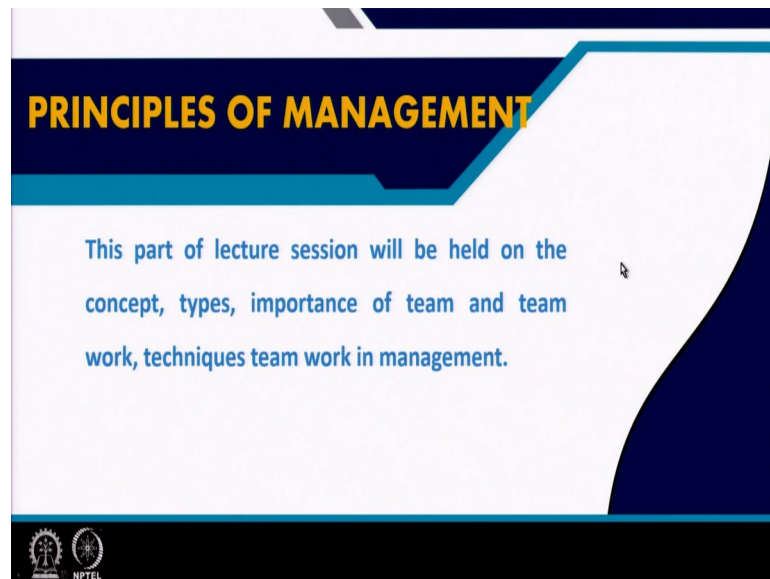**Principles of Management**
Prof. Susmita Mukhopadhyay
Vinod Gupta School of Management
Indian Institute of Technology, Kharagpur

Module - 11
Lecture - 54
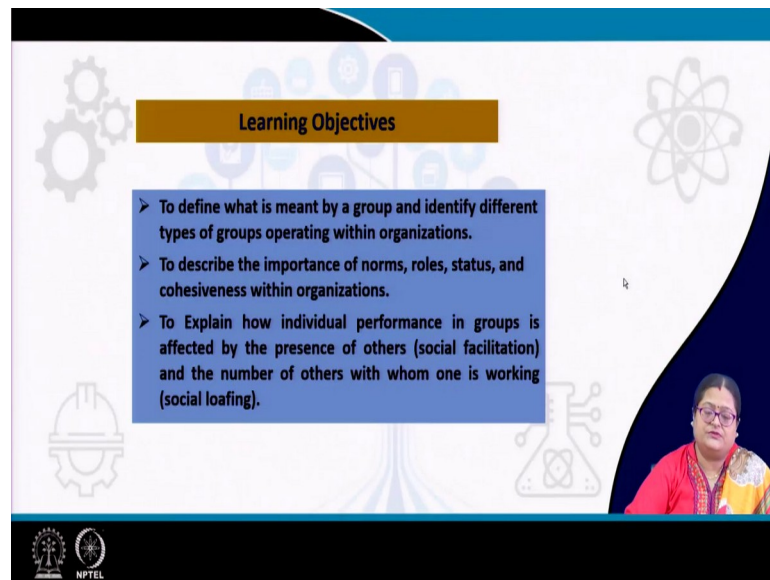**Team and Team Work in Management**

Welcome back. In this lecture session, we are going to discuss on Teamwork and Team Management.

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So, here we are going to discuss on the concept, types, importance of team and teamwork, techniques of teamwork in management.

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So, the learning objectives is to define what is meant by a group. And we will first start with the group and discuss about the how groups operate within an organization. We will understand about the importance of norms, roles, status and cohesiveness within the organizations.

And we will try to explain how individual performance in a group is affected by the presence of others like, which you call social facilitation and the number of others with whom work is one is working, so that sometimes we talk of social loafing behaviours also.
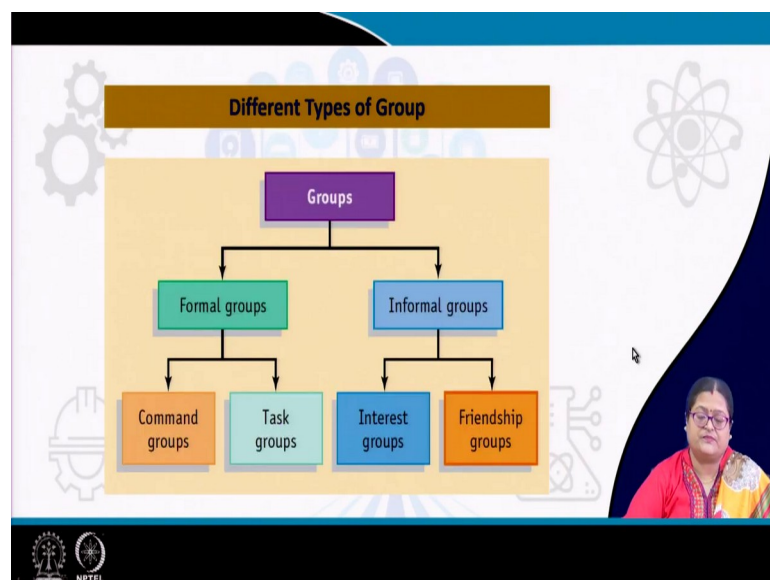
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Now, when we talk of a group is like here you see likes the same number of people are standing over here maybe, but we do not talk of these as a group, but were taking these to be as groups. Because when two or more people are in social interaction, they are forming a stable structure, then members share some common goals, and perceive themselves, this is very important, they perceive themselves as being in a group then only group formation happens.

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There are different types of groups in particular organization formal, groups and informal groups, like command groups, task groups, informal groups or interest groups and friendship groups.

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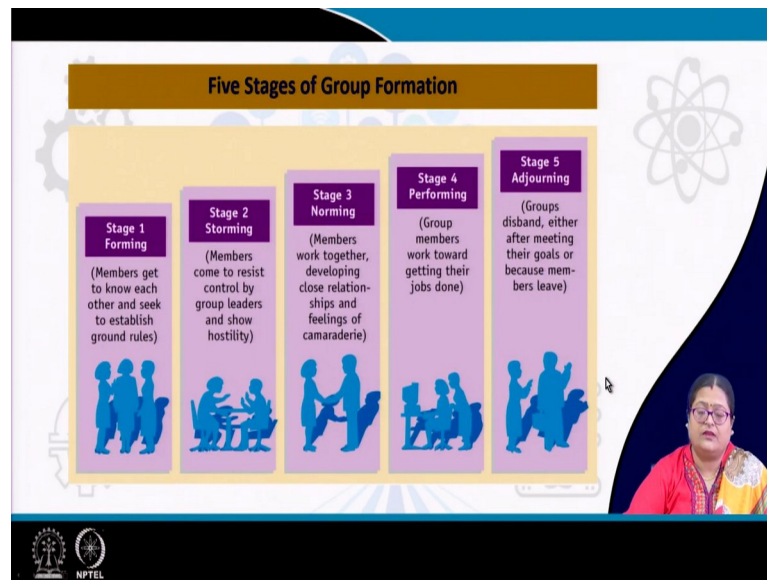
Now, why we are discussing group over here is because when you are talking of or organizational development techniques, whenever you are talking of leadership, whenever you are talking of coordinating, controlling, or organizing any of the principles of management.

We have to understand like how the group behaves in an organization, how the group members perceive each other, how the group is formed of what makes a group graduate from a group to being a team, how a team is different from a group, and how our treatment of the team should be different from a group. For all these reasons we are discussing group behaviour over here.

So, the five stages of group formation are first is the forming where the people get to know each other. Next is the storming where they try to come to resist control by the group members, leaders, and sometimes may show hostility. Then it is norming where you set the rules of behaving like how to how to exist in a particular group and the close relationships and feelings of camaraderie.

And then performing when group members start working together, and getting their jobs done. And adjourning is when the groups disband after meeting their goals because the members leave. So, this is more prominent whenever we are talking of team behaviour.

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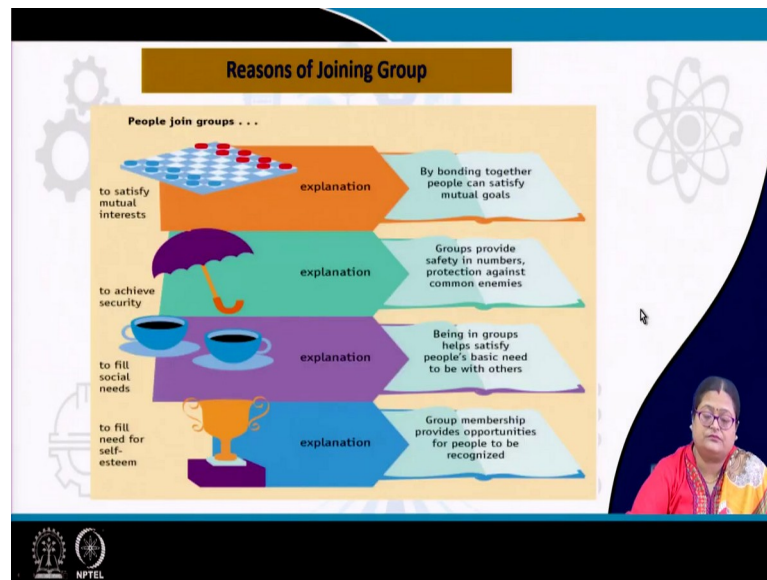
Now, why people join group is very important like to satisfy like mutual interest. So, by bonding together, people can satisfy mutual goals. To achieve a particular security, so they give safety in numbers protection against common enemies.

Some to fulfil some social needs like being in a group helps satisfy peoples basic needs to be with others or to have a need for self-esteem fulfilment, where group membership provides opportunities for people to be recognized. So, people may join group for various reasons. And as a leader you must be able to understand why a particular person has joined a particular group.

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And in that if you know that it will help you to nudge the person in a proper way. Now, we were talking of what is the difference between a group and a team. This is very important discussion that we need to take care of like the group is a collection of people that interacts primarily to share information and to make decisions to help each group member perform within his or area or her area of responsibility.

The work team, it is a group whose collective efforts result in performance that is greater than the sum of the individual inputs. So, what we find the difference over here? The inner group the individuality is retained and the people remain within their area of responsibility.

But whenever we are talking of a team this the word the collective effort like hand holding of each other, moving towards a common purpose, complementing each other's capacities and competencies becomes very important.

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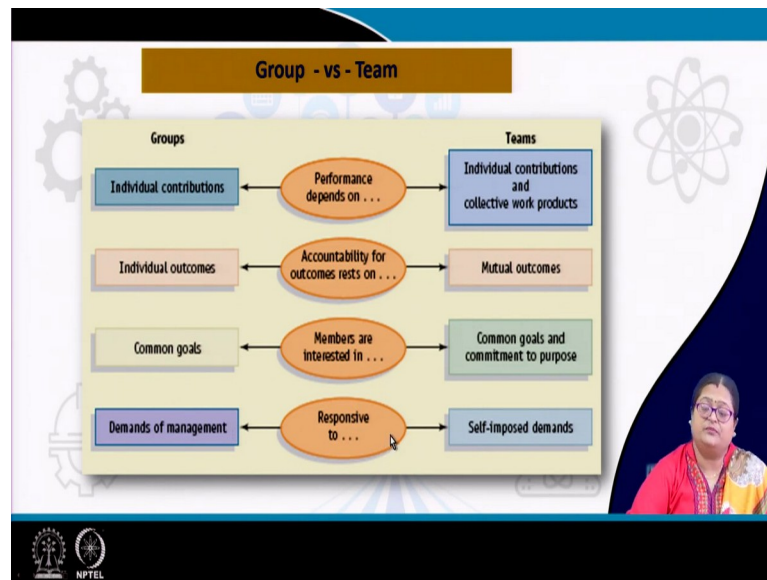
So, when you talk of group versus team, you find like in groups it is individual contribution, the performance depends on individual contribution. So, and the teams it is the performance depends on individual contribution and collective work products.

The accountability for outcome results on individual outcomes; and in teams, it results in mutual outcomes. The members are interested in the in groups it is on common goals; and in team it is common goals and commitment to a particular purpose. And in the when we are talking of responsive to, so the groups are responsive to the demands of management; and in team, they are responsive to the self-imposed demands.

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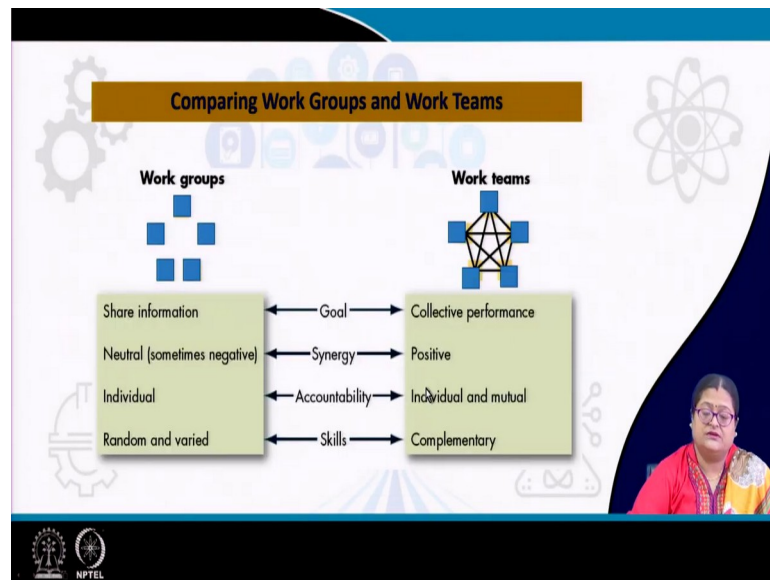
 The goal what we find in work groups is to share information; and in the work teams, it is collective performance. So, where you find like there is an information sharing between each of the members who are there as a part of the team. the synergy is neutral over here sometimes negative because people may act as cross purposes, sometimes the synergy here is positive.

The accountability is individual accountability whenever we are talking of work groups, but in work teams it is individual and mutual accountability. In the skills it is random and varied; and in the work teams, it is complementary skills.

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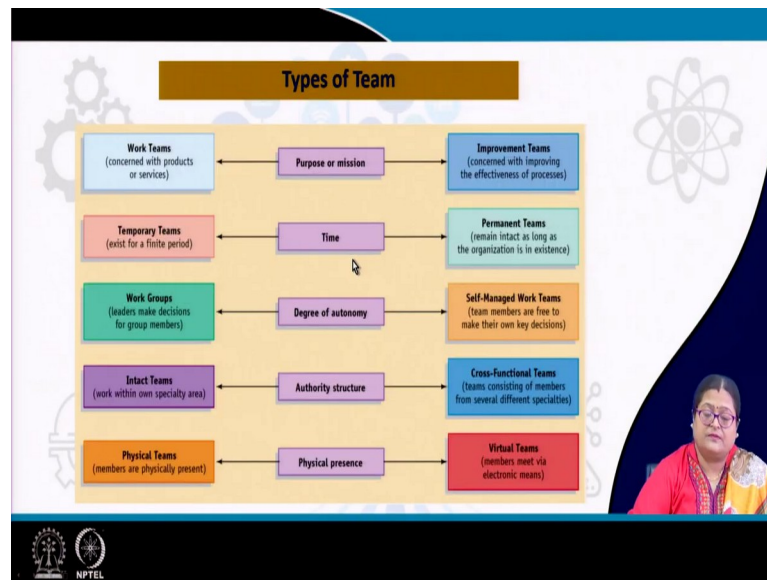
So, whenever we are talking of different types of teams, now we are gradually moving to the discussion of the types of teams. We find like based on the purpose or mission, there can be two types of teams like work teams which are concerned with products or services, and improvement teams which are concerned with improving the effectiveness of processes.

Based on the time, it could be classified as temporary teams which exist for a finite period, and permanent teams which remain intact as long as the organization is in existence. The degree of autonomy that is present within the team may classify it into two types; the work groups, the leaders makes the decision for group members. Self-managed work teams where the team members are free to make their own key decisions.

Based on the authority structure, it could be intact teams which works within one speciality area; it could be cross functional teams, teams consisting of members from several different specialities. So, this is this is becoming more like relevant more desirable in the present on certain situations where you require really people multidisciplinary people coming together and trying to look at the problem from a multiple perspective, to find solutions to it.

Based on the physical presence, it could be the physical teams which are where members are physically present; or it could be virtual teams where the members meet via electronic means.

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Some other type of teams is, like problem solving teams which are the groups of 5 to 12 employees from the same department who meet for a few hours each week to discuss on ways of improving quality, efficiency and the work environment. And it could be self-managed work teams where groups of 10 to 15 people take care of the responsibilities of their former supervisors.

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Cross functional team as we are discussing you can see the picture over here is like the employees from some or same hierarchical level, but from different work areas who

come together to accomplish a task. There could be other types of teams like task forces and committees which are designed for a to solve a particular problem at hand.

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Based on the discussion of like whether they are meeting face-to-face or not we find a very important discussion on which needs which is relevant at the present time is that of the virtual teams.

So, the teams that use the computer technology to tie together physically dispersed members in us in order to achieve a common goal is called a virtual team. The characteristics of the virtual teams are absence of paraverbal and nonverbal cues, a limited social context, and ability to overcome time and space constraints. So, it is both of like pros and cons to it.

So, because non verbal cues in face-to-face communication as you are able to get nonverbal cues, so you are able to interpret the behaviour of the other person properly, but in virtual teams sometimes it is not possible. And also, like due to limited social context maybe brainstorming about a particular problem and jointly discussion and discussing on some things to come out in a very conclusive idea about it may or may not be possible based on like the participation of the members which are there.
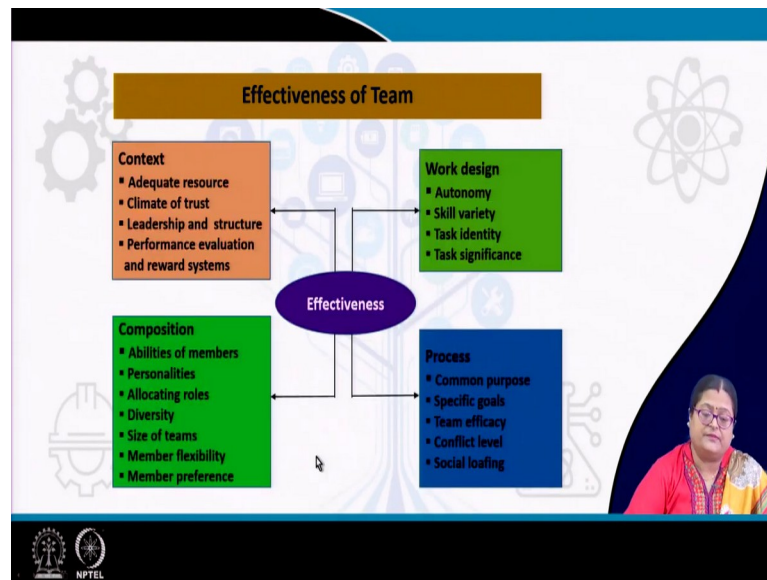
When we talk of effectiveness of the team, so it depends on four different like areas. When we talk of the context, it is like the adequate resources, climate of trust, leadership and structure, performance evaluation and reward system, this is the context which determines whether the effective the team is effective or not.

The effectiveness of the team also depends on its composition like the ability of the members, the personalities, allocation of roles, diversity, the size of the team, member's flexibility, and member's preference.

Also, whether a team will be effective or not, it will depend on the work design like autonomy skill, variety task, identity and task significance. And whether like it what is the process followed in terms of whether a common purpose has reached or not, specific goals are set or not, team efficiency, the conflict level in the team and the social loafing.

What we can see like it is a very interactive variable within these each of these settings and like across the all the four effectiveness criteria that we have discussed about together in combination is going to talk about the effectiveness of the team.

So, if you are focusing on one thing and to judge about the whether the team is effective or not based on adequate resources only. Then we have to see like how we have addressed the other areas also and whether things have been addressed properly, how these keeping other things constant we have to take care of the thing like keeping other

things constant whether adequate resources are going to lead to better effectiveness or not.

So, we have to see the changes in other things happening, like and keep keeping those aside, like we have to keep those things constant and then we can talk about the like implication of one variable on the effectiveness of the team. Otherwise, what you will see there are lot of interactive effects and it is very hard to tell like it is only due to these factors the effectiveness has been more or less.

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Creating effective teams depends on the like the of course on the group demography, because you have seen all the group membership qualities. The degree to which the members of a group share a common demographic attribute, such as age gender and race, educational level, or length of service in the organization, and the impact of this attribute or the turnover. So, and that is why we talk of cohorts who as a part of the group hold a common attribute.

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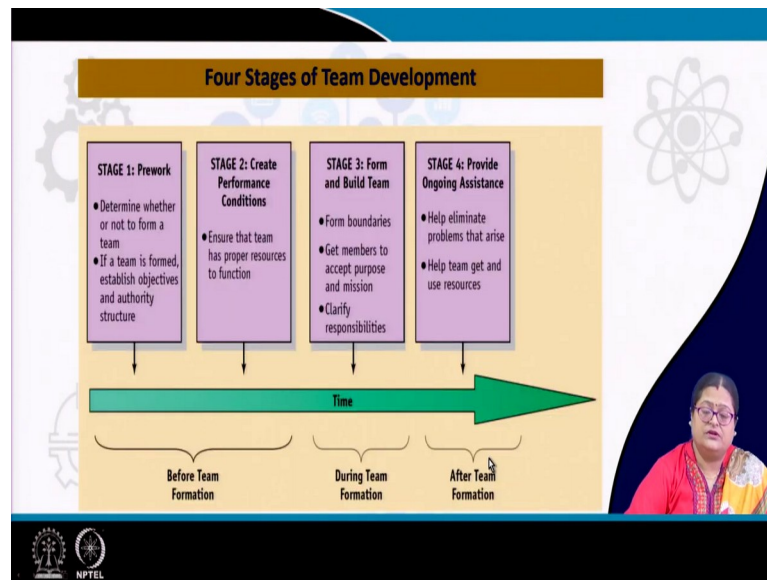
So, we have discussed already about the stages of group formation. The 4 stages of team development are like first is a prework where we try to find out whether team formation is essential or not. If it is answer is yes, then what is the objectives and authority structure.

Then what are the stage 2 is, what are the performance conditions, so ensuring like the team has proper resources to function, and then from the boundaries like what will be the scope of the functioning of the team. So, get the members to accept the purpose and mission, clarify the responsibilities. And stage 4 is providing ongoing assistance and trying to eliminate the problems that arise and help team to get and use the resources.

So, you have like according to the time frame when you talk of the stage 1, and stage 2 like the before team formation, stage 3 is during team formation. And stage 4 is after team formation like what are the background work that we need to do while forming a stages of team formation and during team development. So, it is very important to under like set the scope of the functioning of the team and to ensure like the team has proper resources and if the problem arises then how to solve it.

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So, it is very important that we get to understand the management theories of like Maslow's hierarchy of needs McGregor's theory X and theory Y, then Herzberg's motivation theory, and Likert's participative-group research. These are the theories which have helped us to understand more of team behaviour like how the members interact with each other, and what are the views of the team leaders about the members who are there in the group.

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The advantages of teamwork are it broadens what the individuals can do. Several heads mean a wide range of ideas. So, they have great many talents and skills. So, it is more efficient than the number of individuals working to singly, then it is more effective it develops in a shared vision. So, having it helps in having an ownership over what the person is doing. So, these are some of the advantages.

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The disadvantages are because there are many members who will be taking a decision, team decision making sometimes take longer time. So, team effort sometimes can be wasted effort because you are not able to converge to a particular decision.

So, sometimes the team success may depend on the least effective team member. So, a team may be guided in a wrong direction and take momentum in a wrong direction. So, the work of the team can be like cluttered by the interpersonal issues, resentments and blame.

So, sometimes the members do not want to give a feedback. So, if some person is not functioning properly, some team members may be reluctant to give the feedback about their unsatisfactory work. So, because there is no this point is very important like there is less of individual recognition, the people may have lost motivation for performing.

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The different approaches to teamwork are like assess plan, then execute and evaluate.

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In asses what we have to understand the strengths and weaknesses of the team for a team to be successful the following characteristics are needed a clear direction of purpose, and understand and accept the accountability measures. So, if you are responsible for certain things, if you are given freedom and autonomy to perform, then of course you need to be accountable for it, and how it is measured is very important.

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So, planning based on the strengths and weaknesses and the needs assessment the proper planning for the teamwork needs to be done.

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And after the planning is done, the execution should be just in time and there should be an effort for continuous improvement.

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And after that evaluation is very important about the effectiveness of the team based on how the how well the weaknesses are identified in the need's assessment were strengthened. And re-administer the needs assessment. So, it could result in additional team building activities.
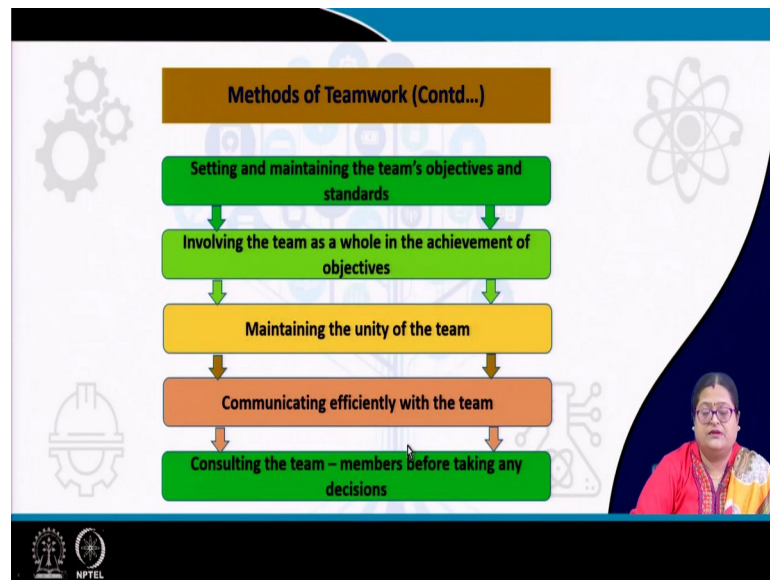
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So, what we find like as a method of teamwork establishing the objectives together will lead to teamwork. And here we will focus on contribution and develop a participatory role, and promote team responsibility.

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So, what we find over here is setting and maintaining the team's objectives and standards. So, involving the team as a whole is very important in the achievement of the objectives, maintaining the unity of the team, communicating efficiency with the team, and consulting the team members before taking any decision is very important.

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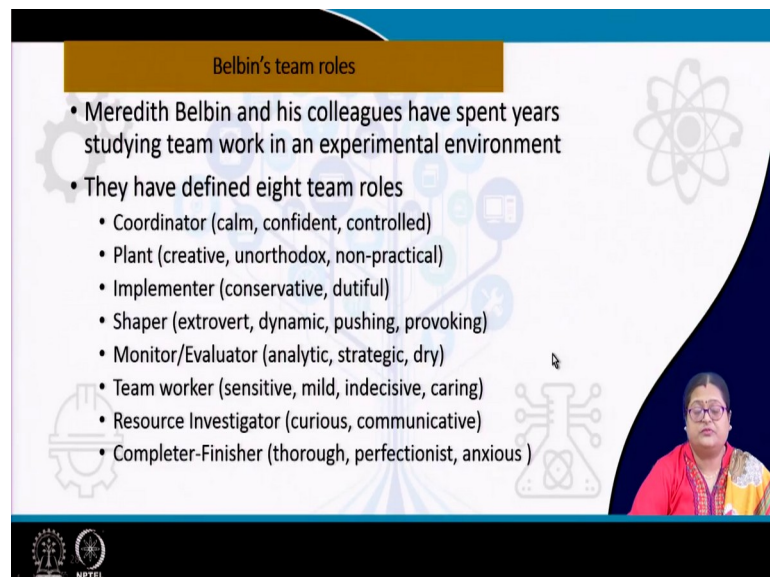
What we find like we have already discussed it earlier like every person has a his or her place in the team because there are different team roles which needs to be performed.
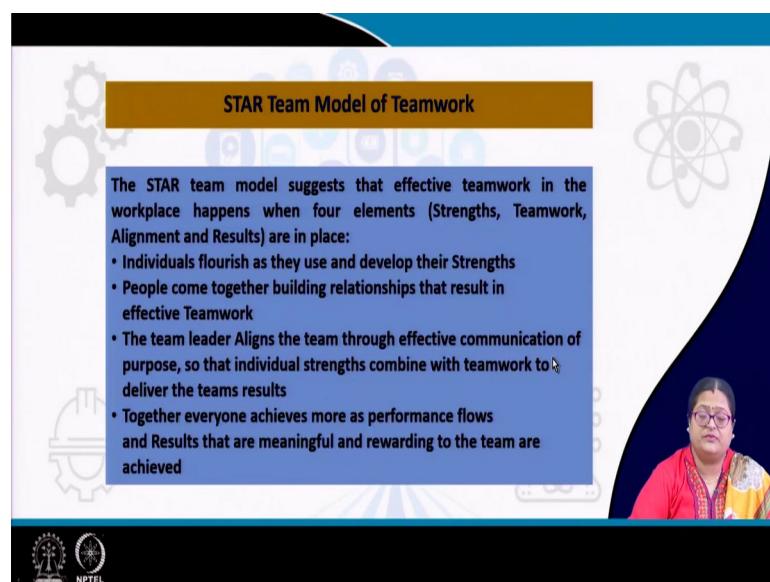
And based on his or her competency, interest, values, every person can make out what is the role that the person is comfortable with.

So, the team roles which can which we generally talk of being a coordinator, so who is calm, confident and controlled; like a plant who is creative, unorthodox and non-practical; implementer who is conservative, and dutiful; shaper who is extrovert, dynamic, pushing and provoking; and the monitor or the evaluator who is analytic strategy can sometimes dry because that person has to be objective in nature.

A team worker who is sensitive, mild, indecisive and some caring; resource investigator who is curious and communicative and completer-finisher who is thorough perfectionist and anxious. So, these are the qualities like you may possess and accordingly there are the different team roles which are there mapped to it.

So, based on your understanding what kind of person you are and what is that you love to do, and what you are good at you can choose your own team role, and find out how you can contribute to the group's purpose or the organization's purpose.

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This is a star model of teamwork which suggests that effective teamwork in the workplace happens when four elements like strengths, teamwork, alignment and results are in place. So, individuals flourish as they develop their strengths, people come together building relationship that result in effective teamwork.

The team leader aligns the team to effective communication of purpose. So, the individual strengths combined with teamwork to deliver the team result. Together everyone achieves more as performance flows, and results are meaningful and rewarding to the teams are achieved.

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Giving the power to make decisions, so what is the easiest way is to make a team member lose faith in the teamwork is by restricting their autonomy to make decisions that accomplish they're that help them to accomplish their task is one of the ways of like making people lose interest in performing.

So, it is very important that the power is given to make decisions, but before that as you have seen the maturity level of the followers, the ability and the willingness of the followers to the to contribute positively to the group's decision needs to be taken care of.

So, you while doing these things, you can always refer back to the contingency model of leaderships where we have talked about the different situational theories and leader member exchange theory. There are so many leadership theories that you can look into which talks of like who when should a person be given autonomy.

Because the person who does not desire autonomy or who is not comfortable with autonomy, if a person is given that kind of person is given autonomy that may be suffocating for the person.

So, it is good to tell like the giving the power to make decisions is important. But before delegating the power we should be careful about whether the person the team member is comfortable with the new delegation of authority done because along with that comes in the accountability for the work also.

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Sharing clearly defined team objectives. So, it is very important that the people need to clearly understand their destination. So, it is seeing like the individual performance is improved in situations where there are clear targets to be aimed at.
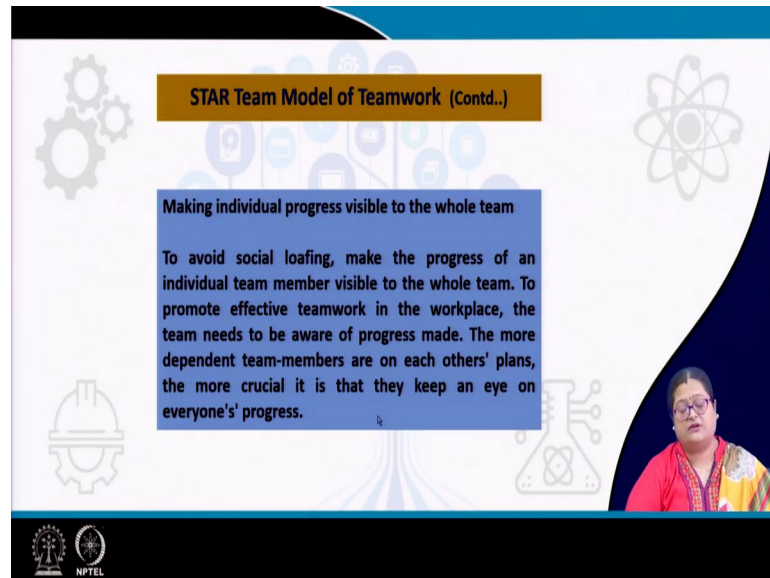
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Promoting efficient team meetings is very important. So, whether the meetings are effective or not, so what are the things discussed in the meeting is very important because sometimes in meetings you waste lot of time without any gain or output out of it.

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Making individual progress visible to the whole team is very important. So, to avoid social loafing and it is very important to make the individual team member visible to the whole team. So, it, it needs to be the team members need to be aware of the progress and the contribution of the team members towards the objective, because it is important to keep an eye on everyone's progress; otherwise, some people may go on for social loafing and not contribute well to the organizations purpose.

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So, another important is like for working in a team, it should be very fun and inspiring not an annoying obligation. So, business and enjoyment can be partners in crime. So, what we talk of like integrating a little bit of fun and humour that promotes effective teamwork in the workplace is a great strategy, because it is you should not be feeling like you are obligated to do certain things rather it should be very inspiring to contribute to the teamwork.

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So, the seven stages of teamwork are like first stage is hello, I am second stage is yeah what is our destination. Third stage is when you are asking for what are the costs, benefits, and perceived by the individual or team. Fourth stage is where you are going to understand what are the skills do you need to acquire.

Fifth stage is what is the best route for acquiring those skills. And sixth stage is whether you can complement and work together. And seven stage is when we like graduate from, I am to we are and you get a come like collective identity you develop a collective identity for yourself. So, these are the seven stages of teamwork.

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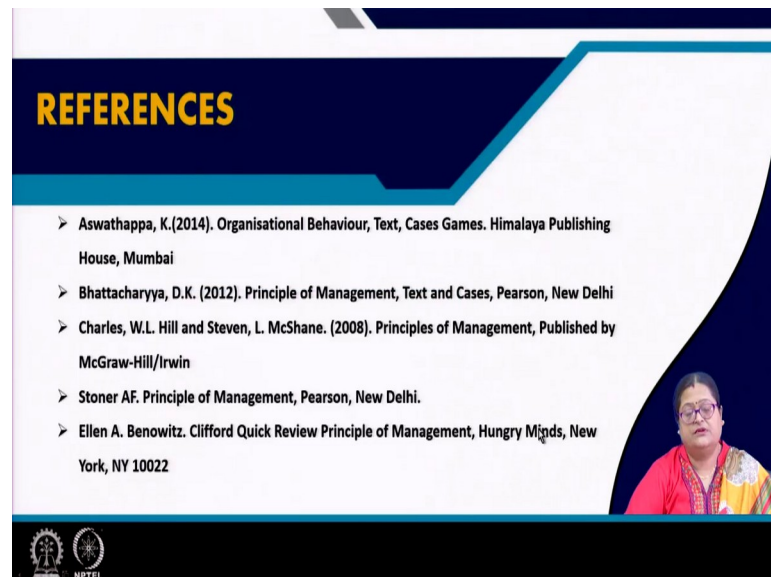
So, these are some of the references books that we have referred to. So, there are lot more discussions on teamwork definitely. We have tried to touch upon some of the points to just make you aware of like the importance of groups and teams in organization because this is these are the this is the entity rather which every manager or leader has to deal with and deal with effectively, so that they also improve and based on their performance the organization also improves.

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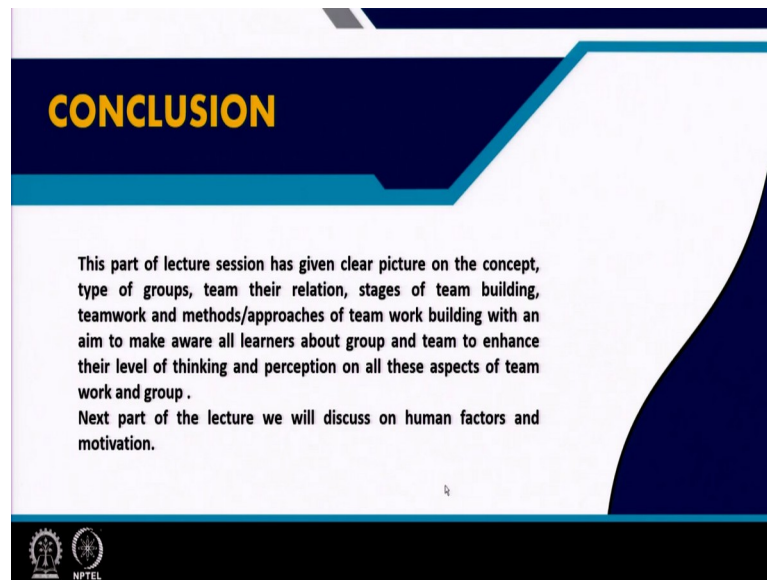
So, we have tried to give a basic understanding of the concept's types of groups, teams and the relations, and the stages of team building teamwork, and the approaches of teamwork building. So, to develop an awareness in the ideas about the in the learners about the group and teamwork to enhance their level of thinking and perception on all these aspects.

Next, we are going to discuss on the important factors on human factors and motivation because as a leader you have to understand what are the factors human factors which are involved into the day-to-day functioning of the organization. Because we understand organization as a socio technical system, so it is not only the systems which are there in place, but the how the human being like interacts with all those systems are is very important.

So, because of that, in the next lecture, we are going to focus on the human factors and how they interact with the systems in the organizations. And how they can how motivation plays an important role in how the important role in making them more effective performers, efficient performers in the organization. We will take up those lectures in the next session.

Till then, thank you.