

TEAM BUILDING

Merely a collection of individuals in one place may be only a crowd. A group of individuals working in a face-to-face relationship for a common goal, having collective accountability for the outcome of its effort is called team. According to Smith, ‘A team is a group whose members have complementary skills and are committed to a common purpose or a set of performance goals for which they hold themselves mutually accountable’

Features/ Characteristics of Effective Team:

- Focus on task
- Creative talents
- Rapid response
- Participative leadership
- High communication
- Shared responsibility

Team Vs. Work Group

Work Group: A group that interacts primarily to share information and to make decisions to help each member perform within his or her area of responsibility.

Work Team: A group whose individual efforts result in a performance that is greater than the sum of those individual inputs.

Dimension	Work Group	Work Team
Goal	Share information	Collective performance
Synergy	Neutral (sometimes negative)	Positive
Accountability	Individual	Individual and mutual
Skills	Random and varied	Complementary

Types of Teams

1. **Problem Solving Teams:** Groups of 5 to 12 employees from the same department who meet for a few hours each week to discuss ways of improving quality, efficiency and the work environment.
2. **Self-managed Work Teams:** Groups of 10 to 15 people who take on responsibilities of their former supervisor.
3. **Cross-functional Teams:** Employees from about the same hierarchical level, but from different work areas, who come together to accomplish a task.
4. **Task Force:** A temporary cross-functional team.
5. **Committees:** Groups made up of members from across departmental lines.

Team Building

Team building refers to the various activities undertaken to motivate the team members and increase the overall performance of the team. The effectiveness of team building differs substantially from one organization to another. The most effective efforts occur when team members are interdependent, knowledgeable and experienced and when organizational leadership actively establishes and supports the team.

Effective team building incorporates an awareness of team objectives. Teams must work to develop goals, roles and procedures. As a result, team building is usually associated with increasing task accomplishment, goal meeting, and achievement of results within teams.

Process of Team Building



Effective & High-Performance Team

- Size of Work Team: the best work teams tend to be small.
- Abilities of Members: technical, problem-solving, decision-making and interpersonal skills are required.
- Allocating Roles & promoting Diversity: properly match people with various roles.

Key Roles on teams

- a) Adviser: Encourages the search for more information.
- b) Maintainer: Fights external battles.
- c) Controller: Examines details and enforces rules.
- d) Producer: Provides direction and allow through.
- e) Organizer: Provides structures.
- f) Assessor: Offer insightful analysis of options.
- g) Promoter: Champions ideas after they're initiated.

- Establishing Specific Goals: successful teams translate their common purpose into specific, measureable and realistic performance goals.
- Leadership & Structure: it provides focus and direction to teams.
- Social Loafing & Accountability: successful teams make members individually and jointly accountable for the team. (social loafing- hide inside a group so that their effort or contribution can't be identified).
- Appropriate Performance Evaluation and Reward system.
- Developing High Mutual trust: a characteristic of high performance teams where members believe in the integrity, character and ability of each other.