

Leadership and Team Effectiveness
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Lecture - 47
Building Great Teams

In this particular after this virtual team's multicultural teams, now we will talk about how to build the great teams are there. In this team building four components of team building; team building processes.

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Types of team-building exercise, 12 C's of team building, laws of team building, 5 behavior of cohesive teams turning individuals into team players, the case study, research papers, and book recommendations that we will be referring.

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Team Building

- Team building is a management technique used for improving the efficiency and performance of the workgroups through various activities. It involves a lot of skills, analysis and observation for forming a strong and capable team. The whole sole motive here is to achieve the organization vision and objectives.
- Forming a great team requires a lot of skills and presence of mind. Usually, some managers specialize in team-building skills and are hired by the companies on this parameter.
- The manager responsible for team building must be able to find out the strengths and weaknesses of the team members and create the right mix of people with different skill sets.



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So, team building whenever we talk about team-building, so it is a management technique used for the efficiency and performance of work groups, that already we have gone through these particular concepts. So, here but what is required it requires a lot of skills and analysis and observation for forming a strong and capable team misery. So, it is a skillful job, everybody will not be able to build the team and to achieve the organization's vision and the objectives are there.


So, here whenever we are talking about the great team require lots of skills. So, some managers specialization team building skills under hired by the companies on this parameter is there. The manager responsible for team building. So, he must be able to find out the strengths and weaknesses of the team members and create the right mix of the people with the different skill sets are there.

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Four Approaches/Components to Team Building

- **Goal setting:** This component is designed specifically to strengthen a team member's motivation to achieve team goals and objectives. Team members are expected to become involved in action planning to identify ways to achieve those goals.
- **Role clarification:** It entails clarifying individual role expectations, group norms and shared responsibilities of team member. Role clarification can be used to improve team and individual characteristics (i.e. by reducing role ambiguity) and work structure by negotiating, defining and adjusting team member roles.




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So, whenever we are talking about goal setting, the component is designed specifically to strengthen a team member's motivation to achieve the team goals and the objectives are there, and whenever these team members that is a goal-setting. So, what is the goal of an individual and at the goal of the individual that has to be matched with the overall goal of the team and the overall goal of the team has to be matched with the vision of the organization?

So, that is the motivation to achieve team goals and objectives. So, team members are expected to become involved in action planning to identify ways to achieve those goals, that is how they can achieve those particular goals are there and therefore, in that case, that collective efforts are to be made. So, first and foremost is that is about the goal setting is there. The second is that role clarification.

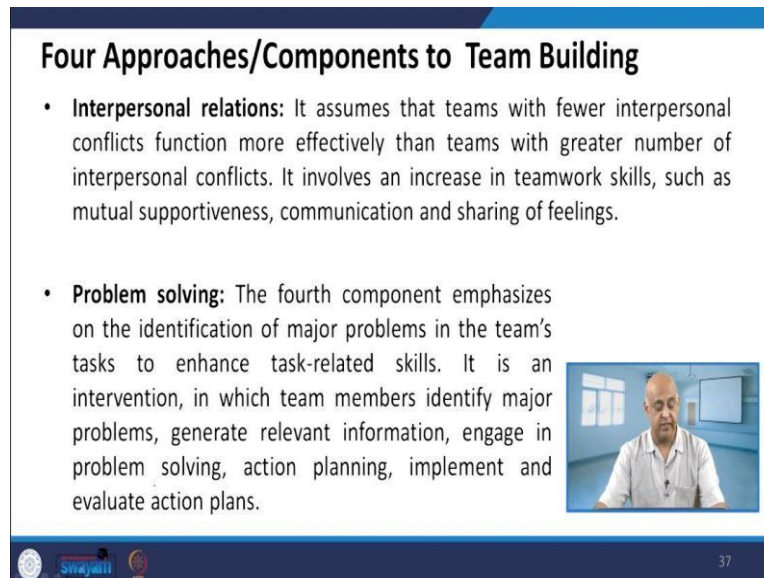
So, it entails clarifying individual role expectations, group norms and the shared responsibilities of team member. So, role clarification can be used to improve team and individual characteristics. So, that is by reducing the role ambiguity is there what is the role of ambiguity? Role ambiguity means that you are playing the two roles suppose you are playing the role of a husband and role of son and then there is the wife is saying the different decision.

And the mother is saying the different decision and now you have to follow then to whom you will follow. So, now you are into the role ambiguity which role? I have to follow the role of a husband or I have to roll of a son or so therefore in that case that it is up to you only and

you, therefore, that role clarification that rule clarification can be used. So, that is the then somebody will tell you that is the; what role is to be played.


So, therefore in that case the work structure by negotiating defining. Then you can go for that particular role. Clarification is there so you have to negotiate wherever you can negotiate with mother or with your wife, so negotiating and defining is required.


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Four Approaches/Components to Team Building

- **Interpersonal relations:** It assumes that teams with fewer interpersonal conflicts function more effectively than teams with greater number of interpersonal conflicts. It involves an increase in teamwork skills, such as mutual supportiveness, communication and sharing of feelings.
- **Problem solving:** The fourth component emphasizes on the identification of major problems in the team's tasks to enhance task-related skills. It is an intervention, in which team members identify major problems, generate relevant information, engage in problem solving, action planning, implement and evaluate action plans.



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Now, the second is interpersonal relations. It assumes that teams with fewer interpersonal conflicts function more effectively. So, the teams with the greater number of interpersonal conflicts are there. So, naturally, that is the whenever their interpersonal conflicts are less. So, interpersonal conflicts where there are interpersonal conflicts are there. As we have seen in the multi multicultural teams also.

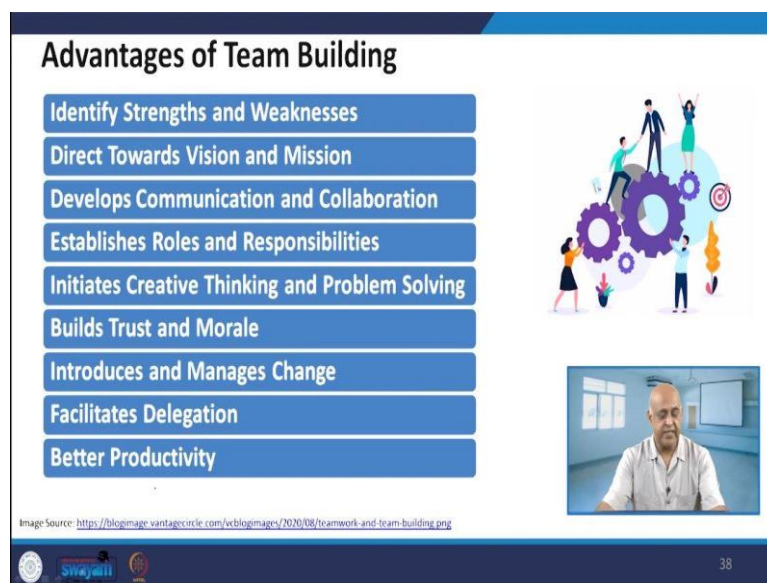
Maybe because of the diversity cultural diversity is there or there may be the personality differences are there. So, therefore that interpersonal conflicts will arise, and naturally, the leader what leader has to do, and the leader has to manage those interpersonal conflicts, lesser the fear will be the interpersonal conflicts more will be the greater number of the results better will be the results are there.

So, the team will be more effective. It involves an increase in teamwork skills, mutual supportiveness, communication, and sharing of feelings is there whenever there will be the less conflicts and that is understood as a problem solved. This is a very important point is

there, normally what happens is that is there whenever we are working in the organization you find that there are the certain problems are there.

So, the fourth component emphasizes on the identification of major problems in the team's tasks to enhance the task-related skills. And in it is an intervention the team members identify major problems, generate relevant information, engage in problem-solving, and action planning, and implement and evaluate the action plans are there. So, therefore always there will be the action plans that will be based on and that is how you are the team is able to solve the problem. And the leader plays a very important role.

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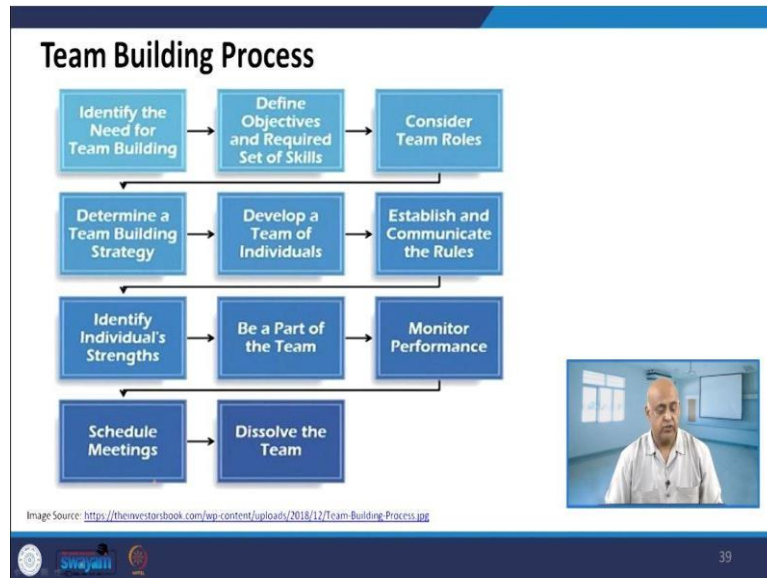


That is whenever there is a problem and then what action plan he decided and that will be the solving the interpersonal conflicts. Now, what are the advantages? The advantages are the first is that we identify the strengths and weaknesses. So, therefore in that case in team building we understand the strength and weaknesses, we direct towards the vision and mission, develop communication and collaboration establishes roles and responsibilities.

Initiates creative thinking and problem solving, builds trust and morale, introduces and manages the change, and facilitates delegation and better productivity is there. So, therefore in that case all these advantages whenever you are able to resolve these interpersonal conflicts make the team a great team, and the team is directed towards the achievement of goals. So, therefore, in that case, it is always we have to understand.

That is every individual in the team is a different personality and their thought process will be different, from their heritage, environment and in a given situation, every team member will act differently. So, therefore you have to understand it is the who will react and interacts in a given situation, and accordingly, the assignments of the team is to be given.

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Now, in what is the team-building process? So, identify the need for team building and define the object using the required set of skills is there. So, therefore, in that case, is there any need of a team or not? That is a basic question. Now, please understand many jobs can be done by a single person, and many times the individuals feel that there is no need of a team and why the boss is creating the team.


So, therefore why there is a need for the team that should be justified. Define objectives and required set of skills for every particular job which the team has to perform the task has to perform. They should have the required set of skills are there otherwise the people are making the team but they are not able to do. So, considering the team roles to determine a team-building strategy.

Develop a team of individuals who establish and communicate the rules identify individual strengths, be a part of a team and monitor performance. And as a result of which then the schedule the meetings and dissolve the team is there. So, as we have seen right from the forming. So, forming, storming, norming, performing and adjourning is there. So, from this forming and then we until it is the adjourning is there that every team has to dissolve. And then that will be complete. The total team building process is there.

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Team Building Process

- **Identify the Need for Team Building:** The manager has first to analyze the requirement of a team for completing a particular task. It should find out the purpose of the work to be performed, required skills for the job and its complexity before forming a team.
- **Define Objectives and Required Set of Skills:** Next comes the chalking down of the organizational objectives and the skills needed to fulfil it.
- **Consider Team Roles:** The manager considers the various aspects, i.e. the interactions among the individuals, their roles and responsibilities, strengths and weaknesses, composition and suitability of the possible team members.



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Now, identifying the need for the team building is there. First to analyse the requirement of a team for completing a particular task. It should find out the purpose of the work to be performed, required skills for the jobs and its complexity before the forming a team is there. So, define objectives and required set of skills are there. So, next comes the checking down of the organizational objectives and the skills needed to fulfil it is there.

So, I would like to give the example that whenever we are having the deciding the organizational objective for this particular financial year, we will be cutting the cost. Now, the team which is working they should have that all those skills. So, that they can contribute towards the minimizing the cost. So, that type of the functions which are which are performed to be team. So, that has to be aligned with the organizational objectives.

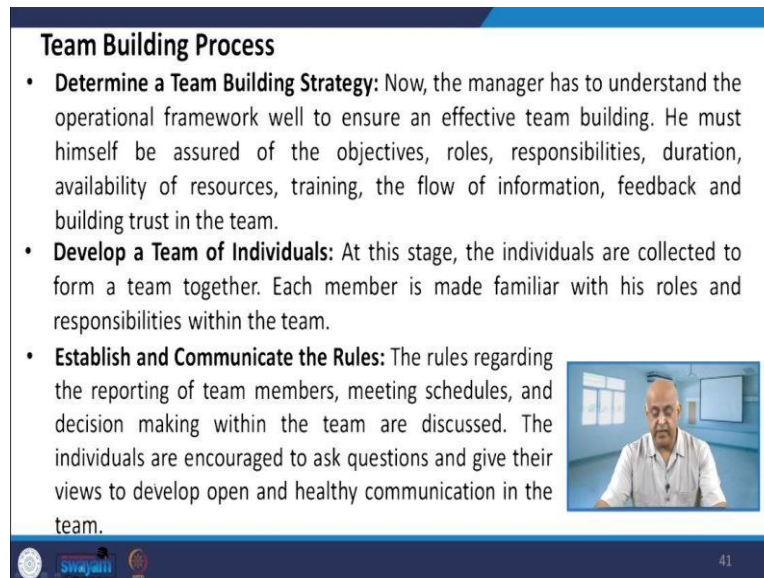
So, therefore in that case this is but, it requires a set of skills a simple example is the energy consumption. And in the energy condition if you want to make the less energy consumptions and then you have to go for the solar. So, therefore in that case those but working on this solar and those particular skills are required for working on those types of the machineries which are working with the solar energies.

So, consider the team roles in the various aspect interactions among the individuals, their roles and responsibilities, strength and weaknesses, composition and suitability of the possibility members. So, therefore in that came who will pledge what role because you are

having the number of team members. And therefore, in that case but here it is to be connected about the individual.

And then they understand that is who can do what and who cannot do these certain activities. So, therefore if yours that strength and weaknesses is properly analysed about the individual then you can ascend the role accordingly.

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Team Building Process

- **Determine a Team Building Strategy:** Now, the manager has to understand the operational framework well to ensure an effective team building. He must himself be assured of the objectives, roles, responsibilities, duration, availability of resources, training, the flow of information, feedback and building trust in the team.
- **Develop a Team of Individuals:** At this stage, the individuals are collected to form a team together. Each member is made familiar with his roles and responsibilities within the team.
- **Establish and Communicate the Rules:** The rules regarding the reporting of team members, meeting schedules, and decision making within the team are discussed. The individuals are encouraged to ask questions and give their views to develop open and healthy communication in the team.

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So, determine a team building strategy has to understand operational framework well to ensure an effective team building. He must even still be assured of the objectives, roles, responsibilities, duration, availability of resources, training the flow of information, feedback and building trust in the team is very, very important is there. So, therefore in that case the leader he should be very clear about the; that what he wants to know why he is developing the team.

And therefore, in that case that manager or the leader he will be assured to the objectives and roles. That what roles are there and the responsibilities, what responsibilities are to be bare by the team members and by himself duration ability of resources. Now, when we; talk about the resources, machine, material, money, method, minutes. So, therefore whatever the ability of the resources are there.

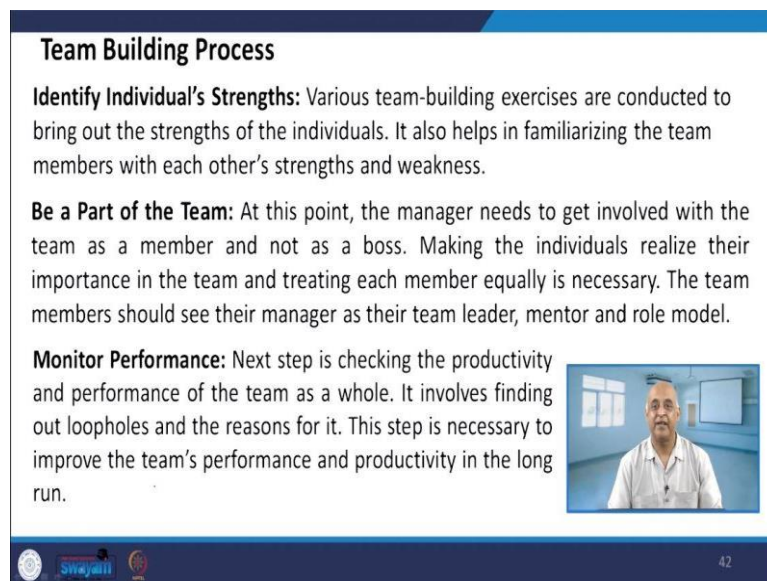
So, then how it should be available and once resources are provided then the person should be able to run maintain these resources utilize those resources. And therefore, the proper training will be required, so there here it is also important that we talk about the team is a

collective effort. But we have to develop the team of individuals. So, therefore individuals are properly trained, because we are having the strength and weaknesses.

So, once we know the strength and weaknesses then we can collect the information and can develop them and make familiar with his role and responsibilities. And another important aspect is the; communicate the rules. Now many times the leaders they are not able to express that what they really want and what are the rules are there. But if somebody violates the rule.

And then they take the action and the team member says I was not aware of this rule. So, communicate the rules and therefore here whenever the decisions are taken by the leader. He will decide on the basis of this; whatever the schedules are there. And accordingly, the basis of the schedules he will ask the team member to perform and when he is able to perform then there is no problem.

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Team Building Process

Identify Individual's Strengths: Various team-building exercises are conducted to bring out the strengths of the individuals. It also helps in familiarizing the team members with each other's strengths and weakness.

Be a Part of the Team: At this point, the manager needs to get involved with the team as a member and not as a boss. Making the individuals realize their importance in the team and treating each member equally is necessary. The team members should see their manager as their team leader, mentor and role model.

Monitor Performance: Next step is checking the productivity and performance of the team as a whole. It involves finding out loopholes and the reasons for it. This step is necessary to improve the team's performance and productivity in the long run.





If he is not able to perform then definitely, in that case the manager has to manage all these directions. So, identify the individual strength, so various team building exercises are conducted to bring out the strengths of the individuals are there it also helps in familiarizing the team members. So, therefore with each other strengths and weaknesses also. So, many times when in the beginning itself there are the number of the exercises are there.

And by those exercises, they come to know about the each other. So, be a part of the team so at this point the manager needs to get involved with the team as a member and not as a boss. So, therefore he is the one of them. Making the individuals realize their importance in the

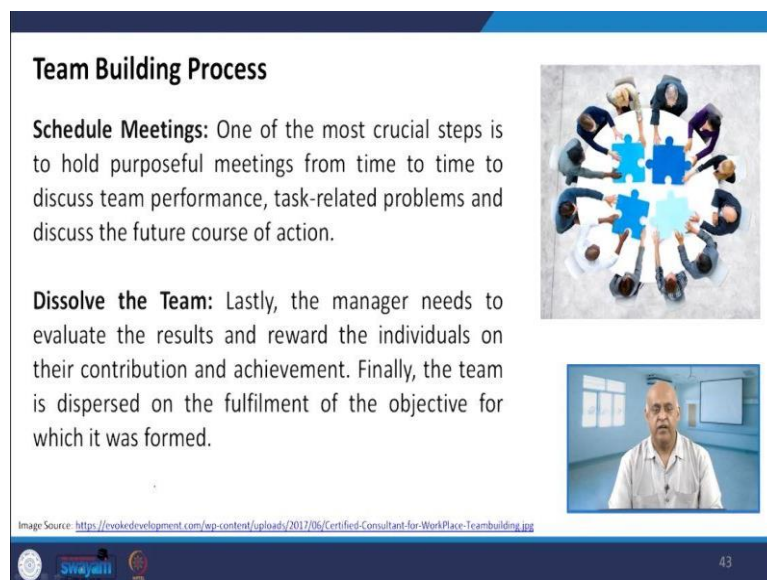
team and treating each member equally is necessary and the team members should see their managers as a team leader mentor and role model.

So, that role of that particular team member and that will be definitely will be different. So, monitor the performance. Next step is checking the productivity and performance of the team as a whole. So, because once you identify the strengths and be a part of the streams you started working and now whether they are working accordingly the expectations are not. So, finding out the loopholes and then but naturally.

In the team process they might be possible that some are able to perform some are not performing. So, find the loopholes and the reason for it that is why they are not able to perform this step is necessary to improve the team's performance and productivity in the long run. So, therefore in that case it is very, very important that is the whenever we are talking about the monitoring performance.

That is always we have to see that is the; it continues many times what happens the team is performing in the beginning then; it goes down then again it goes up then again it goes down. So, therefore this step of the; monitoring performance that will be creating a problem. So, that is to be properly monitored by the leader.

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Team Building Process

Schedule Meetings: One of the most crucial steps is to hold purposeful meetings from time to time to discuss team performance, task-related problems and discuss the future course of action.

Dissolve the Team: Lastly, the manager needs to evaluate the results and reward the individuals on their contribution and achievement. Finally, the team is dispersed on the fulfilment of the objective for which it was formed.

Image Source: <https://evokeddevelopment.com/wp-content/uploads/2017/06/Certified-Consultant-for-WorkPlace-Teambuilding.jpg>

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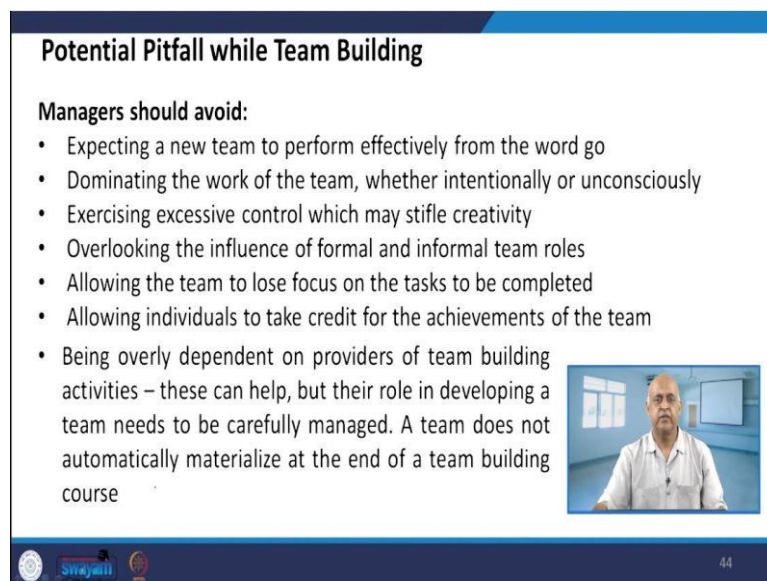
So, schedule the meetings, one of the most crucial steps is to behold purposeful meeting and from time to time to discuss team performance. Whatever the task related problems and discuss the future course of action. Now, you see that is the many times the team members

they are frustrated of the meeting. That is the manager is calling the meeting again and again but here we have to understand.

That is unless and until the meetings are not organized that proper communication will not be there. And whatever the goal objectives feedback is there that will be discussed in the meetings only and finally it is a dissolved team. The manager needs to evaluate the results and reward the individuals on their contribution and achievement is there. So, therefore the fair evaluation is to be done.

Because the ultimately goal has been achieved, that is why the team has been dissolved normally. So, therefore the team is dispersed on the fulfilment of the objectives for which it was formed. And on the basis of this and that task is completed and the team will be dissolved.



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Potential Pitfall while Team Building

Managers should avoid:

- Expecting a new team to perform effectively from the word go
- Dominating the work of the team, whether intentionally or unconsciously
- Exercising excessive control which may stifle creativity
- Overlooking the influence of formal and informal team roles
- Allowing the team to lose focus on the tasks to be completed
- Allowing individuals to take credit for the achievements of the team
- Being overly dependent on providers of team building activities – these can help, but their role in developing a team needs to be carefully managed. A team does not automatically materialize at the end of a team building course

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What are the challenges are the potential pitfall while the team building is there? So, managers should avoid the expecting a new team to perform effectively from the word go. So, they it is not like right it is a start and then the team will be starting performing, no and from the word go it will take some time. Dominating the; work of the team whether they intentionally or unconsciously, do not dominate the team members.

Exercising excessive control which may stifle creativity. So, allow to be them the creative and do not to make them then on the interference in their work. Overlooking the; influence of formal and informal team roles. Now, you see every team is performing certain formal jobs

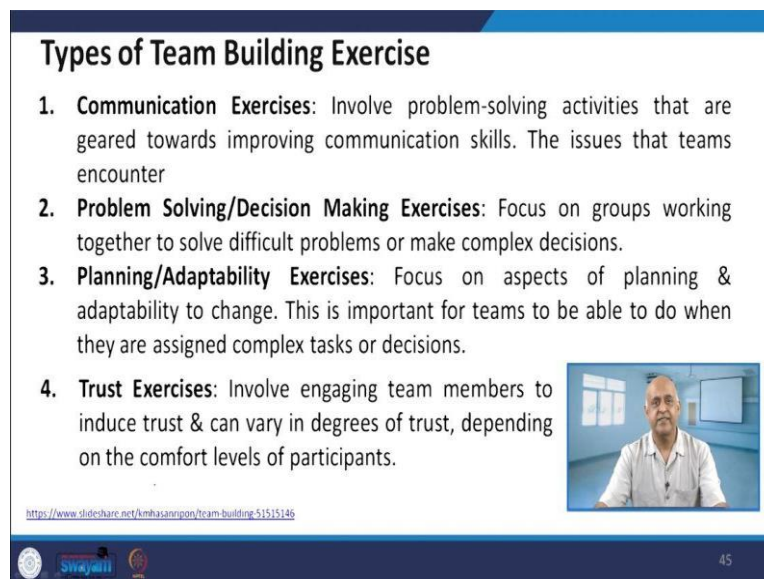
which has been told. But simultaneously there are the informal roles also. For example, the supporting each other.

So, supporting each other is the formula also and in that case, somebody is in the problem and is doing somebody else is doing his job it is informal also. So, therefore in that case manager should not overlook this type of the formal informal roles. Allowing the team to lose focus on the task to be completed and allowing individuals to take credit for the achievement of the team is there.

So, therefore it is allowing the team these to lose the focus that will that will be a big problem. So, the team has to be focused one and that is by the monitoring. Allowing individuals to take credit for the achievements of the team, no it is a collective effort. So, therefore avoid that somebody takes the credit for himself maybe the leader, leader should also avoid. So, being overly dependent on providers of the team building activities this can help.

But their role in developing a team needs to be carefully managed. So, therefore in that case team building activities these developing and team, that is has to be carefully to be managed. Automatically materialize at the end of the team building course. So, therefore in that case it is not that is the once the team has formed so they will automatically will start performing they will give the results no, that monitoring is required.

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Types of Team Building Exercise

- 1. Communication Exercises:** Involve problem-solving activities that are geared towards improving communication skills. The issues that teams encounter
- 2. Problem Solving/Decision Making Exercises:** Focus on groups working together to solve difficult problems or make complex decisions.
- 3. Planning/Adaptability Exercises:** Focus on aspects of planning & adaptability to change. This is important for teams to be able to do when they are assigned complex tasks or decisions.
- 4. Trust Exercises:** Involve engaging team members to induce trust & can vary in degrees of trust, depending on the comfort levels of participants.

<https://www.slideshare.net/kmhasanigon/team-building-51515146>

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Now, how the team building exercises can be done? So, one is the communication exercise, so improve the problem-solving activities data geared towards improving communication skills and the issues that teams encounter. The problem-solving decision-making exercises are there focus on the groups working together to solve the difficult problems to make complex decisions.

So, planning adaptability exercises are there on aspects of the planning adaptability to change. And this is important for teams to be able to do when they are assigned complex tasks the decisions are there, the trust exercises are there. So, involve the engaging team members to induce trust. So, therefore in that case; communication problem solving planning and adaptability and the trust exercise.

So, therefore in that case whenever we are talking about these exercises and depending on the comfort levels of participants are required and therefore in that case you will be able to build the building the team is there.

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12 C's of Team Building

1. Clear Expectation	7. Collaboration
2. Context	8. Communication
3. Commitment	9. Creative innovations
4. Competence	10. Consequence
5. Charter (Mission & Vision)	11. Coordination
6. Control	12. Cultural Diversity


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Now, what are the 12 Cs of team building? So, clear expectations, context, commitment, competence, charter mission and vision, the control, collaboration, communication, creative innovations, consequence, coordination and cultural diversity is there. So, we have talked about these dimensions also that is the how these dimensions will be affecting to making the great team.

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Laws of Building Team

1. **LAW OF SIGNIFICANCE:** One is too small a number to achieve greatness
2. **LAW OF THE BIG PICTURE:** The goal is more important than the role
3. **LAW OF THE POSITION:** A sign of a great team leader is the proper placement of people
4. **LAW OF MOUNT EVEREST:** "You do not climb a mountain like Everest by trying to race ahead on your own, or by competing with your comrades. You do it slowly and carefully, by unselfish teamwork." Sherpa Tenzing Norgay, Summited Mount Everest with Edmund Hillary in 1953.
5. **LAW OF THE CHAIN:** The strength of the team is impinged by its weakest link



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Law of building team law of significance is there; one is too small in number to achieve the greatness is there. So, therefore in that case all have contributed. Law of the big picture the goal is more important than the role is there. So, therefore in that case achievement of goal is that is the we have to focus on that. Law of the position, a sign of a great team leader, is the proper placement of people.

Law of mount Everest you do not climb a mountain like yours by trying to race ahead on your own, or by competing with your comrades. You do it slowly and carefully by unselfish teamwork. So, Sherpa Tenzing Norgay, submitted mount Everest with the Edmund Hillary in 1953. So, law of the chain the strength of the team is the impinged by the weakest link is there.

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Laws of Building Team

6. **LAW OF THE CATALYST:** Winning teams have players who make things happen.
7. **LAW OF THE COMPASS:** Vision gives team members direction and confidence.
 - Moral Compass
 - Spontaneous Compass
 - Historical Compass
 - Directional Compass
 - Strategic Compass
 - Visionary Compass
8. **LAW OF THE BAD APPLE:** Rotten attitudes ruin a team.
9. **LAW OF THE PRICE TAG:** The team fails to reach its potential when it fails to pay the price
10. **LAW OF COMMUNICATION:** Interaction fuels action



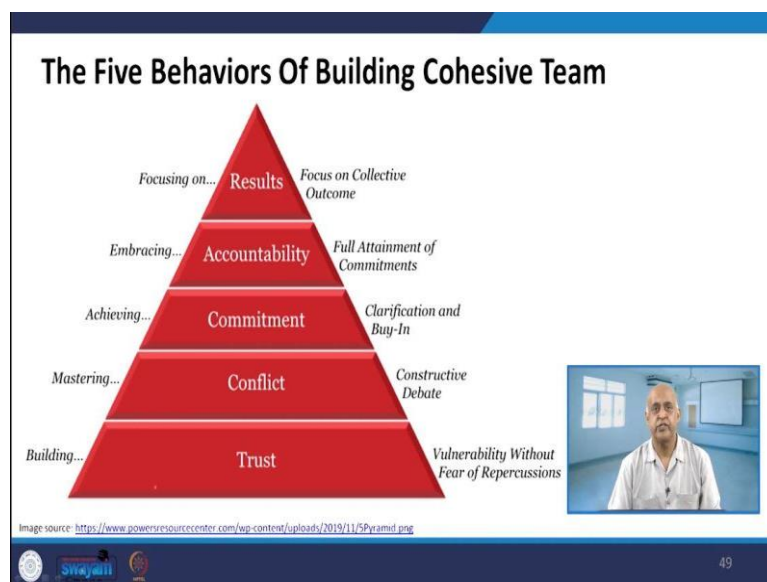
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Law of the catalyst winning teams have players who make things happen. Law of the compass of vision gives team members direction and confidence is there. So, moral compass is their spontaneous compass, historical compass, directional compass, strategic compass and visionary compass is there. So, therefore and this whenever we; are having this type of rebuilding the team.

So, then there will be the morality that is to be taken care of the spontaneously decisions are to be done. Then we have to also understand that is what is happening in the past how it has been done. Directional compass what will be the future and accordingly the designing the strategies and therefore you will be able to achieve your goal, so that is the vision. So, Law of the bad apple rotten attitudes ruin a team.

So, therefore attitudes rotten attitude and that should be avoided. Law of the price tag the team fails to reach its potential when it fails to pay the price. So, always it is the; whatever the work has been done by this particular team and that is up to his extreme potential. So, therefore in that case, it will be always better that is we if we explore the potential as much as possible. Law of communication interactions the fuel the action is there.

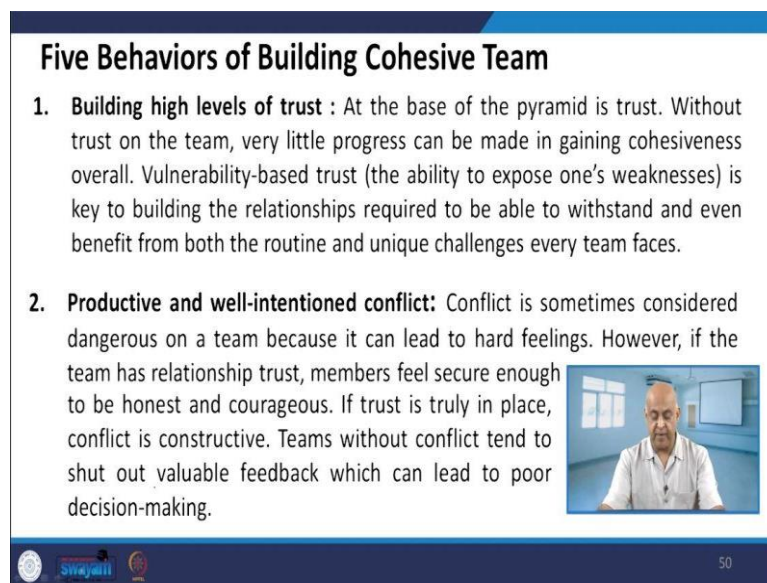
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So, these are the 5 behaviours of building the cohesive team is there. There is a trust, conflict, commitment, accountability and the results are there and on therefore in the case, it is building the trust mastering the conflict and that is the constructive debate is to be organized. Vulnerability without fear of the repulsions that is to be there achieving the commitment clarification and buy-in is there.


Embracing the accountability full attainment of the commitments and the focusing on the results focus on the collective outcome is there. So, therefore right from the building the trust managing the conflicts increasing the commitment developing the accountability and achieving the results or goals are there.


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Five Behaviors of Building Cohesive Team

- 1. Building high levels of trust :** At the base of the pyramid is trust. Without trust on the team, very little progress can be made in gaining cohesiveness overall. Vulnerability-based trust (the ability to expose one's weaknesses) is key to building the relationships required to be able to withstand and even benefit from both the routine and unique challenges every team faces.
- 2. Productive and well-intentioned conflict:** Conflict is sometimes considered dangerous on a team because it can lead to hard feelings. However, if the team has relationship trust, members feel secure enough to be honest and courageous. If trust is truly in place, conflict is constructive. Teams without conflict tend to shut out valuable feedback which can lead to poor decision-making.



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So, therefore these 5 ways of the building question team is the building the high levels of trust and then the productive and well intentioned the conflict is there considered dangerous on a team because it can lead to the hard feelings. However, if the team has relationship trust members will secure enough to be honest and courageous. If the trust is truly in place conflict is constructive attempts, without conflict tend to shut out valuable feedback which can lead to the poor decision making is there.

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Five Behaviors of Building Cohesive Team (Cont.)

3. Strong commitment to team decisions and standards :

- Gaining commitment from team members is not the same as getting consensus.
- According to Lencioni, reaching consensus means compromise, and compromise might not yield the best result. Commitment comes with clarity of purpose. Take a problem for which there are several ideas.
- With trust and appropriate conflict, the team chooses the idea they will pursue. Though only one idea is chosen, every member understands why that idea was selected and supports the idea—both inside the team and when communicating externally.



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Strong commitment to the team decisions and standards is required and therefore in that case reaching the consciousness means the compromise and compromise might not only yield the best result. Compound commitment comes with the clarity of purpose take a problem for which they are several ideas are there. With the trust and appropriate conflict, the team chooses the idea they will pursue.


And though only one idea is chosen, every member understands why that idea was selected and supports the idea both inside the team and when communicating externally is there.

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Five Behaviors of Building Cohesive Team (Cont.)

4. Accountability: Accountability is *typically the most difficult behavior* for a team to master. Most will never get to the point where each team member routinely holds all other members accountable. Reaching and maintaining good scores in the previous steps will make accountability much easier. Accountability can become part of a team's overall dynamic.

5. Focus on what's best for team results: Achieving team objectives is *why the team exists*. If each prior behavior is functioning well, each member of the team is focused on achieving the team's goal. The team goal becomes more important than any individual's personal goal, and everyone feels rewarded by being part of the team result.



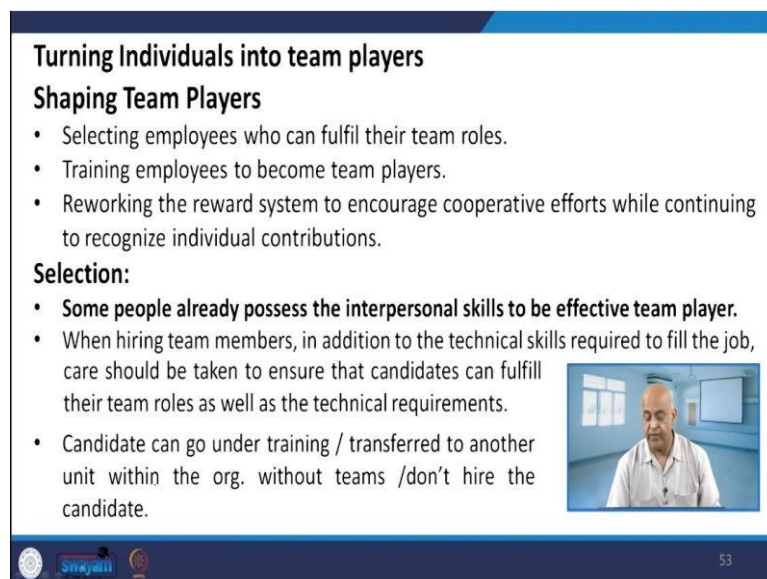
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When we are talking about the accountability is a typically the most difficult behavior for a team to master. So, most will never get to the point where each team member routinely holds all the members accountable. Reaching and maintaining the goods course in the previous

steps will make accountability much easier. So, therefore it is the how much the work has been done and how it has been performed.

So, that will be the previous accountability that will clarify to give the next responsibility. Accountability can become part of teams overall dynamic is there. Focus on, what is the best for the team results is there. Why the team exists? So, if each behavior is functioning well, each member of the team is focused on achieving the team goals and the team goal becomes more important than any individual's personal goals and everyone feels rewarded being part of the team results are you there.

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Turning Individuals into team players

Shaping Team Players

- Selecting employees who can fulfil their team roles.
- Training employees to become team players.
- Reworking the reward system to encourage cooperative efforts while continuing to recognize individual contributions.

Selection:

- **Some people already possess the interpersonal skills to be effective team player.**
- When hiring team members, in addition to the technical skills required to fill the job, care should be taken to ensure that candidates can fulfill their team roles as well as the technical requirements.
- Candidate can go under training / transferred to another unit within the org. without teams /don't hire the candidate.

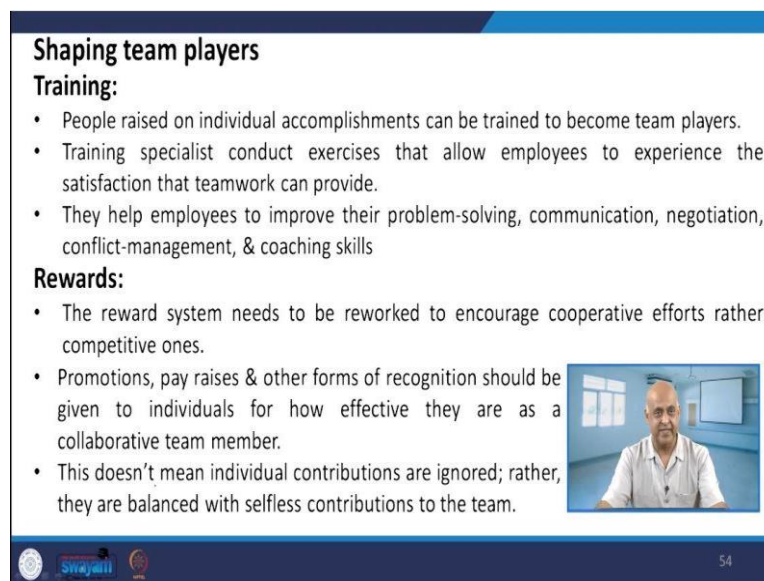
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So, shaping the team players. How to shape? The selecting employees who can fulfil their team roles. Now, here you see that is the matching there is a personality job fit. Whatever the roles the leader knows that what are the different roles are there and then he has to identify who is having that particular strength and weakness and then accordingly there you have to give that employee selecting rules are to be given and then he will be able to fulfil those roles.

So, this analytical approach of the leader is very much necessary. So, this the team member will also enjoy and leader will enjoy. Training employees to become team players. Now, sometimes you do not find that particular quality one or two qualities are lacking deceptive the qualities are there. So, then in that case their training can be provided. Reworking the; reward systems to encourage cooperative efforts while continuing to recognize individual contributions.

And therefore, in that case, a reward system can be implemented. Some people already possess the interpersonal skills to be effective team members. So, when hiring the team members, the technical skills required to fill the job, care should be taken to ensure that candidates can fulfill their team roles as well as the technical requirements. Can it go under training transfer to another unit within the organization without teams? Do not hire the candidate there.

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Shaping team players

Training:

- People raised on individual accomplishments can be trained to become team players.
- Training specialist conduct exercises that allow employees to experience the satisfaction that teamwork can provide.
- They help employees to improve their problem-solving, communication, negotiation, conflict-management, & coaching skills

Rewards:

- The reward system needs to be reworked to encourage cooperative efforts rather competitive ones.
- Promotions, pay raises & other forms of recognition should be given to individuals for how effective they are as a collaborative team member.
- This doesn't mean individual contributions are ignored; rather, they are balanced with selfless contributions to the team.

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So, therefore already possess, training is there is an individual accomplishment can be trained to become team players. Training specialists conduct the exercises that allow employees to experience the satisfaction that teamwork can provide. And they help employees to improve their problem-solving communication negotiation conflict management and the coaching skills are there.

And finally, the rewards, the reward system needs to be reworked to encourage cooperative efforts rather the competitive ones are there. That is to be taken care of. So, it is not creating the more conflict reward system should not create the more conflict rather than it should be encouraging and motivating. Promotions, pay raises and other forms of recognition should be given to individuals for low effective.

They are as a collaborative team member how effective they are as a collaborative team member are there. So, therefore in that case it will be very, very important that is the whenever we are giving these; any rewards to any individual. So, how they were effective, as

a collaborative team member's that is to be considered. This does not mean individual contributions are ignored rather they are balanced with the selfless contributions to the team is there.

And therefore, we have to understand that is those who are giving the selfless their contribution to the making the team successful and achieve the goal and they should be appreciated.


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Case Study: Columbia Corporation

Columbia Corp. is a young, rapidly growing company that manufactures computer accessories and specialized components for networked computer workstations. It has some unique products and a strong reputation for quality. Sales of company products have been good, and a recent contract with a large computer company is likely to increase sales. However, along with this success the company is also experiencing some problems. Quality rejects have begun to increase, and in recent months the company failed repeatedly to meet delivery schedules.

The top executives include Matt Walsh, CEO and founder of the company, and the vice presidents of production, engineering, sales, and accounting. Walsh is a forceful manager who tightly controls important decisions in the company.

The other executives are required to get his approval before making any significant changes in operations. Walsh's style has been to deal with each VP separately, rather than meeting as a group to address problems.



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As usual, this is the case study growing company manufacture the Columbia corporation. In this case study you will find about these questions.

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Case Study: Columbia Corporation

She complained to Walsh, who apparently approved the decision without understanding the implications.

Concerned about the growing problems, Walsh asked a management consultant for advice on how get his executive team to be more effective in understanding and resolving key problems such as insufficient production capacity and declining quality.

Questions

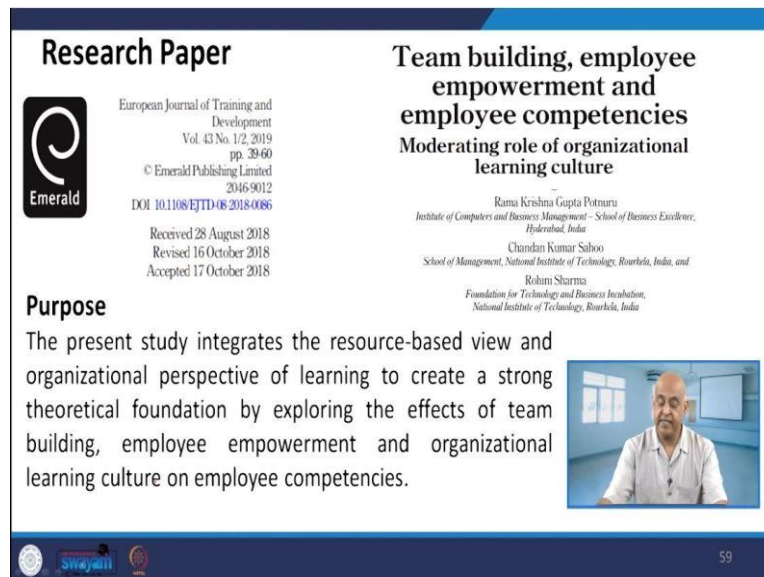
1. What issues must be resolved to create an effective executive team?
2. What types of changes are needed in how Matt leads the team?



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What issues must be resolved to create an effective executive? And what types of the changes are needed in how much leads the team is there?

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Research Paper


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Team building, employee empowerment and employee competencies
Moderating role of organizational learning culture

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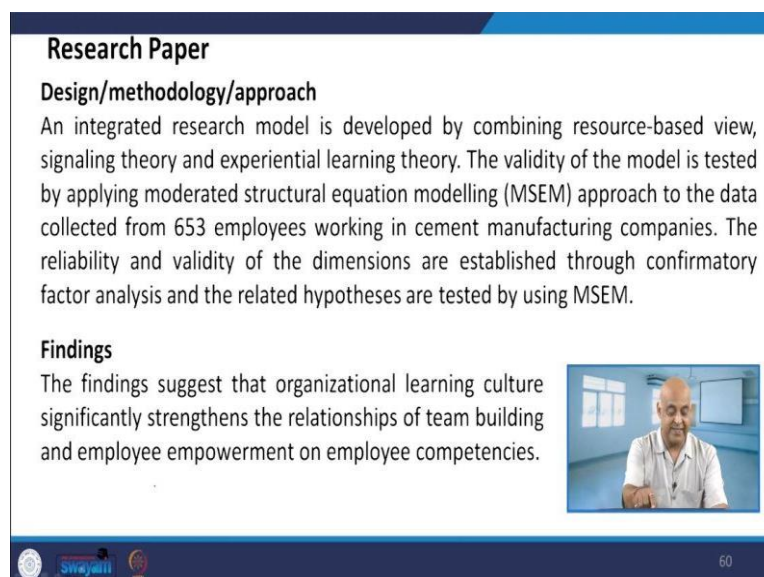
Purpose
The present study integrates the resource-based view and organizational perspective of learning to create a strong theoretical foundation by exploring the effects of team building, employee empowerment and organizational learning culture on employee competencies.



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And this is a research paper there is a team building employee empowerment and employee competencies and this particular page, the paper view and organizational perspective of learning to create a strong theoretical foundation by exploring the effects of team building employee empowerment and organizational learning culture on employees' competency is there.


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Research Paper

Design/methodology/approach
An integrated research model is developed by combining resource-based view, signaling theory and experiential learning theory. The validity of the model is tested by applying moderated structural equation modelling (MSEM) approach to the data collected from 653 employees working in cement manufacturing companies. The reliability and validity of the dimensions are established through confirmatory factor analysis and the related hypotheses are tested by using MSEM.

Findings
The findings suggest that organizational learning culture significantly strengthens the relationships of team building and employee empowerment on employee competencies.



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So, that organizational learning culture signifies strengthen the relationship of a team building an employee empowerment on employee competencies are concerned.

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Research Paper

Research limitations/implications

The research is undertaken in Indian cement manufacturing companies which cannot be generalized across a broader range of sectors and international environment.

Practical implications

The findings of the study have potential to help decision makers of manufacturing companies to develop strategies which will enable them to improve employee competency, to formulate effective human resource development interventions and to enhance the capability of the employees to achieve desired goals and objectives of the organization.

Originality/value

The research is unique in its attempt to combine three frameworks to build a new theoretical model explaining the importance organizational learning culture along with team building and employee empowerment.



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Book Recommendation

Team Building: Proven Strategies for Improving Team Performance

Authors: W. Gibb Dyer Jr., Jeffrey H. Dyer, William G. Dyer
Publisher: Jossey-Bass; 5th edition (19 February 2013)
Language: English
Paperback: 304 pages
ISBN-10: 1118105133
ISBN-13: 978-1118105139


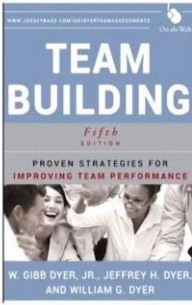


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So, this is the book, team building book proven strategies for improving the team performance and therefore in that case, it will be talking about.

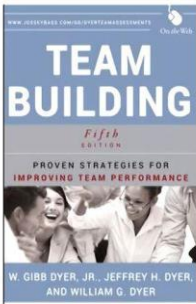

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Book Recommendation

Team Building is a classic in the field of organization development. In this new edition, the authors strengthen the Four Cs (Context, Composition, Competencies, and Change) framework that was introduced in the fourth edition and add a wealth of new illustrative examples, a chapter on the challenges of managing cross-functional teams, and a chapter on leading innovative teams in a competitive environment.

To complement the text, the authors have developed two online assessments: one designed for use in the classroom with student teams and one designed for teams within organizations. The fifth edition of Team Building provides the next generation of team leaders, team members, and team consultants with the knowledge and skills they need to create effective and high-functioning teams.

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That is the how this particular context compositions competencies and change and they are used for making a very effective team and the book is also supported by these illustrative examples and therefore with those examples also that will also help you to how to build a and great team is there. So, either leader, members, team consultants, knowledge and skills they need to create the effective and high functional teams are there.

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- <https://www.slideshare.net/kmhasanripon/team-building-51515146>



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So, these are the references which you can use further for your studies and this is all about that is how to make a big team or the great team in the organization context. Thank you.