

TEAM MANAGEMENT: ITS IMPORTANCE AND CHARACTERISTICS

Praveen Gowda

Karnataka State Open University
Mysore

ABSTRACT

Managing teams are importance aspects of every organization as its bring coordination and motivation between the co-employees and overall effectiveness of an organization. Managing teams are done at every level, departments and hierarchy of an organizations. These team generally decision makers, problem solver, task coordinator and create bonding among each other which influence to perform well in the organization. Therefore, it is important to figure out the importance and characteristics of team management to review the overall performance. Its figured out in 1980 by one of the international research team on management that there are two important variables one is input factor which judge characteristics on stability of the team and second is process which refers to process characteristics. In this paper, we will discuss about all the basic requirement for team management for better performance in the organization.

Keywords: Team management, Managing process, Team performance, Management effectiveness.

I. INTRODUCTION

Team management is the way to coordinate and administer a group or an individual of an organization to perform a specific task towards a common goal and objective. It involves decision making, communicating among themselves, goal setting and performance appraisals. Moreover, it is done to find out problems with common share view and then work on it to achieve desired output. There are various ways to do team management to increase potential and productivity among the effective team through some leadership styles by team manager. Team work always shared and comes in many sizes who can work together and depend on accomplish the task by communicating and working together as every members of team are dependent on each other [1-5].

II. BASICS OF SUCCESSFUL TEAM

- 1. Organized Leadership-** Organized leader is most important to drive whole team as they are path showers by leading the team and they are decision makers. Organized leaders are working together for overall decision making and problem solving to drive the whole team towards the specific goal. They only require strong leadership skills and communication skills.
- 2. Effectual Communication-** There must be proper communication between each other within the team from top to the bottom, whole hierarchy must be connected through proper channel of communication as it will allow to transfer the message precisely in the team without any kind of delay, this will help in making instant and quick decision and speed up the work.
- 3. Shared Goal-** Team management will bring shared and common goals in the team by sharing ideas and objectives with each other. This will only happen when there is trust and bonding among the team and it's a responsibility of team leader to set clear shared goals for the team and drive team members to achieve the goals by motivating everyone in a one or other way. If there will be no shared goals, team will work in different direction and clueless which will hamper the performance of whole team thus effect on organization.
- 4. Well Defined role and responsibilities of team-** Team leader must define the clear role and responsibilities of whole team otherwise no one is aware of what to do and how to do. If it will not there again it become the obstacles and people will work clueless. It is important for team performance to know the roles and responsibilities of each member to perform best towards the shared goals and objectives of the organization.

III. TEAM MANAGEMENT APPROACHES

1. **Command and Control-** This approach of team management is based on military management. It is come in 21st century by private sector where team leader gives the instruction to complete a certain task within the team and the task is refused by them they will be punished until they don't refuse. It is like compliance of the instructions. It brings high rated of employee turnover and brings results in less time as other managers don't need to spend much time on the core responsibilities of them. This bring team to perform fast as punishment lead to poor performance of the team and thus in overall performance during performance appraisal. Therefore, this make the team to follow instruction and complete the task in given time.
2. **Engage and Create-** In this approach, team members are allowed to participate in discussion and shared their ideas, not like in command and control that they have to obey their leaders without any second thought. Here they get the liberty to build their own team strong to work together and this increase the productivity, performance and accountability of whole team and its team members and help towards to achieve success.
3. **Econ 101-** In this team leaders make assumptions regarding motivating team member by rewarding based on their assumption by giving money rewards, trip rewards, best performer award reward etc. and this bring basic motivation for the team to work more efficiently and effectively [2-8].

IV. TEAM MANAGEMENT PROBLEMS

1. **Trust Issue** – There is always trust issues in the team as people hardly know each other and ego clashes easily between them and no one wants to take help and guidance with anyone.
2. **Conflict Fear** – There is always a conflict between among the team because of different characters working together who share different views and ideas. It is because of lack of trust within the team.
3. **Commitment issue-** There is issue of commitment in the team due to lack of trust and conflict fear. The team is not ready to give commitment of work within the team and specified time period as they don't share their ideas, not able to take decisions, argue with each other which impact the work and whole organization.
4. **Responsibility Avoidance-** No responsibility within the team is biggest failure as members avoid to take responsibility because of lack of trust, conflict issues, commitment issues. No one's wants to take responsibility as he or she will think responsible of completing the task without taking help of any members in group.

V. WAYS TO RESOLVE TEAM MANAGEMENT PROBLEMS

There are many ways to resolve the problems within the team and make them to work together. There are as follows:

1. **Trust Building Activities-** There are training and development department in most of the organization or some of them outsource to do various activities of the particular team and groups to build the trust and bonding among the team. These activities make them to understand each other well and start thinking towards the shared goal and drive for the results.
2. **Appraisals Benefit-** This will drive the team members to amend their mistakes and work together to perform well and achieve the goals and objectives within timeline which make them to get good appraisal at the end.
3. **Team Building Activities-** There are training and development department in most of the organization or some of them outsource to do various activities of the particular team and groups to build the team and bonding among the team. These activities make them to understand each other well and start thinking towards the shared goal and drive for the results.

VI. KIND OF LEADERSHIP STYLE IN TEAM MANAGEMENT

1. **Autocratic-** Autocratic leaders are the leaders who make their own decision without any consultation. They drive the team in their own way and everyone obey its instruction without any thought. These leaders are one-way communicator who give instruction to the team and in return wants the complete task on the basis of their decision. The benefit of these kind of leadership is that the decisions are made fast and taken on instant basis in any kind of urgency and team will follow it hundred percent.

2. **Democratic-** Democratic leaders are one who take decisions based on everyone opinion within the team. They listen the views and points of every team member and consult time to time with everyone and then take decisions. The benefit of these kind of leadership is to make everyone valued and privileged in the team which make the other feel good and happy and this automatically drive everyone to work towards shared goals and drive for results.
3. **Laissez Faire** – In this leadership style team leader allow team members to work in their own style and in their own pace. There will be no interference of any one and team member can work freely in their own way. Generally, it is for the product and advertising department so that members can work freely and give more input and feel comfortable in freedom environment to give positive and creative results.
4. **Transactional-** This is the most common styles among all the above. In this team manager will give duties and team members will do only what team leaders ask them to do. This is the leadership used to bring results on time but brings average results as team members feel like employee feeling where team leaders have all rights and duties to give order and then make the team to work toward the goals and objectives of the organization. Most of the team management follows this transaction leadership style to make work done.

VII. IMPORTANCE OF TEAM MANAGEMENT

There are few reasons why team management is important. These are as follows-

1. **Team management brings unity at workplace-** A good team management brings positivity in the team and thus positive results and better performance of team. It brings the aura of unity and loyalty in the team where everyone can trust each other and share views and idea for work. With the good team management, team's members always support and kind with each other and make them work harder to accomplish the work.
2. **Team management bring different perspectives and feedback-** Good team management brings good kind of people who can there with good thought, good energy, positivity, creativity, decision makers, problem solvers who work together for the benefit of an organization. This overall brings success over problems and make everyone to work efficiently and effectively.
3. **Team management improve efficiency and productivity-** A Good Team management will bring shared and common goals in the team by sharing ideas and objectives with each other. This will only happen when there is trust and bonding among the team and it's a responsibility of team leader to set clear shared goals for the team and drive team members to achieve the goals by motivating everyone in a one or other way. This will overall improve efficiency and productivity of the whole team.
4. **Team management will bring great learning opportunities-** Team management will bring opportunities with the team. If the team is managed and everyone is bond together they will share ideas and get to know many things from one to other. With the help of one other will be able to learn many things, new technique, new technology and will be able to rectify if any mistake done. This will overall bring efficiency and effectiveness in the team [2-9].

VIII. CHARACERISTICS OF TEAM MANAGEMENT

Team management can bring lots of change in working direction of whole team which will bring better performance of the team and achievement of desired objectives [10,11]. The few characteristics of team management are as follows-

- It helps in giving clear direction to the team
- It brings honest communication among the team members to bring effectiveness of the team.
- Team management brings trust in team by which everyone supports each other and ready to take risk and works towards solutions.
- Team management brings defined roles of every team member so that individual can successfully to their work.
- Team management brings shared goals to achieve.

IX. CONCLUSION

Many theories and views of different organization found that team management is important aspects which drive better performer and results of the organization. Leaders comes out in front which shows the skills and approaches and necessity of team management. Organizations are looking for performance and this can be done through dividing small works in the team and at every step of hierarchy to achieve the goals through well

managed teams by team leaders. Team management is the necessity of every organization and must consider everywhere for better future.

X. REFERENCES

1. https://en.wikipedia.org/wiki/Team_management#:~:text=Team%20management%20is%20the%20ability,objective%20setting%20and%20performance%20appraisals.
2. <https://www.potential.com/articles/5-important-reasons-why-teamwork-matters/>
3. <https://medium.com/@mikeschoultz/10-team-characteristics-for-effective-teamwork-e0429b362ddd>
4. VD. Soni. Disaster Recovery Planning: Untapped Success Factor in an Organization (June 16, 2020). Available at SSRN: <https://ssrn.com/abstract=3628630> or <http://dx.doi.org/10.2139/ssrn.3628630>
5. VD. Soni. Importance and Strategic Planning of Team Management (June 1, 2020). INTERNATIONAL JOURNAL OF INNOVATIVE RESEARCH IN TECHNOLOGY, July 2020 , Volume: 7 , Issue: 2, PageNo: 47-50,
6. VD. Soni. Art of Managing Business Ethics with Global Perspective (July 1, 2020). International Journal of Trend in Scientific Research and Development ISSN: 2456-6470, Unique Paper ID – IJTSRD31701, Volume – 4, Issue – 5, July-August 2020
7. Fukuda, S. (2017). Machine Team Management.
8. Kobayashi, H. (2019). Bridge Team Management.
9. Lockwood, J.E. (2015). Virtual team management: what is causing communication breakdown? Language and Intercultural Communication, 15, 125 - 140.
10. Grębosz, M., & Bakalarczyk, S. (2013). Team Management Organization in Co-branding Projects. Human Factors and Ergonomics in Manufacturing & Service Industries, 23, 306-310.
11. Ellis, P.M. (2012). The importance of multidisciplinary team management of patients with non-small-cell lung cancer. Current oncology, 19 Suppl 1, S7-S15 .