

EXPLORING A RELATIONSHIP BETWEEN TEAM BUILDING AND MOTIVATION FOR ORGANIZATIONAL GROWTH

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ABSTRACT

Team building is an ongoing process that contributes to the smooth operation of a group's collective efforts. The team members not only trust and support one another and are appreciative of one another's distinct talents, but they also share the same expectations for fulfilling the tasks allocated to the group. Human resources' role is to facilitate the team's development towards greater unity and efficiency. Human resources specialists are needed to encourage and assist team members midway through a project when teams lose motivation or focus. Human resources may provide a hand in planning a team-building activity to help members re-energize and hone their concentration so they can successfully complete the project.

Keywords: *Team building; performance; organization etc.*

INTRODUCTION

There is a significant body of literature dedicated to growth and development. The bibliography has more than two hundred separate entries. The major objective of this chapter is to conduct a literature review. In some instances, it takes the form of an optimistic assessment, while in other instances, it takes the form of a critical evaluation. A portion of the material is thought-provoking, inventive, founded on empirical research, and methodologically robust. There have been a number of different efforts made to formulate hypotheses and to speculate. Even yet, there is a degree of coherence among the findings.

Research interest is piqued in growth and development for a number of reasons, one of which is the potential to unearth traits that are applicable generally to organisations of a wide variety of types. Business businesses, military units, social movements, government agencies, and hospitals are all examples of organisations that may have their size and age measured in units that are similar to one another (people and years, respectively). It is debatable whether a private company that has been in operation for four years and has eighty employees can be compared with a government agency that has been in operation for the same amount of time and has the same number of employees, but the majority of the research done in this field operates under the assumption that such comparisons are accurate and are likely to result in significant generalisations.

LAY THE GROUNDWORK TO BUILD HIGH PERFORMANCE TEAMS

The members of your team have the potential to make or break the organization's chances of being successful. A performance-driven team may be built in a number of critical ways, including the following:

1. Select people who are good communicators

Communication is an essential component of effective teamwork, and this may take many forms, including in-person encounters, phone calls, and emails. It is essential that you choose people of your team who are capable of maintaining an adult discourse.

More significantly, you should choose communicators who are forceful since they will be able to reduce the likelihood of conflicts, which always seem to be the result of either dominant or submissive actions. They need to have confidence in themselves and be ready to handle any concerns that the other members of the team may be reluctant to discuss.

2. Find people who have a skills-role match

The ability to execute technically well is essential to the success of a high-performance team. While deciding the make-up of the team, you should also give consideration to the candidates' levels of technical expertise. It is important that the skill sets you gain are compatible with one another and compensate for the deficiencies of the other members of the team. You should choose individuals who, in addition to having the necessary technical talents, also have the required soft skills needed to function well as part of a team. The Clifton StrengthsFinder is an excellent predictor of how well an individual's abilities and position line up.

3. Choose individuals who are socially sensitive

When people are given a voice, they become more attuned to hints of tension and more eager to work together to overcome internal obstacles. Socially sensitive people are great listeners and care deeply about the feelings of others. Socially sensitive people, it turns out, have a lot of compassion.

Women are a better match for the role than males are because, on average, they have higher scores on the many social skills that are being tested, and it has been shown via scientific research that women have a greater emotional intelligence than men.

4. Check for project experience

It is to your advantage to choose team members who have previous experience working on projects, even if this is not always a necessary need. These folks will already be familiar with how to arrange their many jobs, how to meet strict deadlines, how to be creative with the little resources they have, and how to handle issues that arise from poor team communication in huge groups.

5. Select people who really do buy-into the team's vision

A person's level of dedication to a goal directly correlates to the degree to which they believe in the objective itself. Because of this, it is extremely vital that you choose members for your team who exhibit genuine belief in the goals that the team is tasked with achieving.

CREATE A TEAM DYNAMIC CONDUCIVE FOR SUCCESS

Individually, the individuals of your team may perform very well; yet, for the team as a whole to provide the outcomes you want, their abilities and efforts need to be integrated. The dynamics within the team need to be exactly correct in order for there to be effective cooperation and collaboration.

The following are some of the things you may do to foster a constructive dynamic within the team:

1. Understand how each member of your team thinks & behaves

The individuals that comprise a team have an effect on its dynamic in a number of ways. Hence, to improve team dynamics, it's important to take a look at how each team member typically thinks, behaves, and responds to stress or challenges. Before starting work, it's essential to have a chat with everyone involved so you know what kind of behaviour to expect from them.

You may also put them through tests like the Myers-Briggs Type Indicator (MBTI) and the Enneagram, both of which assist you determine the distinguishing characteristics of each individual on the team. The book "The 5 Love Languages" is a wonderful resource for gaining an understanding of the different types of feedback to which different people are more receptive.

2. Identify the problems in your team

It takes some time for conflicts to develop. Yet, adjustment problems inside the team might be seen as a forerunner to the dispute. It is vital that you notice these concerns and take appropriate action to solve them in order to prevent them from escalating further.

You have the ability to set up an anonymous complaints box for the members of your team so that they may report the issues that they want to be resolved as fast as possible without attracting attention to who submitted the complaint.

3. Nurture a team culture that is unique to the group

People are brought closer together, and a strong team culture acts as a wonderful leveller. Culture may be developed in a number of ways, including the following:

- Inspire the people of your team to participate on a personal level by organising lunches, activities, and other gatherings that are unrelated to business.

- Assign them a task that can only be accomplished by cooperating with one another as part of a team-building activity.
- Inspire people to communicate to one another and form relationships with one another.

4. Develop a team charter to give your team direction

A team charter functions similarly to a road plan and is a tool that high-performance teams may use to organise and prioritise their work. The use of team charters helps eliminate any confusion about who is accountable for what job and provides clarity on the activities that must be completed.

There is less potential for friction and disagreement when one clearly delineates the roles and tasks that belong to each member of the team.

5. Identify what barriers are preventing collaboration

Disagreement about what each member of the team is expected to contribute is a fundamental barrier to a cooperative environment. Perhaps there is a misunderstanding in terms of:

- Shared commitment to the team's ultimate goals.
- Love of work is a must.
- A determination to succeed in reaching the sought-after objectives.
- A shared understanding of the adopted processes and procedures.
- Your sense of responsibility to the group as a whole.

These challenges must be addressed, and an open conversation must be held with the whole team to bring everyone up to speed on what is expected of them and what they owe each other.

6. Open the channels of communication between team members.

Lastly, a wonderful strategy to enhance the dynamics of a team is to encourage individuals to communicate with one another whenever it is necessary to do so. Since it allows every member of the team easier to communicate with one another, having a flat team structure is beneficial.

You should also make sure to plan check-ins on a daily basis for your team so that they may meet and discuss where they are in relation to achieving their goals and what steps they need to do next.

CHOOSE A TEAM LEADER WHO INSPIRES

It's common for high-performing teams to require a leader that can be more hands-on with them on a daily basis. Despite the importance of your role as the department manager or employer, high-

performance teams often require a team leader. You can pick a leader from within your squad in a few different ways:

1. Speak to your team's old managers to get their inputs

The managers that your team members have had in the past are excellent knowledge resources. They will be able to tell you whether or not their former subordinate have the qualities necessary to become a leader. You shouldn't only talk to former managers; in addition to that, you should talk to any mentors that your team may now have or may have had in the past.

2. Subject your team to leadership games and tests

The use of leadership tests, quizzes, and games is another useful strategy for identifying promising leaders and ultimately choosing the best among them. You may test the leadership skills of your team members through exercises like role-playing and case-study analysis as well as hands-on activities. Self-testing and third-party testing, in which you learn how the person views themselves as well as how others perceive them, can provide a complete picture of how others see them.

3. Choose the person who displays the highest maturity and EQ

Emotional intelligence is an important quality for every person in a position of authority. As a result, it is rational to choose a member of the high performance team who is emotionally developed and has a strong capacity for empathy to take on the role of team leader.

4. Select the individual who has a strategic mindset and can make clear judgments

Last but not least, choose a participant who has polished his or her talents in strategic thinking and is able to look beyond short-term goals. A leader who is capable of making exceptional decisions and has a strong strategic attitude may actually be of great service to the team.

ADDRESS CONFLICT TO ENSURE PERFORMANCE

Disputes are an inevitable and unavoidable aspect of working in teams. Because of this, you must ensure that you are well-equipped to manage and resolve any conflicts that may arise. The accomplishments of a high-performance team are directly proportional to this factor.

1. Set-up a formal complaint & arbitration process

Establishing a formal procedure through which members of the team may bring issues to your attention and have you resolve them in accordance with the procedures for handling conflicts that have been established by the organisation is one of the most efficient methods to manage conflict within a team.

A procedure as formal as this one guarantees that each member of the team will be judged according to the same criteria, and that everyone will be treated with the same degree of fairness.

2. Give everyone the opportunity to have their say

Having an open dialogue about the disagreements allows for the major issue, the elephant in the room, to be discussed. This opens the door for everyone involved to take ownership of the issue and work together to find a solution that works for everyone.

The most effective strategy for making these discussions more beneficial is to frame the debate in some manner. You may, for instance, say what it is that you intend to accomplish during the course of this talk, such as improved teamwork, less petty conflict among members of the team, more trust and empathy among individuals, increased responsibility for the team, and so on.

Because of this, the discourse about conflict resolution receives a better sense of direction, and it is subsequently simpler to discover answers to particular challenges that the team is now dealing with.

You need to develop the skill of active listening in order to pick up on the team's latent signs of stress and conflict that are not being vocalised but yet need to be addressed.

3. Encourage radical candor

It is possible for individuals to have emotional outbursts that result in misconceptions when they speak when they are in the midst of a fight. In situations like these, extreme honesty may be helpful.

When you practise radical candour, you express your honest ideas with people in an open manner while also showing a high level of respect for them. You do this without being impolite to the other person or engaging in backbiting. You share openly about the struggle that you are going through without causing harm to other people.

You may coerce individuals into practising radical candour by:

- **Creating a shared vocabulary** – It is much simpler to genuinely grasp what someone is going through and not misinterpret what they are trying to communicate when particular terms are associated to indicate certain feelings or experiences and everyone uses the same phrases when addressing these emotions or experiences.
- **Championing candor yourself** – Instead of bottling up their feelings, invite your staff to offer you feedback in an open and honest manner. Recognize that you are fallible and offer an apology when it is your fault. When you model extreme honesty in the position that you play, you encourage people to do the same in their own lives.
- **Making behavioral change permanent** – When you commit to the behavioural and mental shift that comes along with radical candour by infusing honesty, openness, and respect into every communication you have with every person of the firm, you show that you are serious about practising radical candour. You then motivate your high-

performance team to uphold the values of honesty and respect in their daily lives and in the workplace. This results in a more positive mood among the team and removes any potential for disagreement.

CONCLUSION

By putting into practise the aforementioned strategies and managing conflict, you may foster an atmosphere in which high-performance teams can effectively utilise their abilities to meet their goals and fulfil their responsibilities.

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