

(c) Team Building

Solution: Team building refers to shaping of the team for smooth functioning. Steven and Mary Ann Von have defined team building as any formal intervention directed toward improving the development and functioning of a work team. Thus, the process of team building aims at enhancing the effectiveness of a team. Pareek Udai has suggested following approaches for team building. The Johari Window Approach : This approach aims at helping members to express their feelings, opinions reactions and accept feedback from team members The Role Negotiation Approach : This approach focuses on understanding the expectations of the team members and accommodating their behaviour according to the expectations. The Team Roles Approach : This approach advocates that there are certain roles which each team members are expected to perform. The Behaviour Modification

Approach : This approach focuses on examining members behaviour towards the team.

The Simulation Approach : In this approach an artificial team is formed where members interact, discuss, deliberate and learn from other members behaviour

The Action Research Approach : In this approach, the whole range of behaviour is analysed and evaluated.

The Appreciative Inquiry Approach : This approach focuses on the identification of positive qualities in the team members. Pareek Udai has integrated the above approaches and further suggested following approaches for team building:

Projection into Future : In this approach, the team members prepare common vision of the team.

Linkage with Individual Goals : As you must be aware that the building block of the team is individual.

Force Field Analysis : Several forces influence the performance of the team. Team members are required to analyse these forces and identify the positive forces.

Strengthening Positive Forces : The positive forces are identified and further reinforced. The reinforcement of behaviour motivates the members for making efforts towards the realisation of team goal.

Reducing Negative Forces : In this approach, the forces which inhibit the performance of the team are identified. The efforts are made to remove these negative forces.

Monitoring : The team members chalk out detailed plans and targets to be achieved. The mechanisms for achieving these targets are spelt out.

While building the team, the managers must take into account those factors which contribute to effective accomplishment of the team goals. The integrated view of the above approaches may provide better insights for enhancing the effectiveness of the team.