

MODULE: III

GROUP AND TEAM DECISION MAKING

Group & Team Concept

Groups Dynamics:

Work groups are the basic building blocks of an organization. Work groups use roles, rules, and norms to control their members' behavior, and they use several socialization tactics to turn newcomers into effective group members. Groups contribute to organizational effectiveness when group goals are aligned with organizational goals.

Groups and Teams: A group is defined as two or more individuals, interacting and interdependent, who have come together to achieve particular objectives. A **group** is a set of two or more people who interact with each other to achieve certain goals or meet certain needs.

A **team** is a formal work group in which there is a high level of interaction among group members who work intensely together to achieve a common goal. A group whose members work intensely with each other to achieve a specific, common goal or objective is known as Team. All teams are groups but not all groups are teams.

- Teams often are difficult to form.
- It takes time for members to learn how to work together.

A group/team is effective when it satisfies three criteria:

- **Production output:** the product of the group's work must meet or exceed standards of quality and quantity
- **Member satisfaction:** membership in the group must provide people with short-term satisfaction and facilitate their long-term growth and development
- **Capacity for continued cooperation:** how the group completes a task should maintain or enhance the group's ability to work together; groups that don't cooperate cannot survive

Characteristics of Groups

- **Interdependence.** Groups cannot be defined simply as three or more people talking to

each other or meeting together. Instead, a primary characteristic of groups is that members of a group are dependent on the others for the group to maintain its existence and achieve its goals. In essence, interdependence is the recognition by those in a group of their need for the others in the group. Imagine playing in a basketball game as an individual against the five members of another team. Even if you're considered the best basketball player in the world, it's highly unlikely you could win a game against five other people. You must rely on four other teammates to make it a successful game.

- **Interaction.** It probably seems obvious to you that there must be interaction for groups to exist. However, what kind of interaction must exist? Since we all communicate every day, there must be something that distinguishes the interaction in groups from other forms of communication. Without purposeful interaction a true group does not exist. Roles, norms, and relationships between members are created through interaction. If you're put into a group for a class assignment, for example, your first interaction probably centers around exchanging contact information, setting times to meet, and starting to focus on the task at hand. It's purposeful interaction in order to achieve a goal.
- **Synergy.** One advantage of working in groups and teams is that they allow us to accomplish things we wouldn't be able to accomplish on our own. Systems Theory suggests that "The whole is greater than the sum of its parts." This is the very idea of synergy (Sherblom). In an orchestra or band, each person is there to perform in order to help the larger unit make music in a way that cannot be accomplished without each member working together.
- **Common Goals.** Having interaction and synergy would be relatively pointless in groups without a common goal. People who comprise groups are brought together for a reason or a purpose. While most members of a group have individual goals, a group is largely defined by the common goals of the group. Think of the example at the beginning of the chapter: Your common goal in a class group is to learn, complete an assignment, and earn a grade. While there may be differences regarding individual goals in the group (what final grade is acceptable for example), or how to achieve the common goals, the group is largely defined by the common goals it shares.
- **Shared Norms.** Because people come together for a specific purpose, they develop shared norms to help them achieve their goals. Even with a goal in place, random interaction does not define a group. Group interaction is generally guided by norms a group has established for acceptable behavior. Norms are essentially expectations of the

group members, established by the group and can be conscious and formal, or unconscious and informal. A couple of examples of group norms include the expectation that all members show up at group meeting times, the expectation that all group members focus on the group instead of personal matters (for example, turning cell phones and other distractions off), and the expectation that group members finish their part of the work by the established due date. When members of the group violate group norms, other members of the group get frustrated and the group's overall goal may be affected.

- **Cohesiveness.** One way that members understand of the idea of communicating in groups and teams is when they experience a sense of cohesiveness with other members of the group. When we feel like we are part of something larger, we experience a sense of cohesion or wholeness, and may find a purpose that is bigger than our own individual desires and goals. It is the sense of connection and participation that characterizes the interaction in a group as different from the defined interaction among loosely connected individuals. If you've ever participated in a group that achieved its goal successfully, you are probably able to reflect back on your feelings of connections with the other members of that group.

What Is Synergy?

The English word “synergy” may sound like an overwrought business buzzword, but it's actually classical in origin. It comes from the Greek roots “sun” (meaning “together”) and “ergon” (meaning work). The conjugation was passed on to the Romans, who used it to mean “cooperation,” and then was passed to English in the mid-1800s.

Synergy is when two or more organizations interact or cooperate to produce a combined effect that is greater than the sum of its separate parts. The word might be newish, but the idea is old enough to have a catchphrase attached to it. You've all heard, “Two heads are better than one.” That's just another way of saying synergy.



Synergy of Team work

Teamwork is an important aspect to the success of any team, including organizational teams

and sports teams. A leader can foster an environment of teamwork by promoting a culture of synergy within that team. The concept of synergy can be summarized by the physics concept of “the whole is greater than the sum of its parts” (Federer, 2013). A collaborating team will likely produce stronger results than any individual and therefore creating synergy within a team is a critical leadership role. Under strong leadership, a team with synergy can develop into one that can execute flawlessly and drive results. On the other hand, a lack of synergy can show that the most talented individual will not deliver results due to a culture of discord, turnover, poor results and increasing disharmony.

Benefits of Synergy

Besides working well together and serving both parties beneficially, synergy builds trust through collaboration and co-creation. Trust lays the groundwork for innovation.

In order to facilitate synergy, Jennifer offered a three-step formula that promotes diversity, creativity and focus:

- **Diversity:** This allows for the inclusion of people from different geographies, with various experiences and perspectives, which helps to expand the range of ideas.
- **Creativity:** This is a quality we all intrinsically have, which needs a safe environment in which ideas can freely be shared without fear of criticism. Mistakes are acceptable at this stage. Read our brainstorming tips for help.
- **Focus:** Like attracts like, and a deliberate focus creates a powerful momentum of attraction of people, knowledge and information. This allows for an evolution in a positive and productive direction.

Synergy Help Management

There are many ways in which synergy helps management.

- a. Synergy creates better effects and results
- b. Synergy generates better solutions to problems
- c. Synergy achieves organizational vision and mission

Social loafing

Social loafing describes the tendency of individuals to put forth less effort when they are part of a group. Because all members of the group are pooling their effort to achieve a common goal, each member of the group contributes less than they would if they were individually

responsible.

Causes

If you have ever worked as part of a group toward a larger goal, then you have undoubtedly experienced this psychological phenomenon firsthand. And if you've ever led a group, then you have likely felt frustration at the lack of effort that group members sometimes put forth.

Why does this sometimes aggravating malingering happen?

- **Motivation (or lack thereof):** This can play an important role in determining whether social loafing takes place. People who are less motivated by a task are more likely to engage in social loafing when they are part of a group.
- **Diffusion of responsibility:** People are more likely to engage in social loafing if they feel less personally accountable for a task, and know their individual efforts have little impact on the overall outcome. This is often used to explain the bystander effect, or the tendency to be less likely to help a person in need when others are present.
- **Group size:** In small groups, people are more likely to feel their efforts are more important and will, therefore, contribute more. The larger the group, however, the less individual effort people will extend.
- **Expectations:** If you expect other people to slack off, you probably will as well since you don't want to get stuck doing all of the work. On the other hand, if you are in a group of high-achievers who seem to be in control of everything, you might also be more likely to kick back and let them handle all the work.

How to Reduce Social Loafing

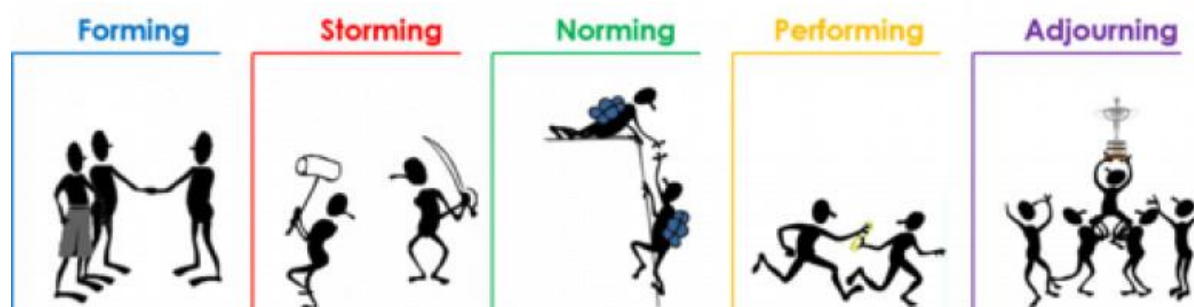
Social loafing can have a serious impact on group performance and efficiency. However, there are some things that can be done to minimize the effects of social loafing.

- Assigning individual tasks and responsibilities
- Creating small groups and establishing individual accountability can help.
- Establishing clear standards and rules
- Evaluating individual and group performance
- Highlighting the achievements of individual members

Stage of Group Formation

The formation of teams can be a daunting process for both you, and your employees. It is unpredictable, unreliable and a big risk for any company to take. You will ask yourself many questions, *will the team succeed? Will the people 'click'? Do I have the right people to do the task well? Will they make it?*, or _will the fall at the first hurdle?

In 1965, Bruce Tuckman proposed five stages of team development: Forming, Storming, Norming, Performing and Adjourning. This model describes five stages that every team goes through during its development. By understanding this model, it can help take away the unpredictability of forming teams and allow you, and your team, a better chance at team success.



Stage 1. Forming

This is the first stage of a team coming together; a group of people have come together to accomplish a shared purpose and the results can be unpredictable. At the beginning, anxiety is high, people are uncertain and they are overly polite and pleasant. This stage can last a while as people get to know each other and the team's success at this stage depends on their familiarity with each other's work styles, their experience with prior teams and clarity of assigned tasks.

As the team leader, you should:

- Play a dominant role at this stage to help your employees recognise whose the leader
- Establish clear goals and objective for the whole team, and each individual
- Allow for open communication so that your team members can get to know each other

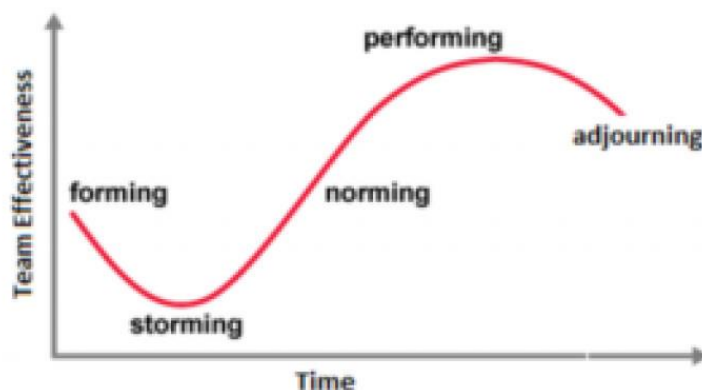
Stage 2. Storming

This is the hardest stage in the development of any team, and undoubtedly your team will be at its least effective here. This stage is marked by conflict and competition as personalities and working styles begin to evolve and the members of the team are unfamiliar on how to

communicate with each other. Teams may also disagree on goals and subgroups or cliques may form. Many teams often fail at this stage so it is important to reduce and address this conflict so that problems do not occur later on.

As the leader, you should:

- Be specific and clarify goals
- Remain positive
- Ensure that you don't overload the members with work
- Ensure that you support your team members, and ensure that they support each other; building trust is crucial at this stage.
- Explain the forming, storming, norming, performing and adjourning model to your team so they know what to expect.
- Use personality tests, such as the ones outlined in the article, to aid the understanding of each others personality and work styles.



Stage 3: Norming

The team will begin to resolve their interpersonal differences, appreciate others and form working relationships. There is a sense of cohesion and unity and this allows for the team to work functionally

together towards the end goal. At this point, performance increase as the team begins to cooperate and focus on the goals.

As the leader, you should:

- Provide feedback, both positive and negative.
- Step back and allow your team to take responsibility towards the goal; you could even begin to work on other tasks - perhaps even forming new teams!
- Incorporate team building exercises to strengthen the unity and trust within the team.

Stage 4: Performing

At this point, relationships are formed and there is a clear and stable structure. The team is mature, organised and has a sense of consensus and cooperation. Problems and conflict, of course, do still arise, but they are dealt with effectively. The prime focus of the team is on problem solving and meeting goals; effectiveness is at its peak.

As the leader, you should:

- Delegate work evenly and fairly
- Focus on the development of individual team members
- Allow people to join, or leave, as it won't affect group performance.

Stage 5: Adjourning

This is the point where the project comes to an end and the team separates and goes their separate ways. Some team members may find this hard because they liked the routine of the group, have made close friendships or if the future, after leaving this team, looks bleak and unpromising.

As a leader, you should:

- Allow for celebration
- Recognise and reward
- Allow for reflection: what went right? What went wrong?
- Give guidance and support about future plans

What Is A Team?

A team is defined as a group of people who perform interdependent tasks to work toward accomplishing a common mission or specific objective.

Some teams have a limited life: for example, a design team developing a new product, or a continuous process improvement team organized to solve a particular problem. Others are ongoing, such as a department team that meets regularly to review goals, activities, and performance.

An organization with many teams requires careful alignment. As teams and individuals link with other teams, the principles of developing understanding and trust will apply, but the structure will get more complex. Understanding the many interrelationships that exist between

A network graph visualization showing a central teal node connected to several other nodes, which are further connected to a larger cluster of nodes on the right. The nodes are colored in various colors (orange, purple, blue, green, yellow, red, pink) and are connected by lines representing edges. The graph illustrates a hierarchical or branching structure, with the central node acting as a hub for the network.

The Value & Benefits of Teams

- Synergistic process design or problem solving
- Objective analysis of problems or opportunities
- Promotion of cross-functional understanding
- Improved quality and productivity
- Greater innovation
- Reduced operating costs
- Increased commitment to organizational mission
- More flexible response to change
- Increased ownership and stewardship
- Reduced turnover and absenteeism

- Enhanced problem-solving skills
- Increased knowledge of interpersonal dynamics
- Broader knowledge of business processes

- New skills for future leadership roles
- Increased quality of work life
- Feelings of satisfaction and commitment
- A sense of being part of something greater than what one could accomplish alone

Types of Team

1: Functional Teams

Functional teams are permanent and include members of the same department with different responsibilities. A manager is responsible for everything and everyone reports to them. This is the typical top-down management approach that you'll see in most organisations. Across all organisational teams, it's important to prioritize workplace culture; the foundations of which are communication and trust.

To take your functional team to the next level, consider running a program in-house to improve communication by giving your team the tools to give feedback without causing offense. Additionally, it may be worthwhile getting clear on each individual teams' goals, identity and preferred support methods to boost productivity and individual employee engagement.



2: Cross-Functional Teams

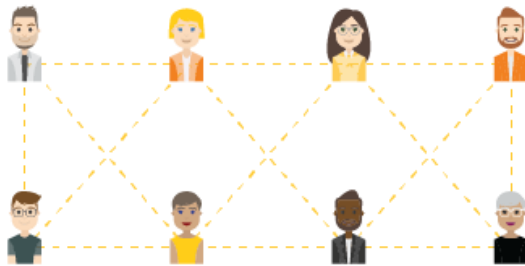


Cross-functional teams are made up of individuals from various departments. These teams tackle specific tasks that require different inputs and expertise. This can happen when various teams need to work on a project together to get the best outcome. This can be a difficult dynamic to navigate if teams have

been operating in a 'silo' approach up until the point of collaboration. It's crucial that the

different personalities and perspectives are embraced, and that everyone in the cross-functional team are working to their strengths.

3: Self-Managed Teams



Generally, individuals in self-managed teams are employees of the same organization who work together. Even though they may have a wide array of objectives, their aim is to reach a common goal. They operate without managers and are relatively autonomous, sharing

responsibility and leadership. High-performing teams can often fall into this category.

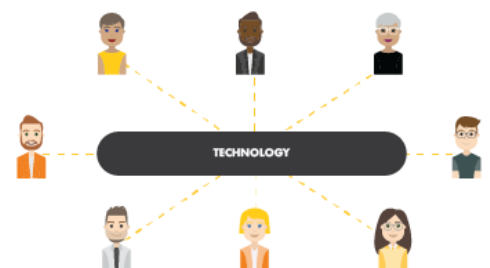
People working in startups or small businesses may also find themselves in this type of team dynamic. It can be difficult for people who have worked in other types of teams for most of their career to adjust to this way of working, so there will likely be an adjustment period of sorts. It's crucial that self-managed teams know how to deliver feedback and have tough conversations with tact. Without high levels of communication, trust, autonomy and mutual respect, self-managed teams will find it difficult to thrive.

4: Virtual Teams

Virtual teams are made up of individuals who work in different physical locations and who use technology and collaboration tools to achieve a common goal.

With more employees looking for work from home opportunities, virtual teams will become much more common in the future of work. You may even have a few remote team members in your organization right now who need to collaborate within a functional or cross-functional team.

It's important for virtual team members to be involved from a cultural perspective within your organization. Having face to face video calls and giving your team members the opportunity to connect on a personal relationship level will help to improve rapport and moral. We've already shared a bunch of info on creating a strong remote team culture, so give that a look when you



have a moment.

Reasons Why Teams Fail

Difficulty with teams is often blamed on a cultural emphasis in the United States on individual accomplishments versus shared responsibility and success. But problems are also caused by inadequate organizational support structures, reward systems, for example, often reinforce individual performance.

Numerous reasons have been noted for why teams often fail to reach their full potential. Among them are:

- Failure to integrate cooperative work methods into the organizational culture
- Lack of organizational systems necessary to support the team process
- Minimal upfront planning of how the organization plans to utilize teams
- Failure to prepare managers for their changing roles
- Failure to prepare team members for their new roles
- Inappropriate reward and compensation systems
- Inadequate training
- Impatience of top management with the time needed for maturation
- Incomplete understanding of group dynamics

Team Processes

Team processes refer to the actions team members take to combine their individual resources, knowledge, and skill to resolve their task demands and achieve collective goals. These are distinct from team emergent states which refer to characteristic levels of feelings or thoughts among team members. The interactions that occur among **team** members while performing the **team** task and combine individual efforts into collective results. “Members’ interdependent acts that convert inputs to outcomes through cognitive, verbal, and behavioral activities directed toward organizing task work to achieve collective goals”.

Team Decision Making

No organization can consistently succeed in any market without quality decision making. It is the decisions that you make on behalf of your organization that chart its course for the future, for better or worse. Great decisions will likely lead you toward your goals, while poor decisions could quickly lead you out of business.



When you are faced with a particularly difficult or important decision, it may be necessary to involve some or all of your team members in order to make the right choice.

Even if you are at the top of your organization as owner or general manager, you can't be expected to make perfect decisions each and every time. There are simply some choices that require the input of others in order to be evaluated properly. When a decision involved elements that are outside of your area of expertise or experience, it only makes sense to bring in others to assist in the process.

There are a variety of ways to make decisions as a group; the seven-step decision-making model presented below offers an effective structure for choosing an appropriate course of action for a particular task or project. It can also be an effective method for dealing with a problem or interpersonal conflict that arises within the group.

1. **Identify the decision to be made.**

Before beginning to gather information and list alternatives, it is important for you as a group to understand clearly what you are trying to decide so you have a goal on which to focus your discussions. Potential questions to ask are: What are the particulars of the assigned task? What are we being asked to do? What conflict is affecting our group effectiveness? What barrier to effective group work are we facing?

2. **Analyze the issue under discussion.**

Once you have defined your goal (i.e., the decision to be made or the problem to be overcome), examine the data and resources that you already have, and identify what additional information you may need. Ask yourselves: What is causing the problem? For whom is this a problem? What is wrong with the current situation? Why do we need to deal with this issue/decision? Where else can we find resources?

3. **Establish criteria.**

Identify the criteria or conditions that would determine whether a chosen solution is successful. Ideally, a solution will be feasible, move the group forward, and meet the needs of every group member. You may want to rank the criteria in order of importance (for example, circumstances may be such that some issues may not be fully resolved). Consider these questions: What would make a solution/decision successful? What

issues need to be dealt with in the solution? What criteria will help us determine whether everyone is happy with the solution/decision? Are some criteria more necessary than others?

4. Brainstorm potential solutions.

Using the resources and information collected above, brainstorm for potential solutions to the problem or decision identified in step 1. This involves collecting as many ideas as possible. At this stage, ideas should not be criticized or evaluated. Some questions to ask include: What are some possible solutions that would meet most of our established criteria? Are there any options that we may have overlooked? What could we do in the absence of constraints?

5. Evaluate options and select the best one.

Once you have a list of potential solutions, you are now ready to evaluate them for the best alternative according to the criteria identified in step 3. Remember that you may be able to combine ideas to create a solution. Ideally, everyone would agree with solution (a consensus), but it's possible that not everyone will. In this case, you will need to use a different decision making methods (see methods in next section). Additional questions to ask when evaluating alternatives are: What are the pros/cons for each option? Which option is the most realistic to accomplish for now? Which option is the most likely to solve the problem for the long-term?

6. Implement the solution.

This involves identifying the resources necessary to implement the decision, as well as the potential obstacles, then taking action. Decide: What should be done? How? By whom? By when? In what order?

7. Monitor and evaluate the outcome.

Based on the criteria identified in step 3, evaluate whether the decision was successful. If not, revisit step 4 to evaluate the other options or generate new ones.

Decision-making methods

In order to make the jump from brainstorming potential solutions for solving a problem to evaluating and selecting the best solution, group members need to make decisions. There are several possible methods of decision making that a group can use. A few of them are briefly described below, with advantages on the left and disadvantages on the right for each one:

Decision by authority

The group generates ideas and holds open discussions, but the final decision is made by one person.

- Appropriate when there is a clear expert in the topic at hand
- Very fast
- Does not maximize the strengths of the individuals in the group
- The group may not be dedicated to implementing a decision made by one person

Decision by majority

The group holds a vote on a particular issue following a period of discussion. The majority wins.

- Uses democratic participation in the process
- Fast
- Tyranny of the majority often overwhelms minority views, perhaps encouraging factions to form within the group

Decision by negative minority

The group holds a vote for the most unpopular idea and eliminates it. They repeat this process until only one idea is left.

- Democratic
- Useful when there are many ideas and few voters
- Group members may feel resentful at having their ideas voted as unpopular
- Slow

Decision by ranking

Group members individually write down the 5 (or fewer) ideas they like best, then rank each idea from 1 to 5, with 5 being the best. The votes are recorded on the board and totalled. The idea with the highest total is selected.

- Includes a voting procedure and, therefore, gives the impression that the final decision represents each person's opinion.
- Not suitable for issues
- Takes time
- The numbers game can result in a decision that no one fully supports

Employee Morale

Definition:

Employee morale is defined as the attitude, satisfaction and overall outlook of employees during their association with an organization or a business. An employee that is satisfied and motivated at workplace usually tend to have a higher morale than their counterparts. Employee engagement and employee satisfaction play an important role for employees to be happy in their workplace.

On the contrary, employees who are not happy in their workplace, who constantly complain and crib about the various attributes in an organization, like employee policies, workplace culture, facilities at work etc. tend to have a low employee morale. This is quite evident in their behavior. Employee morale is a complex concept because it involves a lot of factors that affect their morale.

Employee morale is vital to organization culture- a positive collective attitude will create a positive working environment for everyone. If your organization has a poor morale or a culture of suffering then there is a possibility that in your organization employees have a low or negative morale that can adversely affect the productivity of the organization. It can most certainly lead to greater employee attrition, just to begin with.

Workplace revolution has been taking place for some time. An ideal work environment fosters high morale regularly to motivate employees to go above and beyond. Low team morale is a reality of workplaces. Organizations go through times of low morale under various circumstances. Your real struggle, as a manager, is about what you can do to bring a difference by making a genuine impact on your team. Although employee satisfaction is hard to quantify, it needs to get measured before it turns into a problem.

Every situation is unique, so your efforts should vary. Getting started, here are ten simple ways to support your team and create a high morale work environment.

Below are few points to check if the employee morale is high or not:

1. Stay connected with your employees: A feedback is an effective mechanism to stay in touch with your employees. Deploy an employee engagement survey at timely intervals to get first-hand feedback about how engaged or motivated are your employees. The responses to the survey will help you determine their attitude and in turn their morale.

2. Your managers must be coaches: Over the last decade or so, the definition of a manager has slightly shifted from being a taskmaster to a coach. Your managers should be like coaches.

They should be able to help employees learn and grow within the organization. A good manager or a supervisor will not only motivate an employee to perform better but also help them resolve problems and related issues.

3. A good workplace culture: Like you cannot simply induce employee engagement, you cannot expect that a negative work culture will help induce a high morale. A good work culture will help employees settle in faster especially the new employees. New employees are most susceptible to workplace gossips. One negative word can make them doubt their decision to be in the organization thus affecting your employee Net Promoter Score.

Factors Affecting Employee Morale

Employee morale is a complex phenomenon and depends on various factors. Here is the different criterion that affects employee morale:

1. Organization Itself: While it may sound surprising, but the organization itself is one of the biggest and most important factors that affect employee morale. An organization influences an employee's attitude towards his/her work. The reputation of an organization can certainly build up for better or worse, their attitude towards it.

2. Type of work: The nature of work an employee is performing at his/her workplace also is greatly responsible to determine the morale. If the employee is expected to perform the same task day in and out, there is going to be boredom associated with it sooner or later. It can make situations worse for an employee. Unorganized organization structure also affects employees, if the employee feels that he/she is just a cog machine in a factory line, instead of a real person, this too may adversely affect their morale.

3. Personal attributes: Mental and physical health play an important role in determining employee morale. If the employee is not physically or mentally fit, this can be a potential obstacle in their progress and learning at their workplace. There are also other important factors that concern their progress and in turn their morale: age, education qualification, years of experience, occupational levels, reward perception, and similar factors.

4. Supervision and feedback: The level of supervision received by an employee is a tremendous factor that affects the morale. If the employees feel they have no direction or don't understand the organizational goals and commitments, then it is the job of the superiors and the leadership in the organization to get them on the same page. But there should not be too much interference too if the employees are given the freedom to work their morale will be high.

5. Work-Life balance: Most organization fail to recognize the importance of a healthy work-life balance. It is important that the employees have some activities to relax while they are at work. It's not just about the foosball culture or an inventory stuffed with food. It is important that proper guidance and counseling is given to the employees whenever needed.

Simple Ways to Boost Employee Morale

1. Streamline work based on skills: It is important for the Human Resources to recruit and assign people based on their skillset. You cannot hire a lawyer and expect him/her to carry out tasks that you would expect an engineer to do. Allowing people to work based on their competency is a win-win situation for both employees and employers.

Talent management is complex, yet necessary. If you cannot manage your employees and assign them tasks that they are hired to carry out then it's time to rethink your strategies because clearly, they will not yield the expected results. Therefore, make sure you invest in a competent human resources team, so the talent that is acquired performs well and stays happy.

2. Train them well for professional development: Most organizations fail to understand the importance of training their staff. Be it employee onboarding or any other formal training process, employees should be well-equipped to perform their tasks at work and achieve their goals. There should be a budget assigned at the start of the financial year that facilitates the training and development program.

These training will help employees sharpen their skills, which will not only benefit them but also the organization. A well organized and self-sufficient workforce is every organization's dream, so pay for these courses that ignite imagination and spark curiosity, build confidence and leads to a high morale workforce.

3. Recognize and reward employees: Employee recognition and reward keeps your workforce motivated. When, as a leader, you create an environment where good work is appreciated, employees feel empowered and take a personal interest in the tasks they are assigned to them.

The purpose of employee recognition should be to reinforce what an organization wants an employee to do more. When an employee performs well to make sure to applaud his/her hard work and achievements. This will bring confidence to them to align their personal goals with that of the organization's goals.

4. Be open to feedback: Many organizations today, promote the open door policy, where an employee is free to express what they feel to their superiors or their reporting authority because

they are open to feedback. If your employees know their voice is being heard and they are considered as an integral part of the organization, this will reflect in their confidence.

If the employees feel they cannot share information with you, there are greater chances that the information will never be conveyed to you rather will just make rounds within the team and you will be alienated from whatever is happening in your own team. Instead be receptive to feedback, transparency is the need of the hour for most organizations and so it should be.

Finally, employee morale is not just the employee's responsibility or attitude. It is a collective responsibility of the employees and the organization to provide a conducive working environment and a workplace culture that exudes positivity and goodwill. Work culture is because of the employees and they should know the importance of values and morale. To achieve the best, it is important to first be the best.
