Building on teams for organizational improvement and development

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Abstract
In today's world for an organization to survive the importance of Team work is very crucial and how organization is using it as a tool to enhance the output. Each and every organization set up consists of both formal and informal organizations to complete an assigned task or an objective/goal. Now a formal organization in layman's term means that it is authority approved responsibility with proper clear division of work and clear segregation of hierarchical levels. On the other hand, informal organization is more or less like consisting of dynamic behaviors' and various activity patterns within the formal structure only but due to various human bonding and interactions. Now between these formal and informal organizations also there exist the concepts of "Group" and "Team". In a group basically people join as they feel a sense of comfort by being surrounded with comparable values and common mindset and this group also gives people a kind of informal status which can make these people feel important and secure. Now within groups also there is segregation between "Formal Group" and "Informal Group" where formal group means it is a group created by organization to achieve certain objectives and goals where the group normally gets full support from the organization. In informal group there the member's makes connection out of natural attractions which share common interest and these groups are not recognized by the authorities. According to Belbin, he gave nine team roles which if the managers while building a team follow as a responsibility to be followed by each member then it would add greatly in building a successful team; the roles represent tasks and functions in team activities. This paper will extensively discuss in details the importance of team work and also the relevance of group in order to achieve the organizational goals and how organization in using "Team Building" as a tool for Organization Development also how to enhance team and group effectiveness. The paper would conclude in terms of crafting some case-based description towards employing the notion of groups and team as OD interventions towards organizational augmentation at large.
Keywords: Team building, Group, Team, Organizational development, Group effectiveness, Interventions, Training, Operative, Behavior.

1. Introduction

For survival in today's world from an organizations point of view; the well-being of employees and staff is of utmost importance as they are the ones who are driving the business and helping to generate revenues. So organizations also are developing their various strategies based on the well-being of their employee's keeping their point of view in mind. Now with this we should also understand that the employees in order to create a sense of belongingness with the organization and for a common acceptance and also for being surrounded by common likely mindset and values they do interact with their peers trying to form a formal and informal relationship where they normally share and discuss about various topics either related to organization or on matters outside the organization. Now as per management concepts these are mainly formal groups and informal group within an organization.

Formal groups in layman's terms mean a group of people which is created by a formal organization in order to attain a particular set of goal or objectives and in return they will be receiving full support from the organization in order to complete the given task with the existing group members as set by the organization. Now within Formal groups also there are various segregations or forms of groups which are like;

Functional Group- It consists of a manager and his/her subordinates working towards a common goal or objective. In case of formal organization each of the departments can be tagged as functional groups.

Operational or Task dedicated Group: These kinds of groups are solely created in order to complete a particular task by the group members. Again the members are choosing by the authorities and once the task is done' normally the group is disbursed.

Self-Managed Groups: It is a type of group which has to achieve a certain goal or an objective without being continuously monitored by the higher levels. They are the ones who themselves only set their working formalities and the way to achieve them with their own sets of rules and regulations as they are governed by a sense of solidarity.

Project Teams: Nowadays in every organization to complete a project, people from various domains come together with their expertise in their own field to complete the given assigned project within a particular time frame. So all though the people in the project can be from various domain but on whole they work as one single unit.

Now talking about informal groups it is first and foremost not recognized by the organization and doesn't represent any unit officially. However, the people in an organization form these informal groups out of natural attractions towards their peers for social reinforcements and other benefits. Here also they keep and share the organizational goal and objectives.

The various segregations here are like: Groups sharing common interest or likes as a result people sharing the same thought and likings tend to come together. Group of Support which is done like people supporting and collaborating with each other during their needs and in times of help when it is required and lastly comes Virtual Group where through the help of social media and internet people are getting connected. As we all know in today's organization employees are working remotely from their homes across the globe as a result they can't meet face to face in person as a result they are keeping in touch through these digital media platforms only.

After taking these two types of groups when a group be it formal or informal starts embarking upon a continuous process of self-evaluation and improvement in lieu with the organizational goals and objectives in order to increase their own effectiveness. It can be assumed that it is trying to develop in a team building process.

Now as per Belbin (1981) he discussed the nine types of roles which the budding managers while building their own team is advisable to keep in mind. As each of these roles can be performed by each of the team members. They are like Coordinator who is mainly responsible to see that all are able to contribute during the discussion and decision making time in a team.

They are the ones who coordinate in a group. Shapers are the ones who are very dynamic, loves challenging work and basically thrives on pressure. They are the ones who doesn't hesitate to push forward their own point of views. They are the ones who normally after hearing various aspects of a discussion comes out with something feasible to work upon and make the team go ahead with it. Plant are the ones who might come out with original ideas and can challenge the traditional way of thinking but at times their point of views can be little difficult to achieve in real world scenario. So basically their strength lies in actually putting forward the bright new ideas upon which the discussion can go around regarding the feasibility of that idea. Resource Investigator is the person who is very strong with their contacts and network and is quite adept in bringing useful information's from outside. Implementers are the ones who love to think practically all the aspects of a particular idea regarding the goal achievement. They come out with logical and practical approach which can be feasible by the team to achieve. They basically turn radical ideas into logical feasible workable solutions. Team worker are the ones who knows about the team needs and concern. He/she is concerned about the well-being of the team in all aspects so that a holistic relationship prevails. Complete Finisher is the one who drives the deadlines and make sure that they are achieved. They are very meticulous and analytical in their approach and do has a keen eye towards every bit of flaws. Monitor Evaluator is the person who tries to see all the options and aspects and judge it accurately. They think from strategic point of view and do have the ability to judge situations accurately and lastly Specialist is a person who provides specialist skills and knowledge and does not normally carry a whole picture mindset.

2. Team Building as a Tool for OD

We know that an organisation is a system which is deliberately established to carry out certain functions and objectives and it consists of people who as a team carry out these functions and objectives. It becomes very important for the team to have proper knowledge and know how to carry out the given tasks and responsibilities and for that a proper training is required. The process of Team Building is a method to make sure that the team is becoming more effective in accomplishing a given task. So the team along with the organisation moves hand in hand in order to accomplish the desired level of output or the goals.

Organizational Development is basically a process in which the behavioral science knowledge is practiced which directly helps the organization to reach greater effectiveness with proper work life balance and with a much greater productivity. So in order to build a strategy for a proper organizational development it becomes very essential that the people in it are considered as one of the most important factors; their emotions, keeping them motivated and their proper utilization remains as one of the most important aspect in building a strategy.

Now in order to build a team, the organisation must understand that in a team also there are segregations like Formal Groups and Informal Groups. Formal groups are created in order to accomplish a specific goal or a task which is further divided into Permanent Formal Group consisting of the top management working in various departments and Temporary Formal Group whose job is to carry out a particular assigned job and after the job is done it ceases to exist unless and until some other job is assigned to them. Informal Groups are three types which are "Horizontal Cliques" which is basically an informal group of managers and workers of the same rank and working in the same area/department, "Vertical Clique" is basically composed of different employees from various ranks and levels in order to complete a given set of task, "Mixed Group" will have members from various rank and from various department and across different places in order to take care of the organisation as a whole.

So while building a strategy for organizational department all these different types of groups within an organisation their belief and interests have to be kept in mind and accordingly their training and development plans have to be formulated.

3. Operative Team Building at Work

Team is actually a group of people working to accomplish a given goal with proper responsibility. According to Fajana (2002) he stated that a teamwork is an amalgamation of various resources and other inputs working in harmony to achieve the organizational goals where each and every member knows about their contribution to goals, challenges in the organisation must be equally faced and handled by all the team members and there should be continuous incremental improvements. According to Katzenbach and Smith (1993) they also stated that a team consists of small number of members where each of them should know clearly about their performance goals and should hold mutually accountable in case of any challenging situations.

The major objective of Team Building is to enhance a proper mode of communication with the participants and the various stakeholders in the organsiation regarding the goals, objectives and various key performance metrics which will indirectly lead to increased productivity and creativity in the organisation due to a proper way of communication. Another objective could be to set proper and clear work objectives and to maintain a climate of cooperation in between the team members and the employees in the organisation. Eventually all of these will lead to higher job level satisfaction and commitment.

As per La Fasto and Larson (2001) he proposed five dynamics which are very essential in order to build a proper operative team building at work which are as follows like "Team Membership" where it is a collection of experienced individuals with problem solving abilities and know how to mitigate the issue in case of any problem, second is "Team Relationship" where each and every member is to give a proper feedback and also receive the same from other peers and colleagues, third is "Team Problem Solving" which implies that team effectiveness is depending on the focus of the team and their individual clarity on the same. Fourth is "Team Leadership" when the leader should be focused on goal and competent enough to build confidence amongst the team members and the other stakeholders, setting the priorities and managing the performance and lastly "Team Success" it is all about the climate and culture of the organisation which is at par with the team behavior. So to build a proper operative team building such aspects should be taken into consideration.

4. Teamwork Training and the effect on Team Behavior

Now in current situation it is very important that the team is enhanced and up to date with the required skills and knowledge through a proper training program from time to time which will in return build the self-confidence and eventually lead to group effectiveness.

Team training is a kind of a formal effort by the organisation to impart up to dated knowledge to a particular team member to make him competent with the regular updates and changes in the industry whereas in Team Building it is a holistic approach to change the entire process of the team making it far more easy for others to understand the system and the know how in an easy manner.

Initially it was cited by (Foushee, 1984; Helmreich and Foushee, 1993) that mostly the team training techniques have been developed and used by the military and the commercial aviation industry at large but now with modernisation each and every day it has percolated to all sectors of the industry as everyone understood the importance of the same.

Now as per McEwan et al. (2017) in their research article they have found out that few training programs have been found out to be important in imparting a holistic training approach towards effective team building. Cross training, various forms of simulation based training and team adaptation- coordination – CRM training have been found quite credible as the most effective team training modes. Thus in order to increase the team effectiveness it is very important that such activities are done and carried out at regular intervals in order to create that sense of belongingness in the organisation where each and every stakeholder of the organisation will

know the importance of their roles and the effects of that role if they fail in any way. So to build the confidence levels training and development becomes one important approach.

5. Case Studies
5.1. The Dhofar University Case
In the year 2017-18 there has been a research work done on the faculty members at Dhofar University, Sultanate of Oman where the main objective of the research was to see the impact of teamwork on occupational performance. The researchers wanted to see that the effects of teamwork on the faculty members at the Dhofar University and their individual performances and also to see that which are the factors which is affecting the outcomes at the end.

During the research it has been observed that several factors like concept of trust and leadership, structure of the organisation, performance and timely evaluation, rewards and recognition all have proved to be important factors in building a proper teamwork function as a whole. The researchers followed a descriptive research approach with a sample size of 100 respondents. To collect the primary data questionnaire was used and purposive sampling technique, convenience sampling technique were implied on the respondents in order to select the respondents based on their expertise level, their ability and willingness to answer. After collecting the data, the researchers used quantitative data analysis through correlation and annova in order to find the relationship between the independent and dependent variables.

Findings: The research revealed that teamwork, leadership, structure, trust and rewards recognition does have a significant impact on the performance of the faculty members where Teamwork happens to be one of the most crucial element in determining the overall performance in the university followed by trust amongst the team members, effective leadership and structure, proper rewards and recognition with appraisals.

5.2. A Case of Successful Teamwork
Case Study taken from "Successful teamwork: A case study by PinaTarricone and Joe Luca; Edith Cowan University, Perth, Australia"

Final year students enrolled in the Interactive Multimedia course at Edith Cowan University are required to develop skills and expertise in managing the design and development of client web sites. The unit IMM 3228/4228 – "Project Management Methodologies", uses teams of four or five students to utilise their specialist skills to meet a "real need" for an industry client. Team roles include programmers, graphic designers and project managers. There were 82 students (20 teams) completing this unit. The aim was to have students experience project management issues that occur when dealing with "real" clients in "real" projects and was heavily focused on teamwork and problem solving. The environment was based on the learning principles of authenticity, self-regulation and reflection (Luca & Oliver, 2001).

Features included student contracts, journals (for self/peer assessment & reflection),
"Conference Centre" for problem solving, bulletin boards, time management tools, syllabus and assessment materials, lecture notes, legal/QA templates, relevant URL's, web sites and assignments developed by previous students and a student details database.

Findings: It has been found out that the two teams which were selected for the investigation there one team has shown a highly successful teamwork in building and developing a quality product where all the team members collaboratively contributed equally while the other teams faced several problems and at last got split.

The reasons for the first team to be successful was that they were not pre occupied with their personal issues while in the project as they facilitated and nurtured a positive relationship and environment within the organisation, they were strongly motivated and during their problems each and every member respected each other and supported them and whenever they faced also any problem they were open for discussion which was in the form of healthy communication.

While in the other team all the members were not highly motivated as some of them had shown high motivation to deliver the assignment while others were just there to complete it somehow, secondly some of them were so competitive that they completely ignored their fellow team members and ignored the help to other members as a result of which the team gave very little support to each other during their difficult times and the team members couldn't realise also that by this they were actually upsetting their peers in the team. It was also observed that this team was formed in a haphazard way as a result of which there were very less productive discussions in the meetings and some of them even considered the meetings as a waste of time. So from the case study we can clearly understand here that how important are the attributes or the factors in determining a successful team which will be able to deliver the given assignment in a collaborative way and every time a team is being formed the attributes must be taken care of.

6. Conclusion

Based on the study it could be observed that in today's world an organisation consists of people in a patterned relationship and Training is considered to be a very important aspect in order to enhance the team building process. Now the organisation structure as a whole is very vast with managers, supervisors, the organizational structure, its culture and the process, so the process of involving a change in the organization through a proper team building by understanding the needs is itself a very complex process. So in order to have a successful team the important attributes like teamwork, leadership, structure, trust and rewards recognition should be considered by the higher level of authorities and in order to have a proper utilization of the same a planned training structure should be implemented from time to time so that all the stakeholders in the organisation are up to date with the modern developments happening around in the business world so that they can contribute in a better way fostering team culture and a positive environment.

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