



UNIT 4: BUILDING TOP PERFORMING TEAMS

Introduction



- Welcome to Unit 3 on building top performing teams.
- In this unit, we shall look at the concept of team building, team motivation, communication within and between teams and ways of sustaining these teams for high productivity.
- We have also provided activities which you should attempt to enable you understand various concepts more effectively.



Unit objectives:

Upon completion of this unit, you will be able to:

- a) Explain the concept of teamwork, types of teams and the role of team members.
- b) Describe the importance of teamwork
- c) Identify the stages of teambuilding
- d) Explain the factors that determine team effectiveness
- e) List the characteristics of high performing teams
- f) Understand the role of the leader in creating and sustaining high performing teams
- g) Intervene appropriately in conflicts in teams
- h) Know how to energize groups

The Concept of teamwork:

Below are definitions of terms associated with team work:

- i. **Team:** A team is a small number of people with **complementary skills** who are **committed** to a **common purpose**, performance goals, and approach for which they hold themselves mutually accountable.
- ii. **Team-work:** Concept of people working together as a team to achieve a common goal
- iii. **Team-building:** Process of establishing and developing greater sense of collaboration and trust amongst team members
- iv. **High-performing team:** This is team that outperforms all other like teams, and outperforms expectations given its composition.





Types of teams:

- i. **Problem-Solving Teams:** a group 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.
- ii. **Self-Managed Work Teams :** These are groups of 10 to 15 people who take on the responsibilities of their formal supervisors.
- iii. **Cross-Functional Teams:** staff from about the same hierarchical level, but from different work areas, who come together to accomplish a task.
- iv. **Virtual teams:** These are teams that use communication technology to tie together physically dispersed members in order to achieve a common goal.(video conferencing, skyping)

Importance of team work

- Teams tend to outperform individuals because of synergy
- Teams are more flexible and responsive to changes in the environment.
- Teams facilitate staff involvement.
- Teams are an effective way to increase motivation.
- Increased productivity
- Improved quality
- Better morale
- Better problem solving
- Enhanced creativity
- More effective decisions





Activity

Think about teams that you have worked with and then answer the following questions:

- What has been the best part about working with a team?
- What was the most challenging part of working with a team?
- Discuss whether some of the opportunities you have listed could be challenges and vice versa.

Stages of Team Formation

Forming

Team acquaints and establishes ground rules. Formalities are preserved and members are treated as strangers.



Storming

Members start to communicate their feelings but still view themselves as individuals rather than part of the team. They resist control by group leaders and show hostility.



Norming

People feel part of the team and realize that they can achieve work if they accept other viewpoints.



Performing

The team works in an open and trusting atmosphere where flexibility is the key and hierarchy is of little importance.



Adjourning

The team conducts an assessment of the year and implements a plan for transitioning roles and recognizing members' contributions.



Team effectiveness

This is dependent on factors such as context, composition, work design and process:

Context

- Adequate resources
- Leadership and Structure
- Climate of trust
- Performance evaluation and reward

Composition

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

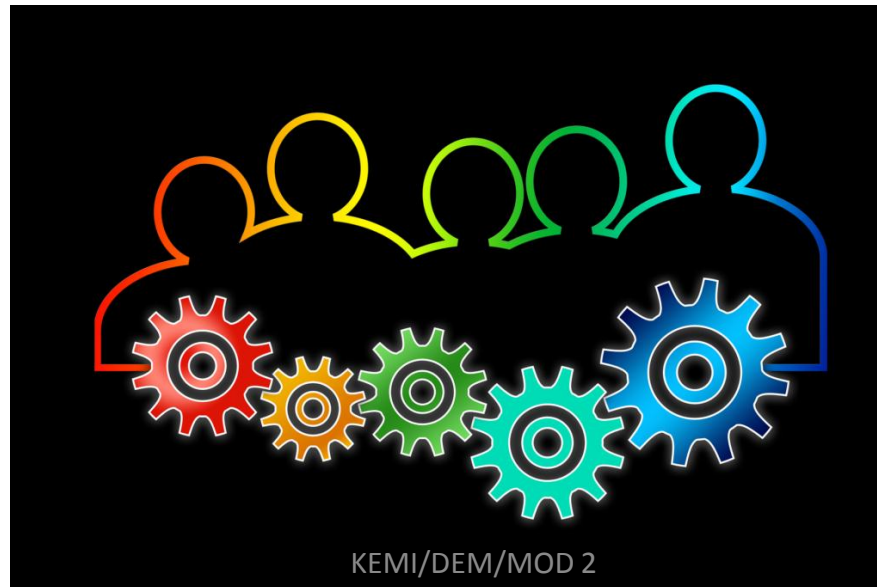


Work Design

- Autonomy
- Skill Variety
- Task identity
- Task significance

Process

- Common purpose
- Specific goals
- Conflict levels
- Social loafing (loitering)





Characteristics of high performing teams

- Establishing urgency, demanding performance standards and direction
- Selecting members for skills and skill potential, not personality
- Paying particular attention to first meetings and actions
- Setting some clear rules of behavior
- Setting and seizing upon a few immediate performance-orientated tasks and goals
- Challenging the group regularly with fresh facts and information
- Spending lots of time together
- Exploiting the power of positive feedback, recognition and reward

What is your role as a manager in creating high performing teams?

- Concern for tasks:
- Concern for people:
- Personal Power:
- Team Learning:
- Team Emotional Intelligence:
- Creating the right sort of teams:
- Conflict management:
- Boundary Management:
- Standard Setting:



Managing conflicts in teams

Causes of conflicts in teams include:

- Two members or sub-groups use different sources of information or interpret the same information differently
- Members or sub-groups have different or sometimes contradicting objectives
- There are differing views on how logistics should be managed
- There is no authority structure or hierarchy
- The team is experiencing the development “storming” Stage





How to negotiate conflicts in a team:

- State your views in clear non-judgmental language
- Clarify core issues
- Listen carefully to each person's point of view
- Check understanding by restating core issues
- Separate problem issues from people issues
- Be soft on people, hard on problem
- Look for underlying needs and goals of each party rather than specific solutions

Energizing teams

- Team spirit
- Productive meetings
- Team initiative
- Team suggestions
- Creative teams





- We have come to the end of this presentation.
- We have looked at the importance of teams in institutions, the team building process and how to manage conflicts in teams.
- We have concluded the presentation by looking at ways in which a leader can energize their teams.
- We hope you can now work on marking the teams in your institution top performing teams

Remember to do the reflection activity and case study that follow.