



FUNDAMENTALS OF HIGH-PERFORMANCE TEAMS AND THEIR CHARACTERISTICS

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ABSTRACT:

Having a strong work team is crucial in today's corporate environment. Organizations have executive teams to oversee operations. Project teams are responsible for the creation of novel products and services. Matrix teams aid in the production of many different goods, including medicines, and the distribution of services in industries as diverse as consulting and nonprofit work. Customers get what they require from the business thanks to marketing and sales. Most firms operate with the understanding that productive teams are crucial to their success. This results in increased productivity, giving these companies an edge in the market. The term "high-performance work team" refers to a group of employees who work together towards a common objective, share relevant expertise and skills, and regularly provide superior results thanks to their ability to collaborate, think creatively, and produce novel solutions. There is a high level of mutual trust and responsibility within the group, as well as common objectives, a clear structure for leadership, consistent and open lines of communication, well-defined responsibilities, and a set of ground rules for how everyone should behave. They strive for performance excellence and promote early conflict resolution.

KEYWORDS: High performance team, HR, employees etc.

INTRODUCTION

Taylor's organisational model was based on a hierarchical structure that was so strict and standardised that it greatly dictated specialised and standard jobs. Elton Mayo, a social scientist, was the first person to bring attention to the resistance to this labour structure. The sociologist who oversaw the Hawthorne Experiment between the years 1924 and 1933 found that the stimulation of social elements in the workplace led to an increase in the amount of work that was completed at Western Electric Company.

According to Zoller and Muldoon (2019), Taylor's thesis was disproved by the School of Human Relations since it placed a greater emphasis on psychological aspects than physiological ones. This was an important turning point for the company. After Taylorism, subsequent models began to place more weight on the contributions made by groups of people inside tasks that had previously been seen only through a mechanical lens. They endeavoured to integrate the projection process with the execution of duties that had been traditionally compartmentalised under the traditional technique. Yet, autonomous teams provided a differentiating aspect, which was the reduction of the hierarchical role figure to a minimum, which stimulated teams to achieve high levels of performance.

After seeing in 1949 that increased production in English coal mines might be achieved via self-management, researchers from the Tavistock Institute made the observation that led to the discovery of the sociotechnical model, which they then proceeded to study. A research conducted by Lee and Edmondson (2017) looked into the present tendencies as well as the anticipated benefits that inspire the growth of self-managing organisations. Organizations with fewer levels of hierarchy and more activities aimed at empowering employees encourage brighter and quicker reactions under settings that are highly dynamic. This was done in order to shed light on how empowerment practises influence organisational performance.

According to Naikar and Elix (2021), the phenomena of self-organization must be taken into consideration whenever sociotechnical work is designed. This is an extremely important step. Studies based on empirical evidence have shown that employees in these systems are able to modify not just their individual behaviour but also their collective structures. According to Manz and Sims (1996), employment that provides employees with a higher degree of autonomy may boost both productivity and job motivation, giving firms with a competitive edge.

According to Salerno (1994), the implementation of autonomous teams in accordance with the sociotechnical model necessitates significant and difficult organisational adjustments. The implementation of these teams necessitates a new approach to leadership and confers more duties on employees; nevertheless, not everyone is eager to collaborate in a group setting. In addition to this, Olsson and Bosch (2018) stress that the degree of autonomy should be in line with the organisational objectives.

In addition, suggestions are offered regarding how human resources might help teams operate at peak levels. The right people are chosen for the team, training is provided, disagreements are resolved, evaluations are performed, outcomes are facilitated, and awards and incentives are given. Issues of employee engagement and participation, which are addressed in the Employee Relations Discipline, are not discussed in this article. Employee staffing and retention are not covered either; these are topics covered by the Staffing Management Discipline, which the essay does not touch on.

A team is a group of people who work together towards a goal that is more important than any one of them individually. Yet, not every collection qualifies as a team. The definition of "a team" offered by Jon R. Katzenbach and Douglas K. Smith in their book "The Wisdom of Teams: Creating the High-Performance Organization" is simple and effective. According to one definition, a team is "a small group of persons with complementary qualities who are

committed to a common purpose, performance targets, and strategy for which they regard themselves jointly responsible."

High-performance teams stand out from other organisations by being more than just a group of people who follow orders without question. The following are also necessary for the successful operation of a high-performance team:

- A strong sense of meaning and commitment, not only to the mission at hand but also to the members who make up the team as a whole.
- Objectives for performance that are, on the whole, more ambitious than those set for competing teams.
- A method of holding team members accountable to one another, as well as a shared understanding of each member's responsibilities and contributions.
- A wide range of knowledge and experience that supplements the existing team's strengths.
- Members depend on and trust one another.

Companies of many stripes exist all throughout the world, and they all rely on collaborative effort from their staff. As each team member has the capacity to offer distinctive ideas, abilities, and perspectives, the work of a high-performing team has an advantage over that of an individual. High-performance work teams are able to consistently execute strategy, meet objectives, and require less management supervision because they are empowered, responsible for their functional activity, and accountable for performance. This is due to the fact that individuals have to answer for their actions. An employee's salary and other benefits are typically tied to their performance on the team as a whole as well as their own individual contributions, with the team's results carrying more weight. Teams like this put a premium on collective success and will not accept members who do not contribute to that success in any significant way.

2. TEAM BUILDING

The Tuckman method, which was developed in 1965, is notable for being a model for team development, and it is still recognised for the four sequential phases that it consists of. It is well acknowledged as an effective design for team building in educational settings. The first time members of a team interact with one another is known as "forming." During this phase, team members become familiar with one another, concentrate their efforts to determine which behaviours are acceptable in relation to their tasks, and experience feelings of uncertainty regarding how they should behave and the advantages of participating in a team. This may cause members to lose faith in the strength that the group has as a whole.

The emphasis placed on work, interpersonal relationships, and the members' shared sense of identification with one another has been strengthened. Last but not least, the performance stage arrives, at which point the responsibility that is shared increases, along with the desired level of inventiveness and output. The extraordinary achievements achieved by a team are the direct outcome of their cooperative efforts.

On the other hand, Tuckman's model was criticised by a number of researchers at the same time. Kur (1996) remarked that there is a possibility that firm teams may move from one

stage to another while the job was being carried out. Rickards and Moger (2000) were also critical of the theoretical model, and one of their main points of contention was that not all teams go through each level. Even if the majority of teams are successful in passing the easy barrier, many fewer teams are successful in passing the difficult barrier and do not attain extraordinary performance.

Katzenbach and Smith (1993) offered an additional model of team development that was very similar to their previous model. Formation needs challenging adaptation phases, during which members must share their experiences and unique expertise, which may lead to conflicts and competitiveness among the group members. Learning is impossible without trust, and trust is what makes learning possible. As a result, knowledge and trust are not easily obtained in a short amount of time, and the inevitable disagreements are resolved only with the passage of time.

2.1 Empowerment

Companies with high levels of internal performance rely on several internal policies and competencies. Practices of empowerment make it possible for colleagues to get pertinent information from one another and encourage employees to collaborate as a team, which results in a reduction in the costs of communication and coordination. Autonomy, as opposed to inefficient authority, may lead to self-managed teams that share consistent information in order to make better choices, so contributing to the success of the business and minimising the high expenses associated with monitoring (Yin et al., 2018).

The link between enabling managerial controls and employee empowerment, as well as the mutually positive benefits these two factors have on performance in Australian organisations, is another result that makes for an intriguing study. This dynamic equilibrium was described as a desired state. Since the process of empowerment is one that unfolds gradually with the passage of time, maturation, and experience, the advantages can only be acquired over the long term. It is necessary to have strategic advice in order to maximise the performance of a corporation via previously determined degrees of autonomy that are tailored to fulfil the objectives of the organisation. At the period of team formation, the degree of autonomy is often minimal, but it steadily grows as the team progresses through its life cycle, which has an effect on the results.

Empowerment methods need to be modified in order to accommodate a faster pace of advancement towards autonomy. It's usual practise to assume certain tactics, such training development plans for motivation and knowledge enhancement, as well as performance evaluations associated to corporate learning programmes. Instead than concentrating on an employee's shortcomings, managers should put more effort into developing that person's strengths, since complementing team members' abilities may make up for individual shortfalls and help the group reach its objectives. In addition, there is significance in clearly articulating one's goals via various avenues of efficient communication.

In addition, managers have an obligation to evaluate both targets and choices in order to guarantee that commitment and efforts are concentrated in the appropriate areas. Not only should individuals be given performance results, acknowledgments, and awards, but the

entire team as a whole should also be rewarded for its success in order to ensure that team members will accept responsibility for each other's work. Further preconditions that must be met before members of a team may be given autonomy include all-inclusive recruiting and consistent resource distribution. They must be met in combination with open and regular communication. Management of information is one of the most important factors that determines how effective empowerment efforts are.

2.2 Team performance measurement

Teams that have a higher degree of autonomy need performance evaluation indicators to assess their level of autonomy and the outcomes they have attained over time. In order to construct teams capable of producing high-quality work, it is very necessary for all members of the team to be familiar with and in complete agreement with the performance assessment method that has been selected. According to Aguinis (2013), there are certain core components that should be considered while evaluating the performance of a team. To begin, it is of the utmost importance to make certain that teams are, in fact, teams that have similar goals and are not just tiny groups working for individual objectives. The subsequent actions consist of making an investment in measuring mechanisms and clearly defining performance objectives. In addition, the evaluation includes the selection of numerous evaluation techniques with an emphasis on processes as well as results, and it concludes with an analysis of the long-term changes.

To analyse and assess team performance, a four-dimensional model is recommended by MacBryde and Mendibil (2003). First, the team's effectiveness, or the degree to which the process outcomes meet the needs of the team's stakeholders; second, the team's efficiency, or the extent to which the team's internal processes contribute to the achievement of the process outcomes; and third, the team's learning and development, or the act of keeping tabs on how it's doing. Characteristics of this evaluation include: IV) satisfaction of the members, which involves motivation and personal fulfilment assessments, measuring how collaboration contributes to the development and well-being of each teammate. Much study has been performed to explore job designs, team compositions, and direct and indirect variables that promote high performance, all in an effort to give evidence in favour of notions related to team cohesion.

To learn how EQ affects team performance, Rezvani et al. (2019) analysed survey responses from construction project teams using partial least square regression analysis. There was a positive correlation between team performance and emotional intelligence, as well as trust as a mediating element, but there was a negative correlation between conflict and team performance. According to the findings of the research, increasing one's emotional intelligence in order to achieve performance improvement will help reduce the number of disputes that occur within relationships and can also help strengthen trust.

Cha et al. (2014) employed the same statistical methods and constructed questionnaires that were based on previous research to support their claim that the psychological closeness of team members has a significant impact on the efficiency of their work. Researchers Jaca et al. (2013) used a survey-based collaboration effectiveness evaluation to evaluate important performance elements using the Input-Mediator-Outcome research

methodology. Independence, autonomy, internal leadership, and the ability to handle conflict were some of the most prevalent qualities that were highly regarded and continuously assessed in both the healthcare and manufacturing industries. Teamwork's qualities and the path to dynamic capacity in service providers were studied, as was the importance of autonomy, integration, and cohesion for cooperation among service providers with multiple units. In order to evaluate the efficacy of different performance structures, measures of team performance have consistently been established to analyse work designs that integrate different leadership styles.

Ciasullo et al. (2017) compared a traditional top-down strategy to team creation with a hybrid bottom-up approach by analysing the effectiveness, efficiency, and happiness of members across dimensions. The authors not only analysed lead-time, which is indicative of an organization's performance, but they also used external and internal questionnaires to measure customer and staff satisfaction. Bottom-up team growth fared higher in this comprehensive review in all three categories. Moreover, Yang and Ok Choi (2009) found that aspects of empowerment had an impact on the performance of teams via the use of linear regression.

3. HIGH PERFORMANCE TEAMS

A high performance team is a team that has been formed and that performs expressly with certain strategic objectives in mind. This kind of team has been described as having "high performance." The members of a team have a shared vision, and the teams themselves are constructed with complementary skill sets in mind, all of which work together to guarantee high performance, goal attainment, and financial success. Seeing this captivating film will give you an idea of the impact that high-performing teams may have.

3.1 High performance teams vs regular teams

The key distinction between an average team and a high performance team is the reason for its formation in the first place. While putting up a typical team, the individuals are brought together with not a lot of forethought. The members of the team won't be able to identify methods to establish synergy until after the team has already been formed.

On the other hand, high performance teams are assembled with the specific purpose of accomplishing essential organisational goals. Because of this, members of the team are selected by hand to guarantee that there is 100% synergy and a skills-match, in addition to a match in their respective corporate visions and commitments.

- Dogged in their pursuit of the objectives they have set for themselves.
- Devoted to the goals and aspirations of the team as a whole.
- Being open to incorporating new methods of working that have the potential to improve their overall performance.
- Liable and answerable for the accomplishment of set objectives.
- They are open and honest with one another in their communication.
- Capable of mediating disagreements for the benefit of the overall performance of the team

This demonstrates that the primary goal of coaching is not only to assist individuals with

their professional growth and progress. In point of fact, coaches enable their clients to develop into the finest versions of themselves in both their professional and personal lives.

3.2 High performance teams vs regular teams

Seventy-two percent of people polled in a study by the Brandon Hall Group said they felt that high-performance teams were directly responsible for the success and profitability of the organisation. Furthermore, a shocking result emerged from the study. While high-performance teams are essential to every organization's success, over a third of those polled claimed they lacked the expertise to create and sustain them. Perhaps you're having the same problem. If you answered "yes," then you have located the right book. What follows is a detailed explanation of the steps involved in building high-performance teams.

4. CHARACTERISTICS OF HIGH-PERFORMANCE WORK TEAMS

Although there is no foolproof way to evaluate a team's effectiveness and no two groups are identical, there does appear to be a consensus on the aspects that contribute to a group's smooth functioning. High-performing teams often have several different elements, such as norms and standards, power and empowerment, purpose and objectives, talent and skills, incentives and motivation, effectiveness, leadership, conflict and communication, power and autonomy, and performance ethics.

4.1 Team Purpose, Goals And Roles

Very effective teams are social units that are highly synergistic and work together to achieve a common target or objectives, both in the short term and the long term. They are an example of total commitment to one's work and to one's colleagues. It is easier for a team to create high-quality results when everyone has a firm grasp on their role and the rationale behind doing their part. Each team member must fully appreciate the relevance of the team's mission and vision before they can be expected to fully commit to them. One strategy to increase a team's potential is to define the goal and show how it relates to the roles and responsibilities of each member. Including "stretch" goals, which increase the amount of effort necessary to motivate team members, is another strategy to maximise a team's potential.

4.2 Talent, Skills, And Work Ethic

Finding, hiring, and retaining top performers is the first stage in developing a high-performance team, while helping low performers find other opportunities as quickly as feasible is the second. In most cases, a boost in morale follows a noticeable improvement in performance. After the team's talent has been selected, it's time to make sure everyone's skills complement one another (e.g., technical, problem-solving, decision-making and interpersonal skills). Members of the team, both as individuals and as a collective unit, must consistently show a dedication to peak performance, engage in fair dealings with one another, respect one another's dignity, and take personal and organisational accountability seriously.

4.3 Incentives, Motivation And Efficacy

Methods of rewarding top achievement, whether monetarily or otherwise, help teams achieve their goals more effectively at the operational level. It holds true regardless of whether or not the system in issue involves currency. Intrinsic elements, such as personal happiness at work and working on intriguing projects, have a greater effect on performance over the long term. In addition, having faith in one's own identity and capabilities inspires individuals to take more strategic risks in order to realise the objectives of the team.

5. CONCLUSION

So it is concluded that using disparities within an organisation that are reflective of the diversity of its workforce may be an effective strategy for improving that organisation. Studies have shown that having members of different ages, ethnicities, and genders on a team has a good influence on the high performance of that team. Productivity and innovation are two aspects of a business that might benefit from a more diversified staff. But, managing a diverse staff may be a difficult task at times. When individuals who come from a variety of diverse backgrounds join together, there is the potential for both significant achievement and significant conflict. In order to effectively manage diversity, you need to cultivate an atmosphere in which individuals' unique points of view are respected and cherished, and where they are given the opportunity to positively affect and contribute to the organization's work.

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