**LEADING TEAM**

Leading a team is very important. We have discussed different topics regarding leadership and team dynamics. Leading team mean to apply all those concepts, principles, techniques in real world and that has different effects depending upon the type of team and situation.

**Attributes of High Performing Teams:** o Performance outcomes

o Specific, shared purpose and vision

 o Mutual, internal accountability

o Coordinated, shared work roles

o Inefficiency leading to efficiency

o Extraordinarily high quality

o Creative continuous improvement

o High credibility and trust

o Clarity of core competence

o Participative leadership

o Shared responsibility

o Aligned on purpose

o High communication

o Future focused

o Focused on task

o Creative talents

 o Rapid response

**Why Work Teams Fail?**

o Teams cannot overcome weak strategies and poor business practices.

 o Hostile environment for teams.

o Vague or conflicting team assignments.

o Inadequate team skills training.

o Poor staffing of teams.

o Team tries to do too much too soon.

o Too much emphasis on results, not enough on team processes and group dynamics.

o Unanticipated obstacle causes team to give up.

o Resistance to doing things differently.

o Poor interpersonal skills.

o Lack of trust.

**Why Do Teams Fail?**

o Wrong design

o Leadership misfit

o Internal conflict

o Isolation

o Lack of time

o Excessive member turnover

**Leading Teams**

Two critical factors play important role in leading teams o Developing credibility and influence

o Establishing a motivating vision and goals

**Developing Credibility**

o Demonstrating integrity

o Being clear and consistent

 o Creating positive energy

o Building a base of agreement

o Using one-sided and two-sided arguments appropriately

o Encouraging team members to help them personally improve

o Sharing information

|  |  |
| --- | --- |
| **Team Leadership and Goals** (**SMART Goals)** |  |
| o | Specific |  |
| o | Measurable |  |
| o | Aligned |  |
| o | Realistic |  |
| o | Time-bound |  |

**Team Membership:**

Team members not only need clear goals, they needs roles to help facilitate task accomplishment and group cohesion.

**Motivating Individuals** o Listen to people

o What are their interests and goals?

o What are their dreams?

o What are their needs?

o Communicate how doing what you want them to do will help them achieve their goals, dreams and needs

o Make it happen

o Follow-through is critical

**Acting as a Leader**

o How can understanding acting theory help you to motivate others?

o How can you transform an encounter into motivation?

o How do you “act” as a leader?

**Providing Team Leadership**

o **Leading teams requires new skills**

1. E.g., patience to share information, trust others, give up authority, and knowing when to intervene
2. Team leaders need to focus on two priorities
	* Managing the team’s external boundary
	* Facilitating the team process.

o **Leading teams requires new roles**

o Liaisons with external constituencies

o Troubleshooters

o Conflict managers

o Coaches

**Leading/Managing Effectively**

o Support

o Technology

o Information/Communication System

o Selection of Team Members

o Training/Learning

o Rewards

o Leadership

According to contingency approach No “one best way” to Lead. Effectiveness varies depending on the particular situation

**Team Leadership Structures**

o Traditional

o Participative

o Flat

o Consultant

o Teams need to choose a structure that models how they want to behave

**Traditional Model**

o Strong leader who directs the actions

o May have little participation or discussion from team o Separation between leader and other team members

**Participative Model**

o Leader positioned closely to all members

o Short, direct communication

o Direct accountability of the leader to all members

o Dependence on leader on team’s participation

**Flat Model**

o Emphasizes leader’s role as a working team member o Leader is an equal to the team, not above

**Consultant Model**

1. Leader is not part of the team and will be nearby to serve as a resource
	* Advise team
	* Technical Consultant

**Leadership Demands and Duties**

**Effective leaders must be:** o Director and motivator

o Implementer and innovator o Mentor and team builder

 o Expert and moral force

o Organizer and developer of people

o These challenges bring satisfaction and appreciation

**Model the Way Inspire a Shared Vision Challenge the Process**

* Grab the initiative
* Make challenge meaningful
* Innovate and create
* Look outward for fresh ideas

Experiment and take risks by constantly generating small wins and learning from mistakes.

* Initiate incremental steps and small wins
* Learn from mistakes
* Promote psychological hardiness

**Enable Others to Act**

o Foster collaboration by promoting cooperative goals and building trust. o Create a climate of trust

o Facilitate positive interdependence

 o Support face-to-face interactions

o Strengthen others by sharing power and discretion. o Ensure self-leadership

o Provide choice

o Develop competence and confidence

o Foster accountability

**Leader Actions that Foster Teamwork**

|  |  |
| --- | --- |
| **Own Resources:** | **Structure/Policy** |
| o | Define team mission. | o | Open, physical workspaces. |
| o Develop norm of cooperation. | o Team recognition and rewards. |
| o Emphasize pride in excellence. | o Initiate ritual, ceremony and tradition. |
| o | Model teamwork behavior. | o | Open-book management. |
| o | Consensus decision maker. | o | Select team-oriented members. |
| o | Set performance standards. | o | Use appropriate technology to enhance |
| o | Encourage positive competition. |  | teamwork (i.e., groupware). |
| o Encourage use of jargon. |  |  |
| o Solicit feedback on process. |  |  |
| o | Empower, not micromanage. |  |  |

**Leader-Member Exchange:**

o Leaders develop different and unique relations with individual team members.

1. Leaders do not use the same leadership style with all team members, rather they treat individual team members somewhat differently.

**Principles of Leadership Effectiveness:**

o **Know yourself.** You cannot be an effective leader without knowing your own strengths andweaknesses.

o Be a role model

o Learn to communicate with your ears open and your mouth shut.

 o Know your team and be a team player.

o Be honest with yourself as well as to others

o Do not avoid risks.

o Believe in yourself.

o Take the offense rather than the defense.

o Know the ways of disagreement and the means of compromise.

o Be a good follower. Effective leaders lead as they would like to be lead.

**Effective Leadership**

o Look at the task and decides what his/her role is

 o Acquire the knowledge to do the job effectively

o Brief others well to do their jobs and what the limits of their authority are

o Delegate decisions and responsibilities where possible

o Are fair and consistent

o Are prepared to accept criticism

o Help others without doing the job for them

o Act as resource people

o Make decisions where necessary without prevarication

o Understand how leadership operates in a group situation

o Are aware of and sensitive to individual needs within the group or team

**Leadership Direction**

Leaders should not command excellence, they should build excellence o Involve those participating in developing solution

o Ensure the “6 W’s”

o Who will do what?

 o Who does it involve?

o What is going to be done?

o When does it start?

o When does it end?

o Where will it take place?

 o How will it take place?

o Why should it be done?

o What will happen if it’s not done?

o Effective execution

o Pre-determine task

o Supporting structure in place

 o Allocate necessary resources

**REVIEW-II**

Lecture 39 is a second review and is mainly to review whatever we covered so far from lectures 25 to 38. Second part of our course was mainly focusing the team dynamics part. We tried to understand group, team and their dynamics.

We started our lecture number 25 with group dynamics.

**Group** - two or more people with common interests or objectives.

**Team** - a small number of people with complementary skills who are committed to a common mission,performance goals, and approach for which they hold themselves mutually accountable

A **team** is a formal work group in which there is a high level of interaction among group members who work intensely together to achieve a common goal. A group whose members work intensely with each other to achieve a specific, common goal or objective is known as Team. All teams are groups but not all groups are teams.

– Teams often are difficult to form.

– It takes time for members to learn how to work together.

A group/team is **effective** when it satisfies three criteria:

1. **Production output:** the product of the group’s work must meet or exceed standards of qualityand quantity
2. **Member satisfaction:** membership in the group must provide people with short-termsatisfaction and facilitate their long-term growth and development
3. **Capacity for continued cooperation:** how the group completes a task should maintain orenhance the group’s ability to work together; groups that don’t cooperate cannot survive

**Groups versus Teams:**

* All teams are groups
* Some groups are just people assembled together
* Teams have task interdependence whereas some groups do not..

**Why Rely on Teams?** Because as compared with individuals working alone, teams tend too Make better decisions

o Make better products and services due to more knowledge and expertise

We also discussed different development stages of group formation.

**Stages of Group Development:** five stage of group development areo Forming

o Storming

o Norming

o Performing

o Adjorning

**Types of Teams**

o Problem-Solving

o Self-Managed

o Cross-Functional

o Virtual

**Benefits of Teams**

**Synergy:** The creation of a whole greater than or equal to the sum of its parts.

**Why Teams Are Good for Organizations** o More resources for problem solving

o Improved creativity and innovation

o Improved quality of decision making

o Greater commitments to tasks

o Increased motivation of members

 o Better control and work discipline

**Characteristics of High Performance Teams** o Clear goals

o Results-driven structure

o Competent team members

o Unified commitments

o Collaborative climate

o Standards of excellence

o Leadership

**Team:** A team is a formal work group in which there is a high level of interaction and interdependenceamong group members who work intensely together to achieve a common goal.

**Teamwork**: is the process of people actively working together to accomplish common goals.

Advantages and disadvantages of having team.

|  |  |  |
| --- | --- | --- |
| **Advantages** |  | **Disadvantages** |
| o Wider range of knowledge, expertise | o | Blocking |
| and ideas | o | Dominant people |
| o Effective way to build consensus | o | Status differential |
| o Effective way to communicate | o | Groupthink |
| complex information |  |  |

**How Do We Measure Team Effectiveness?** Effective teams have confidence in themselves andbelieve they can succeed—this is team efficacy. Success breeds success. Management can increase team efficacy by helping the team to achieve small successes and skill training.

Small successes build team confidence. The greater the abilities of team members, more the likelihood that the team will develop confidence and the capability to deliver that confidence. We can measure the team effectiveness by measuring their…

o Productivity

o Cohesion

o Learning/ growth & development

o Integration with the rest of the organization.

Leaders need to put extra efforts to convert individuals into a performing team.

**Turning Individuals into Team Players:**

It starts with the selection of right type of people, training them and linking the performance with proper reward system.

**“NONE OF US IS AS SMART AS ALL OF US”**

1. When teams operate effectively, they can solve more problems, make better decisions and be more creative.
2. “Team are unique; dynamic, complex and ever changing.” - Ken Blanchard, author of “the one minute manager”.

**Leadership success requires:** An understanding of group behavior. The ability to tap the constructivepower of teams

**Team Building**

|  |  |
| --- | --- |
| o Get the right people. |  |
| o | Determine the Challenge. |  |
| o Prepare the Team Leader. |  |
| o | Train. |  |
| o | Add value. |  |
| o See the Big picture. |  |
| **Build and Support the Team** |  |
| o | Leadership Skills |  |
| o | Team Building Strategies |  |
| o | Team Logistics |  |

**Team Building:-The Team Leader’s Responsibility**

**A good team leader**

o Fosters communication among team members

|  |  |  |
| --- | --- | --- |
| o | Seeks to build bonds among team members (work together, meet together, get to know |  |
| o | each other) |  |
| Creates positive environment for collective problem solving and support; creates |  |
|  | atmosphere in which differing opinions are valued but in which clear decisions can be |  |
|  | reached |  |

1. Is alert to cliques, bickering, etc. and acts to address them; maintains atmosphere in which sexual, racial, ethnic, national or other harassment is not acceptable

o Monitors individual staff members for signs of stress and provides basic support

o Models good individual stress management practices

o Seeks to base expatriate/staff interactions on mutual respect, transparency, and partnership

**Team Building:-The Organizational Responsibility**

1. The Organization identifies team-building skills as an essential qualification for prospective managers

o The Organization trains staff and managers in team work skills (e.g., conflict management)

1. The Organization helps build team cohesion (e.g., through common experiences such as safety and security training)
2. The Organization regularly reviews team functioning and has policies for addressing the problems of dysfunctional teams and of staff members who have difficulty functioning in their team

**Strategies for Team Building**

o Establish common goals

o Understand each others role in the Team

o Find occasions to celebrate

o Recognise effort

o Improve communication

**Factors Affecting Teams**

o Work Design

o Team Composition

o Context

o Process

**Team Based Organization**

Based on the belief that organizational goals will be achieved not by individuals working together separately, but by groups of people who share responsibility for outcomes and who work efficiently and effectively in teams.

|  |  |
| --- | --- |
| **Characteristics of Traditional Vs Team-based Organizations** |  |
| **Traditional** | **Team-based** |  |

Individual command structures Manager controls

Vertical hierarchy Stability and uniformity One best way to organize Managers manage

Collective structures Team monitors

Horizontal integration Change and flexibility Organization-specific Self-managing teams

**Benefits of Teams in Organizations:**

* **Enhanced Performance:** Teams may take many forms, i.e. including improved productivity,quality, and customer service such the enhancements result from pooling individual efforts in new ways and continuously striving to improve for the benefit of the team.
* **Employee Benefits:** Teams always provide the sense of self-control, human dignity,identification with work, and sense of self-worth and self-fulfillment for which current workers seem to strive.
* **Reduced Costs:** Through empowered teams, an organization can reduce scrap, make fewererrors, file fewer worker compensation claims, and reduce absenteeism and turnover. They resulting in significant cost reductions.
* **Organizational Enhancements:** Teams improvements in team results a move from ahierarchically based, directive culture to a team-based culture include increased innovation, creativity, and flexibility in the organization.

**Benefits of Team-based Organization:**

Profitability and long term viability organization is increased due to its working as team based organization. Other benefits of team based organizations are listed bellow.

o Efficient Process

o Flexible Response to change

o Improve Effectiveness

o Reduce Cost

o Increase Innovation

o Customer Involvement

 o Employee commitment

 o Skill utilization

**Possible Pitfalls in the Introduction of Team Based Organization (TBO)** o Introducing teams regardless of need

o Introducing teams without changing systems

 o Failing to train for TBO

o Not providing expert support

o Failure of communication within, with and between teams

 o Failure to establish and support TBO objectives

**Roles of a Leader in the Team-Based Organization** o Defining the team’s mission

o Building trust and inspiring teamwork

o Coaching team members and group members toward higher levels of performance

o Serving as a model of teamwork, including power sharing

o Facilitating and supporting team’s decisions

 o Expanding the team’s capabilities

o Creating a team identity

o Emphasizing pride in being outstanding

 o Anticipating and influencing change

o Inspiring the team toward higher levels of performance

o Enabling and empowering group members to accomplish their work

o Selecting team-oriented members

o Using technology that facilitates teamwork

**Decision Making and Decision Making Process:**

A **decision** is a choice made from two or more alternatives. The **decision-making process** is recognizing and defining the nature of a decision situation, identifying alternatives, choosing the “best” alternative, and putting it into practice. An effective decision is one that optimizes some set of factors such as profits, sales, employee welfare, and market share. Managers make decisions about both problems and opportunities.

**Problem Solving Vs Decision Making**

o Problem solving: finding the root cause of a deviation (cause analysis)

o Decision making: choosing from alternative courses of action (choice analysis)

Problem solving --------------- Decision making

**Types of Decisions:**

**Programmed Decisions:** A decision that is a fairly structured decision or recurs with some frequencyor both. Example: Starting your car in the morning.

**Non-programmed decisions:** A decision that is relatively unstructured and occurs much less often thana programmed decision. Example: Choosing a vacation destination.

**Intuitive decision making**: Managers also regularly use their intuition. Intuitive decision making is asubconscious process of making decisions on the basis of experience and accumulated Judgment.

1. Making decisions on the basis of gut feeling doesn’t necessarily happen independently of rational analysis; the two complement each other.
2. Although intuitive decision making will not replace the rational decision-making process, it does play an important role in managerial decision making

**Roadblocks to Good Decision Making**

o **Human Cognition**

o Our mental ability to comprehend and understand something

o **Human Perception**

o Difficulty isolating problems

o Tend to think of only narrow range of possible solution

o **Human Bias**

o Tendency to shape responses based on stereotypes, memory, and current position

**Decision-Making and Technology:** In today’s completive world Information technology can also helpand support the decision-making. Different decision making tools are available for manager and leaders to use in practical life.

**Team Decision Making:**

**Use Individual Decision Making When:**

o You have the information to make a good decision

o The situation is urgent

o Subordinates are already committed or their commitment doesn’t matter

**Use Team/Group For Decision Making When:**

o No one knows the answer or the expertise is in the group

 o You want to increase the commitment of subordinates

o The situation is **not** urgent in the sense that it requires an immediate response

 o You, as manager/leader, can live with choice

**Group/Team Decision Making**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Advantages** | **Disadvantages** |  |
|  |  |  |  |
| o | More information & knowledge are | o The process takes longer, so it is more |  |
| o | Available | costly |  |
| More alternatives are likely to be | o Compromise decisions due to |  |
|  | generated. | indecisiveness may emerge |  |
| o More acceptance of the final decision | o One person may dominate the group |  |
|  | is likely | Groupthink may occur |  |
| o Enhanced communication of the |  |  |
|  | decision may result better decisions |  |  |

**Methods of Group/Team Decision Making (Johnson & Johnson, 1991)**

o Decision by authority without discussion

o Expert member

o Average of member’s opinions

o Decision by authority after discussion

o Majority control

o Minority control

o Consensus

**Decisions made in groups can be made by one of four main methods.** o Unilaterally by an individual

o By simple majority vote

o By consensus – everyone agreeing to support the conclusion

o Subgroup of team

Which one is the best? There is no “best”. Different types fit best for different situations**.**

**Remember.** Some decisions will be good! Some decisions will be bad! **BUT** You will learn somethingfrom every decision you make!!!

Communication is the process by which a person, group, or organization (the sender) transmits some type of information (the message) to another person, group or organization (the receiver) using some medium (Channels).

Communication encompasses both **interpersonal communication** (between two or more people) and **organizational communication** (all the patterns, networks, and system of communication within anorganization).

**Communication and Leadership:** The importance of effective communication cannot beoveremphasized because everything a manager/leader does involves communicating. Effective leaders are also effective communicators. To be effective, the leader must synchronize verbal and nonverbal behavior Technology has had also a meaningful impact on leaders’ communication and coordination.

o Effective leaders are also effective communicators

o To be effective, the leader must synchronize verbal and nonverbal behavior

o Technology has had a meaningful impact on leaders’ communication and coordination

**Guidelines to Team Communication:**

o **Be specific:** include facts and details to avoid being unclear

o **Be accurate:** as much as possible be sure that the information you are giving is true and reliable.

1. **Be honest:** be truthful with those you are communicating with and do not use questionableinformation.

o **Be logical:** make sure messages are easy to follow

o **Be complete:** give all needed information in regards to your ideas.

o **Be concise:** be brief- not unnecessarily wordy.

o **Be relevant:** stay on task and give information that is needed.

o **Ask for feedback:** have recipients give comments on information.

**Responsibilities of Team Members** o Open minded

o Listen to what is being said

o Give feedback to what is being said

o Make sure all team members have a chance to communicate their ideas.

o If decisions need to be made discuss pros and cons, and decide best option for TEAM.

 o Take ownership for what you say.

o Take responsibility for making sure you are heard and understood.

 o Use terminology and examples that your audience understands.

o Be aware of body language.

1. Always work to maintain the trust and confidence of those with whom you are communicating/working.

**Conflict in Team:** The process in which one party perceives that its interests are being opposed ornegatively affected by another party.

o Perceived by the parties

o Parties are in opposition to one another

o At least one party is blocking the goal attainment of the other party

o Goals can be tangible or psychological

o Money

o Task Achievement

o Happiness

There are several common themes which underlie most definitions: o The parties to it must perceive conflict.

1. Commonalties in the definitions are opposition or incompatibility and some form of interaction.

Many people and organizations view conflict as a negative, or something to be avoided. Yet conflict, differences, or disagreements are a natural result of people working together. Also, without conflict, teams can become complacent and not perform at optimum levels. The challenge then becomes, how should the team be prepared for this stage of their existence, and how should the team leader facilitate through it?

**Sources of Conflict**

o Goal Incompatibility

o Different Values and Beliefs

 o Task Interdependence

o Scarce Resources

 o Ambiguity

o Communication Problems

 o Perceived personal threats

o Perceived threat to the organization

 o Personal, social, cultural differences

o Others...

**Types of Conflict:**

o **Emotional** – is personal, defensive, and resentful. Also known a A-type or affective.

1. **Cognitive** - is largely depersonalized, it consists of argumentation about the merits ofideas, plans, and projects. Known as C-type. Often an effective stimulate to creativity.

We can have a different type of conflict classification with reference to organizational setup.

1. **Task conflict:** Conflict over content and goals of the work. Low to moderate levels can beacceptable

o **Relationship conflict:** Conflict based on interpersonal relationships. Almost alwaysdysfunctional

o **Process conflict:** Conflict over how work gets done. Low levels can be acceptable

We can also have relationship conflict (**A-type conflict**) and task conflict (**C-type conflict**). We need to put efforts for transforming relationship into task conflict. This can be done through.

o Agree on common goal or shared vision

o Create a place for conflict and get it out in the open

 o Training in task conflict

We can also have conflicts known as;

**Intrapersonal:**

o A person having tension or stress within…

o often due to over competing roles

**Interpersonal:**

o between 2 or more people,

o disagreement, values or styles don’t match

o Miscommunication occurs

**Intra-group:**

o Arises within one group

**Inter-group:**

o arises between groups over issues/goals/solutions

**The Conflict Process:**

**Four Stages**

o Potential opposition

o Cognition and personalization

o Behavior

o Outcomes

**Steps to Resolve Conflict**

o **Identify the Problem:** separate it from the people involved—use cause and effect analysis o **Gather and Analyze Data:** fact-based management

o **Clarify the Interests of Parties:** as opposed to the positions of parties

o **Determine Objective Criteria to Evaluate Fairness of Outcomes** boundary conditions o **Identify New and Creative Options:** to resolve the conflict

* **Choose an Option:** using team decision-making tools.

**Factors That Affect the Development of the Conflict:**

o Management culture

o Stage of development of the organization

o Organizational structures

o State of business

o Weather

**Consequences of Conflict**

|  |  |
| --- | --- |
| **Positive Consequences** | **Negative Consequences** |
| Leads to new ideas | Diverts energy from work |
| Stimulates creativity | Threatens psychological well-being |
| Motivates change | Wastes resources |
| Promotes organizational vitality | Creates a negative climate |
| Helps individuals & groups establish identities | Breaks down group cohesion |
| Serves as a safety valve to indicate problems | Can increase hostility & aggressive |
|  | behaviors |

**Conflict Resolution Techniques:**

|  |  |  |  |
| --- | --- | --- | --- |
| o | Avoiding | o | Competing |
| o | Withholding or withdrawing | o | Compromising |
| o | Smoothing over/reassuring | o | Confronting |
| o | Accommodating | o | Collaborating |
| o | Forcing | o | Bargaining/negotiating |
|  |  | o | Problem-solving |
|  |  |  |  |

**Three Styles of Resolving Conflict**:

**Win-Lose:** strategies used are power, dominance, forcing.

**Lose-Lose:** common strategy used is compromise.

**Win-Win:** strategies used are integration, collaboration, and problem-solving.

**Characteristics of High Performing Teams:**

o Common Purpose

o Crystal Clear Roles

o Accepted Leadership

o Effective Processes

o Solid Relationships

o Effective Communication

**The 3 -Cs and 3-Rs of Conflict Resolution are-**

o **C**ommitment

o **C**ooperation

o **C**ompromise

o **R**espect

o **R**ights

o **R**esponsibility

**Training and Learning of Team**

**The HRM view of training:** Training refers to the methods used to give new or present employees theskills they need to perform their jobs. Training today plays a key role in the performance management

process, which is a key process for employers to ensure that employees are working toward organizational goals. Overall, training has a fairly impressive record of influencing organizational effectiveness, scoring higher than appraisal and feedback, and just below goal setting in its effect on productivity.

1. Employees recruited for a flexible working role rather than a ‘job’ and for their ability to learn rather than for pre-existing skills

o Employees expected to re-train periodically

o Training seen as an investment not a cost

o Learning is an ongoing process in the organisation, which is integrated with working

o Performance, appraisal and development are seen as part of a single process

**Purpose of Training:**

Effective training can raise performance, improve morale, and increase an organization's potential. Poor, inappropriate, or inadequate training can be a source of frustration for everyone involved. To maximize the benefits of training, managers must closely monitor the training process. Training ensures that Team/Organization meets current and future performance objectives set by top management. Training also helps in continuous improvement of performance of individuals and teams, and maximizing people’s potential for growth (and promotion).

o **Ensure** Team/Organization meets current and future performance objectives by…

o **Continuous improvement** of performance of individuals and teams, and…

o **Maximizing people’s potential** for growth (and promotion)

**Learning Principles**

o Participation

o Repetition

o Relevance

o Transference

o Feedback

**Phases of Learning Cycles**

**Understand and frame problem** o Create a shared understanding

o What is the problem (or opportunity)?

 o What are we trying to do?

o How are we going to do it?

o Starts out being general but becomes more defined as you proceeds

**Key Characteristics of Successful Learning Teams** o Clear (and shared) sense of purpose

o Good communication

o Freely shared information

o Shared leadership

o Interdependence of team members

 o Utilization of members’ strengths

o Mutual encouragement of risk taking

o Adaptive – able change/modify plans when new information and/or circumstances emerge o Pride in team identity

**Learning Organization?**

“A learning organization is one in which people at all levels, individually and collectively, are continually increasing their capacity to produce results they really care about”. Learning organization is Creating, acquiring, interpreting, transferring, and retaining knowledge. Purposefully modifying its behavior to reflect new knowledge and insights.

|  |
| --- |
| **“Learning Organization” is a Hot Topic:** |
| **Levels of Learning** |  |
| Managers/leaders need to encourage learning at four levels: |  |
| o | Individual |  |
| o | Group |  |
| o | Organizational |  |
| o | Inter-organizational |  |
| The Basis of the Learning Organization Strategy need to be |  |
| o Transfer Knowledge, not just information. |  |
| o Knowledge leads to better, safer decisions. |  |
|  | o | Better-informed. |  |
|  | o | Knowledgeable. |  |
|  | o | Wiser decisions. |  |

Organizations Must Learn Faster & Adapt to the Rapid Changes in the Environment otherwise they will be history.

The Bottom Line: Any organization that has a **culture** and **structure** that promotes learning at all levels to enhance its capabilities to produce, adapt and shape its future.

**The Knowledge Management Cycle**

o Create knowledge

o Capture knowledge

 o Refine knowledge

o Store knowledge

o Manage knowledgee

o Disseminate knowledge

**What Will a Learning Organization Achieve for You?** o Develop effective leadership skills

o Gain skills in working as a team o Improve professional development

o Understand change management skills o Overcome staff inertia

o Link theory and practice to solve organizational problems o Create a non-threatening environment

**Through learning, we:**

o Re-create ourselves

o Become able to do things we never were able to do before o Re-perceive the world and our relationship to it

o Extend our capacity to create, to be part of the generative process of life

**Why is there a Need for a New Managerial Mindset?**

o Change

o Globalization

o New technology

o Need for strategic flexibility

o Need for non-linear thinking

 o Need to see the whole

o Need for changed mental models

**Building, Maintaining & Sustaining the Learning Organization**

**Reward and Recognition Systems**

o Team-based reward and recognition systems can promote teamwork

o Focus should be rewarding teams for achieving specific goals

**Why People Leave Their Jobs?**

o They feel they do not make a difference.

 o They do not get proper recognition.

o They are not learning anything new or growing as a person.

o They do not like their coworkers.

o They want to earn more money.

People leave organization due to many reasons but one of them might be the improper compensation system.

**Compensating Teams:**

**Reasons for tailoring compensation to individuals:**

o Motivation comes from within the individual as opposed to the group.

o The development of skills and behaviors is an individual undertaking.

o Fairness in dealing with teams does not mean equal pay for all.

o Team compensation is not a payoff but a means of nurturing behavior that benefits the team.

**Rewards and other Employee Behaviors**

Starting from attracting the good team members/employees to retain every thing is revolving on the reward system of organization. Three important HR related behaviors like turnover, absenteeism and attendance is directly linked with the reward system of organizations.

With better reward system we can minimize the turnover, absenteeism and attendance and vice versa. Reward is also used to reinforce positive behavior and reduces the undesirable behaviors.

Total compensation comprises of direct like wages, salary, commission, gain sharing etc while indirect benefits, vacation, insurance, etc. Even positive behavior of manager/leader also play important role in modifying the behaviors of the team member/employees. We can see a wide range of benefits organization use to attract, and retain the employees.

**Objectives of Reward Systems**

o Attraction and retention (employees compare to other firms in the market)

o Motivating performance (contingent on expectancy & equity)

o Getting employees to gain skills and knowledge

 o Reinforce the organization’s culture

o Not cost the firm too much!!

**Designing Rewards**

o Always remember your basic motivational theories

o Options for reward systems

o Objectives of reward systems

o How rewards impact organizational effectiveness

 o Implementing a reward system

o Appropriate rewards practices sometimes vary between countries

**Individual or Team Rewards?**

**Individual rewards**

o fosters independent behavior

o may lead to creative thinking and novel solutions

 o encourages competitive striving within a work team

**Team rewards**

o emphasize cooperation & joint efforts

o emphasize information sharing

Both have same purpose.

**Types of Team Pay** o Incentive pay o Recognition

o Profit sharing

 o Gain sharing

A Virtual Team is known as a Geographically Dispersed Team (GDT) – is a group of individuals who work across time, space, and organizational boundaries with links strengthened by webs of communication technology. They have complementary skills and are committed to a common purpose, have interdependent performance goals, and share an approach to work for which they hold themselves mutually accountable. Geographically dispersed teams allow organizations to hire and retain the best people regardless of location. A virtual team does not always mean Tele-workers. Tele-workers are defined as individuals who work from home. Many virtual teams in today’s organizations consist of employees both working at home and small groups in the office but in different geographic locations or during different shits/time.

**Factors Driving Virtual Organizations**

o Organizational structure changing to meet the demands of the fast-paced, dynamic global economy

1. Many organizations are moving from a systems-based organizational model to a collaborative, networked organizational model.
2. The virtuality of virtual organizations has been described as having two key features:
	* Creation of a common value chain between distinct entities and distributed
	* Information technology (IT) supported business processes (Seiber and Griese, 1997).

**Communications in Virtual Organizations**

Information technology is a primary mechanism for providing support and control to virtual forms. Communication within virtual organizational forms is increasingly supported by information technology.

**Organizational Types**

o Permanent Virtual Organizations

o Virtual Teams

o Virtual Projects

o Temporary Virtual Organizations

**Why a virtual team?**

o Team members may not be physically collocated.

o It may not be practical to travel to meet face-to-face.

 o Team members may work different shifts.

o Organization-wide project not in the same location.

o Alliances with organizations.

**Benefits of virtual teams**

o People can work from anywhere at anytime.

o People can be recruited for their competencies, not just physical location.

o Many physical handicaps are not a problem.

o Expenses associated with travel, lodging, parking, and leasing or owning a building may be reduced and sometimes eliminated.

o Apply most appropriate resources (from anywhere) to job

o Can schedule to follow-the-sun/around-the-clock

o Can build ongoing relationships/networks across business

o Cost reduction

**Downside of virtual teams** o Time zone

|  |  |
| --- | --- |
| o “You can’t see me” attitude |  |
| o No constant direction |  |
| o Keeping that motivation and commitment |  |
| o How do you celebrate a success? |  |

**Characterizations of virtual teams (Henery and Hartzler,1998)** o Members are mutually accountable for team results.

o Members are dispersed geographically (nationally or internationally). o Members work apart more than in the same location.

o The team solves problems and makes decisions jointly.

**A successful virtual team**

o A unified commitment by all team members o Defined and agreed roles and responsibilities o Clear concise deliverables

o Strict meeting schedules

o Effective lines of communication

o Committed, enthusiastic leadership - ALWAYS!

**Setting Up Virtual Teams**

o Establish communication norms – procedures to reconcile differences in communication practices

o Develop templates for using technology -- e.g., store documents on web pages, expert directories

o Set procedures, responsibilities

o Establish leadership that provides procedural justice o Hold an initial face-to-face startup meeting

o Have periodic face-to-face meetings, especially to resolve conflict and to maintain team cohesiveness

o Establish a clear code of conduct and protocols for behavior o Recognize and reward performance

o Use visuals in communications

o Recognize that most communications will be non-verbal – use caution in tone and language

**Success Factors in Virtual Teams**

o High levels of trust among team members o Effective use of technology

o Clear implementation of team concept o Effective individual performance

**Trust**

o Effective teamwork depends on trust

1. In a virtual environment, trust is more ability/task based than interpersonal relationship based

o Level of member performance over time results in building or denial of trust Like in case of other team, trust is even more essential in the effectiveness of virtual team.

**Building Trust Virtually:** Establish trust through performance consistencyo Rapid response to team members (return emails, task completion)

o Set strong norms around communication

o Team leader role in reinforcing interactions

**Virtual Team Member Competencies:** o Self-disciplined?

o Strong communicator? o Good collaborator?

o Organized?

 o Document your work well?

**Implementation of Virtual Teams:**

o Must set out a clear business reason for the team

 o Team must understand its mission/purpose

o Team members must develop a sense of interdependence

o Must have accountability and rewards for team members

**Challenges to Virtual Team Success:**

o Building trust within virtual teams

o Maximizing process gains & minimizing process losses on virtual teams

o Overcoming feelings of isolation & detachment associated with virtual teamwork

 o Balancing technical & interpersonal skills among virtual team members

o Assessment & recognition of virtual team performance

**Virtual Team Competencies**

o The right technology

o Shared work space & processes

o Established ground rules

o Acceptance of cultural, style & preference differences o Effective group dynamics

o Clear identity

o Teamwork skills o Leadership

o True trust

**Virtual Leadership**

Virtual leadership is about how to pull the people on a worldwide assignment together into one cohesive partnership. Leadership is about making things happen and getting things done. It just takes more work in a virtual environment.

**Key in Leading a Virtual Team**

o Build trust

o Reward and recognize

o Communication

o Motivation

o Commitment

**Virtual Team Leadership Competencies** o Make the invisible, visible

o Make the intangible, tangible

o Create & foster a climate of trust

o Establish & constantly model standards of accountability

o Communicate clearly, constantly & effectively within each receiver’s realm o Delegate responsibilities

**Virtual Leadership Key Traits**

o Everyone gets core information at the same time.

o Everyone has equal input.

o Everyone's ideas are weighed against the alignment tool, not out of preference.

o Everyone's ideas are never judged or rejected at the onset.

o Everyone has equal opportunity to shine.

o Everyone is rewarded or publicly recognized for contributions to the project.

 o The leader socializes equally with people near and far.

o Even appearances or suggestions of favoritism break trust.

**Team Meetings**

Team meetings keep members informed and provide a forum for problem solving, decision-making, and innovation. Meetings, when productive, are also one of the primary ways to develop team member relationships, enthusiasm, and spirit.

**Effective Meetings at Work:** Focused, Crisp and Short

**Types of Meetings**

1. **Leadership/Management:** to review the overall organization performance, setting up newgoals and targets, headed by CEO, or Chairman.
2. **Department Specific:** to review the departmental performance, headed by the head ofdepartment.
3. **Project Management:** to review the overall project performance, headed by Project Directoror Project Manager.

o **Other Meetings**

o **Quarterly Business Review:** to review the quarterly progress report of all thedepartments in the organization.

o **Client Specific:** to meet with specific client/customer to discuss the business mattersetc.

o **Functional Team:** meeting with in the department between different teams exist in onedepartment.

o **Special Project:** meeting on special project

o **Performance Review (1-1):** to review the performance

o **Others:** a number of unscheduled meetings has also arranged on different level of organization.

**Meeting Techniques:**

o Ask yourself, "Is this meeting really necessary?"

o Have a goal for the meeting. What do you want to accomplish?

1. Have an agenda with clearly stated items and the amount of time to be allotted each one. Send out the agenda at least one day ahead of the meeting.

o Limit attendance and appoint a leader.

1. Stay focused on the agenda. If a new topic is introduced, add it to the list of future agenda items or negotiate with the group if it should be discussed now. Have a clock in the room.

o Strive to get everyone involved in the discussion, avoid domination by one or two members.

o Foster rigorous debate and brainstorming, while respecting each other's opinions.

o Use visual aids. Have a flip chart and use it.

o Keep minutes of the key points raised and actions to be taken, then follow up.

1. Do a two-minute evaluation of the meeting. Ask everyone what went well… what could be improved.

**The Meeting Process**

o Plan

o Start

o Conduct

o Close

o Follow Up

**Leading Team**

Having the leading position or higher score in a contest; "he is ahead by a pawn"; "the leading team in the pennant race".

**Attributes of High Performing Teams:** o Performance outcomes

* Specific, shared purpose and vision
* Mutual, internal accountability
* Coordinated, shared work roles
* Inefficiency leading to efficiency
* o Extraordinarily high quality
* Creative continuous improvement
* High credibility and trust
* Clarity of core competence
* Participative leadership
* Shared responsibility
* Aligned on purpose
* High communication o Future focused
* Focused on task
* Creative talents
* Rapid response

**Principles of Leadership Effectiveness**

* Believe in yourself.
* Do not avoid risks.
* Take the offense rather than the defense.
* Know the ways of disagreement and the means of compromise.
* Be a good follower. Effective leaders lead as they would like to be lead.