

## The Art of Team Building -

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### Abstract.

In the software industry, one can expect to work as part of a group - or team. In this team, we are expected to share resources and collaborate our results to produce the finished product. This process of collaboration requires good communication skills - or "people skills".

However no two humans think exactly alike. The differences in psychological type, thinking styles, and viewed roles can be a source of conflict. If this conflict is not handled correctly, this will cause quarrels, leading to disunity in the team.

This document discusses the concept of team building, a process that is done to diagnose and rectify problems that are causing disunity and low morale in a group. The team building process cycle is discussed, followed by a number of tools commonly used in the team building process. Team building is a powerful process, however it is learned there is no guarantee team building will work in every situation.

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### Introduction.

The success of a company depends on the people that work there. The staff must work and collaborate as a team with a focus on the company's mission statements. Any conflict within the staff can lead to potential quarrels and disunity, hampering the success of the company. Today's modern software firm consists of several work and project teams that must cooperate and share resources if a quality job is to be produced within budget.

Team building is an organizational development intervention strategy that investigates the personalities and behavior characteristics of the team membership. Team building consists of a series of exercises that collect data and feedback. This serves as input into proposed improvements for the company's process - both at an individual and team level. It is a powerful tool, but is not always practical.

The document investigates the cycle of team building and provides a quantity of tools that would be useful in the team building process. These tools collect data that can provide the source of conflicts.

### **Teams in Today's Workplace.**

A team is defined as a collection of people who rely on group collaboration such that each of its members experiences an optimum of success level reaching of both personal and team based goals (Dyer, 1977).

Suppose one was to take a look at a typical business operation - a restaurant, golf course, home builder, oil patch, or software firm. We will note that this business operation (assuming it is not a home based business) consists of staff members who work together to provide a service. Each member of the staff strives towards meeting personal and company goals. In teamwork, everybody makes their own contributions and performs their tasks. The staff members also interact and communicate with each other.

Therefore, the concept of team goes beyond professional sports. They exist everywhere in society. At work, there may be several different work groups (requirements, quality assurance, testing). Each one is a team. Project teams consist of people from different groups brought together for a specific activity. A worker may be a member of more than one team at work. Even the family is considered a team (Dyer, 1977). Team dynamics run through the family in the same way as at work.

However, success in any team environment is a challenge. Because individuals have different behavior and thinking styles, this leads to conflict. Poor handling of conflict leads to disunity, quarrels, jealousy, and reduced morale. The process of team building investigates the personal characteristics of team members. The result is the recommendation of changes in the company's process and team interaction such that the teams can perform together.

If we look at the software industry's reputation of being late and over budget, team building would serve as a good tool in software process improvement. It is also a good tool when new teams are being formed for new projects. Successful performing teams are paramount to producing a quality software project within budget. In today's typical software company, each phase of the software development process is performed by one or more people with the appropriate expertise. Each of these "teams" meld together to form one team responsible for that project.

### **The Stages of the Performance Team.**

Any team - including the family - may encounter one or more of the following stages.

- **Forming:** The forming stage is a "get acquainted" stage. It is an exciting time as people get to know each other.
- **Storming:** This stage is a very emotional stage. The different personality types, thinking styles, and roles may conflict. This leads to some very heated arguments as well as reduced morale and disunity. Some teams even fall apart.
- **Norming:** The membership appreciates each other's differences. They start to get settled down.

- **Performing:** The members are dedicated to getting the job done, without disruption caused by poor team dynamics. Conflicts are handled constructively.

The team can enter any of these stages at any time. A "performing team" can easily return to the storming stage over what may not be a major conflict. A proper team building program will not guarantee a performing team, but can help a team learn of each member's strengths and weaknesses and account for them in collaboration.

### Team Building Objectives.

In determining objectives for a specific team building process, it should be sensitive to the specific team based process improvement goals that the team as a whole have identified. The most common objectives of team building are as follows (Phillips and Elledge, 1989).

- Allowing the work unit to engage in a continuous process of self improvement.
- Providing a forum for the team to evaluate strengths and weaknesses.
- Determining problems in a team's behavior and suggesting corrective actions to be taken.
- Developing specific team processes such as conflict management.
- Improving interpersonal communication skills.
- Determining roles and responsibilities of the membership.
- Evaluation of problem solving strategies.

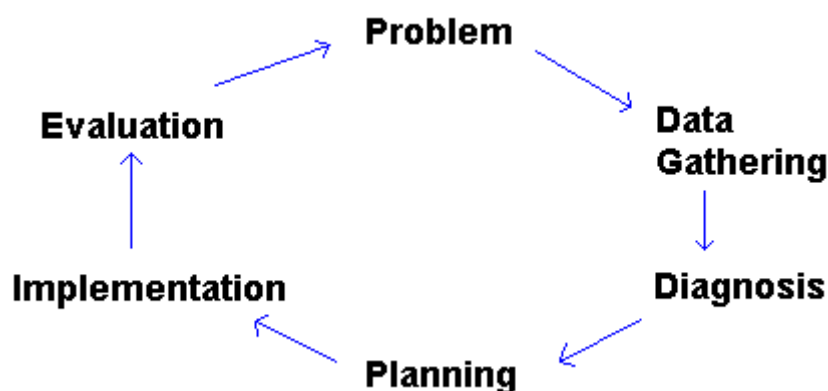
### The Cycle of Team Building.

Team building can be precisely defined as "a long range program for uniting people into shared efforts for improving the effectiveness of a working group." (Dyer, 1977). It can revitalize the company's social interaction system, but is only useful if it can be proved that the work unit is no longer functioning productively (Tontini, 1979).

An external consultant be acquired for this process, particularly if a manager feels that he or she may be part of the problem. The consultant may be either external or an staff member external to the affected work unit. A consultant is also neutral, eliminating bias and any attitudes between management and staff. The manager may do the process himself, but he must know exactly what actions to take and how to do it.

Dyer defines a cycle of six stages that constitute the team building process. These will be described in further detail.

**Figure 1: The Cycle of Team Building (Dyer, 1977).**



### Problem Identification.

Team building should not be done just for the sake of it. The team building process should be undertaken if evidence points to ineffective teamwork as the source of the problem (Phillips

and Elledge, 1989). Before the decision to implement team building is made, the management must identify symptoms within the organization. Dyer identifies the following as symptoms of ineffective teamwork - which could point to the need for the team building process.

- There is a loss of productivity or output.
- There is an increase in staff grievances, hostility or conflict.
- The staff experiences confusion as to their assignments.
- The decisions are either misunderstood or improperly executed.
- Staff meetings are ineffective - having low participation rates.
- There is a lack of interest or involvement among the staff membership.
- A new group is formed that must quickly develop into a working team.
- High dependency is placed on management.
- There is an increase in customer complaints.
- There is a decrease in quality and/or an increase in costs.

### **Data Gathering.**

The Team Building process consists of gathering relevant data about a team and applying it to assist the team in improving its process. In collecting the data, it is important to understand that the goal of team building is to identify the underlying causes of problems (Phillips and Elledge, 1989). There are several methods that are useful for data collection.

The one on one **interview** is one of the simplest methods to elicit data from a team member. The consultant can receive a large quantity of detailed information in the one on one interview. The interviewee can open his heart and provide his view of the situation. Non verbal behavior can be taken into account. The consultant gets to know the interviewee well through rapport.

The major drawback of the interview is its cost. They must be planned and take time to perform. The data analysis is more difficult to perform. When the data is presented for feedback, members may not confess that they were responsible for that component of the data.

The interview consists of open ended questions that cover the whats and whys of the problem. They should also cover how one can be more effective at work. Interviews should be arranged through senior management or the team captain.

In **open data sharing** the consultant conducts a forum with the entire group. This type of forum can involve the same questions as those he would use on a one on one interview. With the problems presented in front of the entire team as opposed to each individual separately, it forces the group as a whole to commit to the changes they need to make. There is less resistance to the data identified. The open forum is an economical alternative to the interview, however there is a lack of personal attention and useful rapport that only interviewing can bring.

The **questionnaire** is a common tool for data gathering before formal team building exercises begin. Questionnaires usually consist of a series of statements which the candidate ranks on an ordinal scale. Some multiple choice questions may also be included, but open ended questions are seldom used.

The questionnaire is efficient and produces numerical data. The same questionnaire can be filled before and after the team building process, allowing a statistical analysis of how effective the team building was. However, questionnaires do not allow the consultant the chance to conduct further investigation of the participants for more detailed information. Bias due to shyness or improper completion can occur.

If it is available, the consultant may investigate **hard data** on the group's performance. The data may cover metrics like productivity, absenteeism, and quality. Hard data is the most effective evidence of the need to improve. It is real, concrete and is the responsibility of the entire team.

### **Diagnosis**

Once the consultant has completed the data collection process, he must perform an accurate data analysis. This analysis will identify trends, allowing the team to identify problems that can be targeted in the team building process. Two types of analysis (Phillips and Elledge, 1989) are used:

- The thematic content analysis investigates the results of interviews and open ended questions on a questionnaire. The consultant will look for themes and patterns within the data and performs an appropriate grouping. Data may be sorted by question. This analysis is quite useful when the work environment is known by the consultant.
- Data summation is used to investigate the results of a standardized questionnaire. This is a quick process, where responses are recorded and formatted for an easy analysis. This analysis should be simple, accurate, and complete. When the questionnaire involves the ordinal ranking of statements, metrics like mean, standard deviation, and range are helpful.

The diagnosis process includes a feedback meeting with the group, where the results of the analysis are presented to the group. It is a good idea to verify that the data corresponds to the team activity. It is important for the team to understand the meaning of the data before suggesting an improvement strategy. The team should also retain a copy of the analysis for their own viewing. If the team agrees to a workshop, its logistics should be completed at this meeting.

### **Planning.**

The issues identified in the data analysis become problems that must be solved. The planning phase allows the consultant to develop a strategy for a team building session.

It is recommended that the group be presented with several possible agendas for the team building session (Phillips and Elledge, 1989). Each agenda should be specifically tailored to the strengths and weaknesses of that team - based on the data that was collected. It should also account for the group's resources and time allocation. An agenda for a team building session may take anywhere from a few hours to a couple of days.

A team building session consists of an introduction, a series of activities, the development of action plans based on the activities, and follow up planning. The following summarizes a list of tools and activities that could be seen in a team building session:

- Myers Briggs Type Indicator.
- Team Roles Indicator.
- Johari Window.
- Leadership Process Inventory.
- Thinking Styles Inventory.
- Conflict Management.
- Specific problem solving activities.
- Development of action plans.

### **Implementation**

In the final phase of the team building session, the team will have adopted a series of action plans. However, what use are these action plans if they are not applied into practice? The manager must be fully committed to the team plan if the implementation is to be a success, for it is the responsibility of management to assure that these plans are implemented (Dyer, 1977).

### **Evaluation**

It is the responsibility of the consultant to observe the actions that take place in the implementation. The consultant also can provide assistance to the management in carrying out the evaluation. However, the management must take full responsibility for this phase (Dyer,

1977). In the evaluation, a new data gathering process takes place. The consultant will match the newly collected data

The new data gathered in the evaluation can lead to the identification of new problems which starts the team building cycle over again.

### **When Team Building is Not Viable.**

The term "team building" is often misunderstood by management. This knowledge is also misused frequently. If the manager sees team building as an experience that all staff members should be exposed to, it could cause a disruptive effect on the work unit and provide a negative impression of team.

If any of the following conditions apply to a work unit, then the team building approach may not be appropriate for process improvement (Dyer, 1977).

- If work is done mainly on an individual basis with little interpersonal communication, a personal consultation would be more suitable.
- If the manager is unfamiliar with the nature of the team process, he may be disappointed with the results. Team building must be treated as a long term process, not a quick fix.
- Team building should never be done just for the sake of it.
- A lack of group interest in honestly addressing problems makes team building a risk.
- Team building is not needed to confirm the need for previously suggested changes.
- Team building is ineffective without adequate time and resources.
- Team building is not appropriate to solve technical problems, administrative goofs, and small conflicts between two members.

### **Advice if you decide to Team Build**

If a work group has made the decision to use the team building approach to solve work problems, there are still some cautions that must be applied (Dyer, 1997).

- Team building is not a short term solution. The process is used to benefit the group for the long term.
- Those in positions of power must support all changes. They also must encourage those in positions of less power to commit to the changes.
- The changes identified must be built into a group's structure and work process.
- The membership should feel involved in the team building process, as it will enhance commitment to change.
- The team building process may be needed more than once due to staff turnover. Any change in the staff could disrupt the process developed from the previously built exercise.

### **Tools used in Team Building.**

The remainder of this document will be used to describe some of the more common tools that can be used in the team building process. The use of these tools will vary by the consultant, however all of them are useful in identifying problems and suggesting solutions.

### **Myers Briggs Type Indicator (MBTI)**

The Myers Briggs Type Indicator (Briggs and Myers, 1977) is a tool that was designed to provide an individual information about their psychological type preferences. It is commonly used in team building and may be used in matching together work groups. Different psychological preferences can be a source of conflict and storming within the team. Using the MBTI allows team members to appreciate each other's preferences.

Many different questionnaires implement the Myers Briggs test (Hogan and Champagne, 1993). They may consist of multiple choice questions or the ordinal ranking of groups of statements. The answers to the questions are then analyzed and measured on four scales. Differences in these scales can be a source of conflict, however the differences can complement each other.

- **Orientation:**

- Extrovert (E): The extrovert directs his energy outwards. He is sociable, open hearted and enjoys group work. He is a quick actor and avoids complication.
- Introvert (I): The introvert directs his energy inwards towards ideas and inner feelings. He is an independent, quiet and reserved person. He is also a careful thinker and likes detail.

Extroverts may view introverts as loners, timid and reserved. Similarly, the introvert may view the extrovert as too focused on people and may jump to the conclusion that they don't care as much about work.

However, these two values can complement each other. The extrovert can refer to an introvert when detailed thinking on a problem is required. Similarly the introvert can refer to an extrovert to stay in touch with the current situation (Hogan and Champagne, 1993).

- **Perception:**

- Senser (S): The senser perceives the world through the five senses. He is practical, focuses on the present situation and memorizes details.
- Intuitor (N): The intuitor has a perception of the world that revolves around possibilities. He is imaginative, future oriented and likes to explore new possibilities.

The sensor may view a intuitor as a gambler. Similarly the intuitor may view a senser as uninterested, routine, even a "chicken". Conflict most often occurs when the topic of change is being considered.

The two types can be complementary. A sensor can refer to the intuitor for ideas and possibilities on problem solving. Similarly, the intuitor can refer to the sensor for patience and accumulating facts on a situation.

- **Judgment:**

- Thinker (T): The thinker's objective concern is fairness. He is scientific, preferring to use analysis, hard data and logic to reach a conclusion.
- Feeler (F): The feeler's objective concern is human values. The feeler cares about people and their needs. He can get emotional.

The thinker may view the feeler as idealist, biblical, and unrealistic. The feeler may view the thinker as realist, worldly, impersonal and unemotional. Conflicts between these two types can often occur, particularly in a down sizing situation when livelihood is at stake.

These two types can also be complementary. The feeler can help a thinker sell ideas (Hogan and Champagne, 1993). Similarly thinkers can help feelers in problem analysis and reaching consistency in their solutions.

- **Attitude:**

- Perceiver (P): The perceiver is curious, open to change, and prepares for the unexpected. He keeps decisions open as long as possible.
- Judger (J): The judger comes to quick decisions. The judger likes to follow a schedule and get things done quickly.

The Perceiver may view a judger as hard nosed, firm and rushed. Similarly, a judger may view a perceiver as a curious and disorganized procrastinator. Conflicts between the two types often happen over schedules as the judgers try to force decisions on the perceivers.

However, these two types need to be complemented the most frequently because schedules are constantly debated. The perceiver can prevent a judger from drawing immediate conclusions and encourage alternatives. The judger can help the perceiver reach decisions and be organized.

Each of the four scales is assigned one of two letters denoting the person's preference for that behavior type. The four letters derived from the scales are concatenated together to create a Myers Briggs Type Indicator value for a person. This leads to sixteen possible MBTI types as shown in Figure 2.

**Figure 2. Myers Briggs Types (Briggs and Myers, 1977).**

ISTJ	INTJ	ENTJ	ESTJ
ISTP	INTP	ENTP	ESTP
ISFP	INFP	ENFP	ESFP
ISFJ	INFJ	ENFJ	ESFJ

This tool is increasing in popularity among companies. However, some companies are unwilling to use the Myers Briggs indicator in their practice because the employees fear the types will be used against them in the hiring or team building process. The Association for Psychological Type is concerned about the unethical use of the Myers Briggs type indicator. They provide suggestions to assure the Briggs test is used ethically (Association for Psychological Type, 1997).

- Results should be kept confidential.
- People should be under no obligation to be assessed.
- Support materials for individual study is encouraged.
- Candidates should be made aware there is no right or wrong MBTI type - each has strengths and weaknesses.
- Type descriptions should be described before sharing and verifying results.

### **The Personal and Team Roles Profile.**

Dr. Frederick Mumma developed the Personal and Team Roles Profile based on the Team Work cycle (Mumma, 1994). Mumma defines four phases in the team work life cycle. Each phase consists of two defined team roles.

- **Phase 1: Initiation.** Initiation occurs when a task is defined. This task must be clearly stated along with its expected deliverables and allocated resources.
  - Role 1 - Leader: The leader inspires and motivates the team members.
  - Role 2 - Moderator: The moderator matches the resources to the task at hand.
- **Phase 2: Ideation.** Ideation allows the team to identify alternative methods to perform a task such that needs can be fulfilled.
  - Role 3 - Creator: The creator identifies original ideas to approach a task along with alternatives.
  - Role 4 - Innovator: The innovator identifies opportunities to use the various resources in the firm.
- **Phase 3: Elaboration.** This phase covers the elaboration of ideas invented from the ideation phase. The objective of this phase is to make the ideas work properly.



Improper elaboration can cause conflicts with people, schedules, budgets and other resources.

- Role 5 - Manager: The manager develops the plan to use resources and resolve conflicts.
- Role 6 - Organizer: The organizer develops a plan to use time, money and resources such that the ideas created will work.
- **Phase 4: Completion.** The completion phase covers the analysis of alternative methods, the decision of the plan of action and the execution of the task. Alternative methods to implement the task must be considered.
  - Role 7 - Evaluator: The evaluator makes judgements on situations, plans, results and alternatives.
  - Role 8 - Finisher: The finisher follows plans and attends to the completion of the task.

The profile assessment consists of eighteen groups of four statements that are ranked in order of preference - a higher rank implies a higher preference for that statement over a statement in the same group with a lower rank. The analysis of the questionnaire consists of assigning the rank of each statement to a team role and summing the results. A score from 5 to 45 is assigned to each role. A low score indicates that person rejects a certain role while a high score indicates preference for a role. A performing team's membership should have at least one member who prefers each of the phases such that each member can contribute his strengths to the team effort.

The Team Roles Profile can be used to match up new teams or identify problems in existing teams.

### **Leadership Practices Inventory.**

The Leadership Practices Inventory - LPI (Rouzes and Pozner, 1988) - identifies five leadership practices that are essential to be a good leader. Each leader has a preference for a subset of these five practices.

- **Challenging the Process:** A leader that prefers to challenge the process likes to see his team become innovative and experimental. He also likes taking risks - identifying opportunities that could help the team perform better.
- **Inspiring a Shared Vision:** A leader with this preference seeks agreement on goals and targets. He envisions the future and encourages the enlistment of others to follow him.
- **Enabling Others To Act:** A leader with this preference takes the initiative to promote teamwork and collaboration. The leader also strengthens those who are discouraged.
- **Modelling the Way:** A leader preferring to model the way has a preference for process. He likes to set examples as well as plan small victories.
- **Encouraging the Heart:** Those leaders who prefer to encourage the heart like the concept of rewarding a job well done. Accomplishments are celebrated through a party and contributions are always recognized.

The assessment consists of a questionnaire that requires the rankings of groups of statements. The rankings are sorted into the five leadership practices and summed to indicate the leader's practice of preference.

A study was conducted by Shirley Anderson (1992) whose objective was to meld the Myers Briggs Types to the five leadership practices in the LPI. The results of the analysis are shown in Figure 3.

### **Figure 3. LPI practices vs Myers Briggs types (Anderson, 1992).**

LPI Practice	The three most common MBTI to prefer this practice (in order).
Challenging the Process	ENTP, ENTJ, INFJ.
Inspiring a Shared Vision.	ENTJ, INFJ, ENTP.
Enabling Others to Act.	ESTJ, INFJ, ENTJ.
Modelling the Way	INFJ, ENTJ, ESFJ.
Encouraging the Heart	ENFJ, ENFP, ENTJ.

The following points are noted about the results of this study.

- The type ENF supports encouraging the heart. The ENF type places a value on inspiration and enthusiasm. He cares about the human need of being rewarded for a job well done. He has a vision of the future being successful and wishes to celebrate this success with vigor.
- The type N supports those wishing to challenge the process. Those with intuition have views of the future and like ideas as opposed to details. The type N also matches well to inspiring the shared vision - which is looking ahead to the future.
- The type J matches to modelling the way. Someone with a preference for process likes plans, decisions as well as setting the example. It also matches to enabling others to act. The judger can also focus on a facet of someone's discouragement.

### Thinking Style Questionnaire.

Another assessment that can be used in the team building process is the Thinking Styles Questionnaire. The questionnaire recognizes five styles that may be used in the thinking process.

- **Synthesist:** The synthesist is future oriented, likes change, and likes to challenge others. He prefers to look for conflict, even when it is not needed. He dislikes consensus. In a controversial situation, this thinking style can add topics to the debate.
- **Idealist:** The idealist thinking style relates to the "ENF" type in the Myers Briggs Type. He is future oriented and always involves human values in his decisions. He likes to set goals. He does not prefer hard data.
- **Pragmatist:** The pragmatist is a creative "market driven" person. He likes to look for and solve problems, but tends to be focused on the short term as opposed to the future.
- **Analyst:** The analyst takes the role of a judge with his preference for planning, schedule and process compliance. He looks for the optimum solution to a problem, but reaches too hard for consensus.
- **Realist:** The realist likes to work with raw data and focuses on the current situation. He is very goal oriented. However, he risks ignoring human values in decisions.

The questionnaire used for this assessment consists of sets of five statements that are ranked in order of preference. This tool can be used in team building and matching up new teams. The following comments can be made on thinking style.

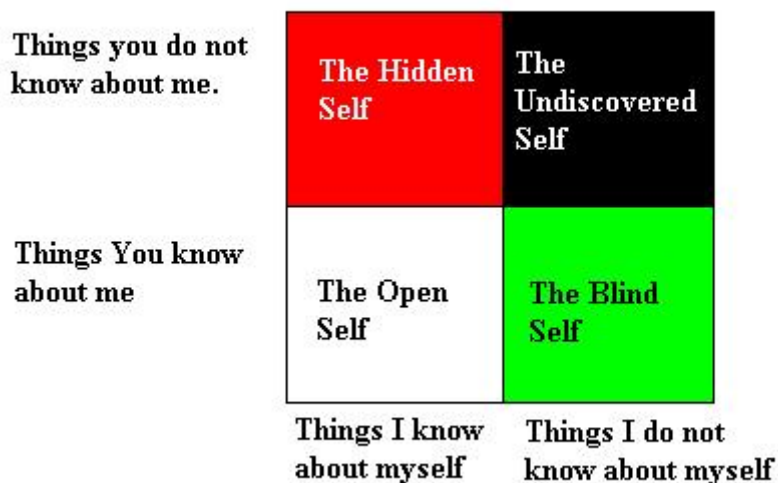
- The synthesist is the most feared type because of his potential to introduce discord in the team. However, his drive for change can be a help to the team, pulling them out of the storming stage. His debate driven attitude will force the team to account for and appreciate weaknesses. Productivity usually is increased as a result.
- The realist and idealist styles conflict frequently - but they are complementary. The realist needs the idealist to help him develop solutions that take human values into account. Similarly the idealist needs the realist to help him stay in touch with the current situation.

- The idealist can be a help to the pragmatist by forcing him to account for the long term as well as the short term.

### Johari Window.

The Johari Window is a graphical tool that can help one determine how open a person is. It is displayed as Figure 4.

**Figure 4. The Johari Window.**



Filley (1975) says we are at our most creative when our open self is maximized. Increasing the open self can lead the way to a change in someone's character. He recommends two procedures to increase the open self:

- The hidden self is decreased through **self disclosure**. We must have a heart that is willing to share our problems with others. Self disclosure brings the risk of being hurt emotionally. However, unless one reveals this hidden self, how can he ever get advice on how to change.
- The **process of feedback** can decrease the blind self. We must have the heart to identify challenges to other people that they may not be aware of. As in self disclosure, concern is raised about hurting someone's feelings over revealing the blind self. However it is paramount that the blind self be eliminated. If a person is not aware of a problem that may be affecting everyone else, how can he be willing to fix the problem.

### Thomas Kilman Conflict Style.

The Thomas Kilman Conflict Style (Phillips and Elledge, 1989) identifies four styles for handling conflict.

- Conciliatory Approaches:
  - Avoidance (Reactive): This strategy is used by a fear filled person. He never raises a conflict issue, neglecting everyone's concerns, including his own.
  - Accommodating (Observant): When this strategy is used, one always seeks to cover other's concerns, ignoring his own concerns.
- Aggressive Approaches:
  - Competing (Confrontive): The competitor has a "me first" attitude, not caring about others needs.

- Collaborating (Assertive): This person tries to find a solution that completely satisfies both his and the other's concerns.

Conflict Style is a series of 15 questions each with four possible options. The user is asked to determine the probability he would choose that option as an answer in a real life situation. The probabilities are categorized into the four conflict handling styles and summed. If one score for one type is significantly higher than the others, the person has a natural tendency to use that approach.

A person is defined as compromising if his scores for the four types are relatively even. The compromiser tries to identify solutions that would partly benefit both sides.

### **Problem Solving Exercises.**

Part of the team building program may include the performance of problem solving exercises. The team is presented with a challenging problem that must be solved. There are many such exercises including the following:

- Lutts and Mipps Cards (Phillips and Elledge, 1989): Lutts and Mipps is a mathematical problem that assigns unusual names to the measurement of time and distance. A question, a set of rules and a set of clue cards is presented to the team. The team is given twenty minutes to reach consensus on the answer to the question.
- Sales Puzzle (Phillips and Elledge, 1989): The Sales Puzzle is a thirty minute group challenge combining sales managers, districts, sales categories, and rankings. It is a matrix that is filled in accordance with 15 clues that are distributed among the team membership. Teams do not share clue cards, but discuss them verbally.
- Beyond the Valley of The Kings (Glaser and Glaser, 1994): This exercise challenges a team in survival after a balloon crash in the searing heat of the Sahara desert. The team has 45 minutes to develop a survival strategy until rescue arrives.

### **Conclusion.**

This report has summarized the practice of team building, which is an iterative process that implements the practice of bringing people together to do a shared effort effectively. The cycle of team building was presented. Also presented were a number of analysis tools, methods, and games that can be used in the team building process. Team building must be treated as a long term process and not a bandage solution to an existing problem.

Software development teams, greens keeping crews, families, sports teams, and project teams are all specializations of the team. They will experience their share of problems, conflicts, quarrels and disagreements. These problems may not be work related at all. The teams that treat problems as challenges instead of burdens will be the teams that collaborate efficiently in the end. Team building - the equivalent of family counseling - will not guarantee a performing team. However its implementation will force a team membership to learn their strengths and weaknesses together.

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