



National Leadership Development Conference

Building and Empowering Teams, and Nurturing Next Generation Leadership

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What are the contents of this session ?



- I. What is a **Team**?
- II. What is a **Team building** ?
- III. What is the **Importance** of Team Building ?
- IV. What are the **Challenges** for Teamwork ?
- V. What are the **stages of team development**?
- IV. What are the steps for Developing **effective teams**?
- V. **Nurturing Next Generation Leadership**

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What is a **Team**?

A **group** of people with a full set of **complementary skills** required to **complete a task**, job, or project.

A way of **job design** in which we have **interdependent teams** instead of as **individual** workers.

Functional groups instead of **departments**



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What is Team ?



Dr.A.K.Sood , Deputy Secretary NAMS

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What is **Team building** ?

An **ability to identify and motivate** individual employees to **form a team** that

Stays together

Works together, and

Achieves together a common goal.



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What is **Team work**?

Team building

Emphasis is on the **creation of groups**

Team work

Emphasizes the **functions** of these groups.

Many people use the terms “team building” and “teamwork” interchangeably.



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What is the **Importance** of Team Building ?

A team becomes **more than** just a **collection** of people **(Video1)**

A **strong** sense of mutual **commitment** creates **synergy**

Thus generating **performance greater than** the sum of the performance of **its individual members.** ([Video1](#))



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What is the **Importance** of Team Building ?



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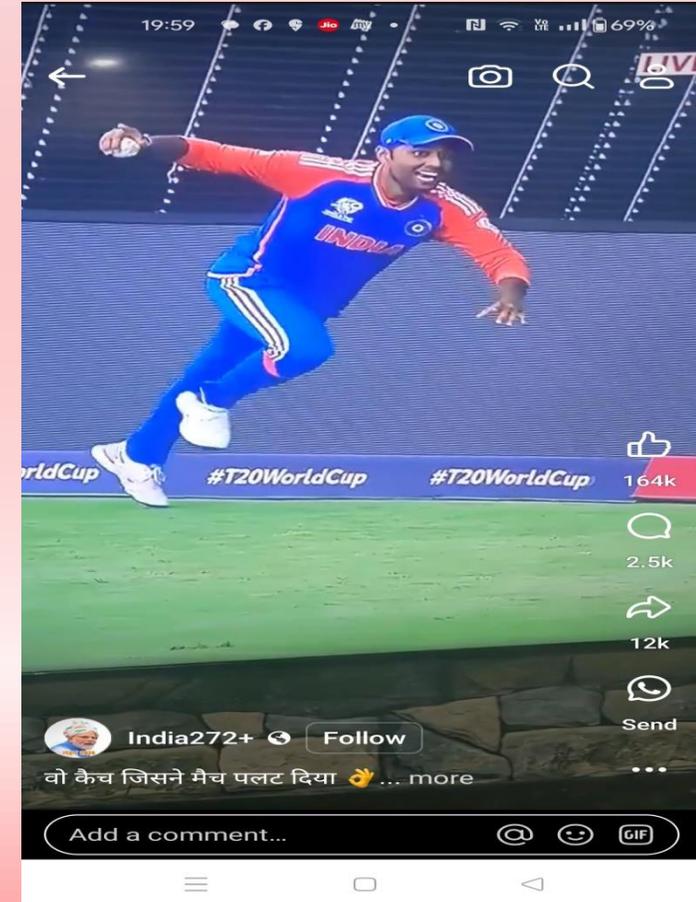
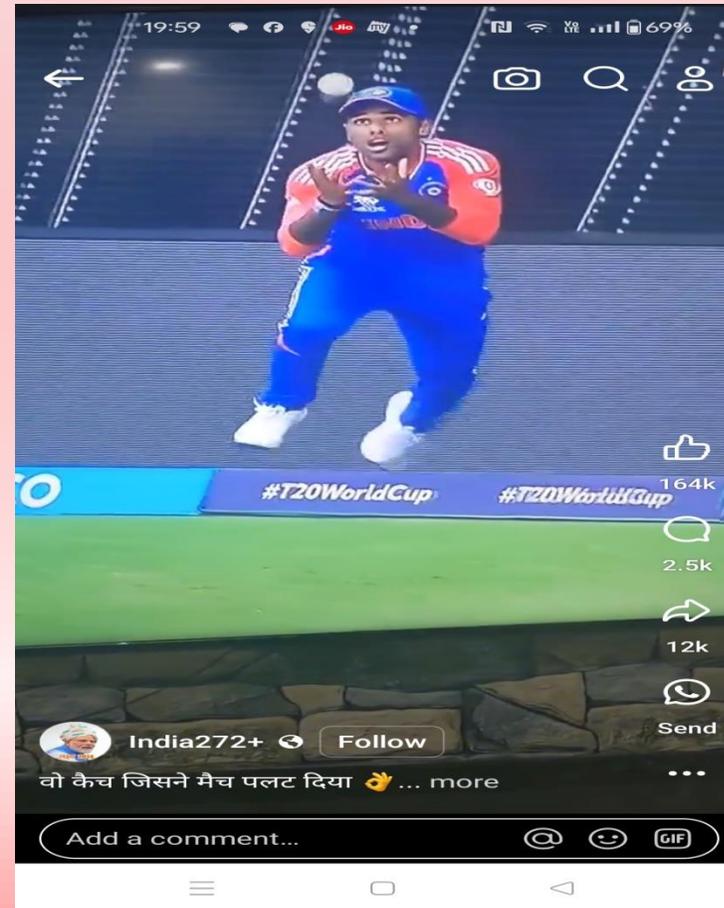
What is the **Importance** of Team Building

Video

L. N. CRICKET 24



हार्दिक पांड्या ने कहा "😊😊😊
जब 30 बालो पर 30 रनो की जरूरत थी तब रोहित ने सभी खिलाड़ियो से कहा हम आखरी बाल तक लड़ेंगे हम भारत मां के शेर हैं और वही से सभी खिलाड़ी में जोश भरा और हम मैच जीत लिए !!



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What is the **Importance** of Team Building ?



INDIA'S WORLD CUP WINNING CAPTAINS OVER THE YEARS



WELCOME TO THE LIST,
ROHIT GURUNATH SHARMA. 🇮🇳

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What is the **Importance** of Team Building ?

It **enables** employees to **learn** from others and **develop** new skills

Problem-solving capabilities

Decision-making skills

Improved **communication**.

Collaboration

Trust

Improve **motivation**

Nurture strengths



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What are the **Challenges** for **Team leader** ?

How to take care of

Lack of Trust (When you work as an **individual**, you are **used to** making **decisions** and complete tasks individually)

Role **Uncertainty**

Cultural Differences

Unclear Goals. ... **Conflicting** Goals.

Talent Differences

Imbalance in **allocation** of work (**one or two** team members **take on** all the work)



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What are the **Challenges** for **Team leader** ?

How to handle

Team members (10% are **self motivators** & 10% are **problem makers**)

Criticism and conflict

Poor communication

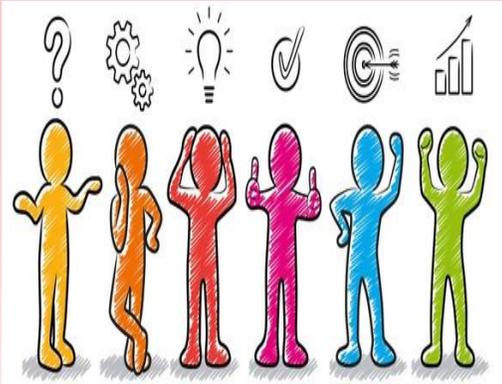
Ineffective Meetings

Minimum **Interaction or Engagement** (sense of **belonging** to Team)

No **Long-Term** Planning

No **Milestones** for achievements

No mechanisms for **Team Recognition**



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What are the **stages** of team development?



Psychologist **Bruce Tuckman** describes teams move through following stages

Forming

Storming

Norming

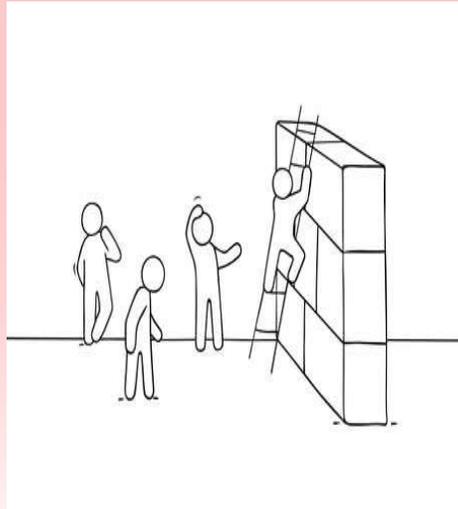
Performing

Adjourning

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What is the Stage of **Forming**?

In the **beginning**, when a new team forms:



Individuals will be **unsure** of the team's **purpose**

How **they fit in**

Whether they'll **work well with one another.**

They may be **anxious, curious, or excited** to get going.

They look to the **team leader for direction.**

Explain the **purpose of team**

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What is the Stage of **Storming**?



They start to push against the **established boundaries/ norms** :

Conflict or friction can also arise between **team members**

Their **preferred ways** of working surface and may **clash with other people's**

May **challenge** your authority or management style as **leader**

You should **clarify the roles and responsibilities (SOPs)** of each member.

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What is the **Norming** stage ?

Team members will feel **more comfortable**

People start to **resolve** their **differences**

Appreciate one another's strengths

Asking for help and offering **constructive feedback**

Have **Commitment** to the team's goals

Will respect your **authority** as a **leader**

Encourage & guide the team members



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What is the **Performing** Stage ?



Team is in flow and **performing to its full potential**

With **hard work** the team **is likely** to achieve its **goals** efficiently

Appreciate & reward the team members

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What is What is the **Adjourning** Stage ?



The project **comes to an end**, or **permanent teams** are disbanded and **people redeployed**.

Some people who have developed **close working relationships** with **colleagues**, may find this time **difficult**.

Farewell dinner, Function

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What are the steps for **Developing effective teams**?



Step 1: Common **goal & shared reward**

Step 2: **Define** the **tasks and jobs** for each member

Step 3: Develop **SOPs** for doing the task

Step 4: **Set** ground **rules** for the team

Step 5: **Fostering teamwork** by providing:

Leadership

Effective **communication**

Decision making

Supervision

Motivation

& Team **spirits**

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Step 1: Common goal & shared reward



Team Goal is what we wish to **achieve**

Organizational/Team Goals – AIIMS to be **Centre of Excellence**

Departmental Goals- Have **latest Technology & expertise**

Individual Goals- Career **progression & Skill building**

Technique of **MBO -KPA**

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Step 1: Common goal & shared reward

Team Rewards

Extrinsic rewards

Perks, Facilities, Promotions/ Monetary incentives

Intrinsic rewards

Professional satisfaction, Task content, Appreciation

Task Variation, challenges, .



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Step 2: Define the **tasks and jobs** for each member



What are **tasks**?

What are expectations for **performance level**?

What work conditions **pre-required**.

Realistic **based on OR** (**Work study, Time Motion study**)

How many clinical or surgical procedures, **patients** per hour etc

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Step 3: Develop **SOPs** for doing the task

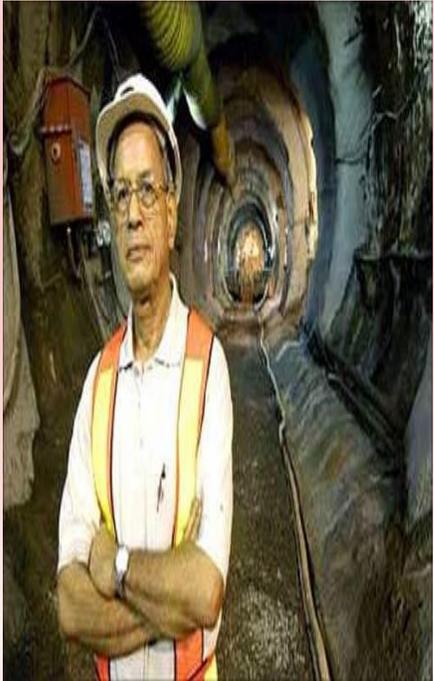


What are **desired steps** for each of the **tasks** allocated for good/**satisfactory** performance

Result in efficiency & quality work

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Step 4: Set **ground rules** for the team



Specify **Dos & Don'ts**

Communication channels

Decision making

Control mechanisms

Recording & **reporting**

Monitoring

Mile stones for **achievements**

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Step 5: Foster teamwork by Team leadership



Lord **Baron Moran** defined **leadership** as

“Leadership is the **capacity to frame plans which will succeed**
and

skills to **persuade others** to carry them out in the face of all
difficulties”.

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Step 5: Foster teamwork by Team leadership



What we have to do to **become effective** Team leader?

Knowledge of **job**

Knowledge of **handling people**

Knowledge **of self**

Role model

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Step 5: Foster teamwork by Team leadership



Handling members of the team

Telling – When people are **willing** but lack **competency**

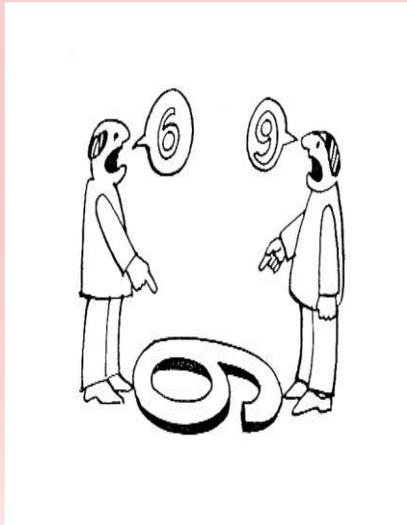
Selling- When people are **not willing** but have **competency**

Delegating- When people are **willing & have competency**

Participating- When people are **Not willing & don't have competency**

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Step 5: Foster teamwork by **effective communication**



Communication

Passing of information and understanding from one person to another

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Step 5: Foster teamwork by **effective communication**



Communication **Process**

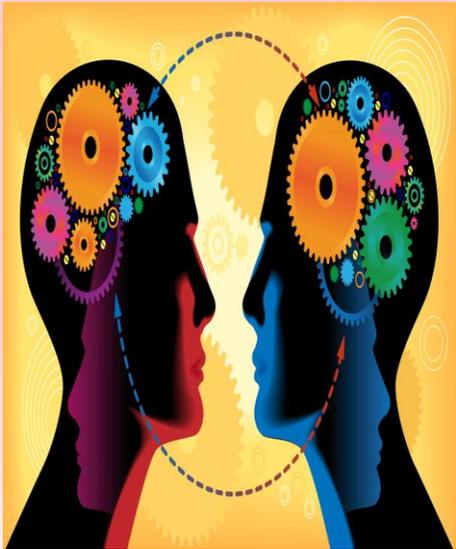
Sender

Message

Receiver

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Step 5: Foster teamwork by **effective communication** with members



Barriers to communication

Semantic barriers are due to use of **technical words** or words from other language

Psychological barriers due to **emotions** of both the sender & recipient

Environmental barriers due to noise, physical facilities, comforts

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Step 5: Foster teamwork by **effective communication** with members

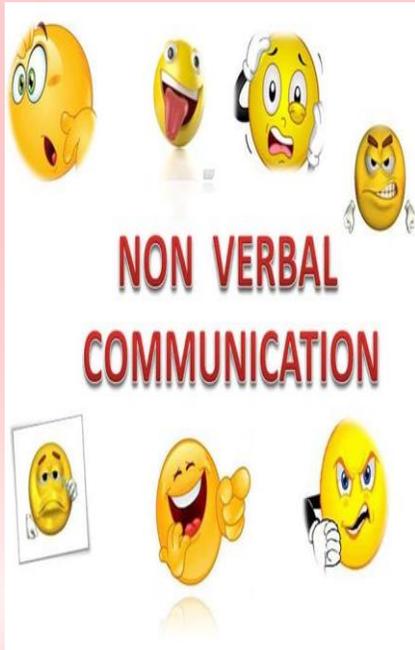


Levels of Communications

- I. Vocabulary (Language)
- II. Voice Inflections (Tone ,loudness of voice)
- III. Nonverbal Behavior (Facial expression, Eye contact, head movements, physical moments of body etc)

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Step 5: Foster teamwork by **effective communication** with members



How We **Really** Communicate? ([Video 2](#))

7% of what we communicate is based on **vocabulary**

38% of what we communicate is based on **voice inflections**

55% of what we communicate is based on **nonverbal behavior**

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Step 5: Foster teamwork by **effective communication** with members



We **speak at a rate** of about 150 words per minute (wpm).

But we can hear & **brain can process** at a rate of about **1,000 wpm**.

This gives us a lot of **extra time!**

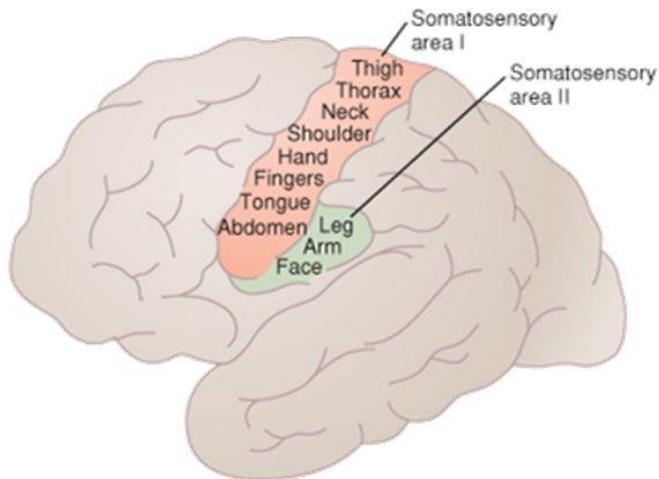
What do we do with this time?

Brain attaches meaning to the verbal and nonverbal clues

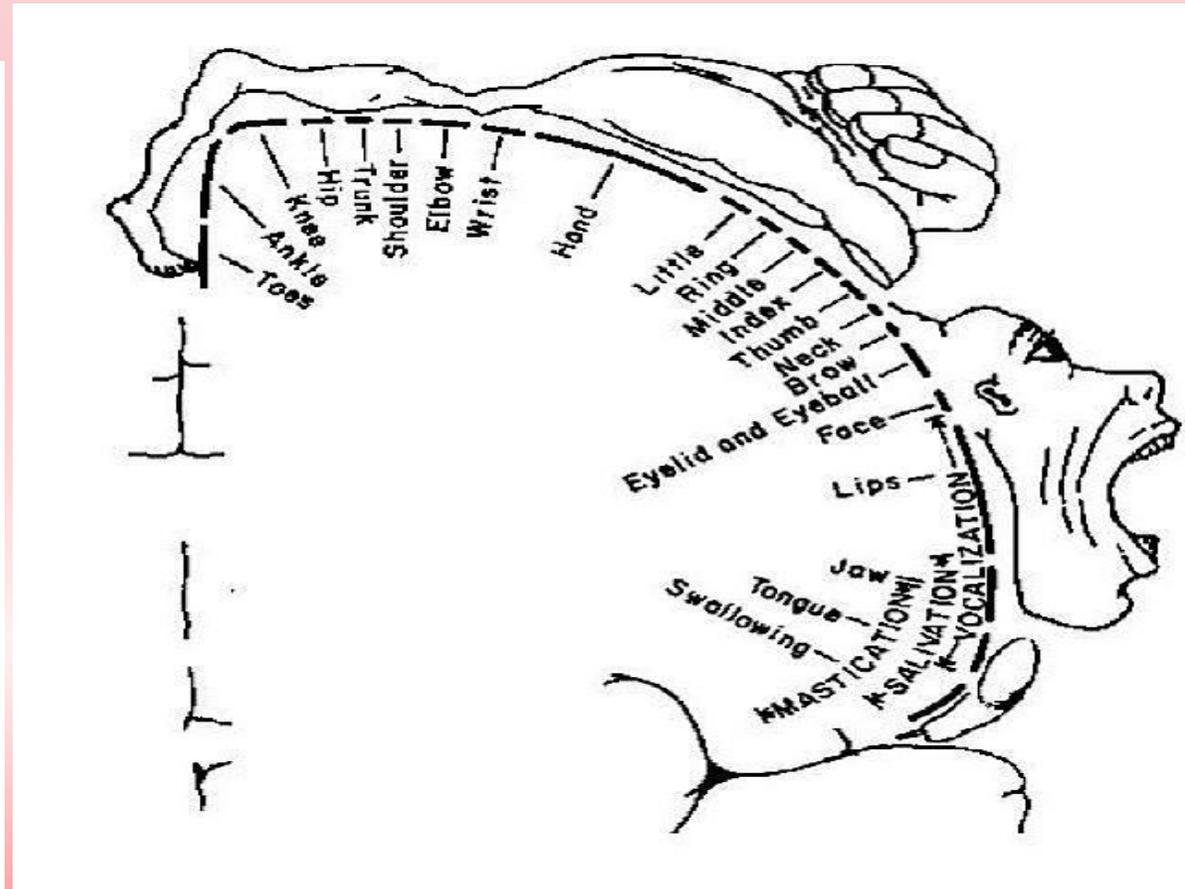
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Step 5: Foster teamwork by **effective communication** with members

SOMATOSENSORY CORTEX

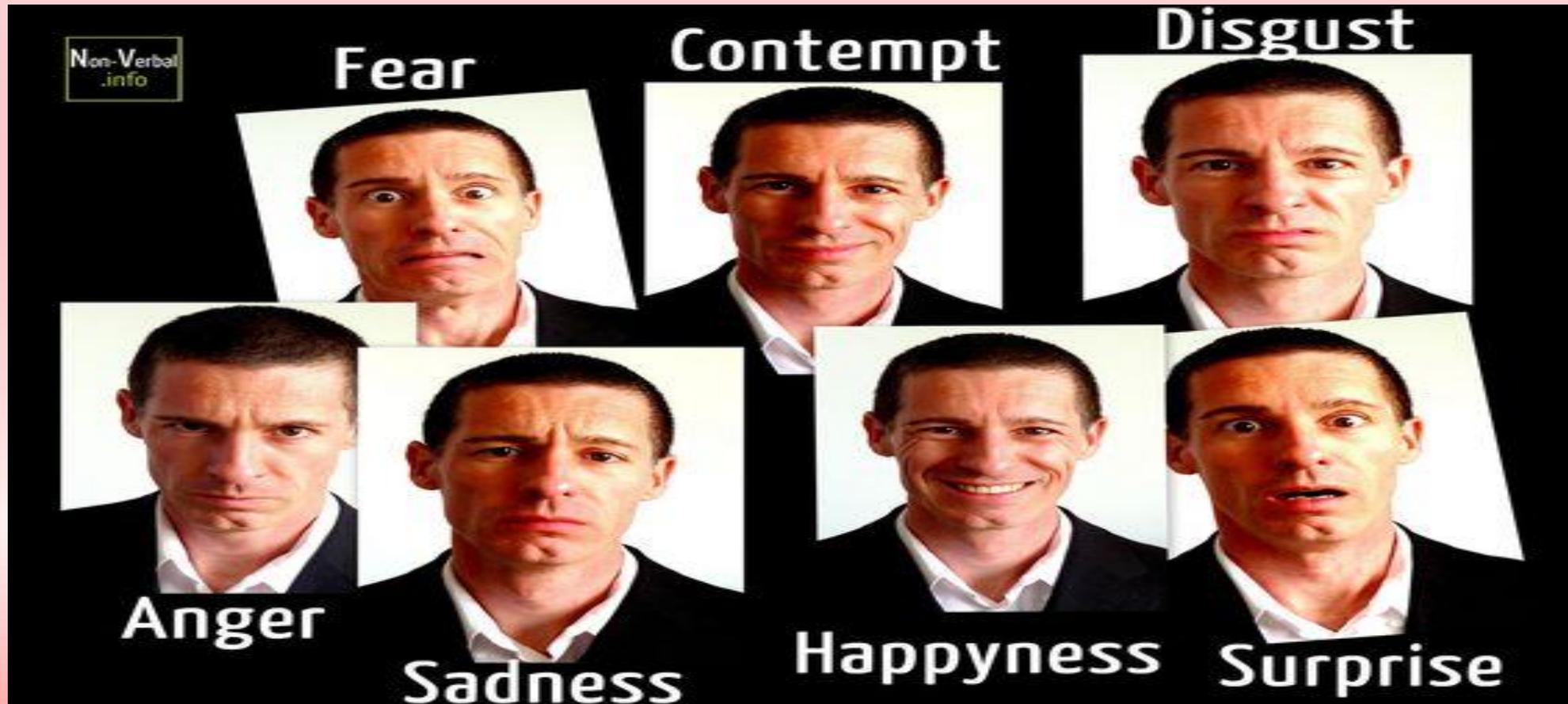


Somatosensory area I is so much more extensive and so much more important than somatosensory area II that in popular usage, the term "somatosensory cortex" almost always means area I.



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Step 5: Foster teamwork by **effective communication** with members



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Step 5: Foster teamwork by **effective communication** with members

Common **interpersonal skills** for team leader:

Be **Clear** in your communication & have **Listening** skills

Have **Conflict** management and **resolution** skills

Give **Constructive feedback** & do Mentoring and **coaching** team members

Diplomacy (handling affairs without **hostility**)

Have **Empathy** for others , be **Caring** about other people

Comforting people when they need it ,

Encouraging and inspiring people to do their best

Flexibility in thinking and operating style

Humor and light heartedness



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Step 5: Foster teamwork by **good Decision Making**



Phases In Decision Making

Information gathering

List of **alternative courses** of action

Choosing the best **alternative**

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Step 5: Foster teamwork by **good Decision Making**



How can we choosing the **best alternative**?

Decision in **organisational interest**

Decision in **personal interest**

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Step 5: Foster teamwork by **good Decision Making**



Barriers in Effective Decision Making

Tendency to

Decide based on **In-adequate information**

Equate **new & old experiences**

Use **available solutions** rather than innovative

Deal with problem at **face value rather** than going to its **roots**

Ignore more **complex** problems and to solve simple problems

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Step 5: Foster teamwork by **supervision**



Developmental supervision

Facilitating and monitoring

Individual & **Team** efforts

Achievement of **organizational goals**

Growth of individual & team

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Step 5: Foster teamwork by **motivation of** members



Motivation

Inner desire to **act**

Motives

Achievement

Affiliation

Influence

Control

Extension

Dependency

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Step 5: Foster teamwork by **motivation** members



Indicators for motivated teams

Employees **work willingly**

Often **give their best** at work

Have a **sense of belonging** to the organization/team

Take pride in being member of the organization/team

High productivity and output

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Step 5: Foster teamwork by **motivation** members



Indicators for de-motivated teams

Increasing **absenteeism**

Increased **turnover**

Low output and productivity

Increased rank **indiscipline**

Arguments and confrontation with superiors

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Step 5: Foster teamwork by **team spirit**



Building **Team spirit** by Team leader ([Video3](#))

Give credit for achievements

Take responsibility for **failures**

Call each other by first name

Have tea/lunch **together**

Have **informal** get to gather

Reward group performance

Explain faults in **private**

Help each other

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Step 5: Foster teamwork by **team spirit**



Good **Work** Culture

Openness

Trust

Autonomy

Creativity

Pro-activity

Authenticity

Risk taking



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Key Messages

Hospital is a **complex organisation** with different **categories of functionaries** with different competencies and skills.

For its **successful function** one require to identify manpower with **right type of skills** and have to work as **competent effective teams**

As a **team leader** you have a **crucial role** to play right from **identifying team members** with required competencies, explaining them the **purpose**, their **roles and responsibilities**, setting up **ground rules**, constantly, monitoring, **guiding, mentoring**, encouraging and **appreciating** their performance.

The **team leader** needs to have skills such as **technical, human relation**, communication, **motivation**, supportive supervision, **decision making**.

Creating a **sense of belongingness** and **team spirit** is crucial for successful team work.

This can be done by **positive work culture**, informal get to gather, **taking responsibility for failure**, **caring and comforting** team members

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What is Nurturing **Next Generation Leadership** (30-40 years)?



Nurturing Next Generation Leadership

Creating a **work culture** of providing **opportunities** for emerging leaders

Provide them **new challenges** and **responsibilities**,

Rewarding their achievements,

Recognizing their **contributions**

Help build their **sense of belongingness**, loyalty, and **credibility** within the organization.

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We come from energy
and
turn back into energy.

We are all matter for only
a very short time.

Make sure that when
you are matter...
you matter.

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Thank you

