"Let's have a Team Building Session":

Considerations

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LDG700: Organizational Culture and Leadership

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April 4, 2023

In my takeaway from this session, I concluded that it is vital to firmly establish intention in advance for the team and at the onset of sessions. One must certify that all parties are aware of those aspects. Because team building sessions are designed "to enhance the effectiveness and productivity of teams by improving communication, collaboration, and trust among team members" (Tuckman), it is therefore important that no new elements, catalysts or dynamics are introduced into the team construct without careful consideration and prior authorization by all parties on the team.

Emotional intelligence (EI), which involves understanding and managing one's own emotions and the emotions of others, is said to be a key factor to ensuring synergy in team effectiveness. A study by Jordan and Troth (2004) found that EI was positively related to team cohesion, job satisfaction, and team performance. Furthermore, EI was found to predict teamwork behaviors, such as communication, collaboration, and conflict resolution.

In my view, EI contributes to social intelligence (SI), which provides the capacity to navigate effectively in social settings. Social intelligence has been found to be positively related to teamwork, group problem-solving, and team performance (Boyatzis, Goleman, & Rhee, 2000). Team building sessions can help teams develop emotional intelligence by improving communication, empathy, and trust among team members.

The lack of social intelligence, specifically displayed in Tom's articulated and demonstrated reluctance to welcome Ike to the session, in my view, demonstrated the potential to derail the meeting and its focus. Al displayed particular restraint in addressing and interacting in moments when the team dynamic was evolving or devolving, due to the contributions of the team members. Al's emotional and social intelligence ensured that

team members were able to speak freely and authentically while representing their true emotions and still moving the group forward in its objectives, needs and stated purpose for that moment.

From Al, I learned, observed and would want to reproduce restraint, which caused him to observe the movement of the team in its various moments. His capacity to listen was another trait to be emulated. I also saw a certain measure of humility, which seemed to generate trust from the team members. Tuckman's model of group development outlines the stages that teams typically go through as they develop and become more effective. These stages include "forming, storming, norming, performing, and adjourning." Team building sessions can help teams move through these stages more quickly and effectively by building trust, resolving conflicts, and improving communication. Al seems to have built a team over time that has seems to trust both him and each other, which is another quality and accomplishment that I feel would be effective when implemented elsewhere.

The synergistic process of teams can be heightened through the role of a secondary facilitator. Since effective teams are characterized by high levels of communication, cooperation, and coordination, and therefore secondary facilitators share the load within team building sessions to help teams achieve these characteristics. Having a secondary facilitator can also allow the primary facilitator to focus on the big picture, while the secondary facilitator handles specific details. This can help ensure that the team building activities are executed effectively, without the primary facilitator getting bogged down in logistical details. In the case of this assignment, it gave Al the opportunity to evaluate the team building process of the group while having the sense that the team building

objectives and process were staying on course and then intervene personally when necessary. Having another individual with the same focus and sense of order creates a reinforced structure where the necessity to pivot as a team will not entirely derail the process. Having a secondary facilitator also allows others to contribute and share their insights, thereby lending leadership and creativity. No process should be centered around just one individual, especially from within the context of a team building session, and Al seemed to understand that principle.

In conclusion, I enjoyed exploring the dynamics of this team building interaction. I liked that the members had apparently cultivated an interaction of sincerity, honesty and a measure of trust that helped them to arrive at a solution organically and with individual's insights being appropriately considered and then respected.

Bibliography

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