

Six Sigma
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Lecture – 61
Team Management

Hello friends, I welcome you to lecture 61, it is Team Management. And it is a very, very important interesting topic. So, we are in the final phase of our Six Sigma course. And we are just discussing some of the important implementation issues and challenges. So, team management is the extremely important issue when you think about say executing a six sigma project which demands the cross functional knowledge, which demands the corporation of the people, which need to be executed by black belt, green belt, master black belt under the sponsorships of the top management, you need to appreciate that what could be the issues and some of the positive and negative side when you are trying to lead a team or you are trying to execute a project in a team.

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So, let us begin with a very beautiful and inspiring thought, a key to achieve success is to assemble a strong and stable management team by say Vivek Wadhwa. So, it is a very good statement and says that a key to achieve success is to assemble a strong and stable; two requirement, one is strong another is stable. You may have a strong team in terms of the skills, but you may not as stable team which can really execute the project and check

the project to the final end. Think about a cricket team. We may have the excellent players in team of 11, they may have world records on their name, but if they do not work as a team, then we will lose the match. So, here you need to have a strong and stable team which cooperate with each other, and pushes the goal till the goal is achieved.

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Recap

- ❑ Design for "X"
 - ✓ Design for Manufacture and Assembly
 - ✓ Design for Reliability
 - ✓ Design for Maintainability
 - ✓ Design for Serviceability
 - ✓ Design for the Environment
 - ✓ Design for Life Cycle Cost
 - ✓ Design for Cost
 - ✓ Design for Testability
 - ✓ Design for Robustness

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So, we have talked about various X in detail in the previous lecture that was about DFX.

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CONCEPTS COVERED

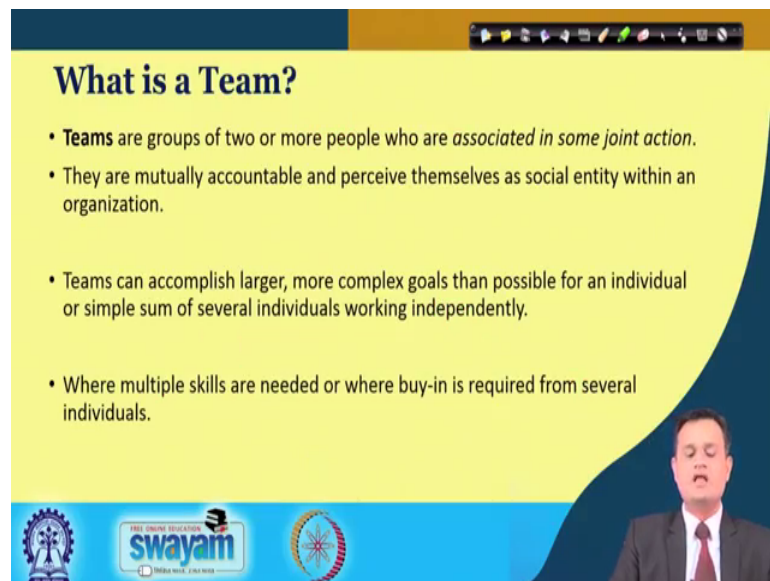
Concepts Covered:

- ❑ Types of teams, Team roles & Team member selection
- ❑ Team motivation
- ❑ Team development stages
- ❑ Team communication and dynamics

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Now, I want to talk about some of the important issues in team management that is types of team, team roles, team member selection, team say motivation, team development stages, team communication and dynamics. So, let us try to appreciate this content. And when you act as a manager as a leader of the team, you must see that these dimensions are well satisfied.

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What is a Team?

- **Teams** are groups of two or more people who are *associated in some joint action*.
- They are mutually accountable and perceive themselves as social entity within an organization.
- Teams can accomplish larger, more complex goals than possible for an individual or simple sum of several individuals working independently.
- Where multiple skills are needed or where buy-in is required from several individuals.

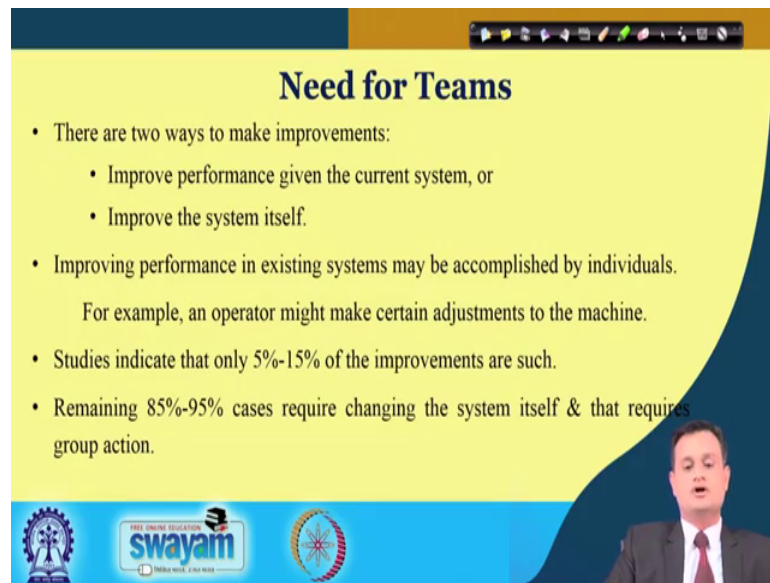
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So, let us understand what is a team. Should I call anything as a team? Suppose say I am walking around a city with two four people, my friends, should I call it as a team? So, team basically is a group of two or more people who are associated in some action and this action or joint action is for a particular purpose.

So, you can have multi-skill people, you can have bowler, you can have batsman, you can have fielder, but ultimate goal is to win the match. So, you have a group of people multiple skill people integrated, and this integration is trying to achieve a particular goal or purpose, and then when this is achieved I will say it is a team.

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Need for Teams

- There are two ways to make improvements:
 - Improve performance given the current system, or
 - Improve the system itself.
- Improving performance in existing systems may be accomplished by individuals.
For example, an operator might make certain adjustments to the machine.
- Studies indicate that only 5%-15% of the improvements are such.
- Remaining 85%-95% cases require changing the system itself & that requires group action.

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So, there is a strong desire and need of team in all the facets of the project. Whether it is sports, whether it is industry, whether it is missile project or anything, you need to have a strong need for the team. So, you have typically two ways to make improvement, improve performance given the current system or improve the system itself.

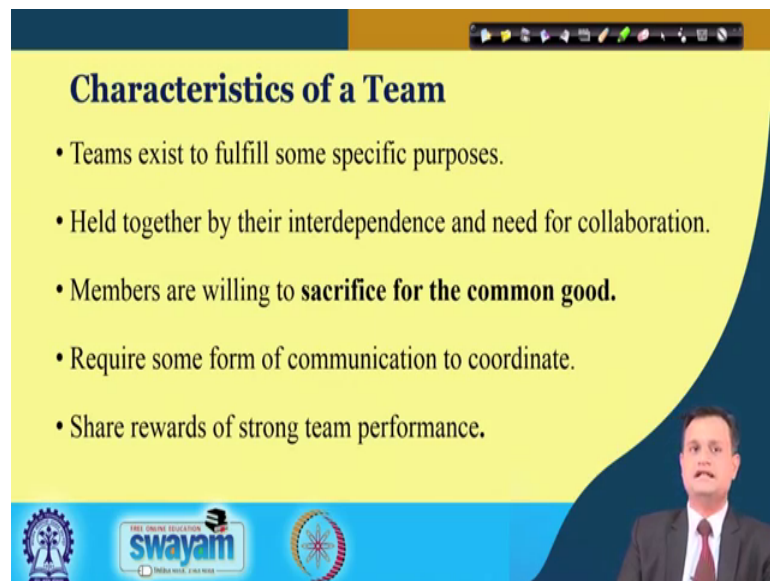
So, either you can improve the current performance of the system, it may last for some time or you altogether improve the system itself. So, improving performance in the existing system may be accomplished by individuals. For example, an operator might make certain adjustment to the machines. Studies indicate that only 5 percent to 15 percent of the improvements are such, but remaining 85 percent to 95 percent cases require to change the system itself, and the required group and team action.

I will give you the example. You are going to a bank, typically for service industry people. Now, you will find that there are supposed 15 counters, and in variably when you go to counter number 3, where you want to deposit a check. This counter is very fast. Suppose, you are going to counter number 7 to get your demand draft, this counter is little bit slow. You are going to another the counter to get your application approved maybe counter 1, this counter is extremely slow.

Now, here assuming that the workload is same, it is the people or individual decides the performance of a particular counter or particulars subsystem. So, if you are targeting only a particular subsystem, then it may be quite an individualistic approach, but if you

target the overall culture, attitude of the people in the bank, then it is a systemic approach and here you would find that all the counters more or less when you will go there would be delivering this service within a particular target period. So, here when I talk about the improvement 85 to 95 percent improvements are possible when you try to change the system through a team based approach.

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Characteristics of a Team

- Teams exist to fulfill some specific purposes.
- Held together by their interdependence and need for collaboration.
- Members are willing to **sacrifice for the common good.**
- Require some form of communication to coordinate.
- Share rewards of strong team performance.

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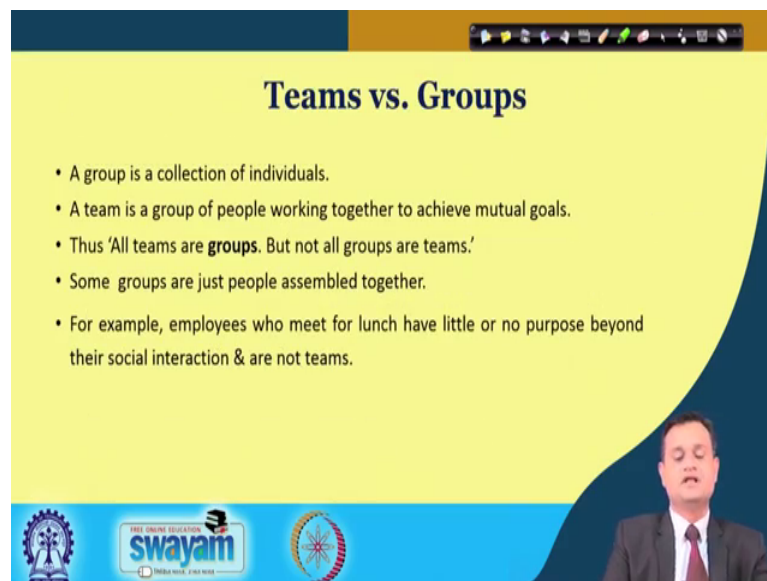
Now, characteristic of a team, teams exist to full fill some specific purpose members are willing to sacrifice for the common good. So, here you cannot achieve anything. Just think about let us say the example of a cricket match. And suppose you are chasing say final 25 runs, and you need to say make it in 20 balls. So, it is a quite competitive target. Now, there is a batsman a well set batsmen on the pitch and other side you have a bowler, so a batsman who is a bowler already.

You have lost 9 wicket or 9 wicket let us say. Now, in this case, obviously, a bowler would like to rotate the strike and try to see that maximum strike can be given number of time strike can be given to the set batsman. Even sometimes if there is a need to sacrifice suppose the are running taking a run. And if one person has to accept the run out, then many a times the person who is well set will be protected supported by the other team member.

So, here you have to see that there are some common good for which members are ready to sacrifice. You have a new product development project, you have a new software

development project, you cannot really contribute during your 10 to 5 schedule. So, member that commit to meet after 5 or 5.30 evening, and then they will work on it may be one and a half hour, 2 hour. So, you have to sacrifice. Require some form of communication to coordinate a formal approach, and they share the rewards for a good or strong team performance. So, these are some of the characteristic or spirit of a team that needs to be say inculcated.

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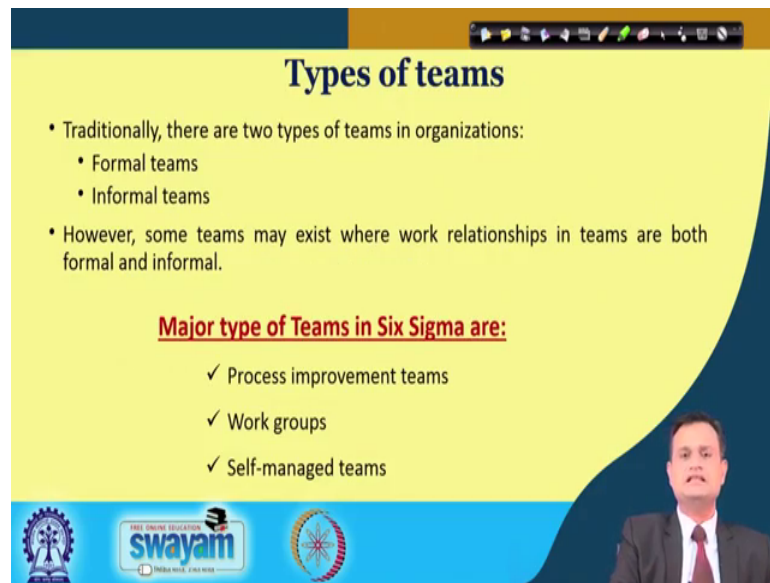
- A group is a collection of individuals.
- A team is a group of people working together to achieve mutual goals.
- Thus 'All teams are **groups**. But not all groups are teams.'
- Some groups are just people assembled together.
- For example, employees who meet for lunch have little or no purpose beyond their social interaction & are not teams.

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Now, when I am using the word team and group interchangeably, you may get confused, but there is a clear cut definition team versus group, a group is a collection of individual. I am taking around of my say city or campus with three, four people, my friends, we are a group. When you say team, then it has a specific purpose, they are committed to a purpose with specific skill, multiple skill in the team and this is something which is different than the group.

So, a team is a group of people working together to achieve a mutual goal. And when this is executed your group really becomes a team otherwise just the collection of people will not serve the purpose; it is a group.

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Types of teams

- Traditionally, there are two types of teams in organizations:
 - Formal teams
 - Informal teams
- However, some teams may exist where work relationships in teams are both formal and informal.

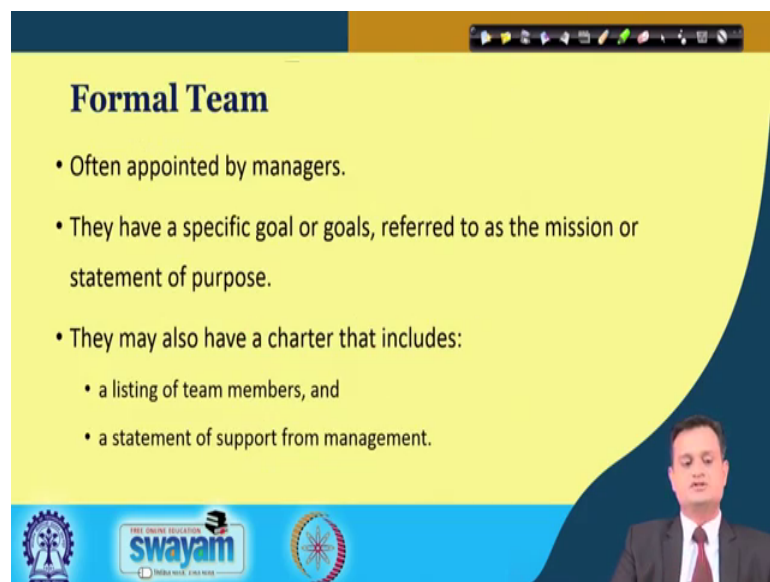
Major type of Teams in Six Sigma are:

- ✓ Process improvement teams
- ✓ Work groups
- ✓ Self-managed teams

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There could be different types of teams. Let us say formal teams, informal teams, or you can have some six sigma teams like process improvement teams, workgroups, self-managed teams.

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Formal Team

- Often appointed by managers.
- They have a specific goal or goals, referred to as the mission or statement of purpose.
- They may also have a charter that includes:
 - a listing of team members, and
 - a statement of support from management.

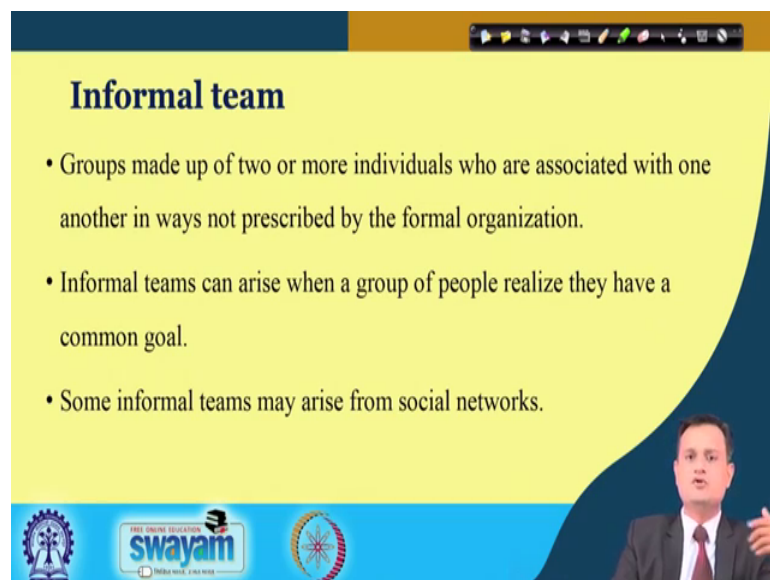
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So, we will see couple of them formal teams often this team is appointed by a manager. You have the process which is producing lot of defectives. You appoint the people from different area. And this is a team and they are given the target to reduce the defect rate

from present 15 percent to 9 percent, then it is a team. And it is led by a particular functional head or the manager. And this is a formal team.

So, they may have a charter that includes a listing of the team member, their signature, their commitment responsibility and statement of support from the management, this is very important. Because you may start a project and you need resources to execute the project in between management will withdraw the support. So, it is always better to take the formal approval of the budget and the top management for a selected project, and this is called formal team.

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Informal team

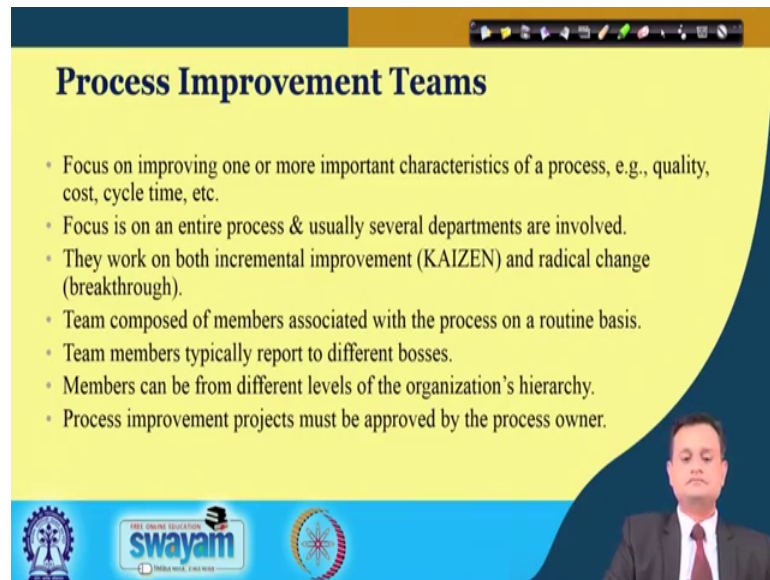
- Groups made up of two or more individuals who are associated with one another in ways not prescribed by the formal organization.
- Informal teams can arise when a group of people realize they have a common goal.
- Some informal teams may arise from social networks.

You may have an informal team. So, groups made up of two or more individuals who are associated with one another in ways not prescribed by the formal organisation. So, this team can arise when a group of people realise they have a common goal, common problem to address and some informal team may arise from the social networks.

So, let us say couple of operators they come together and they say that the output of station 1 is creating problem for output say input used by station 2 and same way there are some issues. Now, where the problem lies they are not able to figure out, they may form informal team to see that how and the problem can be rectified and collectively they agree on a solution.

Here the word I use social network. So, nowadays we all are connected through various platforms like Facebook, and WhatsApp and may be the simple ways email and likewise. So, you have your social network. And here also this is the Web based network, and you can come together and try to solve or find the solution to some of the problem.

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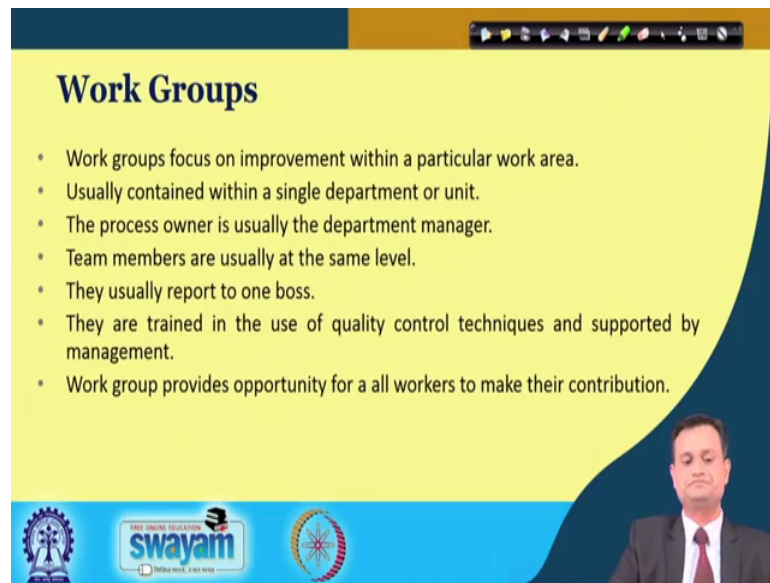
Process Improvement Teams

- Focus on improving one or more important characteristics of a process, e.g., quality, cost, cycle time, etc.
- Focus is on an entire process & usually several departments are involved.
- They work on both incremental improvement (KAIZEN) and radical change (breakthrough).
- Team composed of members associated with the process on a routine basis.
- Team members typically report to different bosses.
- Members can be from different levels of the organization's hierarchy.
- Process improvement projects must be approved by the process owner.

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There are some issues specific to process improvement teams that typically focuses on six sigma project and improving say one or more important characteristic of a process. So, there are couple of well-known strategies like KAIZEN, it is a continuous improvement strategy, incremental improvement, radical change breakthrough you might be desiring. So, team composed of members associated with the process on routine basis for bringing some improvement in the process they are typically part of process improvement team.

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Work Groups

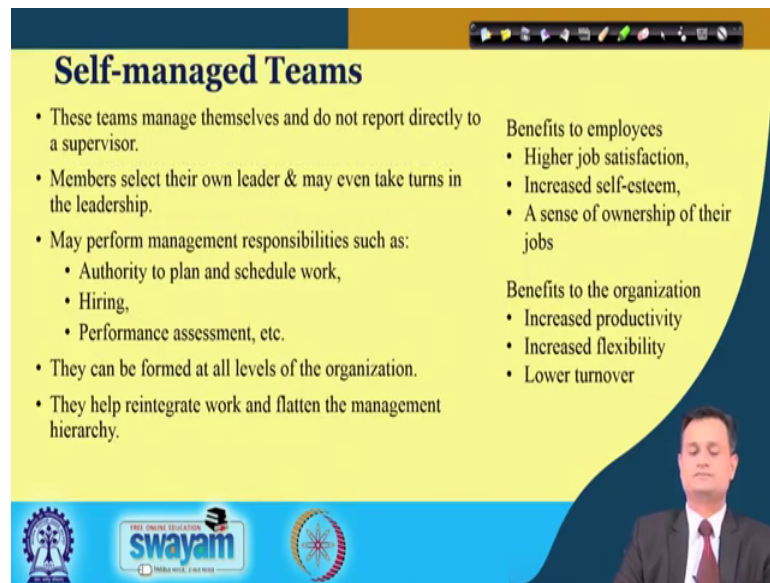
- Work groups focus on improvement within a particular work area.
- Usually contained within a single department or unit.
- The process owner is usually the department manager.
- Team members are usually at the same level.
- They usually report to one boss.
- They are trained in the use of quality control techniques and supported by management.
- Work group provides opportunity for all workers to make their contribution.

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You have work groups. They focus on improvement within a particular functional area. Now, let us say packaging department, they are really facing some difficulty when it comes to packaging and shipping the products, then they will have a team of the manager as well as the people handling the material to see that how they can design a new packaging system or how they can say use the existing packaging system by consolidating the say various products or consignments and also ensure the transportation efficiency.

So, likewise you can have various functional groups. For example, say pizza delivery, you have the delivery boys and they face some difficulty and they are not able to reach within a company stipulated time may be 30 minutes. They may form a team and just try to think that, what are the possible routes that can have a less traffic, and in what way we can reach faster to our customer. So, these are the work groups they typically address a particular a problem which is well within a given function, and this is called work groups.

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Self-managed Teams

- These teams manage themselves and do not report directly to a supervisor.
- Members select their own leader & may even take turns in the leadership.
- May perform management responsibilities such as:
 - Authority to plan and schedule work,
 - Hiring,
 - Performance assessment, etc.
- They can be formed at all levels of the organization.
- They help reintegrate work and flatten the management hierarchy.

Benefits to employees

- Higher job satisfaction,
- Increased self-esteem,
- A sense of ownership of their jobs

Benefits to the organization

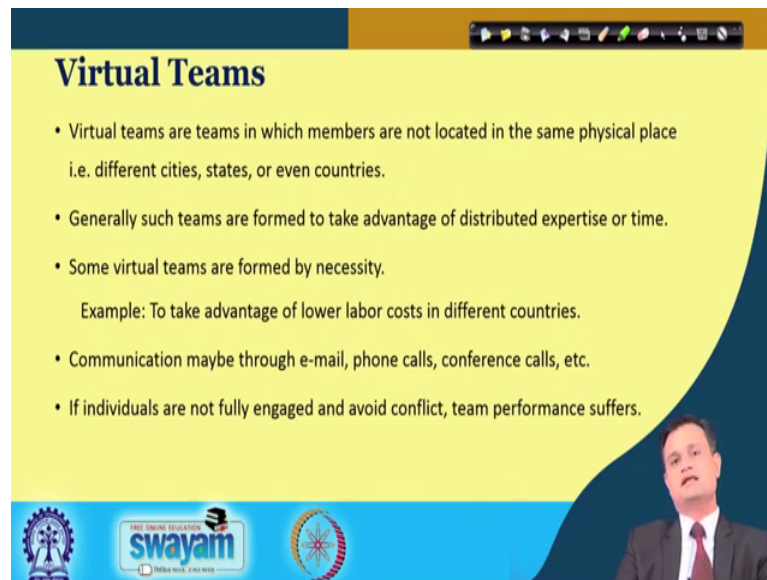
- Increased productivity
- Increased flexibility
- Lower turnover

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You will find the people who are self-motivated and they form self-managed teams. Here this teams are created by the self-motivated people and definitely it brings lot of benefit to the company in terms of improved moral of the employee increase flexibility, increase productivity, lower turnover, and also it helps the employee to improve their moral and the self-esteem as well as job satisfaction.

Remember you do not every day go to your job to count your salary. After some age you overcome your operational issues in life and initial hassling, and then you will go to your place to be seen as a dignified person to be seen as a contributor to be seeing as a problem solver, and then you feel really delighted your self-esteem is enhanced. So, this is where self-managed team comes.

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Virtual Teams

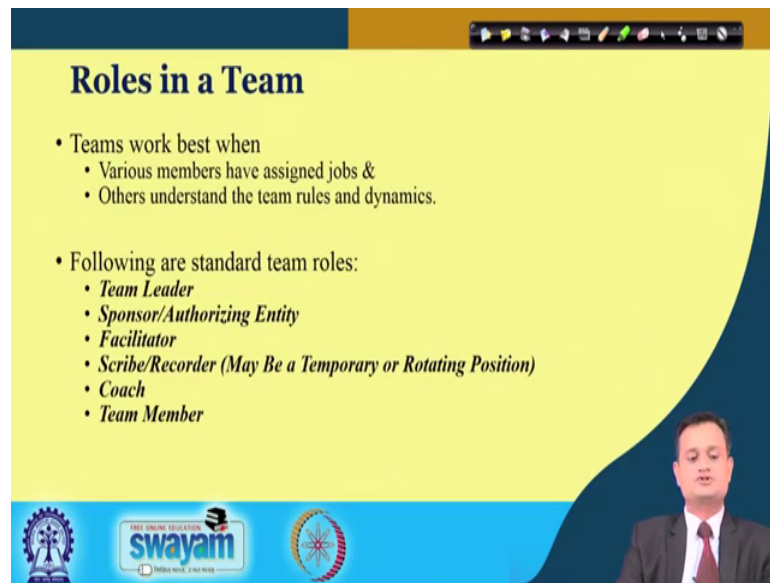
- Virtual teams are teams in which members are not located in the same physical place i.e. different cities, states, or even countries.
- Generally such teams are formed to take advantage of distributed expertise or time.
- Some virtual teams are formed by necessity.
Example: To take advantage of lower labor costs in different countries.
- Communication maybe through e-mail, phone calls, conference calls, etc.
- If individuals are not fully engaged and avoid conflict, team performance suffers.

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Nowadays with the help of all these say web platforms available Facebook, Social media and other, you can have virtual team. And you can see the best example is the it company. You have a debugging team maybe in Indonesia, Malaysia, India, you have a designers maybe let us say in Europe or other country, and this cross functional team as well as virtual team will interact with each other, not located at a particular place, and they try to derive the efficiency, leverage the efficiency by having the connection of the experts people across the world.

Medical is again not an exception. Today, if there is a critical surgery, you can have a virtual team you can call the doctors, they can give let us say their inputs, and the person or surgeon located a particular place can really execute well under the guidance of this virtual team. So, you have a virtual team.

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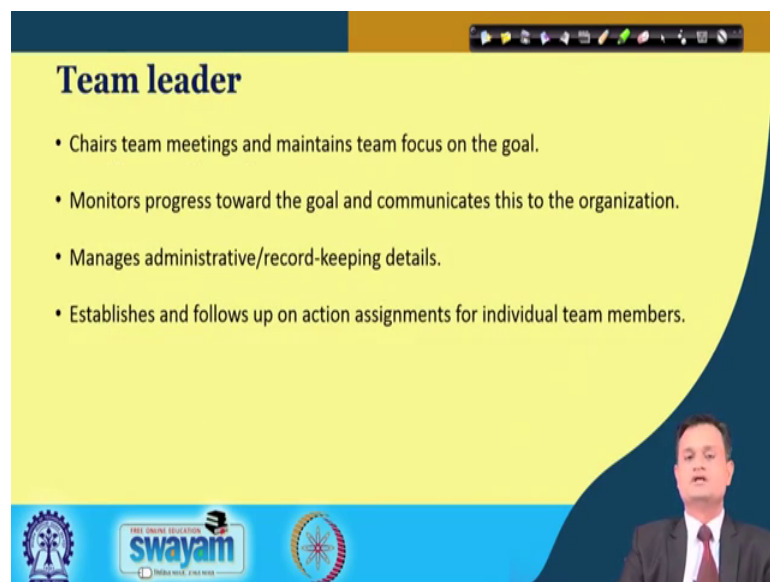
Roles in a Team

- Teams work best when
 - Various members have assigned jobs &
 - Others understand the team rules and dynamics.
- Following are standard team roles:
 - *Team Leader*
 - *Sponsor/Authorizing Entity*
 - *Facilitator*
 - *Scribe/Recorder (May Be a Temporary or Rotating Position)*
 - *Coach*
 - *Team Member*

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Now let us try to see that there are various roles in it team. So, typically you have a team leader, you have a facilitator, you have a sponsor, you have a scribe or recorder who will take the minutes of meeting, and you have coach and team member.

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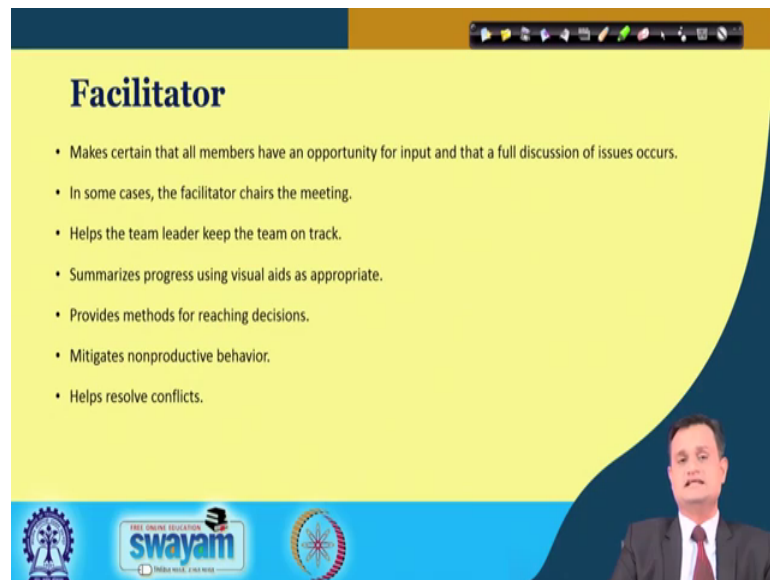
Team leader

- Chairs team meetings and maintains team focus on the goal.
- Monitors progress toward the goal and communicates this to the organization.
- Manages administrative/record-keeping details.
- Establishes and follows up on action assignments for individual team members.

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So, if you just see quickly the various roles as it is quite self-explanatory from the name that team leader it sets the purpose, convinces the people, collects the people of multi-skill, and try to set the drive for executing a project.

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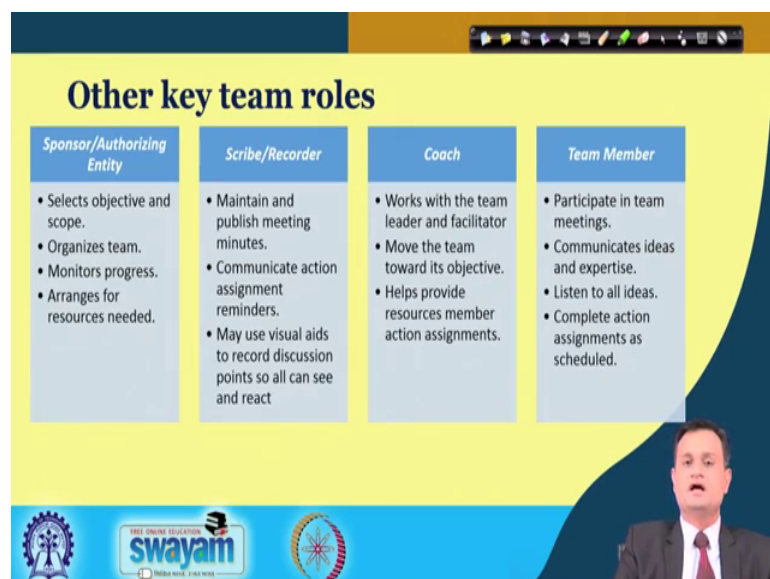
Facilitator

- Makes certain that all members have an opportunity for input and that a full discussion of issues occurs.
- In some cases, the facilitator chairs the meeting.
- Helps the team leader keep the team on track.
- Summarizes progress using visual aids as appropriate.
- Provides methods for reaching decisions.
- Mitigates nonproductive behavior.
- Helps resolve conflicts.

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Then you have a facilitator. So, many a times say you need a person who can help the people or member that they need to align their objectives for a particular purpose or goal set by the leader, provide the necessary resources or facilitate in getting the necessary resources and also helps in resolving conflicts. So, these are some of the roles of the facilitator, and also keep the team on the track and update it about the progress of the project.

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Other key team roles

Sponsor/Authorizing Entity	Scribe/Recorder	Coach	Team Member
<ul style="list-style-type: none">• Selects objective and scope.• Organizes team.• Monitors progress.• Arranges for resources needed.	<ul style="list-style-type: none">• Maintain and publish meeting minutes.• Communicate action assignment reminders.• May use visual aids to record discussion points so all can see and react	<ul style="list-style-type: none">• Works with the team leader and facilitator• Move the team toward its objective.• Helps provide resources member action assignments.	<ul style="list-style-type: none">• Participate in team meetings.• Communicates ideas and expertise.• Listen to all ideas.• Complete action assignments as scheduled.

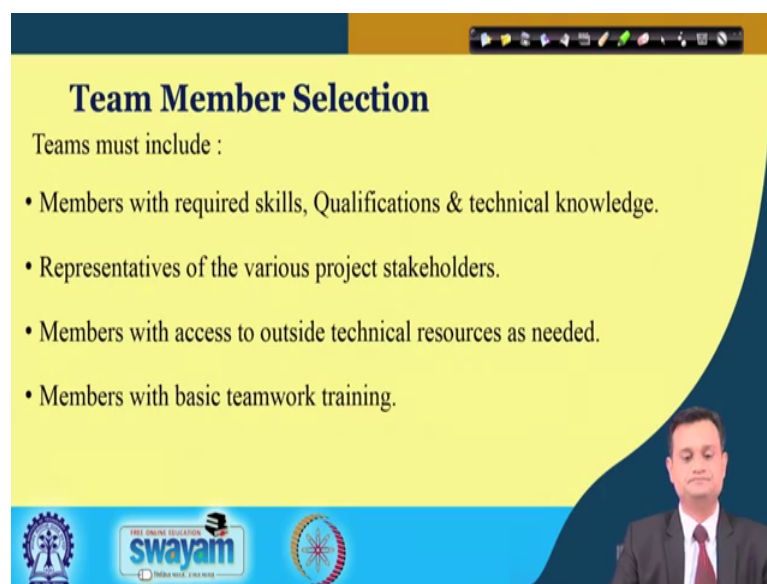
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There are other roles that you can well appreciate that you have a sponsor or authority entity. You cannot execute the project without finance or the approval of the top authority or some sponsoring agency. So, typically you have select objectives and scope, organise team, monitor progress, arrange for resources needed, your finance and resources.

You have a scribe and recorder you may take many decisions in each meeting, but then you need to document it properly, otherwise it is really difficult to follow up and set the connection between say the set of decisions taken in meeting 1 and then subsequently in meeting 2. So, you need a scribe or recorder who will basically maintain the record and publish the minutes of meeting, and keep the people aware that in what way we are progressing. Because see you have drawn the people from various functions and now next day when this people will come, they will go back to their function and they will forget. So, it is necessary to keep them updated and you need a scribe or recorder.

You have a coach; he will work with the team leader and facilitator, move the team towards objectives and try to see that if there are any issue specific to training or any hurdles, then using his experience he will try to help the team to overcome it. And finally, you have the team members, the most important component who will execute the project, and they are the individuals with different skills working for a common purpose or goal in a well established interconnected framework. And this is something is the role of team member.

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Team Member Selection

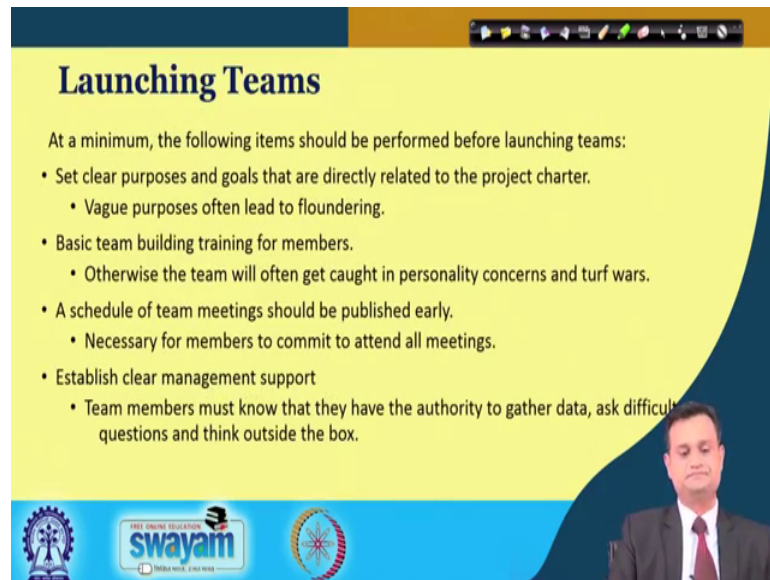
Teams must include :

- Members with required skills, Qualifications & technical knowledge.
- Representatives of the various project stakeholders.
- Members with access to outside technical resources as needed.
- Members with basic teamwork training.

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So, you have to select the members based on certain criteria that skills, qualifications, technical knowledge, representative of various projects stake holders, a cross functional team members with access to say outside technical resources as needed, and must have the basic team working training.

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Launching Teams

At a minimum, the following items should be performed before launching teams:

- Set clear purposes and goals that are directly related to the project charter.
 - Vague purposes often lead to floundering.
- Basic team building training for members.
 - Otherwise the team will often get caught in personality concerns and turf wars.
- A schedule of team meetings should be published early.
 - Necessary for members to commit to attend all meetings.
- Establish clear management support
 - Team members must know that they have the authority to gather data, ask difficult questions and think outside the box.

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When you launch the team that are certain prerequisites, many a times we have seen that projects they fail right at the beginning, because they were not launched appropriately. So, what does it mean it means that you need to at least ensure couple of things when you float the project, when you launch the team for a particular task. Number 1, set clear purposes and goals that are directly related to the project charter. Let every person involved in the team to understand, what is to be achieved and what they are expected to chase.

Number 2, basic team building training for the members, many a times people they misunderstand between working in say living in a group and working in a team. So, you need to give them a training that how will you execute, when it comes to team performance and cricket is the best example, football is the best example that how you can sacrifice your individual achievements; when it comes to the ultimate performance of the team.

A schedule of team meetings should be published early. Say people, they need to be sensitised about their role. Suppose you are inviting somebody as a keynote speaker, and

if you have not sensitise this person about the time limit, about the topic, about the kind of audience or number of people, then this person may deliver the speech, but will not be defective for a particular contacts. So, you need to sensitise the people.

Establish clear management support, this is very important. See your people team member will lose the confidence, unless they see that yes there is a backbone, a strong support of the management and unless they see it, they cannot really feel confident. So, this needs to be declared right at the beginning when you launch the team, and then your team will feel powered with the lot of support of management and motivation and they can really execute the project.

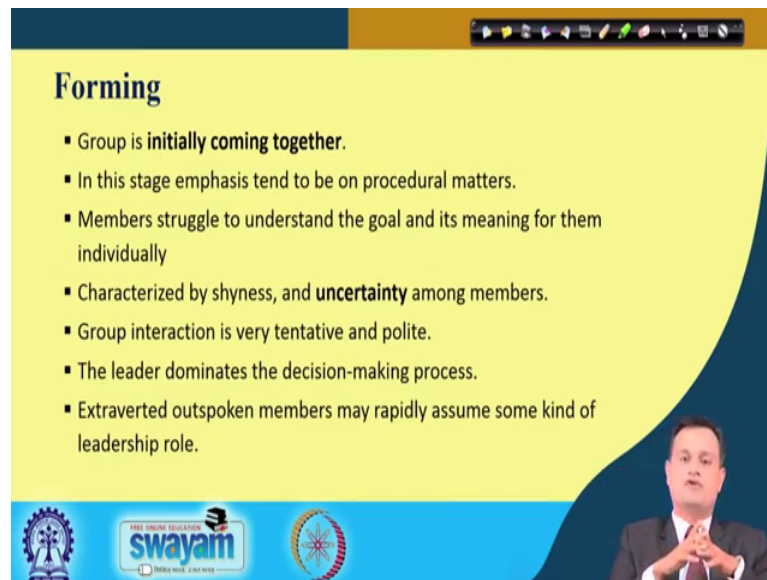
There are various stages of team development which you cannot avoid, like when a baby takes the birth, there are various stages and you have to handle all the stages very very carefully.

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So, just see that what are the broad stages. Stage number 1 is forming, stage number 2 is storming, norming, performing, adjourning. Say quiet a say, sounds like your repetitive kind of words, but there is a meaning, there is a distant objective; so, forming, storming, norming, performing and adjourning. Let us try to see, what exactly we try to achieve in each particular phase.

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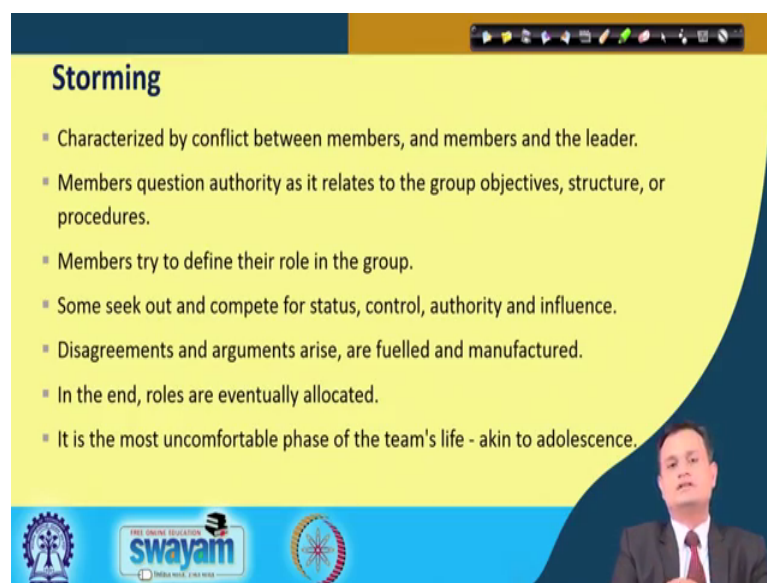
Forming

- Group is **initially coming together**.
- In this stage emphasis tend to be on procedural matters.
- Members struggle to understand the goal and its meaning for them individually
- Characterized by shyness, and **uncertainty** among members.
- Group interaction is very tentative and polite.
- The leader dominates the decision-making process.
- Extraverted outspoken members may rapidly assume some kind of leadership role.

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So, you have the first phase forming in which your group leader will select the members multi skill people, form a team, they all will come together and typically your leader dominates the decision-making process, so that people can feel comfortable with the objective understand the purpose and this is the first stage which is the forming. Extraverted outspoken members, may rapidly assume some kind of leadership role and this needs to be prevented, because your purpose is just too form the team of the people having desired qualifications and skills and they need to be sensitised about the purpose.

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Storming

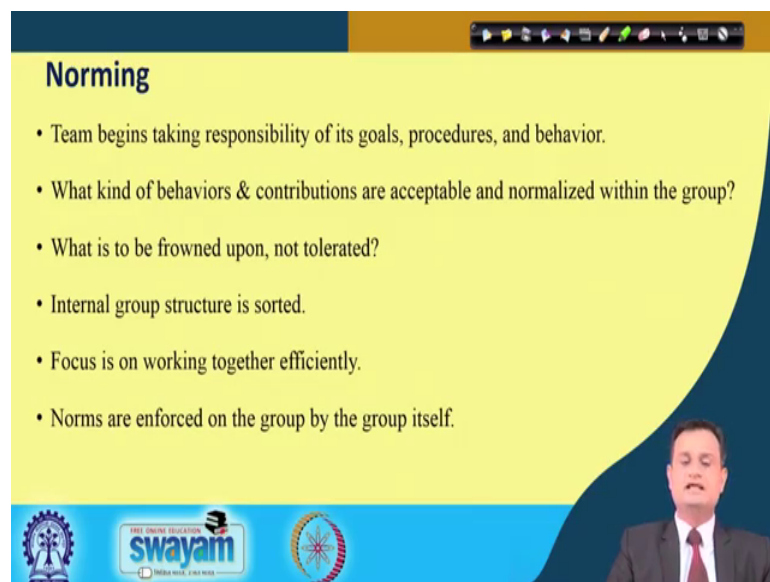
- Characterized by conflict between members, and members and the leader.
- Members question authority as it relates to the group objectives, structure, or procedures.
- Members try to define their role in the group.
- Some seek out and compete for status, control, authority and influence.
- Disagreements and arguments arise, are fuelled and manufactured.
- In the end, roles are eventually allocated.
- It is the most uncomfortable phase of the team's life - akin to adolescence.

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Now, the moment people will come together, they cannot live quietly. So, it is expected and well appreciated that let them have discussion, let them have conflict and this is the second stage which is called storming. So, now once they are in the team, will I play on the first position or as a middle order or maybe at the second position, they will have conflict.

They will ask for the resources, they will have the negotiation, bargaining, everything; this is the storming stage and you need to be patient in handling the storming stage, you cannot avoid it and you did not to avoid it. Let people to resolve the concerns right at the early stage, so that later on they do not become silent and just go away from the objectives of the project or the purpose of the project.

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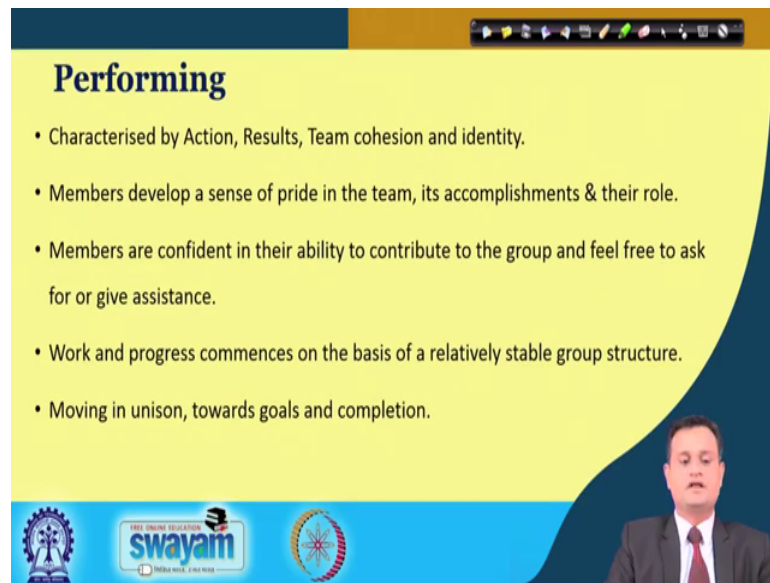
Norming

- Team begins taking responsibility of its goals, procedures, and behavior.
- What kind of behaviors & contributions are acceptable and normalized within the group?
- What is to be frowned upon, not tolerated?
- Internal group structure is sorted.
- Focus is on working together efficiently.
- Norms are enforced on the group by the group itself.

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The third is norming, now that storming phase is over people have struggled, they have conflict, everything is done. Now, they are accepting the roles, they start taking responsibility of the goals, procedures, behaviour. Then internal group structure is sorted, the hierarchy is defined, approving authority and once this is done, you will say the norms are set that is why it is called norming.

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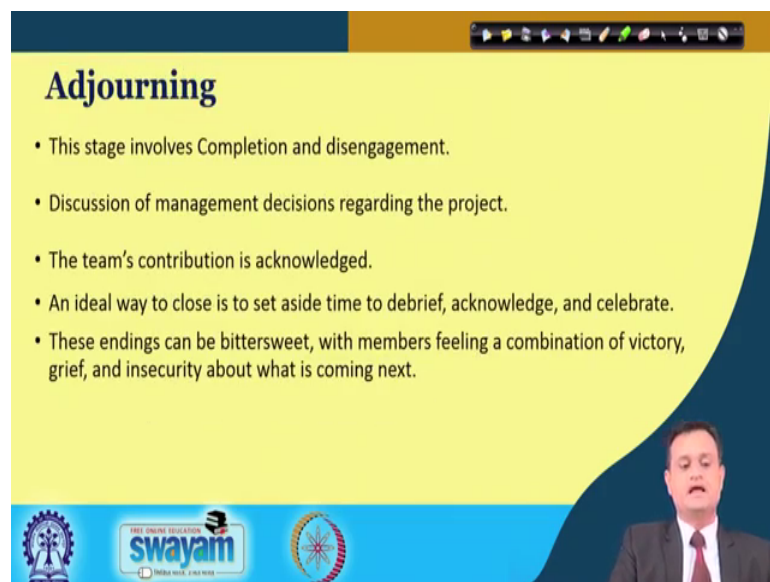
Performing

- Characterised by Action, Results, Team cohesion and identity.
- Members develop a sense of pride in the team, its accomplishments & their role.
- Members are confident in their ability to contribute to the group and feel free to ask for or give assistance.
- Work and progress commences on the basis of a relatively stable group structure.
- Moving in unison, towards goals and completion.

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Then performing, so here now leader must delegate and team must execute. So, this is the performing stage and this is characterised by action, results, team cohesion and identity and moving in unison, towards the goal and completion.

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Adjourning

- This stage involves Completion and disengagement.
- Discussion of management decisions regarding the project.
- The team's contribution is acknowledged.
- An ideal way to close is to set aside time to debrief, acknowledge, and celebrate.
- These endings can be bittersweet, with members feeling a combination of victory, grief, and insecurity about what is coming next.

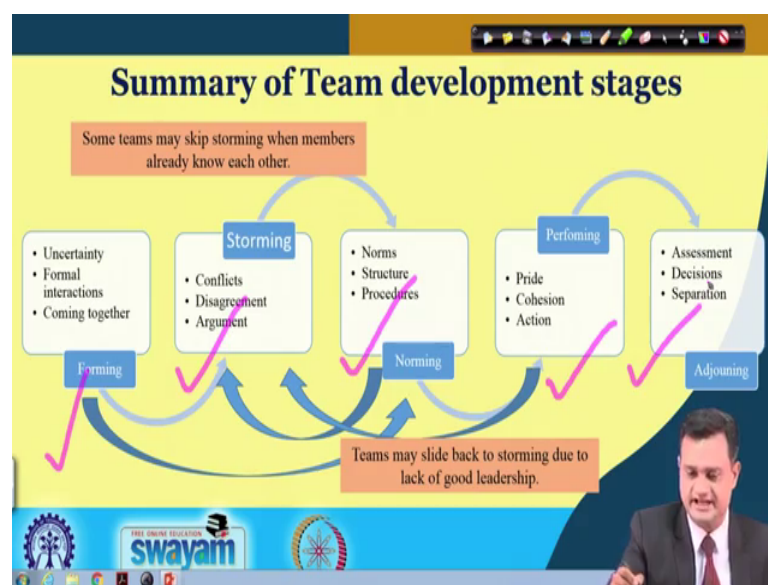
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Finally adjourning so, this stage involved completion and disengagement. Now, you had created the team, so this team the task is achieved, you need to dismantle this team adjourning stage, they may go back to their own function. An ideal way to close it to set

aside time to debrief, acknowledge, and celebrate that, what we have accomplished and achieved.

Let us accept about shortcomings and let us also appreciate the contributions of the people, and this is something the final phase which is very important you should not curtail your project just like that, because remember you will need this people again. And, even if you do not need them; let people to go back to their function with enhanced self esteem in model that they have really accomplished something, so it is adjourning.

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So, typically this is the summary of the stages that when you say the forming uncertainty formal interaction coming together, this is the phase of storming, conflict, disagreement. Setting the non-structure and procedure norming, performing, pride, cohesion and action, assessment, decisions, separation that is the adjourning. So, I hope you must have appreciated the most important thing in executing the team is team communication.

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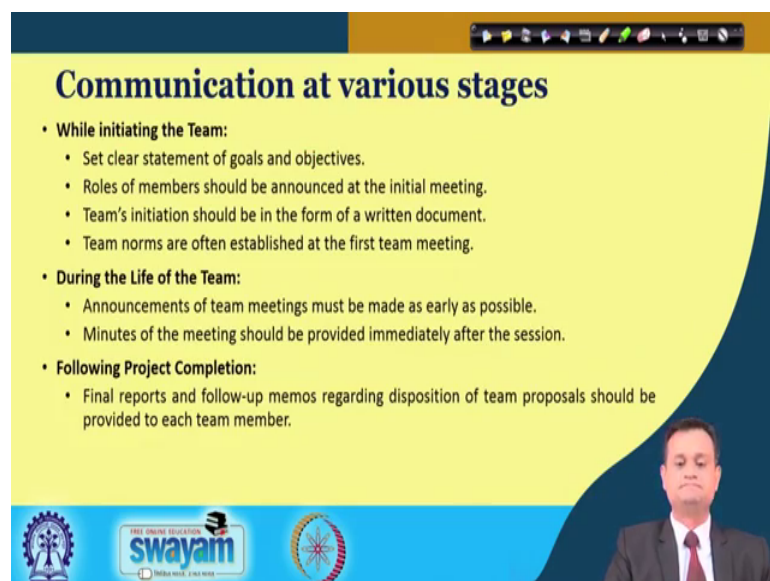
Team Communication

- **Lack of adequate communication** is one of the most frequently noted causes of team failure.
- Hence, effort required to improve communication at each stage.
- Formal communication plan is necessary for large projects or those with geographical barriers.

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If you ask me, based on my experience I would say that 70 to 80 percent of the problem, we encounter in executing a project is mainly because of the communication. And if you can really streamline the communication, then you are majority of the problems can be resolved or sorted out write at the beginning. So, lack of adequate communication is one of the frequently noted causes of the team failure and we must put effort to improve upon communication.

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Communication at various stages

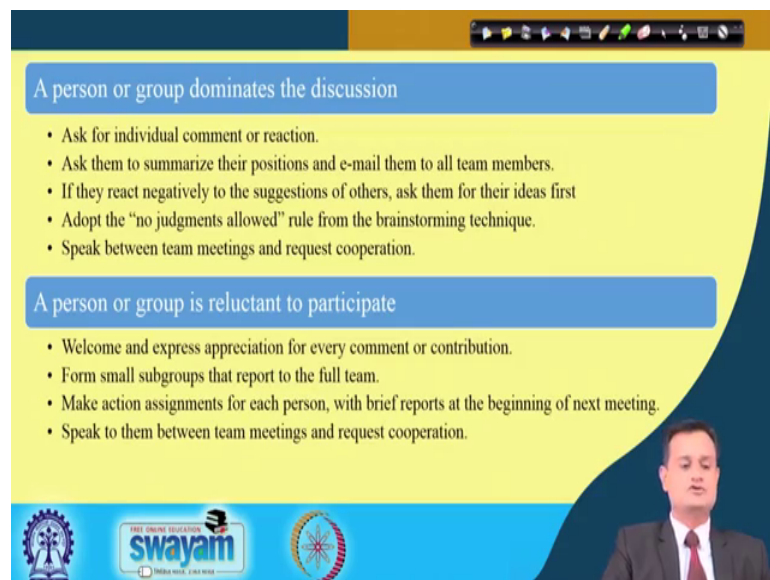
- **While initiating the Team:**
 - Set clear statement of goals and objectives.
 - Roles of members should be announced at the initial meeting.
 - Team's initiation should be in the form of a written document.
 - Team norms are often established at the first team meeting.
- **During the Life of the Team:**
 - Announcements of team meetings must be made as early as possible.
 - Minutes of the meeting should be provided immediately after the session.
- **Following Project Completion:**
 - Final reports and follow-up memos regarding disposition of team proposals should be provided to each team member.

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There are need of communication at different stages, you cannot have same level of rigour and requirement at all the stages. For example, say if you say first stage while initiating the team, then declaring the clear goals and objectives to the team. Roles of the members, teams initiation should be in the form of a written document. Team norms are often established. And this is the requirement of the communication at the first stage.

Then your during the life of the team, you need to make the announcements of the team meeting, you need to keep the updated. And then following project completion, final report and follow-up memos regarding the disposition of team proposals should be provided to each team member.

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A person or group dominates the discussion

- Ask for individual comment or reaction.
- Ask them to summarize their positions and e-mail them to all team members.
- If they react negatively to the suggestions of others, ask them for their ideas first
- Adopt the "no judgments allowed" rule from the brainstorming technique.
- Speak between team meetings and request cooperation.

A person or group is reluctant to participate

- Welcome and express appreciation for every comment or contribution.
- Form small subgroups that report to the full team.
- Make action assignments for each person, with brief reports at the beginning of next meeting.
- Speak to them between team meetings and request cooperation.

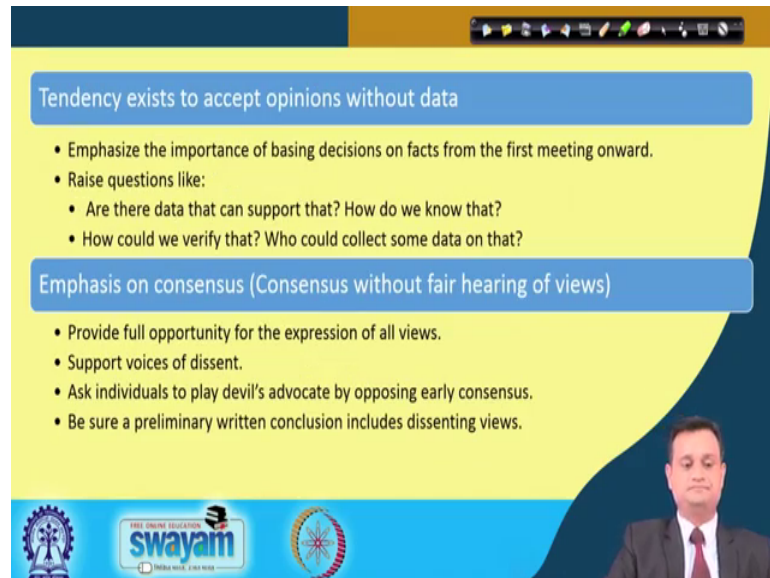
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There are some obstacles, when you work in a team. So, let us see some obstacles and solutions. Number 1 obstacle, when you talk about a team is a person or group dominates the discussion, they will try to use the seniority or they will try to say that I have 30 years of experience, and these and that or they are outspoken, they have extraordinary command over their language and personality. So, they try to so they need to be counselled, facilitator need to intervene, and try to see that everyone gets a scope on window to express their views, so that they feel part of the team.

Second is a person or group is reluctant to participant. Many a times they have certain reservation, some politics, some biases, some inter personal issues, then they will come,

but they will remain silent, and this is not helpful. So, let us try to resolve such issues, and see that they participate with enthusiasm and equally, when they execute as a team.

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Tendency exists to accept opinions without data

- Emphasize the importance of basing decisions on facts from the first meeting onward.
- Raise questions like:
 - Are there data that can support that? How do we know that?
 - How could we verify that? Who could collect some data on that?

Emphasis on consensus (Consensus without fair hearing of views)

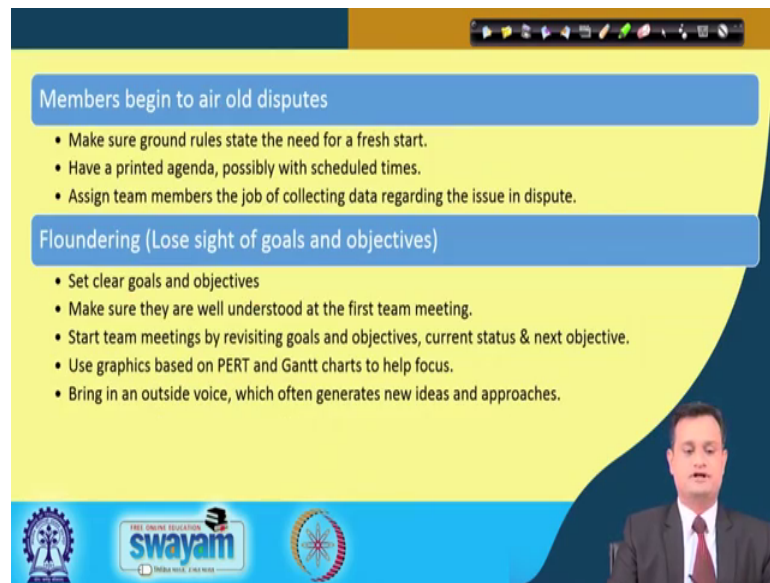
- Provide full opportunity for the expression of all views.
- Support voices of dissent.
- Ask individuals to play devil's advocate by opposing early consensus.
- Be sure a preliminary written conclusion includes dissenting views.

Logos at the bottom: IIT Bombay, Swayam, and a circular logo. A small video inset of a man in a suit is in the bottom right corner.

Tendency exists to accept opinion without data. If this is the case, what is the need of six sigma? Six sigma is affect based, data based management which is a set of tools and techniques, and ensures the quality at all the stages based on the facts and data. So, such kind of tendencies should be minimised by publishing the report, sensitising the people about the data and the results.

The next one is emphasis on consensus; consensus without fair hearing of views. Many people they will say, it is ok, I will listen to everyone. And now we have huge experience of we reach to this consensus. So, you are say marginalising the importance and involvement of the people, and this will really demoralise them. So, if I do seek the consensus within the given time limit, you can set the procedure, but this is very important.

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Members begin to air old disputes

- Make sure ground rules state the need for a fresh start.
- Have a printed agenda, possibly with scheduled times.
- Assign team members the job of collecting data regarding the issue in dispute.

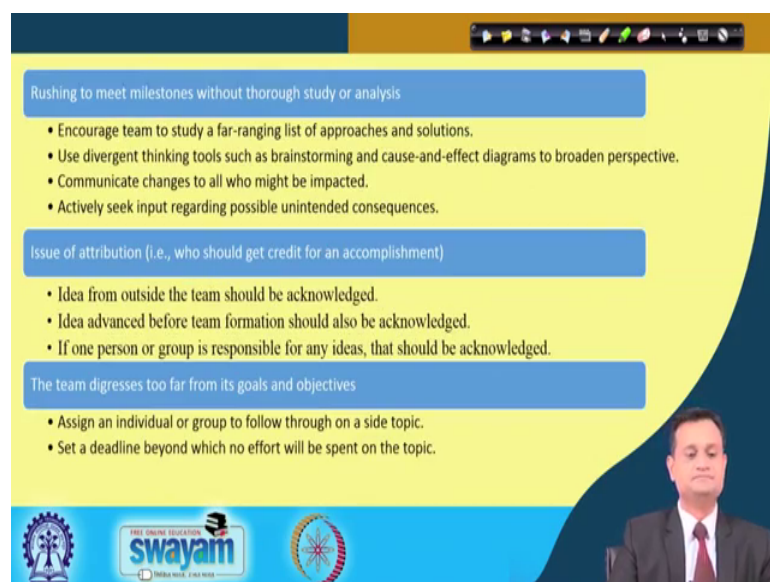
Floundering (Lose sight of goals and objectives)

- Set clear goals and objectives
- Make sure they are well understood at the first team meeting.
- Start team meetings by revisiting goals and objectives, current status & next objective.
- Use graphics based on PERT and Gantt charts to help focus.
- Bring in an outside voice, which often generates new ideas and approaches.

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Members begin to air old disputes not at all acceptable. They must keep the dispute seniority, power position, before entering into the discussion room, and they must keep it aside. Then floundering, lose side of goals and objectives. They must start diverting into different directions which is not relevant to the particular purpose, and then it will dilute the speed of entire team. So, this also needs to be restricted.

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Rushing to meet milestones without thorough study or analysis

- Encourage team to study a far-ranging list of approaches and solutions.
- Use divergent thinking tools such as brainstorming and cause-and-effect diagrams to broaden perspective.
- Communicate changes to all who might be impacted.
- Actively seek input regarding possible unintended consequences.

Issue of attribution (i.e., who should get credit for an accomplishment)

- Idea from outside the team should be acknowledged.
- Idea advanced before team formation should also be acknowledged.
- If one person or group is responsible for any ideas, that should be acknowledged.

The team digresses too far from its goals and objectives

- Assign an individual or group to follow through on a side topic.
- Set a deadline beyond which no effort will be spent on the topic.

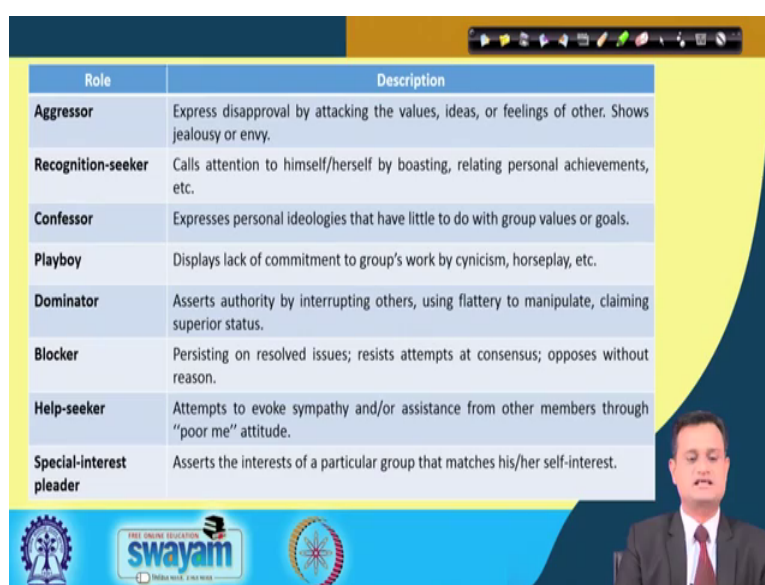
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Many points I have put rushing to meet milestones without thoroughly study or analysis, again not fact based management, then issues or say attribution. So, you have who

should get credit for an accomplishment, many a times leader they want to eat the entire credit, but this is not good for the moral of the team.

And you will always say see that when a team wins, captain will always appreciate and acknowledge the efforts of team member, and simply not say that it is because of my captaincy this team has won. So, the team disagree to too far from its goals and objectives, they are not ready to accept the goals and objectives. This is again a negative tendency, these needs to be tackled right at the say team design interaction stage.

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Role	Description
Aggressor	Express disapproval by attacking the values, ideas, or feelings of other. Shows jealousy or envy.
Recognition-seeker	Calls attention to himself/herself by boasting, relating personal achievements, etc.
Confessor	Expresses personal ideologies that have little to do with group values or goals.
Playboy	Displays lack of commitment to group's work by cynicism, horseplay, etc.
Dominator	Asserts authority by interrupting others, using flattery to manipulate, claiming superior status.
Blocker	Persisting on resolved issues; resists attempts at consensus; opposes without reason.
Help-seeker	Attempts to evoke sympathy and/or assistance from other members through "poor me" attitude.
Special-interest pleader	Asserts the interests of a particular group that matches his/her self-interest.

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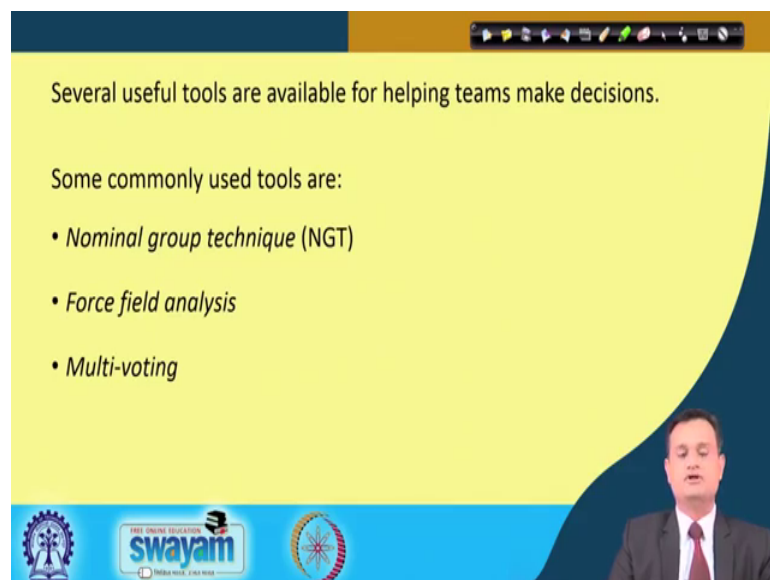
There are some counterproductive roles, I would like to emphasis. Aggressor they try to dominate. Recognition-seeker, they are not interested in executing the project, but they just want to have recognition, involvement, and show business, so this kind of people dilute the spirit of team operation. Confessor, so these express his personal ideologies. They will say see I believe in this so, I think this could be the way, no need to analyse the data or go for the fact based management. We should keep such kind of ideologies aside, when we are typically executing a six sigma project.

Playboy, it is a very funny name, displays lack of commitment to groups work by cynicism or horseplay. So, they just appear once in a while and we have many MPs, they attend the parliament just once in a while, and they just try to do the show off. So, it is a playboy role. Dominator, they try to exercise their authority and demoralise the people.

Then blockers, persisting on resolved issues; resist attempts at consensus. So, already which is something done, they will again try to go back, back and try to resist. So, the issue which is sorted out is closed, unless there is a need to reopen, otherwise you go ahead. Then say you have flaps help-seeker, so they will not contribute, they would always like to seek the help, and try to say always say poor me attitude. I am very poor guy, I do not know, so that is not acceptable. They must execute with their strength and skills, and strengthen the team operation.

Special-interest pleader; so asserts the interests of a particular group that matches his or her self-interest. So, they will always say yes, when some people or group they are trying to put the view forward, otherwise they will either or negative or they will remain silent.

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Several useful tools are available for helping teams make decisions.

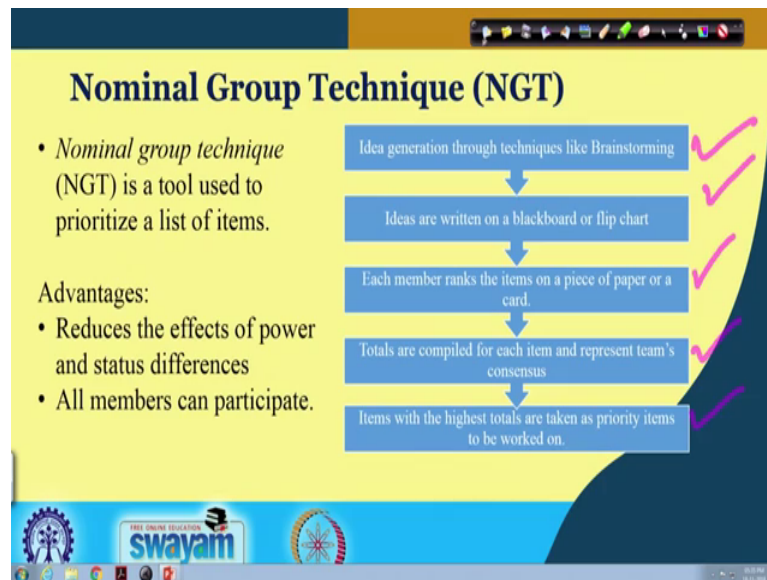
Some commonly used tools are:

- *Nominal group technique (NGT)*
- *Force field analysis*
- *Multi-voting*

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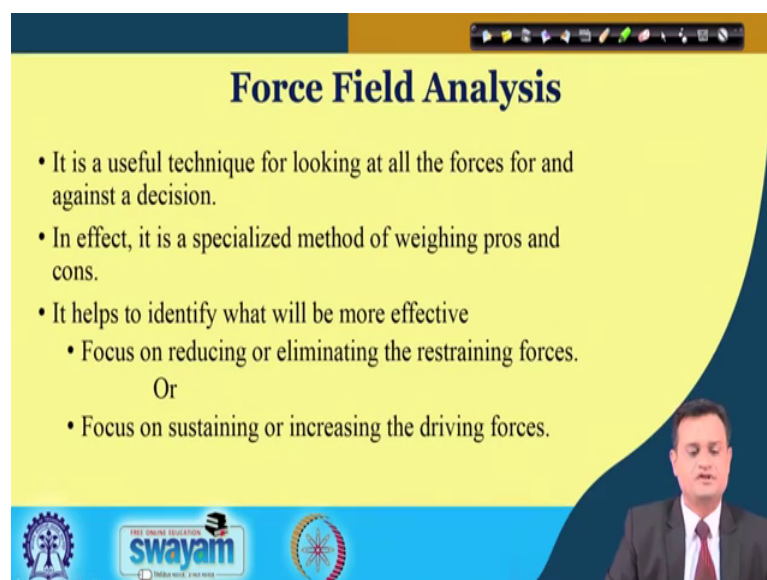
So, there are various team decision making tools in order to handle this kind of negative roles of the team. And we have discussed couple of them previously also.

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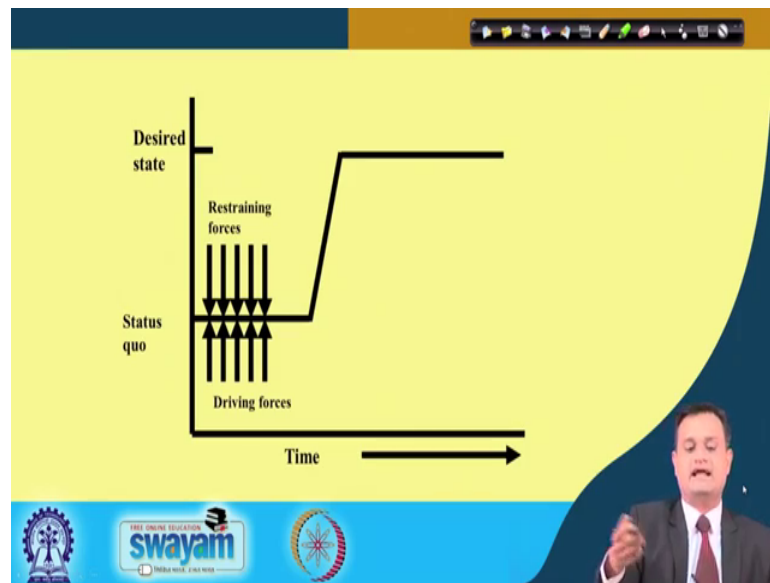
Just to remind them nominal group technique, so here it reduces the effect of the power and status differences. And typically, you have the idea generation step. Ideas are written, each member ranks the item on a piece of paper, totals are compiled for each item and represents the team's consensus, and items with the highest total are taken as priority. This is the very simple tool.

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Force field analysis.

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If you see this figure, it is a useful technique for looking at all the forces positive and negative. And then you just try to see that in order to take a particular decision, what are the resisting forces, and what are the driving forces.

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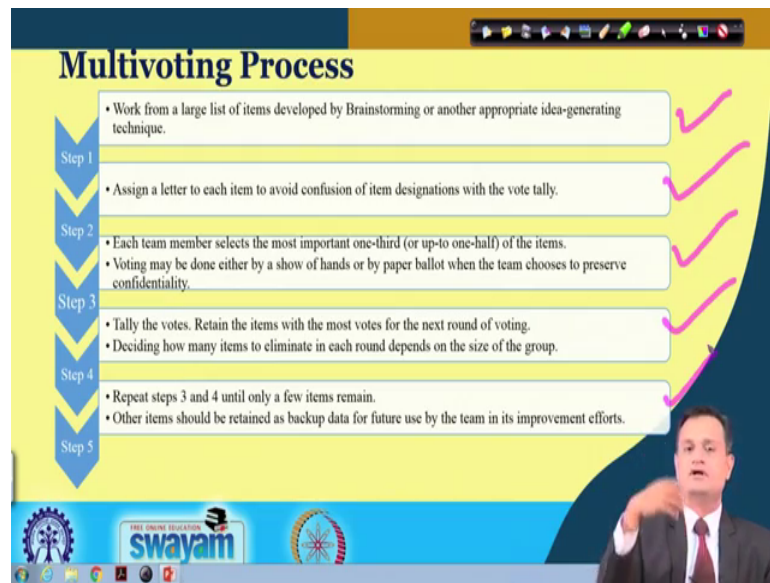
Multivoting

- A technique used to reduce a long list of items to a manageable number by means of a structured series of votes.
- Similar to NGT.
- Benefits of Multivoting:
 - Reduces a list
 - Prioritizes a list
 - Identifies important items

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You have multivoting.

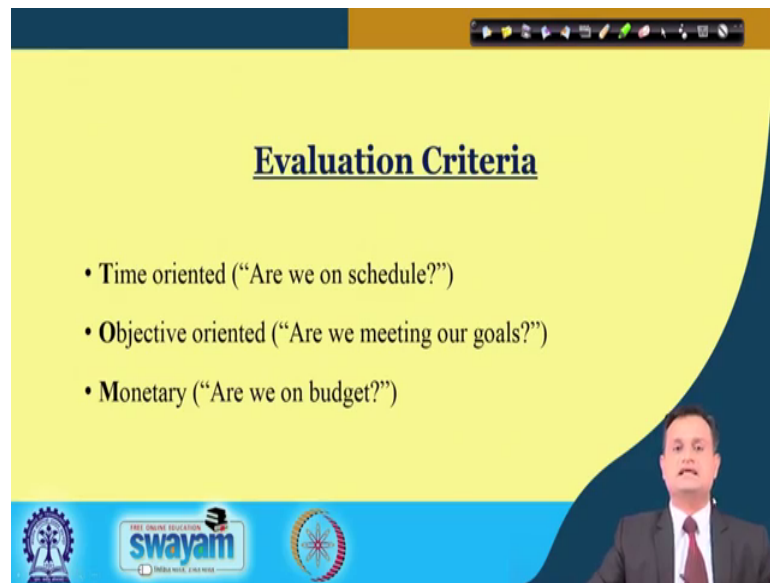
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So, typically this technique goes like this. Work form a large list of items developed by brainstorming. Assign a later to each time to avoid confusion of the item. Then each team member selects the most important one-third of the items. And voting may be done either by a show of hands or they may use the ballot paper like we do in the voting process, and team chooses to preserve the confidentiality, they will not declare.

Tally the votes. And deciding how many items to eliminate, they will repeat the step 3 and 4 until only a few items are left. So, you are exposed to 20 decisions, you will select 4, 5, you will vote for that, they will rank it, they will make the final list. Once again they will seek the opinion, and they will continue till you reach to couple of decisions which are most promising based on multivoting process. So, this is a very unique approach.

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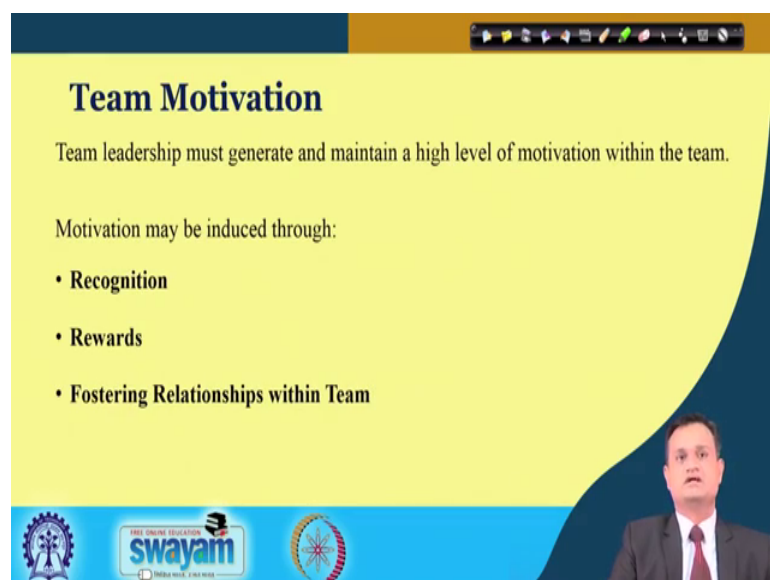
Evaluation Criteria

- Time oriented (“Are we on schedule?”)
- Objective oriented (“Are we meeting our goals?”)
- Monetary (“Are we on budget?”)

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And finally, we can say they are some team performance issues, because unless you keep a track of the performance of the team, you cannot really say execute your project in an effective manner. So, you have time oriented, are we on the schedule? You have objective oriented, are we move meeting our goals? You have monetary oriented, are we on budget?

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Team Motivation

Team leadership must generate and maintain a high level of motivation within the team.

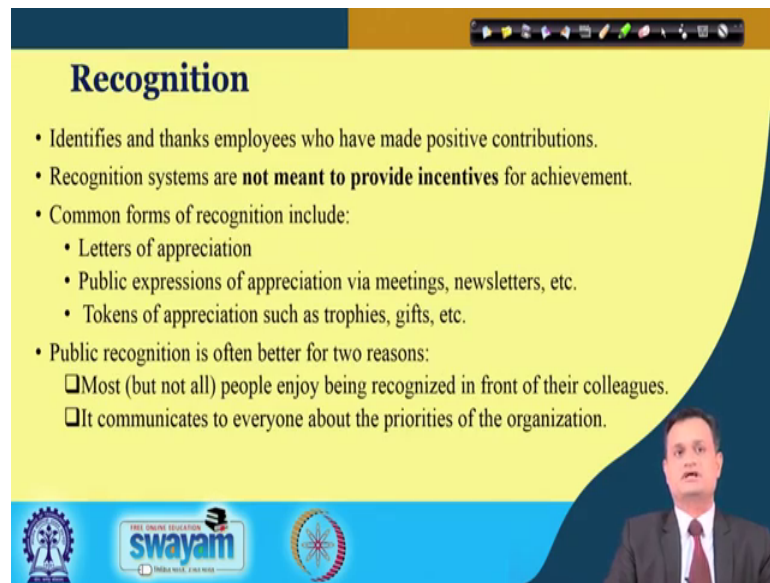
Motivation may be induced through:

- **Recognition**
- **Rewards**
- **Fostering Relationships within Team**

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So, team motivation is basically governed by recognition, reward or fostering relationship within the team that also acts as a team motivation.

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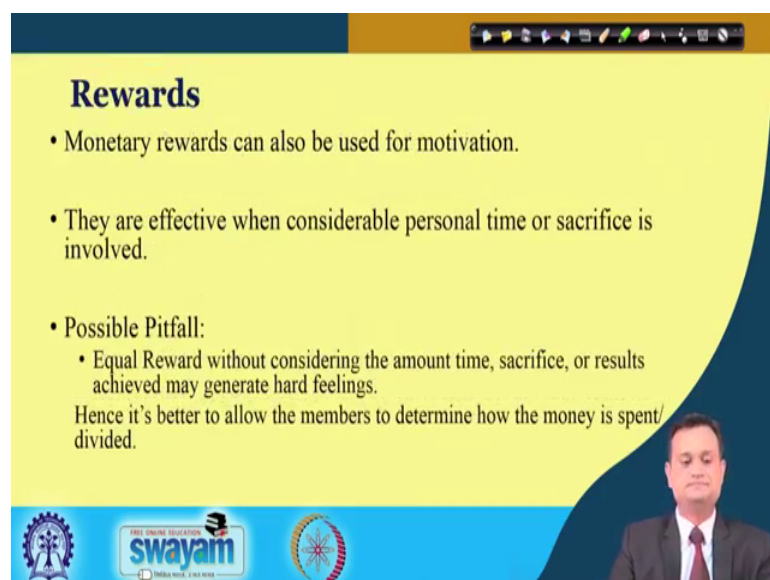
Recognition

- Identifies and thanks employees who have made positive contributions.
- Recognition systems are **not meant to provide incentives** for achievement.
- Common forms of recognition include:
 - Letters of appreciation
 - Public expressions of appreciation via meetings, newsletters, etc.
 - Tokens of appreciation such as trophies, gifts, etc.
- Public recognition is often better for two reasons:
 - ☐ Most (but not all) people enjoy being recognized in front of their colleagues.
 - ☐ It communicates to everyone about the priorities of the organization.

The slide features a yellow background with a dark blue header and footer. The header contains the title 'Recognition' in bold. The footer includes logos for 'swayam' and 'INDIA WISE, FUTURE WISE' along with a small circular logo. A video feed of a man in a suit is visible in the bottom right corner.

So, when you talk about recognition, maybe you would like to publish reports, recognise the people with their photograph in the annual report or bullet in. And these are the various ways for giving the public recognition, you make give them the letter of appreciation. And these are the various ways by which people, they can see that they are appreciated, acknowledged, and they become visible across the organization.

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Rewards

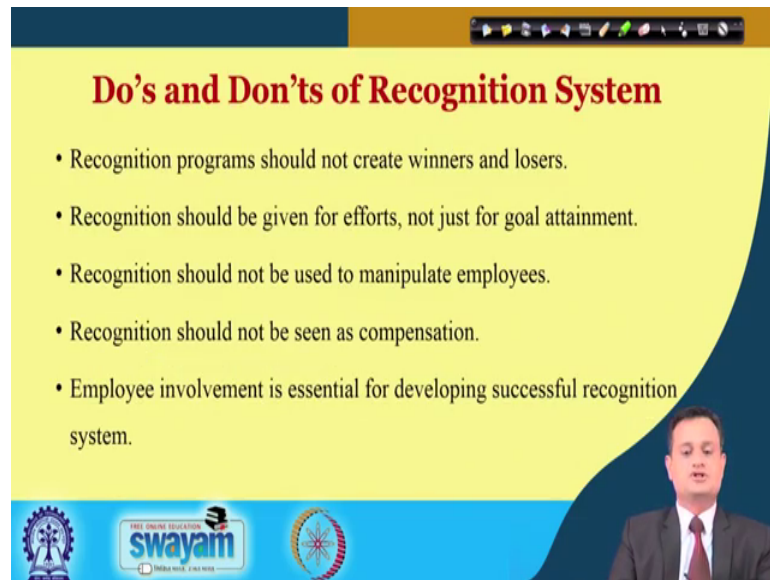
- Monetary rewards can also be used for motivation.
- They are effective when considerable personal time or sacrifice is involved.
- Possible Pitfall:
 - Equal Reward without considering the amount time, sacrifice, or results achieved may generate hard feelings.Hence it's better to allow the members to determine how the money is spent/divided.

The slide features a yellow background with a dark blue header and footer. The header contains the title 'Rewards' in bold. The footer includes logos for 'swayam' and 'INDIA WISE, FUTURE WISE' along with a small circular logo. A video feed of a man in a suit is visible in the bottom right corner.

Rewards many a times, we think that monetary reward can work best, fine, it is ok, but you need to ensure that equal reward without considering amount of time sacrifice or

results will backfire, and this will demotivate the people. So, you may offer in a different way reward, may be some holidays or may be some money or may be some gift voucher, there are ways and means to give the reward or a foreign trip. But, you must see that reward should go to the right people, otherwise it will demoralise the team.

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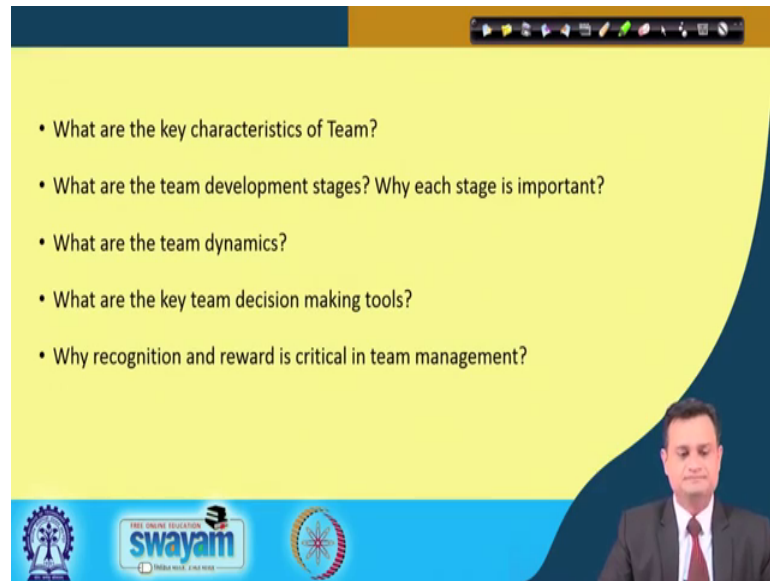
Do's and Don'ts of Recognition System

- Recognition programs should not create winners and losers.
- Recognition should be given for efforts, not just for goal attainment.
- Recognition should not be used to manipulate employees.
- Recognition should not be seen as compensation.
- Employee involvement is essential for developing successful recognition system.

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So, there are some do's and don'ts that recognition program should not create winners and losers. People should not leave with the diluted spirit. Recognition should be given for effort, not just for the goal attainment. And recognition should not be used to manipulate the employees and their perception. So, likewise recognition should not be seen as a compensation, it must enhance the moral motivation of the people.

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- What are the key characteristics of Team?
- What are the team development stages? Why each stage is important?
- What are the team dynamics?
- What are the key team decision making tools?
- Why recognition and reward is critical in team management?

Before we end, just think it, what are the key characteristic of the team, what are the team development stages, and what are its role, what are the team dynamics, and what are the key team making decision making tools, and what are the critical recognition and reward issues in the team management?

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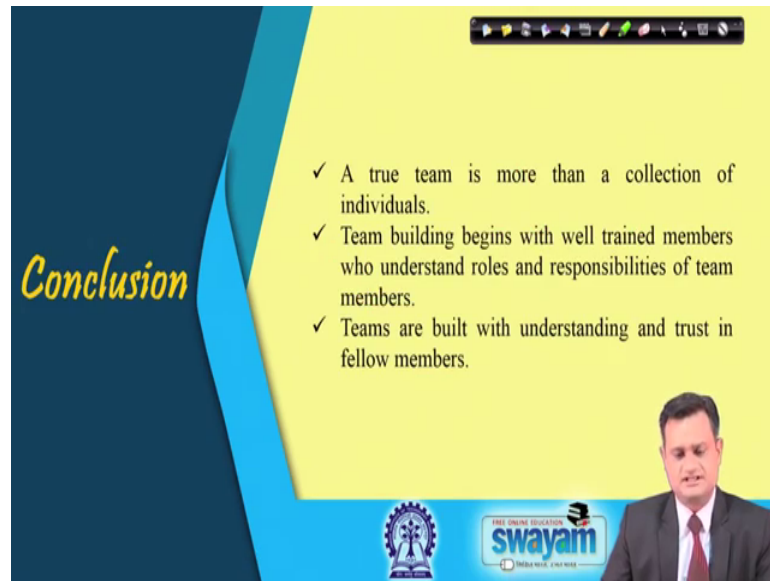
A presentation slide titled 'References' in a stylized yellow font on a dark blue background. The right side has a yellow background with two references listed. At the bottom, there are the same three logos as the previous slide and a small video inset of the same man.

References

- T. M. Kubiak, Donald W. Benbow, The Certified Six Sigma Black Belt Handbook, Pearson Publication.
- Forrest W. Breyfogle III, Implementing Six Sigma, John Wiley & Sons, INC.



You can use this couple of references.

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Conclusion

- ✓ A true team is more than a collection of individuals.
- ✓ Team building begins with well trained members who understand roles and responsibilities of team members.
- ✓ Teams are built with understanding and trust in fellow members.

And true team is more than a collection of individual; it is for a purpose, it is with the right spirit. So, with this thank you very much for your interest in learning the team management, such an interesting and fantastic topic, keep revising, keep implementing, introspecting. Be with me, enjoy.