



# Leadership Team Building

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Leadership ?

# Who is a Leader?

Someone who can see how things can be improved and who rallies people to move toward that better vision.

**Leaders** can work toward making their vision a reality while putting people first. Just being able to motivate people isn't enough





How To Be A Leader - The 7 Great Leadership Traits

<https://www.youtube.com/watch?v=2IEp4TVpxgA>

# Common Leadership Styles

1

**Coach**  
Motivational

2

**Visionary**  
Progress-focused and inspirational

3

**Servant**  
Humble and protective

4

**Autocratic**  
Authoritarian and result-focused

5

**Laissez-faire or hands-off**  
Autocratic and delegatory

6

**Democratic**  
Supportive and innovative

7

**Pacesetter**  
Helpful and motivational

8

**Transformational**  
Challenging and communicative

9

**Transactional**  
Performance-focused

10

**Bureaucratic**  
Hierarchical and duty-focused

# Factors affecting Leadership Style

- Personalitiy
- Situation
- Resources
- ..
- ..
- ..



# Challenges faced by Leaders

THE TOP 6

# LEADERSHIP CHALLENGES

AROUND THE WORLD



1. **Honing** Effectiveness
2. **Inspiring** Others
3. **Developing** Employees
4. **Leading** a Team
5. **Guiding** Change
6. **Managing** Stakeholders

# Leadership Challenges

- 1. Honing Effectiveness:** the challenge of developing the relevant skills — such as time-management, prioritization, strategic thinking, decision-making, and getting up to speed with the job — to be more effective at work.
- 2. Inspiring Others:** the challenge of inspiring or motivating others to ensure they're satisfied with their jobs and working smarter.
- 3. Developing Employees:** the challenge of developing others, including mentoring and coaching.
- 4. Leading a Team:** the challenge of team-building, team development, and team management. Specific leadership challenges include how to instill pride, how to provide support, how to lead a big team, and what to do when taking over a new team.
- 5. Guiding Change:** the challenge of managing, mobilizing, understanding, and leading change. Guiding change includes knowing how to mitigate consequences, overcome resistance to change, and deal with employees' reactions to change.
- 6. Managing Stakeholders:** the challenge of managing relationships, politics, and image. These leadership challenges include gaining managerial support, managing up, and getting buy-in from other departments, groups, or individuals.

How to Handle Challenges?

What is the Most important element for Any Leader???

**TEAM**

- What is a Team?
- Is it same as a Group?
- Whats the Need for a Team?
- Why do we Need to Build It?

Oldest Team That comes to your Mind



# Team

- A **team** is a **group** of people organized to **work** together interdependently and cooperatively - a small number of people with complementary skills who are committed to a common purpose, set of performance goals and approach for which they hold themselves mutually accountable”.
- **Team building** is the process of turning a **group** of individual contributing people into a cohesive **team**.
- **Teams** are formed when individuals with a common taste, preference, liking, and attitude come and work together for a common goal.
- **Teams** play a very **important role** in organizations as well as our PERSONAL Lives

# Individual vs Team

- Teams more effective than Individual?
  - Combined team resources
  - Greater probability of success
  - Two hands get more done faster
  - One absence does not cripple a team

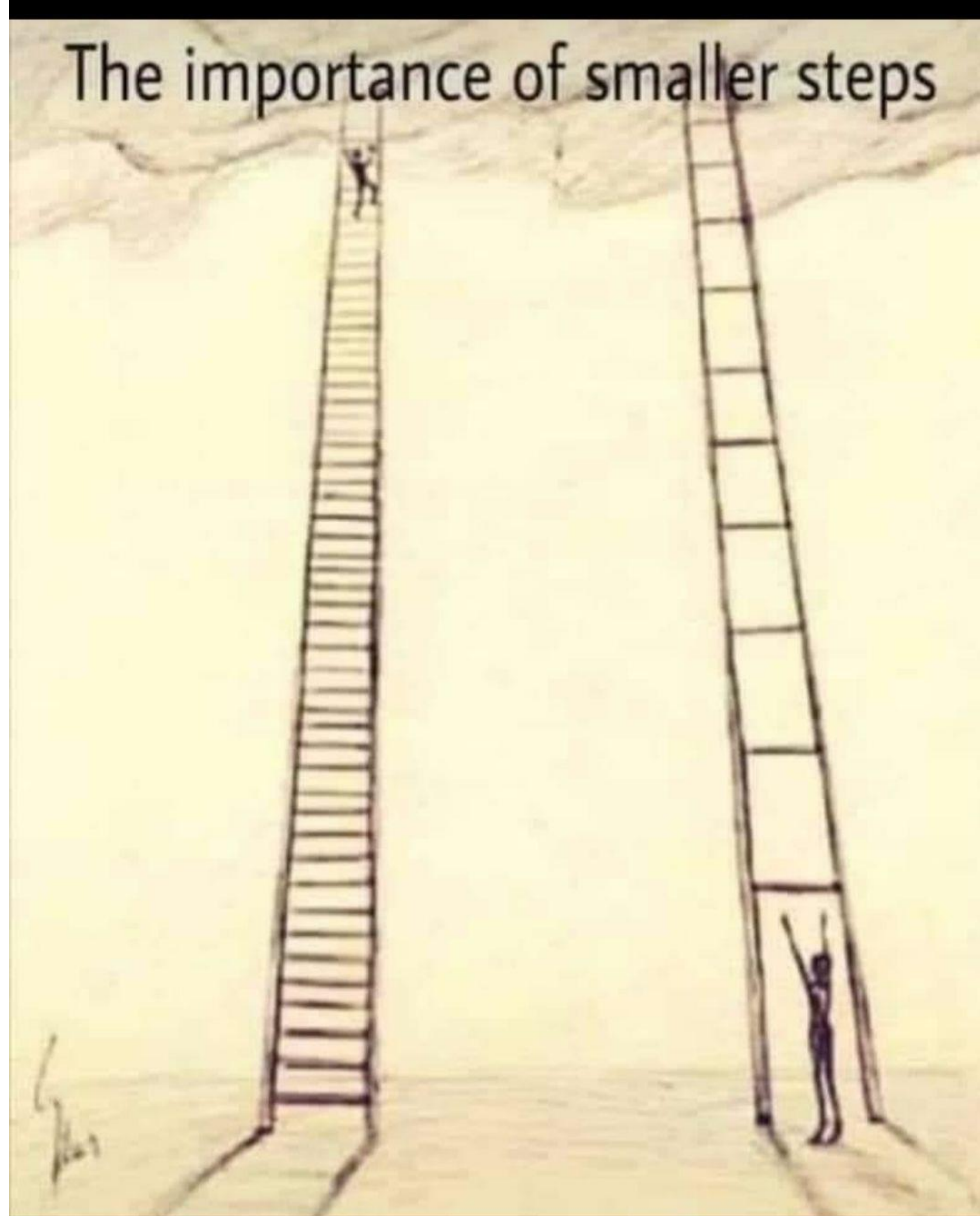
**T**ogether  
**E**veryone  
**A**chieves  
**M**ore

# Basics of an Effective Team

- Clear Purpose
- Value the role and contribution
- Open Communication
- Mutual Trust
- Participation
- Listening
- Agree to disagree
- Consensus Decision
- Clear Roles & Responsibilities
- Self Assessment
- Problem solving done by the group
- Commitment to the project and the other team members
- Regular team meetings are effective and inclusive
- Positive, supportive working relationships among all team members



# The importance of smaller steps



# The Five Stages of Team Development

Every team goes through the five stages of team development. First, some background on team development. The first four stages of team growth were first developed by Bruce Wayne Tuckman and published in 1965.

His theory, called "Tuckman's Stages" was based on research he conducted on team dynamics. He believed (as is a common belief today) that these stages are inevitable in order for a **team** to grow to the point where they are functioning effectively together and delivering high quality results.

The five stages:

- **Stage 1: Forming**
- **Stage 2: Storming**
- **Stage 3: Norming**
- **Stage 4: Performing**
- **Stage 5: Adjourning**

# Stage 1: Forming

- The team first meets each other & team members are introduced.
- Share information about their backgrounds, interests and experience and form first impressions of each other.
- Learn about the project they will be working on, discuss the project's objectives/goals and start to think about what role they will play on the project team. They are not yet working on the project.
- They are, effectively, "feeling each other out" and finding their way around how they might work together.
- During this initial stage of team growth, it is important for the team leader to be very clear about team goals and provide clear direction regarding the project.
- The team leader should ensure that all of the members are involved in determining team roles and responsibilities and should work with the team to help them establish how they will work together ("team norms").
- The team is dependent on the team leader to guide them.

## Stage 2: Storming

- As the team begins to work together, they move into the "storming" stage. In this stage, the team members compete with each other for status and for acceptance of their ideas.
- They have different opinions on what should be done and how it should be done - which causes conflict within the team.
- As they go progress through this stage, with the guidance of the team leader, they learn how to solve problems together, function both independently and together as a team, and settle into roles and responsibilities on the team. For team members who do not like conflict, this is a difficult stage to go through.
- The team leader needs to be adept at facilitating the team through this stage - ensuring the team members learn to listen to each other and respect their differences and ideas.
- The team leader will need to coach some team members to be more assertive and other team members on how to be more effective listeners.
- This stage will come to a closure when the team becomes more accepting of each other and learns how to work together for the good of the project. At this point, the team leader should start transitioning some decision making to the team to allow them more independence, but still stay involved to resolve any conflicts as quickly as possible.
- Some teams, however, do not move beyond this stage and the entire project is spent in conflict and low morale and motivation, making it difficult to get the project completed.
- Usually teams comprised of members who are professionally immature will have a difficult time getting past this stage.

## Stage 3: Norming

- When the team moves into the "norming" stage, they are beginning to work more effectively as a team.
- No longer focused on their individual goals, but rather are focused on developing a way of working together (processes and procedures).
- Respect each other's opinions and value their differences. They begin to see the value in those differences on the team. Working together as a team seems more natural. In this stage, the team has agreed on their team rules for working together, how they will share information and resolve team conflict, and what tools and processes they will use to get the job done.
- The team members begin to trust each other and actively seek each other out for assistance and input. Rather than compete against each other, they are now helping each other to work toward a common goal. (Collaborate)
- The team members also start to make significant progress on the project as they begin working together more effectively.
- In this stage, the team leader may not be as involved in decision making and problem solving since the team members are working better together and can take on more responsibility in these areas. The team has greater self-direction and is able to resolve issues and conflict as a group. On occasion, however, the team leader may step in to move things along if the team gets stuck.
- The team leader should always ensure that the team members are working collaboratively and may begin to function as a coach to the members of the team.

# Stage 4: Performing

- Teams are functioning at a very high level. The focus is on reaching the goal as a group.
- The team members have gotten to know each other, trust each other and rely on each other.
- Not every team makes it to this level of team growth; some teams stop at Stage 3: Norming.
- The highly performing team functions without oversight and the members have become interdependent. The team is highly motivated to get the job done & can make decisions and solve problems quickly and effectively. Can handle difference of opinions and come to consensus without interrupting the project's progress.
- If there needs to be a change in team processes - the team will come to agreement on changing processes on their own without reliance on the team leader.
- In this stage, the team leader is not involved in decision making, problem solving or other such activities involving the day-to-day work of the team. The team leader will continue to monitor the progress of the team and celebrate milestone achievements with the team to continue to build team camaraderie.
- The team leader will also serve as the gateway when decisions need to be reached at a higher level within the organisation.
- Even in this stage, there is a possibility that the team may revert back to another stage. For example, it is possible for the team to revert back to the "storming" stage if one of the members starts working independently. Or, the team could revert back to the "forming" stage if a new member joins the team. If there are significant changes that throw a wrench into the works, it is possible for the team to revert back to an earlier stage until they are able to manage through the change.

# Stage 5: Adjourning

- The project is coming to an end and the team members are moving off into different directions.
- This stage looks at the team from the perspective of the well-being of the team rather than from the perspective of managing a team through the original four stages of team growth.
- The team leader should ensure that there is time for the team to celebrate the success of the project and capture best practices for future use. (Or, if it was not a successful project - to evaluate what happened and capture lessons learned for future projects).
- This also provides the team the opportunity to say good-bye to each other and wish each other luck as they pursue their next endeavour.
- It is likely that any group that reached Stage 4: Performing will keep in touch with each other as they have become a very close knit group and there will be sadness at separating and moving on to other projects independently.

- The Famous Story
  - Hare & tortoise.ppt



# Thank you & Stay in Touch

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