

See below



Running Head A High-Performance Team A High-Performance Team

Motivation Techniques Building a high-performance team, a manager (leader) should take into account motivation factors and personality (cultural and demographic environment) of each team member. Motivation techniques can include team competition and rewards, training, coaching, appraisal of job results and job enrichment. As members of team, individual employees become willing to commit to a very high level of effort, and teams are capable of solving problems that are beyond the capability of even their most talented members. Training and coaching will help to improve skills and knowledge of every employee. Such teams help individual members of the team better understand the project goals, and the team becomes capable of solving very challenging and complex problems that are well beyond the capability of the best employee working alone (Katzenbach and Smith 1994). The manager has to be ready to contribute to team-based activities in important ways and to feel free to voice their views without fear of creating unmanageable conflict.

Management Style

The main elements of management style involve high performance communication, time and performance management, good conflict resolution skills and situational decision-making. A high-performance team needs a situational leader able to respond effectively to changing conditions and conflict situations. The leader should have excellent communication skills and cultural knowledge. This systems view suggests that leaders can and do change high performance teams by mutually reinforcing and amplifying stimuli within their systems. Directing and coaching, supporting and delegating should be the core of diversity management and team

building. The challenge for the leader is to be a source of comfort for high performance team members. Working with people from different social classes and racial groups, the leader should be perceptible and flexible, permissive and strong (Zweifel, 2003). His personal qualities and behavior should motivate employees to follow established rules and procedures, maintain mutual understanding and support.

References

1. Katzenbach, J. R., Smith, D. K. (1994). *The Wisdom of Teams: Creating the High-Performance Organization*. HarperBusiness.
2. Zweifel, Th. D. (2003). *Culture Clash: Managing the Global High-Performance Team*. Select Books (NY); 1st edition.