



# Team Building

**State Institute of Health and Family Welfare,  
Jaipur**

# Topics To Be Covered



- Why Team
- Effective Team Work
- Current Trends in the use of teams
- Key Roles of Teams
- Stages of Team building
- Team Communication
- Communication Behaviors
- Team Leadership
- Key Factors to Successful Performance of a Team
- Case study



Agenda

Sportif

The word 'Agenda' is written in a large, elegant serif font. Below it, the word 'Sportif' is written in a smaller, simpler font. The background of this text is a photograph of a fountain pen and a notebook.



***“It's possible to achieve almost anything as long as you are not worried about who gets the credit.”***

***Harry S. Truman***



**T**ogether  
**E**veryone  
**A**chieves  
**M**ore!

# Why Team ?

- Achieving higher goals
- Varied, complex and skilled tasks call for coordinated efforts
- Linkages between tasks for final product



# Team

- Group
  - ✓ Sharing common Goals/ Objectives
  - ✓ Efforts are interdependent
  - ✓ Harmony
  - ✓ Commitment





# Effective Team

- Common Objective
- Equality of power
- Sharing of resources
- Mutual concern and respect
- Efforts for organizing themselves





# Effective Team Work

- **Sharing the common objective**
  - ✓ Knowledge of **Goals**
  - ✓ Knowledge of **Clients**
  - ✓ Knowledge about **Plans/Programs**
  - ✓ Knowledge about **Specific Targets**  
and ways to **achieve** them
  - ✓ Knowledge about standing of  
**Organization vs. Competitors**



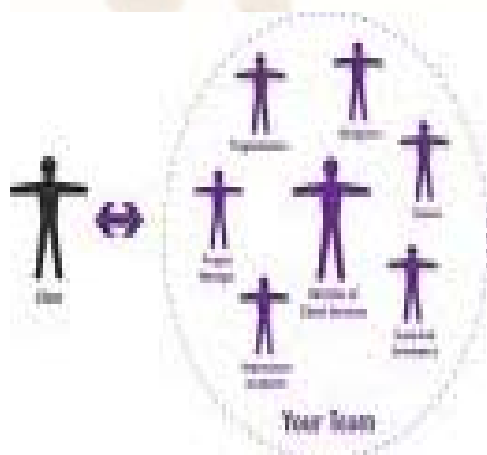




# Effective Team Work...

## Developing concern for Co-workers

- **Role of Colleagues**
- **Problems & Punctuations** faced
- **Expectation** from you & **Dependence** on you
- **Authority** and **resources** at their command and **sharing** of same
- **Sharing rewards** for accomplishments





# Effective Team Work...

## Strengthening inter-linkages

- Ease in **sharing material resources**
- Comfortable with **GDs and Review** for **consensus**
- Open channels of **communication**
- Developing **Link Functionary**
- **Delegation without abdicating** responsibility





# Effective Team Work...

## Building a climate of trust

- Sharing problems and seeking solutions
- Appreciating to develop strengths rather than criticizing for failures
- Verbal or only formal written communication
- Sharing Information
- Imposing or reaching a consensus

# Effective Team Work...



## Working with a positive attitude

- Initiative in taking responsibility
- Accountable for outcomes
- Problem solving orientation with alternatives
- Developing new skills
- Prepared to sacrifice short term gains for  
Organization



# Current Trends in the Use of Teams–

## Committees

- People outside their daily job assignments work together in small team for specific purpose.
- Task agenda - narrow, focused, and ongoing.

## Projects teams or task forces

- People work together on common problems, but on temporary basis.
- Official tasks -very specific and time defined.
- Disbands after task is completed.



# Cross-Functional Teams



- Members come from different functional units of an organization.
- Team works on specific problem or task with needs of whole organization in mind.
- Teams are created to knock down “walls” separating departments.



# Employee Involvement Teams

- Groups of workers who meet on regular basis outside of their formal assignments.
- Have the goal of applying their expertise and attention on continuous improvement.
- Quality circles represent a common form of employee involvement teams.





# Virtual Teams

- Teams of people who work together and solve problems through computer-mediated rather than face-to-face interactions.
- Sometimes called ...
  - ✓ Computer-mediated groups
  - ✓ Electronic group networks





- **Potential advantages of virtual teams:**

- ✓ Savings in time and travel expenses
- ✓ Minimization or elimination of interpersonal difficulties
- ✓ Ease of expansion

- **Potential problems of virtual teams:**

- ✓ Difficulty in establishing good working relationships
- ✓ Depersonalization of working relationships



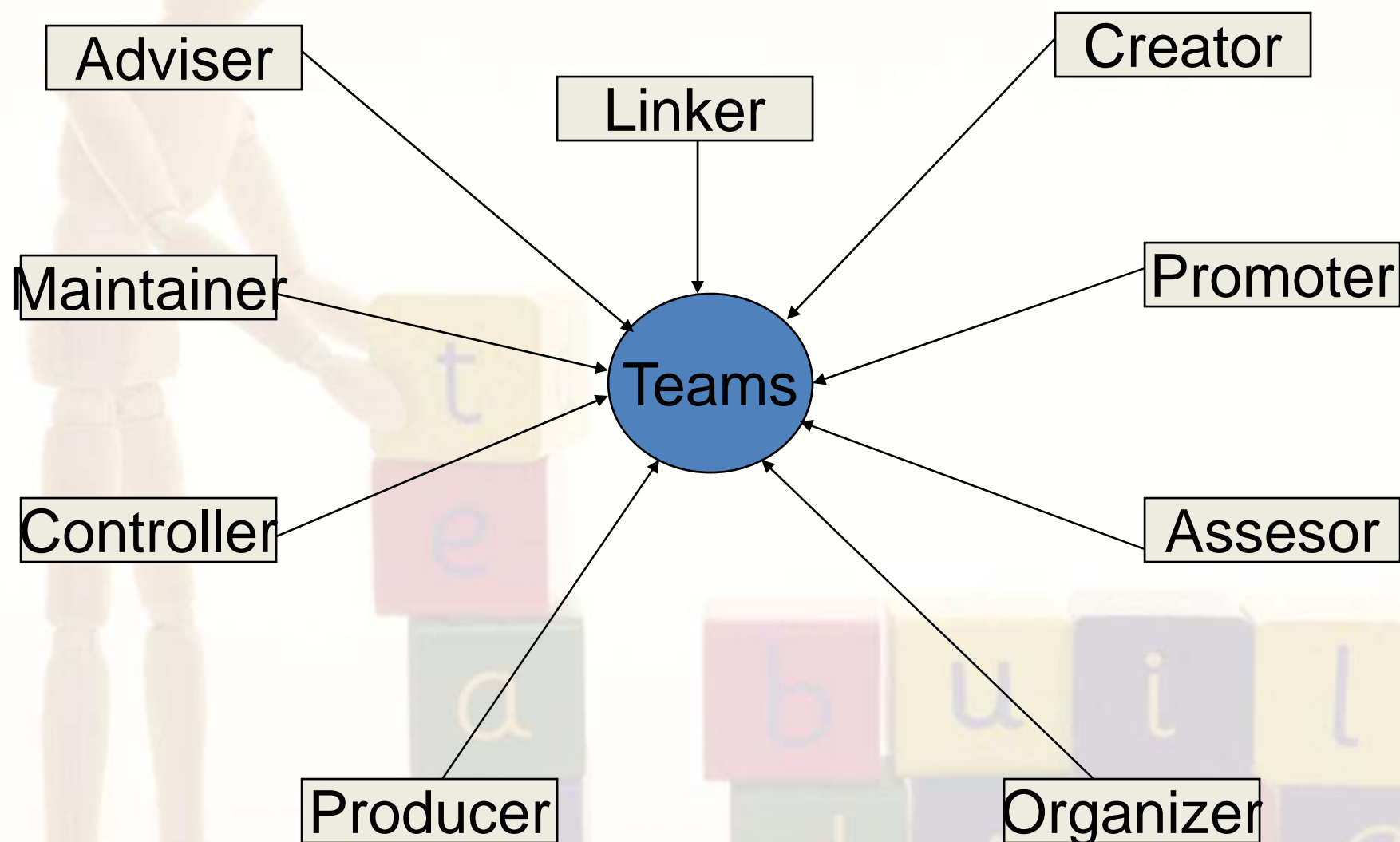
# Self-managing Work Teams

- Teams of workers with
  - ✓ Redesigned jobs to create a high degree of task interdependence
  - ✓ Given authority to make many decisions about how to do the required work.
- Also known as autonomous work groups.



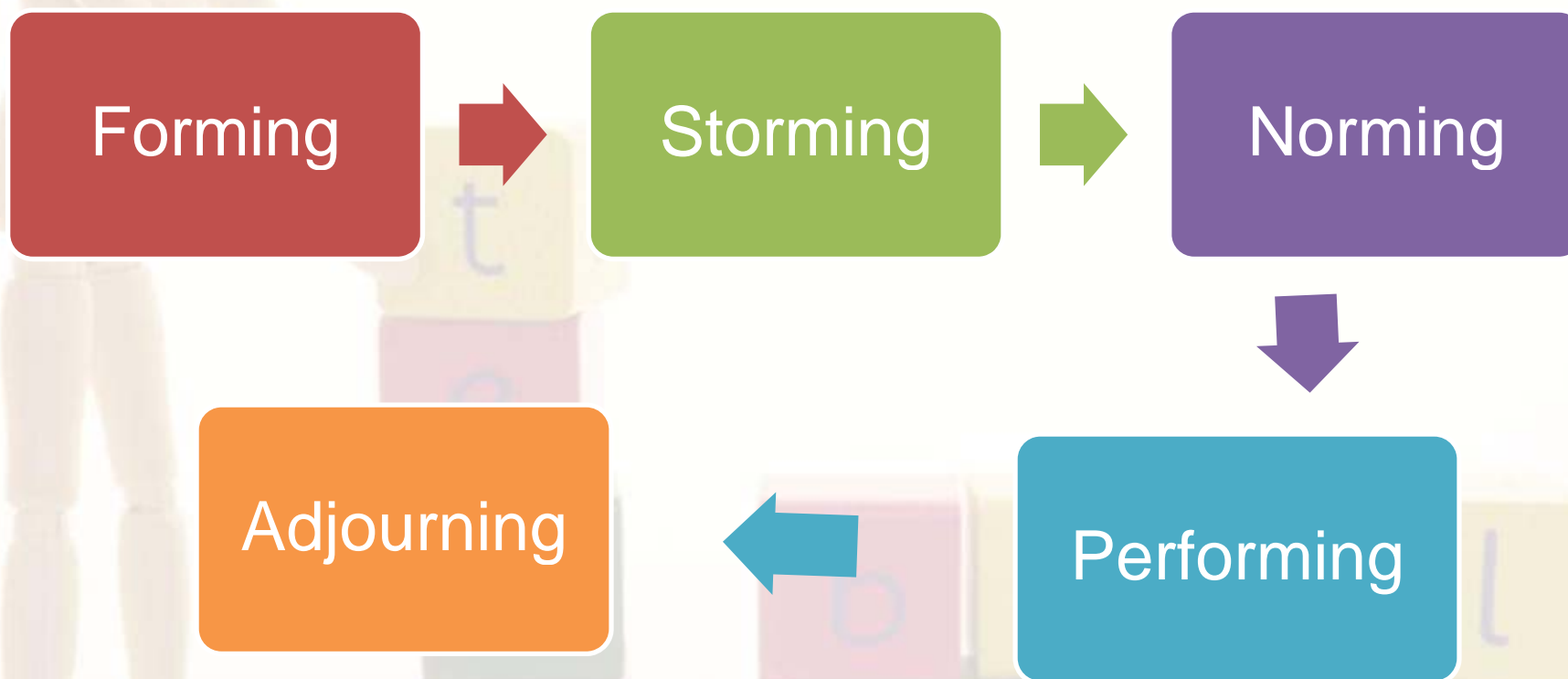


# Key Roles of Teams





# Stages in Team Building





# Forming

- First stage of team development
- Individuals coming together as members of team
- Little work is accomplished
- Behavior/dependence testing on formal or informal leadership
- Limited participation
- Anxiety
- Fear
- Complaints about organizational structure



# Storming

- Team members may become insistent upon expressing individuality and resist team formation
- Not much work is accomplished.
- Competition
- Disunity
- Concern over excessive work
- Establishment of unattainable goals and hierarchy





# Norming

- Members accept the team and the team norms
- a moderate amount of work is accomplished
- Attempts to achieve harmony
- High level of confiding in team members
- A sense of cohesiveness



# Performing

- The team establishes its interpersonal norms
- Has a better understanding of each other's strengths and weaknesses
- Becomes an entity capable of solving problems and making decisions
- Great deal of work is accomplished







# Adjourning

Project teams, temporary committees, or task forces coming to an end

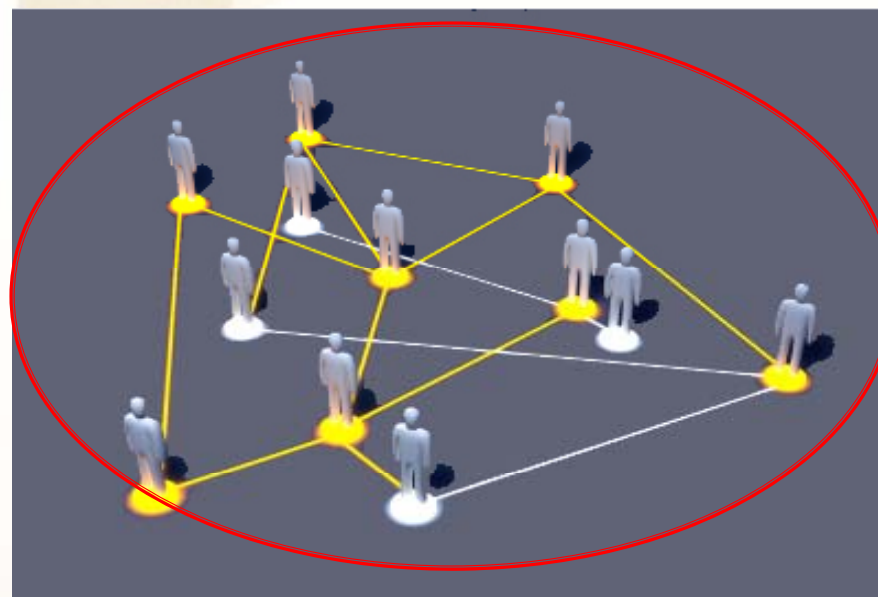
A finalizing stage as they celebrate and recognize group achievement





# Team Communication

- With Each others
- With other team Members
- With their *external customers*



# Communication Behaviors

- Assertiveness
- Listening Responsively
- Speaking Confidently
- Contributing to Decisions



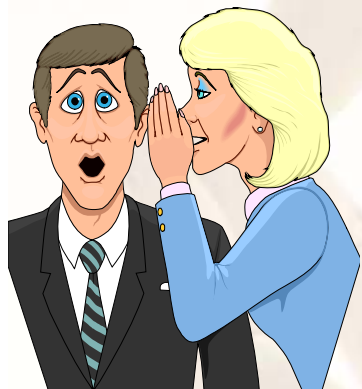
# Communication Choices



- **Aggressive** is characterized by anger, blame and insensitivity to others.
- **Dominating** is bossy and puts people's backs up.
- **Passive** lets others trample all over you.
- **Restrained** may be inoffensive but does not fully take part in a team.
- **Assertive** *is the one in the middle, the one to aim for in communicating with people in your team.*



# Assertiveness



Just say  
**NO**

- Communicates clearly and honestly
- Expects that s/he has as much right as anyone else in the team to be heard
- Can say 'no'
- Respects and listens to others
- Admits to errors without feeling s/he has lost face
- Knows s/he deserves respect
- Gives the same rights to others as s/he claims for her/ himself



# Listening Responsively



Listening is part of assertive behavior

- **Aggressive:** always talks
- **Assertive:** listens and talks appropriately
- **Passive:** always listens

How can you use questions to check that you have understood?



# Speaking Confidently

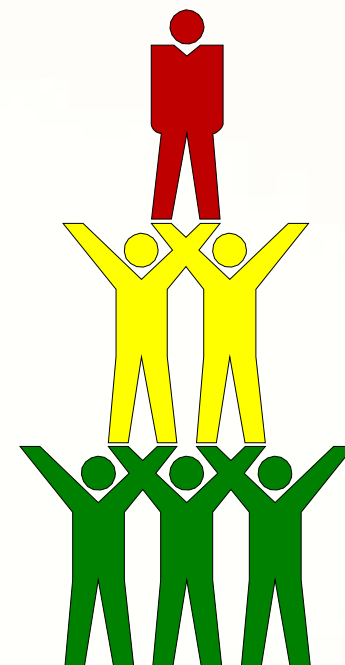
- Contribute with honesty even if disagree
- Use “I” messages. Be descriptive.
- Don't use labels.
- Don't exaggerate.
- Don't be judgmental.
- Speak for yourself.
- Restrict your feedback to things you know for certain.
- Be assertive
- ‘Play the ball but not the person’





# Receiving Feedback

- Listen carefully
- Ask questions for clarity
- Acknowledge the feedback
- Acknowledge the valid points
- Take time to sort out what you heard







# Stakeholder Expectations

What does an organisation want from the people it puts together in a team?

What do fellow workers want?

What do the customers want?

What could prevent this from being achieved?

# Conflict Resolution



- Because of an inability to resolve conflict the team may splinter and sub-groups may form.
- Anticipate conflict, know why it arises and have personal and team strategies to deal with it.
- Importance of protocols to manage conflict and other problems
- ***"Don't blame the people. Blame the system"***



# Team Leadership

Identify one or more you think is a good leader – what is it about their leadership that you admire?



What is good leadership?

Do team leaders have to be great Persons?

Comparison of an effective leader v/s an ineffective leader



# Team Maintenance

- Coming together is a beginning
- Working together is progress
- Staying together is a triumph

How can we all support, nurture or reinforce effective teams?

Identify “maintenance” actions.



# Helpful Team Behavior

- Keeping the peace
- Being a friend
- Being enthusiastic
- Giving opinions
- Generating ideas
- Initiating
- Solving problems logically
- Relieving tension with humor
- Seeking approval
- Encouraging others





# Key Factors to Successful Performance of a Team – S.C.O.R.E

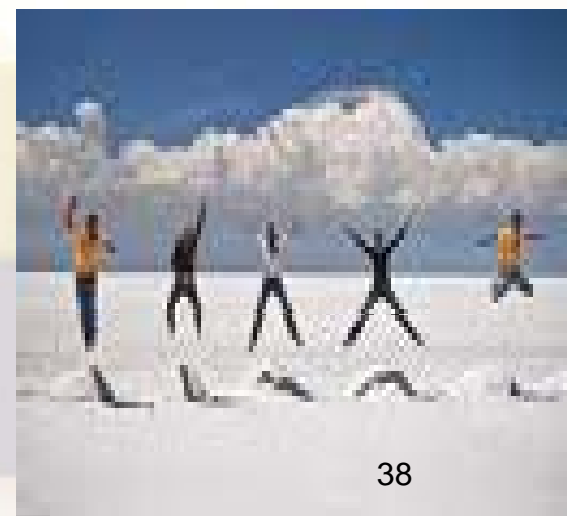
**S**trategy

**C**lear Roles and Responsibility

**O**pen Communication

**R**apid Response

**E**ffective Leadership



# Case study: Team building



A health organization was approached to organize a five-day training programme. The organization had prepared the modules for the course and identified facilitators to conduct the training. It would provide the necessary funds for the training programme. It requested the hospital director to host and organize the programme, provide the space, classroom materials, necessary boarding and lodging facilities and manpower for organizing and conducting the training programme.



# Contd....



The organization director called for a meeting of his administrative staff. He explained the project to them and stressed that it was a very prestigious event that they had been asked to host and that no effort should be spared to make the programme very successful. It would bring great honor to the institute if everything went smoothly.





# Contd....



He outlined all areas that would need to be looked into, namely receiving the participants at the airport, arrangement for transport, accommodation, food, laundry facilities, recreation, space for conducting the training, classroom materials, access to computers, arrangement for disbursement of money and maintaining accounts. He appointed the head clerk in charge of establishment to coordinate the various activities. She was not willing as she said that she already had a lot of work and responsibilities.



# Contd....



The director assured her that he would arrange for extra help for her daily routine work, so that she would be free to attend to this challenging task. He said that he depended a lot on her organizational capabilities. He then asked for volunteers to take charge of each of the areas mentioned above. They could choose the people they would need to do the various tasks, give them their job responsibilities and supervise their work.





## Contd....

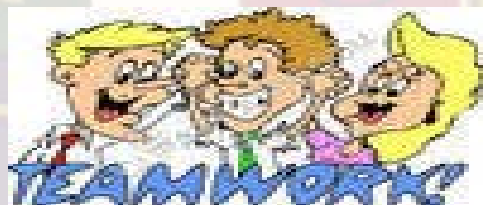
He said they should report to the head clerk about the progress at each stage and for any help required. There was a bit of grumbling from some of the staff, but when they were asked to voice their problems, these were sorted out in an amicable way, and all staff got very motivated and enthusiastic. They even offered to take on more responsibilities if need be, and help each other out. Detailed plans for each day were developed. All the necessary materials were procured. Accounts were meticulously kept. The five days of the training went off without a hitch. All arrangements had been efficiently taken care of.





## Contd....

The organization was extremely pleased with the way the hospital had organized the whole programme and publicly thanked the hospital and its staff for their superb cooperation. After the training programme was over, the certificates distributed and all the participants had departed, the director invited all concerned staff, right from the head clerk to the cleaning staff, for tea. He expressed his gratitude and admiration to each staff member who had contributed and informed them that he was very proud to have such a dedicated and efficient staff.





## Contd....



- What was the goal of the team?
- Who were the leaders of the team?
- Who were the members of the team?
- What were the factors that led to the success of the training programme?
- Identify the steps involved in the transformation of a group of individuals into a team.



# Thank You

For more details log on to

[www.sihfwrajasthan.com](http://www.sihfwrajasthan.com)

Or contact: Director-SIHFW

on

[sihfwraj@yahoo.co.in](mailto:sihfwraj@yahoo.co.in)