

MST(HR) 552- Team Interventions

Lecture 12



Recap from last lecture

In the last lecture, we discussed:

- Survey Feedback
- Steps for an optimally useful survey
- Process of goal seeking
- Limitations of Survey Feedback

Topics to be covered today:

- Effective teams
- Cross functional teams
- High performance teams
- Broad team building interventions
- Purpose of team building

Characteristics of an effective team

1. Clear purpose: defined and accepted vision, mission, goal, task and an action plan
2. Informality: informal, comfortable, relaxed
3. Participation: discussion with everyone, encouraged to participate
4. Listening: questioning, paraphrasing and summarizing
5. Civilized disagreements
6. Consensus decision making
7. Open communication
8. Clear roles and work assignments
9. Shared leadership
10. Style diversity
11. Self assessment

Cross functional teams

1. Cross functional teams are widely used in organizations.
2. They typically comprise of individuals who have functional home base- e.g. manufacturing, design, engineering and marketing.
3. They meet regularly to solve ongoing challenges requiring inputs from a number of functional areas.
4. Cross functional teams can be permanent but temporary teams can be created to solve short term problems.

High performance teams

- High performance teams have the same characteristics of an effective team but to a higher degree.
- Strong personal commitment to each other.
- Commitment to the others' growth and success.
- Deeper sense of purpose, more ambitious performance goals, fuller mutual accountability, interchangeable as well as complementary skills.

Broad team building interventions

Team building activities:

1. Formal groups (Intact work groups)
 - a) Diagnostic meetings
 - b) Team building focussed on:
 - Task accomplishment including problem solving, decision making, goal setting
 - Building and maintaining effective interpersonal relationships
 - Understanding and managing group processes and culture
 - Role analysis technique

Team building interventions

2. Special groups (Startup teams, special project teams, cross functional teams, parallel learning structures)

a) Diagnostic meetings

b) Team building focused on:

- Task accomplishment specially specific problems, resource utilization
- Relationships, especially interpersonal or inter unit conflict, underutilization of resources.
- Processes, communication, task allocations
- Role analysis technique

Purpose of team building

1. To set goals and priorities
2. To analyze or allocate the way work is performed
3. To examine the way a group is working and its processes
4. To examine relationships among the people doing the work

Summary

In today's lecture, we discussed:

- Effective teams
- Cross functional teams
- High performance teams
- Broad team building interventions
- Purpose of team building

Thank you

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