**TEAMS**

- Teamwork is demonstrated in groups by (a) the group’s ability to examine its process to constantly improve itself as a team, and (b) the requirement for trust and openness in communication and relationships.
- Teams usually go through 4 stages: (a) Forming—when a group is just learning to deal with one another, a time when minimal work gets accomplished. (b) Storming—a time of stressful negotiation of the terms under which the team will work together, a trial by fire. (c) Norming—a time in which roles are accepted, team feeling develops, and information is freely shared. (d) Performing—when optimal levels are finally realized—in productivity, quality, decision making, allocation of resources, and interpersonal interdependence.
- A key hallmark of a successful team is the absence of individual egos; if you want a great team, better learn to be patient. These teams have a collective ego. This has been noticed in Navy SEALs, music quartets, sports teams, etc.

**DELEGATION**

- Tips for Successful Delegation:
  - Be specific about the tasks to be handled. Leave no scope for assumption and misunderstanding.
  - Do not micromanage. Learn to let go.
  - Agree on deadlines. Let the person know how their part fits into the larger time context so that they have a better understanding of the impact they will have on the entire project.
  - Follow up regularly/periodically. Give them scope to ask questions or mention if they are having trouble.
  - Match assignments with people’s skills...
  - …but don’t let people get typecast against their will. Ask people if they want a change.
  - Make sure assignments get handed out fairly and realistically. Don’t allow coasters and at the same time discourage people from taking up more workload than they can handle.
  - Give accurate and honest feedback. Praise good work but also let people know if they have fell short in cases.

**BUILDING TRUST**

- Concept of Trust is simple: build on individual confidence and eliminate fear as an operating principle. Trust, definition: Confidence, absence of suspicion, confirmed by track record and our ability to correct. Successful trust building hinges on 3 aspects of communication:
  - Intention: try to find win/win strategies, not to figure out WHO is right.
  - Preparation: avoid positions, focus on interests of mutual win/win. Prepare with possible win/win outcomes.
  - Mechanics: Private communications build confidence, public scenes build walls. Do not demand attention (we need to talk) but convey intent to listen and speak frankly. Listen before making subjective statements.

**EFFECTIVE COMMUNICATION**

- Richness of the medium should be matched with the needs of the message for effective communication.
  - Highest Media richness: face-to-face meeting; Best for non-routine and difficult messages.
  - 2nd highest: telephone, electronic media
  - 2nd lowest: personal static media (memos, letters)
  - lowest: impersonal static media (flyers, bulletins, generalized computer reports): best for routine, simple messages.
  - MBWA—Management by Wandering Around—is a good technique since it communicates the strategy or vision in the minds of the senior manager directly to the employee and the technique is effective.