

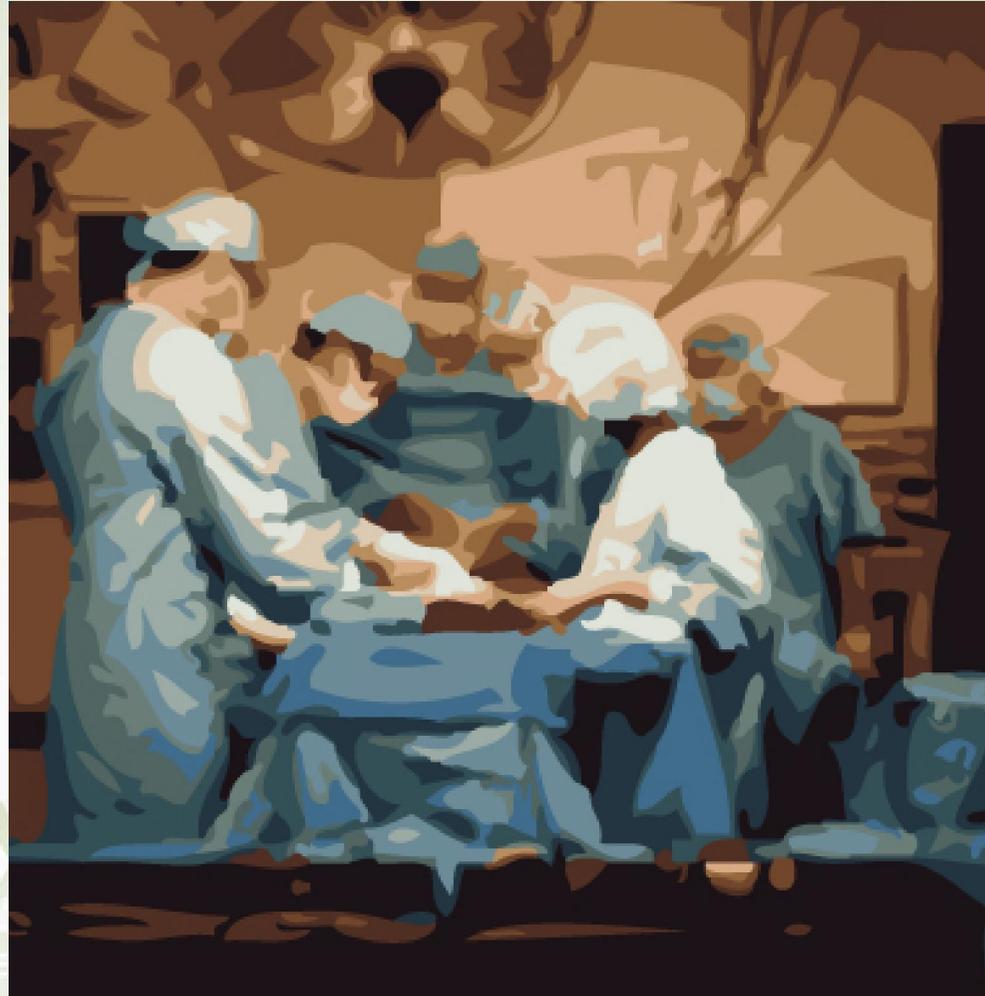
# Team Building



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“A team is a group in which individuals share a common goal” (Adair, 1986)

A team is distinct from a group when it has the following attributes:

- A common purpose
- Team identity
- Interdependent functions
- Agreed values which regulate behavior

These form the foundation of an effective team

Tuckman(1965) identified four stages of  
team development



# Stages Of Team Development



# 1. Forming

- Define purpose of team
- Discuss individual responsibilities, team processes and procedures
- seek active participation from all members

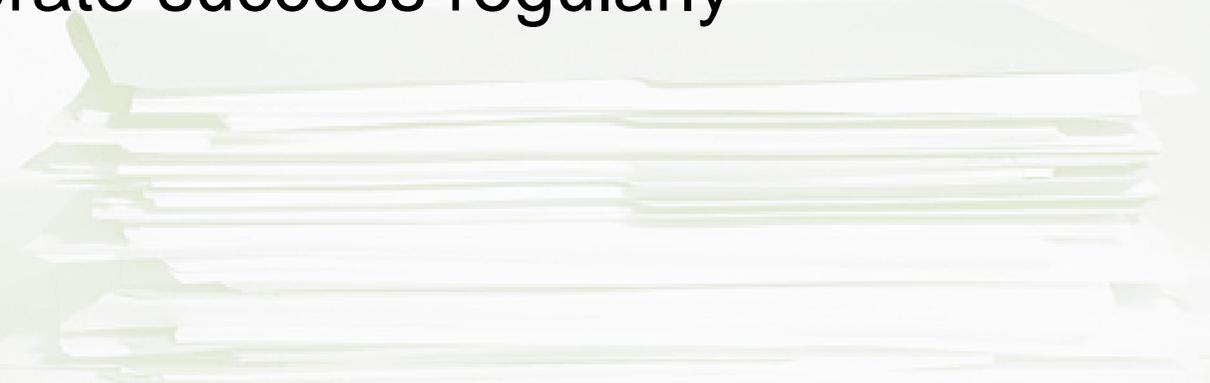


## 2. Storming

- Discuss what is hampering the team
- Manage emotions arising from the conflicts that maybe created
- Assess expectations and realistic targets of team members



## 3. Norming

- Monitor effectiveness of processes and procedures being used
  - Monitor progress regularly
  - Confront issues or problems in a positive problem solving mode
  - Celebrate success regularly
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## 4. Performing

- Continue to process the work of the team
- Take pride in successes
- Make maximum use of member resources



# What Makes a Successful Team

“A true team is a living constantly changing dynamic force in which a number of people come together to work. Members discuss their objectives, assess ideas, make decisions and work towards their targets together”. (Heller, 1998)



# An effective team must have

- A clear purpose
- Appropriate leadership
- Constructive climate
- Commitment to the team
- Clear roles and assignment of duties
- Effective work methods
- Constructive criticism
- Creative strength
- Open communication
- Team learning



# Aims of team building

The aim of team building is “to help people who work together to function more effectively in teams and to assist the team itself to work more effectively as a whole.” Moxon (1993)

**it's main concerns are:**

- Improving performance and results
- Making greater use of both individuals and team strengths and not depend on their weaknesses.
- Resolving problems about things which can and must be done and are also within the responsibilities of the team.

# These can be done by

- Diagnosing the current situation and identifying issues reducing effectiveness.
- Design and planning to define objectives establish team goals
- Discussion of action plan and coming to an agreement and a time frame
- Follow up
- Review progress and outcomes

Team building is an ongoing process for maintenance of standards, change and implementing improvements in order to keep up with trends and developments.

A leader should be a team player who encourages others to participate thus optimizing functions of the team and its members.

Show appreciation and recognize achievements of the group in order to build morale.

Provide coaching and support to junior members encouraging life long learning.

Provide constructive feedback to junior staff outlining progress and areas for development.

# Summary

An effective team is one which all members have agreed roles and processes . Relationships are based on respect integrity, honesty, fairness and mutual support.

In order for this to be achieved requires a strong leader who will lead by example. In addition to achieving the task, they are also responsible for maintaining and building the team and encouraging individuals to develop themselves.

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