

Organizational Behaviour - II
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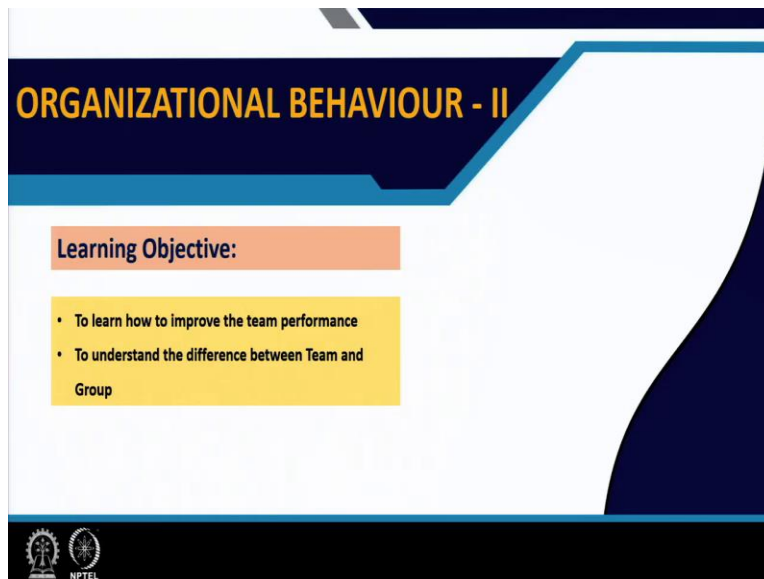
Lecture 07

How to Improve Team Performance, Difference between Team and Group

Welcome everyone and welcome to lecture 02 of module 02. In the last lecture, we learnt about the concept of team and we also studied about discussed about the different types of teams and some of the characteristic of the teams and also seen in some of the prerequisites for good team. And today's lecture, we are going to discuss about how to improve team performance? What are the challenges in managing the team performance?

And what is the difference between a workgroup and a team? These are the important learning we are going to do today. Let us get into the lecture.

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So, now what are the challenges in a team performance? So, generally in an organisation set up management forms a team and the moment they form a team, they cannot expect the team to perform immediately. Let us say, I am forming a team on day 1. And I am forming the team, I cannot expect from day one my team to perform. It is very challenging because when... the moment you form a team, they also need some window period as we have seen the stages of group development, which is also applicable to team contexts.

Wherein you need to allow the members to interact, build some belief system and develop trust with each other and there is also storming phase, then there comes norming, then you can actually expect a performance. So, management cannot expect the desired results immediately because they need time to know, to make the collective performance and output. So, during this time, management can spend more time to make the team functioning effectively as you knew allow team to evolve as one unit.

Then you give small activities, small-time tasks, wherein it will promote more interactions and you give an opportunity and a time to interact with each other members. So that, they are trying to build one unit perspective. So that the moment, they are able to feel this one unit then there as management you can expect them to perform or the expected desired results.

So, now some of the insights or the inputs for the managers or the people who are going to work in team, how to enhance the team performance? First thing is to make the team with a small size of members. As I said in the previous lecture we are talking about 6 to 10 but as I said, the purpose and the requirement will definitely determine the size. So, if it is not for the idea generation or for the new product development or innovations is always better to go with small size of the team.

Because small size is always better to manage the team as we say; as the size increases and we also have social loafing, the problem of social loafing and we learnt about it in the module 01 free riders in a group will increase, then an individual will not take responsibility. So, it is better to have the right size meaning that the small size are always better manageable between 5 to 8 members become an optimal team size to a better performing team.

Then, ensure that team members are having skills and which are complementary in nature or maybe which are very very essential in a team. For example: having a technical skill, because when you are forming a team definitely technical skills are important to deliver or meet the client expectations or your organizational expectation. Of course, somebody should be really good at problem-solving; somebody is good at making decisions.

And somebody is really good at interpersonal skills. Who will be able to ensure that there is a good conducive environment happens in a team environment. So, we should also ensure that the members possess the some of the basic skill sets required to be members of the team. Then let the team have specific goals and develop a commitment to realise the goals because the moment you allow team.

If you are allowing the team to decide the goal or set the goal, then what will happen? More accountability, because the goal is set by the team. so, accountability will be more. And then it will be always beneficial because there is accountability is more since it is their own goals, they set the goal rather than somebody is imposing a goal on them, and accountability to the goal is really less or they may not own the goals. Whereas, if they set the goal, they own the goals, because it is being set by them so accountability is high.

And having a proper leadership and structure for the team is very important and you create a structure and develop leadership system and though you say every member are equal in a group but you have to assign a leader who can actually lead the team, it is very important in a team. And then establish a suitable performance evaluation and reward system. Of course, it is very important in a performance evaluation system and a reward system will be definitely driving the team performance.

Unless otherwise without the performance standards are their norms, eventually, we will see some people, they might be so fond of spending time on the interpersonal factors in the group rather than focusing on the organisational goals or achieving the group task or team task. It is better to ensure that there is a right evaluation, performance evaluation reward system associated and ensure team members high mutual trust, so, as to enhance (6:06) the team performance.

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How to Enhance Team Performance

- Establishing performance standard and providing direction.
- Creating a sense of urgency in the first meeting.
- Setting clear rules of behaviour.
- Making regularly challenge the team with new projects or new problem to solve.

And establishing performance standards and providing direction is important and it is important in you are saying, this is your standard to evaluate, these are the standards to measure the team performance then you should also set the direction. How a team can achieve this? You have to give the direction also so that, this will be really helping them to achieve the set standards and creating a sense of urgency, that you to build that you have been formed as a team, that you have a very important responsibility to deliver and try to be on the job.

So, then setting clear rules of behaviour, so, what is acceptable behaviour in a team that has to be clearly mentioned so that that kind or particular behaviour is encouraged in a team or you expect a members to repeat that behaviour, which are expected in a team. I do not want to a behaviour, which are going to impact or lower-down the performance of the team or going to hurt somebody in the group. I want certain behaviour, which are to be encouraged in a group set-up.

Then regularly change the team with the new projects or a new problems to solve. Give new problems so that, as when you introduce a different task, different challenges, so that the team is always motivated gear up to achieve. These are some of the ways in which you actually enhance the team performance.

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What causes Team Performance – How to Improve it?

In the organization set up, managers often encounter several challenges that cause the team's performance, challenges are listed below

Reinvigorating
Norms
Roles
Performance
Diversity
Cohesiveness
TQM

NPTEL

Now, let us try to see some of the challenges for the team performance. What kind of challenges the manager or an organisation will encounter in ensuring the team performance. So, in an organisation setup managers often encounter several challenges that will actually cause the team's performance. So, some of the challenges are with respect to diversity, on cohesiveness and performance-related, roles related, norm related and sometimes reinvigorating is required because of teams will become very complacent with team fellowship or groupthink.

We have to repositioning, reinvigorating is important from the management. So, the major challenges will be related to the norms, roles played by the individual members, performance, diversity and cohesiveness. Let us now see in detail now.

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Challenges in Managing a Team

Diversity

There are members in the team from diverse backgrounds and cultures. Organizations can be benefited if these diverse cultures are managed well. The benefits include-

- Increased flexibility
- Improved problem solving skills
- Better creativity
- Multiple interpretations
- Openness to new ideas

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Diversity: We always see diverse and background cultures. The organisation is benefited by the diverse cultures that are managed well. Because when we are talking about the increase, when you are talking inclusion and diversity and there is also there is an associated problem, even we discussed in the last lecture also that, there is a problem of the formation of subgroups because of the diversity.

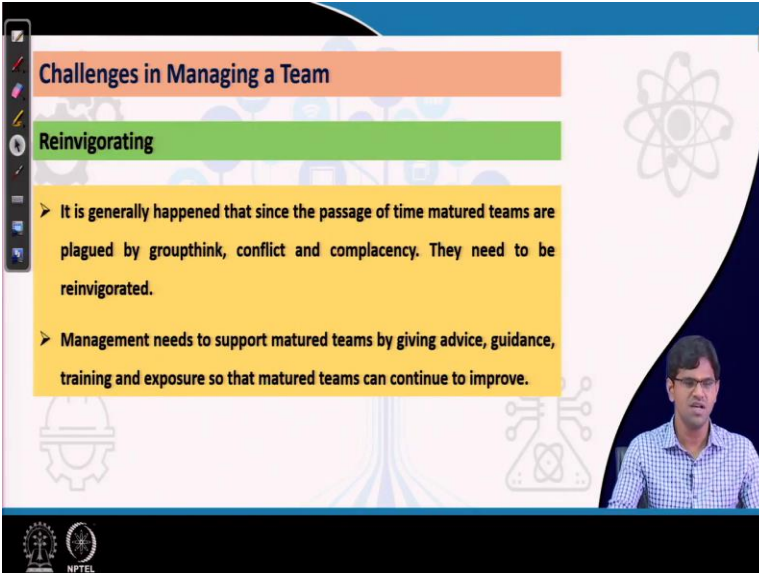
People from some race or some group. Probably, they may be used to form a subgroup and that will actually create discontent in the group. But an organisation can get benefited because people from a diverse background as you increase the diversity and more benefits in an organisation can get but with caution is, it has to be managed well. The benefits; what are the some of the benefits if you manage well? As, I said male and female is also diversity and as I said, different ethnic groups, there are ethnic groups or people from a different race or from different country or region.

These are all adding to diversity in a group. Sometimes, if you go granular level, personality also, individual characters also play a role but let us restrict ourselves to surface-level diversity. Wherein, we are able to see diversity, this diversity will add a lot of value to know better performance because they add a lot of diverse opinions, diverse values to the team performance. However, As I said, there can be a problem of the fault line. Wherein a fault line is nothing but sub-groups, sub-group are formed.

So, but the benefits is, if you manage well ensuring that you always rotate team members and allow everybody to interact with each other and do not fix the interaction is only to one or two people. So you regularly switch people different task, job, task rotation within a team. So, if you are keep rotating the task within a team this actually, eventually give opportunity for each of the team members to interact regularly with everyone then you will be able to come out of this problem of subgroups. You have more benefits, increase flexibility, more problem solving, better creativity in the team and multiple interpretations, open us to new idea. Because as the diverse group and these are the great benefits company can offer. But the challenges, how do you manage the diversity? Unless otherwise, it is not managed well, it is going to create a problem that is why it is also a challenge in a team.

As an organisation promoting inclusion and diversity but at a same time, in a team diversity may be a challenged and you have to handle it better way.

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The image shows a presentation slide with the following content:

- Challenges in Managing a Team**
- Reinvigorating**
- It is generally happened that since the passage of time matured teams are plagued by groupthink, conflict and complacency. They need to be reinvigorated.
- Management needs to support matured teams by giving advice, guidance, training and exposure so that matured teams can continue to improve.

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Next is reinvigorating; as we say over a period of time team become so complacent with team members and there is no group think, there are conformity pressures and they need to be reinvigorated. Management needs to support the matured teams by giving advice, guidance and whatever the necessary things. So, that there are being reoriented toward the purpose, rather than getting carried away by the complacency being in a team for a longer time or group think where everybody group decision influencing each other to adhere to our compliant with the group

decision.

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Challenges in Managing a Team

Norms

- Team norms are standard of behaviour or rules that apply to the members. Norms allow the members to structure their own behaviour and to predict what others will do.
- They help members to gain a common sense of directions and they reinforce a desired team or organizational culture.

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Then, comes Norms, as we have already learnt in the module 01 as well it says unwritten rules. Sometimes team norms are a standard behaviour, which might sometimes, it can actually become a challenge. Probably, no individual efforts are not recognised or maybe individual voice are not being heard or opinion or ideas are not being heard. It become a norm, that will challenging in managing a team.

As long as norms are supporting each other member and then it will be helpful for a team. Unless and otherwise some way if norm is actually impacting the performance or it will creating a conflict, it requires the interventions or management from the leaders in the company or in an organisation, which is important that norms are not causing challenges in a team, but norms should be promotive, it should promote a team behaviour and team performance.

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Challenges in Managing a Team

Roles

- Roles refer to the set of expectations for the behaviour of a person holding a particular office or position.
- Often, those expectations are ambiguous leading to anxiety. This is likely to occur particularly in newly formed teams.

Then comes Roles; roles referred to the set of expectations of a behaviour and individual will exhibit being in a particular person and as a manager, what I supposed to do? and as a team player what I have to do? and as a executive what I have to do? So, sometimes as we already learnt role conflict can come into the picture. There are multiple role demands that might cause a conflict and know, how the role conflict has been managed well in the team or maybe the role expectation and role perception.

So, if you are able to bring down these differences. So that, there is more alignment and people able to perform the roles and there is less role conflict. So that, it can be managed well.

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Challenges in Managing a Team

Cohesiveness

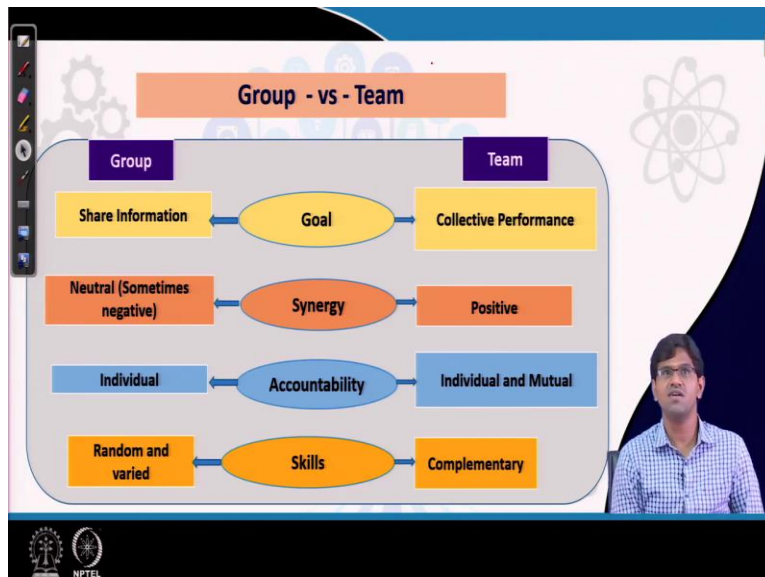
- Cohesiveness refers to the degree to which members are attracted to, and motivated to remain in team. It tends to be higher at the time when -
 - Members are homogeneous in age, attitude, needs and background.
 - Members agree on common goals.
 - Members respect one another's competencies.
 - Team tasks require interdependent efforts.
 - The team is relatively small.

Then cohesiveness; cohesiveness is nothing, but the degree to which members are wanted to be in a group and when every time organisation is invest a lot on team building or team outings, trying to create increase the cohesiveness. Because cohesiveness is very high the benefits are really high because in terms of people are connected to each other, they will do a good job, but there is a challenge. As the cohesiveness is keep on increasing there is a likelihood as we discussed in the module 01, may be performance can go down.

Performance can go down because as the cohesiveness go high and people started to place value on personal or interpersonal relationship. They will try to value more on interpersonal relationship than the task... versus the task. So, when they value high on interpersonal relationships and not on the task then the performance is likely to decrease. So, the organisation will always ensure that there is a defined performance norm.

So, you have to set a performance norms to drive the cohesive group. The performance norms are high and cohesive group is also high their productivity will be really high. If the performance norms and the cohesiveness are high. So, these are the challenges in terms of cohesiveness, of course, we are trying to promote cohesiveness in a group, but you have to also ensure that your productive norms are there to drive their performance. So, that the teams are performing really well.

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Now, we are trying to learn about the difference between workgroup and team. So, previously

people used to interchangeable used in a group and team. Going forward, we are going to be very clear about how the work team and workgroup means group and work teams are different? So, let say with respect to some of the parameters or some of the specific character we are going to see.

In terms of a goal. So, group will have a shared information, the goal of the group is to shared information with individual member in a group. They primarily become a member of the group shared information. Whereas in a team, it is the collective performance. Because we said individual skills are complementary to each other. They have a common goal and here also they might have a common goal, but not necessarily they here this shared information.(17:00)

Now, in a synergy effect we say in a team. We are always trying to have a positive synergy effect, what we have said? team effort is more than the sum of its individual members. So in a team always we expect a positive synergy. Whereas in a group it is a neutral, because each individual member have its own membership in a group is to share information and get information from the other members. They do not want to support each other and the progression. Whereas here there is always a synergy effect in a team.

And, we are talking about the accountability in a team. Where individual is also accountable but mutually other members also accountable for the team's performance or even the team's defeat or team's poor performance also, both individual and other members also mutually responsible or accountable. Whereas, here in the group only each individual member is accountable not others in a group because their purpose is to share information, not for the collective performance.

So here the individual is responsible, accountable whereas in a team, where individual also other members mutual also accountable. Now in terms of skills of the members in a team, where, you say team members skills are complementary in nature. If I have 5 team members in a team, each team members will have a specific skill set to offer and they are complementary in nature to towards the task. I have a task to achieve each of this team members skills are complementary in nature to help my team to achieve the task.

Whereas in a group. It is not in a complementary, it is random and varied. Somebody is good at

this and somebody may be good at that, but it is not in a specifically our strategy planned group having choosing a member, who have a specific skill set for the purpose and random and varied. So this is how team and group are different with respect to the work team and group. So, on this goal, synergy effect, accountability and the skill set.

This is how the work team is different from the group because the group's primary purpose is to share information. Whereas, in a team, we always expected collective performance. We form a team with a complimentary skill set of the individual member and so that synergy effect and have a higher performance.

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Work Groups	Work Teams
▪ Self progress is the prime concern	▪ Team progress is the prime concern
▪ Participative decision making is not always a part of agenda	▪ Participative decision making is always a part of agenda
▪ Leadership brings ego	▪ Leadership is flexible with time
▪ No one respects the quality of others	▪ Everyone respects the quality of work

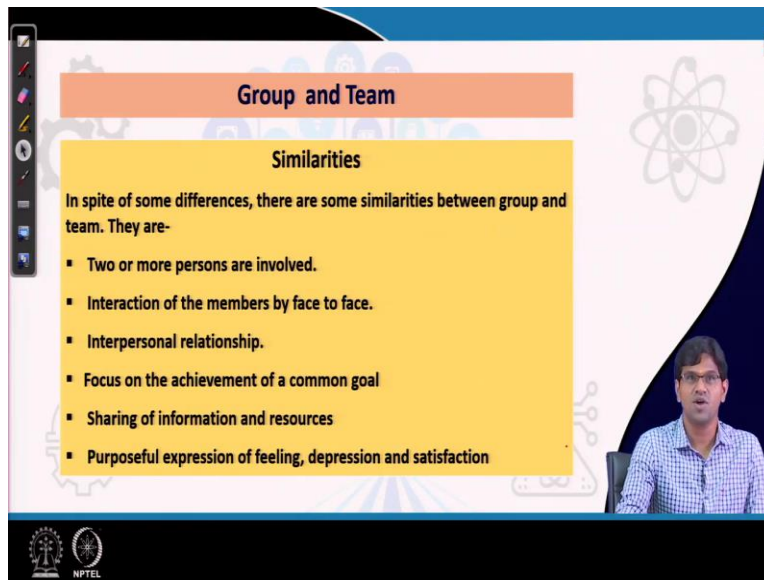
Now, let us say, difference between the work groups and the work teams. There self progress is the prime concern. Every individual wanted to go that their Prime focus. Whereas, here team progress is the prime concern. As we say, synergy collective performance, here I as an individual I wanted to get information my own growth is focus in the group. Whereas in the team, it is the collective performance, team progression is important.

Then participative decision making is not always a part of the agenda, whereas here in the team participative decision is very important is one of the prerequisites for an effective team. Then in a group leadership brings ego. Here, leadership is flexible with time. Sometimes there is required that one member will act as a leader and another time expertise is required and that member act as

a leader. And no one respects the quality of others, that everyone respects the quality of work of others.

Where I say because here it is absolutely accountability is mutual and individual also. So, they used to respect each other whereas in our group, it is not the case.

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Group and Team

Similarities

In spite of some differences, there are some similarities between group and team. They are-

- Two or more persons are involved.
- Interaction of the members by face to face.
- Interpersonal relationship.
- Focus on the achievement of a common goal
- Sharing of information and resources
- Purposeful expression of feeling, depression and satisfaction

And some of the similarities between group and team, general the common factors, which are making a similarity is that two or more persons are involved even in a group or also in team. Where members are more than 2 members are become to qualify as a group. Similar is the case for the team as well and interactions of the members are face-to-face. Of course, even a group also and team also members interactive face-to-face and that is a similarity that sometimes we interchangeably use group and team.

Now, we learnt and on some of the differences. how team is different versus the group? but there are similarities, there are commonalities between group and team, one such is the interaction patterns. Where they face-to-face interact. Of course, interpersonal relationships both group and team demands and interpersonal relationship, because you exist in a team or you exist in a group obviously, you will have an interpersonal relationship.

And another important thing comes in a focus is on a common goal and group and team will have

some specific purpose to achieve and all the members will be making an effort, putting an effort towards enabling the team or a group to achieve that particular task and then of course, in both team and group members share information. They also share resources, right? Though in a team, we are expecting a synergy effect. Whereas in a group, we do not expect so or it is not a collective performance, wherein a team we are demanding for collective performance, irrespective of these demands in a both groups we see that individual members shared the information and they also share the resources in both team and group.

Then, the purposeful expression of feeling and depression or even their hard feeling as also satisfaction. Every member in a group environment or team environment individual members will express their feelings whether it can be positive one and negative one within the group members. Also they will express their satisfaction in a group and team. These are some of the similarities between the group and team.

And, there are also differences with respect to the accountability, with respect to the goal and with respect to the purpose also.

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The slide is titled "Work Group Versus Work Team". It features two yellow boxes with definitions. The "Work Group" box states: "A group that interacts primarily to share information and to make decisions to help each group member perform within his or her area of responsibility". The "Work Team" box states: "A group whose collective efforts result in a performance that is greater than the sum of the individual inputs." To the right of the text is an illustration of three stylized figures pushing a large, multi-colored arrow pointing upwards. In the bottom right corner, there is a small video inset showing a man in a blue checkered shirt speaking. The slide also includes a gear icon on the left, an atom icon on the right, and logos for NPTEL and other institutions at the bottom.

Now, we will also see work group versus the work team. Work group is group that work primarily to share informations and make decision to help each group member to perform within his or her area of responsibility. Let us say, this is work group, let us say, this members are primarily in here

to share informations and to make decision because let me give an example; let us say, people who are investors.

So, the investors are forming a forum. So, they are all individual members are here to share informations, they expect each members to share information here within the group to make a better investment decisions. So, but there it is, you see investment decision is for what? Whom? It is not for the group, it is for the individual investment decisions. So, that is how work group is different from work team.

Whereas, in a work team, it is always towards the collective effort in performance that is greater than the sum of the individual inputs, so where in work team their efforts is to the collective performance. Their purpose is to work in a team in tandem, share resources and share the information and put in their effort and have complementary skills to have a increased or improved team performance. Team is the priority and team goal is the priority.

But whereas in a workgroup. Where their focus are primarily on to share the informations to make each other and to help each other member perform within his area of responsibility. For example; as I said in a forum each individual get some information may be probably they share, they go back to the work place, they are all from different organisation. Let us say, investors having a forum. All of the them are working in a different organisations and but they are forming a forum investors group.

And, they are primarily coming here to discuss about what is happening in a business environment? Which fund is going to be appreciated? which fund is not going to be appreciated?, which domain is going to have a good business? So, this information will be helpful for them and they may probably, they go back and make individual investment decisions or probably go back to the respective work organisation and offer these insights to make their own organisation take a decision on their area of responsibility.

Whereas, in a team everybody contributes towards the team performance and so that the collective performances are highly achieved.

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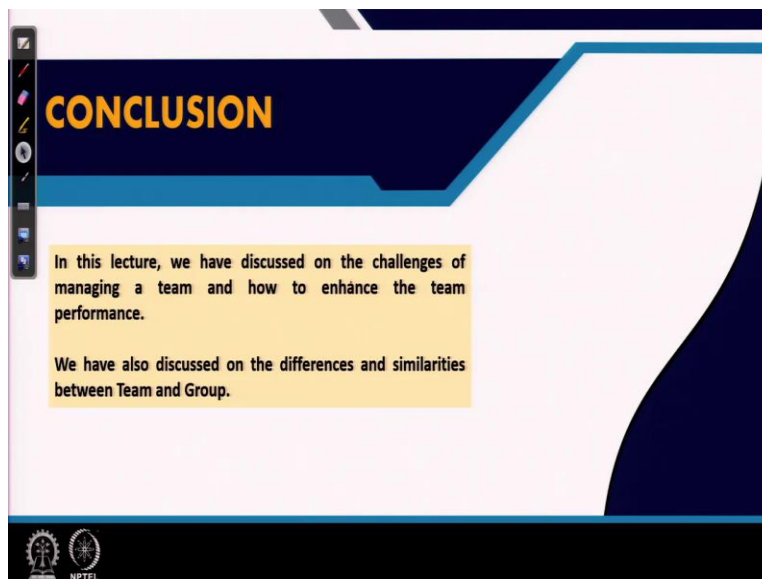


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CONCLUSION

In this lecture, we have discussed on the challenges of managing a team and how to enhance the team performance.

We have also discussed on the differences and similarities between Team and Group.

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So, this is what we covered in this lecture and today we learnt about, what are the challenges? How to make the team performance perform better? And we also learnt about the difference between a group and a team. And we also seen, the similarities between group and team and we also learnt about the difference between work group and work team. And primarily of course, key learning today is that now, we are able to distinguish between the a work group and work team or team having a collective performance goal. Whereas, the groups are essentially to share information. With this I am completing and then next lecture, we will discuss about the other aspects of team performance and effectiveness in the organisation. Thank you.