**Training and Development**
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Module – 07: Traditional Training Methods
Lecture - 34
Group Building Methods

Welcome to lecture number 34, this is the 4th lecture of this particular module. And in previous lecture we discussed about various traditional training methods where we focused on presentation method, in presentation we focused on lecture based methods. And on hands on practices, we discovered various types of training, traditional training methods we it starts from their business games, simulations, self directed methods and we also discussed about role playing and various other methods we discussed.

And we are going on to the third type of traditional training method which is focusing on Group Building Methods.

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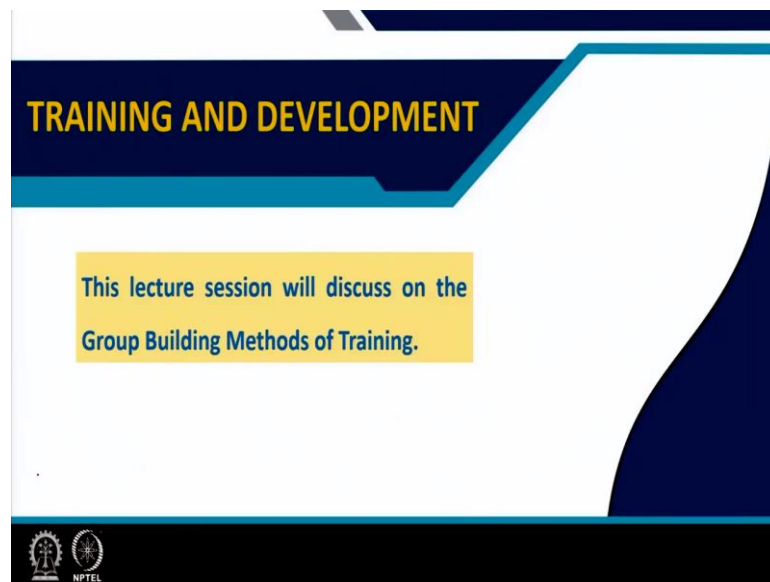
In today's lecture we are going to essentially focus on how a method can be followed to build the you know group dynamics within the teams. And we should understand why we are talking about group building methods. Essentially if you take in many organizations almost most of the organizations started to work enough teams or rather in groups.

So, it is very important unless otherwise the group effectiveness or group dynamics have been sufficiently built or group cohesiveness has been created it will be very difficult for you to create the coordination between the team members. And we are also looking at the synergic effect because the idea of working in team or group are essentially resulting in a higher performance compared to individuals work and their individual capacity.

We are always looking at synergy, creation of the synergy is possible only when the team members are started to work together in tandem in together. So, to create that kind of a situations or the climate within the organization. So, that is why organization decide to go for you know group building method of training.

Which is one of the critical training methods even if you look at you know the IT enabled organizations or technology based organizations or even the manufacturing or service industry organizations everybody started to work in teams it is very important, they conduct this kind of training to build this group so that the groups become effective.

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So, now let us get into the lecture. So, to begin this lecture we wanted to get an understanding about what is group. If I ask you, how do you see define a group where a group is nothing but two or more people who are working in the same organizations who are interdependent, it is very important.

So, all the members are interdependent depending on each other, they all share a common goal and they will also play a specific role and functions to achieve a common goal. Let us say this is there are several members ok. Now all these members are dependent with each other and then they will have a common goal, say they all work together to achieve the common goal and each of them will wear a specific role and functions to achieve this common goal.

The members can meet face to face or to be virtual also. If you looking at the technological support it is happening now, it is not essentially the group members has to meet face to face rather they might be working on a same umbrella of a project or maybe a program or specifically a specific work group. So, they can be connected either in a physical office setup or maybe in a different location through a technology based platforms. So, that is a definition of a group, what is group now.

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Now, what is the outcome of the group? Why we are concerned about a group as I was saying earlier. So, it has a higher productivity compared to individual employees because we know that yes, individual employees are skilled that have ability to perform well. But be in an organizational context we know that know each individual have specific skill set or maybe their competency levels are so good in some of the aspects.

When we are trying to create a better productivity, we are looking at a synergistic effect wherein each of the members can complement each other through their specific skill set.

Now, if for an example you take in a cricket team, wherein a cricket team you find somebody you know pure batsman's and you will find an all rounder, you will also find a bowler and a wicket keeper if you look at each of them have a specific competency.

And they try to complement each other so that they perform really well. So, it is kind of an analogy I am trying to gives, that is why we are looking at you know ok why group will have a higher productivity. And then they will also result in optimum use of the resources as we have several members some members may be complementing each other and somebody may be really good at one skill, another maybe a sort of that skill try to utilize the skills and resources available within the organizations.

And it also results in a better decision making and problem solving because when we enter into decision making situations group will make a better decision because people will discuss about the alternatives, which decision to make, some individual may be you know have several biases. Whereas, in a group situation when you make a decision everybody will contribute towards making a better decision.

And problem solving is much higher compared to an individual employee, it does not mean that you know individual do not have the capacity to make decisions or solve problems. Yes, they do have, but the group have higher probability of having a better decision making or superior decision making compared to the individual situations.

Now, they are also having a better quality of products goods and services, as I said yes it all attributed towards the distributed skills or complementary skills these individual members when they contribute towards the group goal or a service.

And they will have a greater innovation and creativity as many people work there are a lot of brainstorming ideas being discussed each will add more value or come up with the innovative ideas ways of doing things, which will add to that of you know having greater innovations and creativity in a working in a group setup or a team that is the benefit of this group.

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Now, let us try to understand what is this group building methods, what are we talking about now, then we will be talking about how through a training you are going to build it. So, group building methods are essentially a training method designed to improve team or a group effectiveness.

So, the idea is that you know can we improve the group or a team effectiveness. So, how are we going to do? Through a training method which are essentially going to directed towards increasing the team and group effectiveness. Now, look at how do you increase this team effectiveness or a group effectiveness.

So, it is actually that you know dependent on how you are going to create a situation or create a climate where members of a group know each other. So, you are creating an opportunity through training they become so well known to each other. So, that they know what are the likes and dislikes, what are their you know strength and what are their weaknesses and try to understand roles of each member. Through the training you will be able to understand ok.

Who is going to play what role and also you will also develop ok, what type of a dynamics is going to be happening within the team, it is like dynamics we refer to conflict situations, how the conflict will be managed or even you know then you will also talk about cohesiveness. How are you going to make the group work together and you know how are they wanted to be stay together as a single unit.

So, that is also an important and also you will also see how group decision making can happen. So, group decision making, these all will be attributing towards the creation of the team or group effectiveness, that is what we are essentially looking at in a through our group building methods.

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Now, look at what are the ways in which we will develop, but what happens in a group building methods? In a group building methods essentially a trainees share their ideas and experiences.

Because you know in a group building whether it is more of a time, it is a kind of an experiential learning, where because it is through an exercise or activity based learning are the key part of the group building methods. Though there will be theoretical component to make the people aware about what are the integrities of the group building exercises, what are the properties of a group, how group can actually you know reap the benefit of being in a group.

So, essentially trainees will share their ideas and experiences, they build their group identity because every group will be attached emotionally attached to the particular group they belong to, it can be a work group or it may be a project they do or it probably may be an organization they work with. So, you need to create an identity for the group. So, that each member will feel happy or feel proud to be connected to the particular group.

How are you going to create that group identity? So, through this group building methods essentially the trainers used to create a group identity because so that they will identify themselves with a particular group. Maybe some of you would have already participated in some of the training programs.

When you create break the larger group into several groups and you try to name the group and you know work in a group for the next five days, you will either essentially you will find out the individual members will identify with the particular group rather than the larger organization itself.

So, it has a lot of benefits because they will create the group identity and then they will have a better performance. Then they will also understand the interpersonal relationship, dynamics of the interpersonal relationship; meaning that appreciating each other and understand the strengths and weaknesses, where the potential possible or sources of conflict to arise. In case if conflict arises how do we manage, so how do we resolve conflict within a group, how will you facilitate the interactions between the members in a group.

These are all very critical for a better team functioning and they also get to know their strengths and weaknesses which is very critical in a group building methods. Because, unless otherwise a member coming to know about strength and weaknesses of each individual members it will become very difficult to complement each other because somebody is good at some and somebody is not really good at some of the skill set.

So, by knowing that the other members can actually distribute or a allocate the work mapping their strength and weaknesses and also, they also do group techniques to focus on helping members to enhance their skills and effective teamwork. Of course, you know creating a scenario in which you know team members each other will support, help the other members to enhance their skills and for a of course, for an effective team performance.

Now, let us understand what are the stages which happens in a group building methods. The group building methods happens essentially as I was saying earlier also, it is always through an experience in learning; because group building cannot happen by the just lecture based theories. You know through lecture you will be able to understand yes this is how group functions, but how do you create that oneness among the members?

Unless otherwise you create a scenario, you see come up with the situations where they work together, they have to have an experience in learning So that they will be able to create, build that you know team building or group building within them. So, it has 4 stages, first is gain a conceptual knowledge and theory.

So, this is about for example, as when we began the lecture, we started about ok what is group to try to understand the group. I in where why this concept of knowledge is important? So that you will know what are the critical aspects or a critical element of a group. For example, maybe you need to understand different types of groups available, you talk about a formal group and an informal group.

Probably you need to understand the specific characteristics of the group and specific properties in a group so that the group members will be aware that ok there are potential things which will happen. Maybe for example, can be a role each individual play a different role and maybe status difference within the group. You will always find in a

group where one member may be exercising more power compared to the other members. Why what is the reason? Is it because of the position? Not really.

You know in a group you know where everybody is equal, but you will always find somebody exercise power. Somebody have more you know control of the other members their meaning is there is a status perspective. So, through this you know a theoretical knowledge you will get the insight provide insight to the members. So, understand and appreciate what are the various elements criticalities of a group.

Then they will take part in a behavioral simulation for example, you will be given a task as a group you know you will be participating in a group maybe solving some problems or addressing certain incidences or maybe targets are given, some exercises have been done. So, they will take part within a behavioral simulation and they will analyze the activities this is the next stage which happens they will analyze the activity ok how did it happen, how my members behaved.

So, how I behaved in the particular group then. Now, you will connect the theory and activity either on the job or real life situations or through these exercises you are done. Because that is where you are trying to connect the stage 1 with the stage 4, after you go through the exercise now kind of a debriefing, in a debriefing what we are essentially trying to do is ok.

Now, you understand this is how your members behave in an activity, in a given activity. Let us say now there was a treasure hunt or probably some specific group exercises that activity has been done. Now, as a task given after completion of the time, after the task is over then the trainer will ask them to understand ok how did you approach the particular problem, given to as a group and who taken the role, who was leading, who was supporting, who was not supporting, who is doing much of the work or who is not doing?

What was the idea how the decision making happen all that when you reflect then you will be able to connect ok, how these theories are going to help in making a better team functioning. These are the four stages in which the group building occurs in a training program ok.

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Now, let us get into the what are the methods in which this group building training can happen, one is adventure learning and then team training and action learning. These are the three different forms in which the group building methods have been done. We will look at in each of this in detail to understand ok how does this group building can occur through these forms ok.

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Another is about an adventure learning: what is this adventure learning? Which essentially focuses on development of our teamwork and leadership skills through structured activities.

For example, you know mount climbing are they go for an outbound training program generally this adventurous learning happens you know in a you know violence trainings, where outdoor trainings, improvisational activities, drum circles even cooking classes they always take you to an outbound training. Wherein the adventurous activities have been placed through which they are trying to develop the team building among the members.

Through which they will try to see ok how each member are supporting each other, how as a team you will you know perform on the particular activities given. So, it is more of an outbound training through which they try to create the learning on the teamwork and leaderships for the members ok.

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Now, where this adventure learning can be applied? So, adventure learning is suitable for it because it appears to be suited for skill development related to group effectiveness. So, ok, so now, what are we talking about in this you know skill development related? See it when your intention is the purpose, now we are we are connecting to the purpose of the training, purpose or learning objective of a training ok. Now, we are trying to see ok what is the learning objective.

So, for this learning objective does this adventure learning will work for this learning objective to be realized, for that you need to see ok in what perspective you can choose this adventure learning. In case if you wanted to create self-awareness about the members within a group or a problem solving group problem solving, you want to go for a conflict management solution and you want to go for risk taking such as you know wall climbing mount climbing or any other risk taking activities within the group.

Then those things you can actually opt for go for an adventure learning as a group building method, training method. Because through which you will be able to address some of these, you know through self-awareness you will be able to happen. So, when you are working in an adventurous activity in a training group, training exercise you will be able to know ok who you are and what is your role specific role within a group and how your members accept you in a group.

And also, it helps you give a scenario on how do you solve the problem in a group and how do you manage the conflict within a group, what type of a conflict arises, what is the source of the conflict, what are the reasons for which the conflict occurs in a group when we are given a task to do and what will happen. So, this type of a learning you can actually opt to go for an adventure learning as a group building method ok.

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So, what are the different type of a team which exists? Now, as we have already discussed about you know adventure learning, now we are going to the team training. So,

now we are now we are going to team training for us you need to understand what are the different types of teams, though this teams which are not only limited to this there are you know a greater number of teams might be available in an organization based on the type of a company or type of a project and the size of the company as well.

But we are you know discussing on a general team which are most often we will be able to observe in an organization. What is about a production team? Who essentially involved in the production activities, service teams, project teams, management team and the committees you will find lot of committees exist. These are all different types of teams which exist in an organization ok.

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Now, what is the team training we are talking about? So, to you know this training is designed specifically to improve the team effectiveness, as we see there are multiple teams' available self managed team you know production team, service team, committee so many teams are available.

And why we are creating team as I said yes, the teams are created for a specific purpose or to improve the better performance or better functioning within the organization. Now, in order to make the team work effectively or reach the highest potential are work at their highest potential for you for that we are looking at you know going for a team training so that we can have better team effectiveness.

What does it involve? It involves coordinating the performance of individual who work together to achieve a common goal we always look at that yes, let us say this is a goal ok. So, there are multiple team members ok, 1, 2, 3, 4, 5, 6. Now, what we are trying to do each of the team members has process several skills. Now we are actually trying to see how we can coordinate the performances of each of the members, directed towards the achieving the organizational goal which you are you know trying to do.

And we also see that ok each of the members are becoming complementary to each other it is not competing with each other right. So, that is a very important exercise an activity in a team training, because it should not be it should not create a situation where you know the team members are trying to prove who is best within the team not really it is not an intention.

We always try to ensure that all of them share a you know cordial relationship within each other and also, they complement each other, they try to support each other why they have to do this and it is always towards achieving a common goal. We are having a goal and all members have to contribute towards a realization of the goal and when you choose the members, members has to have a specific skill that are a complementary skill is to each other. So, that know you will make a better team group.

So, it is an essentially involved on coordination of the performance of the individual towards the realization, the through team training you are trying to create a scenario wherein each member are coordinating to you know achieve a particular goal, given to them. Then team that are trained effectively to identify and solve errors because you should also expose the team to identify, how do you assess the problem, how will you address the problem know.

In case if there are some anomalies or difficulties or challenges posed how you will be able to solve those, these are all some of the exercises are the you know activities that are part of this team training. So, that the posed that team training the team members are exposed to several scenarios or situations in which, they will be in a better equipped position to solve or address certain challenges and criticalities when they face in their workplaces ok.

Now, what are the components of team performance? There are three important components of a team performance, because we are essentially looking at know how we can improve the team effectiveness, meaning that we are interested in having a better team performance. So, what are the important components? There are three important components which constitute team performance. One is knowledge requires team members to have mental models that allow them to function effectively in an unknown situation.

What is that mental model we are talking about? See when we work in a team, just imagine a situation you are all working in a team. Now there is a specific problem, let us say there was there is a new project which are been proposed in an organization. Now, your company wants to work on the particular project, now this project is having specific activity. Now, given this problem of this nature immediately all team members will develop a mental model, mean a mental model in the sense you know it is kind of a conceptual framework.

The framework which is meaning that now it is kind of a sequential activities or a framework, let call it like this let us say you are creating a framework ok. I am just creating you know this is what a mental model ok. So, you as a team once this is where the project is. Now, you will immediately think ok, this is how you the activity will

happen, you will split this activity exercise will go and all of them will be doing this, then everybody attempts to address this.

So, this kind of a mental model one has to build and the team has to build to function effectively in an unknown situation you have to approach ok, how you will be doing you know what are the sequence of activities you will do so that you will be able to carry out the specific activity in an unknown situation.

Its first level is about there you know creating a mental model, to have a mental model to address a specific problem, it is kind of you know mental model we are talking about creation of a frameworks within you as a team that you how do you address the problem. Then attitude is related to the task and feeling towards so now, the knowledge is important second is about attitude of the team members.

How the team members perceive you know towards the task provided to the team, then comes the behavioral component. So, the behavioral requirement which means that you know team members must perform actions that allow them to know communicate adapt, you know complete complex tasks to attain goal.

So, here see first is about developing your knowledge which is about a mental framework and then the attitude, build an attitude towards how are you going to see towards the task and then comes the behavior becomes what type of an actions which is about the behavior and nature.

What you will essentially do maybe you know carrying a complex activity, challenging task adapt quickly making changes quickly. So, that these three parts will result you to have a better team performance ok. So, knowledge attitude and then comes the behavior which you have to show action through which you know you will be able to achieve a better outcome ok.
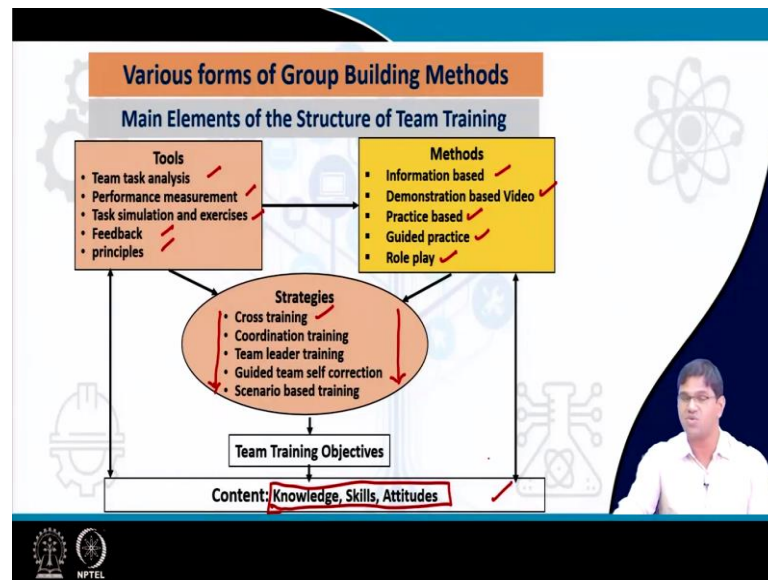
Now, so if you look at you know the now, we will try to understand the main elements of structure of a team training, how this team training happens ok. So, when you look at the content which is as we said know the performance, we are interested in creating this knowledge skills and attitudes and abilities.

So, now we look at lot of the tools you can use, you know team task analysis performance and measurement, task simulation exercise, feedback and principles these are all the tools which you can use part of these team training and then methods. What are the methods?

Is it going to be information based or just you know providing insight and information's or is it going to be a demonstration based video, are you going to show a demonstration about how things will be done in a in a situation where the team has to do.

Or is it a practice based, are you going to give them the real problem and giving them exposure to how to solve it or a guided practice wherein the mentor or a supervisor the trainer will be facilitating giving inputs at each stage. How to do the particular task when are you going to go with the role play method, where you know the specific situations is provided and each member has to take one specific role and enact as a particular role.

So, there are multiple methods you can use. Which tool you are going to use? What type of a method you are going to use? Then comes what type of strategies you will use to

create this team training, are you going to go for a cross training coordination training or a team leader training or a guided team self corrections or a scenario based training?

So, what type of a strategies you will use so that you are essentially trying to go for a team training method which you will lead to the knowledge and skills and abilities to be enhanced among the team members. This is the you know framework which helps to understand ok, the tool what type of a tool are we going to use what type of method are we going to use based on the tool and methods, you will choose the strategies.

And then strategies will essentially lead to what type of a training objective you have and how are you going to realize that in which you are going to create knowledge skills and attitudes of the team members in an organization ok.

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Now so, now, come see third component which we discussed about if you remember that we begin with three forms of you know adventure learning and then team training, then the adventure action learning. So, these are the three forms of group building methods. Now, we are coming to the action learning. What is this action learning? This learning gives an actual problem to the team.

So, action learning is essentially talks about you are given with the real life problems, real life scenario or a problem. Probably you can be a challenge as well challenge or a task call it anything ok. So, now, in this you know they actually given with an actual

problem to the team our work groups to work on solving and committing to an action plan, then holding them accountable for caring out the plan.

So, meaning that when you have provided with a real life problem and you will ask the team to come up with an approach or a solution to solve the problem and come up with an action plan also. How will they you know approach this or how do they create the solution for the particular problem and make them accountable for working out the problem, now the plan.

So, it is not just only about creation of the plan, it is also making them accountable and responsible for carrying out the action plan; this is the action learning method in the group building method.

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What are the stages in action learning methods? First is about identification of a you know sponsor of an action learning you have to identify ok how you are going to carry out this action learning, then identification of a problem or an issue, then identification of selection of a group who can address the problem.
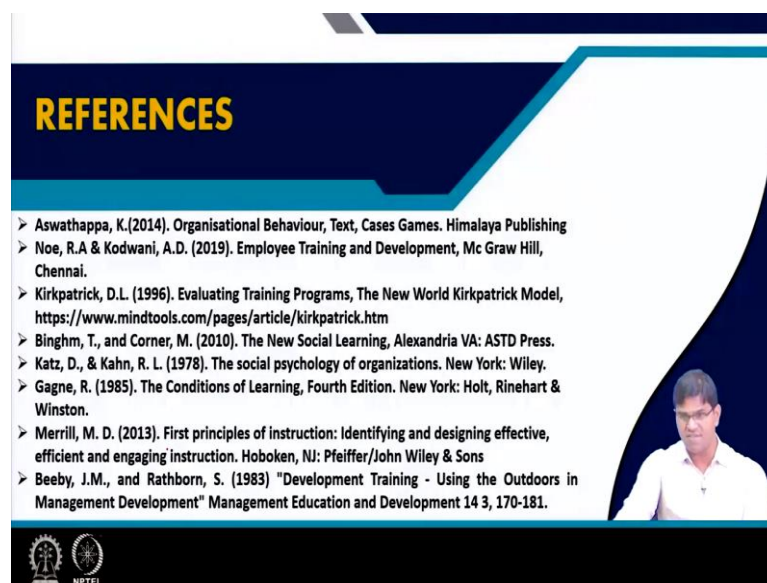
Now, next comes ok, first you have you know you have to prepare yourself for a conducting action learning then comes you need to identify what is the real problem or an issue which exists in a company. Then you have to choose which work group can address this problem.

Then identification of coaches who can help the team during the exercise, how do they moderate how do they facilitate this group to address the particular problem and presentation of a problem to the group next step is the you need to present the problem to the particular group.

And then so that the group discussion of that problem then the group can discuss about the particular problem and they can go for a data gathering and analysis and group presentation on how to solve then self reflections and debriefing. So, because once you present the problem the group will take charge of you know understand the problem much more, then they will brainstorm, explore the ways in which it can be solved.

Then they will go with the group presentations on how to solve the problem. And then they do go for a self reflection of their proposed solutions and then debrief how they could able to do the you know addressing the particular problem which are posed to the particular team ok.
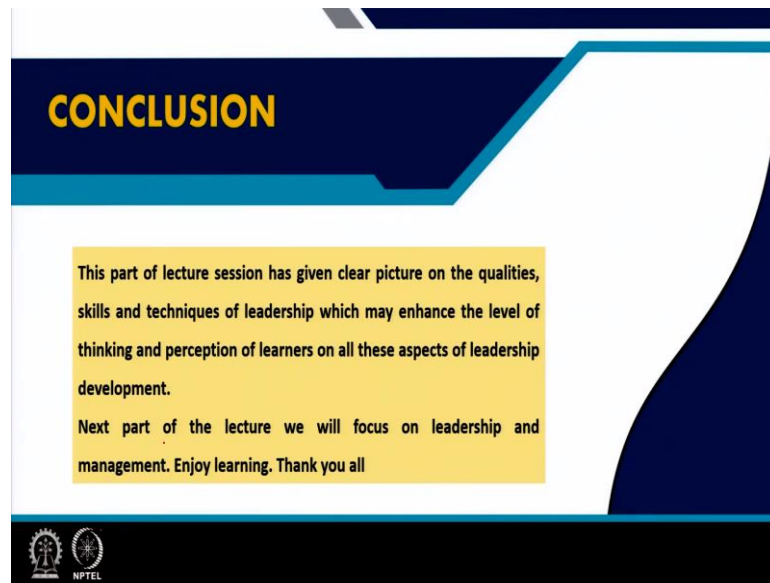
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So, these are the references. Today we discussed about group building methods as we already discussed why group building methods is important, group building methods are essentially you know very important in an organizational setup. Because most of the organizations started to go in teams and work groups and it is very important that you build this team building among the members so as to enhance your skills and abilities through various forms of training.

Either it can be adventure running where you go for outbound based training experience and learning or team training and also go for an action learning, wherein you give them the problem to solve so that you are creating the ability for them to solve the problem.

So, these are the various methods in which you know group building can happen through a training program. In the next lecture we will look at the implications of this traditional training methods.

Thank you.