Team Building as an Organization Development Strategy

Dr. Orok B. Arrey[1]

[1] Department Of Business Aministration Federal Unversity Wukari Taraba State Nigeria. Email: Orokbonifacearrey@Yahoo.Com P.O.Box 371 Wukarl Taraba Sta

---

Abstract

An organization as it implies is a social system deliberately established to carry out some definite purposes. It consists of a number of people in patterned relationships. There need for team training to enhance the team building experience. Team building is the process of helping a work group become more effective in accomplishing its tasks and in satisfying the need of the group members. If we look at the university as a social system then a strategy of change must aim at changing the entire system - not merely part of it. A strategy for creating greater impact is to expose an organizational team to simultaneous training. The people and problem are still there the same communication blockage the same clinging to traditional values and the same little groups here and there with one intention or the other which is to keep the system in its homeostatic steady state. This paper focuses on one of these families of organization development which is team building.

Index terms—

Introduction n organization as it implies is a social system deliberately established to carry out some definite purpose. It consists of a number of people in patterned relationships. All human organization resembles each other, so closely that much of what is learned by managing one organization can be applied to managing any other organization. Every organization has: i. Antagonist. ii. A table of organization. iii. A set of formal rules partly determined by informal rules. iv. Procedures of adding and removing members. v. Utilitarian objectives used in the organizational programme. vi. A history and special vocabulary. vii. Some elements folklore. viii. Friends. ix. A roster of members.

x. Collective identity. xi. A program of activity and a time schedule to go with it. xii. A symbolic object used in the organizational programme. xiii. A territory and a method of placing members with in that territory according to their relative importance.

Every organization has a division that allocates specialized tasks to its members and a status order that awards them unequal shares of authority, honour and influence. Each of these is an organization in its right and has all of the normal features described above.

Some sub-organizations are departments of the present organization. Some are illegitimate factors of it. Some are formally independent of the parent organization like a local union is a factor or attached to it temporarily, like an orchestra lined for an evening. It is quiet impossible to manage a large organization without occasionally offending, damaging or destroying some of its sub organizations.

A change is a must for any organization. An organization that does not change is sure to stink and die away. All change process consists of three steps: i. Infreezing.

ii. Moving.

iii. Refreezing.

1 II. What is rganizational evelopment?

Organizational development is the process by which behavioral science knowledge and practice are used to help organizations achieve greater effectiveness, including improved quality of work life and increased productivity. It focuses upon human resources and their motivation} utilization and integration within the organization.

Organizational strategies} structures and process for improving an organizations} effectiveness; These three steps can be taken by anyone within the organization, but when it is impossible, the assistance of an organization development practitioner is sought. The organization development practitioner is then capable of using any of the organization development strategies and steps.

v. Organizational development applies to an entire system.

vi. Organizational development is a more adaptive strategy for planning and implementing change than it is blue print for how things should be done.

2 III.

Background Literature IV.

3 What is Team Building

Team building is the process of helping a work group become more effective in accomplishing the task and in satisfying the needs of the group member.

Team building as it implies, is the process by which differences in organization are ironed out through sectional solutions of misunderstanding within vertical groups and horizontal groups and intra-vertical and horizontal groups of such organizations.

The analogue of a football team, hockey team and other teams could be used. A team is a group of players working together to win matches. This end in view is possible if they will work with the "team spirit", good feeling of those members working together, as a team.

It is also a group of activities designed to enhance the effective operation of system teams. It may relate to task issues, such as the way things are done, the needed skills to accomplish task, the resources allocations necessary for task accomplishment or it may relate to the nature and quality of the relationship between the team members or between members and the leaders.

V.

4 Presentation Structure of Organization

Problems of structure are a recurring theme. Structure could be in the form of linkage levels and bonds, Hiere observed that structure directly and hypothesized concerning forces playing on it. Repaceport provide is a situation in which it is possible to study both structures and process as variables. In doing so he raises a fundamental point about the linkage of individuals for communication in problem solving groups. He points out that in dealing with communication among linked individuals, we have tended to see the information theory of "bits" developed for communication engineering.

Bakke (1959), spells out the Bonds that join the organization together are: i. Organizational charter.

ii. Basic resources-people, ideas, capital, material and nature. iii. The essential process -identification, perpetuation work, flow control and homeostatic

The bonds must be kept constantly at equilibrium for the achievement of the organizational goals and objectives. This is the ideal, but it is never so all the time. It is people who make ideas, take decisions about capital, purchase these materials and manipulate nature for what is good for the organization. This same people make mistakes, disagree and change the climate of the organization either in favour or against the attainment goals. Which change as a necessary feature of any corporate success, culture must be taken in account to prevent unnecessary upheaval within an organization; managers should judiciously manage their organization's culture when they could rent the following circumstances;

1. Opportunities to diversify.

5 Strategic changes-strategic

3. Increase rate of growth 4. Conflict management between groups in an organization or between the organization and outside agency.

Culture as defined by **??**chien (1983), is the pattern of basic assumptions, that a group has invented, discovered or developed learning to cope with its problems of external adaptation and internal integrationa pattern that has worked well enough to be considered valid and therefore, to be taught to new member as the When an organization is just formed, it has no "culture", There are policies, strategies and objectives stated in formal documents-chartered organizations but until theses are put into action culture cannot exist.

Change means growth, and since there is life there Is growth, for the sustenance of the organization, growth must be properly understood by the organizational development practitioner as development formation in terms of systematic orderly sequence.

Development may be in the form of progression or regression. When the growth takes the form of progression, people tend to feel happy and complacent. But when growth takes the form of regression, the organization tends

to erupt and this is the time known as crisis period. Organizational development intervention is necessary at the crisis stage as much as any other time.

It is necessary to spell out what is meant by groups. There are two types of groups; i. Formal and ii. Informal.

6 VI.

Types of Groups in Organization's Formal Groups

Formal groups are created in other to fulfill specific goals and carryon specific task which are clearly related to the total organization mission. Formal groups can be of two types, based on their duration.

Permanent formal groups are bodies such as the top management team work it's in various departments of the organizations. Staff groups providing specialized services to the work organization, permanent committees and so?

Temporary formal groups are committees or task forces, which may be created, to carry out a particular job which once the job is carried out, cease to exist unless some other task is formed for them or unless they take an informal functions.

An organization may create a committee or study group to reveal salary policy, to study the relationship between the organization and the community, to try to invent some proposals for improving relations between the union and management to think of new products and service, and so on. Temporary formal groups may exist for a long time. What makes them temporary is that they are defined as such by the organization and the members feel themselves to be a part of a group which may at anytime go out of existence.

7 VII.

8 Informal Groups

There are three informal groups. The first is horizontal cliques. By this, it means an informal association of worker, managers or organizational members who are more or less of the same rank, and work in more or less the same area.

A second type, which can be called vertical clique is composed of members from different levels within a given department. For example in several organizations studied, we found groups that consisted of a number of workers, one or two foremen, and one or more higher managers. Some or the members were actually in superior-subordinate relationship to one another, they need each other to accomplish goals. For example, such groups often serve a key communication function both upward and downward.

The third type of clique can be called a mixed group. This will have in it members of different ranks from different department and from different physical location such as clique may arise to take care of the organization. For example, the head of manufacturing may cultivate a relationship with the best workers in the maintenance department in other to be able to shortcircuit formal communication channels when a machine breaks down and needs immediate maintenance work. On the university campus, we have seen the group of informal groups which consist of students, faculty and higher level administrators to work on problems that the outside organizational contest maybe an important basis for the formation of such clique.

9 Global

10 Hellriegel and Slocumwoodman 1986

From the diagram the process of team building is in a circle. It starts by the identification of the problem. Members of a work group diagnose how they work together and plan changes that will improve their effectiveness. Team building involves work-group members focusing on one or more of the following; 1. Setting goals or priorities for the group. After identifying the problems, the group goes about collecting data, by these is meant getting together to ask questions on what is responsible for the problem. They needed activity is diagnoses-the question "is the cause of the problem human or material?" is answered next in planning ways and means of solving the problem and making the group. Cohere for progress, growth and efficiency implementation of planning is next and evaluation of the implementation, which is sometimes referred to as monitoring follows. This is a circle. This method has been used to solve problems in organizations e.g. team building in a federal agency.

The two basic underlying objectives of every planning organizational changes are; i. To improve the capacity or ability of the organization to adapt to changes in its environment and ii. To change pattern of employee behaviors.

IX.

11 Recommendations

i. An organization is a social system deliberately established to carry out some definite propose. ii. What is learned by managing one organization can be applied to managing any other organization.

iii. There is also a need fro team training to enhance the team building exercise.

iv. Team building is the process of helping the work group to become more effective in accomplishing its tasks and in satisfying the needs of group members.

v. Also strategy is for creating greater impact to expose an organizational team to simultaneous training.

IX.

12 Conclusion

An organization as it implies consist of a number of people in patterned relationship. Training is necessary in organization to enhance the team building exercise. It is more effective to accomplishing its task and in satisfying the needs of the group members.

We must aim at changing the entire system not part of it. Eventually, every part of it. The people with their problems are still there, little groups here and there with one intention orb the other which is to keep the system in its homeostatic state. [1] [2]

Figure 1:

[Christopher ()] H Christopher . *Philosophy of Leadership*, 1935.

[Davis ()] *Human Behavior at Work Organization New York*, K C Davis . 1980. Macgrauhill Publication Company.

[Heliriegel ()] *Instructor's Resource Guide to Accompany Organizational Behavior 4th edition*, S W Heliriegel . 1986. West Publishing company.

[Edger and Thomas ()] *Organization Development and Change*, E H Edger , G C Thomas . 1985. St. Paul; New York: West Publishing Company.

[Schien] 'the Individual, the Organization and the Career. A Conceptual Scheme'. E H Schien . *A Journal of Applied Behavior Science* p. .