INSTITUTE OF MANAGEMENT & INFORMATION TECHNOLOGY
CUTTACK

TEAM DYNAMICS AT WORK PLACE

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Lecture Notes
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C O N T E N T

MODULE-1

CHARACTERISTICS AND PROCESS.

DEFINATION:- Team is a small number of people with complementary skill who are committed to a common purpose, goals and approach for which they hold themselves mutually accountable.

TEAM DYNAMICS:- Team dynamics are the unconscious, psychological forces that influence the direction of a teams behaviour and performance.
Team dynamics is a broad concept and represents the way in which team members behave and the psychological processes underlying these interactions within the team.

NEED OF A TEAM IN ORGANISATION:-
There are many reasons why people in organizations would want to work in teams.
Among them 5 of the more common of these reasons includes-

♦ Preference for social interaction
♦ Division of work
♦ Information sharing
♦ Working collectively to to effect change
♦ Organisational buy-in.

TEAM SUCCESS
Capabilities of a great team:-

• Trust
• Openness
• Respect for others
• Cooperation
• Commitment
• Diversity of ideas
• Accepting challenges

What makes a successful team:-

• Psychological safety
• Dependability
• Structure and clarity
• Meaning of work
• Impact of work

Characteristics of a successful team:-

♦ Clear goals
♦ Relevant skills
♦ Mutual trust
♦ Unified commitment
♦ Good communication
♦ Negotiating skills
♦ Conflict management
♦ Internal and external support
♦ Leadership
♦ Organisational culture

Purpose of teams:-

The purpose of creating teams is to provide a frame work that will increase the ability of employees to participate in planning, problem solving and decision making to better performance and goal achievement.

The team promotes:-

- A better understanding of decisions.
- More support and participation in implementation plans.
- Increased contribution to problem solving and decision making.
- Improved employee motivation.
- Positive synergy
- Satisfaction of social needs.
- Organisational flexibility.
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GROUP VS TEAM

GROUP: A collection of two or more interacting individuals who maintain stable patterns of relationships, share common goals and perceive themselves as being a group.

TEAM: A team is a small number of people with complementary skill who are committed to a common purpose , performance , goals and approach for which they hold themselves mutually accountable.

TEAM AND ITS TYPES:-

1.Permanent Teams.

This teams perform on a permanent basis and are not dissolved once the task is completed.

2. Temporary Teams.

This type of teams loose their importance once the task is accomplished. Such teams are usually formed for a shorter duration either to assist the permanent team or when the organisation have excess work in association with the previous team.

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 task force explores all the possible reasons which led to a severe problem and tries to resolve it within given time.

4. Committee.

Committees are generally formed to a work on a particular assignment either permanently or on a temporary basis. Individuals with common interest , more or less from the same background , attitude come together on a common platform to form a committee and work on any matter.

5. Organisatioanal /work force.

Such groups are formed in organizations where team members work together under the expert guidance or leadership.

6. Self managed teams.

Self managed teams consists of individuals who work together for a common purpose but without the supervision of any leader.

7. Cross functional teams.

In this type of team individuals from different areas come and work together for a common objective to form a cross functional team.

8. Virtual teams.

Virtual teams consists of individuals who are separated by distance and connected through computer. Here team members communicate with each other online through internet.

TEAM DEVELOPMENT.

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

Phases of team development.

1. Forming :-

This stage involves a period of orientation and getting acquainted. Uncertainty is high during this stage and people are looking for leadership and authority. Most interactions are social as members get to know each other.

2.Storming:-

This is the most difficult and critical stage to pass through. It is a period marked by conflict and competition as individual personalities emerge . Team performance actually may decrease in this stage because energy is put into unproductive activities.

3.Norming.

In this stage consensus and cooperation have been well established and the team is mature , organized and well functioning. There is a clear and stable structure and members are committed to team's mission. The team is now focused on problem solving and meeting team goals.

4.Adjourning.

In this stage most of the teams goal have been accomplished. The emphasis is on wrapping up final task and documenting the efforts and results. As the work load diminished, individual members may b re assigned to other teams and the team disbands. There may be a regret as the team ends so a ceremonial acknowledgment of the work and success of the team can be helpful .

Figure:-phases of team development.

Most high-performing teams go through five stages of team development.
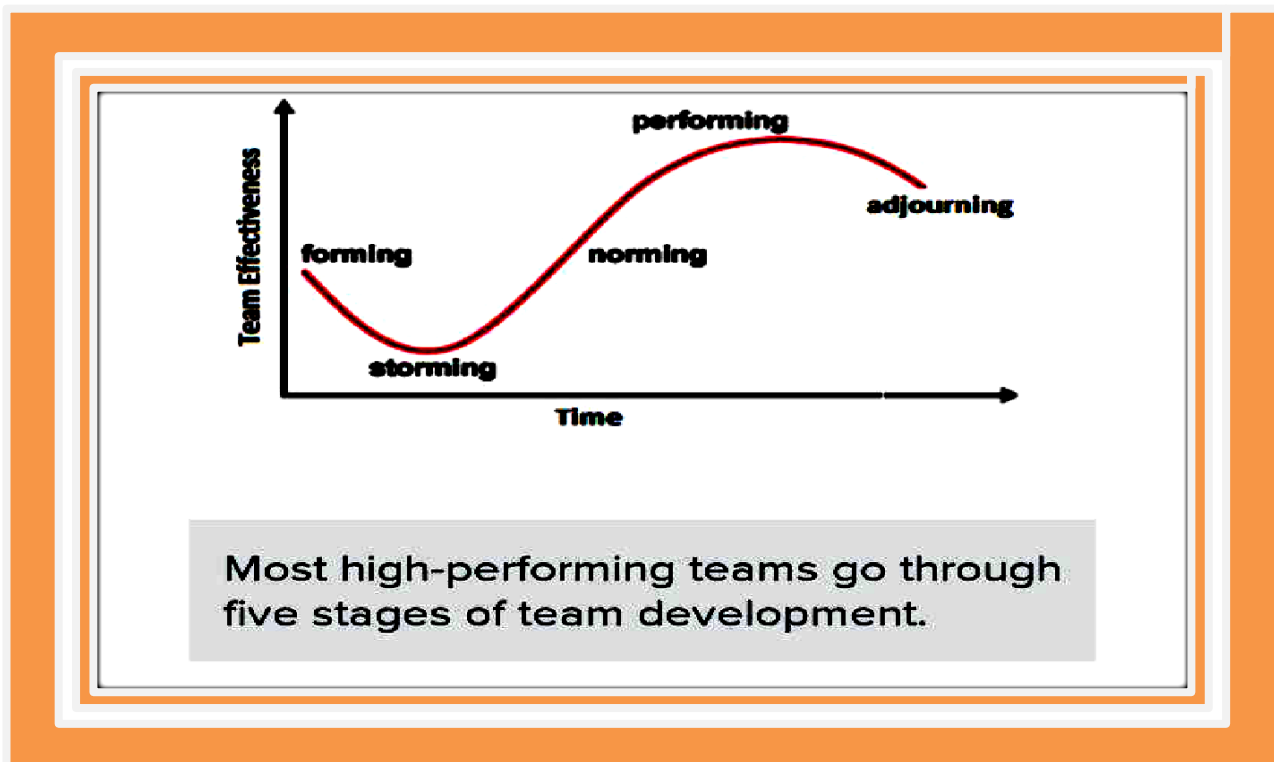
TEAM BUILDING:-

Team building refers to the various activities undertaken to motivate the members and increase the overall performance of the team.

Need of Team building.

Team building activities are utmost importance as they help in the overall development of the team members and in turn improving the teams performance. It also strengthens the bond among the employees and they feel motivated to work and achieve the targets.

Team building exercises.

- One must know his/her fellow team members well.
- The team members must be compatible with each other .
- Include ice breaking activities in the team.
- Encourage many trust building exercises in the team.
- Team members must trust each other for the maximum output.
- Encourage activities where individuals come together as a single unit and work for a common task.

Importance of team building.

- Team work and team building are essential in corporates to make the organization a better place to work.
- Team building activities improve the relations and strengthen the bond among the employees.
- It also reduces the chances of confusion, misunderstandings and in a way making the communication effective.
- Individuals feel more confident and positive at work.

TEAM PROCESS:

Team process refers how the team functions i.e how members work to carry out the mission and goals of the team and whether the team and the members grow, develop and improve over time.

- Process influence and is influenced by both team structure and context.
- Interactions that occur among team members while performing the team task and combine individual efforts into collective results.

Steps of team process.

- Ability to influence
- Accountability
- Bias for action
- Collaborating with others

- Communication
- Directiveness
- Flexibility
- Interpersonal understanding
- Networking ability
- Organisational awareness
- Self regulation
- Team leadership
- Team work

TEAM COOPERATION AND COMPETITION.

Cooperation: It refers to the attempts of maximizing the collective outcomes.

Competition:

It refers to the attempts of maximizing the difference with others in rivalry for supremacy or prize.

♦ Cooperation and competition are often conceptualized as products of social interdependence. Thus for both cooperation and competition there must be more than one individual or entity involved and the individuals they must be able to influence each other that is the change in one's action causes a change in others outcomes.

♦ So both cooperation and competition are major ingredient in team setting , where Individuals are made socially interdependent with each other and team outcomes are largely influenced by how team members interact with each other.

♦ Teamcooperation in any organisation is always advantageous. It improves overall employee performance and organizational productivity.

♦ In a team each employee is responsible for success. It is a combination of strength which can also lead to minimizing individual weaknesses. In this case the strength and weakness of team members can enhance and complement each other.

Advantages:

♦ Reduces the desire of employees

To compete with each other.

♦ Enhances knowledge sharing

♦ It also enhances effective communication within employees and the organisation.

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- Establishes trust
- Easy accomplishment of organisational goal.

TEAM COMPETITION:

Team competition between team members can temporarily increase motivation and improve performance.

Advantages:

- It helps to discover how employees work under pressure.
- It's a true test of employee skills.
- Brings out the common interest between employees.
- Employees will get self confidence.
- Team members can learn from their losses.
- It will help the employees to get over the fear of competing and makes them want to compete more.
- It gives them recognition and motivation and can naturally reduce indifference and laziness.
- It can lead to employees taking on more responsibility.

Disadvantages:

- Anxiety
- Unnecessary rivalry between team members.
- Poor team morale.
- Can enhance bitterness.
- Destroys self esteem and can increase disagreements.
- Constant comparisons can be exhausting and de motivating.
- It can sabatage collaboration and team work.

TEAM COMMUNICATION

Team communication is known as the interactions that the individuals in a team share with one another. This includes things like emails, conversations ,body language and non verbal communications.

Advantages:

- Team communication is the foundation of team building.
- Communication helps to ensure team success.
- An intentional focus on team communication in organization can make it easier to reach or exceed the projection.
- Good communication is based on healthy relationships. So it's important to build a healthy relationship between the team members.
- Work can sometimes be stressful, so identifying some ground rules for interacting with team members is essential for success.

Importance of team communication:

- It helps to accomplish task in a quicker and more efficient amount of time than others.
- Effective communication allows them members to understand their roles and the roles of everyone in the team.
- It also helps to improve understanding among the team members.
- It helps to maintain positive work relationships.
- Communication helps in greater efficiency and in better solutions.
- Reduces conflicts.
- Creates a culture of collaboration and cohesion.
- Effective communication helps the goal feasible and reachable.

Barriers of team communication.

- Authority or hierarchy problems.
- Poorly written communication.
- Gender biased.
- Inadequate knowledge.
- Problem on focusing or listening.
- Attitude and ego.

MODULE-2
BASIC ISSUES BEFORE TEAM.

TEAM CONFLICT MANAGEMENT

CONFLICT:-

Conflict happens when two or more people disagree and one of them decides to make an issue of it.

TEAMCONFLICT:-

Team conflict is an interpersonal problem that occurs between two or more members of a team and affects result of team work.

CAUSES OF CONFLICT:

♦ Unfair or unequal treatment

♦ Miscommunication

♦ Poorly defined roles

♦ A lack of goals

♦ Lack of feedback

♦ Bad organisational culture

♦ Personality differences

♦ Emotional abuse

♦ Health and safety issues

♦ Discrimination

IMPACT OF CONFLICT:

Conflicts may have both positive and negative effects on the team. It can help the team operate better by exploring issues more fully but it can lead to emotional problems that damage communication.

MANAGING TEAM CONFLICT :

Conflict management is needed for smooth functioning of the team. There are some ways which can be followed for conflict management. They are:-

- ♦ Acknowledge the conflict

- ♦ Clarify positions

- ♦ Set some ground rules for discussing conflict.

- ♦ Avoid partiality

- ♦ Seek advice and guidance

- ♦ Develop team conflict management skills.

- ♦ Keep the conversation goal oriented.

POWER AND SOCIAL INFLUENCE ON TEAM.

POWER:

Team members also may have substantial differences in power , whether the differences result from leadership, strong members, discrimination or anything else. Power however is a multifaceted concept. Power can be classified into six types within two major categories.

PERSONAL POWER /POSITIVE POWER:

a. Expert power:-This kind of power results from the belief that one holds credibility or expertise. (e.g. an information technology expert in a team trying to roll out a new computer program.)

b.Referent Power:- It results from liking, respect, and admiration. (e.g. a popular person in a team trying to determine how to run the next company picnic.)

c. Information power:- It results from access to specific information that may be necessary to the team.(e.g. an administrative assistant who has access to the schedules of the executives.)

POSITIONAL POWER/ NEGATIVE POWER:-

a. Legitimate Power: Legitimate power is that which is externally validated. (e.g. a manager of a group trying to make a decision)

b. Reward Power:- This type of power results from one's ability to offer rewards for behaviour or work.(e.g. senior management giving award to team for performance or coordination.)

c. Coercive Power:- coercive power results from one's ability to punish others to influence their behaviour (e.g. a project manager on a cross functional team who might complain to a team members manager about the quality of work).

There is a definite contrast in the effectiveness of a positive versus negative power.

- Unfortunately, negative power works. Rewards increase the likelihood of behaviour.

Threats also stop behaviour. Legitimate power can be useful at changing behaviour as well.

- ♦ Using these sources of power comes along with problems, not the least of which is that the person who is targeted by the negative power may end up disliking the powerful person, because people feel forced to respond when using negative power.

- ♦ On the other hand , positive power is when power is used in a way that makes people want to be influenced. People trust those who are experts , work with those who have information to share and are willing to share it , and want to perform for those whom they respect.

- ♦ So in positive power people respond much more positively when influenced.
- ♦ The problem with the impact of power on the decision making process is that powerful members can easily sway the group even though they are not always the ones who have the most information or who can make the best decisions.

- ♦ Power , whether resulting from legitimate authority or the impact of admiration can easily affect the behaviour and decisions of team members.

- ♦ For example, a powerful leader , strong member or high status person initiates the discussion about decision alternative and then strongly advocated for it, a team is likely to follow along with that member.

ADVANTAGES OF POWER:-

Using power properly certainly has its place in organizations.

- ♦ Helps teams to monitor their performance
- ♦ Helps to properly promote and then manage conflict
- ♦ Helps to maintain organizational values
- ♦ Helps to set strategies
- ♦ Helps to manage perceptions of those who are external to the team.

DISADVANTAGES OF POWER:-

- Rigidity
- Threat
- Biasedness
- Discrimination
- Bad influence
- Lack of independence and flexibility
- Constant stress and anxiety
- Dictating the specific values and norms of team
- Can be demotivating and discouraging

SOCIAL INFLUENCE:-

Social influence refers to the way in which individuals change their behavior to meet the demands of a social environment or standard.

♦ When a team is socially influenced it performance faster than it would perform without influence.

♦ According to social impact theory , influence is a function of strength, immediacy and number.

♦ Social impact theory defines strength as the power of intensity of a given influence attempt, immediacy as closeness in space and time and number as the number of attempts or people.

♦ Thus, influence attempts from a large number of powerful people are likely to be successful.

Social Influence Tactics

Rational argument	Use of logical arguments and factual information to persuade.
Consultation	Seek a person's participation in the decision.
Inspirational appeals	Attempt to arouse enthusiasm by appealing to a person's ideals.
Personal appeals	Appeal to a person's sense of loyalty or friendship.
Ingratiation	Use of flattery or friendly behavior to get a person to think favorably of you.
Exchange	Offer to exchange favors later for compliance now.
Pressure	Use of demands, threats, or persistent reminders.
Legitimizing tactics	Make claims that one has the authority to make the request.
Coalition tactics	Seek the aid and support of others to increase power of request.

DECISION MAKING:-

Quality decision making requires good initial problem solving and information gathering and then using as much of that information as necessary to make the best decision possible.

- Decision making is a process where a final but best choice is made among the alternatives available.
- Team decision making , also known as collaborative decision making is a situation faced where individuals collectively make choice from alternatives before them.

TYPES OF DECISION MAKING:

1. **Consensus Mode** :- when all members of the team agree to the decision arrived at.

2. **Majority Vote:-** If majority of the members agree to the decision arrived at.

DECISION MAKING PROCESS:

♦ Diagnose the problem

♦ Developing the alternatives

♦ Evaluating the alternatives

♦ Implementation and monitoring the decision.

ADVANTAGES:

♦ Compared to an individual , the teams generally have a greater expertise , knowledge and skill base to make better decisions.

♦ Large number of members provide more perspective of the problem.

♦ With large number of members participation helps to reach quality decision.

DISADVANTAGES:

♦ It's a time consuming process.

♦ Influencing members usually manipulate the team decision In a direction of their interest and liking.

♦ Some times decision made by the team members are simply a compromise between the various views and options offered by the team members.

BARRIERS OF EFFECTIVE TEAM DECISION MAKING:

♦ Reducing high priority task with the task of low priority.

♦ No individual can be held accountable for the results.

♦ The misuse or inappropriate use of information.

♦ The overlooking of useful information.

♦ Cognitive or motivational biases.

PROBLEM SOLVING:

Organisational challenges are many times disruptive to productivity. Team problem solving is encouraged as teams tends to evaluate diverse solutions and action plans. The core objective of the team are identifying the problem and developing the solution.

- There are three different views on problem solving processes. They are:-
- **Descriptive-** This approach defines what people actually do when solving problems and making decisions.
- **Prescriptive:-** This recommend what people should do when solving problems.

- **Normative:-** This approach is all about following the norms or guidelines to solve the problems.

PROBLEM SOLVING STEPS:-
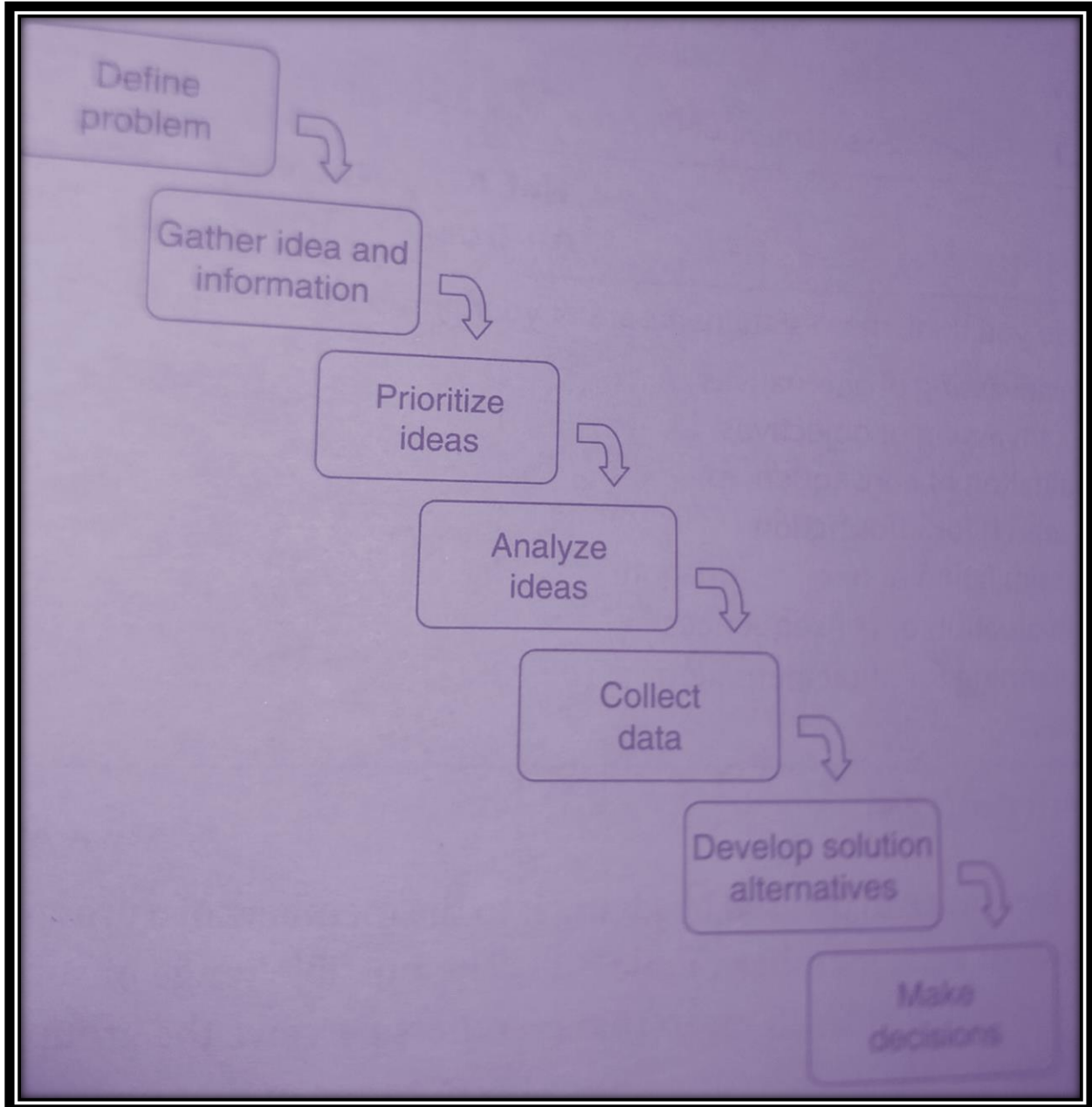
Fig- A problem solving flow chart.

- **Identify the problem**
- **Gather ideas and information**
- **Prioritize ideas**
- **Analyse ideas**
- **Collect data**
- **Develop solution alternatives**
- **Make decisions**

Problem solving is when teams try to determine creative, unique and effective solutions to the problems they face. Decision making is a process where team moves from inputs to a final decision.

FACTORS AFFECTING EFFECTIVE PROBLEM SOLVING:

1. POWER DIFFERENTIAL:-

Unequal power distribution within the group might capitalize on the situation to force ideas on the and undermine team effectiveness. This also makes difficult for low power members to carry out necessary and important team task. Thus , members who have greater power than others have a higher likelihood of swaying any final decision with direct or indirect pressure.

2. POOR OR BIASED INFORMATION SHARING

Another process that can affect the problem solving process is poor or biased information sharing. Information sharing among members is necessary for teams to make an informed decision. Unfortunately, it turns out that teams are quite inefficient information processors. Surprisingly research demonstrates that this problem with the failure to share unique information probably occurs regardless of whether the team is quite functional.

3. SOCIAL LOAFING:-

Social loafing is known as reduction in motivation and effort that occurs when

individuals work together at a team task. Generally any one who has worked in multiple teams can cite at least one example of social loafing by one more team member.

4. TEAM POLARIZATION:

Team polarization is another process which can be a cause for ineffective problem solving. Team polarization was initially known of as the risley shift phenomenon because researchers noted that people working in group or team tended to make riskier decisions than they would have if they were working alone.

5. GROUP THINK :

Group think is the final common problem that may affect problem solving. Group think is mode of thinking in which individual members of small cohesive group tend to accept a view point or conclusion that represents a perceived group consensus.

TEAM LEADERS AND THEIR CHAHALLENGES:-

A **teamleader** is someone who provides guidance, instruction, direction and leadership to a group of individuals for the purpose of achieving a key result or group aligned results.

CHALLENGES:-

- ♦ Creating a common understanding of the situation.
- ♦ Establishing the teams purpose.
- ♦ Managing Team's talent.
- ♦ Handling different and difficult people.
- ♦ Managing conflicts.
- ♦ Teach team how to win.
- ♦ Answerable to higher authority for team's performance.
- ♦ Handling pressure
- ♦ Constantly motivating team members
- ♦ Being respected and being liked.

- ♦ Meeting deadlines.
- ♦ Making the team innovative and successful.

CREATIVITY IN TEAM DYNAMICS:-

Many teams are required to be creative and innovative in order to be successful. Teams that are innovative and creative can help organizations to be in better position. The teams that can innovatively and creatively work within the changing environment will be more likely to come up with meaningful and lasting solutions. It is clear that effective team work requires creativity and innovation.

- Creativity is important because the outcomes of creative innovative processes within groups and teams can help to improve performance and productivity.
- **Team creativity** is the processof creating new ideas about products, services or solutions in a group setting.
- Individuals can be independently creative but the collective experience of a team setting can fuel creativity among its members through encouragement and feedback that just not available when a person is working solo.
- Team creativity can give competitive advantages to the organization and help it achieve more success.

IMPORTANCE OF TEAM CREATIVITY:

- ♦ Creativity allows team members to express themselves.
- ♦ It promotes thinking and problem solving.
- ♦ Reduces stress and anxiety
- ♦ Allows the team members to enter in their happy zone and have fun
- ♦ Gives a sense of purpose
- ♦ Can lead to feeling of accomplishment and pride
- ♦ Promotes risk taking.
- ♦ Helps to connect with the people of same passion
- ♦ It encourages to be a life long learner
- ♦ Improves focus and dedication
- ♦ Prerequisite for innovation

HOW TO IMPROVE TEAM CREATIVITY:

- Identifying and encouraging talent
- Encourage people to voice their ideas
- Facilitate diverse ways of working
- Hold guided brainstorming sessions
- Maintain healthy relationships among the team members.
- Psychological safety is important for teams creativity
- Promote flexibility
- Recognizing creative success
- Make the ideas visible and tangible
- Provide infrastructure and resources
- Provide a clear mission objective
- Provide proper guidance

TEAM DIVERSITY:-

Team diversity refers to the differences between individual members of a team that can exist various dimensions like age, nationality, religious background, expertise, gender, political opinions, task skills etc.

- Different types of diversity includes Demographic and personality and functionality differences and can have positive as well as negative effects on team outcomes.
- Diversity can impact performance, team members satisfaction or innovative capacity of a team.
- According to the input –process-output model, team diversity is considered as an input factor that has effects on processes as well as output of the team work.

TYPES OF DIVERSITY:

- Demographicdiversity
- Functional diversity
- Personality diversity
- Gender diversity
- Expertise diversity
- Cultural diversity
- Age differences

ADVANTAGES OF TEAM DIVERSITY

There are various advantages of team diversity. They are:-

- Different cultural perspectives generate greater creativity . Put together multiple employees who see the world differently, and the team can creat better ideas.
- Diverse teams are more likely to operate from facts rather than from stereotypes.
- Reduces employee turnover.
- A diverse team can help the organisation to compete globally.
- Increased creativity, productivity and motivation.
- Better problem solving and decision making
- Higher employee engagement
- Better reputation
- Higher profit gain
- Helps the organization to attract and retain best talent
- Greater opportunities for personal and professional growth.
- Improves cultural insights
- Wider range of skills
- Eliminates discrimination and biasedness.

CHALLENGES OF TEAM DIVERSITY:

- Ethnic and cultural differences
- Gender equality
- Generation gaps
- Language and communication
- Accommodationofbeliefs
- Lower cohesiveness
- Negative attitude and behavior

MODULE- 3
ORGANISATIONAL CONTEXT OF TEAMS

TEAM AND ORGANIZATIONAL CULTURE:-

Organisational culture is defined as the underlying beliefs, assumptions, values and ways of interacting that contribute to a unique social and psychological environment of a organisation.

Organisational culture includes an organization's expectations, experiences, philosophy as well as values that guide members behaviour .culture is based on shared attitudes ,beliefs , customs, written and unwritten rules that have been developed over time and considered valid.

Culture also includes organizations vision, norms, system, values, symbols , language, assumptions, beliefs and habits.

While the above definition of the culture express how construct plays out in the workplace , other definitions express employee behavioural components and how organisational culture directly influences the behaviours of the employees within the organizations.

Organisational culture affects the way people and groups interact with each other, with clients and with stake holders . Also organisational culture can influence how much employees identify with their organizations.

In business terms other phrases are used interchangeably including "**corporate culture", "workplace culture" and " business culture ".**

HOW ORGANIZATIONAL CULTURE DEVELOPS:

An organizations custom, tradition , ritual, behavioural norms symbols and general ways of doing things are the visible manifestations of its culture ; they are what one sees walking into the organisation. The current organisational culture is due to the factors that have worked well for the organisation in the past.

Founders typically have a significant impact on organizations earlier culture. Over time behavioural norms develop that are consistent with the organisational culture.

Though culture emerges naturally in the most organizations , strong culture begins with a process called "**values blue printing"**which involves candid conversations with the leaders across organization.
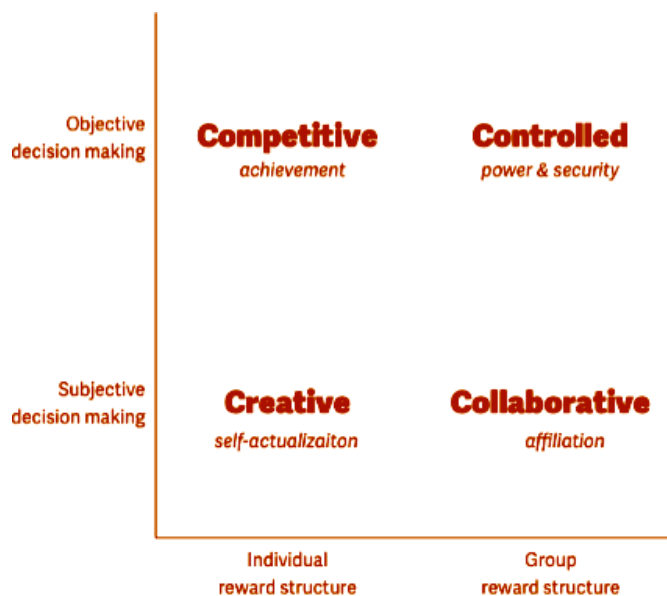
TYPES OF ORGANIZATIONAL CULTURE:-

Creative Company Culture- This culture is all about self expression. This means leaders allow their employees to utilize their creativity and encourage out of the box thinking.

Collaborative Culture- This type of organizational culture relies heavily on team work, consensus and decision making based on a shared view of desired results.

Competitive company culture- For companies nurturing this type of culture , winning is everything. Based on sales and product development , it is a perfect environment for capable employees. Here individual achievement are valued more then teamwork itself.

Controlled company culture- controlled culture requires order and alignment based on clear data driven goals and objectives.

Fig:- Types of organizational culture

IMPACT OF ORGANIZATIONAL CULTURE ON TEAM:-

♦ Various organizational cultures are impacting differently on teams performance.

♦ Any team can work comfortably and creatively in an creative culture where team members can express their ideas and views.

♦ A healthy organisational culture helps the team to give their 100 percent which helps to achieve organisational goals.

♦ When organisational culture is rigid , then its difficult for a team to perform their best .

♦ Some cultures are supportive to individual performance so there are less chances of teams growth.

- Like wise, some of the organisational culture are very controlled, where positional power is used on teams , which restrict teams dedication towards work.
- Organisations with high cultural values respects individuals and teams ideas, creativity and performance which helps the team to become creative , innovative and productive
- Where as some organisational culture believes in pure profit making and do not give priorities to team creativity by which teams are unable to perform freely.

VIRTUAL TEAM:

A virtual team is also known as geographically dispersed team or a remote team, is a group of people who interact through electronic communication.

Members of a virtual team are generally located in various geographical regions. Since communication is not in person , trust and good communication are crucial to the success of a virtual team.

TYPES OF VIRTUAL TEAM:-

NETWORKED TEAM :-

Networked teams are composed of cross functional members brought together to share their expertise and knowledge on a specific issue. Membership is fluid in that new members are added whenever necessary while existing members are removed when their task is complete.

PARALLEL TEAM:-

Parallel teams are formed by members of the same organisation to develop recommendation in a process or system. Parallel teams are generally formed for short period of time and membership is constant and members will remain intact until task is complete.

PRODUCT DEVELOPMENT TEAM:-

Product development teams are composed of experts from different parts of the world to perform a specifically outlined task.

PRODUCTION TEAMS:-

Production teams are formed from members of one role coming together to perform regular and ongoing work. Members of production team are given clearly defined roles and work independently. The individual output of each member are combined together to give the end results.

SERVICE TEAMS :-

Service teams are formed by members from different time zones. Each member does work independently but the work produced by each member is the continuation from the previous member.

MANAGEMENT TEAMS:-

Management teams are formed by managers of same organisation who work from different geographical regions.

ACTION TEAMS :-

Action teams are formed for a very short duration of time to respond to immediate problems. Upon resolving the problem the team is adjourned.

ADVANTAGES OF VIRTUAL TEAM:

- ♦ Lowers office costs.
- ♦ Flexibility
- ♦ Increased productivity
- ♦ A 24 hour work day.
- ♦ Greater availability of talent.

DISADVANTAGES OF VIRTUAL TEAM:-

- ♦ Technological issues.
- ♦ Communication issues
- ♦ Poor team bonding
- ♦ Management programs

EVALUATING AND REWARDING TEAM:-

Performance evaluation and reward programs are two of the most effective ways for organizations and leaders to communicate to the team , what is important.

As performance management tools , performance evaluation are used to evaluate teams performance .

There are **three approaches** to teams performance evaluation. They are :-

1. **Traditional individual evaluation-**
2. **Team members evaluation**
3. **Team evaluation**

Organisational performance links to team performance and can be and can be used set and prioritized to direct or re direct the team effort .

While most traditional organizations links individual performance evaluation to compensation programs , most team based organizations use team performance evaluation to provide feed back.

TEAM/GROUP PERFORMANCE

Reward programmes and reward performance are used by organisations and leaders to encourage teams effectiveness. To encourage a team , to improve a way it operates and to influence the motivation of individual team members , the level of coordination in the team and the quality of group process.

Depending on task and type of team , organizations and leaders can take three approaches that are individual team and organizational each with it's own advantages and disadvantages to reward performance.

To perform effectively a team requires three types of people with skills . First it needs people with technical skill, second it needs people with the problem solving skill, third team needs people with good listening , feed back , problem solving and other inter personal skill.

The establishment of objective , fair processes and measurable rewards criteria is also closely linked to the success and acceptance of team based reward structure.

Additionally, the organisation may evaluate behavioural performance . Such evaluations are utilized to rate actions which are beneficial and detrimental to the organisation.

The reward system may include pay rate increase, bonus money , promotion or in the form of gift. Team and organizational rewards allows the organisation to efficiently manage and accommodate the staffs.

TEAM TRAINING:

Training is instruction aimed at procedural knowledge and proficiency at knowing how to execute procedures necessary to do a job. It can be distinguished from declarative knowledge which is knowledge of facts or static information.

Training programs have three general goals . They are :-

1. Successful training
2. Transfer to the work situation
3. Long term use on job of what was learned.

Training can be structured for trainees to learn individually. Training can focus on individuals who are selected from their job situation.

Team training can be defined as training in which teams are used to increase individual procedural knowledge.

Team training is different from team building, which takes place at the job site and focuses on analysing teams work procedures and activities to improve teams productivity.

When team training takes place in training site . It has four elements. They are :-

1. **Inputs** (individual trainees or teams)
2. **Training process(training for team work)**
3. **Mediating variables** (positive interdependence, promotive interactions)
4. **Outcomes**(individual and team proficiency on the job)

HOW TO EFFECTIVELY TRAIN TEAMS:-

♦ Focus on team building first and foremost.

♦ Choose effective learning system

♦ Use different training methods

♦ Follow up after training sessions

♦ Give equal priority to informal training

TYPES OF TRAINING:-

1. **TEAM PROCESS TRAINING** -It refer to activities and relationships within a team. It includes communication, conflict resolution, time management and other activities. Team process also refers to the gradual establishment of behavioural norms, team objectives and bonding.

2. **TASK TRAINING:-**

When team members lacks the skills to accomplish the task , team experiences frustration and conflict. Adequate task training can reduce this source of frustration in earlier days.

3. **COACHING:-** Most of team members have difficulties when first apply the principle they learn in the classroom. Coaching bridges this gap. A effective coach helps the members to see where principal and techniques can apply. An effective coach can guide the team through their early experiences and accelerate the learning.

4. **THE VIRTUOUS CIRCLE OF TEAM LEARNING.**

Teams are in a virtuous circle in which action triggers effect in a cycle that returns to reinforce the original action.