

GROUP DYNAMICS (II MBA)

UNIT IV

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Group Vs. Individual Performance Appraisals

Performance appraisals, whether group or individual, provide feedback to workers or organizational groups. Traditionally, performance evaluations provide information to help improve performance, increase efficiency and define management's expectations. Performance appraisals compare work performed against measurable objectives that the employee and supervisor agreed to at the beginning of the appraisal period. As work has become more group oriented, performance appraisals now measure how a group of workers perform rather than just how an individual performs his job.

Definition of Group Performance Appraisals

As jobs become more intricate, organizations must rely on groups of people to accomplish tasks. To evaluate job performance by groups of people, organizations institute group performance appraisals. Group performance appraisals assess the performance of group work on organizational performance. Group performance appraisals can range from recognition of individual performance and its contribution to group outcomes to only an assessment of the

organization's performance. When only an organization's performance is evaluated, no individual appraisals are completed and individuals do not receive performance ratings.

Types of Group Performance Appraisals

The culture and organizational structure of the workplace environment influence the type of group performance appraisal best suited to evaluate and measure performance. If work groups exist in the organization, but are used only occasionally to accomplish projects, individual performance measurements are used to determine a final rating of the employee. When an organization uses group work more frequently, performance appraisals still emphasize individual performance but introduce an assessment of the worker's contribution to the group effort. If an organization uses a significant amount of group work to accomplish its objectives, group performance appraisals link group productivity measurements with individual performance measurements. Organization's with only a group approach do not utilize individual performance appraisals. Group performance measurements determine monetary rewards.

Elements of Individual Performance Appraisals

Individual performance appraisals are the traditional appraisals that measure individual performance against measurable objectives. Individual performance appraisals provide an opportunity for employees and supervisors to share ideas and reach mutually agreed upon objectives. Individual performance appraisals focus on the skills required to perform the current job and skills that must be acquired for promotion. Individual performance evaluations are tools to determine monetary compensation. This type of performance appraisal provides feedback and recognition to the individual.

Comparison of Individual and Group Performance Appraisals

Individual performance appraisals measure an employee's work against standard performance measures. Standard performance measures are derived from individual job descriptions. Often, a direct link exists between performance and pay based on an employee's job rating from the appraisal. Group performance appraisals assess an individual's contribution to the group. Group performance appraisals are appropriate to support an organization's efforts to transition from an individual-based organization to a group-based organization. Group performance appraisal, for

example, assess whether the group met its goals, produced a quality product and worked well together.

Intergroup conflict

Intergroup conflict occurs in four general forms. Horizontal strain involves competition between functions, for example, sales versus production, research and development versus engineering, purchasing versus legal, line versus staff, and so on. Vertical strain involves competition between hierarchical levels, for example, union versus management, foremen versus middle management, shop workers versus foremen. A struggle between a group of employees and management is an example of vertical strain or conflict. A clash between a sales department and production over inventory policy would be an example of horizontal strain.

Certain activities and attitudes are typical in groups involved in a win-lose conflict. Each side closes ranks and prepares itself for battle. Members show increased loyalty and support for their own groups. Minor differences between group members tend to be smoothed over, and deviants are dealt with harshly. The level of morale in the groups increases and infuses everyone with competitive spirit. The power structure becomes better defined, as the "real" leaders come to the surface and members rally around the "best" thinkers and talkers.

In addition, each group tends to distort both its own views and those of the competing group. What is perceived as "good" in one's own position is emphasized, what is "bad" is ignored; the position of the other group is assessed as uniformly "bad," with little "good" to be acknowledged or accepted. Thus, the judgment and objectivity of both groups are impaired. When such groups meet to "discuss" their differences, constructive, rational behavior is severely inhibited.^[9] Each side phrases its questions and answers in a way that strengthens its own position and disparages the other's. Hostility between the two groups increases; mutual understandings are buried in negative stereotypes.

It is easy to see that under the conditions described above, mutual solutions to problems cannot be achieved. As a result, the side having the greater power wins; the other side loses. Or the conflict may go unresolved, and undesirable conditions or circumstances continue. Or the conflict may be settled by a higher authority.

None of these outcomes is a happy one. Disputes settled on the basis of power, such as through a strike or a lockout in a labor-management dispute, are often deeply resented by the loser. Such settlements may be resisted and the winner defeated in underground ways that are difficult to detect and to counter. When this happens, neither side wins; both are losers. If the conflict is left unresolved, as when both sides withdraw from the scene, intergroup cooperation and effectiveness may be seriously impaired to the detriment of the entire organization. Disputes that are settled by higher authority also may cause resentment and what is called "lose-lose" consequences. Such settlements are invariably made on the basis of incomplete information — without data that the conflict itself obscures — and therefore are poor substitutes for mutually reasoned solutions. Again, both sides have lost. A specific approach to resolving intergroup conflict is outlined in the next chapter on organization development.

INTER GROUP COMPETITION MEANING

Competition or cooperation can occur both within a **group** (intragroup) and between **groups** (**intergroup**). Thus, individuals may be in either a **competitive** or cooperative relationship within a **group**, and their **group** can simultaneously be in either a **competitive** or cooperative relationship with other **groups**.

Effects of Intergroup Competition

Inter group competition may stimulate the creativity of closed groups but undermine the creativity of open groups. In the following section, we argue that the effects of intergroup competition on creativity depend not only on membership change but also on the level of competition. Following social interdependence theory, we suggested that collaboration in closed groups benefits from increasing intergroup rivalry, resulting in elevated levels of creativity. Although this logic is valid for some levels of competition (i.e., competition increasing from low to intermediate levels), it may be that beyond some optimal, intermediate level increasing competition corrodes group creativity by constricting the recognition and consideration of alternative ideas (i.e., collaborative idea generation) and reducing participative decision making. This theorizing is consistent with the central tenets of the threat-rigidity perspective, according to which groups tend to respond to threats, such as fierce intergroup competition, with restricted information processing and centralization of decision-making authority (Staw et al., 1981).

Similarly, work on the trade-off between social control and creativity in groups (Nemeth & Staw, 1989) has suggested that social pressures, such as those that may result from groups operating in a fiercely competitive environment, may corrode creativity by curtailing divergent thinking (Wiekens & Stapel, 2008) and restricting group members' expression of new ideas and the extent to which other group members act upon them (Goncalo & Staw, 2006)—that is, collaborative idea generation is restricted. Thus, although low to intermediate intergroup rivalry may weld groups together, thereby fostering collaboration and thus creativity, the increased gravitational pull that results from intergroup competition becoming increasingly fierce may undermine creativity by limiting the extent to which groups engage in collaborative idea generation and participative decision making (King & Anderson, 1990; Woodman, Sawyer, & Griffin, 1993). This line of argument suggests that the effects of intergroup competition on creativity in closed groups will be positive up to intermediate levels, after which they are expected to become negative; an inverted U-shaped function will be the result. We have also argued that intergroup competition reduces creativity in open groups because of problems associated with cutthroat cooperation, particularly with respect to newcomers. According to structural adaptation theory, underlying cutthroat cooperation is the problem that shifting from a competitive to a cooperative mind-set requires significant effort and energy resources—more effort and resources than are needed when groups shift from a cooperative to a competitive mind-set. Thus, for a group to overcome the problems associated with cutthroat cooperation, its members have to be motivated to invest the resources necessary to reconfigure their within-group structural arrangement to accommodate a newcomer, thereby harvesting the creative benefits typically associated with the arrival of a new member. Of course, intergroup competition is likely to provide such an impetus as long as the benefits associated with increasing competition (e.g., being number one) outweigh the costs of realigning a group's structural arrangement. This logic suggests that although at lower levels of competition the costs associated with structurally reconfiguring a group to accommodate a newcomer may outweigh the benefits following from competition, the opposite may be true when competition becomes increasingly fierce. This suggests that the problems associated with cutthroat cooperation may be limited to circumstances in which competition increases from low to intermediate levels and can be overcome by creating a fiercely competitive environment. Thus, we expect the effects of

intergroup competition on the creativity of open groups to be negative up to intermediate levels, after which they should become positive.

Reducing competition through training

1. **Provide conflict resolution training.** You can reduce the negative impact of conflict by helping employees develop the skills they need to successfully resolve the conflicts that occur in their lives. This gives people more confidence in their ability to resolve both personal and professional conflict. It also makes people more effective at addressing minor conflicts as they occur, instead of allowing them to become major distractions.
2. **Provide communication skills training.** By providing communication skills training, employees can increase their ability to communicate effectively with a diverse range of individuals, and manage the communication problems that are often at the heart of organizational conflict.
3. **Help staff develop positive work relationships.** Give employees a chance to get to know each other better and to feel more comfortable with each other. This can be done by providing opportunities for social interaction on a continuous basis, by giving assignments that put staff into contact with people they don't normally interact with, and by providing cross-training opportunities.
4. **Implement team building activities.** You can significantly improve team relationships and performance through the team development process. Such activities provide an opportunity for team members to get more comfortable with each other, to identify acceptable behaviors and modes of interaction, and to determine how team problems and conflicts will be resolved.
5. **Develop strong communication channels.** You can improve communication within a team or organization by strategically employing informational and problem-solving meetings, and by utilizing a diverse range of organizational communication tools. Such tools include face-to-face discussions, e-mail, texting, videoconferences, online meetings, bulletin boards (both physical and electronic), voice mail and faxes.

6. **Create an environment that encourages participation.** This can be done through formal employee involvement programs such as self-directed work teams, and suggestion systems that ask for employee input and reward people for their participation. This is especially important because research has shown that employee involvement programs have a positive impact on both individual and organizational performance.
7. **Provide conflict mediation training for leaders.** No matter how hard you work at reducing dysfunctional conflict (conflict that hinders performance and prevents you from achieving organizational goals), sooner or later it is going to occur. Therefore, organizational leaders should develop their conflict mediation skills so they can help employees resolve the conflicts that will inevitably arise.
8. **Provide third-party conflict mediation services.** There will be times when a manager or supervisor cannot mediate a conflict between employees. During these times, it helps if employees feel they have an experienced, objective third-party where they can confidentially address a conflict situation.
9. **Make sure employees are clear about organizational goals and priorities.** Generally speaking, conflicts occur because of differences over *facts, goals, methods* or *values*. By ensuring that employees (especially the members of a given work team) are on the same page regarding objectives, priorities and plans, you will decrease the chances that dysfunctional conflict will occur due to differences over facts, goals or methods.
10. **Treat everyone fairly.** This may seem obvious, but many managers are accused of preferential treatment, and it is incumbent upon organizational leaders to make sure they are behaving in an egalitarian fashion. Even the appearance of preferential behavior can create conflict situations.

CONFLICT MANAGEMENT

Conflict management is the process of limiting the negative aspects of **conflict** while increasing the positive aspects of **conflict**. The aim of **conflict management** is to enhance learning and group outcomes, including effectiveness or performance in an organizational setting.

Conflict resolution

Conflict resolution involves the reduction, elimination, or termination of all forms and types of conflict. Five styles for conflict management, as identified by Thomas and Kilmann, are: competing, compromising, collaborating, avoiding, and accommodating.^[2]

Businesses can benefit from appropriate types and levels of conflict. That is the aim of conflict management, and not the aim of conflict resolution.^[citation needed] Conflict management does not imply conflict resolution.

Conflict management minimizes the negative outcomes of conflict and promotes the positive outcomes of conflict with the goal of improving learning in an organization.^{[3][4]}

Properly managed conflict increases organizational learning by increasing the number of questions asked and encourages people to challenge the status quo.^[5]

Organizational conflict at the interpersonal level includes disputes between peers as well as supervisor-subordinate conflict. Party-directed mediation (PDM) is a mediation approach particularly suited for disputes between co-workers, colleagues or peers, especially deep-seated interpersonal conflict, multicultural or multiethnic disputes. The mediator listens to each party separately in a pre-caucus or pre-mediation before ever bringing them into a joint session. Part of the pre-caucus also includes coaching and role plays. The idea is that the parties learn how to converse directly with their adversary in the joint session. Some unique challenges arise when organizational disputes involve supervisors and subordinates. The Negotiated Performance Appraisal (NPA) is a tool for improving communication between supervisors and subordinates and is particularly useful as an alternate mediation model because it preserves the hierarchical power of supervisors while encouraging dialogue and dealing with differences in opinion.^[6]

Orientations to conflict

There are three orientations to conflict: lose-lose, win-lose, and win-win. The lose-lose orientation is a type of conflict that tends to end negatively for all parties involved. A win-lose orientation results in one victorious party, usually at the expense of the other. The win-win orientation is one of the most essential concepts to conflict resolution. A win-win solution arrived at by integrative bargaining may be close to optimal for both parties. This approach engages in a cooperative approach rather than a competitive one.^[7]

Although the win-win concept is the ideal orientation, the notion that there can only be one winner is constantly being reinforced in American culture:

"The win-lose orientation is manufactured in our society in athletic competition, admission to academic programs, industrial promotion systems, and so on. Individuals tend to generalize from their objective win-lose situations and apply these experiences to situations that are not objectively fixed-pies".^[8]

This kind of mentality can be destructive when communicating with different cultural groups by creating barriers in negotiation, resolution and compromise; it can also lead the "loser" to feel mediocre. When the win-win orientation is absent in negotiation, different responses to conflict may be observed.^[citation needed]

Early conflict management models

Blake and Mouton (1964) were among the first to present a conceptual scheme for classifying the modes (styles) for handling interpersonal conflicts in five types: forcing, withdrawing, smoothing, compromising, and problem solving.

In the 1970s and 1980s, researchers began using the intentions of the parties involved to classify the styles of conflict management that they included in their models. Both Thomas (1976) and Pruitt (1983) put forth a model based on the concerns of the parties involved in the conflict. The combination of the parties' concern for their own interests (i.e. assertiveness) and their concern for the interests of those across the table (i.e. cooperativeness) yielded a particular conflict management style. Pruitt called these styles yielding (low assertiveness/high cooperativeness), problem solving (high assertiveness/high cooperativeness), inaction (low assertiveness/low cooperativeness), and contending (high assertiveness/low cooperativeness). Pruitt argues that problem-solving is the preferred method when seeking mutually beneficial options (win-win).

International conflict management

Special consideration should be paid to conflict management between two parties from distinct cultures. In addition to the everyday sources of conflict, "misunderstandings, and from this counterproductive, pseudo conflicts, arise when members of one culture are unable to understand culturally determined differences in communication practices, traditions, and thought processing".^[10] Indeed, this has already been observed in the business research literature.

Renner (2007) recounted several episodes where managers from developed countries moved to less developed countries to resolve conflicts within the company and met with little success due to their failure to adapt to the conflict management styles of the local culture.

As an example, in Kozan's study noted above, he noted that Asian cultures are far more likely to use a harmony model of conflict management. If a party operating from a harmony model comes in conflict with a party using a more confrontational model, misunderstandings above and beyond those generated by the conflict itself will arise.

International conflict management, and the cultural issues associated with it, is one of the primary areas of research in the field at the time, as existing research is insufficient to deal with the ever-increasing contact occurring between international entities.

Counseling

When personal conflict leads to frustration and loss of efficiency, counseling may prove to be a helpful antidote. Although few organizations can afford the luxury of having professional counselors on the staff, given some training, managers may be able to perform this function. Nondirective counseling, or "listening with understanding", is little more than being a good listener — something every manager should be.^[20]

Sometimes the simple process of being able to vent one's feelings—that is; to express them to a concerned and understanding listener—is enough to relieve frustration and make it possible for the frustrated individual to advance to a problem-solving frame of mind, better able to cope with a personal difficulty that is affecting his work adversely. The nondirective approach is one effective way for managers to deal with frustrated subordinates and co-workers.^[21]

There are other more direct and more diagnostic ways that might be used in appropriate circumstances. The great strength of the nondirective approach (nondirective counseling is based on the client-centered therapy of Carl Rogers), however, lies in its simplicity, its effectiveness, and the fact that it deliberately avoids the manager-counselor's diagnosing and interpreting emotional problems, which would call for special psychological training. No one has ever been harmed by being listened to sympathetically and understandingly. On the contrary, this approach has helped many people to cope with problems that were interfering with their effectiveness on the job.^[21]

What are the **causes of interpersonal conflict**?

Any **Conflict** between individuals can arise from various sources it can be organization change, lack of trust ,threats to status , personality clashes, religions issues, political system , racial discrimination etc.

Interpersonal conflict resolution is a permanent solution to the problem or dispute through dialogue, without physical or verbal violence. Here are some methods in life skills to effectively deal with **interpersonal conflict, conflict resolution** in this study provide some effective **interpersonal** communication skills.

10 Ways to Reduce Conflict in Your Organization

1. **Provide conflict resolution training.** You can reduce the negative impact of conflict by helping employees develop the skills they need to successfully resolve the conflicts that occur in their lives. This gives people more confidence in their ability to resolve both personal and professional conflict. It also makes people more effective at addressing minor conflicts as they occur, instead of allowing them to become major distractions.
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GROUP DYNAMICS

UNIT V

What Are Group Dynamics?

Kurt Lewin, a social psychologist and change management expert, is credited with coining the term "group dynamics" in the early 1940s. He noted that people often take on distinct roles and behaviors when they work in a group. "Group dynamics" describes the effects of these roles and behaviors on other group members, and on the group as a whole.

More recent researchers have built on Lewin's ideas, and this work has become central to good management practice.

A group with a positive dynamic is easy to spot. Team members trust one another, they work towards a collective decision, and they hold one another accountable for making things happen. As well as this, **researchers** have found that when a team has a positive dynamic, its members are nearly twice as creative as an average group.

In a group with poor group dynamics, people's behavior disrupts work. As a result, the group may not come to any decision, or it may make the wrong choice, because group members could not explore options effectively.

What Causes Poor Group Dynamics?

Group leaders and team members can contribute to a negative group dynamic. Let's look at some of the most common problems that can occur:

- **Weak leadership:** when a team lacks a strong leader, a more dominant member of the group can often take charge. This can lead to a lack of direction, infighting, or a focus on the wrong priorities.
- **Excessive deference to authority:** this can happen when people want to be seen to agree with a leader, and therefore hold back from expressing their own opinions.
- **Blocking:** this happens when team members behave in a way that disrupts the flow of information in the group. People can adopt blocking roles such as:
 - **The aggressor:** this person often disagrees with others, or is inappropriately outspoken.
 - **The negator:** this group member is often critical of others' ideas.
 - **The withdrawer:** this person doesn't participate in the discussion.
 - **The recognition seeker:** this group member is boastful, or dominates the session.

- **The joker:** this person introduces humor at inappropriate times.
- **Groupthink :** this happens when people place a desire for consensus above their desire to reach the right decision. This prevents people from fully exploring alternative solutions.
- **Free riding:** here, some group members take it easy, and leave their colleagues to do all the work. Free riders may work hard on their own, but limit their contributions in group situations; this is known as "social loafing."
- **Evaluation apprehension:** team members' perceptions can also create a negative group dynamic. Evaluation apprehension happens when people feel that they are being judged excessively harshly by other group members, and they hold back their opinions as a result.

Strategies for Improving Team Dynamics

Use these approaches to improve group dynamics:

Know Your Team

As a leader, you need to guide the development of your group. So, start by learning about the **phases** that a group goes through as it develops. When you understand these, you'll be able to preempt problems that could arise, including issues with poor group dynamics.

Next, use **Benne and Sheats' Group Roles** to identify positive and negative group roles, and to understand how they could affect the group as a whole. This will also help you plan how to deal with potential problems.

Tackle Problems Quickly

If you notice that one member of your team has adopted a behavior that's affecting the group unhelpfully, act quickly to challenge it.

Provide **feedback** that shows your team member the impact of her actions, and encourage her to reflect on how she can change her behavior.

Define Roles and Responsibilities

Teams that lack focus or direction can quickly develop poor dynamics, as people struggle to understand their role in the group.

Create a **team charter** – defining the group's mission and objective, and everyone's responsibilities – as soon as you form the team. Make sure that everyone has a copy of the document, and remind people of it regularly.

Organization Development through better management of group dynamic

Organization Development offers an alternative to the 'information centric' approach to change **management**. ... For **groups** it helps transition the change **through** careful facilitation of **groups dynamics** to help the **group** help each other make the transition.

What is the role of group dynamics in organization?

Group dynamics is concerned with how the **groups** are formed, their structural configurations, their process, and their functioning. 1. It helps in analyzing if the **group** efforts will lead to any kind of profits and if it will yield the needed results

How do you manage group dynamics?

Here are 7 of the most important steps a leader can take to manage team dynamics and ensure successful collaboration.

1. Build a healthy workplace culture. ...
2. Value diversity. ...
3. Value relationships. ...
4. Hire well. ...
5. Set clear behavioural expectations. ...
6. Hold people accountable. ...
7. Resolve conflicts.

Team development stages

It talked about the four stages of **development** all teams move through over time: forming, storming, norming, and performing. In 1977, Tuckman and doctoral student Mary Ann Jensen added a fifth stage called adjourning to make it the “five stages of **team development**.”

What are 5 stages of team development?

Each stage plays a vital part in building a high-functioning team. In 1965, a psychologist named Bruce Tuckman said that teams go through 5 stages of development: **forming, storming, norming, performing** and **adjourning**. The stages start from the time that a group first meets until the project ends.

Managing team dynamics: what every manager needs to know about building a successful team

1. Build a healthy workplace culture

Create an environment in which people want to work and can thrive. Nurture a team culture where people typically behave in ways that have a positive impact on the wellbeing and success of themselves and one another. Value a culture where people feel free to share their ideas, challenge one another and contribute to the organisations thinking.

2. Value diversity

Understand and educate other members of your team about the power of diversity. Help people to understand that having and leveraging a diverse team will better allow the organisation to achieve its ambitious objectives. Expect people to appreciate that when they work collaboratively with their colleagues, particularly those who bring different insights and perspectives, better outcomes are enabled.

3. Value relationships

Great teams are built on the foundations of trust, respect and camaraderie. When people enjoy working with one another, they are more likely to fully engage and share their talents. When they trust the other people on the team they are entirely more likely to openly share their views and contribute. Lead by example by placing importance on quality relationships. Take steps to ensure your team build strong relationships and deal with conflicts that arise.

4. Hire well

When hiring it's important to choose your staff carefully. Place priority on ensuring their values are aligned to those of your organisation. Assess how they are likely to behave as part of the team, not only when things are going well but especially when challenged or under pressure. Only ever promote people to leadership roles when they consistently demonstrate the values and behaviours you want to encourage.

5. Set clear behavioural expectations

Clearly articulate your core values and the behaviours you expect from everyone in your team. Ensure appropriate focus is placed on behaviours that enable the success the success of your team overall. While individual objectives are important, ensuring people are committed to the team is essential to your organisation's ability to thrive.

6. Hold people accountable

There is little point setting expectations if you don't follow through and hold people accountable to them. All too often I observe leaders espouse corporate values and yet fail to act decisively to address misalignment. Accountability begins with you. Lead by example and showcase what you expect. Take steps necessary to ensure behaviour matters as much as outcomes.

7. Resolve conflicts

Irrespective of how healthy a culture is or strong a relationship can be, at times things can go wrong. Even the best of friends can find themselves engaged in conflicts they find difficult to navigate through. Recognise when members of your team are struggling to relate to one another or move past disagreements. Encourage open, honest, respectful discussion about conflicts.

Expect all parties concerned remained focused on reaching a resolution that allows for effective working relationships to be re-established.