



Team Building and Leadership

The Erasmus+ logo, which includes a stylized city skyline in the background and the text 'Erasmus+' in a large, bold, sans-serif font. The 'E' is gold, and the rest of the text is white.



TEAM

T = Together

E = Everyone

A = Achieves

M = More



Source: www.potential.com/articles/teamwork

Source: *Organizational Behavior* by Stephen P. Robbins & Timothy A. Judge, 15th editions, Pearson Education, Inc.

DOES TEAM/TEAMWORK MATTERS?



*Paris Saint-Germain loses to Manchester City:
UEFA Champions League 2021*



Photo Source: <https://www.arabnews.pk/node/1974936/sport>

*Leicester City beats the giants to win
English Premier League 2015-16*



Photo Source: <https://scroll.in/field/960918/against-all-odds-leicester-citys-premier-league-triumph-is-one-of-the-greatest-underdog-stories>

WHAT IS TEAM?



- *Two or more people who interact and influence [coordinate] each other, are mutually accountable for achieving common goal associated with organizational objectives.*
- *Important features:*
 - *two or more people together [mostly fewer than 10/15 people] a common goal*
 - *people [members] have regular interaction*
 - *interdependent [everyone depends on one another]*



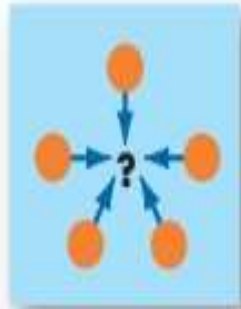
NOT ALL GROUPS ARE TEAM: DIFFERENCES



Work Group	Team
<i>Strong, clearly focused leader</i>	<i>Shared leadership roles</i>
<i>Individually accountability</i>	<i>Individual & mutual accountability</i>
<i>Purpose is the same as the org. mission</i>	<i>Specific purpose that team itself delivers</i>
<i>Individual work products</i>	<i>Collective work products</i>
<i>Runs efficient meetings</i>	<i>Encourage open-ended discussion and active problem-solving meetings</i>
<i>Measures its effectiveness indirectly by its influence on others</i>	<i>Measure performance directly by assessing collective work products</i>
<i>Discusses, decides and delegates</i>	<i>Discusses, decides & does work together</i>

Source: Harvard Business Review, November 2006: *The Disciplines of Teams*.

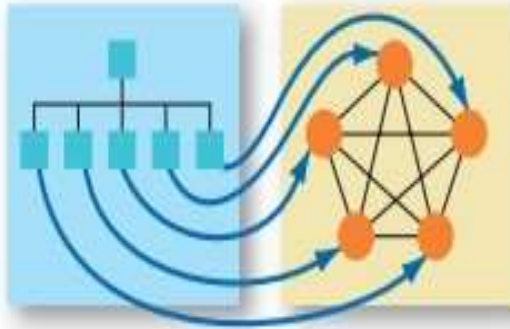
TYPES OF TEAM



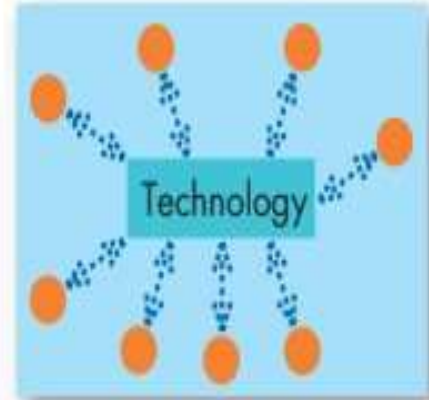
Problem-solving



Self-managed



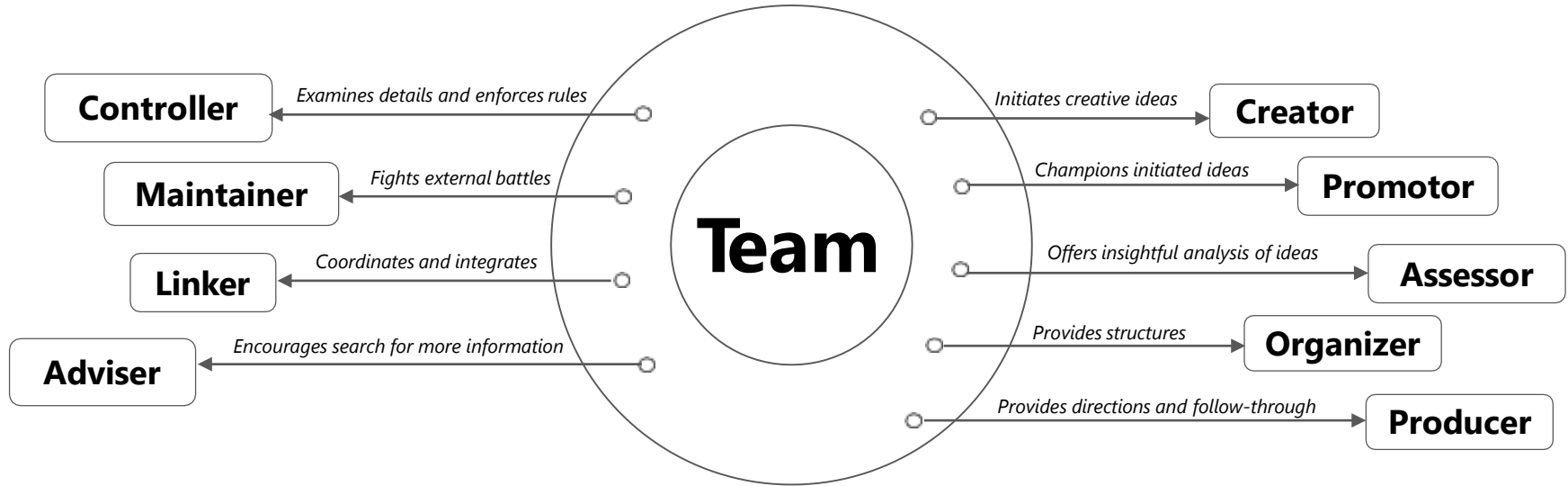
Cross-functional



Virtual

Source: *Organizational Behavior* by Stephen P. Robbins & Timothy A. Judge, 15th editions, Pearson Education, Inc.

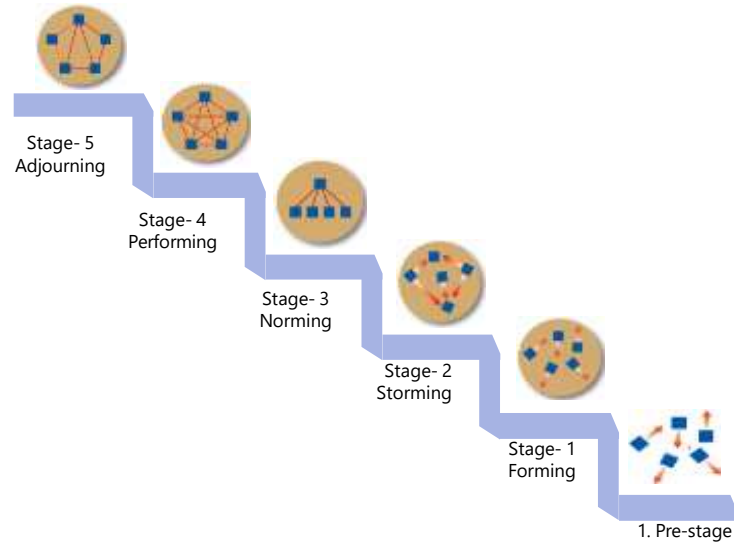
ROLES OF TEAM MEMBERS



Source: Organizational Behavior by Stephen P. Robbins & Timothy A. Judge, 15th editions, Pearson Education, Inc.

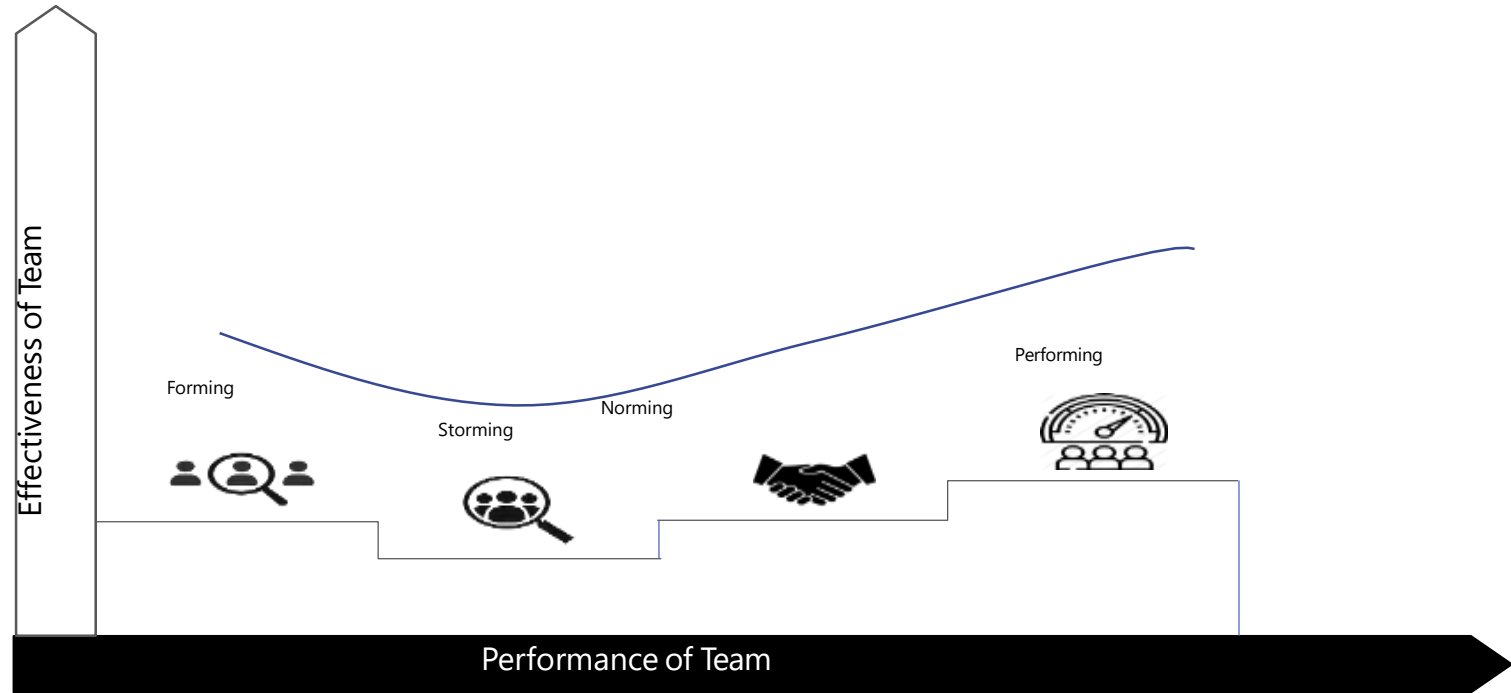
STAGES OF TEAM BUILDING

“Coming together is a beginning , Keeping together is progress and Working together is success.”- Henry Ford



Source: *Organizational Behavior* by Stephen P. Robbins & Timothy A. Judge, 15th editions, Pearson Education, Inc.

STAGES OF TEAM BUILDING



Source: www.saasplaza.com/news/elements-crucial-for-devops



Katzenbach & Smith approaches for successful teams

Rule 1# Establish urgency, demanding performance standards and direction

Rule 2# Select members for skill and skill potential, not personality

Rule 3# Attention to 1st meetings & actions. 1st impressions always mean a lot.

Rule 4# Set some clear rules of behavior

Rule 5# Set and seize upon a few immediate performance-oriented tasks and goals

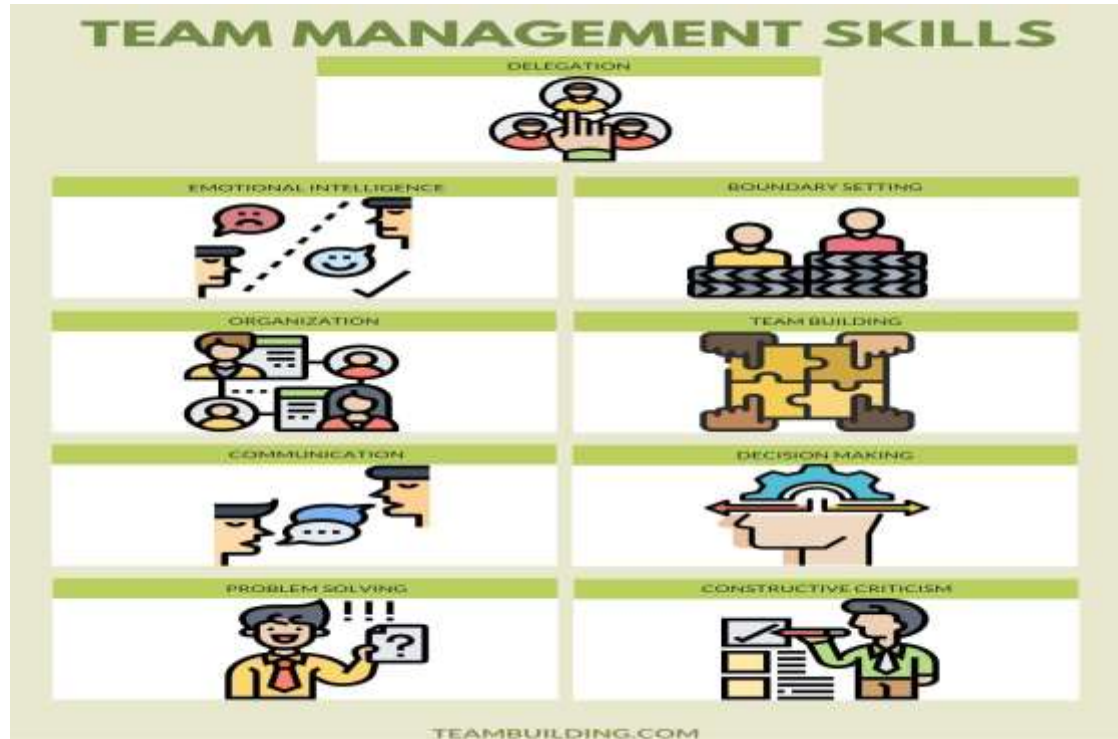
Rule 6# Challenge the teams regularly with fresh facts and information

Rule 7# Spend lot of time together

Rule 8# Exploit the power of positive feedback, recognition and reward

Source: Harvard Business Review, November 2006: The Disciplines of Teams.

TEAM MANAGEMENT SKILLS



Source: [Effective Team Management Skills for 2022 \(teambuilding.com\)](https://teambuilding.com)

PREVENTING PROBLEMS IN TEAM



Prevent problems in team by checking the following questions to

- *Are there conflicts between certain people that are creating divisions in team?*
- *Do team members need to get to know one another better?*
- *Do some members focus on their own success, and harm the team as a result?*
- *Is poor communication affecting the team's progress?*
- *Do people need to learn to work together, instead of individually?*
- *Do members affect team's ability to move forward through resistance to change?*
- *Does the team need a morale boost?*

Source: Organizational Behavior by Steven L. McShane & Mary Ann Von Glinow, 5th editions, McGraw-Hill, USA.





- *Attract the followership*
- *Being accountable, trustworthy, and rewarding*
- *Communication and strategy*
- *Navigate being a Boss and a Leader*



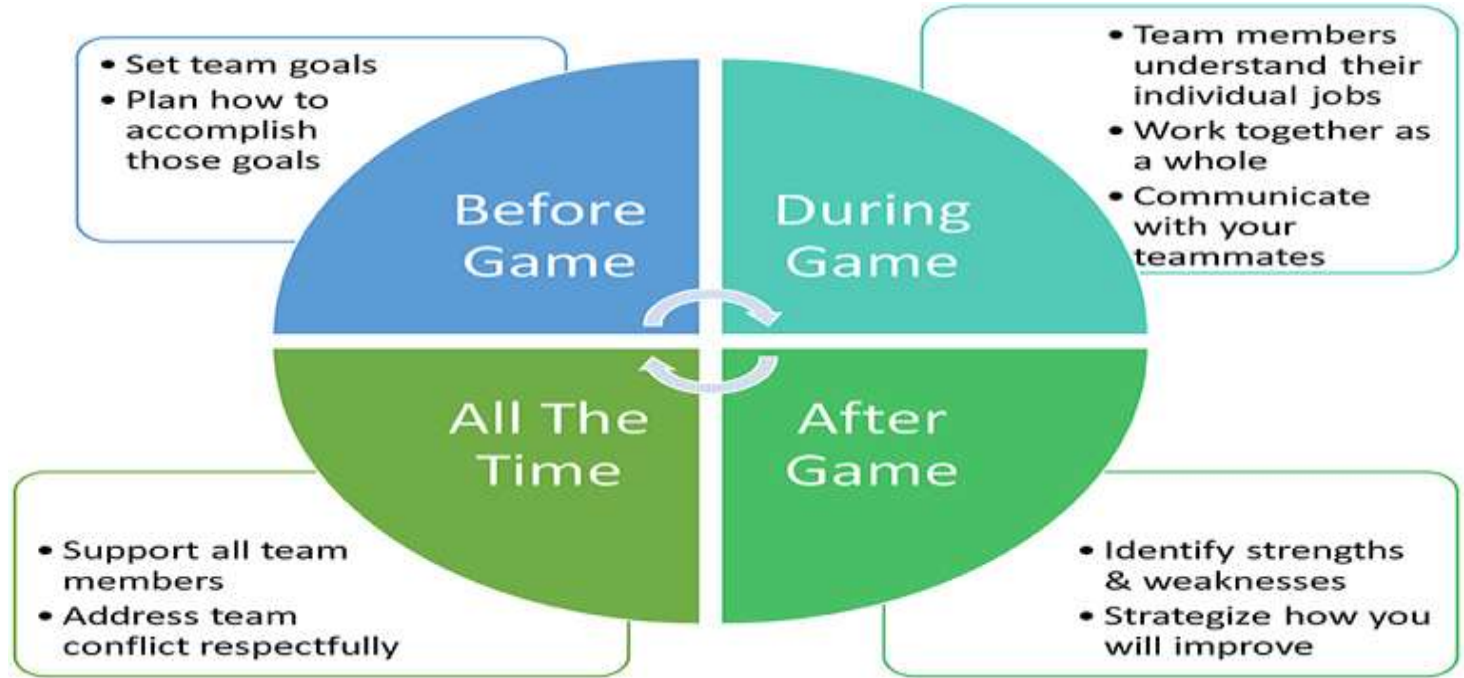
*Claudio Ranieri
Leicester City 2015 -2017*

Source: <https://smallbusinessify.com/how-to-lead-a-team-effectively/>

TEAM WORK IN GAMES: SAME FOR ORGANIZATION



Teamwork can happen before, during, and after a game—as well as all season long!



Source: [Teamwork Makes the Dream Work: How to Be a Great Teammate \(researchgate.net\)](https://www.researchgate.net/publication/312544444)