



Team Development in Modern Organisation

Learning Outcomes

By the end of this unit the learner will be able to:

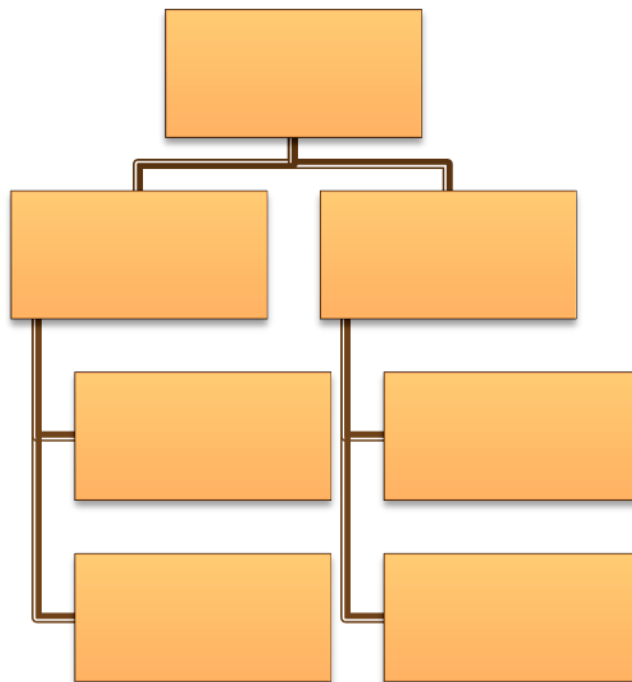
- ✓ Identify different types of teams.
- ✓ Build teamwork by recognizing and tapping into the twelve characteristics of an effective team.

Team Development in Modern Organizations

Organizations Today

A Changing Structure

The traditional organizational hierarchy looks like this:



However, many companies continue to keep their organizational structure as flat as possible, allowing them some flexibility, easy access to decision makers, and a lean system of operating. Many organizations also choose a more web-like structure than typical hierarchies of the past. With the web structure, instead of simply reporting to people above, we can also report to multiple people through lateral connections.

Things have certainly changed in many places, and things are still changing, especially when we look at organizations that are based on the overlapping, interactive work of teams. The change from hierarchical to more of a fishnet organization demonstrates the partnerships, teams, and interpersonal relationships that make our companies thrive.

Many of us are already working in business teams, project units, and other ad hoc committees. Can you think of some of these alliances within your organization?

Trends in Business

Many businesses have shifted attention from their competition to their customers. They understand that it is easier to work with existing customers than to find new ones, so customer service is a key operational area. There is still plenty of interest on the competition, but the focus has shifted.

Working from home and setting up virtual networks are not replacing the office environment, but they are certainly having a large impact in some places. The use of mobile devices assists these efforts, as we become more and more reliant on virtual capabilities.

An orientation toward continual learning has replaced one-time training for many employees. Learning must be life-long for everyone.

Test your knowledge

From your reading, and your analysis of your own organization, can you identify some of these shifts that are happening?

If so, what impact is this having on your organization? On you?

Can you see other shifts within your organization?

Types of Teams

A rose may be always a rose, but a team is not always a team. While many groups are called teams these days, they may actually just be a group of individuals. We hear terms such as an executive team, a

quality team, a service team, or a sales team, but just calling a group a team doesn't make them a team at all.

Types of Teams

There are several modern classifications of teams.

The Traditional Model

This refers to a group of people who have a traditional leader but who also share some of the leader's responsibility and authority. How much leadership is shared usually depends on the particular task and what the boss is comfortable delegating. The boss is in charge, but may allow other team members to take the leadership role on various issues.

The Team Spirit Model

This is a group of people who are perceived as happy working for one boss. These people demonstrate team spirit, though they don't function as a true team since they report to one person who is responsible for all results and does not share authority or responsibility among the team.

The Self-Directed Work Team

This is a group of people who manage themselves. No one person in the group has the authority to make all the decisions about the events that impact the group. This is referred to as a self-directed work team because everyone has authority and responsibility for all the decisions they have to make.

The Task Force Model

This is a group that comes together for a specific time to work on a special project or task. This group has traditionally been called a task force or committee.

The Virtual or Cyber Team

Members of these teams typically don't see each other in person, though they may connect frequently using technology. They are working together to accomplish goals, but meet via e-mail, phone, or over the Internet. They can also fit any of the four models listed above.

Defining a Team

We like this definition: "We can define a team as a group of people who come together under shared leadership, mutual responsibility, and conscious authority to achieve agreed-upon goals in a mutually effective fashion." (From *"Games That Teach Teams: 21 Activities to Super-Charge Your Group,"* by Steve Sugar and George Takacs)

If you broke down this definition into its words and phrases, could you justify each one?

- Group
- Who comes together
- Shared leadership
- Mutual responsibility
- Conscious authority
- Agreed-upon goals
- Mutually effective

Team Norms

All teams, whether they know it or not, have norms, rules, or guidelines that guide the behavior of team members. In most cases they are not written down: they are simply understood because that's the way the team always operates.

For example, if the group always starts ten minutes late, team members will adjust their behavior to start ten minutes late. If someone has their reports ready ahead of time and e-mails it to the grateful minute taker, others will follow suit.

Norms can be positive and thus help the team be an effective organization. For example, all team members show up on time for team meetings. Norms can also be counterproductive, such as when excessive joking and side conversations prevent a meeting from being productive.

Some teams spend time establishing a set of norms or ground rules before they begin their work.

Develop several norms for how you want to work together during this workshop.

What do you want?

What do you not want?

The TORI Team Building Model

Originally developed by Jack and Lorraine Gibb in 1978, the TORI principles of team building still hold true today.

- T is for **Trust**: Interpersonal confidence and absence of fear.
- O is for **Openness**: Free flow of information, ideas, perceptions, and feelings.
- R is for **Realization**: Self-determination, doing what you want to do.
- I is for **Interdependence**: Reciprocal influence, shared responsibility, and co-leadership.

Scoring Sheet

Criterion	Group 1	Group 2	Group 3	Group 4	Group 5
Distance of Flight					
Hang Time (Length of Flight)					
Visual Appeal					
Creativity					
Teamwork					
Total					

A Team's Activities

Richard Beckhart said in 1972 that there are four activities a group should perform on a regular basis if they desire to grow into a team. These four activities remain essential for the success of every team.

- Set and adjust goals and priorities.
- Analyze or allocate the way work is being performed, according to team members' roles and responsibilities.

- Evaluate the way the team is working.
- Examine how the group handles agreement and conflict, and how group members relate to one another.

Test your knowledge

Think about some questions or activities that you could use for each element.

Set and adjust goals and priorities.

Analyze or allocate the way work is being performed, according to team members' roles and responsibilities.

Evaluate the way the team is working.

Examine how the group handles agreement and conflict, and how group members relate to one another.

The Five Stages of Team Development

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There has been a great deal of study on teams and on group dynamics. Bruce Tuckman is responsible for this straightforward model, which emphasizes that all teams and groups go through five stages of development, although they do not necessarily go through those stages together or at the same time.

Forming

This is sometimes referred to as a team's childhood. This is the first stage of development. This stage is not unlike how you felt when you learned you were coming to this workshop: some of you would have been a bit excited; some would have been anxious; others would have been concerned that they wouldn't have the same level of experience and understanding as everyone else; while others feared this would be a waste of time. At this stage, team members may have no clear idea of what to expect or what they will accomplish. The team leader will be influential and will likely make many of the decisions. Your leadership style here is usually that of telling.

As team leader, you will make sure your team members know one another and know about one another so they can begin feeling comfortable together. You help them decide on their team goals and objective, and you share your expectations with them. You are the role model so you must demonstrate that you value each member of the team, and have high expectations that they will perform well.

Storming

This stage is often referred to as team adolescence. As members of the group work together, they become more comfortable voicing their own opinion and they may not agree with either the team leader or the other members of the team. There is often disagreement and conflict, with little cliques forming and alternate goals being suggested. Members of the team notice how different other members are and a pecking order may be established.

This can be a difficult time, particularly if turf wars develop. You are an even more important role model now, communicating with all team members, reminding them of how valuable each of their roles is, and helping them settle their disagreements in a civilized fashion: not ignoring them, but dealing with them

openly and honestly. All the while, you are helping them get to know one another better and coaching them so they become more skilled at their job. Any group training at this point is often on team building.

Norming

This stage is often referred to as young adulthood for a team. Eventually, if you continue to encourage, support, and communicate with your team they will work out their differences and begin to see that they are quite a bit alike after all. Now they begin to enjoy being together and they start having more fun — so much fun that occasionally they may forget about the work they are to get done. You will find that the participating style serves you well when a group is in this stage of development.

Eventually your hard work and your support will pay off and your team gradually begins to trust one another and become a more cohesive group. Now they start enjoying work and the company of other team members. They begin to notice what you have been telling them all along: they really do have a lot in common. They start to socialize together and may even get so involved in social activities that they forget about what they are trying to accomplish. This is a good time to move away from being quite so hands-on and begin to delegate tasks. Cross-training can be useful.

Performing

Now the team is beginning to mature. They have skills, know their own strengths and limitations, and have a good deal of problem solving abilities. By now they have figured out (perhaps with your help) who does what to make the team effective and they work well together. The challenge for you now is to keep them from becoming bored. You will use your delegating and coaching skills to keep people engaged and active.

Finally they've arrived! You have a team who really are capable of working on their own. Hopefully you have been celebrating team successes ever since you started working together. However, don't stop now. They still need to feel appreciated. Encourage them to do some self-evaluation and some work evaluation to see if there are things they can do even better. Continuous suggestions for improvement should come from this group.

A word of warning: Group dynamics are never static, so don't ever be fooled into thinking your battle is won. If a new member joins the team, or their roles change, you may find your group right back in the storming stage again.

Adjourning

When the group has formally finished working together, or when things are winding down naturally, the group will disband. Celebrate successes and achievements, and then bring the team to a close. Alternatively, if this was not a successful team, the group should evaluate what went wrong, and use the lessons for later projects.

Even if the same group is to work on future projects, they will still need to go through all of the stages, although they will likely form and storm very quickly.

Nurturing Teams

What can you do as a leader to move your team through each stage?

Forming

Storming

Norming

Performing

Adjourning

Important Factors in Team Development

Commitment

Members of the team can set their personal aspirations or ideals aside as part of their commitment to ensure the group goals are achieved.

Trust

Team members have solid relationships with one another. They also have faith that each member of the team will honor commitments and wholly support one another while working in a predictable, consistent way.

Purpose

The team has been oriented to understand their roles, level, or ownership, and see how they fit into the overall strategic plan for the organization.

Communication

Teams that communicate well save a lot of time by handling day to day exchanges as well as managing conflict, making decisions, and leveraging strong relationships to get their work completed.

Involvement

By its nature and title, team work means that everyone has a role and commits to working as partners, despite differences they may have.

Process Orientation

Process orientation helps the team to work together. Processes can include problem solving methods, planning techniques, meeting schedules complete with agendas and minutes, and a defined conflict resolution method.

Team Problem Solving

Armed with the information you have about your role as a leader and your team and how they might develop, think about some of the issues that you are dealing with as you work with your team. **Write down one concern, difficult employee, or difficult situation, that you are comfortable sharing with your colleagues in this room.**

Now, take five minutes to describe your situation and get some feedback from the other participants.
