



# Team Building for Managers

August 16-19, 2021

Programme Co-ordinator: Prof. SN Biswas

## Scope

Organizational success today depends on employees' ability to work together in teams. Teamwork has been an essential aspect of any work setting since the building of the Pyramids. However, the demands on managers have been changing over time. Organizations to be successful need to be fast, flexible, and future ready because the external environment has become volatile and complex. The expectations of leaders and managers have changed. Technology has provided an excellent tool for virtual and hybrid work teams to combine their work seamlessly. Managers proficient in technical skills often lack the "people skill" because of very little exposure to the human side of the enterprise. Despite an emphasis on teamwork, most managers face extreme difficulty putting a team together who can function effectively. The primary threat comes from the members' inability to forge strong relationships based on mutual respect and trust, leading to faulty communication and interpretation leading to failures as a team. Commitment to the organization's and team's mission is one of the critical factors in achieving success. The programme will develop the basic idea of team commitment and bring in team commitment and build a trusting and respectful relationship. The programme will focus on developing shared goals and having seamless interpersonal communication through listening and feedback (giving and receiving) skills. Investment in team building skills is expensive in the short run but yields enormous dividends for the organization over some time. The notion that leadership has all the answers to the organizations' problem has to give way to a new perspective which says that everyone in the organization holds a piece of the jigsaw puzzle. A good team leader has to motivate and inspire people so that they discover the piece they have and put their piece in the right place to solve it to be successful in this world.

## Objectives

- ◆ To help participants internalize the importance of interdependency
- ◆ To help participants learn effective communication skills for team effectiveness
- ◆ To learn group decision making skills
- ◆ To develop a shared mission and objectives
- ◆ To learn how to resolve conflicts

## Contents

- ◆ Introduction to Team Building
- ◆ Structuring of the Team
- ◆ Removing Perceptual Blocks and Developing Positive Attitudes
- ◆ Motivating Team Members
- ◆ Interpersonal Relationship Skills
- ◆ Managing Team Communication (listening and feedback)
- ◆ Conflict Management and Negotiation in Teams
- ◆ Team-based Problem Solving
- ◆ Value-based Leadership
- ◆ Building and Institutionalizing Shared Values
- ◆ Virtual and Hybrid Teams

## Pedagogy

Sessions will be based on simulation exercises, case discussions and interactive lectures. The highlight of the programme is that they learn through a series of simulation games.

**Leadership and Team Simulation: Everest V3**, developed by Michael A. Roberto and Amy C. Edmondson, is a simulation exercise, which uses the Mount Everest expedition as the context to help participants learn how to build, participate in, and lead effective teams. Additionally, they learn to improve decision making, how conflicting interest and asymmetric information affect team dynamics, how leaders shape team decision making and performance in competitive and time-sensitive situations, how teams and their leaders deal with trade-offs between short-term task completion and longer-term team effectiveness, and how cognitive biases impair decision making.

## Who Should Attend

This programme is meant for any manager who is involved in teamwork. The designation is immaterial here; people holding jobs that essentially involve strategic decisions in any organization's function are the intended group.

## Programme Fee

This is a 4-day online programme and the programme fee is INR 25,016/- (inclusive of 18% GST) per person. The fee should be paid in advance through NEFT/RTGS.

## Delivery in Virtual Mode

The sessions will be scheduled on an online platform. Participants are required to have access to a personal computer/laptop with stable internet connection and a webcam to access the sessions.

***Deadline for Confirmation of Participation: July 31, 2021***

## Contact Details

Oliver Macwan, Deputy Manager (Executive Training)

**Institute of Rural Management Anand**

Post Box No. 60, Anand 388001, Gujarat

Phone: (02692) 221841 • Mobile: 09974072693 • Email: mdp@irma.ac.in