Definition Of Team Dynamics

Team dynamics are the unconscious, psychological forces that influence the direction of a team's behaviour and performance. They are like undercurrents in the sea, which can carry boats in a different direction to the one they intend to sail.
Team dynamics are created by the nature of the team's work, the personalities within the team, their working relationships with other people, and the environment in which the team works.
Team dynamics can be good - for example, when they improve overall team performance and/or get the best out of individual team members. They can also be bad - for example, when they cause unproductive conflict, demotivation, and prevent the team from achieving its goals.

What is a team ?

A team is a group of individuals, all working together for a common purpose. The individuals comprising a team ideally should have common goals, common objectives and more or less think on the same lines. Individuals who are not compatible with each other can never form a team. They should have similar if not the same interests, thought processes, attitude, perception and likings.

A strong team are the foundation of high-performing business and a good team ethic can be held largely accountable for the success and smooth running of the organisation. If employees do not gel and work well together, problems can arise, such as poor organisation, missed deadlines and conflict within the workplace.

So what can teams do to ensure that they are collectively productive and drive the company forward? Here are a few qualities that a successful team possess.

1) They communicate well with each other

They communicate openly with each other, sharing their thoughts, opinions and ideas with members of their team; as well as taking into consideration what others have to say. Communication is essential for keeping track of progress and working together efficiently on tasks. Poor communication can lead to crossed wires, that can mean work is left incomplete/incorrect or conflicts can arise.

2) They focus on goals and results

They agree on and set team goals based on outcomes and results, rather than just on the amount of work being done. A clear plan can then be set about how they are going to achieve these objectives, as a group, as well as each individuals contribution. This provides them with clear direction and gives them something to aim for collectively.

3) Everyone contributes their fair share

Each member of the team contributes their fair share of the workload and fully understand what their responsibilities are and where they fit in with the running of the business. They feel a sense of belonging to the team, are committed to their work and really care about the success of the company.

4) They offer each other support

Team members are always happy to assist others when they need a helping hand with work. Teams are often more productive when they are also offered support from the organisation and access to the required resources.

5) Team members are diverse

Everyone is unique and will be able to offer their own experiences and knowledge that others may not possess. Diversity is needed so that all of the required skills are covered by somebody in the team and each individual can be assigned a particular role on the basis of their strengths and skills. A variety of personalities, age groups, cultures, etc. can also bring creativity and a broad range of ideas to the table.

6) Good leadership

A strong team usually have a leader that they trust and respect. This individual essentially works as the glue holding the team together and should be responsible for setting the pace, offers encouragement and motivation and keeps all members of the team updated.

7) They're organised

Organisation is essential for the smooth running of a business. Without it the workplace can become chaotic and goals are unlikely to be achieved. Though each individual should be responsible for organising their own workload, management should ensure that everything is running to plan and each member of the team is getting their work completed efficiently. Holding regular meetings can help to make sure that everyone is on the same page and deadlines are being met.

8) They have fun

It shouldn't be all work and no play! This can lead to burnout and lack of productivity, so it's important to inject a bit of enjoyment into working life. Teams who work particularly well together enjoy each others company and get together outside of the office from time to time to socialise and have some fun! Building a positive relationship with your colleagues can make for a much more relaxed environment and reduce conflict.

Today's teams are different from the teams of the past: They're far more diverse, dispersed, digital, and dynamic (with frequent changes in membership). But while teams face new hurdles, their success still hinges on a core set of fundamentals for group collaboration.

The basics of team effectiveness were identified by J. Richard Hackman, a pioneer in the field of organizational behavior who began studying teams in the 1970s. In more than 40 years of research, he uncovered a groundbreaking insight: What matters most to collaboration is not the personalities, attitudes, or behavioral styles of team members. Instead, what teams need to thrive are certain "enabling conditions." In our own studies, we've found that three of Hackman's conditions—a compelling direction, a strong structure, and a supportive context—continue to be particularly critical to team success. In fact, today those three requirements demand more attention than ever. But we've also seen that modern

teams are vulnerable to two corrosive problems—"us versus them" thinking and incomplete information. Overcoming those pitfalls requires a fourth critical condition: a shared mindset.

About the Research

Over the past 15 years, we've studied teams and groups in a variety of contemporary settings. We've conducted nine large research projects in global organizations, undertaking more than 300 interviews and 4,200 surveys with team leaders and managers. The teams involved worked on projects in product development, sales, operations, finance, R&D, senior management, and more, in a wide range of industries, including software, professional services, manufacturing, natural resources, and consumer products. In addition, we have conducted executive education sessions on team effectiveness for thousands of team leaders and members; their stories and experiences have also shaped our thinking.

The key takeaway for leaders is this: Though teams face an increasingly complicated set of challenges, a relatively small number of factors have an outsized impact on their success. Managers can achieve big returns if they understand what those factors are and focus on getting them right.

The Enabling Conditions

Let's explore in greater detail how to create a climate that helps diverse, dispersed, digital, dynamic teams—what we like to call 4-D teams—attain high performance.

Compelling direction.

The foundation of every great team is a direction that energizes, orients, and engages its members. Teams cannot be inspired if they don't know what they're working toward and don't have explicit goals. Those goals should be challenging (modest ones don't motivate) but not so difficult that the team becomes dispirited.

They also must be consequential: People have to care about achieving a goal, whether because they stand to gain extrinsic rewards, like recognition, pay, and promotions; or intrinsic rewards, such as satisfaction and a sense of meaning.

On 4-D teams, direction is especially crucial because it's easy for far-flung members from dissimilar backgrounds to hold different views of the group's purpose. Consider one global team we studied. All the members agreed that serving their client was their goal, but what that meant varied across locations. Members in Norway equated it with providing a product of the absolute highest quality—no matter what the cost. Their colleagues in the UK, however, felt that if the client needed a solution that was only 75% accurate, the less precise solution would better serve that client. Solving this tension required a frank discussion to reach consensus on how the team as a whole defined its objectives.

Strong structure.

Teams also need the right mix and number of members, optimally designed tasks and processes, and norms that discourage destructive behavior and promote positive dynamics.

Team members from diverse backgrounds often interpret a group's goals differently.

This is one area where 4-D teams often have an advantage. In research we conducted at the World Bank, we found that teams benefited from having a blend of cosmopolitan and local members—that is, people who have lived in multiple countries and speak multiple languages, and people with deep roots in the area they're working in. Cosmopolitan members bring technical knowledge and skills and expertise that apply in many situations, while locals bring country knowledge and insight into an area's politics, culture, and tastes. In one of the bank's teams, this combination proved critical to the success of a project upgrading an urban slum in West Africa. A local member pointed out that a microcredit scheme might be necessary to help residents pay for the new water and sanitation services planned by the team, while a cosmopolitan member shared valuable information about problems faced in trying to implement such programs in other countries. Taking both perspectives into account, the team came up with a more sustainable design for its project.

Adding members is of course one way to ensure that a team has the requisite skills and diversity, but increased size comes with costs. Larger teams are more vulnerable to poor communication, fragmentation, and free riding (due to a lack of accountability). In the executive sessions we lead, we frequently hear managers lament that teams become bloated as global experts are pulled in and more members are recruited to increase buy-in from different locations, divisions, or functions. Team leaders must be vigilant about adding members only when necessary. The aim should be to include the minimum number—and no more. One manager told us that anytime she receives a request to add a team member, she asks what unique value that person will bring to the group and, in cases where the team is already at capacity, which current member will be released.

Team assignments should be designed with equal care. Not every task has to be highly creative or inspiring; many require a certain amount of drudgery. But leaders can make any task more motivating by ensuring that the team is responsible for a significant piece of work from beginning to end, that the team members have a lot of autonomy in managing that work, and that the team receives performance feedback on it.

With 4-D teams, people in different locations often handle different components of a task, which raises challenges. Consider a software design team based in Santa Clara, California, that sends chunks of code to its counterparts in Bangalore, India, to revise overnight. Such 24/7 development is common as firms seek to use time zone differences to their advantage. But in one such team we spoke with, that division of labor was demotivating, because it left the Indian team members with a poor sense of how the pieces of code fit together and with little control over what they did and how. Moreover, the developers in Bangalore got feedback only when what they sent back didn't fit. Repartitioning the work to give them ownership over an entire module dramatically increased their motivation and engagement and improved the quality, quantity, and efficiency of their work.

Destructive dynamics can also undermine collaborative efforts. We've all seen team members withhold information, pressure people to conform, avoid responsibility, cast blame, and so on. Teams can reduce the potential for dysfunction by establishing clear norms—rules that spell out a small number of things

members must always do (such as arrive at meetings on time and give everyone a turn to speak) and a small number they must never do (such as interrupt). Instilling such norms is especially important when team members operate across different national, regional, or organizational cultures (and may not share the same view of, for example, the importance of punctuality). And in teams whose membership is fluid, explicitly reiterating norms at regular intervals is key.

Supportive context.

Having the right support is the third condition that enables team effectiveness. This includes maintaining a reward system that reinforces good performance, an information system that provides access to the data needed for the work, and an educational system that offers training, and last—but not least—securing the material resources required to do the job, such as funding and technological assistance. While no team ever gets everything it wants, leaders can head off a lot of problems by taking the time to get the essential pieces in place from the start.

Ensuring a supportive context is often difficult for teams that are geographically distributed and digitally dependent, because the resources available to members may vary a lot. Consider the experience of Jim, who led a new product-development team at General Mills that focused on consumer goods for the Mexican market. While Jim was based in the United States, in Minnesota, some members of his team were part of a wholly owned subsidiary in Mexico. The team struggled to meet its deadlines, which caused friction. But when Jim had the opportunity to visit his Mexican team members, he realized how poor their IT was and how strapped they were for both capital and people—particularly in comparison with the headquarters staff. In that one visit Jim's frustration turned to admiration for how much his Mexican colleagues were able to accomplish with so little, and he realized that the problems he'd assumed were due to a clash between cultures were actually the result of differences in resources.

Shared mindset.

Establishing the first three enabling conditions will pave the way for team success, as Hackman and his colleagues showed. But our research indicates that today's teams need something more. Distance and diversity, as well as digital communication and changing membership, make them especially prone to the problems of "us versus them" thinking and incomplete information. The solution to both is developing a shared mindset among team members—something team leaders can do by fostering a common identity and common understanding.

In the past teams typically consisted of a stable set of fairly homogeneous members who worked face-to-face and tended to have a similar mindset. But that's no longer the case, and teams now often perceive themselves not as one cohesive group but as several smaller subgroups. This is a natural human response: Our brains use cognitive shortcuts to make sense of our increasingly complicated world, and one way to deal with the complexity of a 4-D team is to lump people into categories. But we also are inclined to view our own subgroup—whether it's our function, our unit, our region, or our culture—more positively than others, and that habit often creates tension and hinders collaboration.

The team's problems were due to differences in resources, not to a cultural clash.

This was the challenge facing Alec, the manager of an engineering team at ITT tasked with providing software solutions for high-end radio communications. His team was split between Texas and New Jersey,

and the two groups viewed each other with skepticism and apprehension. Differing time zones, regional cultures, and even accents all reinforced their dissimilarities, and Alec struggled to keep all members up to speed on strategies, priorities, and roles. The situation got so bad that during a team visit to a customer, members from the two offices even opted to stay in separate hotels. In an effort to unite the team, Alec took everyone out to dinner, only to find the two groups sitting at opposite ends of the table.

Incomplete information is likewise more prevalent in 4-D teams. Very often, certain team members have important information that others do not, because they are experts in specialized areas or because members are geographically dispersed, new, or both. That information won't provide much value if it isn't communicated to the rest of the team. After all, shared knowledge is the cornerstone of effective collaboration; it gives a group a frame of reference, allows the group to interpret situations and decisions correctly, helps people understand one another better, and greatly increases efficiency.

Digital dependence often impedes information exchange, however. In face-to-face teams, participants can rely on nonverbal and contextual cues to provide insight into what's going on. When we walk into an in-person meeting, for example, we can immediately sense the individual and collective moods of the people in the room—information that we use (consciously or not) to tailor subsequent interactions. Having to rely on digital communication erodes the transmission of this crucial type of intelligence.

Some effects of incomplete information came to light during a recent executive education session at Takeda Pharmaceuticals in Japan. The audience was split roughly 50/50 between employees based in Japan and those based in the United States. One of the U.S. managers took the opportunity to ask about something that had puzzled him. Takeda's "share the pain" strategy for dealing with time zone differences alternated the scheduling of conference calls between late nights in America and late nights in Asia, and he wondered why his Japanese colleagues seemed to take their late-night calls in the office, while he and his U.S. colleagues always took them at home. His Japanese colleagues' responses revealed a variety of motivations for this choice—desire for work/life separation, a need to run language questions by coworkers, and the lack of home office space in a typical Osaka apartment. But the result was the same: Though Takeda executives had intended to "share the pain," they had not. The Americans left the office at a normal hour, had dinner with their families, and held calls in the comfort of their homes, while their Japanese colleagues stayed in the office, missed time with their families, and hoped calls ended before the last train home. In this case, however, the incomplete information wasn't about the task; it was about something equally critical: how the Japanese members of the team experienced their work and their relationships with distant team members.

Fortunately, there are many ways team leaders can actively foster a shared identity and shared understanding and break down the barriers to cooperation and information exchange. One powerful approach is to ensure that each subgroup feels valued for its contributions toward the team's overall goals.

Returning to Alec, the manager of the team whose subgroups booked separate hotels: While his dinner started with the Texas colleagues at one end of the table and the New Jersey colleagues at the other, by its close signs had emerged that the team was chipping away at its internal wall. Over the following weeks, Alec stressed the important roles members from the two offices played in achieving the team's exciting and engaging goal—designing new software for remotely monitoring hardware. He emphasized that both subteams contributed necessary skills and pointed out that they depended on each other for success. To build more bridges, he brought the whole team together several more times over the next few months, creating shared experiences and common reference points and stories. Because of his persistent efforts, team members started to view the team not as "us and them" but as "we."

You can prime teams for success by focusing on the four fundamentals.

Many participants in our field research and executive education sessions promote shared understanding through a practice called "structured unstructured time"—that is, time blocked off in the schedule to talk about matters not directly related to the task at hand. Often this is done by reserving the first 10 minutes of teamwide meetings for open discussion. The idea is to provide an opportunity for members to converse about whatever aspects of work or daily life they choose, such as office politics or family or personal events. This helps people develop a more complete picture of distant colleagues, their work, and their environment. However, team leaders must make the discussion's purpose and norms clear or else face 10 minutes of awkwardness as everyone waits for someone to speak.

One team we came across had a related tactic: Its members initially "met" over desktop video and gave one another virtual tours of their workspaces. By simply panning the camera around the room, they were able to show their remote colleagues their work environment—including things that were likely to distract or disrupt them, such as closely seated coworkers in an open-plan space or a nearby photocopier. After the tours the team members found that they were better able to interpret and understand distant colleagues' attitudes and behaviors.

Evaluating Your Team

Together the four enabling conditions form a recipe for building an effective team from scratch. But even if you inherit an existing team, you can set the stage for its success by focusing on the four fundamentals.

How will you know if your efforts are working? Hackman proposed evaluating team effectiveness on three criteria: output, collaborative ability, and members' individual development. We have found that these criteria apply as well as ever and advise that leaders use them to calibrate their teams over time. The ideal approach combines regular light-touch monitoring for preventive maintenance and less frequent but deeper checks when problems arise.

For ongoing monitoring, we recommend a simple and quick temperature check: Every few months, rate your team on each of the four enabling conditions and also on the three criteria of team effectiveness. Look in particular at the lowest-scored condition and lowest-scored effectiveness criteria, and consider how they're connected. The results will show where your team is on track as well as where problems may be brewing.

More often than not, effective teamwork is built on the following ten characteristics:

Clear direction

Sometimes, organizations are in such a hurry to move on their projects that they pull together groups of people without first deciding on the goals and desired outcomes. In his book, *Team Renaissance: The Art, Science and Politics of Great Teams* (Old Man River Publishing, 2013), Richard Spoon explains that without a clear sense of what the team needs to accomplish and how a successful outcome will be defined, it's impossible to assemble the right group of people to get there.

So decide on team goals and desired outcomes first. Use it for clear direction for the team you select. Start at the end point: What is the outcome you want and why? Leave the team flexibility to develop the best way to get there.

Open and honest communication

Communication is the close brother of chemistry. In any team, communication is crucial to building a sense of camaraderie between members. The manner of communication — how freely and frequently team members communicate — determines the effectiveness of the team. Put simply, the more freely you talk to your fellow team members, the more comfortable you are in sharing insights and ideas. This is just one major reason why modern businesses emphasize communication and collaboration tools.

The most important part of communication is listening. Listening is not just a way to find things out. It's also a sign of respect. So send the message that your conversation partner is valuable. Listen like you mean it. Demonstrate that you're listening. Paraphrase, re-state, and react to what you hear. Ask for clarification. Get involved.

Support risk taking and change

Good teams support appropriate risk taking and experimentation for change. They look on first time mistakes as opportunities for learning.

Defined roles

Roles might shift somewhat once the team is assembled, but understand the skill sets and thinking styles are needed on the team. If a team needs to develop a new product for market, that team will need a detail-oriented person (the task-master), who is methodical and can keep the team on track.

The explorer will be more of a big-picture thinker who can help the team see what is possible. The number-cruncher will take charge of measurement and metrics. It's possible your team will have other roles to fill, but you should have a good handle on those roles before you begin staffing.

Once you have a plan for those basics, begin choosing the strongest team members to carry out the project.

Mutually accountable

Teams accept responsibility as individuals and as a team. They don't blame one another for team mistakes and failures. No one should spend any time, useless time, in personal justifications. They should celebrate their successes together and recognize special performances and contributions that each team member makes to the total work of the team.

Communicate freely

Communication is the cousin of chemistry. In any team, communication is crucial to building a sense of camaraderie between members. The content of the communication is rather irrelevant, as researchers at MIT's Human Dynamics Laboratory have shown. Rather, the manner of communication — how freely and frequently team members communicate — determines the effectiveness of the team. Put simply, the more freely you talk to your fellow team members, the more comfortable you are in sharing insights and ideas. This is just one major reason why modern businesses emphasize communication and spend significant time each year on social communication and collaboration tools.

Common goals

A chief characteristic of any successful team is that members place the common goal above individual interests. While scaling individual targets is great for personal morale, teams succeed when they understand, appreciate and work with a common purpose.

Encourage differences in opinions

Agreeing on a common goal is essential. But it shouldn't come at the cost of suppressing alternative ideas and opinions. Having divergent opinions within a team enhances team performance; a diverse team is its competitive advantage.

Diverse opinions stir imagination and new ideas. Imagination and new ideas stir creativity. Unless the status quo is threatened and questioned, you won't find those crucial "out of the box" ideas.

Collaboration

Close collaboration is a trait shared by every successful team, whether it be the Apple leadership team or Lennon-McCartney of the Beatles fame or Jordan-Pippen of the Chicago Bulls fame. The idea is simple enough: the more you collaborate and the more you communicate, the more you create.

Team trust

Team members who cannot trust one other or who don't believe in the process and goals of the team seldom find success. Effective teams focus on solving problems. Trust is an adjunct of effective communication; there can be trust between team members only if they are allowed to air their views freely. This is the reason why organizations often undertake team-building exercises that put team members in positions of trust.

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The purpose of creating teams is to provide a framework that will increase the ability of employees to participate in planning, problem-solving, and decision-making to better serve customers. Increased participation promotes:

- A better understanding of decisions
- More support for and participation in implementation plans
- Increased contribution to problem-solving and decision making
- More ownership of decisions, processes, and changes
- More ability and willingness to participate in performance evaluation and improvement

For teams to fulfill their intended role of improving organizational effectiveness, it is critical that teams develop into working units that are focused on their goal, mission, or reason for existing.

Many times, when you're hired or promoted into a leadership role, the team is already there. You have to adapt your ideas and plans to fit the knowledge, skills, and abilities of the existing team.

But sometimes, you get to create your own team. It can happen on special projects when you're pulling people from different departments, or when you are creating a new department.

If you're in the situation where you get to create a team from scratch (or have the opportunity to add headcount to an existing group), here's how to create the best team possible.

1. Clearly Identify the Task at Hand

If your task is nebulous, you will have a tough time knowing what skills you need to find. You're likely tempted to jump right in and hire people with the general skills that fit your overall department. (I need marketing people. I need creative people.)

But to paraphrase an adage, hire in haste, repent at leisure. If you start out with the wrong people, you'll regret it. To know who you need, clearly identify the task or goals your team will need to accomplish.

2. Identify the Skills Needed

You need to identify the soft skills as well as the hard skills you need. Will the employee need to communicate results and progress to senior management? Are there skills you need that isn't going to be obvious without hard thought? For instance, if you're putting together a team to implement a new software system, you obviously need programmers.

But you also need a person who can talk to the end-users to get a clear understanding of their true needs. You need a trainer who understands the technical side of the new software system and can explain it to non-techy people.

If you know you need super smart and independent workers, you know that you also need a person who can bring those independent workers together. Of course, you do. (That's generally the manager or team leader's job, but knowing your own limitations is critical to [team building success](#).)

3. Identify the People

If you want to build an internal team, you have advantages and disadvantages. The advantages are that you already know the people from whom you are choosing. You know their strengths and their weaknesses. You know who is good at technical work. You know who is creative. You know who is whiny. You know who can sell ice cubes in a blizzard.

The disadvantages are that you've got to pull the team from your existing staff, so you can't fix any weaknesses that already exist in your potential team members. You have to deal with the politics of pulling someone from another group's staff. You can't ignore the fact that you can damage relationships if you steal too many of the best people from other departments.

Additionally, you may know that John is the best possible person, but John has no interest in being on your team, or John's manager won't let him join. You may find pulling together an internal team super frustrating.

If you have to [hire from the outside](#), you've got to think long and hard about budgets. Sometimes you're tempted to throw all of your money into hiring the superstar, but then you have to hire entry-level people for all of the other positions. They may not balance out your superstar.

Other times, you may think that the best path is to hire cheap help and get as many people as possible for the smallest salaries possible. It doesn't work either.

While you have to work within your budget, you may want to hire a superstar, or you may need a whole bunch of worker bees. Give whoever you hire careful consideration.

4. Hire in the Right Order

Don't hire the administrative assistant first. You may think, "Okay, I'll get this out of the way." But the administration's job is to help the rest of the team and support them. If you hire this person first, you need to find additional people with whom they can work, instead of the other way around.

Start with your most senior person, or the [person you want leading the team](), and work down through the rest of the team members from this hire. You want your most senior person to help you with the additional hiring—either internally or externally.

5. Practice Honesty in Your Hiring

Don't just extol the virtues of working on this team. You need to state the challenges honestly to potential employees. For example, you might say: "We'll implement a new software system. You will work hard and put in long hours. We'll experience pushback from senior managers, and I will fight for the team, but it will be difficult."

This way, you'll get staff members who know what to expect. Don't lie and say the team's task is a bed of roses unless you really think that is how the team's work will play out. You'll lose your best team members who will feel as if you fooled them.

6. Remember to Manage

Once you get your team together, you've got to run it. Great teams seldom run well without a [great leader](). That's your job. Make sure that you work to make the team cohesive and hard working. Don't ask more of them than you ask of yourself.

If you are managing the team leader, the same applies. You need to check in on a pre-planned schedule to ensure that the team stays on track. If it's not, work with the team leader to regroup and move forward.

If you carefully approach putting a team together using these six steps, you'll have a great team and a successful project. Your organization will learn from their success, and you'll strengthen your other work teams across your organization. It is the outcome you seek as you put together successful teams.

Points of distinction	Teams	Groups
1. Nature	1. A team is a form of group.	1. But group is not a form of team.
2. Common Superior	2. Team may not have common superior.	3. Group has common superior
4. Interaction	3. Team may not have face to face interaction.	3. Group has face-to-face interaction
5. Reporting	4. Team many not have reporting responsibility to the superiors	4. Group has responsibilities of reporting of reporting to the superiors.
6. interdependence	5. Team has higher degree of interdependence.	5. Groups have small degree of interdependence.
7. Commitment	6. Team members are supposed to be highly committed.	6. Group members are not that much committed to the work.
8. Accountability	7. Team members themselves are mutually accountable.	7. Group members themselves may not be that much mutually accountable.

5 Types of Teams

Project team

A project team is a group of employees that work collectively and have shared goals and strategies.

This type of team means structuring work in a specific, measurable and time-constrained way. Project teams allow assigning clear roles and responsibilities, set specific deadlines.

We define 4 subspecies of project teams:

1. Functional team

A functional team is permanent. It includes members of the same department with different responsibilities. There is a manager who is responsible for everything. Everyone in the team reports to him.

A functional team can be usually recognized in traditional project management companies.

This type requires a manager who ensures that there are no obstacles when it comes to transferring work from one team to another.

2. Cross-functional team

A cross-functional team consists of members from different departments. This kind of team tackles specific tasks that require different expertise and inputs.

Cross-functional teams are becoming increasingly popular all over the world. However, there is an opinion that the whopping number of all cross-functional teams are dysfunctional.

3. Matrix team

A matrix team is a "2-boss system". Here an individual reports to a different manager for his/her work. A matrix team is the product of a Matrix management approach.

It helps top managers to retain control over the project without being involved in decisions.

4. Contract team

A contract team is an outsourced team where the members are tied down by a contract.

The client can easily cut all ties to the team after the project is completed and the contract has ended. In this kind of team, the role of project managers is crucial. They have to maintain constant communication between the customer and team members, to compensate for the lack of the team's physical presence, to bear full responsibility for project success or failure.

Self-managed teams

Self-managed teams consist of employees of the same company who work together. Although they have a wide set of objectives, their key goal is to reach a common result.

There is no manager here. The members of self-managed teams should determine rules and expectations, solve problems and bare shared responsibilities.

Thinking about creating a self-managed team, you should pay attention to the levels of responsibility and the autonomy that is given to the team.

The main advantages of self-managed teams are:

- Improved motivation because of autonomy
- Ability to manage own time and handle tasks when it suits employees
- No pay for office
- Pride in team accomplishments because of shared responsibility

What about the disadvantages? One of the weak points is about the lack of hierarchical authority that can put personal relationships over good judgment.

This can suppress creativity and critical thinking. You should also pay attention to training time and costs that are higher due to a broader scope of duties.

Virtual team

A virtual team involves employees who work in different locations and who rely on the power of communication and collaboration tools to get things done together.

This kind of team provides people with better life-work balance and allow business owners to hire the best experts.

There are different types of virtual teams that are characterized by 3 dimensions: time, space and culture.

- **Time** is about when people work (during different hours, on different shifts, in different time-zones).
- **Space** is about where people work (right next to each other or hundreds of kilometers away).
- **Culture** is about how people work (including such factors as gender, age, race, language, education, nationality, social, religious, economic factors, etc.)

Operational team

An operational team deal with supporting other types of teams. It is formed to make sure that all office processes go smoothly.

Operational teams may have their own projects and function as they also have well-defined roles and responsibilities.

Problem-solving team

A problem-solving team is usually temporary. It is focused on solving a specific issue. This kind of team may be created after the financial crisis or any unplanned event or challenge. It is aimed to come up with solutions to help the company climb out of a steep recession.

Once guidelines are set in place and plans are formed, the task forces and committees are disbanded.

How to make your team successful?

Do not forget about team collaboration tools that assist to make communication and management processes easier. There are numerous benefits of such online tools, including:

- The precise and clear delegation of work
- Increased productivity
- Work across geographic locations
- The faster way to work across departments
- Better reporting and tracking issues
- Better organization of workplace docs, etc.
- 10 Keys to Successful Teamwork
- These ten tips describe the environment that must occur within the team for successful teamwork to take place. Successful teamwork is the cornerstone for creating a functioning, contributing team.

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The Team Is Clear About Its Mission

The team understands the goals and is committed to attaining them. This clear direction and agreement on mission and purpose are essential for effective teamwork. Team members must have an overall mission that is agreed upon and that provides the umbrella for all that the team tries to do. This team clarity is reinforced when the organization has clear expectations for the team's work, goals, accountability, and outcomes.

The Team Environment Encourages Reasonable Risks

The team creates an environment in which people are comfortable taking reasonable risks in communicating, advocating positions, and taking action. Team members trust each other. Team members are not punished for disagreeing; disagreement is expected and appreciated.

Respectful Communication Is the Norm

Communication is open, honest, and respectful. People feel free to express their thoughts, opinions, and potential solutions to problems. People feel as if they are heard out and listened to by team members who are attempting to understand. Team members ask questions for clarity and spend their thought time listening deeply rather than forming rebuttals while their co-worker is speaking.

They do this by formulating questions that will lead them to more deeply understand their teammate's point of view.

Strong Sense of Group Commitment

Team members have a strong sense of belonging to the group. They experience a deep commitment to the group's decisions and actions. This sense of belonging is enhanced and reinforced when the team spends the time to develop team norms or relationship guidelines together.

Team members are viewed as unique people with irreplaceable experiences, points of view, knowledge, and opinions to contribute. After all, the purpose of forming a team is to take advantage of the differences.

Otherwise, why would any organization approach projects, products, or goals with a team? In fact, the more a team can bring out divergent points of view that are thoughtfully presented and supported with facts as well as opinions, the better.

Creativity and Innovation Are the Norms

Creativity, innovation, and different viewpoints are expected and encouraged. Comments such as, "we already tried that and it didn't work" and "what a dumb idea" are not allowed or supported. The team members recognize that the strength in having a team is that every member brings diverseness to the effort to solve a problem, improve a process, reach a goal, or create something new and exciting.

Engages in Continuous Improvement

The team is able to constantly examine itself and continuously improve its processes, practices, and the interaction of team members. The team openly discusses team norms and what may be hindering its ability to move forward and progress in areas of effort, talent, and strategy.

The team holds review meetings that assess the team's process and progress in approaching and accomplishing the team mission. The team has a clear understanding about the five stages of team development and the members know what is required to move the team successfully through the stages.

Solves Teamwork Problems and Conflicts

The team has agreed upon procedures for diagnosing, analyzing, and resolving teamwork problems and conflicts. The team does not support member personality conflicts and clashes nor do team members pick sides in a disagreement. Rather, members work towards the mutual resolution of problems and disagreements.

Practices Participative Leadership

Participative leadership is practiced in leading meetings, assigning tasks, recording decisions and commitments, assessing progress, holding team members accountable, and providing direction for the team. This means that every participant on the team must actively contribute to leading the team to successful outcomes and contributions.

Makes High Quality Decisions

Members of the team make high quality decisions together and have the support and commitment of the group to carry out the decisions made. They also gain the support and commitment of the people they report to in order to accomplish and communicate the team's progress and success.

They gain the support and commitment from senior leadership by demonstrating all of these ten teamwork necessities each and every day. The team lives high quality interaction that is observable and an example for all other teams to emulate.

Basic Team Process

Strategy	Targeted teamwork processes and competencies	Potential impact for global teams
Team coordination and adaptation training	• Mutual performance monitoring • Backup behavior	• Increases team member's ability to alter behavior according to current demands without overt communication • Improves team members' basic understanding of teamwork processes
Event-based approach to training	• Communication • Coordination • Assertiveness	• Provides opportunity to practice effective teamwork processes • Enables team members to acquire skills without fear of repercussion
Cross-training	• Interpositional knowledge • Team cognition • Coordination	• Increases knowledge of limitations in other roles • Reduces process loss
Team leadership development training	• Leadership	• Increases leader's ability to facilitate team problem solving • More effectively manage teamwork, task work, and team processes
Guided team (self-correction)	• Communication • Feedback • Team cognition	• Facilitator is able to provide constructive feedback on teamwork processes • Increases team performance through guided self-monitoring

Understanding Team Communication

The interactions that the individuals on a team share with one another are referred to as team communication. This includes things like emails and conversations but also things like body language and nonverbal sounds. With different ways of communication come different results, so strengthening team communication is imperative to the success and thriving of just about any company.

Even when someone is working independently, they typically need to communicate with others in order to achieve their goals. Whether it be with their boss, a colleague in another department or a client, excellent communication skills help ensure their success. This is even truer when it comes to communication in group projects, where people are collaborating more than working independently. One person could be in charge of running the numbers while another creates graphics, someone else communicates with clients and yet another person prepares a presentation for upper management.

Importance of Team Communication

Most of us have had both good and bad experiences with communication in group projects. In the school setting, sometimes one or two students end up doing the bulk of the work and then feeling resentful that other team members weren't more involved. Yet, communicating this frustration can be difficult without the proper skills. In other cases, lack of communication could mean that parts of the project are overlooked entirely, resulting in incomplete work.

Proper communication skills can help solve these common problems when it comes to teamwork. Assertiveness skills make it easier for overworked team members to communicate their stress and ask for help with parts of the project. Checklists or workflow applications help team members with a visual reminder of what needs to be completed in order to turn in completed work.

Focusing on Team Communication

An intentional focus on team communication in your organization can make it easier to reach or exceed your projections. When everyone is focused on what they do best and most efficiently without distraction, less time is wasted and work quality goes up. While many managers recognize this, team communication rarely improves without an intentional focus on it.

There are multiple ways to organize your efforts to improve communication in your organization, but the underlying principle is that good communication is based on healthy relationships, so the focus needs to begin there. You can model healthy relationships with your teams, create opportunities for them to gather over lunch and be intentional about spending time with key leaders in your organization. Then, encourage them to take the same approach with those they supervise so that the focus on cultivating strong relationships gets handed down through the entire organization.

Interacting With Team Members

Once relationships within your organization are strengthened at the human level, it's easier to enhance communication on work projects. Because work can sometimes be stressful, identifying some ground rules for interacting with team members is essential for success. Consider the culture you want to foster around work, whether it be peace, appreciation, care or even fun. Then, craft some solid communication ground rules that can be used going forward. Good ideas could include:

- We communicate clearly.
- We include all the important communication.
- We value open and honest dialogue.
- We use "I" statements whenever possible.
- We remain calm and affirm our teammates.
- We offer and receive constructive feedback with gratitude.
- We are kind in our interactions, even under stress.
- We know when to take time to cool down or think, and we act on that.
- We value growth above perfection.
- We assume people want the best outcome and communicate accordingly.
- We take turns speaking and listen actively.
- We ask for help when we need it.

Types of Communication

In order to have a well-rounded focus on communication, it's important to understand that communication is about more than our words. We do communicate verbally, but we also communicate nonverbally, with sounds and even with our personal space. In order for communication to be healthy and effective on a team, these different forms of communication must all be saying the same thing.

For instance, imagine someone saying to you with a smile, sweet tone and open hands, "I value your work." Now, imagine the same person with furrowed brows and crossed arms yelling across the room, "I value your work!" It's the same words and the same person, yet the interactions have very different meanings and would likely elicit opposite emotional reactions from you. For best results, encourage your team leaders and team members to make sure their words, body language and other forms of communication mirror the same message and emotions.

Improving Verbal Communication Skills

Any good focus on communication usually begins with verbal communication because this is what most people think of first when they think about communication skills. To improve verbal communication skills on your team, encourage friendliness, even under stressful circumstances like an impending deadline. Encourage people to practice eye contact, think before speaking and listen before thinking of what to say next.

In the workplace, you likely have many different personality types and communication styles represented on your teams, so verbal modeling can also be helpful. In verbal modeling, you match your volume and tone to the person you're communicating with. If Joe from marketing is soft-spoken and takes time to pause before speaking, model the same patterns in your communications with him.

Likewise, if Shirley from the legal department is bubbly and loud, it's probably OK to joke around and laugh a bit in your communications with her. Verbal modeling will help both Joe and Shirley feel more comfortable communicating with you as you work together.

Nonverbal Communication Skills

Your focus on communication is incomplete unless you also include an awareness of nonverbal communication between you and other team members. If you want to get your team in gear to meet a goal without creating hostility or fear, your nonverbal communication skills are what could make or break this aim. Here are some things you might want to pay attention to:

- **Eye Gaze:** Maintaining soft eye contact conveys interest, while a hard stare can look threatening and avoiding eye contact looks fearful or uninterested.
- **Body Language:** Posture communicates just as much or more than words about what we're saying. Sitting or standing straight with relaxed arms communicates interest, while crossing arms can look angry and slouching can seem disengaged or unsure.
- **Personal Space:** Be aware of people's needs for boundaries as you communicate. Most people are most comfortable having a conversation a couple of feet away. If you get too close, it can feel uncomfortable or threatening. If you're too far away, it's hard to form a connection.

- **Nonverbal Sounds:** Watch your nonverbal sounds as you communicate with others. Be sure affirming "mmmhmmm" sounds aren't interrupting the other person. When you disagree, watch to make sure you're not grunting or letting out heavy sighs.
- **Facial Expressions:** The way we move our faces conveys a lot to others about how we feel. If you need to have a difficult conversation, try saying what you need to say in the mirror first so that you can correct any furrowed brows or smirks before you get to the actual conversation. Likewise, when you care, let your face reflect that with a kind smile and happy eyes.
- **Gestures:** Pointing, waving, holding up fingers and using your hands while you talk communicates a great deal about your feelings and intentions. For instance, pointing can feel threatening when you are angry yet feel really good when you're happy and choosing someone for a special assignment.

Effective Written Communication

In an increasingly technology driven workplace, written communication is becoming more and more common. From emails to instant messages to texts and workflow app posts, many employees spend much of their time communicating with coworkers and clients in written form.

Without the use of body language, eye contact and intonation, choosing your words wisely in writing is especially important. Using fewer words but carefully choosing them is more effective that ambushing your colleague with a 2,000-word email overloaded with details. In addition, if your workplace allows it, consider adding emotions into things like texts and short messages, as it helps to make up for the lack of body language.

Strengthening Team Communication

When it comes to strengthening team communication, a multifaceted approach is key. Consider including this topic in your continuing education and training days. Things like personality tests can help people better understand how they and their colleagues tick, strengthening both relationships and communication skills. You might also consider including information on emotional awareness and emotional regulation, as well as role-playing communication in challenging circumstances.

Difficult Personalities on Teams

While most people genuinely want to learn how to communicate and relate better with their colleagues, almost every office or team setting includes someone who's especially difficult. Whether this person is actually personality disordered or simply challenging due to manipulation and aggression, special skills are needed.

When dealing with difficult personalities, it's especially important to remain calm, communicate clearly and remember that your communication is your responsibility, but their response isn't. Avoid giving highly emotional responses that could simply give this individual more reason to be manipulative or volatile. Instead, practice detaching but communicating in a calm and factual way.

Seeking Communication Help

When your own efforts and training aren't enough to strengthen positive team communication and sense of morale, sometimes it's necessary to reach out for help. Specialized consultants and

psychologists are trained to work with groups in order to increase communication and emotional management skills. These professionals can come work with your team for a day, a week or on a recurring basis as you make needed changes.

In addition, modalities like HeartMath can help to strengthen communication by guiding teams to operate from a more heart-centered place in their interactions with one another. For individuals who struggle in an environment that's otherwise healthy, consider modalities like cognitive behavioral therapy, neurofeedback or even physical movement. Each of these possibilities can aid people in emotional regulation and developing the needed communication skills to thrive in the workplace.

How to communicate with your team more effectively?

With good communication channels, your team can have a good support. Here are 7 ways to take your team communication to next level and achieve happier and more productive team.

1. Having One-on-One Interactions

Successful teams are made of team members who are purposeful in their interactions. One on one interactions is important with every individual you hire to make sure employee engagement doesn't fall short in your workplace. During these interactions, set your expectations and needs. Tell them about what your project demands, what are the norms of your company for employees and give them adequate preparation time to maximize their potential. When having one-on-one interactions, make sure you know when to listen to what your employees have to say. The leaders need to put their best foot forward for their new hirings to get to the bottom of things.

2. Encourage two-way feedback

In order to have smooth work environment, it is important to have two way communication. In workplace, feedback is important to generate results, where the main objectives is to strengthen progress towards company goals. A common mistake that leaders make when offering feedback is turning into one way dialogue (feedback). They give no opportunity to employees to present their own comments and concerns. Encouraging two-way feedback is a sign of good communication in workplace that will give your team a chance to self-evaluate. Give detailed feedback to increase team communication and to coach your team members. You can keep a written record of feedback via your task management system which can help increase the overall communication and productivity.

3. Show appreciation

Tell your employees, coworkers and colleagues about how much you care and respect them. Showing appreciation is an effective way to deal with low employee morale and to make your team members feel

like they matter. This a method to promote communication in team. Given a token of appreciation to your team members by congratulating them for great ideas, thanking a team member for finish a task and express gratitude even for small acts.

4. Conduct team building activities

Team building activities have a great impact on productivity and overall teamwork of your team. It can help your people to communicate better, and also help them to build good relationships with one another. Create structure opportunities for your employees to collaborate through activities like team lunch, ice breaker games in meetings, group meetings, fitness sessions, puzzle solving games or any outdoor activity. You can schedule these activities at the end of the month or weekly to get your team together in the room.

5. Use time wisely

Utilizing coffee breaks can keep team building spirit strong and giving everyone an opportunity to get to know each other better. Team bonding is a better way to improve communication channels. Coffee breaks is an ideal opportunity for informal meetings and discussions. It encourages healthy communications amongst colleagues and also promotes the exchange of ideas. Let your team members have coffee breaks at same time to create an ideal environment for team members to relax and discuss issues. And this art of conversation will often encourage the team to discuss work as well. Thus coffee will not only act as an energy booster through the day but also promote productivity with relaxed conversations.

6. Promote Communication and Collaboration

Your team members will eventually be able to communicate better if they are able to collaborate with everyone well. Encouraging collaboration will promote diverse skills to make sure everyone is aware of ongoing projects. Leaders can get their people to talk, to share ideas to complete the project. Employees should be given opportunities to ask questions, ask for help when they need it and use tools to collect information, feedback, and updates.

7. Use appropriate platform of communication

Every project needs an effective communication stream to reflect the progress of the project. The modern workplace is on its way to digital transformation. So, you need to invest on key systems and applications for productivity and communication. According to the needs of your project, **communication tools** can be an effective way for the whole team to meet up. With task management software, you can make communication streamlined between your team members. They can exchange messages about the tasks and all relevant information can be shared in the same place. It prevents long email threads that has long been one of the communication approach. With an understanding, the technology is evolving to support you always.

So, you want to get your team communicating better? The right path that will lead you to effective team communication begins with the above strategies. A team that doesn't communicate well is like an engine that is broken into various parts. So, to let your engine work well, keep all the parts of your engine together. Watch your team spirits grow with better communication.

Module-II

Team Conflict is an interpersonal problem that occurs between two or more members of a team, and affects results of teamwork, so the team does not perform at optimum levels. Team conflicts are caused by the situation when the balance between perceptions, goals, or/and values of the team is upset, therefore people can no more work together and no shared goals can be achieved in the team environment.

Classification

Classification of employee conflicts is the foundation of effective [team conflict management](#), because by having identified a type of conflicts, team leaders are able to choose right conflict resolving tools and apply appropriate conflict management strategies. In this context, let's try to classify disagreements between team members.

By functional attribute

First of all, conflicts between team members can be *functional* and *dysfunctional*.

- Functional conflicts are disagreements that do not significantly affect team performance, so the team remains functional and is able to produce desired results.
- Dysfunctional conflicts are those disagreements between employees that disrupt teamwork and prevent team members from following shared goals, so the entire team becomes dysfunctional and no desired results can be produced.

The listed types of team conflict are defined considering the functional attribute of teams.

By Origin of Conflict

Another way to classify employee conflicts refers to focusing on the origin of conflicts, or investigating how a conflict has evolved. Following this idea, the next sources of group conflicts are to be considered:

- Values of team members. Each team member has its own values yet he/she should follow values of the team. When a disagreement between the values appears, a conflict may arise.
- Goals versus Expectations. Often improperly set goals do not relate to actual expectations, then a group conflict may take place.

- Roles and responsibilities. If right people are not assigned to right responsibilities and roles, an employee conflict is likely to arise.
- Lack of resources. Every team has to work using limited resources – this situation increases the risk of group conflict occurrence.

These team conflict types let team leaders use their conflict resolution skills (like Intervention and Feedback) to look at the original reasons of a group conflict.

By Behavior

Besides this way of investigating team conflicts, there is another way to classify conflicts into the following types:

- Constructive team conflicts. Such conflicts arise when team members grow personally and increase their qualification. Constructive team conflicts result in a solution to a problem and create cohesiveness between team members.
- Destructive team conflicts. They arise when the team problem solving process fails so no solution is generated and the problem still exists. Destructive conflicts between team members defocus group effort and divert energy away from prioritized activities. Such conflicts demoralize the team and make it polarized.

By understanding all the listed conflict types as well as the given definition, team leaders can achieve better conflict management because they will be able to investigate the nature of team conflicts and generate right resolution.

Career Development

Four Common Types of Team Conflict and How to Resolve Them

December 12, 2019

Conflicts are a natural part of life, both in our personal lives and in the workplace. Workplace conflicts occur because team members don't always agree or know how to work together despite their differences. These differences could be in the way they manage their tasks, their work styles or personalities. In order for a team to work together effectively, conflicts need to be resolved in a timely and professional manner that minimizes disruption to productivity. The ability to resolve team conflicts is crucial to the success of any organization.

Whether you're involved in a conflict or acting as a mediator, you'll need to remain calm throughout the process and work to understand the different perspectives of all parties involved. In this article, we'll examine the most common types of conflicts that can arise, steps for resolving these conflicts and why conflict resolution is important in workplace.

What is team conflict?

Team conflicts arise when there are disagreements over their goals, methods or needs of the team. Conflicts can also occur when there are differing personalities. At first, these conflicts may seem

commonplace, but failing to resolve them could have a negative impact on productivity and overall morale. When conflicts between team members arise, addressing these disagreements and coming to a mutual understanding allows everyone to collaborate in a harmonious and productive way.

Conflict resolution is a valuable leadership skill to have. Individuals with the ability to recognize conflicts, acknowledge differences and find quick and peaceful resolution are essential to any organization.

Why is conflict resolution important?

Conflict resolution is important for the success of any team. Leaving a conflict unresolved can negatively impact morale and productivity, resulting in a tense and uncomfortable work environment for all. Resolving conflicts in the workplace allows teams to trust each other and work better together to achieve their goals. Conflict resolution allows team members to understand each other better and create smoother working relationships in the future.

Types of team conflicts

Here are four different types of team conflicts common to workplace environments:

Task-based conflicts

Task-based conflicts occur in situations when team members rely on each other to successfully complete a task or project. When one person on the team doesn't complete their part of the task, it can affect another team member's ability to finish their part on time. For example, if an employee always turns in their reports late, it causes the accountant to be late with their reports as well. To avoid these conflicts, make sure everyone on the team knows what they should be doing in their position so tasks can be accomplished efficiently and on deadline.

Leadership conflicts

Some conflicts occur because of differences in leadership styles. Everyone has their own way of leading their teams. Some leaders are directive, while others are more open, inclusive and encourage collaboration with their team. To prevent leadership style conflicts, it's important to recognize and appreciate these differences throughout the team. If you're in a management role, you should be aware of your own leadership style and how you interact with your team. It may be necessary to make adjustments to your leadership style to accommodate the different needs and personalities of your team members.

Work style conflicts

Just as there are differences in leadership styles, there are differences in work styles as well. Work style conflicts occur because team members have different preferences in how to accomplish tasks. Some work quickly and move onto the next task as soon as possible, while others prefer to complete tasks slowly and mindfully. Some people are self-starters who require little to no direction to finish a task, and others need guidance every step of the way. The best way to avoid these types of conflicts is to recognize that everyone's work style is different and find ways to collaborate to achieve the same goal despite those differences.

Personality clashes

Personality clashes are some of the most common types of team conflicts. These types of conflicts are caused by differences in personality among team members. You're not always going to get along with or like every person you meet, whether they're your coworker, supervisor or peer. It can be challenging to work with someone whose personality disagrees with your own. However, it's important to try to understand their differences and learn how to work together peacefully and productively.

Conflict Management

Conflict is a normal part of working in teams, because it brings creativity and helps avoid groupthink. However, too much conflict can stop teams for doing their work and certain procedures should be followed to get back on track. Guffey, Rhodes, and Rogin describe their six-step process for dealing with conflict in teams:[13]

1. Listen: In order for everyone to understand the problem.
2. Understand the other's point of view: Active listening makes understanding the other's position easier. Show this by asking questions.
3. Show a concern for the relationship: Focus on the problem, not the person. Show that his or her needs are cared for and an overall willingness to resolve the conflict.
4. Look for common ground: Identify both sides' interest and see what you have in common.
5. Invent new problem-solving options: Brainstorm on new ways to solve the conflict and be sure to be open to new suggestions.
6. Reach an agreement on what's fair: Find a middle ground of whats fair and choose the best options after weighing the possible solutions.

Social Influence & Power

Social influence refers to attempts to affect or change other people. Power is the capacity or ability to change the beliefs, attitudes, or behaviors of others. We often think about power in terms of how individuals try to influence one another, but a group has collective power.

Why do people change because of social influence? Social psychologists provide two main reasons for the effects of social influence: normative influence and informational influence (Deutsch & Gerard, 1955). Normative influence is change based on the desire to meet the expectations of others and be accepted by others. Informational influence is change based on accepting information about a situation from others.

2. Types of Power

Team members use various types of power to influence one another and the team. The types of power that members possess can be examined in several ways. The study of bases of power is concerned with the sources of power, whereas the study of influence tactics examines how various power tactics are used.

Bases of Power

There are two types of power that an individual can have in a group or organization: personal or soft power, and positional or harsh power (French & Raven, 1959; Raven, Schwarzwald, & Koslowsky, 1998). Personal or soft power derives from an individual's characteristics or personality and includes expert, referent, and information power.

Positional or harsh power is based on an individual's formal position in an organization. It includes legitimate, reward, and coercive power. Definitions for these bases of power
are provided in Table 8.1.

The types of power are related to each other and often used together(Podsakoff & Schriesheim, 1985). For example, the more one uses coercive power, the less one is liked, so one has less personal or soft power. The more legitimate power one has, the more reward and coercive power one typically has. Because team leaders have less legitimate power than traditional managers, they often rely on expert and referent power to influence the team (Druskat & Wheeler, 2003).
The use of the personal sources of power is often more effective than the use of positional sources (Kipnis, Schmidt, Swaffin-Smith, & Wilkinson,1984). One reason for this is that the targets of influence are more likely to resist the use of positional power and are less satisfied with its use. Because of this, leaders typically prefer using expert power most often and coercive power least often. However, the use of expert power is limited. The fact that someone is an expert in one area does not make him or her an expert at everything.

Reward and coercive power can be used to influence people to do what is desired, but people do it only because of the reward or fear of punishment. The result is compliance but not acceptance. These strategies are useful for changing overt behaviors, but not for changing attitudes and beliefs; the influencer has to monitor the behaviors to ensure that results are forthcoming(Zander, 1994).

Teamwork should rely on the personal power of team members. Group decision making is better when people who are most expert or have relevant information to add dominate the discussion, rather than when people who have the authority to make decisions dominate. Cooperation is more likely
to be encouraged by using personal power sources than by using threats
Power and Social Influence

Types of Power

Personal/ Soft Power	
Expert	Power based on one's credibility or perceived expertise in an area
Referent	Power based on another's liking & admiration
Information	Power based on the knowledge or information one has about a topic.
Positional/Harsh Power	
Legitimate	Power based on the recognition and acceptance of a person's authority
Reward	The ability to reward(reinforce)a desired behavior
Coercive	The ability to threaten or punish undesirable behavior.

Social Influence Tactics

Rational Argument	Use of logical arguments and factual information to persuade
Consultation	Seek a person's participation in the decision
Inspirational Appeal	Attempt to arouse enthusiasm by appealing to a person's ideals
Ingratiation	Use of flattery or friendly behavior to get a person to think favourably of you
Exchange	Offer to exchange favors later for compliance now
Pressure	Use of demands, threats or persistent reminders
Legitimizing Tactics	Make claims that one has the authority to make the request
Coalition Tactics	Seek the aid and support of others to increase power of request

Team Decision Making

General Problem Solving Steps

1. **Defining the problem**: phrase problem as probing questions to encourage explorative thinking; make explicit goal statement
2. **Establish criteria for evaluating the solution**: identify characteristics of a satisfactory solution; distinguish requirements from desires
3. **Analyzing the problem**: discover the root cause and extent of the problem
4. **Considering alternate solutions**: brainstorm to generate many ideas before judging any of them
5. **Evaluate alternate solutions**: use ranking-weighting matrix; check for issues/disagreement
6. **Deciding on a solution**: choose best answer to the problem from among all possible solutions
7. **Develop action plan**: make team assignments with milestones(don't underestimate time)
8. **Implementing the action plan**: check for consistency with requirements identified in step 2
9. **Following up on the solution**: check up on the implementation and make necessary adjustments
10. **Evaluate outcomes and process**: review performance, process, and personal aspects of the solution

Smart Decision can be enabled by

1. Modeling an open mind and asking for candid opinions
2. Asking questions to encourage critical thinking and information disclosure such as:
   a.   What elements would you choose to change?
   b.   What changes would you make to solve …?
3. Aligning rewards to team successes to ensure that individuals share what they know
4. Ensuring that team members are aware of relevant roles and unique information required for team success
5. Charging some team members to assume a position that opposes the team's preference
6. Creating an alternate team that attempts to find errors and weaknesses in the solution
7. Using successive rounds of blind voting interspersed with discussions

Problem Solving & Creativity

Creativity is the ability to look for good ideas that can be put into action. Adaptive creativity involves improving an existing system, whereas innovative creativity involves creating something new. Creative workers tend to have different intellectual and personality characteristics than their less creative

counterparts. In general, creative people are more mentally flexible than others, which allows them to overcome the traditional way of looking at problems.

Creative thinking requires a broad background of information, including facts and observations. Creative workers tend to be bright rather than brilliant. The key to creative intelligence is insight. Creativity can stem from both fluid (raw) intelligence and crystallized (accumulated) intelligence. The emotional and other nonintellectual aspects of a person heavily influence creative problem solving. For example, creative people are frequently nonconformists and thrill seekers.

Creativity takes place when three components come together: expertise, creative thinking skills, and the right type of motivation. Creative thinking refers to being flexible and imaginative. The right type of motivation refers to passion for the task and intrinsic motivation. Four factors outside the person play a key role in fostering creativity. An environmental need, enough conflict and tension to put people on edge, encouragement from management, and the presence of humor. Unless a person is working on a highly focused task, time pressures are likely to diminish creativity.

Methods of improving your creativity include

 (1) concentrating intensely on the task at hand;

(2) overcoming traditional mental sets;

(3) disciplining yourself to think laterally;

(4) conducting brainstorming sessions;

 (5) borrowing creative ideas;

(6) challenging your ruts;

 (7) establishing idea quotas;

(8) playing the roles of explorer, artist, judge, and lawyer; and

 (9) taking a break.

Brainstorming has several variations, including electronic brainstorming in which people enter ideas into a computer. Brainwriting is essentially solo brainstorming. The forced-association technique requires problem solving by making associations between the properties of two objects.

The Top 6 Leadership Challenges Around the World

What's most challenging about leading organizations today? And do these leadership challenges differ around the world?

Our researchers went straight to the source to answer these questions about leadership challenges, gathering input from 763 middle- and executive-level leaders in organizations from China/Hong Kong, Egypt, India, Singapore, the United Kingdom, the U.S.A., and Spain.

Our study found that leaders around the globe consistently face the same 6 challenges — even if they describe their leadership challenges and specific context in different ways.

So what are the top leadership challenges?

1. Honing Effectiveness: the challenge of developing the relevant skills — such as time-management, prioritization, strategic thinking, decision-making, and getting up to speed with the job — to be more effective at work.

2. Inspiring Others: the challenge of inspiring or motivating others to ensure they're satisfied with their jobs and working smarter.

3. Developing Employees: the challenge of developing others, including mentoring and coaching.

4. Leading a Team: the challenge of team-building, team development, and team management. Specific leadership challenges include how to instill pride, how to provide support, how to lead a big team, and what to do when taking over a new team.

5. Guiding Change: the challenge of managing, mobilizing, understanding, and leading change. Guiding change includes knowing how to mitigate consequences, overcome resistance to change, and deal with employees' reactions to change.

6. Managing Stakeholders: the challenge of managing relationships, politics, and image. These leadership challenges include gaining managerial support, managing up, and getting buy-in from other departments, groups, or individuals.

Knowing that these leadership challenges are common experiences for middle and senior managers is helpful, both to the leaders and to those charged with their development, according to our researchers.

Individuals can benefit from knowing their experiences aren't isolated, and can feel more confident reaching out to others for help facing these challenges.

How to Respond to the Top Leadership Challenges Around the World

Here are 4 concrete things leaders can do to address these common leadership challenges:

1. Set goals.

Be proactive in setting goals, as well as establishing the timelines — and deadlines — necessary to keep yourself and your teams on track. The distractions that you face can make it easy to lose sight of long-

term and even short-term goals. You can easily get sucked into dealing with urgent issues that arise unexpectedly rather than staying focused on producing the outcomes that matter most to your organization.

While no leader can completely avoid surprises, goal setting provides a map that you can return to time and again to refocus on your top priorities while handling other leadership challenges.

One time-honored approach is the SMART method. When setting a goal, make sure it's:

- *Specific.* Write down a detailed description of what accomplishing the goal would involve.
- *Measurable.* Set targets that you can quantify to assess progress.
- *Attainable.* Stretch goals are fine, but you also need to make sure that achieving the goal is possible.
- *Realistic.* Be sure you understand what you will likely need — in terms of time, resources, and talent — to achieve it.
- *Timed.* Create deadlines for hitting milestones on the way to your goal, as well as for achieving the goal itself.

Avoid These 3 Common Mistakes When Goal-Setting

Setting goals can help you change and improve, achieve satisfaction, and feel like you are moving through your life and your career with direction. But it isn't easy; goal-setting takes time and commitment.

Avoid these 3 common goal-setting mistakes to keep your career — and your life — on track:

1. **Your goal isn't valued enough.** Too often, people set goals based on their thinking alone. You are much more likely to achieve your goals if they align with your values. Bring your heart into the goal-setting process and examine how your goals align with your values — the underlying life principles that you believe are important. Learn more about how to set goals that align with your values below.
2. **Your goal isn't specific enough.** Your goal may be too broad and overwhelming. Recast your aspirations into the form of a SMART goal (Specific, Measurable, Attainable, Realistic, and Timed). Learn more about SMART goals below. After drafting your SMART goals, you can plan how to break your larger goals into smaller, specific steps that will move you in the right direction.
3. **Your goal isn't supported enough.** You are more likely to succeed at your goals if you have someone serving as your coach, cheerleader, or mentor. Ask friends, family, and co-workers for their support and to hold you accountable as you work toward your goals. Revisit your goals at regular intervals to make sure you're on track and to re-energize your efforts.

2. Delegate more.

You'll be more productive tackling leadership challenges, and you'll empower your colleagues to take more ownership if you delegate. Effective delegation requires more than just getting a task off your desk — it involves a repeating cycle of 4 key steps:

- ***Understanding your preferences.*** Effective delegators prioritize their workload and decide which tasks to keep and which to give to someone else. They also understand how much feedback they want as the person they've delegated to works on the task.
- ***Knowing your people.*** To delegate effectively, you must assign tasks to people that match their knowledge and skills. That means that you have to understand your people. Use delegation to help direct reports develop, allowing them to learn as they take on new tasks.
- ***Being clear about the purpose of the task.*** A task's purpose gives it meaning. By aligning this purpose with team or individual beliefs and goals, delegation can become an opportunity for personal growth.
- ***Assessing and rewarding.*** You should work with your direct reports to develop ways to help them, and you, decide if a task has been completed properly, and to reward them appropriately.

You'll [build more trust on your team if you delegate](#) more, as well.

3. Maximize your unique value.

Prioritize by focusing on doing the most important tasks that only you can do. There will always be more things competing for your attention than you have time and energy to do. Prioritize the most important tasks that only you can do, and delegate everything else.

Leaders overcome leadership challenges and create value for their organizations by focusing on the unique contributions only they can make. Understanding what those unique values are for you, and delegating everything else (or as close to everything else as you can), allows you to maximize the value you create for the organization. This is part of [increasing your self-awareness](#) and [understanding your personal leadership brand](#).

4. Get role clarity.

Understand what the core responsibilities are for your role, and what are secondary responsibilities, or even work that belongs to someone else.

That won't stop people from asking you to take on additional tasks and projects. And there are certainly times when taking on additional duties may be required due to unusual circumstances, or might be important for your own professional development. But the most effective managers understand that they will largely be judged based on how effective they are at their core responsibilities and how they can overcome leadership challenges.

This also means that there will be times when you'll have to say no. That can feel uncomfortable. Practicing saying no and finding ways to do so with tact and professionalism are important. Turning down work that's not part of your role helps keep you focused, and [communicating messages effectively is a critical skill for leaders](#).

In fact, many of these suggestions for responding to the top leadership challenges around the world are part of developing [the core leadership skills you need in every role](#), at every stage of your career.

Leaders who sometimes feel overwhelmed by their work can take heart in the fact that they're not alone. By focusing on these 4 key behaviors, you can beat back those feelings and provide more value to your organization as you take on the most pressing leadership challenges.

The Seven Challenges for Team Leaders

It is easy to forget that leadership is a team sport, as most of what gets written about the topic focuses on leaders. How many articles and blogs get published each year with authors claiming that their lists of characteristics or traits is all it takes for someone to be a great leader? What percentage of leadership development program content focuses on getting to know oneself better or being true to oneself? What role do individuals play in your organization's recruiting, hiring, on-boarding, performance management, succession planning, and compensation systems? Teams rarely if ever get mentioned in the leadership literature, are underrepresented in many leadership competency models, do not make up any of the curriculum in a vast majority of leadership programs, or are taken into account when promoting people or appraising their performance. Yet humans are social animals, and the basic work unit in most public and private sector organizations is the team. An organization is typically made up of hundreds if not thousands of teams, including Boards of Directors, executive leadership teams, product teams, marketing and sales teams, cross-functional teams, task forces, committees, and the like. If the work to be performed involves some type of collective effort, rest assured teams will be used as the means for organizing people. Teams play a pervasive role in organizations, and those wanting to be effective team leaders will need to overcome seven challenges unique to teams:

Challenge #1: Create a Common Understanding of the Situation. A multi-billion dollar client recently underwent a major reorganization, which lead to the reformulation of a number of teams. People who were vaguely familiar with the products, processes, and services of their peers now needed to work together to turn the business around. Because they were coming from different parts of the organization, everyone on these new teams had their own views about customers, competitors, suppliers, regulators, headquarters, and the other internal teams they relied upon to be successful. Far too many leaders assume team members have access to the same information and see the world the same way they do, yet time and again this is often not the case. A challenge for team leaders is getting team members aligned around a common worldview.

Challenge #2: Establish the Team's Purpose. Most of the time team members have a shared understanding of their team's purpose, but team leaders may need to work through this issue with new or highly dysfunctional teams. Team leaders need to understand that vision, mission, and purpose statements are merely statements of intent; they usually will not result in any tangible action until they are translated into meaningful goals, metrics, and strategies. It is easier for leaders in some industries (retail, restaurants, and manufacturing) and functions (sales, operations, and customer service) than it is for others to quantify team performance. Nonetheless, a challenge for all team leaders is to ensure the dashboards, scorecards, or KPIs needed to drive team performance are in place and understood by everyone on their teams.

Challenge #3: Are You a Group or a Team? Team goals and strategies define the activities that need to be completed for teams to be successful. Whether individual team members, a sub-set of team members, or the entire team best perform these activities is something most team leaders get wrong. Some team leaders suffer from inclusivity overload, which is why it can take their teams an hour to determine when the next meeting will take place. Other leaders prefer a hub and spoke leadership style, where they spend time doing one-on-ones with team members and never hold all hands team meetings. The challenge for team leaders is to make the most efficient and effective use of team members' time and talents, and this means clearly defining when individuals, sub-groups, or the entire team is needed to get particular tasks accomplished.

Challenge #4: Manage Team Talent. Of all the challenges facing team leaders this may well be the most difficult to overcome. One reason why is that many team leaders falsely believe that team member skills, experience, and abilities are all that matters, when in reality there are other team talent considerations. For example, team size can be problematic, and many executive leadership teams are too big to be effective. Other challenges include getting the right reporting structures in place (matrix structures tend to interfere with good teamwork), clarifying team members' roles and responsibilities, ensuring team behavior and performance is adequately incented, and dealing with team killers.

Challenge #5: Leverage Team Norms to Drive Performance. Perhaps the easiest to overcome but the most overlooked challenge for team leaders is implementing the right norms to drive team member behavior. If team meetings are a waste of time, team members are constantly being surprised, ill-informed decisions are consistently made, strict behavioral standards are applied to some team members but not others, and teams never take a step back to review how they are operating as a team, then these team leaders have not overcome the team norm challenge. There is no excuse for team leaders for not implementing a set of meeting, communication, decision-making, accountability, and self-adjustment norms that help rather than hinder team performance.

Challenge #6: Teach Teams How to Win. If there is one thing team leaders can learn from their athletic coach and military leader counterparts it is teaching their teams how to win. All these latter two groups think about is winning; public and private sector team leaders rarely if ever talk about winning. Team leaders who clearly identify the competition and benchmark against their performance, devise strategies to beat the competition, and articulate how individual and collective team members' efforts contribute to winning have overcome this challenge. Those that never talk about the competition, have not set goals or strategies to beat the competition, or do not describe how each team members' efforts contribute to winning fail to meet this challenge.

Challenge #7: Master Team Conflict. Scott Tannebaum recently described three types of team conflict: task, process, and interpersonal, with the first centering around disagreements over what the team needs to do (goals, strategies, and plans), the second concerns disagreements over who does the work (role clarity and individual vs. sub-group vs. team issues) and the third pertains to people who cannot get along with each other. Effective team leaders foster task conflict (as it will drive better solutions), minimize process conflict by establishing clear roles and rules around individual vs. sub-group vs. team issues), and stay on top of and work out interpersonal conflicts, as the latter are the most damaging to team morale and performance. It is important to note that mastering team conflict is not the same as minimizing team conflict. Teams that get along fabulously and never argue over goals or the work to be performed are usually led by team leaders who value getting along over winning.

It is easy to see how these seven challenges build on each other. Helping teams gain a common understanding of the situation will in turn help define the team's purpose, goals, and strategies. These goals will identify the activities to be performed and whether individuals, sub-groups, or entire teams are best suited to get them accomplished. Team goals and activities will also determine how many people are needed, how they should be organized, what roles are to be played, which norms are needed to bolster team performance, and how to properly manage conflict and help teams win. Those managing team leaders can easily see how well their N-1s are coping with these challenges by asking N-2s about their customer and competitor assumptions; their understanding of team goals and roles; the extent to which team rules are helping or hindering performance; and how they win and their performance to date in skip level meetings. Team leaders can overcome all seven of these challenges, but as it currently stands most are falling short of the mark. Companies would be far better served by ensuring those teams critical to strategy execution were operating on all cylinders than spending money identifying and developing high potential talent or sending leaders off to executive education programs.

Module-III

Organizational Culture: Definition, Characteristics, Roles, Types

Organizational culture is quite complex. Every company has its own unique personality, just like people do. The unique personality of an organization is referred to as its culture.

In groups of people who work together, organizational culture is an invisible but powerful force that influences the behavior of the members of that group.

There seems to be wide agreement that organizational culture refers to a system of shared meaning held by members that distinguish the organization from other organizations.

Organizational culture is a system of shared assumptions, values, and beliefs, which governs how people behave in organizations. Organizational culture includes an organization's expectations, experiences, philosophy, and values that hold it together, and is expressed in its self-image, inner workings, interactions with the outside world, and future expectations.

It is based on shared attitudes, beliefs, customs, and written and unwritten rules that have been developed over time and are considered valid.

These shared values have a strong influence on the people in the organization and dictate how they dress, act, and perform their jobs.

Every organization develops and maintains a unique culture, which provides guidelines and boundaries for the behavior of the members of the organization.

Organizational culture/corporate culture includes-

- The ways the organization conducts its business, treats its employees, customers, and the wider community,
- The extent to which freedom is allowed in decision making, developing new ideas, and personal expression,
- How power and information flow through its hierarchy, and
- How committed employees are towards collective objectives.

Many Scholars had given the definition of organizational culture. Some of the popular definitions are given below:

According to Robbie Katanga, "Organizational Culture is how organizations do things."

According to Alec Haverstick, "In large part, Organizational culture is a product of compensation."

According to Bruce Perron, "Organizational culture defines a jointly shared description of an organization from within."

According to Richard Perrin, "Organizational culture is the sum of values and rituals which serve as a glue to integrate the members of the organization."

According to Alan Adler, "Organizational culture is civilization in the workplace."

According to Elizabeth Skringar, "Organizational culture is shaped by the main culture of the society we live in, albeit with greater emphasis on particular parts of it."

According to Abdi Osman Jama, "An organization is a living culture that can adapt to the reality 4s fast as possible."

Organizational, culture affects the organization's productivity and performance and provides guidelines on customer care and service, product quality and safety, attendance and punctuality, and concern for the environment.

It also extends to production methods, marketing, and advertising practices, and to new product creation.

Organizational culture is unique for every organization and one of the hardest things to change. Corporate culture reflects the values, beliefs, and attitudes that permeate a business.

Corporate culture is often referred to as "the character of an organization" representing the collective behavior of people using common corporate vision, goals, shared values, attitudes, habits, working language, systems, and symbols.

Corporate culture is interwoven with processes, technologies, learning, and significant events. It is a total sum of the values, customs, traditions, and meanings that make a company unique.

Characteristics of Organizational Culture

As individuals come into contact with organizations, they come into contact with dress norms, stories people tell about what goes on, the organization's formal rules and procedures, its formal codes of behavior, rituals, tasks, pay systems, jargon, and jokes only understood by insiders and so on.

Organizational culture is composed of seven characteristics that range in priority from high to low. Every organization has a distinct value for each of these characteristics.

Members of organizations make judgments on the value their organization places on these characteristics, and then adjust their behavior to match this perceived set of values.

Characteristics of organizational culture are;

- Innovation (Risk Orientation).
- Attention to Detail (Precision Orientation).
- Emphasis on Outcome (Achievement Orientation).
- Emphasis on People (Fairness Orientation).
- Teamwork (Collaboration Orientation).
- Aggressiveness (Competitive Orientation).
- Stability (Rule Orientation).

Let's examine each of these seven characteristics.

Innovation (Risk Orientation)

Companies with cultures that place a high value on innovation encourage their employees to take risks and innovate in the performance of their jobs.

Companies with cultures that place a low value on innovation expect their employees to do their jobs the same way that they have been trained to do them, without looking for ways to improve their performance.

Attention to Detail (Precision Orientation)

This characteristic of organizational culture dictates the degree to which employees are expected to be accurate in their work.

A culture that places a high value on attention to detail expects its employees to perform their work with precision. A culture that places a low value on this characteristic does not.

Emphasis on Outcome (Achievement Orientation)

Companies that focus on results, but not on how the results are achieved, place a high emphasis on this value of organizational culture.

A company that instructs its sales force to do whatever it takes to get sales orders has a culture that places a high value on the emphasis on outcome characteristics.

Emphasis on People (Fairness Orientation)

Companies that place a high value on this characteristic of organizational culture place a great deal of importance on how their decisions will affect the people in their organizations.

For these companies, it is important to treat their employees with respect and dignity.'

Teamwork (Collaboration Orientation)

Companies that organize work activities around teams instead of individuals place a high value on this characteristic of the organizational culture.

People who work for these types of companies tend to have a positive relationship with their coworkers and managers.

Aggressiveness (Competitive Orientation)

This characteristic of organizational culture dictates whether group members are expected to be assertive or easygoing when dealing with companies they compete within the marketplace.

Companies with an aggressive culture place a high value on competitiveness and outperforming the competition at all costs.

Stability (Rule Orientation)

A company whose culture places a high value on stability is rule-oriented, predictable, and bureaucratic in nature. These types of companies typically provide consistent and predictable levels of output and operate best in non-changing market conditions.

These are the seven characteristics that are common in the context of organizational culture.

Of course, it is true that the characteristics are not the same in all times and spheres.

Roles of Organizational Culture

[Culture plays an important role in organizations](#). Some organizations which developed a strong corporate culture, they increased their goodwill and got a good position in the market.

The various roles of organizational culture are given below:

- Culture unites (brings together) employees by providing a sense of identity with the organization.
- An informal control mechanism.
- Facilitation of open communication.
- Culture enables organizations to differentiate themselves from one another.
- Culture often generates commitment, superseding personal interests.
- Culture sets organization norms, rules, and standards. Thereby, culture enables employees to function in an organization, by teaching them how to behave.
- A shared understanding.
- Culture becomes especially important in a program/project-based organization. In such an organization, the hierarchy is flat and decision-making is moved to the project/program purpose units and departments. In this context, culture provides the guiding light towards the achievement of goals and objectives.
- Enhanced mutual trust and cooperation.
- Fewer disagreements and more efficient decision-making processes.
- A strong sense of identification.
- Assisting employees in making sense of their behaviors by providing justification for behaviors.

Types of Organization Culture

The practices, principles, policies, and values of an organization form its culture.

The culture of an organization decides the way employees behave amongst themselves as well as the people outside the organization.

Let us understand the various types of organization culture:

Normative Culture

In such a culture, the norms and procedures of the organization are predefined and the rules and regulations are set as per the existing guidelines.

The employees behave in an ideal way and strictly adhere to the policies of the organization. No employee dares to break the rules and sticks to the already laid policies.

Pragmatic Culture

In a pragmatic culture, more emphasis is placed on the clients and the external parties. Customer satisfaction is the main motive of the employees in a pragmatic culture.

Such organizations treat their clients as Gods and do not follow any set rules. Every employee strives hard to satisfy his clients to expect maximum business from their side.

Academy Culture

Organizations following academy culture and hire skilled individuals.

The roles and responsibilities are delegated according to the background, educational qualification and work experience of the employees. Organizations following academy culture are very particular about training the existing employees.

They ensure that various training programs are being conducted at the workplace to hone the skills of the employees.

The management makes sincere efforts to upgrade the knowledge of the employees to improve their professional competence. The employees in an academy culture stick to the organization for a longer duration and also grow within it.

Educational institutions, universities, hospitals, etc. practice such type of culture.

Baseball Team Culture

A baseball team culture considers the employees as the most treasured possession of the organization. The employees are the true assets of the organization who have a major role in its successful functioning.

In such a culture, the individuals always have an upper edge and they do not bother much about their organization. Advertising agencies, event management companies, financial institutions follow such a culture.

Club Culture

Organizations following a club culture are very particular about the employees they recruit. The individuals are hired as per their specialization, educational qualification, and interests.

Each one does what he is the best. The high potential employees are promoted suitably and appraisals are a regular feature of such a culture.

Fortress Culture

There are certain organizations where employees are not very sure about their career and longevity. Such organizations follow fortress culture.

The employees are terminated if the organization is not performing well. Individuals suffer the most when the organization is at a loss. Stockbroking industries follow such a culture.

Tough Guy Culture

In a tough-guy culture, feedbacks are essential. The performance of the employees is reviewed from time to time and their work is thoroughly monitored.

Team managers are appointed to discuss queries with the team members and guide them whenever required. The employees are under constant watch in such a culture.

Bet your Company Culture

Organizations that follow bet your company culture take decisions that involve a huge amount of risk and the consequences are also unforeseen. The principles and policies of such an organization are formulated to address sensitive issues and it takes time to get the results.

Process Culture

As the name suggests the employees in such a culture adhere to the processes and procedures of the organization.

Feedbacks and performance reviews do not matter much in such organizations. The employees abide by the rules and regulations and work according to the ideologies of the workplace. All government organizations follow such a culture.

Charles Handy, a leading authority on organizational culture, defined four different kinds of culture:

A. Power Culture

In an organization with a power culture, power is held by just a few individuals whose influence spreads throughout the organization. There are few rules and regulations in a power culture.

What those with power decide is what happens. Employees are generally judged by what they achieve rather than how they do things or how they act.

A consequence of this can be quick decision-making, even if those decisions aren't in the best long-term interests of the organization. A power culture is usually a strong culture, though it can swiftly turn toxic.

B. Role Culture

Organizations with a role culture are based on rules. They are highly controlled, with everyone in the organization knowing what their roles and responsibilities are.

Power in a role culture is determined by a person's position (role) in the organizational structure. Role cultures are built on detailed organizational structures that are typically tall (not flat) with a long chain of command.

A consequence is that decision-making in role cultures can often be painfully-slow and the organization is less likely to take risks.

In short, organizations with role cultures tend to be very bureaucratic.

C. Task Culture

Task culture forms when teams in an organization are formed to address specific problems or progress projects.

The task is the important thing, so power within the team will often shift depending on the mix of the team members and the status of the problem or project.

Whether the task culture proves effective will largely be determined by the team dynamic. With productive and creative, the right mix of skills, personalities and leadership, working in teams.

D. Person Culture

In an organization with person cultures, individuals very much see themselves as unique and superior to the organization. The organization simply exists in order for people to work.

An organization with a person's culture is really just a collection of individuals who happen to be working for the same organization.

Each company culture has its strengths and weaknesses which the creators of this theory Jeanne Urich and David Hofferberth describe as "the culture's unbalanced form".

1. Creative company culture

This culture is all about self-expression. This means that leaders allow their employees to utilize their creativity, and encourage "out-of-the-box" thinking. This fluid organizational structure is aligned around self-organizing teams and collaborative project groups.

As these companies focus on research and development and professional services, the main goal is to beat the competition by using innovations. Their business owners are not viewed as "traditional" CEOs, but as entrepreneurs and even visionaries.

The unbalanced form of "Creative culture" is the creation of the cult-like environment, which causes employees to feel loyalty to the "deity", that is, the founder (or the CEO) of the company. The most obvious example is Apple and the personality cult built around Steve Jobs.

2. Collaborative company culture

This type of organizational culture relies heavily on teamwork, consensus and decision-making based on a shared view of desired results.

The main differences between "collaborative" and "creative" companies are that the former value trustworthiness and teamwork above creativity and aggressiveness. Here, the focus is on marketing and customer service as these companies often regard user satisfaction as a success metric.

The unbalanced form of "collaborative culture" can be boiled down to two things: insider clubs and analysis paralysis. Insider clubs create group think, while analysis paralysis, can prolong the decision-making process: not only will it take a lot of time to evaluate alternatives, but there is also a period needed for reaching consensus among some conservative groups.

3. Competitive company culture

For companies that nurture this type of culture, winning is everything. Based on sales and product development, it is the perfect environment for capable and cunning poachers - individual achievements are valued more than teamwork itself.

It is all about succeeding. So companies that cultivate "competitive culture" will rely on tiger teams which are expected to achieve specific goals efficiently. Their leaders are focused on beating the competition and are driven by personal and team achievements.

The unbalanced form of "competitive culture" can be found in companies that want to win at any cost. These companies will turn a blind eye to an occasional crossing of ethical boundaries and will tolerate blurred lines between competing and cheating - all for the sake of results.

As this environment is an excellent breeding ground for the development of sales superstars, it is quite common to find cliques forming around these successful individuals.

4. Controlled company culture

Controlled culture requires order and alignment based on clear data-driven goals and objectives. Often focused on finance or manufacturing, companies that opted for this kind of culture rely heavily on annual business plans and key performance measurements.

Additionally, they use quarterly improvement metrics and benchmarks to determine if the business is heading in the right direction. Finally, company leaders create top-down reporting structure based on the hierarchy.

The unbalanced form of "controlled culture" leads to the creation of the cast-system - a system in which individualism is not welcome so as to maintain order and status quo within the company.

When taken to the extreme, controlled culture transforms into a "Mafia mentality". CEOs are regarded as top-level Godfathers, whose direction overrules all, including personal morals and convictions.

Effect On Team Performance

Organizational cultures have a different effect on different employees. In our last post, we talked about how business owners often allow recruits to decide if their company culture fits them or not. After all, not all of them can succeed in a fast-paced world of startups.

Similarly, controlled company culture is not for energized and creative people. Different cultures suit various types of teams, and each team can succeed or fail depending on the way things are done within the company.

Creative culture

Creative culture is perfect for smaller tech-industry businesses that rely heavily on agile frameworks. It is all about moving fast and breaking things. The point is to keep up with crazy world of software (and hardware) development.

This "unconventional" culture tends to use self-managed and remote teams, which require a certain level of autonomy to function properly. Likewise, highly-structured teams have to struggle, as uncertainty and unpredictability will prevent them from reaching desired productivity.

Collaborative culture

A collaborative culture isn't really for start-ups, but more for scale-ups which strive towards becoming an enterprise. Implementation of this culture implies a larger workforce, as well as the need to keep all employees involved in the process. Companies with collaborative cultures will most likely use matrix management and complex double and triple line reporting structures, so it is no surprise that they will rely on matrix teams.

Matrix teams are considered to be "middle ground" between flexible and rigid teams, as both "extremes" would struggle with the different aspect of collaborative culture. Creative, and flexible teams would be held back by consensus decision making, while rigid teams would lack clear leadership and straightforward set of rules to rely on.

Competitive culture

Competitive culture is for companies that are focused on individual results first, so encouraging "the team" to handle things may not be the best option. This is one of those cases when using a group instead of a team might be a good idea: There will be a lot of "superstars" competing, so expecting them to collaborate on a common goal would seem unnatural, to say the least.

As team success takes a back seat to individual accomplishments, gelled teams would fail to achieve what leaders of competitive culture companies consider to be a positive result.

Controlled culture

Controlled culture is meant for established enterprises that value highly structured and organized teams, which tend to follow the rules to the letter. Most of the time, they will utilize functional and operational teams as these have proven to provide the most stability to the already rigid culture.

Controlled culture is characterized by excessive bureaucracy and complex management mechanism which prevents creative and independent teams from reaching their full potential. What's more, this approach will demoralize the creatives, as they will feel trapped without freedom to make decisions.

To conclude

If the company chooses a particular culture and implements it throughout all departments, "natural selection" will soon take its course: employees who feel that organizational culture suits them will stay within the organization. Others will leave on their own accord.

However, if the company allows different cultures to operate in separate departments, it may impact employee performance severely. For example, the HR department has "written communication only" culture. On the other hand, in a marketing department, you can often overhear a loud conversation, discussion, and even laughter.

This "inequality" and "uneven treatment" will most likely cause rivalries among areas, and culminate in outright rebellion if not handled correctly. So, giving each department freedom to choose their own culture is usually NOT a good idea. All employees are equal in the eyes of the company and should be treated as such.

<u>Virtual Team</u>

A **virtual team** is a group of people who participate in common projects by making collaborative efforts to achieve shared goals and objectives. These people perform tasks and jobs in a virtual work environment created and maintained through IT and software technologies.

This term often refers to teleworking teams or those groups of people who use telecommunication technologies – mobile IoT and Skype, for example – to share information and co-operate and collaborate in real-time. **Virtual team management** is the foundation for managing remote/telecommunication-based teamwork.

There are two types of virtual teams, such as follows:

- **Global virtual team**. As a rule, these teams are located in different countries and cities all over the world. They can be employees of several companies which join their efforts and resources (incl. people, technology, money) to perform shared outsourced projects and achieve common goals.
- **Local virtual team**. Members of a local virtual workgroup usually belong to the same company. That company is either big or small, and it has enough resources (technology is essential) to establish and maintain virtual team workplaces and organize its employees into a productive remote group.

What is virtual team management?

The combination of activities for assembling, building, organizing, controlling, and supervising the virtual teamwork is called **virtual team management**. It is an essential part of project team collaboration.

Virtual team management includes, but not limited to, the following processes:

- **Assembling**. Probation periods are the first measurements to be applied when starting with remote teamwork organization. The team leader should decide on those people who meet all the requirements of probation periods.
- **Training**. During this process, the team leader sets expectations as to future virtual teaming and then develops and applies a group training methodology to teach the team members how to meet the expectations.
- **Managing**. This process means using telecommunication technologies to manage ongoing tasks and jobs of remote group members.
- **Controlling**. The team leader establishes performance measures to assess and evaluate team performance. This person needs to find out whether the team is on the right track and can achieve project goals on schedule.

These are the major processes of virtual team management. However, there can be subsidiary processes that allow for a better of understanding the virtual teams phenomena.

Evaluating and Rewarding Teams

In business management, performance **evaluation** is very key in assuring productivity of your employee or **team**. ... It helps in identifying strengths and weaknesses of each member in the **team** so that each member is assigned to a role that best fits their abilities.

How do you evaluate team performance?
5 Tips to Evaluate Team Performance

1. Revisit project goals. Before delving into the evaluation processes, it is important to revisit the original goals of the project. ...
2. Interview each team member. Evaluation interviews should be conducted in both a group environment as well as individually. ...
3. Listen carefully. ...
4. Identify key challenges. ...
5. Plan for next time.

9 Tips to Reward Team Collaboration

1. Don't only reward individuals – reward the team. You have team goals. ...
2. Include collaboration and team goals in individual reviews. ...
3. Reward the act, as well as the outcome, of collaboration. ...
4. Give permission to speak freely. ...

5. Address challenges and screw-ups as a team. ...
6. Say thanks. ...
7. Show trust. ...
8. Provide new opportunities to learn.
9. Why is it important to reward teamwork?
10. Boosting morale
11. No one wants to feel underappreciated at work and **rewarding** staff is **important** for keeping up morale. When employees feel like they're being recognised for their efforts, they'll likely be happier in their role – and as a result, your business.

Team Training

What is team training?
Team training can be defined as **training** in which **teams** are used to increase individual procedural knowledge and proficiency in doing a job (taskwork), individual procedural knowledge and proficiency in functioning as part of a **team** (teamwork), and overall **team** performance.

How do you train your team effectively?
So, without any further ado, we present you with the seven secrets for powerful team training and miraculous employee development:

1. Be a Good Mentor. ...
2. Emphasize the Basics. ...
3. Provide Hands-on Training. ...
4. Let the Student Become the Teacher. ...
5. Present the Problem and Ask for Solutions. ...
6. Encourage, Support, and Reward Growth.

What are the types of training?
The important types of training are as follows:

- Induction/orientation training.
- Job Training/in-plant training.
- Apprenticeship/craft training.
- Internship training.
- Refresher/re-training.

Most HR managers use a variety of these types of training to develop a holistic employee.

- Technical or Technology Training. ...
- Quality Training. ...
- Skills Training. ...
- Soft Skills Training. ...
- Professional Training and Legal Training. ...
- Team Training. ...
- Managerial Training. ...
- Safety Training.

10 Surefire Tips to Improve Teamwork In The Workplace

1. Encourage Informal Social Events. ...
2. Clarify Roles. ...
3. Specify Goals. ...
4. Reward Excellent Teamwork. ...
5. Don't Micro-manage. ...
6. Establish Effective Communications. ...
7. Celebrate Individuality. ...
8. Use Project Management Tools.

How to build a Team

One of the greatest responsibilities of a leader is to push the team towards better performance. The relationships within the team are essential in that aspect. An effective team will definitely outperform a disconnected collective, where people work individually.

The process of team building is nothing abstract, but it demands a great deal of effort on the part of the leader. There are many challenges that leaders have to overcome to create great teams. If you're interested in how exactly you can build an effective team, we have 7 tips for you to follow.

1. Understand What a Great Team Is

Flawless teamwork doesn't just occur out of the blue. It demands conscious efforts from all individuals within the team including the leader. A great team consists of a few elements that must be present at all times:

- **Clear objectives** – each team member must be aware of the meaning of a particular activity as part of a larger objective. If, for example, you ask the team to engage in blogging for the sake of business promotion, they must understand how this blog will help the organization achieve higher objectives. If they don't see the purpose of the task, they will fail and you'll have to invest additional funds to outsource that task to a writing service.
- **Clear roles** – everyone within the team must be aware of the hierarchy and their role in it.
- **Flawless communication** – whenever someone has a question or gets an idea, they should be able to communicate it. The communication within the team must be as smooth as possible.
- **Cooperation** – teamwork is not about individual achievements; it's about what the group accomplishes together.
- **Individual development within the team** – although it's teamwork we're talking about, the individual must not lose their authentic voice throughout the collaboration.

A great team is the one whose work is based on clear objectives, clear roles, clear communication, cooperation, and opportunities for personal development. Remember that recipe and you'll be on the right way towards building an effective team.

2. Establish Strong Leadership

If you want to know how to build an effective team, you must learn [how to be an effective leader](#) first. Only an effective leader has influence even when they are not around. That influence pushes the team to work effectively throughout all group and individual activities.

The [right kind of leadership](#) does not mean imposing authority in an authoritarian way. It means fostering trust through transparency and an honest approach. You don't have realistic chances to be with your team at all times, but you must be open enough for them to approach you with any issue.

There are a few things that will help you establish [effective leadership](#):

- **Big picture vision.** All your decisions must be transparent and guided by a greater perspective.
- **Delegate tasks and responsibilities.** Delegate in the most effective way possible. Do not overwhelm individuals with too much work while leaving other members of the team with tons of free time.
- **[Communicate clear goals](#).** Know your team's purpose and be able to help them understand it by communicating clearly and without room for misunderstanding.
- **Be honest and friendly to an acceptable extent.** You're the leader, after all, so you do need some authority. However, show your human side to your workers and they will be more willing to follow your lead.

3. Build the Connection Between the Team Members

The leader must continuously evaluate the way the members of the team are working together. Ideally, your team should be self-sufficient and perform without you having to lead them through every step. Your job is not done by forming the team and giving instructions, but rather guiding your team to work well with one another more effectively.

As teams become comfortable with one another, their efficiency and productivity will improve as they build trust and confidence in each other.

Here are a few ways to help members of the team to familiarize themselves with each other's roles and work styles:

- **Team-building exercises.** Simple activities to help members build trust and letting them know they can depend on one another can go a long way toward increasing your team's effectiveness and productivity.
- **Improve cooperation among team members**. Try different things such as taking them all out for lunch or an after-work get-together. Encourage them to get to know each other. Ask them about their hobbies and interests, so you'll take the conversation on a more personal level. If possible, invest in a fun activity, such as a [workplace wellness program](#).
- **Encourage them to collaborate!** When you hire someone new, assign a mentor to introduce them into the workflow. [Mentorship programs](#) are great for developing connections!

You should always be aware of the fact that conflicts and misunderstandings will occur. Your role as a leader is to solve those issues in the most amicable way possible. Invite both sides to share their arguments and listen to them. Then, act as a mediator towards the most acceptable solution.

4. Establish a Connection with Each Team Member

As a leader, you must get to know each team member as an individual. Each person has a specific set of skills, as well as interests and drawbacks. When you know these things, you can match each worker with the right task. That's the best way to help them boost their productivity and become more satisfied with the job.

Work to build trust and engagement with each employee on a personal level. Find out how their unique skills, interests, and strengths can be used to improve the team's output. As you build your trust in them, they, in turn, will be building their trust in you and the company to provide the necessary resources needed for them to grow and succeed.

You shouldn't get too personal with the employees, though. Congratulating their birthdays and attending their weddings (when invited) should be enough to keep the connection going. However, remember that you're the leader and you must keep these relations professional.

5. Invite Contributions And Collaborations!

Harnessing the power of your employees' ideas can really help your company grow. You want to inspire the practices of contribution and collaboration for each and every member of the team.

You can create an environment like this only if you start contributing and collaborating yourself. The team members will follow your example. In addition to serving as a good example, you should encourage trust and cooperation among the employees, too. Pay close attention to the way the team works together and take specific steps to improve the level of trust and cooperation.

You may encourage them to share more information about the progress of their tasks. Ask for frequent reports and feedback so that you can evaluate the level of contribution and collaboration of each individual and within the group as a whole.

These simple things will provide a transparent workplace environment that allows everybody to see the bigger picture and feel more personally invested in the overall progress of the company.

6. Invest In Team-Building Events

Different types of team-building events will develop strong relations and a sense of community within the team. These types of events are a great way to foster better communication and collaboration amongst team members. If approached in a way that is both educational and entertaining, it can create a memorable experience that creates lasting friendships and partnerships.

Consider investing in some of these activities:

- **Fundraising projects**, which will connect the team towards accomplishing a noble goal.
- **Social events**, such as picnics or bowling competitions.
- **Outdoor adventures**, such as hiking, sailing, climbing, and other physically challenging activities. The challenge shouldn't be overwhelming. It should be attainable for all members of the team, but they should still make an effort to achieve a common goal.
- **Indoor activities**, such as filming an office video, playing team board games, or inventing a social game.

7. Monitor And Review

Evaluation techniques are part of the process of developing a great team. You need to use obvious metrics, such as financial measures to evaluate the success of the team and each individual in it. When you set precise goals, you must measure the achievements at precise intervals of time.

Some questions to ask yourself:

- What has the team achieved so far?
- What did they change?
- What did they learn?
- What's working well?
- What aspects of teamwork need improvement?

Monitor the work at all times and provide appropriate feedback to push your team towards greater effectiveness.