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**COURSE NAME:** Doctorate Degree in Human Resource Management and Development

**Assignment Title:** (Team Building in the Workplace)

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ATLANTIC INTERNATIONAL UNIVERSITY

**April / 21st/ 2022**

Word count: **4651**

Turn it in report similarity Score**: 20.26%**

**Introduction**

This assignment seeks to address the critical concepts of employee behaviors in the workplace by examining the roles and responsibilities of managers as it relates to organizational behavior. It identifies and explains the managerial functions and roles performed by managers and supervisors daily and the application of each in performing or executing their assigned duties. The course also addresses how culture affects employees’ performance and productivity impacts organizational performance. It highlights the internal and external forces that can negatively or positively affect organizational performance and processes of systems and subsystems within the organization. And how each interrelates and interacts with the change processes and the resistance to change.

The assignment draws a few main conclusions that can assist the organization in positively adjusting and reacting to the change process. And how best it can add value to humanity and my personal development within my current organization's management and team-building processes. This will benefit me professionally and academically within an environment to grow and contribute to society and my organization by providing the fundamental aspects of team building within the organizational setting. This assignment will comply with the University of Atlantic International policies on academic honesty. On this assignment, all the work is my own. And not being presented as one's own words, ideas, or expression of another in any form is cheating (plagiarism). The statement of originality is also provided verifying as my own and any other sources used in this assignment are acknowledged and disclosed.

**Theoretical Review**

This section provides a review of seminal and modern evidence of scholarship and shows a relevant scholarly theoretical base. It offers proof that will shed light on previous studies done in the same field.

The study is expected to help and sensitize local and international authorities in formulating policies to address the identified issues of Marketing. The theoretical evidence assisted the writer in determining the validity of the collected data. The study also provides a review of seminal and modern evidence of scholarship and shows a scholarly theoretical base that was relevant. This course assignment adds potential practical value in assisting the governments with their efforts in managing businesses globally.

It offers evidence that will shed light on what previous studies have done in the same field. This study also draws attention to any strengths or weaknesses of the earlier studies done and offers evidence that will either prove or disprove our research hypothesis

This study used a funnel down approach - a conceptual framework deemed appropriate; linking the views of different authors as applied. The overall aim is to ensure generalizability. It supports and enhances the empirical evidence and the rigor of this study. A copy of the funnel-down approach framework is explained in the body of this assignment.

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 **FINAL VIEWS**

The theoretical evidence assisted the writer in determining the validity of the collected data. The study also provides a review of seminal and modern evidence of scholarship and shows a scholarly theoretical base that was relevant. This Assignment adds potential practical value in assisting the government with its efforts in operating internationally.

It offers evidence that will shed light on what previous studies have done in the same field. This study also draws attention to any strengths or weaknesses of the earlier studies done and offers evidence that will either prove or disprove our study.

In summary, it provides sufficient justifications, the value of this study's inclusion, and its quality. It shared the appropriate procedural steps in carrying out this study. The framework adds value and rigor to the task of addressing the practical research problem.

The authors did not have much control over the main factors contributing to business success within the global market. This course assignment was useful as it assists the researcher in drawing sound conclusions and recommendations for different stakeholders and further research.

**Teamwork in the Organization**

What is a Team?

 A team is a unit of two or more people who interact and coordinate their work to accomplish specific goals.

Types of Teams

1. Formal teams: are created by the organization as part of the formal organizational structure
2. Vertical Teams: is composed of a manager and his or her subordinates in the formal chain of command

Functions of Departments: These Are Departments that have several functional departments.

**Horizontal Teams:** A horizontal team is composed of employees from about the same hierarchical level but different areas of expertise.

The two most common types of horizontal teams are task forces and committees

Special purpose teams are usually created outside the formal organizational structure to undertake a project of special importance or creativity

**Special self-directed teams:** consist of 5-20 multi-skill workers who rotate jobs and produce an entire production on service.

**Problem-solving teams:** typically consist of 5-20 employees, from the same departments who voluntary meet discusses wages of improving quality and efficiency

**Work Team Characteristics**: size- the ideal size of a work team is a variation of between 5 and 7.

**Management Teams:** Are created to facilitate strategic guidelines set out organizations to full organizational strategic objectives. it comprises 5-8 managers within the Turks and Caicos Islands National Insurance Board. They meet on monthly basis to discuss all issues and review the objectives and ensure all departments are meeting their departmental objectives in alignment with the organizational strategic plan.

As the organization strives to achieve its strategic goals and objectives, they are often met with challenges it must overcome as a team. These challenges leave room for opportunity and growth, as conflict is inevitable and are existing. In some organizations, communities, and other parties involved in the organization's strategic planning, there is often a negative connotation. The effects of conflict within the organization can be positive and negative. Failure to proactively engage in the early stages of conflict results in negative consequences. For example, Decrease in Productivity: organizations invest a lot of time in dealing with organizational conflict, and other critical success factors and objectives are neglected or delayed. It is time-consuming and costly for organizations. Managers and supervisors devote most of their time to resolving conflicts. It contributes to half of the resignations, the high turnover resulting from conflicts that were never proactively dealt with and has negatively affected the cost budget. There is also additional cost, which contributes to the recruitment, hiring, and training of new employees. In addition, there is a wealth of knowledge, experience, and skills lost due to the resignations submitted by employees who have part with the organization. In some organizations, the cost for a replacement for one single employee exceeds the annual salary to fill a vacant position.

**Challenging the process**

 The management charter objective is to resolve to commit individually and collectively to work together as a team in the best interest of the organization, its customers, and stakeholders. To commit to promoting an atmosphere of continuous learning and development among staff throughout the organization at all levels. Commit to creating an environment that encourages creativity and innovation. Endeavoring to create a spirit of cooperation by involving staff at all levels and empowering them to realize their full potential to achieve organizational goals.

Modeling the way: commit to always professionally conducting themselves. Leading by example communicates the organizational expectations making sure that everyone understands what is expected of them. And providing the necessary recourses and tools and giving of their time to ensure that they provide the best working environment.

Inspiring a shared vision: communicating a clear vision for the future. Let all staff know how their functions contribute to the success of the institution. And finally, being Genuine, Visible, and involved in the process. And rewarding accomplishments and contributions to the organization

**Conflict Types Conflict can be classified into the following four types**

 Interpersonal conflict refers to a conflict between two individuals. This occurs typically due to how people are different from one another.

Intrapersonal conflict occurs within an individual. The experience takes place in the person’s mind. Hence, it is a type of conflict that is psychological and involves the individual’s thoughts, values, principles, and emotions.

Intragroup conflict is a type of conflict that happens among individuals within a team. The incompatibilities and misunderstandings among these individuals lead to an intragroup conflict.

Intergroup conflict takes place when a misunderstanding arises among different teams within an organization.

**Managing Team Conflicts in the workplace**

Styles of managing conflict include:

1. Avoiding style: this style reflects cooperativeness or ascertained. This style is appropriate when an issue is critical or when there is no chance of wining
2. Compromising: this style reflects a moderate amount of both assertiveness and cooperativeness
3. Accommodating: This reflects a high degree of cooperativeness which works best when people realized that they are wrong or when an issue is more important to others than oneself. ( Peace and harmony)
4. Collaborating: This reflects the high degree of assertiveness and cooperativeness. This style enables both parties to win although t may require substantial bargaining and negotiation

Using these conflict styles helped to manage conflict.

**How to handle Team Conflict within the workplace**

* Bargaining/Negotiation: This means that the parties engaged one another in an attempt to systematically reach a solution
* Mediation: This involves using a third party to settle a dispute. A mediator could be a supervisor or manager. Try to work with each party and sometimes an agreement might be reached
* Facilitating communication: This involves providing opportunities for the parties, to get together and exchange information. This can be helped to reduce conflict.
* Providing well-defined tasks: clarifying responsibilities, activities, and tasks to reduce conflict limits of authority.

**Team Processes**

Stages of Team Development:

1. Forming: This is the period of orientation and getting to know each other. Members broke the ice and test one another for friendship, possibilities, and task orientation.
2. Storming: during this stage, individuals’ personalities emerged, and people become more assertive in clarifying their rules and expectations. This stage is marked by conflict and disagreement. The group tender encouraged participation.
3. Norming: during this stage conflict is resolved and team harmony and unity emerged. Consensus develops on who has the power who is the leader and the member's roles. A normal organization takes place values, norms set in.
4. Performing; during the performing stage, the major emphasis is on problem-solving and accomplishing the assigned task.
5. Adjourning: is occurs in committees, task forces, and teams that have a limited task to perform and disburdenment afterward.

**Team Dynamics**

 A team is a group of people put together to achieve a common goal. Some professionals believe that the best results are only obtained after groups or departments become TEAMS.

In the business world, a common phase structure has been observed with teams. This model of team development was first proposed by Bruce Tuckman in 1965 the phases are:

1. Forming
2. Storming
3. Norming
4. Performing
5. Adjourning and Transforming

A team that lasts may transcend to a transforming phase of achievement. Transformational management can produce major changes in performance through synergy and is more far-reaching than transactional management.

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Teams have potential benefits:

1. The sense of belonging
2. Expanded job knowledge
3. Work harder to achieve the goals and objectives
4. Flexibility – high degree
5. Cost, free riders get the benefit
6. Coordination cost
7. Legal

What is meant by Team Cohesiveness?

May be defined as the degree to which members of the group desired to remain in the group. It is critical to study groups, it is considered vital in group decision making, goal attainment, identity, and member satisfaction.

The outcomes of Team Cohesiveness are as follows:

1. What members of teams want to remain members?
2. Willing to share information
3. String interpersonal bonds
4. Want to support each other
5. Resolve conflict effectively
6. More satisfaction and experience less stress

Cohesiveness and Performance of Teams:

1. Team Norms in support of organizational goals
2. Moderately high task performance
3. High task performance
4. Team Norms against organizational goals
5. Moderately low task performance
6. Low-performance task

**Low Team Cohesiveness and High Team Cohesiveness**

TEAMS NORMS: These are informal rules and expectations, the team establishes to regulate members' behaviors

Norms are developed through, a) explicit statements b) critical events in the teams' history c) Initial team experiences d) beliefs and values members bring to the team

**Changing of Teams Norms:**

1. Introduce norms when forming teams
2. Discuss counter-productive norms
3. Reward behaviors representing desired norms
4. Disband teams with dysfunctional norms

**Causes of team cohesiveness**

1. Member similarities
2. External challenges
3. Team success
4. Team cohesiveness
5. Somewhat difficult entry
6. Member interaction
7. Team size

**Types of Teams Building**

* Roles Definition
* Interpersonal Processes
* Goals Settings
* Problem-solving

Positive and Negative of Team Cohesiveness: Highly cohesive groups can enforce group norms more effectively than less cohesive groups because people value their membership in cohesive groups they are willing to adjust their behavior to group standards.

 **Causes of Team Cohesiveness**:

1. Severe intuition
2. External threats
3. Lots of time together
4. Small size
5. History of Swiss

**Consequences of Team Cohesiveness**

* They enjoyed the group membership
* Participation in activities
* Accepts goals
* Low absenteeism
* Group thinking
* May work against organizational interests

**Actions to increase team cohesiveness**

1. Induced agreement on group goals
2. Increase membership homogeneity
3. Increase members interaction
4. Decrease group size
5. Allocate rewards to the team rather than individuals
6. Isolate from other teams
7. Introduce competition with other groups

Factors of Reducing Team Cohesiveness:

* Large size
* Intragroup competition
* Formation of checks
* Coercive environment

**Management Strategies**

**Creating and Maintaining an Environment of Minimal Conflict:** Conflicts occur when not poorly managed, be sensitive to any suggestions that conflict may occur in your work environment and proactively address any incidents or situations that may potentially lead to a greater conflict. Remove the environmental conditions that make people feel they have no alternatives but to react negatively and you will remove the need to react.

**Meeting or ensuring that employees’ basic needs are satisfied**: provides a safe work environment that meets the relevant standards, provides pay and benefits that a competitive, support employees” create comforts while at work, appropriate facilities, provide employees with a clear understanding of their job duties and expectation. Provides employees with appropriate training and professional development opportunities. Employed the Herzberg Motivating factors, Recognition, Promotion, rewarding employees intrinsic for their performance and contributions, provide employees with consistent and timely feedback, recognition, and praise, and has systems in place for recognizing and rewarding accomplishments.

**Providing Meaningful Work**: Provide employees intrinsically valuable and meaningful work, the appropriate work conditions and environment keep employees from becoming dissatisfied in their jobs, true motivation comes from work factors relating to the work itself. Motivation is increased when employees find intrinsic value in their work. These are Herzberg's Motivators: Achievement, Recognition for accomplishment, challenging work, increased responsibility, and growth development. Maslow's Hierarchy of Needs, satisfying employees with meaningful work, these esteem needs employee’s needs for challenging assignments, variety of professional development, career growth, autonomy, and recognition. Self-actualization is the opportunity for growth and development to fill fulfills one’s potential. Note an employee's need for self-actualization transcends needs for extrinsic rewards or compensation incentives for performance. They desire to foster to seek personal and professional challenges inside and outside the organization. Valuing an employee's personal development and professional growth will motivate the workforce, increase productivity, and reduce conflict.

**Paying Attention to Evolving Conflicts:** creating and maintaining such an environment will not ensure against all conflict, conflict is inevitable even in the most progressive environment. If it cannot be eliminated, it can be contained. Undertake two considerations, look for triggers to evolving conflicts, and respond appropriately before conflict escalates. Examples: Triggers over roles, policies, and procedures, Triggers over information, Triggers over relationships, Triggers overvalues and Triggers over Structure. Continuous assessment of potential triggers of conflict and addressing them by making the necessary changes proactively.

**Responding Appropriately:** Be sensitive to any suggestions that conflict may occur in the environment and proactively address any incidents or situations that may potentially lead to a greater conflict. Consistent and continuous assessments of conflict trigger and address them by making necessary changes proactively. Know the day-to-day happenings in your organization. Make a point of connection with all employees regularly about what is happening. When changes must be implemented, openly communicate it, and stand ready to respond to any reactions and concerns individuals may express. Be sensitive to employees who are experiencing difficulties in their personal lives or working relationships and offer to help. Bumps: this is the Monitor level of conflict, individuals who are experiencing bumps are often engaged in lively discussions and are challenging one another to achieve more creative solutions.

**Formal Learning Gain**

It provides me with the opportunity to develop and demonstrate my knowledge and understanding of teams in the workplace and related business subjects, and to develop my practical, critical, and analytical skills and attributes. Building my experiences and skills, by developing my developing understanding of theory and the ability to apply it to practical work situations and providing me with the opportunities to make a real difference in my career with minimum disruptions. Building experience and skills in the understanding of marketing theory and the ability to apply what I have learned. This course assignment is closely connected to Organizational Behavior and Introduction to Business Administration and Strategic Management.

The formal learning, I have gained allowed me to make any changes to how I manage and lead my staff under my leadership and management. Learning is a process by which a person acquires new knowledge, skills, and capabilities. Planned and systematic training applications are used to instruct, develop, and promote learning. With the learning gained, I will use it to (a) Improve individual, team, and corporate performance in terms of output, quality, speed, and overall productivity of organizational performance. (b) Attract high-quality employees by offering those learning and development opportunities, increasing their levels of competence, and enhancing their skills thus enabling them to obtain more job satisfaction, and to gain higher rewards and progress within the organization. (c) To improve operational flexibility by extending the range of skills possessed by employees in multiskilling. (d) Increase the commitment of employees by encouraging them to identify with the strategic objectives of the Organization. (e) Help to manage change by increasing understanding of the reasons for change and providing people with the knowledge and skills they need to adjust to new situations. (f) Help to develop a positive culture in the organization for example one that is oriented towards performance improvement. (g) Providing a higher level of service to our customers and minimizing learning costs etc.

In my present job, this training has provided me with the skills and knowledge that have enabled me to effective in conducting interviews and assessment centers that generate objectives and fair decisions with a firm foundation in occupational psychology. Making recommendations for effective assessments and recruitment techniques and approaches based on the job needs. Engagement with managers and employees to ensure that the organization always complies with relevant training legislation. Managing learning and training records systems and highlighting retraining requirements in safety-critical skills and compliance areas.

Generating enthusiasm and commitment to leadership and development frameworks and practices that contribute to an open culture environment that supports learning culture. Lead the learning and talent agenda with the passion to inspire the creation of a culture that encourages individuals and organizational learning.

Ensuring that all employees and collective relationships between the organization and its employees are managed appropriately, within a clear framework underpinning the organizational culture, practices, policies, and ultimately by relevant law. In addition, working with employees and managers to ensure adherence to organizational values and behaviors in our everyday practices. Involving managers in defining and delivering cultural initiatives to embed trust, respect, and trainees in our everyday life. Working with senior management, create and implement initiatives to build a culture with associated behaviors and values focused on trust, respect and fairness into values and behaviors. In establishing the overall employee relations culture with organizational leaders, building trust, respect, and fairness between the organization and employees. Maintaining a relevant record system that will ensure all contractual and legal documentation with alignment to current legislation. Efficient in-service delivery and information, ensuring that a customer-focused Human resource service delivery excellence across the entire employee lifecycle. Applying exceptional process and project management to enable effective and cost-efficient service delivery, providing the organization with meaningful analytics to enable organizational improvement. Demonstrating the ability to analyze and understand data and information quickly.

I am now able to use this information, insights, and knowledge in a structured way in identifying options, making recommendations, and robust, defendable decisions. In addition, assessing the value of information and data before applying it to decisions. Ensuring that the details and facts are correct, complete, and consistent, ensuring that conclusions are drawn from the information built on a firm foundation. Finally, the application of my judgment and criteria to adapt previous recommendations and experiences in the light of the current circumstances and the identification scope of my view and the views of others in decision-making.

**Conclusion**

 This course has provided me with an understanding of team building within an organizational setting. As it relates to the theories of organizations, social systems, contemporary and relationships. The ability to analyze the degrees of change in leadership profiles from past to present to the future and its implications for leadership development. Understanding the importance of vision and the analysis of various aspects of a vision. The ability to examine the components of effective goals, differentiate individual and group goals, and their impact on personal productivity.

 Understanding of the critical aspects of delegation, motivational theories to be applied as a manager, challenges associated with delegating, and examination of situational leadership and current leadership practices. This course further increases my knowledge of the fundamentals of creating work teams at all levels, in the workplace. Finally,

After completing this course, the knowledge gained has increased my ability to discuss the elements of the change process, examination how people react to change, assess the reaction to change in my current organization, and leaders, managers, and supervisors can initiate successful change within the organization.

This course has prepared me with an extensive level of knowledge that can assist and make valuable contributions to the organization's strategic goals and objectives. Increase in work efficiency and effectiveness. An increase in employee motivation will drive up to work productivity and satisfaction. Finally, the ability to create an environment where people can grow intrinsically and professionally.

**Recommendations**

This chapter gives an overview of recommendations given for others to consider for future situations and for implementing the plan of this assignment. New initiatives should be delivered through local management. The assignment recommended that the organization implement an effective Performance Management and Appraisal System that will assist the organization in evaluating performance on a quarterly and annually basis. The system will also help in determining whether strategic goals and objectives are being met or not. The assignment also suggests the management should try as much as possible to build a work environment that attracts, retains, and motivates its employees to increase performance and work productivity. Finally, management should provide a mechanism for managing employee expectations of both parties involved in this relationship. Ensure alignment of individual goals and objectives with that organization and coordinate efforts to achieve the goals. Understand what is expected from the incumbents, when it is expected, and what standard is expected. Determine whether performance objectives are being met. Understand the employees' critical areas of accountability. Make qualified decisions within the employees' competencies and avail them of learning and development opportunities to meet their performance targets competently. Nevertheless, it can be concluded that management should equip leaders, managers, employees, and stakeholders at different levels with a set of tools and techniques to regularly plan, continuously monitor, periodically measure, and review employee performance of the organization in terms of indicators and targets for efficiency, effectiveness, and impact.

**Specific objectives to be implemented include**

1. The establishment of a performance and learning culture.
2. Encourage upward communication and the adaptation of a participative and democratic leadership style in alignment with the organization's strategic direction.
3. Ensure that all jobholders know and understand what is expected of them.
4. Promote interaction on performance between jobholders and their supervisors.
5. Manage, and encourage jobholder’s development needs; evaluate performance fairly and objectively. (**Job Description and Job Specification**)
6. Recognize fully effective and better performance categories and manage classes of performance that are not fully effective and lower.

**Limitations of the assignment**

This research was limited to desk research only for the foreseeable future etc., in the wake of the current and changing legislation. The researcher had to reach most of the participants via email; this was one of the key challenges in collecting the primary data. The researcher considered a few alternative ways of obtaining data. In the wake of health challenges worldwide, research techniques such as face-to-face interviews or Focus Group discussions are no longer optional; the researcher had to consider alternative ways in more excellent qualitative research; innovative measures also had to be considered.

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STATEMENT OF ORIGINALITY

**Student Name:** Dexter Jermaine Parker

**Student ID number**: UD7228BHUB1442

**PROGRAM:** Doctorate Degree in Human Resource Management and Development

**SCHOOL:** Business and Economics

**Assignment Title: (**TEAM BUILDING IN THE WORK-PLACE )

This Course Work assignment is a result of my work. All academic sources used in this study are fully acknowledged and disclosed, in line with the M.L.A. System Referencing.

**Student Signature Date:**  April 21st, 2022

Dexter Parker