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
- Storming
- Norming
- Performing
- Adjourning

Copyright Tuckman, Bruce. (1965). Developmental sequence in small groups. Psychological bulletin, 63, 384-399.
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

- 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
Handling Team Dynamics

Johari Window Model
Johari Window

- 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.

- **Open/Free area**
- **Blind area**
- **Hidden area**
- **Unknown area**
Feedback should be structured in 3 parts:
1. What worked?
2. What did not work or got stuck?
3. What should be done differently?
MANAGING THE TEAM
Managing the Team

- **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

○ 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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