



Knowledge ● People ● Learning

A Harsh Bhargava Enterprise

Inter-group Working

Inter-group Working



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Agenda



- Team Game
- Teams
- Groups and Teams
- Types of Teams
- Building high performance teams

Game: Four Clusters

Choice	Pay-off
4X's	X(-1)
3X, 1Y	X(+1), Y(-3)
2X, 2Y	X(+2), Y(-2)
1X, 3Y	X(+3), Y(-1)
4Y's	Y(+1)



Game: Win as much as you can

- Max possible score for each cluster: 25
 - What did your cluster get?
- All clusters' possible max score= 100
 - How does it compare today?
- **“You”** in the game title- **denotes whom?**
 - Impact of one cluster's decision on other clusters
- Other learnings:
 - **Trust** and honour
 - Competition Vs Collaboration



Why Teams?

- Harness employee talents
- Teams are more flexible and responsive to changes in the environment
- Can quickly assemble, deploy, refocus, and disband
- Facilitate employee involvement



Why Teams? (Contd)

- Increase employee participation in decision making
- Democratises an organization
- Enhance employee motivation
- ***Note: teams are *not* ALWAYS effective***

Comparing Groups and Teams

Work groups



Work teams



Share information

Neutral (sometimes negative)

Individual

Random and varied

Goal

Synergy

Accountability

Skills

Collective performance

Positive

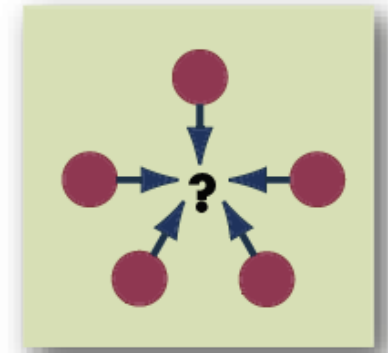
Individual and mutual

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

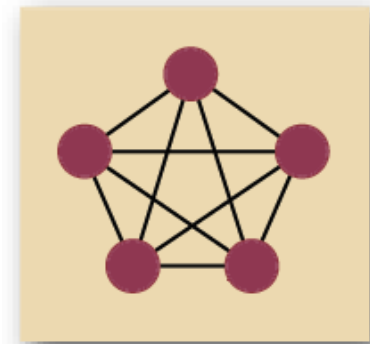


Problem-solving

Types of Teams

2. Self-Managed Work Teams

- Groups of 10 to 15 people who take on the **responsibilities** of their former **supervisors**
- High **task orientation**



Self-managed

Types of Teams (Contd)

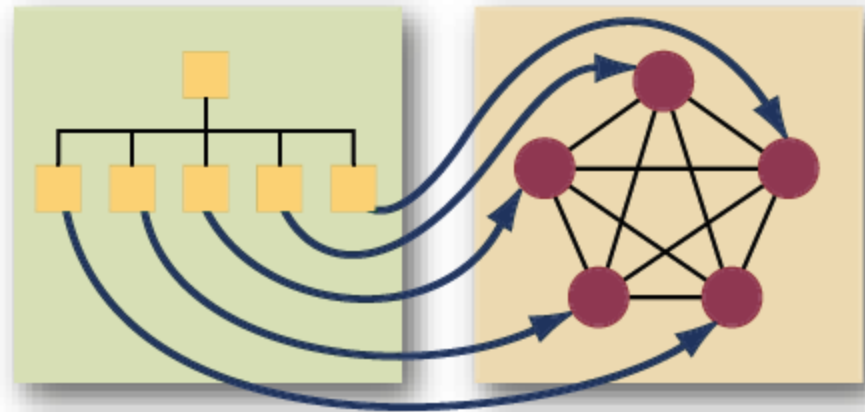
3. Cross-Functional Teams

– Employees from about the same hierarchical level, but from **different work areas**, who come together to accomplish a task

– Very common

– **Task forces**

– Committees



Cross-functional



Types of Teams (Contd)

4. Virtual Teams

- Physically dispersed members
- To overcome time and space constraints
- Limited socialising
- To be effective, needs:
 - Trust and self discipline among members
 - Close monitoring
 - Reliable technology

Creating Effective Teams

- Context (Trust and team rewards)
- Composition (Role allocation & willingness)
- Work Design (Freedom and autonomy)
- Process Variables (Team goals, managed conflict)



Context

- Adequate resources
- Leadership and structure
- Climate of trust
- Performance evaluation and reward systems

Composition

- Abilities of members
- Personality
- Allocating roles
- Diversity
- Size of teams
- Member flexibility
- Member preferences

Work design

- Autonomy
- Skill variety
- Task identity
- Task significance

Process

- Common purpose
- Specific goals
- Team efficacy
- Conflict levels
- Social loafing

Caveat 1: This is a general guide only.

Team effectiveness

Caveat 2: The model assumes that teamwork is preferable to individual work.

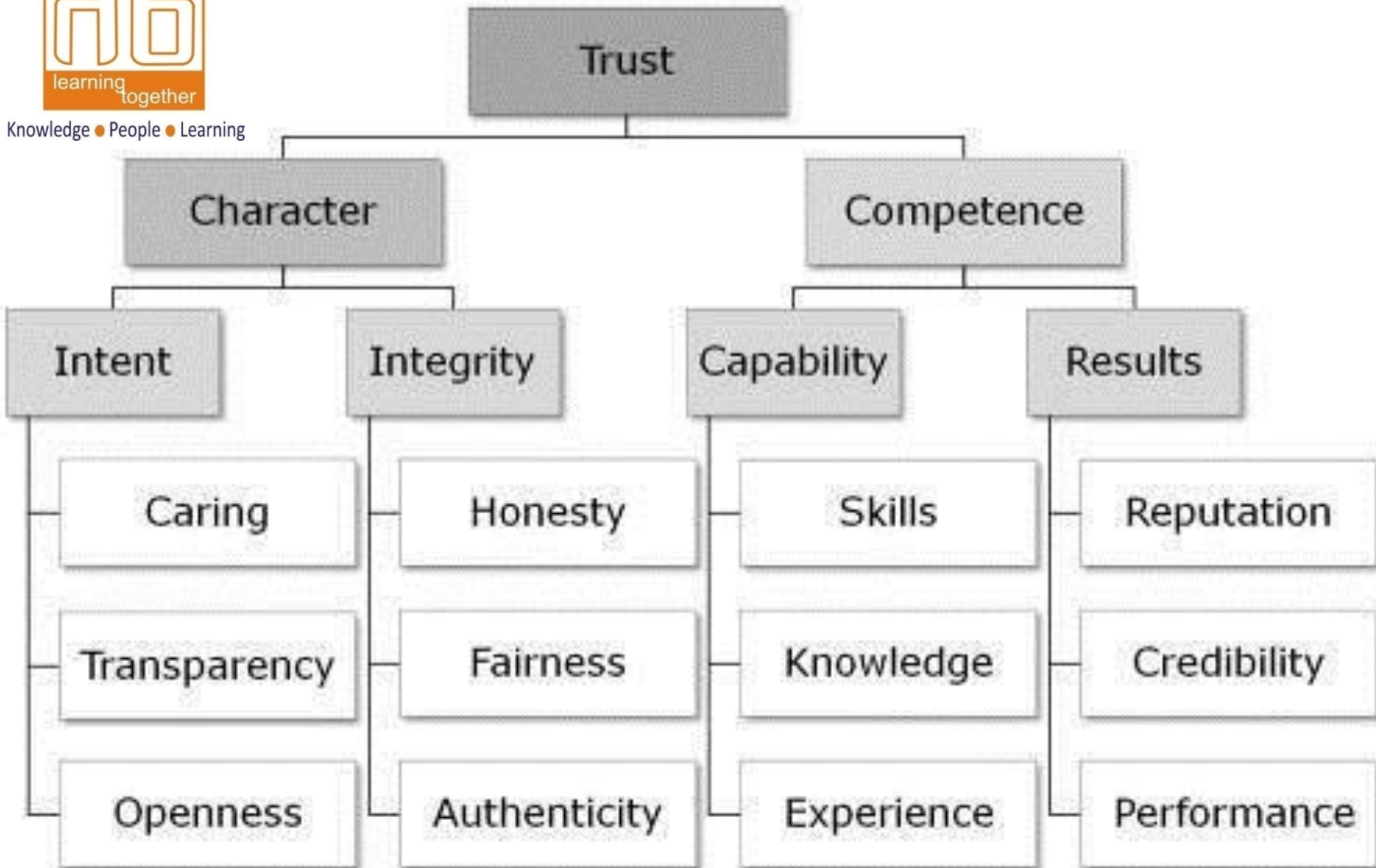
Source: Stephen Robbins



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Creating Effective Teams: Context

- Adequate Resources
- Effective Leadership and Structure
- Climate of Trust
- Performance and Rewards Systems for Team Contributions





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Creating Effective Teams: Composition

- Abilities of Members
- Personality of Members
 - Conscientiousness, openness and agreeableness
- Allocating Roles and Diversity
- Size of Team
- Member's Willingness for Teamwork





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Creating Effective Teams: Work Design

- Freedom and Autonomy
- Skill Variety
- Task Identity
- Task Significance
 - Working on a task or project that has a substantial impact on others





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Creating Effective Teams: Process

- **Commitment** to a Common Purpose
- Setting **Specific** Team Goals (**SMART**)
- Team **Efficacy**
 - Team believes in its ability to succeed
- **Mental Models**
 - Have an accurate and common mental map of how the work gets done
- A **Managed** Level of **Conflict**
- **Minimised** Social Loafing



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Turning Individuals into Team Players

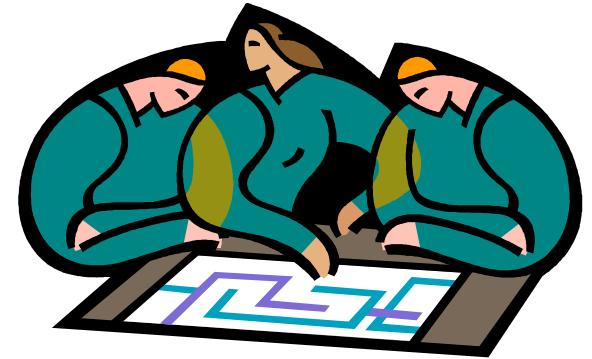
- **Selection**

- Make team skills one of the interpersonal skills in the hiring process.

- **Training**

- **Rewards**

- To encourage cooperative efforts as well as individual contributions





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Beware!

Teams are not always the Answer

Teams take more time and resources than does individual work.



Managerial Implications

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- **Effective teams:**
 - Adequate **resources**
 - Effective **leadership**
 - A climate of **trust**
 - Appropriate **reward**
 - Members with correct **skills** and roles
 - Are **smaller**
 - Give **freedom, autonomy**
 - Members **believe** in the team's capabilities



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Q&A

Closing Thought



Thank you. Team up.



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