

# Training Package: Transversal Skills

## Module I: Team Work Management



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## Sessions Program:

Session 1: 10:00 – 11:15 AM

Break: 11:15 – 11:30 AM

Session 2: 11:30 – 12:45 PM

Lunch: 12:45 – 13:15 PM

Session 3: 13:15 – 14:30 PM

Break: 14:30 – 14:45 PM

Session 4: 14:45 – 16:00 PM

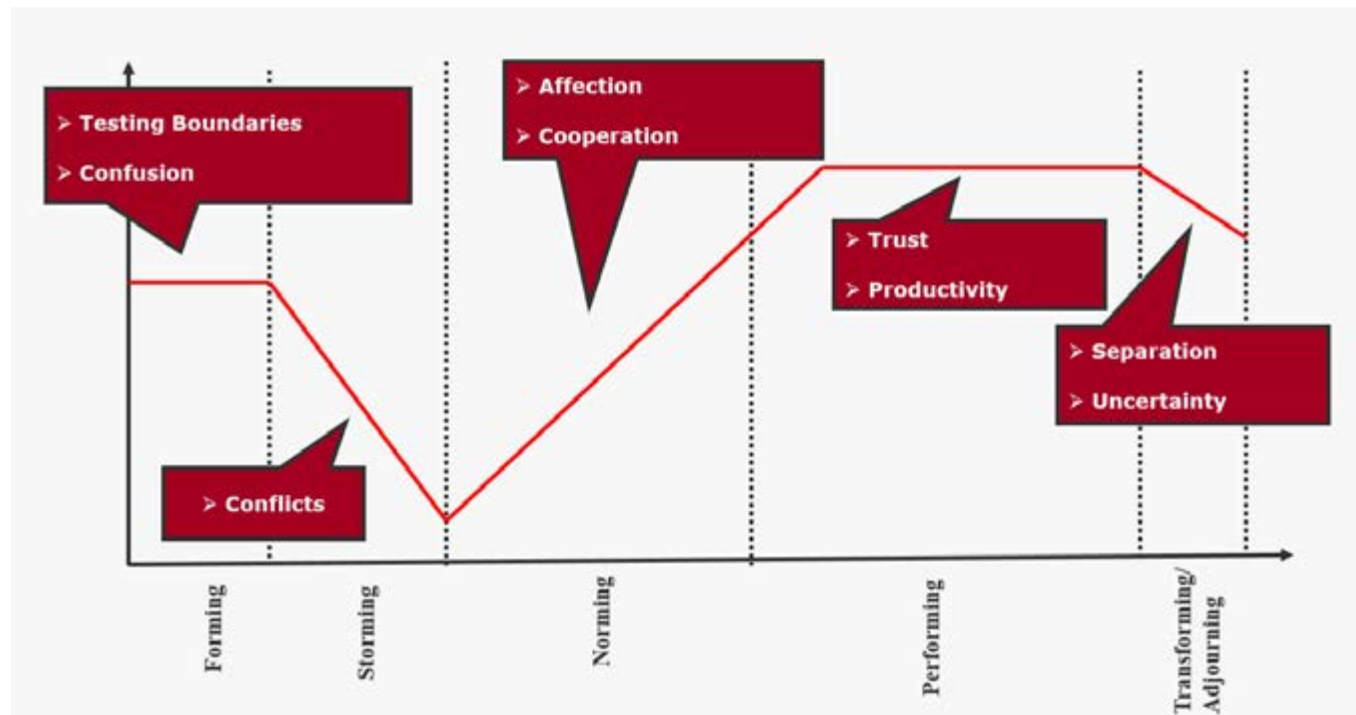


## TOPIC 1: TEAM BUILDING & GROUP DYNAMICS



## Session 1: The Development Process

### “ Interpersonal issues



### “ Introduction

Teamwork is the heart and soul of every organization. This seminar is designed to create a deep knowledge about the key principles of the various challenges that face groups. It integrates as well a unique perception of the transformational aspects of team formation, success and failure through well-defined managerial and leadership attributes.

## I - From Group to Team

### A- What is a Group?

#### Definition 1:

“A Group is a number of individuals or things considered together because of similarities.”

#### Definition 2:

“A Group is an assemblage of persons or objects gathered or located together; an aggregation.”

**N.B.** A group of people working in the same room, or even on a common project, does not necessarily invoke the group process.

### B- Stages of Group Development

	Elements
● Forming	● Characteristics
● Storming	● Feelings
● Norming	● Behaviors
● Performing	● Tasks

#### Stage 1: Forming (Orientation)

##### Characteristics:

- Relations are marked by dependence, safe behavior and avoidance of serious topics for controversy.
- Desire for acceptance by the group.
- Data gathering about similarities and differences.

##### Feelings:

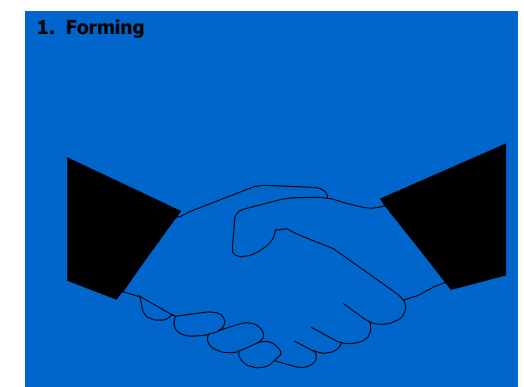
- Members are usually excited to be part of the team.
- High positive expectations for the team experience.
- Anxiety about not fitting into the team and performance measure.

##### Behaviors:

- Questions reflecting excitement about the new team.
- Uncertainty about their roles.
- Anxiety about their place on the team.

##### Tasks:

- Create a team with clear structure, goals, and direction.
- A good orientation/kick-off process can help in terms of team's mission.
- Team's energy is focused on defining the tasks.





**Stage 2: Storming (Dissatisfaction)****Characteristics:**

- Competition and conflict in the personal-relations' dimension.
- 'Fear of exposure' or 'fear of failure' and increased desire for structural clarification.
- Members have to bend their feelings, ideas and attitudes to suit the group.

**Feelings:**

- Members discover that the team can't live up to all of their early expectations.
- Focus may shift from the tasks at hand to feelings of frustration or anger.
- Members may express concerns about being unable to meet the team's goals.

**Behaviors:**

- Disagreements about goals, expectations, roles and responsibilities.
- Frustration about constraints that slow their individual or the team's progress.
- Members may argue or become critical of the team's original mission or goals.

**Tasks:**

- Call for the team to refocus on its goals.
- Need to develop task-related and conflict management skills.
- A redefinition of the team's goals, roles and tasks can help team members past the frustration.

**Stage 3: Norming (Resolution)****Characteristics:**

- Interpersonal relations are characterized by cohesion.
- Engagement in active acknowledgment of all members' contributions.
- Level of trust increases, leadership is shared, and cliques dissolve.

**Feelings:**

- Resolution of discrepancy.

Progress in setting more flexible and inclusive norms and expectations.

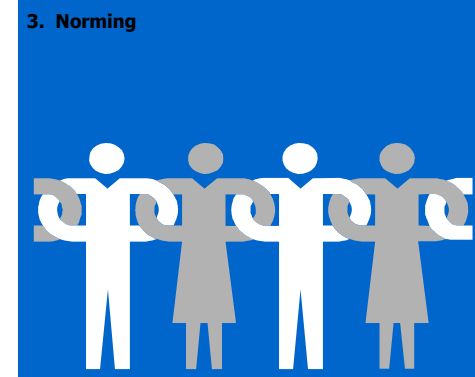
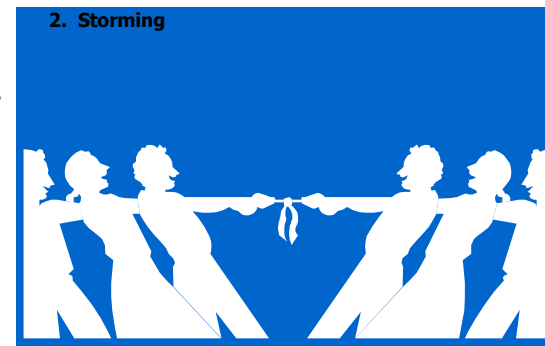
Increase of acceptance of others recognizing that the variety of experiences makes the team stronger.

**Behaviors:**

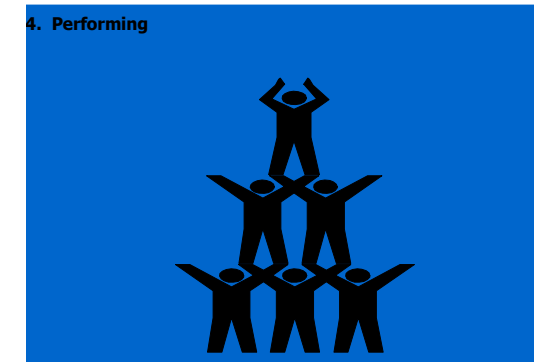
- May include a conscious effort to resolve problems and achieve group harmony.
- Meaningful communication and an increased willingness to share ideas.
- Refocus on established team ground rules and practices.

**Tasks:**

- Shifting energy to the team's goals.
- Increase in productivity, in both individual and collective work.
- The appropriate time for an evaluation of team productivity.

**Stage 4: Performing (Production)****General Characteristics:**

- Team members work independently, in subgroups, or as a total unit.
- Roles and authorities dynamically adjust to their changing needs.
- Interdependence in personal relations and problem solving.
- The group becomes most productive. With self-assurance.
- Group identity is complete, morale is high, and loyalty is intense.
- Support for experimentation in solving problems and an emphasis on achievement.



# Topic 1

## Team Building and Group Dynamics

### Session 1: The Development Proces

#### A Group is not a Team

One of the most challenging tasks facing a supervisor is how to take the group of employees that work for them and mold them into a team. Too often in businesses, we are confronted with cliques, separation, and division. It is often an uphill battle for a supervisor to get all employees involved in the work of the organization. Teams, or a sense of teamwork, isn't created by forcing a group of people to meet weekly in the same room. It is created by an increased sense of community that comes from shared objectives. Employees need to have a reason in common to work together as a team. So how do you get everyone on board? What is it that prevents people who work together from becoming a cohesive unit?

#### 7 Practices That Turn a Group into a Team

**1- Help team members to look at their mission in terms of the organization's survival.**

When team members understand their role in the bigger picture, they are more motivated to pull together.

**2- Set short-term, medium-term, and long-term goals.**

In a cross-functional team, we would be talking about the action plan associated with achieving the team's mission. If the team is made up of staff, then you want to involve them in writing the group's mission and setting strategic and tactical plans for achieving that mission. As they better understand the part they can play in the survival and success of their organization, they will work harder together to make the plans a reality.

**3- Shared responsibility**

Teamwork develops from shared responsibility not only in doing the work but in making decisions about how that work should be done.

**4- Have team members support each other.**

Whatever the group, organize the work to make the most of each employee's contribution to the team, bringing employees together whenever appropriate to help one another. As employees learn to rely on each other for help, a more collaborative environment will arise.

**5- Have team members keep each other apprised of their work.**

In project teams, you can have members review the efforts they have completed toward achievement of the team's mission. In the case of staff members, regular department meetings give you an opportunity to have employees share with one another their accomplishments.

**6-Don't forget the package.**

There's no substitute for some genuine team spirit. Create a brand identity for your team to achieve this. Your team identity could be built around an accomplishment or a skill or reputation that bonds the group together.

**7- Don't tolerate gossiping, back-stabbing, or tattle-telling.**

When we gossip about other employees, or when we allow it to continue unchecked we are signaling that the team is not important to us. When gossip is not permitted or tolerated, employees work together better. Does it mean no one is talking about one another?

No, of course not. It's just not happening at work where all employees easily can be dragged into the fray. Likewise, when we allow employees to tattle to us about what others are doing when we're not there, what can you do about it? It seems the tale is always accompanied by the phrase, "But don't tell them I told you." Tell anyone who wants to tattle there will be no secrets. The same goes for employees who want to backstab another. Tell them they both will be called in for a discussion to air their disagreement. Gossip can turn an environment toxic. If you need to tackle issues with gossip, read our article "Managing Gossip in the Workplace"

#### Turn Your Group into a True Team

*by Linda Hill & Kent Lineback*

Are the people who work for you a real team?

It's easy to extol teamwork, but not every group is a team. In fact, most teams we see, aren't — because their managers focus on building the most effective relationships they can with each individual who works for them. They spend their time managing person by person, paying little attention to collective performance. They rarely use their groups to diagnose or solve problems. And when issues arise that clearly affect the group as a whole, they tend to handle them one on one.



In taking this approach, they're overlooking an important management tool: the powerful influence that social dynamics in a real team can exert on the behavior and performance of its members.

### **What is a team and what makes it potentially such a valuable instrument of leadership?**

A team is a group of people who do collective work and are mutually committed to a common team purpose and challenging goals related to that purpose.

Collective work and mutual commitment are the key characteristics. By going beyond mere cooperation and coordination, collective work produces more innovative and productive outcomes that exceed the simple sum of individual efforts. Mutual commitment means members hold themselves and each other jointly accountable for the team's performance. They not only think and act collectively, but the social and emotional bonds among them are compelling. They share a genuine conviction that "we" — the potent concept behind every team — will succeed or fail together, and that no individual can succeed while the team fails.

The powerful ties among members of this social structure spring, first, from purpose and goals. A common, worthwhile purpose creates a sense of doing something important together, and specific, challenging team goals based on that purpose create a sense of going someplace important together. Without purpose and goals, no group will become a team.

But they're not enough. Team members also need clarity; about roles, about how the work is done, and about how members interact. When all of these crucial elements are in place, groups become teams: communities that exert strong influence on members' attitudes and behaviors. That's why the ability to transform a group of people into a true team can make you a more influential and effective manager.

### **One manager we know who discovered these features of true teams called them a "mystic new power."**

Yet another was happily surprised when he learned how committed people could become to a team and its work once they felt part of it and, through the team, part of something larger than themselves.

These managers came to appreciate the possibilities of managing a group as a whole — that is, creating a team and managing through it. They learned to rely more and more on using team goals and values to stretch performance.

They found they could influence individual behavior much more effectively this way. All of us want to do important work, of course, but we're also social creatures who want to fit in and be accepted as part of a team.

No wonder the ability to create and manage a true team is a crucial management skill — the key management skill, some would argue — whether you lead a permanent group of direct reports or a virtual, highly diverse, widely-dispersed, temporary team created to tackle a specific problem or opportunity.

Have you made your people a real team bound by a genuine sense of "we"? If not, ask yourself — and your group members — these questions to understand what more you must do:

1. Are we mutually committed to a compelling and worthwhile purpose? Do we know not just which task we must perform, but who will benefit from our work? Do we believe that if we disappeared today, the world would be different tomorrow?
2. Are we pursuing clear goals based on that purpose, and do we have plans in place for reaching them?
3. Does everyone know how the team does its work? Does everyone understand their roles and responsibilities? Are work processes clear? Do we share a set of values and beliefs about what we expect of each other and how we treat each other? Does everyone know how we're doing, both as a group and individually?

Finally (and paradoxically) don't ignore team members as individuals. It's human nature that we all want to belong to a group and we want to be recognized for our distinct contributions. Get to know and deal with each member uniquely — but always in the context of the team and its work.

### **Group vs. team: What's the difference?**

Whether you're a new team or an existing group, creating an enjoyable workplace that practices transparent communication is key. Surprisingly enough, there is a big difference between leading a group vs. a team.

While they may seem similar, there are many key differences between the two that can affect the way you work.

In order to improve your working relationships it's important to understand the differences between a group vs. a team and how to encourage healthy communication styles in the workplace.

## Group vs. Team

A group is a collection of individuals who coordinate their efforts, while a team is a group of people who share a common goal. While similar, the two are different when it comes to decision-making and teamwork.

In a work group, group members are independent from one another and have individual accountability. On the other hand, in a team, team members share a mutual accountability and work closely together to solve problems. These dynamics inform the way tasks are handled and overall collaboration.

## What is a group?

In short, a group is a number of people who work together. They have individual goals that they work toward collectively. While groups work toward separate goals, they have a related interest or identity that brings them together.

There are two types of groups: informal groups and formal groups.

Informal groups are formed naturally around common interests, identities, or social goals. Formal groups are created by company leaders to perform a specific task for an organization.

## Group advantages

There is some debate about whether groups or teams are better. The reality is, both have advantages and disadvantages, and it's up to you to decide which one is best for your needs. Here are some advantages of groups:

Groups build temporary relationships: Since groups focus on individual members working in parallel to one another, they build temporary working relationships such as short-term external projects or temporary internal consulting.

Groups are great for efficiency: While teams work to create efficiency for the greater good, groups focus on individual efficiency. This can improve effectiveness when looking at individual work and larger group objectives.

Groups focus on individual growth: Since groups support individual work, they also focus on individual growth. This can be seen in the form of individual experts rather than a team of experts.

While working in a group environment has its advantages, it also has some disadvantages, too. Let's look at some reasons why working in a group might not be right for you.

## Group drawbacks

While groups support individual work and career growth, they don't share all of the advantages of working in a team setting. These disadvantages include not connecting work to goals and the lack of team bonding.

Here are some disadvantages of working in a group:

Groups can alienate individuals: Since groups work individually, there isn't as much time spent on team building. This lack of teamwork can alienate individuals and cause communication issues.

Groups don't support organizational goals: Likewise, this lack of teamwork can cause a gap in organizational clarity. This makes it difficult to connect work to organizational goals and objectives.

These disadvantages are why some organizations prefer working in teams.

That's why it's important to also understand the advantages and disadvantages of teams.

## What is a team?

A team is a number of people who work together to accomplish a shared purpose or goal. Each team is the sum of its parts, which means members of the team rely on one another to accomplish the outcome.

Teams work together to solve problems, create new products, and other functions such as aligning passions and purpose. There are a few different types of teams, including cross-departmental teams, process teams, and self-managed teams. Each of these differs slightly but shares similar advantages and disadvantages.

## Team advantages

Working in a team environment has many advantages that all come back to working toward the same goals and supporting members in a shared experience. Many organizations work in a team setting vs. a group setting as they prefer the advantages of collaboration. These include improved productivity and quicker problem solving.

Here are some advantages of working in a team:

Teams build on collaboration and synergy: Teamwork can increase collaboration and synergy. These help support the overall goal and can aid in communication and organizational transparency.



Teams encourage group productivity: While groups aid in efficiency, teams have the advantage when it comes to productivity. This is because team members support each other's work and help solve the overall problem, making the actual work more productive.

Teams are better for problem solving: It's true that the more people brainstorm together, the better. This is why teamwork can help solve problems quicker and more effectively the first time around.

The advantages of working in teams can help organizations thrive thanks to teamwork and communication. That said, there are some disadvantages you should consider as well.

### **Team drawbacks**

While teams have a variety of advantages, they also have some disadvantages. These disadvantages include struggling to support individual growth and efficiency issues.

*Here are some disadvantages of working in a team:*

Teams don't always focus on individual growth: While not always the case, some teams struggle with fostering individual growth. This is because results are most commonly focused on the greater good than what's best for each person.

Teams may struggle with efficiency: Teams have the advantage of productivity, though they can struggle with efficiency if the right organizational processes are not put into place. This can cause work to take longer than expected and deadlines to be missed.

While teams might struggle with these disadvantages, there are ways to minimize the effects with the right processes and leadership. The key is to facilitate organizational clarity that supports both teams and individuals.

*How to lead groups vs. teams:*

Now that you know the advantages and disadvantages of groups vs. teams, you may be wondering how each translates into an organization. This is an important question to consider when gauging how to lead a group or team in your current organization.

*Group-focused organizations:*

When it comes to group organizational behavior, there is a lot to consider based on functionality and group dynamics. Group dynamics describe the interactions,

attitudes, and behaviors between a set of people. These can negatively and positively affect teamwork depending on how they're set up.

Healthy group dynamics consist of fluid collaboration and transparency. Unhealthy group dynamics might consist of a lack of teamwork which results in individual isolation. To prevent unhealthy group dynamics, implement a team-focused strategy that focuses on breaking down communication barriers.

Group leadership tip: To prevent communication issues, organize team building games to encourage group collaboration and healthy dynamics.

*Team-focused organizations:*

Organizations that are focused around team dynamics tend to have more transparency and fewer communication issues. This is because teams work together toward a shared goal and focus on problem solving together.

This leads to a healthy organizational behavior and positive interdependent relationships. To take this one step further, keep collective goals in sight, and empower your team to rely on one another to meet those objectives.

Team leadership tip: Communicate both project goals and business goals to create transparency and align work with relevant objectives.

Spark collaboration by transitioning from group to team.

The dynamic that's right for your team won't be the same as everyone else.

That said, team dynamics can help empower collaboration in the workplace and interdependent relationships.

Whether you lead groups vs. teams, always remember to keep individual growth in sight and encourage communication to improve productivity.

Looking for additional ways to increase productivity? Asana helps keep track of task management and keeps everyone organized in a shared workspace.

## **Stages of Team Development**

### **Stage 1: Forming Stage**

The forming stage is where a new team starts off. When everyone gets together for the first time, they start to figure out what they are doing. This is also known as 'getting to know each other' or 'getting comfortable with one another'. The most crucial thing in this stage is that people feel safe enough to be themselves.

They don't have to worry about being judged or criticized by others. The purpose of forming is to establish trust between team members and ensure that they have similar goals and values.

### Stage 2: Storming Stage

Once things start to settle down, the team begins to experience conflict and competition. The storming stage is the most critical and challenging stage to pass through - a period marked by conflict and competitiveness when individuals begin to assert themselves. Storming is about asserting yourself, having opinions, being passionate and being competitive. During storming, you may experience tension as well as frustration because there are disagreements within the group. However, if you allow these feelings to fester, then they will eventually turn into resentment and anger. If you're not careful, storming could lead to arguments, power struggles, gossip and even sabotage. To avoid all this, take steps to manage your emotions and maintain good relationships.

### Stage 3: Norming Stage

With maturity comes stability. Teams should be able to work together without constant conflict and disagreement. Members of the team start to see each other more frequently and begin to develop a closer relationship. They learn to trust one another and become comfortable around one another. The third stage of team development occurs when everyone on the team has developed a strong sense of belonging and trust. During this stage, teams also start to establish rules and procedures to guide decision-making and behaviour.

### Stage 4: Performing Stage

The fourth stage of team development and occurs once the team has established itself as a cohesive unit. Once the team has reached the performing stage, its members begin to feel confident enough to perform at their peak level. Members of the team are comfortable sharing information and discussing problems openly. This is when the team starts to deliver results.

## Session 2: Team Management

### “ Introduction

Team management is a manager's ability to carry out and coordinate a team to execute their tasks and common goals. It usually involves a manager, a team, communication skills, active listeners, objective setting, creating a positive culture. Efficient team management skills are crucial because they help employees feel more productive and motivated.





## I- Meaning & Concept

### Hints

- Some tasks can't be done alone
- Team members need to meet
- Discuss ideas
- Come out with resolutions
- Implement common activities/projects

**N.B.** Individuals have different interests, however, they need to get aligned for the same organizational goals.

## II- Definition

### What is Team Management?

#### Definition 1:

"Team management is the ability of an individual or an organization to administer and coordinate a group of individuals to perform a task."

#### Definition 2:

"Team management is the role of a team manager/leader to administer and coordinate a disparate group of team members in those tasks needed to deliver a finished product to time and budget."

#### Definition3:

"Team management refers to the various activities which bind a team together by bringing the team members closer to achieve the set targets."

**N.B.** Ideal size of a team is 8 members.

## III- The 10 Key Elements

### Key Elements 1 - 5

- Open Communication
- Clear Purpose
- Tangible Goals
- Ownership and Accountability
- Delegation of Tasks

### Key Elements 6 - 10

- Promote Efficiency
- Build Cohesion
- Create a Culture of Innovation
- Adopt a Reward Policy
- Build Relationship Based on Trust

## IV- Effective Skills

- Team leader is more of a mentor
- Members participation is crucial
- Transparent communication is essential
- Confidentiality is a must
- Motivation is key to success
- Unethical behavior is a killer

## V- Good Team Characteristics

### Characteristics 1 - 5

- Clear Goal(s)
- Result-Oriented
- Competency Prevalence
- Collaborative Climate
- Standards of Excellence

### Characteristics 6 - 10

- Shared Commitment
- Problem Solving Approach
- Active Listening Behavior
- Initiative Taking Manner
- Risk Taking Attitude





# Topic 1

## Team Building and Group Dynamics

### Session 2: Team Management

Team management is a manager's ability to carry out and coordinate a team to execute their tasks and common goals. It usually involves a manager, a team, communication skills, active listeners, objective setting, creating a positive culture. Efficient team management skills are crucial because they help employees feel more productive and motivated.

#### Meaning and Concept

There are some tasks which can't be done alone. Individuals need to come together, discuss things among themselves and work together towards the realization of a common goal. **The individuals forming a team should ideally think more or less on the same lines and should have similar interests and objectives.**

People with absolutely different tastes can't form a team. Their goals have to be the same. Every team is formed to achieve a predefined goal and it is the responsibility of each and every member to contribute his level best and accomplish the assigned task within the stipulated time frame. The team members must complement each other and come to each other's help whenever required. Individual performances do not matter much in a team and every individual should strive hard and work in unison.

The team members don't start performing from the very beginning, they need time. It is not always that all the members would perform equally. Some of them might not get along well with their team mates or have other issues with each other. Individuals sometimes find it difficult to adjust with each other and as a result their performance suffers. Any individual fails to perform; the complete team is at loss. Team management activities ensure that all the team members work together on a common platform for a common goal.

#### What is Team Management?

**Team management refers to the various activities which bind a team together by bringing the team members closer to achieve the set targets.** For the team members, their team must be their priority and everything else should take a back seat. They should be very focused on their goals.

Let us understand Team Management with the help of a real life situation. Maria was representing the training and development vertical of a leading firm. Joe,

Kathy, Sandra and Tim were reporting to Maria and helped her in designing the various training programs. Maria left no stone unturned to ensure that all her team members were satisfied with their job responsibilities. The workload was shared equally among four of them.

Ideas were discussed on an open forum and each of them contributed to his level best. They went out for movies and stayed in touch even after work. Maria being the team leader was actually responsible for bringing her team members closer so that none of them feels left out and all are motivated to deliver their level best. With the help of the team management activities, she managed to create a positive ambience at the workplace and promoted healthy competition in her team.

#### Importance of Team Work

Good teamwork is closely related to engagement, productivity, creativity and satisfaction. A 2014 Stanford study found that working in teams increases motivation and has numerous other social and personal benefits.

People in teams are more likely to persist with difficult tasks, and enjoy themselves while doing it.

*Outside of improving productivity and motivation, effective teamwork also:*

- Reduces stress
- Encourages learning and knowledge sharing
- Facilitates creativity
- Motivates healthy risk taking
- Builds problem solving skills
- Allows individuals to focus on their strengths
- Improves job satisfaction
- Ensures team members feel valued for their contribution

Open communication and mutual support are two key characteristics of good teamwork that contribute to increased job satisfaction. In other words, inclusivity and the active encouragement of idea sharing among employees can directly improve retention rates.

#### The 10 Key Elements of Teamwork

Effective teamwork won't manifest itself without dedicated guidance and the right project management skills.

To achieve a team-centered workplace culture, leadership must make a concerted effort to build a transparent and supportive environment that encourages teamwork at all levels. By becoming familiar with the different attributes that constitute strong team management, leaders can take an assertive approach when establishing effective teamwork in their organisation.

Here are 10 practical ways on how to achieve teamwork in the workplace:

### *1. Communicate openly and transparently*

Effective communication is the most important part of teamwork. It involves consistently updating each person and never assuming that everyone has the same information.

But good teamwork also requires sound listening skills. By listening to your colleagues you show them respect, which is an essential trust-building method. Offering encouragement also goes a long way when it comes to inspiring the best out of team members.

### *2. Establish a clear organisational purpose*

It's impossible to meaningfully contribute to a greater task when you don't know what that task is.

Similarly to communication, there must be transparency regarding corporate purpose. Greater awareness of your company's core purpose will empower employees to instill this purpose into their work. This will in turn allow employees to harness greater independence when completing personal responsibilities while also taking a proactive approach to fulfilling their team's core purpose.

### *3. Set concrete team goals*

Short-term and long-term goals are a prerequisite for inspiring good teamwork. Goals represent direction and allow team members to exercise a level of flexibility and creativity when determining the smartest way to reach their desired outcome. Continuous reference to concrete team goals also ensures that everyone knows why the team exists and that all work within the team must ultimately contribute to the fulfilment of those goals.

### *4. Promote ownership and accountability*

Ownership is key when ensuring that each team member feels as if they belong within the greater team. Without accountability, employees can feel lost in the crowd and undervalued in their role.

Blame culture is detrimental to effective teamwork. Role clarification and open communication can help employees not only understand their responsibilities, but also how their role fits into the broader picture. This is valuable when it comes to promoting ownership and ensuring that accountability is continuously upheld through constructive selfmanagement skills.

### *5. Delegate tasks based on strengths*

Teams that work well together understand the strengths and weaknesses of each team member. One of the benefits of good teamwork is that team leaders and members are adept at identifying all aspects of a project and allocating tasks to the most appropriate team members. This boosts productivity and ensures that team members are valued in how they contribute to the broader project.

### *6. Promote efficiency and avoid micromanagement*

A strong and cohesive team develops systems that allow them to collaborate efficiently to complete tasks in a timely manner. Through working together, colleagues will be aware of their own capabilities and the capabilities of the group in general, and can organise the workload accordingly.

### *7. Support employees in building team cohesion*

All workplaces provide challenges, but having a strong team environment in place can act as a support mechanism for staff members. They can help each other improve their own performance as well as working together toward improving their professional development. Building bonds on trust and reliance on each other can be extremely important when facing a particularly difficult challenge or if the group is forced to deal with the loss of a team member while continuing to maintain productivity.

### *8. Create a culture of ideas and innovation*

When a team works well together, colleagues feel more comfortable offering suggestions and ideas. A respectful and trusting team environment will not only enable colleagues to think more creatively, but will lead to more productive and collaborative brainstorming sessions.

### *9. Reward teams for taking risks*

Safe risks can be extremely valuable to overall team success and enhancing employee innovation. To create an environment that encourages healthy risk taking, it's important to first clarify what smart risks are and ensure that employees understand they will not be judged or punished for taking risks – even if they don't turn out how they expected them to.

In addition to leading by example, praising team members for taking healthy risks will also contribute to a more innovative workplace culture that drives effective teamwork.

### *10. Make trust an essential value*

In order to create an innovative and creative workplace, trust must be continuously prioritised within teams. Encouraging honesty and open communication is critical when engaging with team members and strengthening collaborative skills.

Trust can be further developed through:

- Providing opportunities for relationships amongst team members to develop naturally
- Sharing success stories and openly congratulating team members for their achievements
- Creating an accountability flowchart and clearly defining roles
- Encouraging autonomy
- Avoiding micromanagement

### **Effective Team Management Skills**

Management is essential in every walk of life. Even what we eat should be managed. You just can't put anything in your mouth. One needs to be cautious. In the same way, a team must be managed effectively to expect the best from the team members. The team leader plays an essential role in managing his team well.

- For effective team management, it is important that the team leader is more of a mentor to his team members rather than just being a strict boss. Understand your team members well. Gone are the days when people used to fear their bosses. Now a days employees share a healthy relation with their superiors and the comfort level has increased to a large extent. Don't impose things on them.
- Ensure that each and every team member willingly participates in team discussions. Debates are important, but make sure you don't end up fighting with each other. Suggestions must be invited from all and do not discuss issues separately with individuals. Call everyone on an open forum and formulate strategies keeping in mind every body's inputs. Policies should be made best suited to all. The objective of the team must be clearly set and circulated among all the team members. Everyone should be aware of his roles and responsibilities in the team.
- Communication among the team members must be clear and transparent for an effective team management. Every team member should get the same information and should have an easy access to the superiors in case of any query.
- The team members must not pass on any information to anyone outside the team. Learn to keep things to yourself. It is unethical to share your professional secrets with others. Don't leak information or any confidential data.
- The team members must be motivated on a regular basis. Appreciation is a must. If any team member has performed extraordinarily, do give him a pat on his back. Performance appraisals, perks, incentives, trophies, prizes are all instrumental in motivating the team members to perform even better the next time. Avoid criticizing any of your team members.
- Loose talks, blame games, dirty politics should find no place in the team. They

spoil the environment and people lose interest in their work and organization. If you come to know anything about someone, it's better to discuss with him face to face, else ignore.

- It is easy to create a team but it is actually difficult to bind the team members together and even make them work. Team management techniques help in strengthening the bond among the employees and creating an environment where they can trust each other. People actually become friends and start working together as a result of team management activities.

### **Characteristics of a Good Team**

Success in the workplace depends on your ability to build a team, as well as to interact with others on that team. Together, people are able to accomplish what one person alone cannot. This is known as synergy.

*Following are the characteristics of a Good/Effective team:*

- A clear, elevating goal: This is a goal which has been communicated to all.
- A results-driven structure: The goal has been jointly decided by all the team members. They are fully committed towards achieving it.
- Competent members: Each team member has the required skill set in order to achieve the team objectives.
- Unified commitment: There is nothing happening in silos. With the total commitment from team members, achieving organizational goals becomes easier.
- A collaborative climate: Commitment from team members and a good leadership leads to a collaborative team with a productive work environment.
- Standards of excellence: Quality orientation is vital to the success of any organization.
- External support and recognition: Appreciation as well as appraisal is required to keep the morale of the team high.
- Principled leadership: Leadership defines a team. A good leader can chart the team's path to success.
- Each team member participates actively and positively in meetings as well as projects. This shows a person's commitment as well as understanding towards a project.
- Team goals are clearly understood by all: Communication is vital for achieving successful completion of any project.
- Individual members have thought about creative solutions to the team's problem. Thinking out of the box is vital in today's economic scenario.



## Session 3: Team Work & Productivity

- Members are listened to carefully as well as given a thoughtful feedback. Listening is an important skill for any team. Each team member is important. The thoughts and ideas of each team member have to be listened to, with respect, no matter how silly they may sound at first.
- Everyone takes the initiative in order to get things done. There is no concept of passing the buck. This is an indication of clear communication leading to understanding of individual responsibilities.
- Each team member trusts the judgment of others: Mutual trust and respect is highly important for the team. This is the only way to achieve the organization goals.
- The team has to be willing to take risks: Risk taking is an attitude which comes with confidence. Confidence on yourself as well as on the team, besides the ability to face all consequences.
- Everyone has to be supportive of the project as well as of others. A team is one unit. Unless these cohesive forces are there, the team will never be able to work efficiently enough.
- There is ample communication between the team members.
- Team decisions are made by using organized as well as logical methods.
- Dissenting opinions are never ignored: In fact, they are always recorded in order to be revisited in case the future situations dictate so.
- Teams are given realistic deadlines: External support as well as aid is vital to the success of any team.
- An efficient team needs support from both inside and outside. It needs to meet the individual needs of its members in order to achieve the organization's goals.

### “ Introduction

A single brain sometimes is not capable of taking critical decisions alone. An individual needs the support and guidance of others to come out with an effective solution. When individuals come together on a common platform with a common objective of accomplishing a task, a team is formed. Ideally the team members should be from a common background and have a common goal to ensure maximum compatibility.





**N.B.** Individuals have different interests, however, they need to get aligned for the same organizational goals.

## I- Definition

### What is Teamwork?

#### Definition 1:

"Teamwork is the collaborative effort of a group to achieve a common goal or to complete a task in the most effective and efficient way."

#### Definition 2:

"It is the work done by several associates with each doing a part but all subordinating personal prominence to the efficiency of the whole."

#### Definition 3:

"It's the ability to work and/or help others to attain their full potential and achieve the shared goals."

## II- Steps for a Better Performance

### Steps

- Team comes first
- Everybody likes to be appreciated
- Group discussion is vital
- Avoid criticism
- Maintain healthy interaction and stay away from conflict
- Bring out the best of the members

## III- Importance of Teamwork

**N.B.** Teamwork is essential in organizations for better output and a better bonding among employees.

### Observations

- Targets are better met
- Tasks accomplished at a faster pace
- Positive competition is created
- Relationships improved
- Learning opportunities enhanced

## IV- Significance of Team Building

### Situational Analysis: Michael & Sam's Example

## V- Team Agreements & Ground Rules for Participation

**N.B.** Assessing the team's current strengths provides the basis for a plan in order to increase its effectiveness and achieve the organizational goals.

### Agreements / Code of Conduct

- Concentrate on the way in which a team will operate
- Create communication that builds trust
- Focus on what is best for the team as a whole

### Ground Rules for Participation

- Invite them to be open and honest
- Encourage a diversity of opinions
- Provide equal opportunity



# Topic 1

## Team Building and Group Dynamics

### Session 3: Team Work & Productivity

#### Team Work - Meaning and Tips

A single brain sometimes is not capable of taking critical decisions alone. An individual needs the support and guidance of others to come out with an effective solution. When individuals come together on a common platform with a common objective of accomplishing a task, a team is formed. Ideally the team members should be from a common background and have a common goal to ensure maximum compatibility. The team members must complement each other and work in close coordination as a single unit to deliver their best.

As they say “**There is no I in Team Work**”, every individual must think of his team first and the personal interests must take a back seat. The success of any team is directly proportional to the relation among its team members and their collective efforts.

#### What is Team Work?

The sum of the efforts undertaken by each team member for the achievement of the team's objective is called team work. In other words, team work is the backbone of any team.

Every member in a team has to perform and contribute in his best possible way to achieve a common predefined goal. Individual performances do not count in a team and it is the collective performance of the team workers which matters the most.

Let us go through a real life situation.

One cannot work alone in any organization and thus teams are formed where individuals work together for a common objective. Peter, Michael, Jackson and Sandra represented the legal team in a leading organization. Peter and Michael always took the initiative and performed their level best while Jackson and Sandra had a laidback attitude towards work. Their team could never meet their targets in spite of Peter and Michael's hard work. Peter and Michael worked hard, then why do you think their team fell short of targets?

In a team; everyone has to work equally for the maximum output. Team work is actually the collective effort of each and every team member to achieve their

assigned goal. No member can afford to sit back and expect the other member to perform on his behalf. The team members must be committed towards their team as well as their organization to avoid conflicts. Nothing productive comes out of unnecessary conflict and in turn diverts the concentration and focus of the team members. Every member should adopt an adjusting and a flexible attitude. One should consider his team members as a part of his extended family all working together towards a common goal. The team members must be dependent on each other for the best to come out.

#### Steps for a better team performance

*Tips for a better team work - Let us go through some*

- Think about your team first - Every individual should think of his team first and his personal interests should take a backseat. Do not mix your personal issues with your professional life. Keep them separate.
- Never underestimate your team member - Do not neglect any of the members, instead work together and also listen to them as well. Never try to impose your ideas on any member. Avoid demotivating any team member.
- Discuss - Before implementing any new idea, it must be discussed with each and every member on an open platform. Never ever discuss with anyone separately as the other person feels left out and reluctant to perform and contribute to the team.
- Avoid criticism - Stay away from criticism and making fun of your team members. Help each other and be a good team player. Be the first one to break the ice and always create a friendly ambience. If you do not agree with any of your team member, make him understand his mistakes but in a polite tone and do guide him. Avoid negativity within the team.
- Transparency must be maintained and healthy interaction must be promoted among the team members. The communication must be effective, crystal clear and precise so that every team member gets a common picture. Effective communication also nullifies misunderstandings and confusions. Confusions lead to conflicts and individuals waste their time and energy in fighting rather than working.
- The team leader must take the responsibility of encouraging the team members to give their level best and should intervene immediately in cases of conflicts. The personality of the leader should be such that every team member should look up to him and take his advice whenever required. He should not be partial to any member and support each of them equally. It is the duty of the team leader to extract the best out of his team members.
- For better team work, try to understand your team members well. Do not just always talk business, it is okay if you go out with your team members for



lunch or catch a movie together. It improves the relations and strengthens the bond among the team members. The team members must trust each other for maximum output.

- Avoid conflicts in your team. Don't fight over petty issues and find faults in others. One should be a little adjusting with each other and try to find an alternative best suited to all the team members.
- Rewards and Recognition - Healthy competition must be encouraged among the team members. The performance of every team member must be evaluated timely and the best performer should be rewarded suitably so that the other members also get motivated to perform. Recognitions like "The Best Team Player" or the "The Best Performer" go a long way in motivating the team members. Appreciate the member who performs the best or does something unique.

### **Importance of Team and Team Work**

Teams are formed when individuals with a common taste, preference, liking, and attitude come and work together for a common goal. Teams play a very important role in organizations as well as our personal lives.

Every employee is dependent on his fellow employees to work together and contribute efficiently to the organization. No employee can work alone; he has to take the help of his colleagues to accomplish the tasks efficiently. It has been observed that the outcome comes out to be far better when employees work in a team rather than individually as every individual can contribute in his best possible way. In organizations, individuals having a similar interest and specializations come together on a common platform and form a team.

A sales team has employees inclined towards branding and marketing activities to promote their brand. An individual with a human resource specialization would be out of place in such a team. Research supports that organizations with clearly defined teams are more successful as compared to those with a one man show.

*Team work is essential in corporates for better output and a better bonding among employees.*

- **No organization runs for charity.** Targets must be met and revenues have to be generated. Tasks must not be kept pending for a long time and ought to be completed within the desired timeframe. A single brain can't always come with solutions or take decisions alone.

He needs someone with whom he can discuss his ideas. In a team, every team member has an equal contribution and each team member comes out with a solution best suited to the problem. All the alternatives can be explored to come out with the best possible solution. Thoughts can be discussed among the team members and the pros and cons can be evaluated.

- **Tasks are accomplished at a faster pace when it is done by a team rather than an individual.** An individual will definitely take more time to perform if he is single handedly responsible for everything. When employees work together, they start helping each other and responsibilities are shared and thus it reduces the work load and work pressure. Every team member is assigned one or the other responsibility according to his specialization, level of interest and thus the output is much more efficient and faster.

- **Work never suffers or takes a backseat in a team.** Mike was taking care of an important client and was the only one coordinating with them. Mike took a long leave and there was no one else who could handle the client in his absence. When he joined back after a long vacation, the organization had already lost the client. Had Mike worked in a team, others could have taken the charge when he was not there. In a team, the other team members can perform and manage the work in the absence of any member and hence work is not affected much.

- **There is always a healthy competition among the team members.** Competition is always good for the employee as well as the organization as every individual feels motivated to perform better than his other team member and in a way contributing to his team and the organization.

- **Team work is also important to improve the relations among the employees.** Individuals work in close coordination with each other and thus come to know each other better. Team work also reduces the chances of unnecessary conflicts among the employees and every individual tries his level best to support his team member. The level of bonding increases as a result of team work.

- **Team members can also gain from each other.** Every individual is different and has some qualities. One can always benefit something or the other from his team members which would help him in the long run. Everyone is hungry for recognitions and praises. One feels motivated to work hard in a team and to live up to the expectations of the other members. Each member is a critic of the other and can correct him whenever the other person is wrong. One always has someone to fall back on at the time of crisis.

Team and team work must be encouraged at workplace as it strengthens the bond among the employees and the targets can be met at a faster pace. Workload is shared and individuals feel motivated to perform better than his team members.

## **Significance of Team Building**

Employees are the assets of every organization and its success is directly proportional to the hard work every employee puts in. Individuals must work in a little different and smarter way than the others and always feel motivated to give their best. Effort by a single team member goes unnoticed and every team member should contribute equally. Individuals must be aware what his fellow team members are working on and what he is supposed to do.

**Team work and Team Building are essential in corporates to make the organization a better place to work.**

One does not gain anything out of unnecessary conflicts. You can't afford to fight with your colleague who sits next to you probably for 7-8 hours, five days a week. We are not machines or battery operated devices, we are human beings and we need people to talk to and discuss various things. One cannot implement things on his own, he needs individuals who can work as critics and evaluate the pros and cons of his concepts.

Team Building activities bring employees closer and one feels happy to go to work daily. Individuals start enjoying their work and feel fresh the entire day.

*Please go through two situations carefully:*

**Situation 1** - Michael worked with a leading organization and handled a team of five skilled team members. Michael made sure that he interacted with his team members almost daily. He even enquired about their family members and was always available to them. The team members had the liberty to come up with their issues on an open forum or write to him freely.

No wonders his team members always appreciated their team leader and looked up to him. His team members never fought among themselves and willingly helped each other.

**Situation 2** - Sam on the other hand also had four individuals directly reporting to him. He always maintained a distance from them and never missed an opportunity to criticize or make fun of his team members. No employee was allowed to enter Sam's cabin without prior appointment. His team members hated their office like anything and preferred working from home just to avoid Samuel. Nobody was ready to help each other and everyone worked individually. Their team could never achieve their targets within the stipulated time and there was lots of negativity in their team.

Michael did nothing great. He just reassured his team members that he is always there for them and they can fall back on him anytime. Sam never encouraged any team building activity and thus his team always suffered.

**Team Building activities improve the relations and strengthen the bond among the employees.** Every one strives hard to achieve a common goal.

Please refer to Michael's example once again. His team members had the liberty to write to him anytime or freely discuss issues with him. There was never a misunderstanding among the team members as everyone knew what the other person was up to.

**Team Building activities also reduce the chances of confusions, misunderstandings and in a way making the communication effective.** Individual is very clear about his goals and objectives and what exactly is expected from him.

Team Building exercises also increase the trust factor among the employees. If you are sitting next to a driver, whom you don't trust, you will always feel uncomfortable and will never be able to enjoy the ride. If you don't trust your teacher, you can never learn anything from him. You need to trust people. Don't always assume that your fellow employee will speak ill about you in front of your superiors. Trust him, you will feel relaxed.

The productivity increases when individuals work as a team. They tend to divide work among themselves and hence the objectives are achieved at a much faster pace. People take less leaves and concentrate more on their work and eventually the organization benefits.

**Individuals feel more positive and confident at work.** Stress disappears and it reflects on their work. Chances of mistakes reduce and people stop cribbing and blaming others. There is positivity all around. Allow team members to express themselves freely.

Being a "Hitler" at work will never give you extra points, instead you will find yourself in the bad books of other employees. No one will come to you, when you actually need them. People will be hesitant to support you and you can't perform with enemies all around. Gone are the days when the word "boss" meant a terror to the employees. Now a days the team leader is also a part of a single team, just with some additional responsibilities. Learn to respect your colleagues.

**Team Agreements to outline the ground rules of a team**

It is important for any team to make an assessment of their current strengths. This will provide the basis for a plan in order to increase the effectiveness of the team in order to achieve the organizational goals.



Team agreements/contracts are meant to outline the ground rules for the team. It is important for the team leader to state what he wants in his team and what he does not want in his team.

Team contracts are created as well as monitored by the team. Any team contract primarily has a Code of Conduct.

*This code of conduct may include:*

- The way in which a team will operate. Whether a team will work in a proactive manner or not. A team needs to anticipate potential problems. They need to work in such a way that the problems are prevented before they can take place.
- Keeping the other team members informed. Communication is vital to the success of any team. Communication leads to building up of trust between the team members. No one works in silos and team success is achieved due to mutual cooperation and understanding.
- Focus on what is best for the team as a whole. The team has to be bigger than an individual team player. The interests of the team have to come first. Besides, care has to be taken that the interests of the team and the team players are in synergy and do not clash.

*Any team contract needs to lay down the Ground Rules for Participation:*

- Each team member needs to be honest as well as open. This is very important to ensure the success of the team.
- Encourage a diversity of opinions on all topics. A team is made of people - different people with different views and opinions. These opinions may clash with each other. But in a team, everybody's opinion matters. Hence each suggestion is taken and noted in order to be referred to later.
- Everyone given the opportunity for equal participation. It is the team members who make up a team. Equal participation as well as equal inputs from all team members can lead a team to achieve its goals.
- Be open to new approaches as well as listen to new ideas. The world is changing. The technology is moving too fast. The economy is highly volatile. In such a situation, no organization can afford to sit on its laurels any more.

*Ground Rules have to be set for Communication also:*

- First understand, and then be understood to apply to all team members.
- Be clear and concise. This will save time as well as promote better understanding among the team members.
- Keep each discussion on track.
- Use visual means like drawings, charts, as well as tables in order to facilitate discussion. It is very important for each team member to be on the same page.

There are many more ground rules which are laid down in a team contract in order to allow for a smooth functioning of the team. These will be discussed in another article.

*Building an Effective Team*

Having goals or a clear purpose is important to each of us. In fact, people who set goals are always more successful than the others.

For leaders who are serious about setting goals, some things are to be kept in mind. These goals need to be Specific, Measurable, Attainable, Realistic, and with Timelines. Besides, for any organization, goals should also be expressed positively. And for a team, goals need to be personalized for each member of the team. All these goals should be put in writing, where you as well as the team can see them often.

Once you sit down with your team and set some goals, it can be very useful to develop some kind of action plan for accomplishing that goal.

- Informality as well as Participation: In order to build an effective team, the climate has to be informal, comfortable, as well as relaxed. There should be no tension or any signs of boredom. Teams enjoy getting together, they interact easily. There should be lots of good-natured kidding and laughter. Have seating arrangements in order to facilitate this. A circle is the best seating arrangement usually, while a typical classroom arrangement is the worst.
- Listening: A highly efficient team has team members who use effective listening techniques. These include questioning, paraphrasing, as well as summarizing in order to get out ideas. Listening is the most effective factor that distinguishes effective teams from ineffective teams. This is a highly important subject which needs to be discussed in detail in another article.

The ability to really listen is a highly important skill. Each team member has to have it. Listening lets you understand what the other person is saying. Besides, it shows the other person that you're interested in what he/she has to say. But all of us experience common listening problems.

We tend to let our attention wander. Our mind drifts away. We start thinking about the time, or other tasks at hand. This way we lose our concentration.

We miss the real point of what is being said. We may end up focusing on the personality of the speaker. Else we may let our judgment of the person based on



past experiences come in the way. Or, we may be trying hard to look for hidden messages and lose out on the crux of the conversation.

Our emotions interfere with our judgment. This takes away our focus from what is being said. Our judgment of the person interferes with our understanding of what is being said.

We tend to interrupt and step on the statements of others. This way we don't listen to what is being said. Besides, there is a tendency to think ahead to what we want to say next and miss out on what's being said right now. It is important to use the steps of active listening in order to be a good listener.

There are many facets of building an effective team. Having an informal atmosphere as well as listening skills are some of them.

## Session 4: Team Models & Types

### “ Introduction

Teams are the principal building blocks of the strategy of successful organizations. The focus of your organization may be on service, quality, cost, value, speed, efficiency, performance, or any other similar goals, but teams remain the central methodology of most organizations in the private, non-profit, as well as government sectors.



**N.B.** Individuals have different interests, however, they need to get aligned for the same organizational goals.

## I- Team Models

### 1- The Traditional Model

- Leadership is predetermined by the hierarchical structure
- The team is often inherited by its leader
- Relatively stable over time

#### The Strengths

- The structure promotes in-depth competence
- Freedom for team members to specialize in their areas of expertise
- Change is relatively and comparably slower

#### The Challenges

- Promotions tend to be based on technical competence
- Traditional work teams are part of complex integrated structure
- Few members of the team have 'the big picture'

### 2- The Team Spirit Model

- Team members work for one boss
- They enjoy somehow a sense of satisfaction
- There is no sharing of authority or responsibility

#### The Strengths

- Members take initiative and work actively
- They have the drive to find market solutions
- They are ready to volunteer take on additional tasks

#### The Challenges

- Weak Communication
- Negative Competition
- Lack of Trust

### 3- The Cutting Edge Model

- Members succeed to manage themselves
- Authority is balanced and distributed
- Shared decision-making

### 4- The Task Force Model

- Members come together for a specific time only
- Work is on project-basis
- They mainly function more as a committee

### 5- The Cyber Team Model

- Members rarely meet, or not at all
- Their work is mainly virtual
- Most of their interaction is online

## II- Types of Teams

### 1- Permanent

Members perform on a permanent basis and are not dissolved once the task is accomplished.

### 2- Temporary

Teams lose their importance once the task is accomplished.

### 3- Task Force

Teams are formed for a special purpose.

### 4- Committee

Team work on a particular assignment either permanently or on a temporary basis.

### 5- Work Force

Team members work together under an expert guidance.





# Topic 1

## Team Building and Group Dynamics

### Session 4: Team Models and Types

Teams are the principal building blocks of the strategy of successful organizations. The focus of your organization may be on service, quality, cost, value, speed, efficiency, performance, or any other similar goals, but teams remain the central methodology of most organizations in the private, non-profit, as well as government sectors.

The fact remains that when a team becomes more aligned, a commonality of direction emerges, and the individual energies harmonize. This way there is a shared vision as well as an understanding of how to complement each others' efforts.

Once you know the type of team you are in, it will help you choose how to plan your work and what you can expect as outcomes. There are various types of teams. In this article we are going to discuss the five most common ones.

#### **1. The Traditional Model**

This is a group of people with a traditional boss. The boss also shares some of his/her responsibility as well as authority. How much is being shared by the boss is usually dependent on the issues under consideration. This traditional boss is in charge. But still, on certain issues, this person may allow his other team members to take on the leadership role.

#### **2. The Team Spirit Model**

This is a group of people who are working for one boss. The team members are very happy and everything seems to be going well.

There is team spirit in people. The fact remains that in reality this is not really a team. This is because there is one person who calls all the shots. Besides, there is no sharing of authority or responsibility.

#### **3. The Cutting Edge Model**

This is a group of people who are managing themselves. There is no single person in this group who has the authority to make any such decisions about the events which will impact the whole group. This is also known as a self-directed work team. This is because each one has the authority as well as responsibility for all the decisions that they need to make.

#### **4. The Task Force Model**

This refers to a group that comes together for a specific time only. This is because it has to work on a special project or a task. Such a group has traditionally been called a task force or a committee. This may also include quality circles as are used in TQM efforts.

#### **5. The Cyber Team**

In such a team model, members see one another rarely or even, not at all. These are also known as “cyber” or “virtual” teams. What makes these teams different is that the team has to work together in order to accomplish goals, but they may be meeting only at the beginning of their project. Post that, they may be interacting through e-mail, telephone or through video conferencing only.

It is important to know which kind of model your team fits in. Next step is to analyze why you feel that way. Now understand which is the model your team should follow in order to accomplish the given task. This is very important in order to achieve the organizations' goals.

#### **Types of Teams**

When individuals with a common interest, goal, attitude, need and perception come together, a team is formed. Individuals need to come and work together to form a team for the accomplishment of complicated tasks.

In a team, all team members contribute equally and strive hard to achieve the team's objective which should be predefined.

In any organization, no one works alone. Every employee is a part of a team and works in close coordination with the team members to perform his level best and in turn benefit the organization. The team members should complement each other and come to each other's need whenever required.

Teams can be formed anywhere, anytime whenever the task is little difficult and complicated. Let us understand the various types of teams in detail.

**1. Permanent teams-** These teams perform on a permanent basis and are not dissolved once the task is accomplished. Let us understand the concept with an example.

Mike, Peter, Joe and Ana had a strong inclination towards branding as well as promotions and hence were a part of the branding team with a leading organization. They were primarily responsible for promoting their brand

and designing marketing strategies to generate maximum revenue for their organization. They worked extremely hard and always managed to achieve their targets well in advance, but their team was always in place and never dissolved. Their organization never asked them to leave or ever dissolved their team. Such teams are called permanent teams. Work or no work, the human resources team, operation team, administration team always function effectively throughout the year and hence are permanent teams.

**2. Temporary teams-** Unlike permanent teams, temporary teams lose their importance, once the task is accomplished. Such teams are usually formed for a shorter duration either to assist the permanent team or work when the members of the permanent team are busy in some other project.

When organizations have excess of work, they generally form temporary teams which work in association with the members of the permanent team for the accomplishment of the task within the stipulated time.

**3. Task Force-** Such teams are formed for a special purpose of working on any specific project or finding a solution to a very critical problem.

The government generally appoints special teams to investigate critical issues like bomb blasts, terrorist attacks and so on. The task force explores all the possible reasons which led to a severe problem and tries to resolve it within a given deadline.

**4. Committee-** Committees are generally formed to work on a particular assignment either permanently or on a temporary basis. Individuals with common interests, more or less from the same background, attitude come together on a common platform to form a committee and work on any matter.

To organize any cultural event, organizations generally make committees to raise funds, invite celebrities and all the major tasks involved to successfully organize any event. The committee members work together, design strategies to successfully accomplish the task.

In educational institutes, various committees are formed where students with a common interest join hands to organize cultural events and various other activities required for the all round development of students.

**5. Organization/Work Force-** Such groups are formed in organizations where team members work together under the expert guidance of leader. A leader or a

supervisor is generally appointed among the members itself and he along with his team works hard to achieve a common goal. The leader all through must stand by his team and extract the best out of each team member. He must not underestimate any of his team members and take his team along to avoid conflicts.

Samuel was working with a leading advertising firm with two members reporting to him. Samuel always believed in his team members and worked together with his team and no doubts his team always did wonders and was way ahead of others.

**6. Self-Managed Teams-** Self Managed Teams consist of individuals who work together again for a common purpose but without the supervision of any leader. Here as the name suggests every individual is accountable for his individual performance. The team members of self-managed teams must respect each other and should never lose focus on their target. No leader is appointed and the team members have to take their own responsibility. Individuals take the initiative on their own and are their own guides and mentors.

**7. Cross Functional Team-** Let us understand this with the help of an example. Maria and Andy both were part of the branding team. They got an assignment from their superiors to be completed within two days. Unfortunately Andy met with an accident and was advised complete bed rest. To avoid delays, Peter from the operations team was shifted to the marketing team to assist Maria for the time being and form a team. Such teams are called cross functional teams. Ideally the employees should be more or less on the same level to avoid ego hassles. Individuals from different areas come and work together for a common objective to form a cross functional team. In such teams, people from different areas, interests and likings join hands to come out with a unique idea to successfully complete a task.

**8. Virtual Teams-** Virtual teams consist of individuals who are separated by distances and connected through computer. Here individuals communicate with each other online through internet.

Sam at Los Angeles can form a team with Mandy at Mexico and Sara at Denver all working for a common objective but the communication is totally digital through internet. Such teams are helpful when employees need to connect with each other and are located at different places. Individuals supporting any community in social networking sites such as Facebook also form a virtual team as all the members are from different locations but support a common community. They all have a common objective -to support and promote their community.



## Session 1: The Perfect Combination

### I- Importance of Team Building

#### Introduction

- Employees are the assets of every organization
- They must work in a different and smarter way
- They always need to feel motivated

**N.B.** Team Work and Team Building are essential in organizations to make them a better place to work.



### Topic 2: Collaboration Skills



**Situation 1: Example of Michael****Situation 2: Example of Sam****Team Building Activities:**

- Improve the relations and strengthen the bond among the employees
- Reduce the chances of confusions and misunderstandings
- Make individuals feel more positive and confident at work.

**II- Team Arrangements**

**N.B.**It is important for any team to make an assessment of their current strengths.

**A- Code of Conduct May Include:**

- The way in which the team will operate
- The process about keeping the members informed
- Focus on what is best for the team as a whole

**III- Ground Rulesfor Participation****A- Major Rules:**

- Team members need to be honest and open
- They should enjoy a diversity of opinions
- Everyone is given an equal opportunity for participation
- They should be open to new approaches and to new ideas

**B- Communication Rules:**

- Understand and be understood
- Be clear and concise
- Keep discussion on track

**C- Action Plan:**

- Informality:
  - Friendly Climate
  - Comfortable
  - Relaxing
- Listening Should Include:
  - Questioning
  - Paraphrasing
  - Summarizing

## Topic 2

### Collaboration Skills

**Session 1: The Perfect Combination****I- Importance of Team Building**

Employees are the assets of every organization and its success is directly proportional to the hard work every employee puts in. Individuals must work in a little different and smarter way than the others and always feel motivated to give their best. Effort by a single team member goes unnoticed and every team member should contribute equally. Individuals must be aware what his fellow team members are working on and what he is supposed to do.

**Team work and Team Building are essential in organizations to make them a better place to work.**

One does not gain anything out of unnecessary conflicts. **You can't afford to fight with your colleague who sits next to you probably for 7-8 hours, five days a week.** We are not machines or battery operated devices, we are human beings and we need people to talk to and discuss various things. One cannot implement things on his own, he needs individuals who can work as critics and evaluate the pros and cons of his concepts.

Team Building activities bring employees closer and one feels happy to go to work daily. Individuals start enjoying their work and feel fresh the entire day.

*Please go through two situations carefully:*

**Situation 1** - Michael worked with a leading organization and handled a team of five skilled team members. Michael made sure that he interacted with his team members almost daily. He even enquired about their family members and was always available to them. The team members had the liberty to come up with their issues on an open forum or write to him freely. No wonders his team members always appreciated their team leader and looked up to him. His team members never fought among themselves and willingly helped each other.

**Situation 2** - Sam on the other hand also had four individuals directly reporting to him. He always maintained a distance from them and never missed an opportunity to criticize or make fun of his team members. No employee was allowed to enter Samuel's cabin without prior appointment. His team members hated their office like anything and preferred working from home just to avoid



Samuel. Nobody was ready to help each other and everyone worked individually. Their team could never achieve their targets within the stipulated time and there was lots of negativity in their team.

Michael did nothing great. He just reassured his team members that he is always there for them and they can fall back on him anytime. Samuel never encouraged any team building activity and thus his team always suffered.

**Team Building activities improve the relations and strengthen the bond among the employees.** Every one strives hard to achieve a common goal.

Please refer to Michael's example once again. His team members had the liberty to write to him anytime or freely discuss issues with him. There was never a misunderstanding among the team members as everyone knew what the other person was up to.

**Team Building activities also reduce the chances of confusions, misunderstandings and in a way making the communication effective.** Individual is very clear about his goals and objectives and what exactly is expected from him.

Team Building exercises also increase the trust factor among the employees. If you are sitting next to a driver, whom you don't trust, you will always feel uncomfortable and will never be able to enjoy the ride. If you don't trust your teacher, you can never learn anything from him. You need to trust people. Don't always assume that your fellow employee will speak ill about you in front of your superiors. Trust him, you will feel relaxed.

The productivity increases when individuals work as a team. They tend to divide work among themselves and hence the objectives are achieved at a much faster pace. People take less leaves and concentrate more on their work and eventually the organization benefits.

**Team Building activities make individuals feel more positive and confident at work.** Stress disappears and it reflects on their work. Chances of mistakes reduce and people stop cribbing and blaming others. There is positivity all around. Allow team members to express themselves freely.

Being a "Hitler" at work will never give you extra points, instead you will find yourself in the bad books of other employees. No one will come to you, when you actually need them. People will be hesitant to support you and you can't perform

with enemies all around. Gone are the days when the word "boss" meant a terror to the employees. Now a days the team leader is also a part of a single team, just with some additional responsibilities. Learn to respect your colleagues.

## **II-Team Agreements to outline the ground rules of a team**

It is important for any team to make an assessment of their current strengths. This will provide the basis for a plan in order to increase the effectiveness of the team in order to achieve the organizational goals.

**Team agreements are meant to outline the ground rules for the team.** It is important for the team leader to state what he wants in his team and what he does not want in his team.

Team contracts are created as well as monitored by the team. Any team contract primarily has a Code of Conduct.

*This code of conduct may include:*

- The way in which a team will operate. Whether a team will work in a proactive manner or not. A team needs to anticipate potential problems. They need to work in such a way that the problems are prevented before they can take place.
- Keeping the other team members informed. Communication is vital to the success of any team. Communication leads to building up of trust between the team members. No one works in silos and team success is achieved due to mutual cooperation and understanding.
- Focus on what is best for the team as a whole. The team has to be bigger than an individual team player. The interests of the team have to come first. Besides, care has to be taken that the interests of the team and the team players are in synergy and do not clash.

## **III- Ground Rules for Participation:**

- Each team member needs to be honest as well as open. This is very important to ensure the success of the team.
- Encourage a diversity of opinions on all topics. A team is made of people - different people with different views and opinions. These opinions may clash with each other. But in a team, everybody's opinion matters. Hence each suggestion is taken and noted in order to be referred to later.
- Everyone given the opportunity for equal participation. It is the team members who make up a team. Equal participation as well as equal inputs from all team members can lead a team to achieve its goals.

- Be open to new approaches as well as listen to new ideas. The world is changing. The technology is moving too fast. The economy is highly volatile. In such a situation, no organization can afford to sit on its laurels any more.

*Ground Rules have to be set for Communication also:*

- First understand, and then be understood to apply to all team members
- Be clear and concise. This will save time as well as promote better understanding among the team members.
- Keep each discussion on track.
- Use visual means like drawings, charts, as well as tables in order to facilitate discussion. It is very important for each team member to be on the same page.

There are many more ground rules which are laid down in a team contract in order to allow for a smooth functioning of the team. These will be discussed in another article.

### **Building an Effective Team**

Having goals or a clear purpose is important to each of us. In fact, people who set goals are always more successful than the others.

For leaders who are serious about setting goals, some things are to be kept in mind. These goals need to be Specific, Measurable, Attainable, Realistic, and with Timelines. Besides, for any organization, goals should also be expressed positively. And for a team, goals need to be personalized for each member of the team. All these goals should be put in writing, where you as well as the team can see them often.

Once you sit down with your team and set some goals, it can be very useful to develop some kind of action plan for accomplishing that goal.

- Informality as well as Participation: In order to build an effective team, the climate has to be informal, comfortable, as well as relaxed. There should be no tension or any signs of boredom. Teams enjoy getting together, they interact easily. There should be lots of good-natured kidding and laughter. Have seating arrangements in order to facilitate this. A circle is the best seating arrangement usually, while a typical classroom arrangement is the worst.

- Listening: A highly efficient team has team members who use effective listening techniques. These include questioning, paraphrasing, as well as summarizing in order to get out ideas. Listening is the most effective factor that distinguishes

effective teams from ineffective teams. This is a highly important subject which needs to be discussed in detail in another article.

The ability to really listen is a highly important skill. Each team member has to have it. Listening lets you understand what the other person is saying. Besides, it shows the other person that you're interested in what he/she has to say. But all of us experience common listening problems.

We tend to let our attention wander. Our mind drifts away. We start thinking about the time, or other tasks at hand. This way we lose our concentration.

We miss the real point of what is being said. We may end up focusing on the personality of the speaker. Else we may let our judgment of the person based on past experiences come in the way. Or, we may be trying hard to look for hidden messages and lose out on the crux of the conversation.

Our emotions interfere with our judgment. This takes away our focus from what is being said. Our judgment of the person interferes with our understanding of what is being said.

We tend to interrupt and step on the statements of others. This way we don't listen to what is being said. Besides, there is a tendency to think ahead to what we want to say next and miss out on what's being said right now. It is important to use the steps of active listening in order to be a good listener.

There are many facets of building an effective team. Having an informal atmosphere as well as listening skills are some of them.



## Session 2: Team Success & Major Aspects

### I- Main Factors

#### A- Success Factors

- The nature of the leadership of the team
- The collaborative nature of the team
- The way in which the team members are empowered

#### B- Factors for Strained Relationships

- Personality clashes
- Uncooperative attitude
- Games of one-upmanship

#### C- Critical Success Factors

The way in which the team members relate:

- Trust
- Integrity
- Commitment

### II- Extracting the Best from a Team

#### Major Requirements

- Motivation
- Goal clearly defined

**N.B.** It is the responsibility of the team leader to delegate responsibilities as per the team member's interest and specializations.

- No Criticism
- Preferable communication through emails
- No sole decision making
- Diversification of topics for discussion

**N.B.** Flexibility and leniency are needed in case of genuine reasons.

- Setting target for achievements
- Provide motivational thoughts
- Performance reviews and appraisals are a must
- Avoid conflicts
- Stay cooperative

### III- Building the Best Team

#### Important Points to Consider

- Members preferably must have similar interests
- Responsibilities must be assigned as per their interest
- Objective of the team must be shared
- Feedback is essential
- Discipline must be maintained

### IV- Clarity of Roles

#### Clear Expectations

- Work Methods
- Time Frames
- Work Responsibilities
- Customer/Supplier Interface
- Work Priorities
- Performance Expectations
- Resources



# Topic 2

## Collaboration Skills

### Session 2: Team Success and Major Aspects

#### I- Main Factors

##### A- Success Factors

There are many factors that ensure a team's success or failure. Among them, the three most important factors are:

1. The nature of the leadership of the team along with a shared vision and sense of purpose
2. The collaborative nature of the team; and
3. The way in which the team members are empowered to the extent that they proactively participate in the team's success.

The succeeding paragraphs look at each of these factors in detail.

If we take **the first factor** i.e. the leadership of the team and a shared vision articulated by the leader, it is obvious that a team is as good as its leader and a leader is as good as the team. Hence, this two-way symbiotic process determines the extent to which the team is successful. We cannot have good leaders without good teams and we cannot have good teams without good leaders. Hence, they go hand in hand and the ability of the leader to make his or her team believe in the shared vision of the team determines the success of the team.

**The next factor** that contributes to the success of the team is the collaborative nature of working that the team embraces. Often, people mistake collaboration for competition. Whereas the former results in a win-win situation for the team, the latter results in a win-lose situation which is detrimental to the overall success of the team. We cannot have teams where members work for individual goals at the expense of the team's goals. Hence, successful teams adopt strategies where each member of the team "rises to the occasion" and puts the goals of the team ahead of his or her individual objectives.

**The third factor** that contributes to the success of the team is the way in which the individual members of the team are empowered to recommend changes and act in ways that enhances the team's performance. Successful teams are those where the individual members can act independently and without taking authorization for each and every change and take decisions accordingly. Hence, a good leader and an effective organization would ensure that the "boots on the ground" are empowered enough to act as the representatives of the team or the organization.

##### B- Factors for Strained Relationships

The quality of interaction between the team members is the most important aspect of the relationships between the team members and hence this affects the performance of the team. Any strained relationships between the team members have an adverse impact on the way the team performs as a unit. Among the factors that strain relationships within a team, three of them would be the prevalence of personality clashes, uncooperative attitude among the team members and the games of one-upmanship that team members play with each other. The succeeding paragraphs look at each of these factors in detail.

**The first factor** i.e. that of personality clashes is important as this can have a corrosive impact on the relationships between team members. One or more members of the team may feel that the other members and they do not get along because of clash of values, priorities or style of working amongst them. So, this leads to a souring of the relationships between team members and hence strains the interactions between them. Though the relationships amongst the team members are mentioned, it can also be the case that the manager and the team do not get along because of this factor.

**The other factor** that can strain relationships between team members is the uncooperative attitude of some members of the team with the rest of the team members. Since we have mentioned the collaborative aspects of the team as one of key success factors, it is the case that if some members are uncooperative, it leads to the overall performance of the team being degraded.

**The third factor** that strains relationships within a team are the games of one-upmanship that some team members play with the others. There are instances where the manager encourages such behaviour overtly and covertly. Hence, the organization and the manager (as the case may be) need to watch out for such strategies and ensure that they do not "boil over".

##### C- Critical Success Factors

The most critical success factor for a team is the way in which the team members relate to each other and the manager and vice-versa. This chemistry between the team members and the manager and within the team determines to a large extent the success or failure of the team. Once the elements of trust, integrity and commitment are established within the team and the manager or the leader communicates the same effectively to all the team members, the team is well on its way to becoming a high performing one. The bottom-line here is that the symbiotic relationship between the team members where each gives and takes



from the other team members is the most crucial aspect that determines the success of the team.

### **Conclusion**

This article has focused on what makes a team successful and the factors that lead to strained relationships. The essence of a team is the way in which the team acts in unison and in tandem and sings as a chorus instead of a solo performance. Once the team evolves to a point where the entire team acts as one, then the team could have said to be successful in meeting its objectives.

## **II- Extracting the Best from a Team**

All individuals with a similar attitude and interest come together on a common platform to form a team. It is not always that an individual alone is capable of doing a task; sometimes he needs the guidance and suggestions of others as well. You need a team to accomplish a complicated task where every team member can perform something or the other as per his capability and contribute equally for the maximum output.

To extract the best out of a team requires not only hard work but also intelligence. Do not impose things on your team members; let them accept responsibilities on their own.

- Motivation is the key to a team's success. Demotivated individuals find it very difficult to concentrate on their work and eventually lose interest in the organization. Reward them suitably. Performance linked incentives and perks also motivate the individuals to perform better.

- The goal must be clearly set and circulated among the team members. Every team member should be well aware of his roles and responsibilities in the team. There should be no confusions among the team members. Workload should be equally shared among the team members and one should not interfere in each other's work.

It is the responsibility of the team leader to delegate responsibilities as per the team member's interest and specializations. Understand your team members well and assign them work they can best perform. Never be partial to any of your team members. Do not support anyone just because he is a friend.

- Don't criticize any of your team members. Never shout or scold any of your team members in front of everyone. Always do it in private. He might feel insulted if

you criticize him in front of others. Call him separately and correct him if you feel he is wrong somewhere. Appreciate him whenever he has done something extraordinary.

- Prefer communication through emails among your team members. Encourage your team members to exchange information through emails as it is more transparent and gives a clear picture. Everyone knows what is happening in their team and doesn't feel neglected or left out. One should not attend any meeting or conference without a notepad to note down the important points. One should always come well prepared before attending any meeting.

- A team leader alone should not take any decisions. Suggestions should be invited from one and all. The team members feel important for the organization this way and strive hard to perform better. Strategies, policies must be made on an open forum and everyone must give their inputs. A team member should never feel unimportant for the team at any point of time.

- Take them out for lunches or dinners once in a while. If not outside, try to have your lunch together with your team members at the workplace only. Discuss issues other than work at the lunch time. Enquire about his family members, friends, relatives, parents and so on. Give your team members sometime to discuss things freely among themselves.

It is okay if your team members leave for the day a little early as compared to other days. Don't be too harsh on your team members. Allow them to take leaves in case of genuine reasons. Don't adopt a "Hitler" approach at work. Be a little more understanding.

- Set a target for your team members and ask them to achieve the targets within a stipulated time frame. Let your team members work as per their convenience. Don't be after their life. Give them space and liberty to work on their own and submit it as per the deadlines. The team members must use planners and diaries to jot down important work against the set deadline to avoid forgetting important issues.

- Send your team members motivational emails or smses to boost their morale. Paste a poster on motivational thoughts or great quotes on the soft board right at their workstations for them to read daily and get inspired. Make sure there is enough light on everybody's workstation and the place is not dark. Individuals feel sleepy and dull if the place is not well lit. Light instrumental music should be played for a positive ambience.



- Performance reviews and appraisals are a must. Do monitor your team's and team member's performance. Sit with them once in a week and discuss issues, if they have and find out whether they are satisfied with their profiles or not. Timely appraisals are important for growth of the team members and to motivate them.
- Avoid conflicts within your team. Don't provoke any colleague to fight with his fellow team members. Intervene immediately in case of conflicts and try to resolve it as soon as possible to avoid unnecessary stress and anxiety. Do not spread rumours about anyone and avoid blaming and cribbing. Discuss issues face to face and learn to own your mistakes.
- Stay cooperative with your team. Make them feel that you are just one of them and always there to support them. One needs to be intelligent and patient enough to not only handle a team but also extract the best out of team members.

### **III- Building the Best Team**

Group of individuals working together for a common objective form a team. Teams are generally formed to accomplish complicated and difficult tasks. All individuals come together on a common platform and strive hard to achieve the set objective. When individuals work as a single unit towards a common predefined goal, a team is formed.

Not all teams can perform well. The performance of a team is dependent on its team members. The individuals must be handpicked very carefully to form a high performance team.

*Let us go through some important points one should keep in mind while building a team:*

- The team members preferably must have a similar if not the same taste, interests, likings, needs and attitude. It has been observed that individuals with a similar taste tend to gel with each other easily as compared to others with different interests. Individuals should be from similar backgrounds and too much of a gap should be avoided. The team members must be selected keeping in mind their interests and specialization. Do not form a team just for the sake of it. An individual with a technical bent of mind will always be in a state of confusion in a team of marketing professionals.
- Always understand the team members well. No individual is alike. A person might be a very good speaker but may be poor in writing mails or written communication. An individual can be excellent in presentations but might lack

the art of making an impressive presentation. It is very important to understand the individuals well and responsibilities must be assigned to them as per their interest and according to their qualification and specialization. An individual with excellent marketing skills never finds a desk job interesting and his best will never come out. Never force any one to be a part of any team. Individuals must participate on their own.

- The goal or the objective of the team must be clearly defined. The objective of the team must be shared with every team member and they must be clear what is expected out of them. The purpose why the team has been formed must be very clear to the team members. They should know what they have to work on so that they can deliver their best.
- Promote effective communication among your team members. Communicate with the members on an open platform and encourage team members to actively participate in discussions. Prefer a meeting room or a conference room to discuss various issues inviting all the members. It is always better if the communication is through email with all the team members in the loop so that none feels neglected or left out.
- Avoid conflicts. Don't let negativity creep in your team. Pick individuals with a positive attitude. One should avoid fighting over small issues and be a little more adjusting. Every thing can't be exactly the same way you want. Team members must be demotivated to criticize or make fun of their fellow team members.
- Various activities and events must be promoted within the teams. Work will never suffer if the team members go out for a movie or lunch; instead it strengthens the bond among the team members. Individuals come closer to each other this way and avoid fighting among themselves. People know each other better. Always remember to greet your team members with a warm smile.
- A leader should be appointed carefully. A leader should be such that everyone looks up to him for advice and guidance. Do not select anyone just because you like him, instead prefer the voting system. The most favourite candidate among the group is the best choice for a leader. The team leader must extract the best out of his team members and be equal to everyone. He ought to be intelligent and a little tactful. He must motivate the individuals from time to time and be impartial. Never embarrass any of your team members.
- It is important to take the feedback from each and every individual. Review your team and team member's performance on a monthly basis. Sit with each

and every member to understand whether he is enjoying his work or not. Job rotation is a good option to reduce monotony. Promote healthy competition among the team members. Appreciate if he has done something great. Reward him suitably.

- Discipline must be maintained at all levels in the team for maximum output. Team members must reach on time for meetings and discussions. One should avoid a casual or a laid back attitude. The team leaders must be easily available to the team in case of queries and confusions.

#### **IV- Clarity of Roles**

A major characteristic of effective teams is clear expectations about the roles played by each team member. In such a team, action is taken and clear assignments are made. These roles are duly accepted as well as carried out. Work needs to be distributed fairly among team members, as per each person's skill and capability. The leader needs to have the ability to give clear assignments in each work area.

- **Work Methods**

Each team member needs to understand their leader's expectations regarding required work methods as well as procedures. This is with regards to each job or project.

- **Time Frames**

It is vital to understand the due dates for the completion of projects. Determine when the dates have slipped and which completion dates are final and nonnegotiable. This is because each task is connected to another in a team. A delay in one task anywhere leads to a delay in the complete project. This way no organization will be able to meet its deadlines leading to huge losses for the company.

- **Work Responsibilities**

Each team member's role is to be clearly understood when they are assigned to a given job or responsibility. This is very important else too much time will be spent due to wrong communications reaching team members.

- **Customer/Supplier Interface**

Understand the leader's expectations while dealing with all kinds of supplier problems. Similarly the customer complaints or requests also need to be handled by each team member as per the organization's policies. After all, effective

relationships have to be built with other work groups in order to achieve the full potential of the team.

- **Work Priorities**

Each person as well as each team will be loaded with a huge amount of work. It is important for each team member to understand which jobs take priority at that particular moment. Besides, changes in work priorities also take place due to changing circumstances. It is important to be able to clearly differentiate between hot jobs and other jobs.

- **Performance Expectations**

Understand what the leader expects in the way of desired outcomes. At this point in time, open communication is vital. Understand what it means to do a good job as per the leader's expectations. Then list down the degree of effort that is expected to be put into a job. At this point in time, it is important to avoid overworking on low-priority jobs, as that will not help in realizing the company's objectives.

- **Resources**

Each team always has limited resources. The aim is to achieve the maximum with the minimum resources. Understand what resources have been allocated to perform a job. These resources may include things such as facilities, support staff, equipment, software, as well as budget. Also understand how much control the team has over resource decisions.

Once the leader is able to clarify each work area, he will be able to smoothen out the way for each of their team members. This way it will be easier for the team to achieve its objectives by making use of allocated time.



## Session 3: Team Pitfalls

### I- Preventing Fall Outs

**N.B.** Team members must be focused and concentrate on their work rather than back biting or loitering around.

#### Major Aspects

- Privacy should be respected
- Criticism is not constructive
- Trust is needed among members
- Avoid rumors
- Don't get too friendly
- Avoid being partial to anyone
- Avoid provocation
- Beware of fights

### II- Role of Communication

**N.B.** A team is formed when individuals with a common goal come together on a common platform.

#### Major Aspects

- Roles and Responsibilities should be clearly set
- Verbal communication may create misunderstandings
- Written communication is advisable
- Objective should not be set only by the team leader
- Ideas should be implemented the right way
- Strategies must be well communicated
- Procedures must be collectively considered
- Effective Communication reduces the chances of conflicts

### III- Role of Motivation and Attitude

**N.B.** A team is formed when individuals with a similar interest come together to realize a common dream.

#### Major Aspects

- Motivation and attitude go hand in hand
- Everybody likes to feel appreciated
- Deadlines are always essential
- Equal contribution brings maximum output
- Titles go a long way in motivating
- Incentives are important
- Avoid making fun of anyone
- Motivation alone can't create wonders
- Have a larger perspective
- Avoid rigidity





## Topic 2

### Collaboration Skills

#### Session 3: Team Pitfalls

##### **I- Preventing Fall Outs in a Team**

An individual alone can't create wonders. He needs the support of others as well to discuss things and evaluate the pros and cons of his thoughts and concepts. Individuals should work together without fighting with each other for the timely accomplishment of a task. The team members must be focused and concentrate on their work rather than back biting or loitering around. It is essential that the team members gel with each other well and are willing to help each other.

Conflicts must be avoided within the team to strengthen the bond among the team members and also to increase the productivity of the team.

*Let us find out how one can avoid conflicts and fall outs in the team:*

- The team members must not interfere in each other's work. Respect your colleague's privacy. Don't be after his life to find out what he is up to.
- Never criticize anyone or make fun of your team members. If you do not agree to their view points, sit with them and try to come to a common solution. Don't escalate the issue immediately to your superiors without discussing among yourselves.
- The team members must trust each other. One spends the maximum time in office and can't afford to have enemies around. Try to be a little secretive. If your fellow team member has shared something with you, don't disclose it to others. Try to help him, if you can't, it's better to keep quiet. Never double cross your fellow team mates.
- Martin and Jack were working for a common team. Martin was not very happy with his boss's behaviour and shared his displeasure with Jack. Jack walked up to his boss and revealed Martin's secret. Till date; Jack and Martin do not speak to each other despite being in the same team.
- Don't read your team member's emails or ever open his notepad or diary. It might contain some information which he does not want to share with others. It is a strict no. If his hand phone is lying with you, don't start reading his messages. If a colleague has asked to send an urgent mail on his behalf from his system, don't start checking his previous mails or send any unwanted mail from his system.
- Never spread baseless rumours about anyone in the team. Avoid loose talks in the office. It's best to concentrate on work rather than gossiping around. If you

spot any of your team members with his girlfriend or boyfriend at the market place, it's better to keep it to yourself rather than screaming from the roof tops. He may not like it.

- Don't get too friendly with your team members. Avoid taking favours from anyone as he might expect you to share a secret with him. When you don't, he would definitely get annoyed, fight with you and thus relationships suffer. One should not promote too much of friendship at the workplace. Try to be a little professional in your approach and keep your professional and personal life separate.
- Avoid being partial to anyone. Do not favour anyone blindly. You may be fond of any of your team members, but do not support him if he has done something wrong, instead correct him. Don't criticize the other person just because you don't like him. Never give priority to your personal interests.
- One should not tamper any data or information important for the team. Do not add or delete words but pass on the information as it is in the desired form. Everyone loves the appreciation from his boss, but it doesn't mean you will tarnish your team member's image in front of your boss just to gain popularity. Appreciation should be for good reasons. Never speak ill about anyone. It's better to avoid things and not bother much.
- Do not provoke your team members to fight among themselves. Counsel them and try to find out an alternative. The team members must motivate each other to perform their level best. Competition is important but make sure it is a healthy one and does not turn into a nasty fight. One must enjoy his work rather than taking it as a burden.
- Think twice before you speak. Make sure your speech does not hurt any of your team members.
- One should avoid fights within the team and it is always better to work as a family. Don't create tensions and leave the office with a free mind and come back charged and fresh the next morning. Concentrate on work rather than conflicts as only your work will give you the desired recognition in the future.

##### **II- Role of Communication in Team**

A team is formed when individuals with a common goal come together on a common platform. The team members must complement each other and avoid silly conflicts among themselves.

- Communication plays a very important role in team building and extracting the best out of the team members.
- A team member must clearly understand what his fellow team members are

up to. He should be very clear about his roles and responsibilities in the team. It is the duty of the team leader to delegate responsibilities as per the interest and specializations of the team members without imposing things on them. Never confuse any employee.

- Verbal communication sometimes may create misunderstandings and confusions, thus it is always better to rely on written communication for better clarity and transparency.
- Communication is effective when the information is passed on through emails. Emails are more reliable. Do not send the mails to individuals separately as they might assume that you want to hide something from them. This way they tend to interfere in each other's work, trying to find out what extra is written in their fellow member's mail.
- The mails should be sent with all the participants in loop. Also invite suggestions from them. It is not always that you are correct; your team members might come out with a brilliant idea as well. Ask them to participate in discussions, this way they feel motivated and indispensable for their team and as well as the organization.
- Conference room, board room or a suitable place must be used for meetings and discussions. It is always better that the issues are discussed on an open forum and the participants are allowed to speak freely. Avoid a noisy place. The agenda of the meeting should be prepared well in advance and must be circulated among the team members. Ask them to come prepared so that they do not sit blank in the meeting. The speaker should take the help of white board, marker or a pen and paper so that he doesn't miss any point. One should not attend any meeting empty handed. Carry something to note down the important points for future reference. Confusions and misunderstandings are nullified this way and people start trusting each other.
- The goal and the objective of the team should not be set only by the team leader. Every employee should contribute equally and give his valuable inputs.
- The team members must not fight among themselves and try to reach to a conclusion best suited to all. The goal must be very well communicated to all the team members and they must be very clear from the beginning what they are supposed to do to avoid problems later. The goal can never be achieved unless and until all of them work hard together and contribute their level best.
- Your idea however brilliant it is fails to work unless and until it is implemented in the correct way. The strategies, methods, concepts not communicated in the correct way can lead to severe confusions and have adverse effects.
- The decisions, thoughts, strategies must be communicated to one and all very clearly. One should not play with words or pass on only half the information.
- Teams must not be too complicated with a simple hierarchy where the

subordinates have an easy access to their team leaders. Policies and strategies must be made taking into consideration each and everyone's suggestions and should be communicated in an effective way.

- Every individual should have the freedom to speak. Do not keep things within yourself and crib later. If you feel that your fellow colleague is going wrong somewhere and needs to be corrected, go ahead. Do not hesitate, after all his mistakes will also affect your work also. Do not shout or criticize him, but make him realize his mistakes in a polite but convincing way.
- If you feel that you need to go for a vacation, please discuss with your superior. Don't just assume that your boss will know things on his own and grant you holidays. You need to communicate to him, instead of cribbing and spreading negativity.
- Effective Communication reduces the chances of conflicts and fights among team members. Nobody has ever gained anything from fights. Communication improves the relations among the team members and they feel fresh and motivated the whole day at work.

### **III- Role of Motivation and Attitude in Team**

A team is formed when individuals with a similar interest come together to realize a common dream. The team members must think of their team first and all other personal interests should come later. Every individual must contribute equally as per his capability to achieve the predefined targets successfully within the desired time frame.

- Motivation and attitude go hand in hand in increasing the output of any team.
- You need a match stick for fire, you need ink for a pen to write, and similarly an individual needs motivation to perform. Every individual has some latent talent and needs a push for the talent to come out. Without motivation, the team members feel reluctant to work and also tend to spread negativity around. Human beings are hungry for praise and appreciation. It is the prime duty of the team leader to appreciate his team members whenever they have done something great. This way they feel happy and motivated to perform even better the next time.
- Set a deadline for the submission of work. All the employees submitting the work within the stipulated time frame must be appreciated in public. Circulate a mail among all the employees appreciating your team member's efficiency. Any person coming out with a brilliant idea should be suitably rewarded. It is not always you give cash to motivate your employees, but even small tokens of appreciation can make a difference. Reward your team member with anything



he likes. Appreciating one member does not mean you will neglect or criticize the other members of the team who could not perform up to the mark this time. It is the duty of the team leader to motivate them so that they perform well the next time. Ask them to “BUCK UP”.

- A single member's performance can hardly make a difference to the team's performance; every member has to contribute equally for the maximum output. Celebrate your team's success inviting all your team members. Take them out for a lunch to a nearby restaurant. They will feel happy and also come closer to each other this way. Give a pat on their back to appreciate their hard work.
- Titles such as “Best Employee of the month” and “Best Team Member” also go a long way in motivating the team members. The names of the best performers must be displayed on the notice boards for everyone to see.
- Incentives and perks also motivate the employees to a large extent. If any team member does something outstanding do not forget to appreciate him on an open forum and also ask the other members to reach to his level as well.
- Avoid making fun of your colleagues. It is considered highly unprofessional. Don't spread negativity around. Don't depend on blame games or spread unnecessary rumours about your team members.
- Motivation alone can't create wonders; it needs to be coupled with positive attitude of the team members to ensure high performance of the team. Adopt a positive attitude at work. Do not always find faults in others. Listen to your team members as well. Don't assume things or draw conclusions on your own. Be a little more flexible and adjusting to avoid conflicts at work place. Sit and discuss issues with your team members to reach to an alternative. Results can't be achieved unless and until you believe in yourself. The will power to do something is important. One should have the urge to perform.
- Always try to look at life from a larger perspective. Things can not always be the way you like, its better to accept things as it is sometimes. Remember after heavy rains, there is always a clear sky. Problems might crop up anytime, but it is always better to grin and move on. Do not overreact on petty things.
- Don't be too adamant or rigid, instead be a little forgiving. It is absolutely okay if you take the initiative and say “Sorry”. This magical word goes a long way in reducing conflicts to a large extent. Don't unnecessarily create tensions for others and yourself as well.
- Don't be disheartened if someone comes to you and corrects you for your mistakes; do take it in a positive and healthy way. Do not step in the office with a mind clouded with negative thoughts. Everything seems wrong to you and you unnecessarily fight with people around.
- Team members must adopt a positive attitude to avoid tensions and misunderstandings at work place. Positive attitude with a little motivation can actually create wonders for the team.

## Session 4: Team Leader & Challenges

### I- Role of Team Leader

**N.B.** Every team should have a team leader who can hold his team together and extract the best out of the members.

**N.B.** Team Leader should be such that every individual draws inspiration from them and seek their advice and guidance whenever required.

#### Major Aspects

- Team leaders play an important role in guiding and motivating
- They are the one who set the goals and objectives
- They support one and all equally
- They constantly motivate members for a better performance
- They create a positive ambience at the workplace
- They play the role of a mentor
- They must be easily available to their team
- They take initiative of bringing the team members closer

### II- How to be a Good Team Player

**N.B.** A team player is an individual who will unify others for a purpose by exchanging information and ideas and empower them and have trust in them.

#### Major Aspects

- Assists team by using own strengths
- Being supportive and trustworthy
- Encourages participative decision-making
- Works for continuous improvement
- Confident and caring

### III- Team Failure and How to Overcome

**N.B.** A team is formed when individuals with a similar interest come together to realize a common dream.

#### Major Reasons

- Environmental Influences
- Goals
- Roles
- Processes
- Relationships



## 1- Environmental Influences

- Team members may be placed at different locations making it difficult for them to meet frequently
- Physical distances can always be overcome with the use of technology.
- Team is not given adequate resources in order to do the job
- Team members can not work with hands tied.
- Team efforts are not recognized
- Appreciation is a big morale booster.

## 2- Goals

- No participation from members in setting goals
- Team contribution is essential to commitment.
- Objectives not clear enough
- Enhance communication.
- Goals are not effectively communicated
- Working in silos leads to duplication of work.

## 3- Roles

- Responsibilities are poorly defined
- Reduce ambiguity.
- No clear leader identified
- Strategy and path should be underlined.
- Lack of commitment
- Responsibility enhanced.

## 4- Processes

- No decision leading to crisis situation
- Encourage participatory approach.
- Top-down communication channel
- Time and energy should be addressed.
- Non-productive meetings and planning
- Significant issues to be highlighted.

## 5- Relationships

- Members are not willing to be identified with the team
- Reorientation should be emphasized.

# Topic 2

## Collaboration Skills

### Session 4: Team Leader & Challenges

#### I- Role of Team Leader in Team Building

A single brain sometimes cannot take decisions alone. One needs the assistance and guidance of others as well to accomplish the tasks within the desired time frame. In a team, every member contributes to his level best to achieve the assigned targets. The team members must be compatible with each other to avoid unnecessary conflicts and misunderstandings.

Every team should have a team leader who can hold his team together and extract the best out of the team members. The team leader should be such that every individual draws inspiration from him and seek his advice and guidance whenever required. He should be a role model for his team members.

- A team leader plays an important role in guiding the team members and motivating them to stay focused.
- A team leader is one who sets a goal and objective for the team. Every team is formed for a purpose. The leader alone should not set the goal, suggestions should be invited from one and all and issues must be discussed on an open forum. He must make his team members well aware of their roles and responsibilities. He must understand his team members well. The duties and responsibilities must be assigned as per their interest and specialization for them to accept the challenge willingly. Never impose things on them.
- A team leader must be impartial. He should support one and all equally. Partiality leads to negativity and conflicts among the team members. Don't favour anyone just because he is your friend.
- As a team leader, one should constantly motivate his team members. Motivate them so that they perform even better the next time. Avoid criticizing anyone. Never make fun of anyone's mistakes, instead correct him in a polite way.
- Encourage the team members to help each other. Create a positive ambience at the workplace. Avoid playing politics or provoking individuals to fight. Make sure that the team members do not fight among themselves. In case of a conflict,

don't add fuel to the fire, rather try to resolve the fight immediately. Listen to both the parties before coming to any conclusion. Try to come to an alternative feasible for all.

- Be a mentor to your team members. "Hitler approach" doesn't work in the modern scenario. The team members should be able to gain from the team leader's talent and mentorship. He must stand by his team always. When a team performs well, the credit goes to the team leader, similarly at times when the team fails to perform as per the expectations of others, don't try to play safe. A leader should own his mistakes as well as his team member's. Don't play blame games or point fingers at others. Nobody will respect you this way.

- Problems may crop up anytime in the team. The leader must be easily available to his team. The team member should have the liberty to walk up to his mentor whenever he is unable to take a decision on his own. The team members should be able to fall back on their leader anytime without the fear of getting rebuked.

- The team leader should take the initiative of bringing the team members closer. A leader should try his level best to break the ice among them. Celebrate their birthdays, anniversaries together so that they can discuss issues apart from work more freely. It is okay if you share one or two jokes with them but make sure you do not cross your limit. Once in a while do organize picnics or parties where families can also be invited. Such activities strengthen the bond among the employees apart from increasing the trust factor between them.

- It is the duty of the mentor to monitor the team's performance on a regular basis. Any dip in the performance of any team member must not be ignored. Call him immediately and discuss with him in private. He might feel insulted in front of others. Talk to him face to face. Encourage everyone to participate in team discussions and express their opinions freely. If any team member is not performing up to the expected level, don't sack him immediately. Try to give him another opportunity or probably any other role and ensure he delivers his best this time.

- The team leader is the face of every team as well as the organization. An aeroplane will definitely crash, if the pilot loses focus and control, similarly a team can't perform unless and until the leader has his control on the team. It is okay to be friendly with your team members, but make sure they do not take undue advantage of this gesture. Discipline is a must. Give your team a direction, without which it fails to perform.

- If a team member comes to you to discuss any of his personal problems, lend him a sympathetic ear. Try to help him. Keep the things to yourself and do not escalate it to the management. Do not ask for too many favours from your team members. Don't ask them to go for your grocery shopping or book movie tickets for you. Remember if you yourself do not adhere to the rules and regulations of the organization, your team members will never bother to do so. Be disciplined yourself to expect the same from them. A team leader should set an example for others.

## **II- How to be a Good Team Player**

A team player is an individual who will unify others for a purpose by exchanging information and ideas and empower them and have trust in them. Teamwork is the potential to work together for a common vision. A good team player assists his team by using his strengths, and clearly understanding his task. He must understand the team's objectives. He must be supportive and trustworthy. He encourages participative decision-making. He invites new ideas and feedback from other team members. A good team player keeps on working for continuous improvement.

It is immaterial what you do or where you live, since it is your attitude which will determine the quality of your relationships. Hence, this applies to just about everything else in your life. Hence, you need to select your attitudes. And since you are free to choose any attitude, why not choose a Really Useful Attitude. In order to face any situation, your attitude will always precede you. In fact, it is the central force in your life. It is your attitude which controls the quality as well as the appearance of everything you do.

Really Useful Attitudes which you want to see in others are the ones which you need to imbibe in yourself. Some of these are being warm and Enthusiastic when dealing with others. Besides, your Confident and Supportive nature will make you a good team player. A Relaxed as well as an obliging attitude will take you everywhere. A Curious as well as a Resourceful person is liked by all. Make others Comfortable with you and be Helpful towards them. Always have an Engaging and a laid back look about yourself. Be Patient with others and be Welcoming at all times. Have a Cheery and Interested look about yourself.

The Really Useless Attitudes which you need to avoid or even give up completely include being Angry or Sarcastic while interacting with others. Having an impatient or bored outlook is also not appreciated by others. Being Disrespectful or Conceited will definitely not make you a good team player. Being Pessimistic

or Anxious at all times is a very negative attitude. Never be Rude or Suspicious of others in your team. To be Vengeful or Afraid is a Really Useless Attitude. By being Self-conscious or mocking others, will not lead you anywhere. Having an Embarrassed or Dutiful attitude is also not good.

This was the primary step. This involved Identification of the Problem as well as its perceived Solution.

Next step is the creation of A Personal Action Plan. Answer this simple question - My team can count on me to: \_\_\_\_\_

This answer will tell you about your strengths as well as weaknesses. You will know how you are perceived by others. The fact remains that what we perceive ourselves may be different from the way others perceive us.

The next question which you need to answer is the specific changes that you want to see within your team in the next three months. This will define the goals for your team and the way to achieve them.

Next comes the part that you are going to play in achieving those goals. The answer here has to be quantifiable.

The last question which you need to answer is “This is how I will know I have done it.”

Once the matrix is qualitative as well as quantitative, the results become visible to all. This is a good strategy to determine your contribution to your team, as well as to know how good you are as a team player.

To conclude, to be a good team player, one must possess both interpersonal skills as well as technical competencies required to perform their job role. The organization must revise the reward structure so as to boost collaborative and team efforts. Also, the organization should provide training to promote teamwork skills and competencies. A good team player must be flexible in approach. He should be an active listener as well as should remain optimistic. He should communicate effectively. He should be honest as well as loyal and committed to the team. Last but not the least; a good team player must be dependable and reliable. He should meet the targets within specified deadline.

**III- Team Failure and How to Overcome** In spite of the best intentions of the organization, as well as the best efforts put in by the team members, teams still fail. Team failure is due to various reasons. It is highly important to understand as well as analyze these reasons. This is because the failure of a team affects the morale of the employees, besides affecting the organization financially too. The organization needs to eliminate as many reasons as it can in order to ensure team success.

*These reasons can be further divided into broadly five categories:*

- Environmental Influences
- Goals
- Roles
- Processes
- Relationships

#### **1. Environmental Influences:**

- The team members may be placed at different location making it difficult for them to meet frequently. Hence a solution needs to be found to resolve this issue. Communication is vital for any team to work well. Physical distances can always be overcome with the use of technology.
- The team is not given adequate resources in order to do its job. You cannot expect an employee to work with his hands tied, can you?
- Team efforts are not recognized. This is a key human trait. Appreciation is a big morale booster for any employee.
- A lack of recognition by the organization or its leaders about the existence of a team can also lead a team to its failure.

#### **2. Goals:**

- No participation from members in setting goals. This takes away the ownership from the team. It reduces the commitment of the team members.
- Team is not clear about the goals. Communication is vital, whether to a team or to an organization.
- Goals are not effectively communicated. Everybody is doing his own thing with no attention to team goals. Working in silos leads to duplication of work as well as ruining the organization culture.

#### **3. Roles:**

- Responsibilities of the team members are poorly defined. This leads to ambiguity as well as lack of commitment.



- No clear leader identified. Leadership is vital to any team. A good leader outlines the strategy and charts the path to reach the goal.
- There is buck-passing of responsibility, which shows lack of commitment.
- Members indulge in power plays for authority and control. This is a problem of attitudes which needs to be managed accordingly by the leader and the organization. Members refuse to recognize their interdependence and act as if they were independent. This will lead to the failure of the team.

#### **4. Processes:**

- Lack of processes makes decisions always a crisis situation. A case of decision-making being dominated by one person leads to poor commitment of the team
- Communications are one way: top down and channeled through the leader. This is not the feature of a team. Negligible points are debated continuously. This leads to waste of time as well as energy.
- Meetings are unproductive with the issues unresolved implies that poor planning has been done. Meetings cover trivia versus significant issues as the way to achieve goals is not clear.
- In case, actions are taken without planning, the team will fail.

#### **5. Relationships:**

- Members are unwilling to be identified with the team. There is disguised conflict between the team members as well as severe personality conflicts. Relationships are competitive.

Most of the issues mentioned above can be resolved. All that is required is planning, processes and performance appraisal, which will be covered in detail in another article. Teams are vital for any organization. Their failure leads to the failure of the organization as a whole.

## **TOPIC 3: MANAGERIAL LEADERSHIP**



## Session 1: Introduction to Management

### Definition 1:

«Management Is a distinct process consisting of planning, organising, actuating and controlling; utilising in each both science and art, and followed in order to accomplish pre-determined objectives.» - George R Terry

### Definition 2:

«Management is the art of getting things done through others and with formally organised groups.» - Harold Koontz

### Definition 3:

«Management Is a distinct process consisting of planning, organising, actuating and controlling; utilising in each both science and art, and followed in order to accomplish pre-determined objectives.» - George R Terry

## I- Modern Concept

**N.B.** Management is a process through which an organisation designs and maintains an environment in which individuals work together with the motive of achieving organisational goals effectively and efficiently.

### The 3 Elements

- Management is a Process
- Management requires Effective Performance
- Management needs Efficiency

#### 1. The Process

- It involves a series of interrelated functions like planning, organising, staffing, directing and controlling.

#### 2. Effective Performance

- It means achieving goals on time. In simple terms, it aims at end result.

#### 3. Efficiency

- It means doing tasks correctly and with minimum cost. It is not enough to just complete the task on time, it should be accurate also.

## II- The 7 Characteristics

### 1. Continuous Process

- The process of business management goes on as long as the company exists.

### 2. Goal-oriented

- It helps organisations in fulfilling their goals by utilising the given limited resources in the best optimum manner.

### 3. All Pervasive

- The process is universal in nature.

### 4. Multidimensional

- It does not involve only one activity: Management of Work, Management of People, and Management of Operations.

### 5. Dynamic Function

- It includes internal and external factors that affect the work of an organisation.

### 6. Group Activity

- It involves a group of people performing different managerial activities.

### 7. Intangible Force

- It is a function that cannot be physically seen but its presence can be felt by watching the orderliness and coordination in work environment.





## III- The 3 Objectives

### 1. Social Objectives

- Implementing environment friendly practices
- Providing basic amenities to employees
- Providing the unprivileged sections of society with employment opportunities

### 2. Organizational Objectives

- Survival
- Profit
- Growth

### 3. Personal Objectives

- Social Needs
- Financial Needs
- Good and Healthy Working Conditions
- Higher Level Needs

## IV- Importance

### The 5 Aspects

- Increasing Efficiency
- Helping in Achieving Group Goals
- Creating a Dynamic Organisation
- Developing Society
- Helping in Achieving Personal Objectives

## V- The 5 Functions

### The 5 Functions Are:

- Planning
- Organising
- Staffing
- Directing
- Controlling



# Topic 3

## Managerial Leadership

### Session 1: Introduction to Management

### What is Management?

A universal concept that is needed in every organisation whether it is a business organisation or a non-business organisation such as hospital school, etc., is known as Management.

An organisation's success depends on the successful functioning of its management and is always required whenever human and non-human resources of an organisation work together for the accomplishment of any objective. In present times, with an increase in the size and complexities of modern organisations, the concept of management has gained immense importance.

The definition of Management varies with the context in which it is used. In a broader sense, Management can be defined as per Traditional Approach and Modern Approach.

The traditional definitions of Management were vague as they were unable to identify the functions, a manager has to perform to get things done through others. Besides, these definitions gave an impression of the manipulative practice of management and ignored the needs of workers and treated them as a means for getting results in any way.

### Definition of Management

*Definition (1):* Management Is a distinct process consisting of planning, organising, actuating and controlling; utilising in each both science and art, and followed in order to accomplish pre-determined objectives.” - George R Terry

*Definition (2):* “Management is the art of getting things done through others and with formally organised groups.” - Harold Koontz

*Definition (3):* “Management may be defined as the process by means of which the purpose and objectives of a particular human group are determined, clarified and effectuated.” - Peter Drucker

### **I- Modern Concept of Management**

Management is a process through which an organisation designs and maintains an environment in which individuals work together with the motive of achieving organisational goals effectively and efficiently.

*The three essential elements that come under the modern concept of Management are as follows:*

**1. Management is a 'Process':** Management involves a series of interrelated functions like planning, organising, staffing, directing, and controlling, which makes it a process. Every manager performs these functions to achieve goals.

**2. Management requires Effective Performance:** Effectiveness in Management means achieving goals on time. In simple terms, it aims at end result. For example, if an organisation achieves its sales target within time, it is said to be effective.

**3. Management needs Efficiency:** Efficiency in Management means doing tasks correctly and with minimum cost. It is not enough to just complete the task on time, it should be accurate also. Besides, management also aims at using its resources efficiently as it reduces the cost of the firm ultimately resulting in higher profits.

## II- Characteristics of Management

**1. Continuous Process:** Management is a continuous process. It means that the process of business management goes on until the company exists, as it helps in achieving the organisational goals. Every manager of an organisation has to perform the different functions of management in a series (planning, organising, staffing, directing, and controlling).

**2. Goal-oriented:** Every organisation has a set of predetermined goals or objectives that it aims to accomplish during its existence. Every organisation has different goals. Hence, management helps these organisations in fulfilling their goals by utilising the given limited resources in the best optimum manner. For example, If the objective of Airtel is to add a billion Airtel Xtreme customers in a year, then all of its managerial activities will be directed toward the achievement of this objective.

**3. All Pervasive:** The process of business management is universal in nature. Every organisation, whether small scale, large scale, economic, social, etc., uses the process of management at every level or stage. Besides, the activities involved in the management of an organisation are common for all whether it is a social, political, or economic enterprise.

**4. Multidimensional:** Management is a multidimensional process as it does not involve only one activity. The three main activities involved in management are Management of Work, Management of People, and Management of Operations.

- **Management of Work:** Every organisation is set up to perform some work or goal, and the management aims at achieving these goals or tasks. The work of an organisation depends upon the nature of Business; for example, work to be fulfilled in a hospital is treating patients, in a university is educating students, etc.

- **Management of People:** People are the most essential assets of an organisation and refer to human resources. It is the duty of the management to get the work completed through human resources/people by making their strengths effective and weaknesses irrelevant. Managing people have two dimensions; viz., Taking care of a group of people and Taking care of employees' individual needs.

- **Management of Operations:** Operations are the activities of an organisation's production cycle, like purchasing inputs, converting them into semi-finished goods, and finished goods. Simply put, Management of operations consists of a mix of Management of Work and Management of People, and decides what work has to be done, how it has to be done, and who will do it.

**5. Dynamic Function:** There are different internal and external factors that affect the working of an organisation. An organisation has to change and adapt itself on the basis of changing environment to accomplish the organisational goals and objectives. Hence, management is a dynamic function.

**6. Management is a Group Activity:** Management involves a group of people performing managerial activities. The functions of management can be executed only when every individual performs his/her role their respective status and department. And as the result of management affects every individual and every department of an organisation, it always refers to a group effort.

**7. Management is an Intangible Force:** Management is a function that cannot be physically seen but its presence can be felt by watching the orderliness and coordination in work environment and happy faces of the employees when the task is completed.

## III- Objectives of Management

**1. Social Objectives:** These refer to the objectives which are desired to be achieved for the benefit of society. Every organisation has a social responsibility to fulfill during its existence. Some of the social obligations of an organisation include implementing environment friendly practices in the production process, providing basic amenities to employees such as healthcare, education, etc., and providing the unprivileged sections of society with employment opportunities.



**2. Organisational Objectives:** With the help of management, every organisation sets and achieves organisational goals. The three major organisational objectives are survival, profit, and growth.

- **Survival:** One of the basic objectives of every organisation is survival. It does so by making positive decisions for the organisation with the help of the business management process.
- **Profit:** Survival is not enough for an organisation; it has to earn profits to grow and expand in the future. Hence, every organisation has to ensure its profit so that it can cover its costs and risks.
- **Growth:** Besides earning a profit, an organisation has to grow in order to remain in the industry. For this purpose, the management of an organisation has to exploit its resources effectively and efficiently.

**3. Personal or Individual Objectives:** As discussed earlier, people are the main asset of an organisation having different goals, backgrounds and personalities. It is the duty of the managers to ensure that the personnel objectives are aligned with the organisational objectives. Individual or Personal Objectives of an organisation consists of satisfying needs like Social Needs, Financial Needs, Good and Healthy Working Conditions, and Higher Level Needs.

#### IV- Importance of Management

**1. Increases Efficiency:** The management process of an organisation increases its efficiency by reducing cost and increasing productivity by utilisation of the available resources in the best possible and optimum way.

**2. Helps in Achieving Group Goals:** Effective management process creates teamwork and builds coordination among the members of an organisation. The managers provide a common path or direction to their employees for the accomplishment of the overall objectives of the organisation.

**3. Creates a Dynamic Organisation:** Every organisation works in a changing environment. The managers of an organisation have to help their members adapt to the changing environment, which ultimately helps them ensure the survival and growth of the organisation. Besides, the management convinces the employees that the changes brought in the organisation will benefit their future prospects.

**4. Development of Society:** Every organisation has various objectives toward different groups of society. Along with the development of the organisation, its management has to develop the society too. To do so, the management helps

the organisation produce good quality products, adopt new technologies, and provide employment opportunities to the weaker sections of society.

**5. Helps in Achieving Personal Objectives:** Every individual or employee of an organisation has different objectives or goals they wish to accomplish while doing their jobs. Management helps these employees in fulfilling their personal objectives along with the organisational objectives.

#### V- Functions of Management

##### 1. Planning:

Planning means deciding in advance what to do, how to do, when to do, and who is going to do. In simple terms, planning means setting up goals, deciding the course of action, timeline of the work, etc., in advance for the success and growth of an organisation. It is the first step in the process of management, and every other function of business management depends upon the planning function. For effective planning, an organisation has to analyze the external and internal environment, formulate plans, forecast the future, and decision-making process. For example, setting up the sales target for the organisation, formulating rules and regulations for the employees and the firm, etc.

##### 2. Organising:

The second function of management is organising. It involves assigning duties, grouping different tasks, and establishing authority and responsibility. Proper organizing in an organisation ensures its success by providing the course of action. According to the nature of the work of an organisation, different firms require different kinds of organisational structures. In simple terms, organising means dividing a whole task into small units of work, and then distributing them along with authority and responsibility.

For example, the top managers of an organisation can allot different tasks to different departments of the organisation. The department heads can then allot the sub-units of the task to different employees based on their designation, qualification, expertise and skills.

##### 3. Staffing:

Staffing means recruiting the right person for the right job and at the right time. The staffing process of business management involves recruitment, selection, development, appointment and training of employees in an organisation. The human resource department of an organisation deals with staffing by ensuring that the employee selected for a specific job position has the right qualifications, skills, experience, expertise and abilities.

For example, In an Ed-tech organisation, the human resource department can look for educational qualifications, like graduation and post-graduation and skills like communication, decision-making, problem-solving and experience for the development of commerce courses as per the requirement of the job position.

#### 4. Directing:

The work of an organisation does not end at staffing. The organisation has to guide, supervise, direct, inspire, motivate and instruct the recruited employees. Hence, the process of directing includes taking the required steps to supervise, direct, and motivate employees in achieving the organisational goals, along with their personal objectives. A good leader must use criticism and compliments in such a way that it motivates the employees to work up to their full potential.

For example, Middle-level management can use positive reinforcement or negative reinforcement to motivate the employees in working towards the fulfillment of organisational goals accordingly.

#### 5. Controlling:

The last function of business management is controlling. It means deciding the standards of organisational performance in advance, measuring the actual results, comparing the standard and actual performance, finding variations, and taking required corrective measures. Controlling is a continuous process as an organisation has to perform the process until it reaches the desired goals.

For example, an organisation has set the standard sales as 50,000 units. However, the actual sales of the organisation are 40,000 units. The variation in the actual and standard performance is 10,000 units. Now, the managers will look for the reasons behind the lack of 10,000 more units and then take corrective actions to attain standard sales.

## Session 2: The Shifting Demands

### I- Management Major Functions

- 1) Planning
- 2) Organizing
- 3) Leading
- 4) Controlling

#### 1) Planning

- Defining goals
- Establishing strategies
- Developing plans

#### 2) Organizing

- Arranging tasks
- Structuring work

#### 3) Leading

- Working with and through people

#### 4) Controlling

- Monitoring
- Comparing
- Correcting performance

### II- Management Roles

- 1) Decisional
- 2) Informational
- 3) Interpersonal

#### 1) Interpersonal Roles Activities

- Figurehead
- Leadership
- Liaison



## 2) Informational Roles Activities

- Monitoring
- Disseminating
- Spokesperson

## 3) Decisional Roles Activities

- Entrepreneur
- Disturbance handler
- Resource allocator
- Negotiator

## III- Management Skills

### 1) Technical

### 2) Human

### 3) Conceptual

## Internal / External Changes & Impact

- Security threats
- Corporate ethics
- Global economic uncertainty
- Political variability
- Technological advancements

## IV- Managers' Rewards & Challenges

### Challenges:

- Blending knowledge for a diverse group
- Success depends on others' performance

### Rewards:

- Opportunity to create a work environment
- Receive recognition and status

## V- The Six Major Approaches

### 1) Scientific Management

- Is defined as the use of the scientific method to determine the "one best way" for a job to be done.

### 2) General Administrative Theorists

- General theories are more on what managers do and what constitutes good management practice.

### 3) Quantitative Approach

- Known as operations research or management science
- Includes applications of statistics

### 4) Organizational Behavior

- It is concerned with the actions of people at work
- Social norms are key determinants

### 5) Systems Approach

- Open System
- Closed System

### 6) Contingency Approach

- It recognizes that different organizations require different ways of managing

## VI- Organization Culture & Environment

- As individuals have a personality, so do organizations
- It is the shared values, principles, traditions, and ways of doing things

### The 7 Dimensions of OC

- Innovation and risk taking
- Attention to detail
- Outcome orientation
- People orientation
- Team orientation
- Aggressiveness
- Stability

### Strong v/s Weak Cultures

- Strong cultures are found in organizations where key values are intensely held and widely shared
- A culture has increasing impact on what managers do as the culture becomes stronger

**N.B.** Most organizations have moderate-to-strong cultures. In these organizations, high agreement exists about what is important and what defines "good" employee behavior.

### Characteristics of Innovative culture

- Challenge and involvement
- Freedom
- Trust and openness
- Idea time
- Playfulness/humor
- Conflict resolution
- Debates
- Risk taking

## Characteristics of Innovative culture

- Economic conditions
- Political/legal conditions
- Sociocultural conditions
- Demographic conditions
- Technological conditions
- Global factors (Competitors, etc.)



## Topic 3

### Managerial Leadership

### Session 2: The Shifting Demands

The 21st century has brought with it a new workplace, one in which everyone must adapt to a rapidly changing society with constantly shifting demands and opportunities.

The economy has become global and is driven by innovations and technology and organizations have to transform themselves to serve new customer expectations. Today's economy presents challenging opportunities as well as dramatic uncertainty.

The new economy has become knowledge based and is performance driven. The themes in the present context are 'respect', participation, empowerment, teamwork and self-management. In the light of the above challenges a new kind of leader is needed to guide business through turbulence. Managers in organizations do this task.

A manager is someone who coordinates and oversees the work of other people so that organizational goals can be accomplished. It is not about personal achievement but helping others do their job. Managers may also have additional work duties not related to coordinating the work of others.

Managers can be classified by their level in the organization, particularly in traditionally structured organizations—those shaped like a pyramid

**1) First-line managers** (often called supervisors) are located on the lowest level of management.

**2) Middle managers** include all levels of management between the first-line level and the top level of the organization.

**3) Top managers** include managers at or near the top of the organization who are responsible for making organization-wide decisions and establishing plans and goals that affect the entire organization.

The changing nature of organizations and work often requires employees in formerly non-managerial jobs to perform managerial activities. Non-managerial jobs are those where one works directly on a job and has no one reporting to him.

Mary Parker Follet defines management as, "The art of getting things done through people."

## I- Management Major Functions

According to the functions approach managers perform certain activities to efficiently and effectively coordinate the work of others. They can be classified as:

- 1) **Planning** involves defining goals, establishing strategies for achieving those goals, and developing plans to integrate and coordinate activities.
  - 2) **Organizing** involves arranging and structuring work to accomplish the organization's goals.
  - 3) **Leading** involves working with and through people to accomplish organizational goals.
  - 4) **Controlling** involves monitoring, comparing, and correcting work performance.
- Since these four management functions are integrated into the activities of managers throughout the workday, they should be viewed as an ongoing process and they need not be done in the above sequence.

## II- Management Roles

In the late 1960s, Henry Mintzberg conducted a precise study of managers at work. He concluded that managers perform 10 different roles, which are highly interrelated.

Management roles refer to specific categories of managerial behavior. Overall there are ten specific roles performed by managers which are included in the following three categories.

- 1) **Interpersonal roles** include figurehead, leadership, and liaison activities.
- 2) **Informational roles** include monitoring, disseminating, and spokesperson activities.
- 3) **Decisional roles** include entrepreneur, disturbance handler, resource allocator, and negotiator.

Although the functions approach represents the most useful way to describe the manager's job, Mintzberg's roles give additional insight into managers' work. Some of the ten roles do not fall clearly into one of the four functions, since all managers do some work that is not purely managerial.

## III- Management Skills

Managers need certain skills to perform the challenging duties and activities associated with being a manager. Robert L. Katz found through his research in the early 1970s that managers need three essential skills:

- 1) **Technical skills** are job-specific knowledge and techniques needed to proficiently perform specific tasks.

- 2) **Human skills** are the ability to work well with other people individually and in a group.

- 3) **Conceptual skills** are the ability to think and to conceptualize about abstract and complex situations. These skills reflect a broad cross-section of the important managerial activities that are elements of the four management functions.

Significant changes in the internal and external environments have a measurable impact on management. Security threats, corporate ethics scandals, global economic and political uncertainties, and technological advancements have had a great impact on the manager's job.

Two significant changes facing today's managers are importance of customers to the manager's job and Importance of innovation to the manager's job.

## IV- Rewards and Challenges of Being a Manager

### **Challenges:**

- 1) Managers may have difficulty in effectively blending the knowledge, skills, ambitions, and experiences of a diverse group of employees.
- 2) A manager's success typically is dependent on others' work performance.

### **Rewards:**

- 1) Managers have an opportunity to create a work environment in which organizational members can do their work to the best of their ability and help the organization achieve its goals.
- 2) Managers often receive recognition and status in the organization and in the larger community; influence organizational outcomes; and receive appropriate compensation.
- 3) Knowing that their efforts, skills, and abilities are needed by the organization gives many managers great satisfaction. The manager of today must integrate management skills with new approaches that emphasize the human touch, enhance flexibility, and involve employees.

## V- The Five Major Approaches

Organizations and managers have existed for thousands of years. The Egyptian pyramids and the Great Wall of China were projects of tremendous scope and magnitude, and required good management. Regardless of the titles given to managers throughout history, someone has always had to plan what needs to be accomplished, organize people and materials, lead and direct workers, and impose controls to ensure that goals were attained as planned.



Two historical events significant to the study of management are work of Adam Smith, in his book, 'The Wealth of Nations', in which he argued brilliantly for the economic advantages of division of labor (the breakdown of jobs into narrow, repetitive tasks).

The Industrial Revolution is second important pre-twentieth-century influence on management. The introduction of machine powers combined with the division of labor made large, efficient factories possible. Planning, organizing, leading, and controlling became necessary activities.

### 1) SCIENTIFIC MANAGEMENT

Scientific Management is defined as the use of the scientific method to determine the "one best way" for a job to be done. The most important contributor in this field was Frederick W. Taylor who is known as the "father" of scientific management. Using his principles of scientific management, Taylor was able to define the "one best way" for doing each job.

Frank and Lillian Gilbreth were inspired by Taylor's work and proceeded to study and develop their own methods of scientific management. They devised a classification scheme to label 17 basic hand motions called therbligs in order to eliminate wasteful motions. Guidelines devised by Taylor and others to improve production efficiency are still used in today's organizations. However, current management practice is not restricted to scientific management practices alone.

*Elements of scientific management still used include:*

1. Using time and motion studies
2. Hiring best qualified workers
3. Designing incentive systems based on output

### 2) GENERAL ADMINISTRATIVE THEORISTS

This group of writers, who focused on the entire organization, developed more general theories of what managers do and what constitutes good management practice.

Henri Fayol and Max Weber were the two most prominent proponents of the general administrative approach. Fayol focused on activities common to all managers. He described the practice of management as distinct from other typical business functions.

He stated 14 principles of management which are as follows:

1. **Division of Work**
2. **Authority**
3. **Discipline**
4. **Unity of Command**
5. **Unity of Direction**
6. **Subordination of individual interest to group interest**
7. **Remuneration**
8. **Centralization**
9. **Scalar Chain**
10. **Order**
11. **Equity**
12. **Stability**
13. **Initiative**
14. **Esprit de corps**

Max Weber was a German sociologist who developed a theory of authority structures and described organizational activity based on authority relations. He described the ideal form of organization as a bureaucracy marked by division of labor, a clearly defined hierarchy, detailed rules and regulations, and impersonal relationships.

Some current management concepts and theories can be traced to the work of the general administrative theorists. The functional view of a manager's job relates to Henri Fayol's concept of management. Weber's bureaucratic characteristics are evident in many of today's large organizations—even in highly flexible organizations that employ talented professionals. Some bureaucratic mechanisms are necessary in highly innovative organizations to ensure that resources are used efficiently and effectively.

### 3) QUANTITATIVE APPROACH TO MANAGEMENT

The quantitative approach to management, sometimes known as operations research or management science, uses quantitative techniques to improve decision-making. This approach includes applications of statistics, optimization models, information models, and computer simulations. The quantitative approach originated during World War II as mathematical and statistical solutions to military problems were developed for wartime use.

The relevance of quantitative approach today is that it has contributed most directly to managerial decision making, particularly in planning and controlling.

The availability of sophisticated computer software programs has made the use of quantitative techniques more feasible for managers.

#### **4) ORGANIZATIONAL BEHAVIOR**

The field of study concerned with the actions (behaviors) of people at work is organizational behavior. Organizational behavior (OB) research has contributed much of what we know about human resources management and contemporary views of motivation, leadership, trust, teamwork, and conflict management.

The early advocates of OB approach were Robert Owen, Hugo Munsterberg, Mary Parker Follett, and Chester Barnard. Their ideas served as the foundation for employee selection procedures, motivation programs, work teams, and organization-environment management techniques. The Hawthorne Studies were the most important contribution to the development of organizational behavior.

This series of experiments conducted from 1924 to the early 1930s at Western Electric Company's Hawthorne Works in Cicero, Illinois, were initially devised as a scientific management experiment to assess the impact of changes in various physical environment variables on employee productivity.

After Harvard professor Elton Mayo and his associates joined the study as consultants, other experiments were included to look at redesigning jobs, make changes in workday and workweek length, introduce rest periods, and introduce individual versus group wage plans.

The researchers concluded that social norms or group standards were key determinants of individual work behavior.

Although not without criticism (concerning procedures, analyses of findings, and the conclusions), the Hawthorne Studies stimulated interest in human behavior in organizational settings.

In the present day context behavioral approach assists managers in designing jobs that motivate workers, in working with employee teams, and in facilitating the flow of communication within organizations. The behavioral approach provides the foundation for current theories of motivation, leadership, and group behavior and development.

#### **5) THE SYSTEMS APPROACH**

During the 1960s researchers began to analyze organizations from a systems perspective based on the physical sciences. A system is a set of interrelated and interdependent parts arranged in a manner that produces a unified whole.

The two basic types of systems are open and closed. A closed system is not influenced by and does not interact with its environment. An open system interacts with its environment. Using the systems approach, managers envision an organization as a body with many interdependent parts, each of which is important to the well-being of the organization as a whole.

Managers coordinate the work activities of the various parts of the organization, realizing that decisions and actions taken in one organizational area will affect other areas.

The systems approach recognizes that organizations are not self-contained; they rely on and are affected by factors in their external environment.

#### **6) THE CONTINGENCY APPROACH**

The contingency approach recognizes that different organizations require different ways of managing. The contingency approach to management is a view that the organization recognizes and responds to situational variables as they arise.

### **VI- Organization Culture and Environment**

The components of an organization's culture are as complex as the different aspects of an individual's personality. Today's managers must understand how the forces of an organization's internal and external environment influence, and sometimes constrain, its productivity. Managers must realize that organizational culture and organizational environment have important implications for the way an organization is managed.

Two perspectives concerning the role that managers play in an organization's success or failure have been proposed.

The omnipotent view of management maintains that managers are directly responsible for the success or failure of an organization. This view of managers as being omnipotent is consistent with the stereotypical picture of the "take-charge" executive who can overcome any obstacle in carrying out the

organization's objectives. When organizations perform poorly, someone must be held accountable and according to the omnipotent view, that "someone" is management.

The symbolic view of management upholds the view that much of an organization's success or failure is due to external forces outside managers' control. The influence that managers do have is seen mainly as a symbolic outcome. Organizational results are influenced by factors outside of the control of managers, including the economy, market changes, governmental policies, competitors' actions, the state of the particular industry, the control of proprietary technology, and decisions made by previous managers in the organization. The manager's role is to create meaning out of randomness, confusion, and ambiguity. According to the symbolic view, the actual part that management plays in the success or failure of an organization is minimal.

Reality suggests a synthesis; managers are neither helpless nor all powerful. Instead, the more logical approach is to see the manager as operating within constraints imposed by the organization's culture and environment.

#### **A. THE ORGANIZATION'S CULTURE**

Just as individuals have a personality, so, too, do organizations. We refer to an organization's personality as its culture.

Organizational culture is the shared values, principles, traditions, and ways of doing things that influence the way organizational members act. This definition implies:

- Individuals perceive organizational culture based on what they see, hear, or experience within the organization.
- Organizational culture is shared by individuals within the organization.
- Organizational culture is a descriptive term. It describes, rather than evaluates.

Seven dimensions of an organization's culture have been proposed

- Innovation and risk taking (the degree to which employees are encouraged to be innovative and take risks)
- Attention to detail (the degree to which employees are expected to exhibit precision, analysis, and attention to detail)
- Outcome orientation (the degree to which managers focus on results or outcomes rather than on the techniques and processes used to achieve those outcomes)
- People orientation (the degree to which management decisions take into consideration the effect on people within the organization)

- Team orientation (the degree to which work activities are organized around teams rather than individuals)
- Aggressiveness (the degree to which people are aggressive and competitive rather than easygoing and cooperative)
- Stability (the degree to which organizational activities emphasize maintaining the status quo in contrast to growth)

#### **Strong versus Weak Cultures**

Strong cultures are found in organizations where key values are intensely held and widely shared. Whether a company's culture is strong, weak, or somewhere in between depends on organizational factors such as size, age, employee turnover rate, and intensity of original culture. A culture has increasing impact on what managers do as the culture becomes stronger.

Most organizations have moderate-to-strong cultures. In these organizations, high agreement exists about what is important and what defines "good" employee behavior.

Culture is transmitted and learned by employees principally through stories, rituals, material symbols, and language.

An innovative culture should have these characteristics:

- Challenge and involvement
- Freedom
- Trust and openness
- Idea time
- Playfulness/humor
- Conflict resolution
- Debates
- Risk taking

#### **B. THE ORGANIZATION'S ENVIRONMENT**

The general environment includes these broad external conditions that may affect the organization: economic, political/legal, sociocultural, demographic, technological, and global conditions.

- Economic conditions include interest rates, inflation rates, changes in disposable income, stock market fluctuations, and the general business cycle.
- Political/legal conditions include the general political stability of countries in which an organization does business and the specific attitudes that elected officials have toward business.



- Sociocultural conditions include the changing expectations of society. Societal values, customs, and tastes can change, and managers must be aware of these changes.
- Demographic conditions, including physical characteristics of a population (e.g., gender, age, level of education, geographic location, income, composition of family) can change, and managers must adapt to these changes.
- Technological conditions, which have changed more rapidly than any other element of the general environment.
- Global factors include global competitors and global consumer markets. Environments differ in their amount of environmental uncertainty, which relates to:

(1) The degree of change in an organization's environment; and

(2) The degree of complexity in that environment.

Degree of change is characterized as being dynamic or stable. In a dynamic environment, components of the environment change frequently. If change is minimal, the environment is called a stable environment.

The degree of environmental complexity is the number of components in an organization's environment and the extent of an organization's knowledge about those components. If the number of components and the need for sophisticated knowledge is minimal, the environment is classified as simple. If a number of dissimilar components and a high need for sophisticated knowledge exist, the environment is complex.

As uncertainty is a threat to organizational effectiveness, managers try to minimize environmental uncertainty.

## Session 3: Planning & Strategic Management

### I- Foundations of Planning

- Planning is one of the four functions of management
- It involves defining the organization's goals
- Establishing an overall strategy for achieving these goals
- Developing plans for organizational work activities.

#### A- Purposes of Planning

- Gives direction to managers
- Reduces uncertainty
- Minimizes waste
- Establishes goals or standards for controlling

#### B- Planning and Performance

- Planning and implementation play a greater part in high performance
- If planning has not led to higher performance, the external environment is often the reason

#### C- The Role of Goals and Plans

- Planning is called the primary management function
- It establishes the basis for all other functions
- It involves two important elements: goals and plans

#### D- Types of Goals

##### 1- Financial goals versus Strategic goals

- Financial goals related to the financial performance of the organization
- Strategic goals are related to other areas of an organizations performance

##### 2- Stated Goals versus Real Goals

- Stated goals are official statements of what an organization says and what it wants its various stakeholders to believe its goals are
- Real goals are those that an organization actually pursues, as defined by the actions of its members



## E- Types of Plans

- Breadth
- Time frame
- Specificity
- Frequency of use

## F- Approaches to Establishing Goals

### 1- Traditional Goal Setting

- Goals are set at the top level of the organization and then broken into sub-goals
- Assumes that top managers know what is best because of their ability to see the “big picture”

### 2- Management by Objectives (MBO)

- It is a process of setting mutually agreed-upon goals
- These goals are used to evaluate the employee performance

## G- Characteristics of Well-Designed Goals

- Written in terms of outcomes
- Measurable and quantifiable
- Clear as to a time frame
- Challenging but attainable
- Written down
- Communicated to all organizational members

## H- Five Steps in Goals Setting

- Review the organization's mission
- Evaluate available resources
- Determine the goals individually
- Write down the goals and communicate them to all who need to know
- Review results and whether goals are being met

## I- Developing Plans

### Three Contingency Factors:

- Manager's level in the organization
- Degree of environmental uncertainty
- Length of future commitments

## J- Approaches to Planning

- Traditional Approach: Planning was done entirely by top-level managers
- Involvement Approach: Engage more members in the planning process

## K- Criticisms of Planning

- Planning may create rigidity
- Plans can't be developed for a dynamic environment
- Formal plans can't replace creativity
- Planning focuses managers' attention on today's competition
- Formal planning reinforces success

# II- Strategic Management

- It is what managers do to develop the organization's strategies
- It involves four basic functions:
  - Planning
  - Organizing
  - Leading
  - Controlling

## A- The Strategic Management Process

- Identifying Current Mission
- Internal Analysis
- External Analysis
- Formulating Strategies (SWOT, Alternatives, etc.)
- Implementing Strategies
- Evaluating Results

## B- Types of Organizational Strategies

### 1) Corporate Strategy

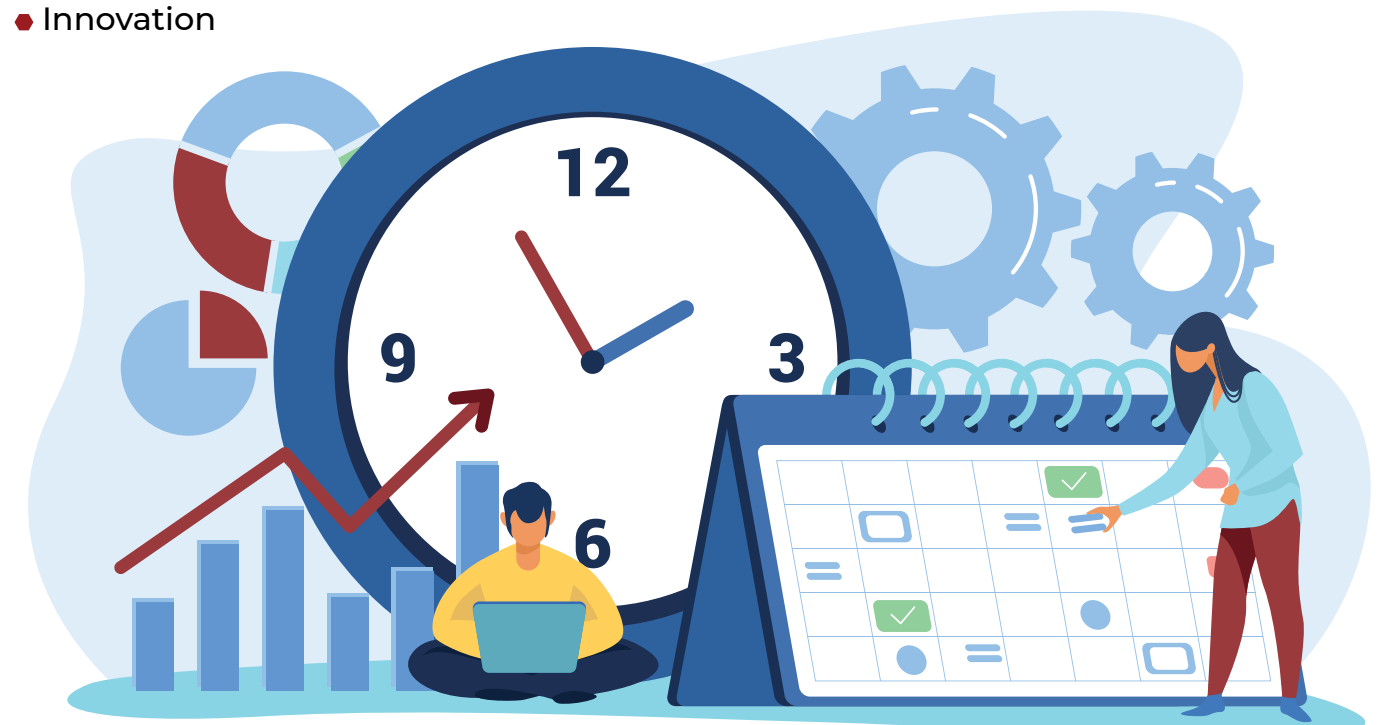
- Growth strategy
- Stability strategy
- Renewal strategy

### 2) Business (Competitive) Strategy

- Focused on how the organization will compete in each of its businesses
- Plays an important role in formulating the business strategy
- A competitive advantage is what sets an organization apart - its distinctive edge

## C- The New Directions Strategy

- E-Business
- Customer Service
- Innovation



# Topic 3

## Managerial Leadership

### Session 3: Planning & Strategic Management

#### I- Foundations of Planning

Planning is one of the four functions of management. Planning involves defining the organization's goals, establishing an overall strategy for achieving these goals, and developing plans for organizational work activities. The term planning as used in this chapter refers to formal planning.

##### A- Purposes of Planning

Planning serves a number of significant purposes.

- 1) Planning gives direction to managers and nonmanagers of an organization.
- 2) Planning reduces uncertainty.
- 3) Planning minimizes waste and uncertainty.
- 4) Planning establishes goals or standards used in controlling.

##### B- Planning and Performance

Although organizations that use formal planning do not always outperform those that do not plan, most studies show positive relationships between planning and performance. Effective planning and implementation play a greater part in high performance than does the amount of planning done. Studies have shown that when formal planning has not led to higher performance, the external environment is often the reason.

##### C- The Role of Goals and Plans in Planning

Planning is often called the primary management function because it establishes the basis for all other functions. Planning involves two important elements: goals and plans.

Goals (often called objectives) are desired outcomes for individuals, groups, or entire organizations.

##### D- Types of Goals

###### 1- Financial Goals versus Strategic Goals

Financial goals related to the financial performance of the organization while strategic goals are related to other areas of an organizations performance.

###### 2- Stated Goals versus Real Goals

Stated goals are official statements of what an organization says and what it wants its various stakeholders to believe its goals are. Real goals are those that an organization actually pursues, as defined by the actions of its members.

##### E- Types of Plans

1- Plans can be described by their breadth, time frame, specificity, and frequency of use:

- On the basis of Breadth plans can be Strategic or operational plans. Strategic plans (long-term plans) are plans that apply to the entire organization, establish the organization's overall goals, and seek to position the organization in terms of its environment. Operational plans (short-term plans) are plans that specify the details of how the overall goals are to be achieved.

- On the basis of Time frame plans can be Short-term or long-term plans. Short term plans are plans that cover one year or less. Long-term plans are plans with a time frame beyond three years.

- On the basis of Specificity plans can be Specific or directional plans. Specific plans are plans that are clearly defined and leave no room for interpretation. Directional plans are flexible plans that set out general guidelines.

- On the basis of Frequency of use plans can be Single-use or standing plans. A single-use plan is a one-time plan specifically designed to meet the needs of a unique situation. Standing plans are ongoing plans that provide guidance for activities performed repeatedly.

##### F- Approaches to Establishing Goals

Goals can be established through the process of traditional goal setting or through MBO (management by objectives).

1- Traditional goal setting is an approach to setting goals in which goals are set at the top level of the organization and then broken into sub-goals for each level of the organization.

Traditional goal setting assumes that top managers know what is best because of their ability to see the "big picture." Employees are to work to meet the goals for their particular area of responsibility.

This traditional approach requires that goals must be made more specific as they flow down to lower levels in the organization. In striving to achieve specificity, however, objectives sometimes lose clarity and unity with goals set at a higher level in the When the hierarchy of organizational goals is clearly defined, it forms an integrated means end chain—an integrated network of goals in which the accomplishment of goals at one level serves as the means for achieving the goals, or ends, at the next level.

2- Management by objectives (MBO) is a process of setting mutually agreed-upon goals and using those goals to evaluate employee performance. Studies of



actual MBO programs confirm that MBO can increase employee performance and organizational productivity.

However, top management commitment and involvement are important contributions to the success of an MBO program. The following steps are involved in a typical MBO program:

- The organizations overall objectives and strategies are formulated
- Major objectives are allocated among divisional and departmental units.
- Unit managers collaboratively set specific objectives for their units with their managers
- Specific objectives are collaboratively set with all department members
- Action plans, defining how objectives are to be achieved, are specified and agreed upon by managers and employee
- The action plans are implemented
- Progress toward objectives is periodically reviewed, and feedback is provided
- Successful achievement of objectives is reinforced by performance based rewards
- Whether an organization uses a more traditional approach to establishing objectives, uses some form of MBO, or has its own approach, managers must define objectives before they can effectively and efficiently complete other planning activities.

#### **G- Characteristics of Well-Designed Goals**

- 1- Written in terms of outcomes
- 2- Measurable and quantifiable
- 3- Clear as to a time frame
- 4- Challenging but attainable
- 5- Written down
- 6- Communicated to all organizational members

#### **H- Five Steps in Goals Setting**

- 1- Review the organization's mission (the purpose of the organization).
- 2- Evaluate available resources.
- 3- Determine the goals individually or with input from others.
- 4- Write down the goals and communicate them to all who need to know.
- 5- Review results and whether goals are being met. Make changes as needed.

#### **I- Developing Plans**

The process of developing plans is influenced by three contingency factors and by the particular planning approach used by the organization.

#### **Three Contingency Factors in Planning:**

- **Manager's level in the organization:** Operational planning usually dominates the planning activities of lower-level managers. As managers move up through the levels of the organization, their planning becomes more strategy oriented.
- **Degree of environmental uncertainty:** The greater the environmental uncertainty, the more directional plans should be, with emphasis placed on the short term. When uncertainty is high, plans should be specific, but flexible. Managers must be prepared to rework and amend plans, or even to abandon their plans if necessary.
- **Length of future commitments:** According to the commitment concept, plans should extend far enough to meet those commitments made today. Planning for too long or for too short a time period is inefficient and ineffective.

#### **J- Approaches to Planning**

In the traditional approach, planning was done entirely by top-level managers who were often assisted by a formal planning department.

Another approach to planning is to involve more members of the organization in the planning process. In this approach, plans are not handed down from one level to the next, but are developed by organizational members at various levels to meet their specific needs.

#### **K- Criticisms of Planning**

Although planning is an important managerial function with widespread use, five major arguments have been directed against planning:

- Planning may create rigidity.
- Plans can't be developed for a dynamic environment.
- Formal plans can't replace intuition and creativity.
- Planning focuses managers' attention on today's competition, not on tomorrow's survival.
- Formal planning reinforces success, which may lead to failure.

The external environment is constantly changing. Therefore managers should develop plans that are specific, but flexible. Managers must also recognize that planning is an ongoing process, and they should be willing to change directions if environmental conditions warrant. Flexibility is particularly important. Managers must remain alert to environmental changes that could impact the effective implementation of plans, and they must be prepared to make changes as needed.

## **II- Strategic Management**

The present day news is filled with examples of changing organizational strategies like Mergers, Strategic alliances, Downsizing, Spin-offs and Global expansion.

Managers must carefully consider their organization's internal and external environments as they develop strategic plans. They should have a systematic means of analyzing the environment, assessing their organization's strengths and weaknesses, identifying opportunities that would give the organization a competitive advantage, and incorporating these findings into their planning. The value of thinking strategically has an important impact on organization performance.

Strategic Management is what managers do to develop the organization's strategies. It involves all four of the basic management functions—planning, organizing, leading, and controlling.

Strategic management is important for organizations as it has a significant impact on how well an organization performs. In today's business world, organizations of all types and sizes must manage constantly changing situations. Today's companies are composed of diverse divisions, units, functions, and work activities that must be coordinated. Strategic management is involved in many of the decisions that managers make.

The Strategic Management Process is a six-step process that encompasses strategic planning, implementation, and evaluation.

- **Identifying the Organization's Current Mission, Objectives, and Strategies:** Every organization needs a mission, which is a statement of the purpose of an organization. The mission statement addresses the question: What is the organization's reason for being in business? The organization must identify its current objectives and strategies, as well.

- **Internal Analysis:** Internal analysis should lead to a clear assessment of the organization's resources and capabilities. Any activities the organization does well or any unique resources that it has are called strengths. Weaknesses are activities the organization does not do well or resources it needs but does not possess. The organization's major value-creating skills and capabilities that determine its competitive weapons are the organization's core competencies. Organizational culture is important in internal analysis; the company's culture can promote or hinder its strategic actions. SWOT analysis is an analysis of the organization's strengths, weaknesses, opportunities, and threats.

- **External Analysis:** Managers in every organization need to conduct an external analysis. Influential factors such as competition, pending legislation, and labor supply are included in the external environment. After analyzing the external environment, managers must assess what they have learned in terms of opportunities and threats. Opportunities are positive trends in external environmental factors; threats are negative trends in environmental factors. Because of different resources and capabilities, the same external environment can present opportunities to one organization and pose threats to another.

- **Formulating Strategies:** After the SWOT, managers develop and evaluate strategic alternatives and select strategies that are appropriate. Strategies need to be established for corporate, business, and functional levels.

- **Implementing Strategies**

- **Evaluating Results** to know how effective the strategies have been and if any adjustments are necessary.

## **Types of Organizational Strategies**

Strategic planning takes place on three different and distinct levels: corporate, business, and functional.

### **1- Corporate Strategy:**

It is an organizational strategy that determines what businesses a company is in, should be in, or wants to be in, and what it wants to do with those businesses. There are three main types of corporate strategies:

- A growth strategy is a corporate strategy that is used when an organization wants to grow and does so by expanding the number of products offered or markets served, either through its current business) or through new businesses.
- A stability strategy is a corporate strategy characterized by an absence of significant change in what the organization is currently doing.
- A renewal strategy is a corporate strategy designed to address organizational weaknesses that are leading to performance declines. Two such strategies are retrenchment strategy and turnaround strategy.

## **Corporate Portfolio Analysis:**

It is used when an organization's corporate strategy involves a number of businesses. Managers can manage this portfolio of businesses using a corporate portfolio matrix, such as the BCG matrix. The BCG matrix is a strategy tool that guides resource allocation decisions on the basis of market share and growth rate of Strategic Business Units (SBUs).

## 2- Business (Competitive) Strategy:

A Business Strategy (also known as a competitive strategy) is an organizational strategy focused on how the organization will compete in each of its businesses. Competitive advantage plays an important role in formulating the business strategy. A competitive advantage is what sets an organization apart, that is, its distinctive edge. An organization's competitive advantage can come from its core competencies.

If implemented properly, quality can be one way for an organization to create a sustainable competitive advantage. An organization must be able to sustain its competitive advantage; it must keep its edge despite competitors' action and regardless of major changes in the organization's industry.

Michael Porter's work explains how managers can create and sustain a competitive advantage that will give a company above-average profitability. Industry analysis is an important step in Porter's framework. He says there are five competitive forces at work in an industry; together, these five forces determine industry attractiveness and profitability. Porter proposes that the following five factors can be used to assess an industry's attractiveness:

- i.** Threat of new entrants. How likely it is that new competitors will come into the industry? Managers should assess barriers to entry, which are factors that determine how easy or difficult it would be for new competitors to enter the industry.
- ii.** Threat of substitutes. How likely is it that products of other industries could be substituted for a company's products?
- iii.** Bargaining power of buyers. How much bargaining power do buyers (customers) have?
- iv.** Bargaining power of suppliers. How much bargaining power do a company's suppliers have?
- v.** Current rivalry. How intense is the competition among firms that are currently in the industry?

According to Porter, managers must choose a strategy that will give their organization a competitive advantage. Porter identifies three generic competitive strategies. Which strategy managers select depends on the organization's strengths and core competencies and the particular weaknesses of its competitor(s). Based on the above analysis, only three types of generic strategies are available to organizations to choose from. They are:

- a.** A cost leadership strategy is a business or competitive strategy in which the organization competes on the basis of having the lowest costs in its industry.

- b.** A differentiation strategy is a business or competitive strategy in which a company offers unique products that are widely valued by customers.

- c.** A focus strategy is a business or competitive strategy in which a company pursues a cost or differentiation advantage in a narrow industry segment. An organization that has been not been able to develop either a low cost or a differentiation competitive advantage is said to be "stuck in the middle."

## Functional Strategy

These are strategies used by an organization's various functional departments to support the business or competitive strategy

## New Directions in Organizational Strategies

- **E-Business Strategies.** Using the Internet, companies have created knowledge bases that employees can tap into anytime, anywhere. E-business as a strategy can be used to develop a sustainable competitive advantage; it can also be used to establish a basis for differentiation or focus.
- **Customer Service Strategies.** These strategies give customers what they want, communicate effectively with them, and provide employees with customer service training.
- **Innovation Strategies.** These strategies focus on breakthrough products and can include the application of existing technology to new uses.



## Session 4: Team Leadership

### I- 10 Characteristics of High-Performing Teams

- |                    |                                     |
|--------------------|-------------------------------------|
| 1. Purpose         | 6. Clear communication and feedback |
| 2. Roles           | 7. Effectiveness                    |
| 3. Priorities      | 8. Personalities                    |
| 4. Standards       | 9. Conflict resolution              |
| 5. Decision-making | 10. Success                         |

### II- The Three Elements

- Sense of loyalty
- Commitment to the organization
- Spirit of genuine camaraderie

### III- Team Problems & Solutions

- |                                      |  |
|--------------------------------------|--|
| 1. Poor Communication                | 6. No Team Recognition                       |
| 2. Zero Trust                        | 7. Unexpected Changes Management             |
| 3. Underlying Tension                | 8. Conflicting Goals                         |
| 4. Minimum Interaction or Engagement | 9. Low Transparency                          |
| 5. No Long-Term Planning             | 10. Adopting Incorrect Team Management Model |

#### 1. Poor Communication

**Solution:** Introduce new communication channels and encourage your employees to participate.

#### 2. Zero Trust

**Solution:** Explain your thought process. To minimize misunderstanding, communicate your intentions and reasons for doing something.

#### 3. Underlying Tension

**Solution:** Talk to tense workers privately when you notice signs of conflicts to understand the reason for their conflict and their different backgrounds and viewpoints.

#### 4. Minimum Interaction or Engagement

**Solution:** Provide feedback. Hold regular one-on-one meetings with team members to discuss their progress and achievements.

#### 5. No Long-Term Planning

**Solution:** Build a project schedule and share it with your team. Project schedules contain detailed structure, start and due dates, tasks and people in charge.

#### 6. No Team Recognition

**Solution:** Introduce a task management approach where your employees can see their progress and change the status of the finished tasks.

#### 7. Unexpected Changes Management

**Solution:** Articulate changes and set new goals.

#### 8. Conflicting Goals

**Solution:** Compare the conflicting approaches and pick one that is best in the given circumstances.

#### 9. Low Transparency

**Solution:** Share your product and project development plans with your team and encourage discussions.

#### 10. Adopting Incorrect Team Management Model

**Solution:** Brush up project management approaches.

## IV- Things Great Team Leaders Do

### What is a Team Leader?

- Responsible for guiding the team
- In charge of creating a collaborative work environment
- Delegates work, oversees progress towards goals, and coaches

### Team Leader Job Description:

- Team Leader can have all sorts of roles

### A- Team Leader Main Responsibilities

- Organizing work
- Communicating goals
- Connecting work to context
- Delegating tasks
- Leading by example
- Allocating and managing resources
- Problem solving
- Managing project progress
- Reporting progress to stakeholders
- Coaching to improve team member skill sets
- Motivating team members to accomplish their goals
- Nurturing team member strengths and identifying areas for improvement
- Representing and advocating for team needs

**B- Team Leader vs. Project Manager**

- ◆ A Team Leader's goal is to inspire, motivate and encourage members
- ◆ A Project Manager is often more focused on deliverables

**C- 10 Top Team Leader Skills**

- |                        |                            |
|------------------------|----------------------------|
| 1. Goal Management     | 6. Problem-Solving         |
| 2. Moving Work Forward | 7. Time Management         |
| 3. Communication       | 8. Workload Management     |
| 4. Organization        | 9. Team Building           |
| 5. Delegating          | 10. Mentoring and Coaching |



## Topic 3

### Managerial Leadership

#### Session 4: Team Leadership

**I- Characteristics of High-Performing Teams**

Teamwork is important on any job site. To maximize your team's ability to work together, strive for these characteristics of well-functioning teams.

Most jobs require employees to engage in some amount of teamwork. Usually, this leads to multiple qualified minds working on the same goal. However, teamwork can occasionally go awry. In order to help your team perform at a high level, make sure everyone understands these 10 characteristics of well-functioning teams.

**1. Purpose**

In order to achieve anything with teamwork, each individual on the team must share the same goal. This is one of the reasons purpose-based work is so important. If everyone on the team shares the same ideals, then the team is far more likely to be successful.

**2. Roles**

Every person on the team must fulfill a specific role, and every team member should have a clear understand of what his or her role requires. Team leaders should know what they need to do in order to lead, and employees should know what they are expected to contribute to the project.

**3. Priorities**

Each team member needs to know which duties need to be fulfilled first in order for the project to be completed on time. This way, the most critical components of the project are finished when the team gets together.

**4. Standards**

There should be a set quality standard for the project, and each member of the team should know how hard he or she has to work in order to deliver a high-quality end result. This helps ensure that no team member slacks off or overcompensates for anyone else.

**5. Decision-making**

In order to have a well-functioning team, someone should be able to make

decisions, and the rest of the team members should execute these decisions. This helps make sure that the team maintains a common goal. However, decision-makers need to be sure they are being effective leaders in order to keep the team functioning at a high level.

#### **6. Clear communication and feedback**

Everyone on the team should be able to give and receive thoughtful, considerate feedback. Members should feel like they can ask one another for help without facing ridicule. Overall, team members should be able to learn from this project.

#### **7. Effectiveness**

Teams need to work effectively in order to make sure that no one wastes time in unproductive discussions.

#### **8. Personalities**

With so many different people coming together, it's easy for an individual to feel like their thoughts and ideas don't matter. A well-functioning team makes sure everyone gets an opportunity to share their ideas so nobody feels stifled.

#### **9. Conflict resolution**

When multiple people come together on a project, butting heads is common. Trying to eliminate conflict altogether doesn't usually work, and ignoring the conflict often makes the problem even worse. The best teams know that the best way to deal with conflict is address the issue directly, quickly, and respectfully.

#### **10. Success**

In order to be successful as a team, everyone on the team must have the same understanding of what makes a project successful. If everyone is on the same page about what it takes to be successful, then no one will feel like the project is incomplete once the team stops working.

## **II- The Three Elements**

Well-functioning teams are the foundation of modern workplace, and a source of competitive advantage for corporations that develop innovative products and deliver superior performance to investors.

Well-functioning teams include three elements: a strong sense of loyalty and commitment to the organization, a spirit of genuine camaraderie among team members, and consistent willingness to sacrifice personal interest in favor of the

larger good. With these assets in place, an organization is much more likely to enjoy the many advantages of an enhanced decision-making process.

By way of illustration, let's imagine a team meeting in which eight colleagues gather to formulate plans for an important new product line. Though there are obvious pressures, the atmosphere at the meeting remains open, tolerant, and convivial. As the meeting unfolds, a flurry of innovative ideas is put forward. There is no sense of constraint restriction. Everyone feels perfectly at ease in presenting a wide variety of novel and provocative suggestions. The subsequent discussions are candid, even blunt, but they never deteriorate to a level of ill-spirited bickering.

## **III- Team Problems & Solutions**

### **1. Poor Communication**

Team members who have not yet mastered the art of communication might struggle to work collaboratively in a group. A team member that keeps information to themselves might be missing out on an opportunity to assist another team member. A person who does not share information or care about helping others does not understand what it means to work in a team. Team members with strong communication skills do not hesitate to share any piece of information they find relevant to the project. Some team members even go out of their way to share information that they believe might benefit another team member working on something completely out of their scope.

Solutions: Introduce new communication channels and encourage your employees to participate. Here are a few ideas:

- Schedule weekly work team meetings to get each team member share their goals for the week, highlight blockers and look for solutions together.
- Create a safe space for workplace communication. Introduce an environment where people could feel comfortable expressing their ideas, voicing criticism, and asking "stupid" questions.
- Introduce work collaboration tools such as time tracking software and encourage your employees to participate in the ongoing assignments and projects.

### **2. Zero Trust**

Teams are built on trust. If there is no trust in a group, they are at risk of becoming dysfunctional. There has to be a certain level of mutual understanding in order for a team to grow and succeed. For example, if one team member does not trust that the leader has the team's best interest at heart, they may resist taking action



or purposefully hinder the team's productivity. Trust is the foundation for any team willing to succeed.

**Solutions:**

- Explain your thought process. To minimize misunderstanding, communicate your intentions and reasons for doing something. This way, you give them a ground to trust what you do and why you're doing it.
- Extend trust to others. For example, instead of micromanaging your team, set clear expectations and sit back. Otherwise, this lack of trust will hurt their morale and productivity.
- Take responsibility for failures and teach your team to do the same. Never blame or shame employees for their mistakes and promote a supportive environment.

### 3. Underlying Tension

Workplace tensions account for up to 80% of all team problems. It often leads to absenteeism, lowered productivity, economic losses for the company and other negative consequences. So, before tensions grow into conflicts and become a deeper issue, they need to be resolved as quickly as possible.

**Solutions:**

- Talk to tense workers privately when you notice signs of conflicts to understand the reason for their conflict and their different backgrounds and viewpoints. Consider the opposing perspectives to each of them in a private talk and come up with a positive resolution.
- Introduce an open-door policy that encourages employees to discuss similar situations with you and in doing so, showing them as employees who are proactively interested in workplace wellbeing.

### 4. Minimum Interaction or Engagement

Team members might become apathetic if they have lost interest in the project. If a team leader notices this occurring, they might need to explore why. Has the project gone off track? Is the team member not being appreciated? Is there a conflict that needs to be addressed to regain a team member's interest? Whatever it is, get to the root of the problem.

**Solutions:**

- Provide feedback. Hold regular one-on-one meetings with team members to discuss their progress and achievements and establish conditions for pay raise and promotion to fuel their motivation and engagement.
- Gather feedback from them. Use one-on-one meetings to ask your team

members how they manage, if they'd like to take on new responsibilities or switch projects. Pay attention to employees who slack off and take more absences – investigate each case: maybe they are burnt out or completely lost interest in the job.

- Recognize top performers. Appreciate engaged employees, take time to acknowledge their efforts and award them with incentives.

### 5. No Long-Term Planning

A project might suffer if there is no precise long-term planning. Ideally, a long-term plan will be presented as early as the project kickoff meeting. While this might not always be possible, long-term plans should be put into place at one of the earlier stages for the group's advantage. Without a long-term plan in place, it might look like there is no end to the project in sight, resulting in the team members losing interest. No long-term planning means the project appears to exist without purpose, which is not ideal for the business' growth.

**Solutions:**

- Build a project schedule and share it with your team. Project schedules contain detailed project structure, start and due dates, tasks and people responsible for them, which help your team get the big picture and a better understanding of their role in the project.
- Introduce a project management tool that allows time and task management, visualizing project progress and building reports to see how your projects and team members are doing.

### 6. No Team Recognition

While this may not be considered an obvious problem, it can develop into one if team members feel underappreciated. For any project, it is important to have milestones laid out so that teams can feel proud of their accomplishments and use them to reflect on the progress they have made as a group. One of the things that improves group productivity and team culture is team recognition, which is why it can be a strategy to help avoid team members getting upset on the project.

**Solutions:**

- Introduce a task management approach where your employees can see their progress and change the status of the finished tasks. Otherwise, work will feel tiring and never-ending to them leading to decreased engagement and performance.

### 7. Unexpected Changes Management

Changes are expected on every project. Accommodations will likely have to be

made regularly. If the team has no idea how to handle these changes, it might make their progress suffer. It is considered a skill to learn how to roll with the punches, which is something you might want to introduce in your team's training. As unexpected changes often induce stress, team members should know how to deal with this too.

**Solutions:**

- Articulate changes and set new goals. When the direction of the project changes, your team may feel disoriented and their previous efforts unappreciated and gone in vain. So, celebrate the old and explain the prospects of the newly introduced changes.

- Be engaging and supporting. While your employees are adopting new perspectives, they will probably have a lot of questions and struggles. Be patient, help them obtain stability and focus.

### 8. Conflicting Goals

Members might have conflicting goals regarding how they expect the project to benefit them as an individual. A team member might be focused on honing their skills more in one area than another. For example, suppose one team member prefers to take an accounting approach on an asset management problem while the other takes a financial approach. In that case, this might cause issues if the teammates cannot agree on what method is best for the specific project.

**Solutions:**

- Compare the conflicting approaches and pick one that is best in the given circumstances. Talk to the side whose initiative has been turned down, explain your reasons for choosing the other option and highlight the experience they will get applying new thinking in their work.

### 9. Low Transparency

Lack of trust is one the most common team problems that requires transparency to be resolved. There cannot be any secrets within a group, or it might damage a business's reputation. Team leaders are responsible for establishing a high level of transparency to earn the respect of their team members. If transparency clearly exists at higher levels, it will influence the rest of the group to follow suit.

**Solutions:**

- Share high-level plans. Share your product and project development plans with your team and encourage discussions. Your team members may offer refreshing perspectives and ideas that you may be missing, so be supportive and spare no praise.

- Establish open communication channels where you share messages and announcements with employees across departments.

### 10. Adopting Incorrect Team Management Model

Particular clear-cut team management models may work for some teams, such as the waterfall or agile model. However, the best team management strategy to avoid issues down the road is to opt for a hybrid approach combining both models. Team members will not be limited by the restrictions from a single model. An alternative, a more flexible approach can be implemented from the start to help members more easily adapt to changing project requirements.

**Solutions:**

- Brush up project management approaches. Project management offers several methodologies to choose from and even more techniques to apply and combine. Review these to build the most effective approaches in any given circumstances.

- Implement team management tools. For example, with time tracking software, they can more easily identify areas that take a lot of their focus but generate little results.

## IV- Things Great Team Leaders Do

If you're responsible for guiding a team of people towards an end goal, you're a team leader. While this role is similar to that of a project manager, team leaders also bring an element of mentorship and coaching to their team. In this article, we take a look at a team leader's core responsibilities, plus 10 things you can do to become a master team leader.

There may be no "i" in team, but every great team has a team leader. Team leaders are responsible for everything from day-to-day operations to ensuring that their team members are best supported to achieve their goals.

Depending on your company structure, it can be a bit unclear what a team leader's responsibilities are and how this role is different from a project manager. In this article, we cover what a team leader is—and isn't—and take a look at 10 tips to help you become a great team leader.

### What is a team leader?

A team leader is responsible for guiding a team of people during a particular

initiative or towards a specific goal. Team leaders aren't necessarily team managers—these roles are often separate from people management roles. The team leader is specifically responsible for creating a collaborative work environment and determining the direction of a particular project or program.

A team leader provides guidance and instruction to a working group about a project or portfolio of projects. They are in charge of delegating work, overseeing progress towards goals, and coaching team members as needed. Team leads often serve as de-facto mentors for the team, even if they don't have a manager title.

### What is a team leader's job description?

"Team leader" isn't usually a job description. As a result, team leaders can have all sorts of roles, from management titles to individual contributor positions. Team leaders sometimes also have project manager or program manager roles, which clearly indicate that they're in charge of organizing work even if they aren't directly managing any team members.

### What does a team leader do?

A team leader is responsible for a specific body of work, like a project, program, or portfolio of programs.

#### A- Team Leader Main Responsibilities:

- Organizing work
- Communicating goals
- Connecting work to context
- Delegating tasks
- Leading by example
- Allocating and managing resources
- Problem solving
- Managing project progress
- Reporting progress to stakeholders
- Coaching to improve team member skill sets
- Motivating team members to accomplish their goals
- Nurturing team member strengths and identifying areas for improvement
- Representing and advocating for team needs

#### B- Team Leader vs. Project Manager

Oftentimes, a team leader's skills overlap with project management skills. This is normal—on a lot of teams, the team leader and project manager are one and the same.

The best way to think about the difference is to focus on the person's goals. A team leader's goal is to motivate and encourage their team members so they can get good work done.

A project manager is often more focused on deliverables and tasks that need to be accomplished.

#### C- 10 Top Team Leader Skills

Regardless of the type of project you're leading, a good team leader is able to confidently manage and communicate with their team. Here are 10 skills you need to get started:

##### 1. Goal management

One of the most valuable things you can do as a team lead is to answer the question: Why does this work matter?

Every project supports a team or company goal—but oftentimes, goals are disconnected from daily work. When team members don't understand what goals their work supports, they're less motivated to get good work done.

Good team leaders provide context, so team members understand why their work matters and how their work fits into the larger company vision. With that context, team members can more effectively prioritize tasks and ensure they get their highest-impact work done at the right time.

##### 2. Moving work forward

Once your team understands what goals they're supporting, they also need a clear way to visualize how they're going to get there. As the team leader, think of yourself as the captain of the ship: you're responsible for orienting the crew towards your destination and figuring out exactly how you're going to get there. There are three main elements to ensure work moves forward in an effective way:

**a. Clarify metrics.** Team members can't know if they're on the right track if they don't have a clear sense of what they're working towards. So before you get started, set SMART goals to define how you'll measure success and create measurable goals.

**b. Track progress.** It isn't enough to know where you're going—you also need to know where you are in relation to your goal. Make sure your team members have a clear way to visualize the project timeline and see who's doing what by when.

**c. Communicate updates.** As the team lead, it's also your responsibility to monitor progress and share updates with the project team and any relevant stakeholders. The best way to do this is with project status reports, which give your team a clear sense of whether your project is on track, at risk, or off track.



### 3. Communication

Like any leadership position, team leads need excellent communication skills. This includes communicating with team members about work, updating project stakeholders about progress, and coordinating with any cross-functional partners on behalf of the project team's needs. Notably, communication includes both verbal and nonverbal communication. In fact, a lot of communication comes through body language and facial expressions.

Important elements of communication include:

- 1:1 or face-to-face communication
- Asynchronous communication
- Nonverbal communication
- Building rapport
- Giving feedback
- Effective listening, like active listening
- Conflict resolution

Interpersonal skills like communication take time to develop. Don't worry if communication isn't your strong suit now. If you're getting started learning how to build good rapport, start with a communication plan. A communication plan is a blueprint of what should be communicated where, like what happens asynchronously in your project management tool and what is shared during your weekly team meetings.

Read: Why it's time to prioritize your emotional intelligence

### 4. Organization

Team leaders are often project managers, but even if you aren't a project manager, you're still responsible for organizing your team's work. As a team leader, you're guiding your team towards an end objective or goal—and organization is a key element of getting there.

Think of organizing information like creating a single source of truth. Your team needs to be able to count on you and trust that you have the information they need.

The best way to set up a great organizational system for your entire team is to use a work management tool like Asana. Asana helps you track work, manage projects, and share progress towards your goals. When everyone understands exactly who's doing what by when, they're empowered to get their best work done.

### 5. Delegating

The best team leaders know that they can't do everything by themselves. The whole is greater than the sum of its parts, and that's a key facet of team leadership as well. Delegating is a key part of coaching and mentoring. Not only does delegating unblock your work—it also gives team members opportunities to try new skill sets.

To delegate effectively, you must first understand each team member's strengths, weaknesses, and interests. That way, you know what you should send their way, and what new skills they're most interested in learning. Keep in mind that the team members you delegate work to may do things differently than you would have—part of delegating is learning to let go and give your team members the reins.

If you have trouble delegating work, try creating an Eisenhower Matrix. Or when in doubt, follow this easy four step process:

- a. Identify work that can be delegated.
- b. Clarify urgency and importance so team members can prioritize work.
- c. Provide any required training.
- d. Trust, but verify.

### 6. Problem-solving

No project goes off without a hitch. That's why team leaders must be good problem solvers who can think on their feet. To do this, practice using context to prioritize your most important work and identify which problems need to be solved first in order to make the best decision for your team.

If you're new to problem solving, try answering the following questions:

- How is the team going to approach the work?
- What's most important?
- What do they have to focus on?
- How will this decision impact the team?

Read: Turn your team into skilled problem solvers with these problem-solving strategies

### 7. Time management

Team leaders are master time managers—they have a great sense of how to prioritize work. In order to develop your time management skills, try implementing some time management strategies and tools to get the most out of your day. You can also encourage your team members to do the same and shop around for a time management strategy that works best for them.

If you're not sure where to begin, try:

- The GTD method, which focuses on cataloguing information in an external tool so you can use your brainpower for high-impact work.
- Time blocking, which focuses on grouping similar tasks to work on all at once and scheduling those time blocks in your calendar.
- The Pomodoro Technique, which establishes a set of sprints and breaks to help you maximize your productivity and focus.
- The Pareto principle, also known as the 80/20 rule, which helps you get 80% of your work done with 20% of effort.
- The eat the frog method, which states that in order to get your best work done, you should tackle your biggest task (your frog) at the very beginning of the day.

### 8. Workload management

As a team leader, you're ultimately responsible for helping your team accomplish their goals. Part of this is making sure work is progressing on track and no one is getting close to burnout. During team meetings and 1:1s, ask your team members how they're feeling about their workload and if there's anything they need to deprioritize, defer, or delegate.

As the team leader, you should have a sense of what your team members have on their plates. But this isn't something you can always keep in your head, especially as your team grows. Instead, try using a workload management tool to keep track of what each team member is working on. This is especially important if your team members are working across projects, and have work that you don't necessarily know about. If everything is in one place, you can quickly see what's on their plate and prevent overwork.

### 9. Team building

Team leaders aren't just the organizational masterminds behind a group of people—you're also responsible for encouraging and motivating your team. In order to be an effective leader, spend time on team building and make sure everyone feels like a part of the team.

Team building starts with ensuring everyone understands the team goals so you can move together towards the final deliverable, but it doesn't end there. To build an effective team:

- Check in on a weekly or daily basis, depending on how long the project runs for.
- Evaluate team performance and cheer your team members on.
- Spend some time on team building games.
- Try icebreaker questions to get to know your team better.

### 10. Mentoring and coaching

A big part of a team leader's role is to provide coaching, training, and mentoring where applicable. Your team members may be new to this type of initiative, or they may have questions about how to complete a particular task. If you know how to solve their problem, you can provide coaching as needed—if not, direct them to the best person to answer their question.

Even if you're an individual contributor instead of a people manager, as a team leader you're responsible for supporting and encouraging your project team members. Invest in your leadership skills and build your emotional intelligence so you can support your team members when they need it.

Keep everything organized with project management

You can't do your work effectively if you don't have a clear way to communicate and share information with your team members. To increase visibility across your team, try project management tools. Give team members the clarity they need to stay in sync, collaborate effectively, and get their best work done.



## TOPIC 4: CROSS CULTURAL TEAMS





## Session 1: Cultural Barriers & Team Building

### I- Obstacles

#### 1- Language

It is one of the greatest barriers to building a team of members from various cultures.

#### 2- Trust

It is a very important part of any successful team.

#### 3- Communication

- Various cultures communicate differently
- Failing to understand how each member of your team communicates can hinder your team building efforts

#### 4- Norms

Every culture has its own feelings about work, authority, time and what each person's relationship to the organization

#### 5- Stereotypes and Prejudices

- They are mostly negative images or preconceived notions about a specific community, group or culture (Ex: all Germans are punctual).
- This creates prejudice among people of different cultures and causes judgmental attitudes towards one another.

#### 6- Signs and Symbols

Non-verbal communication are very common ones

#### 7- Behaviors and Beliefs

- Body language, gestures, and mindsets
- Ex: Time factor

#### 8- "Us" versus "Them"

This may lead to a sense of alienation

### II- Ways to Overcome Cultural Barriers

#### 1- Define what Behaviors are Acceptable

Not all behaviors specific to a particular culture will negatively impact your employee's performance

#### 2- Adaptation

For some cultures, disagreeing with coworkers and especially superiors is not appropriate at the workplace, but is possible in a non-work environment

#### 3- Organize a Cross-Cultural Training

The purpose is to educate managers on how to lead their multicultural teams with success.

#### 4- Address Language Barriers

- The purpose is to educate managers on how to lead their multicultural teams with success
- People from different countries may speak differently even if you both use the same language

#### 5- Prepare for Cultural Differences

- People are viewed through the lens of our own culture
- Learn about the differences beforehand

#### 6- Promote Appreciation of Diversity

Create an organization's culture that fosters an understanding of other cultures

#### 7- Be Open-Minded

Keep in mind that cultural differences can be both subtle and obvious

#### 8- Flexibility

Modify your plans according to your team members' needs and priorities

# Topic4

## Cross Cultural Teams

### Session 1: Cultural Barriers & Team Building

These days, rarely will you work alone on a major project at work. Team environments, in which each person in a department or representatives from different functions in the company work together, have become the norm. As a result, employees are expected to build strong teams. As workplaces become more diverse, though, sometimes the differences between cultures can cause conflicts or misunderstandings and prevent teams from achieving maximum performance. Several common cultural barriers can affect teams.

#### I- Obstacles

##### **1- Language**

It is one of the greatest barriers to building a team of members from various cultures. Not only can there be a situation in which members speak different languages, but not understanding culturally-specific idioms and terms can cause problems within the team. For example, Americans tend to use sports and military metaphors in business that are meaningless to people from other parts of the world. Even among those who speak English, though, the same phrase can mean different things depending on whether a team member is from the U.S., Canada, the United Kingdom or Australia. For example, when something “bombs” in the U.S., it’s a bad thing, but to those from the U.K., a bomb is a phenomenal success. Keeping these language issues in mind can help you build stronger multicultural teams.

##### **2- Trust**

Among the members, it is an important part of any successful team, but for some cultures, trust takes time to build, hindering the effectiveness of the team in the short term. For example, in China, Latin American or Arab countries, people often need to build trust on a personal level -- discussing family, sports, politics and the like -- before they are willing to conduct business. Americans, on the other hand, often tend to trust their work colleagues, or are at least willing to discuss business matters, as soon as they are introduced. These cultural differences create a disconnect and impede the team building efforts.

##### **3- Communication**

Various cultures communicate differently, and failing to understand how each member of your team communicates can hinder your team building efforts. In

some cultures, for example, people prefer a more indirect or tempered style of communication than the candor and direct feedback that is valued in the U.S. Without getting to know the other people on the team on a personal level, these people may feel intimidated or offended by the team communication style, hindering the team building efforts. Even understanding how simple expressions or gestures are interpreted in various cultures can prevent misunderstandings and team breakdown.

##### **4- Cultural Norms**

According to executive coach and trainer Richard Koonce, every culture has its own feelings about work, authority, time and what each person’s relationship to the employer or organization should be. Failing to understand these perspectives can cause your team to fall apart before it even gets started. For example, in some Latin American cultures, seniority is highly valued, and team members from those cultures may defer to others who have more experience rather than express their own ideas. Failing to understand or respect how these cultural priorities, such as time to pray or time with family, affect a team member’s lifestyle can lead to an ineffective team.

##### **5- Stereotypes and Prejudices**

Stereotypes are mostly negative images or preconceived notions about a specific community, group or culture. The basis of stereotyping can be many things, though the most common are nationality, gender, race, religion or age.

Popular stereotypes, for example, are that all Germans are punctual and very direct, or that all Asians are good at math.

This creates prejudice among people of different cultures and causes judgmental attitudes towards one another. People look at other cultures with certain stereotypes as “bad” or “difficult to work with”, or “incomprehensible” and treat them with contempt and disrespect. If things get this far on a team or in a company, working together effectively can become extremely difficult between people who resent and disrespect each other.

##### **6- Signs and Symbols**

Non-verbal communication like signs and symbols differ from culture to culture and can therefore not be relied upon in communication. For example, the “thumbs up”, known in the Western world as a sign of approval, is seen as an insult in Bangladesh.

While not quite as easily misconstrued in a team environment as the other factors, it can still lead to cultural faux-pas that may take time to smooth over and could be avoided in the first place.

### 7- Behaviors and Beliefs

Cultural differences cause behavioral and personality differences like body language, gestures, mindsets, communication, manners, and norms, which may lead to miscommunication. Eye contact, for example, is very important in some cultures, but rude and disrespectful in others.

People's varied religious or spiritual beliefs can also lead to conflict and cross-cultural barriers.

Different cultures also have different understandings of time. Some countries like Germany, Netherlands, Scandinavia, Switzerland or the United States tend to view time as linear. Time is money, and punctuality is a great value. Things tend to be done one at a time, to be able to focus on it and finish the task within a fixed time frame.

Other countries, for example many Southern European countries like Spain or Italy, see time as multi-active; this means that the more things they do at the same time, the happier and more fulfilled they feel. Present reality and especially personal relationships are more important and valued than schedules or punctuality.

### 8- “Us” versus “them” (Ethnocentrism)

From an evolutionary standpoint, belonging to a group made you stronger and more likely to survive in a hostile world. Strangers or other groups were “the enemy”, competing for food, safety and territory.

This us- versus them-thinking is ingrained in our subconscious and can lead to a sense of alienation if someone behaves in a way we don't understand or aren't expecting — if they don't fit in.

A person's standard is his or her own culture; the more another person's culture, behavior, language, and beliefs deviate from it, the more “other” they are labeled. This affects the understanding of message and creates hostility.

## II- Ways to Overcome Cultural Barriers

Building a team that understands and respects each other and works well together is essential for the success of a business. As workplaces become more diverse and technology allows us to more easily communicate with people around the world, cultural differences may become more apparent.

Cultural and language barriers can lead to miscommunication and, sometimes, disagreements and hurt feelings. At times, one party might not even know what

they did to offend the other. That's why making an effort to understand other cultures can create a more productive and positive work environment. Here's how team building can be used to overcome cultural barriers.

If you're a manager of a multicultural team, you'll need to find a way to help both your employees and yourself overcome cultural barriers.

### 1- Define what cultural behaviors are acceptable for a work setting

The fact is, not all behaviors specific to a particular culture will negatively impact your employee's performance. But, showing up late for work or for meetings is a quality that shouldn't be tolerated, regardless of one's cultural background. If that's the case with your workers, be sure to let them know that, even though you respect their culture, punctuality is the company's policy.

### 2- Adaptation

As mentioned before, for some cultures, disagreeing with coworkers and especially superiors is not appropriate at the workplace, but is possible in a non-work environment. At the same time, some cultures are not accustomed to direct feedback. Therefore, as their manager, be willing to get to know more about the distinct cultural standards of your employees so that you can adapt. Thus, it will be easier both for you and your team to communicate more effectively. Plus, you'll avoid violating cultural standards.

### 3- Organize a cross-cultural training program

The purpose of a cross-cultural training program is to educate managers on how to lead their multicultural teams with success. At the same time, employees can also benefit from attending this training program. This way, workers will learn how to act when they're uncomfortable or if they accidentally make a colleague feel uncomfortable.

### 4- Address Language Barriers

Not speaking the same language as someone you're working with can cause obvious issues. Other times, miscommunications can be less obvious. People from different countries or regions or with different cultural background may speak differently even if you both use the same language.

If you're working with someone with whom you have no language in common, it might be necessary to hire an interpreter. If you or the other person understands a language but is not fluent, you may want to brush up on some of the phrases you might need.



Make an extra effort to ensure that what you say is understood. Don't speak loudly or forcefully. Just speak slowly, enunciate carefully and avoid using jargon. Check to make sure you understand something if you're unsure.

If you're talking with someone who speaks the same language as you but is from somewhere different, you may want to be on the lookout for language differences. English speakers from the UK tend to use understatements while Americans often exaggerate. If you're unsure of the meaning of something, ask for clarification.

### **5- Prepare for Cultural Differences**

We naturally view others' actions through the lens of our own culture, which can lead to misunderstandings. If you're going to be working with someone of a different culture, do your best to learn about the differences beforehand.

In Italy, it can be perfectly acceptable to show up to a meeting after its start time. In the U.S., you must be in the room and ready for the meeting to start before it's set to begin or you're considered late. On the other hand, Americans tend to be less formal with titles and usually use first names. In many Asian countries, using Mr. or Ms. and a last name is preferred.

Before getting upset when someone from a different culture does something you don't expect or don't like, consider whether a cultural difference could be the cause by doing some research. If it is, see if you can reach a compromise that allows you to work together while respecting each other's cultures.

### **6- Promote Appreciation of Diversity**

To build a cohesive team, strive to create a company culture that fosters an appreciation of diversity and understanding of other cultures.

Creating a company culture can be difficult. It requires more than just typing up a mission statement and handing it out to your employees. While it can't be mandated, company culture can be influenced when you take an active role in developing it. Team building exercises that promote an appreciation of diversity can help.

To help create this culture, you could work to make different cultures a more apparent part of your workplace in a fun way. At a company party, you could have employees bring dishes that are important to their cultural background. You could have someone write an article in the company newsletter about a certain culture. You might consider holding cultural training and language instruction to employees who frequently interact with people in other countries.

### **7- Be Open-Minded**

When working with people of different backgrounds, be open-minded. Cultural differences can be both subtle and obvious. Keeping these differences in mind can make communication go more smoothly, even when there are language and cultural barriers in place.

You might find that what you thought were barriers are useful due to the unique insights and diverse points of views they bring to your company.

### **8- Flexibility**

You should ensure flexibility, keeping your work schedules adjustable. You should be able to modify your plans according to your team members' needs and priorities. For instance, some might prefer finishing the task by working overtime, while others might prefer to finish it while maintaining a work-life balance.

## Session 2: Advantages and Challenges of Working in Multicultural Teams

### Cross-Cultural Teams

- Global teams that include people from different cultures and experiences
- Have different communicating patterns

### I- Advantages

#### Productivity

- Inspire innovation
- Enrich the variety of services/products
- Have more sensitivity to foreign clientele

#### Improvement of Creativity

- Being exposed = Endless ideas
- Knowledge about what works well or better

#### Personal Growth

- Impact on personality and mindset
- Adaptation to new situations
- Acquisition of tolerance and cooperation

### II- Benefits

- Not everyone is ready to face the challenge due to lots of factors (Culture, personality, working environment, etc.)
- Intervention on time is required

### III- Challenges

#### Communication Problems

- Lack of fluency in the team's dominant language
- Communication style in home country

#### Work Cultures

- Flat organizational structures vs. formal hierarchy

#### Negative Cultural Labels

- Interactions raise unconscious cultural biases
- Categorization can be disruptive

### IV- Managing Disadvantages

- Adaptation
- Cultural intervention
- Managerial intervention

### V- Strategies

- Don't underestimate the (subconscious) challenge
- Focus on similarities and differences
- See it as a learning opportunity



# Topic4

## Cross Cultural Teams

### Session 2: Advantages and Challenges of Working in Multicultural Teams

In today's global business environment, international teams have become an essential part of corporations and organizations.

A team of people from diverse cultural backgrounds can have tremendous benefits like knowledge of different markets and culturally sensitive customer service. Of course, that's when things are running smoothly.

Unfortunately, cultural differences within teams can create obstacles to effective teamwork .

With benefits necessarily come cultural and language challenges. So how can a manager resolve multicultural team problems , or even prevent them?

Let's analyze benefits and challenges of working in a multicultural team and see how to manage them for the results to be successful.

*What are the Cross-Cultural Teams?*

Cross-cultural teams are global teams that include people who come from different cultures and unique experiences. Companies fail to consider these fundamental differences within a team, leading to conflicts and frustration that can be easily thwarted once you gain a quick understanding of the individuals in a team.

These differences can stem from communication styles and individual frame of references. For example, members in some countries are willing to work more than the stipulated hours of work, even working remotely from home. On the other hand, workers in different countries may not consider working beyond the said hours except in emergency situations, and their mobile devices are switched off when they leave the office.

Another major difference of style in a cross-cultural team is the communicating pattern of each team member. While some team members vociferously voice their unfiltered opinions and ideas, those from hierarchical cultures tend to think a lot before raising their voice. So, how can you make sure that in such a team all the ideas of the members are heard equally and manage the team effectively?

### Advantages

#### **1- Productivity**

Different cultural backgrounds and perspectives can inspire innovation and productivity.

Every individual of the team differs from experiences and mindsets, and this can enrich the variety of services and products that an organization can offer to the public. A company with an international team can be more sensitive to foreign audiences, taking into consideration their needs by producing, for instance, effective marketing strategies and specific materials.

#### **2- Improvement of Creativity**

When an individual is strictly exposed to people from, let's say, Asia, South America and, Europe, chances are the flow of ideas will be endless.

Not only will teammates pitch in with their personal experiences, but also they will teach others about what works well in their environment and vice-versa.

#### **3- Personal Growth**

Being a part of an international team is like attending an exchange program every working day.

Indeed, while working in a multicultural team, members are exposed to new cultures and this can easily have an impact on their personalities and their mindset. Adapting to new situations and challenges requires putting apart expectations and prejudices. By doing so, a person can pull the trigger on a deep personal growth, developing a more open mind and make himself more flexible, tolerant and more committed to cooperation.

### Benefits

Entering a group of people whose customs members are not very familiar with, is anything but comfortable. It is exciting, but it may be stressful.

It requires a lot of efforts and not everyone is ready to face the challenge due to lots of factors as culture, personality, and working environment.

The advantages and disadvantages of diversity in the workplace must be carefully managed for the results to be successful. If managed in the wrong way the team can get stuck damaging the organization.

To prevent it, it is important to intervene on time and giving the multicultural team the right empowerment that it needs choosing the right strategy.



Team building gives the team the chance not to be alone in facing its natural difficulties and to manage cultural differences, by offering external and objective support.

A very well done team-building project can make a group of people work together effectively as a team, forgetting about all the difficulties.

## **Challenges**

### **1- Communication Problems**

Lots of you will agree that communication can be the hardest wall to break down in a multicultural working environment. This is due for example, to some members' lack of fluency in the team's dominant language or the communication style of their own country.

- Trouble with fluency and accent:

When non-native speakers struggle to find the right words, the team might not take their point of view seriously, even when they probably should.

Members who aren't fluent in the team's dominant language may have difficulty communicating their knowledge. This can prevent the team from using their expertise and create frustration or perceptions of incompetence.

- Direct and indirect communication:

Western cultures tend to speak directly, while in many other cultures it is considered more polite to be indirect.

When members see such mismatch as violations of communication norms of their cultures, relationships among the teammates can suffer.

### **2- Work Cultures**

Work culture differs across the globe and with it also the attitudes toward authority.

- Indeed some cultures are okay with flat organizational structures, while others are used to a formal hierarchy. Behavior that is perceived as respectful in one culture, may not be seen that way in the other.

For instance, team members from hierarchical cultures expect to be treated differently according to their status in the corporation. On the other hand workers from egalitarian cultures do not. Failure of some members to honor those expectations can cause humiliation or loss of stature and credibility.

- Another issue related to work culture is being less likely to speak up. This could be challenging for individuals from polite or deferential cultures, like for Asian people. They may just feel less comfortable to make their voice to be heard

or to share ideas, especially if they are new in the team or have a junior role. On the other hand, members from Western or Scandinavian countries who are used to flat organizational hierarchy may be more inclined to point out their opinions.

### **3- Negative Cultural Labels**

The interactions of people from different country unavoidably raise unconscious cultural biases and stereotypes.

Those can be quite difficult to overcome, particularly if they make part of the team less inclined to work together.

Negative culture stereotypes can be seriously disruptive to company morale and can also affect productivity. Emblematic, for example, can be the antipathy between Polish and Germans, British and French, or Chinese and Japanese.

## **Managing Disadvantages**

Project manager can have an important role in solving international team conflicts and his/her decisions can be very determinants.

According to a Harvard's research on managing multicultural teams, there are four main strategies for addressing the challenges just described.

- The most desirable is adaptation, which acknowledges cultural gaps and finds ways to work around them. This works well but requires creativity, self-awareness, and time.

- A second option is cultural intervention, where projects or tasks are reassigned to reduce friction or to compel team members to get to know each other better.

- Then there's managerial intervention. Managers can set rules, and step in when there is a need for someone with authority.

- As a last resort that Harvard's study suggests is the exit option: completely removing someone from the team.

This is costly and the most extreme way to salvage a situation.

Due to the cultural diversity of the teamwork, any decision made without paying the right attention to the team's frictions may create more problems than they resolve by intervening. For this reason, combining any of the solutions just explained to an ad hoc team building's activity can ensure them more success. Indeed Team building gives the team the chance not to be alone in facing its natural difficulties and to manage cultural differences, by offering professional and appropriate support.

This happens through fun activities designed to increase motivation and cooperation.

Team building can enhance social relations and resolve conflicts, putting members of the team in the position of getting to know better their mates, seeing them more like humans than just colleagues.

Collaborative tasks in a different environment would be also a chance for teammates to see any problem from another point of view and creating new linking contacts with their colleagues.

### **Strategies for Successful Cross-Cultural Teams**

#### **- Don't underestimate the (subconscious) challenge**

As the world becomes more and more global, people start to believe that the world is one. Indeed on a superficial level, we are seeing a growing consistency in lifestyles across borders. You can have a similar Starbucks latte almost anywhere in the world, and through traveling and media, we are more exposed to cultures from all around the world. This might give the illusion that we all think the same way, and therefore the challenges of working across cultures gets underestimated.

One way of dealing with this is to spend some time at the beginning of the teamwork getting to know each other's cultures in a social and casual way. Exchange stories from home and talk about different cultural traits with your teammates so that you can identify commonalities and challenge stereotypes.

#### **- Focus on similarities and differences**

Naturally, the focus when working with people who are different is focusing on what is different, and this can often go hand in hand with judgment. So having the self-discipline to avoid any pre-judgment is essential. Additionally, people tend to have less contact with those of different backgrounds since it makes people feel uncomfortable (e.g. look at holidays where national groups spend a lot of time together). The other tendency is to look for people who display similarities and spend more time with them. If one of these attitudes are present in a team (and unconsciously they very much are) it misses out on the benefits of diversity—a wider breadth of thinking and creativity. Teams should, therefore, seek out differences amongst members but look for one or two things that they have in common.

#### **- See it as a learning opportunity**

As cross-cultural teams are becoming increasingly common in today's business

and learning environments, there is a trap to be wary of. Like many other experiences, the opportunity to develop can get repetitive and sometimes missed. But the real value comes from reflecting on the learning that can be distilled from the experience, taking time to reflect on what worked and what didn't. Integrating that learning is likely to make people not only 'wiser' but also more effective in working in cross-cultural teams.

Overall working in cross-cultural teams is a unique opportunity to learn and grow, as well build your global network.

Home to students of 150+ nationalities who speak an average of 3 languages, Hult offers unrivaled diversity. You never know where your next contact, job opportunity, or investor could come from.

## Session 3: From Conflict to Cooperation

### I- About Multicultural Cooperation

- Culture is one of the most powerful forces in our world
- As people from different cultural groups work together, values sometimes conflict
- Participants must have a sense of common purpose

### II- Importance of MC

- Gets everyone to the table
- Emphasizes common interests
- Creates more effective communication among groups
- Enriches everyone's life
- Takes advantage of "strength in numbers"
- Creates a sense of community
- Leads to a more just society

### III- Time to Commit to MC

#### When:

- Those most affected by the problem are not participating in a solution
- There is more at stake than individual organizations
- There are problems among many diverse groups
- There are several groups willing to make a long-term commitment to work
- Several organizations recognize a bad situation that could get worse
- There is a desire to identify others involved in the problem
- All parties involved are clear about what they are getting into
- The groups represent every cultural group involved in the problem
- The leadership of the process is committed to keeping the focus on the goals

### IV- Steps to Strengthening Cross-Cultural Teams

#### 1. Acknowledge Cultural Differences

It is manifested through:

- Language
- Culture
- Behavioral differences
- Meaning attached to words
- Ideas
- Actions

#### 2. Establish Norms

It is manifested through:

- Standards
- Procedures
- Communication
- Team Structure

#### 3. Develop a Team Identity

It is manifested through:

- A shared goal
- A common vision
- Commonalities among team members

#### 4. Over-Communicate

It is manifested through:

- Using simple and clear language
- Minimizing information gaps
- Respecting the value of courtesy

#### 5. Build Rapport

It is manifested through:

- Creating safe environment
- Respecting differences
- Using real life interaction

#### 6. Leverage Cultural Diversity

It is manifested through:

- Embracing differences
- Appreciating new perspectives
- Considering cross-cultural teams as an asset



# Topic4

## Cross Cultural Teams

### Session 3: From Conflict to Cooperation

#### Introduction

We live in a world with a globalized workforce where many organizations have teams that span different offices, time zones and continents.

Even for a company that operates in one country, the movement of labor across borders means that cultural diversity is becoming a normal facet of the workplace. Running a team these days is a different endeavor than it was in the past due to the emergence of cross cultural teams.

The usual challenges of team building and fostering teamwork have become even more magnified. Dealing with cultural differences, language barriers and remote team members are some of the issues that today's managers and leaders face.

Acceptance of cultural diversity and an inclusive outlook are hallmarks of high-performing organizations.

#### I- About Multicultural Cooperation

Culture is one of the most powerful forces in our world. It's central to what we see, how we make sense of our world, and how we express ourselves. As people from different cultural groups work together, values sometimes conflict. When we don't understand each other we sometimes react in ways that make a partnership ineffective. Often we're not aware that cultural differences are the root of miscommunication.

In an effective multicultural collaboration, as with any other collaboration, the participants must have a sense of common purpose. But they must consider that different cultural groups may have differing ideas about how leaders are chosen and exercise power, and about how conflict and disagreement should be managed. For example, someone from an American Indian tribe may believe that a leader can be respected only if they are an elder, while this may not be an important factor to someone in another group.

A multicultural collaboration requires a plan, lots of patience, and determination to confront old attitudes in new ways by pulling in partners usually not involved. In order for a multicultural collaboration to be effective, the groups involved must overcome differences to promote a unified effort. Because of different skill levels and expertise, the collaboration may seem uneven at first. And, initially, participants may come for different reasons. For example, some may have been invited to take on responsibilities others don't want; others may want a scapegoat in case things don't work. But if the focus is on the common goal, shared decision making, defined roles, and setting time lines, the organizations involved can make it work.

#### II- Importance of Multicultural Cooperation

- It gets everyone to the table. Because most groups have some community-wide concerns, it's essential to get them to the same table, uneven or not. According to John Gardner, the biggest problem of having many groups in society is the war of the parts against the whole. Separately they don't have the power to resolve a problem, but because they are all tied together, one part can hold up the others for ransom -- everything can be frozen if one group's efforts are focused on thwarting another's

- It emphasizes common interests rather than differences. Though it's odd and self-destructive, in-fighting has increased dramatically in recent years. Becoming more aware of our similarities, along with cultural differences, doesn't have to paralyze or divide us. Through common interests we can learn to translate "different from me" and "less than me" into "like me in lots of important ways." As a result "difference" becomes less of a barrier to effectiveness.

- It makes for more effective communication among groups. Understanding how people communicate is the first step toward understanding and respecting each other.

- It enriches everyone's life when there is shared knowledge of others' cultures. Different communication styles reflect philosophies and worldviews that are the foundations of cultures. New understanding gives us a broader view of our world and the opportunity to see a mirror image of ourselves.

- It takes advantage of "strength in numbers." History shows that when groups are organized through common purpose they can wield great power and succeed. Because no one group is responsible for a problem, no one group alone can solve it. Competition among groups doesn't aid survival in today's turbulent world.

- It creates community. As our population becomes more culturally diverse, some cultural groups are experiencing more problems. If we learn to

understand and value other cultures and to look at each other as neighbors with similar interests rather than adversaries, we will be more vested in the idea of taking better care of each other. Caring about our neighbors builds a sense of community and unites us in solving community-wide problems.

- It leads to a more just society. Multicultural collaboration can build collective capacity to help make things better, and promote the consensus that it's important to do so. This offers a good chance at solving complex problems in an atmosphere of trust, cooperation, and mutual respect.

### **III- When to Commit to Multicultural Cooperation**

Vicente, a community activist, suggests a way to think about collaborating with people from different cultures: "To me what's important is where do we make connections? Where do our pasts tie in? We all come from agrarian backgrounds at some point in our past that are very rich with folklore, history, oral history, and values."

Another man, Estevan, says, "If I see that you're hurting, that there's something wrong with you, and I can help you out -- why do I have to care about what color of skin you have, what color of eyes you have, or where you come from? In New Mexico we say, 'Mi casa es tu casa.' My house is your house."

The comments above indicate that the human connection can be reason enough to work at overcoming cultural barriers. The following are other significant indicators of when you should commit to multicultural collaboration:

- Those most affected by the problem are not participating in a solution. This could mean that one group (possibly the group in power) needs to commit to improving its cultural understanding and appreciation (its cultural competence) with regard to other groups, in order for those groups to feel welcome.

- There is more at stake than individual organizations, but competing organizations are at each other's throats and coming to unilateral decisions that hurt themselves and others.

- There are problems among many diverse groups that one organization can't solve alone or in a short period of time.

- There are several groups willing to make a long-term commitment to work for a change in thinking and to establish a common language and effective communication.

- Several organizations recognize a bad situation that could get worse if nothing is done.

- There is a desire to identify others involved in the problem and bring them to the table. Everyone at the table will share a vision and be committed to the process of reaching out to new partners, explaining the rationale, and continuing to recruit group members.

- All parties involved are clear about what they are getting into, see the tasks as meaningful work that will make a difference, and are strong stakeholder groups in the community.

- The groups represent every cultural group involved in the problem, are well organized, and are able to speak and act credibly for the groups they represent.

- The leadership of the process is committed to keeping the focus on the goals, keeping stakeholders at the table through periods of frustration and disagreement, acknowledging small successes along the way, and enforcing the group's agreed-upon rules.

It's important not to go blindly into a collaboration. Organizations should be aware of the potential problems and to realize that all collaborations may not be voluntary. Circumstances may place organizations in partnerships they may not have anticipated. For example, competition for increasingly limited funds, federal or state mandates for the establishment of initiatives, and social crises may create non-voluntary collaborations. Forces such as these may turn a step-by-step process of recognition, initiation, structuring, and definition into one giant leap. A giant leap without forethought can lead to a painful fall.

Finally, organizations thinking about collaborating must ask themselves, given the potential problems, if they should collaborate at all. Is it an impossible goal? On the other hand, the problems shouldn't scare anyone off if there's potential to work them out with special effort. There won't be unanimous agreement on everything. That's OK because healthy disagreement can be productive and desirable. At the same time, there may be lots of ways to work together and experience the many rewards gained through building the relationships needed to do the work.

### **IV- Steps to Strengthening Cross-Cultural Teams**

#### **1. Acknowledge and Respect Cultural Differences**

The first step is acknowledging the elephant in the room: address the existence of diverse cultural backgrounds within the team and the necessity of navigating



those differences in order to optimize team performance. Cultural diversity can manifest itself in different ways: language, culture, behavioral differences due to norms and values, and even different meaning attached to words, ideas or actions. So it's important to learn what those differences are because one's cultural background informs how we interact with others.

A useful model for understanding cultural differences is Geert Hofstede's cultural dimension model. The model highlights six dimensions of value perspectives between national cultures: Power Distance, Individualism vs. Collectivism, Masculinity vs. Femininity, Uncertainty Avoidance, Long Term vs. Short Term Orientation and Indulgence vs. Restraint.

This model provides a great starting point for understanding what drives people from different cultures, and how we can adapt our working and communication styles to work better together in a cross-cultural team.

One way to encourage this understanding of cultural diversity is to discuss cultural differences in a team meeting where everyone can share their cultural background and expectations about communication and working style. You can do this in an informal way through activities such as ice breakers. Select activities where team members get to learn more about each other through asking questions and sharing about their backgrounds.

## **2. Establish Norms for the Team**

Once cultural differences and everyone's expectations are laid out, the next step is to establish norms for the team. The key is to get everyone to contribute to the formation of the norms. Getting their buy-in makes the norms stronger and ensures that everyone feels committed to living up to them.

Each team, depending on its makeup and other factors that affect collaboration, will need its own set of rules and norms. You may want to consider issues such as standard operating procedures for timeliness of email replies, email/document templates to ensure clear communication, frequency of team meetings, structure of team reporting etc. Building norms that are specific to your team improves the ease of collaboration and optimizes team performance.

Once team norms have been established, check in with your team regularly to see how effective they are. Be flexible with amending any norms that aren't working well; something that may sound good in theory may not work in practice, so listen to your team's feedback.

## **3. Develop a Team Identity and Outline Roles and Responsibilities**

In any team, it's important that everyone knows what they're working toward. It is doubly important in a cross-cultural team. Having a shared goal and a common vision on how to achieve it gives your team an identity that can unite them and promote teamwork.

Break down your common goal into actionable steps and outline each individual's role and responsibilities. This reduces the chance of misunderstandings and lets everyone know that their contribution matters. Clarity of each team member's contribution also makes it easier to address team performance as a whole. It sets expectations for what needs to be done, by who and when.

Developing a team identity also entails finding commonalities between team members. Encourage your team to get to know each other in a social context. Perhaps there are teammates who share the same taste in movies, music or TV shows. Some may bond over hobbies or share information about their families and children. Personal connections within the team make it easier to work together.

## **4. Over-Communicate**

With a culturally diverse team, over-communicating is a good thing! Most of the time, we take for granted that our colleagues completely understand what we say because they have the same frame of reference or cultural background. But if you're interacting with team members of a different ethnicity, nationality or background, something that is acceptable in your culture could cause a misunderstanding.

For those of us who are native English speakers, we tend to assume that someone else who also speaks English can understand us perfectly. This may not always be the case! Someone who learned English as a second (or third) language, even though they are proficient in the language, may not get the same nuances, expressions or subtext.

When it comes to electronic communication, the inability to deduce tone or body language can cause misunderstandings. The solution? Err on the side of over-communicating and be careful with word choice. Use simple and clear language when communicating, and check that the other party fully understands what you said. Ask them to rephrase to confirm their understanding. It's also crucial to cultivate an environment where it is okay to ask questions and clarify any doubts.



Minimize any information gaps in your cross-cultural team. Everyone should be on the same page so that the team can achieve its goal. Giving everyone the bigger picture and the information they need to successfully do their part will reduce conflict and team dysfunction.

Don't underestimate the value of patience and courtesy. Remind your team that each person's cultural background informs his behavior and communication style in different ways. Treating each other with kindness and giving your teammates the benefit of the doubt can make working in a cross-cultural environment much more pleasant for everyone.

### **5. Build Rapport**

Building trust takes time. The tips outlined above, when done right, can help to bond your team and form the basis of trust between team members. Create an environment where your team feels safe so that they can better collaborate with each other. Respecting differences, following through on group norms and having a common goal help build unity within a team.

In his book *The Five Dysfunctions of a Team*, Patrick Lencioni covers the trust-building benefits of learning about team members' lives outside of the workplace. His 'Personal Histories' exercise involves participants talking about where they grew up, their siblings, and their childhood, and is available for free on his website.

Face-to-face interaction is especially key for cross-border or remote teams where employees spend most of the time separate from their team members. While there are ways to ensure that your cross-cultural team can work efficiently even when they're located in different parts of the world, nothing beats some face time.

Real life interaction provides nuances such as tone of voice, eye contact and body language that make communication easier. Plus, it's helpful to see the person you've been communicating with via e-mail is an actual person! If meeting in person is not possible, try occasional video calls on Skype or GoToMeeting.

If you have more time or budget, consider organizing a team building session or retreat. Having a shared experience helps to connect people. Moreover, you can use the review section of the activities to gather feedback on how communication can be improved; better cooperation can be harnessed, or if cultural differences affected how the activity played out.

### **6- Leverage Cultural Diversity**

The proliferation of cross-cultural teams presents challenges but it can be handled successfully with sensitivity and respect for other cultures. Most people are understanding and accepting of cultural differences in the workplace, so what you need to do is institute a framework that makes it easier to understand each other and collaborate.

But it's not enough just to learn how to successfully navigate cultural diversity in the workplace. What we should be doing is leveraging it. Embrace differences, new perspectives and different ways of doing things. Having a cross-cultural team presents opportunities for creativity, innovation and learning from others of a different background. It's time to start thinking of cross-cultural teams as an asset, not a liability.

## Session 4: A General Framework

### I- Guidelines for Multicultural Cooperation

- Learn from generalizations about other cultures and races
- Practice, practice, practice
- Don't assume that there is one right way to communicate
- Don't assume that breakdowns in communication occur because other people are on the wrong track
- Listen actively and empathetically
- Respect others' choices
- Stop, suspend judgment
- Be prepared for a discussion of the past
- Be aware of current power imbalances
- Remember that cultural norms may not apply to the behavior
- To journey with fellow travelers we must prepare ourselves for customs and values that differ from ours

### II- Building a Multicultural Cooperation

#### The Three Steps

- 1. Define the setting of the problem
- 2. Set a direction
- 3. Implement your plan

#### The Six Components

1. Formulate a Clear Vision
  - Make a commitment to create an organizational culture
  - Become aware of what dimensions of cultural diversity exist
  - Celebrate the various differences
2. Conduct Strategic Outreach
  - Include diverse groups at the inception
  - Give priority to increasing diversity
  - Tap into networks
3. Establish Structures and Procedures
  - Create a decision-making structure
  - Make sure that staff and board reflect and represent the community
  - Find ways to involve everyone
4. Practice New Mode of Communication
  - Use inclusive and valuing language
  - Learn and apply the cultural etiquette
  - Avoid false praise

#### 5. Create Leadership Opportunities

- Help to cultivate leadership capacity in others
- Include different types of people in leadership positions
- Develop a variety of leadership positions

#### 6. Engage in Sensitive Cultural Activities

- Integrate aspects of different cultures into all your activities
- Hold events in mutually acceptable locations
- Develop projects that people from different cultural backgrounds can work on together



# Topic4

## Cross Cultural Teams

### Session 3: A General Framework

#### I- Guidelines for Multicultural Cooperation

- Learn from generalizations about other cultures and races, but don't use those generalizations to stereotype, write off, or oversimplify your ideas about another person. The best use of a generalization is to add it to your storehouse of knowledge, so that you better understand and appreciate other interesting, multi-faceted human beings.

- Practice, practice, practice. That's the first rule because it's in the doing that we actually get better at cross-cultural communication.

- Don't assume that there is one right way to communicate. Keep questioning your assumptions about the "right way" to communicate. For example, think about your body language; postures that indicate receptivity in one culture might indicate aggressiveness in another.

- Don't assume that breakdowns in communication occur because other people are on the wrong track. Search for ways to make the communication work, rather than searching for whom should receive the blame for the breakdown.

- Listen actively and empathetically. Try to put yourself in the other person's shoes, especially when another person's perceptions or ideas are very different from your own. You might need to operate at the edge of your own comfort zone.

- Respect others' choices about whether or not to engage in communication with you. Honor their opinions about what is going on.

- Stop, suspend judgment, and try to look at the situation as an outsider. For example, when you notice blocks or difficulties in working with people, revisit your own beliefs or behaviors that may be holding you back. Also, think about how others view your work relationship and decide on ways you might change your behavior to make them more comfortable. For example, you might be speaking or dressing in a very formal manner. Being more informal in dress and behavior might improve the situation.

- Be prepared for a discussion of the past. Use this as an opportunity to develop an understanding from "the other's" point of view, rather than getting defensive or impatient. Acknowledge historical events that have taken place. Be open to learning more about them. Honest acknowledgment of the mistreatment and oppression that have taken place on the basis of cultural difference is vital for effective communication.

- Be aware of current power imbalances. And be open to hearing each

other's perceptions of those imbalances. It's necessary to understand each other and work together.

- Remember that cultural norms may not apply to the behavior of any particular individual. We are all shaped by many factors (ethnic background, family, education, personalities) and are more complicated than any cultural norm could suggest. Check your interpretations if you are uncertain what is meant.

- To journey with fellow travelers we must prepare ourselves for customs and values that differ from ours. We must understand that we each have customs that may seem foreign to others. For example, in the United States, Midwesterners tend to call colleagues by their first name as a sign of friendliness. Yet in many African-American communities, respect is shown by using last names and titles. People on the East Coast arch their eyebrows at the suggestion of a seven-thirty breakfast meeting -- nine is the preferred starting time. In the Midwest, however, early meetings are common. Native Americans often begin their meetings by sharing food before business gets started. To others, eating before working seems unproductive.

#### II- Building a Multicultural Cooperation

*There are three steps to developing any collaboration:*

- 1. Define the setting of the problem**
- 2. Set a direction**
- 3. Implement your plan**

Multicultural collaboration requires considerations that may not be involved in other collaborations.

*There are 6 components in building a multicultural collaboration:*

##### **1. Formulate a Clear Vision**

- Make a commitment to create an organizational culture that embraces and grows from diversity. Assemble a multicultural team. A group may not appear to be serious about being multicultural when all staff members are from one group. This helps get across the message that you really mean it when your collaborative says it's committed to involving every group in all phases of the initiative. Practicing the principles you champion builds trust, so lead by example.



- Become aware of what dimensions of cultural diversity exist in your coalition.

- Respect and celebrate the various ethnic, racial, cultural, gender, and other differences in your group. Make the time and create the space for this to occur.

- Cultivate a multicultural atmosphere. Incorporate language, art, music, rituals, and ways of working together that derive from diverse cultures. Have appropriate resources and educational materials available, and encourage people to use them.

## 2. Conduct Strategic Outreach

- Include diverse groups at the inception, rather than later. This can ensure that your collaboration's development reflects many perspectives from the very beginning. It can also minimize real or perceived tokenism (e.g., bringing one person of color into a largely white organization and giving her a title with no authority or responsibility, setting her up to look ineffectual and bad), paternalism, and inequality among the people who join later.

- Consciously give priority to increasing diversity. Consider all the different dimensions of diversity when identifying, selecting, and recruiting prospective collaborative members. Set ground rules that maintain a safe and nurturing atmosphere. Plan to invest significantly more up-front time in outreach and follow-up to build trust.

- Tap into networks (yours and others'), and use word-of-mouth and personal references to enhance your credibility. Personal contact is important. Ask if you can go to meetings of existing groups -- faith groups, civic associations, coalitions, wherever people meet. Get on their agenda for a few minutes, and make a personal invitation. Then follow up formal invitations with personal phone calls.

- Recognize that changing the appearance of your membership -- seeing variety -- is only the first step toward attaining an understanding of and respect for people of other cultures.

- Welcome and highlight different sorts of contributions, special skills, and experiences.

- Provide incentives and trade-offs to recruit diverse participants. Be prepared to operate in new ways, to share control, and build trust. Make an ongoing commitment of collaborative resources to issues of importance to the diverse group members.

- Respect the right of member organizations to maintain their own separatism if they wish. Given their own political perspective or stage of organizational development, they may prefer to work strictly on their own, rather than to join a multicultural collaboration. Try to initiate a relationship

that might lead to a stronger alliance in the future.

- Develop and use ground rules for your collaborative that establish shared norms, reinforce constructive and respectful conduct, and protect against damaging behavior.

- Encourage or help people to develop qualities such as patience, empathy, trust, tolerance, and a nonjudgmental attitude.

## 3. Establish Structures and Procedures

- Create a decision-making structure in which all cultural groups and genders have a recognized voice, and regularly participate in high-level decision making.

- Make sure that staff and board reflect and represent the community in which you operate. Invite input from a representative group of participants, if not all of them, in the design of any event. Use their input in noticeable ways, so that they can see their "fingerprints" on the project.

- Find ways to involve everyone. Use different kinds of meetings, committees, and dialogue by phone, mail, or e-mail as means of including everyone in as active a role, or as informed a position as they want. Give people multiple opportunities to participate.

- Make sure that your commitment to multiculturalism translates into the public image of the coalition. When running meetings or presentations, be sure the presenters represent the diversity of your collaborative, and not just as tokens, but as substantial participants and leaders.

- Structure equal time for different groups to speak at meetings.

- Develop operational policies and programs that confront and challenge racism, sexism, and other forms of prejudice.

- Conduct reviews of meetings that articulate and build a common set of expectations, values, and operating methods for coalition functioning.

## 4. Practice New Mode of Communication

Find out if anyone needs special support to participate effectively. In any invitations to meetings or events (which could be written in more than one language) or follow-up conversations, ask if there is a need for translators, translated materials, sign language interpreters for the deaf, large-print materials, or audio versions of materials. Many groups automatically communicate through writing and speaking in English. This does not take into account language differences that make it hard for people to understand information or participate equally in discussions and decision making. Special efforts to communicate in multiple languages may be required in order to ensure the full participation of a diverse membership.

A Providence, Rhode Island community group used this as an icebreaker: Group members were split into small groups. Latino members might be paired with English speakers, with each required to learn a phrase in the other's language. At first there was frustration on the part of African-American members at not being able to communicate directly, but this subsided gradually as feelings of mutual support and community grew.

- Use inclusive and valuing language, quote diverse sources, and readily adapt to differences in communication styles.
- Learn and apply the cultural etiquette of your members.
- Avoid false praise or other forms of insincere communication.
- Learn to read different nonverbal behaviors, and interpret them as part of the dialogue.
- Make sure that everyone understands words and references that are used. Do not assume common understanding and knowledge of unwritten rules of culture. Spell things out and answer questions so that everyone is up to speed.
- Prohibit disrespectful name-calling and use of stereotypes. Respect and use personal names.
- Use humor appropriately and carefully. Don't laugh at each other, but with each other. If someone makes an insulting joke or comment, the person it was addressed to should say it was hurtful. This alerts the group to their discomfort and signals that the joke was not funny. Never let this slide by. At a minimum, take the joker aside and alert them to the hurt feelings.
- Bridge language barriers in various ways.

### 5. Create Leadership Opportunities for Everyone

- Develop a variety of leadership positions and a mechanism for leaders to work together, such as a steering committee composed of different committee chairpersons. This enables many people to function as leaders and also encourages an interchange of leadership styles.
- Include different types of people in leadership positions so that your collaborative organization can legitimately articulate a multicultural vision and values.
- Help to cultivate leadership capacity in others, particularly minorities and women. Help people to gain competence in new areas. Build opportunities into the organizational structure for shared tasks, mentoring, and pairing leaders with inexperienced people so that skills are transferred and confidence is increased.

### 6. Engage in Sensitive Cultural Activities

- Integrate aspects of different cultures into all your activities (rather than holding isolated "multinational dinners," for example). Virtually all activities

lend themselves to a multicultural approach, including: social events, sports, street fairs, talent shows, campaigns, neighborhood improvement projects, demonstrations, and lobbying efforts.

- Hold events in mutually acceptable locations. Organizers should go to the community to hold events, rather than expecting the community to come to them. Some locations will implicitly reinforce power disparities. For example, if a meeting focuses on police/community tensions, you would not want to hold it at the police station. Attend to access issues for those with disabilities. Often an informal environment will help people relax and get to know one another more easily.
- Consciously develop projects that people from different cultural backgrounds can work on together. Create mixed teams or small groups so that people gain more experience in working together.
- Sanction the periodic use of single-culture caucuses or teams as a way of valuing the need for each group to solidify its position and fortify its own approach to working with the larger group.
- Conduct special activities to educate everyone about different cultural concerns (e.g., forums, conferences, panels, organized dialogues).
- If your activities are not attracting or involving a diverse crowd, try running special events that are geared specifically to different groups. Such events need to be led and organized by representatives of these groups. Let your collaborative organization or community population determine the issues and events that they feel are important. Don't presume that you know what is best.
- Take responsibility for making sure that your group activities and programs address multicultural concerns. Begin with a needs assessment and review of your collaborative's track record on cultural sensitivity. Examine any racial incidents, insults, harassment, or violence that have plagued the organization or community you work in. Remember if and how the organization responded. Identify strategies or programmatic changes that would strengthen the multicultural capacity and enhance its response to incidents of prejudice or discrimination.
- Conduct prejudice reduction work, such as diversity training or multicultural awareness training to change assumptions and attitudes among your membership or community. Using skilled facilitators/trainers. Such training can help your collaborative organization appreciate differences and understand how to reduce insensitive behavior.
- Network and collaborate with other groups committed to multiculturalism, or those fighting discrimination/ promoting social justice.

Building a multicultural collaboration entails changing the way people think, perceive, and communicate. There is a difference between recognizing cultural

differences and consciously incorporating inclusive and anti-discriminatory attitudes in all aspects of the organization.

Embracing cultural differences is not something separate from your issue-oriented work. It is at the core of the group's perspective on issues, possible solutions, and membership and operating procedures. The organization's structure, leadership, and activities must reflect multiple perspectives, styles, and priorities.

Changing how the organization looks and acts is just the first step in the ongoing process of creating a reality that maximizes and celebrates diversity.

**How diversity makes teams more innovative | Rocío Lorenzo | TED**  
<https://www.youtube.com/watch?v=lPtPG2lAmm4>



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