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**THE MODEL SELECTION IN THE PROCESS  
OF TEAMBUILDING FOR THE  
MANAGEMENT OF THE ORGANIZATION**

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**Key words:** Teambuilding, teamwork, synergies, common goals, collective responsibility, model of team formation, recruiting, team rehearsal.

**Abstract:** Improving competitiveness of organizations necessary for their success in a market economy is no longer possible only due to material resources. This implies need for qualitatively new approach to human capital. The author reviews approaches to team building and suggests team management model based on situations-cases in which the organized one way or another team reaches goal.

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At present, the improving the competitiveness of organizations necessary for their success in a market economy is no longer possible only due to material resources. This implies a qualitatively new approach to human capital. One of the most popular approaches is to find ways of forming team management in organization. The teambuilding as a specific approach to the management has been studied for a long time (see e.g. Kummerow et al., 2001; Shonessy, D., 1979). At present scientists continue to discover new directions in this field today (Barinov, 2007).

The teamwork as a "joint purposeful work of two to eight experts, solving a common complex problem, a problem or implementing a joint project based on the integration of knowledge in various professional fields by the rules developed together," (Gellert and Novak, 2006) occupies a significant place in contemporary research of economists, sociologists, psychologists. In contrast to groups, organizations and staff led with a leader, team usually brings together people having common interests to reach targets autonomously and in concert, with a minimum of control actions (Novikov, 2007).

The team building appears as organized effort to improve team performance. It may include different tool areas:

- defining and describing of policies/objectives, audit and improvement of procedures;
- searching for more innovative and creative ways to solve problems, improving management practices in areas such as interpersonal communication, decision making, delegating, planning, mentoring, career development, promotion;
- enhancing interaction among team members, and improvement of external relations (with customers, suppliers);
- better collaborating with other working groups, improvement of products and/or services.

Nowadays, surroundings as competition, technological advances, need to solve complex problems and compliance with the rapid pace of change, staff turnover constitute reasons for increasing popularity of teams. Researchers also indicate on disadvantages of teams (Zinkevich-Evstigneeva et al., 2002): a high concentration of specialists on a narrow front of work, increased fund to promote an intense rhythm of work and support services, the need for education and training of team members, the limited size, the possibility of decomposing.

Apparently, the main characteristic feature of the team is synergy through which team members act together and achieve better results than if they perform alone or in other organizational forms.

Hackman (1990) identifies the following team characteristics: team exists to achieve shared goals; team members are interdependent in persuading common goals; teams are limited and stable over time; team members have authority to manage their work and internal processes; teams operate in the context of broader system.

Bronstein (2004) cites three main distinctive characteristics of the team: people joining together to perform the work, existence of a common goal, presence of mutual and collective responsibility.

Zinkevich-Evstigneeva et al. (2002) distinguish seven key principles of team organization forms: collective performance of the work; collective responsibility; common incentives to achieve result; autonomous self-government; increased performance discipline; voluntary entry to a team.

Considering the discussed definitions and approaches one can distinguish the following team characteristics: synergy; unity of the purpose setting even if other purposes are in conflict; process-compatibility in activities; autonomy; sustainability and capacity for stable development; high degree of personal and collective responsibility.

Thus, teambuilding appears as association process of specialists with a high level of relationship, clearly stated desire to achieve a common goal and maintain maximum self-fulfillment and use of opportunities for personal growth.

The following steps could be distinguished in teambuilding process:

- identification of the basic tasks of selecting model of team formation;
- choice of model of team formation, based on the initial conditions and the basic problems;
- validation of the model of team formation (analysis of complete implementing of basic tasks).

Since the activities of team are primarily based on command decision-making, every team must have a special internal coordination of actions based on flexible relationships among all team members, and not on a rigid hierarchical structure of command and control. Attaining

internal coordination and flexible relationship among all parties are fundamental in choosing teambuilding method.

Different approaches might be used to develop team management in organization:

1. The mathematical approach suggests: "assignment" tasks which mainly use optimization solutions to develop teams and allocate roles and work scope; game-theoretic models, using the apparatus of game theory to describe and study the formation and functioning of teams (Marschak-Radner model, models of collective incentives, reputation models); "experimental examinations" of teams, including simulation experiment and business games; "reflexive model" using the apparatus of the theory of reflexive games;
2. The psychological approach accounts sociocentric approach; value-motivation; role-playing (Belbin test); personal abilities and aptitudes (MMPI tests and IQ, the methodology of the Myers-Briggs, etc.);
3. The biosocial approach covers gender, age, and ability of individuals to contribute to the collective result (Ringelmann effect, collectivist self-determination, etc.);
4. The strategic approach suggests creating team considering objectives and types of teams, respectively: managerial, functional, manufacturing, project, etc.

Choosing a method of team building observably should be based on a number of initial conditions: the adequacy of data; the number of allotted time on the formation of the team; scientific expertise (the possession by any method).

The basic tasks of building a team, as we noted earlier, are a special internal coordination and flexible relationship between the parties. Compliance with these tasks should be tested in specific training situations.

We suggest team management model based on situations-cases in which the organized one way or another team reaches goal. The situations-cases help to trace potential of organized a team and develop it. It is important to note that the stages of development are monitored by the changes that occur during joint activity of people. It is important to establish border areas that separate stages and define transition phase.

The stages of the teambuilding can not be regarded as rigidly fixed scale changes, but practice indicates on frequently repeated sequence of events in the activities of people performing in a team. In fact, formation of team goes through preparatory stage, formation stage (adaptation) and self-actualization (perception). Different authors give different names and descriptions of the stages in team building process; they split-up or combine time periods of the life of the team.

In the situations-cases approach we offer the following groups corresponding to four stages of development of the management team: "Compatibility"; "Trying a pen"; "Agreement/contract"; and "Team".

The "Compatibility" set of situations embodies selection and establishment of relations in a team. This stage provides selecting, establishing personal and professional qualities of staff, and combining them into a formal working group. Members wish to join to the common cause, at the same time they desire not to lose personal face. The general behavior is primarily aimed at compliance with traditional rules and regulations in force in any organization or company. During this period, participants are more willing

to follow instructions and orders rather than to exercise autonomy or initiative, they tend to hide their feelings and to be rational. At this stage, employees experience a transitional phase, which is sometimes invisible to themselves. In particular, there is a transition to understanding the goals and objectives of the company and group where a person starts to work.

At this stage period, boundaries of quantitative composition and activities are determined. The main focus of people at this stage focuses on the compatibility of each other; they begin to realize that in addition to personal interests the collective ones must be considered. Achieving both groups of interests requires agreed collective action, which includes compliance of all team members with general rules and regulations.

Further, it goes recognition what information, skill and ability each team member owns. Thus, this process begins establishing of distribution of responsibilities among team members.

Depending on circumstances, the compatibility phase can be maintained for quite long time. Then it means that some of factors affecting performance of groups, such as initiative, enterprise, search for and implementation of the reserves are or are likely to remain unclaimed.

"Trying a pen" - a group of cases for the development of initiative and a team statement on its own abilities. At this stage, teamwork takes more attention of team members. Working group members become closer to each other based on similar perceptions, and similar positions. Typically, at the same time begins the criticism of existing and developing new forms and work rules. In a clash of opinions people attempt to formulate rules and regulations, which should live and develop future team. At this stage, interest increases in establishing friendly relations with colleagues in the team.

This stage - one of the key moments in the formation of a viable team. This is the understanding of this teamwork in the process of collective elaboration of norms/rules of joint activity, associated with a better solution than in the case, if each of the participants acted independently.

Here the team members experience the following transitions:

- understanding that reaching individual aims through selecting and following scenarios from several group decision alternatives can be more effective than if there were own choice alternatives;
- assimilation that the viability of a team approach relies on the collective interest, which is necessary to formulate and shape;
- understanding the importance of formation of new, team norms/rules to work together; incorporation of every person skills and interests to work out required team building standards;
- transition from older behaviour built on individual work forms and persuading only personal interests to the new one, which complies with jointly developed rules/regulations, relying on the collective interest and approving a collective style of relationships;

The "contract" - is a group of cases with the content of mutual trust on the achievement of collective goals, which are developed on the basis of personal goals, and optimally combine their diversity. As part of these educational

objectives is the identification of personal goals and objectives with the collective interests. The rivalry gives way to sustain cooperation through communications and disputes. The creativity and flexibility allow the team members being successfully adapted to new problems and situations. Though, the stage does not exclude conflict possibilities.

At the “Team” stage, the team is shaped by the comprehension that they really are a team. This state is associated by many with a sense of “We are team” that is highly regarded by all participants. Team members are jointly and severally liable to the organization, which emphasizes their commonality.

Reaching high productivity in this period requires an appropriate promotion and remuneration. At this stage team continues to experience some transitional phases: learning to develop cooperation with external environment; better understanding and identification of abilities of each participant within the frame of command objectives. The team begins to represent a single organism where each member clearly knows and performs its functions for effective work. This stage of development of the management team is characterized by the emergence of intellectual, emotional and volitional unity.

The above-mentioned group of cases for the team building provides the most typical process of development teams. Using the discussed case studies helps to reach a certain level of internal coordination and flexible relationships between the parties. However, this approach should not be considered as a set or a template enhancing team development task.

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