

Performance Improvement In The Workplace: Role Of Effective Team Management

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Performance Improvement And Team Management

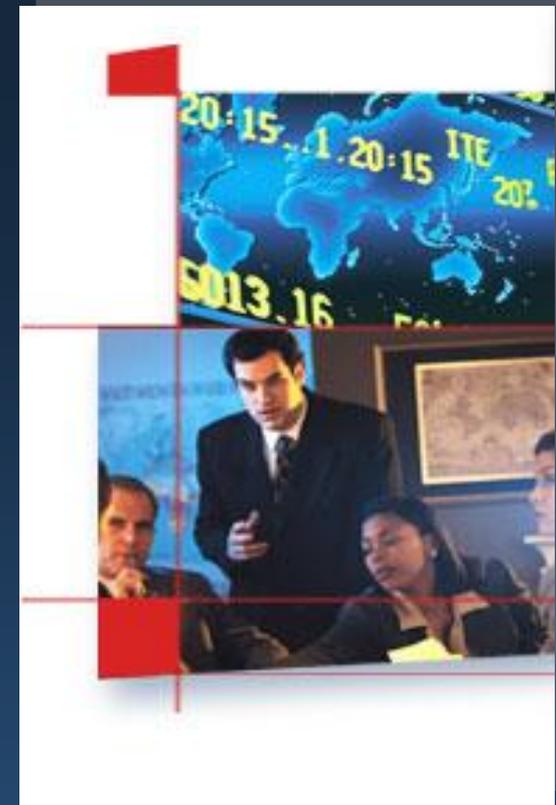


Learning Objectives

- Introduction
- Understand the concept of Team Management
- Understand what an Organisation is
- Meaning of Organisational Performance
- Principles of Effective Team Management
- 7 C's of Effective Team Performance
- Conclusion

Introduction

- Since the 1980s, corporate organizations have placed an increasing amount of importance on the use of teams in the workplace.
- Today, people in every workplace talk about building the team, working as a team, and my team, regrettably, few understand how to create the experience of teamwork or how to develop an effective team.



What Is A Team?

- A team is not just an ordinary group of people. A team connotes more meaning than a group or committee of people. However, Teams are built to undertake identifiable tasks or activities. In the workplace, different ideas may come to mind about what a team is. A team is formed by people, with complementary skills and is committed to a common purpose, common performance goals and a common approach for which they hold themselves mutually responsible.

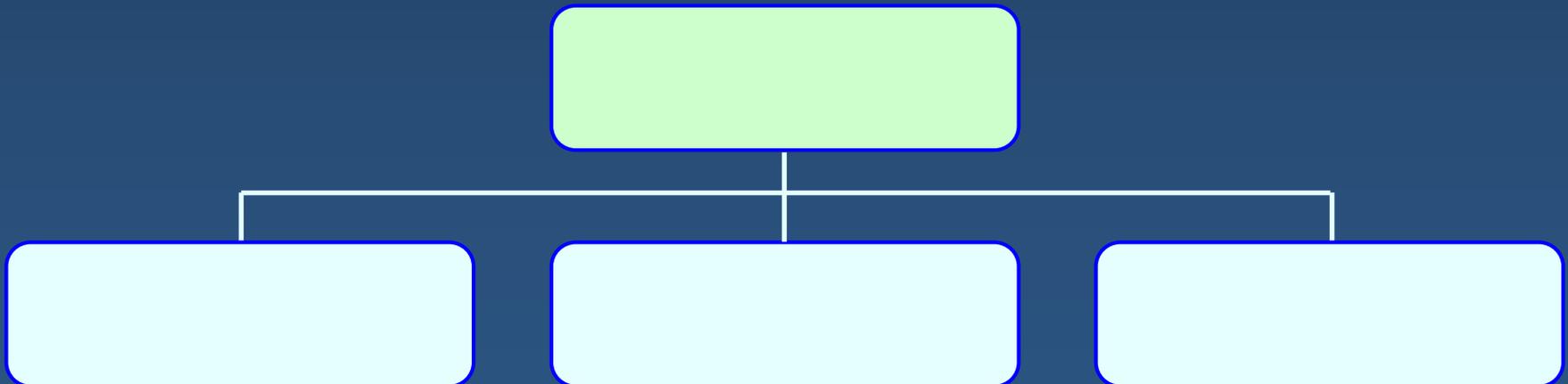


- Teams generally see themselves and are seen by others as a social entity, which is interdependent because of the tasks performed as members of a group. The members interact primarily to share information, best practices, or perspectives and to make decisions to help each individual perform. To this end, a team is considered as a group of people working together on the basis of shared perception, a common purpose, agreed procedures, commitment, cooperation and resolving disagreements openly by discussion.



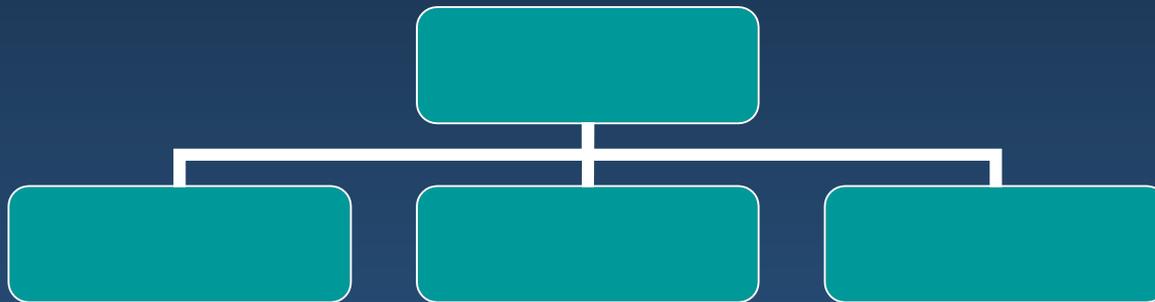
What Is An Organization?

- ❑ A formal and coordinated group of people who function to achieve particular goals
- ❑ These goals cannot be achieved by individuals acting alone
- ❑ An organization has a structure as shown in the below figure.



Characteristics Of An Organization

- An organization has a structure.



- An organization consists of a group of people striving to reach goals that individuals acting alone could not achieve.

Organisational Performance

- ✓ Information on performance is very important to management of any organization. It helps management to ascertain whether the organization is improving, deteriorating or stagnant.
- ✓ Organisational performance is measured by the reliability, competence and cooperation of other functional units. For example, the performance of a business firm is dependent on the supplier quality, decision flexibility, product delivery, cost performance and prompt response to essential issues (Shin, 2000).

- However, financial performance has been generally adopted as a yardstick to determine business performance, some authors have used operational performance indicators such as various areas of time-based performance in different levels of the total value delivery cycle (Jayaram et al. 1999).
- The suggested time-based performance includes delivery speed (Handfield & Pannesi, 1992), new product development time (Vickery et al., 1995), reliability of delivery time (Roth & Miller, 1990), new product introduction (Safizadeh, 1996), manufacturing lead-time (Handfield & Pannesi, 1992) and responsiveness of customers (Hendrick, 1994).
- In addition, to be able to determine business performance, a few authors recently used a market performance calculator that describes a wider view of business performance and emphasizes on variables that ultimately result to financial performance (Vorhies & Morgan, 2005).

Performing Organisations

- Organizations that maximize success embrace the concept of team management which is viewed as “a way of performing tasks that spread opportunity and power”.
- It is a participatory management using various ways of involving workers in decisions affecting their work.
- However, building a high-performance team involves more than just delegating task to a random group of people; it requires forethought and an effective approach.

Cont...

- The need to improve work performance and organizational effectiveness is the fundamental objective of team building based on the following process:
- work procedures in relation to the objectives;
- interpersonal relationships including leader team relationship,
- identification of barriers to effective team work and individual development.



Principles of Team Management

- ❖ The idea of team management could be traced to various management principles. The basic principles of McGregor's (1960) Theory Y are crucial to team formation and administration. McGregor stressed that confidence must be exhibited in the ability, integrity, creativity and motivation of those to whom team goals are committed.
- ❖ McGregor further added that management leans on a weak crutch if it relies too much on authority today. Similarly, the Scanlon Plan introduced by Scanlon (1972) embodies the theory of effective participation which is a vital necessity in team management.
- ❖ This plan expounds "a formal method of providing an opportunity for every member of the team to contribute brains and ingenuity as well as physical effort to the improvement of organizational effectiveness"



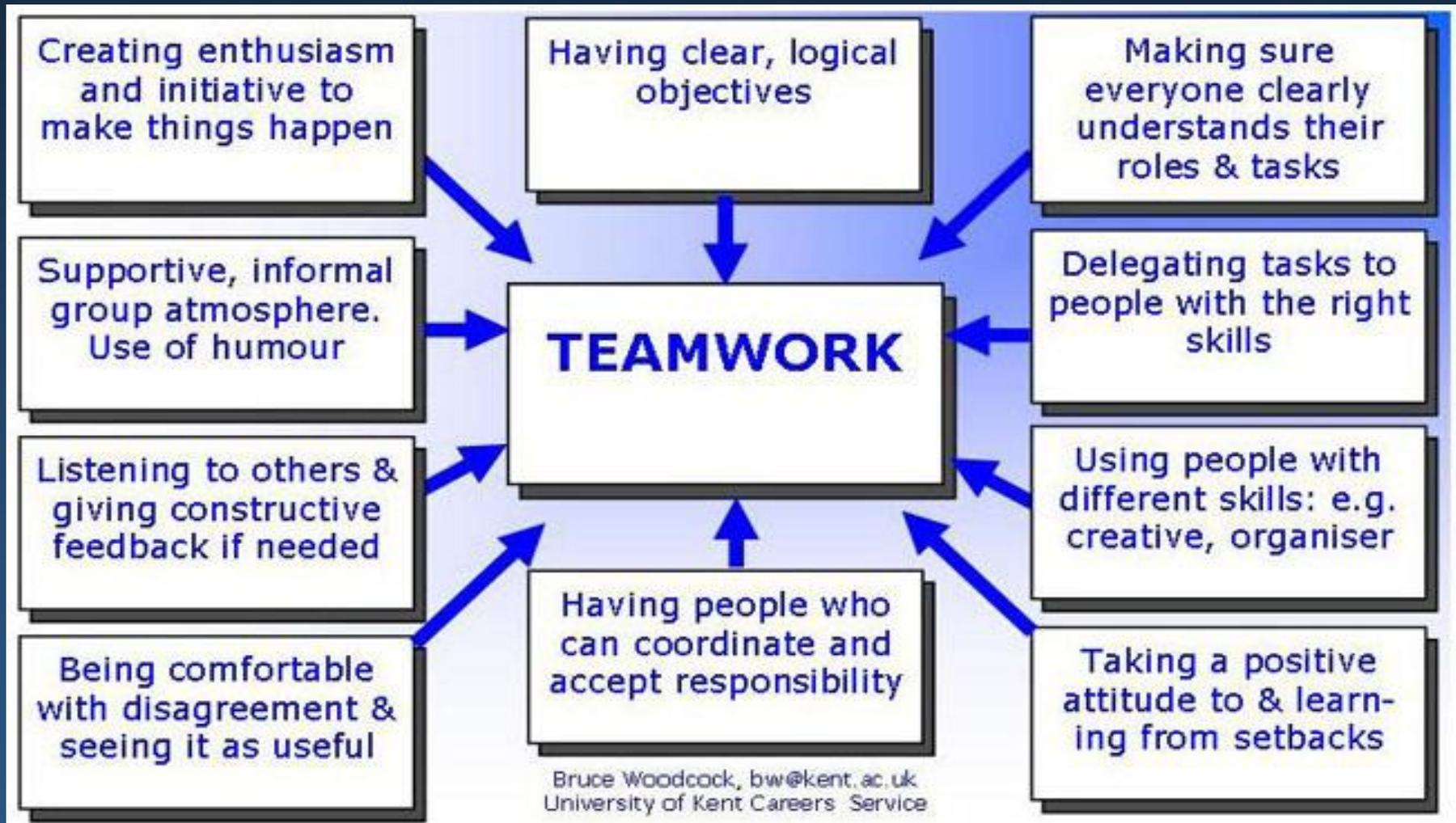
Effective Leadership

To be an effective leader, the following six principles outlined in Wolf Model of leadership are valid:

- (a) Accountability must be the forefront of every initiative.
- (b) Minimize oversight through confidence and empowerment.
- (c) Managers need to function more as facilitators and leaders.
- (d) Performance management and performance measurement are key contributors to improved team management.
- (e) Information sharing and effective communication are critical.
- (f) Managerial skill sets must be continuously reviewed and upgraded to allow managers the opportunity to adopt new skills specifically related to coaching and mentoring.



Model of Team Management



Principles Of Effective Team Management

Below are some aspects which make a good team management.

- (a) It is of prime importance that the team is highly valued.
- (b) A good team always understands and able to distinguish between the priorities and the work that can be completed when the priorities are addressed.
- (c) Team members need to cooperate since genuine happiness comes from relating to those we feel close to rather than from the things you do.
- (d) It is imperative to earmark a set of goals for teamwork.
- (e) A good team should learn to communicate well.

■ Characteristics of Highly Effective Teams



- **Emotional Intelligence:** Effective teams possess not only technical skills, but also Emotional Intelligence (EI). In fact, studies have shown that emotional intelligence is more important than the Intelligence Quotient (IQ) of each team member. It turns out that if individuals are socially aware, the whole group puts in better quality work.



Mix of Introverts & Extroverts: The balance of introversion and extroversion can affect how teams work. As a society, many often think of extroverts as doers, go-getters, superior team players. But as it turns out, studies have shown that extroverts sometimes do worse than they are expected while introverts gain status as they exceed expectations for their group participation.



They share and understand their common goals: Scientists call this a shared mental model. This is what allows team members to anticipate what is needed to complete a task.



They take time for Humour: Humour might not be such an obvious factor in the effectiveness of a team, but actually inspires trust and intimacy- which can lead to better team interactions.

They communicate Pro-actively: Proactive communication can be materialized in four ways:

- Team members provide information before being asked
- They provide support and assistance before being asked
- They take team initiative by providing guidance and making suggestions to other team members
- They provide updates, creating situational awareness for other team members



Seven C's of Effective Team Performance

- **Clarity:** An understanding of the team's purpose, expected outcomes, roles, responsibilities and expectations
- **Capability:** Having the necessary skills and knowledge to complete tasks efficiently and appropriately.
- **Collaboration:** An understanding of how to work together and use resources effectively to achieve team goals.
- **Commitment:** A high degree of dedication to team's mission and to each other.
- **Communication:** An understanding of positive communication practices, including active listening. And giving and receiving feedback.
- **Continuous Improvement:** A commitment to continuously improve work processes and team effectiveness.
- **Creativity:** Conditions that encourage diverse thinking, new ideas and innovative solutions.



TO CONCLUDE

In team management, four of the most crucial elements in the process of managing by collaborative practices are leadership, communication, decision-making, and the exercise of shared power and authority.



None of these is considered to be more important than the other, but taken as a whole; they form the most significant functions within team management practices.



... for given me your attention

THANK YOU !!!

