

Leadership and Team Effectiveness
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Module No # 09
Lecture No # 39
Leading Teams: Enhancing Teamwork within a Group

After their discussion with this empowerment and delegation and the team effectiveness now the question arises that is the how-to lead the team right? So, it is in this session we will talk about enhancing the team worker within a group.

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CONTENTS

- Teamwork and Necessity of Teamwork
- Characteristics and Components of Teamwork
- Benefits of Teamwork
- Factors that promote Teamwork in groups
- Leader's Role in Teamwork
 - Commitment & Agreements
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- Research paper
- Case study
- Book recommendation
- References

Image Source: <https://i.pinimg.com/originals/19/49/32/19493234528862/>

So, team worker necessity of the teamwork, characteristics of the components of teamwork. Benefits of teamwork, factors that promote teamwork in groups, leader's role in teamwork, commitment and the agreements are their meetings and the conflict resolution is there. Then we will also discuss about the essential leaders' skills for teamwork and as usual the research paper case study and book recommendations. And references are used for this particular study material and for your further studies.

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“Individuals play the game, but teams win championships.”

-Bill Parcells

Individuals play the game but teams win the championships is there right. So therefore, in that case always whenever we are talking about that any particular sports it is very important that there is a coordination and synergy. Now I do not think now that is now, I have to explain more on this particular slide because as you have gone through the earlier sessions. In which we are much talked about this aspect is there right.

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Teamwork

- Teamwork is an understanding and commitment to a common goal on the part of all team members.
- Team work is when two or more people work together cohesively, towards a common goal, creating a positive working atmosphere, and supporting each to combine individual strengths to enhance team performance.
- Teamwork is the concept of the people working together cooperatively as a team in order to accomplish the same goal/objectives.
- The increased acceptance and use of teams suggests that their usage offers many benefits.
- Simply Stated, it is **less me and more we.**



But as we talk about the leadership and teamwork then it is an understanding commitment to common goal on the part of all team members. This is very important is there so it is not only the responsibility of that particular leader only right it is a collective understanding is there. And

then whenever we are talking about the collective understanding then definitely here, we will go by this particular common goal right.

And commitment part of all team members so therefore if we are having that the understanding by the all then only, we will be able to come out with this particular aspects right. So here whenever we are talking about the joint responsibility and commitment right that is becoming very important is there. When work is when 2 or more people work together cohesively towards a common goal right then it is becoming this teamwork understanding is important.

It is creating a positive working atmosphere is there so how do you create that culture? How do you they create that particular atmosphere? And therefore, it is the responsibility of the particular the team not only of the team it is not only of these leaders only right. Now after understanding the focus between the leadership and the team both now we are going for the collective responsibilities.

So that is work together cohesively right and towards naturally of a common goal which we talk about but this atmosphere that is the responsibility. Earlier it was the responsibility was only of the leader it is a responsibility of the only of the subordinates to match with them, their bosses but now it is not it is a positive working atmosphere to be created by both. And supporting each to combine individual strengths to enhance the team performance is there.

And therefore, in that case whenever there is a combined effort are made to strengthen to enhance then there will be the team performance will be there. Teamwork is the concept of the people working together cooperatively as a team in order to accomplish the same goal or objectives are there. So therefore, this particular concept the team working to work cooperatively, to work together right.

And so therefore in that case this increase acceptance in the use of the team that suggests that their uses, offers many benefits are there right. And naturally simply stated it is less me and more we right. And that particular the understanding is to be there so that is what is team? Team is the together everyone achieves more right. So, it is not the individual what will achieve will be more it is collectively we will achieve more.

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Teamwork (Cont.)

- Teamwork results from combined actions of a group of people, especially when they work together in an efficient and effective capacity.
- Teamwork involves the joint efforts of a number of people to achieve a single goal.



T – Together
E – Everyone
A – Achieve
M – More



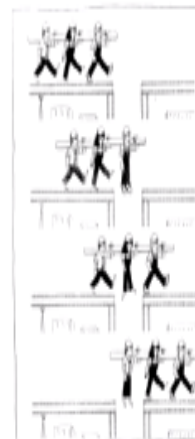
So that I will explain here that is these combined actions of a group of people when they work together in an efficient and effective capacity is there. So, what is required? The trust is required support is required and that particular skills because we have talked about the skill development also right. So therefore, in the process when the teams are working together they are developing their skills cooperation is increased right.

And of course, that solution to the problems so that is a brainstorming is done and then therefore that will be the planning is there.

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Necessity of Teamwork

- Teamwork is very necessary because together brings the knowledge and skill of people which help in identify and in solving mutual problems with less errors
- Instead of working individually the work will be easy if work together as team form.
- The team member believe in word "WE" not "I" which really help in work/task/goal success.
- An Opportunity for Healthy Competition
- Cross Knowledge Exchange with the ability to work together.



So, like here you see that it is like this right and then we whenever we are talking about this particular the bridging the gap is there. And then therefore you can find that is the how the things are going right. So, it becomes a very important that is whatever the knowledge and skill of the individual they bring their best right. So therefore, then only in that case that 2 things will happen one is the level of intellectual capabilities that will increase.

And then also on in addition to that and that will also there will be the, less errors will be there. So, more efficiency and effectiveness instead of working individually the work will be easy if work together as team form is there it is what we and not I. And now you see this is we have talked about the personality and leadership also. And therefore, it depends upon the individual's value systems what value system he is having?

If the value system is that, is we will do together then definitely it will be much better. And whenever we are talking about the I right so then definitely it will be which really will be difficult to get the work task and goals more successful success may be there. Now here also I want to say many times the leader they get the results and that is why when it becomes their perception that is I right.

But when we see in the long term no and in long term you will find it is not the, I it is we why? Because when leader develops this tendency of I slowly and slowly he will lose the support of the followers. So, first task will be done second task will be done third task will be done ten tasks will be done but definitely on eleventh task the followers will fail. That is the he gets the credits and he is not consulting us and there is no point working with him.

Because there is no intellectual enhancement right so therefore in that case that learning is not their capability enhancement is not there. Then in that case that concept of I will be dangerous for the leader competent people will stop working. Even if the forcefully they are working with the leader they will not give their best. An opportunity for the healthy competition is there who can do the best, cross knowledge exchange with the ability to work together.

And therefore, in that case it will be always and that is we say multi-disciplinary actually cross knowledge exchange will be there multi-disciplinary capability will be developed by the team.

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Characteristics of Teamwork

- Having clear, logical objectives
- Supportive, informal group atmosphere. Use of Humor
- Listening to others and giving constructive feedback
- Having people who can coordinate and accept responsibility
- Collaborate for deliverables
- Benefits from working collaboratively
- Know when team work should be used to optimize results
- Share information which may lead to shared decision.
- Mutual Dependence
- People with different skills – delegation to right skill person
- Everyone under their roles and tasks



Image Source: <https://www.gettyimages.com/teamwork-2899335.html>

So having clear logical objectives, supportive informal group atmosphere, use of humor is there listening to others and giving constructive feedback. Having people who can coordinate and accept responsibility, collaborate for the deliverables, benefit from the working collaboratively. Know when teamwork should be used to optimize results, share information which may lead to shared decision mutual dependence is there.

People with the different skills delegation to right skills person right and everyone under their roles and task is there.

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Components for Teamwork



This, the components of teamwork we have discussed in the introduction of the group and team also. Communication, coordination, mutual support, effort, and the social identity are there.

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Benefits of Teamwork

- Foster Creativity and Learning
- Blends Complementary Strengths
- Builds Trust and support
- Teaches Conflict Resolution Skills
- Improves client satisfaction
- Promote a wider sense of ownership
- Encourages Healthy Risk-Taking
- Reduces workload
- Reduces staff shortages
- Reduces stress and burnout amongst workers
- Innovation



Now let us understand that is this the charity to get this the teamwork or it is a rule and regulation because of that we have to work into the teamwork is there. So, why we should work in the team right? First and foremost is the, that creativity and learning and learning of the individual dear friends, simple example is of any particular project. Whenever you are working on a particular project then you will find that is that project.

That will be depending upon the person who will be working with the other team members in the project. The project leader because there will be the new opportunities for learning in the organization. If you are doing the routine job so after some years and there is no learning and then you will lose your creativity the job will be monotonous. So therefore, in that case it becomes very important that is you are having the creativity and learning is there.

Blends complementary strengths are there no you have to achieve the goal right. And to achieve the goal this becomes very important that you are having these, the personal different types of personalities are working surrounding to you. Are you able to make the complementary to each other, right? If it is yes, then wonderful that your organization effectiveness individual effectiveness also for yourself also it will be much better.

Builds a trust and support is there and therefore that cohesiveness will increase. Teaches the conflict resolution skills are there and whenever we went to avoid, when to accommodate, when to compromise, right and when to collaborate? So, all these conflict resolution techniques that; you will learn because that particular experience will teach us. That improves the client satisfaction so business enhancement business performance that will be increasing.

Promote a wider sense of ownership right and therefore in that case it is becoming that is the, whatever the ownership we are having that our area that zone will increase. People in the organization within the organization and outside of the organization also you will be known for the qualities right. And as a result of which you will be the owner of the high intellectual capabilities.

Encouraging the healthy risk checking and therefore in that case the moderate risk taking will be there. Healthy means moderate risk taking will be there it is not too high not too low then reduces the workload also so here because the other persons are working with you. So sometimes the empowerment, sometimes the delegation, sometimes the responsibilities so therefore, the workload will be reduced.

And reduces the staff shortages because you are having the helping hands so many helping hands are there so therefore in that case and no work will stop for this show staff shortages. Reduces the stress and burn out among workers as I was mentioning that is the workers employees what they do? And that is they keep on working the routine job so that makes them play too but they get burnt out right.

So, to avoid this that the team work is there so therefore there is nothing like a burnout because new and new skills you are keep on learning. And the innovations will be there the new ideas will be developed because two brains are always better than one. So therefore, in that case that that will be more innovative or innovations will be there.

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Common Problems in Teamwork

- Poor project management, ineffective leader
- Failure to compromise or cooperate
- Lack of participation
- Procrastination and Lack of Confidence
- Poor quality work
- Conflict among Team members
- Ineffective peer evaluation
- Under resource estimation
- Technical challenging

Image Source: <https://www.gammonet.com/2-tips-for-leaders-to-follow-when-team-members-grow-stubborn/> Image Source: <https://www.foxit.com/photos/11428884/PNG/7/854610/>

But it is not that easy there are certain problems in the teamwork is there and why they because why we are discussing all these teamwork because here, we have to learn and develop. So therefore, it is if you want to go for this particular functioning of the teamwork. You have to also see why in the team works group is not, converting into the team or what are the problems are there.

Poor project management ineffective leader is there so therefore in that case that will be their proper not management will be there. So therefore, there will be no coordination, there will be no understanding. And as a result of which that there will be the poor project management will be there. Ineffective leaders will be there and therefore in that case it is becoming that is the how the leaders That leadership style is not getting implemented and they are becoming the ineffective is there.

And failure to compromise is they cooperate right and therefore in that case it is becoming the non-cooperation rather in spite of the cooperation there will be the non-cooperation there right. And the people those who are working, if their personality, is not matching so they will not be working towards the common goal. Rather than, they will be having the no compromise for their own growth and development.

So that concept of know that which I talked about that is we and I so that concept of I will be more dominating. If the concept of I will be more dominating then you will lose that compromise

attitude so therefore ultimately there will not be a team work. Lack of participation there are silent members they do not participate if they do not participate though they are intellectually capable because they are in the team.

So, they are in the team it means that they have been tested and taken is right person in the team but now they do not contribute so that will be the lack of participation will be there. Then the procrastination and the lack of confidence are there and people are not having their confidence to perform to that particular task. So therefore, that will be another problem is there ultimately what will result a poor outcome will be there.

A poor-quality work will be there and there will be lot of conflicts among the team members. And if this is happening and then if you go for the 720 degree the feedback then in that case it will be the ineffective peer evaluation will be there. The people peers only they will give the very bad feedback. And under the resource estimation whatever the resource was supposed to be used it will be an under-resource estimation will be there.

And technically also that will be challenging so whenever this type of the all the common problems may arise. That is if the persons are not working together then it will be very difficult to overcome this particular teamwork. Then question of the leadership comes so therefore what is the leader's role in the teamwork is there. So, if these are the problems and that is the objective to get the team work and accomplish the goal and task and create the positive environment right.

But this if we are having this type of the problem so you might be having the problem may have the problem at your workplace sometimes. So then in that case what is your role that is suggested here? So as a leader you, has a different key role in teams which they play very efficiently. With respect to the ensuring teamwork quality by the team leader has to perform this certain task right what are these tasks? First is the effective communication is there now awareness.

Now you see that is many times there will be the certain employees right those employees will be having the either they will be going for this particular direction right or they may be going for the, another direction. What is required is this that bridging this gap and whenever you are bridging this gap and changing the direction also.

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Leader's Role in Teamwork

Leaders has different key roles in teams which they play very efficiently. With respect to ensuring teamwork quality by the team leader has to perform the following task so that spirit of teamwork can be maintained in the populations

- Effective communication
- Effective meetings
- Commitments
- Team working agreement
- Conflict management


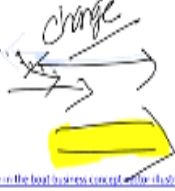





Image Source: <https://www.wisecry.com/vector-art/216961/teamwork-with-leader-in-the-boat-business-concept-illustration-for-illustration-the-style-design-vector-illustration-isolated-on-blue-background-but-number-avoiding-together-teamwork-are-leadership-concept>

So therefore, in that case you are making the direction in this direction right. So here this is direction finally this and this is the leader's rule right. So how, to convert this arrow into this direction, this change and will be done through the effective communication. So, communication will be the mechanism and therefore in that case you can create a team of the collaboration. Now we have to also understand that is the whenever we are creating this stream of collaboration right.

Now then in that case you have to conduct the effective meetings awareness is to be created. whenever you will be having this awareness right effective meetings will be there you will tell them that is why there is a need to do this particular task. And when we will be doing this task collectively then we will be achieving the goal. But sometimes you find it is the commitments of these the team members if that is low personalities, they are different personalities are there.

And that is why here one more point which I would like to mention. If you get the opportunity your organization may or may not, I do not know but if you get the opportunity. Let the team be created by self, let the leader decide leader should be given the responsibility by the organization. And leader should decide that is the, what type of these personalities he wants to choose and therefore in that case that type of the commitments will be required.

Then the team working agreement is there now whenever once the commitment is zero then yes, we will work together right. And but because as we have discussed in the group formation

forming, storming, norming, performing and adjourning is there. So there will be the conflict will be there and the leader should effectively play the role of a conflict management solver.

So therefore, in that case he should be able to manage that conflict and solve the conflict and effectively perform the team creation of the team building and taking the team towards the growth. So here these mechanisms right that is the effective communication, effective meetings commitments, team working agreements and the conflict management. If these tasks are done right definitely that you will be able to create that type of the relationship which we are looking for accomplishment of goal is there.

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Leader's Role in Teamwork Commitments

☐ Responsible Commitments

- Team members should make responsible commitments and strive to meet them
- Members must trust on another to do what they say
- Commitment is an ethic that must be learned

☐ Making Commitments

- Commitment must be freely assumed
- The commitment is public
- Make responsible commitments
 - Define & estimate the work
 - Conclude you can do it or not.



So, the suggestion is this that these are the mantras effective communication, meetings, commitments, team working agreement and conflict management. These are the mantras for the leader's role is there right. So responsible commitments is there to that what type of these, commitment, teamwork commitment developing the commitment towards teamwork. Strive to meet their members must trust on another to do what they say you know.

So therefore, right from beginning we should not have a doubt whether this person will do or this person will not do and many people say I bet he will not do. So therefore, in that case these types of the situations are to be avoided and I have the trust. Commitment is an ethic that must be learned right and therefore in that case that is the, it is a part of the learning that is the yes, we have to create that commitment.

Commitment must be freely assumed and the, it is a public is there. So and they make responsible commitments are there that is a, define and estimate the work and conclude you can do it or not. So therefore, in that case it will be always that is the how we are defining the work and the concluding which we can do it or not right. So that making commitments will be the very important, right.

So let them understand it is what how to make the commitments and once you are committed to then you do not deviate from your own commitment right. So once committed always committed no so it is not like this that is your weekly have the commitment. Many times, we see in the social media many people are weakly committed the next week they are not committed again their commitment no do not do like this making the commitment is important.

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Leader's Role in Teamwork Agreement

- ❑ **Teamwork agreement**
 - A contract which all team members sign up to.
 - Each team member is expected to abide by the contract.
 - Expectations each team has for its members
 - Designed specifically for each team
 - All members accountable for statements in agreement
- ❑ **Leader's Role**
 - Taking input of every member before finalization
 - Ensure communication of Agreement
 - Managing responsibilities as per the agreement
 - Ensuring every member do their task as assigned


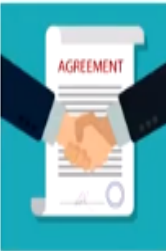


Image Source: <https://www.dreamstime.com/stock-illustration-businessman-handshake-agreement-vector-image-image7937562>

The teamwork agreement is to be there which will team members sign up to each team member is expected to abide by the contract. Expectations each team has for its members and designed specifically for each team all members accountable for statements in agreement are there. A leader's role taking input of every member before finalization, ensure communication of agreement, managing responsibilities as per the agreement it is concerned. And ensuring every member do their task as assigned or there.

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Leader Role in Meetings for Teamwork

☐ Scheduling

- As early as possible
- Regular Timings
- Make sure everyone can attend the meeting
- Start meeting when everyone is there
- Meeting place and time should be sufficient
- Decide how far into the project team should meet
 - Don't spend too much time only meeting



☐ Preparation

- Create Agenda
- Distribute Agenda to provoke thought



Image Source: <https://www.shutterstock.com/view/stock-photo/staff-meeting-shutterstock>

So, this will be the scheduling easily as possible so therefore leaders role in meeting will be that is the making the regular timings. Make sure everyone can attend the meeting, and start meeting when everyone is there the meeting place and time should be sufficient. Decide how far into the project you should meet do not spend too much time only on meeting is there right. And that is why many times then people they stop over coming to the meetings.

Because they find that is they are not able to do their jobs are there. So always try to do is make that is the, involve the most of them those who can be there in the meeting and they can attend the meeting right. And also decide that is the how scheduling of meetings that is the how many meetings will be there and then what will be done in these meetings. Preparation create agenda, distribute agenda to provoke thought is there so accordingly it will be done.

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Leader Role in Meetings for Teamwork (Cont.)

□ Procedure

- Complete each agenda item before moving to next
- Start discussion with a presentation of currently known facts
- Comment and criticism should be actively solicited from all team members (invite some controversy)
- Presenting different ideas should be encouraged
- Differing ideas should be openly discussed. The differences must be understood.
- Advantages and disadvantages of each idea should be point out
- Each person must leave meeting with something specific to do before the next meeting (**Action item**)



Then the procedure will be followed so completely each agenda item before moving to the next is there. Start discussion with a presentation of currently known facts, comment and criticism should be actually solicited from all team members. And make sure that is the, they are presenting the ideas that should be encouraged. So, whether we approve or we do not approve right but at least we should appreciate and they are coming with creating certain and their ideas are there.

And differing idea should be openly discussed the differences must be understood. Advantages and disadvantages of each idea should be pointed out is there so therefore a proper discussion can be done. It is not like this that who is saying this idea it is what is the idea is there. And let us make the pros and cons of the advantages and disadvantages of understand that particular idea and that idea finally will be accepted or not accepted on the basis of this evaluation.

So, each person must leave meeting with something specific to do before the next meeting. So, action item is there so therefore they understand that is the, because in the meeting whenever you are deciding the next action item or the plan then it will be discussed. And then if there will be any problem, which will which are likely to arise and those problems will be taken care of by in the previous meeting right.


And that is why whenever the meetings minutes of meetings are circulated and they are confirmed first. So, if anybody is having any observation any problem and any comment so then that time that can be mentioned.

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Leader Role of Conflict Resolution in Teamwork

"Coming together is a beginning, keeping together is progress, working together is success."

- Conflict in Teamwork is indicative of introduction of variety of ideas.
- Conflict management is essential to the success of team and maintaining the spirit of teamwork
- Different approaches leader can use for Conflict Management:
 - Negotiating
 - Compromising
 - Forcing
 - Avoiding
 - Organized Confronting



Now for the conflict resolution the coming together is a beginning, keeping together is a progress, working together is success. So therefore, in that case is indicative of introduction of variety of ideas. Conflict management is essential to the success of team and maintaining the spirit of teamwork. Different approaches leader can use for conflict management negotiating, compromising, forcing, avoiding or the organized confronting will be there.

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Essential Leader's Skills for Teamwork

<ul style="list-style-type: none">• Listening & Questioning  <p>COMMUNICATION</p>	<ul style="list-style-type: none">• Respecting  <p>RESPECT</p>
<ul style="list-style-type: none">• Feedback  <p>FEEDBACK</p>	<ul style="list-style-type: none">• Caring  <p>CARE FOR OTHERS</p>
<ul style="list-style-type: none">• Persuading  <p>PERSUASIVENESS</p>	<ul style="list-style-type: none">• Supporting  <p>SUPPORT</p>

So, on the essentials communications, feedback, persuasiveness, the respect and the caring is there and the supporting is there.

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Then the he should be able to solve the problem solving, delegating, motivating accountability, decision making and the positivity is there.

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The slide displays the title "Examining teamwork and leadership in the fields of public administration, leadership, and management" by Roger J. Chin. It includes publication details for the journal "Team Performance Management" and a "Purpose" section. The purpose states: "The purpose of this paper is to provide a systematic review of papers in ten top scholarly journals to determine their overall examination of leadership in teams and to identify which models of teamwork and leadership have been most explored by researchers." A small video inset shows a man in a white lab coat.

So, if; we go by these particular aspects in the case of the, this conflict management and then creating the commitment amongst the team members and direction is there. Benefits are given meetings are timely conducted I am sure that is our teamwork effectiveness that is will be enhancing and these leaders' effectiveness that will also increase. As is a, this is the research

paper that is the examining the teamwork and leadership in the fields of public administration, leadership and management is there right.

So in this paper he is the author is studying about that is the how leadership in the fields of public administration. And that can be seen and studied and the then in public administration how the leadership and management that has been done for creation of the team is there right.

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Research Paper

Design/methodology/approach

This paper reaches its findings through content analysis of 80 journal papers published in top academic journals from 1999 through 2012. Coding based on categories of teams, leadership and leadership styles conformed to forced choice and latent coding; two independent reviewers managed the subjectivity of the coding.

Findings

Sixty per cent of the papers studied explored a group of workers whose teamwork was expected to be permanent, which receives a strong direction from a designated leader; almost that many (58.75 per cent) explored a group working with formal leadership by the worker's supervisor;



So therefore, this will be the team effectiveness the paper studied explored group of workers it was expected to be permanent right. And designated leader almost that many explored a group working with formal leadership by the workers supervisor is there.

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Research Paper

Findings (Cont.)

almost 50 per cent of papers explored leadership that combined two or more leadership styles simultaneously. This heavy concentration of the literature in a few areas suggests that research on other types of teamwork and leadership is minimal.

Originality/value

This paper contributes to the field by creating taxonomy to categorize the types of leaders and teams and presenting an explanation on the distinction between traditional and horizontal style of leadership. In identifying major trends in the existent literature, this examination provides valuable information for researchers.



So, these are the findings of the on these paper.

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Research Paper

Research Limitations/implications

This particular research utilized the latent coding method of content analysis and forced choice in the selections. Even though content analysis has many strengths, the latent coding method of content analysis and forced choice selections require the researcher to examine the overall content to determine whether certain variables were present or absent. After the examination of the overall content, a subjective interpretation of the data is needed from the researcher.

Other researchers that look at the same data may interpret the data differently.



Basically, what is the implication of this paper? That the latent coding method of content analysis and the forced choice in the selections. Even though content analysis has many strengths, the latent coding method of content analysis and forced choice selection requires the research to examine the overall content right. So, this is the, but ultimately we find that is that look at the same data may be in interpret by the different is there that was the research implication.

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Research Paper

Practical implications

This research provides researchers, academics and practitioners with a comprehensive analysis on teamwork and leadership. The extensive investigation presents a pivotal starting point for further developments in this emerging area. The content analysis found a proliferation of diverse organizations utilizing teamwork, and this subject should be researched more vigorously.

As organizations continue to embrace, pursue and promote teamwork, understanding the current state of the field will assist in having better understanding on how to develop effective teams.



The practical implication, that with a comprehensive analysis of teamwork and leadership the extensive investigation presents a pivotal starting point for further development in this emerging area. The content analysis found a proliferation of diverse organizations utilizing teamwork and this subject should be researched more vigorously. Embrace, pursue and promote teamwork understanding the current state of the field will assist

So therefore, we have to understand and then we have to make this a part further the enhancement of our teamwork by taking the people together and not forcefully.

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Case Study : Teamwork

- Students in Mrs. R's class are required to do a half hour team presentation on a topic of their choice. Mrs. R randomly assigns students to teams.
- Students have approximately four weeks to research and prepare, including two hours of class time. Marks are given based on an instructor evaluation of the presentation combined with a peer evaluation by their team members.
Jane, Robert, Danny, Sharon and Liz were assigned to Team 3.
- During their first team meeting they introduced themselves and began to decide on a topic. After 45 minutes, they were still trying to settle on a topic.
- They finally settled on Money Management, however the instructor informed them that another team had already chosen that topic but Conflict Management was still available.




source: <https://arcourseworkshop.com/interdependence/case-study-team-work/>

Now this is the case study and then for which to research and prepare including 2 hours of class time. And then in that case paper evaluation by the team members and that is the Jane, Robert, Danny, Sharon and Liz was assigned to team three. Their first meeting, they introduced themselves and began to decide on a topic after 45 minutes they were still trying to settle on a topic. They finally settled on money management however the instructor informed them that another team had already chosen that topic but conflict management was still available.

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Case Study (Cont.)

- During the last 15 minutes, Robert tried to convince the group that they should present a role-play of conflict. Sharon wanted to do research and give a more detailed, informational presentation. Jane was excited by the role-play idea and suggested they make a video presentation of their own play-acting.
- Danny fell asleep some time before the topic was chosen and Liz sat quietly listening to her teammates. At the end of the class no work division had occurred but the team agreed to meet in a study area at 4:15 on next Monday.
- After waiting for Danny until 4:30, the team decided to start without him. Jane announced she had to leave in twenty minutes because she had to pick up her child at the day care by 5:00.



Source: <https://forcourseworkshop.com/interdependence/case-study-team-work/>

And then the Robert tries to convince the group that they should present a role play of conflict. Sharon wanted to do research and give a more detailed and informational presentation. So, Jane was excited by the role playing idea and suggested they make a video presentation of their own play acting is there. So, Danny fell asleep some time before the topic was chosen and Liz sat quietly listening to her teammates.

At the end of the class no work division had occurred but the team agreed to meet in a study area at 4:15 on the next Monday. So here in this you will find that is there it will be and some will be the active participants some will be these silent participants is there.

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Case Study (Cont.)

Questions

- Q1) In your team, each member is to choose one of the characters in the case study. Complete the evaluation for your character and for the other members of the team.
- Q2) In your character groups, discuss the strengths and weaknesses displayed by your character. Make a list of at least three suggestions that could have improved that character's input to the team project.
- Q3) Discuss your own personal strengths and weaknesses as you perceive them regarding your contribution to the team project. Write a list of guidelines for the team to follow.



So, they how they go for this particular presentation and then how they are the process of their team making has been preceded that you we will see in this case study. So, in so on basis of this case study the questions is in your team each member is to choose one of the characters in the case study right and for the other members of the team. And then discuss the strengths and weaknesses displayed by the character make a list of the all the least three suggestions that could have been improved right.

And discuss own personal strengths and weaknesses this type of the exercise can be done and can be used at a workplace. And then we can talk about how these team building and that can be improved on the basis of this type of the situations and different types of the team members are there and ultimately how the goal is to be achieved.

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Book Recommendation

Teamwork: What Must Go Right/What Can Go Wrong

Authors: Carl E. Larson
Frank M. J. LaFasto

Publisher: Sage Publications Inc;
(August, 1989)

Language: English

Paperback: 158 Pages

ISBN-10: 0803932901

ISBN-13: 978-0803932906



Image Source: [https://www.amazon.in/Teamwork-Right-Wrong-Interpersonal-Communication/dp/0803932901/ref=tmm_pap_swatch_0?encoding=UTF8&pd_rd=1](https://www.amazon.in/Teamwork-Right-Wrong-Interpersonal-Communication/dp/0803932901/ref=tmm_pap_swatch_0?encoding=UTF8&pd_rd_rd=1)

Finally this is the book recommendation what must go right on what can go wrong right and therefore in that case how to form that particular team.

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Book Recommendation

In this book, Authors explored 8 properties of successful teams:

1. a clear, elevating goal;
2. a results-driven structure;
3. competent team members;
4. unified commitment;
5. collaborative climate;
6. standards of excellence;
7. external support and recognition;
8. principled leadership.

A final chapter examines the priority of the steps that lead to the building of a high performance team.



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8 properties of successful team a clear elevating goal, a result driven structure, competent team members, unified commitment, collaborative climate, standards of excellence, external support and recognition, principled leadership. A final chapter examines the priority of the steps that lead to the building of a high performance team is there. So therefore while you will be reading this particular book you will be able to come out that is the how to create the high performance team.

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References

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These are the references for your further studies and you can also make these the content is taken from this particular references only right thank you.