Leadership and Team Effectiveness
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Lecture – 34
Introduction to Groups and Teams

So, we have discussed leadership, and our subject is leadership and team effectiveness. So, some parts of the team are compelling, how to lead the team that we have discussed in our earlier sessions, but now we will talk about how our team is constituted and the relationship between the leadership and the team effectiveness. We also have to understand first the difference between group and team?

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So, therefore when we talk about the groups, the characteristics and the functions of the group, the groups found in an organization, and why do people join a group, team and then this will be about the group, and then we will talk about the team because we are talking about the conversion of the group into a team is there. So, a team and its characteristics are common barriers faced by high-performance work teams. Then the group versus team, what makes the team so effective, the case study, research paper, a book recommendation and the references, as usual, are there.

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Group

- Two or more individuals, interacting and interdependent, who have come together to achieve particular objectives.
- Group can be defined as a collection of individuals who have regular contact and frequent interaction, mutual influence, the common feeling of camaraderie, and who work together to achieve a common set of goals.
- A group behavior can be stated as a course of action a group takes as a family.

Image Source: https://www.mymembersoftware.com/images/groups.jpg

So, whenever we are talking about a group, two or more individuals are interacting and interdependent. So, therefore the requirement is that there are two or more individuals. So, at least for a group, two persons are required, and that is they are interacting with each other and interdependent; they are dependent on each other and what for to achieve a particular objective or goal, to achieve a particular common goal.

Both have a common goal that is a particular objective are there. So, the group can be defined as a collection of the individuals who have regular contact and the frequent interaction, mutual influence, the familiar feeling of the camaraderie and who work together to achieve a standard set of goals. Group behaviour can be stated as a family's course of action.

Moreover, in that case, it will always be just like a family. So, in the family, naturally, there is more than one minimum of two members, and they are interacting and interdependent, and as a result of which, in the organization also we find that is these type of the group interaction is there, and they are for the common objective, they are working together, and they are interdependent is there.

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Definitions of Groups

Author	Definition
Wendell L. French	A group is a number of persons, usually reporting to a common superior and having some face to face interaction, who have some degree of interdependence in carrying out tasks for the purpose of achieving organizational goals.
G. S. Gibbard, J. J. Hartman, and D. Mann	Two or more persons who are interacting with one another in such a manner that each person influences and is influenced by each other person.
Doubloon R. Forsyth	Two or more individuals who are connected to one another by social relations.

Source: http://bankofinfo.com/what-is-the-meaning-of-group/

So, the definition of the group that is the Wendell L French has given a group is several persons usually reporting to a common superior and having some face-to-face interaction who have some degree of interdependence in carrying out tasks to achieve the organizational goals are there. So, is another crucial point they are reporting to a common superior.

Furthermore, therefore, in that case, this is becoming an additional characteristic of a group. So, some face-to-face interaction has some degree of interdependence which we have already mentioned earlier, to achieve the organizational goals. Now, G. S Gibbard, J.J Hartman and D. Mann have given this definition of two or more persons interacting with one another in such a manner that each person influences and is influenced by each other person.

So, this is also somewhat related to our leadership where the two persons are there, they are interacting with each other, and influence is there, and in the definition of these leaders we have talked about, that is leadership? Leadership is to influence the other, and here in this group, members are also influencing each other. Doubloon and Forsyth have given another definition of two or more individuals connected by social relations.

So therefore, in that case, this has been explained as a part of this social relation. However, in every definition, we will find that the common is that is at least two or more members are there they are going to achieve the common goal, and they are influencing each other, this is the characteristics here, and they are working together for face-to-face interaction may be or for that particular task for which they are interdependent is there.

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Characteristics of Groups

- **Size**: To form a group, it must be having at least two members. Practically, the number of group members ranges from 15 to 20. The more the members in the group, the more complex it is to manage.
- **Goals:** Every group has certain goals, that are the reasons for its existence.

https://businessjargons.com/wp-content/uploads/2018/07/characteristics-of-group.jpg
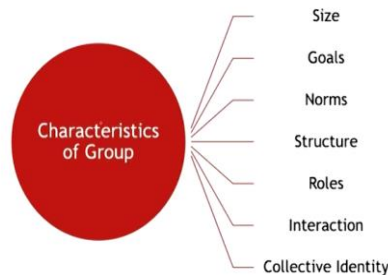
So, what is the size? So, to form a group, it must have at least two members. Practically the number of group members ranges from 15 to 20, and the more the members in the group, the more complex it is to manage there; however, I remember that is in the book (()) (05:46) management book is written that is with one superior there should be four to five, five to seven subordinate should be there means that is one group.

So, in one group, there are not too many; however, this book has been especially mentioned the 15 to 20, but as per the reporting is concerned, what should be the size of the group? As far as the reporting is concerned, that has to be from 5 to 7. Every group has specific goals that are the reasons for its existence. So, a common goal is there, working for that.

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Characteristics of Groups(Cont.)

- **Norms**: A group has certain rules, for interacting with the group members.
- **Structure**: It has a structure, based on the roles and positions held by the members.
- **Roles**: Every member of a group has certain roles and responsibilities, which are assigned, by the group leader.
- **Interaction**: The interaction between the group members can occur in several ways, i.e. face to face, telephonic, in writing or in any other manner.
- **Collective Identity**: A group is an aggregation of individuals, which are separately called as members, and collectively called as a group.

https://businessjargons.com/group.html

The norms of a group have specific rules for interacting with the group members, and the structure has a structure based on the roles and positions held by the members. So therefore, in that case, there will be specific rules and regulations, and norms will be there for a particular group there will be particular norms will be there. It has a structure based on the roles and positions held by the members.

So, therefore that also has to see that is what organizational structure is there. Roles are every member of a group has specific roles and responsibilities. So, therefore, in that case, every member has stuck to a particular role that he has to perform and which is assigned by the group leader. Interaction between the group members can occur in several ways: face-to-face, telephonic, in writing, or any other manner.

Moreover, that is about the online. Nowadays, we can say that the interaction is on the online use of technology. So, therefore it can be face-to-face or by the use of technology or in writing or any other manner is there where the interaction will be there because they are interdependent. That is a collective identity. Unlike, for example, you are saying finance department, marketing department, HR department, IT departments, system department.

So, therefore it is an aggregation of the individuals who are separately called members and collectively called a group. So, here it will be essential, so whenever we are talking about the collective identity, they all represent and then you, please also understand group performance. So, group performance will also be measured because of the collective identity of group performance.

Furthermore, whenever there is group performance is measured, individual performance will be measured. That is fine, but group performance will also be measured, especially in these project-based organizations. So therefore, in that case, this project-based organization where the projecting is there and then they are working together. So, this will be called as members in collective called as a group is there.

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Functions of Groups

Some functions include the following:
- Working on a complex and independent task that is too complex for an individual to perform and that cannot be easily broken down into independent tasks.
- Generating new ideas or creative solutions to solve problems that require inputs from several people.
- Serving liaison or coordinating functions among several workgroups whose work is to some extent independent.
- Facilitating the implementation of complex decisions.
- Serving as a vehicle for training new employees, groups teach new members methods of operations and group norms.

https://www.iedunote.com/group

Some functions include working on a complex and independent task that is too complex for an individual to perform and that cannot be easily broken down into independent tasks are there, and therefore, in that case, they divide this task into the different members. Generating new ideas or creative solutions to solve problems requires input from several people.

I have mentioned the skills of managerial skills and leadership skills. So, therefore technical skills, human skills, conceptual skills, analytical skills, and designing skills are there. So, that is about the technical skill, and job knowledge is their human skill, interpersonal relationship is there—conceptual skills about the knowledge of that particular concept about that particular knowledge in depth.

Then designing skill is there. That is, the creativity skill you are designing is there. So, therefore whenever you are talking about these skills, this is creating the creative solutions to solve the problems. From my experience, I learned that every problem has a solution.
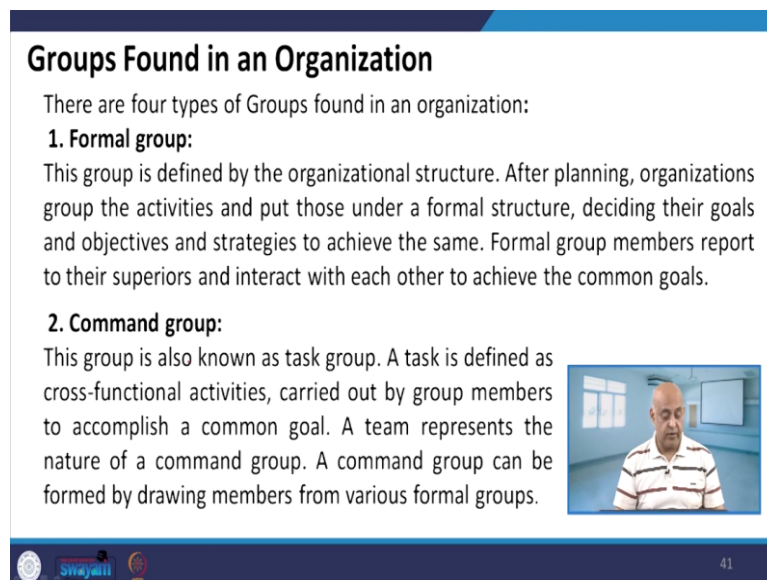
However, the problem is that we do not accept the solution, so the problem remains a problem. Suppose the problem is that somebody has hurt us and what is the solution? The solution is that we have to forgive that particular person in a given situation, but we will not forgive that person, we have a conflict with that particular person, and we will not forgive.

Similarly, there will be the solution to forget it or ignore it, but those solutions will not be acceptable. For some people, it is acceptable, some people, it is not acceptable, but then generating new ideas is a creative solution that requires the input from several people.

Serving liaison or coordinating functions among the several workgroups whose work is independent, and this is the reasoning and coordinating.

Facilitating the implementation of the complex decision so any complex decision is there with the help of this your group then you can solve that problem and accomplish that particular target. Serving as a vehicle for training new employees, groups teach new members methods of operations and the group norms.

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There are four types of groups are there. One is the formal group, and the organizational structure identifies this group and after planning, organizing group the activities and put those under the formal structure, deciding their goals and objectives and strategies to achieve the same. The formal group members report to their superiors and interact to achieve the common goals.

So, that formal group is there, and everybody knows how these formal groups work in the organization. The second is the command group. This group is also known as a task group. A task is defined as the cross functioning activities carried out by members to accomplish a common goal. A team represents the nature of a command group; a command group can be formed by drawing members from various formal groups.

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3. Committees
To achieve results, organizations often form permanent or temporary committees, drawing members from various formal groups. Committees also represent the presence of cross-functional members. While for a command group, goals may be specific, for committees, it is varied.

4. Informal groups:
Informal groups are formed within a formal organizational structure. Informal group members primarily meet the social or affiliation needs sharing their commons interests. Thus informal groups are not organizationally determined; the members themselves from such groups to fulfil their needs for social interaction.

https://www.yourarticlelibrary.com/organization/groups-found-in-an-organisation-4-types/44999

The third type of group is a committee. Organizations often form permanent or temporary committees and draw members from various formal groups to achieve the results. Committees also represent the presence of cross-functional members, and while for a command group, goals may be specific for the committees, it is varied. Informal groups are formed within a formal organizational structure, and informal group members primarily meet the social or affiliation need to share their common interests.

Thus, informal groups are not organizationally determined. The members themselves of such a group fulfil their need for social interaction. So, we started with the formal groups, and then we ended with the informal groups being there. So, therefore in that case, whether you are in the formal or informal groups are there, it has to be decided that is what is the purpose for which these group has been formed.

And then once it is formed and then the organization will be making the support maybe legally, or the informally will be the support will be there.

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Why Do People Join Groups

The following points help us understand the need of joining a group by individuals –

- **Security mirrors strength in numbers.** Status pinpoints a prestige that comes from belonging to a specific group. Inclusion in a group is considered as important because it provides recognition and status.
- **Self-esteem transmits people's feelings of self-worth.** Membership can sometimes raise feelings of self-esteem like being accepted into a highly valued group.
- **Affiliation with groups can meet one's social needs.** Work groups significantly contribute to meet the need for friendships and social relations.

Now a question arises why do people join the group? So, security, mirror, strength in numbers. So therefore, in that case, this is a status that pinpoints a prestige that comes from belonging to a specific group. Inclusion in a group is considered vital because it provides recognition and status. Self-esteem transmits the feeling that self-worth is there; membership can sometimes raise self-esteem, like being accepted into a highly valued group.

Moreover, in that case, what happens is that they are the intellectual people and form their group. So, that is, self-esteem transmits people feeling of self; worth is there okay if they belong to that particular group which is the group of highly intellectual members. Affiliation with groups can meet one's social needs also. So, workgroups significantly contribute to meeting friendships and social relationships.

So therefore, in that case, there will always be a need to meet for their friendship in the social relations are there and therefore, in that case, that may be based on their social background is there. So, this is you can meet your social needs are there.

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Why Do People Join Groups(cont.)

- **Groups represent power**. What mostly cannot be achieved individually becomes possible with group effort. Power might be aimed to protect themselves from unreasonable demands. Informal groups provide options for individuals to practice power.
- **People may join a group for goal achievement**. Sometimes it takes more than one person to accomplish a particular task.

https://www.tutorialspoint.com/organizational_behavior/organizational_behavior_groups.htm

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Group represent the power. So, what cannot be achieved individually becomes possible with the group effort, and power might protect themselves from unreasonable demands. The informal group provides an option for the individuals to practice the power is there, and therefore, whenever we have the informal groups, the options will be provided for the practising the power.

People may join a group for goal achievement; sometimes, it takes more than one person to accomplish a particular task, and therefore a group has been formed. Now, whenever we are talking about the conversion of the group into a team.

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Teams

- A group whose individual efforts result in performance that is greater than the sum of the individual inputs.
- A team becomes more than just a collection of people when a strong sense of mutual commitment creates synergy, thus generating performance greater than the sum of the performance of its individual members.
- A team is a group of people who collaborate on related tasks toward a common goal.

https://infolific.com/images/project-management/team-work.jpg

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Now a group whose individual effort result in performance that is greater than the sum of the individual inputs is there, and here I would like to mention that is when we are talking about

these (()) (15:20) whenever we are talking about the group now this is the group these are the 1, 2, 3, 4, 5, 6 people. So, these are the six employees they are working together. They are connected.

However, as an official or formal group, they are dependent, and that is interdependency is there among these groups, but there is no synergy when I say that is this is the group of persons who are working, but here they are connected. So, it is not only that they are formally interdependent, but they are informally also dependent on each other then this synergy that we will say is this group is converted into a team.

Whenever this group has to convert into a team, it is for what purpose? It is for the performance. Their total output will be much more than the group whenever they work together. Whenever the groups are converted into a team, the managerial effectiveness, productivity, organizational effectiveness, and the sum of the individual inputs will be much more. That is why you see ESOP is their employee share of profit.

Why are those working on the projects and working as a team, and you find that the project team is getting much more than another? Because another project team could not connect, they remained only. So, a team becomes more than just a collection of people. So, as I also mentioned in the diagram, a strong sense of the value system's mutual commitment creates synergy.

So, this generates a performance more excellent than the sum of the performance of the individual members. A team is a group of people who collaborate on a related task towards a common goal. Now, this is also to be understood that is interdependency is for what? One very important is for the organizational accomplishment of a goal.

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Definitions Teams

Authors	Definitions
Katzenbach, J.R. and Smith	A team is a small group of people with complementary skills committed to a common purpose and set of specific performance goals
G. Moorhead and R.W. Griffin	A small number of people with complementary skills who are committed to a common purpose, common performance goals, and an approach for which they hold themselves mutually accountable.
W. Dyer	A team is a work group that must rely on collaboration if each member is to experience the optimum success and achievement

Many scholars have defined these particular concepts in their perspective, and then, like here, Katszenback has defined the team as a small group of people. With the period, these definitions are changed, and different people are given different definitions, so I need not be confused when I say these small groups of people. Now, what is a small?

Ten is small, 20 is small, 100 is small, and 1,000 is small. So, therefore, in that case, this is in the context of complementary skills committed to a common purpose. Now that common purpose if we are talking about the overall organization, a multinational company so then this small group will be much more extensive group will be there, but when we talk about the section of that multinational company, then it will be a small group there.

So, again it is a common purpose and specific performance goal. Once the goal has been achieved, that particular team will stop functioning. Now other scientists, Moorhead and the Griffin have given a small number of people with complementary skills committed to a common purpose, common performance goals and approach for which they hold themselves mutually accountable.

This is an additional point compared to the other definitions discussed; there is mutual accountability. So, one cannot say that is he has done not me no you are a member of the team. So, we have done it, whether it is a success or a failure. So, dad has given another definition (()) (19:01) must rely on. Now he is not talking about the size.

Here he is talking about the small group, which is about the small group; we must rely on collaboration to experience the optimum success and achievement. Dear friend, this is the real crux of working together is there. So, why we are working together, and why we are interdependent? So, our personal and organizational goals are to be achieved, which is the optimum success.

I alone cannot do anything unless and until I do not get my team members, not the group members team members. When I get my team members, I will do that.

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So, what are the characteristics of a team? So, the common goal like a group the team spirit these characteristics is ver The members' enthusiasm to reach out the team goal is always high so working together and therefore whenever we see any games especially when you see the hockey or you see the football and way they are playing, and that shows or in cricket.

So therefore, then, in that case, you will find that it is the enthusiasm of the members to reach the team goal that you can see in the field it is self-evident whether there is a team spirit or not. So, there might be the captain and the players, but if there is no team spirit, you can see they are not working in coordination with each other, but when they work in coordination, you can see.

Whether you win or lose, that is a different issue, but the team spirit will be visible; the trust another very, very important dimension in a team, and they have the trust to each other, and what is our subject is leadership and team effectiveness. Here is the leadership's role, and do

you understand what a leader does? The leader provides the direction with a clear cut direction and instruction on what to do, what not to do, and what will work.

What will not work is the clear cut direction, that clear leadership that will be creating a team, and the selected team leaders (()) (21:17) activities is there and therefore to be a successful leader. So, what we understand is that? The clear direction required by the leader is there. Now here in this characteristic of a team which we are talking about, there are two parameters I would like to take in this particular picture. Is it one of the collaborations which I have talked about?

So, they are working. This has been given in terms of the team spirit whenever we talk about what is there and the defined roles. Roles that have to be very clear who will do this job. So, anybody will do this job, so nobody does the job, and somebody will talk about this. So, despite this, everybody does the job clearly and is doing his job. So therefore, in that case, there are defined roles are becoming very, very important.

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Mutual accountability is there, so nobody can escape from the responsibility of being equally responsible for the underperformance and failure of the team. Interdependency is the condition for the team; defined roles are there has been allocated specific roles, and the streamlined direction is there that is the leader's role is there who shows the way to the members and monitors are there, operations are there that synergy and collaboration which already I have explained.

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Common Barriers Faced by High-Performance Work Teams

There are some common characteristics seem to be strong indicators of a team that is not functioning at its peak or that needs intervention:

- **Nonparticipating leadership.** Team members fail to use a democratic leadership style that involves and engages team members.
- **Poor decision-making.** Team members make decisions too quickly without a blend of rational and intuitive decision-making methods.
- **Infrequent communication.** Lines of communication are closed and infrequent.
- **Lack of mutual trust.** Team members do not fully trust each other or the team as an entity.

Nevertheless, it is not that easy dear friends, because there are specific barriers. Those common barriers faced by the high-performance work team, then why people are not working in the team? Because there are specific reasons, those reasons are called barriers. What barriers are there? Non-participating leadership now is the positional leader, but their team members fail to use a democratic leadership strength.

They are not connecting with the followers or the group or team members, and therefore, the leader is there but not involved. So, non-participating leadership is there, and they are only positional leaders by the organizations, poor decision-making. So, naturally, the team members are interdependent; they are dependent on the leader; the leader has to make the decisions then only there will be any action.

Nevertheless, no poor decision making; he is looking toward his superior, he is looking to his superior, and nobody is making a decision. So, team members make decisions too quickly without a blend of rational and intuitive decision-making methods. So, if a team is there, that leader will have directional leadership, and there will be directional leadership. The team will take intuitive decision-making, which will be acceptable.

Infrequent communication lines are closed, and the infrequent is there; therefore, nobody is clear who is supposed to be known; he is not known. So, therefore a lack of mutual trust, the team members do not fully trust each other, and as a team, they are not working as an entity. So, these common barriers are affecting the performance of your team.

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- **Diversity not valued.** Team members do not value the diversity of experience and backgrounds of their fellow team members.
- **Inability to manage conflict.** Not dealing with conflict openly and transparently and allowing grudges to build up can destroy team morale.
- **Lack of goal clarity.** Team members are unsure about their roles and the ultimate team goals, resulting in a lack of commitment and engagement.
- **Poorly defined roles and responsibilities.** Team members are not clear about what they must do and what they must not do.
- **Negative atmosphere.** An overall team culture that is not open, transparent, positive and future-focused results in a failure to perform at high levels.

So, we have to understand that when working together and then it is not valued; we have to get the work done. So, the inability to manage the conflict is naturally. There are different personalities. So, every personality is different from the other and works together. So naturally, there will be conflicts, but the conflicts have to be resolved.

Furthermore, if the leader cannot resolve the conflict, leg-pulling backbiting will be the culture—a lack of clarity for what we are working on. So, I remember one case study where the pharmaceutical industry employees were interviewed and asked about their role in the organization? So, somebody said I am the production manager, I am the operations manager, but nobody said that we are producing the medicine that is saving the lives of the others.

So, what is the goal? The goal is not to manufacture something x, y, or z. The goal is to prepare the x, y, and z for saving the life of the others. So, therefore, in that case, there will be a lack of commitment and engagement and poorly defined roles and responsibilities; as I mentioned, there is no clear cut, hostile atmosphere is there and overall team culture that is not open, transparent, positive, and the future focus results in a fairly you have to perform at high levels are there.

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Groups Vs Teams

Basis	Groups	Teams
Meaning	A collection of individuals who work together in completing a task.	A group of persons having collective identity joined together, to accomplish a goal.
Leadership	Only One Leader	More than One
Members	Independent	Interdependent
Focus on	Accomplishing individual goals	Accomplishing Team goals
Work Products	Individual	Collective

So, ultimately we will understand the difference between the groups versus teams. So, that is the collection of individuals who work together on a complete task. A group of persons having a collective identity join together to accomplish a goal. Leadership is only one leader. More than one is there because their accountability is there; they can make the decisions, so that is the meaning of the leadership.

Members are independent; it is interdependent. Focus is on accomplishing the individual goals; team goals are there, work product is individual, and collectivism is there.

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Ingredients for creating effective teams:

- Ideal Size and Membership.
- Fairness in Decision-Making.
- Creativity.
- Accountability.
- Purpose and Goals.
- Action Plans.
- Roles & Responsibilities.
- Information Sharing.
- Good Data.
- Meeting Skills and Practices.
- Decision Making.
- Participation.

- Ground Rules.
- Clear Roles.
- Accepted Leadership.
- Effective Processes.
- Solid Relationships.
- Excellent Communication.
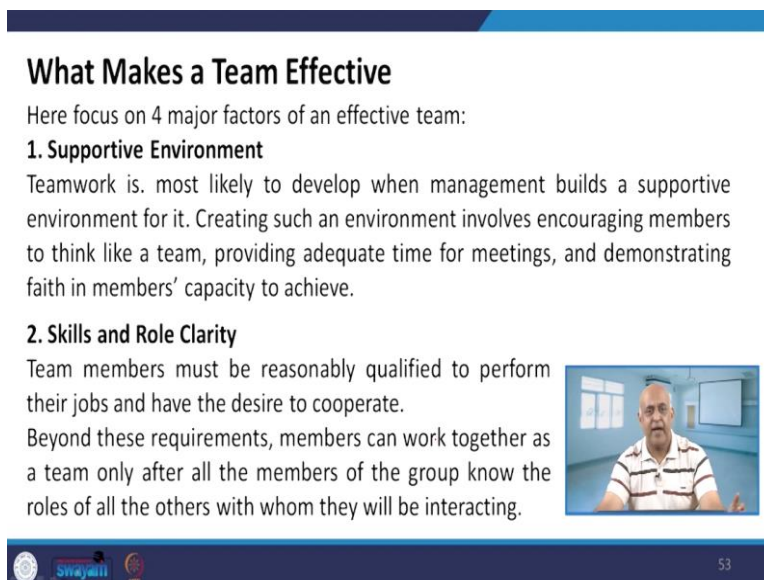
So, ultimately how to create an effective team. So, the ideal size in membership is there; as I mentioned, one should control and get work done. That should be the ideal size and membership, and that will be decided on the nature of the job and the task to be completed.

Fairness in the decision-making is there, and therefore, if you are fair in decision-making, then there will be no compliance by one member against another member.

Creativity identifies the solutions. The best part of creativity is what is providing the solutions. Accountability is there, purpose and goals are there, action plans, roles and responsibilities, information sharing, good data, meeting skills and practices, decision making and participation, then the ground rules are there, clear roles, accepted leadership, effective processes, solid relationship and the excellent communication is there.

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What Makes a Team Effective

Here focus on 4 major factors of an effective team:

1. Supportive Environment

Teamwork is. most likely to develop when management builds a supportive environment for it. Creating such an environment involves encouraging members to think like a team, providing adequate time for meetings, and demonstrating faith in members' capacity to achieve.

2. Skills and Role Clarity

Team members must be reasonably qualified to perform their jobs and have the desire to cooperate.
Beyond these requirements, members can work together as a team only after all the members of the group know the roles of all the others with whom they will be interacting.

So, they focus on the four major factors of an effective team. Finally, based on the previous characteristics, we can conclude that there are four supportive environments; teamwork is most likely to develop when management builds a supportive environment. Creating such an environment involves encouraging members to think like a team, collective thinking, collective wisdom, and providing adequate time for meetings, for timely meetings.

And then, there is a proper democratic meeting organized and demonstrating the faith in members and capacity to achieve. Second, skills and role clarity are there, and team members must be reasonably qualified to perform their job and desire to cooperate. Beyond these requirements, members can work together and therefore, in that case, they know what my role is and what is the role of the others. So that clarity is there.

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3. Super Ordinate Goals

A major responsibility of managers is to try to keep the team members oriented toward their overall task. Sometimes, unfortunately, an organization's policies, record-keeping requirements, and reward systems may fragment 'individual efforts and discourage teamwork.

4. Team Rewards

Another element that can stimulate teamwork is the presence of team rewards. These may be financial, or they may be in the form of recognition. Rewards are most powerful if they are valued by the team members, perceived as possible to earn, and administered contingent on the group's task performance.

Source: https://www.iedunote.com/team

Superordinate goals are there. So, a significant responsibility of managers is to keep the team members oriented toward their overall task. So, unfortunately, what sometimes happens in the organization's policies record keeping requirements and reward system may fragment individual efforts and discourage teamwork. So that the organization's culture is the organization's overall goals that should support the collective effort and not the individual efforts, then rewards will be there.

So, the reward will not be only for one person. It will be rewarded to the team; therefore, in that case, as I was giving the example of the project team especially and there you will find that whether it is financial or non-financial is there like the recognition is there, but they are such powerful that it is the team members they feel pride by doing the work together. Therefore as the administrative purpose, they find that their performance has been recognized.

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Case Study: The Calamities of Consensus

When it is time for groups to reach a decision, many turn to consensus. Consensus, a situation of agreement, seems like a good idea. To achieve consensus, groups must cooperate and collaborate, which ultimately will produce higher levels of camaraderie and trust. In addition, if everyone agrees, then the prevailing wisdom is that everyone will be more committed to the decision.

However, there are times when the need of consensus can be detrimental to group functioning. consider recent" fiscal cliff " faced by the U.S. Government toward the end of 2012. The white house and congress needed to reach a deal that would reduce the swelling budget deficit. However, many Republicans and Democrats stuck to their party lines, refusing to compromise.

Here we will find this case study that is the calamities of the consensus, time for groups to reach a decision, and in detail, this case study you can find out and about how the team is essential for any particular objective is there.

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Case Study: The Calamities of Consensus

Who then makes the final decision. Critics also argue that because of pressure to conform, groupthink is much more likely, and decision reached through consensus are simply those that are disliked the least by everyone.

Questions:-
1. Is consensus a good way for groups to make decisions? Why or Why not?
2. Can you think of a time where a group of which you were part relied on consensus? How do you think the decision turned out?
3. Martin luther king jr. Once proclaimed," A genuine leader is not seeker of consensus but a modeler of consensus. " What do you think he meant by that statement? Do you agree with it? Why ir why not?

Here this question will be an assignment to you. Is consensus a good way for groups to make decisions? Now you see in many organizations what happens the people say, you write my (()) (29:46), and the rest of the people are saying, okay, this decision is okay? Now the leader is into these, so he is in a problem now what is to be done. So is the consensus to develop a consensus that is a good practice or not, and why or why not.

Can you think of a time when a group you are part of relies on consensus? How do you think the decision turned out, and then when there is any decision of the consensus, do you believe

that type of decision-making process encourages the team or it does not encourage the team functioning is there? A genuine leader is not a seeker of the consensus but a modeller of the consensus.

So, it is not like that he will request or he is seeking that everybody should agree for this particular it is not like this rather than the leader puts the things in such a way that everybody supports that particular idea.

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The research paper's open, creative workspace impacts the new product development, team creativity and effectiveness. This paper is relevant to understanding how the team's creativity and effectiveness can be developed for this new product development.

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So, this is a research paper.

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This book recommends group dynamics for teams.
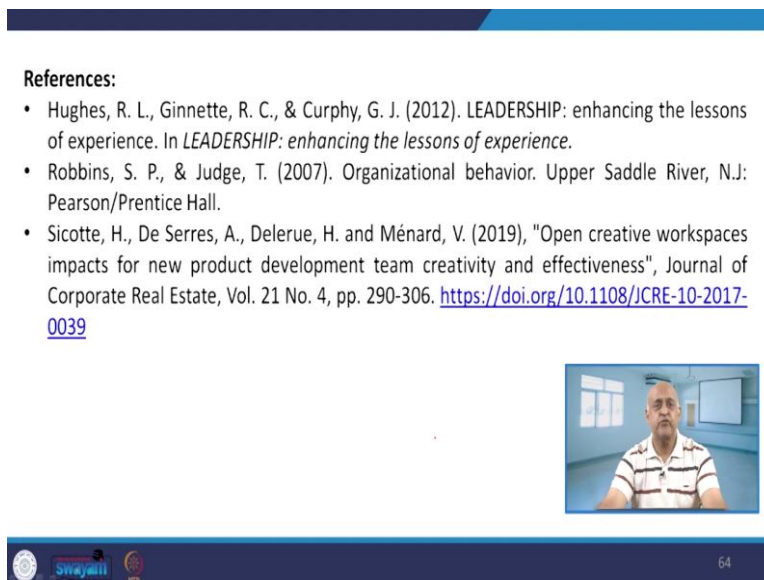
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Moreover, therefore, in that case, you will find in this book that it talks about the framework for the teaching about teams and improving how teams function and material offering critical advice on techniques and activities to help improve the team's performance or special pedagogical features like the leading virtual teams. Nowadays, we are working online and therefore, the team members are in different places across the globe.

Moreover, therefore, in that case, the virtual teams are there. So, is there any difference between leading the physical team and the virtual teams are there and then what are the

various issues and challenges there can be? By reading this particular book, you will understand how this book helps you to understand to convert the group into a team?

This book also has the company and website continuing discussion questions, class activities, test banks, PowerPoint slides, and multimedia teaching.

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References:
- Hughes, R. L., Ginnette, R. C., & Curphy, G. J. (2012). LEADERSHIP: enhancing the lessons of experience. In *LEADERSHIP: enhancing the lessons of experience.*
- Robbins, S. P., & Judge, T. (2007). Organizational behavior. Upper Saddle River, N.J: Pearson/Prentice Hall.
- Sicotte, H., De Serres, A., Delerue, H. and Ménard, V. (2019), "Open creative workspaces impacts for new product development team creativity and effectiveness", Journal of Corporate Real Estate, Vol. 21 No. 4, pp. 290-306. https://doi.org/10.1108/JCRE-10-2017-0039

These are the references you can use for your further reading, and the material taken for this particular text is there. So, I am sure that all these references will help you know and identify the barriers in making the group into a team and if the barriers are there, what the solutions are there, which will help you create a better performance-oriented team. Thank you.