

**Organization Development and Change in 21st Century**  
**Prof. Ashish Pandey**  
**Shailesh J. Mehta School of Management**  
**Indian Institute of Technology, Bombay**

**Lecture - 11**  
**Group or Team Level OD Interventions**

Today, we are going to look at very interesting field of OD Interventions which is known as - Group level interventions or Team level interventions. In fact, field of OD or field of organization development started with the group level interventions and group dynamics was the very first topic which was developed in the national training laboratory at MIT. This has been the context of OD for very long time.

(Refer Slide Time: 00:53)



**Can We Question the Importance of Teams at Workplace in Present Times?**

- Executive teams run corporations.
- Project teams create new products and services.
- Matrix teams help develop everything from banking services, pharmaceuticals to the delivery of services in consulting firms and charitable agencies.
- Marketing and sales teams deliver products and services to customers.

Can we question the importance of teams at workplace in present times? If you observe, most of the work is carried out by some form of teams. So, we have executive teams that are running the corporations. Then there are management teams who are responsible for making the most important decisions about the corporations. We have project teams which create new products, new services. And now we see the IT, and ITES industry in India is contributing about 8, 9 percent of the GDP, mostly it works in the form of teams.

Matrix teams help develop everything from banking service, pharmaceuticals to delivery of services in consulting firms and charitable agencies. So, ranging from the consulting and business organizations to the charitable agencies and developmental agencies, we

have matrix teams operating, wherein there are dual line of authority – where at some location or for some specific project, the team operates under the team leader, and for the specific functions people report to the corporate office or to the regional office.

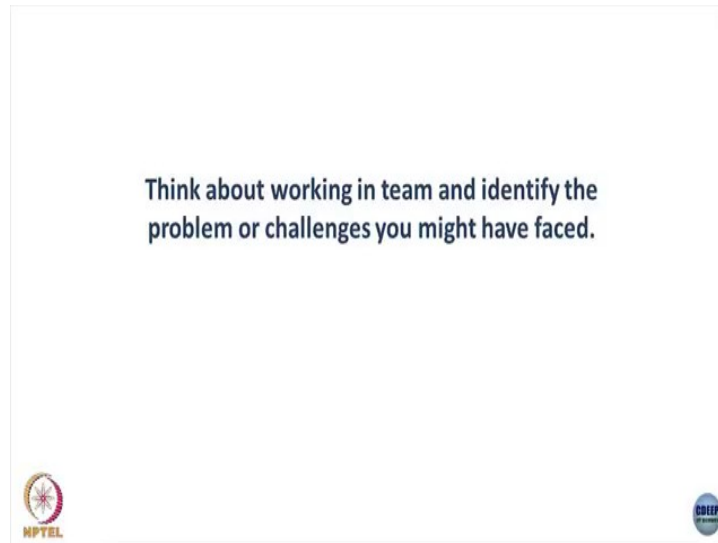
We have marketing and sales teams that deliver products and services to the customers. So, these examples are just to make us conscious that how pervasive the presence of teams is , and how pervasive is the phenomenon called team affecting our life and organizational life. Whether it is institutions, development agencies or corporations, importance of team cannot be undermined, and most of the work is carried out in the form of teams.

(Refer Slide Time: 02:41)



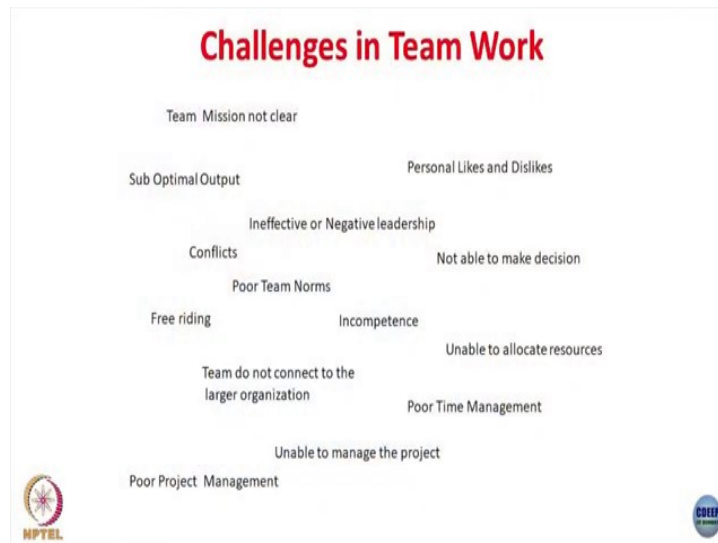
Before we talk about the group level or team level intervention, we must distinguish the group and teams. According to most of the researchers and according to the literature at large, more specific roles of members and more complementarity in the competencies distinguishes teams from group. So, the group members may have commonality of the purpose and approach, but a group can be called team only when there are more specific roles for the members and there is complementarity in their competencies.

(Refer Slide Time: 03:21)



So, think about working in team and identify the problem or challenges you might have faced. You can take example of the work life or you can take example of the college life, campus life. Here also you are working in teams for many projects and assignments. Think about the problems or challenges you come across while working in teams.

(Refer Slide Time: 03:48)

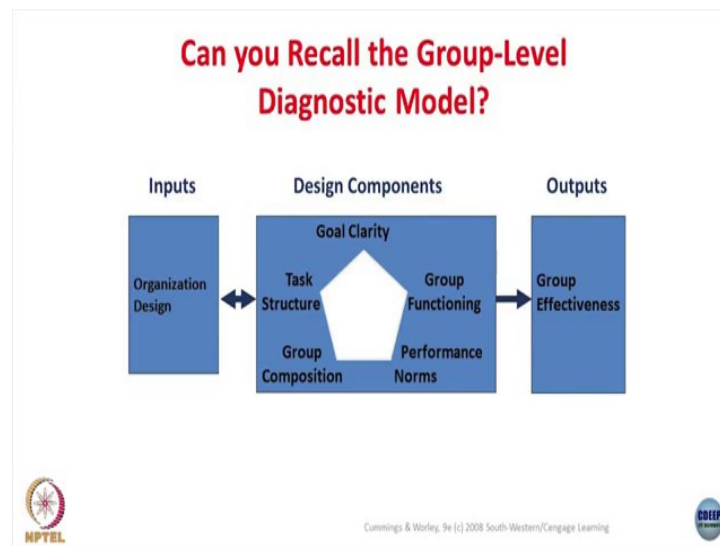


So, if you look at the team, the problems about the team work may range from ineffective or negative leadership, conflict, suboptimal output, not being able to make decisions, poor team norms, incompetence, free riding, team mission not clear, personal

likes and dislikes, unable to allocate resources, teams not connecting to the larger organization, poor time management, unable to manage the project, poor project management etcetera.

These are multiple problems about the teamwork. If you remember the diagnostic model about looking at what is going on in the organizational level and group and individual level, we are reminded of this model that is a group level diagnostic model.

(Refer Slide Time: 04:55)



If I have to understand an organization, remember that (we are following the open system approach in this course on OD), any system has input process and output, and any system is part of a bigger team and made up of this smaller team.

So organization is also a system, and input for the organization is industry and society; similarly, for the group level the input is organization design itself. Organization design is input to the group. If we have to look at the group, if we have to analyze this or diagnose the group, what we need to look at, that is the essence of any diagnostic model.

If we look at the groups, if we want to study groups, we need to look at five things as defined by Worley and Cummings in their text-book. This model as Worley and Cummings say is the synthesis of many models like Weisbord model, present in the literature. So, if we have to diagnose the group, we need to look at the goal clarity, task

structure, group composition, group functioning and performance norms. All these five design components lead to certain type and quality of output.

So, if we have to look at the groups, we need to look at what is the input to the group and that is organization design. We need to look at these five components, and we need to look at the output. Output is result of the interaction of the design component, and the quality of the input the group receives. So, most of the team problems are basically coming from some or other aspect of this model. So, if you look at lack of clarity in the team goals, it can be traced to which component?

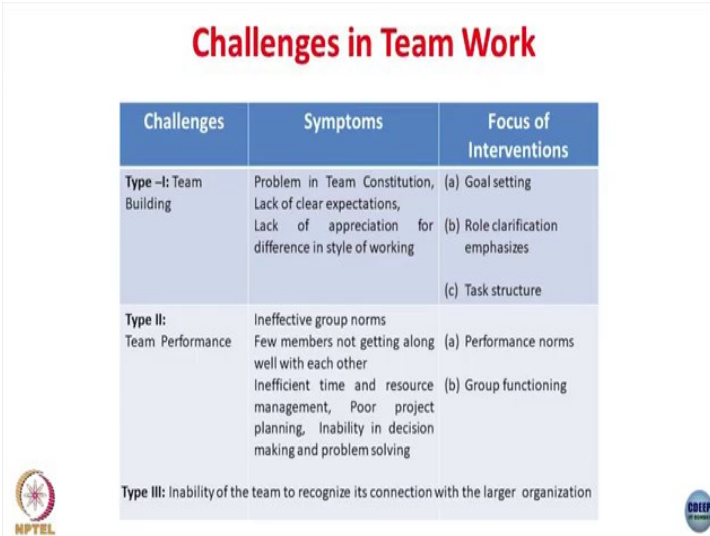
Student: Goal clarity.

Goal clarity. If you look at people not coming on time, interrupting each other during the meeting interactions, it can be traced back to?

Student: Performance.

Performance norms. People not competent enough to deal with that task that can be traced back to group functioning, yes. So, now, you can look at most of the group related problems can be traced back to some of these design components.

(Refer Slide Time: 07:51)



The table is titled "Challenges in Team Work" in red text. It has three columns: "Challenges", "Symptoms", and "Focus of Interventions". There are three rows of data. The first row is for "Type I: Team Building", the second for "Type II: Team Performance", and the third for "Type III: Inability of the team to recognize its connection with the larger organization". The table is set against a light blue background with a white border. There are logos for NPTEL and CBET in the bottom left and right corners respectively.

Challenges	Symptoms	Focus of Interventions
<b>Type I: Team Building</b>	Problem in Team Constitution, Lack of clear expectations, Lack of appreciation for difference in style of working	(a) Goal setting (b) Role clarification emphasizes (c) Task structure
<b>Type II: Team Performance</b>	Ineffective group norms Few members not getting along well with each other Inefficient time and resource management, Poor project planning, Inability in decision making and problem solving	(a) Performance norms (b) Group functioning
<b>Type III: Inability of the team to recognize its connection with the larger organization</b>		

So, there are different types of challenges while working in teams these challenges have certain symptoms. And in order to address those challenges, we need to have certain

intervention and types of intervention, that is what we are going to discuss in detail in this session.

So, for the simplicity, we call it type I, type II and type III problems. Type I problems are related to team building. Team is not built properly from the very initial phase. When there are certain things which are important and not taken care of, we say that a type I problem emerges.

So, problem in team constitution is caused due to lack of clear expectations, lack of appreciation for difference in this style of working, lack of appreciation of the different competencies, all these are the symptoms of the team building related problems. So, when there are problems in the team building itself, the focus of intervention is goal setting, role clarification and working on the task structure.

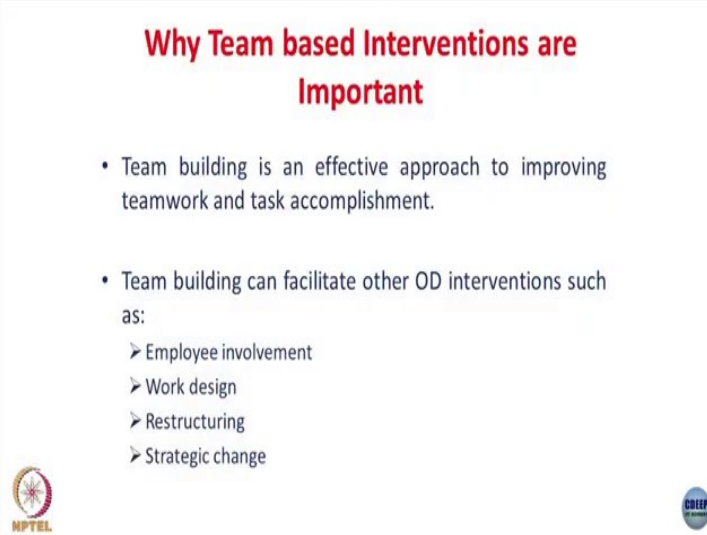
Then you might have seen some problems related to ineffective group norms. Few group members not getting along well with each other, inefficient time and resource management, lack of competency in decision making or project management or project planning, problem solving, these are the symptoms of type-II problems which we called team performance problems.

Team performance problems can be addressed through certain interventions that are about examining the performance norms and correcting those.

There is a third type of team problem. Team might not might be passionate about their work, team leader might be very integrated and aligned by team members, but many a time teams develop their own personality and when that happens, it becomes so strong that they at times forget their association and their connection with the larger organization.



Often group or team starts enjoying itself and start taking the work seriously, but in a narrow scope that group members are not able to see their connection with the larger organization, so that is a third type of what we call the type III problems in the team function.

(Refer Slide Time: 10:49)



**Why Team based Interventions are Important**

- Team building is an effective approach to improving teamwork and task accomplishment.
- Team building can facilitate other OD interventions such as:
  - Employee involvement
  - Work design
  - Restructuring
  - Strategic change

It is important to study and set the teams right. Team building is an obvious and an effective approach to improving teamwork and task accomplishment, but a lot of other OD interventions are also based on team function.

So, OD functions, OD interventions like employee involvement program, work design, redesigning the work, restructuring of the organization, bringing about the strategic change, all these are the examples of the OD interventions which are techno structural in nature and strategic in nature.

They cannot be successful without effective teamwork. So, team building is important for its own sake, because it is important for the team effectiveness, it is also important because other OD interventions rest on the proper functioning and effective cohesive teams and organizations.

(Refer Slide Time: 11:51)



**Team Building Activities**

- What is the first step in starting team based OD interventions?

Ans.: Diagnosis

- How?

Ans.: Performance data, Time log, Perception of the managers, business leaders, members of the team and Observations of the other stakeholders



Let us look at the team building activities. What is the first step in starting team based OD interventions? So, if you are assigned a team suggest few interventions what should be the first step? Diagnosis. We should not start with team building activities straightaway. For any OD intervention, and equally so with the OD based intervention, when a project is assigned, it must start with a diagnosis.

How do we diagnose the team? In the diagnostic model, we looked at the input, design component and output. Now, how do we collect data on these factors?

Student: Interviews.

By interviewing people.

Student: Group discussion.

Group discussion with?

Student: Teams.

Teams – fine. If team is not functioning well, and their interpersonal relationships are not very positive, do you think focus group discussion is appropriate? If team is not functioning well and if there are task related conflicts as well as relational conflicts, do you think group focus group discussion will be effective? People will not speak. One-to-one interview may help. What else?



Student: Anonymous serving.

Anonymous serving may be effective yes.

Observation, yes, very important.

What is the first component in the diagnostic model? Organization design. So, look at what is the bigger system within which this team is operating, what is the input to the team. Then for the goal clarity, what is the appropriate method to assess? Interview.

Only interview? Interviewed data checked against the senior management perspective about the goals of the team. Only interview will not give you sufficient knowledge. You need to look at the interviewed data, but we also need to talk to the reporting manager of this team who can give his or her perspective.

For the group functioning, what is the appropriate method to assess the group functioning? For the group functioning whether group is functioning well, whether team is functioning well or not, what is the data you will ask for?

Student: Performance.

Is Performance data only about output? No, not only about output, but also the process data. For example, there is a recruitment team in a of HR in a function in a business organization, you not only look at how many people they have recruited. But you also look at what was the turnaround time for one recruitment means what is the average turnaround time which means how much time this team takes from inviting the application to the till the placement. So, there are some output data, and there are some process data through which we can look at the good functioning.

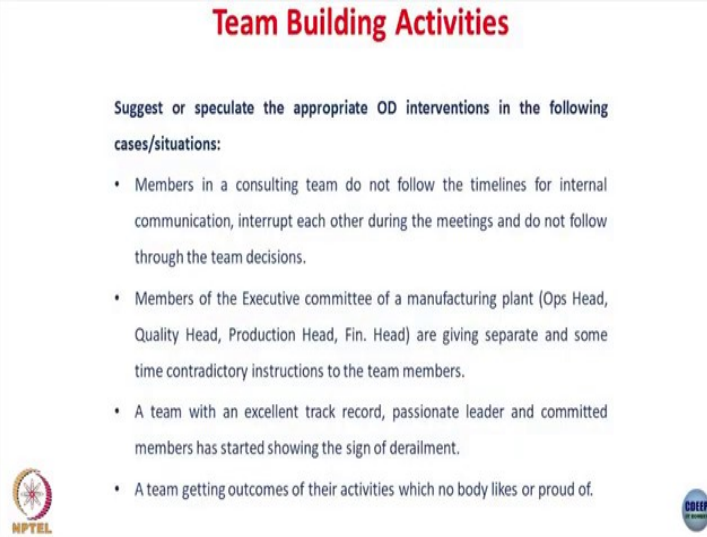
What is the good way of assessing group norms or team norms, or performance norms of the team? The best way of looking at the performance norm of the team is observation.

When team is going through a meeting, a consultant can just observe. There are different methods of looking at the different design components of the team. These methods generate data, and that data has to be corroborated with each other. This is called triangulation, means looking at one phenomenon, one setting from two, three, three different angles.

So, we need to look at the performance data, we can look at the time log, perception of the manager, business leaders approach, members of the team, observations of the other stakeholders, all this data can help us to identify what is the current level of a team activities and what is going on in a team.

Let us look at some situations and think in terms of the OD intervention. So, these are certain situation and conditions, where I like you to speculate and suggest some of the OD interventions.



(Refer Slide Time: 17:03)



**Team Building Activities**

Suggest or speculate the appropriate OD interventions in the following cases/situations:

- Members in a consulting team do not follow the timelines for internal communication, interrupt each other during the meetings and do not follow through the team decisions.
- Members of the Executive committee of a manufacturing plant (Ops Head, Quality Head, Production Head, Fin. Head) are giving separate and some time contradictory instructions to the team members.
- A team with an excellent track record, passionate leader and committed members has started showing the sign of derailment.
- A team getting outcomes of their activities which no body likes or proud of.

So, this is a story about the members in consulting team that do not follow the timeline for the communication. They interrupt each other during the meetings and do not follow through the team decisions. What is the appropriate interventions, what is the what should be the focus of intervention or appropriate intervention? It is having one-to-one discussion.

Second condition – members of an executive committee of a manufacturing plant and the executive committee of a manufacturing plant generally comprised of the operations head, quality head, production head, HR head etcetera, are giving separate and sometime contradictory instructions to the team members, and that is why people on the shop floor sometime feel confused about what should be the priorities of their work. What kind of intervention we can think about?

Another situation a cohesive team where members are committed to the team objectives are not able to deliver the expected performance of late. Excellent team, very competent, suddenly there is a derailment in the performance. There might be shift and change in the environment.

And as a result of that organization priorities might have changed, but that those organization priorities probably might not have understood well by this team. So, there might be lack of understanding and lack of common understanding of the organizational priorities and the team priority.

Another situation is a team getting outcomes of their activities which nobody feeling proud of, including designated leader and the member, they all are busy doing something, but whatever is the outcome nobody is feeling proud of. Can group functioning just happen?

Student: No.

Even if there is a data, even if there is a performance data, process data, even if it is very clear that what they are pursuing is not common, what they are pursuing is not audacious, what they are pursuing, and the way they are working is not the best, do you think group itself can pursue start pursuing the right objectives and start performing with the right processes?

Student: Mentoring should (Refer Time: 19:22).

You need to have a good leadership. So, it is a leadership problem. So, now, you can see that there are lot of different types of teams and different teams go through different challenges. And for those if different teams to tackle the different challenges, you need different types of intervention.