

Work Group

Work Team

Goal

Share information

Collective performance

Synergy

Neutral

Positive

Accountability

Individual

Individual and mutual

Skills

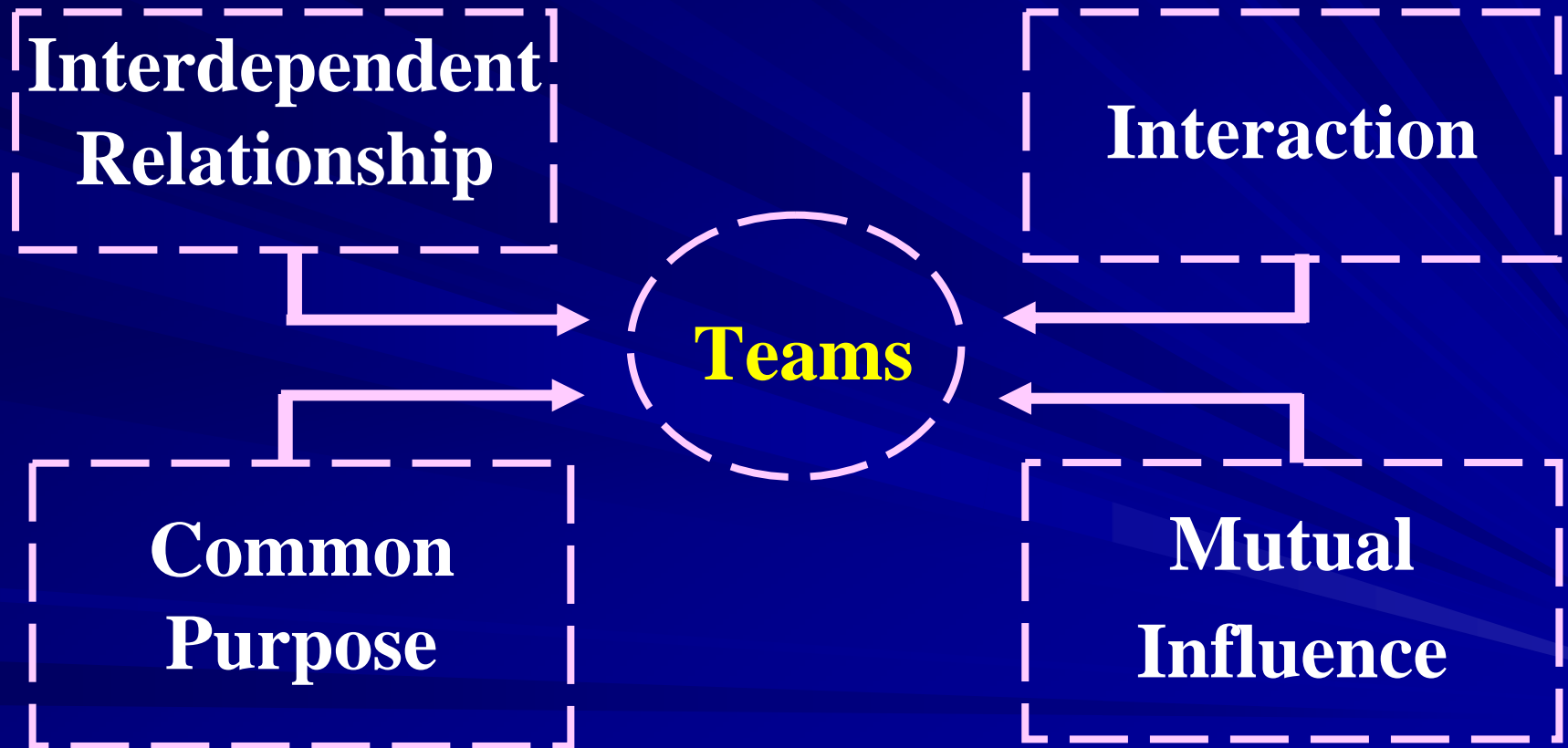
Random and varied

Complementary

Trainees should remember :

- (1) A group is two or more people who interact with each other to accomplish a goal.**
- (2) A team is a group who work intensively with each other to achieve a specific common goal.**
- (3) All teams are groups, BUT, not all groups are teams.**
- (4) Teams often are difficult to form because :
It takes time for members to work together.
Teams can improve organizational performance, but this required time and effort.**

Requirements of a Team



| Company | Results |
|--|--|
| Federal Express | <ul style="list-style-type: none"> • Reduce errors (e.g., incorrect bills, lost packages) by 13% in 1989. |
| Corning | <ul style="list-style-type: none"> • Defects dropped from 1,800 parts per million to only 9 parts per million in its cellular ceramics plant. |
| Shenandoah Life Insurance Co. | <ul style="list-style-type: none"> • Saved \$ 200,000 per year in reduced staffing while increasing volume of work handled by 33%. |
| Xerox | <ul style="list-style-type: none"> • Increased productivity by 30%. |
| Tektronix | <ul style="list-style-type: none"> • One team produces as many products in 3 days as an entire assembly line used to produce in 14 days. |
| Carrier (Division of United Technologies Corporation) | <ul style="list-style-type: none"> • Reduced unit turnaround time from 2 weeks to 2 days. |
| Westinghouse Furniture Systems | <ul style="list-style-type: none"> • Productivity increased by 74% within three years. |
| Sealed Air | <ul style="list-style-type: none"> • Waste reduced by 50%, and downtime cut from 20% to 5%. |
| Eli Lilly | <ul style="list-style-type: none"> • Faster-ever rollout time for a new medical product. |
| Citibank | <ul style="list-style-type: none"> • Substantially improved customer satisfaction ratings in 11 key areas. |
| Exxon | <ul style="list-style-type: none"> • \$ 10 million saving in 6 months. |

How to Build a Good Team

Always

1. Deliver on time and alert team ASAP when unexpected delays occur.
2. Attend all team meetings on time.
3. Speak up, speak out, and interact at all team meetings.
4. Take personal interest in planning and problem solving.
5. Look for ways to go-the-second-mile on your own.

Never

1. Tell your teammates or leader how much time and effort you are putting into your assignment.
2. Assume the role of resident critic and complainer.
3. Wait for someone to tell/ask you what to do next.
4. Delay actions and make excuses.
5. Isolate yourself from the others.

Group Development Stages

(E) Adjourning

(D) Performing

(C) Norming

(B) Storming

(A) Forming



Setting Team Objectives and Criteria

Team goals should be
SMART

- ❑ **Specific** : goals should be very specific and simple. For example “The sales team should increase the annual sales volume by 5% next month”.
- Measurable** : It is preferred to set measurable goals. If goals are not measurable, managers can hardly evaluate the teams’ performance. Goals are used as benchmarks. However, teams might pursue some immeasurable (qualitative) objectives.
- Attainable** : Team objectives should be realistic so that team members can achieve them. However, those objectives should be challenging.
- Result-Oriented** : Team objectives should define clearly the desired final outcome.
- Time-Bounded** : Team objectives should have a starting date and an ending date.

Dimensions Influencing Team Effectiveness

The following is a classic listing of effective teams :

- Members are loyal to one another and the leader. Members and leaders have a high degree of confidence and trust in each other. The group is eager to help members develop their own potentials. The members communicate fully and frankly all information relevant to the team's activities. Members feel secure in making decisions that seem appropriate to them. Activities of the group occur in a supportive atmosphere. Group values and goals express relevant values and goals of members.**

Q : What are the dimensions that influence team effectiveness ?

Team Effectiveness



A diagram illustrating the components of team effectiveness. At the top, a pink box contains the title 'Team Effectiveness'. Below it, a vertical line on the left side has five arrows pointing to five stacked rectangular boxes. Each box contains a factor: 'Size', 'Membership Composition', 'Roles', 'Norms', and 'Cohesiveness'.

Size

Membership Composition

Roles

Norms

Cohesiveness

Common Problems Encountered in Working with teams

- 1. Personality and work style differences.**
- 2. Poor task/problem definition.**
- 3. Poor preparation.**
- 4. Difficulties in compromising.**
- 5. Lack of empathy.**
- 6. Poor conflict management skills.**
- 7. Lack of cohesiveness.**



Thank You