Result Oriented Target Setting and Leading High Performance Teams

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Abstract
Result oriented target setting and effective leadership of teams has become a tool for organizational effectiveness in the 21st century. Result oriented target setting and effective leadership of teams is said to have benefited many organizations if managed and nurtured properly. In this era of globalization there is need for result oriented target setting and effective leadership of teams in order to enable organizations respond quickly to changes in the environment. The paper reviews literature on result oriented target setting and effective leadership of teams. The paper concludes that the success of organizations to a very large extent depends on the type of targets organizations set and how well they are able to lead teams to achieve the set targets. The paper recommends that managers should put in place result oriented goals and encourage the involvement of employees working as a team as this could enhance their responsiveness and commitment to the achievement of the organizational goals. The paper also recommends that the managers should share the mission of the organization with employees as it could increase their involvement. Finally the paper recommends that the values of the organization be shared as well to serve as an informal control measure that can be very effective.
Key words: Result, Target, Leadership, Performance

1.0 Introduction

Every organization has a goal to achieve. Management is generally concerned with the proper mobilization of men, materials, machines, and money for the achievemenent of set objectives of the organization. Target setting is therefore an integral part of organization life. Management has to do with goals setting, planning, organizing, execution and control.

2.0 Result Oriented Target Setting

This is based on the goal setting theory of motivation that is of the idea that motivation is driven primarily by the goals or objectives individuals set for themselves. The theory is of the view that specific and difficult goals, with feed back, lead to higher performance. Goal setting improves performance by stretching the intensity and persistence of employee effort, and by giving them, clearer role perceptions to enable them channel their behaviours towards improved work performance. Specific goals are quantitative, have measurable levels of change over a specific time – to reduce waste by 20% or sell goods worth ₦50, 000 a week. Difficult goals are hard and challenging but not unattainable. They are more motivational than easy or moderate goals. Management by Objective (MBO) is a participative goal-setting process developed by Peter Drucker in which organizational objectives flow down to work units and individual employees. It involves managers sitting down with employees to discuss the objectives and get the employees to be committed to those objectives in writing. Self generated feedback is equally important to goal setting as it enables individuals to identify and take care of discrepancies between what is done and what is to be done. Goal setting theory is influenced by goal commitment, adequate self-efficacy, task characteristics, and national culture. Goals must be challenging but not impossible if employees will be committed to achieving it. Impossible goals are often abandoned. Employees with high-self efficacy (individual belief that one is capable of performing a task) tend to accept goals more likely than those with low self-efficacy because they believe they can choose strategies that will enable them reach those goals. Goals seem to have substantial effect on performance when the tasks are simple, well –learned an independent than when tasks are complex, unusual, and interdependent. In terms of culture, goal setting theory is culture bound because it is well adapted in countries where employees are reasonably independent and managers and employees seek challenging goals and performance is considered important by both e.g. USA and Canada.

2.1 Application and Limitation of goal setting theory

Specific, challenging and attainable goals work better under some conditions than others. For example, if the

task is complex it may not work as well as it would have worked if the task is simple.

Individual goals cannot be applicable to team as it can create competition and reduce cooperation. Creativity goals should be established along with productivity goals if productivity is not the only goal to be achieved. There are no evidence that the achievement of specific and difficult goals increased job satisfaction. It is also not applicable to every performance dimension of every job. It tends to cause more performance problems in the long run than it solves in the short term because only what can be measured may be done. Goal setting is however one of the tried and true theories of organizational behaviour. Under the proper conditions hard and specific goals are viable motivating force that can lead to high performance in organizations.

2.3 *Leading High Performance Teams*

The trend in organizations is towards delaying (flatter organizations) where employees are coached, supported and empowered to get the best out of them. The use of teams is becoming more popular as it provides a means of empowering employees and facilitating the development of their full potentials towards the achievement of organizational goals. The extensive use of teams creates the potential for an organization to generate greater outputs with no increase in inputs. Likert (1961) places the team in a position of prime importance when he suggests that an organization will function best when its employees perform as members of a cohesive and effective work group. Teams perform higher than individuals because of the increased communication and flexibility, increased ownership of tasks and commitment of its members to team goals. Teams are also important in the development of learning organizations (Serge 1990).

2.4 *Teams*

A team refers to a group of people who work intensely together to achieve a specific common goal. They influence each other and are mutually accountable for achieving the common objectives. The result of their efforts is usually greater than the sum of their inputs. Teams generate positive synergy through the coordinated effort of its members. This is one of the reasons why teams are becoming more popular in organizations. Teams are made up of individuals with complementary skills. The goal of formal group is shared information to enhance members' performance while work team's goal is collective performance. Examples of team include football team, choir, or surgical team. The achievement of team comes first before the goals of the individual members. Teams see themselves as social entity in the organization. Teams include problem-solving teams or quality circles, self-managed work teams or self directed work teams, top management teams, cross-functional teams, virtual teams and research and development teams.

Problem solving teams – this refers to a group of employees from the same department who meet for a few hours weekly to identify quality and productivity problems, propose solutions to management, and monitor the implementation and effect of the solution in their work area. An example of problem solving teams is quality circles. They have no authority to make and execute decisions.

Self – managed teams - These are autonomous work groups that are organised around work processes that complete and monitor the quality of identifiable goods and services. They take the necessary decisions and complete an entire production with quality control (i.e. they complete identifiable piece of work). They are given goals by management but they decide how to go about it. Self-managed team members are trained to do all or most of the jobs in the unit, they have no immediate supervisors. They plan and schedule work, assign tasks to members, collectively control the pace of work, make operation decisions, take action on problems, work with suppliers and customers. They also select their members and carry out evaluation among themselves. Self-managed teams are mostly found in manufacturing where they are used to improve quality, increase motivation and satisfaction, and lower cost. They appear to be more productive, provide better customer service and have better safety records. Self-directed teams are cross-functional because they are made up of people with diverse skills, knowledge and experience. This is why they are able to carry out interdependent tasks that lead to the completion of an entire piece of work. They have problems with firing non-performing team mates.

Top Management Team – this consists of the CEO and other top managers like Heads of Departments. It is a cross-functional team as members are drawn from different departments for the purpose of the team having

diverse expertise, skills, knowledge and experience. They are involved in developing strategies that will make an organization have competitive advantage. They coordinate and provide direction to the departments under them. Their diverse nature (i.e. members drawn from different departments) enables them to have all the background and resources needed to make good decision. It also helps them guard against group think (i.e. faulty group decision making that results when group members strive for agreement rather than having accurate assessment of the situation).

Cross functional teams - These are made up of employees occupying the same hierarchical level from different departments or work areas who come together to accomplish a task. Examples include task forces committees. It enables members exchange ideas and information, develop new ideas, solve problems and coordinate complex projects. It takes time to build cross functional teams.

Virtual teams – The members of virtual teams are held together by computer technology through which they achieve their common goals. They do not meet face-to-face. They may be a wall a wall apart or continents apart. They collaborate through communication links – like video conferencing intranet e-mail and wide-area networks. They are cross-functional groups and they operate across space, time and organizational boundaries mostly through electronic technologies. They benefit greatly from the law of telecom which states that as the web of computer networks expands, distances will shrink and eventually become irrelevant (McShane and Von Glinow 2003). Virtual teams coordinate alliance operations. It enables employees to collaborate across continents and make better decisions concerning complex issues. It makes the usage and sharing of knowledge among employees possible even when they are miles apart.

Research and development teams – These are made up of members who have expertise and the experience needed to develop new products in organizations. Research and development teams can sometimes be cross functional having members from marketing, engineering, production and research and development .

2.5 Importance of Teams in Organization

Team members work together and they have a specific and overriding team goal or objective. Teams help organizations gain competitive advantage by

- Enhancing organization performance – cross-functional teams create synergy that enhances performance.
- Increasing organizations' responsiveness to customers – cross-functional teams can enhance responsiveness to customers.
- Providing greater total resources - organizations benefit because groups and teams have greater total resources than individuals.
- Providing diversity of resources – teams have greater diversity of resources to accomplish complex tasks.
- Increasing innovation – cross-functional teams can innovate because of their extensive and diverse skills, knowledge and expertise.
- Satisfaction - team members are motivated as they readily see the impact of their contribution in the achievement of team and organizational goals.
- Serving as a vehicle of socialization – team members help in socializing new members, control behaviour and enhance performance, innovation and change.
- Providing benefit to members – e.g. tangible organizational reward as a team member.
- Providing useful learning mechanism – members learn about the company and themselves, and also acquire new skills and performance strategies.
- Satisfying employees' personal needs such as affiliation and esteem.
- Providing feed back for one another that enhance decision making.
- Identifying opportunity for growth and development – e.g. makes training, coaching and mentoring possible.
- Being a building block for organization structure – organization can be structured around teams, i.e. team-oriented structure.
- Being a force for productivity, quality and cost reduction – teams achieve higher productivity, better quality and reduced cost.

- Being a force for speed and change – teams create new products quicker. Teams enhance change in organizations.

Quality management cannot be successful without the use of employees as teams. Teams provide natural vehicles for employees to share ideas and to implement improvements.

2.6 Functions of Teams in the Organization

According to Nadler et al (1979) the functions of and teams include:
- The accomplishment of tasks that cannot be done by individuals working alone.
- Bringing multiple skills and talents to bear on complex tasks.
- Providing vehicle for decision making by permitting multiple conflicting views to be aired and considered.
- Providing an efficient means for the control of individual behaviour in the organization.
- Facilitating changes in organizational policies or procedures.
- Increasing organizational stability by transmitting shared beliefs and values to new members.

2.7 Functions of Group and Team for Individuals
- It provides knowledge about the organization and its environment.
- It provides security for members
- It provides status for members
- It provides self-esteem for members
- It provides power for achievement
- It provides opportunity for individuals to obtain valued rewards as group members.
- It enables individuals to gain new skills from other group members.
- It enables individuals learn about themselves.

2.8 Factors Affecting Team Effectiveness

An effective team is one that achieves its objectives, the objectives and needs of its members and sustains itself. Certain factors influence the extent to which a team can be effective. These factors according to (McShane and Von Glinow 2003) include the organizational and team environment, the team design and its processes
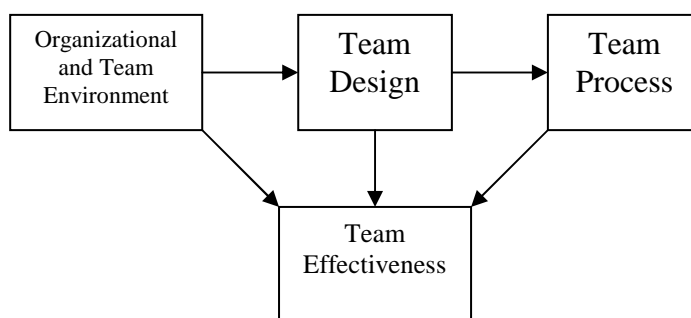

Fig.1: Factors Influencing Team Effectiveness

3.1 Organizational and Team Environment

Teams are part of a larger organization and their effectiveness is affected or influenced by external conditions imposed from outside. These external conditions include the organization's resources, reward system, structure, goals and strategy, culture, leadership, physical setting, selection process, communication and nature of environment.

Organizational resources – Organizations with abundance of resources will have modem, high quality tools and

equipments for their teams to work with. The availability of organizations resources – money, raw materials, equipment etc. which can be made available to teams affect the teams' performance. Teams that have enough resources to work with will do better than those lacking necessary resources.

Organizational reward system – Teams perform better when the reward is based on individual and team performance.

Organizational structure – Teams perform better where the organization structure supports them i.e. when there are few layers of management and the teams are given autonomy to carry out their responsibilities. Teams also do well when the structure is such that teams are organized around processes rather than functions – i.e. specialized skills. The communication and interaction is higher when they are organized around processes where different skills are required.

Organization's goals and strategy – The goals determine the strategy and the strategy determines the allocation of resources which influences teams' performance.

Organizational culture – To succeed, team members need to accept the standards implied in the organization's dominant culture.

Physical Setting – This refers to how an office is designed- its size and physical layout, the arrangement of equipment, lighting etc. The physical setting has a significant influence on the communication among team members, their ability to accomplish tasks and their perceptions about being together as a team. The physical setting can be a barrier to communication and interaction.

Organizational Leadership – The leadership of the organization plays an important role in the team's success – in terms of how they align rewards, structure the organization, establish communication systems etc. Team leaders can provide coaching and support. They can also ensure that the teams are given responsibility, resources and the necessary authority to make decisions and ensure accomplishment of tasks.

Selection Process – Members of teams are first members of organizations before they become members of teams. The selection criteria an organization uses, therefore affects the type of people that will be in teams. The effectiveness of a team depends to a large extent on the attitude of the members.

Organizational communication – Good communication is essential to team's effectiveness as it supports knowledge management and decision-making, work coordination and the need for affiliation. Well designed communication system and gadgets are necessary for effective team work. The structure and physical setting in the organization should encourage effective communication so that teams can achieve their goals.

Nature of organizational environment – The external environment plays an important role in the success of the teams and the organizations. If the demand for the organization's products is high the teams will be motivated to stay together and produce more. It also gives them feelings of success because only good products will be demanded. A competitive external environment can also make team members to stay together and work closely.

3.2 *Team Design*

A team does not just happen, it is put together. There are factors that must be considered when putting a team together. These structural elements include team composition, team size and task characteristics. From the Fig 1 above we can see that the team design is affected by the organization and team environment, the team design affects team processes and team effectiveness. Team design and organization and team environment also affect team effectiveness. Care must be taken in putting team together because like a mini-organization it has goals to achieve which could be hindered.

3.2.1 *Team Composition* - Team members must believe in the effectiveness of a team, its goals and rules of conduct. For the team to be an effective team, members must be motivated enough to work towards the achievement of the teams goals. Employees who like working and achieving in a group will do better as team members than those who like working and achieving alone. Those with collectivist orientation are better for teams than those with individualistic orientation. Employees with preference for team work and can do each others work (i.e. flexible) will be better team members than those with preference for individual work and cannot do others work.

The effectiveness of a team to a large extent depends on the resources of the members. These resources include skills, knowledge, abilities and personal characteristics. The skills required include technical or functional skill, problem solving and decision-making skills, and inter-personal skills (i.e. conflict management and resolution, collaborative problem solving and communication). The right mix of these skills is important for team effectiveness.

The possession of positive personal characteristics such as sociability, initiative, openness, and flexibility enhances team productivity, morale and cohesiveness. These positive personal characteristics influence how individuals interact with one another in the team.

Team Diversity - A team with members having divers skills and talents, able to play different roles will perform better than a team lacking in some vital skills.

Teams can be homogenous or heterogeneous.

Homogenous teams are made up of members with common technical expertise, demographics (i.e. age, gender), ethnicity, experience or values.

Heterogeneous teams are made up of members with diverse personal characteristics and backgrounds. Heterogeneous teams experience more conflicts and take longer time to develop although they are more effective at solving complex problems requiring innovative solutions.

Homogeneous teams experience less conflict and have better interpersonal relationships. They take shorter time to develop and are more effective on tasks requiring high degree of cooperation and coordination.

Generally teams should be small enough for better coordination and should possess all the necessary resources to accomplish its tasks. This will enable every team member to effectively participate towards the achievement of the team's goals.

3.2.2 *Team size*

The size of a team is an important determinant of the members' motivation and commitment and team performance. The optimal team size depends on several factors, which include number of people required to complete a task and the amount of coordination needed to work together. Generally teams are expected to be large enough to provide all the necessary skills and competencies and also small enough to be coordinated efficiently so that all the members can be meaningfully involved. Smaller teams are easier to coordinate. The members of a small team tend to be more satisfied, motivated and committed. Information is easily shared in smaller teams and members are able to see the importance of their personal contribution to the team success. Small teams are faster at completing tasks than larger ones. Smaller teams are more effective for taking action.

On the contrast, large teams are more difficult to coordinate. The members tend to have low-levels of motivation, satisfaction and commitment. There is problem of effective communication i.e. it is difficult to share information amongst large team. The members may also feel that their efforts are not needed as much and they may sometimes not feel as part of the team. Individuals may have less opportunity to participate and this makes them feel they are not significantly contributing to the success of the team. Informal sub-groups tend to exist within large teams and members tend to be more committed to the sub-groups than to the large team. However, large teams have at their disposal more resources to achieve goals than small teams. Large teams enable managers to benefit from division of labour.

3.2.3 *Task Characteristics*

Teams are more effective when they have clearly well-defined tasks than when they have unclear and ill-defined tasks. Another important characteristic of team tasks that affects performance is task interdependence.

Task interdependence refers to the degree to which work requires interaction among employees. The higher the task interdependence, the more effective the team. Task interdependence motivates team members to work together as they are able to see the impact of their contribution towards the team's success. It also gives them a sense of responsibility among team members.

3.2.*4 Team Processes*

Team effectiveness is also affected by factors referred to as team processes. These include team development, Norms, roles and cohesiveness. Team processes are affected by team design and organizational and team environment.

3.3 *Team Development*

Teams usually pass through several stages in their development before becoming effective teams. Tuckman and Jensen (1977) have identified five stages of team development – forming, storming, norming, performing and adjourning
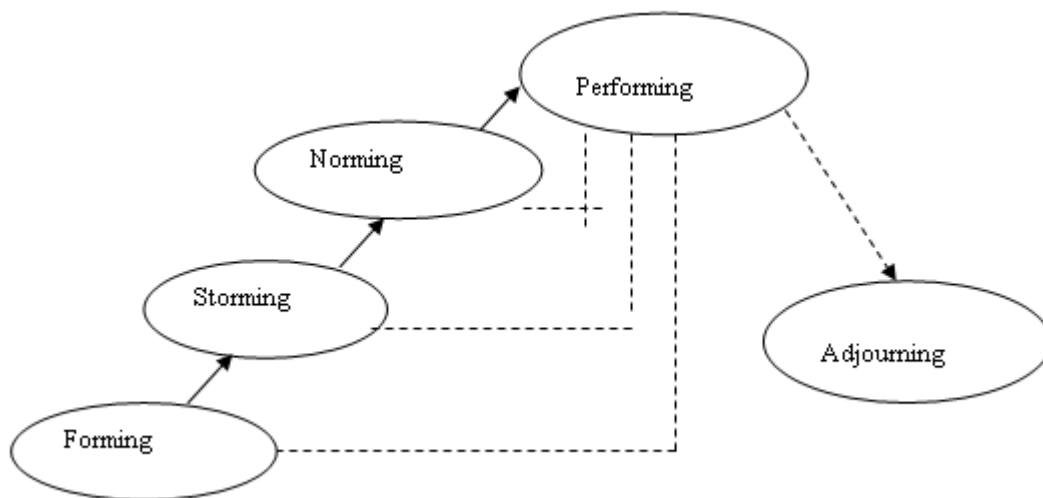

Fig 2   Team Development Model

Source: Adapted from McShane and Von Glinow (2003)

Organizational Behaviour. Pg 237.

The model shown in Fig.2 indicates that although teams progress in the manner shown by the straight lines in an orderly manner, there is the possibility of teams falling from one stage to an earlier stage of development. This is indicated by the broken lines and it occurs when a new member joins the team or other conditions disturb the team's development.

♦   Forming - At this stage the members try to know each other and evaluate the costs and benefits of continued membership. They try to understand what the team wants to accomplish and what types of behaviour are acceptable.

♦   Storming - This stage is marked with interpersonal conflict and competition. Members express their strong views and some push for power while others withdraw. Norms of appropriate behaviour and performance standard is established.

♦   Norming - This stage is characterized by close relationships and cohesiveness. Team members agree on their shared goals and norms.

♦   Performing – At this stage the team becomes fully functional. Teams energy is channeled into performing its tasks. Members are able to coordinate and resolve conflicts easily. There is a high level of openness and trust. Members are also loyal and committed to group objectives.

♦   Adjourning - This stage is characterized with rapping up activities, rather than task performance. It applies to teams like task force that disbands after completing their project. Most formal and informal groups

eventually end due to several reasons, like lay offs, plant shutdowns, transfer or reassignment etc. At the adjournment stage attention is focused on socio emotional issues rather than task performance because they realize their relationship will soon be ending. They prepare themselves for new roles.

The team development model although not a perfect representation of all that happens, enables the management to have realistic expectations for new teams in the organization.

3.4 Team Norms

Norms are acceptable standards of behaviour a group establishes for its members. They develop in response to the influence of key individuals, style of the manager, nature of organizational procedures and other environmental factors. Norms are established to regulate the behaviour of team members. Some team norms correspond to organizational objectives while others conflict with it. Some teams may have working hard and fast as a norm which corresponds to organizational objectives. Some teams may support absence from work which is in conflict with organizational objectives. In as much as possible, management can ensure that team norms correspond to organizational objectives except such norms are social standards set by the team, at the organizational level, different strategies can be used to change or reduce the influence of counter productive norms. These include – the introduction of performance-oriented norms as soon as teams are formed, the use of persuasive communication tactics, team-based reward systems and selecting people with positive norms. Where the dysfunctional norm is so deeply anchored that it cannot be changed the best strategy is to disband the team and replace it with people who have more favourable norms.

Group members conform to norms for three main reasons which include:
- ❖ the desire to obtain reward and avoid sanctions
- ❖ to imitate their mentor in the group
- ❖ the belief that, that behaviour is good.

Groups response to deviant members include:
- ❖ try to convince the member of the need to conform.
- ❖ expel the deviant member
- ❖ change the norm to be consistent with the deviant members' behaviour if the deviant behaviour proves functional for the group. Some level of deviance is necessary for group to discard dysfunctional norms. Deviance and conformity need to be balanced in the team for it to be effective.

3.5 *Team Roles*

A role is a set of expectations held by a person and those around the person about how a job or task is to be performed. While the job description specifies what should be done, the role is the way the duty is actually done. For a group or team to continue and be effective the members must carry out certain roles.

Beblin (1993) identified nine potential team roles team members can be carefully selected to fill for the team to achieve its goals.

These include:
- Coordinator or chairperson is one who clarifies the goals, delegates and has decision-making skills. The coordinator can be manipulative and may delegate even personal work.
- Shaper is one who is dynamic, has drive and courage to overcome obstacles and cope with pressure. He may be proactive.
- Plant – This member is creative, imaginative and able to solve difficult problems. He may be too pre-occupied to communicate effectively.
- Resource Investigator - This member has strong contacts and networks, good at looking for opportunities. He is enthusiastic in pursuit of team's goals. He may be over optimistic and easily loose interest.
- Implementer (company worker) – This member is logical and disciplined in approach, able to turn big ideas to manageable tasks and plans that can be achieved. He may have problem with flexibility.
- Team worker – This member is cooperative, diplomatic, perceptive in approach and averts friction. He may be easily influenced and indecisive sometimes.

-         Completer - This member is conscientious in approach, finds errors and omissions and ensures timely delivery.
-         Monitor evaluator - This member has the ability to discern, constructively criticize and think strategically. He is not good at inspiring others because of overt criticisms.
-         Specialist – This member provides specialist skills and knowledge and has a single-minded approach and self-starting capacity. May be a narrow contributor who dwells on technical details and fails to see the wider picture.

Managers need to consider the strength of employees before selecting and assigning them to work in teams. Individual preferences should be matched with team role demands so that team members can work effectively together. The preferences are usually worked out among team members during the storming stage in team development. These roles need to be filled for the team to function effectively.

3.6 *Team Cohesiveness*

Team cohesiveness is an important factor that determines team success. It refers to the degree to which team members are attracted to each other and are motivated to remain in the team. A moderate level of cohesiveness is required for teams to succeed and also contribute to an organization's competitive advantage. Team cohesiveness contributes to team member's satisfaction and high performance when the team has high performance norms. Cohesiveness occurs when team members see the team as part of their social identity.

However, high level of cohesiveness and low level of cohesiveness could be detrimental to team and the organization at large. For example – highly cohesive team with a low performance norm can lead to ineffectiveness. Highly cohesive teams spend much time together and are more sensitive to each others needs. There is a high level of conformity to group norms, such that there may be little or no deviance even to dysfunctional norms. On the other hand low level of cohesion can lead to too much deviance such that the ability of the team to control its members could be undermined.
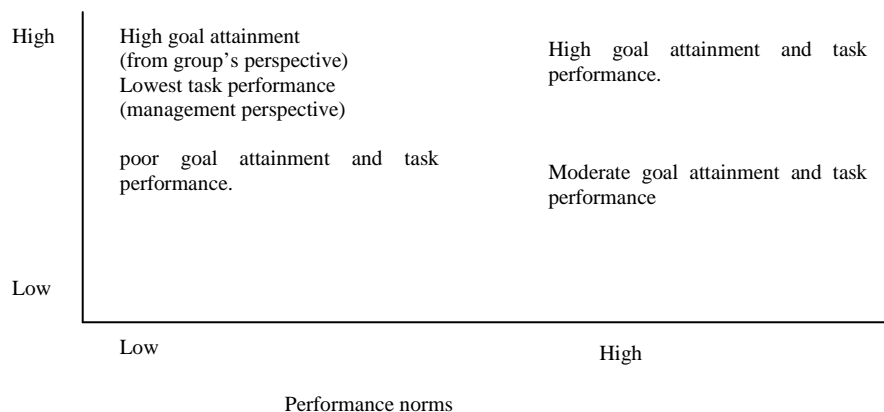

Fig 3   *Effect of Cohesiveness and Performance Norms on Team*

          Performance

When the team has high performance norms, highly cohesive teams attain high task performance and achieve high goals. When the team has low performance norms, highly cohesive teams perform lowest though they may attain their goals from the group's perspective. Low level of cohesion with high performance norms leads to moderate goal attainment and task performance. Low level cohesion with low performance norms leads to poor goal attainment and poor task performance.

The nature of the task a team is expected to accomplish also determines what level of cohesiveness will be acceptable. Highly cohesive teams perform poorly when the task is decision making because they fall into the problem of group think – situation where the best decision is not taken because members of the group do not

want to oppose each other in their views. To overcome this situation a highly cohesive group can establish a norm which allows constructive disagreement. High level of cohesion with increasing emphasis on team goal achievement can cause members to be so focused on group goal achievement that they may not be concerned about organizational performance. Moderate level of cohesion motivates group members to accomplish both group and organization goals.

Factors encouraging cohesiveness include:

- Member similarity - Homogenous teams are more cohesive than heterogeneous teams.
- Team size - Smaller teams tend to be more cohesive.
- Member Interaction - Physical proximity, when team members see often the team tends to be more cohesive.
- Somewhat difficult entry – When entry into the team is some how difficult or restricted, teams tend to be more cohesive.
- System of work - Teams tend to be more cohesive when the work is interdependent.
- External competition and challenges – Team cohesiveness increases when there is challenging valued objective or a threat from outside.
- Leadership style of manager – Team tends to be more cohesive when the leadership style encourages participation of members.
- Prospects of rewards - Teams tend to be more cohesive when rewards are given on team basis.
- Team success – Team success increases team's cohesiveness.

4.0 The Problem with Teams

Effective teams when built can be a source of competitive advantage. However, some teams never develop to that stage despite the amount of resources put into it. There are problems associated with teams, which include:

- Not all employees are comfortable and can perform their best as team members.
- Teams may not always be the best approach. Sometimes individuals can suffice.
- Teams have been found to make decision-making a long drawn process e.g. in Japan.
- Teams are expensive to form and maintain.
- Allowing teams to take important decisions is sometimes difficult for managers.
- Process losses (i.e. time and energy spent in developing and maintaining teams instead of the task).
- Teams require appropriate environment to flourish.
- Teams present more conflicts to be settled.
- Teams require the running of many meetings.
- Teams provide opportunity for social loafing (a situation where people exert less energy while working in a team than they would have if working as individuals).

5.0 Managing Teams for High Performance

An effective team is one that is productive has satisfied members and can sustain itself. There is social facilitation effect in effective teams – a situation where individuals are motivated to work harder as members of a team than when working alone. Managers need effective teams to increase their competitive advantage. To achieve this managers have roles to play in building these teams (i.e. team building). These include – giving teams important performance challenge, helping teams develop high performance norms, translate teams purpose into specific measurable performance goals, help teams to obtain performance feed-back from customers, help teams with selection of team members, training, recognition, and reward, reduce social loafing and help team manage conflict effectively. Team building refers to any activity aimed at improving the development and functioning of a work team.

- Important performance challenge **-** An important performance challenge that is well communicated can result in team members understanding and commitment. This will motivate the team to develop strategies on how to achieve the goal.
- Development of high-performance norms – Managers can encourage teams to develop norms that contribute to group performance and the attainment of team goals. Such norms will also make employees work towards the achievement of the organizational goals. Managers can help teams translate their purpose into measurable performance goals. Goals have a way of motivating team

members, encourage communication, provide feedback on progress, and signal team victories (defeat). Goals enable teams to focus clearly on results.

- Performance feed back from customers – Managers can help teams obtain performance feed-back from customers using the team's product.
- Selection of team members - Human Resources Managers can ensure that they employ people who posses in addition to technical skills interpersonal skills that will enable them be better team players.
- Training – Managers can send employee for training to acquire skills and experiences that will make them good team players. The training could allow employees to experience the satisfaction that teamwork can provide. The training could be in the form of workshop to help employees improve their problem solving, communication, negotiation, conflict management, and coaching skills.
- Recognition and reward – Teams require some form of recognition and reward. Managers can appreciate teams in company newsletters, inscribing team's name on T-shirts, mugs, umbrellas etc, or monetarily to give team members a sense of identity. The reward system should tend towards encouraging cooperative efforts rather than competitive effort. When individual effort can be assessed in the team, reward can be based on individual performance but when individual contribution cannot be assessed, it should be based on group performance. Managers need to develop a system of reward that can motivate both individuals and teams to high performance.
- Reduction of social loafing – Social loafing is one of the major problems of teams. Managers can reduce the productivity loss caused by social loafing in several ways – forming smaller teams, giving team members' special task, measure individual performance, increase job enrichment and select motivated employees.
- Managing conflict – Conflicts occur in teams but they must settle it fast if they must be effective. The conflict can be intergroup or intragroup conflict. Managers can help teams in conflict management by giving them ideas on how to go about it. A conflict is settled when the people involved in the conflict benefit from it, in the form of getting a new solution, and strengthening of existing relationships such that, that conflict does not occur again and the people can work together again in the future.

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6.0 Conclusion and Recommendations

It is important for organizations to set targets and achieve them as it shows how effective they are. Targets can motivate individuals to higher performance. Ability to achieve set targets also shows to a large extent how effective the individual is. However to achieve results target must be challenging but not impossible. The importance of teams in organizations cannot be over-emphasized. However managers need to understand how to develop and maintain teams for maximum performance.

The paper recommends that managers should put in place result oriented goals and encourage the involvement of employees working as a team as this could enhance their responsiveness and commitment to the achievement of the organizational goals. The paper also recommends that the managers should share the mission of the organization with employees as it could increase their involvement. Finally the paper recommends that the values of the organization be shared as well to serve as an informal control measure that can be very effective.

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