**TEAM AND TEAM WORK** (Chapter 18)

A **team** is defined as two or more people who interact and influence each other toward a common goal or purpose.

* **Formal Team** or group are created deliberately by managers and charged with carrying out a specific task to help the organization to achieve the goal.
* **Informal Team** emerges whenever people come together and interact regularly. Members of informal team tend to fulfill some of their individual needs together as a whole. These teams may develop within the formal organization structures.

***Types of Formal team***

* + **Command Team:** it includes manager and all employee that report to the higher level manager.
  + **Committee:** A formal organizational team, usually relatively long-lived. Committee members may come and go, but committee itself sustains for a long period. It usually deals with those problems which are recurrent in nature.
  + **Project Team/ Task Force:** This team is created to deal with a specific problem and is usually disbanded when the task is completed or problem is solved. BD govt. creates project team to investigate corruption in different govt. office.
  + **Self-managed Teams:** Teams that manage themselves without any formal supervision. See characteristics of ‘self managed team’ from the book (self-study) .
  + **Super team or high performance team:**
  + It is a group of 3 to 30 workers drawn from different areas of corporation who get together to solve the problems that workers face in a daily basis.
  + They ignore the traditional, strict “hierarchy”. That’s why middle level managers often feel threatened by the power held by the super team.
  + They have some power to take decision. They can be created to work on a specific projects or problems and can become a permanent part of the organization.
  + Required when a complex problem to solve
  + Not suitable for all organization culture

***Functions of informal team***

* Informal team helps its member to communicate among themselves though the informal communication channel.
  + They maintain and strengthen norms (expected behavior) and values that they hold in common.
  + It gives members the feeling of social satisfaction, status and security. It enables the members to share jokes, eat together and socialize after work.
  + Informal group help to solve problem. They might help a sick worker or exchange work to deal with boredom.

***Stages of Team development***

* **Forming:** During this initial stage group forms and members learn what sort of behavior is acceptable to the group. They also come to know the explicit and implicit ground rules of the group that they must comply to.
* **Storming:** As group member become more comfortable with one another, they may oppose the formation of the group structure by asserting personality. Conflicts may arise.
* **Norming:** At this stage conflicts are hopefully solved. Group unity emerges as members establish common goals, norms and ground rules.
* **Performing:** Now the group begins to operate as a unit.
* **Adjourning:** For temporary groups such as task force, this is the stage of wrap up activities. During this stage group members’ attitude varies from excitement to depression.

**Four ways to improve cohesiveness**

* Introduce competition: conflict with outside individuals or other teams increases group cohesiveness. For e.g.- Apple and Samsung
  + Increase interpersonal attraction: people tend to join teams whose members they identify with or admire. That’s why companies try to recruit like-minded employees.
  + Increase interaction: regular party, picnic and games
  + Create common goals: An important consideration here is “group effectiveness”, which has 3 variables --
    - **Task interdependence** –it is the extent to which group members need to communicate with each other. High “task interdependence” develops high “sense of potency”
    - **Sense of potency** – it involves sharing the belief that the group can be effective.
    - **Outcome interdependence** –it is the degree to which the consequence of groups work is felt by the group members.