

# LECTURE NOTES

**TEAM DYNAMICS AT WORK  
PAPER- 18MBA401C  
MBA-4TH SEMESTER-HR**

**Prepared by:**

**Dr. Swagatika Nanda  
Associate Professor in MBA**



**Vikash Institute of Technology, Bargarh**

*(Approved by AICTE, New Delhi & Affiliated to BPUT, Odisha)*

**Barahaguda Canal Chowk, Bargarh, Odisha-768040**

**[www.vitbargarh.ac.in](http://www.vitbargarh.ac.in)**

## **DISCLAIMER**

- This document does not claim any originality and cannot be used as a substitute for prescribed textbooks.
- The information presented here is merely a collection by Dr. Swagatika Nanda with the inputs of students for their respective teaching assignments as an additional tool for the teaching-learning process.
- Various sources as mentioned at the reference of the document as well as freely available materials from internet were consulted for preparing this document.
- Further, this document is not intended to be used for commercial purpose and the authors are not accountable for any issues, legal or otherwise, arising out of use of this document.
- The author makes no representations or warranties with respect to the accuracy or completeness of the contents of this document and specifically disclaim any implied warranties of merchantability or fitness for a particular purpose.

\*\*\*\*\*

# COURSE CONTENT

## **TEAM DYNAMICS AT WORK PAPER- 18MBA401C MBA-4TH SEMESTER-HR**

**Module-I: Characteristics and process:** Understanding Team, Defining Team success, Characteristics, purpose of Teams, Group vs. Teams, Types of Teams, Team building, Basic Team process, operation and competition, Team communication. {1-13}

**Module-II: Basic issues before Team:** Managing conflict, power and social influence, Decision making, Team leader and his challenges, Problem solving and creativity, Diversity. {14-30}

**Module-II: Organizational Context of Teams:** Team and Organizational culture, Virtual Team, Evaluating and rewarding team, Team Training. {30-36}

\*\*\*\*\*

## **REFERENCES**

### **Books:**

- [1] Group Dynamics for Teams, Daniel Levi, Sage Publications.
- [2] Team Building, Dyer and dyer, Wiely

### **Digital Learning Resources:**

- [1] <https://www.managementstudyguide.com/>
- [2] <https://egyankosh.ac.in/bitstream/123456789/6563/3/Unit-18.pdf>
- [3] <https://www.geeksforgeeks.org/job-evaluation-meaning-steps-benefits-and-methods/>
- [4] <https://theintactone.com/2019/09/29/poe-u5-topic-5-theories-of-wages/>
- [5] <https://chatgpt.com/>
- [6] <https://gemini.google.com>

\*\*\*\*\*

## **MODULE-I**

### **TEAM**

The word “team” talks about the collective effort of a group of people who work together to achieve a particular solution.

In simple words, it is where a group of individuals come together pooling aside their individual opinions and differences to accomplish a specific team goal.

The individuals who form the team have to have a standard set of objectives and goals while maintaining the same level and line of thinking.

Compatibility is a fundamental concept in a team, and every individual has to be compatible to work together to achieve the group’s common goal.

A team is a group of people with distinct skill sets and abilities. People work together as team members follow an organizational culture to achieve a common goal or objective via mutual support.

### **CHARACTERISTICS OF TEAM**

- **Clear Purpose and Goals**

Effective teams have a clear purpose and well-defined goals. This characteristic of teams ensures that every team member understands the overarching mission and the specific objectives they are working towards.

- **Strong Leadership**

Every successful team benefits from strong leadership. Effective leaders guide their teams, provide support, and help resolve conflicts.

- **Open Communication**

Open and honest communication is a hallmark of an effective team. Open communication promotes transparency and trust within the team.

- **Trust and Mutual Respect**

Trust and mutual respect are essential for team cohesion. Team members need to trust each other's abilities and intentions and respect each other's contributions.

- **Complementary Skills**

Effective teams are composed of members with diverse but complementary skills. Each team member brings unique strengths to the table, which collectively contribute to the team's success.

- **Shared Responsibility**

In an effective team, responsibility for success and failure is shared among all members. This characteristic ensures that everyone feels accountable for the team's outcomes.

## **PURPOSE OF TEAMS**

The purpose of a team is the reason for the actions they perform in their organization. This is what helps keep them aligned and fulfilled toward reaching their company's objectives and goals. The team purpose is why they exist and can motivate employees in their work. Organizations use groups of skillful individuals to accomplish a common goal together. Some benefits of knowing the purpose of a team include:

- Creating awareness and inclusion
- Bringing a collective identity
- Attracting and engages employees
- Helping create a partnership with the organizations
- Defining a shared future

## **GROUP VS TEAMS**

| <b>Basis</b>             | <b>Group</b>   | <b>Team</b>  |
|--------------------------|--|--|
| <b>Purpose and Goals</b> | A group may have a common purpose or interest, but individual members may have | A team has a shared purpose and specific goals that all members work together to |

|  |  |  |
|--|--|--|
|  | different goals and objectives.  | achieve.   |
| <b>Interdependence</b>                 | Members may work independently, and their actions may not directly affect or rely on each other.                       | Members are highly interdependent, and their actions and contributions directly impact the team's performance and outcomes.                  |
| <b>Roles and Responsibilities</b>      | Members may have different roles and responsibilities, but these roles may not be specifically defined or coordinated. | Members have clearly defined roles and responsibilities that are coordinated to ensure effective collaboration and goal attainment.          |
| <b>Communication and Collaboration</b> | Communication and collaboration among members may vary and may not be a primary focus.                                 | Communication and collaboration are essential within a team, with regular interactions, information sharing, and collective decision-making. |
| <b>Accountability</b>                  | Individual members are primarily accountable for their actions and results.  | Team members hold each other accountable for the team's performance and outcomes, fostering a sense of collective responsibility.            |
| <b>Performance and Productivity</b>    | Group performance may be variable and dependent on individual efforts without a strong focus on overall productivity.  | Team performance is measured collectively, with a focus on achieving high levels of productivity and accomplishing shared goals.             |
| <b>Cohesion and Trust</b>              | Group cohesion and trust among members may vary and may not be a central aspect of group dynamics.                     | Building cohesion and trust among team members is crucial to establish a positive team environment and enhancing collaboration.              |
| <b>Leadership</b>                      | Leadership may not be formally   | A team typically has a   |

|  |  |   |
|--|--|---|
|  | assigned, and there may be no designated leader. | designated leader who provides guidance, facilitates collaboration, and ensures effective team functioning. |
|--|--|---|

## TYPES OF TEAM

**Cross-functional teams:** Cross-functional teams are a lot like functional teams but with a twist. They're made up of members from different departments. These teams come in handy for tasks and projects that need a mix of expertise and viewpoints. Communication is key in these teams and is often a top priority for supervisors and team leaders. Tasks are usually divided up based on each member's skills.

**Self-managed teams:** Self-managed teams are groups of individuals from an organization, who tied together to achieve a shared goal. These types of teams don't need supervision as other types of teams. Leadership and responsibilities are shared among the team members.

**Virtual teams:** A virtual team is a band of individuals who work together remotely, using digital tools. Each member of the team can be present anywhere at any instance of time, such as in the same city, across the country, or even on the other side of the world. These teams operate entirely from virtual offices, and many don't have a central home base or visit a main office. The structure of virtual teams can vary, depending on the industry, company, and department. They collaborate using technology, and trust and solid communication are vital for a virtual team's success.

**Process Improvement Teams:** Process improvement teams are project teams that focus on improving or developing specific business processes. These teams come together to achieve a specific goal, are guided by a well-defined project plan, and have a negotiated beginning and end.

**Work Groups or Natural Teams:** Work groups, sometimes called "natural teams," have responsibility for a particular process (e.g., a department, a product line, or a stage of a business process) and work together in a participative environment. The degree of authority and autonomy of the team can range from relatively limited to full self-management. The participative approach is based on the belief that employees will be more productive if they have a higher level of responsibility for their work.

## DEFINING TEAM SUCCESS

Team success encompasses achieving shared goals through effective collaboration, maintaining a positive



team dynamic, and fostering a sense of purpose and belonging among members, ultimately leading to high performance and positive outcomes.

Elements of Team Success:

- **Shared Goals and Purpose:**

A successful team understands and is aligned on its objectives, ensuring everyone is working towards the same vision.

- **Effective Communication:**

Open, honest, and regular communication is crucial for sharing ideas, resolving conflicts, and ensuring everyone is on the same page.

- **Defined Roles and Responsibilities:**

Clear roles and responsibilities prevent confusion, duplication of effort, and ensure everyone knows what's expected of them.

- **Collaboration and Trust:**

Team members must trust each other and collaborate effectively to achieve common goals.

- **Positive Team Dynamic:**

A positive and supportive environment fosters engagement, motivation, and job satisfaction.

- **Mutual Support and Respect:**

Team members should support each other's efforts, celebrate successes, and learn from mistakes.

- **Problem-Solving and Innovation:**

Successful teams can effectively identify and address challenges, and they are open to new ideas and approaches.

- **Accountability and Responsibility:**

Team members should be accountable for their actions and contributions, and they should take ownership of their work.

- **Growth and Development:**

A successful team encourages continuous learning and development, both individually and collectively.

## **TEAM BUILDING**

Team building is a crucial process that aims to strengthen the effectiveness and efficiency of a group of individuals working together towards a shared goal. It involves the formation of cross-functional teams that engage in regular interaction, mutual influence, and information sharing to achieve collective

objectives. The concept of team building recognizes the value of complementary skills, a common purpose, performance goals, and shared accountability among team members.

### **Objective of Team Building**

- The ultimate objective of team building is to foster effective teamwork, where individuals collaborate harmoniously towards a collective goal. It entails activities that encourage team members to reflect on their behaviours, develop actionable plans, and enhance the overall efficiency and effectiveness of the team.
- Team building can be applied to existing teams comprising managers and subordinates, as well as newly formed groups.
- Its purpose is to assist teams in identifying, diagnosing, and resolving their challenges, thereby improving task completion and achieving exceptional outcomes.
- Team building aims to cultivate a positive work environment, promote collaboration, and drive effective team performance through enhanced communication, trust, and alignment toward shared objectives.
- It plays a pivotal role in fostering a cohesive and productive team that thrives on synergy and achieves remarkable results.

### **Process of Team Building**

1. **Selection:** The initial phase involved a careful screening process to identify individuals who demonstrated exceptional performance. The focus was on handpicking executives who exhibited the potential to contribute significantly to the teams.
2. **Grooming:** This stage emphasized the development of business acumen and the transformation of team members into well-rounded business managers, surpassing their functional expertise. The selected individuals underwent a comprehensive three-month cross-functional training program, enabling them to gain a deep understanding of the company and its overarching corporate strategies.
3. **Training:** Building upon their functional expertise, team members then underwent an intensive one-month training program designed to enhance their leadership skills. The training module aimed to foster team spirit, improve communication skills, and foster strong interpersonal bonds within the company. It encompassed various aspects, including effective presentations, proficient communication techniques, adept verbal and non-verbal behaviour, active listening and questioning skills, polished public speaking abilities, assertiveness training, and impactful presentation skills.
4. **Appraisal:** A vital aspect of the team-building process was the appraisal phase, which spanned five days. This phase incorporated self-evaluations and evaluations from colleagues. The program focused on assessing crucial competencies such as recall, concept retention, commitment to improvement,

receptiveness to feedback, alignment with the company's values, accurate assessment of others' abilities, and honed observation skills.

## **BASIC TEAM PROCESS**

Tuckman's Five Stages of Team Development are as follows:

### **1. Forming**

During the "forming" stage of team development, the team members acquaint themselves with the basic aspects of their task. Forming stage discussion topics often include the project goal, team member roles, basic ground rules, and designation of authority.

### **2. Storming**

In this stage the real work kicks in, the project may present both technical and interpersonal challenges. Individual work habits, leadership decisions, or lapses in communication can cause tension within a team. Annoyance, frustration, and anxiety commonly arise in response. This stage of team development is known as storming. Storming is the most difficult and unproductive of the five stages of development, but it is nevertheless vital to the team development process. When team members are upset with themselves, the task, or each other, they learn what causes the most dysfunction. With this information, the team can begin aspiring to a better team dynamic.

### **3. Norming**

The norming stage of team development is the calm after the storm. In this stage of team development, team members fall into a rhythm as a cohesive taskforce. The skills of each member are validated and utilized to execute the necessary tasks. While conflict may still arise in this stage, it no longer spirals into dysfunction. The team can handle conflict and proceed with the project successfully.

### **. 4. Performing**

Some teams reach a stage of development in which they thrive at their individual and collective tasks. The skills of each member are fully optimized, supervision is almost never needed, and members feel a strong

sense of trust in one another. This stage of team development is called performing. Reaching the performing stage is a major success and often precipitates some form of team learning. Team learning is a behavioral process of seeking, gathering, discussing, and implementing methods of team success. Whether through training, group initiative, or innovative leadership, team learning is an action step that ensures healthy team development.

## **5. Adjourning**

The fifth stage of group development is adjourning. Adjourning varies broadly from team to team. Some teams adjourn with silence, some with celebration, and others with sadness. Regardless of the length or success of a project, each team deserves a hearty affirmation of its concerted efforts. The adjourning phase is a fantastic opportunity for leaders to encourage long-term connections, reflect on the growth of the team, and celebrate the project closing.

## **COOPERATION IN TEAM**

### **1. Make connections between co workers**

The first connection phase is one of the most important steps in the team development process. Employees are unlikely to collaborate with unfamiliar colleagues. Leaders should make initial introductions between staff members and create spaces in which team members can interact and get to know each other.

### **2. Hold regular team building activities**

Hosting regular team building activities is one of the surest ways to improve teamwork skills. Many team building games are designed to boost competencies like communication, delegation, problem solving, and negotiation that are essential for collaboration.

### **3. Create a safe space to share ideas**

To cooperate, teammates must first contribute, and to contribute, employees must feel safe to share thoughts without judgment or negative consequences. Fostering an atmosphere where team members can freely express themselves is an important element of improving team cooperation.

#### **4. Champion a learning and teaching culture**

A group of employees reporting to the same supervisor is not necessarily a team. In the most effective organizations, teams rely on each other for support and opinions and communicate among each other instead of only talking to the boss. One way to make the team more interdependent is to champion learning and teaching culture.

#### **5. Model positive teamwork as a manager**

Employees take behavioral cues from bosses. If managers preach teamwork yet clash with peers, then chances are reports may not collaborate smoothly either. Modelling positive teamwork sets a good example for your team to follow.

#### **6. Clarify roles and responsibilities**

Understanding of individual roles and responsibilities is essential for teamwork. Without a clear idea of who should do what, groups cannot work effectively together. Establishing roles gives teams direction and creates a stronger sense of accountability.

#### **7. Establish conflict resolution protocols**

Conflicts are bound to occur on teams, and being ready to handle clashes can improve cooperation. Leaders should create a process to quickly identify issues and mediate between team members.

#### **8. Gather regularly**

Regular interaction is one of the keys to team cooperation. When each group member is off completing tasks, it can be easy to forget how individual work fits into larger team goals. Not to mention, a sense of isolation can settle in if teammates separate for too long.

### **COMPETITION IN TEAM**

Competition in a team refers to a scenario where individuals or subgroups within the team are motivated to outperform one another, often leading to rivalry. While competition can sometimes be healthy and drive

performance, it needs to be managed carefully to avoid negative consequences that could undermine team cohesion and effectiveness. Here's an overview of the role of competition in a team:

### **Positive Aspects of Competition in a Team**

- **Increased Motivation:** Healthy competition can encourage individuals to push themselves to achieve higher standards and perform better. It can be a source of personal drive, helping individuals realize their potential and strive for excellence.
- **Improved Performance:** When competition is managed properly, it can lead to enhanced productivity as individuals seek to outperform their peers. It often encourages members to bring their best skills and ideas to the table, fostering innovation and creativity.
- **Fostering Innovation:** In a competitive environment, team members may look for unique or more effective ways to approach tasks, leading to innovative solutions. Competition encourages problem-solving and out-of-the-box thinking, as individuals seek to stand out.
- **Goal Achievement:** Competitive dynamics can contribute to achieving team goals more efficiently, as each member works harder to meet or exceed expectations. Members may push themselves to meet deadlines or deliverables faster when motivated by competition.
- **Individual Growth:** Competition within a team often pushes individuals to improve their skills and capabilities, leading to personal and professional development. It encourages individuals to take ownership of their roles and take the initiative in their work.

### **Negative Aspects of Competition in a Team:**

- **Undermining Team Cohesion:** Excessive competition can lead to division within the team, with members focusing more on outperforming each other than collaborating. Rivalry can foster an environment of mistrust, leading to reduced cooperation and teamwork.
- **Decreased Collaboration:** If team members are overly focused on individual performance, they may be reluctant to share knowledge or help one another, reducing teamwork. In extreme cases, team members might intentionally withhold information or resources to maintain a competitive edge.
- **Stress and Burnout:** Constant competition can lead to stress and pressure on individuals to always be the best, potentially leading to burnout. The drive to outperform others can make the work environment feel more tense and less enjoyable.
- **Conflict:** Rivalry between team members can lead to disagreements, tension, and even open conflict, especially if competition is not managed constructively. Competitive behaviour may also breed resentment and jealousy, damaging relationships within the team.

- **Focus on Individual Success:** Overemphasis on competition can cause team members to prioritize their individual achievements over the collective success of the team. This shift in focus can undermine the sense of shared purpose and harm long-term team objectives.

### **Balancing Competition and Cooperation:**

To harness the positive aspects of competition while minimizing the negatives, it is important to strike a balance between competition and cooperation. Here are some strategies to manage competition in teams effectively:

- **Set Clear, Collective Goals:** Ensure the team's goals are clearly defined and that individual achievements are aligned with the team's overall success. Encourage a sense of shared purpose, where success is measured collectively, not just individually.
- **Foster Healthy Competition:** Encourage friendly competition by framing it as a way to push personal boundaries rather than tear others down. Use competition as a tool for improvement rather than creating an environment of rivalry.
- **Encourage Collaboration:** Remind team members that working together often leads to the best outcomes, even if there is competition to excel. Promote information sharing and mutual support, where each member's success is seen as contributing to the team's overall success.
- **Reward Team Success:** Provide incentives and recognition for the team as a whole, ensuring that individual success contributes to the team's achievements. Acknowledge and celebrate group accomplishments to emphasize collective success over individual performance.
- **Maintain Transparency and Fairness:** Ensure that all team members have equal opportunities to succeed, and avoid creating situations where certain individuals feel disadvantaged. Maintain transparency in how success and contributions are measured to avoid misunderstandings and negative competition.
- **Conflict Management:** Address conflicts early and promote constructive discussions on how competition can be maintained in a healthy way. Offer training on effective communication and conflict resolution to help team members manage their emotions and behaviour.

## **TEAM CPOMMUNICATION**

**Team communication represents all interactions and exchanges of information that occur in a team.** This includes various:

- **Types of communication** (e.g. verbal communication, nonverbal communication, written communication, or visual interactions),
- **Communication situations** (e.g. 1-to-1 conversations, job interviews, or meetings),
- **Communication styles** (e.g. aggressive, passive, or assertive forms of communication),
- **Communication channels** (e.g. phone calls, direct messages in team communication apps, or emails), and
- **Communication models** (e.g. one-way, two-way, and complex two-way communication).

### **The components of communication**

- **The sender** (initiator of communication),
- **The message** (a piece of information, thought or idea transferred to others),
- **Encoding** (process of turning a thought or idea into communication),
- **Noise** (anything that interferes and distorts the intended message),
- **The channel** (how a message travels between the sender and receiver),
- **Receiver** (the person who receives and interprets the message),
- **Decoding** (the process of understanding thoughts and ideas communicated), and
- **Feedback** (the receiver's reply to the message. It answers the question of whether the message was properly encoded, sent, decoded, and interpreted).

### **Benefits of team communication**

- Breeds great ideas
- Encourages healthy risk taking
- Makes individuals happier (and more successful)
- Helps teammates grow as individuals
- Decreases the chance for burnout

### **Consequences of poor team communication**



- Unstable work environment,
- Lower productivity,
- Disruption in collaboration,
- Low morale,
- Workplace tension,
- Conflict,
- Poor external relationships, and
- Loss of reputation.

## MODULE-II

### MANAGING CONFLICT

Managing conflict effectively involves understanding its root causes, employing various strategies like active listening and compromise, and focusing on solutions to prevent escalation and achieve positive outcomes.

#### **Proactive Communication and Prevention:**

- Establish Clear Expectations:

From the outset, ensure team members understand the importance of respectful communication and conflict resolution processes.

- Encourage Open Dialogue:

Create a safe space where team members feel comfortable expressing their opinions and concerns without fear of judgment.

- Promote Active Listening:

Encourage team members to listen attentively to each other's perspectives and show empathy for their feelings.

- Address Issues Early:

Don't let conflicts fester. Intervene early to prevent them from escalating.

#### **Addressing Existing Conflicts:**

- Identify the Root Cause:

Determine the underlying issues causing the conflict by gathering information from all parties involved.

- Facilitate Open Communication:

Encourage team members to express their perspectives and concerns in a respectful manner.

- Focus on Solutions, Not Blame:

Shift the focus from assigning blame to finding mutually acceptable solutions.

- Use Mediation or Negotiation:

If necessary, consider using a neutral third party to facilitate a discussion and help the team reach a resolution.

- Develop a Plan:

Once a resolution is reached, create a plan of action to implement the changes and ensure the conflict is resolved.

- Follow Up and Evaluate:

Regularly assess the progress of the implemented plan and make adjustments as needed.

### **Conflict Management Styles:**

- Collaborating: Working together to find a solution that satisfies all parties.
- Compromising: Finding a middle ground where everyone makes concessions.
- Competing: Pursuing one's own goals at the expense of others.
- Avoiding: Ignoring the conflict or postponing a discussion.
- Accommodating: Giving in to the other party's demands.

### **Key Skills for Conflict Resolution:**

- Empathy: Understanding and acknowledging the feelings of others.
- Patience: Allowing sufficient time for open communication and problem-solving.
- Objectivity: Remaining impartial and avoiding taking sides.
- Decisiveness: Taking action to resolve the conflict once a solution is reached.
- Flexibility: Being willing to adapt to different situations and perspectives.

## **The Benefits of Managing Conflict Effectively**

### **Improved Creativity and Innovation:**

Task conflicts, when managed well, encourage team members to present new ideas and alternative solutions. This leads to more creative problem-solving and innovation, which can benefit the team's projects and objectives.

### **Better Decision-Making:**

Healthy conflict allows team members to present different perspectives, leading to more informed and thoughtful decisions. When conflict is resolved through discussion, the team is more likely to reach a balanced and well-rounded decision.

### **Stronger Relationships:**

Resolving conflicts constructively can strengthen team relationships. When team members learn how to navigate disagreements respectfully, they build trust and mutual respect, creating a more cohesive and supportive team environment.

### **Increased Accountability and Performance:**

Addressing role ambiguity and process conflicts can help improve clarity, leading to better task distribution and individual accountability. Teams that manage conflict well are often more productive and perform at higher levels.

### **Enhanced Team Collaboration:**

When conflicts are resolved effectively, team members learn how to collaborate better. A team that has navigated challenges together becomes stronger and more adaptable, increasing overall collaboration in the future.

## **Power and Social Influence in Teams**

Power and social influence are crucial aspects of team dynamics that significantly affect how teams function, make decisions, and accomplish goals. In any team setting, individuals use power to assert their influence over others, and social influence is the way people change each other's attitudes, beliefs, or behaviors. Understanding these concepts can help managers and team members foster better collaboration, manage conflicts, and ensure effective leadership and team cohesion. This comprehensive exploration will cover the types of power in teams, how social influence operates, and their combined effects on team behavior and performance.

### **Types of Power in Teams**

Power refers to the ability to influence others and control resources or outcomes. In a team context, power can manifest in several ways, depending on the position, expertise, or relationships of individuals. The most common sources of power in teams are described by social psychologists French and Raven, who identified five types of power that individuals may exercise:

**Legitimate Power:** This is power derived from a person's formal position or role within the team or organization. It is often associated with leadership positions where individuals have the authority to make decisions, assign tasks, and direct team activities.

**Example:** A team leader or manager has legitimate power to delegate responsibilities, set deadlines, and enforce rules.

**Impact on Team:** Legitimate power provides structure and order, ensuring that tasks are performed and decisions are made. However, over-reliance on formal authority can lead to resentment or compliance without

engagement.

**Expert Power:** This power arises from the perceived expertise, skills, or knowledge that an individual possesses. When team members recognize a person's proficiency in a particular area, they are more likely to defer to that individual's judgment and recommendations.

**Example:** A subject matter expert in a technical field holds expert power because team members value their specialized knowledge.

**Impact on Team:** Expert power fosters respect and admiration, motivating team members to seek advice and guidance. However, if not balanced, it can create dependency or undermine others' contributions.

**Reward Power:** Reward power comes from the ability to provide incentives or rewards to others. Individuals who have access to desirable resources—such as promotions, bonuses, or recognition—can use this power to influence the behaviour of others.

**Example:** A team leader who has the authority to allocate project bonuses or give public recognition to outstanding performers has reward power.

**Impact on Team:** Reward power can be used to motivate team members, increase productivity, and reinforce positive behaviour. If rewards are perceived as unfair or inconsistent, it may lead to competition, dissatisfaction, or disengagement.

**Coercive Power:** Coercive power is the ability to influence others through fear of punishment or negative consequences. This type of power is typically exercised by those in higher positions who can impose penalties for non-compliance or poor performance.

**Example:** A team leader who threatens disciplinary action or withholding rewards for failure to meet expectations holds coercive power.

**Impact on Team:** While coercive power can enforce compliance in the short term, it may lead to resentment, disengagement, and a lack of trust in the team over time. The use of fear can stifle creativity and create a toxic team environment.

**Referent Power:** Referent power is derived from personal qualities such as charisma, likability, and the ability to build strong relationships. People who are admired, respected, or liked have referent power because others want to emulate them or gain their approval.

**Example:** A team member who consistently shows empathy, supports colleagues, and demonstrates strong interpersonal skills may possess referent power.

**Impact on Team:** Referent power fosters loyalty, trust, and a sense of belonging. It encourages collaboration and strengthens team bonds. However, it can be problematic if it leads to favouritism or manipulative behaviors.

### **Social Influence in Teams**

Social influence refers to the ways in which individuals change their behaviour, attitudes, or beliefs in response to the real or imagined presence of others. In teams, social influence shapes how members interact, make decisions, and align their actions. There are several types of social influence that play out within a team environment:

**Conformity:** Conformity occurs when individuals align their beliefs or behaviors with those of the group to fit in or avoid conflict. It is often driven by the desire for social acceptance or approval.

**Example:** A team member might go along with the group's opinion on a project approach, even if they have reservations, to maintain harmony.

**Impact on Team:** Conformity can promote unity and cooperation, ensuring that team members work toward common goals. However, excessive conformity can stifle creativity, innovation, and diverse thinking, as team members may be reluctant to voice differing opinions.

**Compliance:** Compliance involves a change in behaviour due to direct requests or demands from others. While compliance does not necessarily involve a change in underlying beliefs, individuals comply to avoid negative consequences or to gain rewards.

**Example:** A team member may comply with a manager's directive to complete a task, even if they don't personally agree with the approach.

**Impact on Team:** Compliance ensures that tasks are completed and goals are met, but it may not lead to genuine engagement or long-term satisfaction. If compliance is forced or coerced, it can reduce motivation and commitment to team objectives.

**Obedience:** Obedience refers to following orders or instructions from an authority figure, often without question. This type of influence is common when there is a clear hierarchy or power structure within the team.

**Example:** Team members may obey a project manager's decision about the project scope, even if they have concerns about its feasibility.

**Impact on Team:** Obedience is necessary for maintaining order and achieving organizational goals. However, excessive obedience can suppress individual initiative and critical thinking, potentially leading to poor decision-making or unethical behaviour.

**Persuasion:** Persuasion is the process of influencing others' beliefs, attitudes, or behaviors through argument, reasoning, or emotional appeals. It is typically seen when one team member tries to convince others to adopt a particular course of action.

**Example:** A team member might persuade others to adopt a new approach to problem-solving by highlighting its advantages or addressing concerns.

**Impact on Team:** Persuasion can foster constructive debate and encourage team members to consider new ideas and perspectives. However, it can lead to manipulation if not done ethically, especially when one member uses their influence for personal gain.

**Social Comparison:** Social comparison occurs when individuals assess their abilities, performance, or beliefs by comparing themselves to others. It influences self-esteem and decision-making within teams.

**Example:** A team member may push themselves harder after noticing a colleague's high level of performance or skill.

**Impact on Team:** Social comparison can be motivating, driving individuals to improve. However, excessive comparison can lead to unhealthy competition, anxiety, or feelings of inadequacy, which can undermine team cohesion.

### **Power and Social Influence: The Combined Impact on Team Dynamics**

Power and social influence are intertwined and often work together to shape team behavior. For example, a team leader may use their **legitimate power** to set goals but rely on **expert power** to gain credibility and influence team decisions. In turn, team members may influence each other through **social influence** tactics like **persuasion** or **conformity**, which align group behaviour and encourage cooperation.

The dynamic interaction between power and influence can have several outcomes:

1. **Leadership Effectiveness:** Leaders who combine power sources effectively—such as using reward power to motivate and referent power to build rapport—are more likely to influence their teams in positive ways. However, over-reliance on coercive power can undermine trust and loyalty.

2. **Group Cohesion:**

Social influence processes, such as conformity, help maintain group cohesion by encouraging members to align with group norms and objectives. However, excessive pressure to conform can lead to groupthink, where critical thinking is suppressed to maintain harmony.

3. **Innovation and Decision-Making:** When teams embrace diverse perspectives and utilize expert power and persuasion, they are more likely to make well-informed decisions. Conversely, if power is concentrated in a single individual or a few, innovation can be stifled, and decisions may reflect the interests of the powerful rather than the collective good.

4. **Conflict and Competition:**

Power struggles or differences in social influence tactics can lead to conflicts within the team. For example, a team member may feel sidelined if they believe their referent power is overshadowed by another team member's coercive power, leading to tension or competition for dominance.

### **Managing Power and Social Influence in Teams**

To maintain a healthy team environment, leaders and team members must actively manage power dynamics and social influence. Here are some strategies for managing power and influence effectively:

**Encourage Shared Leadership:** Rather than centralizing power in one individual, encourage shared leadership, where all team members have an opportunity to influence decisions based on their expertise and contributions.

**Foster Open Communication:** Open communication channels ensure that team members can voice concerns, challenge decisions, and influence group outcomes without fear of retribution.

**Promote Collaboration:** Collaboration and mutual respect can help balance different types of power. Team members should feel valued for their unique contributions, whether through expertise, relationship-building, or effort.

**Ensure Fairness and Transparency:** Leaders should distribute rewards and recognition equitably, and decision-making should be transparent to avoid resentment and competition for resources.



**Address Power Imbalances:** If power imbalances emerge, such as one person dominating decision-making, it is essential to address them to ensure fairness and equal participation.

## **DECISION MAKING**

Effective decision-making is one of the most crucial components of successful teamwork. The way decisions are made within a team can significantly impact the team's dynamics, performance, and overall success. When a team makes decisions, it involves collective input, diverse perspectives, and collaboration, all of which can lead to better solutions than an individual could achieve alone. However, decision-making can also be challenging due to differing opinions, power dynamics, and interpersonal conflicts. Understanding the processes and strategies for effective decision-making is key to optimizing team performance and achieving desired outcomes.

### **Types of Decision-Making in Teams**

There are different approaches that teams use to make decisions. The choice of method often depends on the nature of the decision, the urgency, and the team's culture. The most common decision-making methods in teams include:

1. **Autocratic Decision Making:** In this approach, one individual (often the team leader or manager) makes the decision without seeking input from the other team members. This method is useful when quick decisions are required or when the leader has greater expertise or authority.

Example: A manager makes a call on a project's direction without consulting the team.

- Pros: Speed, clarity, and authority.
- Cons: Lack of team input can result in low morale, reduced creativity, and team disengagement.

2. **Democratic Decision Making:** Democratic decision-making involves input from all team members. The team discusses the options, and the final decision is made based on the majority vote or consensus. This approach is effective in situations where everyone's opinion matters and when fostering a sense of inclusivity is essential.

Example: A team votes on a particular project approach or strategy

- Pros: High team engagement, fairness, and buy-in.
- Cons: Time-consuming, potential for conflict, and challenges in reaching a consensus.

3. **Consensus Decision Making:** Consensus decision-making involves thorough discussions where all team members work toward finding a solution that everyone can agree on. The goal is not just to reach a majority opinion but to find a decision that is acceptable to all members, even if it requires compromise.

Example: A team decides on a project approach by discussing options and working through concerns until everyone is on board with the decision.

- Pros: High team cohesion, commitment to the decision, and collective responsibility.
- Cons: Time-consuming and may be difficult to achieve, especially in large or diverse teams.

4. **Consultative Decision Making:** In this approach, the leader seeks input and advice from the team before making a final decision. The team's input is taken into consideration, but the leader ultimately retains the authority to make the decision.

Example: A team leader gathers opinions from team members about the best course of action and then makes a decision based on the collective feedback.

- Pros: Faster than consensus, yet still involves team input, enhancing buy-in.
- Cons: The leader may still be seen as holding all the power, leading to reduced team ownership or frustration.

5. **Delegated Decision Making:** Definition: In delegated decision-making, the leader gives a specific team member or sub-group the authority to make a decision. This is often used when a decision requires specialized knowledge or when delegation is necessary to empower others in the team.

Example: A project manager delegates the decision of selecting software tools to a team member with expertise in that area.

- Pros: Empowerment, efficiency, and utilization of expertise.
- Cons: Potential for confusion about accountability and lack of cohesion if not managed well.

## **Steps in the Decision-Making Process**

1. **Identifying the Problem or Decision to Be Made:** The first step is to clearly define the issue or the decision that needs to be made. This may involve gathering information, analyzing the situation, and understanding the root cause of the problem.
2. **Gathering Information:** Team members need to collect relevant data and information to make an informed decision. This may involve research, input from stakeholders, or reviewing past experiences.
3. **Generating Alternatives:** The team brainstorms possible solutions or courses of action. In this stage, creativity and diverse perspectives are important to generate a wide range of alternatives.
4. **Evaluating the Alternatives:** Each alternative is evaluated based on its feasibility, benefits, risks, and potential impact. This stage may involve discussions, analysis, and comparison of different options.
5. **Making the Decision:** After considering the alternatives, the team selects the best option. This may be done through voting, consensus-building, or having the leader make the final decision based on input.
6. **Implementing the Decision:** Once the decision is made, the team must take action to implement it. This involves assigning tasks, setting timelines, and ensuring that everyone is on board with the plan.
7. **Reviewing the Decision:** After implementation, the team should review the outcomes of the decision to evaluate its effectiveness. This step allows the team to learn from the decision-making process and make adjustments if necessary.

### **Factors That Influence Decision Making in Teams**

#### **1. Team Dynamics:**

The interpersonal relationships and communication patterns within the team play a significant role in decision-making. Positive dynamics, such as trust, respect, and collaboration, can lead to more effective decision-making.

#### **2. Team Diversity:**

Teams with diverse backgrounds, skills, and perspectives often make better decisions because they consider a wider range of ideas and potential solutions. However, diversity can also lead to conflicts if team members fail to understand or appreciate different viewpoints.

#### **3. Leadership Style:**

The leadership style of the team leader affects decision-making. A more authoritarian leader might make decisions quickly but may struggle to gain team buy-in, while a participative leader may involve everyone in the process but can face delays in reaching a consensus.

#### 4. Time Constraints:

Decision-making processes may need to be adjusted based on time constraints. In high-pressure situations, teams may need to make quick decisions, potentially sacrificing thorough deliberation. In contrast, less urgent decisions may allow for more discussion and analysis.

#### 5. Risk and Uncertainty:

The level of risk and uncertainty associated with a decision can influence how the team approaches it. Teams may take a more cautious or conservative approach when the risks are high, or they may be more willing to take risks if they perceive a potential for greater rewards.

#### 6. Groupthink:

Groupthink occurs when team members prioritize consensus and harmony over critical thinking, leading to poor decisions. It is essential for teams to encourage open debate and dissenting opinions to avoid the negative effects of groupthink.

### **Benefits of Collaborative Decision Making in Teams**

1. **Better Problem Solving:** A team with diverse viewpoints can come up with more creative solutions and address complex issues more effectively than an individual working alone.
2. **Increased Commitment:** When team members are involved in the decision-making process, they are more likely to feel ownership and commitment to the decision and its implementation.
3. **Improved Collaboration and Trust:** Participating in decision-making helps build trust and improve collaboration, as team members learn to value each other's contributions and work together toward common goals.
4. **Enhanced Decision Quality:** Teams that gather input from multiple members and evaluate alternatives thoroughly tend to make more well-informed, higher-quality decisions compared to individuals who may rely on limited information.
5. **Skill Development:** Collaborative decision-making helps team members develop their problem-solving, communication, and negotiation skills, which can be valuable for future team efforts.

### **Challenges in Team Decision Making**

1. **Conflict:** Disagreements and conflicts may arise during the decision-making process, especially when team members have differing opinions or priorities. These conflicts can hinder progress if not managed effectively.

2. **Slower Decision-Making Process:** Involving multiple people in decision-making can slow down the process, particularly in large teams or when consensus is required. Time constraints may become an issue.
3. **Social Pressure:** Teams may experience social pressure, where individuals feel compelled to conform to the majority opinion or comply with the leader's decision, even if they have reservations.
4. **Groupthink:** The desire for harmony and consensus can lead to groupthink, where critical perspectives are suppressed in favor of agreement. This can result in poor decisions that lack thorough consideration.
5. **Inequality of Participation:** Not all team members may have an equal opportunity to participate in the decision-making process. Dominant personalities or power imbalances can result in certain voices being overlooked.

## **TEAM LEADER AND HIS CHALLENGES**

Team leaders often face challenges in communication, conflict resolution, managing change, decision-making, and developing team members, all while balancing autonomy and resource management.

### **Communication:**

- **Clear and Effective Communication:**

Leaders need to communicate clearly and effectively to ensure everyone is on the same page, which can be challenging in diverse teams.

- **Active Listening:**

Leaders must actively listen to team members' concerns and feedback to foster a sense of trust and collaboration.

- **Constructive Feedback:**

Providing constructive feedback is a challenging but crucial skill for leaders to help team members grow and improve.

### **Conflict Resolution:**

- **Mediation and Problem-Solving:**

Leaders need to be able to mediate disagreements and find solutions that satisfy all parties involved.

- **Managing Difficult Conversations:**

Leaders must be able to handle difficult conversations with team members, including performance issues and conflict resolution.

### **Change Management:**

- **Guiding Through Transitions:**

Leaders need to guide their teams through organizational changes, which can be met with resistance and anxiety.

- **Communicating the "Why":**

Leaders must effectively communicate the reasons for change and its potential benefits to build buy-in and support.

### **Decision-Making:**

- **Making Tough Choices:**

Leaders often face difficult decisions that can impact the team and the organization, requiring careful consideration and judgment.

- **Balancing Risks and Rewards:**

Leaders must weigh the potential risks and rewards of different decisions and make choices that align with the team's goals.

### **Team Development:**

- **Nurturing Talent:**

Leaders need to identify and nurture the talents of their team members, providing opportunities for growth and development.

- **Delegation and Empowerment:**

Leaders must effectively delegate tasks and empower team members to take ownership and responsibility.

- **Balancing Autonomy and Control:**

Leaders need to strike a balance between allowing team members autonomy and maintaining control and direction.

### **Resource Management:**

- **Time Management:**

Leaders must effectively manage their own time and the time of their team members to meet deadlines and objectives.

- **Resource Allocation:**

Leaders need to allocate resources effectively, including budget, personnel, and equipment, to support the team's work.

## **PROBLEM SOLVING IN TEAM**

### **Identify the problem**

If asked to drill down the problem in front of you to *one key problem*, what would that be? Once the problem has been identified, how could you phrase it into a question?

For example, if my problem was narrowed down to timeliness, a question I could ask would be, “How can our workflow be improved so we can meet our deadlines?”

### **Create a collaborative setting.**

When working through a problem, whether it be task related or team related, ensure there is agreement to consider the following:

- Invite and listen to all points of view
- Remain fact-based in judgement
- Be tough on the issue, not each other
- Put aside any personal agenda

### **Identify and analyze the issue.**

Before responding to the single issue, discuss what additional issues are connected to the problem. Using timeliness, we can ask:

- What do we think is causing these timeliness issues?
- What processes do we need to look at?
- What knowledge or training are we lacking around being timelier?

### **Identify possible solutions.**

When teams and employees are constantly faced with work-related issues, complaining and frustration can become common, thus making it difficult to identify solutions.

### **Resolve the single question.**

Now that you have done the work to identify the problem, considered any assumptions, focused on the facts, and identified solutions, you can determine potential solutions.

## **CREATIVITY IN TEAM**

### **1.Encourage brainstorming sessions.**

Encouraging brainstorming sessions allows the team to freely express their ideas without fear of being judged. It can lead to innovative solutions and ideas that would not have been possible otherwise.

### **2..Provide space for creativity.**

Creating an environment that fosters creativity is essential. This could be as simple as providing a dedicated space for brainstorming or working on creative projects. A separate area will allow your brain to switch from execution mode to creative mode.

### **3. Experiment with new ideas.**

Fresh ideas are welcome, especially unconventional ones. It's important to take calculated risks and explore new avenues.

### **4.Promote cross-functional collaboration.**

Collaboration between different departments can lead to a fresh perspective, empathy and innovative ideas.

### **5. Provide opportunities for professional development.**

Offering professional development opportunities can help team members expand their skill sets and develop new perspectives.

### **6.Allow time for passion projects.**

Allowing team members to pursue passion projects on company time can lead to creative breakthroughs and a more fulfilled workforce.

### **7. Recognize and reward creativity.**

Recognizing and rewarding creative achievements can encourage team members to continue to think outside the box and innovate.

## **DIVERSITY IN TEAM**



Team diversity refers to the *differences between individual members of a team* that can exist on various dimensions like age, nationality, religious background.

### Understanding Team Diversity

Team diversity encompasses a wide range of differences among team members, including but not limited to:

- **Demographic Diversity:** This includes variations in age, gender, race, ethnicity, and cultural background. For example, a team comprising members from different racial and ethnic groups can bring diverse cultural insights and perspectives to the table.
- **Cognitive Diversity:** Cognitive diversity refers to differences in thought processes, problem-solving approaches, and intellectual perspectives. This type of diversity is crucial for innovative thinking and creative problem-solving.
- **Experiential Diversity:** Experiential diversity involves variations in personal and professional experiences. Team members with different career paths, educational backgrounds, and life experiences can contribute unique viewpoints and skills.
- **Functional Diversity:** This pertains to diversity in roles, functions, and expertise within a team. A team composed of individuals from different departments or with different areas of specialization can leverage a broader range of skills and knowledge.

### Benefits in Team

- Increased creativity and innovation
- Enhanced problem solving and decision-making
- Strengthened skill sets
- Boosted profits and revenue
- Heightened employee engagement
- Improved Employee Performance and Satisfaction
- Expanded Market Reach and Customer Insights
- Enhanced Organizational Reputation

## **Challenges of Team Diversity**

- Communication Barriers
- Conflict Management
- Integration and Inclusion:
- Resistance to Change

## **MODULE-III**

### **TEAM AND ORGANIZATIONAL CULTURE**

Organizational culture refers to the shared values, beliefs, norms, and practices that define how an organization operates and interacts with its employees, customers, and stakeholders. Team culture, on the other hand, pertains to the unique behaviours, practices, and dynamics that emerge within specific teams in the organization. While organizational culture sets the broader framework for behaviour and work practices, team culture is more localized, reflecting how members of a particular team collaborate, communicate, and approach tasks.

The relationship between team culture and organizational culture is symbiotic: the culture of the organization influences the culture within individual teams, and conversely, the culture within teams can shape and reinforce the larger organizational culture.

#### **How Is Teamwork Improved by Organizational Culture?**

##### **Adhocracy Culture**

This type of culture adheres to the "move fast and break things" philosophy that has become popular among many start-ups. It may also be referred to as the creative culture. This type of culture fosters a very entrepreneurial work environment in which leaders encourage their employees and teams to be creative, take risks and think outside the box. This adaptable organizational structure fosters a great deal of innovation, learning, and growth for both teams in an organization and the organization as a whole.

##### **Clan Culture**

In this organizational culture, there's a lot of emphasis placed on teamwork, togetherness, consensus, and decision-making based on a shared vision of desired outcomes. The clan culture provides a very friendly working environment where factors such as rapport, morale, participation, and consensus play a central role. In terms of leadership, managers are seen as mentors, rather than dummies who only give instructions and reprimands.

##### **Market Culture**

For companies that foster this type of culture, winning is paramount. To put it simply, people want to win and achieve their goals. Based on sales and product development, it's the perfect environment for skilled and crafty poachers. Because the emphasis is on results, a market culture is also known as a "compete culture." Leaders

are driven by personal and team accomplishments and are focused on beating the competition in order to meet the company's success metrics. It can be a stressful environment, but it can also be rewarding when hard work pays off with tangible, measurable results. It all boils down to success.

### **Hierarchy Culture**

A hierarchy culture, also known as a "control culture", applies to more structured and process-oriented work environments. Instead of a lot of innovation and freethinking, most activities and decisions are dictated by existing procedures.

## **Effect of Organizational Culture on Team Performance**

### **Shared Values and Beliefs**

Corporate culture gives employees the leverage to share common values and beliefs that significantly affect teamwork and actions in the direction of specific goals. Employees benefit from clarity and shared values because they can better understand their employers' expectations and see the big picture. When employees discover the meaning of their work, they become more engaged, motivated, and productive.

### **· Interpersonal Relationships and Collaboration**

Culture influences not only performance but also interpersonal relationships among employees. If the culture is one of collaboration, team members will tend to behave in ways that benefit the team as a whole. Employees who work in teams with strong interpersonal connections are more likely to produce excellent work and cope better in stressful situations. Network culture promotes socialization; employees know and like one another, and helping others is valued in this culture. And mercenary culture promotes high levels of solidarity and agreement on goals, but at the same time, success and results are put above everything else.

### **· Team Motivation**

Employee motivation and unity are improved when a team and individual success is recognized and rewarded on time. A high level of recognition results in higher levels of future support and connection. Recognition also helps teams feel more connected to one another thereby working together for the organization. corporate cultures that recognize such as birthdays and work anniversaries play a great role in increasing team members' connection.

## **VIRTUAL TEAM**

A virtual team, also known as a geographically dispersed team or a remote team, is a group of people who interact through electronic communications. Members of a virtual team are usually located in different geographical regions. Since communication is not in-person, trust and good communication are crucial to the success of a virtual team.

### **1.Networked Teams**

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 role is complete.

## **2. Parallel Teams**

Parallel teams are generally formed by members of the same organization to develop recommendations in a process or system. Parallel teams are usually formed for a short period of time, and membership is constant in that members of a parallel team remain intact until the goal is realized.

## **3. Product Development Teams**

Product development teams are composed of experts from different parts of the world to perform a specifically outlined task, such as the development of a new product, information system, or organizational process. For example, bringing in a team of experts from the United States, Canada, and Hong Kong for a period of one year to develop a new engine.

## **4. Production Teams**

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

## **5. 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 a continuation of the previous member. For example, customer support teams in Canada finish their shift while support teams in Asia start their shift and continue the work.

## **6. Management Teams**

Management teams are formed by managers of the same organization who work in different geographical regions. Members of management teams largely discuss corporate-level strategies.

## **7. 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 Teams

- **Lower office costs:** Members are able to work at home or at a remote location where they do not need to utilize company office space.
- **Flexibility:** Members are able to achieve better personal flexibility.
- **Increased productivity:** Members of a virtual team tend to be more productive, as there is less time wasted on commuting and travelling.
- **A 24-hour workday:** Companies can operate on a 24-hour schedule by having shifts in different countries (different time zones).
- **Greater availability of talent:** Members can be hired anywhere, thus eliminating the restriction of relying solely on the local talent pool.

## Disadvantages of Virtual Teams

- **Technological issues:** Virtual teams are reliant on the internet and computer for completing work. Therefore, technological issues may cause difficulties and put work on hold until the technological issue is resolved.
- **Communication issues:** Non-verbal communication can be easily misjudged and can lead to a lack of trust and common knowledge sharing.
- **Poor team bonding:** A typical virtual team involves members connecting with each other for a specific issue or problem and the team's disbandment once the issue or problem is resolved. Virtual teams lack time to get to know each other and bond. This may lead to miscommunication and a lack of effective collaboration.
- **Management problems:** Virtual teams can be hard to manage if the members are not great communicators and lack leadership skills. For example, a member may resort to silence instead of speaking out about a poorly performing team member. This would hurt team cohesion and create hostility among the team members.

## EVALUATING AND REWARDING TEAM

- **Define clear criteria**

Before you start evaluating and rewarding your team members, you need to establish the criteria and standards that you will use. These should be based on the objectives and expectations of the team, as

well as the skills and competencies required for each role. You should also communicate these criteria to your team members, so they know what they are being measured against and how they can improve.

- **Use multiple sources of feedback**

One way to ensure that your evaluation and reward system is objective and comprehensive is to use multiple sources of feedback. This can include self-assessment, peer review, customer feedback, and manager feedback. By collecting different perspectives, you can get a more accurate and balanced picture of your team members' performance, strengths, and areas for development.

- **Choose appropriate rewards**

Rewards are not only monetary or material incentives, but also recognition and appreciation for your team members' achievements. Rewards should be aligned with the team's and the organization's values, as well as the individual's preferences and needs. You should also consider the frequency, timing, and fairness of the rewards, and make sure they are consistent and transparent.

- **Provide constructive feedback**

Feedback is an essential part of evaluation and reward, as it helps your team members understand their performance, learn from their mistakes, and celebrate their successes. Feedback should be specific, timely, and actionable, and focus on both the positive and the negative aspects of the performance. You should also encourage your team members to give feedback to each other and to you, and create a culture of openness and trust.

- **Monitor and adjust**

Evaluation and reward is not a one-time event, but an ongoing process that requires regular monitoring and adjustment. You should track your team members' progress, achievements, and challenges, and provide them with ongoing support and guidance. You should also review and update the criteria and rewards periodically, and solicit feedback from your team members on how they perceive the system and how it can be improved.

## **TEAM TRAINING**

In *Learning, Remembering, Believing: Enhancing Human Performance*, the National Research Council defines team training as the process of teams improving their teamwork and task work through gaining new skills, know-how, and values. These learnings are all practical and useful for enhancing the team's abilities to

tackle their current tasks in the company. The main goal of team training is to boost the overall performance of your employees as a core team.

### **Benefits of team training**

#### **Boosts performance and productivity**

A review of the effect of teamwork interventions on teamwork and team performance revealed that team training had a great impact in both areas. This was true for various industries like aviation, healthcare, and industry. It also performed well for new and old teams.

#### **Develops future leaders**

As your team members master their skills and develop their mindsets, some may show potential for leadership. They'll be able to help their fellow team members, take accountability for their actions, and take initiative on tasks and projects. Not only will this increase your team's abilities, but it'll also raise team morale.

#### **Creates a culture of learning and development**

Once your team has incorporated staff training into their routines, they'll embrace the habit of learning new things on their own. With the right training medium, they'll learn to practice curiosity and critical thinking in the workplace. This will help them keep learning even after the training program has ended.

### **Types of team training**

- On boarding training
- Compliance training
- Soft skills training
- Technical skills training
- Cross-training









