



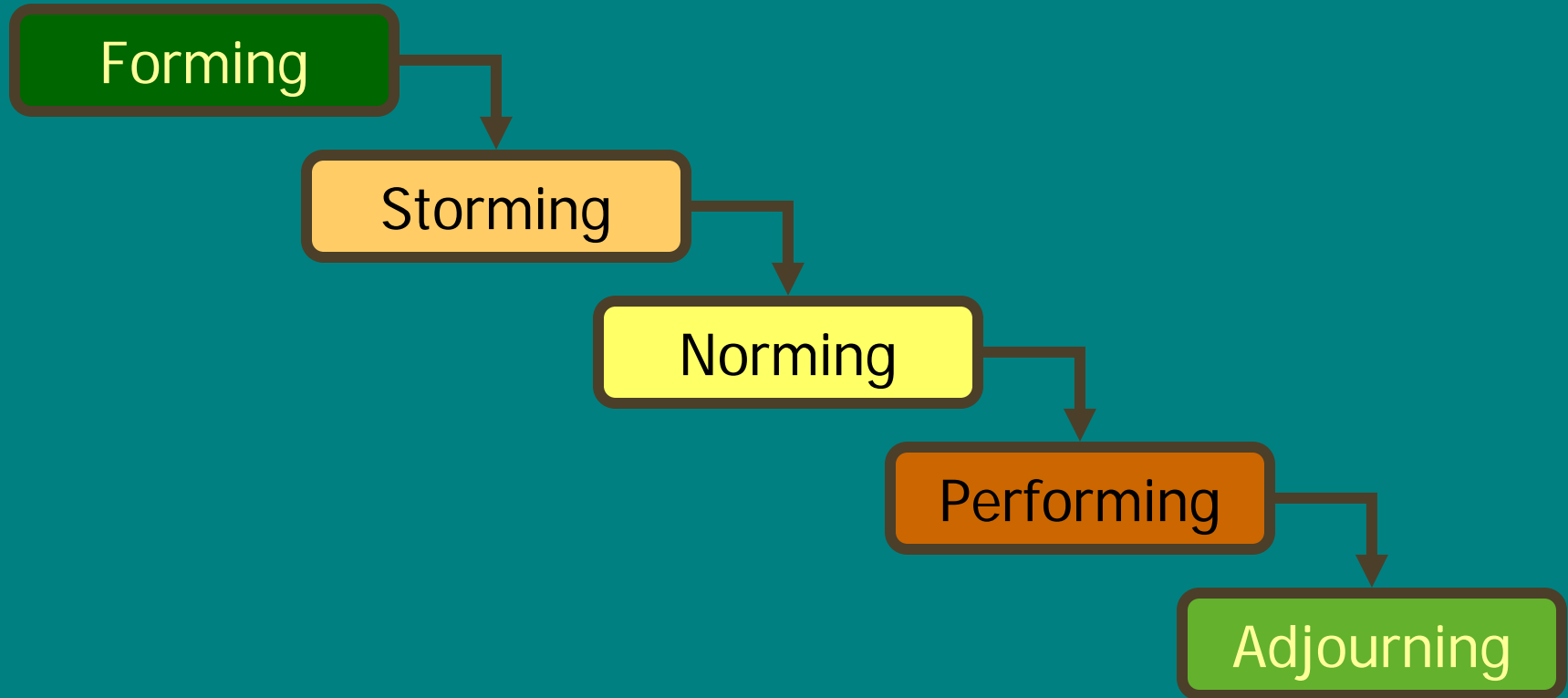
TEAM BUILDING

# Team Definition

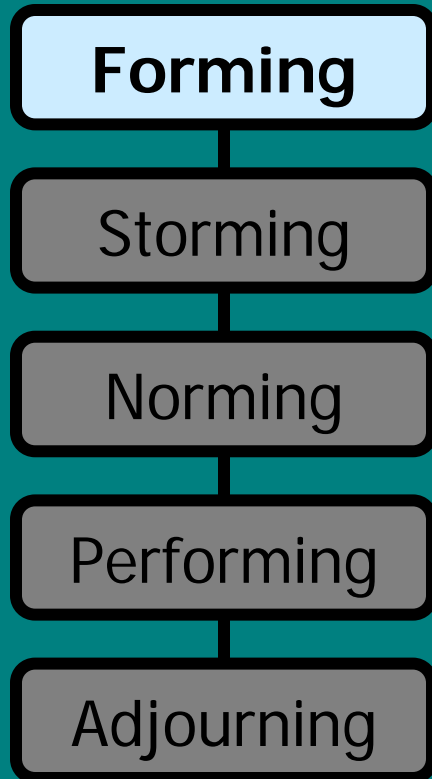
*“A small number of people with complementary skills who are committed to a common purpose, performance goals, and approach for which they hold themselves mutually accountable.”*

– [Katzenbach and Smith, 1994]

# Team Building Stages



# Forming Stage – 'Directing' Leader



## Leader Action Strategies:

- Establish realistic goals
- Set standards for team interaction
- Clarify team tasks and team member roles and relationships
- Demonstrate and teach skills
- Monitor and give feedback on team performance
- Make decisions and provide directions
- '**Directing**' style of leadership

# Barriers to Team Building

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- Credibility of the project leader
- Unclear project objectives
- Changing goals and priorities
- Lack of team definition and structure
- Confusion about roles and responsibilities
- Performance appraisals that fail to recognize teamwork
- Excessive team size (Optimum size 7 – 25)

# Virtual Teams - Definition

*Teams of people who primarily interact electronically and who may meet face-to-face occasionally*

- Reasons for forming virtual teams:
  - Global organizations
  - Organization-wide projects
  - Home offices
  - 24-hr work on projects



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# Handling Team Dynamics

Johari Window Model

# Johari Window

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- The Johari Window model was developed by American psychologists Joseph Luft and Harry Ingham in the 1950's, while researching group dynamics.
- Today the Johari Window model is especially relevant due to modern emphasis on, and influence of, 'soft' skills - behaviour, empathy, cooperation, inter-group development and interpersonal development.





This is the standard representation of the Johari Window model, showing each quadrant to be of the same size.

# Structure of Feedback

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- Feedback should be structured in 3 parts:
  1. What worked?
  2. What did not work or got stuck?
  3. What should be done differently?



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# MANAGING THE TEAM

# Managing the Team

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## ○ **Selection**

- Analyzing Team roles
- Forming the Team
- Establishing Team goals
- Matching Team to Task

## ○ **Bonding**

- Establishing Team Trust

## ○ **Development**

- Balancing Skills within the Team
- Ways to formulate Goals
- Maximizing Team Performance
- Improving Team Efficiency

# Managing the Team

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- **Optimizing Performance**
  - Maximizing Performance
  - Team Dynamics
  - Four Stages of Team Development
  - Managing Tactics
  - Resolving Conflicts
- **Assessment**
  - Project or Goal Check

# Contact Information

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