**Organization of Engineering Systems and Human Resources Management**
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Module - 3
Human Elements of Functioning Organizations
Lecture - 29
Developing Teams

Once people enter the organization and become a part of it, one has to look at the human dimension of what makes an organization function, what makes it tick, what makes it operational, and of the two or three concepts that we will be dealing with in course of these presentations. We will be talking of concerns of teams, concerns of leadership, we will try to understand motivation and try to build it around an action plan which helps perform and take the organizations closer to the fulfillment of their objectives. We begin this trilogy of teams, leadership, motivation, with a study of teams and I propose to walk you through both the fundamentals and the operational aspects; try to share with you the safeguards which need to be exercised and show to you what does it take for a team to perform.
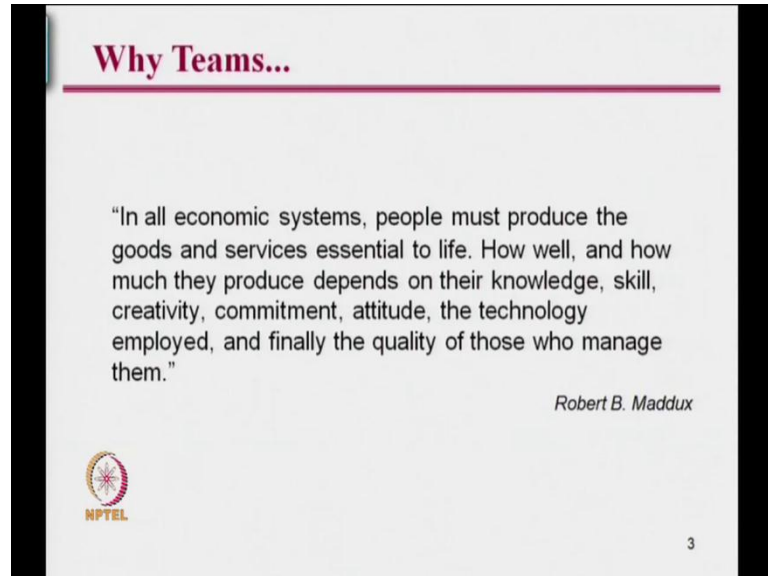
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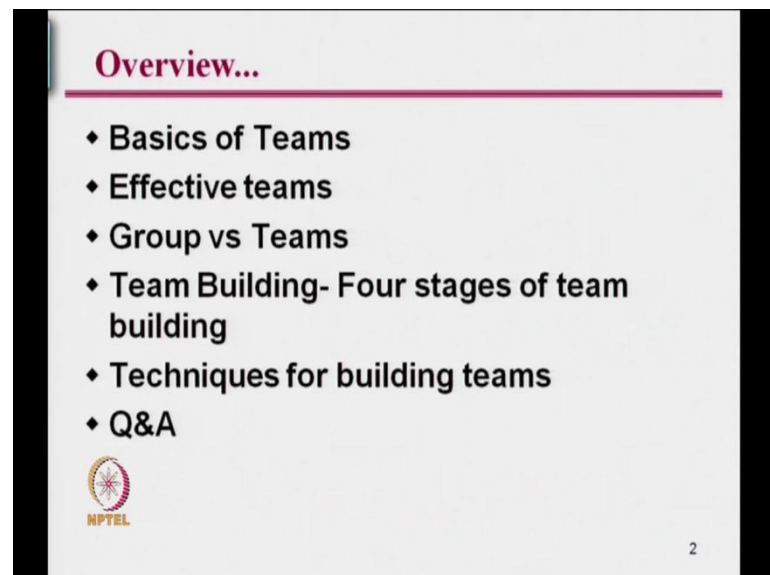
In terms of an overview therefore, we shall be talking of the basics of teams, effective teams, the difference between group and teams, team building and we will see how

conventionally it is supposed to pass through four stages, and techniques for building teams.

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Why Teams...

"In all economic systems, people must produce the goods and services essential to life. How well, and how much they produce depends on their knowledge, skill, creativity, commitment, attitude, the technology employed, and finally the quality of those who manage them."

Robert B. Maddux

Let me walk you through a few definitions of teams, so that you are broadly aware of what different researchers, workers, practitioners feel about teams. Read this very carefully. In other words, people in an organization have to produce what somebody may want. It may be in the form of goods, it may be in the form of services, how well and how much a qualitative dimension and a quantitative dimension. They do this activity depending upon, really speaking, certain fundamental concepts and the fundamental concepts involved are knowledge, skills, creativity, commitment, attitude, and of course the technology employed, and ultimately the quality of those who manage them. While talking of recruitment I had emphasized the need for quality human beings, because you cannot have a quality manager unless you have a quality human being. This is the definition according to Robert B. Maddux.

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We have another definition by Manion along this one but go through it. The key concepts here are a shared purpose; you cannot be a part of the team unless you share the goal. So, shared purpose leads to common performance goals, you need skills which are complementary, and you need skills which can take on from what is delivered at your job and pass on to the next job what is required there. What I have referred to earlier on in these presentations as receivables and deliverables, it has to have a common approach; otherwise, the work style is may be mutually negative. So, it is collective work. Essentially therefore, team is a group of individuals working together towards a common purpose. A fairly standard definition of teams and I will give you one more. In terms of teams having a sense of integrated work objectives, which have to deliver in a certain framework of resources and I would like to flag the element of resources also.

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We need teams, when there is a problem to be solved and remember the word problem here is being used in a managerial context which means a situation requires action. So, problem solving is really taking a situation to its next level of the growth, but then to achieve that you need a diverse set of talents, a divert set of skills, diverse set of experiences, and therefore, one person alone cannot do it. The truth is in the present day and age nothing can be achieved by one person, nothing worthwhile anyway. So, we need teams most of the times. The difficulty is even if there is universal compatibility in terms of talent, in terms of skills, in terms of shared goals; people have different phases of work.

Somebody likes to do things yesterday; somebody wants to do it at once; somebody has procrastination built in to his DNA, he can never do anything in time; and of course the people who take the cake, other people who simply do not care. It is not always possible to filter all this at the time of recruitment. So, team building needs a continuous doctoring. When the problem spans across an organization's functions or services and involves a "beginning to end" process, then also you need teams. When a solution to a challenge requires organizationally diverse buy-in and ownership, then you need teams.
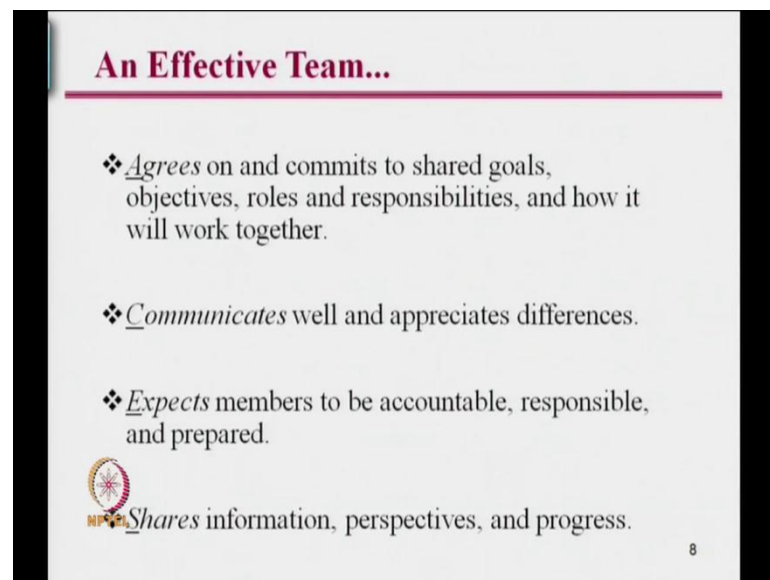
It would appear that advantages of teams are fairly, widely accepted; however, even the obvious at our level of work at times needs elaboration, because it requires filling in of gaps, creating attitudes and contributing to the knowledge aware with all of the listeners. So briefly the advantages of teams involve better communication, because each one knows what the other one is doing. If there is better communication then there is higher synergistic approach. The sharing of skills and talents creates a great degree of homophile; an extent of bounding which will not be possible if people are in a standalone mode. Learning from and about each other in terms of strengths and styles is essential.

The increased job scope and responsibilities provide a relationship where the boundaries of roles need not be very rigid. Hence there is room to grow and ways to retain employees and volunteers. The decision making in teams usually demands a consensus and which commonly results in improved morale and energy, but the picture is not all honked airy, because it is not always possible to create teams; because egos come in, temperaments come in, styles come in, cognitive abilities come in, the commitment comes in, and above all just link for one-upmanship can create a problem. But then I was just elaborating to you the improvements which team brings.

An effective team very often requires an effective leadership; unless you have effective leadership, you may not be able to weld together; diverse people with diverse interests, diverse backgrounds, and diversity would be the theme from age to competency, from

tasks to decision making spaces. So, there has to be kingpin, a leader, who is able to understand all this, have insight on all this; to smoothen the differences, to strengthen the bonds, and lead from upfront. Such a person usually comes from an individual who is able to work with everyone or with different people at different times.

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Be that as it may there are certain characteristics of effective teams. Let me walk you through some of them, so that you notice what is the defining characteristic of an effective team; an effective team agrees on and commits to shared goals, the objectives, the roles and responsibilities. They are all agreed and this is how people learn to work together; however, this is more easily stated and done. There is always dialogue to undertake in defining roles and there is always a bit of an issue in understanding who will be responsible; perhaps not so much as who will be responsible, but the concomitant act of responsibility more to do with who will be accountable.

In other words, who will explain what was happening. When something is successful many people want to share the credits. There is a popular statement, "success has many fathers failure is an orphan." Nobody owns a failure and yet if you have an organized system, you will have successes, you will have failures, you will have situations which will need correction. So, an effective team has agreement as its bases. It has communication which is well-structured, clear, and an ability to appreciate differences is how communication works. An effective team expects members to be accountable,

responsible, and prepared. Here the emphasis is on the word "preparation", because task does not begin when you approach the preposition; but a task begins much before. You start doing it, by way of your preparation for doing it. A good team shares information, perspectives, and certainly progress.
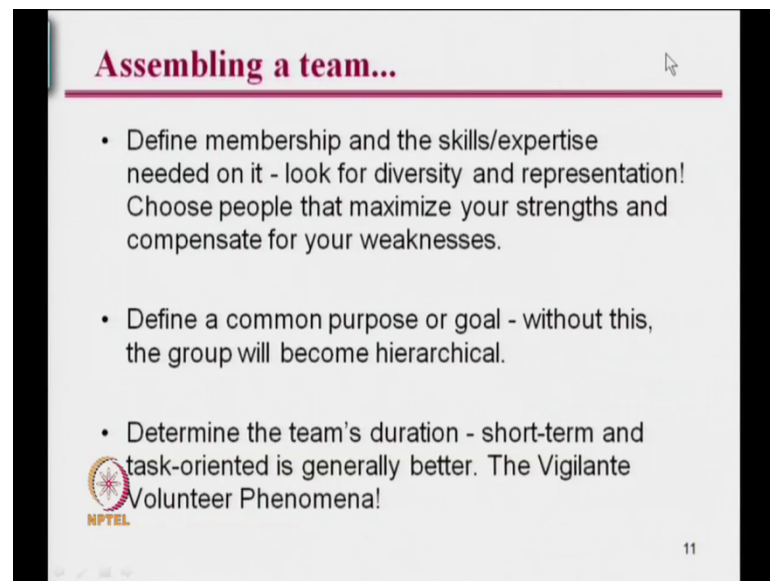
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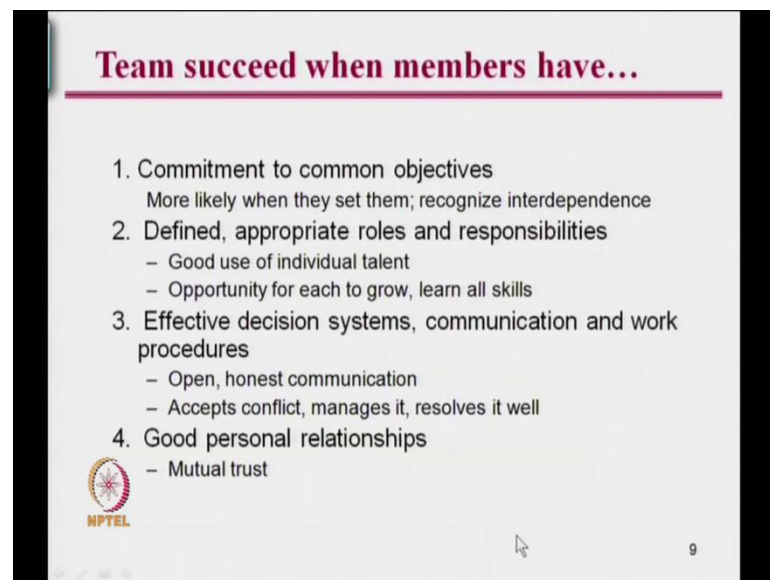
A team will succeed when its members have several qualities. But for the present I will confine myself to listing four of them, please read it. You will notice how repeatedly certain concepts keep coming back. Communication and it usually has an adjective; it must be honest, it must be open, it must be credible, it must be upfront. Talent keeps coming up repeatedly. Trust: These are generic trick qualities of performance which affect not only teams, but all that goes along with it. Now these are just four givens which are required for success, they are by no means exhaustive, but they are supposed to set your mind thinking. There is a great need to understand the difference between a group and a team.

The most important differentiating characteristic between a group and a team is a group, which may not have any specific task at hand; it may have been just formed on the spot for greater purpose, nothing more than just being together. It can be for a simple exchange of ideas, having a good time, filling time more for the better, and perhaps at times for the worse. The teams, however, have a given objective and therefore encourage strong sense of identification. In teams there is task interdependence, which need not be

in groups and in teams there are more differentiated and specialized roles between team members. The more differentiated and specialized roles between team members is fundamental to appreciating the new answers and appreciating the essentials, of what is it that mix a team tick and it usually works through specialized roles which are mutually integrated, and this is something again which has been explained earlier.

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When you are assembling a team, the steps to go through will include the following: Define membership, the skills/expertise needed on it; look for diversity and representation. Choose people that maximize your strengths and compensate for weaknesses. Now this is a very, very simplistic definition of teams, much can be said it in its favor and it can also be shaded; we may have time for neither. At your level of work it is perhaps important to run you through this, so that your fundamentals in teams and its activities are put in position.

Teams have a lot of requirements, which may include compatibility and to cover-up for each one's weakness and for reversing each one's strengths, not just that of the leader and on occasion to see a very higher ranking official in an economic ministry, whose relationship with me went back several years. So, he let his office know that I was visiting and therefore I had no issues with security, gate pass, gaining access to his office, and then I came up with the first significant gateway, the secretary to this important functionary. First of all he could not place my name. Then he could not figure

out what I was doing there because there was no commonality of profession between his boss and me.

Then he wanted to know the task and I really dint know what to say because it was essentially a courtesy call. So to cut shot of it all, I said do not worry about all this I have an appointment how long is it for; he said its half an hour. So, his next question was and what will you do for half an hour. By which stage I lost my patience and I said I do not know how to answer that ask your boss; why he put aside half an hour and what he proposes to talk to me and that confused him even further. So, I sat and waited my turn and as I saw him go around his task, I could get the feeling that he was a little less than average both in terms of talent and competency.

When I went in to the room to see the important official I said, "How do you deal with such a secretary"? So, he smiled and he said, "Doc, you do not sit in my chair; therefore, you do not have the issues to deal with which I have to. I follow a very simple principle; never keep a subordinate which is smarter than you, yourself because he will create more problems and will be forever snooping all around you." I have of course no answers to give to that kind of a preposition nor do I wish to discuss it. I am merely coating a remark from the feel from somebody at least who knew what he wanted. When you create a team what kind of people you assemble will be a factor of your world view, would be a factor of your requirement, and will be a factor of what will work for you; having said that, let us go on more with specific elaboration at your level of understanding and simply state.

You assemble a team by defining a common purpose or goal, without this the group will become hierarchical. But it is equally true that at times you need a hierarchical team; now how do you have a hierarchical team? You have a hierarchical team by making sure the integration is keeping in mind the scalar principle; therefore, here again an adaptation which you will have to carry out from real life. All teams need not be flat, where as a text book will tell you define a common purpose and a goal and there will be views on hierarchy. Determine the team's duration, short-term, task-oriented is generally better. This again has exceptions, but I think I have said enough which will lead you to screen all this, as you mature, as you have a work experience, and as you put together your self-esteems or teams with you.

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Make sure those responsible for implementing solutions are on the team. Create small teams three to ten fast paced interaction and greater success. Now there is nothing magical about these figures, I do not expect you to swear by it. It is a notional figure. Develop clear terms of reference and job description. Now much of this need not be consciously and need not be done on paper. The amazing thing is even if you did not do it in paper, it will get done. People will not interact with each other, without some clarity on what they are supposed to do and what the other person is suppose to do and finally, identify the team leader and define his role clearly.

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There are certain stages in team building and I will draw the stages to your attention in stages; first stage is forming, second is storming, the third is norming, the forth is performing. So, you go through forming, storming, norming performing. Now if you are lost, do not worry, help is at hand

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Forming: Forming requires team building where you define a team, you determine individual roles, you develop trust and communication, and you develop norms. These are stages of forming. Then we come to the task component of forming which requires defining a problem strategy, identify information needed; yes your right, you have sensed rightly again the socio-technical systems coming in, the people dimension, the task dimension. You can go back to the organizational variables, the people variables, which put together define managerial tasks.

In following these presentations, you will find it useful to keep in mind what you have already learnt and not attempt to take up each lesson independently. Yes it is possible that you may select to listen to a lesson in isolation, because that is of greater interest. You would still get the result; but for better results, if you have a briefing on what have preceded, you will be able to know why something has come and you will be able to see the logic of the underpinning. But let us proceed with our discussion of the teams.

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Teams would integrate individuals with groups. It will help members understand each other and here again there are different techniques. There is the Myers-Briggs Type Indicator or the application of MBTI; I am sure you do not expect yourself to be as MBTI applications experts here. But without walking you through the techniques which will make you an MBTI expert, please realize that an expert may have to be matched with an introverts, sensors with intuitive situations, thinkers with feelers, people who judge with perceivers. By selecting one from each category, we define our personality type and these are some of the personality type.

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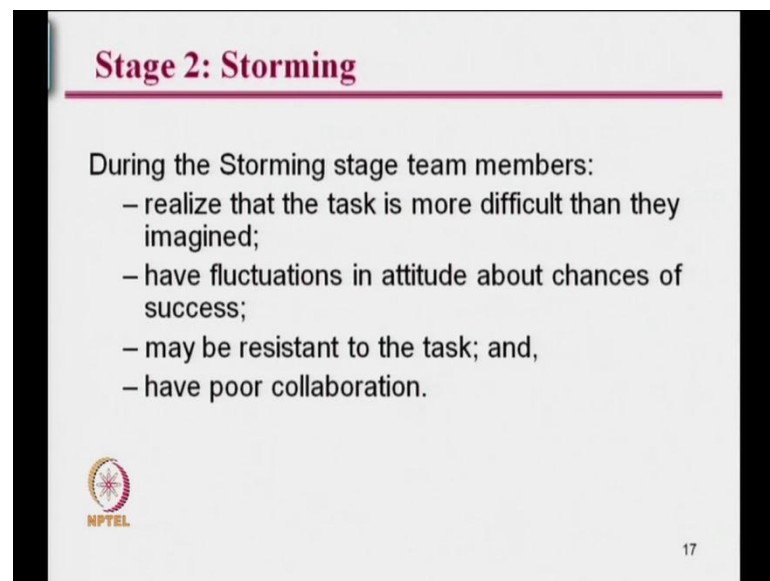
We shall have to move on to the next stage, because forming enhances team development by the following five steps and again this listing is not exhaustive; please read this, because there is hardly anything to be explained there. These are not new concepts, but yes, they are put forward in new combination. Share responsibility, encourage open dialogue, provide structure, direct team issues, develop a climate of trust and respect.

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Then we come to storming and this also I will put to you in phases. Remember, so far we were talking of storming. During the storming stage, team members experience a realization that the task is more difficult than they imagined; have fluctuation in attitudes about chances of success; may be resistant to the task; and may have poor collaboration. These situations have to be handled, which is perhaps why this is called storming.
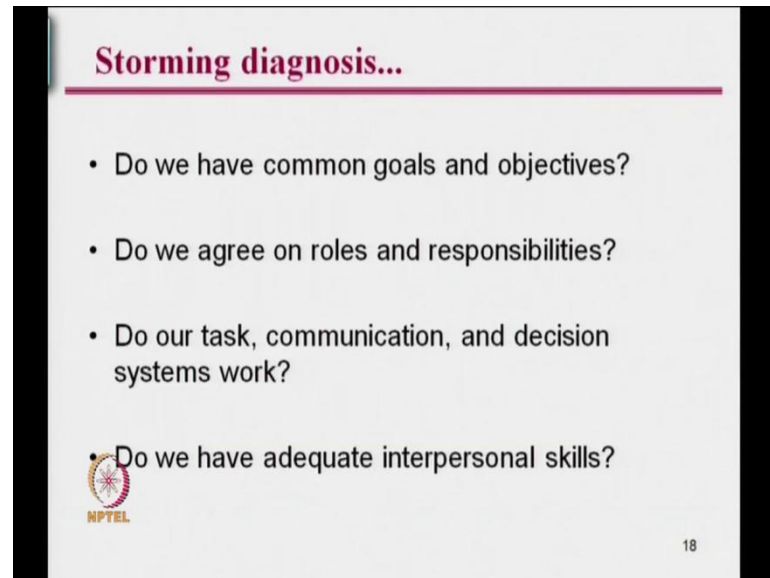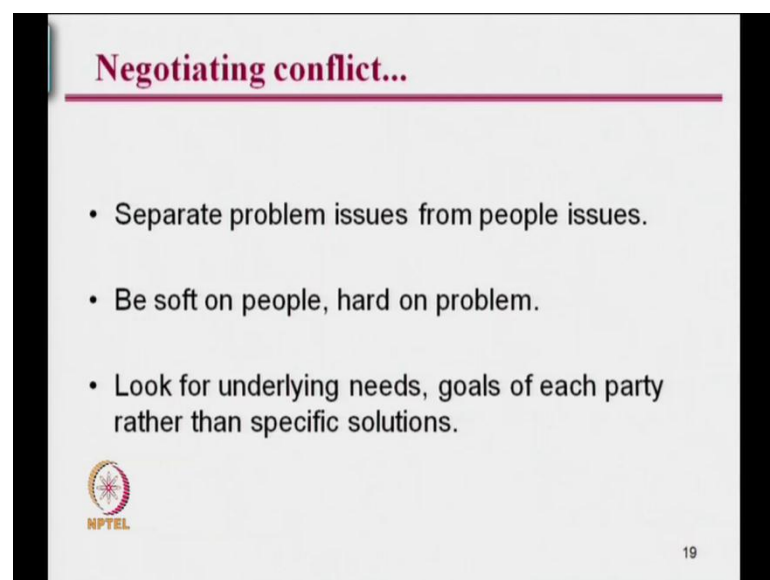
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Let us move ahead; if you diagnose storming, then you find that you will have to ask yourself certain basic questions. Do we have common goals and objectives; if not, go through a process of redefinition. Do we agree on roles and responsibilities, do our tasks, a proper communication, and decision systems and do the work. Do we have adequate interpersonal skills; an area where many teams fumble.
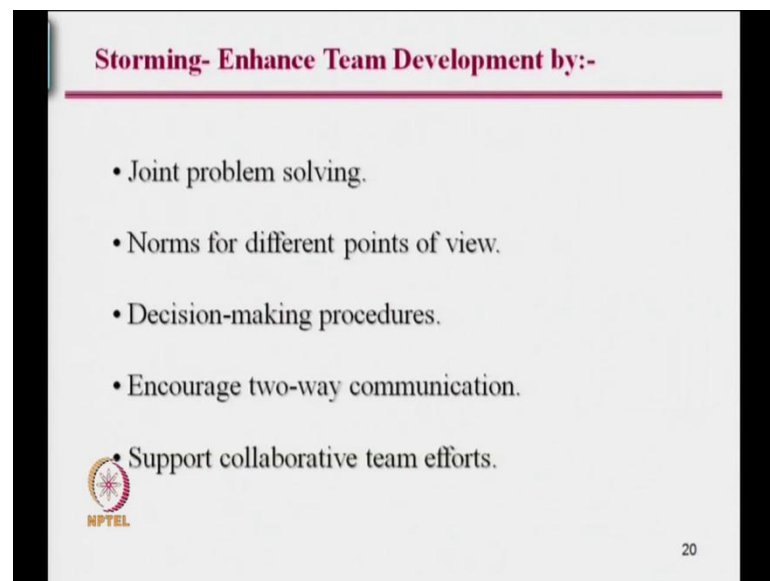
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One must learn how to negotiate conflict in developing a team. You negotiate conflict by identifying separate the problem issues which can be distinguished from people issues.

Be soft on people, hard on problems. Again like all generic principals, this is open to exception. Sometimes big soft on peoples does not work, sometimes big hard on people does not work; you have to very often learn, in a hands on situation, learn from your successes, learn from your mistakes. But yes, it is a nice thing to keep pedaling, be soft on people hard on problems. Look for underline needs, goals of each party rather than solutions, because each one has an agenda.
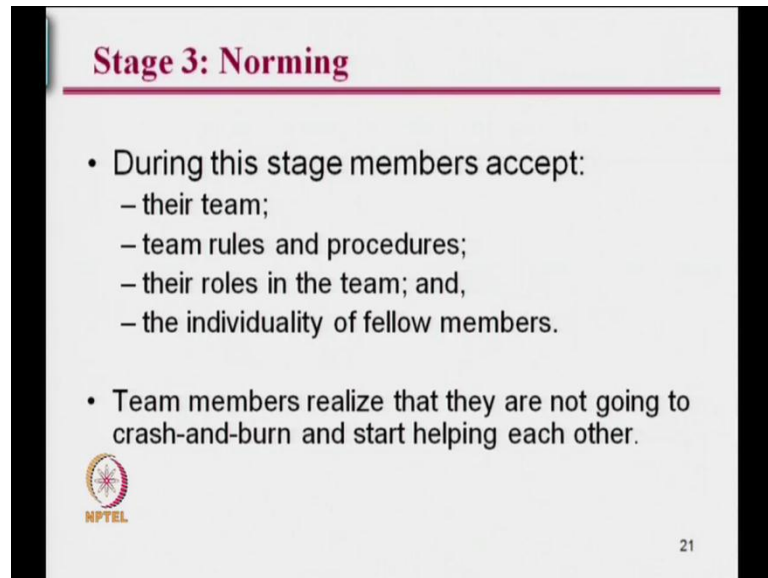
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Storming- Enhance Team Development by:-

- Joint problem solving.
- Norms for different points of view.
- Decision-making procedures.
- Encourage two-way communication.
- Support collaborative team efforts.

We move from negotiate conflict to storming in terms of the results. The act of storming enhances team development by joint problem solving. Storming creates an ambiance of joint problems solving. It creates nubs in which a reconciliation of different points of views may be accepted, may be attempted, and may be frozen. It identifies decision-making procedures and no organization can really function unless it has some decision-making procedures. It encourages a two-way communication and above all, the resultant of any team effort has to be a support for collaborative ways of task accomplishment.

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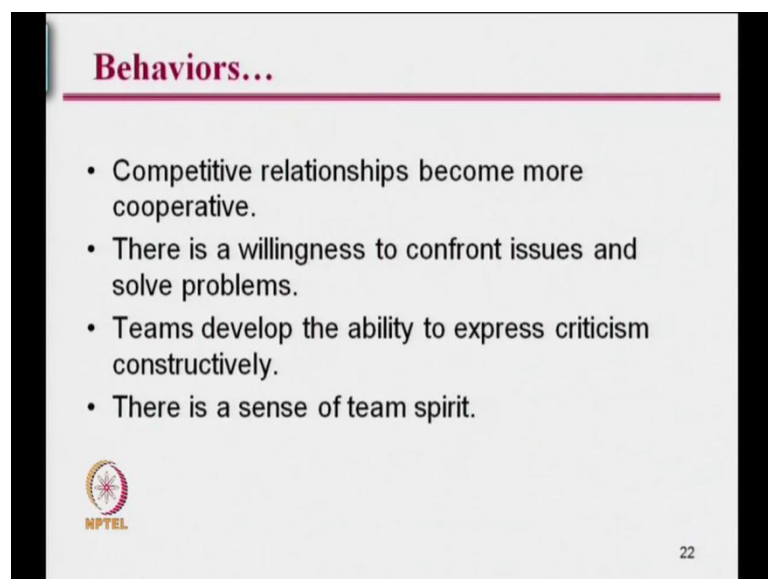

Stage 3: Norming

- During this stage members accept:
  - their team;
  - team rules and procedures;
  - their roles in the team; and,
  - the individuality of fellow members.

- Team members realize that they are not going to crash-and-burn and start helping each other.

From storming we move one to norming and norming itself will be discussed in the same manner as the previous aspects have been discussed. During this stage members must accept their team; just as they must be accept by the team. Members must understand what the rules of the team are and what the procedures are. Members have their roles in teams, and their individuality of fellow members. This has to be not only identified; this has to be accepted and internalized. Team members realize that they are not going to crash-and-burn and they start helping each other, which is why this is called norming. This is where the norms of the team are constructed, created, operated.
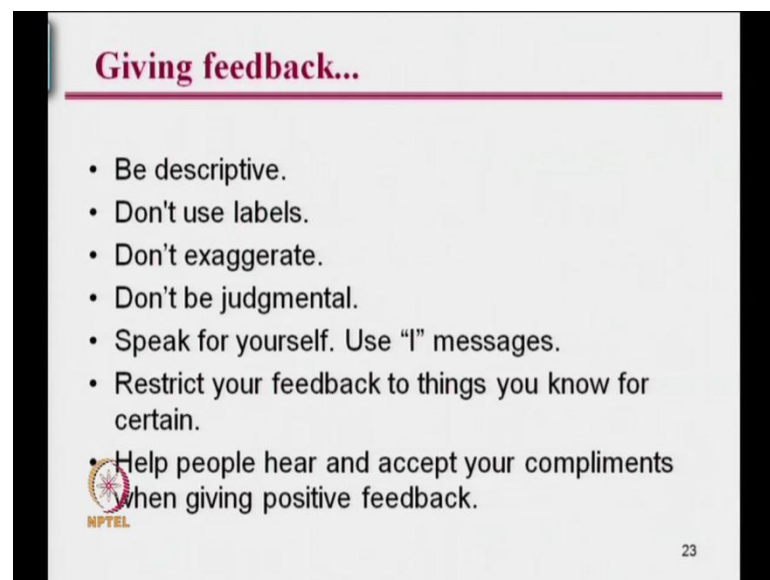
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Behaviors...

- Competitive relationships become more cooperative.
- There is a willingness to confront issues and solve problems.
- Teams develop the ability to express criticism constructively.
- There is a sense of team spirit.

It has certain behaviors and let us walk through them. Competitive relationships become more cooperative and this is an important transition to go through. You cannot be working in a team in a competitive mode; because if you are working in a team in a competitive mode, then you are trying to prove how more significance is to your effort and how you are doing more, that destroys team work. But then it is a normal human tendency and not easy to overcome. There is a willingness to confront issues and solve problems; not to create problems and let that prove to the other person, that he is not good enough. Teams develop the ability to express criticism constructively. There is a sense of team spirit.
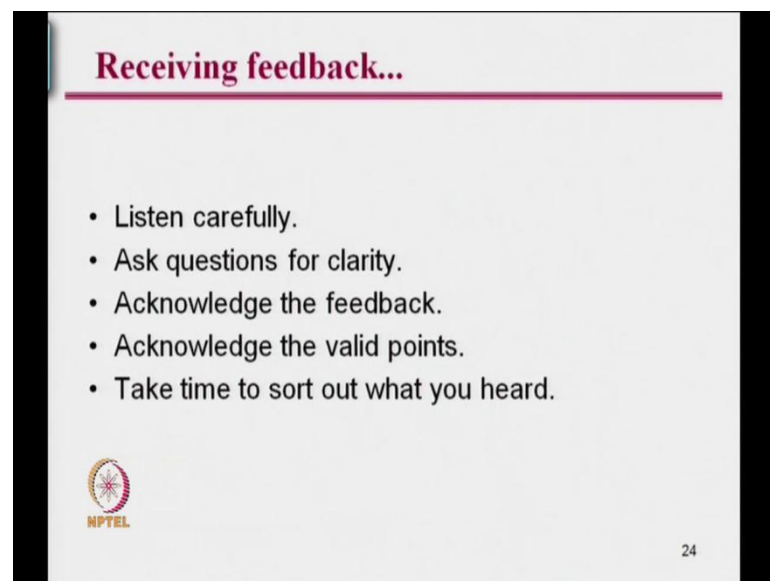
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Norming also requires giving feedback. When you give feedback, be descriptive; do not be judgmental. Do not use labels, you are useless, you are a typical and use a regional description; typical Indian, typical Chinese, typical American, or you can think of names of various states in India and say you're a typical Assamese, you are a typical Keralite, you are a typical Kashmiri, there is no such thing. It irritates, besides of course being accurate; therefore, do not use labels. Do not project your notion of what some label looks like. Do not exaggerate. Water may have dripped on something in small portion to wet a side of a carton; do not say, it has poured and the whole thing is wet. The amazing thing is people talk that way without knowing that they are talking that way.

Now that may or may not be alright in every day expression, but in a professional situation this is simply not acceptable. Do not exaggerate, be precise. Do not be judgmental; you are that way. Now what does that mean? Avoid judgment. Speak for yourself. Expressions like it seems to me; I would be of the view, do not start speaking for people who have not asked you to speak for them. That is way to give feedback and do not use very irritating sentences like everyone is saying so. Restrict your feedback to things you know for certain. Do not speculate; human mind is difficult to deal with. Because very often it rushes in to fill the gaps in information which it has not have and that need not always be right and finally, help people hear and accept your compliments when giving positive feedback, and there will always hear and accept your compliments if you genuinely mean it.

In fact, my personal suggestion is do not pay a compliment till you mean it. People know when you are flattering and people know when you are doing it for the sake of an effect. I was saying this to a group and once somebody turned back to me and said well then, you may have nothing to say by way of a nice word. I said again take my view on it and consider it. Everyone have some strength to appreciate; everyone identify that rate pay a compliment at that level, but always do it honestly, in sincere compliments do probably more harm than good.

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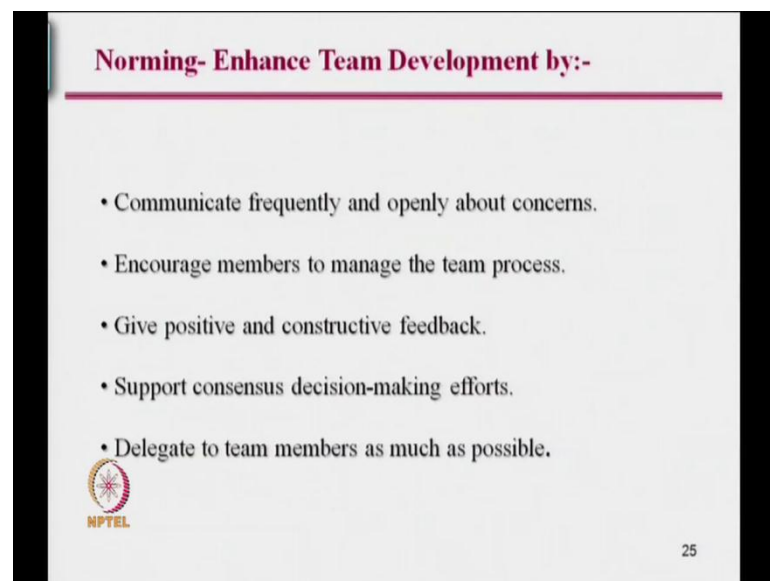
Have the ability to receive feedback. Just giving feedback is not good enough, it is important to receive feedback which means listen carefully and this is a part of being a member of a team and specially, a good member of the team. You must be a good listener; ask questions for the sake of clarity, not for one-upmanship, not to prove that the other person is wrong, not to cause an effect by registering a presence and showing how smart and brilliant you are.

Acknowledge the feedback because when you acknowledge the feedback, you are making the other person feel desirable, wanted, and worthwhile for ensuring that the effort he put in to analyze and help you grow is duly appreciated. Acknowledge the valid points. You do not have to agree with all the feedback, but you must agree with what is a agreeable according to you. Take time to sort out what you heard, do not go by the first impression it may be all wrong. You may be assuming things of behavior which are simply not true.

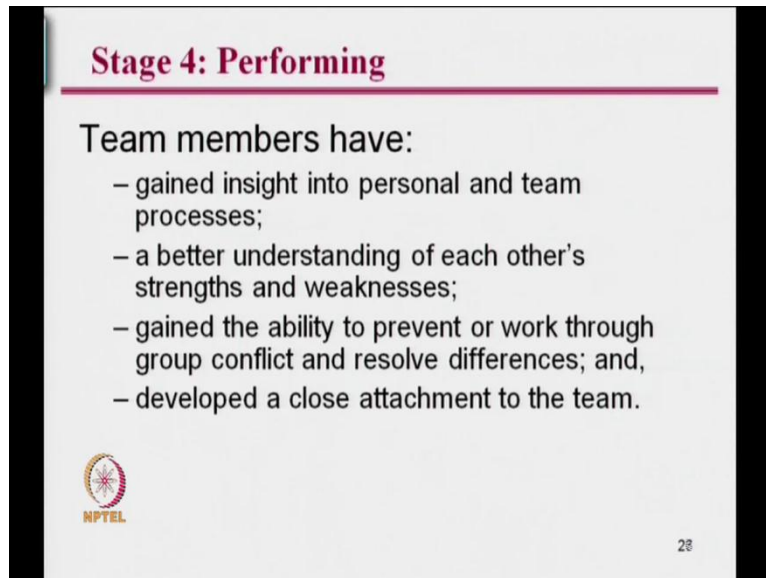(Refer Slide Time: 41:09)

Norming enhances team development by frequency of communication and openness of concerns. It encourages members to manage the team process; the focus is on team process. Norming also gives positive and constructive feedback. Norming supports consensus decision-making efforts. Norming delegates to team members as much as possible. So, this is the summation of the advantage of norming.
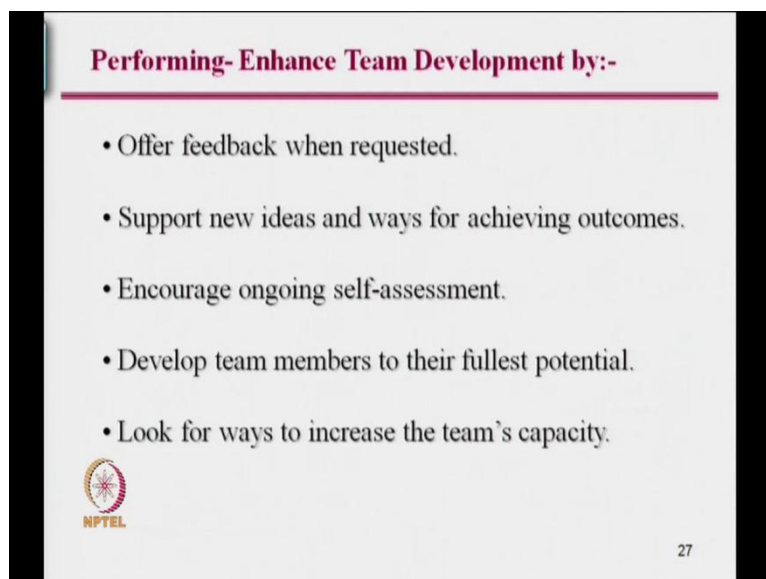
Stage 4: Performing

Team members have:
– gained insight into personal and team processes;
– a better understanding of each other's strengths and weaknesses;
– gained the ability to prevent or work through group conflict and resolve differences; and,
– developed a close attachment to the team.

We come then to the final stage, performing, and we will follow the same procedure of working through the basic building blocks of performing. In performing, team members have gained insights into personal and team processes. This is very important, because it is only by gaining insights into personal and team processes could they grow. It causes the better understanding of each other's strengths and weaknesses. One gains the ability to prevent or work through group conflict and resolve differences and finally, performance would require a close attachment to the team.

Performing- Enhance Team Development by:-

• Offer feedback when requested.

• Support new ideas and ways for achieving outcomes.

• Encourage ongoing self-assessment.

• Develop team members to their fullest potential.

• Look for ways to increase the team's capacity.

These put together lead to the following results and following actions. Performing enhances team development by offering feedback when requested. Encourage ongoing self-assessment. Develop team members to their fullest potential. Look for ways to increase team's capacity. Now you can see that these five components are really speaking distillations of what has already been explained. It is the high way to effective developments of teams; there is not much to explain. These dimensions are to be felt and internalized more than debated and explained.

So, what is it that I seek to emphasize in talking to you about this without the slide; what I mean to emphasize is, a good team is a good team when it helps the individual to grow, and the individual and the team must grow together, and that is when the best results come in, which is why in the Indian Ethos, when the human life span, the human existence on this planet was classified in Satyug, Dwapar, Treta, Kalyug. Each stage of description was given its defining characteristic.

For Kalyug, that is the era in which he have been born and we live and we work. The description was "Sange Shakti" which means essentially in Kalyug, strength lies in being together. An era of associations, unions, bonding, creating teams, creating parties, creating identities; if you notice everything in the present times, it requires more than one to forge ahead. Therefore we live it an era of team building and it is best to see yourself as part of a team. In fact, you can be part of several teams and that depends on your life needs and your carrier needs buts that is another story.

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There are techniques of team building; very quickly this can be seen through this matrix. There is the process and there is the outcome. It is meant for the individual and it is meant for the team. For the individual, the processes would be decision flow analysis performance dairy, observation analysis. The outcome would be critical incidents and latency, automated performance recording, expert opinion. For teams, I remember we are walking again on two legs; the individual and the team. For teams, the processes would be observational scales, content analysis, critical incidents. For the outcome, the result would be rating scales, team error analysis, and archival data. These are some of the techniques which can be used for the building teams.

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The techniques for building teams also include the possibility of an overnight retreat; that is plain team-building activities. Regular strategy sessions outsides the formal meetings, which allows for brainstorming and open exchange of ideas; that brings us to the conclusion of the various aspects of team building, where we have gone through the prerequisites, the defining characteristics, the steps of team building. But in the ultimate analysis, team building is an art, team building requires working together, team building renewal of the relationships, team building may also require redefining of the objectives, so that it remains clear, it remains operational, it remains focused on the times and the circumstances. But the team senses some more or another, determine the effectiveness of organizations indeed of our every day existence.