

Building Strong Teams

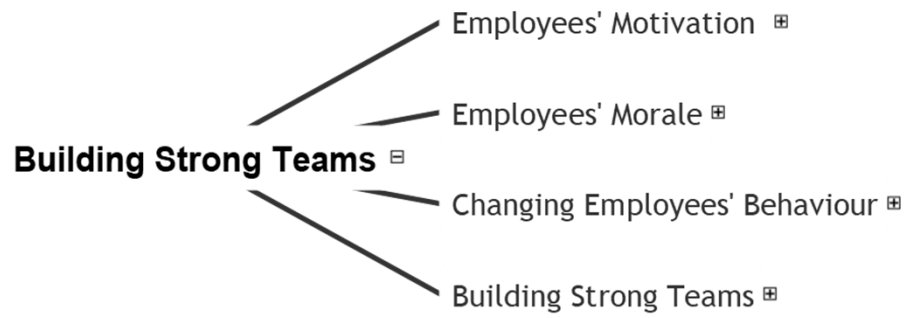
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- The right people are the rare strategic resource in today's conditions that require flexibility, creativity, entrepreneurship, innovation, initiative, continuous learning and change.
- The executives have to act not only as managers but also must as leaders. They must mobilise their staff to give their best in work.
- A strong team is not a "talented team" - not a sum of talents. It is a challenge for a manager through his management and leadership to transform a group of ordinary employees into an efficient team, that can achieve extraordinary results.
- This presentation aims to bring some ideas and guidance on how to build such strong teams.

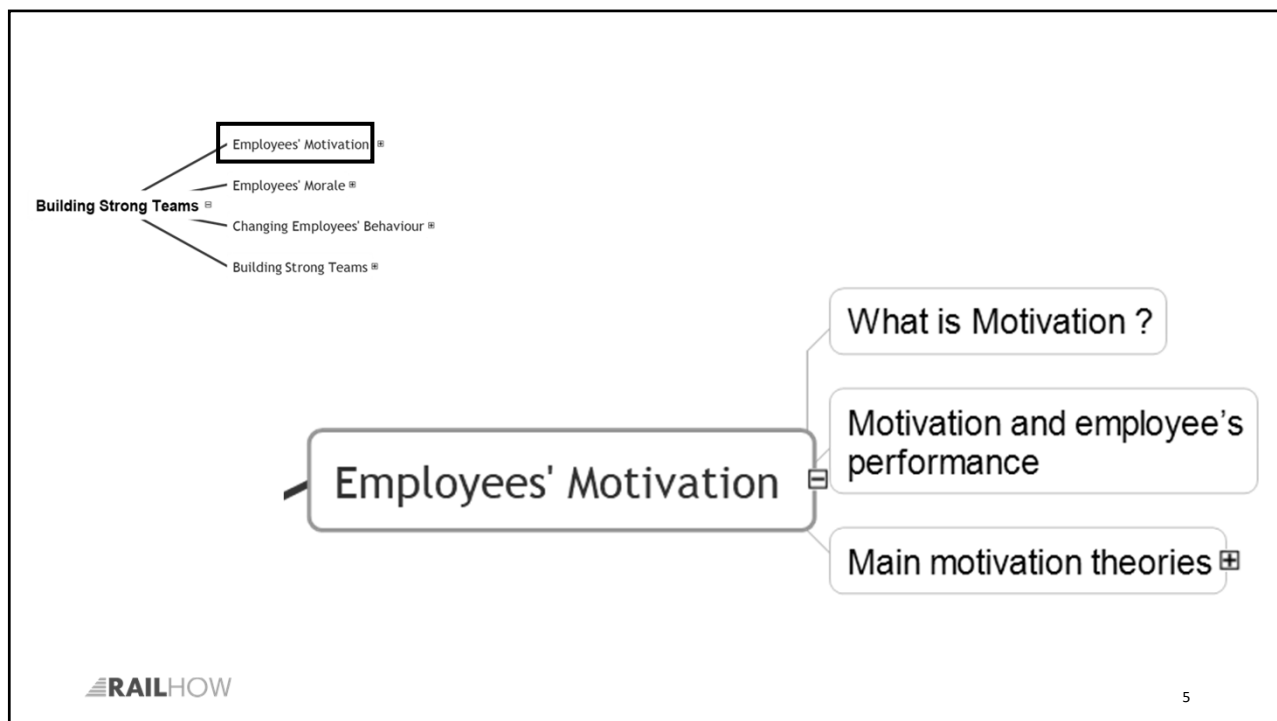
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Presentation Structure



Employees Motivation

Motivating Employees to Change Behaviour



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What is Motivation?

- **MOTIVATION** is defined as “*the intention of achieving a goal, leading to goal-directed behavior.*”
- When we refer to someone as being motivated, we mean that **the person is trying hard to accomplish a certain task**. Motivation is clearly important for someone to perform well.
- Motivated people are excited and have energy they want to use to make things happen. However, motivation alone is not sufficient.
- **ABILITY** (to be able) means having the **skills and knowledge** required to perform the job - is also important and is sometimes the key determinant of effectiveness.



Motivation and employee's performance

- **Motivated employees are the greatest asset of any organization.**
- Are people born with self-motivation or drive? Some are and some are not, and those who are not, need to be motivated.
- The key principle to understand in changing employees' behaviour is that you can't change the behaviour for them; they must change it themselves.
- As a leader and manager, one of your primary responsibilities is to get your employees to produce desirable results through specific behaviours. To do this, you have to get them to actually change their behaviour patterns.

- Employee performance, productivity, and retention are all depending on **Managers ability to motivate.**
- Performance is a function of ability and motivation.

$$\text{Performace} = \text{Motivation} * \text{Ability} * \text{Environment}$$

According to this equation, motivation, ability, and environment are the major influences over employee performance.

- The role of motivation in performance can be further developed in the following formula:

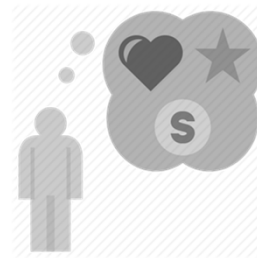
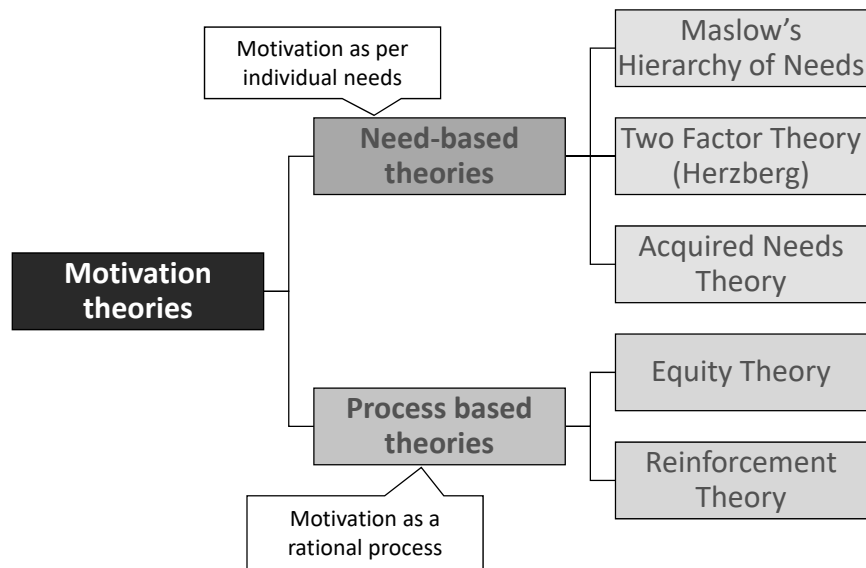
$$\text{Performace} = \text{Motivation} * \text{Ability} * \text{Environment} * \text{Understanding the Task}$$

- Ability depends on education, experience, and training, and its improvement may be a lengthy process.
- **Motivation can be improved quickly if the manager knows the generally accepted strategies for motivation.**



Main motivation theories

Main motivation theories (to be discussed here)



Need-Based Theories of Motivation

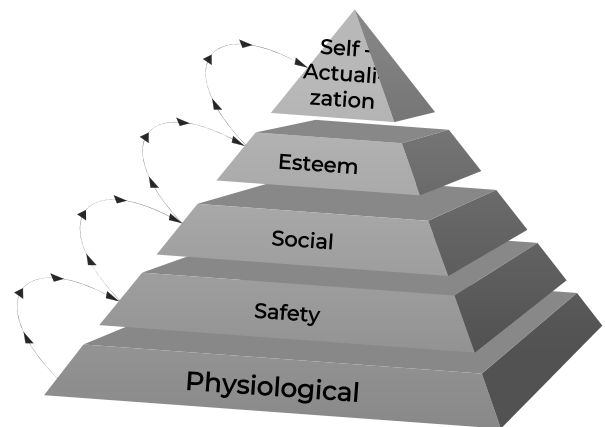
The earliest answer to motivation involved **understanding individual needs**.

Maslow's Hierarchy of Needs

- Abraham Maslow is among the most prominent psychologists of the 20th century and the hierarchy of needs, accompanied by the pyramid representing how human needs are ranked, is an image familiar to most business students and managers.
- Maslow's theory is based on a simple premise: **Human beings have needs that are hierarchically ranked.**
- There are some needs that are basic to all human beings, and in their absence, nothing else matters.
- As we satisfy these basic needs, we start looking to satisfy higher-order needs.
- **Once a lower-level need is satisfied, it no longer serves as a motivator.**

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- The most basic of Maslow's needs are **PHYSIOLOGICAL NEEDS.**
 - Physiological needs refer to the need for air, food, and water
 - *Imagine being very hungry. At that point, all your behavior may be directed at finding food. Once you eat, though, the search for food ceases and the promise of food no longer serves as a motivator.*

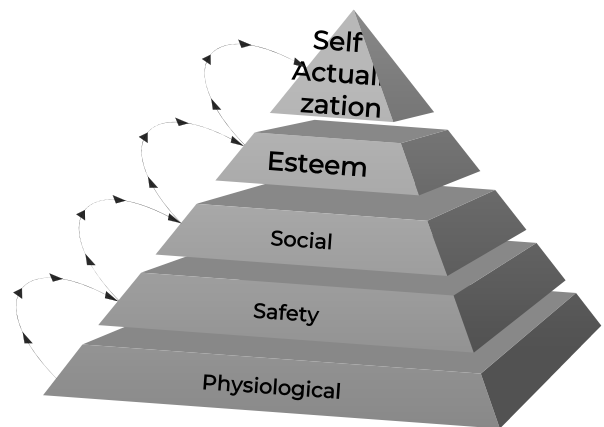


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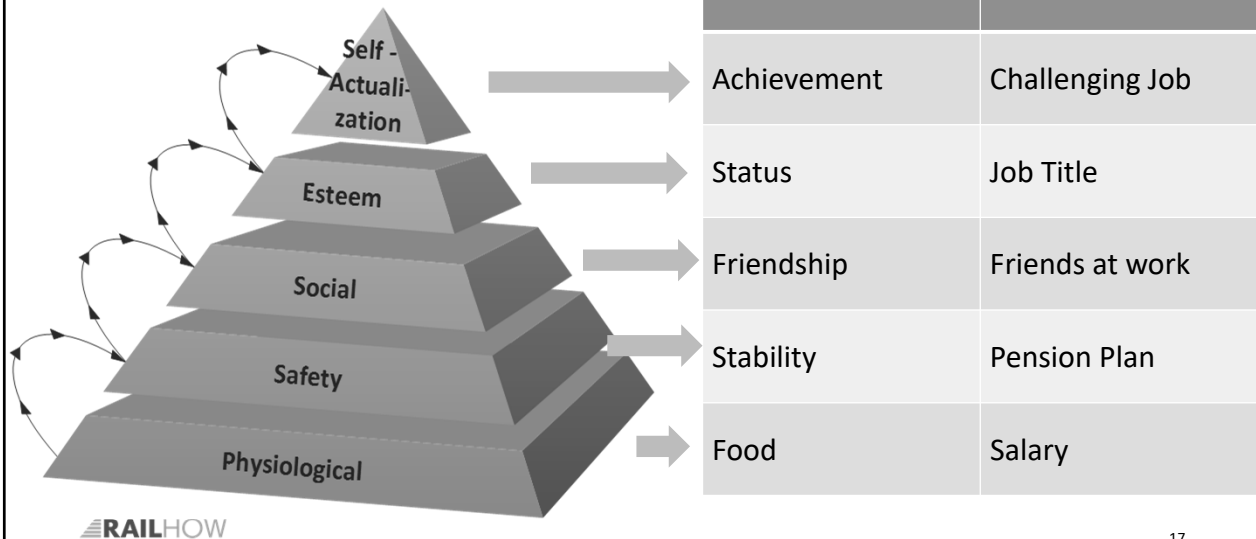
- Once physiological needs are satisfied, people tend to become concerned about **SAFETY**.
 - Are they safe from danger, pain, or an uncertain future?
- One level up, **SOCIAL NEEDS** refer to the need to bond with other human beings, to be loved, and to form lasting attachments (relationships).
 - In fact, having no attachments can negatively affect health and well-being.



- The satisfaction of social needs makes **ESTEEM NEEDS** to come to the front.
 - Esteem needs refer to the desire to be respected by one's peers, feeling important, and being appreciated.
- Finally, at the highest level of the hierarchy, the need for **SELF-ACTUALIZATION** refers to "*becoming all you are capable of becoming.*"
 - This need demonstrates itself by acquiring new skills, taking on new challenges, and behaving in a way that will lead to the satisfaction of one's life goals.



Examples (general and organizational)



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- Maslow's hierarchy is a systematic way of thinking about the different needs employees may have at any given point and explains different reactions they may have to similar treatment.
- So, how can organizations satisfy their employees' various needs?
- In the long run, physiological needs may be satisfied by the person's salary, but it is important to remember that payment may satisfy other needs such as safety and esteem as well.
- Social needs may be satisfied e.g. by having a friendly environment, providing a workplace encouraging collaboration and communication with others.

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- Esteem needs may be satisfied
 - by providing promotion opportunities at work,
 - recognizing a person's accomplishments verbally or through more formal reward systems,
 - job titles that communicate to the employee that one has achieved high status within the organization are among the ways of satisfying.
- Finally, self-actualization needs may be satisfied
 - by providing development and growth opportunities, as well as
 - by assigning interesting and challenging work.
- **By making the effort to satisfy the different needs each employee may have at a given time, organizations may ensure a more highly motivated workforce.**

Two-Factor Theory (Herzberg)

- Frederick Herzberg approached the question of motivation in a different way.
- By asking individuals what satisfies them on the job and what dissatisfies them, Herzberg came to the conclusion that aspects of the work environment that satisfy employees are very different from aspects that dissatisfy them.
- Herzberg labeled factors causing **dissatisfaction** of employees as **HYGIENE FACTORS** because these factors were part of the context in which the job was performed, as opposed to the job itself.

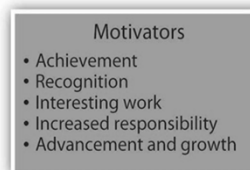
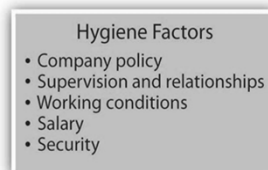
- *Hygiene factors* include
 - company policies,
 - supervision,
 - working conditions,
 - salary,
 - safety, and
 - security on the job.
- In fact, many factors in our work environment are things that we miss when they are absent but take for granted if they are present.

To illustrate this, imagine that you are working in an unpleasant work environment. Your office is too hot in the summer. You are being harassed and mistreated.

You would certainly be miserable in such a work environment.

However, if these problems were solved (your office temperature is just right and you are not harassed at all), would you be motivated? Most likely, you would take the situation for granted.

- In contrast, **MOTIVATORS** are factors that are intrinsic (inherent) to the job, such as
 - achievement,
 - recognition,
 - interesting work,
 - increased responsibilities,
 - advancement, and
 - growth opportunities.
- According to Herzberg's research, motivators are the conditions that truly encourage employees to try harder.
- Despite its limitations, the two-factor theory can be a valuable aid to managers because it points out that **improving the environment in which the job is performed goes only so far in motivating employees.**



Acquired Needs Theory (Douglas McClelland)

- Among the need-based approaches to motivation, Acquired Needs Theory is the one that has received the greatest amount of support.
- According to this theory, individuals acquire **three types of needs** as a result of their life experiences.
- These needs are
 - need for achievement,
 - need for affiliation, and
 - need for power.
- All individuals possess a combination of these needs.

- Those who have **HIGH NEED FOR ACHIEVEMENT** have a strong need to be successful.
 - An employee who derives great satisfaction from meeting deadlines, coming up with brilliant ideas, and planning his next career move may be high in need for achievement.
 - However, a high need for achievement has important disadvantages in management.
 - Those who are high in need for achievement may view managerial activities such as coaching, communicating, and meeting with subordinates as a waste of time.
 - Moreover, they enjoy doing things themselves and may find it difficult to delegate authority.
 - They may become arrogant or micromanaging bosses, expecting everyone to be as dedicated to work as they are, and expecting subordinates to do things exactly the way they are used to doing.



- Individuals who have a **HIGH NEED FOR AFFILIATION** want to be liked and accepted by others.
 - When given a choice, they prefer to interact with others and be with friends. Their emphasis on harmonious interpersonal relationships may be an advantage in jobs and occupations requiring frequent interpersonal interaction, such as social employee or teacher.
 - In managerial positions, a high need for affiliation may again serve as a disadvantage because these individuals tend to be very concerned about how they are perceived by others. Thus, they may find it difficult to perform some aspects of a manager's job such as giving employees critical feedback or disciplining poor performers.



- Finally, those with high **NEED FOR POWER** want to influence others and control their environment.
 - Need for power may be destructive of one's relationships if it takes the form of seeking and using power for one's own good and prestige.
 - However, when it manifests itself in more altruistic forms, such as changing the way things are done so that the work environment is more positive or negotiating more resources for one's department, it tends to lead to positive outcomes.
 - In fact, need for power is viewed as important for effectiveness in managerial and leadership positions.



- McClelland's Theory Of Acquired Needs has important implications for motivating employees:
 - someone who has high need for achievement may respond to goals,
 - those with high need for affiliation may be motivated to gain the approval of their peers and supervisors
 - those who have high need for power may value acquiring a position that has decision-making authority.
- And, when it comes to succeeding in managerial positions, individuals who are aware of the drawbacks of their need orientation can take steps to overcome these drawbacks.

Summarizing the Need-based theories

- Need-based theories describe motivated behavior as individual efforts to meet needs.
- According to this perspective, **the manager's job is to identify what people need and then to make sure that the work environment becomes a means of satisfying these needs.**
- Maslow's hierarchy categorizes human needs into physiological, safety, social, esteem, and self-actualization needs.

- The Two-factor Theory (Herzberg) differentiates between factors that make people dissatisfied on the job (hygiene factors) and factors that truly motivate employees.
- Finally, Acquired-needs Theory (McClelland's) argues that individuals possess stable and dominant motives to achieve, acquire power, or affiliate with others.
- Each of these theories explains characteristics of a work environment that motivate employees.



Process-Based Theories

- In contrast to the need-based theories, process-based theories view **motivation as a rational process**.
- Individuals analyze their environment, develop reactions and feelings, and react in certain ways.
- Under this category, we will present
 - The **Equity Theory**, and
 - The **Reinforcement Theory**.

Equity Theory

- Imagine that your friend John is paid 15 USD an hour working as an office assistant.
- He has held this job for six months. He is very good at what he does, he comes up with creative ways to make things easier in the workplace, and he is a good colleague who is willing to help others.
- He stays late when necessary and is flexible if asked to rearrange his priorities or his work hours.
- Now imagine that John finds out his manager is hiring another employee, Nick, who is going to work with him, who will hold the same job title and will perform the same type of tasks.
- Nick has more advanced computer skills, but it is unclear whether these will be used on the job.
- The starting pay for Nick will be 20 USD an hour.

- How would John feel? Would he be as motivated as before, going above and beyond his duties?
- If your reaction to this scenario was along the lines of “*John would think it’s unfair,*” your feelings may be explained using equity theory.
- According to this theory, individuals are motivated by a sense of fairness in their interactions. Moreover, our sense of fairness is a result of the social comparisons we make.
- Specifically, we compare our inputs and outputs with someone else’s inputs and outputs.
 - We perceive fairness if we believe that our performance is similar to the performance of a **comparison person**, or a **referent**. Perceptions of inequity create tension within us and drive us to action that will reduce perceived inequity.

- Referents should be comparable to us—otherwise the comparison is not meaningful.
 - It would be illogical for John to compare herself to the CEO of the company, given the differences in the nature of inputs and outcomes.
 - Instead, he would logically compare herself to those performing similar tasks within the same organization or a different organization.
- We should emphasize that equity perceptions develop as a result of a subjective process. Different people may look at exactly the same situation and perceive different levels of equity.
 - For example, another person may look at the same scenario and decide that the situation is fair because Nick has computer skills and the company is paying extra for these skills.

Reinforcement Theory

- According to this theory, behavior is a function of its consequences.
 - Imagine that even though no one asked you to, you stayed late and drafted a report. When the manager found out he was ecstatic and took you out to lunch and thanked you genuinely.
 - The consequences following your good deed were favorable, and therefore you are more likely to do similar good deeds in the future.
 - In contrast, if your manager had said nothing about it and ignored the sacrifice you made, you would be less likely to demonstrate similar behaviors in the future, or your behavior would likely become extinct.

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- Despite the simplicity of reinforcement theory, how many times have you seen positive behavior ignored or, worse, negative behavior rewarded?
- In many organizations, this is a familiar scenario. People go above and beyond the call of duty, and yet their behaviors are ignored or criticized.
- People with disruptive habits may receive no punishments because the manager is afraid of the reaction the person will give when confronted.
- They may even receive rewards such as promotions so that the person is transferred to a different location and becomes someone else's problem!
- Moreover, it is common for people to be rewarded for the wrong kind of behavior. This phenomenon is labelled as "*the folly of rewarding A while hoping for B.*"
 - *For example, a company may make public statements about the importance of quality. Yet, they choose to reward shipments on time regardless of the number of known defects contained in the shipments. As a result, employees are more likely to ignore quality and focus on hurrying the delivery process.*

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4 steps towards Motivation

STEP 1: Identify what motivates employees

STEP 2: Identify and address barriers to employee motivation

STEP 3: Develop an employee motivation program

STEP 4: Use Training and development to motivate employees

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STEP 1: Identify what motivates employees

- What employees want!
 1. Good leadership
 2. Clear goals and expectations
 3. Interesting work
 4. Challenges
 5. Responsibility
 6. Accurate and timely feedback
 7. Recognition
 8. Respect
 9. Fair treatment

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STEP 2: Identify and address barriers to employee motivation

- Not every employee can be motivated in the same way. Initially, we must be aware of internal and external motivation barriers in order to minimize the negative impact of each.

Internal motivational barriers

- Change
- Fear of punishment
- Expectations that are not clearly communicated
- Fear of failure
- Boredom/laziness
- Unachievable goals



External motivational barriers

- Recognition
- Trust
- Communication
- Training
- Appropriate resources
- Understanding performance expectations
- Cooperation of other team members
- A sense of importance
- Opportunities for advancement or personal development
- Performance feedback
- Goals or direction
- Equitable compensation

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STEP 3: Develop an employee motivation program

- Motivation program:
 - Explain what the employee needs to meet expectations
 - Monitor the employee's progress with care
 - Meet frequently to review the plan and the employee's behavior
 - Provide encouragement, praise and recognition
 - Disciplinary measures (must be justified and removed upon improvement in performance)



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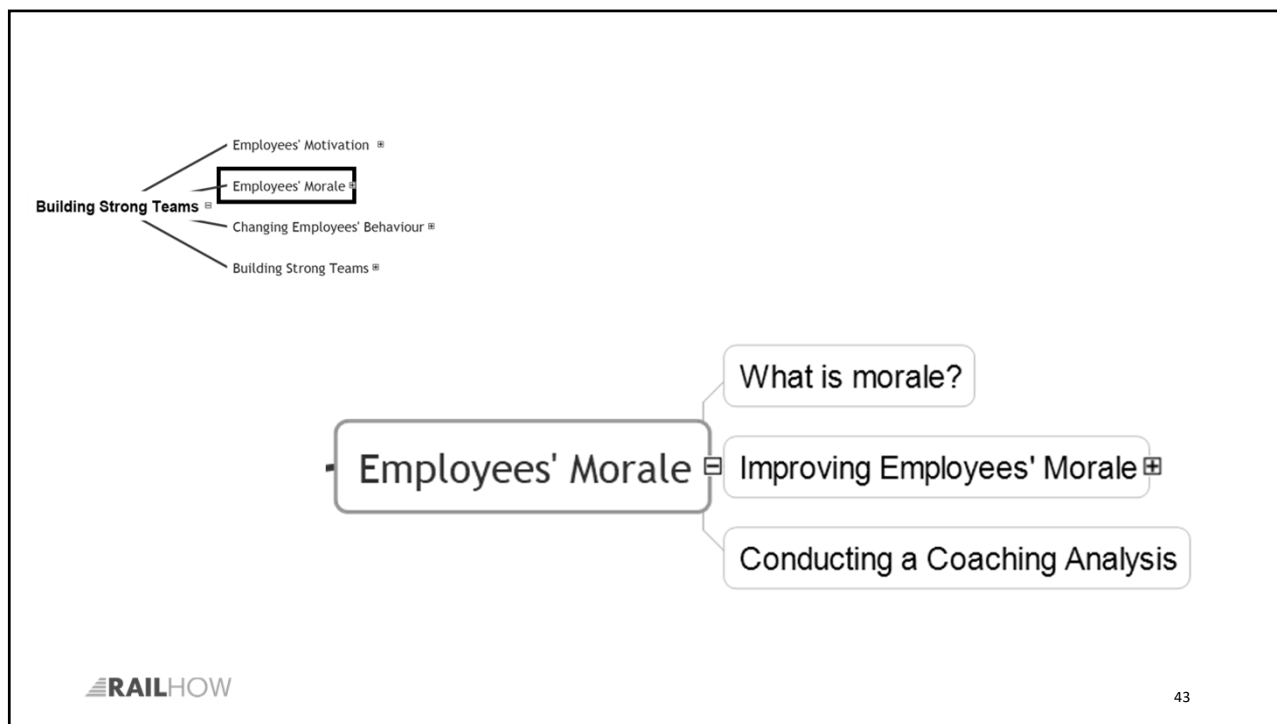
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STEP 4: Use Training and development to motivate employees

- The quality and variety of the employee training you provide are key for motivation.
- It's critical to develop the employee training within the framework of a comprehensive, ongoing and consistent program.



Employees' Morale



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What is Morale?

- Morale is the **confidence, enthusiasm, and discipline of a person or group** at a particular time.
- With employee morale being one of the important key elements among workplace culture, it is therefore critical that employers take steps to effectively manage and monitor the morale of their teams.

Low vs. high morale

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- Morale can be the fuel that drives an organization forward or the fuel that fires poor performance and absenteeism (*).
- Unifying teams by improving morale is an essential role for managers everywhere.
- Fortunately, improving employee morale is relatively simple and managers can have a profound effect on building motivated, engaged and productive teams.
- **Signs of low morale include uncooperative, negative attitudes, fault-finding, complaining, increased delay in executing tasks, gossiping, and criticizing other people.**
- Morale can often become so bad that openly discussing “*what a terrible organization they work for*” becomes the common bond among employees — and that means serious trouble for team leaders.
- **For managers who find themselves leading departments or teams with bad morale, all teambuilding efforts will be for nothing until morale is improved.**
- Fortunately, morale can be elevated quickly and inexpensively and **managers hold the key.**

(* Absenteeism: the practice of regularly staying away from work without good reason.

How are motivation and morale related?

- Morale differs from motivation in that **morale is associated more with emotion.** When morale is high in a workplace, employees are passionate, enthusiastic and coming with ideas. They are keen to come to work and have a positive attitude toward work.
- **Motivation is something an individual must unlock within themselves.**
- Just as low morale can be quick to infect a workplace, high morale is also contagious (spreadable).
- It can be easy to think morale and motivation are one in the same as they often go hand in hand. **Both motivation and morale are integral to building a positive and productive workplace.**

- When employee morale is high, employees are more inclined to work harder and produce a higher level of work.
- When morale is low, employees become unmotivated. They are disengaged and disinterested, and productivity and quality of work declines as a result.
- There are, of course, exceptions to the rule.
- There can be highly motivated employees, who produce high levels of work, but have low morale.
- Negative factors drive these employees to work harder.
- They could be suffering from fear of losing their job, or be involved in unhealthy competition with another colleague. In these cases, while motivation is high, morale is low. There are also cases where morale is high, but motivation is low.



Improving Employees Morale

Getting to the root of the problem

- The first step in resolving a morale problem is to **determine the causes** — and there are usually several.
- Some of the most common causes are:
 - a negative event, such as a downsizing
 - new management
 - unappreciated or underappreciated work
 - working conditions
 - lack of communication
 - workload
 - supervision that's not supportive and doesn't provide guidance or input
 - lack of career opportunities/unfair promotions/ favouritism
 - turf wars* among senior management



- The easiest and most effective way to get to the bottom of the problem is to go to the source — the employees.
- Ask them what they think can be done to turn things around. People appreciate being asked for their opinions and included in business decisions.
- This information seeking can be accomplished through informal chats between managers and their team members or more strategically with regular company-wide employee satisfaction surveys.

It starts at the top

- The impact of managers on morale is massive.
- With words, body language and actions, they clearly transmit how they feel about the value of the people on their teams.
- The behaviour of the entire executive team can directly affect morale, as employees read the mood of their leaders for signs about performance and job security.



- Letting employees know that **they are valued and appreciated** is perhaps the most important element in creating unified teams with great morale. Managers can easily send this message by
 - **Providing appropriate and ongoing feedback.** Employees need to know what's expected of them and how well they're doing.
 - Without this information, they'll either overwork or underwork, think of their work as above average or below average, and may go lost from organizational goals.
 - **Showing concern.** If people believe their employer doesn't care about their role, contribution or wellbeing, then they probably won't care about their employer.
 - Begin by inviting opinions and ideas whenever an opportunity arises rather than simply assigning tasks. Get out of your office and talk to team members. Ask people how they are and how they're doing.
 - **Recognizing good work.** It only takes a few seconds to say, "Nice job," "Well done," "Great effort," or "Thank you," to let people know that their contribution is recognized and appreciated.
 - Also, applaud team members at staff meetings and in emails, newsletters and reports.

Communication



- a lack of open and honest communication is one of the major management mistakes that can erode morale.
- Avoid this by sharing information to the best of your ability. If possible, let your team know the rationale behind organizational decisions and their roles to achieving corporate goals.
- Also, share your goals for the department or project.
- In other words, **keep people in the loop.**

- Effective communication involves everyone and this means encouraging constructive debate.
- Teams can easily slip into “group think,” especially when they’re succeeding or when management is not open to employee feedback.
- Those who see mistakes in the way things are done or have ideas for improving processes may be politely ignored or even treated with hostility. When this happens, teams risk failure because when things change they can’t adapt.
- Effective managers build trust by encouraging a diversity of opinion.
- Those in the majority must trust that those who disagree do so honestly and with good intentions while those in the minority must feel that they are free to speak up.



Recognition and reward

- Recognition is a win-win practice. It shows employees that they're valued for their contributions and helps managers develop results-oriented and high-performance teams.
- Recognition needs to be timely and personalized – that is, delivered in a way that is meaningful to recipients.
 - *For example, one employee may appreciate a handwritten thank-you note while another might prefer public praise during a department-wide meeting.*
- Smart managers take the guesswork out by asking each member of their team how they like to be recognized and then delivering.
- Instead of giving all your praise to the superstars, try rewarding everyone for departmental achievements to reinforce teamwork.



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Investment in training and development

- Making employees feel valued by the organization means investing in their futures.
- Most people want to learn and grow their skills at work.
- Discuss career objectives with team members and how the organization can help them reach their professional goals.
- Create a performance development plan with each person and support them in carrying out the plan through quarterly performance development meetings.
- Knowing their manager is in their corner can re-energize frustrated employees.



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- It's important to note that employees should feel that everyone has equal access to career development opportunities, no matter what their age or current role, and that promotions are based purely on merit.
- Organizational morale is increased when opportunities for training and development are available to everyone.



Dealing with conflicts when they arise

- It's natural for conflicts to arise when people work closely.
- Conflict, handled promptly and appropriately, can actually produce constructive ideas and strengthen teams.
- So let problems come to the surface and deal with small issues quickly before they turn into big problems.



Improving the work environment

- In today's tough economy, organizations have been forced to freeze salaries, reduce staff and scale back on benefits.
- As a result, many employees feel they're working longer and harder for less.
- Consider off-site teambuilding days, celebrating a departmental accomplishment, or other ideas to improve the work environment.
- As a busy manager, you probably don't have time to come up with morale-boosting activities so, again, ask your employees for their ideas.



Be an example

- Above all, to effectively build cohesive and motivated teams, managers must be seen as taking responsibility for their actions, the actions of the people they lead, and the success or failure of projects they head.
- In other words, managers need to be accountable.
- It's tough for employees to be negative and unmotivated when the boss is working hard and always positive, when he is seen to be approachable, fair and supportive of staff.
- In a nutshell, **leading by example** is the best way to influence people's attitudes and actions.



Conducting a Team Analysis

- Steps to Follow in Conducting a Team Analysis
 - Identify the unsatisfactory performance.
 - Decide if it's worth your time and effort.
 - Find out if the employee knows that their work is not satisfactory.
 - Does the employee know what is to be done?
 - Are there obstacles beyond the employee's control?
 - Does employee know how to do the job?
 - Can the employee do the job if he/she wants to?
 - Can the job or task be modified?
 - What if the problem persists?



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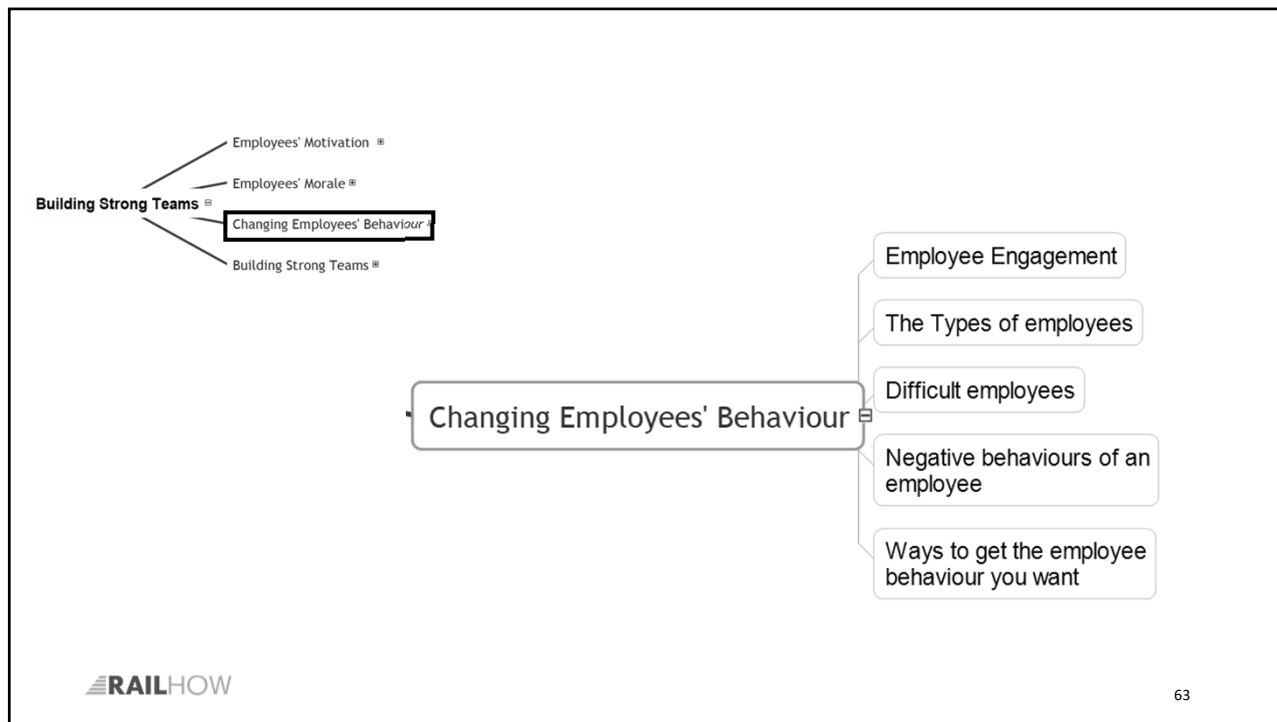


Changing Employees' Behaviour

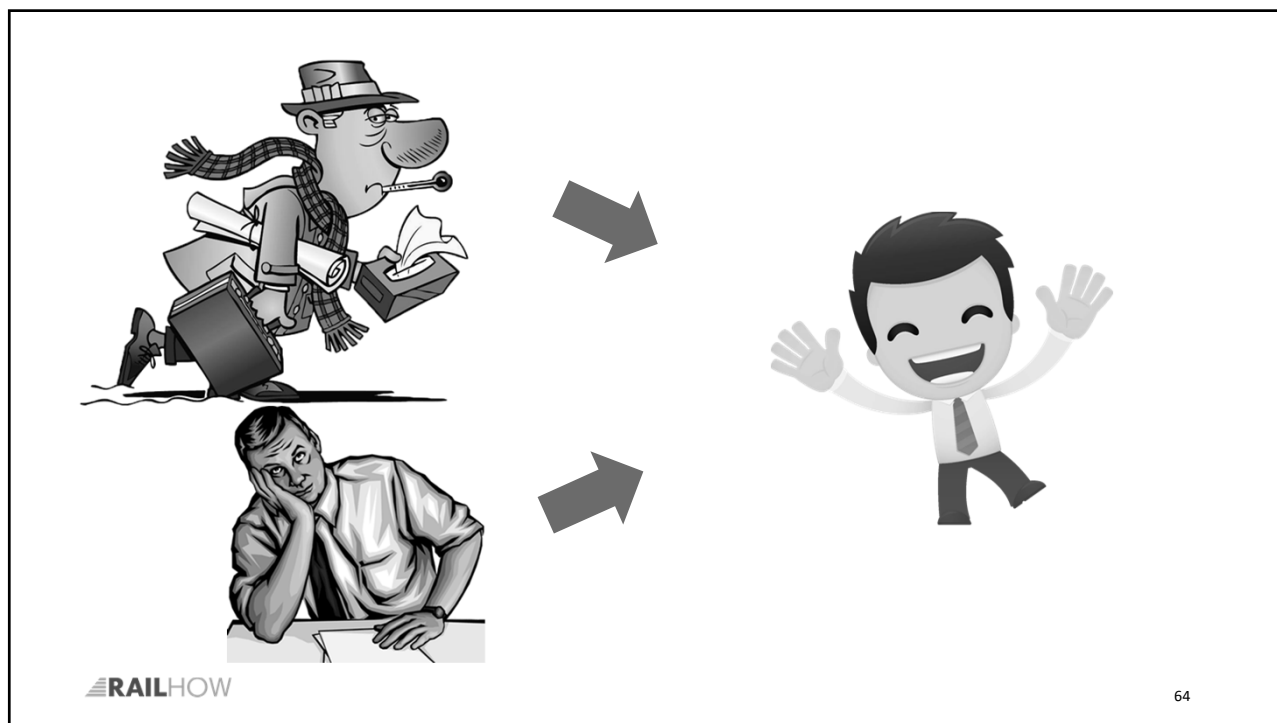
Creating an environment with engaged employees

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Some facts (USA)

In USA

HALF OF ALL WORKERS ARE UNHAPPY

32% are seriously thinking about quitting

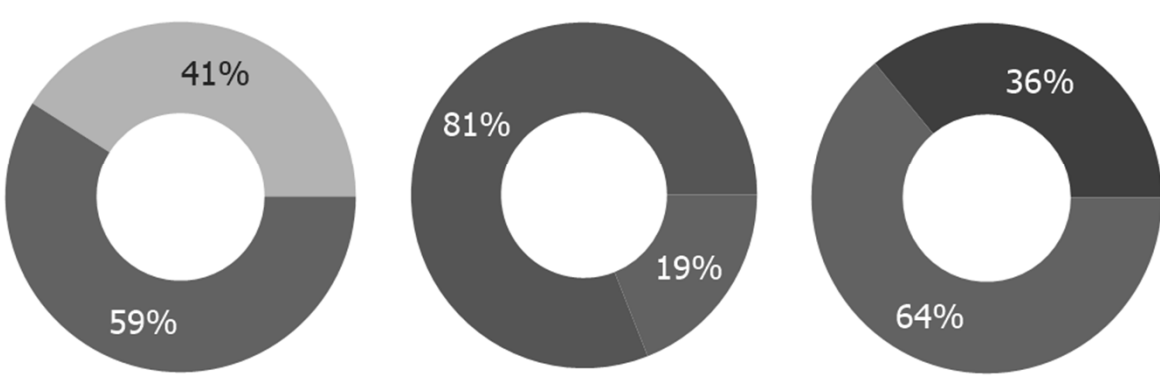
21% have a negative view of their employer



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Do your Employees feel valued?



Metric	Percentage
Feel not recognized in the past 6 months or longer	41%
Satisfied with work when received recognition	81%
Do not feel appreciated at the workspace	36%

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Employee engagement

- Employee engagement refers to the **relationship between an organisation and its employees** and the conditions that are created that nurtures emotional commitment to the company's objectives and values, and inspires personal as well as organisational success.
- An engaged workforce is a huge contributing element of a successful organisation.
- Organisations with a fascinating employee engagement program are likely to be more than 200% more successful than companies with a disengaged workforce.

The Types of employees

- The first step towards creating an environment with engaged employees is to understand the engagement level of the entire workforce.
- In next slide there is a table that depicts three types of employees in terms of engagement level.



Engagement Level		Type of Employee	Characteristics
Engaged	29%	<ul style="list-style-type: none"> • They work with passion and feel a deep connection to their company. • They drive innovation and move the organization forward. 	<ul style="list-style-type: none"> • Positive attitude • Proud to be associated with the Organization • Works with commitment and passion • Have confidence in the management team • Drives development
Not-engaged	54%	<ul style="list-style-type: none"> • They are essentially “checked out”. • They're sleepwalking through their workday. • Putting time -but not energy or passion- into their work. 	<ul style="list-style-type: none"> • Attitude based on feelings • Works out of compliance • Low productivity • No drive or initiative
Actively dis-engaged	17%	<ul style="list-style-type: none"> • They aren't just unhappy at work: they're busy acting out their unhappiness. • Every day, these employees undermine what their engaged co-employees accomplish. 	<ul style="list-style-type: none"> • Negative attitude • Just there for salary • Undermines management, Organizations objectives and values

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Difficult employees

- Difficult employees suck the life and time out of managers space. They shout on the phone during personal calls, and they complain about every little organizational change.
- Difficult employees provide an additional set of problems for any manager.
- Effective managers are able to find ways to motivate and work with challenging employees. In most cases though, a few difficult employees can require the majority of a manager's time.
- It has been estimated that difficult employees make up only 10% of a department or team, but they occupy 90% of the manager's time.



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Negative behaviours of an employee

- Poor balance of quality and quantity of work
- Not following the rules, guidelines, policies of the organization.
- Not adhering to the work timelines
- Disrespectful towards everyone in the team
- Avoiding work while spending time on social networking sites, smartphones etc.
- Gossiping and spreading rumours
- Giving excuses for not completing their tasks
- Not preparing for meetings or reaching in the middle of meeting and disturbing others

Ways to get the employee behaviour you want

- Create a positive work environment and maintain a clear, well-defined process of doing work
- Maintain a strong relationship with employee as this helps in getting the information what they want or maybe they want to add a good idea in getting the work done
- Employee should not be overburdened roles and responsibilities according to their experience, specialization and interest level
- Timely rewards and recognition as to assure them that they performing well in the organization
- Motivation helps in getting the employee behaviour good towards the organization
- Expectations of the organization must be made clear to the employee
- Give good performers promotions so that they inspire other people in the organization

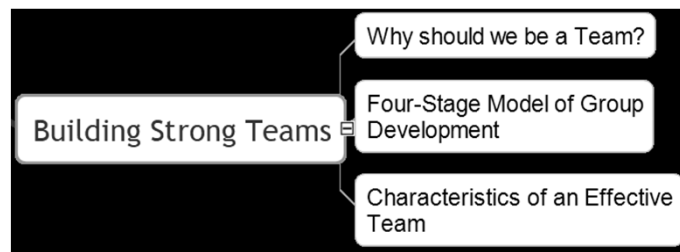
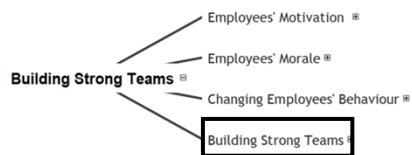


Building Strong Teams

- "Coming together is a beginning.
- Keeping together is progress.
- Working together is success" (Henry Ford)

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Why Should We Be a Team?

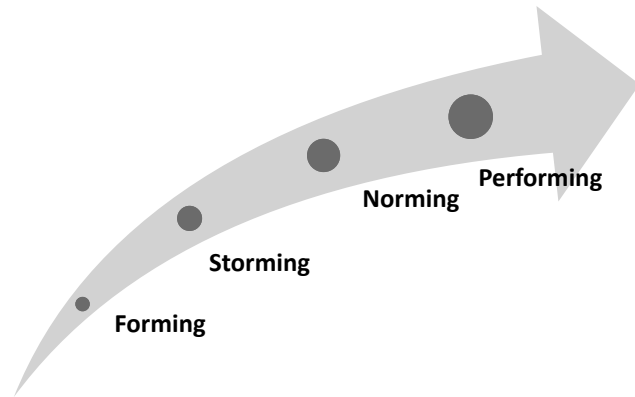
- Groups can be powerful and productive when they function well.
- The performance and output of the team is likely to be greater than the sum of its individual members.
- Groups generally produce fewer ideas than individuals working separately.
- However, they do produce better ideas as they are discussed more carefully and thought through more deeply.
- Team building is very important if you wish to extract the best out of your workforce.
- Employees are urged to work smarter and not just harder, in an effort to deliver the desired results.



- The aim is a “talented team” - not a sum of talents
- The manager through his management and leadership has to transform a group of employees into an efficient team .
 - **so, the manager can achieve extraordinary results with ordinary employees.**

Four-Stage Model of Group Development

- The four stages are
 - **FORMING** (the group comes together),
 - **STORMING** (members test the limits and each other),
 - **NORMING** (questions about authority and power are resolved as the group becomes more cohesive),
 - **PERFORMING** (effective communication and cooperation help the group get things done)



- In the early **forming** stage, the group is a collection of individuals, each with her/her own agenda and expertise and little or no shared experience.
- As these individuals become more familiar with one another, they will almost certainly enter a **storming** phase where personal values and principles are challenged, roles and responsibilities are taken on and/or rejected, and the group's objectives and way of working together are defined.
- At the **norming** stage, the group has settled down and developed a clear identity. The members have begun to understand their roles in relation to one another and establish a shared vision or goal.
- People know each other better, they have accepted the rules and probably developed little sub-groups.
- Once these norms have been established, the group will be ready to focus on output and will enter the **performing** phase. It is in this phase that they will work most effectively as a team.
- The confidence level of the team will have reached the point where they are willing to take significant risks and try out new ideas on their own.

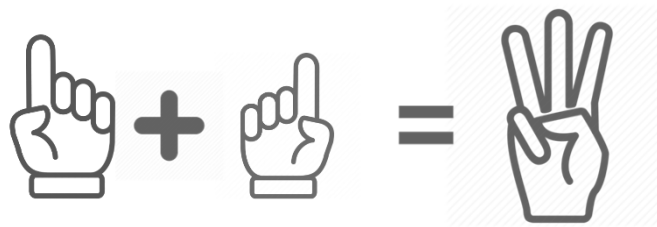
	Forming	Storming	Norming	Performing
Individual issues	"How do I fit in?"	"What's my role here?"	"What do the others expect me to do?"	"How can I best perform my role?"
Group issues	"Why are we here?"	"Why are we fighting over who is in charge and who does what?"	"Can we agree on roles and work as a team?"	"Can we do the job properly?"

Characteristics of an Effective Team

1. Clear purpose
2. Informality
3. Participation
4. Listening
5. Civilized disagreement
6. Open communication
7. Clear roles and work assignments
8. Shared leadership
9. External relations
10. Style diversity
11. Self-assessment

Remember!

- Managers need to built the team on a way that **employees feel and act like a punch**
- A strong **team -through good synergy-** becomes larger than the sum of its parts



Thank you for your attention!

A few words about me....



- Civil Engineer (MSc.) - University of Hannover in Germany
- Master Executive MBA degree - Athens University of Economics & Business
- Over 30 years of experience in the railway sector, including eight years in Director positions at Greek Railways Organization
- 2006 - 2013 the Head of the Railway Systems Directorate
- 2013, 2014 development of the Omani National Railway Network
- Senior Railway Expert at the Ministry of Transport and Communications in Oman
- On 14/2/2019 launched website **www.railhow.com**, aiming to be the touchstone for people who are working within the engineering sector by offering practical, yet impactful knowledge and learning experiences



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