

Team Process & Working in Teams: Learning from Practice

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This study attempts to link team process theories with team practice with focus on team themes across varied sectors, geographies, private and public organizations in small and big organizations. The examples were analyzed using CAVE technique. Diction analysis generated themes which significantly influence team process.

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Introduction

An individual alone cannot be responsible for an organization's growth. The Tata empire is not based on the leadership of a single individual. One person cannot be ascribed for Infosys's success. Whether it was Dabbawallas (FICCI Media Division, 2013) or RAZR team of Motorola (Saylor Academy, 2012), all epitomize as cases of teamwork. Katzenbach and Smith (1993) state that if a group of a tiny sum of ardent people with complementary prowess share common performance goals and hold themselves equally accountable then they are a team. Cash, Skec & Storga (2019) cited team processes as member's inter-reliant acts that convert inputs to outcomes through activities engaged toward accomplishing collective goals. Themes that were studied (Vyakarnam & Handelberg, 2005) are as follows.

Leader Behavior

Leaders act as mediators to inculcate aspiration in his team (Nwachukwu et al., 2017). Mulally, Jobs etc were farsighted leaders (Gallo, 2014). Mulally endorsed

‘One Ford’ (Gallo, 2014). Lockheed Martin Skunk Works (LMSW) worked on “Kelly’s 14-Principles of Management”. As a leader, he introduced new tactics to lacerate bureaucracy (Balachandran, 2012a).

Edmondson (1999) demarcated psychological safety as common trust that the group is set for social daring. In 2012, a leader at Google, exercised conclusions of Aristotle’s assignment by revealing his cancer diagnosis off-the-job. After a brief muteness, they comfortably unwrapped their diaries believing that it is psychologically safe to express (Leis, 2018). In 2000 in the case of Pixar Central Atrium (PCA), Jobs showed sensitivity to diversity (in terms of skills & culture) by cancelling the idea of constructing three buildings and ascertained to build one with a central atrium to promote interaction and teamwork (Leis, 2018). Shapoval et al., (2015) illustrates Roosevelt’s leadership whose success lied in teamwork which was a takeaway experience for Ukrainian bureaucrats to merge the Parliament around single strategy. Sims was found to be a classic leader driving General Electrics-Durham (GED) where there was no incentive (Fishman, 1999). In the story of Nano, devoid of hassle and fear, Tata’s guidance was full of inspirations that realized the project by degrees (Agrawal, 2008). In BPCL, every team had a leader who was a domain expert. Project leaders could be participative or authoritative as per the demand of the project that helped manage change (Teltumbde et al., 2002).

Perspective

There have been multiple perspectives for maximizing team efficiency and are mainly grounded on typical management of human rapport (Catlett & Halper, 1992). Constructing a cross-functional team or ensuring effective communication or letting slip self-government in the interest of common goal, synchronized approach, managers facilitating the team to hone their skills and take risk, coaching, etc. are different approaches that shape team perception (Catlett & Halper, 1992; Jiang, 2010). When Matt executed the results of Aristotle, his team believed that it is okay to err or emote (Leis, 2018). The Tata ACE team was open to try various things to bring value propositions in the product (Madhavan, 2014). Volt team was avid risk takers for project execution that motivated them to invent new design (Motavali, 2016).

Goal Setting

Galbraith and Webb (2013) found following teams (Table 1) as extreme business teams in the past attributable to goals for achievement.

Arraya et al., (2015) discussed that goal-setting augments knack, methods, attentiveness and strategic progress. In Four Seasons (FS) story, executives aimed customer satisfaction while British Red Cross (BRC) volunteers teamed to become highly serviceable during the Haiti earthquake because they found persuasive meaning in their work (Leis, 2018). Likewise, the LMSW team designed an aircraft in just a month, evi-

Table 1 Four Great Business Teams in History

Teams	Goals	Philosophies for achievement
Java Team-Sun Microsystems	Add interactivity to the web	Freedom
Ford Motor Company	Mass production-affordable cars	Efficacy
Google Team	Most populated website	Continue to be lean
Walt Disney	Create memorable films and characters	Perseverance

dent when they did not wait for official grant of the contract (Balachandran, 2012a). Also, F-150 and Volt team realistically designed a better vehicle (Motavali, 2016). BPCL team had hierarchical goals (Teltumbde et al., 2002).

Values

Tarricone and Luca (2002) believed that team values and shared principles are key to efficacious teamwork. Pixar University endorses teamwork by featuring *Alienus Non-Diutius* (Alone no longer) (Leis, 2018). US Navy Blue Angels’ (UNBA) success was based on ‘trust’ because every fellow trusted another affiliate for his safety and demonstrated enthralling performance to their watchers (Balachandran, 2012b). Audi designed its emblem as four rings that are interlocked signifying four companies merged to form one (Audi.com, 2019). Unilever (Unilever.com, 2019), American Express (Americanexpress.com, 2019), Boeing (Boeing.com, 2019), AT & T (Att.com, 2019), Caterpillar (Caterpillar.com, 2019), Direct TV Group (DirectTV Group, Inc., 2019), NASA (Blodgett & Dunbar, 2018),

CIA (CIA, 2018) are further examples. Greenpeace International (Greenpeace.org, 2019), Patanjali (Patanjali ayurved.org, 2019), Dabur (Dabur.com, 2019), Airtel (Airtel.in, 2019), Oberoi Hotels (Oberoihotels.com, 2019), Indigo Airlines (Goindigo.in, 2019), Tata Memorial Centre (TMC.gov.in, 2019), BPCL (Bharatpetroleum.com, 2019), Delhi University (Du.ac.in, 2019), Bank of Baroda (BankofBaroda.in, 2019), RMSI (RMSI.com, 2019), SAIL (SAIL.co.in, 2019), Tech Mahindra (Techmahindra.com, 2019), Bisleri (Bisleri.com, 2019), and Goonj (Goonj.org, 2019) are some of the organizations that incorporate words like “We”, “Our”, “Collaboration” or “Teamwork” in their vision or mission statements emphasizing value of team.

Feedback & Network

Receiving feedback signifies one is going in an appropriate course or whether rerouting is essential (Hardavella et al., 2017 & Konradt et al., 2015). Velema (2015) studied the relationship between the consequences of types of feedback from the leader and effectiveness of the team. Her results indicate a constructive relationship between encouraging feedback on the effectiveness of the team. Peer feedback can be a beneficial

Team values and shared principles are key to efficacious teamwork.

instrument for teammates to improve their social efficiency (Dominick et al., 1997). In the Java Development Team (JDT), a member criticized the organization which the firm took as a piece of advice (Palfini, 2008). In GED story, feedback capitalizes such as any employee can come up to the manager and ask him to stop micromanaging them (Fishman, 1999). The Utter Nonsense (UTN) team ensured that their content is thoroughly reviewed before getting published while both teams, Volt and F150 had a feedback culture that enabled them to reach their goal (Motavali, 2016). BPCL team introduced pilot implementation in phases with the view to take feedback and improve the overall design and reduce cost (Teltumbde et al., 2002).

Katz et al., (2004) held that relationship forms a locus in networking that centers on the bonds between team members, its group and its environment. Mayo and Pastor (2005) theorized that the diversity level in team hinges on density and centralization of communication network which influences team performance. Berg and Holtbrugge (2010) studied a network of international teams in the automotive and airline commerce. Analysis showed that such team has an indirect influence on team efficiency and originality. Their study underlined that connection is moderately influenced by several factors like job complexity, language aptitude, communication channels or patterns, and international guidance. Scott et al., (2018) stressed the importance of networking in interprofessional teams. Sun Microsystems gave precedence to employee relationships, evident

when top management backed programmers - Naughton (agitator) and Gosling's (expert) team that functioned in a remote workplace from the Sun precincts on Stealth Project. That resulted in Java language (Palfini, 2008). To market products of UTN, its team appointed Swindle's sister-Shannon (Motavali, 2016). BPCL in-house team networked with external teams to successfully implement ENTRANS (Teltumbde et al., 2002).

Trust

Trust facilitates team cohesion surging organizational output (Sundstrom et al., 1990). In Federal Lawyers (4FL) story, four legal eagles had sincere dialogue and maintained each of their assignment and identity confidential - paramount for casting trust (Savage, 2015). Likewise, GED story explains how trust helps the team to increase plant efficiency (Fishman, 1999). Similarly, Ross (2008) mentioned an accounting team at Xerox, Canada (ATXC) who was supposed to implement compliance with the Sarbanes-Oxley Act within six months. To accomplish it, team fellows shared their experience one of whom spoke about how in a former role she had succeeded to satisfy customers by influencing in-house staff over whom she had no official authority to do the work essential to dole out those services. Therefore, the team entrusted her with the responsibility to persuade promoters to do the

Trust facilitates team cohesion surging organizational output.

additional contributions for compliance. In UNBA story, one team who flew the jet upturned trusted maintenance team that they had accurately checked the engines of that jet (Balachandran, 2012b).

Conflicts

Dreu & Weingart (2003) outcome revealed that conflicts negatively influence the team. GED resolves conflicts by encouraging teammates to confront each other on all issues without any delay (Fishman, 1999). An expert used exercises without saying a word and leaving on team fellows to decipher it and allowing people to whoop on each other, motivating them to reiterate opposite phrases of given themes and thus releasing heat in the process (Moga, 2017).

Trans-disciplinary Team

In many organizations, different disciplines grind together on cross-functional teams to create a branded product (Sahu, 2010). The blend of this cross-functionality gave birth to Casper (Motavali, 2016). For Nano, cross-functional teams coordinated to invent a small budget passenger car (Kriplani, 2018). In Tata Ace case, four cross-functional teams were formed to investigate the market about commercial vehicles and customer requirements (Madhavan, 2014). Parkers' team showed to the world that online business of spectacles is possible (Grant, 2016). BPCL formed teams to review, audit and make periodic decisions (Teltumbde et al., 2002).

Research Methodology

In this study we have attempted to examine themes conceptually by means of practical examples through a review of secondary literature on the internet through blogs, newspaper articles, web portals of organizations, logos, symbols, and values. Data was analyzed using content analysis of verbatim explanations (CAVE) method. This technique helped to give a logical and precise explanation to the phenomenon occurring in organizations about a team (Adler et al., 2006; Houghton & Johnson, 2009; Huang & Liu, 2017; Manley, 2016) following which the content was loaded on Diction 7.1.3 software (Short & Palmer, 2008).

Findings & Discussions

Results of analyzed themes under team process are stated in Tables 2, 3 & 4. Table 2 indicates absence or low of dictionary variables like ambivalence, levelling terms, satisfaction, blame, hardship, aggression communication, cognition, centrality, diversity exclusion, liberation, denial in the sample considered. Self-reference, inspiration, spatial terms, concreteness, cooperation exclusion and liberation terms to be in the normal range. Terms like collectives, praise, accomplishment, passivity, and rapport are high to very high as per the dictionary. In Table 3 embellishment, complexity and variety are high as per the calculated value while insistence is in the normal range. In Table 4 the master variables are reflected wherein Certainty and Realism are low, Activity is normal and Commonality and Optimism are high. This indicates that

teams work on Commonality and Optimism, may not accept reality and certainty, it also indicates that normal level of activity is sufficient.

Table 2 Findings of Dictionary Variables

Dictionary Variables	Diction Score	Normal Range (Low & High)	Observations	Discussion
*Numerical Terms	24.04	0.30-15.04	Very high	-
*Ambivalence	0	6.49-19.21	Absent	Relates to commonality, cooperation, and certainty; may refer goal clarity, team concrete decisions, indicates competent organization.
Self-reference	0	minus 1.18-15.1	Normal	Demonstrates leader's behavior to refer self to achievement done by the team. Reflected in speech and body language. Affects team environment.
*Tenacity	14.42	23.32-39.76	Low	Team explores different dimensions. Foster problem-solving in teams.
*Levelling Terms	0	5.02-12.76	Absent	-
*Collectives	26.44	4.04-14.46	Very high	Leader's behavior can inspire the team to network, familiarize with team process. Reflects organizational values that promote team culture.
*Praise	9.61	2.77-9.59	High	Team admires its achievement and relies on extrinsic motivation.
*Satisfaction	0	0.47-6.09	Low	Intangible goals may lead to dissatisfaction. An organization should ascertain to delegate meaningful goals to high-performing teams.
Inspiration	9.61	1.56-11.12	Normal	Leader, networking and constructive feedback can boost team inspiration.
*Blame	0	0.06-4.16	Low	Conflict becomes negligible if the team is managed by a competent leader who transforms team behavior into performance.
*Hardship	0	1.26-10.48	Low	High performing team trained with the vision to perceive hardship proactively as opportunity.
*Aggression	0	1.07-9.79	Absent	Reflects team spirit.
*Accomplishment	77.85	4.96-23.78	Very high	Indicates goal-oriented team; organized, manage deadlines, highly involved in problem-solving.

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*Communication	0	2.21-11.79	Absent	-
*Cognition	0	4.43-14.27	Absent	-
*Passivity	12.84	2.10-8.08	High	Shows cessation of team activity after task completion. Sometimes it is highly active internally but appears to be inert.
Spatial Terms	4.81	4.17-19.85	Normal	Awareness of geographical dispersal and designs work schedule.
*Familiarity	91.35	117.87-147.19	Low	Negligence among teammates, absence of trust.
*Temporal Terms	0	8.36-21.82	Absent	Team is not concerned about issues or concrete matters.
Present Concern	7.93	7.02-16.66	Normal	Focused on present situations.
*Human Interest	14.42	18.13-45.49	Low	Decisions taken in the team are less focused on people.
Concreteness	19.23	10.70-28.50	Normal	Team possesses tangible ideas.
*Past Concern	0	0.97-6.19	Low	Bounce back
*Centrality	0	1.18-7.54	Absent	Absence of outdated policies, and bureaucracy. Coins decentralization.
*Rapport	4.81	0.42-4.26	Slightly high	Attitude similarity in team. Members tend to be tolerant and represent a consensus of thoughts.
*Cooperation	4.81	0.36-8.44	Normal	Teammate support each other, share resources, self-sacrifice.
*Diversity	0	0.07-3.81	Absent	Uniformness in the team and lacks uniqueness.
Exclusion	0	minus 0.03-4.31	Normal	Self-sufficiency-can be applied to teams that work on secret projects.
Liberation	0	minus 0.46-4.72	Normal	Leaders' open-mindedness or teams' liberal views to embrace diverse people, projects and culture.
*Denial	0	2.52-10.35	Absent	If team is delegated any task, they will tend to grab it to display their potential, particularly, task that challenges their status quo.
	4.81	0.17-4.35	High	Increased activity in the team.

Note: *Deviation of scores from normal range

Table 3 Finding of Calculated Variables

Calculated Variables	Diction Score	Normal Range (Low & High)	Observations	Conclusions
Insistence	43.27	9.15-111.15	Normal	Team perspective and values insist team behavior like feedback, interaction, meetings, networking, communication, etc.

*Embellishment	1.19	0.16-1.14	High	It indicates that a leader/individual follower overemphasizes own achievements to divert the focus to oneself and not the type of goal that is accomplished.
*Variety	0.69	0.45-0.53	Slightly high	-
*Complexity	5.29	4.31-4.91	High	Hierarchy within the team or has a complex reporting structure or teams are highly trans-disciplinary.

Note: *Deviation of scores from normal range

Table 4 Finding of Master Variables

Master Variables	Diction Score	Normal Range (Low & High)	Observations	Conclusion
Activity	53.47	46.74-55.48	Normal	Team is focused.
*Optimism	54.49	46.37-52.25	High	Team is confident.
*Certainty	44.19	46.90-51.96	Low	It means team flexibility to work in any condition. It may refer liberal attitude to interact within the team.
*Realism	41.02	46.10-52.62	Low	Low familiarity, absence of temporal awareness and less human interest resulted in a low realism score.
*Commonality	52.86	46.86-52.28	Slightly high	Absence of idiosyncrasy in the team. Cooperation and rapport contribute a high score.

Note: *Deviation of scores from normal range

Table 5 Themes Identified Under Team Process

Master Variables (Table 4)				
Activity	Optimism*	Certainty*	Realism*	Commonality*
Activity**	Inspiration**	Self-reference**	Spatial Awareness**	Cooperation**
		Insistence(Table 3)	Present concern**	Exclusion**
			Concreteness**	Liberation**

Note: *Deviation of scores from normal range; ** Table 2 dictionary variables

These themes (Table 5) were in line with our literature review. Team need to achieve excellence through continued adaptability and by working in diverse disciplines. Leaders leverage on teamwork and team building by adopting different approaches as suitable. Quoted

examples have shown to support these conclusions. Jiang (2010) supported the inference that it is significant for team members to get a clear idea of what is anticipated from them and inspire them to become accountable for their degree of expertise and effectuation. The author

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also highlights the invaluable role of periodical constructive criticism for team members that can aid to attain a high degree of cooperation. Self-reference theme indicates over assertive and crafty behavior of a leader. Such disparaging behavior instigates undesirable grasp of a leader and evoke similar behavior within the team (Schmid et al., 2018). Insistence emerged as a significant theme which highlights the importance of similarity in team values that leads to build positive perspective about each other in the team. This was supported by similarity-attraction theory and was in line with the findings of Klein et al. (2011). The theme, spatial awareness conveys that rigorous and pretensionless efforts have to be taken by team members as well as team leaders to achieve positive performance outcomes. This finding was in congruence with Salas et al. (2014). Team can make better decision especially if it is a cross-functional or trans-disciplinary team in comparison to an individual. Such team can make faster and effective decisions based on present concerns. Thus, the theme of present concern was identified. This was in accordance with the findings of Bang and Frith (2017), Mukherjee et al. (2016), Anibaba and Akaighe (2018) and Ciesielski et al. (2017). Trans disciplinary team can act

as catalyst to generate innovative ideas which can be beneficial for accelerator companies. This was in harmony with Horowitz et al. (2017) and thus supports the theme-concreteness. Cooperation indicates less conflicts and it also acts as a mediator for team performance as revealed by Kozlowski and Ilgen (2006). For effective team process, commonality was found to be an imperative theme and according to Ellis and Bell (2005) commonality in team is identified by a shared reference frame with the purpose that team members can make sense and reflect each other's data and insight but if they take information in a different way then that means they do not have a common reference frame. Appearance of exclusion theme with normal diction scores signifies that deliberate exclusion of team working on secretive projects or virtual teams might be advantageous but team members are still an important part of the organization and that they should not feel isolated. Therefore, leader's role becomes significant. Where teammates are in physically discrete places, it is vital for the team leader to call on distant team associates to equipose any heartstrings of exclusion that could ascend. These interpretations were consistent with Morley et al. (2015). Presence of liberation theme affirms that team autonomy is the principal shared quality in effective team process. This interpretation is in compliance with the findings of von Bonsdorff et al. (2015). Results of their studies also deduce that team autonomy was positively associated with organizational commitment and company's performance.

Conclusion

We can therefore conclude that the qualitative analysis which this study undertook helped to confirm that team theories and team process had positive implications in real business world. Therefore, this paper is evidence that theory in literature can be witnessed in reality.

Implications

Future managers should form teams according to business needs to proliferate the excellence of service and accomplishment of the project. Teams can be built in harmony with the theories mentioned in this paper. It will be advantageous for start-ups to work in teams to make an effective venture. It may complement organizational culture and create opportunities for individuals to develop their skills. Researchers can investigate whether these theories can be applied in all circumstances. The paper could be a reliable literature for organizations that advocate teamwork culture. It may serve as a motivating source in cases of conflict situations and mergers and acquisitions.

Limitations

This study applies to themes mentioned in this paper. It could be stretched to spaces such as many other factors that pledge to successful team and concepts that were not true in case of teamwork in practical situations. This study employed CAVE style. It could be analyzed by using other methods and results can be statistically derived.

Further Research

The researchers propose a further investigation into these concepts through a mixed method approach for confirmation of theory through quantitative and qualitative data. It would increase the richness of the findings.

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