

LECTURE NOTES

ON

TEAM DYNAMICS AT WORKS

4th Semester

MBA

Hi-Tech Institute of Technology

Industrial Estate, Khurda

4.0 Introduction

Whenever there is a talk of teams, it is generally the group which is referred to as a team or at times a dedicated team also may be referred to as a group. There is therefore a need to study if there is any inter-relationship between the two or also to ascertain if both the terms are synonyms and can be interchanged while using them.

4.1. Team versus Group

The very nature of a team is to be competitive- but as a group in competition with other groups and not as a set of individuals struggling against each other. When individuals chase after solitary and isolated objectives, the team effort is put in jeopardy. For effective teamwork, the success of the team must supersede individual success, that is, individuals would win or lose as a team.

Unfortunately, there are difficulties in group decision making that need to be overcome if the potential inherent in teams can be realized. For instance, there are occasions when individuals make less effort in groups than on their own, a phenomenon known as social loafing. This is most likely when they feel there is little need for them to try because others can and will make the necessary contributions.

Another problem is that social pressures in groups encourage conformity among members that leads them to accept group decisions uncritically and to stifle disagreements with other members. This "group think" tendency inhibits effective problem solving, especially when the task is one that benefits from the consideration of diverse viewpoints. Finally, group decision making is impaired when potentially good contributors fail to communicate as they should, because they are dominated by others, are reserved or are relatively inarticulate⁷⁵.

4.2 Understanding Group Dynamics

When human beings work together, they can produce a piece of work that is superior to the work of individuals toiling alone. In any situation requiring the real time combination of multiple skills, experiences, and judgements, a team inevitably gets better results than a collection of individuals operating within confined job roles and responsibilities. Teams are more flexible than large organisational groupings because they can be more quickly assembled, deployed, re-focused and disbanded.

The record of team performance speaks for itself. Teams invariably contribute significant achievements in organisations involved in business, charity, schools, government and of course the military.

There is more urgency to team's performance today because of the link between teams, individual behavioural changes and high performance. It has been observed; the same team dynamics that promote performance also support learning and behavioural changes, and do so more effectively than larger organisational units or individuals left to their own devices. Most leaders today cannot succeed without the participation and insights of people across the broad base of the organisation.

⁷⁵ Ramnarayan, Rao and Singh. OD Interventions and Strategies. Response Books, London, 1998.

Teams bring together, complementary skills and experiences, jointly develop clear goals and communication that support real time problem-solving and initiatives. They can adjust their approach to new information and challenges with greater speed and accuracy. They can also help concentrate the direction and quality of top down leadership, foster new behaviours and facilitate cross-functional activities.

4.3 Team or Group

There is often a great deal of confusion as regards groups and teams. This is due to the fact that, in common usage, we use the terms interchangeably. We refer to a group as a team and sometimes vice versa too. However it must be emphasised that a team is not the same as a group, a comparison between a group and a team is given in figure 4.1. In fact, team, very simply put, is a special kind of group; something more than a group. In order that we get our perspectives right, it would be worthwhile to commence our study with an overview of groups.

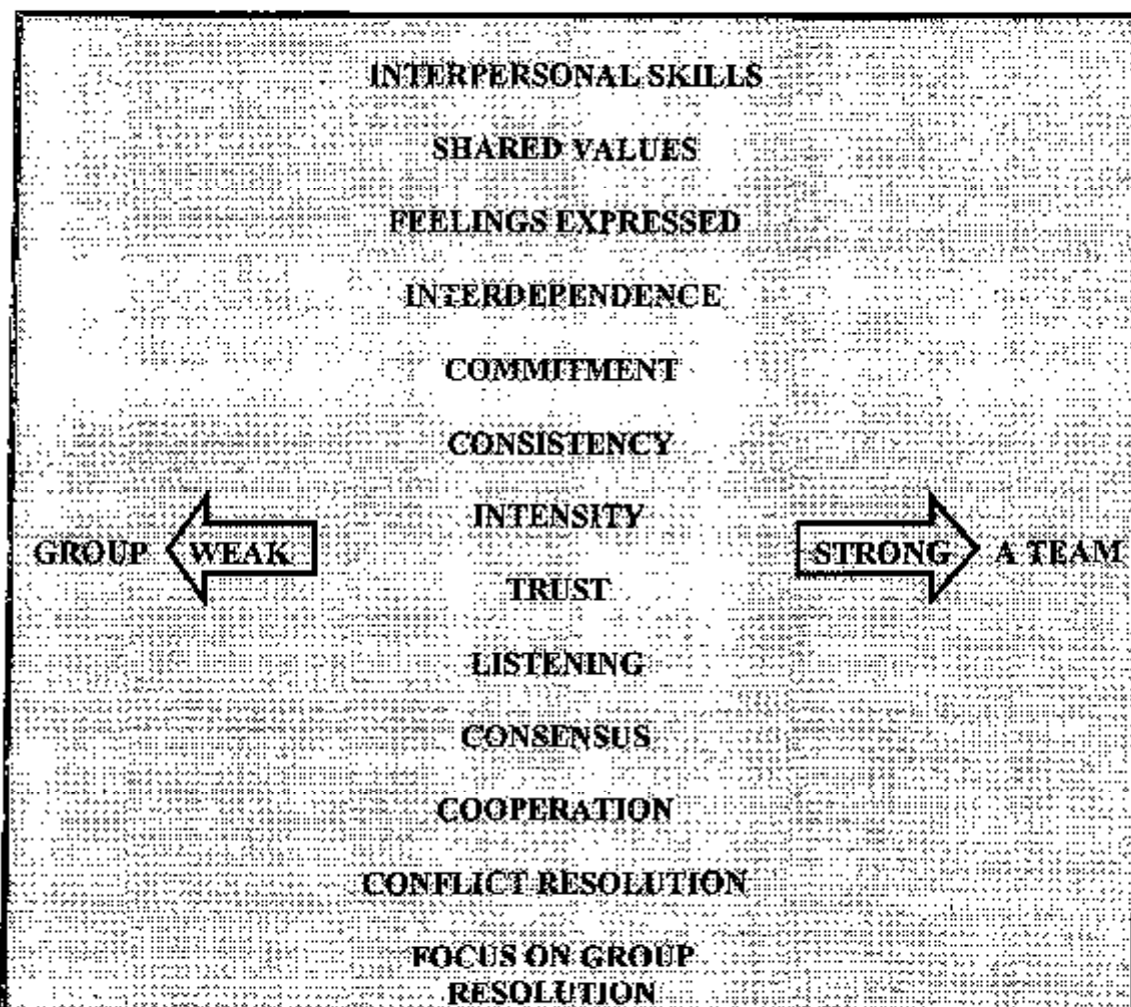


Figure. 4.1. Trait Comparison Between a Group and a Team

4.4 Profile of a Group

4.4.1. What Is A Group? Although in our everyday language we refer to the people waiting in line as a group, they are not a group in the same sense as the members of the Unit Welfare Committee. Obviously a group is more than a simple collection of people. But what exactly is it that makes a group a group? Social scientists have formally defined group as; a collection of two or more interacting individuals with a stable pattern of relationships among them, who share common goals and who perceive themselves as being a group.

4.4.2. Essentials of a Group

4.4.2.1 Social Interaction. One of the most obvious characteristics of group is that they are composed of two or more people in social interaction. In other words, the members of group must have influence on each other. The interaction between parties maybe either verbal (such as sharing strategies for capturing a target) or nonverbal (such as exchanging smiles in the hallway), but the parties must have some impact on each other to be considered as a group.

4.4.2.2 Stable Structure. Groups also must possess a stable structure. Although groups can change, and often do; there must be some stable relationships that keep group members together and functioning as a unit. A collection of individuals that constantly change cannot be thought of as a group. To be a group, a greater level of stability would be required.

4.4.2.3 Common Interests. Another characteristic of groups is that their members share common interests or goals. For example, members of a stamp collecting club constitute a group that is sustained by the mutual interest of the members. The owners and employees of a tailor shop constitute a group formed around a common interest in sewing, and the common goal of making money.

4.4.2.4 Perceive Themselves as Part of Group. Finally, to be a group, the individuals involved must perceive themselves as a group. Groups are composed of people who recognise each other as a member of their group and can distinguish these individuals from non-members. The members of a corporate finance committee or a chess club, for example, know who is in their group and who is not. In contrast, shoppers in a checkout line probably don't think of each other as being members of a group. Although they stand physically close to each other and may have passing conversation, they have little in common (except, perhaps, a shared interest in reaching the end of the line) and fail to identify themselves with the others in the line. By defining groups in terms of these four characteristics, we have identified a group as a special collection of individuals. As we shall see, these characteristics are responsible for the very important effects groups have on organisational behaviour. To better understand these effects, we will now review some variety of groups that operate within organisations.

4.5. Types of Groups and Why They Form

What do the following have in common; a military combat unit, three couples getting together for dinner, the board of directors of a large corporation, and the three person cockpit crew of a transport aircraft? As you probably guessed, the answer is that they all are groups. But of course they are very different kinds of groups, ones people join for different reasons.

4.5.1 Formal and Informal Groups

The most basic way of identifying types of groups is to distinguish between formal groups and informal groups (see Figure 4.2). Formal groups are created by the organisation and are intentionally designed to direct members achieve some important organisational goal.

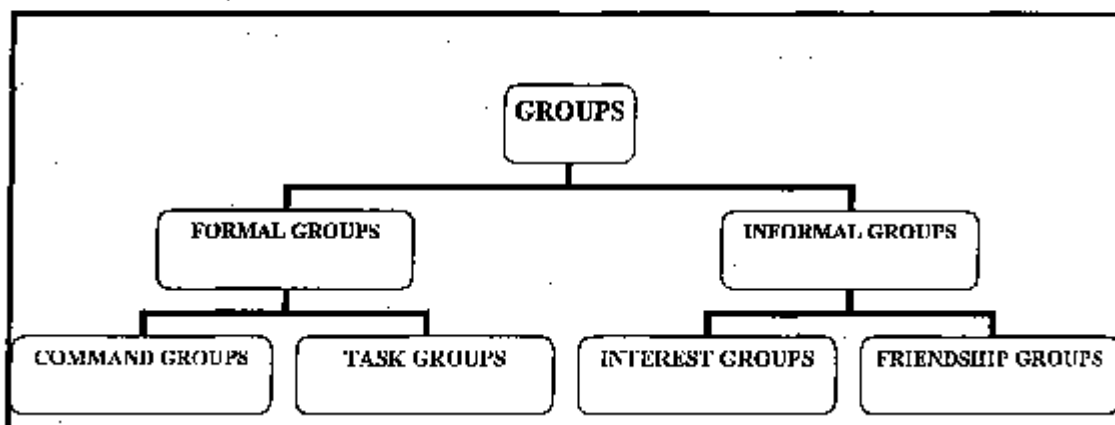


Figure 4.2: Types of Groups

One type of formal group is referred to as a command group, a group defined by the connections between individuals who are a formal part of the organisation (i.e., those who can legitimately give orders to others) for example, a command group may be formed by the vice president of marketing, consisting of the regional marketing directors from around the country to hear their ideas about a new national advertising campaign. The point is that command groups are determined by the organisation's rules regarding who reports to whom, and usually consists of a supervisor and his or her subordinates. Informal groups are those which develop naturally among the people of the organisation, primarily to satisfy some interpersonal need or the other. The two types of groups are elaborated upon in the subsequent paragraphs.

4.5.1.1. Formal Groups. Formal groups can be of two types: Command group and Task group. The two forms are well understood in the context of the services. A formal organisational group also may be formed around some specific task. Such a group is referred to as a task group. Unlike command groups, a task group may be composed of individuals with some special interest or expertise in a

specific area regardless of their positions in the organisational hierarchy. For example, a company may have a committee on equal employment opportunities whose members monitor the fair hiring practices of the organisation. It may be composed of personnel specialists, corporate vice presidents, and workers from the shop floor. Whether they are permanent committees, known as standing committees, or temporary ones formed for special purposes (such as a committee formed to recommend solutions to a parking problem or a study group formed to tackle any live problem in case of the services), known as ad hoc committees or task forces, task groups are common in organisations.

4.5.1.2. Informal Groups. As you know, not all groups found in organisations are as formal as those we have identified. Many groups are informal in nature. Informal groups develop naturally among organisation's personnel without any direction from the management of the organisation within which they operate. One key factor in the formation of informal groups is a common interest shared by its members. For example, a group of employees who band together to seek union representation, or who march together to protest against company's pollution of the environment, may be called an interest group. The common goal sought by members of an interest group may unite workers at many different organisational levels. The key factor is that membership in an interest group is voluntary – it is not forced by the organisation but increased by an expression of common interest.

Of course, sometimes the interests that bind individuals together are far more diffused. Groups may develop out of a common interest in, participating in sports, or going to movies, or just getting together to gossip. These kind of informal groups are known as friendship groups. A group of co-workers who hang out together during lunch may also shop or play cards together after work. Friendship groups extend beyond the work place because they provide opportunities for satisfying the social needs of workers that are so important to their well-being. Informal work groups are an important part of life in organisations.

Although developed without the encouragement from management, friendship groups often originate out of formal organisational contact. Such friendships can bind people closer, helping them cooperate with each other on the job, potentially benefiting the organisation.

4.6 Reasons for Joining Groups

We have already noted that people often join groups to satisfy their mutual interests and goals to the extent that getting together with others allows them to achieve ends that would not be possible alone. Forming groups makes a great deal of sense. In fact, organisations can be thought of as collections of groups that are focussed toward achieving the mutual goal of achieving success for the organisation. But this is not the only motivation that people have for joining groups. There are also several additional reasons as listed at Table 4.1.

Table 4.1: Reasons for People to Join Groups.

Reason	Explanation
To satisfy mutual interests and goals	By banding together, people can share their interests (e.g., hobbies) and help meet their mutual goals.
To achieve security	Groups provide safety in numbers, or protection against common enemy.
To fulfil social needs	Being in groups helps people satisfy basic need to be with others.
To fulfil need for self-esteem	Membership in certain groups provides people with opportunities to feel good about their accomplishments

Not only do groups form for purposes of mutually achieving goals, they also frequently form for purposes of seeking protection from other groups. There is safety in numbers; people join groups because they seek the security of group membership. Historically, for example, trade unions have been formed by labour for purpose of seeking protection against abuses by management.

Similarly, professional associations were created, in large part, for purposes of protecting their constituents against undesirable government legislation. This is not to say that the groups are always designed to promote some instrumental good, indeed, they also exist because they appeal to a basic psychology – the need to be social. People are social animals; they have a basic need to interact with others. Groups provide good opportunities for friendships to develop – hence, for social needs to be fulfilled.

Also, people have a basic desire for their self-esteem needs to be fulfilled. Group membership can be very effective way of nursing self-esteem. For example, in a successful group to which one belongs, the self-esteem of all members may be boosted. Similarly, election to membership in an exclusive group will surely raise one's self-esteem. Thus, people are attracted to a group for various reasons.

4.7 Structure of Groups

As noted earlier, one of the characteristics of a group is its stable structure. When we refer to structure in this context, we are talking of the interrelationships between individuals constituting the group, the characteristics that make group functioning orderly and predictable. We will now briefly see the four aspects of group structure – roles (the various parts played by the members), norms (the rules and expectations that develop within a group), status (prestige of group membership) and cohesiveness (members' sense of belonging).

4.7.1 Roles

One of the primary structural elements of groups is members' tendencies to

play specific roles in group interaction, sometimes more than one. We may define a role as the typical behaviour that characterises a person in social contact. In organisations many roles are assigned by virtue of an individual's position within an organisation. For example, a boss may be expected to give orders, and a teacher may be expected to lecture and to give examinations. These are behaviours expected of the individual in that role. The person holding the role is known as a role incumbent, and the behaviours expected of that person are known as role expectations. When a new incumbent takes office, that person assumes the same role and has the same formal powers as the previous incumbent. The role incumbent's recognition of the expectations of his or her role helps avoid the social disqualification that would surely result if clear role expectations did not exist. Sometimes, however, subordinates may be confused about the things that are expected of them on the job, such as their level of authority or their responsibility. Such role ambiguity, as it is called, is bitterly experienced by new members of organisation who have not had much of a chance to 'learn the ropes', and often results in job dissatisfaction, a lack of commitment to the organisation, and an interest in leaving the job. As work groups and social groups develop, the various group members come to play different roles in the social structure – a process referred to as role differentiation.

Table 4.2: Roles Commonly Played by Group Members

Task Oriented Roles	Relations Oriented Roles	Self Oriented Roles
Initiator-Contributors Recommend new solutions to group problems	Harmonizers Mediate group conflicts	Blockers Act stubborn and resistant to the groups
Information Seekers Attempt to obtain the necessary facts	Compromisers Shift own opinions to create group Harmony	Recognition Seekers Call attention to their own achievements
Opinion Givers Share own opinions with others.	Encouragers Praise and encourage others	Dominators Assert authority by manipulating the group
Energizers Stimulate the group into action whenever the interest drops	Expeditors Suggest ways the groups can operate more smoothly	Avoiders Maintain distance, isolate themselves from fellow group members

The emergence of different roles in groups is a natural process. Group researchers long ago found that one person may emerge who, more than anyone else, helps the group reach its goal. Such a person is said to play the task oriented role. In addition, another group member may emerge who is quite supportive and nurturing, someone who makes everyone feel good. Such a person is said to play a socio-emotional role.

Many specific role behaviours can fall into one or another of these categories. Some of these more specific sub-roles are listed in Table 4.2. Although this simple distinction will help us understand some of the roles found in work groups, we should note that more complex conceptualisations have been proposed, including one that identified as many as twenty-six different roles. These efforts at understanding role differentiation, regardless of how simple or complex the distinctions may be, helps make the point that similarities between groups may be recognised by the common roles members play.

4.7.2 A Group's Unspoken Rules

One feature of groups that enhances their orderly functioning is the existence of group norms. Norms may be defined as generally agreed on informal rules that guide group members' behaviour. They represent shared ways of viewing the world. Norms differ from organisational rules in that they are not formal and written. In fact, group members may not even be aware of the subtle group norms that exist and regulate their behaviour. Yet they have profound effects on behaviour. Norms regulate the behaviour of groups in important ways, such as by fostering workers' honesty and loyalty to the organisation, establishing appropriate ways to dress, and dictating when it is acceptable to be late for or absent from work. Norms can be either descriptive (dictating the behaviours that should be performed) or proscriptive (dictating the behaviours that should be avoided). For example, groups may develop descriptive norms to follow their leader, or to help group members who need assistance. They may also develop proscriptive norms to avoid absences, or to refrain from blowing the whistle on each other.

Sometimes the pressure to conform to norms is subtle, as in the dirty looks given to a manager by his peers for going to lunch with one of the assembly line workers. Other times, normative pressures may be quite severe, such as when one production worker sabotages another's work because he is performing at too high a level, making other workers look bad. The question of how group norms develop has been of considerable interest to organisational researchers. An insightful analysis of this process has been presented by Feldman (see summary in Table 4.4). First, norms develop because of procedures set over time. Whatever behaviours emerge at a first group meeting will usually set the standard for how that group is to operate. Initial group patterns of behaviour frequently become normative, such as where people sit, and how formal or informal the meeting will be. Such routines help establish a predictable, orderly interaction.

Second, norms develop because of carryovers from other situations. Group

members usually draw their previous experiences to guide their behaviours in new situations. The norms governing professional behaviour apply here. Such carryover norms can assist in making interaction easier in new social situations.

Third, sometimes norms also develop in response to an explicit statement by a superior or colleague. Newcomers to an organisation quickly 'learn the ropes' when someone tells them, 'that's the way we do it around here'. This explanation is an explicit statement of the norms; it describes what one should do or avoid doing to be accepted by the group.

Table 4.5: Development of Norms

Basis of Norm Development	Example
Precedents set over time	Seating location of each member around a table.
Carryover from other situations	Professional standards of conduct.
Explicit statements from others	Working a certain way because you are told 'that's how we do it around here'.
Critical events in group history	After the organisation suffers a loss due to one person's divulging any secret, a norm develops to maintain secrecy

Often the explicit statement of group norms represents the accepted desires of more powerful or experienced group members. Fourth and finally, group norms may develop out of critical events in the group's history. If an employee releases an important organisational secret to a competitor, causing a loss to the company, a norm to maintain secrecy may develop.

4.7.3 The Vestige of Group Membership

One potential reward of group membership is the status associated with being in the group. Even within social groups, different members are accorded different levels of prestige. Within most organisations, status may be recognised as both formal and informal in nature. The term formal status refers to attempts to differentiate between the degrees of formal authority given to employees by an organisation. This is typically accomplished through the use of status symbols – objects reflecting the position of an individual within an organisation's hierarchy. Some examples of status symbols include job titles, perquisites or perks, the opportunity to do desirable and highly regarded work, and luxurious working conditions. Status symbols help groups in many ways. For one, such symbols serve to remind organisational members of their relative roles, thereby reducing uncertainty and providing stability to the social order. In addition, they provide assurance of the various rewards available to those who perform at superior level.

They also provide a sense of identification by reminding members of the group's values. For example, a squadron's crest on overalls may remind its wearer of his expected loyalty and boldness. It is, therefore not surprising that organisations do much to reinforce formal status through use of status symbols.

Symbol of informal status within organisations are also widespread. These refer to perquisites accorded to individuals with certain characteristics that are not formally dictated by the organisation. For example, employees who are older and more experienced may be perceived as higher in status by their co-workers. Those who have certain special skills also may be regarded as having higher status than others. In some organisations, the lower value placed on the work of women and members of minority groups by some individuals – no matter how inappropriate and prejudicial – also can be considered as an example of informal status in operation. One of the best established findings in the study of group dynamics is that the higher-status people tend to be more influential than lower-status people. This phenomenon may be seen in a classic study of decision making in three-man bomber crews. After the crews had difficulty in solving a problem, the experimenter planted clues to their solution with either a low-status group member (the tail gunner) or a high-status group member (the pilot). It was found that the solutions offered by the pilots were far more likely to be adopted than the same solutions presented by the gunners. Apparently, greater status accorded the pilots (because they tended to be more experienced and hold higher military ranks) was responsible for the greater influence they wielded. Similar findings have been obtained in analysis of jury deliberations. Research in this area has shown that members of juries having high-status jobs (such as professional people) tend to exert greater influence over their fellow jurors than others holding lower occupational status.

4.7.4 Cohesiveness: Getting the Team Spirit

One obvious determinant of any group's structure is its cohesiveness. We may define cohesiveness as the strength of group members' desire to remain part of their groups. Highly cohesive work groups are ones in which the members are attracted to each other, accept the group's goals, and help work towards meeting them. In un-cohesive groups, the members dislike each other and may even work at cross-purposes. In essence, cohesiveness refers to the 'we' feeling, an spirit-de-corps, and a sense of belonging to a group. Several important factors have been shown to influence the extent to which group members tend to stick together.

One such cause involves the severity of initiation into the group. Research has shown that the greater the difficulty people have to overcome to become a member of the group, the more cohesive the group will be. Group cohesion also tends to be strengthened under conditions of high external threat or competition. When men or employees face a common challenge, they tend to draw together. Such cohesion not only makes men or employees feel safer and better protected, but also aids them by encouraging them to work closely together and coordinate their efforts toward the common cause. Under such conditions, petty disagreements that may have cost dissension within groups tend to be put beside so that a coordinated attack on the enemy can be mobilised. Research has also shown that the cohesiveness of

groups is established by several additional factors.⁷⁶ For one, cohesiveness generally is to be greater if the group members spend more time together. Obviously, limited interaction cannot help but interfere with opportunities to develop bonds between group members. Similarly, cohesiveness tends to be greater in smaller groups. It is often said that everyone loves a winner, and the success of a group tends to help unite its members as they rally around their success. Although we often hear about the benefits of highly cohesive groups, the consequences are not always positive.

In fact, research has shown both positive and negative effects of cohesiveness. On the positive side, people are known to enjoy belonging to highly cohesive groups. Members of closely knit work groups participate more fully in their group's activities, more readily accept their group's goals, and are absent from their jobs less often than members of less cohesive groups. Not surprisingly, cohesive groups tend to work together quite well and are sometimes exceptionally protected. As such, research has shown that high levels of group cohesiveness tend to be associated with low levels of voluntary turnover. People's willingness to work together quite well and to conform to the groups norms is also responsible for their success, and their willingness to stay with the group.

4.8 Importance of Teams

The significance of Teamwork has not materialised out of thin air (Mayo, 1940; McGregor, 1985). Numerous socio-economic influences within our culture and our organisations have necessitated an intensive investigation into the fundamental components that enable a group of individuals to work together effectively. In light of the tremendous leaps in technology and the advances in the overall capacity to control most operations within an organisation, there is no reason that the manager's ability to release the potential of the team members should not keep pace with such strides being made in the other fields.

Teambuilding is becoming a major management strategy in those organizations that hope to survive into the 21st century, while enhancing the quality of work life for all members. Organizations of all kinds are becoming increasingly concerned with achieving and demonstrating good environmental performance. They do so in the context of increasingly stringent legislation, the development of economic policies and other market measures to foster environmental protection, and a general growth of concern from employees.

Another reason for teambuilding to develop is the today's tough economic climate. Due to this, businesses have not only to have a unique product, they have to present an image of excellence to lure customers and succeed. Many large corporations are laying off employees by the dozen or closing their doors completely. Competition is getting incredibly fierce. In order to not only survive, but thrive, businesses and organizations must have a competitive edge against their competitors. One emerging method is the promotion of teambuilding within the organization. This is due to the fact that a combined team is able to put up better solution than an individual which was hitherto practised.

⁷⁶ Dee D., The High Performance Team Series. First team. Everything you need to know to start team, Lead a team, And be a team, Chicago: The Dartnell Corporation, 1995.pp 65-66.

Teamwork not only promotes a sense of camaraderie within an organization, it also is often transmitted to all clients or customers who do business with the organization.

Major gains in quality and productivity most often result from teams -- a group of people pooling their skills, talents, and knowledge. With proper training, teams can often tackle complex and chronic problems and come up with effective, permanent solutions which would not have been possible otherwise.

It is evident that a business with successful teams has people who work well together towards the completion of a main goal. As a result the organization will achieve success with less stress and greater enjoyment while completing the task at hand.

Today most managerial decisions are not made by individuals working on their own, but by small and usually informal teams. There are a number of reasons for this, the most pervasive of which is the belief that solutions produced by groups of individuals together are usually better than those of the average individual working alone.

The major obstacle standing in the way of successful teamwork is a manager's refusal to discard obsolete management approaches. It is helpful to regard the task of team management as a set of skills in managing, which are different from the more traditional management skills. The important thing to understand is the basic principle and practical applications of team building. Once these basics are understood, their values and importance in the organisation become apparent.

4.9 Team Building: An Indian Perspective⁷⁷

It is widely recognised in India and abroad that much wisdom lies in the ancient Indian psycho-philosophical approach even with regard to modern management concepts. Team building is one such concept, for which we can draw relevant thoughts for modern day application

Leadership has been widely researched and analysed, but the aspect of followership has received comparatively scant attention. Training, subordinate development and superior-subordinate relations are terms used extensively in organisations today when discussing the skill and competency development of subordinates. Skills and competencies are no doubt very important aspects which contribute to both productivity and organisational effectiveness, but another important factor which plays an all encompassing role is the need for all the members to understand and adhere to a set of desirable characteristics in their working relationship with each other. These characteristics are being termed as followership qualities. The development of good followership qualities in people will in effect be similar to watering the tree at the roots and thus ensuring that it is best assimilated for growth. The tree too, becomes, stronger and more productive. These qualities can be considered under two separate domains namely:

⁷⁷ College of Defence Management handout on Teambuilding, 2000.

- (a) Working relationship between peers
- (b) Factors of good followership.

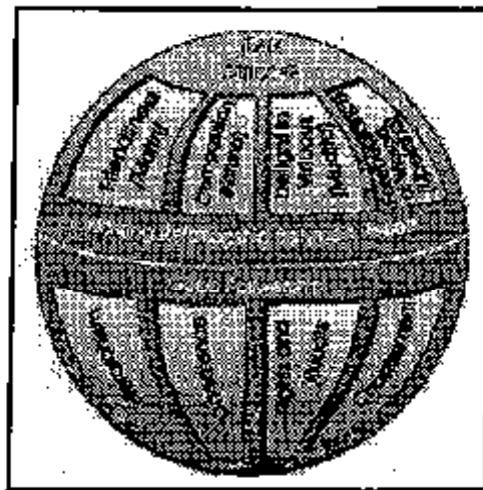


Figure 4.3. Indian Perspective of Team Building Under Two Domains⁷⁸

4.9.1 Working Relationship between Peers

The relationship that exists between peers is a factor having great relevance to the climate and culture in an organisation. Basic mental dispositions based on emotions manifest themselves in behaviour patterns and actions which result in strong, weak, mutually supportive or disintegrative relationships. We will focus our attention on four ideal mental dispositions as enunciated by ancient Indian philosophers. These are discussed in the following paragraphs.

4.9.1.1 Friendliness (Maitri). This term refers to being friendly to all and the ability to share the joy of others, just as in any normal case between a mother and her child. This type of disposition rules out any conditionality in sharing of this emotion. In a team, for instance, if there is an achievement by one member, all members should be able to spontaneously share the joy and even celebrate it. Normal experience however, tends to be restrictive in this disposition. One tends to find in another's achievement, a lost opportunity for oneself rather than free and uninhibited joy.

4.9.1.2 Compassion (Karuna). This refers to evolvment of a disposition that inherently develops a sense of sympathy and compassion for the unhappy. We are normally calm and apathetic to the suffering of others. Some of us even derive pleasure in seeing a less popular colleague in distress. It is not uncommon for people to outwardly sympathise with a colleague who has been ticked off by the boss and inwardly rejoice that he has been taught a lesson. The disposition to be developed would elevate one's regard for a colleague from this low level and bring it to a state of detachment from personal interests and desires. Such a disposition would result in true comradeship based on trust, faith and mutual interdependence.

⁷⁸ CDM handout, *ibid*.

4.9.1.3 Delight in the Virtuous (Mudita). We normally tend to run down colleagues. This happens because we tend to operate from a lower level of consciousness wherein we cope with our own inadequacies through a projection on our colleagues. The disposition recommended here is one in which we should actually give or take healthy encouragement from each other.

4.9.1.4 Forbearance of the Wicked (Upeksha). This disposition has two different facets. On one hand we have situations where we need to disassociate with the wicked and not be in conscious collusion. On the other hand, it implies the need to oppose injustice with a clear conscience and moral courage. One must support the person being wronged. Though paradoxical, this calls for one to stay aloof on the one hand and also support the person being wronged. It needs to be emphasised here that there is need for a strong intrinsic conviction in one's values and beliefs to make this disposition sustaining.

4.9.1.5 Factors of Good Followership. It is said that to be a good leader it is necessary to be a good follower. We must, therefore, understand and appreciate the factors of good followership to be able to be both as good team members as well as good leaders. These are analysed in the following paragraphs.

4.9.1.5.1 Hierarchism. With proliferation of professional education and tendency towards nuclear families, people today tend to be 'anti hierarchism'. This can also be viewed as attributable to the fragmentation of the mind. Hierarchism is a natural phenomenon. A look at the cosmic universe shows an inherent hierarchism starting from amoebae to plants, trees and ending up with the human being. If looked at in a more physical sense, we see a distinct hierarchical consciousness from the high mountain peak to the plains, to the sea and into the deep-sea bed. In the context of followership, the essence is to understand the sequence. The elder brother or elder member, for instance, should have his role not in terms of authority or power or privilege but in terms of duty, responsibility and sacrifice. The younger members on their part are expected to reciprocate by their loyalty, obedience and respect. In a large percentage of Indian homes this approach is by itself a mode or basis of conflict management.

Hierarchy can be viewed both in the structural sense (function of status or position in the organisation) and as a function of age, also called the familial hierarchy. Familial hierarchy, in fact, leaves no scope for dilemma as it is permanent and cannot be tampered with. It is in fact invaluable as no vested interest or perverted management can manipulate it. This, therefore, explains the reason for unions tending to contest any other form of career growth.

4.9.1.5.2 Obedience. A factor, which needs very little explanation as it is the basic ingredient of an organised system. It is not uncommon for individuals to link their levels of obedience to perceived aspects to self-respect. Obedience as highlighted here would therefore, call for a certain measure of ego management. It is not being advocated that obedience extends to servility but if viewed in the light of the demands of hierarchy it should be a vehicle for problem prevention. Obedience should be seen as directed to a symbol, which also therefore, brings in the aspect that the symbol (the person to whom the obedience is directed) should also live up to the

expectations of the younger or junior members. This would also dictate the need for detaching the person and seeing only the symbol, the senior member represents.

4.9.1.5.3 Rights and Rituals. These are inherent to the routine functioning of any group or organisation and they tend to be utilised in the right manner for development of good relationships. There are two elements which go together in the performance of a right or ritual, namely that any right or ritual has a disciplined, step by step sequential process and also that when rights and rituals are done collectively, it produces a sense of commonness amongst the members. In an organisation, if we commence the day with physical exercise in which all members, from the lowest member in the hierarchy to the top most executive take part, then we bring in a sense of commonness. Common actions will finally result in a habit being formed. The point that needs to be remembered in this regard is that the right or ritual would be both ethical, values based and oriented to common good.

4.9.1.5.4 Chastisement. This again has a cosmic reference point. Ancient seers could see two facets in the universe, one of law (niyam) and one of joy (anandam). In the cosmic state, the law lays down the boundary within which there is joy, but if this boundary is crossed then you are liable to be punished. To the member of the group this would imply the need to remain within the boundary. To the elder or senior member, chastisement which is inevitable if the junior member crosses the boundary, should be the last resort. While performing the action of chastisement the need to be stern is never in doubt but the internal, non-visible state should be of compassion. 'While the hand is hitting, the heart should be bleeding!' is the advice that Bhishma gave Yudhishtra in his famous Anushashan Parva or guidelines on administration.

Society today, has become very competitive, demanding and materialistic. Organisations, in their perceived desire to exist and compete have digressed from a rightful method of functioning to one of believing that to survive and prosper, the means are unimportant.

This however, is a short-sighted approach. True strength, survivability and long term prosperity are entirely dependent on value based management. Thus we find that the emphasis in the Indian perspective on team building is on followership and relationship with peers. This is a refreshingly different perspective and would make any team building process more meaningful and productive.