

Fundamental Stages of Development through the Relevance of Team Building

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Abstract

There is a fast-growing precognition of team building that is sharpened by the technological capacity development of human resources in a technologically advancing world. As most organizations in the business world constantly evolve and strive to achieve competitive advantage in the market space, the relevance and role of team building becomes more fundamental and demanding. Teamwork elevates the trajectory and visionary inclination of organizations regardless of their sizes, successes and market dominance.

This study will examine, analyze and discuss team building in the view of its stages of development: Forming Stage, Storming Stage, Norming Stage, and the Performing Stage. It would lay out the strategic impact each stage has on the other. It would analyze; the adjourning team roles-Belbin, team roles, action-oriented role, shaper, implementer, completer, coordinator, worker, resource investigator, and the laws of teamwork. More often than not, most workers aspire to excel professionally in their chosen field of career. For some it is a personal goal and aim to achieve career excellence while striving and aspiring to reach higher heights of acclaimed privilege in the society and in their country at large. All of these intentions, aspirations and visions are personalized and individualistic until it meets a broader shared vision offered by the organization through team building, team collaboration and team role.

While team building requires the utilization of motivation, enthusiasm and a common sense of shared vision, ethical consciousness and moral responsibilities as means towards achieving a solidified and united team is also recognized. This identifies the presence of individuality and how that could be a hindrance, limitation and threat to the process of building and developing a team. Team building is a structured and functional system in an organization that aids the establishments of a definite purpose, creates organizational culture, and institutionalizes the visionary outlook and organizational advancement. Team building is the process of enhancing, developing and enriching the knowledge base of each team player in a workforce in order for each worker to be more effective in accomplishing the tasks and assigned duty to an acceptable degree of satisfaction that is needed for the organization.

Keywords: Team-building; Teamwork; Team roles; Team development; organizational intelligence; Law of significance; Purpose-driven; Capacity-building; Talent-management; Organizational development

Problem focus and question

The conceptual, and theoretical framework of team building is indeed a fluid and an elusive one, it is dynamically peculiar and situationally impacted by the internal culture and external influence in each organization. This makes it a uniquely applicable process that can only be implemented by each organization progressively.

This article would analyze the problematic challenges of the 5 stages that influences the team building process. How easy is the process of team building?

Study Hypothesis

Psychologically, as the implementation of team building varies from one organization to the other, it becomes evidentially clear to assert that a deductive approach would help to better understand more specifically the reasoning pattern and cultural strong holds in the organization. On the basis of this concrete analysis, this paper will put forward the hypothesis of the utilization of organizational knowledge as a supposed strength for team building through some organizational predictions.

Aim of study

The main purpose of this study is to recognize, identify, and acknowledge the relevance and organizational intelligence of team building. The challenging, fluid, elusive but advantageous process of team building. This study is envisioned to serve study guide and reference note to the reviews of team building through the structures and observed foundations in most organizations.

Study Methodology

The applied methodology of this study will examine how the theoretical analysis of the 5 stages of team building, implementation and success factors can help lay the foundation for organizational advancements through management systems that are ethically apt enough to create organizational successes.

Literature Review

Understanding Maxwell's assertion on the relevance and strength of team building; reaffirms and assures most companies of the business opportunities, business collaborations, and business developments that can be attracted if the principles of team building are embraced with enthusiasm, direction of purpose and urgency in most cases. Maxwell emphasizes the benefits and advantages of collective efforts, shared roles and collaborations through team building. "There is no (I am/I will) in team". The potential capacity of a team cannot be overemphasized. The successful growth, strives, struggles and competitive advantage of any organization regardless of the sector is fundamentally owed to teambuilding, now whether that is acknowledged or not, it is an undeniable structural foundation that pulls an organization together. Although when teambuilding is recognized, identified and acknowledged to be the most important and most outstanding aim and means to the visionary goals of an organization it tends to achieve more, advance more and expand more. Teambuilding has never been observed or promised to be an easy process to the development of any organization but it is not too challenging or difficult to achieve.

It takes the recognition of its relevance and the significance of teambuilding to begin the enduring process of forming the strength it requires to solidify the culture and demands for organizational advancement. Although this can be a long process to achieve but most organizations strive to achieve it and the result is always gratifying Maxwell, J. C. (2013). Dr. Belbin has for many years now, studied and researched the teambuilding culture and the various processes of developing, enhancing and empowering team spirit by most organizations. He affirmed that the struggles and success of team building lays majorly on the dynamic strengths of team-role. He claims that the role of duty in the high-performance of a team player can be a threat to the entire team if an interruptive change occurs. After studying and researching most organizations the conclusion was profoundly proven that, the sharing of knowledge through roles and duties, collective collaboration, and collective execution of duty stands most accurately creates a greater chance that sustains and solidifies the growth of teambuilding Belbin, R. Meredith (2003).

The conceptual analysis of the complex interactions, engagements, level of involvements, work ethics and commitment to duty has for more than 2 decades now been the interests, focus and passion for Dr. Belbin, He has had a profound study on the dynamics and ever-changing complexity of interpersonal work styles and patterns. His concluding assertions are that it is not the qualifications, and experience of an individual in a company that solidifies a team, but perhaps more so; it is the complementary mixture of its interper-

sonal styles patterns and approach to work through the execution of tasks and responsibilities Belbin, R. Meredith (1996).

Team building

Team building is the act of converting a team of individual contributing workers into a cohesive team. However, team building is a structured act planned to enhance or advance working relationships and team performance like issue solving, decision-making and dispute resolution that allows the team to defeat any obstacles hindering the objectives or progress of the organization. A team is a group of individuals arranged to work jointly, interdependently and collectively to achieve the needs of their clients by fulfilling their motives and objectives.

A team is formed when people with identical values, personalities and interest come together to work for a general course or goal. Everyone imparts in the same manner and carries out their part to the best of their ability in order to accomplish the organization's objectives and motives. Team members aspire to reach the prospects of others and fortuitously acquire the designated duties. No team performs well except and until everyone in the team is attention orientated and committed. Working together towards a general objective in an organized and collective fashion results in efficiency.

Stages of Team Development

Team development is the act of learning to work jointly and successfully. Study has revealed that team members undergo categorical stages during development. Bruce Tuckman a Psychologist in 1965 mentioned that teams encounter five phases of development such as forming, storming, norming, performing and adjourning. These five stages begin at the time that a team initially meet up until the conclusion of the event. Bruce Wayne Tuckman first developed the first four stages of development and published them in 1965. His study named "Tuckman's Stage" was formed on studies he carried out on team vitality. He was of the notion that for a team to improve to the level of performing proficiently together and yielding increased valuable outcomes, these stages of development must be upheld. Tuckman together with Mary Ann Jensen in 1977, included a fifth stage to the popularly known four stages of development and it was named "Adjourning". At the Adjourning stage, the process towards teambuilding indicated that the team is finishing up the recent task and will be connecting other teams and moving on to other future jobs.

Team advancement through the five stages is shown in the following diagram.



Almost all high functioning team members undergo the five stages of team development. It is indeed an incredibly rewarding and gratifying process from endurance to see how most previously striving organizations are now excelling as a result of teambuilding.

The five stages of team development

Stage 1: Forming

The “forming” stage happens when the team initially meets each other. In this first meeting, introduction of each team member is made. In this stage, the team has just been presented and everybody is really respectful and nice. At the beginning, most are eager to begin new things and get to meet the other team members. This stage is very akin to orientation day for fresh students in the university or new employees on the job.

The team members disclose information about themselves, values and experience and then create understanding of each other. They receive explanation on the tasks they will be performing, deliberate on the aims and motives of the task and begin to ponder on the duties they will discharge on the teamwork.

Although in this formative phase of the relationship amongst workers they may not have started working on the task, but they are seriously reasoning with each other and planning ways or how they will work jointly. During this first stage, it is paramount for the team leader to be very explicit about the objective of the team and provide straight forward instructions concerning the task.

Stage 2: Storming

As the team starts functioning jointly, they proceed into the “storming” stage. This stage is inevitable; all team members particularly a new member who has never worked jointly prior to, undergo this part of growth as a team. In this stage, there is competition as the team members compete with each other for placement and confirmation of their notions. They have diverse ideas on what should be performed and how it should be performed which results in dispute within the team. As they advance through this stage, with the direction of the team leader, they learn how to resolve issues collectively, work equally as an independent and united team and satisfy duties and responsibilities within the team. This is considered a tough stage to undergo for team members who do not like dispute.

The team leader is required to be skillful at assisting the team during this stage to ensure that the team members learn to pay attention to each other and accept their variations and ideas. This involves preventing a team member from dominating all communications or activities in the team. The team leader is required to train some team members to be confident while the others are trained to be excellent and attentive listeners. The storming stage is the hardest and faultfinding stage to undergo. It is a phase distinct for dispute and rivalry as members display their characters. The functionality of the teams is seen to reduce in this stage since time and effort is devoted into unnecessary tasks. To successfully pass through this stage, members should work to conquer impediments and embrace individual variations as failure to resolve disputes can cause long lasting issues.

Stage 3: Norming

Slowly, the team members proceed to the norming stage. It is at this stage that individuals begin to reconcile their disputes, recognize co-workers’ ability and regard the power of the leader. Since the teams are now well acquainted, they can start mingling and ready to ask one another for assistance and offer positive results. The members form a good dedication to the objectives of the team and begin to make good improvement about it. There is usually a delayed extension between storming and norming since as novel projects surface, the team may deteriorate back into a personality from the storming stage. As the team progresses into the “norming” stage, they start to function more proficiently as a team. They are no longer moved by their individual motives, instead are concerned by establishing a way of functioning jointly.

In this stage, the team leader may not be as engaged in decision making and solving issues because the team members are functioning well jointly and they can discharge more duties in these areas. However, periodically, the team leader may show up to assist if the team is trapped on any matter.

A successful attempt to move through the storming stage denotes that a team has explicated its motives and plans for acquiring its objectives. Then the team changes to a stage centered on establishing divided up values about how team members will function jointly. Team accomplishment increases this norming stage as members learn to collaborate and commence focusing on team objectives. However, the peace and harmony is uncertain, and if conflict arises the team can revert back into storming.

Stage 4: Performing

The team is performing at a very high level and they focus on accomplishing their objectives as a team. The team has reached the point where they all know themselves well enough to trust, obey and depend on each other. Some teamwork participation ends at the Stage 3 (Norming) as not all team members make it to the performing stage. The greatly functioning team performs in the absence of faults, as the members have become dependent and believing of each other. The team is exceedingly encouraged to get the work executed. They can make engage in decisions making and resolve issues fast and well. If they clash, the team members can work through it and arrive at an agreement without disturbing the job of the team.

During this stage, the team leader does not partake in decision making, solving of issues or other related acts including the daily job of the team. The team members function well as a team and do not involve in the faults that are inherent in the other stages. The team leader will continually supervise the advancement of the team and appreciate significant accomplishments within the team as the leader continues to perform in togetherness. Although at this stage, there is tendency for the team to regress back to another stage like the storming stage if a new member joins the team or an old member starts to work independently.

Stage 5: Adjourning

In this last stage of adjourning, the project is approaching conclusion and the team members are moving off into diverse directions. This stage views the team from the angle of the success of the team instead of from the angle of directing the team through the initial four stages of team development.

The team leader endeavors to create time to appreciate the progress of the team project and adopts some good exercises that can be used in future. At this stage, the team is offered the opportunity to express farewell greetings and well wishes to each other in their next pursuits in life. It is of certainty that any group that made it to Stage 4: Performing stage will stay in touch with each other as they have become a much unified team and there will be feelings of unhappiness as they disconnect and move on to other tasks unaccompanied. Majority of the teams' objectives are achieved at this stage and attention is on concluding the last tasks and recording attainments and outcomes. Team members could be re-appointed to other teams as the tasks of the initial teams reduces. In a situation where the team has continuous tasks, members could be replaced by new members and the team can return back to a forming or storming stage to redo the development stages.

Team roles-Belbin Team Roles

A well-known team role study was recommended by Belbin in 1981. Belbin thinks that each of us hold a form of behavior that qualifies one person's personality in relationship to another in assisting the advancement of a team. R. Meredith Belbin introduced the nine-team roles from a research performed at Henley Management College. He came up with the team roles after viewing the personalities of individuals within a team. The team roles comprise of three categories: Action-oriented roles, People-oriented roles and Thought-oriented roles. Teams formed on the grounds of Belbin's categories are proficient in accomplishing their goals since there are no absent characteristics in the team.

Belbin's team roles are Shaper, Implementer, Completer or Finisher, Coordinator, Team worker, Resource investigator, Monitor-evaluator, Specialist roles and Plants.

Action-oriented Role: Shaper

The shapers' role is performed by people who are vigorous and appreciate oppositions in a team. Instead of calling it quit when faced with oppositions, the shapers retain a constructive rational personality and seek to achieve a way to conquer the opposition affecting the team. They are extroverted with excellent interpersonal conversational qualities and act on encouraging other members of the team.

Action-oriented Role: Implementer

The Implementers literally gets things done in the team. They are experimental, proficient and orderly. They help change the notions and theory into substantial plans. The implementers are relatively inflexible and slow in embracing adjustment due to their conventional quality.

Action-oriented Role: Completer/ Finisher

The completers/finishers have consideration for specifics. In the team, they are addressed as the perfectionists since they usually find the faults and make sure that the team complies with due dates. They are tidy, nervous and concerned with the smallest form of an issue. Finishers are not big fans of delegating tasks, they prefer to be overburdened with work than to delegate or assign their tasks to others in the team.

People-oriented Role: Coordinator

The Coordinators are known for obtaining conventional roles. They are fully fledged, positive and good attentive listeners. They are very good at delegating or assigning roles, but they could be cunning in the process of instructing the team about their objectives. Actually, they may over delegate assignments and assign nothing to themselves.

People-oriented Role: Team Worker

Team workers make sure that the team stays in unity. They work on settling disputes facing the growth of the team. They are very protective of the team members and well known within the team. Team workers rarely get involved in decision making because they hate to be sentimental instead they prioritize togetherness above decision making roles. They assist the team to stick together by using their diversity to recognize the task needed and execute it for the benefit of the team. Team workers are harmonious and insightful.

People-Oriented Role: Resource Investigator

Resource investigators are curious minded, keen and have great skills of pulling out of obstacles. Team members can easily associate with them because they are extroverts. Resource investigators establish external contacts and bargain for the team's course through their networking masteries. They think fast and are great at obtaining knowledge from people.

Thought-oriented Role: Monitor-Evaluator

Monitor-Evaluator are the judgmental thinkers in the team as they are more thoughtful and meticulous in character. They prefer to engage in express analysis of any matter instead of involving in decision-making. Monitor-evaluators do not possess the zeal to encourage the other team members and are known to lag behind in decision making roles.

Thought-oriented Role: Specialist

Specialists are workers that are expertise or skillful in a certain area. Their input to team work is restricted to their area of mastery. Their focus is to support the worth of their profession. They have less regard for the skills of others because they are so content with their mastery and that makes them. They are seen to be very relevant in the team because of their versed knowledge.

Thought-oriented Role: Plants

Plants are the inventive members of the team. They come up with actual means and notions that assist the team in problem solving or combating obstacles. Plants are introverted in character and have imperfect communication skills. They enjoy working independently. They approve of compliments but hate unfavorable reproofs.

The Laws of teamwork

Teamwork is important to every society - in families, companies, workplaces, social gathering and even sports, people form teams. Since teams are a group of individuals, the leader's role is to implement the right elements or "laws" to make a team perform steadily well. These laws depend on the leader's insight, because the leader gathers the team. In *The 17 Indisputable Laws of Teamwork*, Maxwell presents the key concepts of team building that are important for success in businesses, families, churches, or organizations. The 17 laws are listed below and discussed afterwards:

The Law of Significance

A team can do more than an individual as one is too small a number to achieve greatness. A person working independently rarely accomplishes anything of great significance. There is power in working together as a team of people.

The Law of the Big Picture

The objective is more relevant than the duty. Team members must be ready to lower their roles and individual agendas to assist the team vision. In seeing the big picture, excellently communicating the vision to the team, proffering the required resources, and employing the right people, leaders can establish a more unified team. Once the big picture is seen correctly, the team is served faster.

The Law of the Niche

All members have a place where they contribute the most value. Ideally, when the right team member is in the right place, everyone is at advantage. In order to place people in their proper places and completely utilize their talents and maximize potential, you need to know your players and the team situation. Tremendous things occur when all members on the team take the role that bumps up their potentials.

The Law of the Chain

The potentials of the team is affected by its weakest member. Any team is dependent on its weakest member. That was the occurrence in the Exxon Valdez tanker that went ashore off Alaska on March 24, 1989. As a result of that, oil spill became the most costly ecological calamity in U.S. history and cost Exxon its good position and about \$3.6 billion. Officials discovered that the calamity was the wrongdoing of the ship's captain.

The Law of the Catalyst

Winning teams have members who make things happen. These are the catalysts, or the get up and get it done people who are inborn talkers, zealous, gifted and skillful. These are people who take up the motivation to work, are accountable, kind and prominent.

The Law of Accountability

Team members should be able to rely on each other when the need arises. The expression for accountability is members don't work for each other; they work with each other to concentrate on a general course.

The Law of Communication

Communication is very vital in any organization or gathering. Conversation supplies activities in the team. Successful teams have

team members who are always communicating and listening to each other. From leader to team members, team members to leader, and among team members, there should be stability, transparency and respect. Communication enhances togetherness.

The Law of Mount Everest

When opposition increase, the need for teamwork grows. Concentration on the team and the vision should take care of itself. The right time to build a team is before opposition arises.

The Law of the Compass

A team that accepts a vision becomes attentive, zealous, and positive. The team is aware of its mission and does not deviate.

The Law of the Bad Apple

Bad personalities can mess up a team. Personality is vital for modeling the team's attitude. There is need for constant self-evaluation which starts with individual team members before examining the entire team.

The Law of the Price Tag

The team is not successful in attaining its potential when it defaults in paying the price. Sacrifice, time dedication, personal growth, and self-denying are parts of the price they must pay for the progress of the team. The fact is that every member must pay this price and continue to pay this price by placing the needs of the team above personal desires.

The Law of the Scoreboard

When the team is aware of its position, it can make improvements. The scoreboard is relevant for examining performance at any point and it is important for decision-making. Successful teams continue to change to better themselves and their placement. The team learns from the scoreboard what is happening.

The Law of the Bench

The bench is very relevant. Significant teams have significant insight. A team that desires to succeed must have good replacement and starters. Majority of successful people started as learners on the bench. Good leaders watch out for up rising stars. The victory of a supportive member can increase the victory of a starter. There are more members on the bench than there are starters. Disregarding majority of the team results in failure for the entire team.

The Law of Identity

Shared standards describes the team. The number of members needed will be determined by the kind of standard in place. . When everybody accepts the same standard, team members get linked to one another and to the team. Shared values define the team. Organizational standards impact and direct the team's attitude. Shared standards act like glue to hold people together during tough period. It is like a foundation that makes things steady and a ruler that measures functionality.

The Law of the Edge

Leadership stands as the difference between two skilled team members. A good leader can bring success to the team, bring standard, work culture and insight in the work environment. The leader can uplift the team by delegating assignments and power to perform vital assignments. They train team members to act their best at every given time. Leaders are required to learn fast and assist the members in learning. The more leaders a team establishes, the higher the edge from leadership.

The Law of High Morale

Nothing is painful when there is no success. If a team has high morale, they can tackle any challenges faced with. High Morale makes the team function at a maximum level. High Morale is the great magnifier, it makes everything seem well and rises functionality level. The team seems to gain high energy and it helps the team go through challenges that could stop them.

The Law of Dividends

Investing in the team intensifies over time. Make the choice to form a team, and determine who among the team deserves to be improved. Assemble the best team possible, pay the price to improve the team, do things collectively, delegate tasks and power and give benefits for progress. Improving people is beneficial. When everybody on the team is investing in each other, the gains are like those of intensified interest.

Study Result

The result from this study is envisioned to propel the idea that incentives and rewards could be a great tool to inspire individual players in a team, so as to enable, empower and encourage desired professional, ethical and progressive behavior in the teamwork.

Conclusion

The relevance of teamwork cannot be overemphasized or downplayed; it is the foundational strength upon which every organization strives to achieve success, advancement and development on numerous levels. It has indeed determined, threatened and tested the survival strength of most organizations. While teambuilding enriches and elevates the prosperity of the organization overtime it also assures and reconstructs the prospects of what is to be achieved, how it can be achieved, and ultimately through whom it would be achieved. This study was an analytical examination, and a discussion on team building in the view of its stages of development; Forming Stage, Storming Stage, Norming Stage, and the Performing Stage, as it viewed the layout, the strategic impact each stage has on the other. It also analyzed; the adjourning team roles-Belbin, team roles, action-oriented role, shaper, implementer, completer, coordinator, worker, resource investigator, and the laws of teamwork.

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