Organizational Behaviour - II
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Lecture 08
Effectiveness of Teamwork

Welcome to Module 02, lecture 03. And in the last lecture, we were discussing about managing a team or especially, how to manage the challenges forced in managing a team?. In today's lecture, we are going to see the effectiveness of teamwork and meaning that we are going to see, how do we measure the effectiveness? or how do you understand team is effective?

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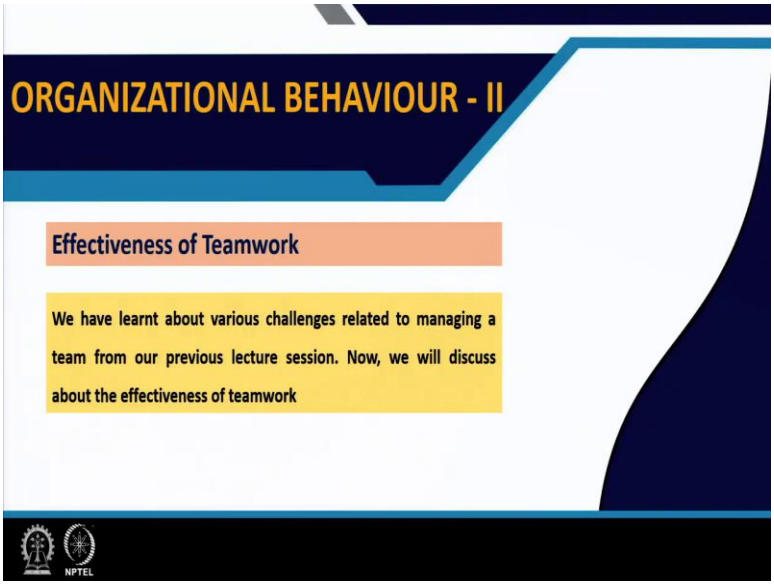

And we are also going to talk about the team effectiveness model, what are the factors which are essential to make the team work effectively. Let us get into the lecture.

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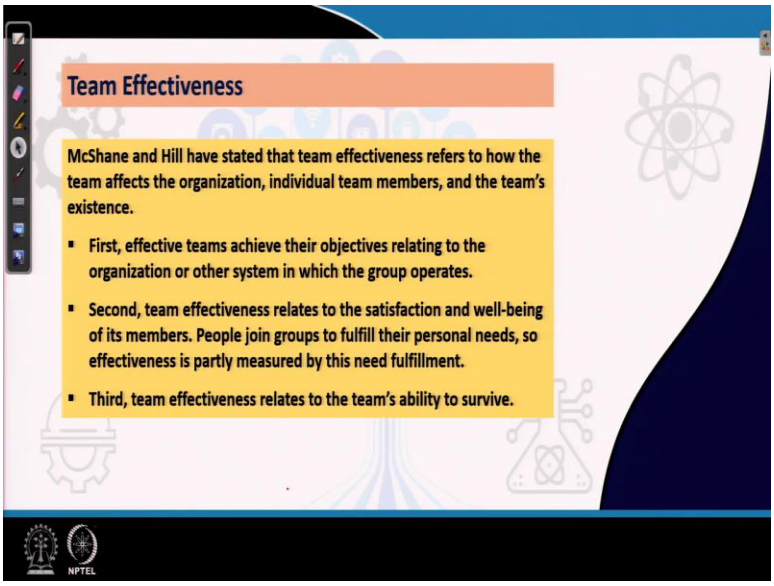

So, when we are talking about team effectiveness, how do we understand the effectiveness of a team? So when we talk about team is effective or I say I am in an organization and the moment I wanted to see or understand whether the team is working effectively or not. When we wanted to assess or understand the effectiveness, there are three important things comes into a picture. How the functioning or the performance of the team affects the organization?.

The very first thing is about the existence of the team is definitely for supporting the organization or to make the team help an organization to grow or achieve their goals. That is why, the teams are formed in an organization. Now the goal becomes whether team affects the organization and whether the team is able to affect the individual team members, and then the team existence itself.

The purpose of the team formation itself, let us try to understand in terms of these three important things. One is about the organization. Whether the team is able to achieve the objectives relating to the organizations or other systems where, the team is part of the larger organizations. So when I found the team. So first indicator, first indicator is whether my team is able to help my organization achieve to reach the goal.

Let us say reach the goal. The first indicator is that team is helping an organization to achieve their goal or a target, or whatever the terms they decide on the purpose of formation of the group. Then comes whether my team. That is a second indicator, whether the team effectiveness, is reached to

satisfaction and wellbeing of its members. So the team members has to enjoy being in the group, enjoy being working in the group.

Are they happy, satisfied being in the team or being a team member of the team, then they are satisfied about the team performance, their progress and then well being of the members. Members are not so pressed upon being in the team. They feel like so it is kind of I am inside a pressure box. Where, I feel like all the time my team members are not so friendly, they are putting me a lot of pressure.

So, the team effectiveness is also measured or indicated through the member satisfaction and well being. People join the teams as we see why an individual become a member of a team? To fulfill some of their personal needs. Of course, a company will mandate you to go join the team. But essentially each individual will also have certain needs to satisfy. I wanted to grow in my organization. I want to grow in my leadership level. Or maybe I want to own certain soft skills or maybe I want to own certain technical skills, develop the technical skills being part of the team.

Then comes the team effectiveness also relates to teams ability to survive. Whether a team is able to survive the meaning that survive means whether team is able to sustain their performance, sustain their existence being in the larger setup of an organization. So, these are the three important indicators in which we will be able to see whether a team is effective or not. Unless otherwise, we do not see, you know, our team is not helping to achieve the goal.

Team is not making their members feel satisfied or feel the well being in the team. Then we do not call the team as an effective team.

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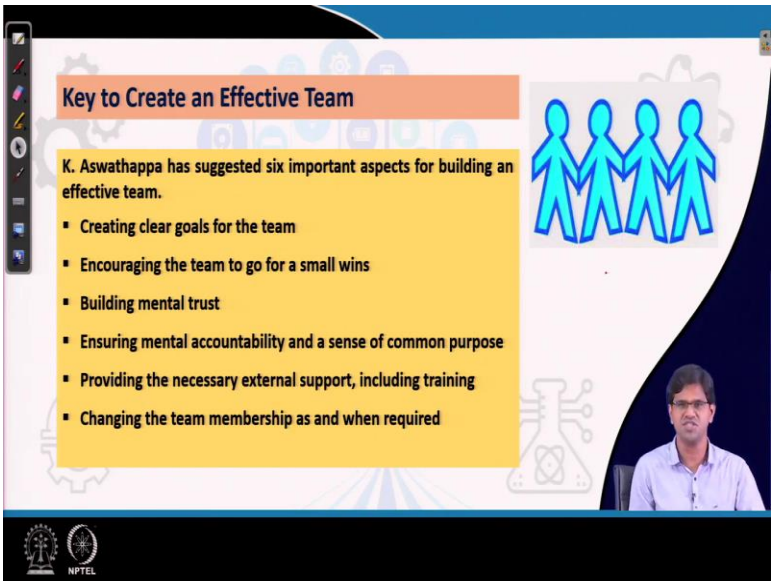

Then we will also see, how do we actually build an effective team? There are suggestions provided by Professor Aswathappa. He is actually listed down some of these 6 important aspects through which you will be able to build an effective team. One is you have to create clear goals for the team. That is very, very important. Why? I need to know where I am actually heading to. Unless otherwise, I do not know where I am heading to.

Then, it becomes very unclear for the team members. Towards which we are going to walk, towards which we are going to drive ourselves towards achieving certain things. I cannot know all of a sudden. You work in a team, then I will keep telling you what are the goals are then becomes unclear, uncertain situations unstability. Then team members themselves, they will create their own goals, they conflict with the goals.

They do not agree with the goals. Then it do not create an effective team. So it is very important you set clear goals for the team. Then encourage a team to go for a small wins. That is very important. You do not bring Himalayan task and then say, as a team, you are going to do this. It is not that even, if you want to climb the Mount Everest, you need to go in. There are different levels, when you want to climb on the Mount Everest.

So the trainers will train you. First, you go to this level, then you go to the next level. Then they will ask you to come down and then start from here. Because every level there are challenges you

need to learn the tough. So it is important that you have to provide encourage a team to go for a small wins. Have a small task and ask them to achieve that actually encourage thems. That will give confidence to the team members that yes, we are existing as team members and we are also able to perform.

And show that we are able to achieve the task or a target given to us. As a team, we will be able to continue to perform so that it will encourage the team. Then building a mental test, when we exist in a team, it is very important. I have to create a perceptual or mental trust that yes!, I am in a team and my team members eventually are existing to support me in achieving the goal. So that kind of a mental trust I need to build.

So, it is very important. Unless and otherwise you do not build that trust. It is very, very difficult for you to make a team being effective. Then you also ensure that mental accountability and sense of common purpose. So accountability means every individual has to feel, they are also part of the team and they are also accountable for either a success or a defeat. Here I mean, defeat means the failures.

So you are actually feeling now that sense of accountability and responsibility being a member in a team, then you also feel the results of common purpose. So, this will actually create an effective team in organization. Then you also have to provide necessary external support. It is very important. You say that yes, there is a task. Let us say, this is a task, then let me call it 'X'. When you are given a goal or a target, now you are assigning a team.

Let us say, this is a team. Now assign the team. The target is set or a goal is set. I cannot simply say, you go and achieve and let us say there are difficult path or challenges. Now to overcome, these hurdles or a challenge as an organization, it is your responsibility to provide necessary resources or support. So, as an organization, you need to always ensure that, yes, you will be able to provide the necessary report, resources, support or a tool, whatever required so that they will be able to smoothly sail through these challenges.

So, it also includes training. I need to provide training for a technical training, maybe a conceptual

training, maybe sending somebody you are going to start a new project in an organization. So maybe you should ask somebody to go through their training to understand what this project is about? How do you manage the finance of the project? How do you handle the clients in the project? So how do you deliver on time for the clients?

So, these are some of the trainings also have to effort, so that your team will be functioning effectually. Then changing the team members as and when required. That is also important. We are already seeing some of the challenges, when you have a highly cohesive people, when they are not performing, it is also important sometimes you need new entry, or maybe the skill level is not sufficient. Probably, you need a new hand inside the team so that you are actually building the team.

If you an example; IPL team, where you say that there is a combination of a domestic players and international players. So there is a restriction of only four international players to play. Then you see, according to the situations, according to the playing conditions, and according to your opponent, you play, right? You change the members.

So, it is also similar. Similarly, you have to change the team members, as and when required. I cannot just say, I am going to use all 4 foreign place only batters. Maybe I cannot say I have all good bowlers in my team. I am only use all four of them at a time so that my team can perform well. No, there is. You should always see that. Now, when do you make somebody become a member of a team.

When you wanted to remove the person from the team so that you ensure that team can perform. So, these are the ways in which you can actually create an effective team.

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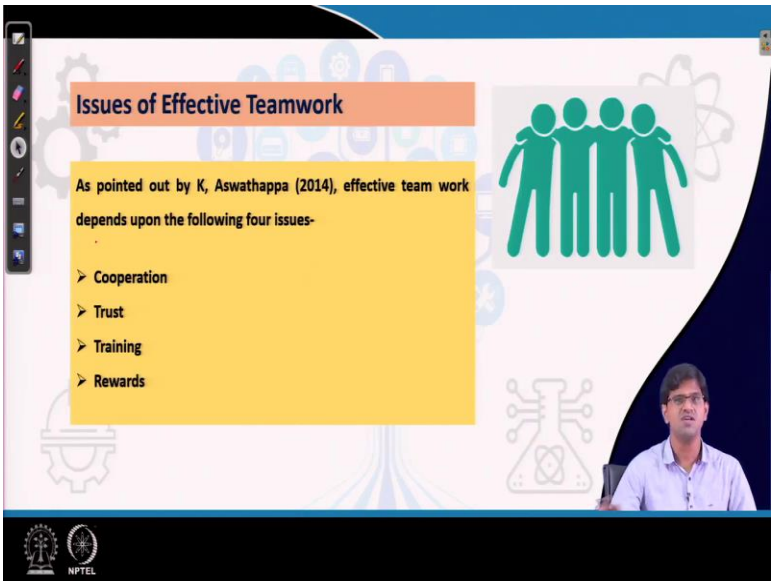

Let us try to understand some of the issues, effective teamwork. there is always some of major challenges are, some of the issues with respect to which where the teamwork, the effectiveness of teamwork. Achieving the effectiveness of the teamwork is a little challenging. Let us talk about the key four issues, which is about one is cooperation. Next is, trust, training and rewards. Let us go in detail to understand how these 4s are becoming very relevant when we are talking about a teamwork or effective teamwork.

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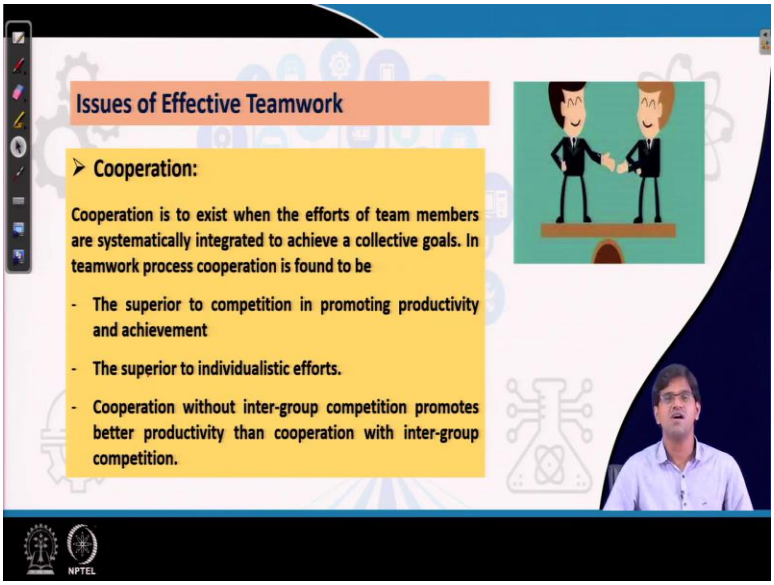

Let us say Cooperation; the cooperation is one of the let us say prerequisites for a team. When we have more people in a team, eventually the cooperation and coordination become essential pre-request to make an effective team. So cooperation is to exist. When an efforts of team members

are symmetrically integrated to achieve a collective goal. Unless and otherwise, there is no corporations. What will happen?

We will see that somebody will be competing with each other. Do not corporate. Then what will happen now? You as a team, you will not succeed. So the cooperation is always superior to the competition in order to ensure productivity and achievement. So, we also talk about healthy competition. Yes, it is healthy competition is important. But when in a team, you should promote more cooperation, as we already learned in the previous weeks or previous lectures that we have seen that.

Now yes, it is a collective effort and everybody having a complementary skill to offer. When we do not cooperate, then we cannot progress. We cannot achieve what we are intended to achieve. And it is the Corporation always superiors to the individualistic efforts when we have a cooperation. And we are also talking about synergy. So, synergy becomes an important so that will actually pay the teams for a greater success. The greater success is always accounted through synergy.

So, we are actually place the cooperation as the important requirement in a team. Then cooperation without inter group competition promotes better productivity. And then because why? It is important we are talking about the intergroup competition will actually sometimes we say, it is also healthy to create competitions. And how do you say now? We are also introducing a lot of concepts on gamification.

We say, which team is progressing well but again, the cooperation between team members within intergroup will also facilitate better functioning within an organisaion. Let us say, now we are all working in an organization which is larger umbrella or a larger sphere. And within the sphere, we have multiple teams. When we say the multiple teams, though, these teams are primarily formed for different purposes, but we need a cooperation between all the teams.

The reason is that, collectively these teams are going to reflect the performance of the larger organization. Reflect the performance of the organization. So, it is important that cooperation is to

be promoted than creating the competitions.

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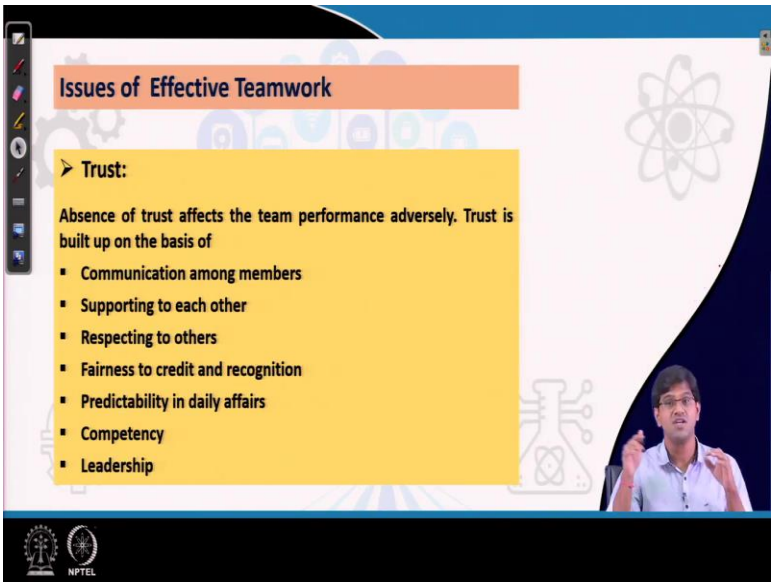

Then, let us talk about the trust. So as we already seen in when we talk about mental trust, so trust is one of the important factor in any relationship for that matter. So let us talk about in a team context. It is even more important, how each team members trust each other?.

Unless otherwise, you do not consciously built the trust in a team. It will be very difficult to create a healthy team because, the climate of trust will the climate of trust. So, when I say when I try something new or maybe a challenging task is given and some team members that are going to say that I am going to present it to the client and I am going to convince the client maybe the negotiation, I am going to go for.

And, the other team members has to trust that, yes, I have a faith on this particular team member that he or she will be able to perform well. So, trust becomes an important factor, especially when you are talking about the team context. So, how do we actually build this trust? Some of the indication you have to have more communication among the members. So, unless and otherwise more interaction is promoted and creating trust to become a little challenging.

Then, you have to see that each other member are supporting. So, that is some of the signalling or an indication that yes, I am there for you whenever you require. So, that is kind of a supporting to

each other will also create trust and respecting others very important in a team. Every individual has to be valued equally as any other member in the team. So respect to the others, then creating fairness in crediting or rewarding somebody providing incentives to somebody or recognition.

Let us say appreciation. I do, and you say that there is a fair play. I do when I wanted to incentive by somebody or maybe appreciate somebody, send a note of thanks or appreciation. Or maybe I want to do flash, it in the internet within the company. Probably that if you answer, that is a fairness that would also create trust on a team environment itself. Then also predictability in a daily affair, because the more the trust, more the transfer, then I can see what we are going to do next? What we are going to plan for the next week? what we are going to do tomorrow? how we are going to do? and who is going to handle what?.

So, these are all gives, more the trust and now you are able to predict future things right!, within the team. So, then competency leadership, this is also some of the things which will built a trust in a team.

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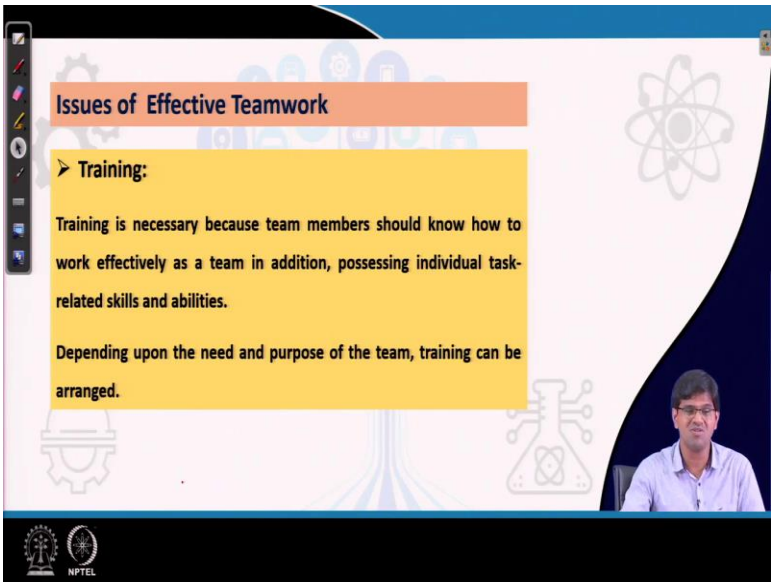

Then the under, the next one we are going to talk about the Training; So as I said, when we are forming a team, it is also one of the important support an organization to offer to team is to providing training, which is a necessary training. Because when you form a team member should not; they should know how to work effective and team. When we say you take any company for

this matter.

As we already discuss in length that most of the organization move to a team based or a work base or collaborative work structure or a work contexts. Wherein, it is very much essential to ensure that team building has become an essential component. That is why? you have to provide training. When you form a team, you have to provide training. That now, why do you exist in a team? and how do you function well within a team?

How you can cooperate between the team members?. So, how do you understand the team member? So these are some of the training that organization can offer so that team is able to build their team. Then eventually, when they build their team, the corporate trainers will be cooperativeness will be high and the team strength is high. Synergy will be high, the moment all is going high and you expect a performance. Of course, essentially a company also concerned about the performance.

It is not about I formed the team, but I do not do anything for a team. I do not tie my team. So, I said it is their responsibility to learn on their own. So, then they will take a longer time and probably during their process. They might also impact organization badly by not letting organization reach their goal. So training becomes very important in a teamwork.

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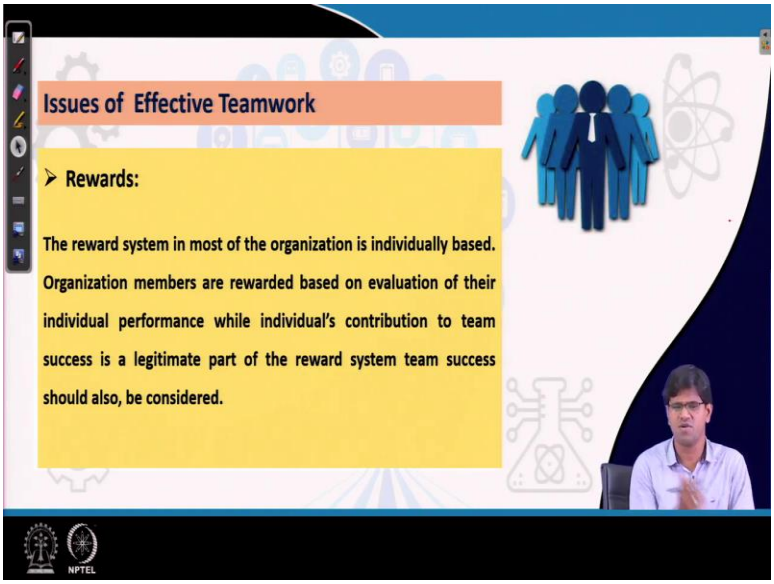

Next comes a Reward; So, the reward system is most important in an organization. Most often, what we see is no rewards are individual based. People who are working in a company who knows that? Yes, though we are all working in a team. When we talk about in a year end of the year, we go for evaluation, performance appraisal. Let me call (PA) performance appraisal post that I have been given ratings.

Then, the ratings will give me rewards. Rewards I mean, in terms of promotion, maybe incentives. When you create this most often organization creates an incentive-based on individual performance. When you are actually trying to promote and, a team based culture, you should also see that, when you can actually create team based rewards. Whereas group incentives. I have seen in some of the organization very good organizations. They offer a group incentive that promotes healthy work culture, because they do not compete with each other within the team. It is better that they go for a collective winning. So collective winning also should earn.

So, that kind of an incentive system maybe built, you will be able to create some more effective teamwork. One it is individual has been performed. What will happen? though I exist in a team, but my inclination to get the incentive or get the reward. What I will do eventually?, I will try to compete within my team members. Or maybe I try to supersede somebody to get that reward as a benefit. So, you have to ensure that as a company, as an organization, you create certain scenario, in which no teamwork is also appreciated that will also be valued in terms of incentives and reward system.

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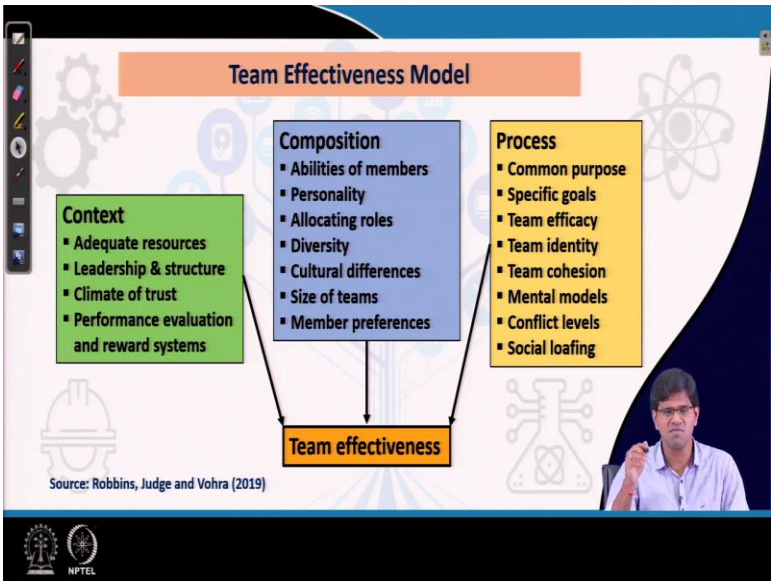

Now, let us go and see one of the very most useful model which is going to talk about, how do you create this effective teams? The team effectiveness is one, which is talking about three important context, three important factors which are contributing towards the effective team. So the team performance. I say the team effectiveness as it means the team performance. So, the team performance we already said no team performances are measured in terms of achieving the organizational goal, our team members satisfaction and also the existence.

Now, these are the ways in which we measure the team effectiveness. What are factors going to influence this team effectiveness. One is context; on the context we will see in detail in the subsequent slides, but let us see, we are talking about adequate resources, leadership and structure, climate of trust, and performance evaluation and reward system. So this context will play an important role in creating the team effectiveness.

Next comes Compositions; How do you form the team? So one is a context, the context I mean, talk about within which the team existing that is a context. Context here I mean, organization is a context or maybe a business unit is a context, or maybe in an institution is a context. So within the context, these are the important factors, which will definitely influence the effective performance. Then comes the composition. How I am going to form the team.

So, one is how do I choose the members, ability of the members, their skill level, knowledge level.

Then I am also talking about a personality factors. Or person is a team oriented person or an individualistic person. Should I choose somebody who is never be a team player, but I make him forcibly to be in a team, then what will happen eventually? rather, I will also disturb the team and other members also. So, personalities are allocating roles. What kind of role each individual is going to play within a team?

Then of course, diversity; we already discussed in length the diversity we are talking about. Now how team members are deferrer from the each other?, maybe with respect to gender, maybe with respect to age, maybe with respect to race or ethnicity or the region they come from, a country they come from. So the diversity and then comes a cultural differences. Is there a cultural differences between the team members?

Why we are concerned about all this? Because that will also definitely important factor that will be promoting better team performers. Or maybe it might also hinder the team performance. When it hinders there needs a intervention there needs to management or the manage these situations to promote more performances. Then size of the team. In the previous lectures already we discussed the lengthy where we talked about what is the right size of the team. Should we go for a small size? Should we go for a larger size?

And we already said the purpose and goal of the formation of the team, essentially decide the size of the team, then member preference who you prefer to be in the team?. So we will also see in subsequent slides in detail. Then come, the process. Once you set the context, then we also talk about the composition. How are from the team? Then come the process of the team. How do you conduct yourself as a team? or how do you keep yourself as a team in an organization?.

So, let us say, one is a common purpose. What is the purpose? The team is being formed. What are the goals of the team? There is specific goals we are talking about what are the specific goals are given to the team?, then team efficacy. Team efficacy is nothing but the ability it is a perception about teams the ability to achieve these goals, ability to achieve the goals being provided to the team, then team identity, how people are identifying with themselves and how these team have been identified within the organization itself?.

Then team cohesion, how members are dignity which members are like each other and wanted to stay together?. That is what the cohesion we learned about. So team cohesion. Then we also talk about a mental models let us say, I wanted to approach a problem. We always build a model, mental model. So this is why I am going to happen. This is a sequence I am going to do. So, people build mental model. So, team has to build a mental model of working in a team.

Then conflict level. And what level of conflict is going to exist in a team? How do we manage the conflict so as to promote the better team performance?, ensuring that no conflict would not hamper the performance of the team. Then finally, we will also talk about the social loafing. Social loafing is we are also associated with the size of the team. So these three larger factors are an important aspect, that will influence the team effectiveness. Let us go and see each one.

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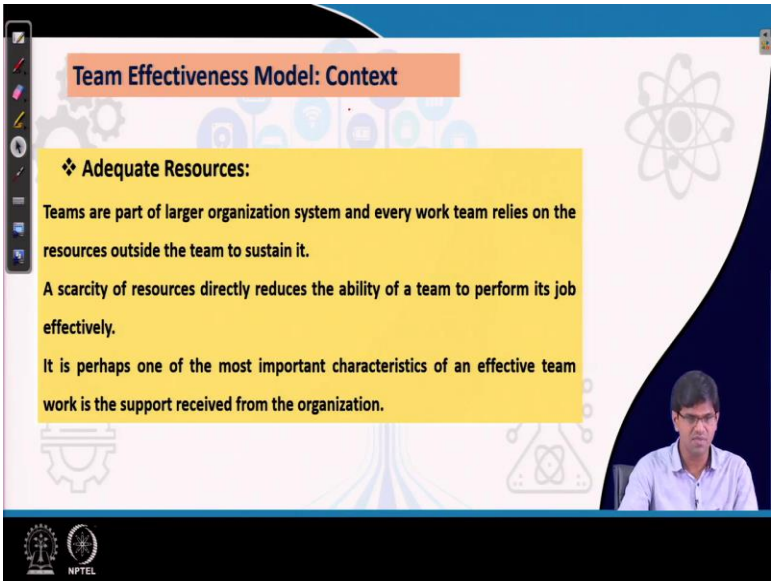

When you talk about an adequate resources, as already said, when I form a team, and it is very important that you provide necessary support, the resources required for a team so that they will be able to exist, perform, sustain their performers. See, in terms of resources, in terms of financial resource, or maybe in terms of the human resource, in terms of the tools, techniques or timing, it can be anything. So, there should be adequate resource being provided so that team can perform well.

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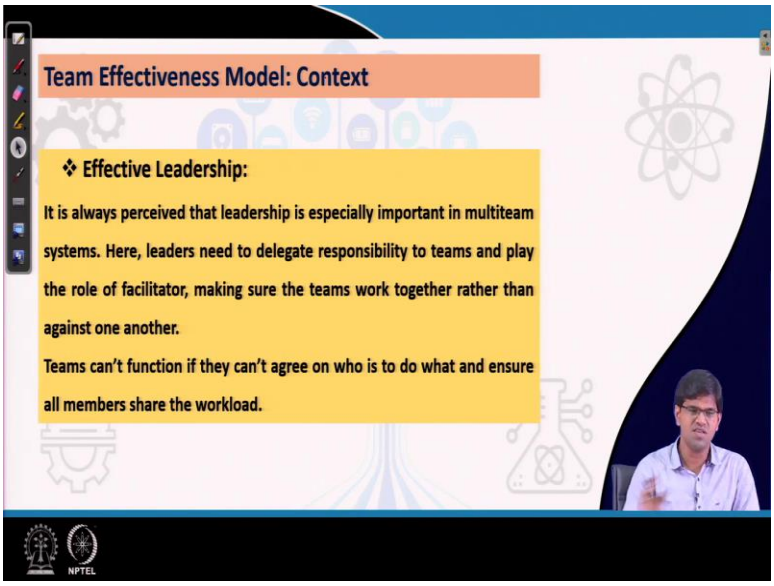

Then comes the effective leadership. It is also important organisation puts an effort to ensure that yes, there is a leader in a team. Somebody is going to direct the team and I need a leader who will be able to support me? And leader will also play a critical role in delegating responsibility through the teams. We are now there is a stage in which people are talking about a leaderless team or a boundaryless organizations.

When we say leaderless team, yes, it is more collaboration, more participation is appreciated. But what will happen when leaderless team? finally, who will take the lead? who will take the accountable?, who is going to direct you? when that is required. So, we need a leader who will be able to delegate and play a role of facilitator. Make sure that team works together, then not at the working for each individual benefits.

So, we need to create a leadership within the team, then also create when you are talking about a leadership. We also talk about this structure. So, organization has to create a structure defined structure. The structure will also define the interaction pattern. Who is going to get? how the other team members are connected within the organizations?. These are all an important factor to make the team work effectively.

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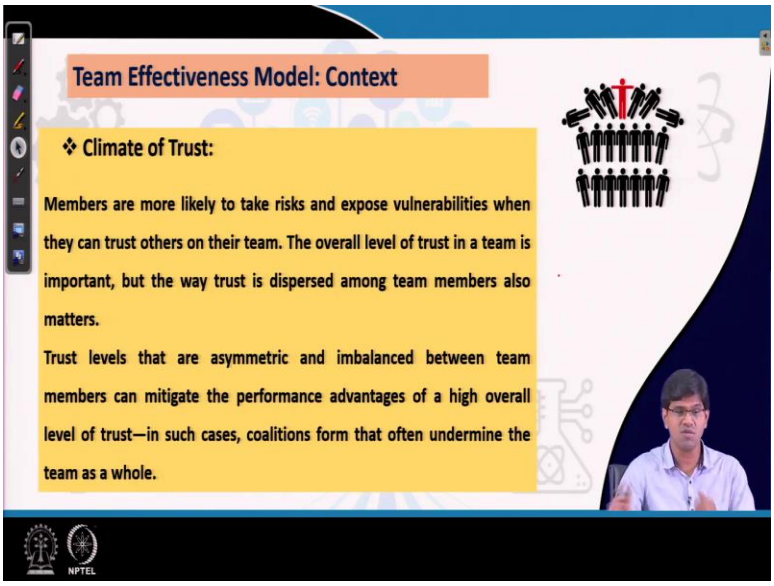

Then, we are also talking about a climate of trust. So members are more likely to take risk or expose the vulnerable is when they can trust others in the teams. So we always seen people will take a risky decisions or go beyond or maybe to stress themselves when they can see, I have a trust on my team members. I can actually even fall from 20-30ft in a building, that my team members, I trust my team members.

They are going to save me, or they getting to hold me. So, those kind of trust you need to build a climate of trust is an important factor. Why I am saying? when you do not trust your team members then team members will always be thinking about what other teams are going to talk?. Will they be supporting me or not? So that will actually impact badly on the performance of the team.

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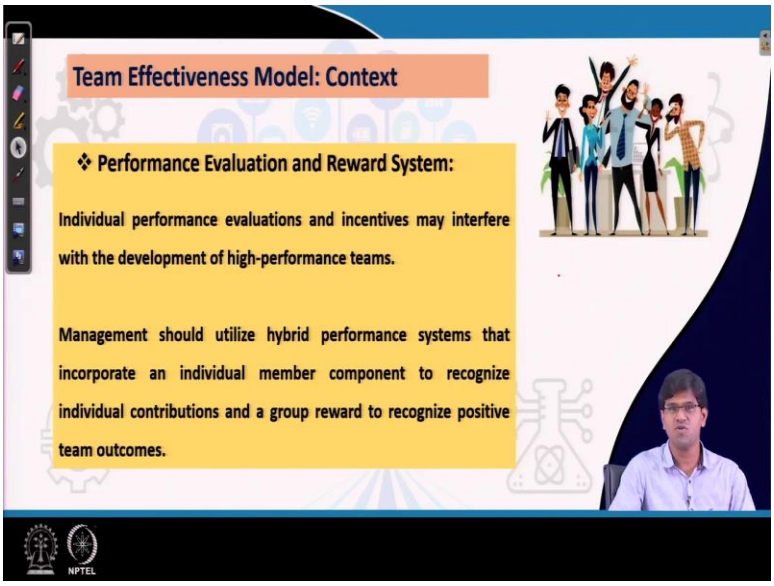

Then of course, we already discussed about the performance evaluation reward system, how individuals contributions? So, you should have a combination of both individual plus group. You have to have a reward system that actually promotes both individual also rewards both individual and group performance. So that has to be considered so that, you see that you created a team, but you do not value the team contribution, then it will actually hamper the team perform. So, organization has to consider what kind of a reward system and the performance management system you have.

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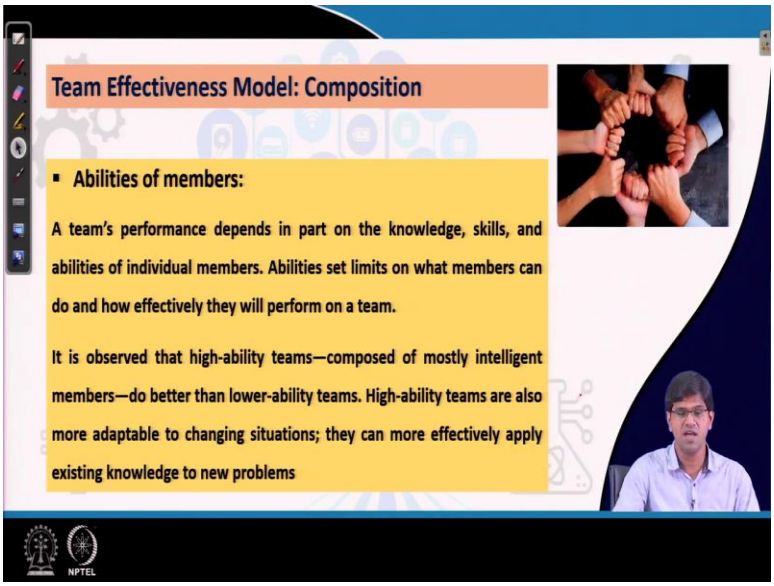

Then, when you are talking about the compositions, abilities of the members, I already talked about knowledge, skill and abilities. This are become a key factor in desiring who will become a member

of my team? When I choose the team members essentially organisation. So, does the team members have a necessary knowledge or skills and abilities to perform the task.

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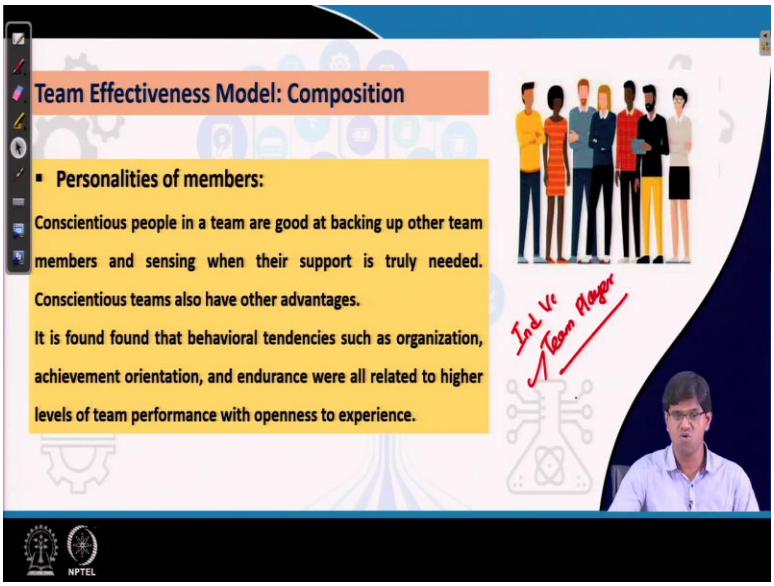

Of course, personalities, as we said, individualistic, individual versus a team player. It is very important when you form a team, you choose a team player most of the organization when they go for and hiring itself. They also assess people candidates to see whether this person can play a role of a team player. So that is important. What kind of player? Team individual you are going to bring in as a member.

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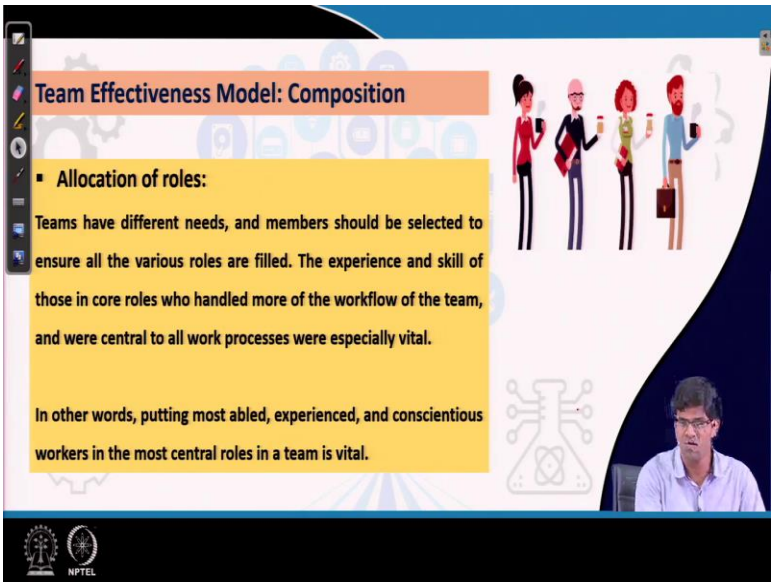

Then allocation of roles: Each individual have a particular role. As you said resource allocated

somebody as a resource allocator somebody as a negotiator, somebody as an initiator, somebody as a connector. There are people will pay different roles. And how do you assign the roles within the team so as to ensure that, yes, each individual player has some role to play for the functioning of the team and that will eventually impact the performance.

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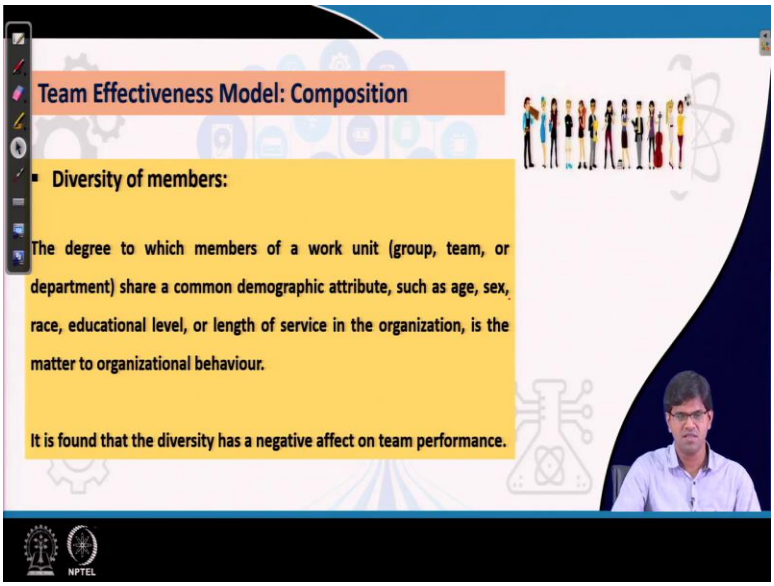

Then, we also talking about the diversity of the members. We already see that maybe with respect to age, gender, educational qualification and length of the service where, we have to enter what kind of a composition I have?. Am I going to go for a mixed or going to have a homogeneous group in my team?. that will also determine your team effectiveness. Sometimes, you know, the diverse group is important when I go for complex challenges, complex or a challenging task.

When I go for a complex or a challenging task, going for a diverse team will be you know, will be very helpful because a diverse team will given of varied inputs, varied inputs will help me to achieve the complex or a challenging task.

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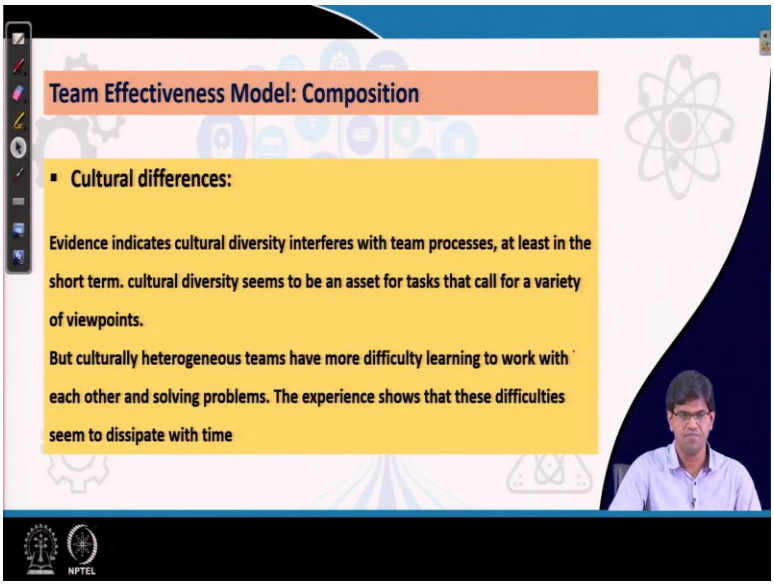

Then of course, the cultural difference is also associated with what we are talking about diversity.

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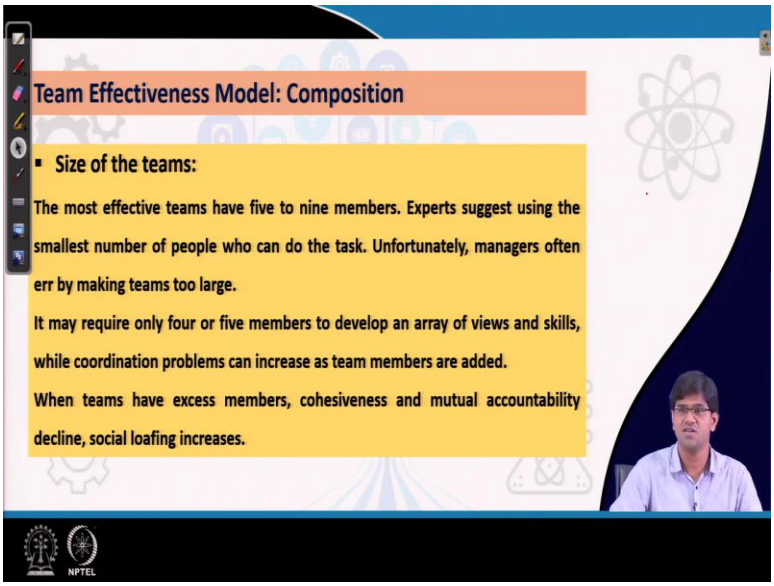

Let us talk about the size of the team, the size of the team as I said, are you going to decide the small size or bigger size of the team and as I said the purpose will determine size and also you should be cautious in; what size you are going to fix in because you do not disturb the performance or functioning of the team, by increasingly more team member. But sometimes it may also lower down the key performance.

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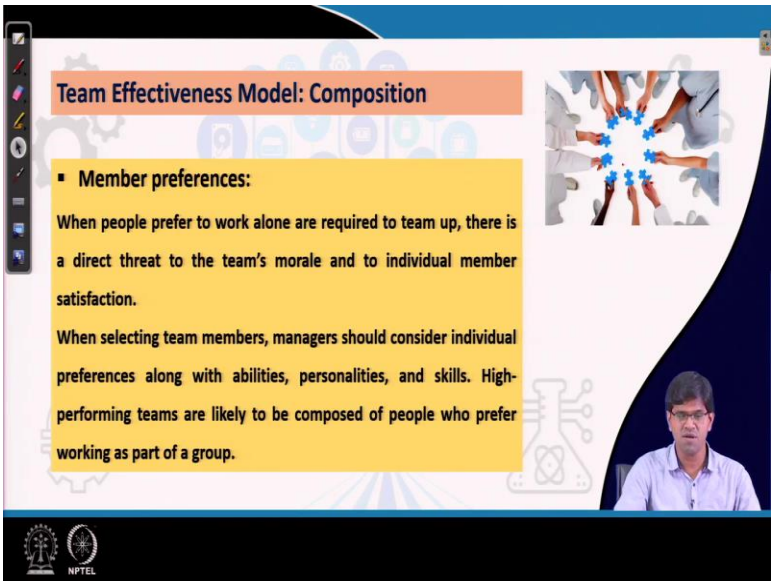

Then of course, member preference and we also want to know people prefer to work alone and required to be team up. Sometime what will happen some task may be done better by individual then going for a team. So, you should also choose here the members who are good to be the team? and would not hamper others in the team.

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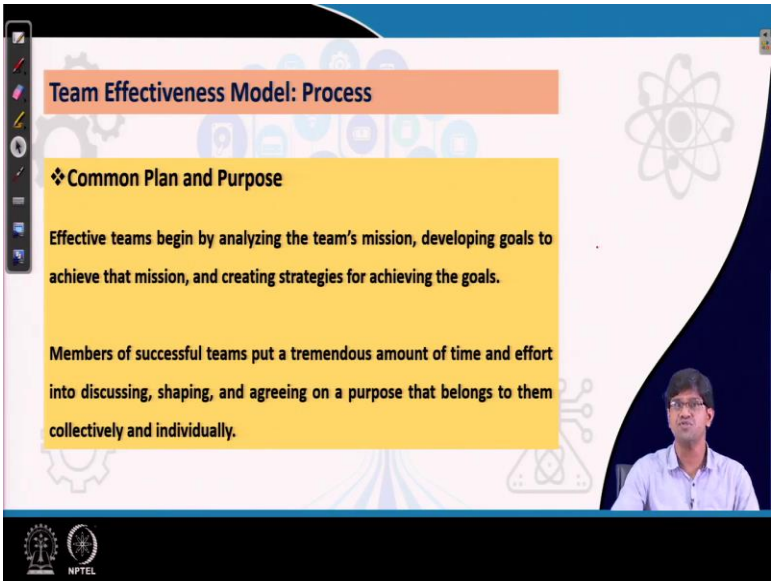

Then process of course as we are already discussed about purpose and plans that is very important of course the goal.

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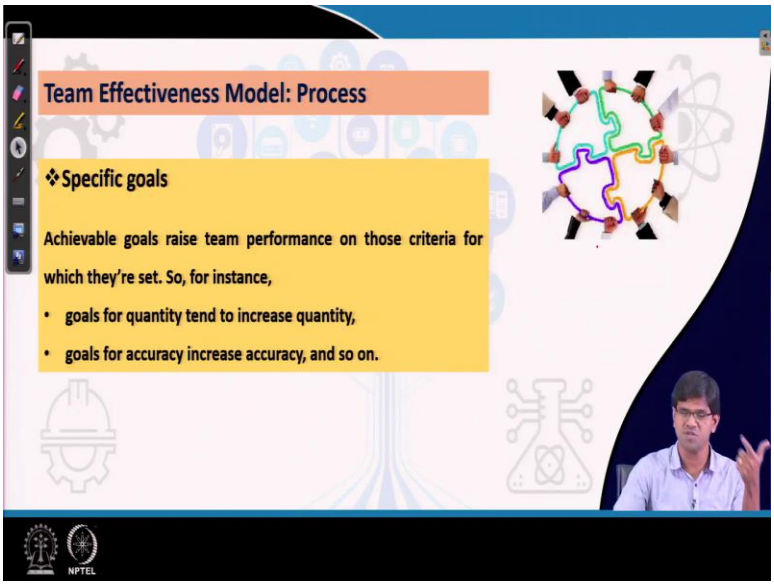

When you talk about the purpose next becomes the specific goal we are also retreating there should be a clear goal been set so, team is inclined to achieve specific goals.

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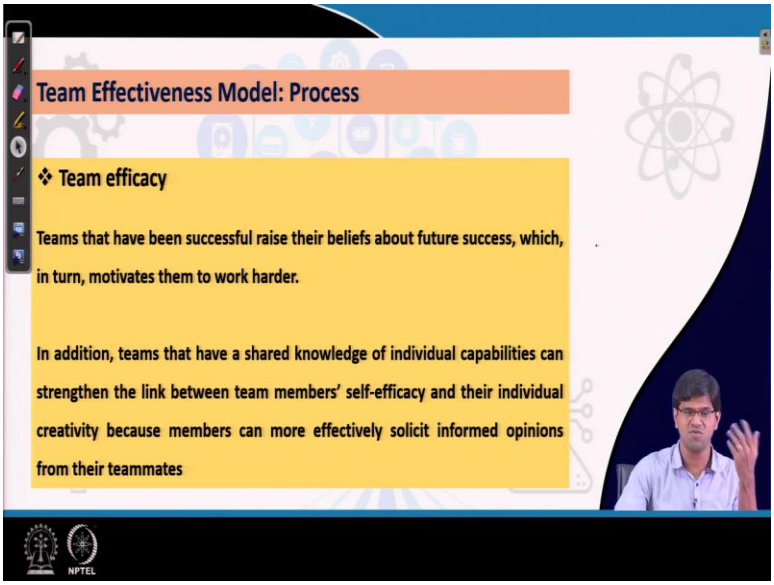

Of course efficacy, team should believe that yes, my team have capacity or ability to achieve these goals provided to team. So, that is the team efficacy, it is also important.

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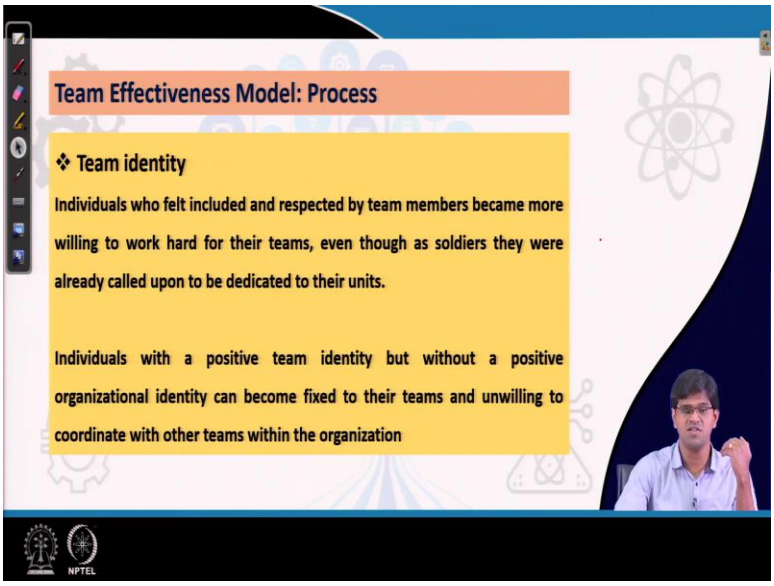

Then of course, team identity already talked about in identity where as a team member I want identify myself with the team.

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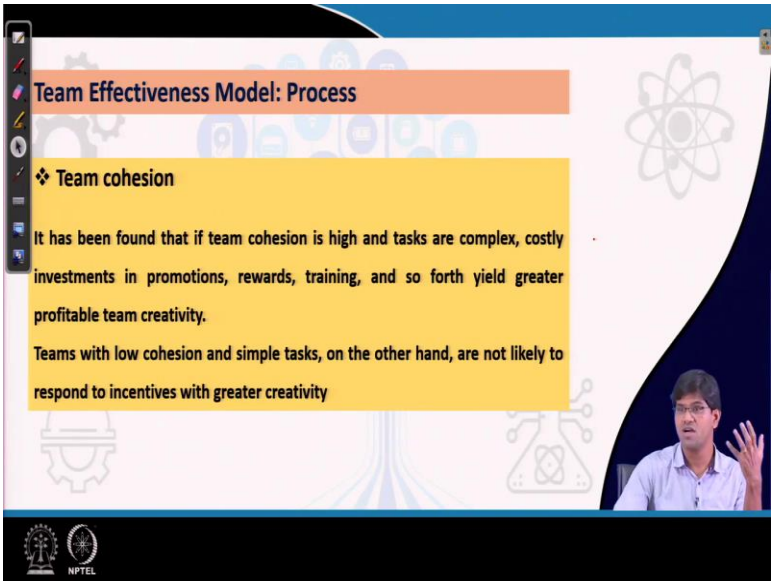

Team cohesion; degree towards an individual member more of together and stay with same team members. So, cohesion is important factor, when you have to increase the cohesion belongings, being feeling of oneness that will also improve the performance of the teams.

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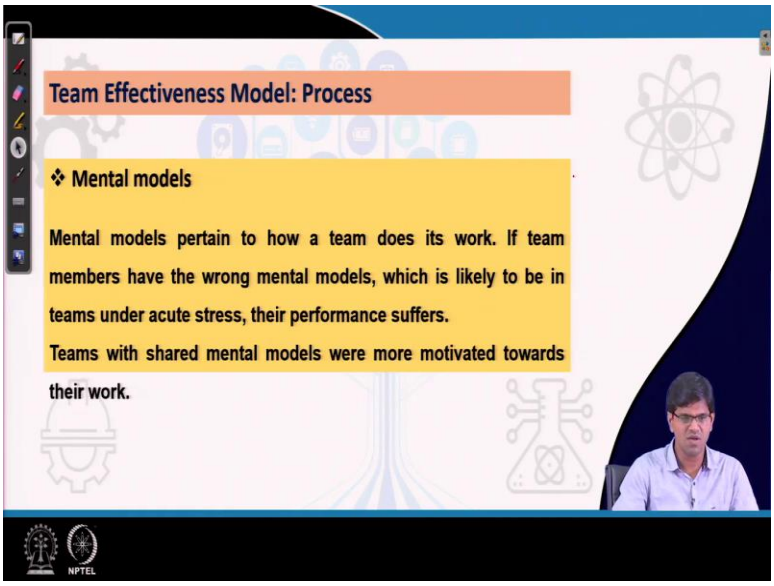

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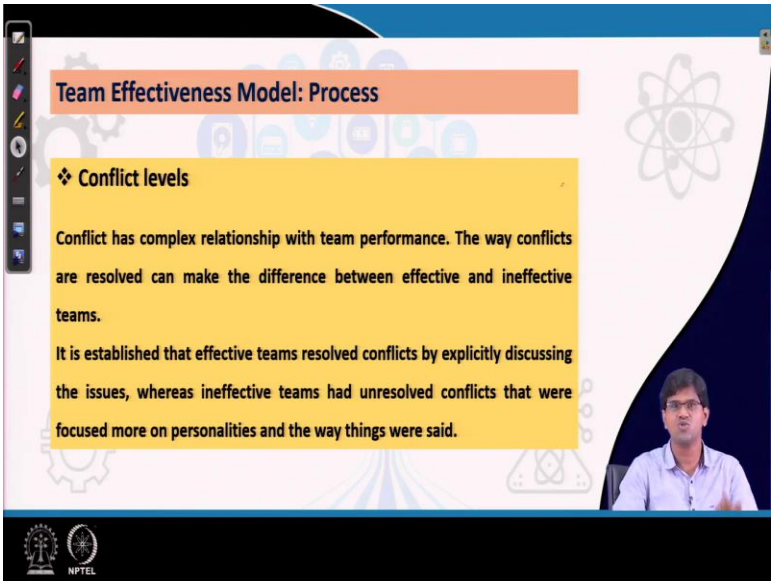

So, mental models we already discussed and of course, conflict level also we discussed when we were discussing about the model. I know sometimes conflict is good and but beyond the optimum conflict it will hamper the team performance. How I am going to moderate the conflict manage the conflict within the team or between the teams?. So that will also ensure the team performance.

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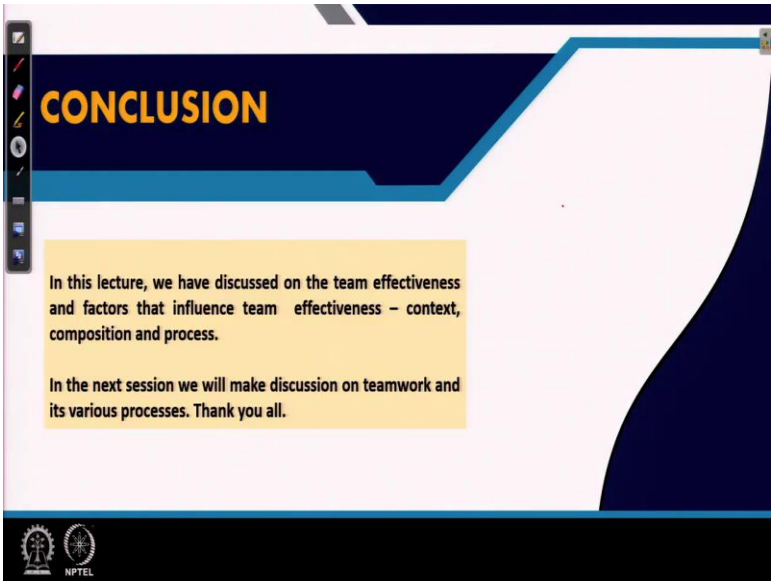

In this way concluding this lecture, and these are the some of the reference. And in the next session we will, going to talk about team work and various processes, thank you.