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The Teambuilding Process of the Dow Management Team

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Personnel Management Team

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REBUILDING THE DOW MANAGEMENT TEAM

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Teamwork is necessary to perform countless tasks in today's society. Obviously, baseball, football and basketball all require some type of team effort to be effective and successful. The same is true of most organizations. To ensure a successful outcome, teamwork must be a part of the equation. Paul Lencioni, a noted leadership authority explains that "[t]eamwork ...remains the ultimate competitive advantage, both because it is so powerful and so rare (p. vii). Peter Scholtes, another leadership connoisseur writes about teamwork": It is "[t]he human relationship between interdependent individuals and groups who share a common purpose".

While many organizations strive to openly communicate their commitment to teamwork, it often is impeded by the business of doing business and comes to function by name only. Many organizations experience this problem and are never cognizant of why they cannot be as successful in the business as they would hope. Dow Personnel is one such business. Dow Personnel is a company that provides employment, staffing and HR outsourcing for many different employers to include several local and state contracts. It is a company that is in desperate need of change that needs to start from the top and filter down. As a member of the management team, I can see that there are many contributors to this need for change, including the lack of trust, accountability, communication, and many other factors among the members. After disclosing this information to the Dow Personnel management team, they each agreed, myself included, to participate in a change process amongst the team. My research topic is Initiating Organizational Change: The teambuilding process of the Dow Personnel Management Team. The three questions that I am seeking to answer include:

1. What are the reasons for the current malfunction of the Dow Personnel management team?

In order to determine the answer to the first question, a survey developed by Patrick Lencioni, a widely know Leadership expert, will be administered to each of the five people on the leadership team. This model is used in the determination of what the dysfunctions of the team are as well ideas and theories on how to correct the dysfunction. This model called *The Five Dysfunctions of a Team* was developed by widely know Leadership expert Patrick Lencioni.

2. What processes should be utilized to initiate organizational change, by initially developing the management team to function as a cohesive unit?

Once the problems associated with the team are determined based on Lencioni's model, I will determine what areas the management team at Dow must focus on to function as a cohesive unit that is organized and consistent.

3. What processes and concepts gleaned from the change process within the management team can be effectively used with the entire Dow Personnel staff? And how could they be applied?

By determining what is needed to assist the management team at Dow to make changes for the better, I hope to make a determination of which of the concepts learned would best be applied to the entire staff.

Literature Review

The research for this project seeks to address common problems in teambuilding and how those issues may be overcome or resolved by utilizing different techniques. Specifically the research attempts to discover what the specific problems are in the Dow management team and what methods and techniques are helpful in building an effective and beneficial management team. The literature review for this research focuses on:

1. Determining common problems in teambuilding and team effectiveness;
2. recognizing the role leadership plays in the teambuilding process, and;
3. methods and/or techniques for building effective teams.

Determining common problems in teambuilding and team effectiveness

While it is certain that every organization will experience some problems within their teams, there are some clear issues that are indicators of major problems in the teambuilding process. Kouzes and Posner (2003) suggest in the book *Credibility*, that capacity has to be developed in each team member. The lack of capacity in team members represents a potential problem within the teambuilding process. They offer that leaders within teams must "...develop the capacity of people in the organization to act on the shared values in ways that increase the organization's credibility with its constituents" (p.155). The authors also suggest that team leaders, in an attempt to increase capacity in team members must ensure that the appropriate training and educational opportunities are available for those who need them.

This theme is also shared by many other authors. Newstrom and Davis (1997) offer that in order for groups to "...achieve a high level of teamwork, they must be supported by a supportive environment, common goals, teamwork, but most importantly,

they must be able to develop the appropriate skills necessary to function as a team” (p.391). In essence, these authors propose that without the development of capacity, teams are destined to fail.

In attempting to develop capacity members of teams may be required to “...ask themselves about the assumptions they make regarding the abilities of other team members” (Kouzes and Posner, 2003, p. 156).

While the team concept is not new, the process of teambuilding is not as simple as some may think. There are many problems that arise in the teambuilding process that keep teams from being effective. One of the most common problems is the lack of trust within the team. Unfortunately in most teams, the team members wait for a leader in the group to emerge then wait for that person to determine what the team will be working on. Corey and Corey (1997), offer that “[i]f a basic sense of trust and security is not established at the outset of a group, serious problems can be predicted” (p.140).

Another common problem in the team environment is the need for consensus. Consensus is often viewed as a desired outcome from teamwork, but it is support of a decision that is viewed as a more positive decision than consensus. Lencioni writes that members of great teams know “...that reasonable human beings do not need to get their way in order to support a decision” (p.207).

Shafritz, Ott and Jang (2005) offer that consensus comes from groupthink which is described as the “...nondeliberate suppression of critical thoughts as a result of internalization of the group’s norms...” (p.186). The following are causes of groupthink in teams:

1. Invulnerability—When team members feel as if they are not vulnerable to pitfalls, they become unaware of warning signs to failure and other dangers.
2. Rationale—when team members are a party to groupthink, they tend to rationalize warnings to the point that they ignore them
3. Morality—Team members who follow group think usually place the thoughts and ideas of the team above the most moral or ethical thing to do.
4. Stereotypes—When teams are involved in groupthink that view the leaders of organizations as the enemy, trying to rule over the team rather than viewing the leadership as a guide or an ally.
5. Pressure—Team members apply pressure to those in the group that convey any sense of doubt in the teams decisions.
6. Self-censorship—Those who are a part of groupthink, tend to stay away from their own individual ideas ensuring the team consensus prevails.
7. Unanimity—Team members who are involved in groupthink have a false sense that the group is unanimous in every decision that they make.
8. Mindguards—Sometimes time members who are involved in groupthink try to protect fellow team members from information that may break up the sense of unanimity.

The role of leadership in the teambuilding process

Teambuilding is a process that requires some direction and some form of leadership. One role that leadership plays in this process is by having a supportive team environment. Teamwork is most likely to develop when there is a supportive environment for it. Creating such an environment involves encouraging members to

think like a team, providing adequate time for meetings, and demonstrating faith in team members' capacity to achieve. Supportive measures such as these "...help the [team] take the necessary first steps towards teamwork" (Newstrom & Davis, 1997).

Leadership also has other responsibilities when it comes to developing and building teams. "Giving meaning, purpose, direction, and focus to work is the quintessential leadership role" (Scholtes, 1998, p. 182). Scholtes continues to write that these concepts can be accomplished by giving clarity and focus to everyday work, constantly communicating with the team about the shared vision and common purpose of the team, and selecting priorities for the team to focus on.

Locke (1999) suggests that those leaders involved in teambuilding are responsible for "... employ[ing] techniques to foster the trust and collaboration necessary to ensure that individuals work together as an effective team" (94). This means that leadership is ultimately responsible for laying the building blocks for team development.

Newstrom and Davis (1997) suggest that there are certain behaviors (p.387) that leaders or facilitators of teams should demonstrate. These behaviors include:

1. Encouraging open communication,
2. observing team meetings,
3. probing and questioning,
4. confronting individuals,
5. stimulating problem solving,
6. attending to nonverbal cues, and
7. encouraging learning.

Leaders in teams should also be prepared to model the behaviors that they expect from team members. Kouzes and Posner (2002), state of leaders in teams that they should “set the example by aligning actions with shared values” (p.22). Leaders within teams are responsible for other items as well such as keeping the team motivated and on track.

Methods and/or techniques for building effective teams

There currently exist countless methods for effectively building teams. Jamil Jreisat (1997) describes teambuilding as “...a process of developing collective responsibility for professional and organizational renewal and effectiveness...” He goes on to explain that it “...is most effective when personal goals are harmonious and when the organizational culture is conducive to team actions.” Most teambuilding and leadership experts agree that in order to build a team that works effectively together to accomplish goals the team must possess several characteristics, but in most instances the basis of these characteristics is trust. As people work together in a group or team they must rely upon one another in order to achieve their mutual goal.

A study referenced by Patton, Giffin and Patton (1989) found that when it comes to trust within teams:

As there is an increase in an individual’s confidence that his trust will be reciprocated, the possibility of his engaging in cooperative behavior will increase and as the ratio of anticipated positive consequences over negative consequences increases, the probability of his engaging in cooperative behavior will increase (p. 48).

Trust is necessary in a team environment to set the stage to grow as a team. Paul Lencioni offers that the absence of trust stems from "...the unwillingness of [team members] to be vulnerable with the rest of the group" (p.188). Many experts on teambuilding believe that trust is a two way street, it directly relates to being trustworthy. And team members must be willing to demonstrate their honesty, credibility and dependability.

Steven Covey writes in his book *Principle Centered Leadership* (1990) that building or repairing trust alone is not enough. He states "[i]f you attempt to work on building trust at the exclusion of other chronic and acute problems, you will only exacerbate your situation. Kouzes and Posner (2003) offer about trust "[t]o be trusted, we have to extend ourselves by being available, by volunteering information, by sharing our personal experiences , and by making connections..." (p. 108). Kouzes and Posner also state that to help build trust in a team each team member must weigh the following questions:

1. Is my behavior predictable or erratic?
2. Do I communicate clearly or carelessly?
3. Do I treat promises seriously or lightly?
4. Am I forthright or dishonest?

A second concept that is necessary for successful teambuilding is the presence of conflict. While many view conflict as being a negative process that is to be avoided at all costs, if brought about correctly, conflict can provide open discussions of opposing positions and views. These discussions can then lead to "...the elaboration of different viewpoints, the finding of new information and ideas and the integration of ideas that

were opposing” (Kouzes & Posner, 2003). Conflict is necessary in organizations, because without it, teams are setting themselves up for failure. “It is important to distinguish productive ideological conflict from destructive fighting and interpersonal politics...”, Lencioni writes. “Ideological conflict is limits to concepts and ideas and avoids...attacks” (p.202).

In most teams conflict helps to bring the team closer together. “Cohesion within a group typically increases after conflict and anger are recognized and expressed, for venting such feelings is one way of testing the freedom and trustworthiness of the group” (p.183).

Another method for team building involves commitment. Team members must be committed to the goals and purposes of the team. Stephen Covey suggests that the necessary element in commitment is involvement. He clearly states that “without involvement there is no commitment” (p.143). Team members who lack commitment to the team or to the organization often do so because they never bought in to what the team was attempting to accomplish.

Patton, Giffin and Patton also suggest that the level and type of commitment of team members is dependent on the type of team they are involved in. They offer that if the team is one that will have to work together over a longer period of time to accomplish goals, then the level of commitment will be higher than if they are only working together for a short project.

Accountability is also a common theme that effective teams share. Kouzes and Posner posit that “...individual accountability is a critical element of every collaborative effort” (p. 299). Accountability is necessary in teams to ensure that the work is being

accomplished and it is up to team members to hold each other accountable for their responsibilities. Accountability suggests that team members are responsible for both their individual results and the success of the team as a whole. They share ownership of both problems and solutions. They refuse to ignore issues and concerns affecting team performance just because they may be in someone else's area of accountability.

Kouzes and Posner write team members must be prepared to deal handle it when another team member hold them accountable for a task they did not complete. If the team member was not accountable for there responsibilities, they should be prepared to follow Kouzes' and Posner's six A's of Accountability. They include:

1. Accept—The team member must first accept that were not accountable in completing the task
2. Admit—the team member must then admit to the other team member or members that the task was not completed
3. Apologize—the team member should apologize to the remaining team members for not doing what they were supposed to do.
4. Act—the team member must then complete the task as soon as possible.
5. Amend—the team member must then be willing to improve upon the tasks he or she was supposed to do.
6. Attend—lastly, the team member must attend to the needs of the rest of the team that are due to his negligence.

Methodology

Methodology Overview

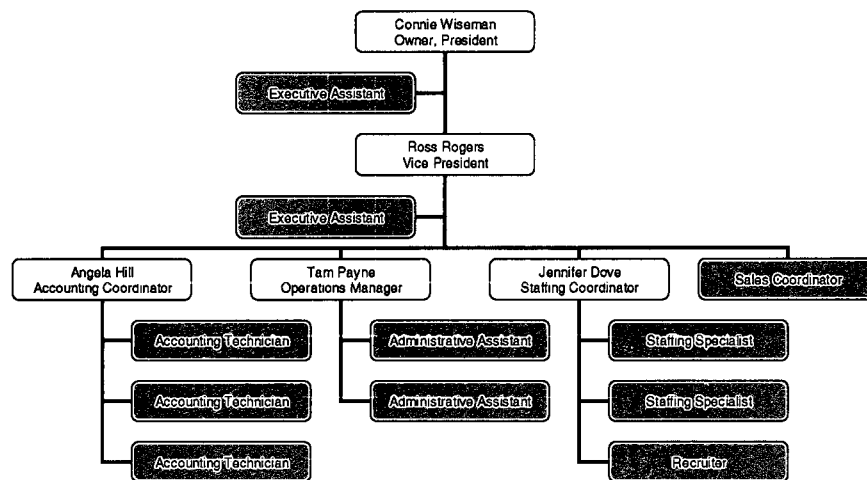
The methodology for this project focused on both primary and secondary data. An emphasis was placed on relevant literature gathered from books and scholarly articles that discuss common team building concepts.

Characteristics of the Research Sample

The management team of Dow Personnel was the primary focus of this project. The team consisted of the owner and President of Dow Personnel, Connie Wiseman, the Vice President of the company, Ross Rogers, the Accounting Coordinator, Angela Hill, the Operations Manager, Tam Payne and the researcher, Jennifer Dove who is the Staffing Coordinator.

The management team relates to each other in the following way:

DOW Personnel Management Team



- Connie Wiseman, Owner & President—Is responsible for seeking and applying for new business through contracts, grants and proposals.
- Ross Rogers, Vice President—Responsible for seeking and applying for new business through proven sales processes
- Tam Payne, Operations manger—Responsible for day to day operations of the organization. Creating and implementing policy and general supervision of front office staff.
- Angela Hill, Accounting Coordinator—Responsible for all financial operations of the company to include, temporary employee payroll, account billing and receiving, Dow Personnel payroll and supervision of accounting staff
- Jennifer Dove, Staffing Coordinator—Responsible for all staffing and placement activity, including interviewing candidates, placing them in employment and maintaining relationships with employers to fulfill their staffing needs, supervision of staffing specialists and recruitment.

As a member of the management team it is important to address the issue of bias. In order to effectively analyze and report on the Dow Personnel management team, I had to include myself in all assessments and exercises .

In order to better understand the management team and how the team relates to one another from a more personal perspective, a personality profile was reviewed for each team member. Each member of the management team had previously taken the Myers Briggs Personality Profile. The inclusion of this information was deemed necessary to get a picture of the true characteristics of the management team. The following offers details about each person's personality:

- Connie Wiseman—Mrs. Wiseman’s personality profile is Extrovert, iNtuitive, Feeling and Judgmental (ENFJ). This profile means that she is a “...skilled communicator” and the most important aspect of working relationships are the people themselves. Her personality profile also indicates that she is a very idealistic person that may have unrealistic expectations about relationships.
- Ross Rogers—Mr. Roger’s personality profile is Introvert, iNtuitive, Touching and Perceiving (INTP). This profile indicated that Mr. Rogers is “...naturally skeptical and critical”. He is also more likely to be interested in concepts and ideas rather than people. Other traits that Mr. Rogers possesses in terms of the profile are that he is scientific and that he is very curious.
- Tam Payne—Ms. Payne’s personality profile places her as being Extrovert, Sensing, Touching and Judging (ESTJ). The profile describes her as being “...more than willing to run things and will decidedly get things done.” Ms. Payne’s personality profile also describes her as someone who naturally gravitates toward management and other administrative leadership positions
- Angela Hill—Ms. Hill’s personality profile describes her as being Introvert, Sensing, Feeling and Perceiving (ISFP). This means that she is “...deeply concerned with harmony”. It also pegs her as being a person who prefers to work alone. Mrs. Hill is also described by her personality profile as being some one who works to contribute to children in some way.
- Jennifer Dove—Ms. Dove’s personality profile describes her as being Extrovert, iNtuitive, Feeling and Judging (ENFJ). Her profile goes on to say that she is a “...responsible [person] who likes to get things settled. The profile goes on to state

that she is more likely to get involved in many things at once and pull them off without a hitch.

Data Collection

An internet based assessment was given to each member of the management team. This assessment was set up through The Table Group, a teambuilding consulting firm. Each team member was required to answer 38 questions based on activities and events that directly related to the organization and to members of the management team. The responses to each question were based on a Likert scale with team members having the option to choose from the following responses: Never, Rarely, Sometimes, Usually and Always. Questions on the assessment consisted of items such as "Team members acknowledge their weaknesses to one another". Once all team members completed the assessment, a report was sent to the assessment administrator detailing what the weak areas of the team in each of five categories (1) trust, (2) conflict, (3) commitment, (4) accountability and (5) the ability to obtain results. Once the assessment was completed, the findings for the Dow Management Team were as follows: The team scored low in each of the five areas and were considered to be a dysfunctional team. At this point the management team decided that a management team meeting would be conducted for two hours every week for at least five weeks to address each of these areas. The outcomes of these meetings are as follows:

Meeting One: Building Trust

In order to initiate trust building, the Dow management team met to go through several trust building exercises. The first exercise included going through the group's

answers to some of the trust related statements in the assessment that the team scored low on. These statements consisted of:

- Team members ask for help without hesitation.
- Team members are willing to apologize to each other
- Team members can comfortably discuss their personal lives with one another.
- Team members are unguarded and genuine with each other.
- Team members acknowledge their weaknesses to one another.

Each of these statements was discussed along with what the team members' individual answers were. All of the team members scored the area of trust low for several possible reasons. After brainstorming, the team deduced that some of the reasons behind the score being so low include:

1. Some members of the management team trust other members much more than others. For example, the president and vice president of Dow Personnel are a married couple, and the vice president's daughter is the manager of the accounting department, while the operations manager has known the president and vice president for over six years. The placement manager however, is fairly new to the team, being hired in July 2004 and only became a part of the management team in October of the same year.
2. The team did not feel that comfortable with each other as far as letting their guard down. In order to help with this obstacle, the

following strategies, some of which were adopted from Patrick Lencioni's book *The Five Dysfunctions of a Team* were implemented.

After the questions involving trust were reviewed, each member of the management team participated in the trust building exercise of sharing with the group what the biggest mistake of their life had been. Team members shared stories of failed marriages, dissatisfaction with decisions made about college, and abusive relationships. This exercise allowed each team member to see the human and vulnerable side of each other, allowing a more trusting relationship to be formed.

After that exercise was completed, team members then were asked to share the moment in their life that they have been the most proud of. This exercise was easier in that it allowed each of the team members to share happier thoughts such as how proud they are of their children or their academic or professional achievements.

Prior to conducting this meeting, team members had little trust among each other. The exercises covered in this meeting allowed the team to build lasting, trusting relationship through disclosure, the process of sharing information between sides.

Meeting Two: Dealing with Conflict

After completing the assessment, the team members discovered that they attempted to avoid conflict at all cost, the team also learned that it sought consensus more than anything else. Questions that the team answered on conflict included:

- Team meetings are interesting and compelling (not boring)
- When conflict occurs, the team confronts and deals with the issue before moving to another subject

- Team members voice their opinions even at the risk of causing disagreement
- Team members communicate unpopular opinions to the group
- Team members solicit one another's opinions during meetings

In order to become more comfortable with conflict and how it is almost always imperative in making effective team and business decisions, the team completed several exercises. One of the first exercises that the team completed was to read two articles taken from Dear Abby and Annie's Mailbox (Appendix C), advice columns printed in *The Virginian Pilot*, a local newspaper. After reading each of these articles—without having access to the responses—each member of the management team was charged to give their opinion of the articles. In order to introduce conflict into the exercise, one team member was assigned to play the role of devil's advocate. This meant that the chosen person was responsible for purposely disagreeing with what other team members thought about the article to begin a bona fide conversation about what team members really thought. It was during this exercise that the team developed rules for conflict. These rules helped to establish boundaries for conflict while allowing team members to be comfortable in expressing their opinions. The rules that were established are as follows:

1. No blaming, criticizing or demanding—All team members are allowed to openly express themselves without other team members being critical of his or her thoughts or ideas.
2. Courtesy, no interrupting another person while he or she is trying to make a point—Team members should focus on what other team members are saying rather than being preoccupied with preparing his or her response.

3. Spend a limited amount of time expressing views—Being concise allows every person in the group to share.
4. Everyone will listen to everyone else—Only when team members listen to each other can they truly reap the benefits of the teambuilding process
5. Everyone will be open and honest—Sincerity is imperative for any team building process to be successful.

After the management team had become familiar with the idea of introducing conflict into discussions, real issues that were pertinent to the business of Dow Personnel were presented. Two of the issues that were discussed at this time were how to appropriately deal with employee schedule changes and how to deal with unprofessional and rude clients.

Handling Schedule Changes

Recently there had been many requests from staff members to change their work schedules in some way. These requests had become burdensome to members of the management team. In an effort to come to a conclusion that was fair to the company as well as fair to the employees, the management team tackled this issue through the conflict exercise. During the discussion of this issue, many ideas and concerns were considered. The first rule that was established in relation to schedule changes was that any schedule change should not adversely effect or be a detriment to the business of Dow Personnel. If the scheduled change was determined not to effect the functions of Dow Personnel, and not turn full time employees into part time employees or vice versa, more often than not, the change would be approved.

Dealing with unprofessional clients

One of the problems that any staffing agency, including Dow, may face is upset or irate clients. Until this meeting, there was no clear established rule to handle this situation. After the management team discussed the issue, a new policy was created to handle this problem. The protocol for this policy is as follows:

When you are on the telephone with a client who is yelling or acting in other ways that are deemed unprofessional:

1. Stay professional, handle the situation calmly.
2. If you cannot handle the situation, say to the client "I need to speak with my supervisor about this matter. Would you like to be laced on hold, or would you like me to call you back in a few moments?"
3. Talk to your immediate supervisor to inform him or her of the situation. Your immediate supervisor will determine if he or she needs to take the call or if they need to be with you while you finish the call.
4. If the matter is still unresolved, your immediate supervisor will turn the matter over to the vice president and/or president, and will notify you of the outcome of the situation.

(Dow Personnel Management Team, 2004).

Meeting Three: Focusing on commitment

During the third week, the Dow management team focused on commitment. Some of the questions on the assessment pertaining to commitment that were discussed during this meeting included:

- The team is decisive, even when perfect information is not available

- Team members end discussions with clear and specific resolutions and calls to action
- Team members leave meetings confident that everyone is committed to the decisions that were agreed upon
- The team sticks to decisions
- The team is clear about its direction and priorities

One of the key concepts that was discussed during this meeting was what each member of the management team is committed to in their personal lives and what keeps each person committed to those things. Team members shared everything from their families, to their churches as well as their relationship with God. The team then discussed how to bring that same motivation that has each team member committed to personal things in their lives to help to become more committed to the management team and to Dow Personnel as a whole. The management team came to the conclusion that since management can more easily see the bigger picture of the company, where it is going and what the plans are for the future of the company, there is likely to be more of a buy in to the company than from those team members that are not involved in the management team. During that conversation, the management team determined that it is necessary to hire individuals at Dow who share similar values and work ethics to that of Dow. For those who are already employed at Dow, it was determined that it is up to the management team to reiterate the values of the company and talk to employees to see how they feel about the values of the company. During this time in the meeting it was discovered that the entire management team was not even aware of what the values of the

company were. So, the management team worked together in meeting three to discuss and establish the values of the company. The following values were established:

1. Commitment to team goals—know what the team goals are and make them more important than your individual goals
2. Trust—the belief that you will not be intentionally caused physical or mental harm by a team member, nor will you intentionally cause harm to a team member
3. Humility—The team comes before the individual and with the team I can be more than I am by myself
4. Initiative—Within the scope of which you've been empowered, solve problems without direction. If it is in alignment with the vision and mission of Dow and does not incur a cost to the company, do it!

Meeting Four: Being accountable

During this meeting the Dow management team discussed accountability and what it means in the management team as well as in the company as a whole. Some of the questions from the assessment about accountability that were addressed were:

- All members of the team are held to the same high standards
- Team members are quick to confront peers about problems in their respective areas of responsibility
- Team members consistently follow through on promises and commitments.
- Team members point out one another's unproductive behaviors
- Team members question one another about their current approaches and methods.

After these questions were reviewed, the management team discussed real examples of when team members were not accountable for their responsibilities. This

was an eye opening experience for the team because there were several instances where members were not accountable and no one took responsibility for holding them accountable for what they had or had not done.

A second exercise that the management team worked on to increase their level of accountability was that in every meeting, from that point forward, when a task was assigned, someone in the team would write down what was said and the plan of action for completing the task as well as establish who would be the champion of that item and when the item should be completed. By using this process, there would not be a question as to who was responsible for what as well as when the task or process should be completed.

Meeting Five: Getting results

During this fifth and final meeting the management team first review some of the pertinent questions that were answered on the survey about results. Some of those items included:

- Team members value collective success more than individual achievement
- The team has a reputation for high performance
- Team members willingly make sacrifices in their areas for the good of the team
- Team members are quick to point out the contributions and achievements of others
- The team consistently achieves its objectives

Once the team discussed these statements, different ways to get results from the management team were discussed. During this brainstorming session, the management team came up with a few ways to get better results from team members:

1. Determine and ensure the goals of the organization—Once team members are clear on what the goals of the organization are and how they fit into them, then they will be more likely to stay goal oriented.
2. Team members should be involved in most decision making processes—If team members have the opportunity to be a part of the decision making process, they are more likely to be results oriented when it comes to that task.
3. Display results—In order to ensure that results matter to team members displaying their progress on completing certain task would be an effective way to assist in getting results.

Findings

Overall, the five week process was a time of learning and adjusting to new forms of thinking. The five step team building process can be summarized in the following:

Table 1

Problem	Treatment	Expected Result
Lack of trust	<ul style="list-style-type: none"> • Sharing personal experiences 	The team will be able to trust each other at all times through all experiences
Absence of conflict	<ul style="list-style-type: none"> • Make conflict a mandatory part of every discussion 	Well thought out solutions to problems and new processes
Lack of commitment	<ul style="list-style-type: none"> • Determination of what keeps team members committed 	Team members will be committed to the goals and values of Dow Personnel
No or little team accountability	<ul style="list-style-type: none"> • Being open and honest about incidents when team members were not accountable 	Team members will be more likely to follow through on work because they will be held accountable by other members of the team.
Inattention to results	<ul style="list-style-type: none"> • Display the expected results versus the actual results visually 	Team members will be more likely to focus their work efforts on getting the work accomplished

Each of the dysfunctions that existed in the Dow management team were reviewed and discussed by the team members. Each team member had input on what was wrong and how to correct those problems. Once the management team felt comfortable about the progress that was made, the team deemed it necessary to determine which of these techniques used, if any could be applied to the entire Dow staff to build a better team.

Upon discussion of the aforementioned issue, the management team determined that it would be beneficial for each member of the Dow staff to partake in the same teambuilding exercises. The only concern with this is that the management team felt as if

there may be some members of the Dow staff who do not totally believe in Dow's concepts, ideas and goals, therefore the teambuilding process will have trouble thriving when there are team members who do not believe in or follow the values that Dow is based on. This thought brought about a serious issue to be considered. If it is found that team members do not fit in with the goals and values of Dow, should Dow continue to employ them? Since Dow is still in many ways in the beginning stages of trying to initiate organizational change, the management team felt that it would be best to be steadfast in making our values and goals known, and for those team members who felt as if they did not agree with those things would eventually leave the organization. This will open the door to bring in new staff members that share common values and goals of the organization.

Policy recommendations

In order for the Dow Personnel Management team to successfully continue their teambuilding process in a way that will not only make the management team more effective, but carry over into the entire team at Dow, there are certain recommendations that the management team must be sure to follow through on.

The first recommendation for the management team is to be certain that the values of the company are clear and are communicated to every member of the team consistently. Once the values are established, it is very important for the management team to ensure they are being followed and to assist team members when they need clarification or need to be reminded about what Dow's values mean.

The second recommendation for the Dow management team is that the teambuilding process starts with the hiring process. In many instances, the management

team has hired staff members very quickly and then when problems arise, the team ponders over whether the employee should be terminated. In order to have a more effective team, the management team should spend the majority of their time on the hiring process, ensuring that the person meets the goals and values of the company and should spend less time on terminating employees.

Another recommendation for the Dow management team is that the team needs to focus on management all being on the same page. In other words, each member of the management team needs to be clear on the policies, rules and regulations of the company while knowing how to implement them. In order to effectively implement this recommendation, the management team must have open communication that allows each member of the team to clearly understand each policy and how it fits in to the team as a whole.

In order for Dow to move to a team that is committed to one another as well as to the goals of the company, employees who are not a part of the management team must be empowered to lead. In order to empower other team members, the management team must give each team member certain duties and tasks that they can handle themselves without going to a higher authority. By being empowered to make decisions, team members are more likely to become involved with the overall mission and vision of Dow.

Conclusion and Areas for Further Research

The entire experience with the Dow management team has been one of learning and enlightenment. The management team was not operating as a cohesive unit before this research project and since that time there have been several marked improvements not only to the management team but to the organization as a whole.

Areas for further research include completing this entire process with the entire Dow team. Completing the aforementioned tasks on a larger scale would be more involved because there is the potential for so many more thoughts and opinions. The teambuilding process for the entire team should be documented as well with lessons learned from building a cohesive team.

Having the management team to take the assessment again would also be an area for further research because it would allow the team to determine if the steps taken to overcome the team dysfunctions were effective.

Completing this research project gave the management team the opportunity to step back and see what problems currently existed in the company and how to go about solving them. This process was a priceless experience for the management team and should be considered for other management teams as well.

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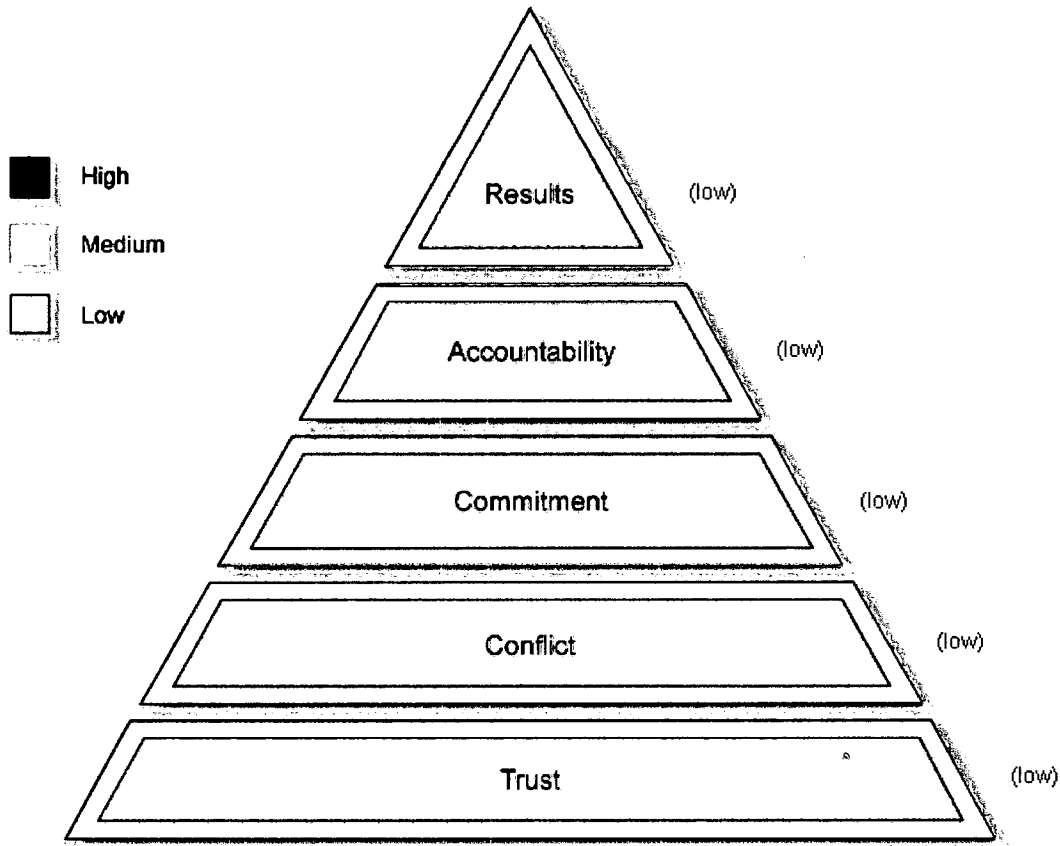
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Appendix A: Partial Listing of Assessment Questions

1. Team members admit their mistakes. your answer
2. Team members are passionate and unguarded in their discussion of issues.
3. Team members are quick to point out the contributions and achievements of others.
4. Team meetings are interesting and compelling (not boring).
6. Team members acknowledge their weaknesses to one another.
7. Team members voice their opinions even at the risk of causing disagreement.
9. The team has a reputation for high performance.
10. Team members ask for help without hesitation.
11. Team members leave meetings confident that everyone is committed to the decisions that were agreed upon.
12. During discussions, team members challenge one another about how they arrived at their conclusions and opinions.
13. Team members ask one another for input regarding their areas of responsibility.
14. When the team fails to achieve collective goals, each member takes personal responsibility to improve the team's performance.
16. Team members are quick to confront peers about problems in their respective areas of responsibility.
17. Team members acknowledge and tap into one another's skills and expertise.
19. Team members end discussions with clear and specific resolutions and calls to action.
20. Team members question one another about their current approaches and methods.
21. The team ensures that poor performers feel pressure and the expectation to improve.
22. Team members willingly apologize to one another.
23. Team members communicate unpopular opinions to the group.
24. The team is clear about its direction and priorities.

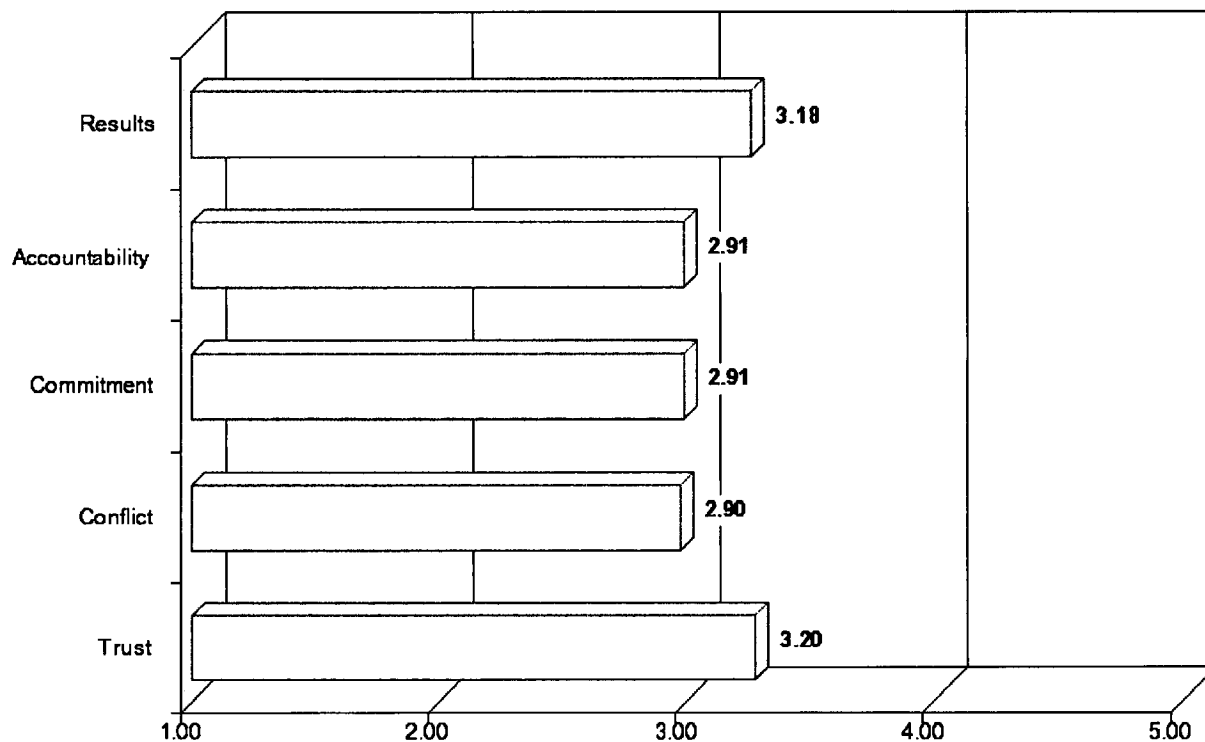
26. All members of the team are held to the same high standards.
27. When conflict occurs, the team confronts and deals with the issue before moving to another subject.
29. The team consistently achieves its objectives.
30. The team is decisive, even when perfect information is not available.
31. Team members value collective success more than individual achievement.
32. Team members are unguarded and genuine with one another.
33. Team members can comfortably discuss their personal lives with one another.
34. The team sticks to decisions.
36. Team members offer unprovoked, constructive feedback to one another.
37. Team members place little importance on roles, titles and status.

Team Summary



Your assessment scores indicate that results, accountability, commitment, conflict and trust are areas of likely concern for your team.

The Five Fundamentals



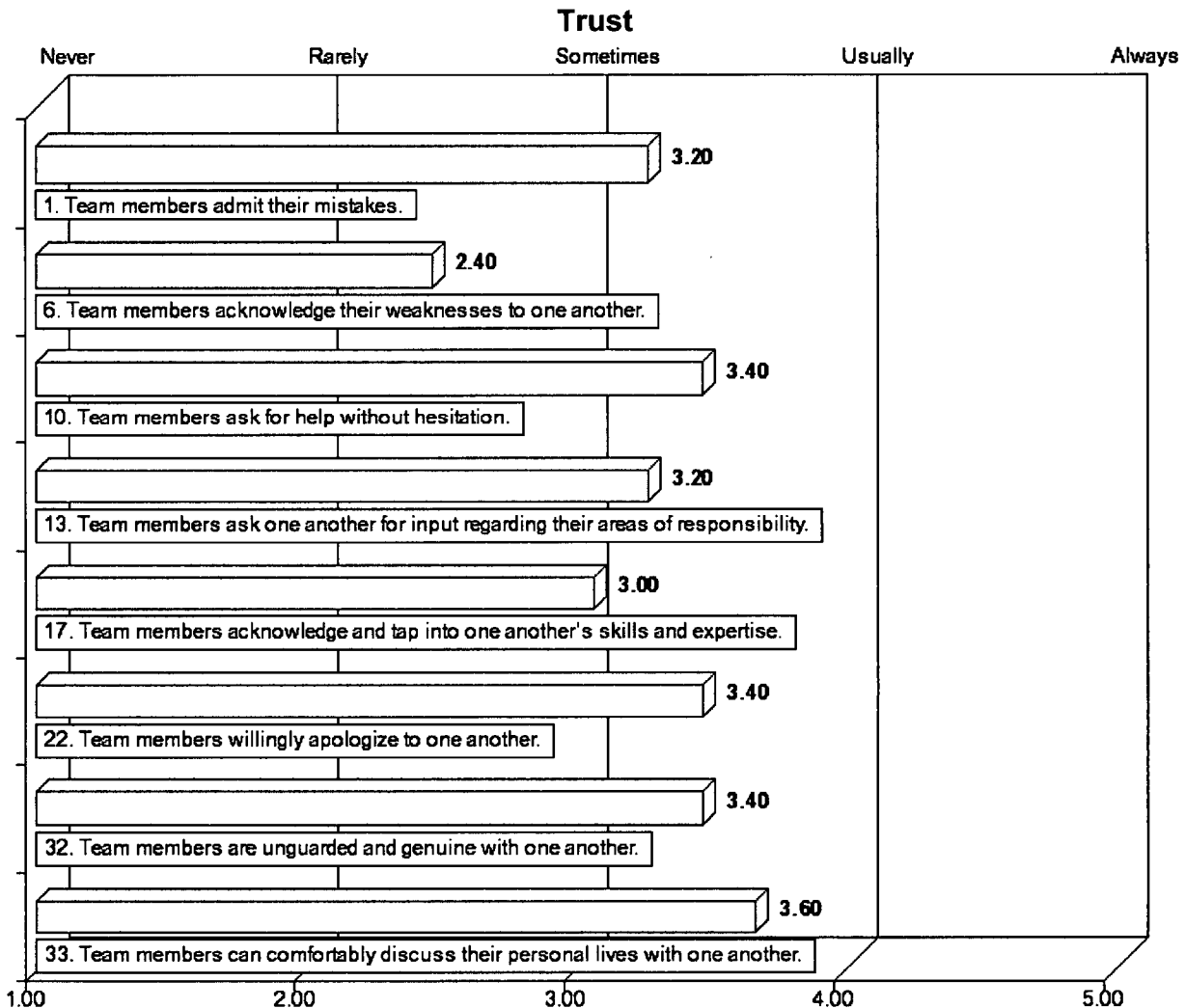
Trust: Your score in this area was low, which indicates that your team lacks necessary levels of openness and vulnerability about individual strengths, weaknesses, mistakes and needs for help.

Conflict: Your score in this area was low, which indicates that your team is not comfortable engaging in unfiltered discussion around important topics.

Commitment: Your score in this area was low, which indicates that your team is not able to buy-in to clear decisions, leaving room for ambiguity and second-guessing.

Accountability: Your score in this area was low, which indicates that your team hesitates to confront one another about performance and behavioral concerns.

Results: Your score in this area was low, which indicates that your team needs to place greater value on the collective achievement of outcomes, rather than individual or departmental recognition and ego.

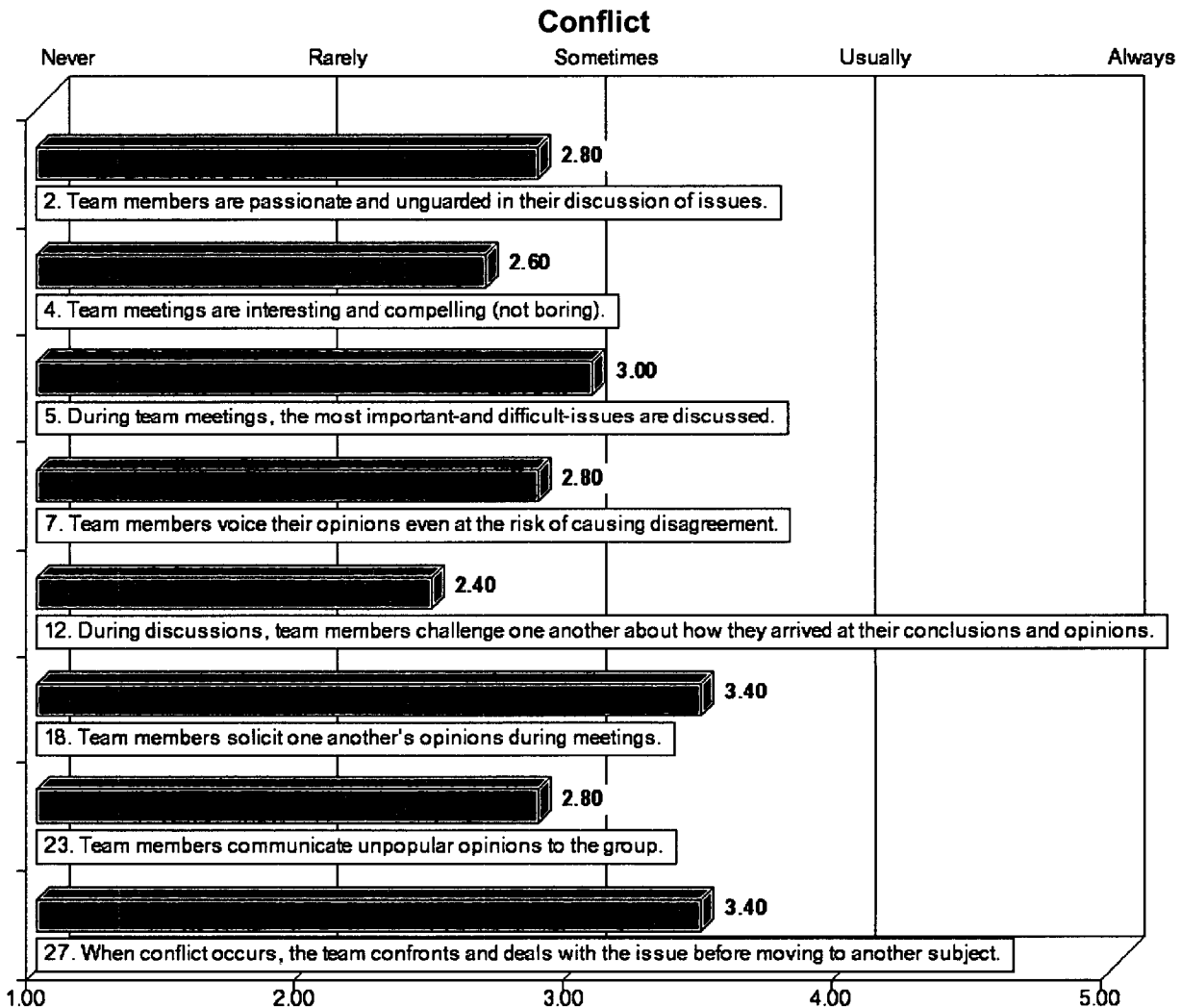


Trust lies at the heart of a functioning, cohesive team. In fact, it is the foundation, and without it, real teamwork cannot occur. Team trust comes from the vulnerability of members' sharing their weaknesses, skill deficiencies, interpersonal shortcomings, mistakes, requests for help, etc. Such trust enables team members to focus on the job at hand rather than on protecting themselves, their turf, or their individual jobs.



Your Team's Score: Low

Because your team scored low in trust, it is recommended that you consider using many of the suggestions on the following page. *Please note that by increasing your trust score, your team will have more success in overcoming the other Dysfunctions.*

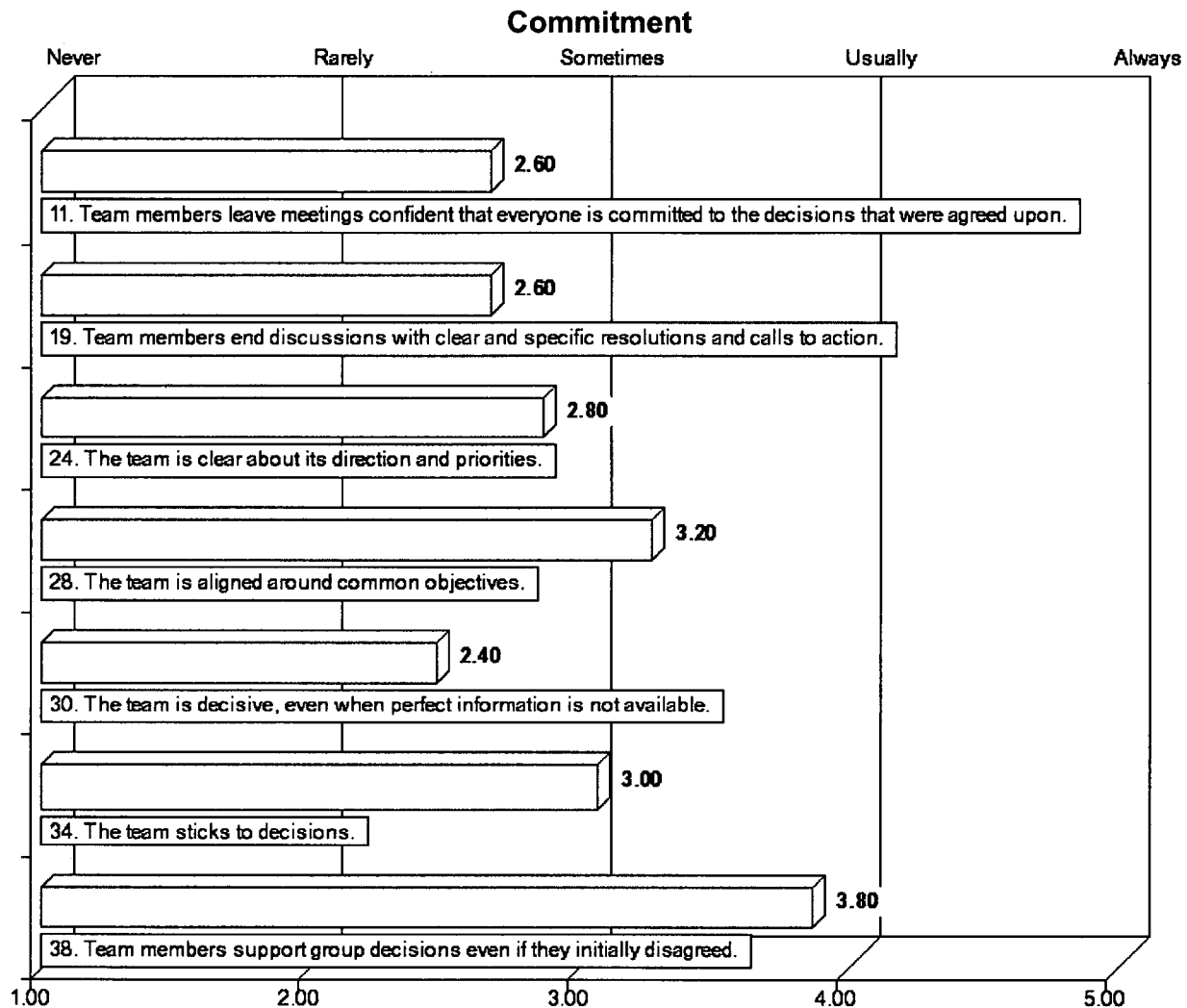


Conflict is about the productive exchange of diverse ideas and opinions in a focused, efficient and unfiltered way. Without conflict, decision-making suffers and relationships among team members stagnate. Additionally, if conflict does not surface it generally degenerates to mean-spirited, back channel comments behind closed doors.

Your Team's Score: Low

Because your team scored low in conflict, it is recommended that you consider using many of the suggestions on the following page.



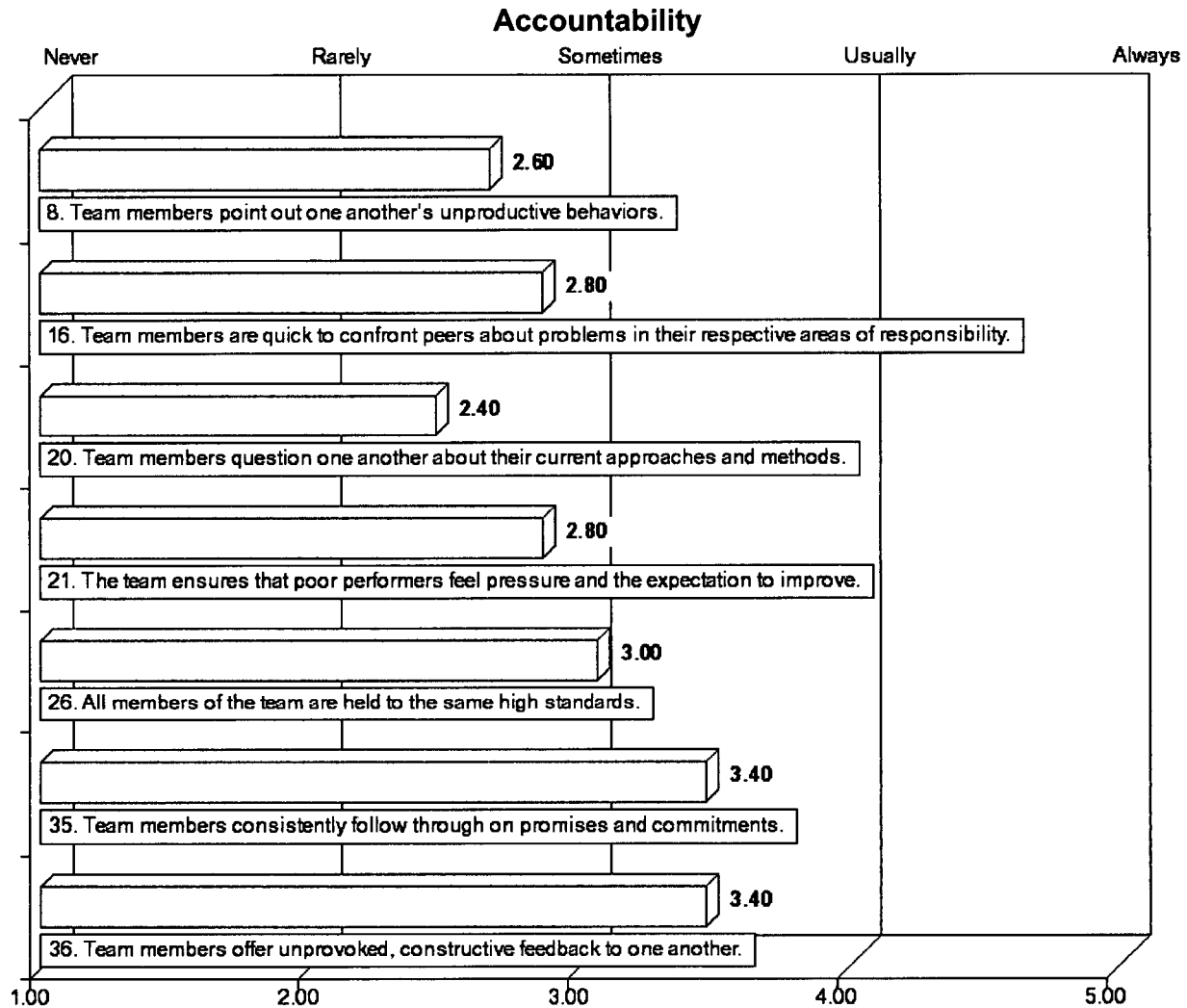


Teams that have a strong level of commitment understand that members do not need to get their way to support a decision but only need to know that their opinions have been heard and seriously considered. Teams with high levels of commitment can unite behind a decision even though there is no certainty that the decision is correct. They know that a decision is better than no decision and that it is better to make a choice, act with boldness, be wrong and change direction than it is to waffle or wait for 100% certainty.



Your Team's Score: Low

Because your team scored low in commitment, it is recommended that you consider using many of the suggestions on the following page.

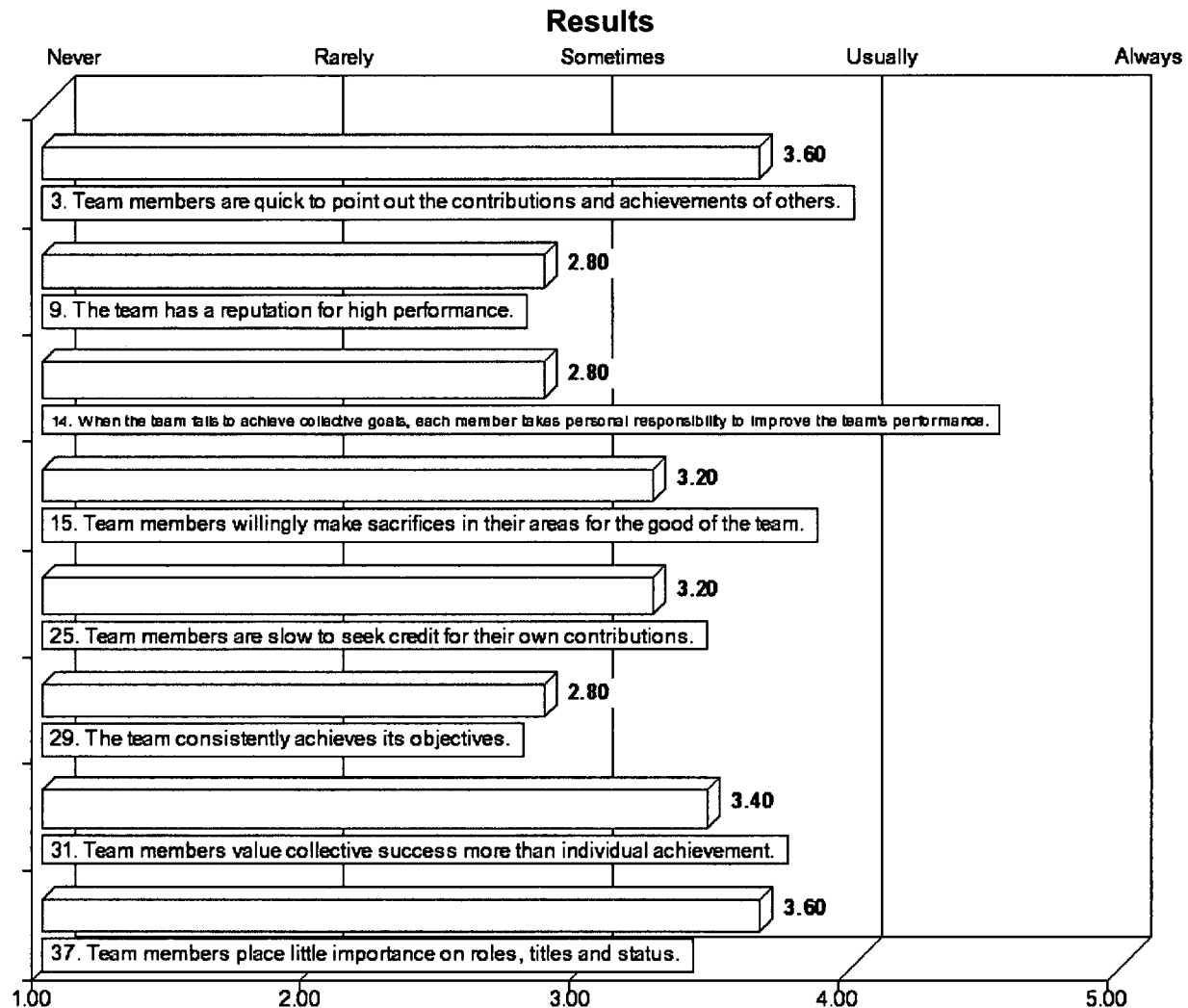


For teams, accountability means the willingness of team members to call their peers on behaviors that might hurt the team's performance. Team members avoid accountability because of the personal discomfort that comes from calling a peer on his/her behaviors and a more general tendency to avoid difficult conversations. Holding peers accountable means that team members must "enter the danger" with one another. Of course, they can do this only if levels of trust, healthy conflict and commitment are sufficiently high.



Your Team's Score: Low

Because your team scored low in accountability, it is recommended that you consider using many of the suggestions on the following page.



The only real reason to work in teams is because they can achieve results that would be impossible for an individual working alone. An unrelenting focus on collective goals is a requirement for any team that judges itself on results. Teams that have this dysfunction suffer because individuals work to satisfy their individual status, ego or departmental needs, rather than focusing on the collective goals of the group.



Your Team's Score: Low

Because your team scored low in results, it is recommended that you consider using many of the suggestions on the following page.

Appendix C: Virginian Pilot Newspaper Articles

THE VIRGINIAN-PILOT THE DAILY BREAK SATURDAY, OCTOBER 30, 2004

Extra coverage appreciated

Dear Abby: I recently read an article about a medical center in Maine that has redesigned its standard hospital gowns to provide extra coverage for patients. (The standard gown, open at the back, violates some people's religious customs and everyone's modesty.)

I am disturbed that modest hospital gowns have not been considered a priority before now. A patient's dignity should be protected regardless of gender or religious beliefs.

Your thoughts, please.

- *Offended in the South*

ANNIE'S MAILBOX

Planning a divorce is no excuse for dad's behavior

Dear Annie: I am a 15-year-old young woman. I have known for a long time that my parents weren't happy with each other, and last year they told me they were going to divorce when I turn 18. I'm trying to deal with that, but here's the problem:

Last week, my dad took me to get my hair cut, as he does every month. Afterward, as usual, we went to his friend "Mary's" apartment. Mary is nice enough, but I have never really liked her, partly because she interferes with the time I get to spend with my father. She flirts

with him a lot. When I told him I didn't like spending so much time with her, he said he'd limit it, but nothing changed.

So, when we were at Mary's apartment last week, I went upstairs to play on her computer, while she and Dad watched a movie together. About an hour later, I glanced downstairs and saw Mary rubbing my dad's stomach (and elsewhere), and he didn't stop her.

I haven't said a word about what I saw. Should I tell my dad or my mom, or keep silent? Should I wait until we go to Mary's apartment again and tell them together?

This is starting to tear me up inside, and I get really depressed every time I think about it.

— *The Girl Who Has Seen Too Much*



KATHY
MITCHELL
AND MARCY
SUGAR

Appendix D: Policy on Handling Unprofessional Clients

Dow Personnel This Is How We Do It Here			
System	Internal	Process Number/Index	Revision Date November 2004
Process	Dealing with Unprofessional Clients	Standard Time required:	
Element		Check One Status Box:	Draft X Final
Process Owner	All Employees	Draft –Comment Due date	Final-Approval Initials
Outcomes & Objectives	To handle unprofessional clients over the telephone in a calm and courteous manner		
Protocol	<p>When you are on the telephone with a client who is yelling or acting in other ways that are deemed unprofessional:</p> <ol style="list-style-type: none"> 1. Stay professional, handle the situation calmly. 2. If you cannot handle the situation, say to the client, "I need to speak with my supervisor about this matter. Would you Like to be placed on hold, or would you like me t call you back in a few moments?" 3. Talk to your immediate supervisor* immediately to inform him or her of the situation. Your immediate supervisor will determine if he or she needs to take the call or if they need to be with you while you finish the call. 4. If the matter is still unresolved, your immediate supervisor will turn the matter over to the vice president and/or president, and will notify you of the outcome of the situation. <p>*If your immediate supervisor is unavailable, please see the operations manager.</p>		
KPI			