jake could never submit his assignment by the set deadline and received good criticism from his superiors.



He decided to do it all alone as he thought nobody else would be able to do it apart from him.

Introduction

His organization also is one of its major prestigious

One fine day, he got a major assignment from his clients which submitted working days.

Why do you think Jake failed?



Why could he not complete his assignment on time?

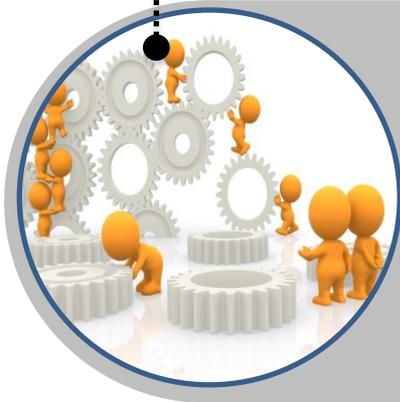
Jake could never submit his assignment by the set deadline and received good criticism from his superiors.

needed to do it all alone as he thought nobody else would be able to do it apart from him.



Introduction

Complex goals can easily be accomplished if individuals work together as a team.



Here comes the role and importance of a team and teamwork.

Let us learn about team and team building in detail.



An individual cannot perform all tasks on his own. He needs the support as well as guidance of others to be excellent in whatever he does.



If Jake had taken the help of his team members, he would have finished his assignment on time and everyone would have appreciated him.

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What is a Team?



- A team is any group of people organized to work together interdependently and cooperatively to meet the needs of their customers by accomplishing a purpose and goals.
- Teams are created for both long term and short term interaction.
 - For example: A product development team is long lasting planning and operational groups. Short term teams might include a team to develop an employee on-boarding process.

What is a Team?

- A team is a group of individuals, all working together for a common purpose.
- The individuals comprising a team ideally should have common goals, common objectives and more or less think on the same lines.
- Individuals who are not compatible with each other can never form a team.
- They should have similar if not the same interests, thought processes, attitude, perception and likings.



What is a Group?

A group interacts primarily to share information and to make decisions to help each group member perform within his or her area of responsibility.

A group in itself does not necessarily constitute a team. A group can have individuals with varied interests, attitude as well as thought processes. It is not necessary that the group members would have a common objective or a common goal to achieve.

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Difference between Group and Team

The following table shows the differences between a group and a team:

	Group	Team
GOAL	Share Information	Collective Performance
SYNERGY	Neutral [sometimes negative]	Positive
ACCOUNTABILITY	Individual	Individual & Mutual
SKILLS	Random & Varied	Complimentary

Real Life Example

Let us now look at an example to understand the differences between a group and a team.

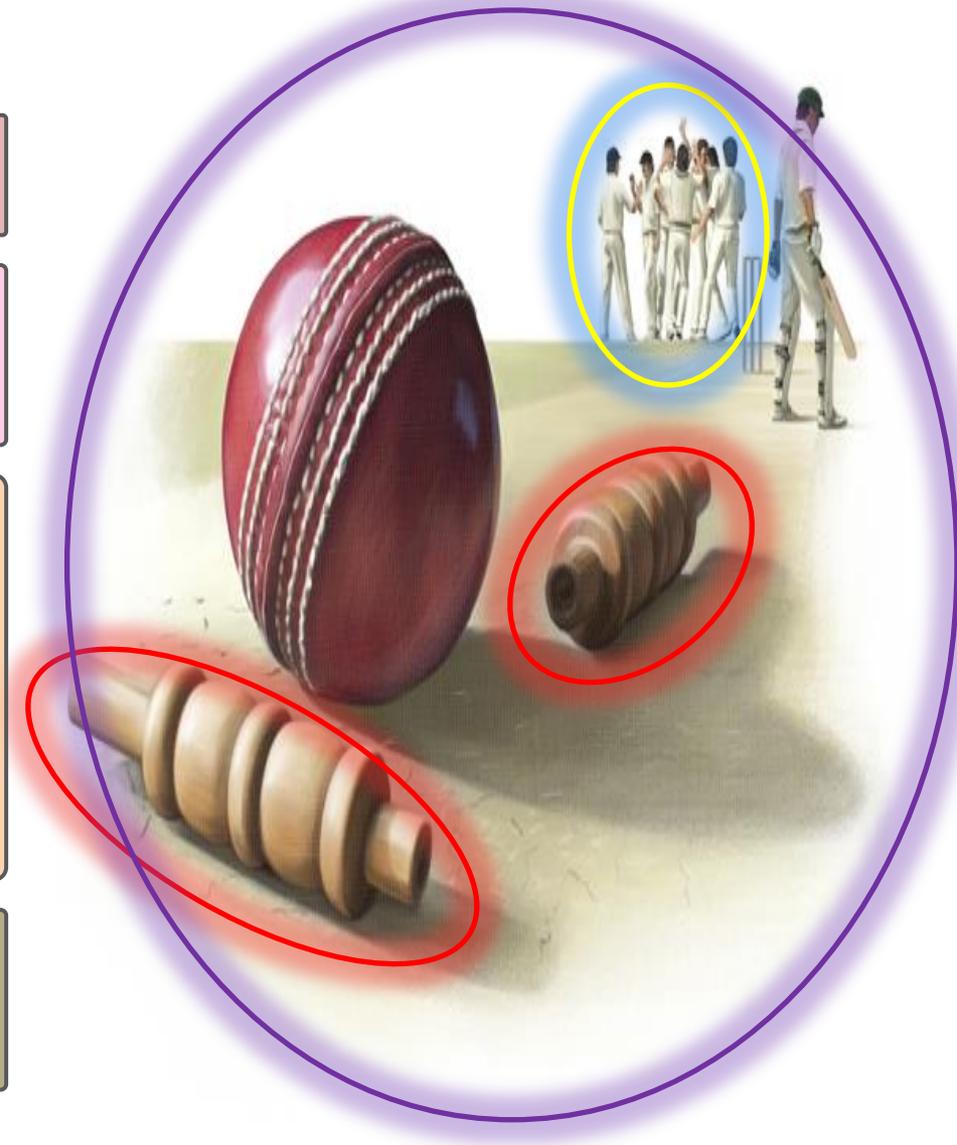
Real Life Example

- You must have seen a politician delivering a speech at a political rally and the throng of masses listening eagerly to the speech.
- The political leader appeals to the individuals in the crowd to cast the votes in his favor only.
- There would always be some individuals who would support his opponent. This crowd represents a 'group'.
- A group consists of all individuals gathered on a common platform but had dissimilar interests and likings.
- Some were in favor of the leader while some were against him.



Real Life Example

- Now, think about a cricket team.
- All the players have a common focus and a common objective; to win the game.
- Everyone, the captain, the wicketkeeper, the bowlers, the fielders all work together to try to achieve a common target of winning the game. No one ever thinks of losing the game.
- Hence, the cricket team is a classic example of a team and teamwork.

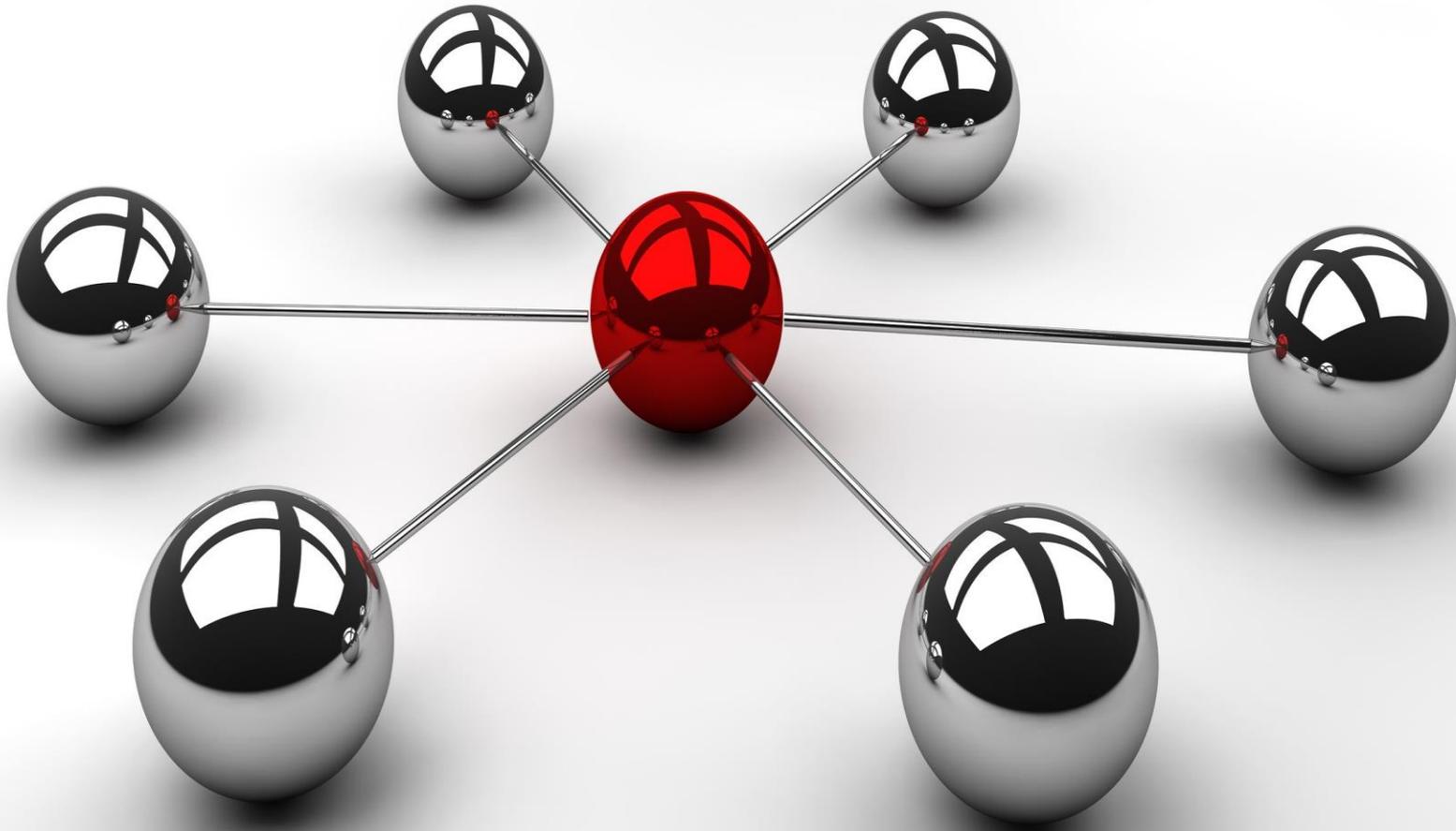


Team Members

- The team members must complement each other.
- All team members should help each other and work in unison.
- Personal interests must take a back seat and all of them must deliver their level best to achieve the team objective.
- Team members must not argue among themselves or underestimate the other member.

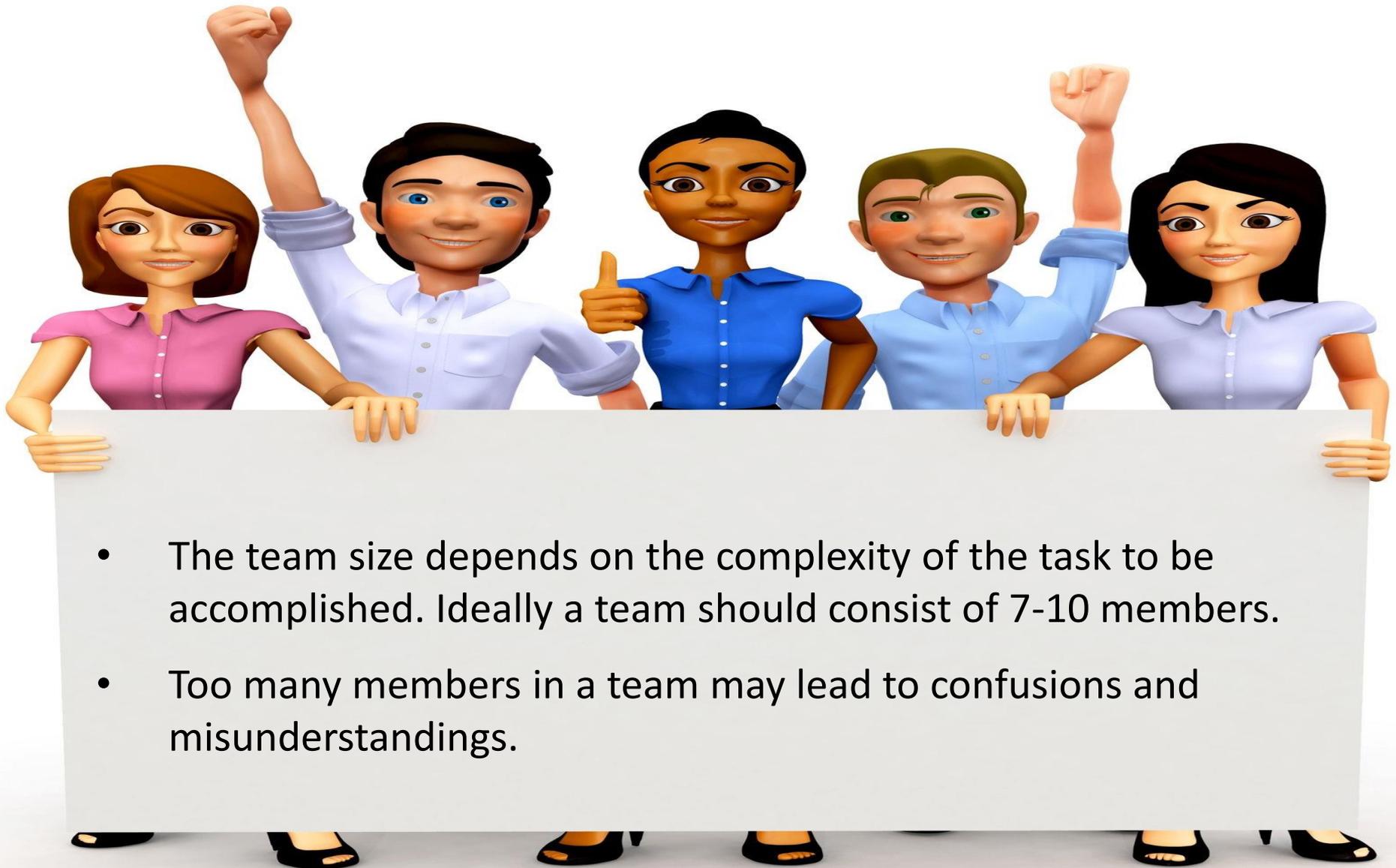


Team Members



For example an organization may have a sales team, administration team, human resources team, operation team, marketing team, quality team and so on. So, all the members of the sales team would work together to achieve the sales target and generate revenues for the organization.

Team Size



- The team size depends on the complexity of the task to be accomplished. Ideally a team should consist of 7-10 members.
- Too many members in a team may lead to confusions and misunderstandings.

Team Size

It is not always necessary to form teams for every task to be performed. Teams should be formed when the task is a little complicated. A single brain can sometimes not take all critical decisions alone, thus a team is formed where the team members contribute equally in making the task easy. A team can actually create wonders if all the team members work in unison.



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Characteristics of a Team

The following are the characteristics of any team:

Common Purpose: A team will always have a common task / purpose to accomplish.

Clarity of Role & Responsibility: Team members have crystal clear and well-defined roles and responsibilities.

Effective Leadership: Leaders have participative style of working and team members approve of it.

Solid Relationships: Teams have a climate of trust which results in strong relationships.

Effective Communication: Team members stay connected through a robust communication process.

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What is Team Work?

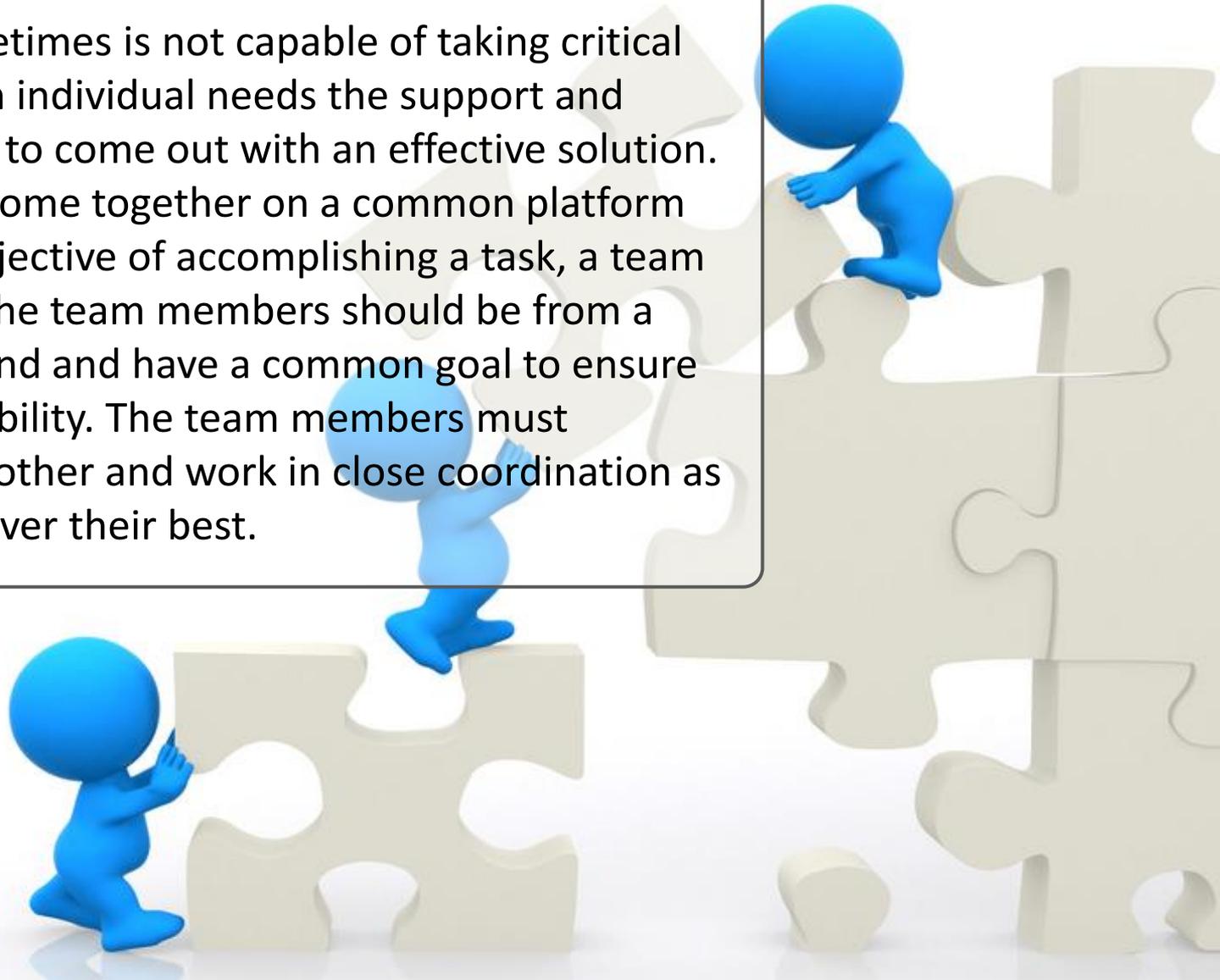
The sum of the efforts undertaken by each team member for the achievement of the team's objective is called 'team work'. In other words, team work is the backbone of any team.

Every member in a team has to perform and contribute in his best possible way to achieve a common predefined goal. Individual performances do not count in a team and it is the collective performance of the team workers which matters the most.



What is Team Work?

A single brain sometimes is not capable of taking critical decisions alone. An individual needs the support and guidance of others to come out with an effective solution. When individuals come together on a common platform with a common objective of accomplishing a task, a team is formed. Ideally the team members should be from a common background and have a common goal to ensure maximum compatibility. The team members must complement each other and work in close coordination as a single unit to deliver their best.



What is Team Work?



- **As they say “There is no I in Team Work”, every individual must think of his team first and the personal interests must take a back seat.**
- **The success of any team is directly proportional to the relation among its team members and their collective efforts.**

Tips for Better Team Work

The following are a few tips for better team work:

1

Think about your team first - Every individual should think of his team first and his personal interests should take a backseat. Do not mix your personal issues with your professional life. Keep them separate.

2

Never underestimate your team member - Do not neglect any of the members, instead work together and also listen to them as well. Never try to impose your ideas on any member. Avoid de-motivating any team member.

Tips for Better Team Work

3

Discuss - Before implementing any new idea, it must be discussed with each and every member on an open platform. Never ever discuss with anyone separately as the other team members feel left out and reluctant to perform and contribute to the team.

4

Understand others - For better team work, try to understand your team members well. Do not just always talk business, it is okay if you go out with your team members for lunch or catch a movie together. It improves the relations and strengthens the bond among the team members. Team members must trust each other for maximum output.

Tips for Better Team Work

5

Promote transparency - Transparency must be maintained and healthy interaction must be promoted among the team members. The communication must be effective, crystal clear and precise so that every team member gets a common picture. Effective communication also nullifies misunderstandings and confusions.

6

Avoid criticism - Stay away from criticism and making fun of your team members. Help each other and be a good team player. Be the first one to break the ice and always create a friendly ambience. Avoid negativity within the team.

Tips for Better Team Work

7

Avoid conflicts in your team - Don't fight over petty issues and find faults in others. One should be a little adjusting with each other and try to find an alternative best suited to all the team members.

8

Rewards and recognition - Performance of every team member must be evaluated timely and the best performer should be rewarded suitably so that the other members also get motivated to perform. Appreciate the member who performs the best or does something unique.

Importance of Team and Team Work

- ▶ Team and team work must be encouraged at workplace as it strengthens the bond among the employees and the targets can be met at a faster pace.
- ▶ Workload is shared and individuals feel motivated to perform better than his team members.



Importance of Team and Team Work

The following is the relevance of team and team work in organizations:

- 1
 - A single brain can't always come with solutions or take decisions alone. He needs someone with whom he can discuss his ideas. In a team, every team member has an equal contribution and each team member comes out with a solution best suited to the problem. All the alternatives can be explored to come out with the best possible solution. Thoughts can be discussed among the team members and the pros and cons can be evaluated.

- 2
 - Tasks are accomplished at a faster pace when it is done by a team rather than an individual. When employees work together, they start helping each other and responsibilities are shared and thus it reduces the work load and work pressure. Every team member is assigned one or the other responsibility according to his specialization, level of interest and thus the output is much more efficient and faster.

Importance of Team and Team Work

The following is the relevance of team and team work in organizations:

3

- Work never suffers or takes a backseat in a team. In a team, the other team members can perform and manage the work in the absence of any member and hence work is not affected much.

- There is always a healthy competition among the team members. Competition is always good for the employee as well as the organization as every individual feels motivated to perform better than his other team member and in a way contributing to his team and the organization.

4

Importance of Team and Team Work

The following is the relevance of team and team work in organizations:

- 
- Team work is also important to improve the relations among the employees. Individuals work in close coordination with each other and thus come to know each other better. Team work also reduces the chances of unnecessary conflicts among the employees and every individual tries his level best to support his team member. The level of bonding increases as a result of team work.

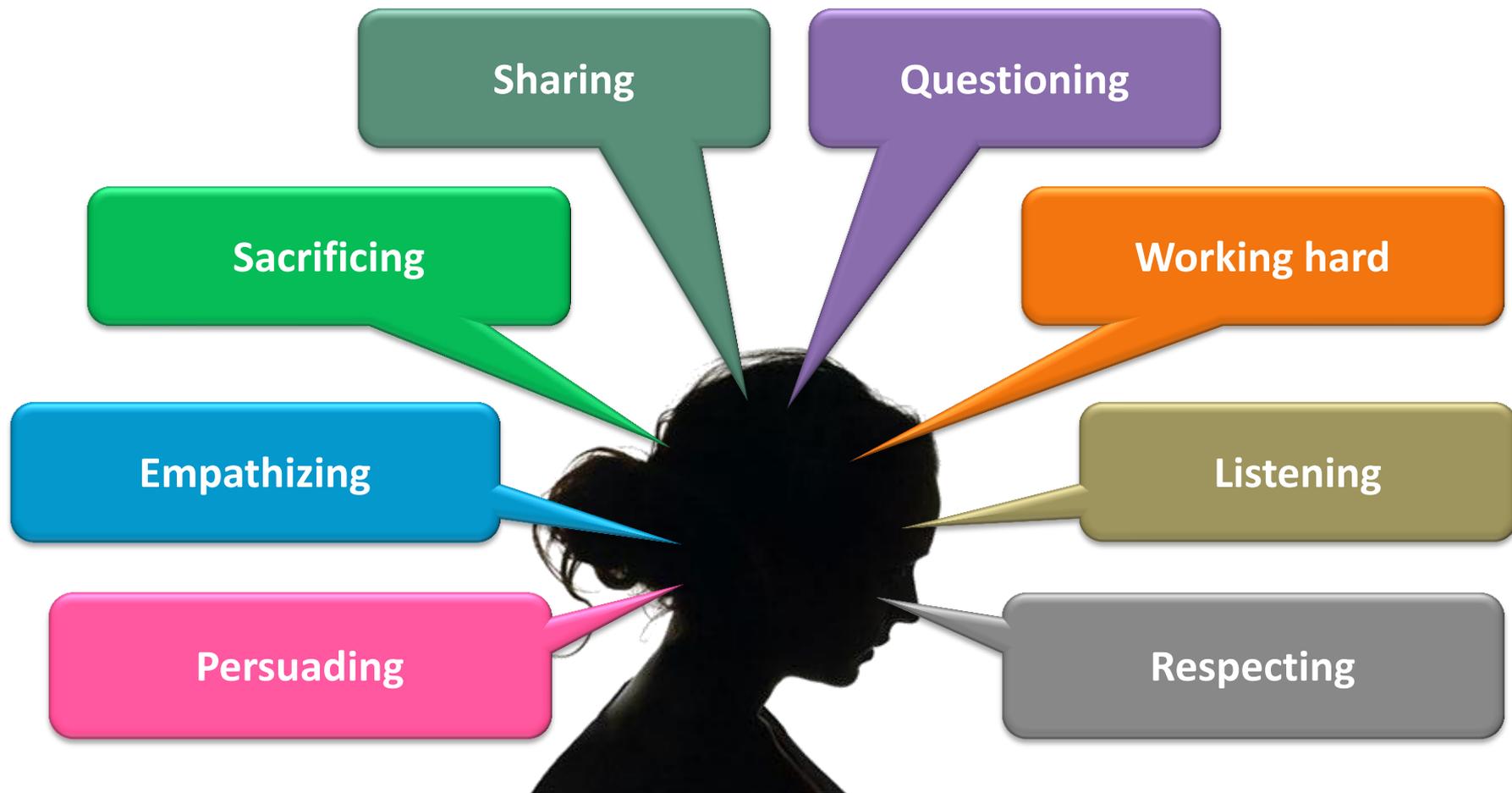
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- 
- Team members can also gain from each other. Every individual is different and has some good qualities. One can always benefit and learn in one way or the other from his team members which would help him in the long run. Each member is a critic of the other and can correct him whenever the other person is wrong. One always has someone to fall back on at the time of crisis.

Tip!

The top skills that you should master to become a great team player are:



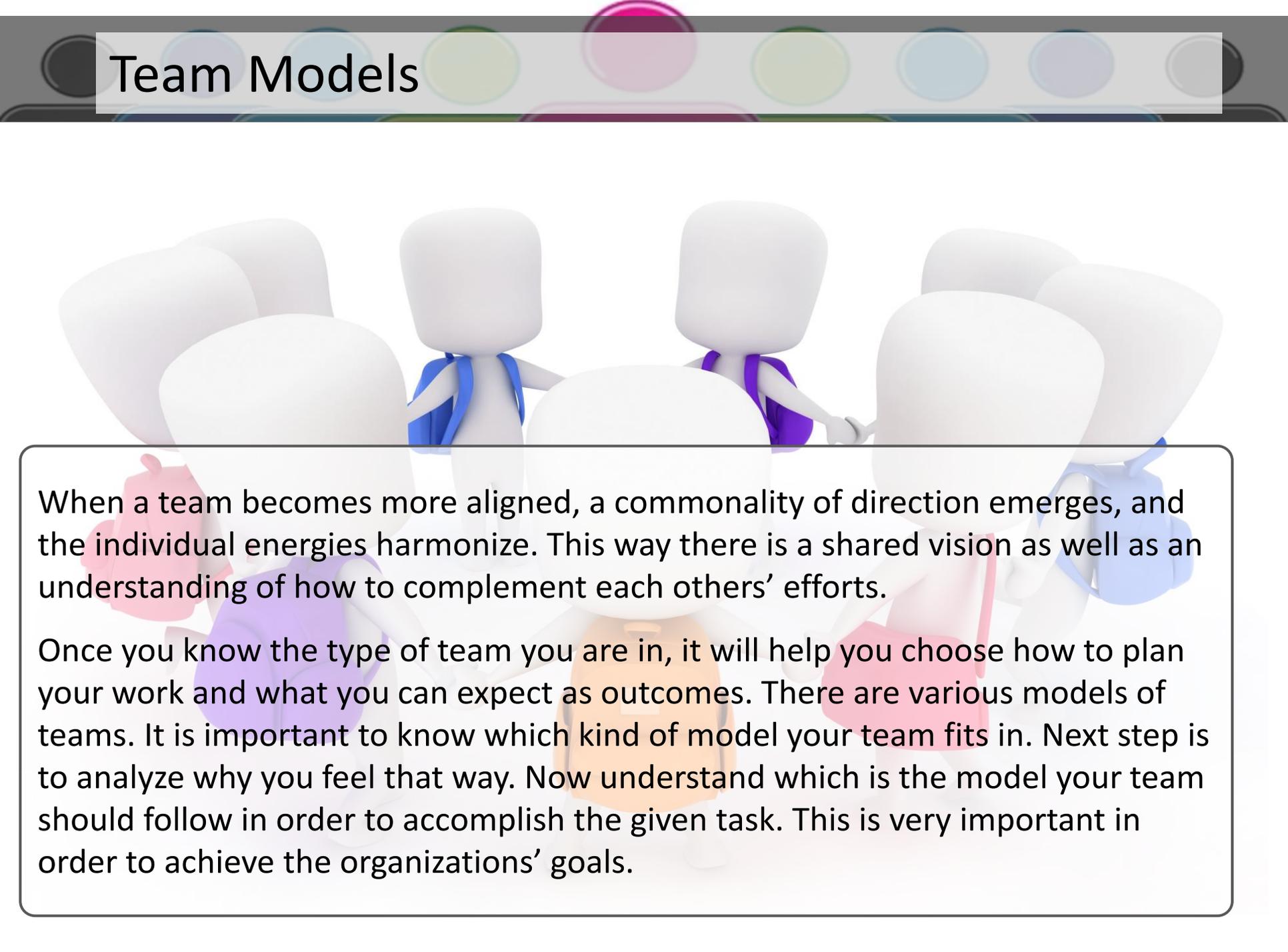
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Team Models



When a team becomes more aligned, a commonality of direction emerges, and the individual energies harmonize. This way there is a shared vision as well as an understanding of how to complement each others' efforts.

Once you know the type of team you are in, it will help you choose how to plan your work and what you can expect as outcomes. There are various models of teams. It is important to know which kind of model your team fits in. Next step is to analyze why you feel that way. Now understand which is the model your team should follow in order to accomplish the given task. This is very important in order to achieve the organizations' goals.

Team Models

The following are the most common type of team models:



The Traditional Model

The Team Spirit Model

The Cutting Edge Model

The Task Force Model

The Cyber Team

Let us look at each in detail.

Team Models

The Traditional Model

The Traditional Model:

This is a group of people with a traditional boss. The boss also shares some of his/her responsibility as well as authority. How much is being shared by the boss is usually dependent on the issues under consideration. This traditional boss is in charge. But still, on certain issues, this person may allow his other team members to take on the leadership role.

Team Models

The Team Spirit Model

The Team Spirit Model:

This is a group of people who are working for one boss. The team members are very happy and everything seems to be going well. There is team spirit in people. The fact remains that in reality this is not really a team. This is because there is one person who calls all the shots. Besides, there is no sharing of authority or responsibility.

Team Models

The Cutting Edge Model

The Cutting Edge Model:

This is a group of people who are managing themselves. There is no single person in this group who has the authority to make any decisions about the events which will impact the whole group. This is also known as a self-directed work team. This is because each one has the authority as well as responsibility for all the decisions that they need to make.

Team Models

The Task Force Model



The Task Force Model:

This refers to a group that comes together for a specific time only. This is because it has to work on a special project or a task. Such a group has traditionally been called a task force or a committee. This may also include quality circles as are used in TQM efforts.

Team Models

The Cyber Team



The Cyber Team:

In such a team model, members rarely meet one another face-to-face or may not meet at all. These are also known as 'cyber' or 'virtual' teams. What makes these teams different is that the team has to work together in order to accomplish goals, but they may be meeting only at the beginning of the project. Post that, they may be interacting virtually through e-mail, telephone or through video conferencing only.

MCQ



Q. Which of the following team models represents a group of people who are managing themselves?

- The Cutting Edge Model
- The Task Force Model
- The Team Spirit Model
- The Traditional Model

Click on the radio button to select the correct answer!



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Types of Teams

The following are the various types of teams:

1

2

3

4

5

6

7

8

9

Let us look at each in detail.

Types of Teams

Permanent Teams

1

Permanent Teams:

- These teams perform on a permanent basis and are not dissolved once the task is accomplished.
- Such teams are called permanent teams.
- Work or no work, the human resources team, operation team, administration team always function effectively throughout the year and hence are permanent teams.



Types of Teams

Temporary Teams

2

Temporary Teams:

- Unlike permanent teams, temporary teams lose their importance, once the task is accomplished.
- Such teams are usually formed for a shorter duration either to assist the permanent team or work when the members of the permanent team are busy in some other project.
- When organizations have excess of work, they generally form temporary teams which work in association with the members of the permanent team for the accomplishment of the task within the stipulated time.



Types of Teams

Task Force

3

Task Force:

- Such teams are formed for a special purpose of working on any specific project or finding a solution to a very critical problem.
- The government generally appoints special teams to investigate critical issues like bomb blasts, terrorist attacks and so on.
- The task force explores all the possible reasons which led to a severe problem and tries to resolve it within a given deadline.



Types of Teams

Committee

4

Committee:

- Committees are generally formed to work on a particular assignment either permanently or on a temporary basis.
- Individuals with common interests, possibly from a same background and attitude come together to form a committee and work on any matter.
- To organize any cultural event, organizations generally make committees to raise funds, invite celebrities and fulfill all the major tasks in organizing the event successfully.
- The committee members work together, design strategies to successfully accomplish the task.



Types of Teams

Organization / Work Force Teams

5

Organization/Work Force:

- Such groups are formed in organizations where team members work together under the expert guidance of a leader.
- A leader or a supervisor is generally appointed among the members itself and he along with his team work hard to achieve a common goal.
- The leader must stand by his team and extract the best out of each team member.
- He must not underestimate any of his team members and manage his team to avoid conflicts.



Types of Teams

Self Managed Teams

6

Self Managed Teams:

- Self Managed Teams consist of individuals who work together for a common purpose but without the supervision of any leader.
- Here, every individual is accountable for his individual performance.
- The team members of self managed teams must respect each other and should never lose focus of their target.
- No leader is appointed and the team members have to take their own responsibility.
- Individuals take the initiative on their own and are their own guides and mentors.



Types of Teams

Cross Functional Teams

7

Cross Functional Teams:

- Cross functional teams are formed when employees from same hierarchical level, but different work areas, come together to accomplish a task.
- Ideally the employees should be more or less on the same level to avoid ego hassles. Individuals from different areas come and work together for a common objective to form a cross functional team.
- In such teams, people from different areas, interests and likings join hands to come up with a unique idea to successfully complete a task.



Types of Teams

Virtual Teams

8

Virtual Teams:

- Virtual teams consist of individuals who are separated by distances and connected through a computer.
- Here, individuals communicate with each other online through internet.
- Sam at Los Angeles can form a team with Mandy at Mexico and Sara at Denver all working for a common objective but the communication is totally digital through internet.
- Such teams are helpful when employees need to connect with each other and are located at different places.



Types of Teams

Problem Solving

9

Problem Solving:

- Problem Solving teams are formed when groups of 5-12 employees from the same department meet each week to discuss how to improve quality.



Real Life Example

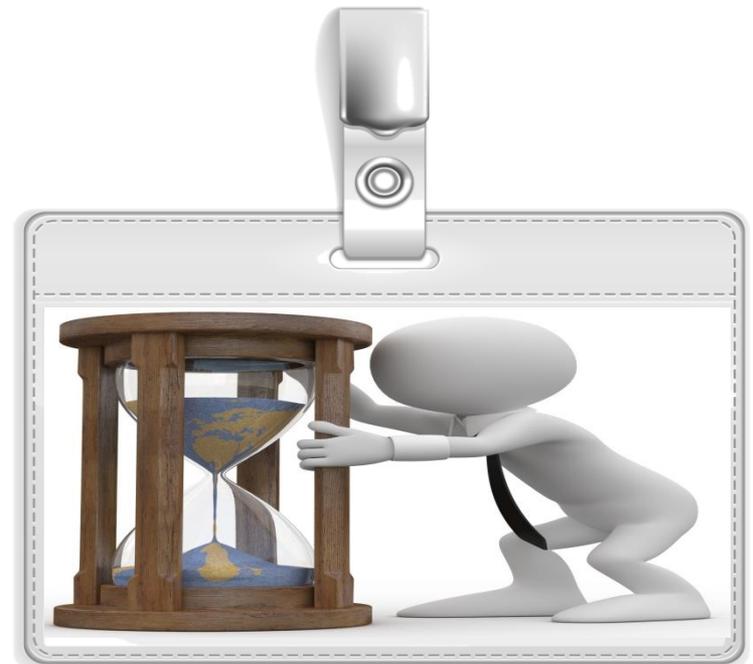
Let us now look at an example to understand a 'cross functional team'.

Real Life Example



Hazel and Frank both were part of the 'Branding' team.

They got an assignment from their superiors to be completed within two days.



Real Life Example



Unfortunately, Hazel met with an accident and was advised complete bed rest for a week.

To avoid delays, George from the 'Operations' team was shifted to the 'Marketing' team to assist Frank for the time being and form a team.



Real Life Example

Unfortunately, Hazel met with an accident and was advised complete bed rest for a

This is an example where a 'cross functional team' was formed by Frank and George from two different departments working together as a team for a common purpose.

To avoid delays, George from the 'Operations' team was shifted to the 'Marketing' team to assist Frank for the time being and form a team.



MCQ



Q. Which of the following types of teams consist of individuals who are separated by distances and connected through a computer?

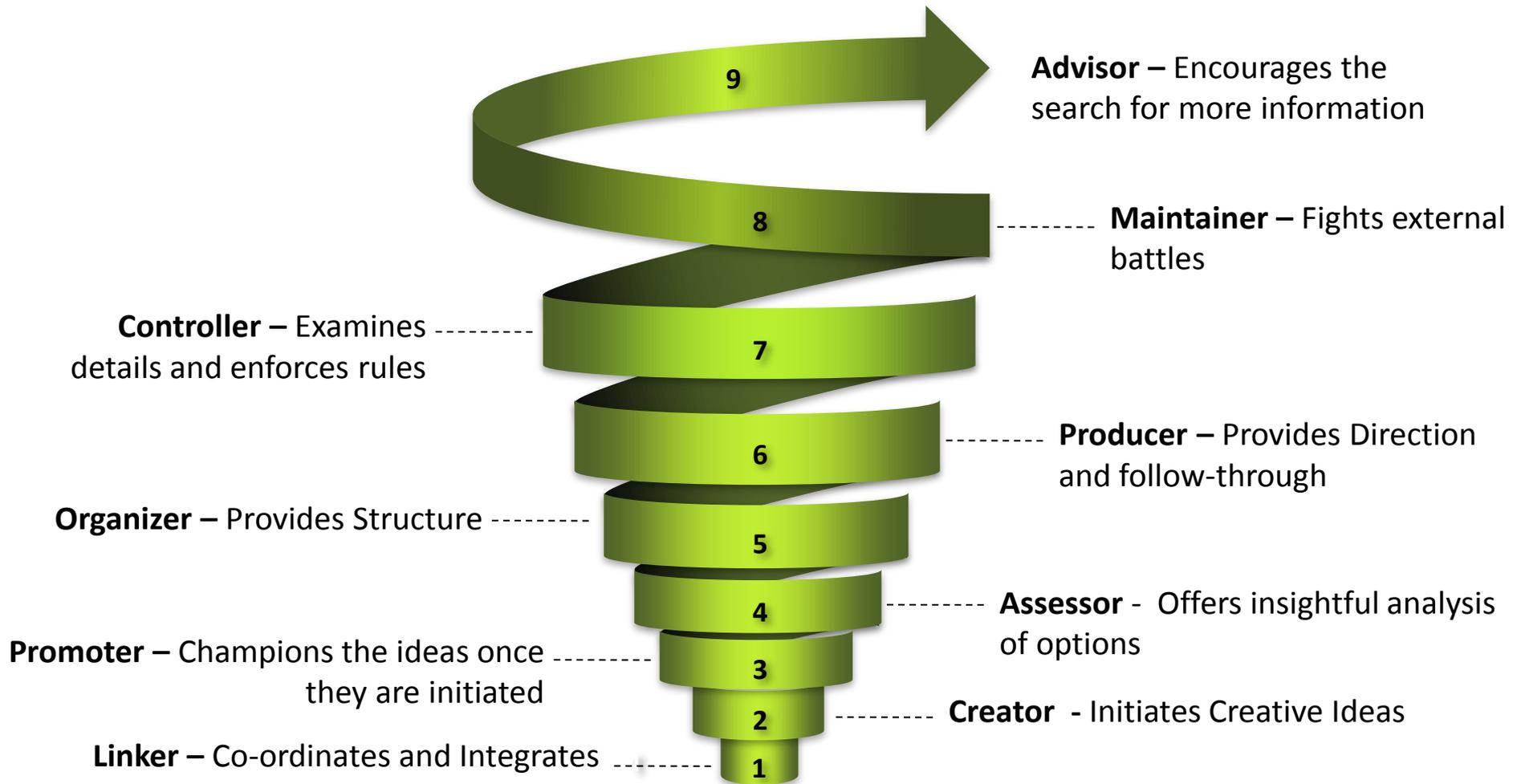
- Task Force
- Virtual Teams
- Committee
- Problem Solving

Click on the radio button to select the correct answer!



Roles in a Team

The following are the various roles and responsibilities that are observed in a team:



MCQ



Q. Which of the following people champions the ideas once they are initiated?

- Creator
- Maintainer
- Assessor
- Promoter

Click on the radio button to select the correct answer!



Responsibilities of a Team

The following are the various responsibilities that a team has to fulfill as a single co-operative unit:

Motivate

Innovation

Enhancing
Performance

Quality
Management

Turning
Individuals into
Team Players

Creating and
Managing Diversity

Let's look at each in detail.

Responsibilities of a Team

Motivate

Innovation

Creating and Managing Diversity

- **Involve:** Actively seek inputs from a variety of backgrounds / cultures in order to develop a broad picture.
- **Fearless Environment:** Develop an atmosphere which is safe for employees to ask for help. People should not be viewed as weak if they ask for help.
- **Respect:** Respect each other's view points and include suggestions if they benefit the team.
- **Take Time Out:** Include people who are different than you in informal meetings such as lunch / coffee breaks.

Creating and
Managing Diversity

Responsibilities of a Team

Motivate

Turning Individuals into Team Players

- **Selection:** Make team skills one of the interpersonal skills in the hiring process.
- **Training:** Train employees to become better team players on various aspects such as communication skills and interpersonal skills.
- **Reward & Motivate:** Rework the reward system to encourage cooperative efforts rather than individual. Continue to recognize individual contributions while emphasizing the importance of teamwork.

Individuals into
Team Players

Creating and
Managing Diversity

Responsibilities of a Team

Quality Management

A team must aim for total quality management by taking into consideration various aspects such as follows:

- **Team Size:** Is the team small enough to be efficient and effective?
- **Time:** Is the team given/allocated enough time to perform the task/accomplish the goal?
- **Authority:** Is the team given enough authority to resolve problems/take corrective actions?
- **Support:** Does the team have a 'Go To person'/'Champion' to reach to in case they need guidance?

Creating and
Managing Diversity

Responsibilities of a Team

Motivate

Innovation

Enhancing
Performance

Quality
Management

Turning
Individuals into
Team Players

Creating and
Managing Diversity

Enhancing Performance

Performance of each individual in a team can be enhanced by synergy. This is because people working in a group are able to produce greater output than would have been produced if each person had worked separately. Team members should always work with each other to maximize output.

Responsibilities of a Team

Motivate

Innovation

Enhancing
Performance

Management

Turning
Individuals into
Team Players

Creating and
Managing Diversity

Innovation

Team leaders should empower the team and make it accountable for innovation process. Team members should uncover each other's flaws and balance each other's strengths and weaknesses.

Responsibilities of a Team

Motivate

Innovation

Motivate

Another important responsibility of a team is to motivate its team members. Team leaders should provide needed social interaction and help employees cope with work-related stressors. They should reward and recognize high value teams.

Quality
Management

Turning
Individuals into
Team Players

Creating and
Managing Diversity

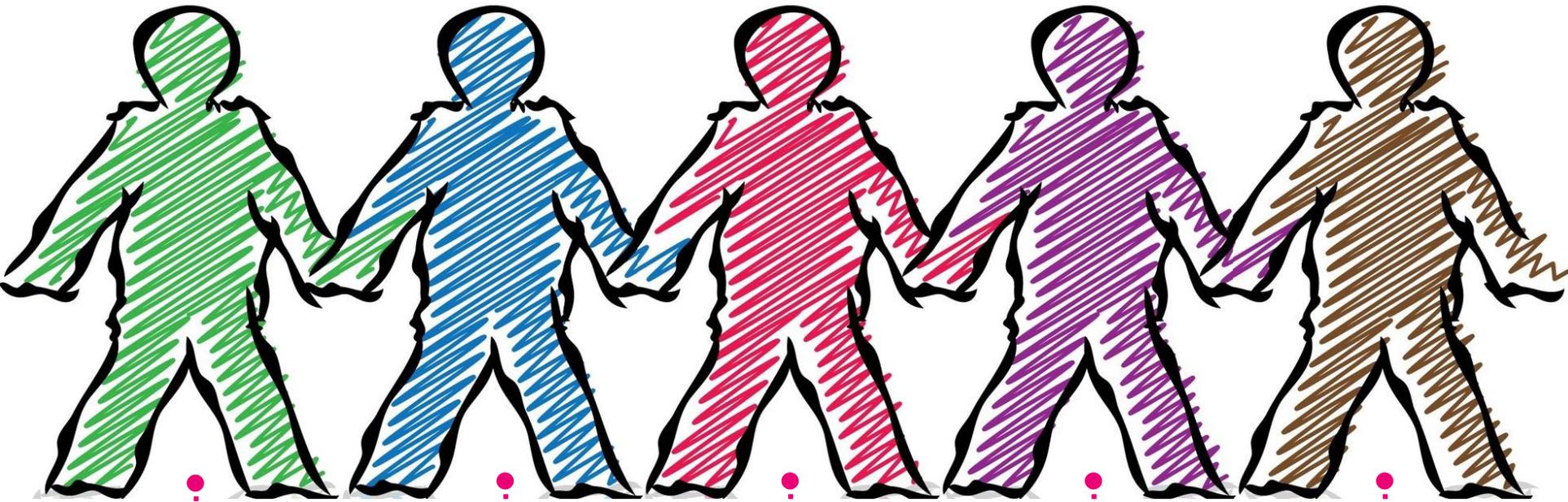
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Stages of Team Development/Team Formation



Teams are becoming a key tool for organizing work in today's corporate world.

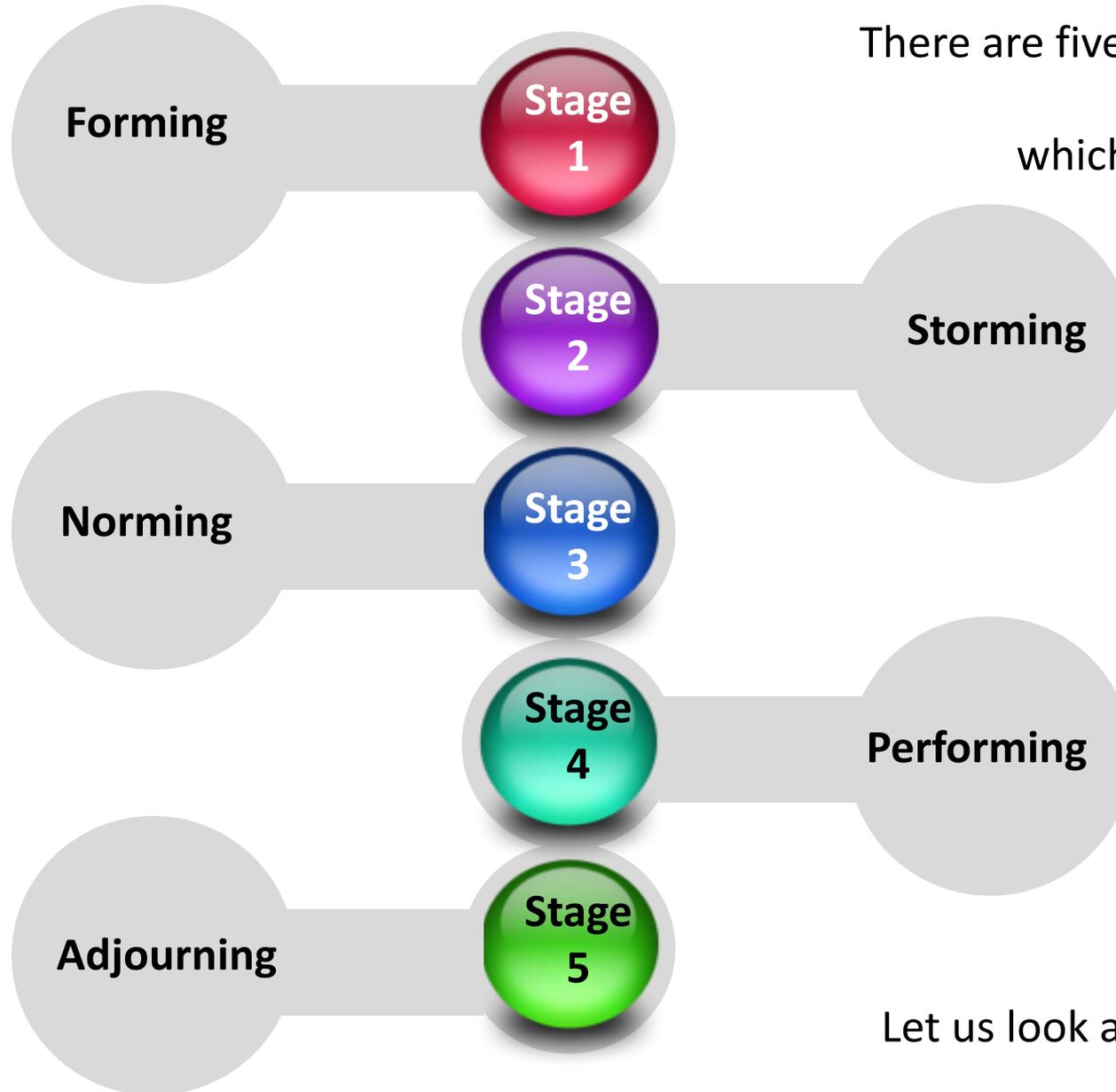
Teams have the potential to immediately amass, organize, relocate, and disperse.

Moreover, teams are an effective tool of employee motivation.

It is essential to consider the fact that teams develop and get mature over a period of time.

Team development creates a captivating atmosphere by encouraging cooperation, teamwork, interdependence and by building trust among team members.

Stages of Team Development/Team Formation



There are five stages of team development which are as follows:

Let us look at each in detail.

Stages of Team Development/Team Formation

Stage
1

Forming

Stage
2

Stage
3

Stage
4

Stage
5

During this stage, group members may be anxious and adopt a 'wait-and-see' attitude. They will be formal towards each other. There would be no clear idea of goals or expectations. Besides, they may not be sure why they are a part of the team.

This is the stage where the team needs to write its own charter or mission statement as well as clarify goals. The most important thing here is that goals must have a personal buy-in. By doing this the team will be able to establish boundaries as well as determine what is expected. Team members will get to know each other. This builds the commitment towards one larger goal.

Thus, during the forming stage, the team members are in a process of knowing each other and getting comfortable with each other.

Stages of Team Development/Team Formation

The following are a few key aspects of the 'Forming' stage:

Roles & Responsibilities

Initial introductions take place and hence roles and responsibilities are unclear.

Attitude of Team Members

Some are polite while some are anxious and some are excited about the task ahead.

Leadership Style

Directing:

Since roles and responsibilities are not clear, leader plays a dominant role.

Stages of Team Development/Team Formation

Stage
1

Stage
2

Stage
3

Stage
4

Stage
5

Storming

During the 'storming' stage, team members are eager to get going. Conflict can arise as people tend to have different ideas of how to accomplish goals. At this time, they notice differences rather than similarities. This leads to some members dropping out mentally or physically.

At this stage, communication is important. Tensions will increase. So recognizing and publicly acknowledging accomplishments also become important. It becomes important to participate in meetings and diversity needs to be valued.

Thus, during the 'storming' stage, the team members begin to show their actual styles. They start getting impatient. They try to probe into each other's area, leading to irritation and frustration. Control becomes the key concern during this stage.

Stages of Team Development/Team Formation

The following are a few key aspects of the 'Storming' stage:

Roles & Responsibilities

Leader discusses roles and responsibilities. Team members may or may not agree.

Attitude of Team Members

Team members give opinion about task priorities, roles, responsibilities, and processes.

Leadership Style

Selling :

Leader needs to sell decisions on roles, and how the task is to be performed.

Stages of Team Development/Team Formation

Stage
1

Stage
2

Stage
3

Norming

Stage
4

Stage
5

The 'norming' stage is when people begin to recognize ways in which they are alike. They realize that they are in this together. Hence, they tend to get more social and may forget their focus in favor of having a good time. This is the time to help them by providing any training, if applicable. It becomes important to encourage them in order to feel comfortable with each other and with systems. Also, the group needs to stay focused on goal.

Thus, during the norming stage, there is conflict resolution. There is greater involvement of team members. There is a greater "we" feeling rather than "I" feeling.

Stages of Team Development/Team Formation

The following are a few key aspects of the 'Norming' stage:

Roles & Responsibilities

Roles and responsibilities are clear. Hierarchy is established.

Attitude of Team Members

Members accept authority of leader and develop a greater commitment to goals.

Leadership Style

Supporting:

Team members and leaders follow participative style and support each other.

Stages of Team Development/Team Formation

Stage
1

Stage
2

Stage
3

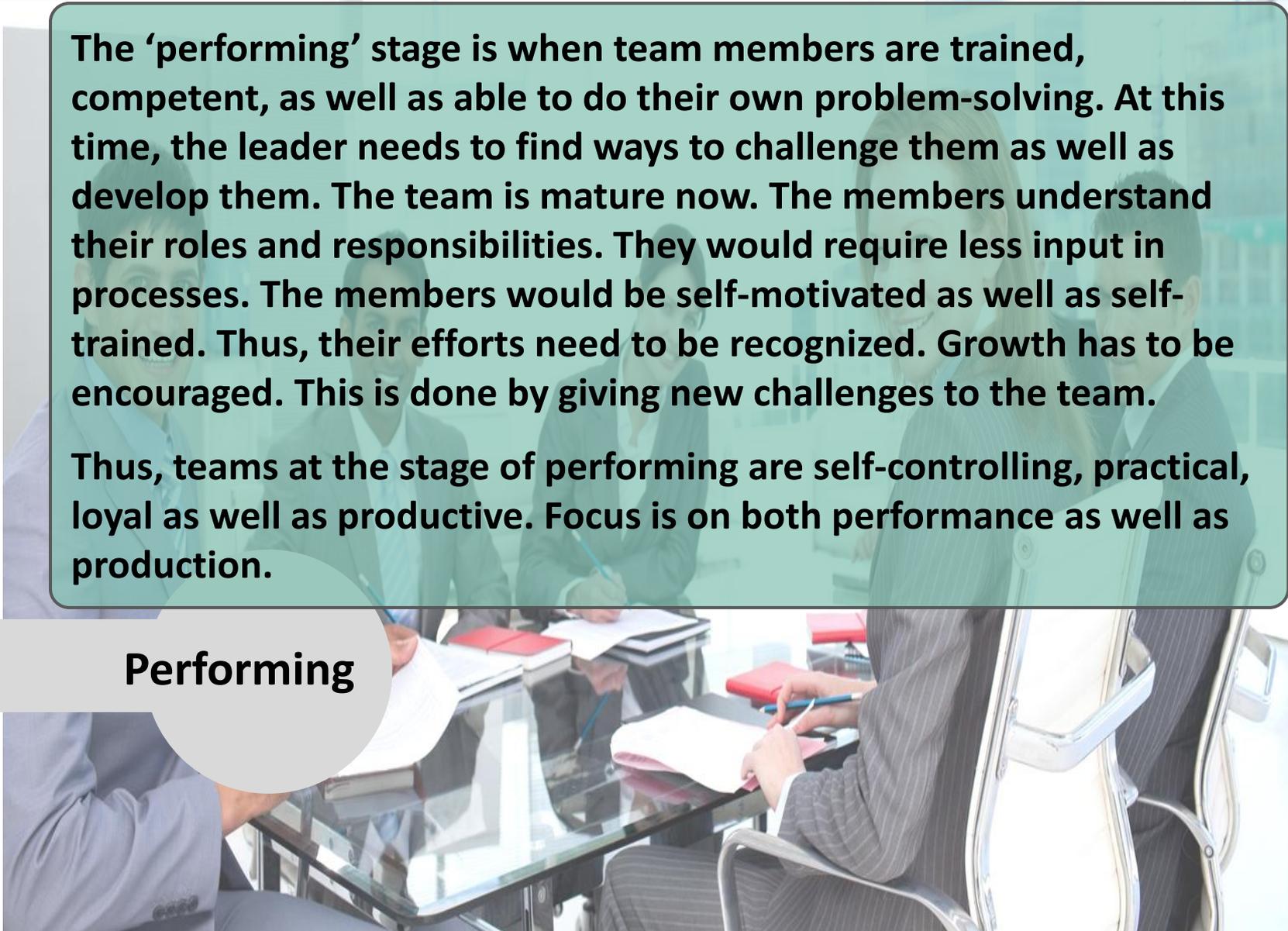
Stage
4

Stage
5

The 'performing' stage is when team members are trained, competent, as well as able to do their own problem-solving. At this time, the leader needs to find ways to challenge them as well as develop them. The team is mature now. The members understand their roles and responsibilities. They would require less input in processes. The members would be self-motivated as well as self-trained. Thus, their efforts need to be recognized. Growth has to be encouraged. This is done by giving new challenges to the team.

Thus, teams at the stage of performing are self-controlling, practical, loyal as well as productive. Focus is on both performance as well as production.

Performing



Stages of Team Development/Team Formation

The following are a few key aspects of the 'Performing' stage:

Roles & Responsibilities

Team members work as per given roles and responsibilities.

Attitude of Team Members

Supportive, high level of goal orientation, communication, and interpersonal relations.

Leadership Style

Delegating:

Team members expect delegation instead of instructions.

Stages of Team Development/Team Formation

Stage
1

Stage
2

Stage
3

Stage
4

Stage
5

The last stage of team development is the 'Adjourning' stage. This is the where the team has accomplished the goal for which it is being created in the first place. At this stage, the team members are well comfortable with each other and have developed great relationships with each other. Also, there is a general mood of celebration as the team has reached its goals and has fulfilled its purpose.

Adjourning



Stages of Team Development/Team Formation

The following are a few key aspects of the 'Adjourning' stage:

Roles & Responsibilities

Complete:

Task has been performed.

Attitude of Team Members

Members find it difficult to leave the project and have strong interpersonal relations.

Leadership Style

Celebrative:

Success is celebrated and recognized.

Roll your mouse
over the icon, to
learn more.

Did you
know?

Did You Know?



Psychologist Bruce Tuckman first came up with the "forming, storming, norming and performing" phrase in 1965. He used it to describe the path to high-performance. Later, he added a fifth stage called "adjourning" (and others often call "mourning" – it rhymes better!)

MCQ



Q. In which of the following stages do people begin to recognize ways in which they are alike?

- Forming
- Storming
- Norming
- Performing

Click on the radio button to select the correct answer!



What is Team Management?



- Team management refers to the various activities which bind a team together by bringing the team members closer to achieve the set targets.
- For the team members, their team must be their priority and everything else should take a back seat.
- They should be very focused on their goals.

What is Team Management?

- The team members don't start performing from the very beginning, they need time.
- It is not always that all the members would perform equally.
- Some of them might not get along well with their team mates or have other issues with each other.
- Individuals sometimes find it difficult to adjust with each other and as a result their performance suffers.
- Any individual fails to perform; the complete team is at loss.
- Team management activities ensure that all the team members work together on a common platform for a common goal.



Objective

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- List the Effective Team Management Skills

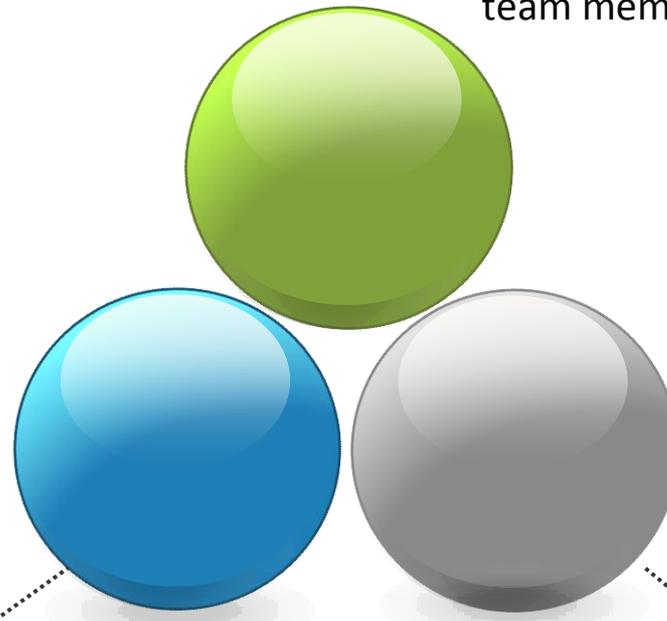
- Explain What is Team Building
- Describe the Team Building Exercises
- Explain What is a Team Contract
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Effective Team Management Skills

A team must be managed effectively to expect the best from the team members. The team leader plays an essential role in managing his team well. A few of the effective team management skills are as follows:

The team leader should be more of a mentor to his team members rather than just being a strict boss. Understand your team members well. The team leader should share a healthy relationship with his team members and not impose things on them.

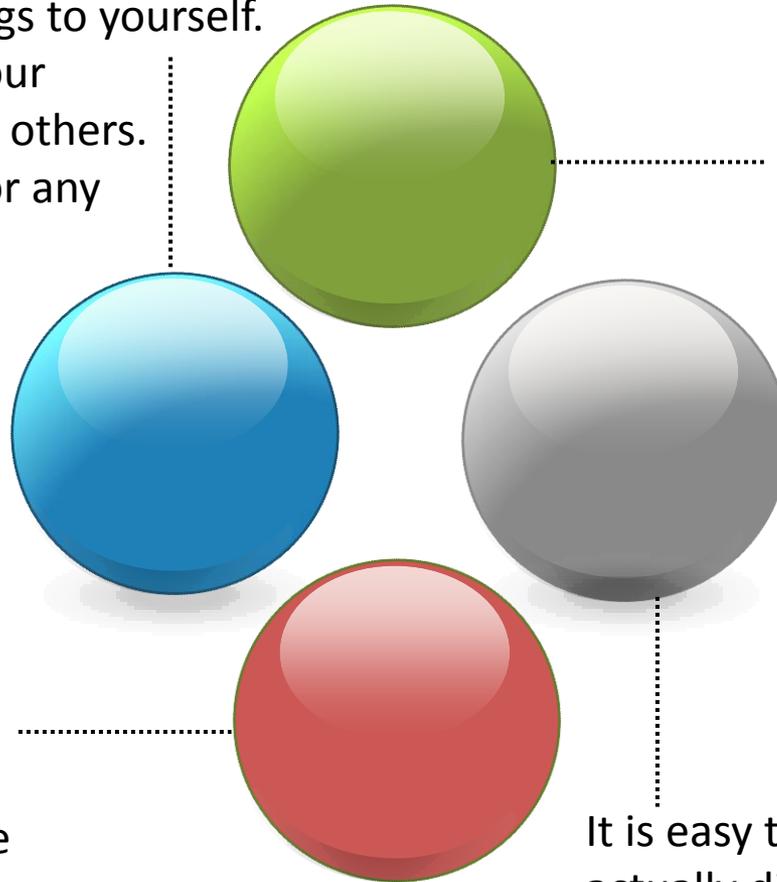


Communication among the team members must be clear and transparent for an effective team management. Every team member should get the same information and should have an easy access to the superiors in case of any query.

Ensure that each and every team member willingly participates in team discussions. Suggestions must be invited from all and do not discuss issues separately with individuals. Call everyone on an open forum and formulate strategies keeping in mind everybody's inputs. Everyone should be aware of his roles and responsibilities in the team.

Effective Team Management Skills

The team members must not pass on any information to anyone outside the team. Learn to keep things to yourself. It is unethical to share your professional secrets with others. Don't leak information or any confidential data.



The team members must be motivated on a regular basis. Appreciation is a must. Performance appraisals, perks, incentives, trophies, prizes are all instrumental in motivating the team members to perform better. Avoid criticizing any of your team members.

Loose talks, blame games, dirty politics should find no place in the team. They spoil the environment and people lose interest in their work and organization.

It is easy to create a team but it is actually difficult to bind the team members together and even make them work.

Characteristics of an Efficient Team

An efficient team needs support from both inside and outside. It needs to meet the individual needs of its members in order to achieve the organization's goals.

A clear, elevating goal:

This is a goal which has been communicated to all.

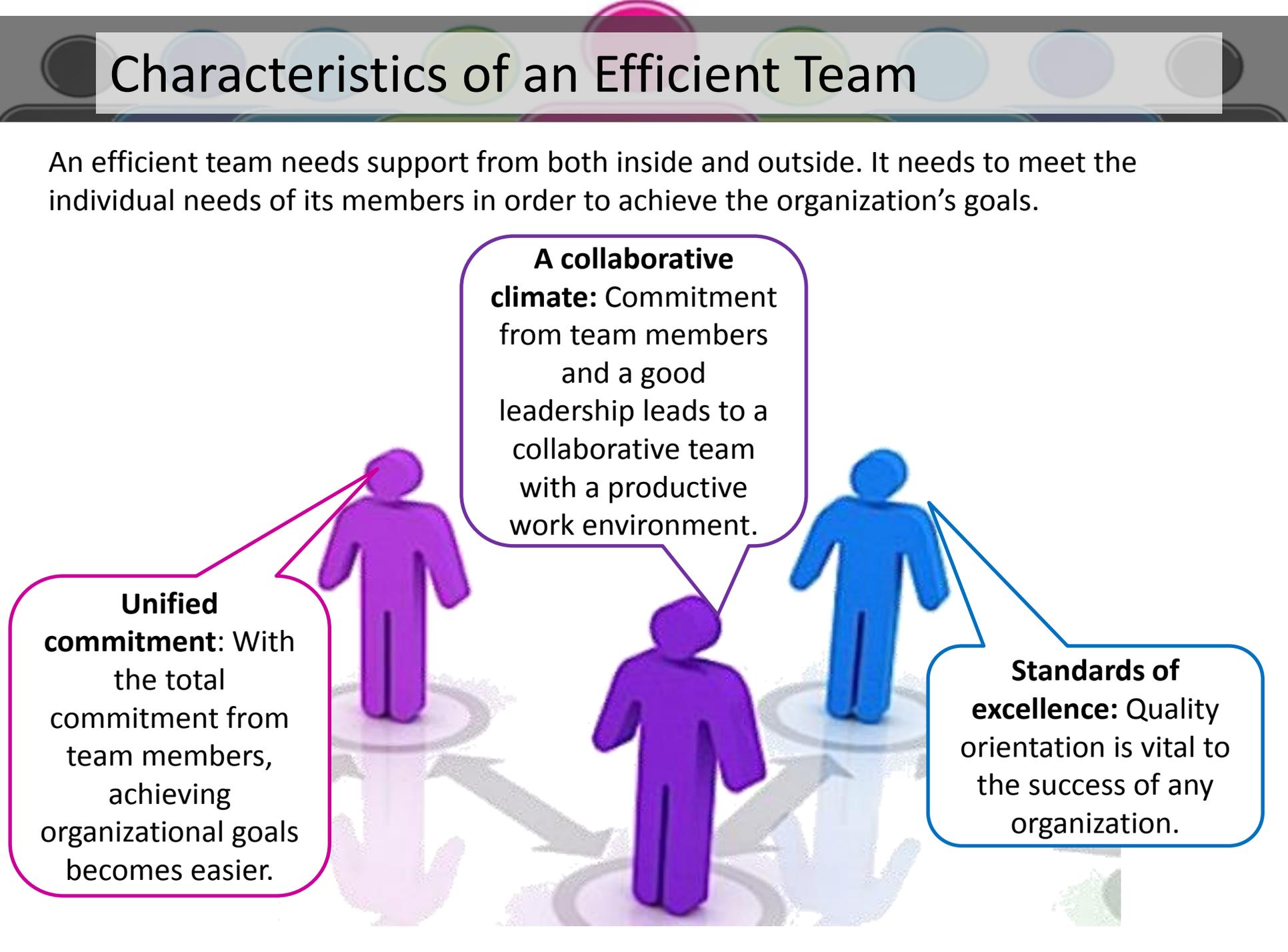
A results-driven structure: The goal has been jointly decided by all the team members. They are fully committed towards achieving it.

Competent members: Each team member has the required skill set in order to achieve the team objectives.



Characteristics of an Efficient Team

An efficient team needs support from both inside and outside. It needs to meet the individual needs of its members in order to achieve the organization's goals.

The diagram features three stylized human figures (two purple, one blue) standing on circular platforms. Grey arrows point from each platform towards a central purple figure. Three callout boxes are connected to the figures by lines: a purple box on the left points to the top-left purple figure, a purple box at the top points to the central purple figure, and a blue box on the right points to the blue figure.

Unified commitment: With the total commitment from team members, achieving organizational goals becomes easier.

A collaborative climate: Commitment from team members and a good leadership leads to a collaborative team with a productive work environment.

Standards of excellence: Quality orientation is vital to the success of any organization.

Characteristics of an Efficient Team

An efficient team needs support from both inside and outside. It needs to meet the individual needs of its members in order to achieve the organization's goals.

External support and recognition:

Appreciation as well as appraisal is required to keep the morale of the team high.

Principled leadership:

Leadership defines a team. An able-bodied leadership can chart the team's path to success.

Active participation:

Each team member participates actively and positively in meetings as well as projects. This shows a person's commitment as well as understanding towards a project.



Characteristics of an Efficient Team

An efficient team needs support from both inside and outside. It needs to meet the individual needs of its members in order to achieve the organization's goals.

Team goals are clearly understood by all:

Communication is vital for achieving successful completion of any project.

Innovative thinking:

Individual members have thought about creative solutions to the team's problem. Thinking out of the box is vital in today's economic scenario.

Active listening and feedback: Members are listened to carefully as well as given a thoughtful feedback.



Characteristics of an Efficient Team

An efficient team needs support from both inside and outside. It needs to meet the individual needs of its members in order to achieve the organization's goals.

Taking initiative: Everyone takes the initiative in order to get things done. There is no concept of passing the buck.

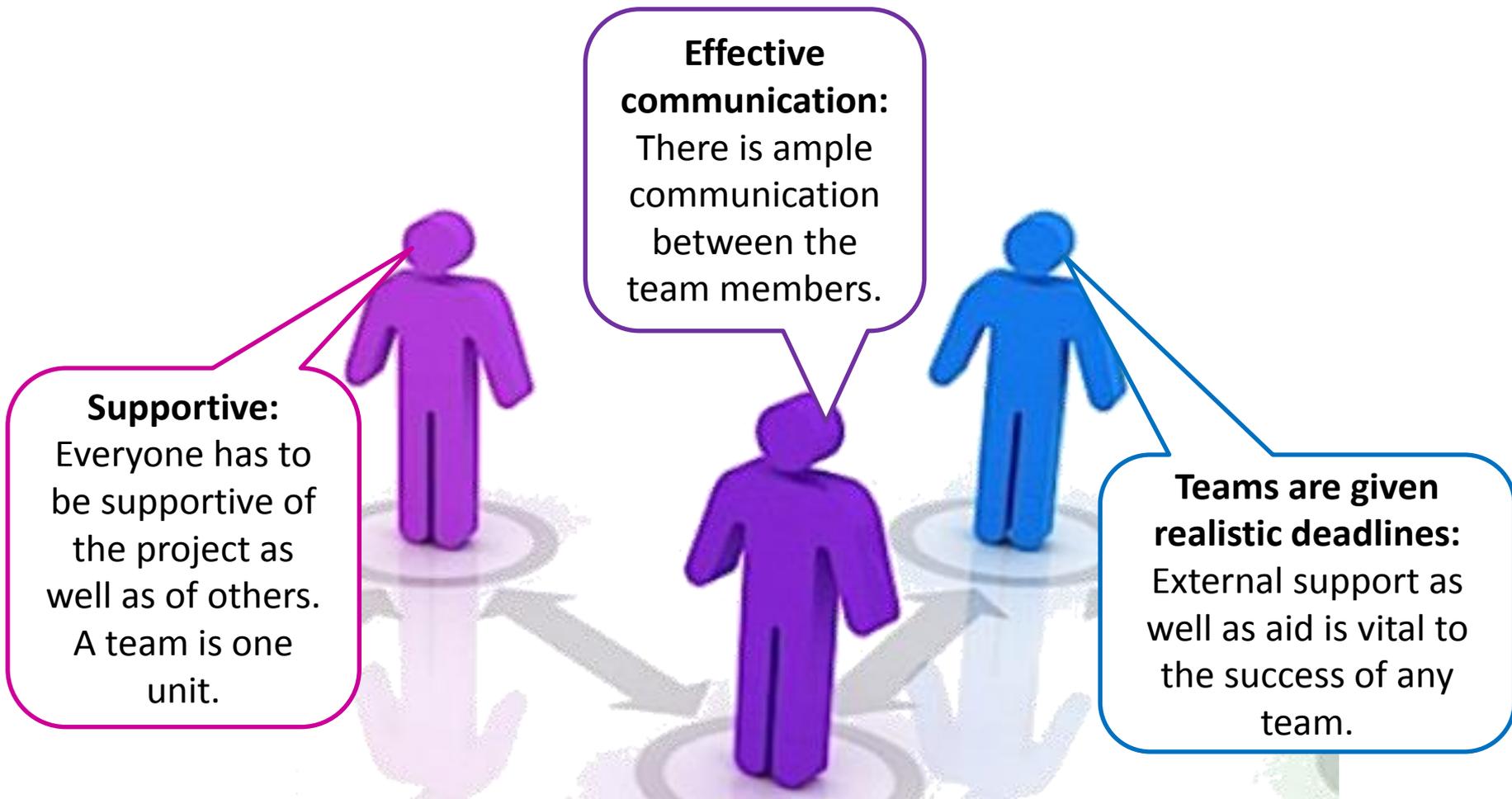
Trust and Respect: Each team member trusts the judgment of others. Mutual trust and respect is highly important for the team.

Risk taking: The team has to be willing to take risks. Risk taking is an attitude which comes with confidence.



Characteristics of an Efficient Team

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- Explain What is Team Building

- Describe the Team Building Exercises
- Explain What is a Team Contract
- List the Rules for Participation & Communication
- Explain the Role of Team Leader in Team Building
- Explain Why Teams Fail
- Explain How to Prevent Fall Outs in a Team



What is Team Building?

- ▶ Team building refers to the various activities undertaken to motivate the team members and increase the overall performance of the team.
- ▶ You just can't expect your team to perform on its own.
- ▶ A motivating factor is a must.
- ▶ Team Building activities consist of various tasks undertaken to groom a team member, motivate him and make him perform his best.



When to Build Teams?

You should always remember that teams aren't always necessary to complete all tasks. You should ask three questions as tests to see if building a team fits the situation:



Is the work **COMPLEX** and is there a need for different perspectives?



Does the work create a **COMMON PURPOSE** or set of goals for the group that is larger than the aggregate of the goals for individuals?



Are members of the group involved in **INTERDEPENDENT TASKS**?



Importance of Teams in Organizations

The following are the various reasons that teams are gaining popularity in organizations:

Greater
Results

Talent
Utilization

Engagement

Commitment

Motivation

Flexibility

Cost
Benefits

Belbin's Team Roles

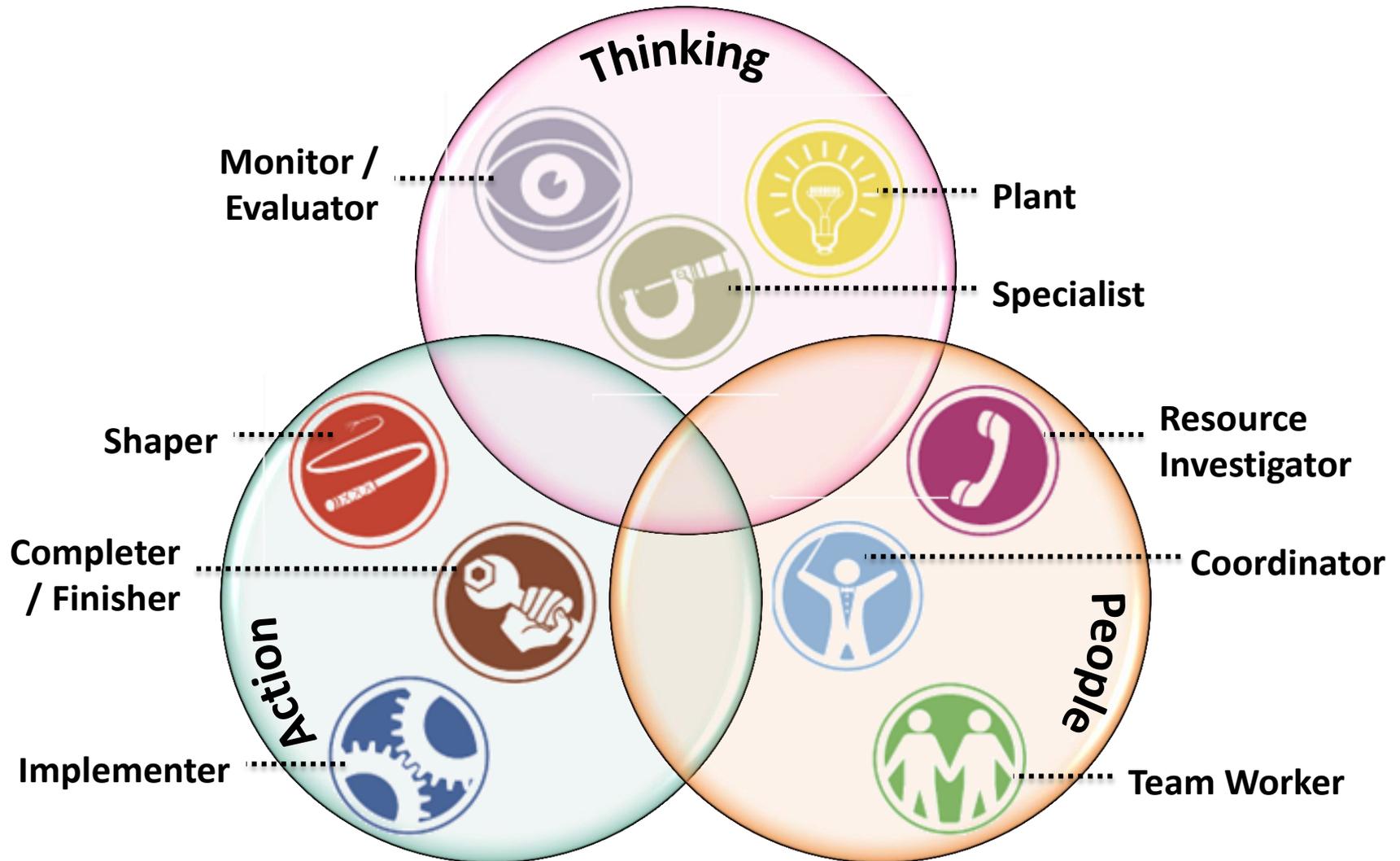


In the 1970s, Dr Meredith Belbin and his research team at Henley Management College set about observing teams, with a view to find out where and how differences come about. They wanted to control the team dynamics to discover if/how problems could be pre-empted and avoided.

The research revealed that the difference between success and failure of a team was not dependent on factors such as intellect, but more on behavior. The research team began to identify separate clusters of behavior, each of which formed distinct team contributions or 'Team Roles'.

Belbin's Team Roles

There are nine team roles identified in a team by Belbin which are known as the 'Belbin's Team Roles'. These are:



Team Building

You can build a team and enhance team work in the following ways:



Let us look at each in detail.

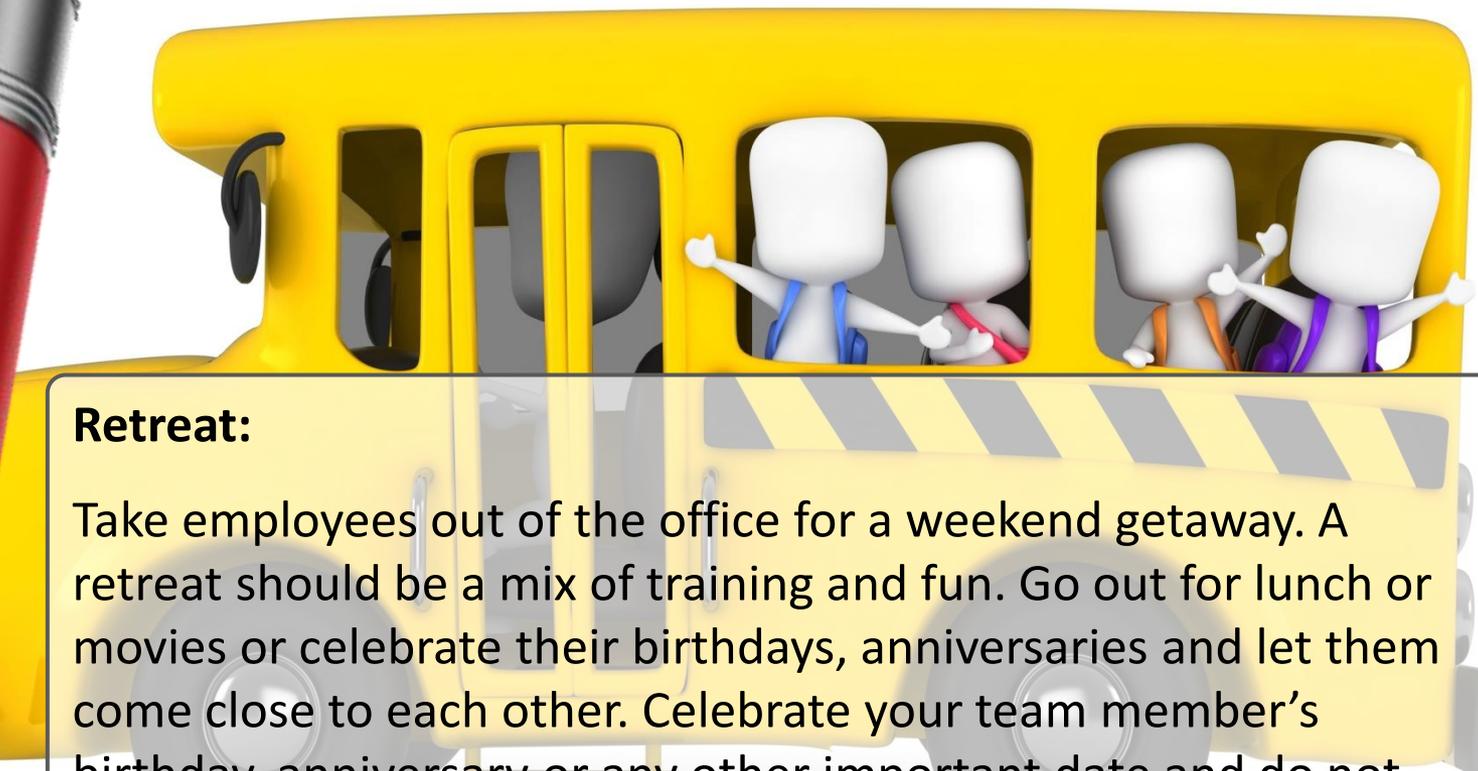
Team Building

1



Retreat

Retreat:



Take employees out of the office for a weekend getaway. A retreat should be a mix of training and fun. Go out for lunch or movies or celebrate their birthdays, anniversaries and let them come close to each other. Celebrate your team member's birthday, anniversary or any other important date and do not forget to wish him that day. Ask for a treat! This way, individuals are no longer strangers to each other and the bonding increases.

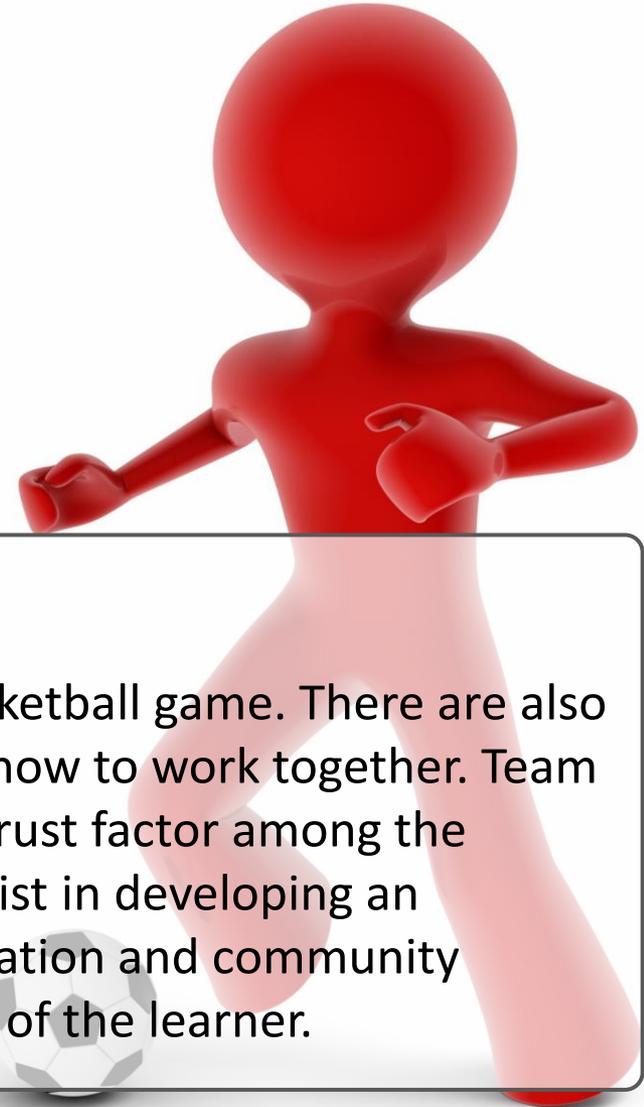
Team Building

2



Exercises / Games:

Games can range from a friendly basketball game. There are also great trust exercises to teach teams how to work together. Team Building exercises also increase the trust factor among the employees. Team building games assist in developing an environment for effective communication and community building. They utilize mental abilities of the learner.



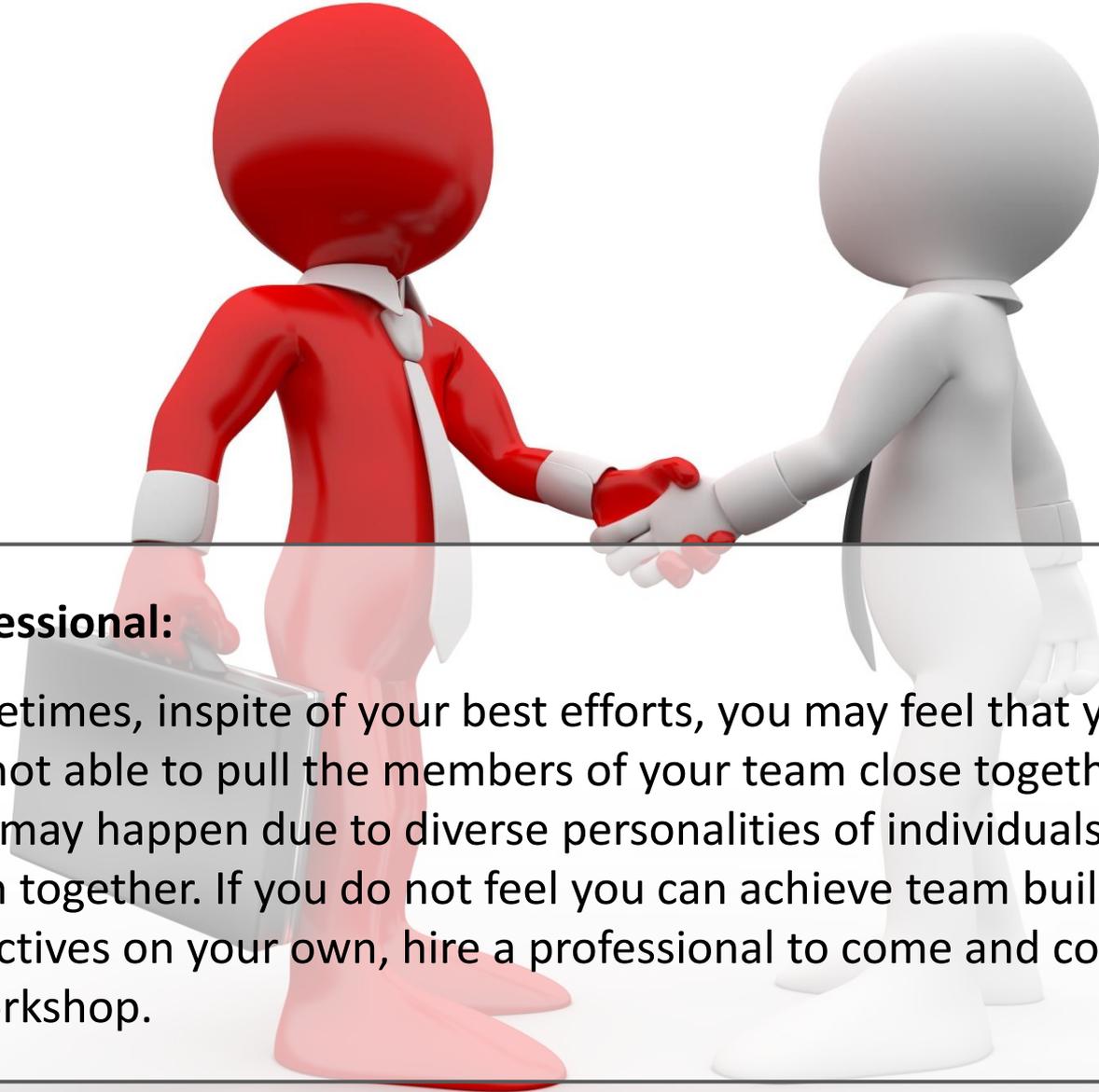
Team Building

3



Professional:

Sometimes, inspite of your best efforts, you may feel that you are not able to pull the members of your team close together. This may happen due to diverse personalities of individuals that clash together. If you do not feel you can achieve team building objectives on your own, hire a professional to come and conduct a workshop.



Video

Look at the video given below to understand ways to build great teams.

<http://www.youtube.com/watch?v=ckEOQKmZPII>

Click on the video
link to play it!

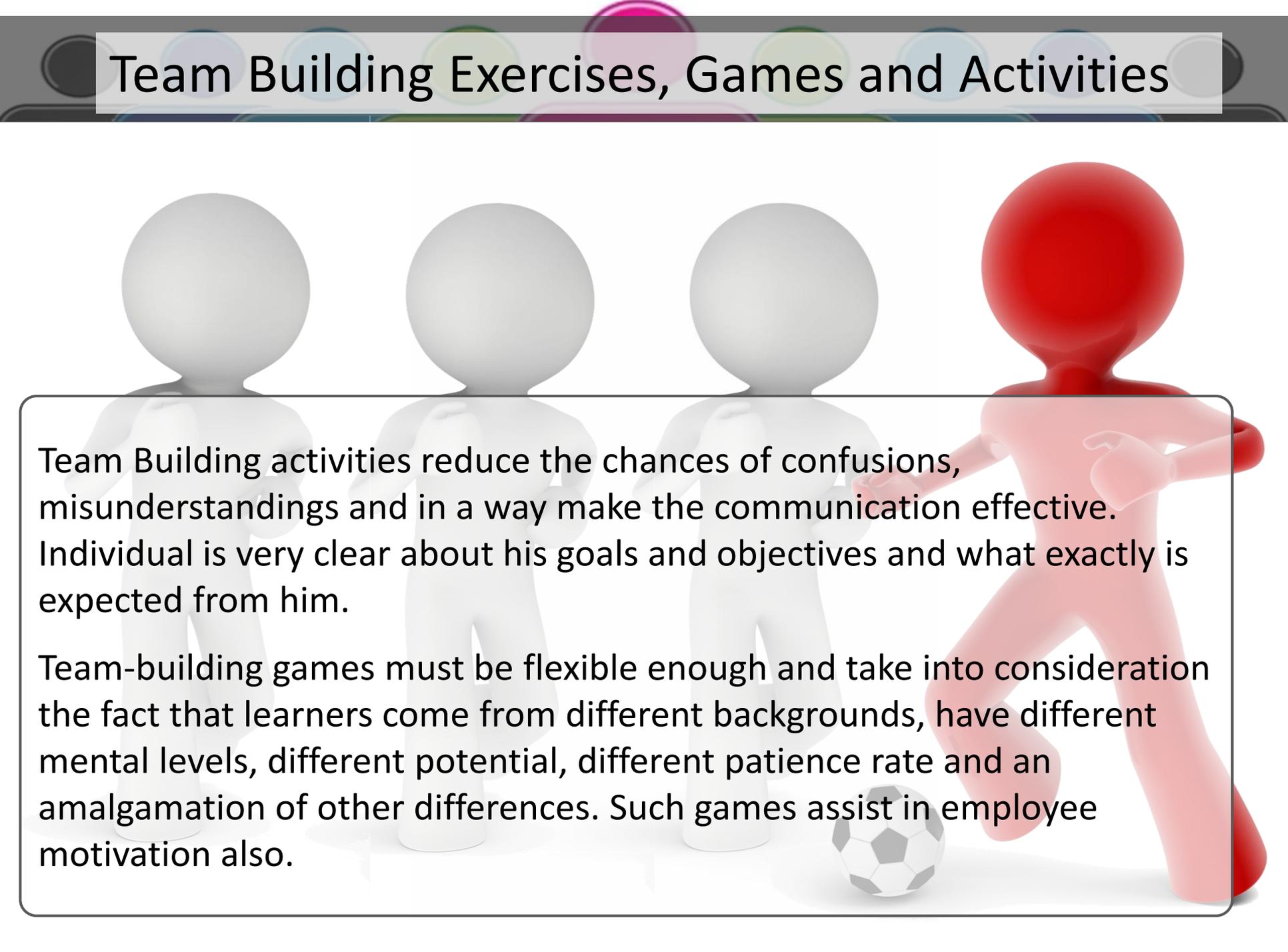
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Team Building Exercises, Games and Activities



Team Building activities reduce the chances of confusions, misunderstandings and in a way make the communication effective. Individual is very clear about his goals and objectives and what exactly is expected from him.

Team-building games must be flexible enough and take into consideration the fact that learners come from different backgrounds, have different mental levels, different potential, different patience rate and an amalgamation of other differences. Such games assist in employee motivation also.

Team Building Exercises, Games and Activities

Some of the team building exercises, games and activities are as follows:

- **Trust Building Exercises**
- **Ice Breaker Activities**
- **Teamwork Exercises**
- **Communication Exercises**

Let us look at each in detail.

Team Building Exercises, Games and Activities

- **Trust Building Exercises**



- **Team members must trust each other for the maximum output.**
- **Encourage many trust building exercises in your team.**
- **The trust factor increases with time and relations among the team members improve.**

Team Building Exercises, Games and Activities



One such trust building exercise is as follows:

- **Blindfold half of your team and ask them to jump over bricks with the help of members who can see. Repeat this exercise and now blindfold those who could see earlier. This exercise goes a long way in building the trust among the team members. An individual might be a little hesitant initially, but the moment he jumps over the brick with his fellow team member without getting hurt, he starts trusting him.**

Team Building Exercises, Games and Activities

- **Ice Breaker Activities**



- **One must know his fellow team member well.**
- **You can't work with someone you don't know.**
- **Include a lot of exercises which help the team members know each other well and break the ice between them.**

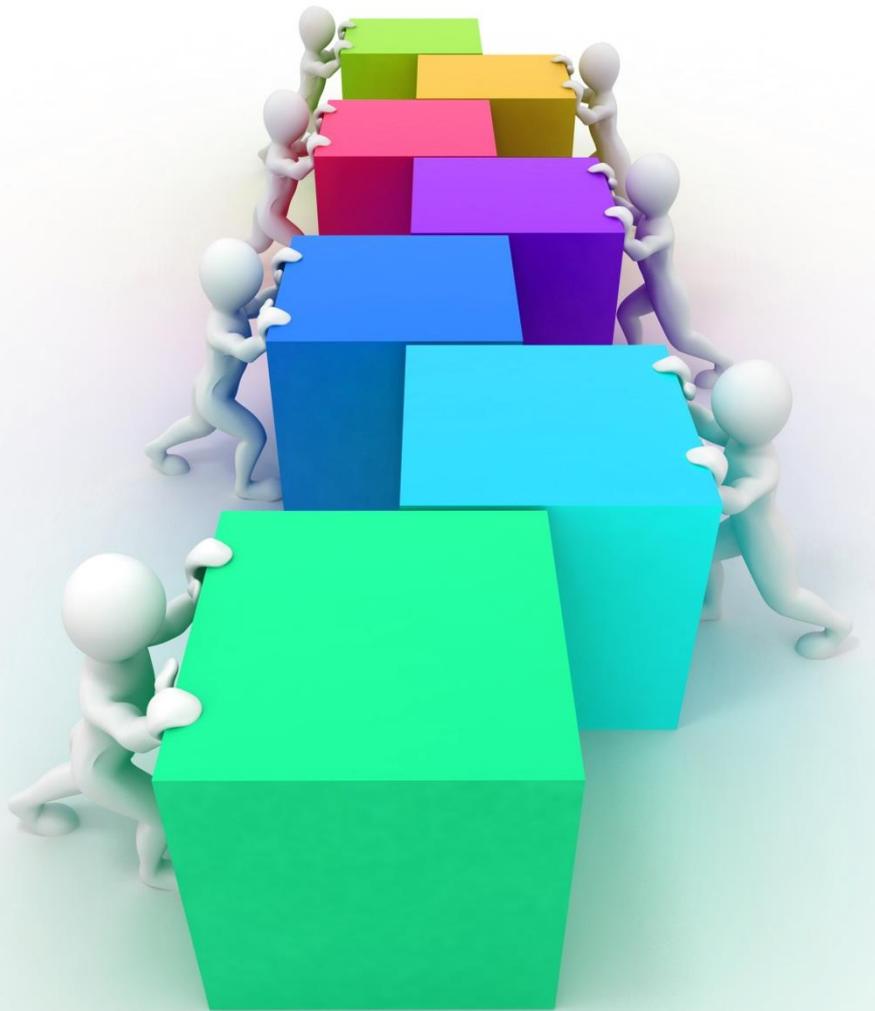
Team Building Exercises, Games and Activities

Some of the ice breaker activities are as follows:

- **Make pairs and ask them to write whatever they know about their partner and vice versa. You can ask anyone to write his partner's favorite color, favorite outfit, preferred hangout place and so on. Ask his partner to correct him if he is wrong in his answers. People know a lot about each other this way and also find out some unknown facts about their partner. Ask the team members to give their introduction one by one once the team has completed this activity.**
- **Take them out for picnics; get together where they can interact with each other freely on any topic. Allow the individuals to bring their families as well. People come a lot closer this way. Relationships improve.**
- **Always celebrate the team's success. Celebrations are significant as they are a means of demonstrating that the organization has concern for employee's contributions and efforts. They create a feeling of unity among the team. They motivate the team to work harder and experiment new things.**

Team Building Exercises, Games and Activities

- **Teamwork Exercises**



- **Encourage activities where individuals come together as a single unit and work for a common task as a team.**
- **The concentration and will power to do something increases and individuals learn to work as a single unit.**

Team Building Exercises, Games and Activities



Some of the teamwork building exercises are as follows:

- **Collect some even sized sticks, rope, nails, hammer, and glue stick. Ask your team members to construct a bridge out of the sticks using the rope, hammer, glue stick and nails. You will find that everyone gets involved in the activity and help each other in making the bridge. They all work together, each one contributing something to construct the bridge and accomplish the task assigned to their team.**
- **You can use the ‘Spider’s Web’ exercise to build team work where team members pass through a spider's web made of masking tape and make it to other side without disturbing the web.**

Team Building Exercises, Games and Activities

- **Communication Exercises**



- Communications exercises are problem solving activities geared towards improving communication skills.
- This exercise will make the team members conscious of whatever is being said and make them attentive of other team member's contribution by active listening.

Team Building Exercises, Games and Activities

Roll your mouse over the icon, to learn more.

Did you know?

Some of the communication exercises are as follows:

- The 'Electric Maze' exercise where the teams must use communication skills to navigate a pre-determined path through an imaginary electric maze.
- Make team members sit close to each other around a table. Tie their eyes tightly with a cloth headband through which nothing is visible. The objective of tying a headband is to remove the sense of sight so as to emphasize the impact of hearing sense. Now the team members should be asked to discuss on a real issue in the team. Talk about issues like less written work, effective communication within team, etc. As a team leader, you must keep the conversation continued and ensure that all members are indulged in active listening.

Did You Know?



One of the greatest flaws that most team building exercises suffer from is the case where the 'leader' remains the leader during the activity as well. Hence, consciously or unconsciously, the manager or team leader assumes the dominant role, taking command even when he or she is not the clear leader in the activity. This causes the less forceful or meek people to retreat into the background; who may have otherwise made a significant contribution in the activity. This problem just stresses on the gaps in the team rather than building the team and bringing everyone closer.

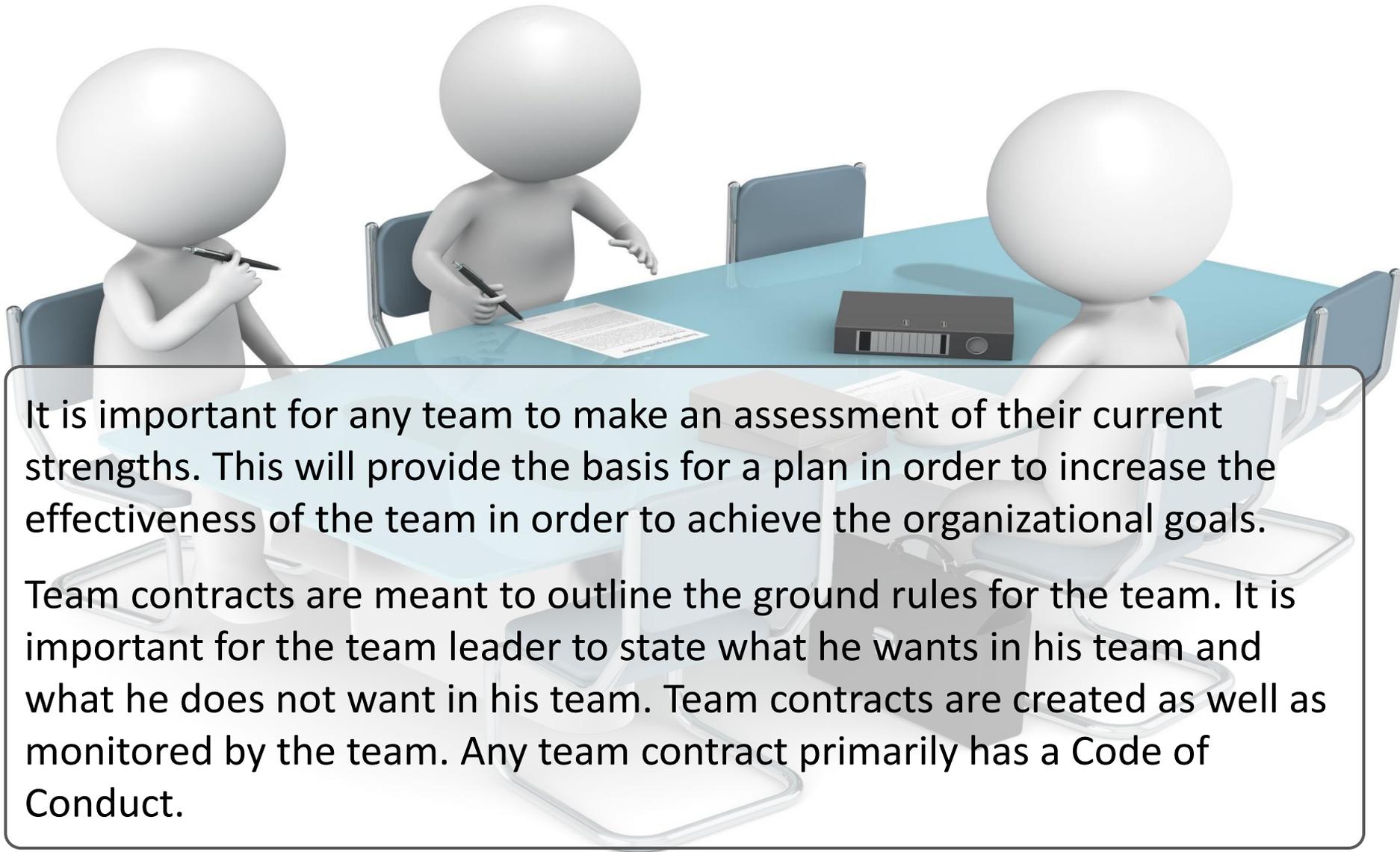
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Team Contracts



It is important for any team to make an assessment of their current strengths. This will provide the basis for a plan in order to increase the effectiveness of the team in order to achieve the organizational goals.

Team contracts are meant to outline the ground rules for the team. It is important for the team leader to state what he wants in his team and what he does not want in his team. Team contracts are created as well as monitored by the team. Any team contract primarily has a Code of Conduct.

Team Contracts

This code of conduct may include:



The way in which a team will operate. Whether a team will work in a proactive manner or not. A team needs to anticipate potential problems. They need to work in such a way that the problems are prevented before they can occur.



Keeping the other team members informed. Communication is vital to the success of any team. Communication leads to building up of trust between the team members. Team success is achieved due to mutual cooperation and understanding.



Focus on what is best for the team as a whole. The team has to be bigger than an individual team player. The interests of the team have to come first. Besides, care has to be taken that the interests of the team and the team players are in synergy and do not clash.

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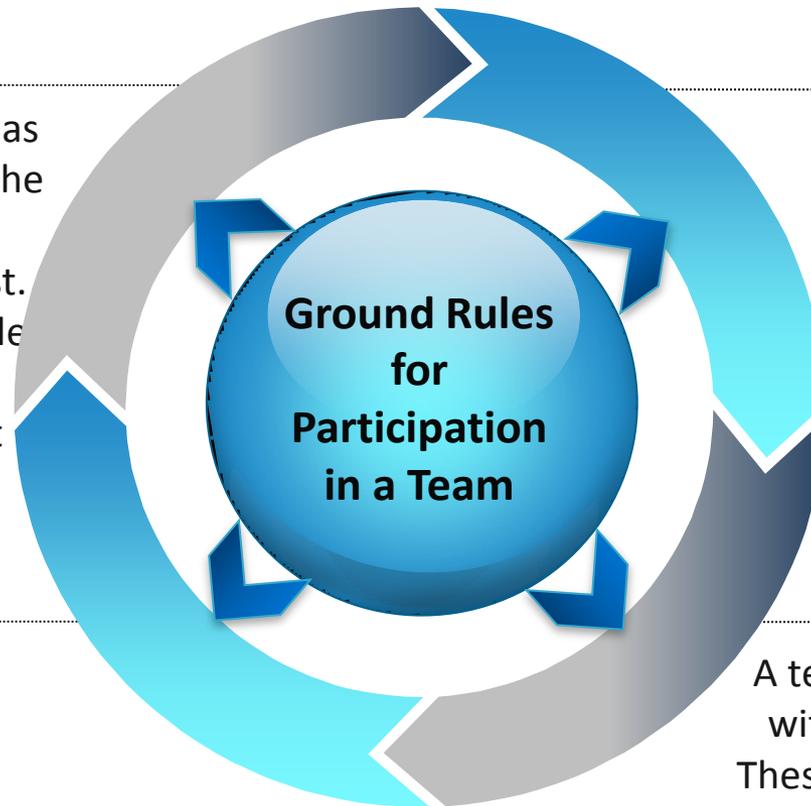


Ground Rules for Participation in a Team

The following are a few ground rules for participation in a team:

Be open to new approaches as well as listen to new ideas. The world is changing. The technology is moving too fast. The economy is highly volatile. In such a situation, no organization can afford to sit on its laurels any more.

Everyone should be given the opportunity for equal participation. It is the team members who make up a team. Equal participation as well as equal inputs from all team members can lead a team to achieve its goals.



Each team member needs to be honest as well as open. This is very important to ensure the success of the team.

A team is made of different people with different views and opinions. These opinions may clash with each other. But in a team, everybody's opinion matters. Each suggestion should be taken and noted in order to be referred to later.

Problems of Communication in a Team

The following are the most common problems of communication observed in a team:

1

Hogging:
Talking too much

2

Flogging:
Beating Dead Horse

3

Frogging:
Jumping from one topic to another

4

Bogging:
Getting stuck on the issue

5

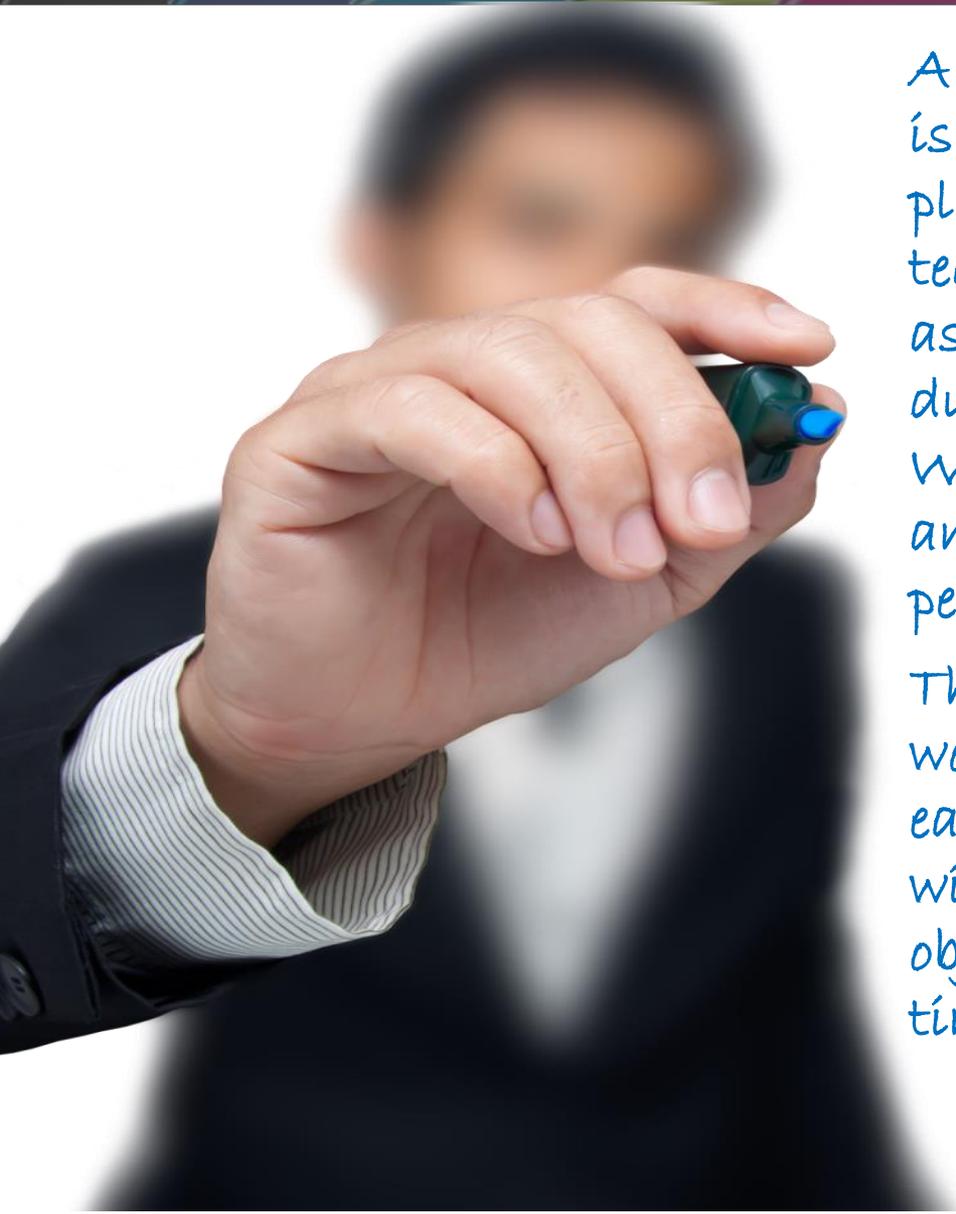
Dead Buffaloes:
Tiptoeing around a contentious issue

Ground Rules for Communication in a Team

The following are a few ground rules for communication in a team:



Clarity of Roles within a Team



A major characteristic of effective teams is clear expectations about the roles played by each team member. In such a team, action is taken and clear assignments are made. These roles are duly accepted as well as carried out. Work needs to be distributed fairly among team members, as per each person's skill and capability.

The team leader should clarify each work area and smoothen out the way for each of the team members. This way it will be easier for the team to achieve its objectives by making use of allocated time.

Clarity of Roles within a Team

The leader needs to have the ability to give clear assignments in each work area such as follows:

Work Methods

Time Frames

Work Responsibilities

Customer/Supplier Interface

Work Priorities

Performance Expectations

Resources

Let's look at each in detail.



Clarity of Roles within a Team

Work Methods

Time Frames

Work Responsibilities

Customer/Supplier
Interface

Work Priorities

Performance Expectations

Resources

Work Methods:

Each team member needs to understand the leader's expectations regarding required work methods as well as procedures. This is with regards to each job or project.

Clarity of Roles within a Team

Work Methods

Time Frames

Work Responsibilities

Customer/Supplier
Interface

Work Priorities

Performance Expectations

Resources

Time Frames:

It is vital to understand the due dates for the completion of projects. Determine when the dates have slipped and which completion dates are final and non-negotiable. This is because each task is connected to another in a team. A delay in one task leads to a delay in the complete project. This way no organization will be able to meet its deadlines leading to huge losses for the company.

Clarity of Roles within a Team

Work Methods

Time Frames

Work Responsibilities

Customer/Supplier
Interface

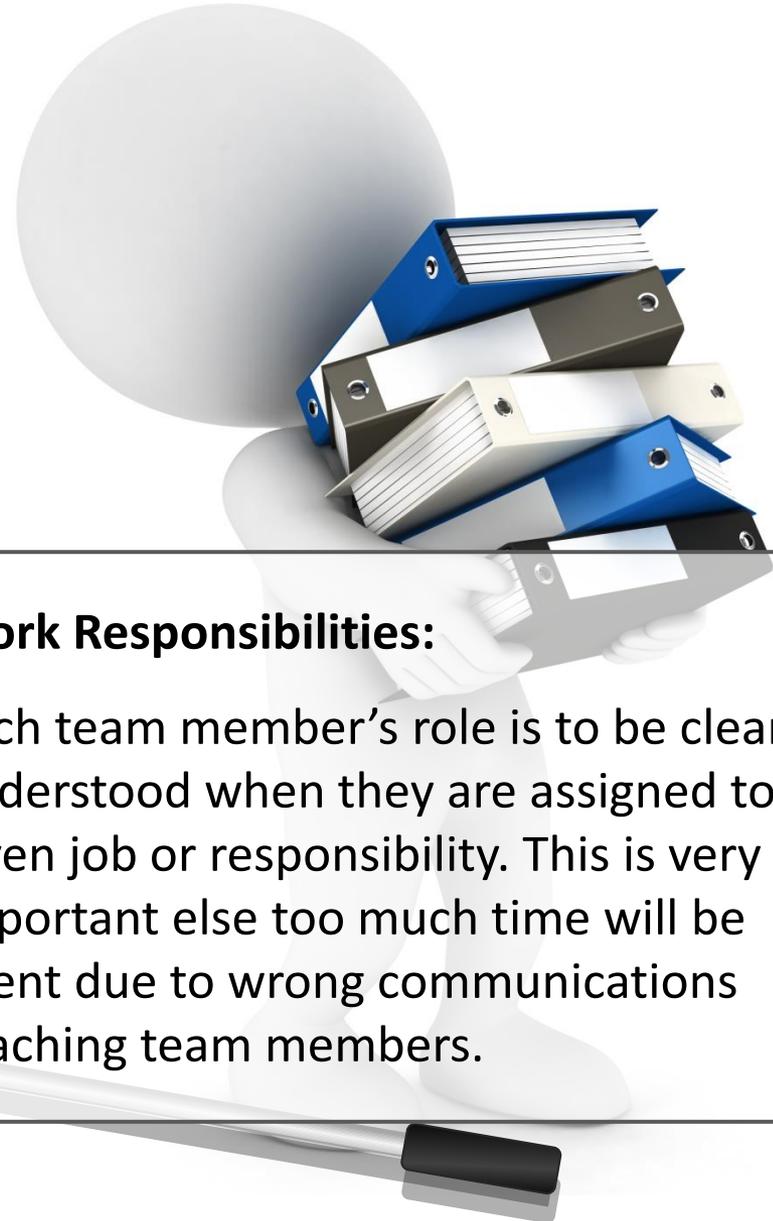
Work Priorities

Performance Expectations

Resources

Work Responsibilities:

Each team member's role is to be clearly understood when they are assigned to a given job or responsibility. This is very important else too much time will be spent due to wrong communications reaching team members.



Clarity of Roles within a Team

Work Methods

Time Frames

Work Responsibilities

Customer/Supplier
Interface

Work Priorities

Performance Expectations

Resources

Customer/Supplier Interface:

Understand the leader's expectations while dealing with all kinds of supplier problems. Similarly, the customer complaints or requests also need to be handled by each team member as per the organization's policies. After all, effective relationships have to be built with other work groups in order to achieve the full potential of the team.

Clarity of Roles within a Team

Work Methods

Time Frames

Work Responsibilities

Customer/Supplier
Interface

Work Priorities

Performance Expectations

Resources

Work Priorities:

Each person as well as each team will be loaded with a huge amount of work. It is important for each team member to understand which jobs take priority at that particular moment. Besides, changes in work priorities also take place due to changing circumstances. It is important to be able to clearly differentiate between hot jobs and other jobs.

Clarity of Roles within a Team

Work Methods

Time Frames

Work Responsibilities

Customer/Supplier
Interface

Work Priorities

Performance Expectations

Resources

Performance Expectations:

Understand what the leader expects in the way of desired outcomes. At this point in time, open communication is vital. Understand what it means to do a good job as per the leader's expectations. Then list down the degree of effort that is expected to be put into a job. It is important to avoid overworking on low-priority jobs, as that will not help in realizing the company's objectives.

Clarity of Roles within a Team

Work Methods

Time Frames

Work Responsibilities

Customer/Supplier
Interface

Work Priorities

Performance Expectations

Resources

Resources:

Each team always has limited resources. The aim is to achieve the maximum with the minimum resources. Understand what resources have been allocated to perform a job. These resources may include things such as facilities, support staff, equipment, software, as well as budget. Also understand how much control the team has over resource decisions.

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- Describe the Various Types of Teams
- Explain the Stages of Team Development
- List the Effective Team Management Skills
- Explain What is Team Building
- Describe the Team Building Exercises
- Explain What is a Team Contract
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- Explain the Role of Team Leader in Team Building
- Explain Why Teams Fail
- Explain How to Prevent Fall Outs in a Team



Role of Team Leader in Team Building

Every team should have a team leader who can hold his team together and extract the best out of the team members.

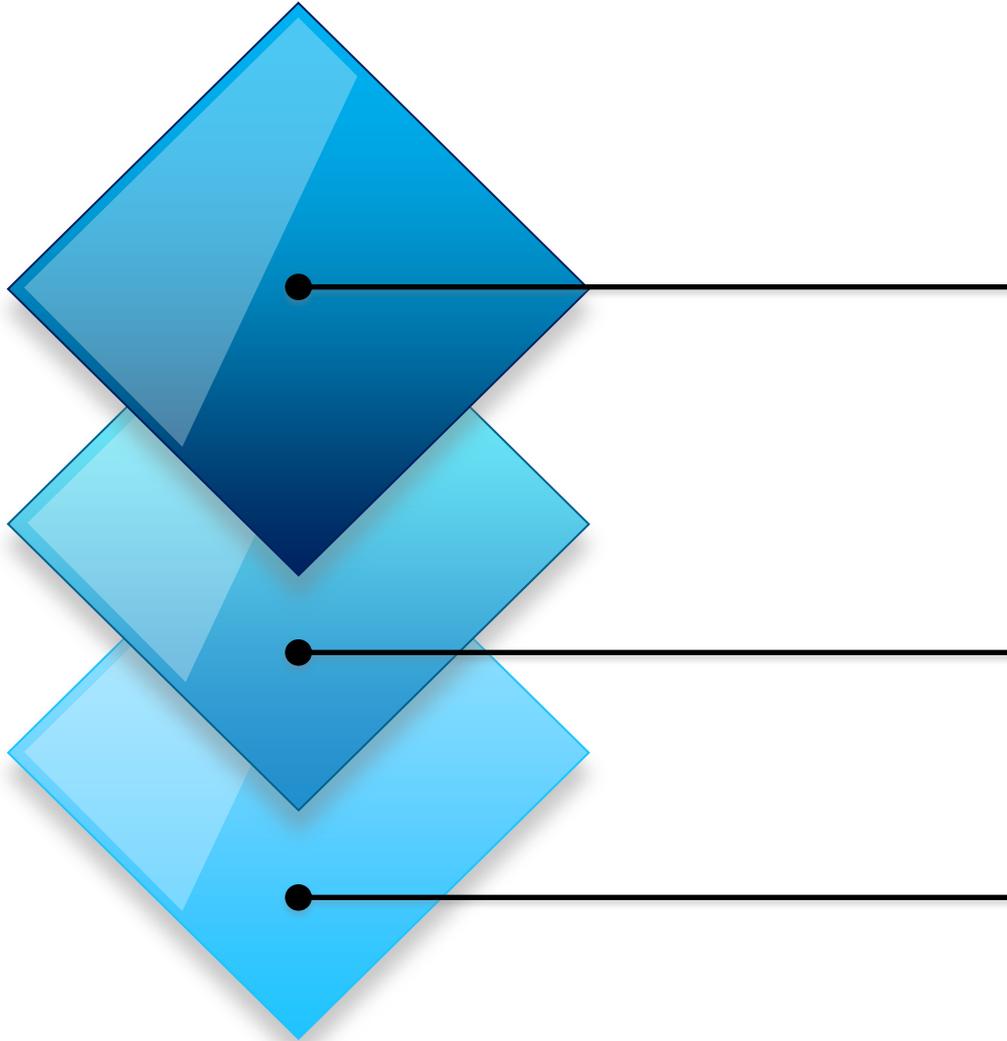
The team leader should be such that every individual draws inspiration from him and seek his advice and guidance whenever required. He should be a role model for his team members.

A team leader plays an important role in guiding the team members and motivating them to stay focused.



Role of Team Leader in Team Building

The following are a few key points to keep in mind to become a good team leader:

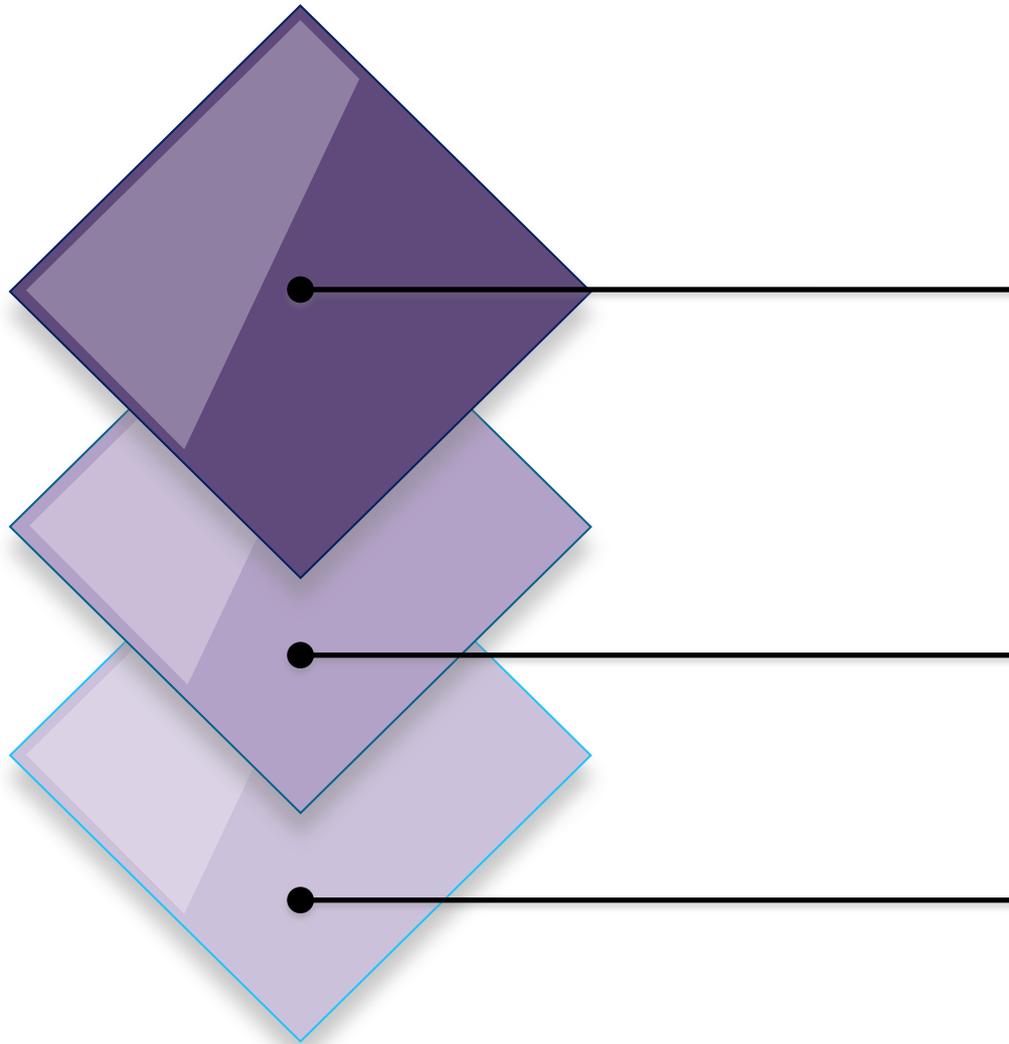


A team leader is one who sets a goal and objective for the team. The leader alone should not set the goal, suggestions should be invited from one and all and issues must be discussed on an open forum.

Team leader must make his team members well aware of their roles and responsibilities. He should assign duties as per their interest and specialization for them to accept the challenge willingly. Never impose things on them.

A team leader must be impartial. He should support one and all equally. Partiality leads to negativity and conflicts among the team members.

Role of Team Leader in Team Building

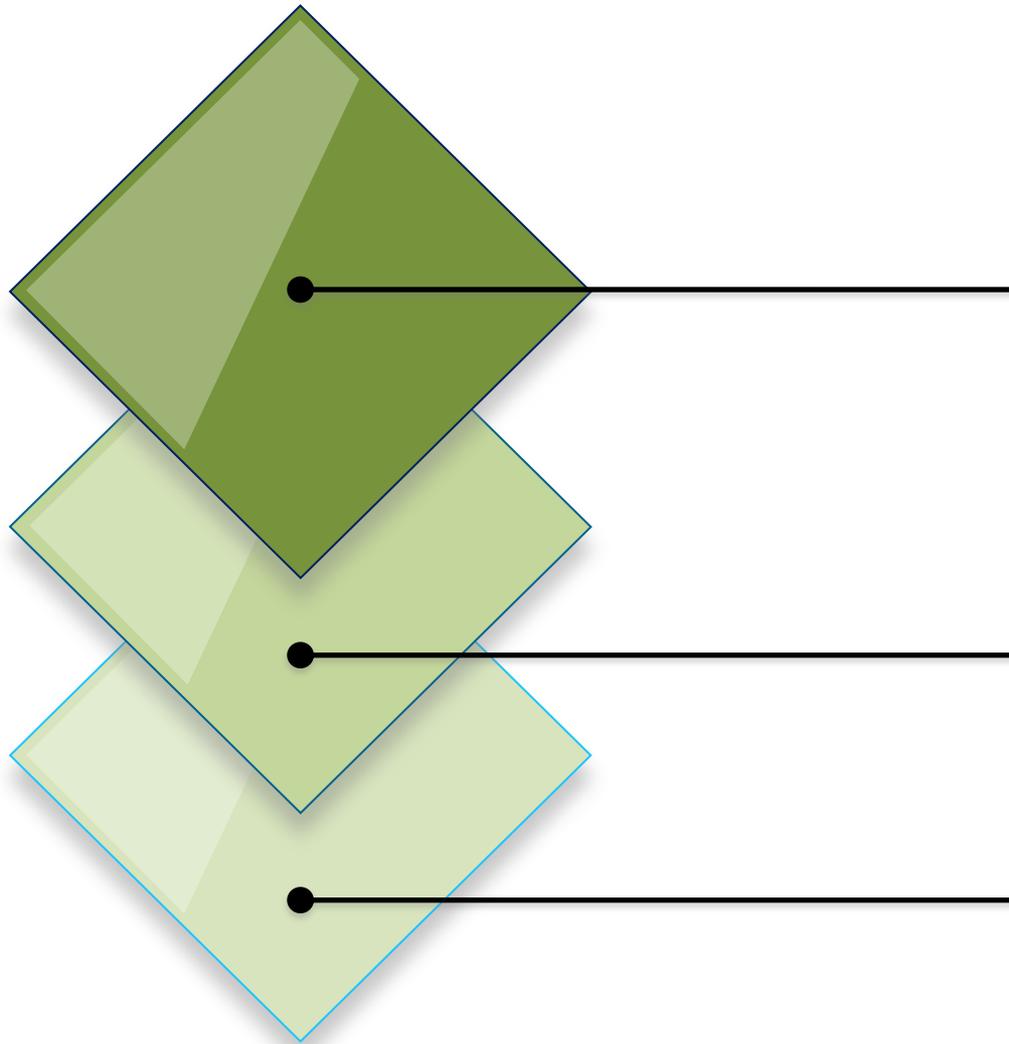


As a team leader, one should constantly motivate your team members. Motivate them so that they perform even better the next time. Avoid criticizing anyone. Never make fun of anyone's mistakes, instead correct them in a polite way.

Encourage the team members to help each other. Avoid playing politics or provoking individuals to fight. Make sure that the team members do not fight among themselves.

The leader must be easily available to his team. The team members should be able to fall back on their leader anytime without the fear of getting rebuked.

Role of Team Leader in Team Building

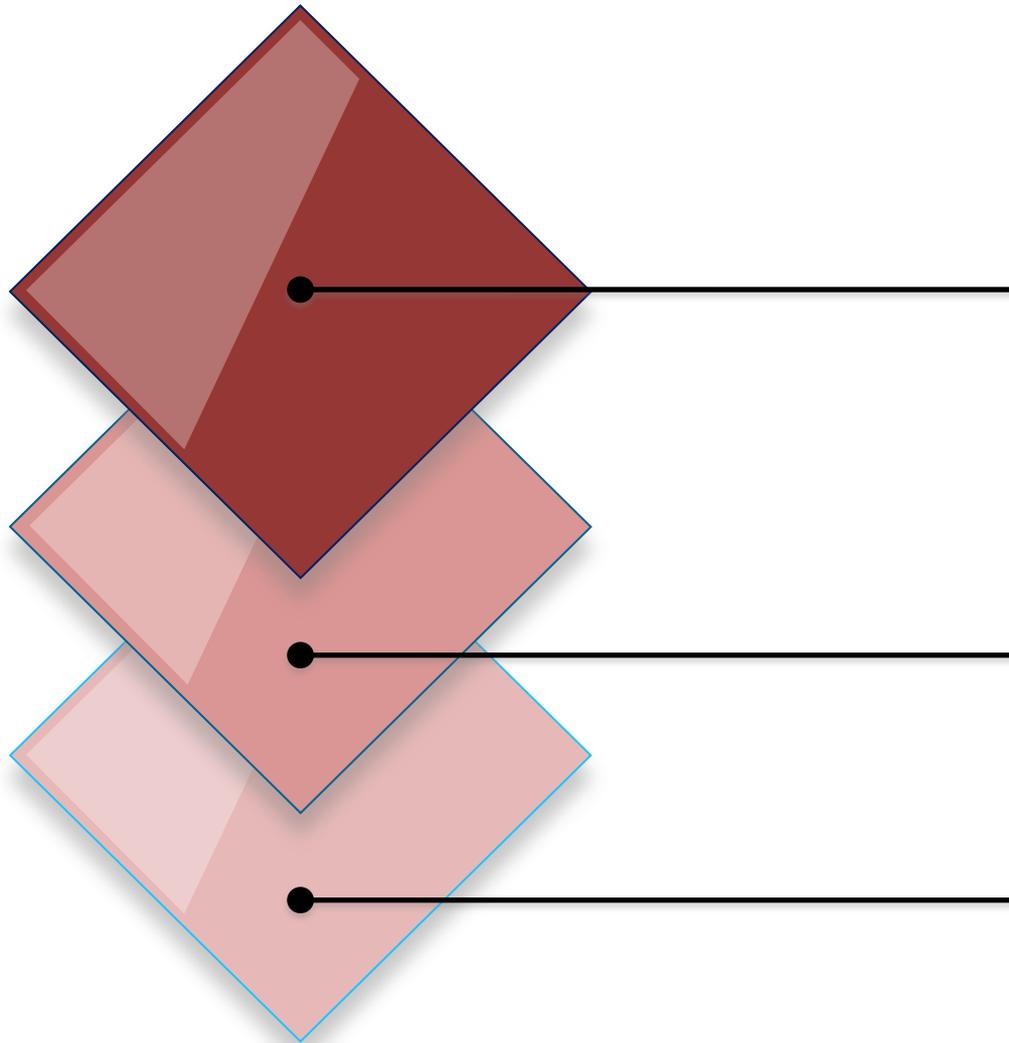


Be a mentor to your team members. The team members should be able to gain from the team leader's talent and mentorship. He must stand by his team always. A leader should own his mistakes as well as his team member's. Don't play blame games or point fingers at others.

The team leader should take the initiative of bringing the team members closer. A leader should try his level best to break the ice among them.

The team leader is the face of every team as well as the organization. Discipline is a must. Give your team a direction, without which it fails to perform.

Role of Team Leader in Team Building



It is the duty of the mentor to monitor the team's performance on a regular basis. Any dip in the performance of any team member must not be ignored. If any team member is not performing up to the expected level, give him another opportunity or probably any other role and ensure he delivers his best this time.

If a team member comes to you to discuss any of his personal problems, lend him a sympathetic ear. Try to help him. Keep the things to yourself and do not escalate it to the management.

Do not ask for too many favors from your team members. Adhere to the rules and regulations of the organization and be disciplined to set an example for your team members to do the same.



Roll your mouse over the icon, to learn more.

Tip!

A silhouette of a woman's head and shoulders in profile, facing right. Three callout boxes of different colors (olive green, purple, and orange) point to the top of her head. The top box is olive green, the middle one is purple, and the bottom one is orange. The background is white.

A Team is responsible for its own success or failures.

As a combined unit – the 'Team' also has roles to play.

It is not just the team members who have roles and responsibilities.

Objective

- Explain What is a Team
- List the Differences between Group and Team
- Explain the Characteristics of a Team
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Why Teams Fail?

- ▶ In spite of the best intentions of the organization, as well as the best efforts put in by the team members, teams still fail.
- ▶ Team failure is due to various reasons.
- ▶ It is highly important to understand as well as analyze these reasons.
- ▶ This is because the failure of a team affects the morale of the employees apart from affecting the organization too.
- ▶ The organization needs to eliminate as many reasons as it can in order to ensure team success.



Why Teams Fail?

These reasons for the failure of teams can be broadly divided into five categories:

Environmental Influences

Goals

Roles

Processes

Relationships

Let us look at each in detail.

Why Teams Fail?

Environmental Influences

Environmental Influences:

- The team members may be placed at different locations making it difficult for them to meet frequently. Hence, a solution needs to be found to resolve this issue. Communication is vital for any team to work well. Physical distances can always be overcome with the use of technology.
- The team is not given adequate resources in order to do its job. Hence, team members are not able to perform adequately due to lack of resources.
- Team efforts are not being recognized. Lack of appreciation greatly demoralizes any employee and hence, the team suffers and fails.
- A lack of recognition by the organization or its leaders about the existence of a team can also lead a team to its failure.

Why Teams Fail?

Goals

Goals:

- No participation from members in setting goals. This takes away the ownership from the team. It reduces the commitment of the team members.
- Team is not clear about the goals. Communication is vital, whether to a team or to an organization.
- Goals are not effectively communicated. Everybody is doing his own thing with no attention to team goals. Working in silos leads to duplication of work as well as ruining the organization culture.

Why Teams Fail?

Roles

Roles:

- Responsibilities of the team members are poorly defined. This leads to ambiguity as well as lack of commitment.
- No clear leader is identified. Leadership is vital to any team. A good leader outlines the strategy and charts the path to reach the goal.
- There is buck-passing of responsibility, which shows lack of commitment.
- Members indulge in power plays for authority and control. This is a problem of attitudes which needs to be managed accordingly by the leader and the organization.
- Members refuse to recognize their interdependence and act as if they were independent. This will lead to the failure of the team.

Why Teams Fail?

Processes

Processes:

- Lack of processes makes decisions always a crisis situation. A case of decision-making being dominated by one person leads to poor commitment of the team
- Communications are one way: top down and channelled through the leader. This is not the feature of a team. Negligible points are debated continuously. This leads to waste of time as well as energy.
- Meetings are unproductive with the issues unresolved which implies that poor planning has been done. Meetings cover trivia versus significant issues as the way to achieve goals is not clear.
- Actions are taken without planning and hence, the team fails.

Why Teams Fail?

Relationships

Relationships:

- Members are unwilling to be identified with the team.
- There is disguised conflict between the team members as well as severe personality conflicts.
- Relationships are competitive.



Objective

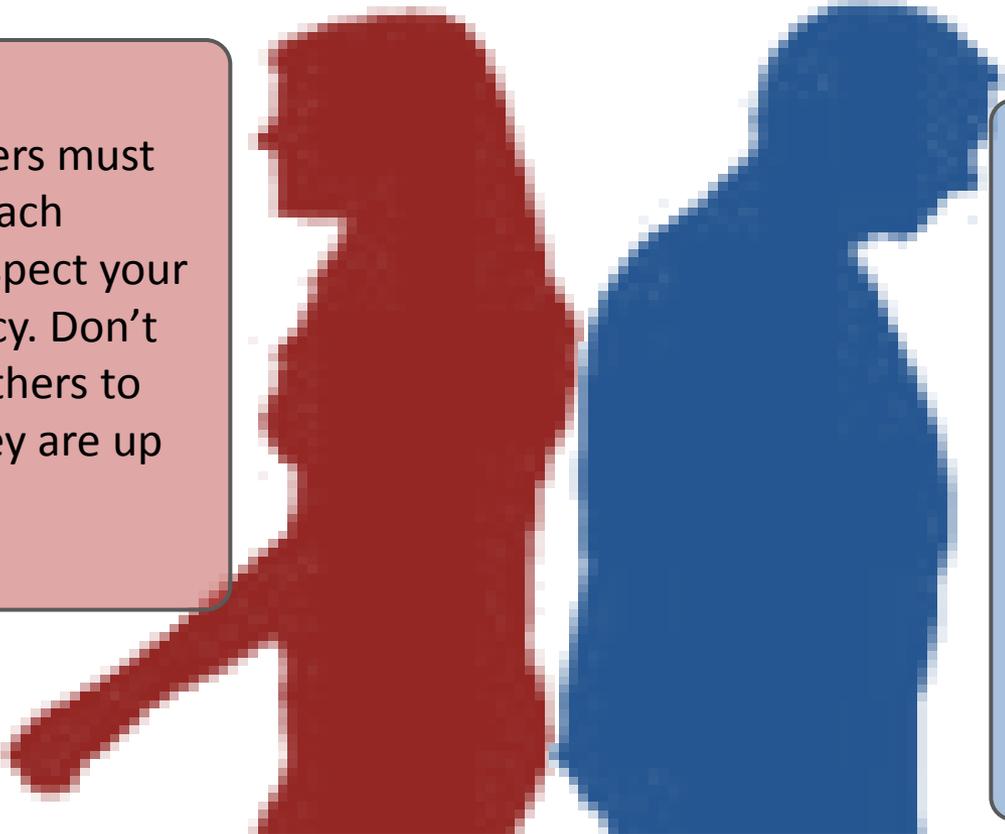
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-



Preventing Fall Outs in a Team

It is essential that the team members gel with each other well and are willing to help each other. Conflicts must be avoided within the team to strengthen the bond among the team members and also to increase the productivity of the team.

The following are some of the ways in which one can avoid conflicts and fall outs in the team:



The team members must not interfere in each other's work. Respect your colleague's privacy. Don't keep pestering others to find out what they are up to.

Never criticize anyone or make fun of your team members. If you do not agree to their view points, sit with them and try to come to a common solution. Don't escalate the issue immediately to your superiors without discussing among yourselves.

Preventing Fall Outs in a Team



The team members must trust each other. If your fellow team member has shared something with you, don't disclose it to others. Try to help him, if you can't, it's better to keep quiet. Never double cross your team mates.



Avoid taking favors from anyone as he might expect you to share a secret with him. One should not promote too much personal friendship at the workplace. Try to be a little professional in your approach and keep your professional and personal life separate.



Don't read your team member's emails or ever open his notepad or diary. It might contain some information which he does not want to share with others.

Preventing Fall Outs in a Team



Never spread any rumors about anyone in the team. Avoid loose talks in the office. It's best to concentrate on work rather than gossiping around.



Do not provoke your team members to fight. The team members must motivate each other to perform their level best. Competition is important but make sure it is a healthy one and does not turn into a nasty fight.



Avoid being partial to anyone. Do not favor anyone. Don't criticize the other person just because you don't like him. Never give priority to your personal interests.

Preventing Fall Outs in a Team



One should not tamper any data or information important for the team. Do not add or delete words but pass on the information as it is in the desired form.



One should avoid fights within the team and it is always better to work as a family. Concentrate on work rather than conflicts as only your work will give you the desired recognition in the future.



Think twice before you speak. Make sure your speech does not hurt any of your team members.

Practice

*Let us now practice
all that you have
learned about team
building.*

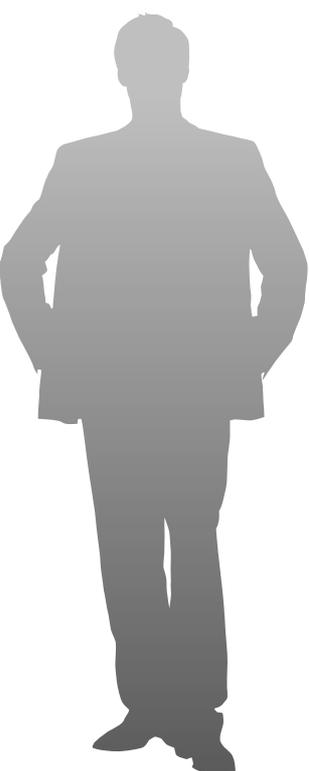
Practice

Consider a situation where you have been a part of a team. Now, try answering the below questions:

- What was your role in the team?
- Was there a team leader? What was his role and how well did he fulfill his role?
- Were there any team members that you did not get along with or did not like?
- What was your attitude while being a part of the team?
- Would you consider yourself a good team player? Why? Why not?
- What can you improve in yourself to become an excellent team player?



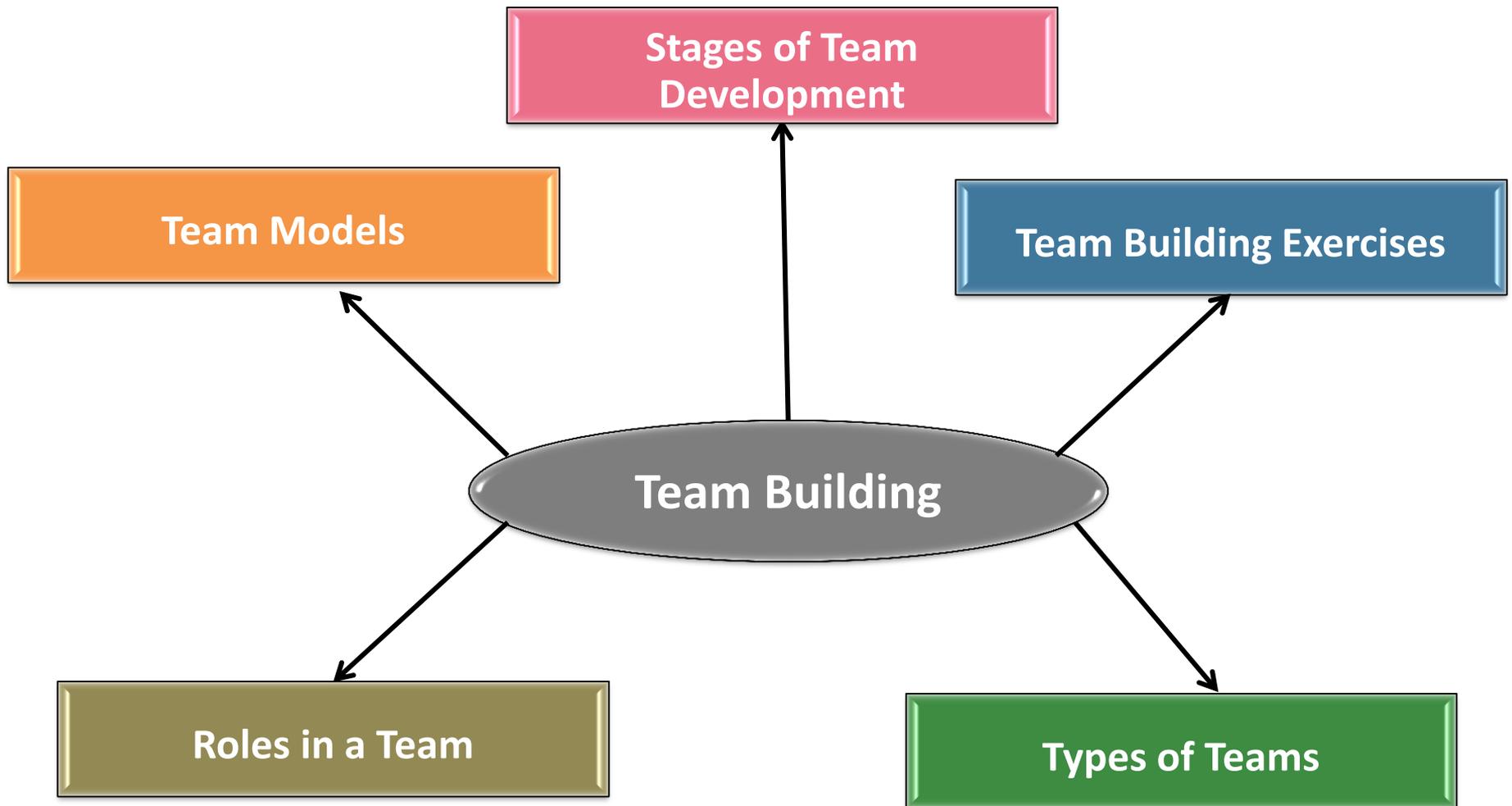
Case Study



Nick Johnson works as a Project Manager in the Learning & Development (L &D) Department of Helios Inc. He has four subordinates directly reporting to him. Nick always maintains a distance from them and never misses an opportunity to criticize or make fun of his team members. His team members hate working under Nick's leadership. Nobody is ready to help each other and everyone works individually. Nick's team never achieves its targets within the stipulated time and there is lots of negativity in the team.

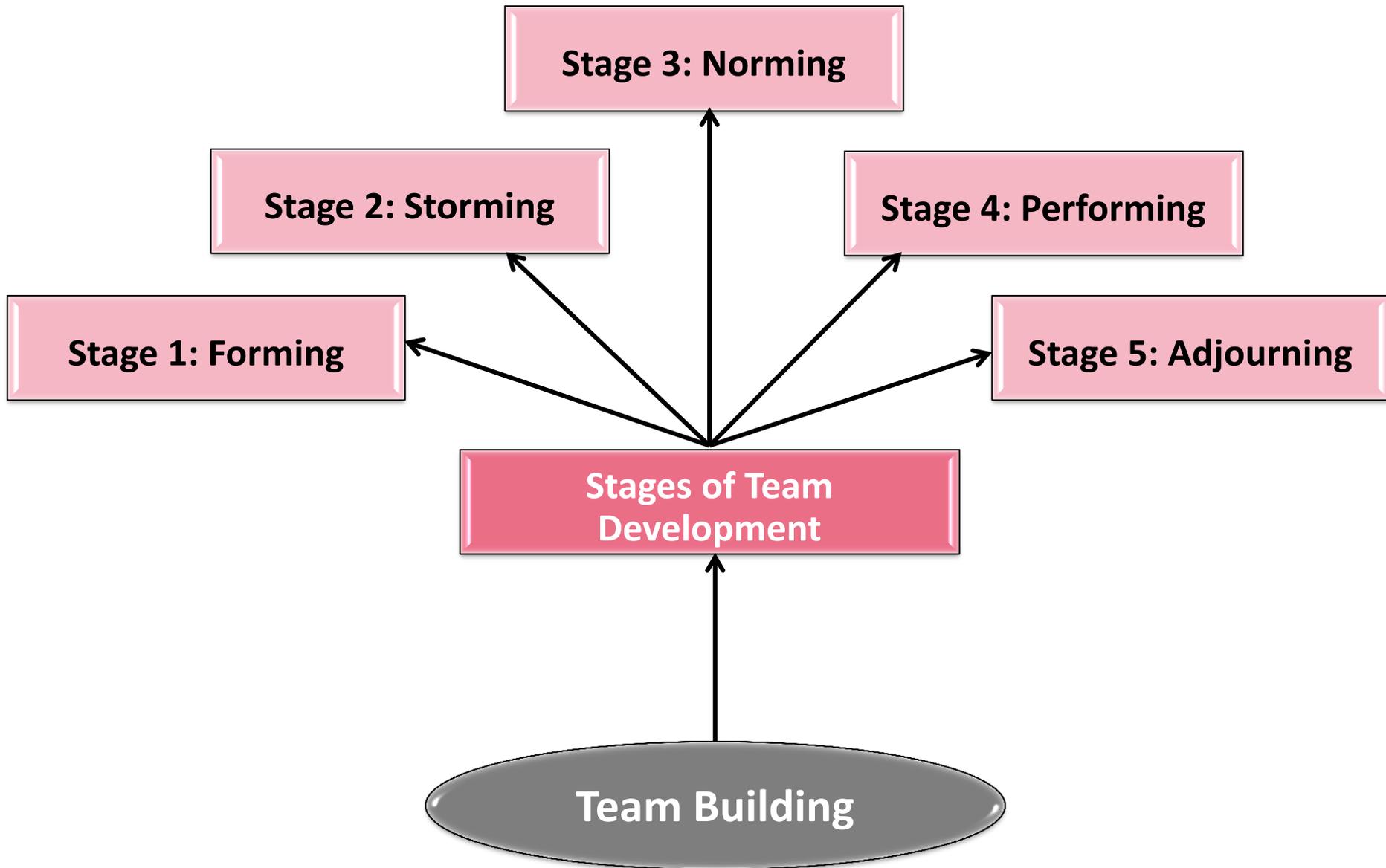
1. What should Nick do to become a better manager and manage his team well?
2. What should Nick do to build trust and bring the members of the team close to each other?

Summary

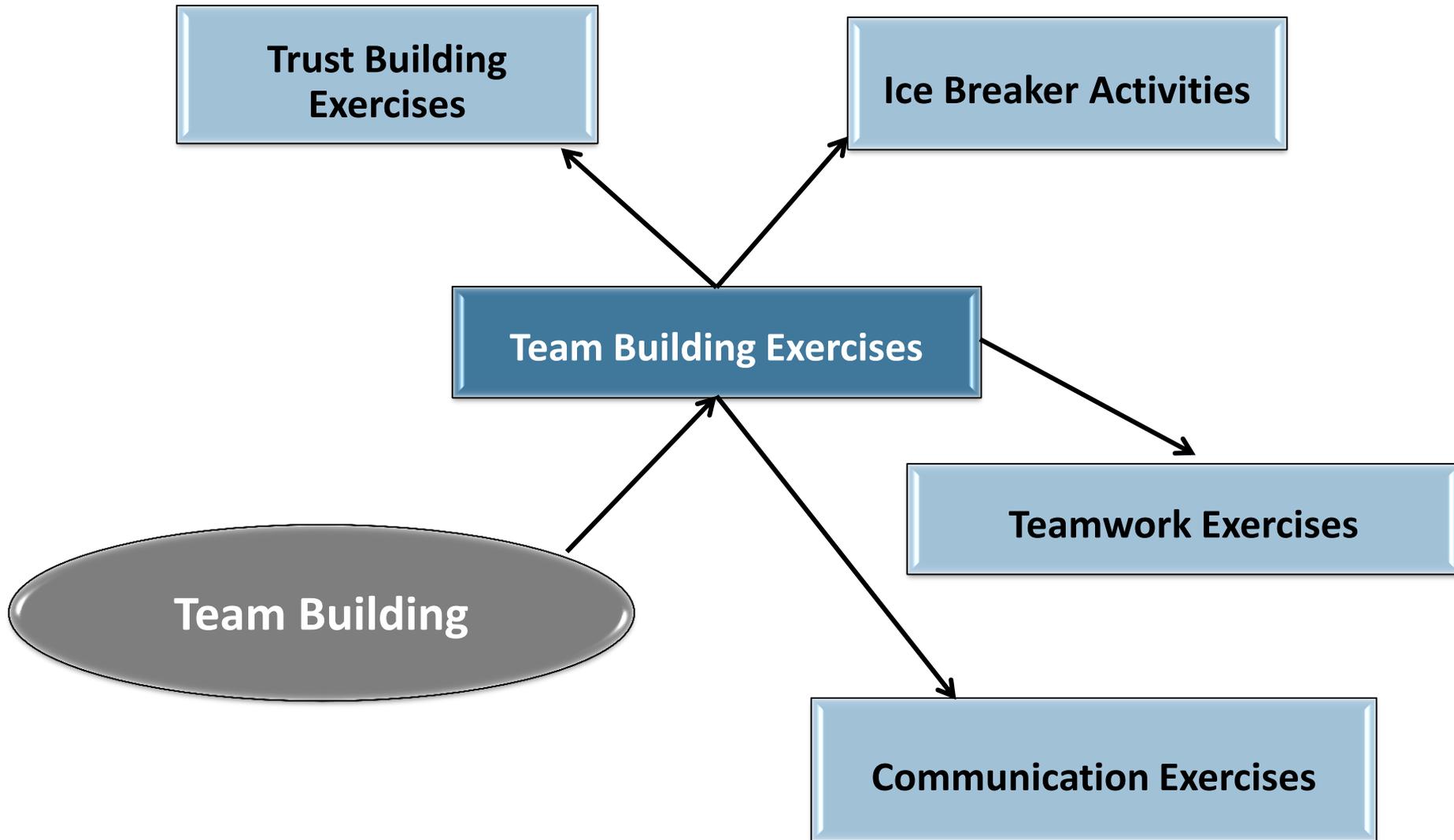


Let's look at each in detail.

Summary



Summary



Summary

Team Building

Types of Teams

Permanent Teams

Temporary Teams

Task Force

Committee

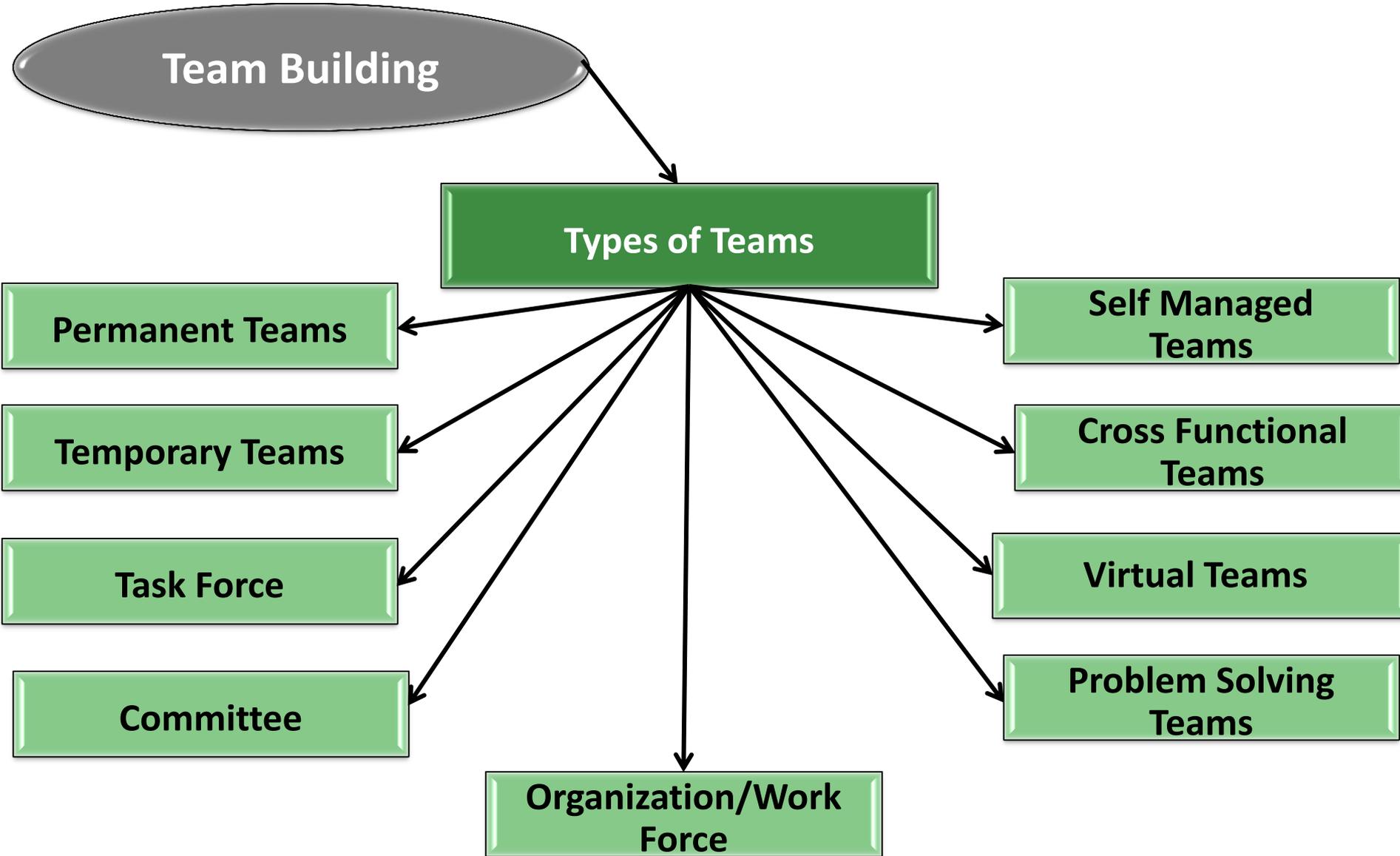
**Self Managed
Teams**

**Cross Functional
Teams**

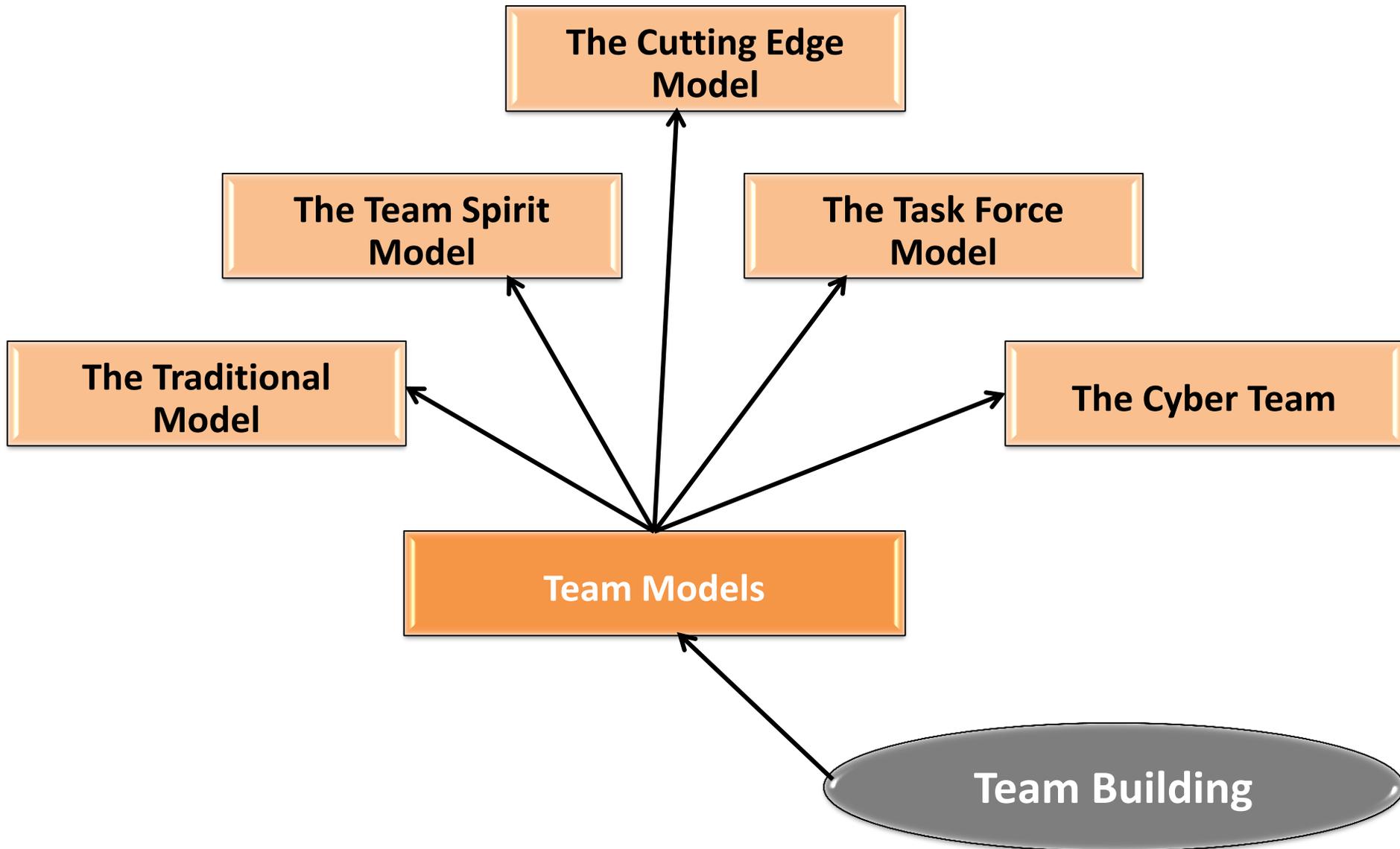
Virtual Teams

**Problem Solving
Teams**

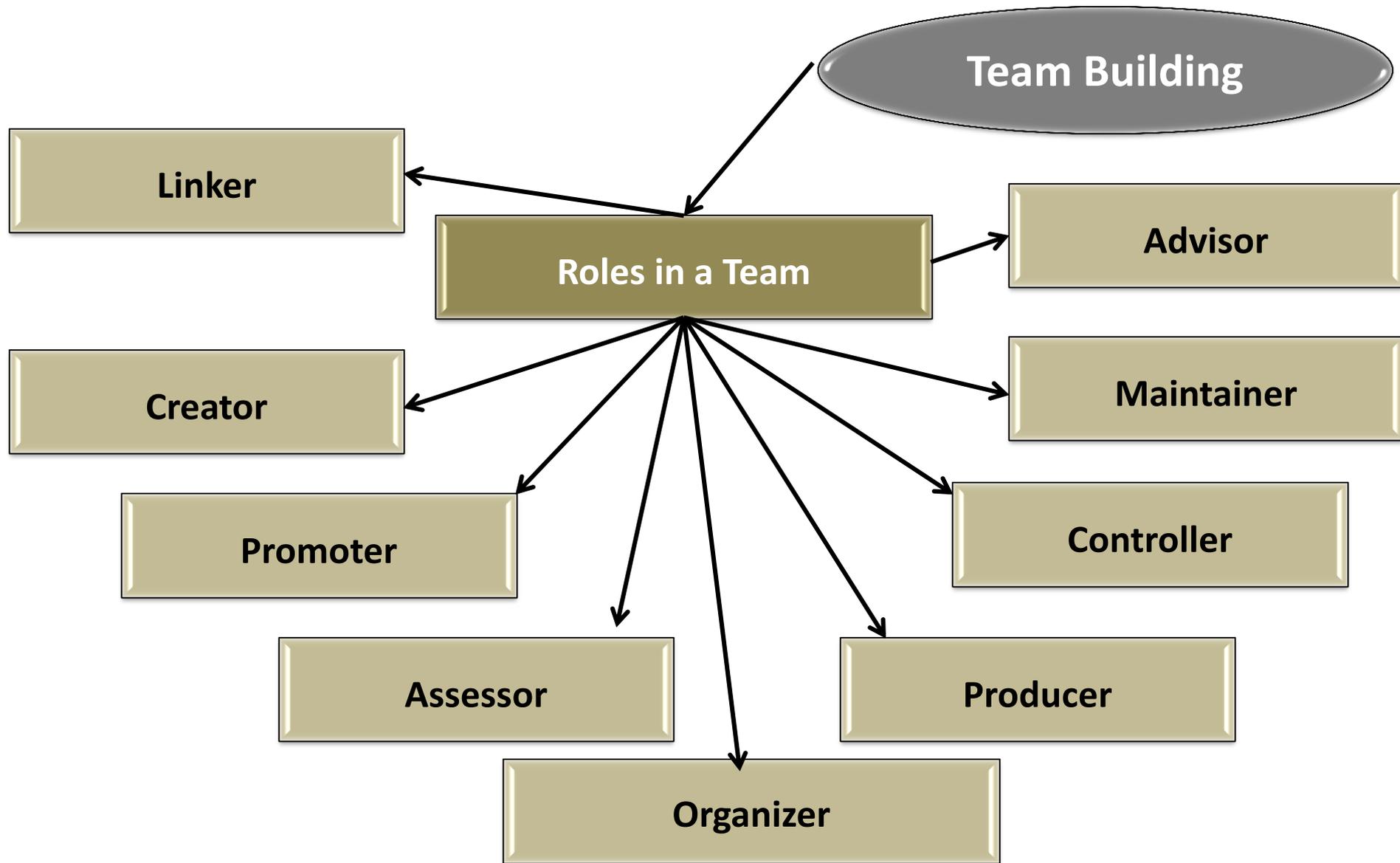
**Organization/Work
Force**



Summary

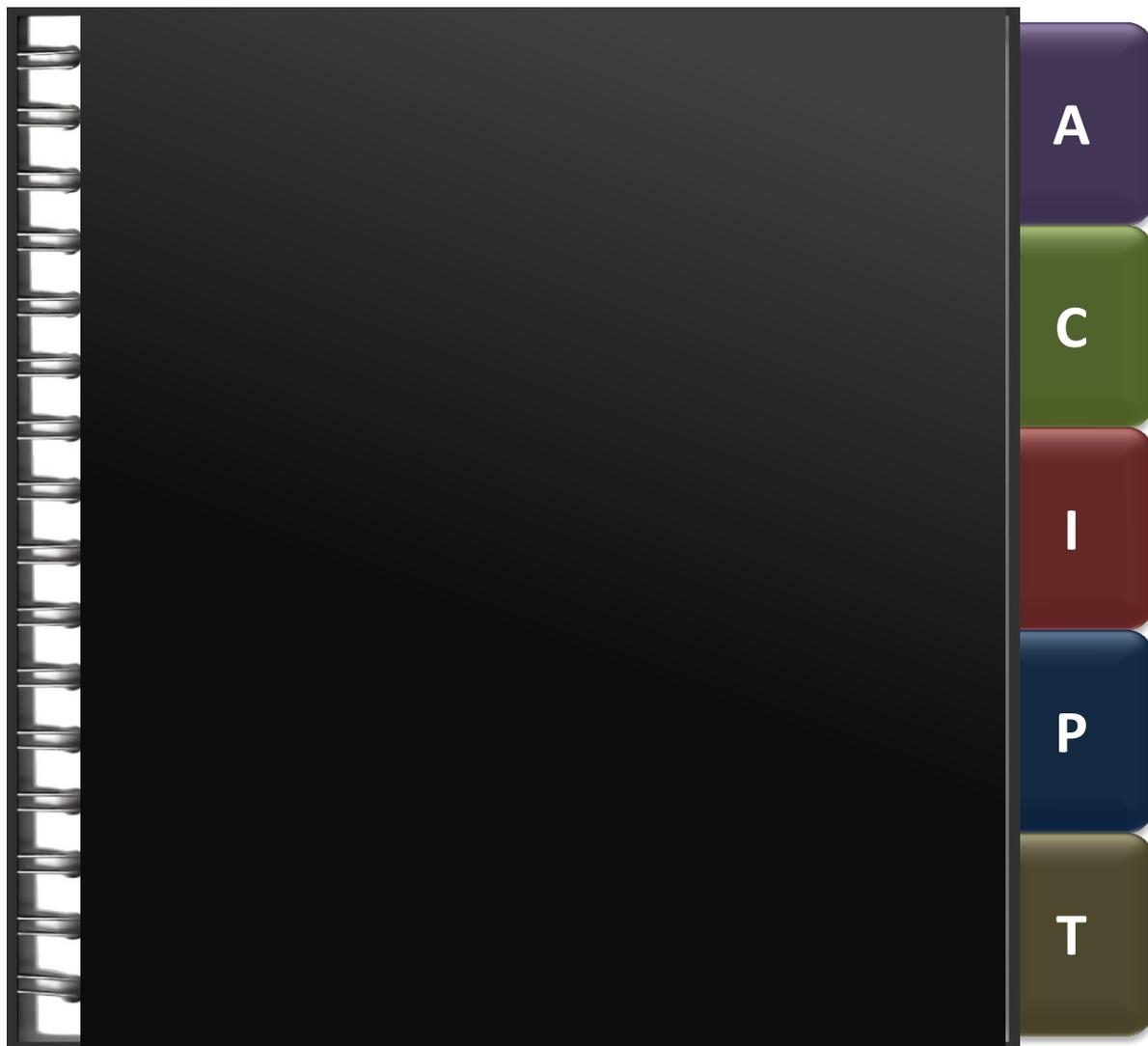


Summary



Glossary

Click each alphabet to learn more.



Glossary

Click each alphabet to learn more.

- **Adjourning** - Adjourning means break from a meeting or gathering
- **Assessor** - Assessor is someone who evaluates options for careful analysis

A

C

I

P

T

Glossary

Click each alphabet to learn more.

- **Cyber** - Cyber means relating to information technology, computers or the Internet
- **Committee** - Committee is a special group delegated to consider some matter

A

C

I

P

T

Glossary

Click each alphabet to learn more.

- **Ice Breaker** - Ice Breaker is a beginning that relaxes a tense or formal atmosphere
- **Interdependence** - Interdependence is a reciprocal relation between interdependent entities (objects, individuals or groups)

A

C

I

P

T

Glossary

Click each alphabet to learn more.

- **Permanent** - Permanent is continuing or enduring without marked change in status or condition or place
- **Problem Solving** - Problem Solving is the thought processes involved in solving a problem

A

C

I

P

T

Glossary

Click each alphabet to learn more.

- **Team** - Team is a cooperative unit of two or more than two people
- **Team Spirit** - Team Spirit is the spirit of a group that makes the members want the group to succeed
- **Task Force** - Task Force is a semi permanent unit created to carry out a continuing task

A

C

I

P

T



*You have Successfully Completed
the Module on **Team Building!***

Congratulations