**Organizational Behaviour - II**
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Lecture 09
Teamwork Process

Welcome to lecture 04 of module 02, in the previous lecture, we were discussing about how do we create an effective team? Talking about team effective models, we talked about composition, context and the process. And in today's lecture, we are going to discuss about team work and we are also talking about teamwork processes, what are the some of the characteristics of the teamwork?.

Then, we will be talking about three different processes teamwork process one is a transition, action and the interpersonal processes. Let us get into the lecture.

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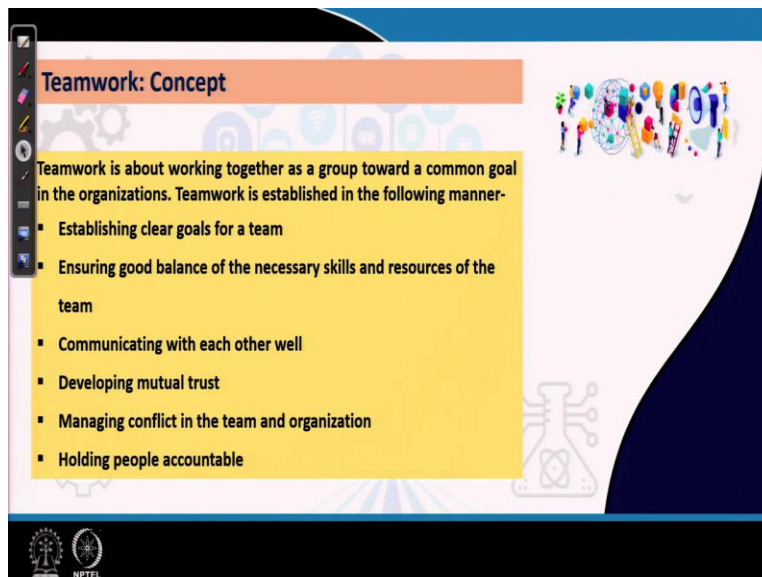
So, we have been reiterating the fact of a teamwork. So, what is teamwork? Teamwork is about working together as a group toward a common goal. And we learnt about the same concept. Where we are differentiating the team and work group. And when the teamwork is established in the following manner, the ensuring clear goals for the team, we are aerated in this fact that yes, clear goal is important and ensuring good balance of necessary skills and resources for the team.

So, as to enable a team to work effectively, perform effectively and ensure that team members are communicating with each other and develop the mutual trust and managing the conflict in the team in an organization holding people accountable. So, these are the ways in which, we are actually trying to promote a better team culture.

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So, let us also see some of the key characteristics of the teamwork. And every team, they will have a shared values.

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When we talk about a team and teams will have a shared values, when we say as a team, if they work, they will have shared values. So, they will have common set of beliefs and principles. As

we also see teams also build norms certain norms within the group. So, they will have shared values, some common beliefs and value systems within the organizations and team members will work together.

And, they will also have a mutual trust. The team members always have more confidence on the team members and they put the best interest of the team, ahead of the individual priorities. So, that is the beauty of having a mutual trust and they always keep a team success, a team goal as a priority than the individual. So, maybe some example to give, you people who are fond of cricket. You could have watched that maybe individuals do not play for their individual benefits.

I do not want to get the man of the match. But I want to make my team win the match, that is a classic example, I can refer to you. Why team is valued more? that is what priority? Team success is a priority, not the individual rewards or the individual benefits, I am not talking about, I do not want to be a hold a man of the match and making my team lose their match.

So, I wanted to celebrate, why? making my team win the match, that is you keep the team priority high not your individual priority. Then team will also have a very clear vision. So, the direction that also motivates a commitment towards a collaborative effort, then other characters skill and talent. The team members have a combined abilities and expertise to accomplish a required task. As I said team members will always have a complimentary skill set.

So, that they are able to achieve the task been given and then rewards of course, a team will also collectively work towards getting the team benefits rather than the individuals. There is also a reinforcement of behaviour that promotes the teamwork in the situations or the team context. So, these are some of the characters of the teamwork.

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Now, let us also understand some of the elements of the teamwork. There are five key elements of teamwork. So, some of these 5 are delegation, efficiency, communication, support, ideas. So, let us see, these elements in detail. Let us start with the communication.

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So, Communication especially in a teamwork or a team context, communication becomes a very, very essential because when we are talking about the definition of the team or a definition of the group, we said people are regularly interacting. So, when the moment we say interacting. There is always a communication, communication will always promote the interaction.

It can be maybe a verbal or a nonverbal. There is an interaction, there is a regular interaction. So,

communication plays a vital role for an effective teamwork because that consistently involves about updating information or maybe sharing ideas or maybe feeling respect for each other members and sometimes you also encourage, motivate. The communication plays a very very critical role in order to ensure that your team or team members are aligned.

So, this communication will also play a critical role in aligning the team members and building the trust. We are talking about many things the communication becomes the fundamental base or building block for many of the important aspects in a team maybe it can be talking about a trust or team cohesiveness. So, for all this the building block becomes a communication.

So, communication plays a critical role in ensuring or developing the trust or cohesiveness or you talk about the other characteristics. So, communication becomes a key element in teamwork. So, why we are talking about it? As an organization or as a manager or as an employee in a team, you have to ensure that now, yes, communication is flawless, then it is rapid and not restricted, these are all very essential.

So, that you ensure that team is existing and able to perform well. So, communication you have to ensure its flawless, rapid and not restricted then about a delegation.

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So, delegation in a team, when we have more than two people or many members are in the team

and it is very important, we always have one target. Let us say, one target with many members, this is the context, right? So, when you have one target many members. So, break down the target into multiple goals, then assign each the delegation becomes a critical role now.

So, the leader plays a critical role, team leader always play critical role in assigning the duties in responsibility to every team member in order to ensure that yes, they are all collectively working towards achieving the task. So, the delegation becomes a critical element in teamwork. Unless otherwise the delegation is not happening.

Let us say, it is all centralized somebody holds every information and do not distribute the information or do not let others perform. Then that will become very challenging. So, you have to delegate people and you also try to go for some decentralization. Where, you trust the member assign some goal or task and let the team player does it. So, that is the delegation plays a critical role in building the teamwork.

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Then efficiency, So of course, why company promote teamwork? We are also talking about efficiency, when we build a cohesive people, they help to develop a system that allow team to collaborate efficiently to complete the assigned task. Meaning that so, what are we aiming at in a teamwork? we are ensuring that now with our output is always greater than the input that is what we are aiming to increase our efficiency.

Can we increase the efficiency by creating team members? So, eventually when we are talking about a synergy. Synergy plays a critical role in ensuring the efficiency. So, this synergetic effect will create more efficient team. Where we can see higher output than the input being given. So, teamwork the important element, if it is an efficiency by the process teamwork members will understand their capability and they also share their responsibility accordingly.

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Then ideas: So, it is always understood that team members feel more comfortable to give suggestions and ideas. Since, when the team works well together. So, when do they share ideas? when do they give more suggestions? when they see that yes, being in a team works well, then they feel like yes, I can share more ideas. And my ideas have been respected people will appreciate my ideas and my suggestions are so valued.

So, it is very important when we say teamwork. It is not all the time, we have seen the situations, we have been discussing a lot that you get more ideas, we are talking about more ideas from team but again, unless otherwise, you do not respect, appreciate value. Unless otherwise, if a team culture or a team members or a team leader or an organization do not respect the ideas coming out from the members, do not appreciate or do not value their ideas, then you cannot talk about team will always come up with more ideas.

So, you will see that now maybe individual can give more ideas than a team context. So, it is also important to understand the element of teamwork is of course ideas but how do you promote this? by way of respecting each other ideas, appreciating the idea has been shared and value those ideas.

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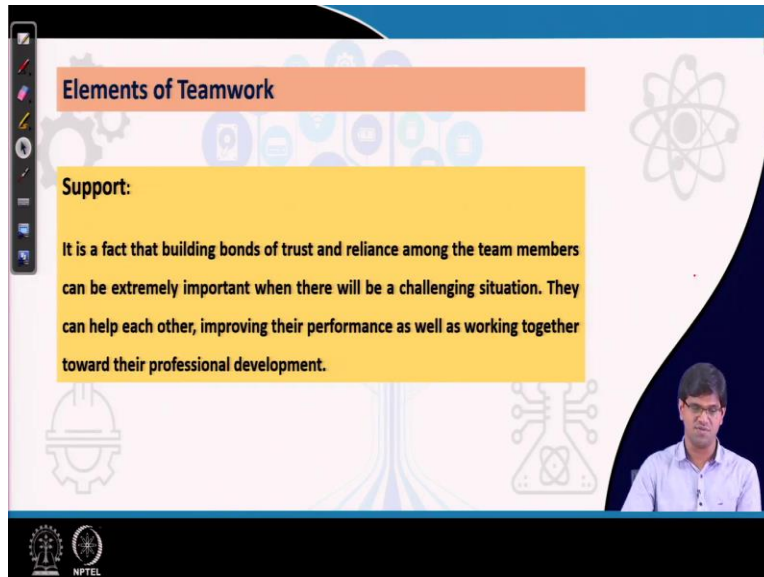
So, next one is talking about support, support system in the team that is a play one of the fundamental reason that teams are existing you feel that team members are going to support each other in term may be for achieving the goal or even to realize some of the personal needs or goals. It is fact that building trust among the members. It is very important because they will be when you create the trust and they will be able to achieve the goal of a team even in challenging situations.

So, you have to create a support system or supporting climate or supporting culture in a team. So, that will promote more teamwork and eventually, it will also influence the performance within a team. So, these are the five key elements in teamwork.

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And now, let us also learn about the teamwork process. As I said, we are going to learn about three important processes transition process, action process and interpersonal process. Let us go and understand these three processes in detail.

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The transition process in a nutshell, which is talking about in this process, where team activities based on preparation for the future. Teamwork activities are planned based on the preparation for the future, what are the activities to be done? So, the team will team activities are planned in this stage. Then action process, so, in this process paying attention to the goal-related information.

It is assessing the goal, what is the goal? and talking about the missions and making sure that those

goals are reached, ensuring that yes, it is an action piece. I want to understand the goal clearly and see that now, how this goal can be reached? and providing necessary actions or to achieve the goals. Then interpersonal process even though, it is actually talking about manner of team members manages the relationship.

When we are talking about interpersonal means, how are you managing the interpersonal relationship within the organizational context?. So, we will see in detail about all of these processes.
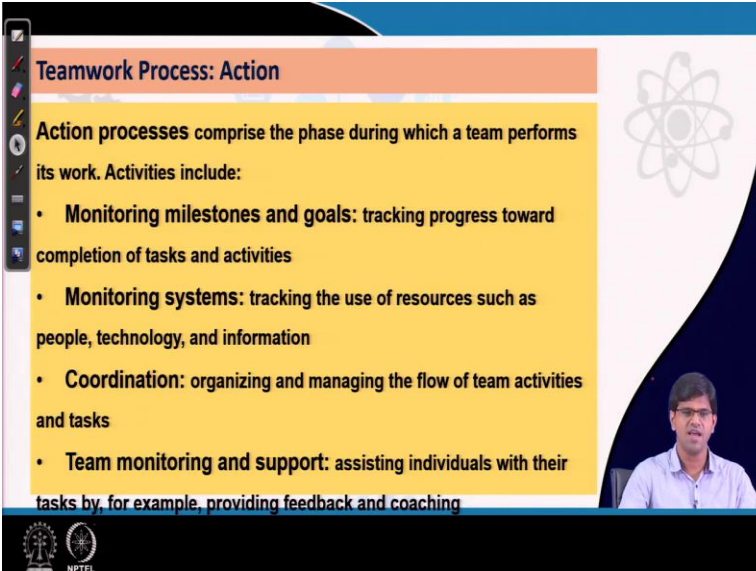
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Let us first focus on the transition process, transition process is a phase during which a team is formed. And activities performed in this phase essentially include mission analysis establishing an understanding of overall objective. So, in this phase the teams is formed and then a major activity on the transition phase is mission establishing and understanding about overall objective and goal specification, identifying the goal.

Prioritizing the task, activities needed to achieve the mission, let say, this is my mission, mission one. Now on this mission, let say, what are the activities to be done?, let us say, I come up with x y z and let me prioritize why this? and this is 2 and this is 3. So, you create the activities to achieve the mission and you prioritize the activities and goals. So, these are the activities has to been done during the transition process.

Then also formulate the strategy developing a course of action plan to reach the goals, right? So, when we talk about a goal, of course, you need to develop an action plan or the course of action. How I will? let us say (13:48)this is the target and I am here and I know I need to lay down the path. So, this is what the we essentially call it as a strategy formulation to see how do I achieve?

Am I going to achieve this way or am I going to go this way and achieve or probably this way and achieve, right? So, then I am here, you decide this, this, this strategy formulation, (14:18)you develop a strategy, how you will be able to achieve? Your goals been set, this is what essentially done in the transition process.

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Next comes an action process: So, the action process comprises the phase during which a team performs its work as in the initial phase, in the transition phase, where we talked about, the mission been set or goal being prioritized and then strategy being formulated to see, how they can achieve the goals or the missions or the subset of the task? The action phase primarily focus on how the team will perform, its activity has been planned or its work been decided in the transition phase.

On this phase, there are key activities been done. One is about monitoring the milestones and the goals. So, very important activity, I wanted to see yes, goals are already set, now I wanted to see am I traveling towards tracking the progress towards the completion of the task? Why it is

important? In case, if team is not progressing or diverted or distracted.

So, it is important. So that, you can divert them towards this direction. So, let us say, this is the start. Now, they will also do the monitoring system, tracking the use of resources. How much do a resource vision I effectively use? Resource, I mean you talk about the people, technology and information. Whether resources are effectively utilized or can I also optimally use optimum use of the resource?

So, means multiple activities are done. Can I legitimately use are optimally used? So, that I do not waste the resources. Now, I use the human resource or the financial resource effectively. So, as to ensure that I am able to achieve my goal and we as in this phase. You will also monitor, how the resources are used it can be people or it can be technology, it can be finance, it can be information.

Then coordination in this phase, you will also to focus on coordination. Organizing and managing flow of team activities.

So, maybe one activity is requiring. Let us say one activity, it requires multiple team members 1, 2, 3, 4 or maybe somewhere the resources are to be shared and how do you coordinate this activities? How are you going to coordinate all these activities? and then you see yes collectively, you are able to achieve the goal. So, this is also important that creating the coordination, managing the teams or the flow of the activities.

Then the last one important thing is comes in a team monitoring and support. Assisting individual with the task, let us say providing feedback or a coaching, I see team members are suffering or maybe somebody is not able to do well. Somewhere they are lacking, I need to provide them, the regular feedback review their performance provide sufficient feedback as and when required not I hold till they complete and then say they failed.

I do not need to do that I need to provide a regular review and provide coaching to my team members. So, they perform. So, these are the set of large activities being done on the action process.

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Now, on the interpersonal process: So, the interpersonal process also includes activities. Which are occur during, this interpersonal process always happens in both the phases also. Where we are talking about a transient action process. So, now what are the key things on the interpersonal process? One is about a conflict management. So, we always see we have been aware and accept the fact that the conflict is unavoidable in any team situations.

Or even in any dual relationship or maybe relation between two people. Where we say conflicts are unavoidable. So, now what has to be done in a team? Of course, cognizance is there that conflict is inevitable. It is always there in a team. But how do you manage the conflict? You have to establish condition to avoid disagreements, resolving conflict, when it occurs.

So, in this process, so, what has to be done? Team has to ensure, how do you or some conditions to avoid disagreements? You create a conducive situations that will not unnecessarily create a situations. Where people disagree on certain facts. For example, to take some decision now, when you want to take a decision, when we have more people, we will have more opinion. So, more opinion means diverse opinion.

So, when you have diverse opinion, what is the inbuilt one disagreement somebody will not agree something. Now in this situations, how do you avoid disagreement? You create a guidelines or

some principle in place. So that, this disagreement can be avoided and when there is a conflict in the team, how are you going to resolve this conflict? Is it an interpersonal conflict or maybe between inter group conflict.

So, how are you going to resolve the conflict? how are you going to see ensure that team members conflicts have been dissolved amicably? So, as to ensure team performance or team environment is not disturbed, then come motivation and confidence building. So, here in this process, where you have to generate willingness and ability of individual to work together to achieve the mission.

So, here it is very important right? So, you are actually essentially you are playing a critical role of creating the feeling or sense of need among the team members that yes, you exist in a team and it is going to benefit you. Unless otherwise, you do not promote or consciously make an effort to promote the team togetherness living in a team or working in a team, they will not create the interest or wanted to stay in a group or a team.

So, you have to generate that willingness on the individual to wanted to stay in the group then affect management. Now help the team members to regulate their emotions as they work together. It is very important, why? In a team each individual we have multiple emotions and somebody will be very aggressive, somebody will be sad.

Why? when we talk about emotions, emotion is contagious. So, in a team especially in a team context emotion is contagious. It can spread to the other members in the team also. So, now you as an individual member in a team, you need to regulate your emotion. So that, it is not going to cause the performance of the team or the effective functioning of the team. So, this is very important in the team context especially, when you are talking about in the first two phases of transition or action phase, where we are talking about forming a team, deciding the goals, how will you achieve the goal monitor the resource, monitor the people, provide the technology, information, these are all important.

Yes, of course but very challenging is this interpersonal process. Wherein, we are essentially focusing on conflict management and we are also talking about motivation, motivation means

driving people to stay in a team or be energized for your membership in a team. So, then we are also talking about regulating the emotions. So, how an individual, when they work in a team, do not reflect or do not explicitly show their emotions? They have to regulate their emotions to ensure that it is not going to cause the others in a team. These are the some of the important things we have seen in the team processes.

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Now, let us also see some of the advantages of the teamwork and some of the advantages of the teamwork are it facilitates idea generation and creativity. We always see this as a coming out as an important factor of a teamwork. we are talking about idea generations or creativity more the people, more ideas, more creative environment.

People will come up with an interesting way of handling things or achieving the task. It improves productivity. Yes, collective work always outnumber the individual work. So, it improves productivity and boost the employees morale and motivation. Yes, the collective existence or existence in a team and you feel that yes, I have somebody to support me provide me necessary support or as and when I require my team members are having expertise or skills.

So, as a team will be able to perform well. So, it will boost the morale and motivation of the employee to stay active. You see that when there is an adverse situation in team or in organizations. You see that individual compare between team and an individual. When there is an adverse

situations individual will be impacted or their morale will be low and they are fearful worried about worrisome.

Whereas, if you see a team. So, the adverse situations will actually test the mental of the team. So, during the adverse situations team will show their resilience ability to perform sail through the challenging situations. They show that supportiveness. Then, they will also create high morale. So, they say we are going to go through this adverse situation. So, it will always have more opportunity for you, to support you in a motivation and encourage you.

And it also encourages you to take risk. Team always take higher risk, right? because they feel like there are members, which are who are going to support it. When they commit to the task commit to the goal though it is a risky goal or a risky task or it is beyond their control or maybe beyond what they can do? probably because of the team, they will be take more risk that encourages enough to take risk and promotes experiential learning.

Yes, as a team you will experience certain learnings, you'll promote more of the experiential learning and also relieve employee stress. The team. It is always an advantage that, it promotes, it also provides more relief you have somebody to support you. When you are actually going through some difficulty in your workplace or maybe sometimes, your colleague or a peer will support you, it will provide you a lot of relief, your stress will come down. That is also one of the important advantages of a teamwork.

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So, in today's lecture, we have seen about what is teamwork? what are the some of the characteristics of the teamwork? and we also talked about the elements of the teamwork, we talked about delegation, communication, ideas and other perspective. Then also, we talked about three important processes. We talked about transition process, action process, interpersonal process. And finally we also discussed about some of the advantages of the task.

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And then the last lecture, we are going to discuss about the teamwork and leadership. That will be our final lecture of the module 02. Looking forward to see you on the next lecture, thank you.