

Team Development

Organizational Behaviour

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TEAM: Meaning and Definition

- According to Jon Katzenbach and Douglas, “ A team is a small number of people with complementary skills who are committed to a common purpose set of performance goals and approach for which they hold themselves mutually accountable.”
- A team is a group whose members influence one another towards the accomplishment of specified objectives.

Types of work teams:

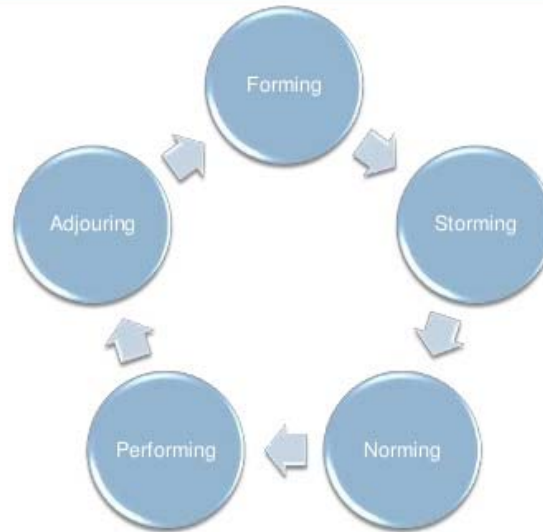
1. Problem-solving Team: To resolve a specified problem within an organization.
2. Self managed Teams: To plan, organise, influence and control its own work situation with only minimal intervention and direction from the top management. It is also known as self-directed work group.
3. Cross functional Teams: Comprised of personnel from different functional areas (e.g., finance, marketing, human resource, etc.)

Significance of Work Teams

- Synergy
- Commitment to Team Goals
- Improved Organizational Communication
- Benefits of expanded Job Training
- Flexibility
- Improved Employee Motivation

Stages of Group or Team Development/Life Cycle of a Team

Stages of team Building



THE PUNCTUATED-EQUILIBRIUM MODEL

- To use the terminology of the five stage in group development model, in the Punctuated-Equilibrium model, the group begins by combining the forming and norming stages then goes through a period of low performing followed by storming, then a period of high performing and finally adjourning.

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The Punctuated-Equilibrium Model

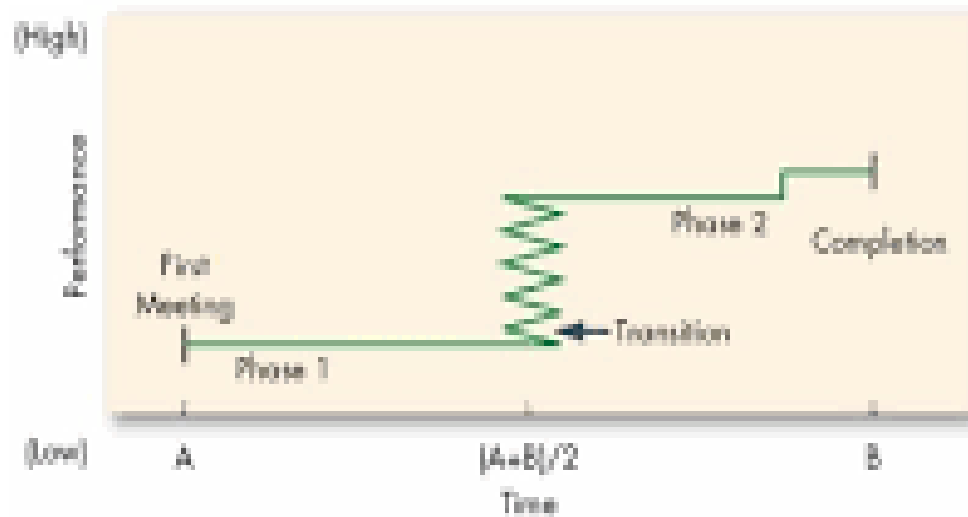


EXHIBIT 5.3

Building Effective Teams

- Participative Leadership
- Shared responsibility
- Aligned on purpose
- High communication
- Future focused
- Focused on task
- Creative Talents
- Rapid Response