

Organizational Behaviour - II
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Lecture 06
Concept and Types of Team

Welcome to module 02, lecture 01. In the first module, we discussed about group, different types of group, group processes, group developmental stages and we discussed about group decision making some of limitations and weaknesses. Now, we are trying to move from a group to a team and we are trying to understand in this module about the team. How are groups and teams different? How do we make the team were effective in our work context? Because now we have seen that most of the organisations, almost all organisation started to have teams in their workplaces. Because they found that making teams and that is actually driving them to achieve several of the objectives of the organisation. So, in this module, we are going to focus on what is team? What are the ways in which we can actually make the team function effectively? How as a manager or potentially becoming a player in a team? how you will be able to perform better and also help your team to achieve well?

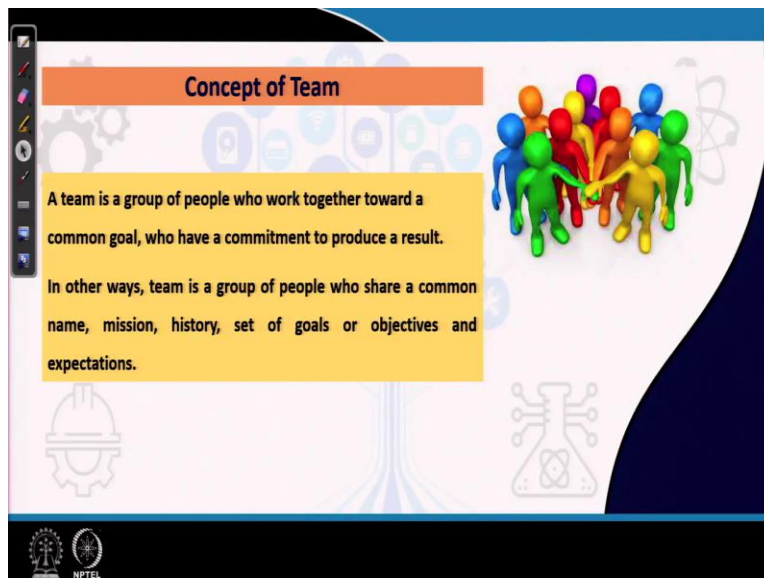
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So today, we will be learning about in this lecture, we will be talking about concept of a team and types of the team and then their related aspect. And also learn about the characteristics of a team,

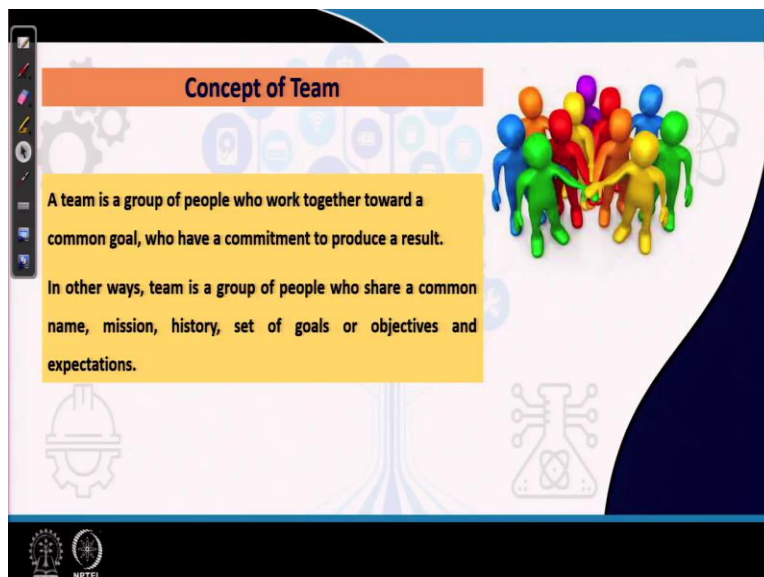
and prerequisites of a team. Then we also talk about, what are the ways in which we improve the team performance?.

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Let us get into the lecture. What is a team? So, team is always a group of people, who share a common goal, mission or set up goals and objectives. And then, they have a commitment to producing a result.

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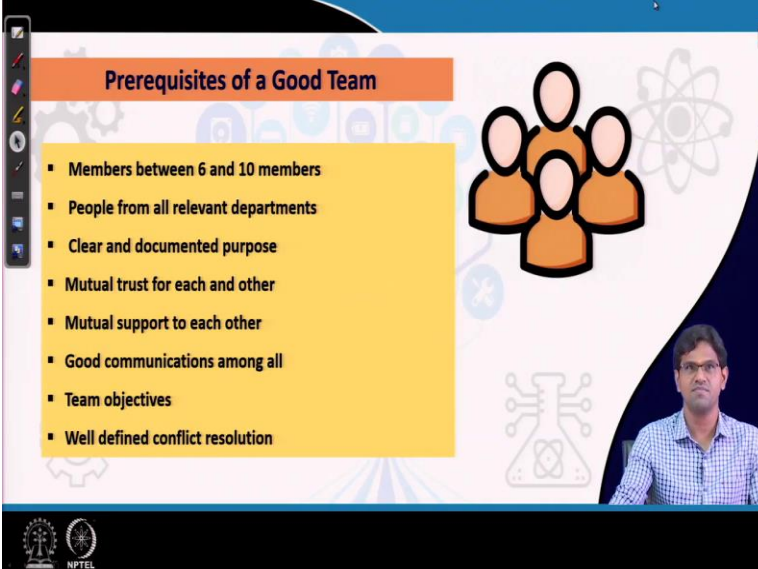


Generally, as we see, teams and groups are more or less very similar. But there are some differences, we have seen in the lecture 02. How do we differentiate work group and work team? And now let us see team is also group of people, it is may be 1, 2, 3, 4, 5, 6. let us say, group of 6

people, then they have a common objective and all individual members in the team are having a specific skill, all of them have a specific skill that will actually complementary to each other.

It is not everybody possess the skills. Their skills are complementary in nature. So that, when we form a team each individual possess certain specific skill or a talent or a knowledge or some domain expertise. So, that they can actually contribute towards the common goals. So, team is always group of people, who have a common goal and common objectives and they become a member of the team to achieve this common goal and objectives, they are called teams. So, now let us also see what is the prerequisite of a team?

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The slide is titled "Prerequisites of a Good Team" in an orange header. Below the header is a yellow box containing a bulleted list of seven prerequisites. To the right of the list is an illustration of five stylized human figures in orange, arranged in a circle. The background of the slide is white with faint icons of a gear, a lightbulb, and a network diagram. In the bottom right corner, there is a small video inset showing a man in a blue checkered shirt. The NPTEL logo is visible in the bottom left corner.

- Members between 6 and 10 members
- People from all relevant departments
- Clear and documented purpose
- Mutual trust for each and other
- Mutual support to each other
- Good communications among all
- Team objectives
- Well defined conflict resolution

Now, let us look at some of these prerequisites. So, team should have between 6 to 10 again, if you look at, it is not general specific rule to qualify to a team at least 6 member no, because based on requirement or purpose, teams are formed even team can be formed with 3 members. Any team at least should have two or more members and there are still research happening that optimum team size can be anything between 5 to 8, some say maximum can be 10.

But again it depends or is proportional to when we learnt in the previous module, is also related to the purpose or a requirement. Why are you actually forming a team? And what are their routines and what are their goals? That is actually determining the size of the members in a team. But mostly, team members anything between 5 to 8 or 6 to 10 are the members in a team. Then people

are from the relevant departments, they are talking about different skills set, which people within a specific requirement of the skills or who is able to meet the requirement of the skill will become a part of a member.

Then, they will have a clear and documented purpose. The team purpose is very clear and their goals or objectives are clearly mentioned. So, they will have a clear purpose. Then, they will have mutual trust with each other that is one of the important perspectives. When you form a team, so each member are complemented, they have a complementary skill to each other and they will trust each other because it is not an individual, who will get rewarded but it is the team is going to be rewarded in terms of achieving the goals.

If you are not having trust with each other member, it will be very difficult for you to make your team reach the goal. Reach the goal or realise the objectives. So, trust is one of the important factor. Then mutual support of each other of course, as you developer a trust. Obviously, you have to support each other. Because you are in a team each one has complementary skills, everybody has a common objective. So, you have to support each other.

There should be regular communication and interaction between the team members that would be good communications among the all. It should not be not restricted communication; there should be good communication. The structure also facilitates the communication. Then, there is team objective. They should have a team objective, why? for which they have been trained. Well-defined conflict dissolution.

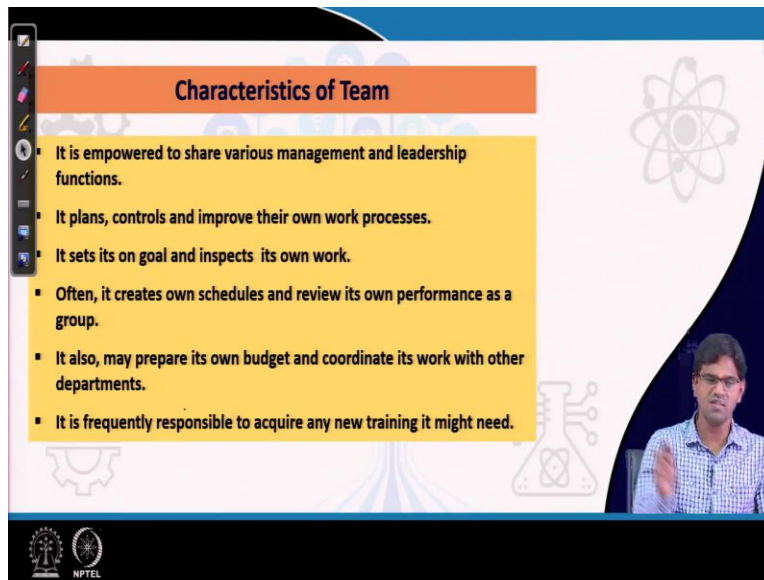
In case conflict comes into the team, it is obvious and natural in a team. When there more than 2 people or 3 people or a large number of people in the team. Obviously that each individual has a different personal characteristic and orientation towards a certain problem. How do they approach? how do they behave? how do they react to certain times? there are differences. Individual also differs with personality as well.

So, that likely to have conflict but as a team, there should be well-defined conflict resolution. So, when there is a conflict within the teams, how do you going to handle the conflict?. These are all

some of the prerequisites for a good team. To having a good team, a good team will be having these are the prerequisite. So, that they are behave as a good team.

And how do we qualify as a good team? Good teams are the one, who are able to always improve their mettel by reaching the organisation goal.

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Characteristics of Team

- It is empowered to share various management and leadership functions.
- It plans, controls and improve their own work processes.
- It sets its on goal and inspects its own work.
- Often, it creates own schedules and review its own performance as a group.
- It also, may prepare its own budget and coordinate its work with other departments.
- It is frequently responsible to acquire any new training it might need.

Some of the characteristics of the team: So, the teams are always empowered to share various management and leadership functions. Because it is the team, it is not the individual where there is always more member, add more knowledge and variety of skill sets and they have more knowledge and insight to offer. So, they have to share various management and leadership functions. And they also plan their routine, they control, they improve their processes because the team having the flexibility. Okay! if this is not coming out well, let us try something new.

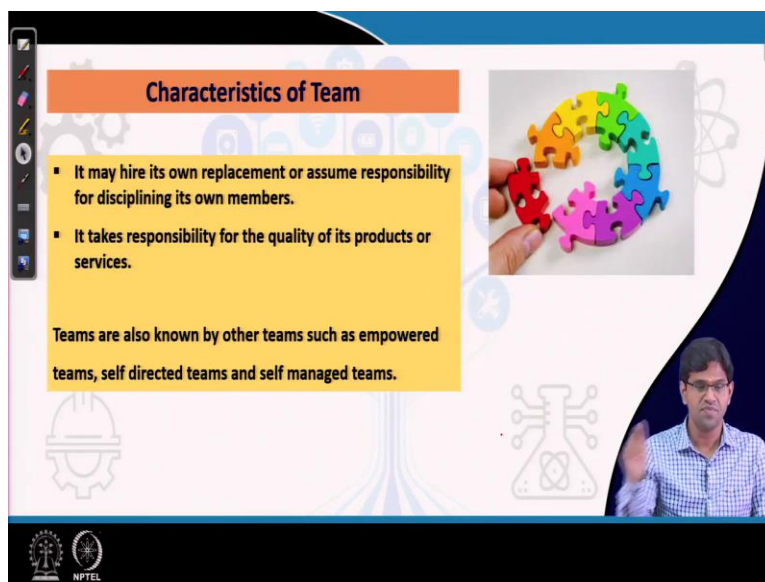
And they plan, control, improve their own work processes and also set goals and insights in his, own work. So, they would always see, are we moving in a right track? So, this is the goal, are we approaching towards 'x'? Are we actually going in right path or not and they also correct, is there is any deviation from the directions? Then they also create their own schedule and they say there is a monthly task. Now, they might even break down to weekly; week 1, 2, 3, 4 and they create their schedule and review their own performance. After the week and they will come back and review, what is the performance for week 1?

Similarly is the case for 2, similar is the case for 3 and 4 subsequently. They will also create their own schedules and then review with their performances. Then, they may also prepare may not always had or not every time, some time team are given little flexibility or ownership on handling some of the budget-related things that time. Some teams are given liberty to decide their own budget, otherwise, there are ranges within which you can decide.

Probably, within this team can decide, Should I keep my budget here or should I go and exhaust my maximum budget, should I save something on this. So, the team also has some flexibility on deciding the budget and also coordinate with other departments. When team is always within the bigger boundaries means, bigger boundary is nothing but an organisation, different shapes to represent different teams. So, teams also have to coordinate with each other, because you are all existing in the same environment as an organization.

And it is also recounted responsible to acquire in a new training, it might need. Because, when there is a new development, let us say new projects are coming up or a client is requiring new ideas or a product or a service. Maybe they are asking, you to add one more module to the existing service you offer. Probably, at that time you have to acquire new training because there is a new demand coming up in the business.

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The slide is titled "Characteristics of Team" in an orange header. It features a yellow text box with two bullet points: "It may hire its own replacement or assume responsibility for disciplining its own members." and "It takes responsibility for the quality of its products or services." Below the text box, it states "Teams are also known by other teams such as empowered teams, self directed teams and self managed teams." To the right of the text is a photograph of a hand placing a red puzzle piece into a circular arrangement of other colored pieces. The slide includes a navigation toolbar on the left, a small video inset of a man in the bottom right corner, and logos for NPTEL and other institutions at the bottom.

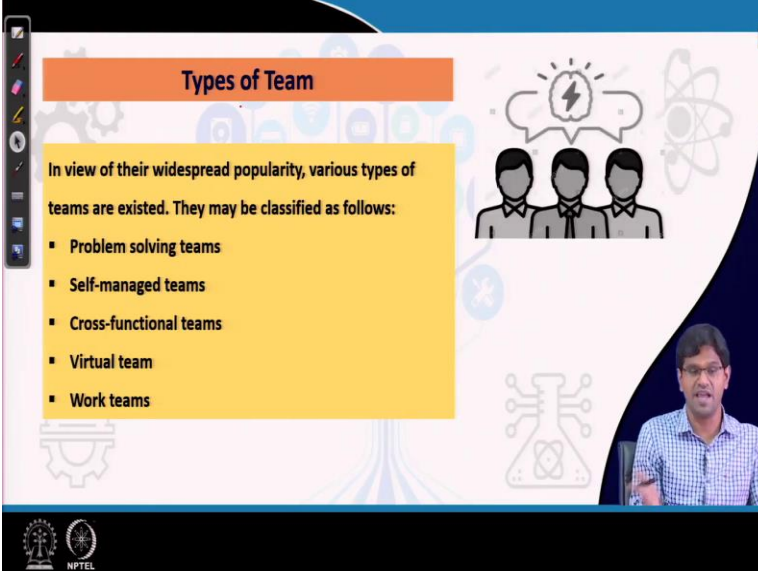
- It may hire its own replacement or assume responsibility for disciplining its own members.
- It takes responsibility for the quality of its products or services.

Teams are also known by other teams such as empowered teams, self directed teams and self managed teams.

Then, it may also hire its own replacement, assume responsibility for disciplining its own members. When some member is violating, not performing, probably as a team, they will decide, on the actions to be taken on the member, and how they will act on those members?. Then they want to do an intake a new member. They will also have a word on who can be hired for a team?. They will see who can be best suited or fitted into my team? Then, they will request an organization to, yes, this person can be allotted to the team because they are aligning with our team perspectives or cultural, dynamics, we are talking about.

And it also takes a responsibility for the quality of its products or services. So, teams always own or they take their accountability and responsibility for whatever, product or services they offer. They take the responsibility and accountability for the quality of the service or product that has been given. So, these are some of the characteristics of the teams.

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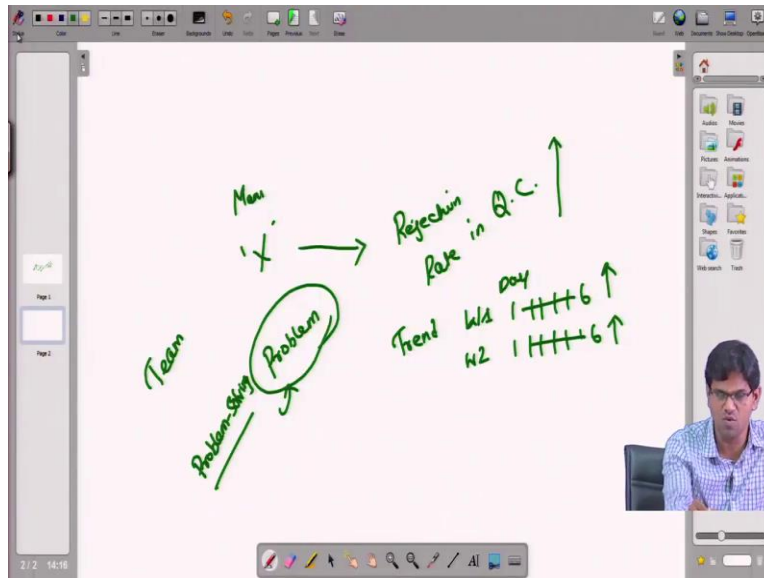
Types of Team

In view of their widespread popularity, various types of teams are existed. They may be classified as follows:

- Problem solving teams
- Self-managed teams
- Cross-functional teams
- Virtual team
- Work teams

Now, let us try to understand different types of team: Largely, 5 teams, but most often, we will be seeing 4 and then work teams , Of course, every work team is a very generic team, where we talk about where even in the virtual team, there are work teams. So, we are going to see the different types of teams. One is a problem solving team, self managed teams, cross functional team, virtual team and obviously the work teams. We will discuss in detail about all of these teams in subsequent slides.

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What is the problem solving team? So the problem solving teams are formed. Generally, problem solving teams are formed, when there is a problem. Let us say, as an organization, they were having a problem. Now they were saying that manufacture.

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Types of Team

Problem Solving Teams

Problem-solving teams have the authority to unilaterally implement their suggestions, but if their recommendations are paired with implementation processes, some significant improvements can be realized.

For example, Quality-control teams seen most often in manufacturing plants, these were permanent teams that generally met at a regular time, sometimes weekly or daily, to address quality standards and any problems with the products made.

Problem Solving

I am taking an example of a manufacturing organization, the manufacturing organization name is X. Now, they have encountered recently a problem that the rejection rate in QC (quality check) is is really high. It is going high. And they are seeing the trend, week and day 1 to 6. Monday to Saturday, then week 2, they were seeing that every week and every day, they are seeing that this is more or less same or it is keep increasing. Now, there is a problem. What is the problem? Meaning that the quality is going down, there is a rejection rate is increasing.

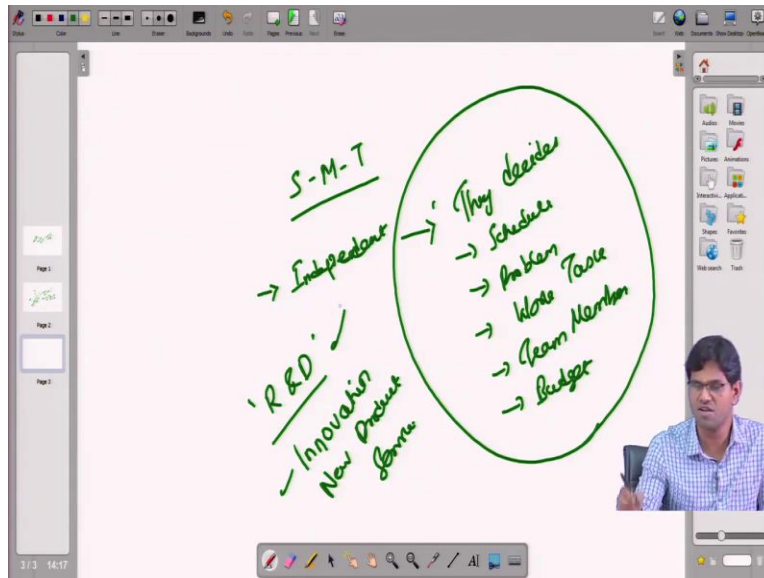
So, now, to address this specific problem, a team is formed. So, now, this team is a problem-solving team where their problem-solving team because they are formed to address this problem, it is not that the team is formed for general purposes and they are experience it. The problem-solving teams are specifically formed to resolve the problem. Or maybe some issues are happening in a company. They form a team, a task team or a problem-solving team. They will go inspect, assess and take the necessary call, how to resolve this problem? So these are the called problem-solving teams. Some examples, can be as a quality teams or quality circles, they form in manufacturing organizations. So probably they are all members are focusing on the problem. So, there is a problem on the center, and everybody is targeting towards addressing the problem. This is about the problem-solving team.

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The slide is titled "Types of Team" and features a green header for "Self-managed Teams". The text describes these teams as groups of employees (10-15) performing interdependent jobs with some supervisory responsibilities. It lists responsibilities such as planning, scheduling, task assignment, decision-making, and customer interaction. A diagram of five interconnected nodes is shown, labeled "Self-managed Teams". A small video inset shows a man speaking.

Next, let us learn about the next team is a self-managed team. So self-managed teams are a group of employees, who perform highly related interdependent jobs and they take some of the supervisory roles. So let us say, who is a self-managed team? So self-managed teams are the ones the self-managed team.

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I am trying to put S-M-T, which is a self-managed team. Self-managed team, they are independent. They decide everything. They decide their schedules, their functioning. They decide their schedule; how to handle the problem within the team? The work task, team members and they even propose the budget. So they are completely independent. They take care of the every responsibility as a team. And some example can be self-managed or sometimes in an organization, R and D team where they are actively engaged on innovation or a new product or a service. So, they are called self-managed team. They manage every activity of them on their own. So, they are called a self-managed team.

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Types of Team

Cross-functional Teams

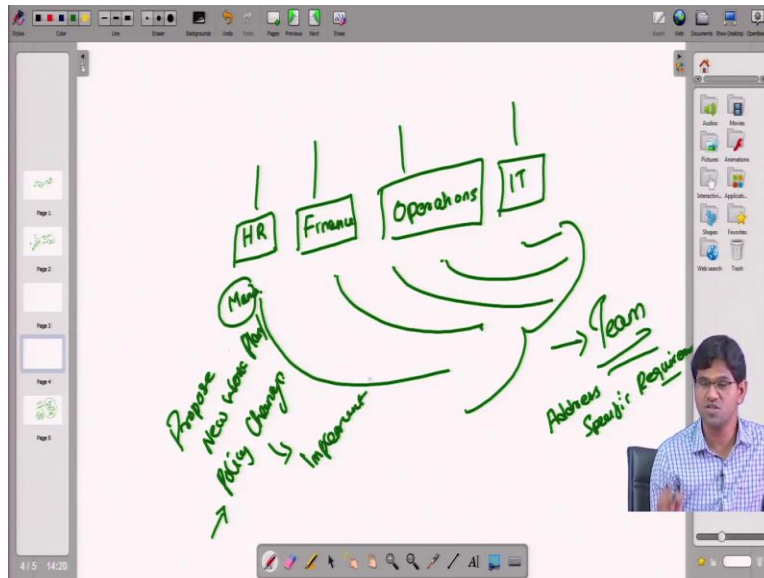
Cross-functional teams made up of employees from about the same hierarchical level but different work areas who come together to accomplish a task.

Cross-functional teams are an effective means of allowing people from diverse areas within or even between organizations to exchange information, develop new ideas, solve problems, and coordinate complex projects.

Now, the next one is a cross-functional team: The cross-functional teams are generally made taking

employees from different hierarchical levels, different functional domains from the same hierarchical level, those who come together to achieve a task. Let us say, let me explain this team.

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Cross function team, let us say I have a HR function then finance then I have operations. Then I have IT. Just I am taking some of the functional functions in the organization, finance, operations, IT or maybe different departments also. Now, let us say I am trying to form a team. So, I am a manager, from each of the area, there are managers who are being chosen to be a team. So, these people are formed to resolve or address some specific requirements; probably let us say some changes requirements. Let us say some changes are going to be introduced. Or the company is proposing a new work plan or maybe some policy change. Now, this is going to happen. So now this is definitely, this new work plan or a new policy change will, of course, impact all of the departments. So they are trying to take the same hierarchical level or a manager from each of the departments they have been formed to see, what are the ways in which you can introduce the new policy?.

And way forward how to implement those suggestions? Or all that can be formed. These teams are essentially formed from taking members from all the functional areas of different departments within the organization. So there is called cross-functional teams.

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Types of Team

Virtual Teams

The teams which do their work face-to-face, whereas using computer technology to unite physically dispersed members and achieve a common goal.

They collaborate online—using communication links such as wide-area networks, corporate social media, videoconferencing, and e-mail—whether members are nearby or continents apart.

Technology

Virtual Team

NPTEL

Now the next one is a virtual team, So virtual team, maybe one year ago or two year ago, the virtual team was very limited in few organizations. Now with post-pandemic situations, where the remote work has become highly been practised. And every company started to encourage remote work culture. So, the virtual teams are the ones. These teams do not work with face to face teams, whereas they are connected through technology or a platform to work on a collaborative platform to serve or deliver their responsibilities or trying to deliver to their organization, to achieve their goals. So these are all called virtual teams, meaning that simply, they are not physically connected, they are all virtually connected. The members stay in different places. And now, through different online platforms or video conferencing modes, they connect they work, and they deliver their responsibility.

These are called virtual teams. Now, with the technological advancement, these virtual teams are the reality in a large IT or consulting organizations, where they are staying wherever they are and then, but still on the job. They are delivering the responsibilities, meeting their client’s needs. So, those virtual teams are the going forward on important things.

And now comes adding with the increase in virtual teams. There is also responsibility is also increasing, because the moment company is moving from a physical team to a virtual team, there are challenges, because the modalities to manage or evaluate or moderate the performance of the team will be different from a physical team to a virtual team. So there is a challenge. Of course, it is a positive note to appreciate the virtual team, but also a challenge being imposed on a team or a

manager, who is handling the virtual team?

What are the modalities? They have to follow to see. How to encourage the team, improve the team performance or solving or evaluating their performances? That is going to be a challenge. And in one of the week modules, we are going to cover about the virtual teams. How do we evaluate the virtual teams? That we will discuss in detail, when we discuss about the virtual teams.

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The slide is titled "Types of Team" in an orange box. Below it is a green box labeled "Work Teams". A yellow box contains the text: "These are primarily concerned with the work done by the organization such as developing and manufacturing new products, providing services for customers and so many of others." To the right is an image of three people standing on a blue bar chart that is rising from a globe. The presenter, a man in a blue checkered shirt, is in the bottom right corner. The NPTEL logo is in the bottom left corner.

Next is work teams, these are primarily concerned with work done by the organisation such as developing, manufacturing they are work teams. Essentially, everybody is mostly the work team. Everybody is definitely doing some of the other jobs and an organization through a team. So that is called a work team.

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Benefits from Teams

Several benefits accrue to organization from teams, more prominent of these are –

- Goals and accomplishments are more realized through a team effort
- A team offers both the leaders and individuals support and encouragement of one another
- A team by its very nature encourages communication
- Problem solving becomes far more effective because all team members can offer ideas from their own experience.
- As the team works closely together with good communication, the conflicts are rarely occurred.

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Now, let us also learn about some of the benefits of teams. There are numerous benefits of forming a team in an organization. So, some of the benefits are goal accomplishments are more realized through a team effort, meaning that the goals are easily achievable by the team efforts than being by an individual. Then a team of both leaders and individual support and encouragement for one another.

Now, the team is actually creating an environment where the leaders also supports and either other team members, colleagues, peers are also supports each other in a team. It is not the case, when individuals work alone. Maybe they try to compete with each other whereas in a team, there is more chance or an opportunity, where the individual members also support each other. And team by its very nature encourages communications.

The moment we have a team of course communication is essential communication. It means the conversation between the team members, the exchange of information, the exchange of ideas, the coordination. So, it will definitely encourage more communication. And it also will, ensure that there is a conducive work environment as the communication increases. And problem-solving becomes more effective because all team members can offer ideas from their own experiences.

As we have already seen, definitely every team member have their own expertise to add knowledge to the problem, we are trying to address. Then, the team works closely together with good

communication. Their conflict rarely occurred. There is also a challenge though we say conflicts rarely occur when there is also situations, where when there are more than two people and more the chance for the conflict.

So in one of the modules, we are going to discuss about conflict management, where we will discuss about the conflict. How do we manage the conflict within the team? Though we are expecting that good communications and good team leaders are the moderation in the team dynamics, which will ensure a very productive, highly productive team with a less conflict but eventually, we should also accept the fact that yes, an ideal team is expected to have a less conflict.

But however, we have more people with different value system, different belief system, different backgrounds are likely to have a conflict. We will learn how to address the conflict?, how to understand the conflict?. How do we make the optimal use of the conflict? that we will be discussing in one of the modules.

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Benefits from Teams

- Each member of team clearly understands the objectives and expectations of both the team and its individual members.
- Team members are motivated and inspired to achieve goals and maintain high levels of productivity as it is well-built.
- Success within the team offers opportunity for reward and recognition on two levels, from both individual and team accomplishments
- Team work encourages disciplined work habits
- Team work and productivity go hand in hand

The next one, so each of the members are clearly understanding the objectives and expectations of both the team and its individual members. So each individual member, they know that I am having a certain skill to offer. This is my responsibility. They understand what is the overall team goal? as well as the individual goals as well as expectations? And team members are motivated and inspired to achieve goals, and then they also try to make a high productivity because they are

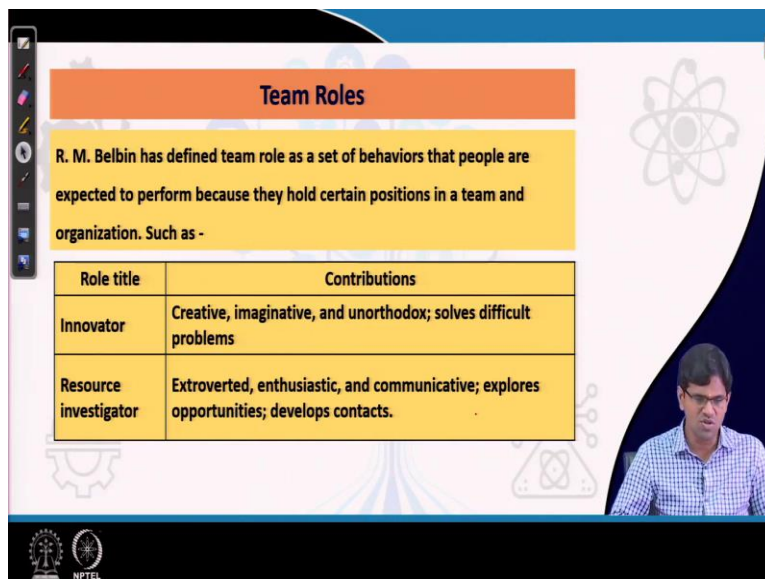
getting motivation from each other.

Looking at each other, somebody other members are encouraging them. There is always likely to have more productivity in the team, and success within the team offers the opportunity for reward and recognition on two levels, individual and team accomplishment. You would have seen in companies, where group incentives or team incentives are also provided. So this also offers an opportunity for them to gain on the benefits as well.

And it also team also increases discipline work hours. As an individual, you are not governed by some of the other members, whereas when you are a team, other members also looking at you, they will also try to discipline you, when you are not following the group norms and team norms then teamwork will always encourage a discipline work habit, rather than you be very flexible not following a routine.

So teamwork will make the members will be very, disciplined and of course, teamwork and productivity go on hand in hand.

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The slide is titled "Team Roles" and features a definition by R. M. Belbin. Below the definition is a table with two columns: "Role title" and "Contributions". The table lists two roles: "Innovator" and "Resource investigator". A video inset in the bottom right corner shows a man speaking. The slide also includes a logo in the bottom left corner.

Role title	Contributions
Innovator	Creative, imaginative, and unorthodox; solves difficult problems
Resource investigator	Extroverted, enthusiastic, and communicative; explores opportunities; develops contacts.

Now, let us also look at some of the roles played by the individual members, and when I talk about members in a group or in a team, there will be definitely different roles would be played by the members in a team. We also learned about the role perception and role conflict in the first module,

and we will see some of the roles played by the individual members. Someone can play as a role of an innovator where they will be very creative, imaginative, unorthodox, and solves difficult problems.

And somebody will be a resource investigator where they are extrovert and the enthusiast you get communicative, explores opportunities and developed contacts.

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Role title	Contributions
Coordinator	chairperson; clarifies goals, promotes decision making, delegates well
Shaper	on pressure; has the drive and courage to overcome obstacles.
Monitor/ Evaluator	Sober, strategic, and discerning; sees all options; judges accurately
Team worker	Cooperative, mild, perceptive, and diplomatic; listens, builds, averts friction, calms the waters.

Then somebody will be a coordinator. Who will be the chairperson, who clarifies goals, they try to promote decisions, they try to delegate well, they ensure that yes, there is between team members. If there is a conflict or not good relationship, they try to coordinate or between teams also they will try to coordinate to get their resources from the others. And somebody all the shapers and pressures, they drive and encourage to overcome the obstacles.

They always try to see that yes, team is at the peace. And then there is a conducive environment existing team members. And somebody has in monitor or evaluators, who are see all options or evaluate judges accurately, they say what is our team is doing? Is our team progressing? Are we having any deficiencies? Is our productivity is going down? Is the team functioning is effective?. They always evaluate and monitor. And then somebody is a team worker who will be very cooperative, perceptive and diplomatic and listens and build in about frictions and calm the situations within a team.

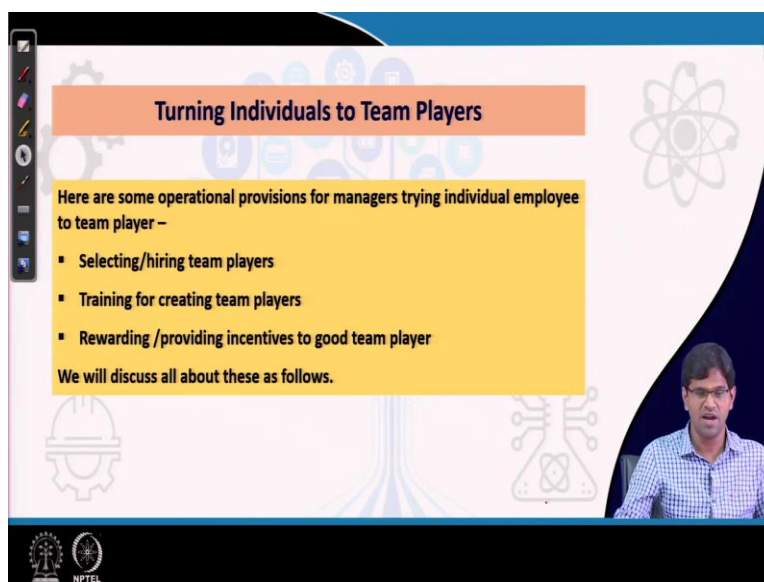
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Role title	Contributions
Implementor	Disciplined, reliable, conservative, and efficient; turns ideas into practical actions.
Completer/ Finisher	Painstaking, conscientious, and anxious; searches out errors and omissions; delivers on time.
Specialist	Single-minded, self-starting, and dedicated; provides knowledge and skills in rare supply.

When somebody plays a role as an implementer, they will be disciplined, more reliable, conservative, efficient and turns ideas into practical action. And somebody will play as in a completer who completes the task, will be very delivered on time will ensure that the team is delivering. He or she will be contributing towards the successful delivery on time and team gets appreciated, somebody specialist who actually very dedicated and provides more knowledge and skills. And where a specialist here specific skill set, yes as an expert they will play a specialist role.

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Turning Individuals to Team Players
Here are some operational provisions for managers trying individual employee to team player –
<ul style="list-style-type: none">▪ Selecting/hiring team players▪ Training for creating team players▪ Rewarding /providing incentives to good team player
We will discuss all about these as follows.

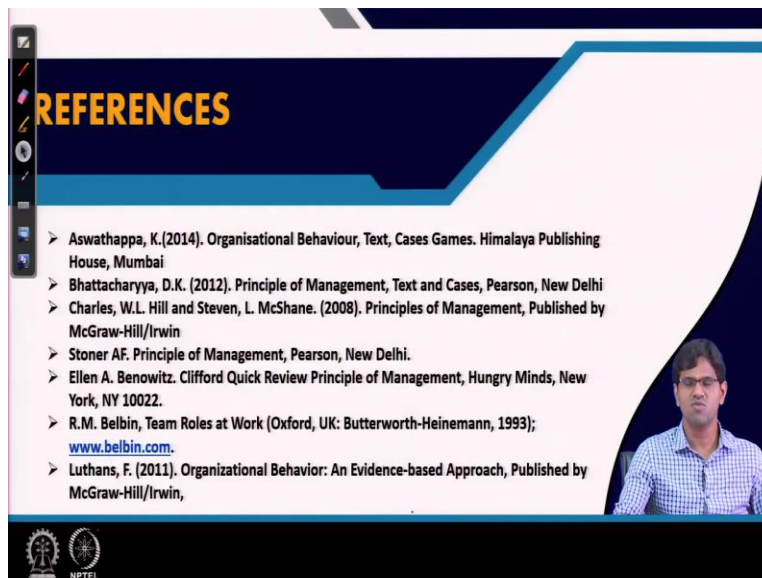
And now, there is also questions, how do we turn the individual into team player? So, we always see that when we hire companies generate hier an employee. When I hire an employee, they are

individual in nature. Now, how do we build a team player, when you bring somebody within an organization? So the first one to start with, when you select an employee, you see whether they have an ability or are they have an attitude? What their attitude towards team and are the person is a team player in nature or not?

Or is the person who is always oriented towards work as an individual. and of course, if somebody is already part of the organization, then you wanted to build a team. Then you should provide training to creating a team player, where you do outings or some programs. Training programs specifically directed towards team building. Team building exercises, team building activities and exercises are ones which will actually help to build team players.

And of course, another way to do is you can actually incentivize team behaviours. When somebody is try to show team behaviours and that has to be incentivized, then you will be this way by rewarding or providing incentives to the good team player. Then you are actually trying to encourage more team players because they will also observe that, yes, somebody who show team behaviour is credited or rewarded or recognized. Then it eventually will also promote more team building team players in an organization.

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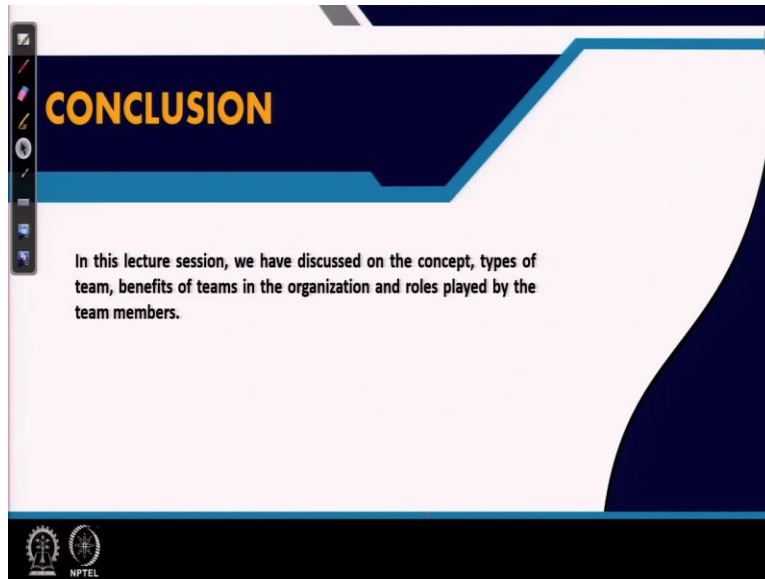
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The slide features a dark blue header with the word 'REFERENCES' in orange. A list of seven references is provided, each preceded by a right-pointing arrow. In the bottom right corner, there is a small video inset showing a man with glasses and a blue checkered shirt. At the bottom left, there are logos for NPTEL and a tree emblem.

So with this we are concluding today's lecture. Then today we learned about the concept of a team, the prerequisite for a good team. Then we also seen the characteristics of the team then we also

discuss on the different types of team problem-solving teams, cross-functional teams and we also talk about virtual teams, then we also talked about work teams. And we ended up seeing how do we promote team players in an organisation.

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And we will see, what is the difference between workgroup and team in the next lecture.