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ORGANIZATIONAL MANAGEMENT



Organizational Management is a broad spectrum of interwoven steps towards achieving a holistic strategic success in stemming organizational goals and targets. Managing organizations entails ensuring that management systems are effective through the proper application of the right tools and adequate resources. The primary objective for this book also includes the following: this is more or less an attempt to provide ready guidance to managers, expert and OD Consultants wishing to provide capacity building services to organizations; organizational management entails the systematic application of management systems to perform the stipulated functions by necessarily providing continuous training and capacity building for them to be more efficient and effective in the running of the business; the key challenge in management is the successful mobilization and judicious use of scarce resources and how efficiently and effectively they can be

applied; it is also a straight forward and detailed presentation of the essential knowledge and skills training a team will require to effectively carry-out its functions in the organization. Managing teams in organizations involves so many steps towards achieving an effective team model. Two team building models or approaches are presented, namely the relationship and technical skills models. However, the consultant will still have to find the extra exercises and instruments required, depending on the data available to him/her, to provide an acceptable team building facility for the client. The three other streams of organizational management tackled in the book are the strategic, research and technological tools applied to achieve set objectives and targets. Strategies are implemented in the decision making process to enable organizations achieve their objectives and set targets. Research, on the other hand, is the systematic and scientific process of determining the needs of organizations and the recommended methods to resolve them. Research in organizations begins with organizational assessment to determine its strengths and weaknesses and what it needs now and in the future. Technology is what an organization is able to do through its research projects to ease or eliminate the fatigue of doing things haphazardly. Technology is the new way of doing things and offers the best criteria to success.

INTRODUCTION

Management is a practical activity requiring managers and employees alike to conform and assimilate a certain set of values upheld by the organization and together work effectively to achieve the set objectives, goals and targets. The most widely accepted organizational management perspective in relation to workers is the organic ideology which emphasizes the importance of human relationship in organizations. It is ascertained that in the past, the emergence and transcendence of the industrial and technological revolutions have mesmerized both managers and workers to consider mass production of goods and services above human dignity, thus resulting in very appalling human rights abuses which could not be readily addressed. However, the present era is slightly different from the past and regulation has further made it impossible for managers to deliberately see humans as machines and as objects of exploitation. The four management systems tools are research, team work, strategy, and technology. Research is a systematic process of resolving bottlenecks through scientific investigation and methods. Organizations undertake different research aimed at making them more viable. Work teams in organizations today, see themselves as work units who are jointly responsible to one another and must therefore work towards achieving a singular objective.

Basically, two models for team building in organizations are presented in this book, namely relationship skills model and technical skills model. Both models can be availed for one team at different intervals when the needs assessment points to that direction. However, most of the time, organizations will only be amazed with the relationship skills model. This is because mechanical theorists will only think of improving productivity by enhancing technical skills and making it more robust. Even though this belief may be true in some respects, there is no doubt that, relationship skills is equally important and plays a fundamental role in improving performance and productivity in organizations. This is basically the view of the organic theorists, who think that human feelings and attitudes play a pivotal role in determining an organization's efficiency, effectiveness and even sustainability.

The relationship skill model used for team building aims at improving interpersonal relationships and communication between team members; ensuring acceptable attitudes and mindsets that are at play; ensuring the adoption of good human values; accepting and harnessing each other's strengths and working together to improve upon their weaknesses. The relationship skills model is more difficult to undertake. More so because, it is challenging to be able to measure and quantify its impact as it affects human behavior, which is sometimes very difficult to predict.

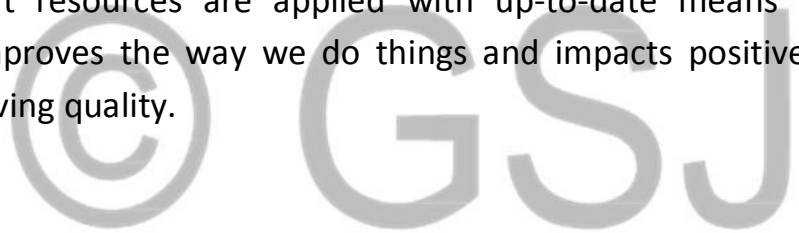
On the other hand, technical skills model is always meant to enhance what the team already knows best in doing. Therefore, it can be termed as updating the skills of the team to be abreast with the trends and developments of the industry. Mostly, people are employed based on their technical skills and much of the roles defined for the team members are based on their technical specialties and skills. Despite this, some organizations want to be abreast with time, and hence the need to continuously improve the capacity of their work units. In this respect, each work unit will have a separate technical skills content defined by the kind of tasks they undertake in the organization.

As stated already, however, relationship skills model and technical skills model can both be sourced for a work team and unit, with the aim of building their capacities to make them more effective and efficient. Which model to apply first will certainly, depend on the recommendations of the needs assessment carried out. Also, technical skills model intervention is necessary because, the ability of the team to perform its role effectively and efficiently is also a motivation to the team, but not only the interplay of interpersonal relationships in the team. The formation and improvement of a team's relationship skills is fundamentally aimed at making team members change agents in the organization, who are motivated to uphold the values and culture of the organization, and possibly if need be, change the existing culture which is detrimental to the development and expansion of the organization. Finally, providing technical skills model intervention will still require some of the instruments used for the relationship skills model and vice versa. In some respects they are interwoven and provided together if the OD consultant can at the same time meet the technical skills

competencies required by the client. On the other hand, they can be done separately if that is seen to be best for the organization or if that choice is made for some peculiar reasons. Nonetheless, the underlining principle is that, relationship skills is as important as technical skills because, just as technological development requires regular updating of technical skills, people also change in the organization which requires systematic and regular harnessing of human relationships within its environment.

Strategy is the process of changing the decision making processes to apply to the strengths and opportunities available to organization, as well as surmounting threats that arise due to organizational weaknesses. Strategies ensure that decisions are implemented on time and resources applied yield the desired results for the organization.

Technology is also an important tool which requires management to be dynamic to ensure that resources are applied with up-to-date means and solutions. Technology improves the way we do things and impacts positively in reducing cost and achieving quality.



CHAPTER ONE

ORGANIZATIONAL MANAGEMENT

Definition and Scope

Organizational management entails the systematic application of management systems to perform their stipulated functions by necessarily providing continuous training and capacity building for them to be more efficient and effective in the running of the business. It is a systematic attempt to mobilize resources to make a business entity more efficient and effective in achieving its objectives and meeting its set targets. Firstly, all organizations work with certain specific and determined quantity of resources which must be used judiciously for conversion into consumable goods and services. According to Howard Barnett (1992), all organizations have five different kinds of resources to work with, and they are; equipments, material, money, people, and time. The basic idea of resource conversion into usable goods and services involves the adoption of these management systems, coupled with the utilization and improvement of managerial functions to achieve the desired goals. The efficient management of scarce resources of an organization requires the application of management systems.

Many management theorists and founders have defined the term management in different ways. Mary Parker Follet defined it as the act of doing things or getting things done through people; on the other hand, Henry Fayol wrote, to manage is to forecast, and play to organize, command, coordinate, and control. The definitions of management have differed over time, relative to the environment under which it is described. Many of the definitions basically stipulate and identify the functions of management. The management functions as stipulated in some of the definitions, especially in that of Henry Fayol are: planning; coordinating; controlling; organizing; motivating; directing; communicating; staffing; forecasting, etc. The elements of management, specifically planning, are functionally applied through the management systems.

These functions cannot be performed in a vacuum rather they are channeled through the management systems or structures. These systems or structures includes: personnel; production; marketing; finance; communication; research and development; and any other which may be deemed or found to be necessary.

Management systems theory is applicable in all spheres of human organizations, though relative to the sort of classification or identification given to it. All economies of the world face the same economic problem of scarcity of resources relative to their uses. That is why governments are faced with the superlative challenges of being given the mandate to oversee and consciously direct their economies to meet their pressing needs. In order to achieve these objectives, the interests and responsibilities of the citizens are classified and assigned to their respective systems for redress, to meet the national goals and aspirations. The government is able to organize and oversee the smooth direction of its management systems through an institutional tax system, which obliges every capable citizen to contribute his quota from his or her earnings; and also from the naturally endowed resources of the country. In addition, economies are dominated by industries and businesses, which are either controlled by the state or are privately owned by individuals or associations. However, the success of all these economic activities depends on the mode and depth of application of the management systems. The establishment and application of management systems in government and businesses should not be done haphazardly, but should be applied systematically and judiciously. It should be done with a certain mode of classification of the processes, resources and tools of management systems.

Methodology

The first method of applying management systems in an organization is the overall management systems category. The overall management systems method embodies the responsibilities of all the systems in a single person, who is the owner. The sole owner is his or her own employer, financier, and marketer. Basically, everything revolves around one person. He is the 'Jack of all'. This method can be successful if the owner is innovative, hardworking and takes good

decisions. This method survives when the operator uses scarce resources judiciously, and his sole aim for this kind of business organization is meant for the short to medium term, but is never sustainable over a long period of time. The economics of scale is never in favor of such businesses. This method is applied when the manager is also able to keep records and accounts of the business, to ensure that his or her expenditure falls far below the income, because the vice versa is unacceptable for such an organizational structure. Since his or her resource base is small coupled with the volatility of the business environment, the entrepreneur must plan over a specific period of time to expand the business.

The second method of management systems is the delegated or mixed type. This method is suitable for partnerships, consortiums, cartels and growing businesses. This method allows for certain management systems to be merged and assigned to a particular department. For example, merging the roles of the marketing department to communication; or taking away some roles of the finance department to the marketing department, if such realignments will augur well for the smooth running of the organization for the short to the medium term. Otherwise, such delegations or mergers are appropriate if the decision to do that is more viable and profitable to the organization. The critical determining factor for this type of management system's application is the availability of resources.

The third method is the structured management systems application, which is suitable for large and complex organizations. These types of organizations can apply either the delegated or structured methods. For the structured management systems method, all departments are established to operate interdependently on their distinctive roles created for them. They perform distinctive roles which are linked together towards the achievement of a common organizational goal.

Challenges

There are many and varied challenges associated with the establishment and operation of management systems in an organization. Each of the management systems have their peculiar problems that they contend with. The main problem associated with personnel system is remuneration. Remuneration is an important concern to entrepreneurs because, it is either determined by the employer or is negotiated between the employer and the employee. Good remuneration can lead to high morale and productivity, whereas the reverse can lead to unstable industrial relations and low productivity.

On the other hand, the major challenge associated with the production system is efficiency and effectiveness. Efficiency relates to the methods adopted by the production system to achieve its production targets. Whereas effectiveness relates to how best production targets can be achieved. The main challenge affecting the marketing system is economic depressions, especially when it leads to low incomes and widespread unemployment among the active population. This challenge can lead to decline in market and sales and low consumption among the populace. The main challenge, on the other hand, affecting the finance system is the ability to mobilize adequate resources and then being able to use the available resources efficiently. The burden of debt is what must be avoided at all cost, because excessive indebtedness can lead to the liquidation of the organization. The main challenge of the communication system is when wrong decisions and policies are made and implemented. The main challenge confronting the research and development system is when inaccurate statistical data is used to plan for the organization. It can result into serious conflicts, instability, misdirection and misapplication of scarce resources.

Importance

The application of management systems is very important to the economy, industry and businesses general. Every economy and business must be organized and managed on the correct paths and principles; except in peasantry situations

where simple methods are employed. Considering the economy as a whole, a nation will apply management systems in order to convert its scarce resources into utilities. The establishment of the management systems will involve the creation of ministries and agencies to be assigned with specific functions in the economy. These ministries and agencies will represent the pillars of the economy organized to work together in a coordinated effort to achieve the common good of the nation, namely, economic growth and development which will contribute to the raising of the standards of living of the people. Similarly, industries and other businesses will equally appreciate the significance of management systems in the achievement of their respective targets and goals of existence. Therefore, the application of management systems in the economy, industry and business is important because of the solutions it provides to the numerous challenges they are faced with. Most importantly, management systems provide good marketing management and planning, effective and efficient production and personnel systems. It also provides an efficient finance and communication systems, and a resourceful research and development system.

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CHAPTER TWO

MANAGEMENT SYSTEMS RESOURCES AND TOOLS

Management Systems Resources

Management Systems resources are in different forms, depending on the nature of the organization and the products and services it deals in. The resources are used to enable the various structures in an organization perform their functions perfectly and within the ambit of the organizational goals and targets. These resources can be categorized into people, assets and money, and information.

The human factor in any organization is very crucial to its very existence and survival. This is because, the people factor features in all aspects of organizational governance. It is the people who act as entrepreneurs or labor at the same time. As a management systems resource, people are used to design and manage plans and resolve issues affecting corporate governance. It is the single resource when missing in an organization can lead to a total standstill and possibly disintegration of the organization. It is people who perform functions which cannot be performed by machines.

Assets and money are the bane of most organizations. It is not easy for an organization to be self sufficient in this resource. The absence of this resource can cripple the organization's ability to fulfill its dreams and aspirations. It is this resource which allows an organization to pay its workers, pay off its debts, acquire raw materials, and also to meet its day to day operational expenses.

There are basically three main categories of information in this sense, namely, speculative, concrete, and market shared information. Speculative information is obtained from the various media sources, where certain aspects of the organization's interests are dealt with. The benefit of this type of information is the leads it provides to the organization to delve deeper into obtaining concrete information. However, sometimes speculative information is just not reliable and cannot be relied upon. Concrete information, on the other hand, is based on research data or well founded conceptual theory which is useful to the

organization. In this case, the organization can access the full text of the information, study it and then decide to use it or not. The third type of information is the market shared information. This information is obtained from the market, for example, stocks markets, sales and financial reports publications, bank statements, tax returns, etc.

Management Systems Tools

Management systems tools are basically the instruments used to advance an organization's fortunes. Every organization has to protect its interest in various aspects of its investments, market capitalization, and profits. The tools of management systems are team work, strategic plan, research and timely decisions through advanced technology. These tools can be utilized through proper training and capacity building workshops aimed at improving the effectiveness and efficiency of the personnel.

Research

Research as a tool is used by all the management systems in the organization to streamline their activities. It is this resource that allows all the systems to work in consonance with the dictates of the market and time; and as well as them working in synergy as one purposeful group. Every organization will need to undertake a form assessment that will mirror the current state of the entity, before formidable decisions can be made. Organizational assessment which is basically research based reveals the strengths and weakness of the organization based on which it can take any up-front decision, either for investment or expansion or general organizational restructuring.

Team Work

A team as a tool is a functional unit of an organization, whose roles and duties are interdependent on other units in the organization, in order to achieve the primary objective of the organization. A team is by far a principle, tool and an activity used to enhance productivity in an organization. The efficiency and effectiveness of a team in an organization is determined the productivity level. Recruitment is

the first step in building a team, and an induction exercise is the final stage in the recruitment exercise. An organization that seeks to make sustainable progress in its ambit of operations needs to organize team building workshop to build the capacity of the members to properly integrate and work effectively.

Strategic Plan

Another important tool is strategic plan. An organization without a strategic plan will find it difficult to achieve its objectives; such an entity will be rendered impotent and will always find it difficult to deal with new challenges. The strategies could take the form of a series of decisions or a blueprint with action plans for implementation. Some strategies are seen to have been built from the decision making processes over a period of time, whereas others are of the view that a workshop needs to be organized for the decision makers in the organization to sit together and brainstorm over the best practices for the organization by setting targets and deciding what to do to achieve those targets.

Technology

Technology as a tool transcends all resources required by an organization to properly deliver on its mandate. The method of doing things changes every day and this feature makes technology ever more relevant in organizational management. The technological advancement we have today is driven by the continuous research projects scientists undertake every day in our organizational machinery.

CHAPTER THREE

TEAM WORK

Definition and Scope

Not all groups are teams, but all teams are groups. In this terminology a group and a team are synonymous, their meanings are the same. In other words, they are used interchangeably to mean the same.

Group Behavior

Group Behavioral dynamics have been extensively delved into by behavioral scientists, management theorist and organization development consultants since 1911. Mary Parker Follet defined management as 'doing things through people', and she expounded on her ideas in her writings on interactive solutions to problems in organizations in 1926.

Kurt Lewin founded the Research Centre for Group Dynamics (RCGD) in the USA in 1945, to champion research into laboratory training of groups. The first laboratory training of groups happened in 1946 under the auspices of Kurt Lewin and other scientist, using unstructured small group situations for participants to learn from their own actions. The first workshop held in 1946 was popularly known as the Training Group or T-Group, and it emerged to be the learning point for behavioral systems.

The methods adopted in the T-Group sessions were: role playing; and psychodrama; they also integrated their experiences with education philosophy; learning and change concepts; transactional nature of humans; and environmental conditions. They focused on process by which people who differ reach policy agreements. The T-Group created the awareness for the need to make groups and their leaders focus on group and leadership processes. They also tried focusing on the ability to facilitate and accelerate group consensus in decision making and motivational exercises.

The T-Group experience and goals tended to focus on the following objectives: self insights; understanding the conditions which inhibit or facilitate group

functions; understanding interpersonal operations in groups; and developing skills for diagnosing individual, group and organizational behavior.

The learning points on group behavior over the years include the following considerations. Richard Beckhard in 1969 wrote that the basic building blocks of an organization are groups (teams). Therefore the basic units of change are groups not individuals. They have made several assumptions relating to the importance of work teams and the collaborative management of team culture.

The most psychologically relevant reference group for most people is the work group. What occurs in the work group at both formal and informal levels, greatly influence their feelings of satisfaction and competence. Most people wish to be accepted and to interact cooperatively with at least one small reference group. Most people are capable of making greater contributions to group effectiveness and development. Another assumption is that, the formal team leader cannot perform all the leadership and maintenance functions. Finally, many attitudinal and motivational problems in organizations require interactive and transactional solutions. Such problems have the greater chance of constructive solutions and can also alter their mutual relationships.

Definition of a Team

According to the Readers Digest (First Edition, 1987) a team is a group organized to work together. A team is a group of people who have joint accountability for a task, that is, who work interdependently, not individually (Kumawu and Kraus, 2001, 2005). Therefore, a team is a working group whose members are jointly responsible for their actions.

Characteristics of a Team

It comprises a set of two or more people. Members share common goals and targets. Every member is commonly responsible for the success or failure of the desired objectives.

Phases of Team Development

B.W.Tuckman (1965), in his book "Development Sequence in Small Groups" identifies the following four phases of team development:

- i. Forming: This is the startup stage, where members are unaware of the difficult challenges ahead of them.
- ii. Storming: Members become anxious to achieve their objectives after realizing the enormous challenge ahead.
- iii. Norming: This also means normalizing their relations and divergent opinions besieging the team. All conflicts and interests are normalized.
- iv. Performing: This is the final stage where members now discover individual talents, discover individual strengths and weaknesses. They begin to accept their assigned roles and work in synergy to achieve organizational goals and targets.

Blanchard, Carew and Carew (2004) have also identified the same four phases of team development, but have merely coined them differently as:

- i. Orientation: It is the initiation process of the team where members have moderate views and eagerness, but with high expectations.
- ii. Dissatisfaction: This stage is characterized with dissatisfaction, disagreements, conflicts, resistance, frustrations, and with little progress.
- iii. Integration: This stage allows some devotion to the system and members are guided by some norms and values and some enhancement of progress.
- iv. Production: This is where members realize progress with high morale, good decisions and high performance.

However, team development can also be viewed through five stages, which can be identified as: Recruitment stage; Introduction stage; Interactive stage; Stabilization stage; and Operational stage.

Recruitment Stage

The organization needs to identify the right caliber of personnel they wish to constitute into a team. Usually, the employer will do the recruitment of the personnel based on their saleable features. Upon recruitment, their roles are defined for them and the team building mechanism starts with the induction program. The personnel are then put into the various teams they will be working with. This stage can also be described as the employees' home-coming and the employers' team selection, because the treatment and instructions they are given can be described as heart warm, to motivate them to accept difficult or smooth sailing conditions whole heartedly. This stage can also be described as the reception and anesthetic stages; whereby the employee is given welcome reception to join the team; and also provided with necessary motivation to serve as the anesthesia for the tasks ahead. This stage is necessary because no worker will like to work under hostile conditions.

Introduction Stage

This stage is where an organization will identify each employee by the team it is involved with, for example production department, marketing department, finance department, etc. Team development and building continuous effectively from here, where members begins to know each other more because they share common platform and goals.

Interactive Stage

This stage must be initiated through an appropriate team building mechanism to allow team members to interact adequately in order to understand each others' emotions, short-comings or weaknesses, strengths, aspirations, levels of willingness to work together, and perceptions. Group members must be willing to open up during this session, so that when something is wrong they will know where the problem emanates from and the way forward.

Stabilization Stage

After team members learn about each others' strengths and weaknesses, and also knowing about each others' emotions and perceptions, as well as their willingness to cooperate and work together, they will like to cement this relationship into a workable framework. Therefore, the platform and process must be created for them to make such pledges and commitments towards the teams they work with in order to make the working units more effective and robust.

Operational Stage

This is the last stage of team development and building mechanism, which involves the process of ensuring that the team members are provided with the necessary tools needed for them to start work in earnest without any unnecessary hindrance or impediment put on their way. At this stage the team should be emotionally and physically prepared to work together with the much needed zeal, effectiveness and efficiency.

Characteristics of an Effective Team

Roles are clearly defined and key values are maintained: the team becomes committed to its common purpose; they understand their work and its rationale. The values which promote integrity, quality and collaboration within the team and the work environment are adhered to. They are able to identify and surmount the challenges that confront them and from there, set their achievable goals. The strategies to achieve the goals are collectively agreed upon and action plans are easy to apply. Involvement, initiatives and creativities become open: they broadly work together to achieve the organization's goals and targets; the values, norms and policies that guide organizational behavior and work is adhered to in order to ensure involvement and creativity from team members. Management information and communication systems are adequately supported and channeled. Decision making is facilitated and collectively made within its span of control. Programs to continuously upgrade the team are put in place to functions well.

Technical and Relationship skills are enhanced: Different ideas, opinions, feelings and perspectives from all team members are encouraged and considered. Team members listen actively to each other for understanding, instead of judging their own actions. Methods of managing conflict and finding common grounds are understood and applied. Cultural differences including race, gender, nationality, age, etc, are valued and respected. Honest and caring feedback helps team members to be aware of their strengths and weaknesses. A more robust way of doing things within the work environment is stimulated and enhanced.

Team Roles

There are different systems and methods which govern team roles, including the following: The Mechanical System (MS), Organic System (OS), Traditional Method (TM), and Liberation Management Method (LMM) ideologies.

The Salient difference between the Mechanical systems and Organic systems are:

- i) Mechanical systems rely on authority and obedient relationships while organic systems rely on mutual confidence and trust.
- ii) Mechanical systems insist on strict division of labor and hierarchical supervision while organic systems foster on multi group membership and responsibility.
- iii) Mechanical systems encourage centralized decision making while organic systems encourage wide sharing of responsibility and control.

The Old or Traditional Method against the Liberation Management method:

- i) The Old method was to have functional team working on the problem sequentially. When one function finished with its part of the project, the results were posted to the next function. The Liberation management method assigns roles to an ad hoc team to perform to the latter.
- ii) The Old method resulted in loss of synergy, waste of time, much rework, and considerable antagonism among the separate functional units. In the liberation management method role

conflicts are eliminated and time is maximized by eliminating repetition of work.

- iii) The Liberation movement championed by Tom Peters, on the other hand, predicts that, the work of tomorrow will be mostly 'brain work', and will be done by ad hoc teams brought together to accomplish a task, and then disbanded with the people going on to new tasks.

The basic assumption which defines team roles is that, the formal leader cannot perform all the leadership and maintenance functions required for a group to optimize its effectiveness. Therefore, the following roles are outlined as team roles:

- i) Group members should assist the leader with the multi roles required for group effectiveness.
- ii) Group members should receive
- iii) \ training in group effectiveness skills to be able to perform these roles:
 - a) Deal with group problem solving
 - b) Deal with group decision making
 - c) Deal with conflict management
 - d) Handle facilitation
 - e) Ensure interpersonal communication
- iv) Group members should be encouraged to deal effectively with positive and negative feelings and attitudes. This is because suppressed feelings and attitudes adversely affect performance, problem solving, personal growth and job satisfaction.
- v) Dealing appropriately with feelings and attitudes increases the level of interpersonal trust, support, and cooperation within the group.
- vi) Teams should work to find interactive, transactional and constructive solutions through their mutual relationship. Therefore, the question becomes not how A can get B to perform better, but how A and B can work together to modify their interactions towards the goal of becoming more effective, and both of them becoming more mutually effective.

Conclusion

The implications of these assumptions are: Let teams flourish because they are often the best way to get work done. Teams are the best way to satisfy social and emotional needs at work. Leaders should invest in groups by: investing the time required for group development; invest training time and money to increase group members' skills; and invest energy and intelligence in creating a positive climate. Decisions made by teams are likely to be adequately implemented than decisions made by individuals. Productivity will multiply under formidable teams. Responsibilities are shared equitably to reflect the work of the team. Effective teams grow organizations.

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CHAPTER FOUR

ELEMENTS OF A TEAM

A team in management perspective is not necessarily when a group of people are sitting together or walking together, but it means more than merely seeing two or more people together at a particular place or time. Technically and functionally, a team has some elements that put it together to function and work together cohesively and responsibly. These elements are so important in binding the team together and the absence of any of these elements can put the status of the team either in transition or unworkable and will definitely need some help. These elements are people, work, feedback, values, functional roles, skills training (relational skills and technical skills), and learning styles.

People are human beings who work individually or in groups to achieve some specific objectives in an attempt to maintain their well-being. People in organizations are also referred to as the human resource representing the most important resource within every entity. People are also socio cultural beings, and wherever they group the underpinning socio cultural traits come to play in the way they behave and work. It is the people who work in an organization who represent and portray the culture prevailing in that organizational environment. Organizational culture is very influential in the way the people will relate in their respective teams' or work units' operational zones. Until advent of contemporary technological developments, people were those who did systems thinking and they are also those who take the everyday decisions in the organization and in the teams.

The role of people in driving the vision of an organization forward depends partly on the very strategies the same people put in place to guide and support them to realize their dreams. People who work in teams need some level of motivation and training to make them effective. The best antidote in this respect are formal education, in-service training, refresher courses, and workshops like dynamics team building exercise that can re-energize them to work together with a single objective and joint responsibility towards one another.

People are put together to work for a common goal that is jointly achievable and fulfills the aspirations of the organization they work for. Teams without specific roles to play, without common objectives, and without set targets to achieve, cannot work as teams. Work is a task performed by an individual or a team intended to meet a certain criteria and objective. People perform work in organizations by organizing themselves into teams. High productivity depends on how effective work teams are in organizations. There must be something to produce, either a service or good for which the work teams are jointly responsible for its production. The kinds of task teams perform are determined by the organization, and even sometimes the number of people in a team revolves around the availability and quantum of task to be performed at a given time.

Feedback is a mechanism put in place in an organization through which effective communication takes place between players in the organization and others who have business to do with the organization but are outsiders. Feedback is a response in the form of a message which is intended to help the recipient achieve a specific goal in business. Expressing the desire to give or receive feedback is the responsibility of both the giver and the recipient to play their respective parts well to make the feedback relevant and purposeful.

Values are our internal systems that guide us to know whether what we doing or to do is either good or bad. These human values are important in teams because all team members are jointly responsible for what they do, therefore, they need to have wholesome values that will lead them to continuously work for the good of the organization. Work teams for example need such values as honesty, unity of purpose, hard work, professionalism, just to mention a few, to strive hard to achieve quality work through these values; and finding ways to sharpen these values further in order to move forward with their dreams and aspirations.

The functional roles teams play in an organization depends on the products produced in the entity. Teams take different forms and the roles they play determines their technical skills specialization. In manufacturing concerns, for example, teams are organized into work units along the production line for them to produce specific parts of the product in order for it to be complete at the final

stage of the production line. In the service oriented organizations teams function by committing themselves to their joint responsibilities, with each member performing his role independently but in accordance with the laid down procedures and processes which they are obliged to adhere to.

Skills training is in forms, namely, relationship and technical skills. The human being as a social animal has bonds of relationships with others for its own sake or for the sake of a set of organizational values and goals which are necessary for the smooth sailing of society. It has to uphold certain values in order to make its living prudent and successful. In teams every member adheres to the values that bind them together and set certain objectives and targets for the aspirations they share. Good working relationship is the hallmark of dynamics team building interventions. Technical skill is an off-shoot of academic, professional, or vocational training and qualification, which endows the individual with the necessary know-how to handle his job efficiently and effectively. Technical skills are fundamental to the ability of a team to be able to perform efficiently. It is technical skills which determine the quality of the products an organization produces.

A team needs to understand its learning styles in respect of how members adopt to the work environment and the roles assigned to them. Every individual has a learning style preferable to its personal and work environments and this must be taken into consideration when decisions are taken in the organization.

CHAPTER FIVE

PEOPLE

People are human beings with different talents, shades of opinion, skills, attitudes, experiences, which are difficult to reconcile at a given time, hence the notion that, humans are unpredictable. Despite this big challenge, humans remain the most sociable and fast learning creatures on earth, due to its robust features of adaptation to new conditions and environments. In management systems theory, the pillars or structures of an organization are not managed in a vacuum, instead is the personnel who runs them, even though each performs a different function. For example it is the people who take charge of production, marketing, finance, research and development, and even the personnel department. People as a resource, is that which enforces the need for technical skills and relationship skills development in an organization in order to support an effective team work.

The caliber of people working in an organization can be categorized into four main levels, namely management, line management, supervisors and general workers. These three levels all play their part to ensure the smooth running of the organization with definitive roles assigned to each person at the level he/she is positioned.

Top Management

Top Management personnel are either owners of the business or are employed to do the work on behalf of the owners. They are deemed to be highly skilled with appreciable experience in their own fields. They constitute the board of governors and managing directors. They enact policies and strategies for the smooth running of the organizations. Their team therefore constitute the bedrock of the organization, and hence the need to invigorate their capacities to work together. Their capacities may be improved in areas such as regulations, personal effectiveness, policy formulation and implementation, which constitute technical skills. Relationship skills training will be required to promote healthy interaction; reduce conflicts and ensure effective communication.

Line Management

Line management report directly to the managing director and act as the mouth-piece of management in the implementation of strategy and policy. They are specialized actors employed to manage the different departments in the organization. The kind of capacity building training they require to enhance their effectiveness as a team embraces both the technical and relationship skills models. In technical skills training their skills should be improved in areas such as policy and strategy implementation, understanding and interpretation of regulations affecting the operations of the organization, etc. On the other hand, relationship skills will enhance the line management team's ability to work together.

Supervisors and General Workers

The kinds of roles these categories of workers perform differ from one organization to the other, depending on what kind of goods and services they produce. Though the work they do is normally not very highly skilled or specialized, but the quantum of physically exerted roles assigned to them are appreciable. They also need capacity building, especially where they are factory staff on the production line, which can sometimes be upgraded due to change of technology or the installation of new machinery. In that case, technical skills training is recommended, but relationship skills training may also be required to motivate them more and reduce stress arising from performing the same tasks in a repeated fashion.

CHAPTER SIX

WORK

Work is what people do to earn a living on hourly, daily or monthly basis. In the absence of work, teams cannot be formed. Work teams are productive units who are jointly responsible for what they do. Organizations are formed to provide certain services or produce certain line of products with the aim of making profits or not. It is as a result of the availability of work that people are engaged to perform certain duties, which categorizes them into work units within organizations. The business environment determines the kind of work that may be available to the people and the value of investments determines the number of workers who may be employed to perform in the organization. The work people perform in different organizations can be broadly classified into three types, namely specialized work, highly skilled work, and skilled work. In our modern era, it is difficult to find work which is wholly unskilled. Due to technological developments and innovations everyday work is driven by digital appliances or devices which require some form of limited knowledge and skill to handle. For example a manual labor work today may require a person with at least a Junior High School or Senior High School level of education to be able to handle it.

Specialized Work

This category of work requires some long term training and the skills development and training are unending. For example medical teams, educational and research teams, social and development work teams, political and security teams, etc can be described as specialized work. They require continuous upgrading to be abreast with modern development and trends.

Highly Skilled Work

This refers to managerial or supervisory work whose minimum requirement for performing such a work is tertiary qualification or its equivalent experience or professional qualification. Some category of highly skilled work is manned by

persons who require little or no supervision to do the job. This category of work includes managerial, administration, supervision, art and design, etc.

Skilled Work

This category of work embraces machine operators, field workers, support staff, hospitality workers, farm workers, factory workers, etc. In the past some of this category of work was largely classified as unskilled work and those working in those types of jobs as unskilled labor. Now, technological development has changed the face of such work and day in day out the use of machines have widely replaced the use of physique in doing most of these jobs. On the farms, for example, tractors have replaced hoes and cutlasses, whereas planters have replaced physical hand planting.

In any case, the availability of work is the prerequisite for the formation of work teams and an important element in the kind of capacity building facility is provided to the work teams.

CHAPTER SEVEN

FEEDBACK

Definition

Feedback is a mechanism that allows for the regular and useful flow of communication between two or more people living together for a single objective or diverse objectives. When people are in a group, it is very important you give each other feedback on your individual and group actions and inactions as well. Many people become easily annoyed when other people give them feedback. Unfortunately, this is not a helpful attitude to any individual or group. Therefore, it is wise to say that an effective feedback is a way of communicating with others for them (recipients) to grow or promote their fortunes to grow.

Giving Feedback

Give feedback when it is needed. Your language should be straight to the point, and must not be clouded. Don't be judgmental, but describe exactly what you saw or heard or have. Prompt the person to be sure he/she is listening to you. Give it to the person where and when he/she wishes to receive it. Be confident and own the feedback. Don't impose the feedback on the recipient, allow him to cross check the facts if he/she so wishes. Allow the recipient to solicit support to help him/her understand the feedback, even if it is the giver who must explain further. Don't unnecessarily wait too long before giving the feedback. Don't reserve some of the feedback for the future. Don't give too much feedback than the recipient can bear.

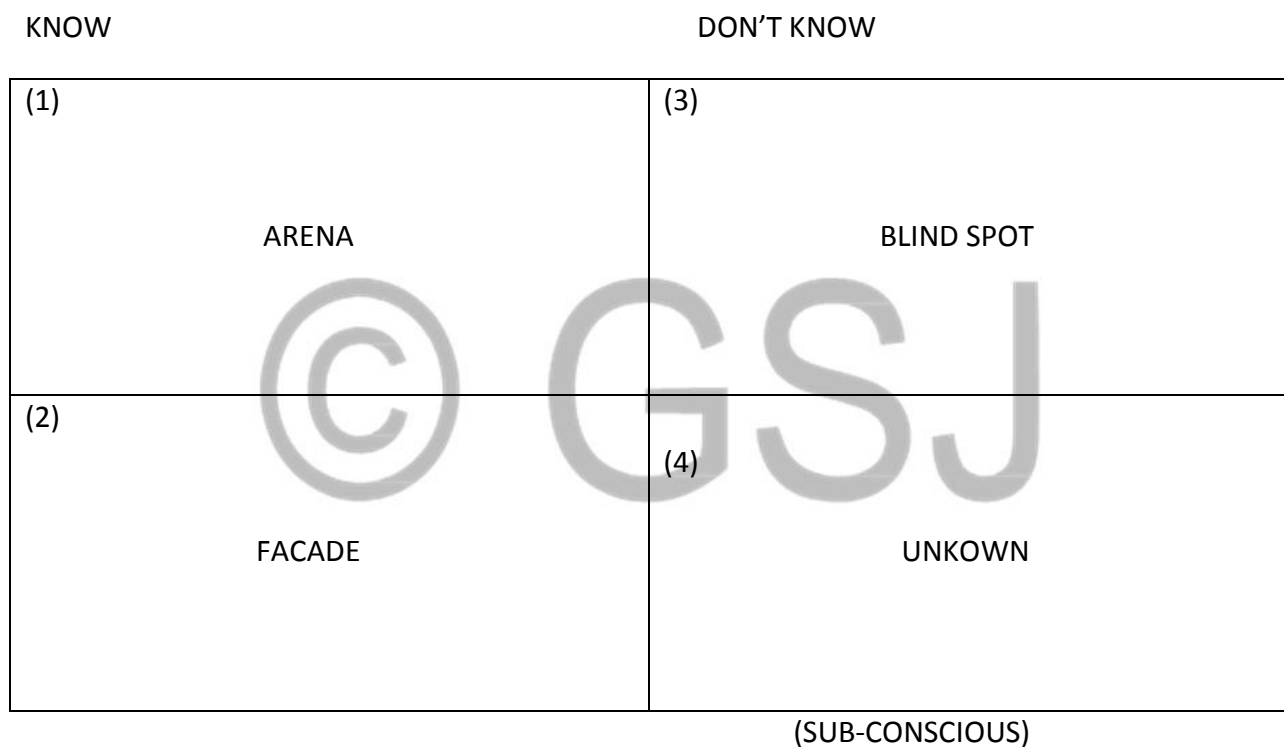
Receiving Feedback

Listen effectively and don't excuse yourself deliberately. Let the giver explain things you don't understand. Make sure you have heard and understood the feedback well. Verify the authenticity of the feedback. Ask for support to interpret the feedback and take control thereof. Refrain from misinterpretation and misrepresentation of facts. Thank the giver for helping you.

JOHARI WINDOW

Johari Window is an elaborate way of explaining the pros and cons of giving and receiving feedback. Joseph Luft and Harry Irkham developed this communication tool. It is an effective communication tool for scene setting. It facilitates effective feedback. An effective feedback and values transforms our mindsets. The more feedback you receive, the more you become enthused towards learning from others. Effective feedback helps the recipient to grow.

FIGURE 1: JOHARI WINDOW (SELF)



Arena

They are feelings about yourself which you know and others too know, most likely you disclosed your feelings to others. Your Arena expands into the façade when you receive feedback, and the reverse happens when you do not receive feedback from others.

Façade

They are your feelings which others do not know, and you do not readily reveal it to others. Façade reduces when there is the dominance of the spirit of trust and confidentiality. When the façade reduces the arena expands. However, if the façade expands as a result of mistrust, your arena will dwindle.

Blind Spot

It is the part of yourself you do not know, but which others know. Your blind spot only reduces when people give you feedback.

Unknown

The unknown will shrink if there is adequate feedback, even though that is impossible.



CHAPTER EIGHT

VALUES

Definition

Values are opinions we form about ourselves. Usually, such opinions about us are largely positive, and rarely negative; and they form the basis for our self esteem or downfall. When the opinions about ourselves are positive we then endeavor to support, maintain and protect them, and over time they become embedded in us and are called values. This is because they influence others to revere us, emulate us, and sometimes we become a learning point, role modeling and general guidance for the community we live in.

Values have a cycle, and they begin from a person or community from whom or which you learned from, then runs through you until it becomes embedded and other people begin to see them in you, and they also copy from you, and so on. Positive opinions are termed as wholesome values. They are priceless and invaluable to every society or organization. On the other hand, negative opinions are termed as disposable or divergent 'values'. This is because when other people notice such traits in you they tend to scorn and avoid you. They may even advise you to discard such divergent 'values' because they only lead you to commit vice in society. The big danger associated with disposable 'values' is that other people can copy them and make them part of their life at the detriment of the society.

Wholesome values are part and parcel of our lives, we live with them to be recognized and respected in our respective communities and organizations. With the help of others, on the other hand, we try to discard the disposal or divergent 'values', because they are the reasons for rejection and dejection in every society.

The beliefs or opinions we have about ourselves dates back to the very first time we begun to think independently from our parents and peers. This stage of our mental and psychologically development, makes us shape our own lifestyles independent of others. Even if our lifestyles bear some semblance or traits from our parents or peers, it is because we willingly chose to adopt them.

A catalogue of some wholesome values will include professionalism, punctuality, faithfulness, truthfulness, honesty; including those which communities and organizations prescribe for their members. For example the values prescribed for Americans are love for liberty, freedom and justices; and similarly, those prescribed for Ghanaians are love for freedom and justice. The core values of Fan Milk Limited, Ghana, are: socially responsible; developing a caliber and motivated staff; pioneering and innovative; providing nutritious and refreshing products; and stands for quality. Necessarily, these are opinions these communities of people form about themselves and wish others to see them as such. Therefore, every member of that community will diligently seek to be guided by those values to achieve his or her goals for the community.

On the other hand, disposal or divergent 'values' can be described as vices, which expresses the intention and deeds of the people who embody and practice them. For example, the core value of an armed robber is to kill and rob; a rapist is to force and sex; a corrupt worker is to steal and become rich.

However, this is not to say that, those who have divergent 'values' don't have some wholesome values, they may have, but because of their excesses, the divergent traits overshadow the wholesome traits. Similarly, those who have wholesome values may have some divergent ones, but their positives traits over shadows the bad ones. There is no one single perfect being, but what is achievable is to ensure you evaluate your own behavior and take drastic control over your positive and negative traits and values.

Importance of Values

Wholesome values are very important to the growth and development of the individual, groups, organizations, and nations. The individual needs positive values to be able to relate well with others for recognition and respect by your parents, relatives, employers and employees; and fellow citizens. These wholesome values are so important because, the development of the individual is widely dependent on the support he/she receives from others in his family and elsewhere. Research indicates that people prefer living in groups than as individuals and it is the wholesome values that make them acceptable to the

groups they prefer to join. It is also widely established that, the group people mostly join are work groups and it is in the work groups which requires members to share common wholesome values. It is these shared wholesome values that allow them to work together in synergy, obey the same rules, and ensures that they collectively achieve their corporate goals.

For organizations, values are its lifeline because organizational culture is widely influenced by the value systems adopted in the organization. It is values that shape the vision and mission of an organization to achieve its set targets and long term goals. In addition, it is people who manage the systems and the dos and don'ts which guide the people are exercised based on the values prescribed for them.



CHAPTER NINE

FUNCTIONAL ROLES

Definition

The functional roles of teams are defined differently from one organization to the other, depending on the following factors. Firstly, team roles in organizations are very much determined by their product lines, for example, either a service or good. Secondly, team roles are determined according to how the products are made. Thirdly, team roles are determined according to the kind of management ideology is applied in the organization, for example, whether the ideology is mechanical or organic, otherwise, whether it is traditional or liberation management.

In mechanical systems team roles are determined by authority, while in organic system team roles are mutually agreed upon. Alternatively, in traditional method team roles are assigned to work sequentially to resolve problems, whereas the liberation method assigns ad hoc team roles in order to address specific issues after which they are disbanded.

Team Roles in Manufacturing Industries

Teams operating within factories are defined according to the products they manufacture, and each work unit specializes in making one part of the product, resulting in the manufacture of the whole product. Each work unit is important in the production process, because each unit manufactures a part of the whole product which is marketed.

Team Roles in Bureaucratic Establishments

Usually, team roles are difficult to define in bureaucratic organizations because they are highly specialized individual roles put together to form an organizational team but not a work unit team. For example in a typical public sector organization, there might be subunits performing specialized roles which are meant to realize the primary objective of the entity.

Team Roles in the Service Sector

The teams in this kind of sectors are organizational teams because they basically perform the same functions, and members are able to perform multiple job roles. For example, in a banking establishment the members can be described as an organizational team because they virtually do the same work. Another typical example is the Hospital where nurses and doctors constitute two different organizational teams. But when it comes to a surgical operation they may constitute a dynamic team which comprises doctors, nurses, anesthetics, etc.

Team Roles in NGOs

Non-governmental organizations (NGOs) are normally set up to execute certain developmental programs and projects. The magnitude of such programs and projects usually depend on the availability of funding. They form ad hoc teams to execute some specific projects under the program, which normally do not last for more than five, some even take shorter periods, depending on the nature of the project and the funding requirements.

CHAPTER TEN

SKILLS TRAINING

Definition

Relationship skills enforce the positive behaviors, attitudes and mindsets of the team to perform effectively. It improves the interpersonal relationship between team members and moves to the level where their individual differences in attitudes, behavior and mindsets are integrated and harmonized for the smooth running of the organization. Another important dimension to relationship skills is team members learn about each other's background, strengths and weaknesses. It also harnesses their energies and potentials together for the mutual benefit of the team and organization in general. Relationship skills stems from five dimensional goals sought to be achieved by an organization when it is embraced and integrated into the management stream. These are the enhancement of human values; as a means of resolving conflicts; as a measure to curb frustrations and stress; as an inspiration to achieve high productivity; and as a motivation to exploit and harness team potential, spirit, experience and skill.

Human values are not limited to only one individual they are more explored and exhibited when people are together in a group or team. Relationship skills ensure this is provided through the training and learning experiences personnel undergo. People learn from each other and training opportunities does just that. As the participants interact and exchange ideas they learn wholesome values from one another which are replicated in their behavioral patterns and their attachment to the workplace. Most of the time, when people learn from each other, whether formally or informally, they tend to implement whatever they have learnt, unless it adversely affects them. Sometimes this also applies to divergent values, though in a limited sense as that can lead to very disastrous consequences. When team members are provided with some relational skills training it enables them to understand and apply their human values for the best ends.

Relationship skills go a long way to resolving team conflicts involving the team members or with management of the organization. As team members learn from

each other they automatically refrain from committing further blunders that can hinder their work. Relationship skills development among team members helps members to address issues speedily before they result into conflicts. It also improves their understanding of the undercurrents that influence their relationship with management, thereby reducing the possibility and burden of blame game. Conflicts in teams can result from disagreements over how tasks and roles are shared. Another reason for conflicts is stress resulting from poor working conditions or personal considerations. All these can be identified and addressed through relationship skills, which enhances group understanding, cooperation and motivation. Poor working conditions at work can result in high risk of stress among workers. Some of these conditions may include low remuneration, lack of health and safety conditions and packages, lack of in-service training, etc. Another factor is when the poor conditions of service directly affect member's ability to hold their personal lives together, especially family matters. These work scenarios can cause a great deal of stress, and if not properly managed can result into a medical condition. Relationship skills enhance the ability of members to persevere through such challenges because it harnesses human values and their ability to reduce the rate of conflicts. When conflicts are resolved quickly and stress reduces drastically, it brings about high productivity, which impacts positively on the viability of the organization. Teams are structured mainly to improve on their productivity, and since welfare impacts on it, relationship skills development is the only viable option to remedy and create the needed balance.

Team potential and spirit are heightened when the members are inspired to believe that the organization exist for their interest, nobody works exclusively for someone else's interest without recourse to his/her own. Relationship skills bring this understanding between the workers and the owners of the organization. The experience of a team can partly be assessed on the basis of how long the members have worked together. The tenure of the team in the organization also shows how much working groups can cooperate with each other. A team formed a week ago cannot be expected to work efficiently and effectively as a team that was formed three years ago. As a worker repeats his/her task every day the task

becomes apparently easier to be done. The worker finds it much easier to do work as a result of the long experience it gains from repeating the task every minute and time. The person becomes more skillful on the job or role he is assigned to do, and that also translates to the overall team spirit, experience, skill and productivity.

The basis for technical skills training is for the employees in an organization are engaged based on the different categories of knowledge and experience they have for the job they will be doing. Some are engaged to be trained on the job and it mostly has to do with work which does not require long periods of specialized training. Whereas others are employed on the basis of the specialized or technical knowledge and skill they have for the job. In this case the organization expects the personnel to have adequate and efficient skills on the job. Despite the different categories of experience required for specific jobs, the essence of technical skills transcends all fronts, and every category of worker require upgrading in technical skills training. The technological field is so dynamic and volatile to the extent that no organization will like to be left behind, in terms of being seen as using obsolete technical know-how. Most of the time competition is the driving force behind this kind of fast technological developments we are seeing today. Thus, technical skills training reinforce an organization's ability to match competitors booth to booth in the assimilation of the current trends in the business environment. It enhance the team's efficiency on the job skills, product line knowledge, interpersonal and mass communication skills, customer care and services, professional and occupational development, and the reduction and prevention of risk and accidents.

Firstly, technical skills enhance the team's ability to exhibit appreciable level of efficiency and effectiveness on the job, by applying very competent skills. Competency is very vital for work flow and quality assurance in production. Many organizations will therefore go a step further to regularly update the skills of its work teams for the achievement this goal. This is regarded as a support to the already existing agenda which guides and drives the team's work.

Product line knowledge and skill refers to the kind of product an organization produces from its production lines. In this regard, it has to continuously retrain an already trained workforce and teams on its product lines because of the changes in technology and taste and preferences of its customers. For example the introduction of new products will require new skills and efficiencies and competencies. Teams become effective on the basis of their competencies as well.

Also important is the interpersonal relationship embroidering teams without which they will malfunction. Relationships must be positive within the team and this is achieved through effective communication between individuals in the team and instructions which are transmitted through mass communication means. Team leaders must maintain perpetual dialogue within the team and with management to resolve potential and pending conflicts.

Customer care and services should be the target of every team in an organization, especially those which deal directly with customers and clients. A good team should be able to offer a consistent and effective customer service which seeks to promote the interests of both the customer and the organization. Teams must be properly trained to be able to deal with customer demands in the most effective way and are able to meet their specifications and needs.

Managers must ensure that the teams they supervise are professional and occupationally efficient and effective, through the systematic provision of team development and training facilities beneficial to them by ensuring consistency at the highest levels. At the work place, teams should be guided by rules and regulations and certain value systems put in place to ensure they adhere to the tenets of the organization's culture.

Managers should properly educate employees, and for that matter teams, to better understand and appreciate their rights and obligations to ensuring work safety and health and other risks issues. For example, managers must work towards reducing the risks of accidents occurring at work place, and should also

ensure there are good remedial packages available to employees when they do occur. Managers should also ensure that employees are faced with less or no stress situations or actions

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CHAPTER ELEVEN

LEARNING THEORY

Definition and Scope

People learn differently, based on what interests them psychologically, and secondly, on what their mental system can physically absorb. These two fundamental factors, though not limited to them, results in people having different learning styles. Some people, though, may have similar learning styles, we do not all have the same learning interest and mental rate of absorption, hence, the reason why we tend to have different learning styles.

Learning Interest

Due to different learning interests some people tend to like learning exclusively on their own, either openly or in seclusion; whereas others prefer to learn in groups. Like students do in school, whereas some form study groups others prefer to stay alone and read in solitary confinement. These differences are based on their psychological orientation. People who are shy, reserved, and less confident may not like others to know their short-comings. Hence they will prefer to confine themselves to learn alone. Another basic reason why some people learn alone and solitarily is because they need a serene environment to be able to absorb, comprehend and possibly memorize what they target to learn. Those who learn by memorization are endowed with sharp and magnetized memories, and so are able to commit volumes of material into memory; whereas others learn through systematic intuition and comprehension. These kinds of learners are explorative and the issue or subject at stake needs to be explained and elaborated to their understanding before they can interpret and implement. They also ask a lot of questions to understand what they are learning.

Mental System

A critical examination of human biology and behavioral patterns tells you a lot about the complex mental system embedded in us. Over the years, a lot have been ascertained on the physical structure of the human mental system. From

this scientific advancement on the subject, we know that the brain is segmented to remotely control the movement, behavior and thoughts of the human body. The scenario of the operation of the mental system of the human being is like how the computer operating system works. Largely, the functioning of the human body is based on the distinctive signals from the brain.

Learning Styles

There are many learning styles which people exhibit daily and each of them is worth consideration because of their importance in the everyday life of people. However, depending on individual disposition and orientation, some of the learning styles can be identified. These learning styles are influenced by certain fundamental and ascending factors, such as the learning environment, mental faculties, disposition, exposition, endowments or resources. One of the factors that influence a person's learning style is the ascendancy factor. This refers to the motivation factors that drive a person to learn or achieve a specific objective and target. Most of the time people are driven by financial or societal status reasons to strive to achieve what they need to learn to achieve. Another factor influencing learning styles is the environment. It is the learning environment that determines which learning style to use under the specific circumstance. For example, some learning environments do not require participants to learn as individuals or in groups. Scientific research has proven that people have different mental aptitudes. Secondly, the structure of our brains also sometimes creates some inherent defects in our potential and ability to adopt a certain mode or style of learning. Our character can influence the way we choose or compelled to learn, and over time the learning style adopted becomes part of us. For example someone who spends a long time in prison may choose to adopt the way he visualizes, perceives and interpret issues subject to prevailing conditions in the prison which impacts enormously on his character. People reform in prison including the way they learn from others or perceive things. People can change their culture of doing things through an exposition to a cross culture which is appealing to him. Also, our learning styles can be influenced by nothing but simply as we were born. In other words, the way we learn could be influenced by

the natural resources provided for us since birth, and the person may see no reason to seek to change it. The following are some identifiable learning styles.

Group Learners

Group learners are people who learn through active listening and comprehension. They need to understand what is said or read before they can interpret or implement instructions.

Solitary Learners

Unlike the group learners, solitary learners are people who prefer to learn alone and usually will prefer a serene environment. They need a suitable environment to make them more reflective in their bid to interpret and understand issues. This normally involves a lot of intuitive analysis before an action is taken.

Logical Learners

This is a group of people who learn by first subjecting what they see, feel, hear, observe or touch into critical scientific scrutiny or logical analysis before interpreting or implementing.

Slow Learners

These learners perceive and comprehend things slowly and the most dominant reason is because of the structure of their mental system. Many of these people are somehow mentally retarded, especially those who suffer from autism. However, it is not all slow learners who are mentally retarded, some of them are very normal, resourceful, experience and responsible, but are slow in learning. They picket their interest and energies slowly until they are able to maximize their potentials.

Fast learners

There are some people who learn and comprehend things very fast. This type of learners easily use up their energies and become exhausted with

what they are learning. They also easily become fed up with what they are learning and can easily breakdown mid way through their exercise.

Visual learners

Some learn fast when information is in the form pictures, including videos, cinemas, and other audio visual means.

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CHAPTER TWELVE

DYNAMICS TEAM BUILDING

What Is Dynamics Team Building?

This refers to the evolution of a change agent team. Kurt Lewin proposed that in a change situation, three stages of metamorphoses of norms are essentially prevalent, namely, unfreeze; move; and refreeze. Change takes place in phases and dynamics team building is a strategy applied to evolve change agent or agents who can work efficiently and effectively on their assigned roles.

It is also the identification, clarification and management of interpersonal and task related issues, which are and or can interfere with a group's ability to reach its common goal and objectives. Therefore, it is a strategy to help a group or team work at the top efficiently and effectively. When organizations take time to organize team building exercise they usually work with an outside facilitator. Team building also includes skills training. The skills training in team building are broadly streamed into two, namely, relationship skills and technical skills.

Reasons for Team Building

The reasons for team building typically include: to increase common understanding of the purpose and nature of the team; Increase common understanding of each other's roles, responsibilities and expectations of each member within the group; Increase common understanding of the roles of the team in the structure and functioning of individual members and/or group; Openly identify, discuss and resolves key issues that affect the efficiency and effectiveness of individual members and/or group. Similarly, its goals can also include: Identify, develop and implement more effective ways of resolving both task and relationship oriented problems as they occur within the group; Form members into a more cohesive, mutually supportive and trusting group that will maintain high expectations for the task accomplishment; Demonstrate respect for individual differences.

Benefits of Dynamic Team Building

According to Les Walking (1992) when a change agent team is built for the organization, the following benefits are guaranteed:

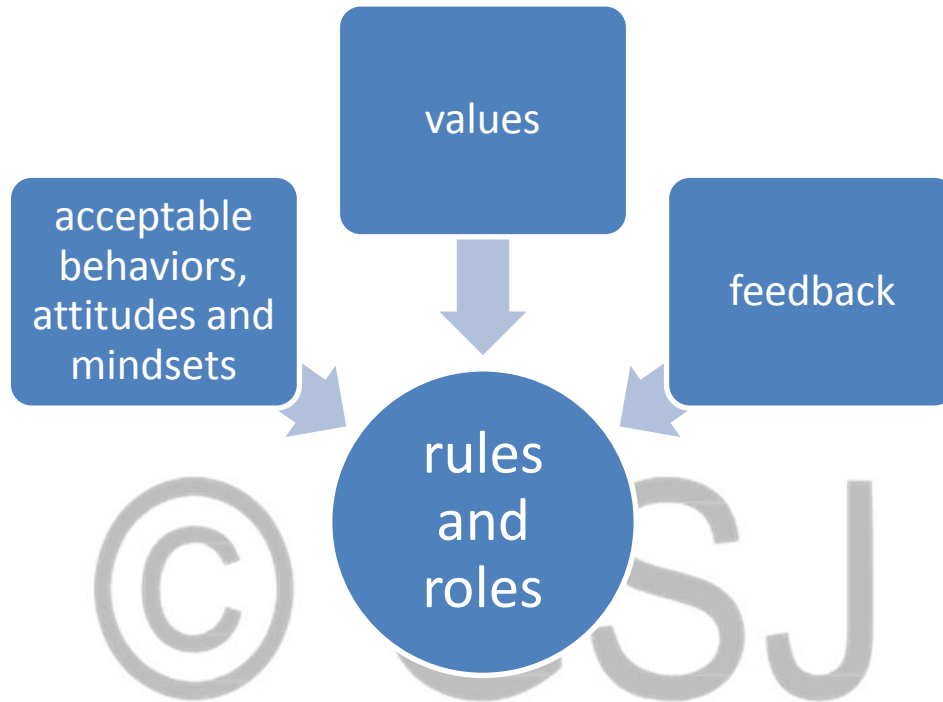
1. The team is able to perform effectively and members are able to initiate processes to enhance new discoveries.
2. Team work has been found to benefit business situations where it has been encouraged.
3. When you are together and work cooperatively, outcomes are often better than when individuals are working in isolation.
4. When several members of staff are involved in making a decision, members will be committed in carrying it out.
5. Individual contributions will be recognized and rewarded.
6. Members are more motivated to put in greater effort.



CHAPTER THIRTEEN

RELATIONSHIP AND TECHNICAL SKILL MODELS

FIGURE 2: RELATIONSHIP SKILLS MODEL



How Relationship Skills Model Influence Group Dynamics

Relationship skills model in dynamics team building emphasizes on human values, feedback mechanisms, and group rules and roles. It aimed at building acceptable behaviors, attitudes, and mindsets.

Ground Rules

Ground Rules is desirable for any workshop organized for a group of persons. It is similar to enacting laws to govern ourselves in any human community. In addition, it is meant to support the group in their desire to explore at a deeper level, the learning commitments they have made. As a result, all participants strictly adhere to the rules they enact for themselves and are required to abide by them. Some limited sanctions can be agreed upon by group members for non

conformance to the rules. Normally, participants should first understand the specific objectives for the workshop training, before setting the ground rules to achieve them. These objectives may include the following:

- i) Self Confidence: That is, participants should speak for themselves and own what they say. For example, when making a statement they should say “I” instead of “You”; or “We” instead of “They”.
- ii) Truthfulness and Honesty: That is, participants should exhibit these values in order to ensure cordial exchanges that will benefit participants.
- iii) Oath of secrecy: That is, participants must pledge to protect the privacy of colleagues if there is any that is divulged at the workshop. Whatever private that happens at the workshop, whether said or done should not be made public.
- iv) Efficient time management: That is, utilizing available time profitably.

The objectives for setting the ground rules could be more and are not limited to what has stated above. Depending on the above stated objectives as an example, the following ground rules could be suggested:

- i) Reporting time/start time/snack time/lunch time/closing time, etc.
- ii) Speaking time, limit and manners.
- iii) Limitations on the use of equipments and gadgets.
- iv) Mode of presentations
- v) Unacceptable behaviors.

Other rules can be added to regulate attendance, ensure uniformity and regularity in doing things during the period. It also includes the regulation of time to ensure punctuality and commitment to the process.

Acceptable Behaviors, Attitudes and Mindsets

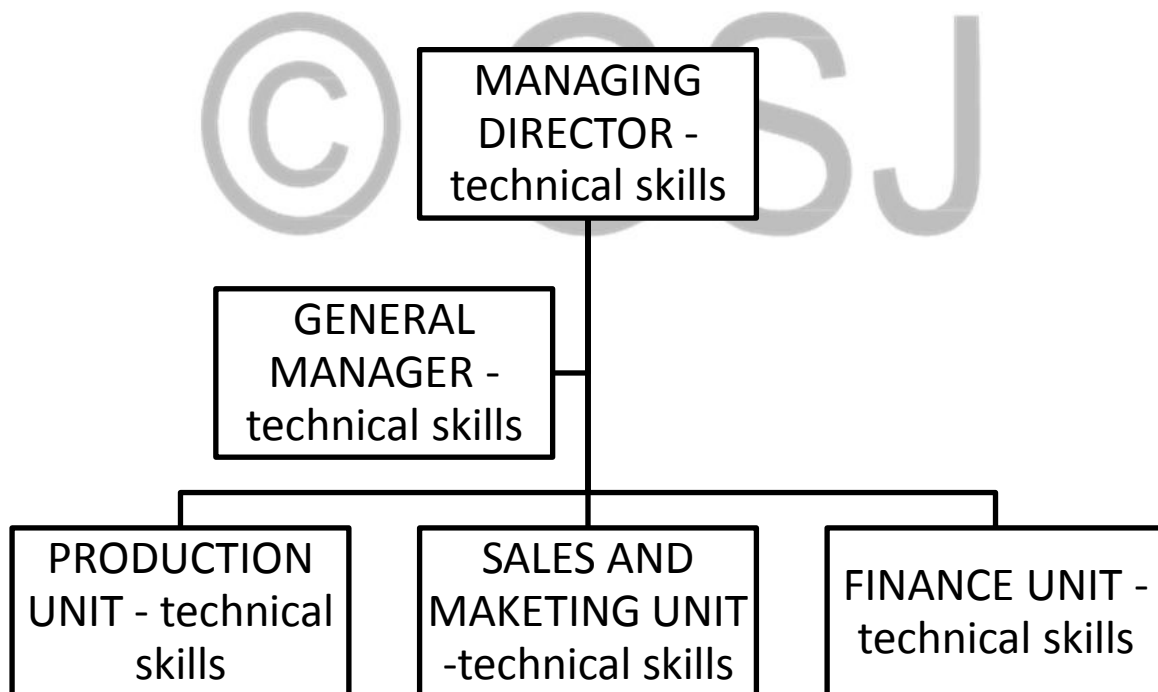
Our attitudes and mindsets influence the perceptions of other people about us. The more positive our attitudes and mindsets, the more proactive other people will look upon us. Many people are ridiculed or dignified based on their projected behaviors, attitudes or mindsets towards others. To exert control and be able to facilitate a process to a successful end, it is better to advocate within the group

the following helpful attitudes and mindsets for group members under training or at work:

- i) Don't be dissuaded from your primary objective: Do not allow someone else to dissuade you from your original objective for sourcing the training and your expectations should be focused on improving yourself.
- ii) Search for solutions that are beneficial to you: Seek for ideas and solutions that will resolve your shortcoming.
- iii) Learn to trust others: Don't presume what you think others will do against you or for you, accept realities and abide by them.
- iv) Don't feel home sick: Make your current environment your home, and seek to achieve the best out of it.

FIGURE 3: TECHNICAL SKILLS MODEL IN TEAM BUILDING

How Technical Skills Influence Group Dynamics



Technical skills model seeks to build the capacity of management systems to improve their effectiveness and efficiency. It emphasizes on training on new technology, use of tools, machinery, and general operating systems in the business environment which they operate. Technical know-how of new

technologies is very crucial to teams which function in the core areas of the production line. Usually, this becomes necessary when the tools are new and the suppliers will take the responsibility to train the personnel who will be handling the tools. For whatever technology or tool which is being introduced into an organization it is necessary to have a component which will train some personnel to handle the design and operating systems of the devices to ensure speedy improvement in the manipulation of software and hardware.

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CHAPTER FOURTEEN

CASE STUDY ON DYNAMICS TEAM BUILDING

Summary

The assignment under discussion was coined “dynamics team building intervention”, and it was intended to broaden and sharpen the understanding of personnel on how teams are built into effective and productive units within the framework of organizational practice. Most importantly, the routes to achieving this objective was by building a Change Agent Team at the access organization, namely, COMPANY A. The exercise was carried-out in the Ginnery Department, a unit very central to the functions of the company as a cotton manufacturing entity. The department is in-charge of processing (ginning) seed cotton into lint (final product) and cotton seeds as the by-product. The lint is the main raw material for textile manufacturing companies, whereas the cotton seed is used by edible oil manufacturing companies. In the previous assignment meant for assessing the organizational capacity, culture and group effectiveness, the ginnery department was selected for the group effectiveness assessment. Making this current exercise a forerunner in team dynamics. The team comprised fourteen (13) personnel in the department at the time of the intervention. The results of the intervention showed that the National Training Laboratory (NTL) model propounded by B. W. Tuckman (1965) is practicable, if the right tools of facilitation are applied. The steps of forming, storming, norming, and performing were realized to the satisfaction of the participants.

Problem Statement

Weisborg’s works on future search conferences (1992) has influenced OD practice to shift from its traditional form of assessing only an organization’s current problems to a more robust way of helping organizations envisage their future problems as well. This was partially achievable through dynamics team building. More so is the fact that, strategic management plans are implemented through effective teams, since they are the bedrock of the unitary whole of an organization. Also, this particular exercise was in retrospect of the previous organizational capacity, culture and group effectiveness assessment at the same

company, which established that teams can be functionally productive, if they are supported by capacity building programs such as this. By doing this, teams can become, through systematic planning processes, the main resource of the organization.

Objective for Team Building

The workshop was intended to fill in gaps in the team which arose as a result of relationship skills defects and imparts negatively on the team's ability to function effectively.

Benchmarks for a Team Building Intervention

These benchmarks were earmarked to be addressed:

- ❖ How can a change agent team be built?
- ❖ What are its capacity building requirements?
- ❖ What are the stems of dynamic team building?
- ❖ How can these stems be nurtured in the organization?
- ❖ How effective and beneficial can a change agent team be to an effective organization?
- ❖ How does culture impact on the effectiveness of a change agent team.

Relevance

Dynamic team building is important for the continuity of the conceptual and practical understanding and handling of work units in organizations. In the conceptual framework it is intended to create an understanding of the processes of evolving a change agent team, and on the other hand, to provide a platform for the practical application of these concepts.

Methodology

As an OD Consultant, process consultation activities can be used, including communication, leadership and membership roles in groups, problem solving and decision making, group norms and group growth, leadership and authority, and inter group cooperation and competition.

The first step in getting started is to initiate the process of contacting and contracting. This is to enable the consultant obtain the necessary permit and support before entering the organization. The second step is to select the appropriate tool from the OD Tool Kit to be used for the intervention. For example, a survey, workshop, etc. Normally for a workshop, three to five days can give you the space and time to provide a satisfactory service.

Workshop Day One – Introduction Stage

1. Inaugural Ceremony

A short opening ceremony was organized to precede the proceedings. It provides participants the energy and motivation needed to begin the workshop. It also makes participants realize the importance of the process.

Self Introduction

The objective is for participants to know each other more by identifying the preferred names to call one another.

2. Scene Setting/Ground Rules

This exercise explains the rationale of the workshop to participants and also to enable them work together as a team to set their objectives and goals. Participants also set rules that bind on them during the workshop.

3. Age Continuum

The objective is to identify the different age ranges or groups among participants.

Imagery

This exercise is intended to enhance their creativity and learn how best to represent speech and thoughts with symbols. Participants are made to draw different symbols and explain their thoughts in the pictures they drew.

Workshop Day Two – Interactive Stage

1. The Story of David and Maria

The story was narrated verbally, with the objective of enabling participants to be active listeners, and to inculcate in themselves good human values. After the narration participants were asked to resolve the dilemma/puzzle of who was most blamable under the circumstances presented in the narrative. The scores are presented in the table below.

TABLE 1: DAVID AND MARIA STORY SCORE

CHARACTERS	NOT BLAMABLE	BLAMABLE	MOST BLAMABLE
DAVID	1	1	2
MARIA	1		1
MOTHER OF MARIA	3	5	3
BORIS		2	1
ERIC	5		

The mixed perceptions and assumptions of team members indicate how match-making can be challenging to teamsters. Also, team members learned to be active listeners, shared feedback cordially, and were empowered to manage team conflicts.

2. Socio-Gram One

This exercise was intended to assess the sense of belongingness of members to the group, through individual expressions. Most of them were in the second concentric circle, and only a few had entered the third concentric circle and were near the nucleus point or best described as the bull's eye.

3. Values

Participants were grouped into four groups to facilitate on the definition of values, identifying the five values they held dear to themselves, and the three values that help a team to be effective. The process was intended to help participants identify and apply their value systems at the work environment. Most importantly, it was meant for them to better understand their locus of control to be able to interpret events appropriately. What they achieved in their respective groups is shown in table two.

TABLE 2: VALUEs

GROUP	DEFINITION	FIVE DEAR VALUES	THREE TEAM VALUE
ONE	Values are how important or qualitative you are	Responsible, hardworking, patient, tolerant	Hardworking, tolerant, and unifying.

	in society in which you belong.	and intelligent.	
TWO	It is a way of assessing something, either good or bad.	Fairness, respectful, righteous, goodness, and peaceful.	Fairness, tolerant, and unifying.
THREE	Values are things one feels or likes about which is always part of you, and which people might talk of.	Honest, respectful, confident, understanding, and hardworking.	Honest, hardworking, and respectful.
FOUR	It is the act of being oneself and doing the best of your ability to achieve results.	Self-reliant, responsive, truthful, honest, and highly industrious.	Self-reliance, honesty, and hardworking.

After the exercise, team members showed that they had understood what values were and what they stand for.

4. Cash Register

The objective for the exercise was to dispel unwarranted assumptions in planning and decision-making. It was also for team members to understand the inherent differences that exist in individual perception of issues and the opinions they form about them. In the course of the exercise most participants had opinions which were not stated in the story.

5. Ground Rules Two– Acceptable Behaviors

This exercise focused on achieving effective team work at the ginnery, and also neutralize any possible conflicts of interest in the team but participants unanimously agreed that the existing rules were okay. They were also in agreement that, to achieve an effective team work means that ground rules must

be formulated to bind on them. Some of the supposed ground rules suggested by team members were as stated in table 3.

TABLE 3: GROUND RULES

RULES	WHAT TO ACHIEVE
1. No lateness and laziness	High productivity
2. No indiscipline and negligence	Smoothen operations and prevent accidents
3. No fighting	High productivity
4. No stealing and breakages	Low cost of production
5. Members should be hardworking	High productivity
6. Members must abide by health and safety rules	Reduce accidents and hospital bills
7. Teamsters should exercise good supervision	Smoothen operations

Workshop Day Three – Stabilization Stage

The activities for this stage were intended to facilitate participant’s ability to go through the stabilization stage of team development. After the usual reflections for the day, the following activities were done:

1. Johari Window and Feedback Mechanism

The understanding of Johari Window led members to appreciate the role of feedback in facilitating human interactions, especially in a business environment. Participants also understood that, it is through the effective giving and receiving feedback that joint discoveries could be made. In order to explore the unknown or the subconscious an effective feedback mechanism is essential.

2. Self Presentation

The objective of this exercise was to enhance communication lines among team members by broadening their knowledge about one another. At the end of the exercise members became aware of their strengths and weaknesses.

3. Current Impressions

The objective of this exercise was to instill in them the art of self description and evaluation by others as against self aggrandizement among members. The exercise enforces the ability of a person to accept other people's opinion or criticism of him/her. By allowing others to evaluate you means that your arena will expand into your blind spot leading into the unknown. The objective was achieved, as participants revealed what they thought about one another to each other and that led to a better self understanding and realization within the team.

4. Socio Gram Two

This was a second opportunity to measure member's sense of belongingness to the group. Here team members were asked to indicate with a pointed mark the concentric circles where they think their relationship with the group had reached. This time all the participants put their marks in the inner most concentric circle, indicating how knitted together they were with the group.

Workshop Day Four – Operations Stage

After the usual reflections the workshop began and ended with the following series of activities:

1. Cave Rescue

The objective for this exercise was to test the team's readiness to perform, and whether it was better psychic and motivated to deliver effectively and efficiently. To achieve this objective, participants were pitched to a riddle involving organizing a rescue operation within one minute or less. They were organized into three groups and at the end of the exercise, two groups finished their task within the one minute lap, while the third group finished in four minutes. The results was very good for the majority of the participants and showed how focused they could be in their operation as a team.

2. Imagery

The essence of this imagery exercise was for participants to evaluate themselves and indicate in pictures how they felt and visualized themselves in the team. It was also intended to enhance their leadership and decision-making potentials and skills. Their drawings portrayed that they were teamsters and active members of the team.

3. Learning Styles Inventory

The objective was to create the awareness of team members to the various learning style models, and how they fit into them. It was also a review exercise to help participants to identify their strengths and weaknesses as in the stabilizing stage. The outcome of the exercise was that participants became aware of the types of learning styles they fell into and how they could work on their strengths and weaknesses.

4. Voting Exercise

It was intended to imbue in participants an appreciation for democratic governance in managing teams. It was a décor for the team emphasizing the significance of democracy in leadership and decision-making in team work. It was the hallmark of the workshop with the indication that the team was ready to operate. The team chose its leadership and was prepared to work.



CHAPTER FIFTEEN MONITORING AND EVALUATION

The four days workshop was meant to facilitate the process of building a change agent team, using the four phases of team development, namely, introduction, interactive, stabilizing, and operating. The fifth phase which is the first stage termed as recruiting stage is done outside the workshop. During the process certain indicators were put-in-place to measure and assess the effectiveness of the process. The indicators were the daily reflections, process observation and adjustment mechanism (POAM), the workshop impact assessment questionnaire (WSIAQ).

1. Reflections

The reflections started on the second day of the workshop, where participants were asked questions on what they learned on the previous day. The questions included the following:

- i) What is the single most important thing you learnt yesterday?
- ii) What worked well for you in the process?
- iii) What did not work well for you in the process?
- iv) What facilitated your learning?
- v) What hindered your learning?
- vi) What is your insight?

2. Process Observation and Adjustment Mechanism (POAM)

This activity is solely the responsibility of the consultant/facilitator, which involves the evaluation of issues relating to time consciousness, attendance, and other relieves during the workshop. For example the consultant/facilitator must ensure that the limited time available for the process is utilized profitably. He must ensure that the participants stick to the rules proposed for the workshop.

3. Workshop Impact Assessment Questionnaire (WSIAQ)

This is a short structured questionnaire that seeks to address the following issues facing participants:

- i) The objective of the workshop
- ii) The expectations of participants
- iii) The ideas they learnt at the workshop

- iv) Defining or knowing the basic meaning of a team
- v) Comparing their old teams to the newly formed changed agent team
- vi) Any other useful suggestions that could have made the workshop better

Out-Come of Workshop

The process of building a change agent team was effective.

- i) The benefits of the workshop were enormous including: the infusion of collaborative leadership; strategic goal setting; quick and reliable decision-making, etc.
- ii) The teamsters were well motivated and their level of effectiveness and efficiency appreciated.
- iii) The training imbued in the team better communication skills, good relationships, and enhanced innovative skills.
- iv) The process of monitoring and evaluation ensured that participants went through the course successfully.

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CHAPTER SIXTEEN STRATEGIC PLANNING

Definition and Scope

Strategic Planning has become the very likely antidote for assessing and making decisions on organizational issues and` challenges. Most organizations, whether big, small or medium scale, are very abreast with the modern trends in business practice and will therefore accept any strategic planning process that will bring about the desired change required to sustain its existence. Strategic Planning is under the ambit of strategic management. Strategic Management itself is defined as “ ... the process whereby managers establish an organization’s long term direction, set specific performance objectives, develop strategies to achieve these objectives in the light of all the relevant internal and external circumstances, and undertake to execute the chosen action plans” (Thompson and Strickland 1987). The co-authors identify the five critical components of strategic management as:

- Defining the organization’s business and developing a strategic mission
- Establishing strategic objectives and performance targets
- Formulating strategies to achieve the strategic objectives
- Implementing the chosen strategic plan
- Evaluating strategic performance and making corrective adjustments

On the other hand, a strategic plan is defined as “... a process that helps identifies new opportunities and question old assumptions. It tests the boundaries, framework, and basic concepts of the organization” (Kumawu and Kraus 2007) Strategic plan is concerned with what objectives an organization should try to achieve. Tactical plan, on the other hand, deals with how the strategic plan can be achieved (Turner and Turner, 1994).

A long term strategic plan is known as corporate plan. They focus attention on: the business opportunities open to the firm; the firm’s strengths; the firm’s weaknesses; the avoidance of inter departmental rivalries and conflicts; the motivation of workers to achieve the same objectives; the external factors affecting the business; and external social factors. Whereas a short term strategic

plan is termed as operational plan. They are concerned with specific activities necessary to achieve the long term objectives (Turner and Turner, 1994).

It is concerned with understanding the strategic situation of the organization, for example, what changes are going on in the environment, and how they affect the organization and its activities. The strategic analysis gives rise to the strategic choice. There are three parts to strategic analysis: the generation of strategic options; evaluation of strategic options; and the selection or choice of a strategy.

Strategic implementation is concerned with translation of general direction of strategy into action. Strategic implementation is also important because it is actions that determine value but not what is planned. Putting what is planned on paper is what best describes the adage that ‘action speaks louder than words.’

“The breadth of concern of strategic management is much greater than that of any one area of functional management.” (Johnson and Scholes, 1984) The challenges include developing a strategic perspective and coping with change.

Strategic changes are often seen to be one-off major changes. However, there is increasing evidence to show that strategy is more typically formed through a set of decisions being taken which might be considered more operational in nature, but which over time, in a piece meal fashion, build up to form the strategy of an organization. This is what has come to be known as the incrementalist view of strategy formulation.

It is the research and writings of Quinn and Mintzberg in particular which have begun to provide a clearer understanding of the process of strategy formulation in organizations. They have shown that strategy can more accurately be thought of as what Mintzberg describes as a ‘pattern of in a stream of decisions’. Both writers argue that it is a mistake to think of strategic decisions being made a point in time and then put into operation. Nor is it sensible to think of strategic decisions being made at the top of the organization and, as it were, being handed down to operating management. Rather, what happens more typically can be characterized as follows,

A continual process of adjustment and modifications of existing strategy taking place as environmental changes occur.

Such adjustment originates in, and is promoted in, what Quinn calls the 'sub-systems' of the organization.

Quinn and Mintzberg's view is in direct contrast to the traditionalist view of strategy formulation. The traditional approaches have been thought of a process of 'control'. In a more traditional model of strategy formulation, the last stage would be to monitor the performance of the strategy and re-evaluate it on the basis of its performance (Johnson and Scholes, 1984).

Characteristics of Strategic Decisions

Strategic decisions are characteristically:

- Concerned with the scope of an organization's activities.
- Concerned with the matching of the activities of the organization to the environment in which it operates and its resource capability.
- Have major resource implications for the organization.
- It is affected by the values and expectations of those who influence strategy.
- It affects the long-term direction of the organization.

Strategies are likely to exist at a number of levels in an organization probably three levels can be distinguished:

- Corporate Level - Here the strategy is concerned with what sorts of businesses the company, as a whole, should be in. For example, should it be single product business or diversify into many businesses.
- Competitive Level – Here the strategy is about how to compete in a particular market. Competitive strategy is more likely to be related to a unit or department within the whole.
- Operational Level – Here the strategy is concerned with how the different functions of the enterprise are harnessed, e.g., marketing, finance, production, etc.

Benefits of Good Strategic Management

The advantages of first-rate strategic thinking and a deep commitment to the strategic management process include:

- The guidance it provides to the entire management hierarchy in making clear just 'what it is we are trying to do and to achieve'.
- The contribution it makes to recognizing and responding to the winds of change, new opportunities, and threatening developments.
- The rationale it provides for management in evaluating competing requests for investment capital and new staff.
- The co-ordination it adds to all the strategy-related decision-making done by managers across the organization.



CHAPTER SEVENTTEN A CASE STUDY ON STRATEGIC PLANNING

Summary

The intervention was seen by the company as timely to help it redefine its planning processes to meet the challenges of today and the future. From the initial assessment of the organization to create a strategic thinking environment, the information gathered from respondents showed that, the company was only working with the objectives of a defunct board, which was formed in the mid 1990s and later restructured into a limited liability company.

As the company went through various degrees of changes since commencing operations, much was done, to fine-tune its management systems to match the internal and external environmental changes happening. A number of strategies were adopted to meet the set objectives, such as staff training and motivation, cost control, monitoring and evaluation, farmers groups system, etc, but for now, nothing formal is in place as a strategic plan over a period of time for the company.

For some time now, however, the company has not been able to meet its production targets due to several factors including lack of capital, nefarious activities of some farmers who divert both inputs and seed cotton to other uses; lack of means of transport to cart products; and most importantly the lack of a formal strategic plan to catapult its operations.

Given this picture, one of its divisional offices saw this strategic planning intervention as an opportunity to explore the possibilities of incorporating strategic management and planning in the company's tray of activities.

The company was born out of the following objectives:

- The development of all aspects of cotton growing industry in the country
- The provision of technical and extension services to cotton growers , including the supply of inputs, and credit financing to farmers

- The marketing, handling and transportation of cotton seed, the ginning of cotton seed and the sale of ginned cotton
- The purchase, sale, holding, transportation, distribution and exportation of cotton products
- The determination and guarantee of producer price of cotton
- The undertaking of research or the arrangement of research facilities in respect of the development and promotion of the cotton industry in the country.

Various strategies have been adopted to achieve its objectives, including the following: staff training and motivation; cost control; monitoring and evaluation; farmers group systems; effective product development and value control; efficient transport and mechanization system; effective team work between management, supervisors and farmers; maintaining effective departmental coordination and control; provision of farm inputs and tractor services to farmers on credit; provision of adequate logistics to all units of the organization; provision of extension services to farmers; and the speedy resolution of issues and conflicts through dialogue and sensitization methods.

The company was structured into functional components, namely: Board of Directors under the 'Chairman; Corporate Office headed by the Managing Director; Divisional Offices headed by General Managers; and Departmental Managers.

The board of directors is the highest decision making body, appointees to it comprise other stakeholders who have shareholdings in the company and its mandate is determined as such. Its responsibilities embraced policy direction, budget approval, and appointment of corporate offices etc. Currently, the company is operating without a board.

The head of the corporate office is the Managing Director, who is the Chief Executive Officer of the company and is appointed by the board. The Managing Director is supported by a management team comprising the Office Manager, Financial Controller, Internal Auditor, and Monitoring and Evaluation officer.

The Divisional Offices are headed by General Managers, who are supported by the Departmental Managers, which includes the Accounts Department, Field Operations (Production) Department, Ginnery Operations Department; Administration Department, Transport department, and Public Relations Department.

Problem Statement

Today, OD practice has shifted from dealing primarily with an organization's current problems towards helping organizations envisage their future (Weisbord 1992). The company like many other organizations still fall short of realizing the need to visualize their problems in the context of the present, and what they anticipate in the future. Strategic Planning provides the solution by identifying and taking control of organizations challenges of today and tomorrow.

Secondly, the company is still battling to cope with the tide of changes happening within and outside the organization.

Furthermore, the problem as to why organizations are still sticking to their old ways of doing things despite the dynamism of the business environment is crucial to the survival of company. Here, it is difficult if not impossible to implement a strategy, if the ways of implementing the decisions remains the same (Burke 1987).

Objectives for the Workshop

- To evolve or generate a strategic plan for the company.
- To help the company grow by giving it feedback on the intervention.

Benchmarks for the Workshop

These benchmarks were earmarked to be addressed:

- How can the strategic planning process be generated in an organization?
- What are the salient requirements for generating a strategic plan?
- What processes need to be adhered to in order to formulate a strategic plan?

- How can the strategic plan be implemented?
- How effective and beneficial is strategic plan to organizations?
- How does a strategic plan impact on the efficiency and effectiveness of the personnel of the organization?

Relevance of the Workshop

It amplifies the importance of strategic planning as a management function in today's volatile business environment.

Limitations of the Workshop

The assignment coincided with the farming season for cotton, which made the staff of the company very busy and most of the times out to the fields. Therefore, the process of assessment and the conduct of the four-day workshop was not an easy task. More days could have been used, at least a week long, to achieve a holistic feat. Despite this setback, the process was successful and laudable.

Methodology

The methodology for the Strategic planning process was in three phases:

Planning Stage

This involved contacting and contracting for re-entry to the company, during which I presented the report on Dynamics Team Building Intervention to the management. Also, the purpose of the strategic planning intervention was defined, thereby creating the strategic thinking environment in the company. A series of meetings happened, during which the schedule for the workshop were agreed upon. The list of participants was provided.

Assessment Stage

The company was assessed to determine its current picture or state of affairs, and the environment it is operating in. Questionnaires were distributed to the various key managers of the company to complete. Some stakeholders were interviewed to hear their side of the story about the company. The General Manager was also interviewed. In the

assessment process documents on the earlier assignment on Organizational Capacity, Culture and Team Effectiveness intervention at the company were also reviewed.

Workshop

A four-day Strategic Planning Workshop was organized. Participants were randomly selected from the different departments of the company including: ginnery operations; field operations (production); administration; transport; and audit departments. The composition of the participants was directors, managers, zonal officers, supervisors and, junior staff. The workshop used the OCIC Strategic Planning Model. The other techniques adopted during the workshop were individual based systems, group discussions, plenary sessions, and brainstorming sessions.

Workshop Day One

On workshop day one, the following activities took place as part of the process of generating a three-year strategic plan for the company:

(1) Opening Ceremony

It was intended to kick-start the process, and motivates participants to put-in their best.

Participants were well-motivated and conditioned for the process. They also learnt a gist of strategic planning and its importance as a management function to the organization and personnel.

(2) Self Introduction

Participants stood up to introduce themselves by names and the departments they were coming from.

To enable participants identify each other during the term of the workshop without causing any form of irritation or insubordination.

Identities of participants were clear and there was complete relief to all participants regarding the identities of participants.

(3) Ground Rules and nomination of Prefects

This exercise was facilitated by one of the participants, during which the start and end- time for the workshop was stipulated. Also, the need for punctuality, respect for each other's opinions, commitment and obedience were emphasized as the guiding principles for the process. One of the participants was also chosen as the leader and his responsibilities included ensuring compliance by members to the ideals of the workshop.

Participants became conscious of the rules they themselves had enacted and learnt how effective ground rules are in the maintenance of cordiality, peace and high output in the community.

(4) Identifying Participants Expectations

Participants identified the following to be their expectations: broaden their understanding of strategic management and planning; their productivity will increase; they will be able to meet the department and company targets; they will know their organization better than they did before; they will be motivated by the training; and their well being will improve in the company if they are able to achieve the company's objectives.

It was intended to allow participants themselves to identify their needs and whether the workshop will be able to satisfy them, in relation to the theme for the workshop. It was also intended to raise the interest of participants in the process.

The interest level of participants was high, and their expectations well stated. Participants learnt to set their priorities right and the means of achieving them.

(5) Introduction to Strategic Planning

This exercise took the form of facilitation with the consultant taking time to ask participants their knowledge of the salient terms that will be the common words used during the workshop. The theme for the workshop was properly explained to participants. The following terms and concepts were dealt with to the understanding of the participants:

- What CHANGE is? The ewe proverb that “When the drum beat changes, the dance changes” was used as the preamble to the topic. Beckhard and Harris (1977) statement of the three stages of the change process namely; current stage, transition stage, and future stage, were explained. Also, the successful change effort equation was explained, that is, $SCE = DxVxFsxB$.
- What MANAGEMENT is? Mary P Fowlet definition of management as ‘...doing things through people’ and Henry Fayol’s definition which the basic management functions of organizing, control, forecast, etc were stated, and from the definitions the terms planning, organizing, leading, controlling, strategy, efficiency and effectiveness were explained to participants.
- OCIC STRATEGIC PLANNING MODEL – The model was introduced to them to know the steps that we were going to follow to generate a three year strategic plan for the company.

This was a mind teaser intended for participants to revise their knowledge of these Terms, so that interaction during the workshop will be smoother. It was intended to let participants appreciate the great efforts made in research and writings on the Subject.

Participants shared their knowledge with the community and were willing to learn.

They also learnt that, strategic planning was not only a practical exercise but involve some academic writings.

(6) Vision Exercise

- Participants were asked to think and write about the following.
- Imagine it is your own company. It is your biggest and long time accomplishment. You feel that you have achieved all what you wanted to, both individually and for the organization.

- See a picture of what it is you have achieved, see it as if you have it right now and describe it in the present tense.

- You can be guided by answering these questions:

- 1) How are individuals behaving?
- 2) What is happening in teams?
- 3) What have you accomplished?
- 4) How is learning incorporated in teams?
- 5) What are relationships like?
- 6) Add any elements of your desired future state?

- Each individual takes a few minutes to make notes on their vision.
- Individuals pair up and take two minutes each to describe their vision to their partners, using the present tense to describe it.
- They have another round of sharing, this time with different partners.
- They form two groups, and each individual shares elements of the vision they heard from others that excited them. Each group then creates a list of common /key themes for the vision.
- After each group presents to the other, they go back into their previous groups to make their vision statements specific enough that it would be recognized by themselves and those not participating in the project.
- What is Vision? Participants were briefly taken through the lesson of what is a vision, the characteristics and benefits of a good vision and sample vision statements of some well-known organizations like DISNEY, OCIC, ACTIONAID, COCA COLA, etc.

- It is a picture of your desired future state.
- An organization's vision answers the question:
- What do you want to become?
- It is the organization's wish about its future (Kumawu and kraus, 2007).

➤ Company's Vision

At the end of the plenary process, participants agreed on this to be the vision of the Company: helping people to grow cotton to cloth the world

(7) Reflection Exercise

Participants were taken through reflection exercise to review the day's work and its impact on participants. A number of participants were facilitated through the following questions: What was the single most important thing you learnt?; What worked well for you?; What worked less well for you?; What did you do to hinder your learning?; What did others do to hinder your learning?; What did you do to improve your learning? What did others do to improve your learning? What is your insight? Participants were also given the contents of the reflections exercise to study and facilitate the following day.

The objective was to monitor and evaluate the levels of comprehension of participants in the activities of the workshop, and most importantly what they thought will benefit them.

Workshop Day Two

(8) Crafting Values

- Participants were asked to list the five values that will help them achieve the vision.
- Participants were grouped into two groups, to come out with five core values that they think can contribute to bring about change in the organization; and also describe the kind of behaviors these five values will exhibit.

- A plenary session was held to synergize the five values identified by each group into five core values viable enough to achieve the organizational vision.
- Company's Core Values

Participants agreed on the following core values that they thought could guide them to achieve their vision:

- i. Experience
- ii. Discipline
- iii. Honesty
- iv. Hard-work
- v. Dedication

(9) Crafting Mission Statement

➤ Steps to Crafting Mission Statement

- Participants were grouped into two, to come out with acceptable mission statements.
- Groups presented their statements.
- A plenary session was held to synergize these statements into one standard statement which represented the organization's mission statement.
- Company's Mission Statement

Community members came out with this mission statement:

To grow and market cotton products to our customers with our experienced and dedicated staff who supervise cotton farmers to produce quality cotton for processing and marketing to meet the demands of our cherished customers.

(10) Broad Objectives

The following were the broad objectives of the Company:

- i. To make profit
- ii. To produce quality products for customers

- iii. Motivate and train staff
- iv. To improve the livelihood of farmers
- v. To earn foreign exchange

What to Do?

- i. To make profit
 - By producing more cotton
 - By producing quality products
- ii. To produce quality products for customer
 - by using the state of the art ginnery machines and plant
 - good supervision during picking
 - educating farmers on the right use of farm inputs
 - to encourage farmers to weed their farms early
- iii. To motivate and train staff
 - Give incentives to hardworking staff
 - Create cordial working environment
 - By increasing salaries
 - Sponsoring staff for further training courses
- iv. To improve the livelihood of farmers
 - By increasing the producer price of cotton
 - By giving incentives to hardworking farmers
 - Provide social amenities to cotton producing communities
- v. To earn foreign exchange
 - By producing more quality products
 - Seek for more foreign customers and build better relationships with them.

(11) Environmental Scanning

Participants were facilitated through the internal and external environments of the organization and the tools to be used for their analysis, namely; stakeholder analysis; SWOT analysis; and PEST analysis.

➤ **STAKEHOLDER ANALYSIS**

Participants were put back into their groups to list the company's stakeholders, after which all the groups synchronized their information into one in a plenary session.

STAKEHOLDER ANALYSIS MATRIX

STAKEHOLDER	EXPECTATIONS	WHAT IF ...	LEVEL OF SIGNIFICANCE: 1-LOW; 3-HIGH
Farmers	-Land preparation -supply of inputs -extension services -marketing	-no cropping -low yields -lost of interest -lost income/interest	- 3 - 2 - 1 - 3
Security Services (Skones Security Co Ltd)	-Supply of protective uniform -Supply of security tools and gadgets -Payment of Salaries	-no identification -poor protection - inefficiency/vacation of post	- 1 -3 -2
Textile Industries (Juapong Textiles)	-quality lint supply -adequate lint supply -timely delivery	-low income -low income -lack of trust	12 -2 -2
Shareholders	-high output -high profit -high dividends	-no salaries -no salaries -no salaries	-2 -2 -2
Other Investors (Wienco, Chemico, Paul)	-supply of lint and seeds	-no production	-3

Reland)			
Financiers (Dizengorf Gh, EDIF, GHANA NUT)	-cash repayment	-no production -court action	-3 -3

➤ PEST ANALYSIS

The same format was used in the Pest Analysis as was the case in the Stakeholder analysis.

PEST ANALYSIS MATRIX

INDICATORS	ISSUES	OPPORTUNITIES	THREATS
Political	-government policy on zoning -government policy on farmers groups	--availability of farm lands -increasing numbers of farmers	-low productivity -low commitment
Economic	-lack of financial support from the government -high producer price of cotton -low market for cotton products -increase in world market price of cotton	-high interest of other investors -more production of cotton and improved earnings for farmers -high foreign exchange earnings	-low productivity -higher producer price of cotton quoted by competing firms -low earnings for the company
Social	-granting of	-availability of	

	bursaries/scholarships to needy students -lack of attention to the demands of traditional rulers -construction of schools for farming	skilled human resources -high morale of farmers	-unwillingness of traditional rulers to release lands and land litigations
Technology	-genetically modified seeds -modern machinery and plants	-willingness of cotton farmers to use genetically modified seeds in the fields	-lack of seeds on the market -lack of spare parts

SWOT/PEST GRID

	S	W	O	T
P	-effective team work -ability of management to make good decisions	-low productivity -failure of zoning of farming communities -failure of farmers group systems	-political stability -commitment of government to support local farmers and industries	-low commitment of farmers -defection of farmers to the production of other crops
E	-high producer price of cotton -increase in foreign earnings	-lack of finances -low market for cotton	-increase in world market price of cotton	-high interest rates -lack of financial

		products locally		support from the government
S	-granting of bursaries/scholarships for students -construction of schools for farming communities	-inability of management to meet the demands of traditional rulers	-availability of skilled human resources -high morale of farmers	-occurrence of land litigations and conflicts
T	-the use of genetically modified seeds -the use of modern machinery and plants -availability of highly skilled staff	-lack of research funds into new technologies -lack of ginnery processing plant materials	-willingness of cotton farmers to use genetically modified seeds	-lack of seeds on the market -lack of spare parts

(12) KEY ISSUES

For this exercise, brainstorming technique was used to identifying the key issues that needed to be dealt with in the strategic formulation and implementation. They were:

- i. Poor quality of cotton produced by farmers
- ii. Inadequate supply of inputs/seeds to farmers
- iii. Lack of transportation, machinery and implements
- iv. Lack of finances
- v. Unpredictable weather conditions

- vi. Unavailability of farm lands and the use of lands for the cultivation of other food crops
- vii. Diversion of inputs to the production of crops and the diversion of cotton seeds to competing firms.

WORKSHOP DAY THREE

(13) STRATEGY FORMULATION

SWOT GRID

STRENGTHS	WEAKNESSES
=well trained field operations staff =quality products (lint and seeds) =high producer price of cotton =ability to provide incentives to farmers =good management and team work	=inadequate finances =poor quality of seed cotton produced by farmers =inadequate supple of inputs and tractor services to farmers =late purchasing of seed cotton =lack of transportation to cart seed cotton to the factory
OPPORTUNITIES	THREATS
=high interest of investors to invest the industry and the company =high world market price of lint =high demand for lint in the world market =High production of seed cotton by farmers =availability of credit facilities	=high interest rates =diversion of inputs by farmers to food crops =diversion of seed cotton to competing companies =late shipment of lint to foreign buyers =non-availability of ginnery processing materials

FRAMEWORK FOR STRATEGY FORMULATION

	S	W
O	SO (GROWTH STRATEGY)	WO (STABILITY STRATEGY)

T	ST (STABILITY STRATEGY)	WT (DEFENSIVE STRATEGY)
---	----------------------------	----------------------------

WO/ST= Most likely scenario

SO= Best case scenario

WT= Worst case scenario

SO= Using strategy to take advantage of the opportunity out there

WO= Remedy existing weaknesses in order to take advantage of opportunities out there.

ST= Capitalize on strengths to reduce vulnerability to threats

WT= Retrench inside environment to cut losses in the face of threat that cannot be overcome.

➤ Company's Strategies

- SO Strategies

- I. Leverage well trained field operations staff to increase the production of seed cotton by 50%.
- II. Leverage quality products (lint and seed) to reap the benefits of high world market price of cotton.
- III. Leverage high producer price of seed cotton to meet the high demand for lint and world market.
- IV. Leverage our good management and team work to attract more investors to the company
- V. Leverage the provision of incentives to farmers by accessing credit facilities for them.

- WO Strategies

- I. Increase our financial base by accessing credit facilities.
- II. Improve on the poor quality of seed cotton produced by farmers to meet the high demand for lint at the world market.

- III. Increase the supply of inputs/seeds and tractor services to farmers in order to increase the production of seed cotton.
 - IV. Acquire new fleet of transport to cart seed cotton from farming zones, to be able to reap the benefits of the high world market price of lint.
 - V. Improve on our purchasing time in order to make timely shipment of lint to foreign buyers.
- WT Strategies
 - i. To forestall the inadequate supply of inputs and tractor services by preventing the diversion of such materials.
 - ii. Reduce cost of production to improve finances in order not to borrow at high interest rates.
 - iii. Stop late purchasing of seed cotton from farmers to prevent late shipment of lint to foreign buyers.
 - iv. To improve on the quality of seed cotton produced by farmers by preventing the diversion of inputs to the production of food crops.
 - v. Improve on our transport system to be able to cart seed cotton from the farms and ginnery processing materials from source points.
 - ST Strategies
 - i. Provide farmers with more incentives to prevent them from diverting inputs to the production of food crops.
 - ii. Use our high producer price regime to stop farmers from selling seed cotton to other competing firms.
 - iii. Use our quality products to attract more local and foreign buyers as early as possible.
 - iv. Use our well trained field operations staff to produce at a low cost than borrowing at high interest rates.
 - v. Use our good management and team work to minimize the wastage of ginnery processing materials.

CHAPTER EIGHTEEN MONITORING AND EVALUATION OF WORKSHOP

Three means were applied to monitor the efficacy of the process and the impact it made on participants, and most importantly, measuring the achievement of the objectives and expectations of participants and OD Consultant as well. They were the daily reflections; process observation and adjustment mechanism; and the workshop impact assessment questionnaire.

❖ Reflections

They were conducted to refresh the memories of participants on what they learnt the previous day, and the lessons they took home to ponder over.

❖ Process Observation and Adjustment Mechanism (POAM)

This was an attempt to continuously observe proceedings, including the concentration levels of participants, reactions, participants, fatigue, etc, and addressed these concerns immediately as they show the ugly heads, in order to harness the process to a successful conclusion

❖ Workshop Impact Assessment Questionnaire

The questionnaire was meant to test participants at the end of the process, to ascertain what they benefits they were taken home, in terms of learning styles in comprehending concepts and issues raised during the workshop.

Participants showed a very high morale during and at the close of the workshop. They were willing to share knowledge and ideas on the subject matter of the workshop, namely, Strategic planning.

Conclusion

The workshop was able to meet the expectations of participants. It was also able to use many and different ways to achieve its objectives. A vision was defined for the company, which culminated in formulation of strategies to attain the vision.

The strategic plan was envisaged to apply for three year duration, during which the company could overcome all of the bottlenecks which falters its bit to meet production targets. This goal is achievable if the company can adopt this current

intervention as a learning process, or could come out with a more formal and prudent alternative to catapult itself back to normalcy.

For the OD trainee, it has been a wonderful learning experience. Despite the hurdles one had to contend with, the attainment of this feat will go a long way to enhance my OD KIT BOX, as a viable tool for fine tuning organizations take control of its goals of existence.

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CHAPTER NINETEEN RESEARCH

Definition and Scope

According to Kumawu and Kraus (2007) “Organizational Development involves the facilitation of an organization’s capacity to self reflect, self regulate and take control of its processes of improvement and learning with a view to effectively achieving its reasons for existence.” For organizations to self reflect and self regulate in order to take control of its processes of improvement and learning, it is pivotal for them to undergo some form of assessment. Research is the common tool and method used to assess organizations for the purpose of its own development. This is better put by Kumawu and Kraus (2007) that “Organizations can be better understood by thinking of the stage of growth in which the organization may be.”

Functionally, organizational capacity means the ability of an entity to execute its plans and achieve its vision, mission, and goals (VMGs) in the easiest and best ways possible. Kumawu and Kraus best describes an effective or healthy organization as having: solid communication; appropriate goals; being flexible and creative; having effective feedback mechanism; being able to manage conflicts better; and with a reliable resource deployment mechanism. Therefore in assessing the status of an organization these features are examined and captured in the research.

Research culture in organizations is also very pivotal as it initiates a series of activities that constantly allows the people within the entity to self reflect and adjust to the changes envisioned for the exercise. Ayisi (1988) quotes Malinowski as having said that “Culture is that complex whole which includes knowledge, beliefs, art, law, morals, customs, and all other capabilities, and habits acquired by man as a member of society.” Edgar Schein (1980) defines culture as a pattern of basic assumptions, beliefs and values, and artifacts. Research is and must be part of organizational culture and a tool adopted to manage its current and future affairs. Research empowers an organization to visualize its current state and also being able to forecast its future state.

In conclusion, John Collier's development of action research profoundly complemented the efforts of Kurt Lewin, who is best known as one of the finest behavioral scientist, to bring about the need to assess organizational effectiveness. In modern times, technology has come with drastic changes and innovations in the way we do things, but it does not and still cannot bury continuous research in organizations as some people believe today. Innovation is the brain child of research and every technology is founded through the scientific thoughts of people who develop specific thoughts in areas of they think an organization should improve upon. Research and technology have moved and expanded organizations from simple to medium and complex statures.

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CHAPTER TWENTY

A CASE STUDY ON ORGANIZATIONAL ASSESSMENT

Summary

The intervention used the following organizational assessment tools to conduct the research: organizational capacity and impact assessment tool (OCIAT); organizational culture assessment tool (OCAT); and team effectiveness questionnaire (TEQ). These tools enable the researcher to understand the dynamics of both the theoretical and practical approaches to organizational effectiveness and management.

The access organization provided 32 respondents for the OCIAT and OCAT tools, whereas 13 personnel were used for the TEQ. In the OCIAT tool, the VMGs questions recorded 19% non-response and 81% response, but all the rest of the questions in the OCIAT recorded 100% response. The OCAT and TEQ questions recorded 100% response

Problem Statement

The Company was still a growing company that needed to constantly assess itself to understand the direction it has to go. This idea is supported by the fact that OD practice has shifted from dealing primarily with an organization's current problems towards helping organizations to envisage their future. Secondly, the company over the years has a culture of doing things and this intervention will help it unravel the positives and negatives of this culture of doing things. Finally, the company's effectiveness will, to a large extent depend on the way team work is organized, and this intervention will certainly show the way forward for their work groups to be more effective.

Objective of Assessment

The objectives of the intervention were four fold, namely: to assess the organizational capacity, culture, and team effectiveness of the company; after the assessment provide the access organization with the necessary feedback to help it grow.

Research Questions

The following research questions were earmarked to be addressed:

- ❖ How effective is the company in achieving its VMGs?
- ❖ What is the prevailing culture at company?
- ❖ How effective are group/team work in the company?
- ❖ How effective is the diagnostic tools in achieving the set objectives?
- ❖ What are the learning points in the application of these tools?

Relevance of the Assessment

It is a truism that organizational assessment is the key for assessing a company's needs at any time in point, irrespective of its level of development and growth.

Limitations of the Assessment

There were a few hindrances to achieving a holistic diagnosis of the access organization, but they did not in any way influence the outcome of the research. They included my inability to rope in the entire organizational structure into the assessment and resource constraints.

Research Methodology

Sampling Method

The sampling technique was the stratified random sampling, where respondents were categorized into various strata based on the organizational chart.

Data Collection Technique

Broadly, data collection was both quantitative and qualitative methods.

Quantitative Data

1. Questionnaire – these were structured questions designed to administer the OCIAT, OCAT and TEQ Tools.

Qualitative Data

1. Interviews
2. Observations
3. Diagnostic Meetings
4. Documents Review

Sampling Size

1. At the Divisional Office there were 32 respondents out of 47 personnel at post for the OCIAT and OCAT tools.
2. For the Team assessment questionnaire, 13 personnel were present at the ginnery operations department for the exercise, out of a total of 14 permanent staff.

Sampling Frame

1. The OCIAT and OCAT tools were administered to the General Manager, who constitutes the high management level; and the line managers; and other lower level staff.
2. The TEQ was administered to the personnel of the ginnery operations department.

Findings

Organizational Capacity Assessment

The respondents provided the following responses:

1. Vision, Mission, and Goals (VMGs)
Under these headings, 7 respondents did not answer the questions under them, representing a non response of 19%, whereas 25 had some things to say about them, which represented 81%. Their response did not show a uniform and well inform VMGs, but rather the responses were different, and indication of perceptions rather than stated ones. Some of the responses were as follows:

Vision

- ❖ To provide job opportunities for the recognized cotton farmers associations and the entire society as a whole.
- ❖ To provide income to farmers in the three northern regions, by producing cotton to feed the nation's textiles industries with lint cotton and for export.
- ❖ To earn more profit for the government for national development.
- ❖ To promote agriculture and provide job opportunities for the youth.
- ❖ To become the leading producer of cotton in the West African sub region.
- ❖ To promote and motivate staff to increase the production of cotton in the country.

Mission

- ❖ To strive to maintain a leading role in the cotton industry in Ghana and gain recognition internationally for the quality of its products and service.
- ❖ To carryout operations like land preparation, input distribution and evacuation of seed cotton from the farms to the industries.

Goals

- ❖ To be outstanding among its peers in the cotton industry.
- ❖ To produce high quality seed cotton.
- ❖ To sustain and increase domestic market and income for cotton.
- ❖ To provide staff with a wealthy environment.
- ❖ To increase shareholder value.

2. Management Systems

All 32 respondents answered the questions on this subject, which relates to decision making. Some of their responses were similar, but those which were different were:

- ❖ Decisions are made by the shareholders and board of directors.

- ❖ Some decisions are made by the managing director and the corporate officers.
- ❖ Some decisions are made by the general managers and departmental heads.

3. Structure, Relations and Communication

All 32 respondents stated their knowledge about the structure, relation, and communication lines existent in the company. Some responses were similar and others different, and below are the non repetitive responses:

- ❖ The company is structured into functional components; board of directors headed by the chairman, corporate office headed by the managing director, divisional offices headed by the general managers, departmental heads, zonal officers, and production assistants.
- ❖ Interpersonal relationships within the organization are cordial, more or less based on the command structure.
- ❖ Conflicts are addressed according laid down procedures.
- ❖ Communication line is both vertical.

4. Reward

All respondents stated a form of reward system pertaining in the company and were similar. According to them the reward system was in the form of bonuses, promotions, salary increments and allowances, and prizes and citations.

5. Staff Development

All 32 respondents gave the following responses regarding staff developing, similar statements were not repeated:

- ❖ The company recruited both permanent and temporal staff.
- ❖ Newly recruited staff members are inducted into office.
- ❖ Members of staff are given in service training in the form of workshops, seminars, further education.
- ❖ Internal research is undertaken to give staff more insight into their work.

6. Technical Support

All 32 respondents agreed that there was adequate technical support and the following were some of them differently stated:

- ❖ Availability of state of the art machinery and tools
- ❖ Adequate warehouses for raw materials and finished products.
- ❖ An efficient transport system with a fleet of 26 haulage trucks, 6 pickups, and 92 tractors.
- ❖ Availability of motorbikes for field workers.
- ❖ Adequate office infrastructure, factory hall and accommodation.

7. Financial Management

Under this subject, the 32 respondents gave their responses based on the practices prevailing at their work units. These were:

- ❖ The board of directors takes financial decisions.
- ❖ The managing director through the financial controller takes some financial decisions.
- ❖ The general managers through the account managers do take some financial decisions.

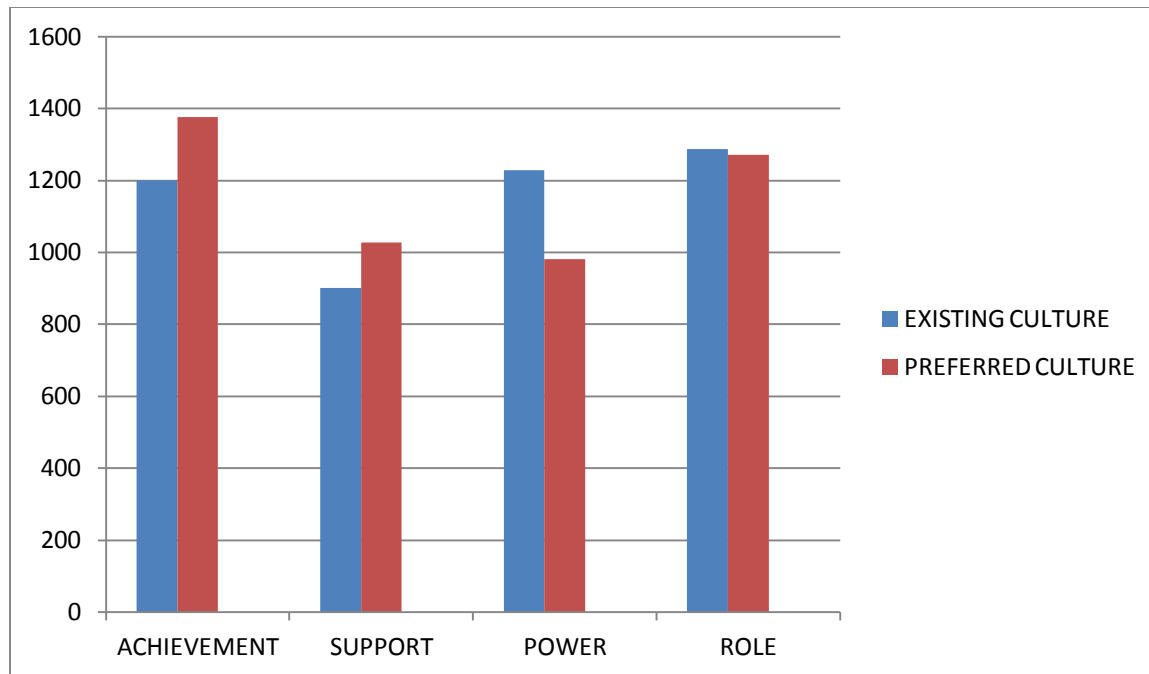
Organizational Culture Assessment

The organizational culture assessment was computed on these thematic headings: power, role, achievement, and support; and the computations showed the following patterns:

THE SCORE SHEET FOR ORGANIZATIONAL CULTURE ASSESSMENT OF GCCL

INDEX	EXISTING CULTURE	PREFERRED CULTURE
Achievement	1200	1377
Support	901	1028
Power	1229	981
Role	1287	1271

Existing Culture Index = 2101, whereas Preferred Culture Index = 2043



1. Achievement

Axiomatically, achievement is linked to corporate success measured by high profit and expansion.

2. Support

The index showed the existing culture to be 901 as against 1028 for preferred culture, depicting low support.

3. Power

The existing power play in the organization is higher than the preferred culture.

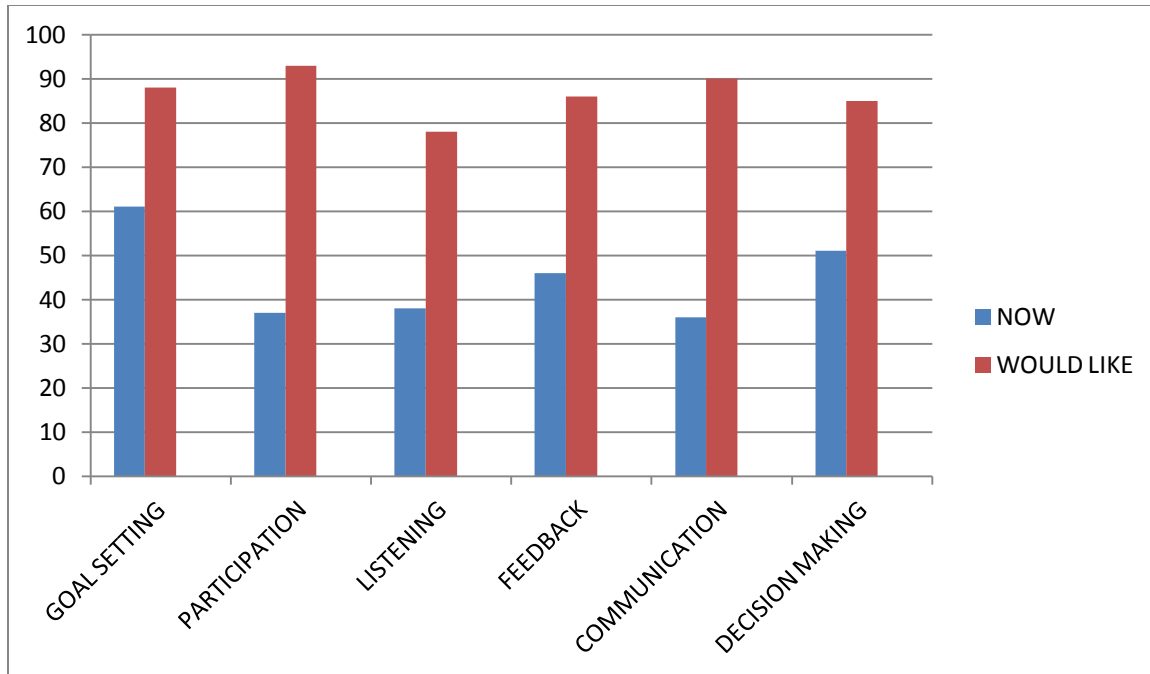
4. Role

The index shows the existing culture to be structured and dominant than the preferred culture.

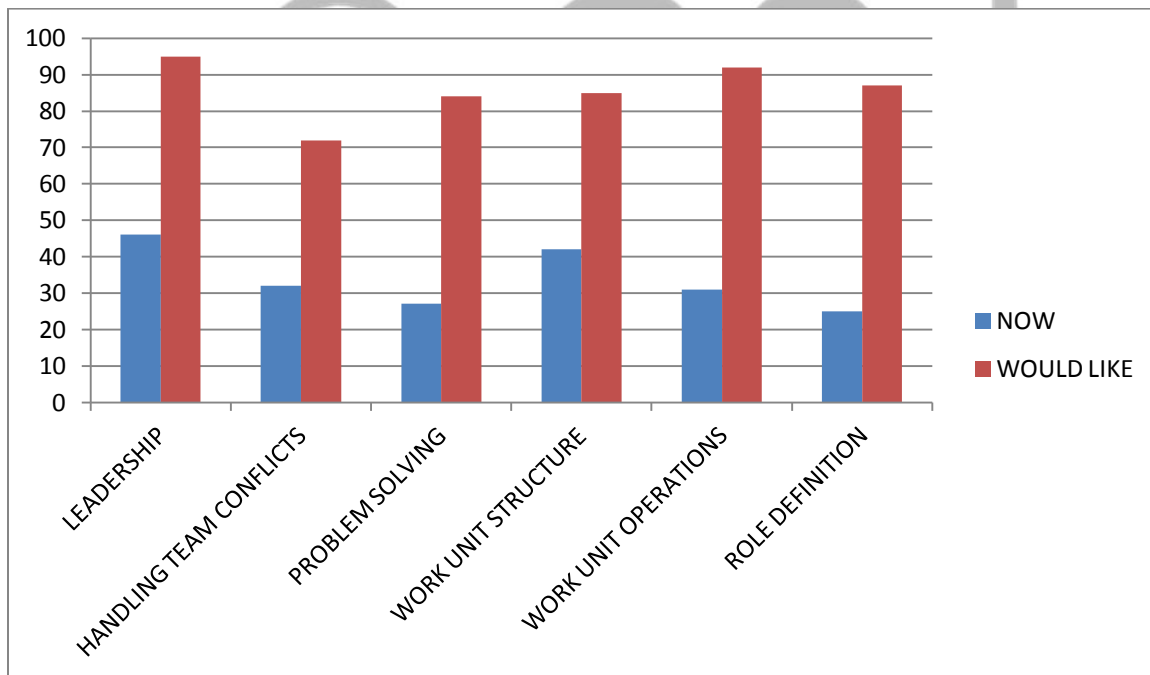
Work Group/Team Effectiveness Assessment

In this assessment, the relevant headings dealt with are shown in the score sheet below:

WORK GROUP/TEAM EFFECTIVENESS INDEXCHART (1)



WORK GROUP/TEAM EFFECTIVENESS INDEX CHART (2)



In the index shown overleaf in the team effective assessment, the following stakes are drawn:

- ❖ Goal Setting is done by those in higher authority, but what they would is higher.
- ❖ Participation is domineered.
- ❖ Listen is with little interruptions.
- ❖ Feedback is shared by team member.
- ❖ Communication line is vertical and defined.
- ❖ Decision making is determined by position.
- ❖ Leadership is led.
- ❖ Team conflicts are dealt with according laid down procedures.
- ❖ Problems are dealt with, but better options would have been preferred.
- ❖ Work unit structure is mechanical.
- ❖ Roles are determined by competencies.
- ❖ Creativity is encouraged.

Conclusion

The following conclusions were drawn from the intervention:

- ❖ The OCIAT, OCAT and TEQ tools were effective in assessing GCCL's capacity, culture, and team effectiveness.
- ❖ The capacity of GCCL was effective as its viability as a limited liability company, except for ready funding to undertake its activities.
- ❖ The culture assessment showed a reasonable willingness for change, to embody dynamism its ways of doing things.
- ❖ Team effectiveness needed to be strengthened to make the various units perform well.
- ❖ The company did not have a definitive vision well known to its members and other stakeholders.
- ❖ The mission statement was not also well stated, different mission stated were presumed by members.
- ❖ Corporate strategies were based on decisions from board and management, but not as a result of a blue print document systematically planned for the organization to achieve its short, medium and long term objectives.

Recommendations

- ❖ A dynamics team building exercise to strengthen team work in the company.
- ❖ A strategic planning process must be initiated to come out with a blue print document that will guide corporate management through their decision making processes, and the steps required to move the company forward.

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CHAPTER TWENTY ONE

TECHNOLOGY

Technology is vital in improving the way things are done in an organization. It determines the work plan and scope. Organizations today are driven by technology which is the output of research and development. Day in and day out systems in organizations change for the better with the advent of any reliable technology marketed on the business platform. Technology can be seen from different perspectives such as social, machine, media, economic, marketing, and education and learning.

Social Technology

Social technology refers to that which changes the way cultures and norms of organizations and perceived by the people within and outside its environment. For example, complex organizations are traditional known to be bureaucratic but if technology improves the governance, then that is social technology. Social technology seeks to ease any form of impediments and hindrances from human organizations. The very democracy which many countries and organizations seek to institute is a prime example of human technological innovation in our modern times which has improved the lives of millions around the world today.

Machine Technology

Machine technology refers to the great and dramatic ease of fatigue humans have found at work and domestic places, involving the use of hardware gadgets such as vehicles, computers, haulage machines, farm machinery and equipment, etc. The mass production of goods and services we have today is as a result of the machine technology revolution. Different and efficient machines are used to relief man from exerting his physique to do work which would have taken him months to accomplish.

Media Technology

The ease of communication and fast dissemination of information around the world is achieved because of the improved media technology we have today in

the world. For example, the internet is the fastest media platform that the world has ever seen. The coverage of the media information relies solely on the ability of the organization to have the means of transmission, transport, and connectivity. News is transmitted not by post alone but within the immediate minute of its release through the internet.

Economic Technology

As already indicated earlier, most economic activities today in the world, including agricultural production is driven by technology. Farms today use improved machine tools; factories use computer based machinery and equipments to operate; stocks and capital markets are operated with the use of hi-tech systems; etc. Without this massive technological development economic activities would have insufficient to meet the needs of the world's growing population.

Marketing Technology

Goods and services around the world are marketed on different platforms anchored by the internet. Today, market technology has made it possible for individuals and organizations to sit in their enclaves and order whatever they desire. People can access information on goods and services from these proliferated hi-tech platforms in no time.

Education and Learning Technology

Educational technology has made it possible for people to stay in their homes to access information on various disciplines of education and learning. Electronic books are sold on Amazon.com and other platforms thereby facilitating the ease of education and learning. Today, students don't need to travel Oxford University to study they can study on-line and obtain the same degree qualifications as those there in person. Technology has made it possible for individuals and organizations to provide educational and learning facilities for people to access without much fatigue.

The Role of Technology in Organizational Restructuring

The dynamics in today's volatile business environment requires all stakeholders in organizations, especially top management to seek to adapt to the kinds of environments they find themselves. Business organizations are now operating in an environment best described as technology driven. The environment includes suppliers, customers, competitors, and regulators. It also includes cultural, political, technical and economic forces which witness on daily basis diverse innovations.

The performance of an organization is based on productivity, organizational effectiveness, market share, returns on investments, and employee retention. According to Mohrman, Mohrman, Ledford, Cummings, Lawler, and Associates (1990), organizational performance is determined by an organization's character. An organization's performance is high when its character promotes effective exchanges with its environment and its internal design features effectively fit together and reinforces one another.

Organization restructuring is an intervention instituted to address challenges that affects an organization's character. Systems interventions of this nature are to a large extent intended to implement the organizations strategies by testing its structures, technology, culture, performance, and feedback systems. A strategy is an action plan that defines how an organization will use its resources to gain a competitive advantage in the environment (Chaffer 1985, Hofer and Schendel 1978).

Organizational restructuring also addresses challenges associated with the structure or system of the organization, referred to as management systems. These management systems include production, personnel, marketing, communication, research and development, and any other system deemed to be necessary for the organization. The framework for organizational restructuring in a typically doing well organizations will have an integrated management systems to enable it perform efficiently and effectively. The benchmarks set for the framework will embrace:

- a) Process
- b) Products and Services
- c) Tools, Equipment, and Standard facilities.
- d) Customers
- e) Management Systems (personnel, finance, communication, sales and marketing, research and development, etc)
- f) Diversification
- g) Strategies

Framework

1. Achieving strategic objectives and targets
2. Restructure management systems
3. Restructure work process and goods and service delivery
4. Improving tools, machinery and equipments, and standard facilities
5. Improve on programs and project implementation
6. Improve on customer services
7. Enhance the organization's ability towards diversification, market dominance and monopoly, increasing sales and profitability.

Usually, organizational restructuring addresses the following challenges facing an organization:

- Lack of capital due to poor access to loans, high interest rates, high taxes, etc.
- Lack of manpower.
- Inadequate facilities, like transport, space, training and repair tools and equipments.
- A growing needs to have well structured managements systems to drive through its programs and projects, but when instead, its systems are loosely connected and applied in the simplest sense of business, then its capacity and business orientation becomes problematic

Aims and Objectives

The objectives for organizational restructuring are manifold and the key ones are as follows:

- To effectively implement strategies.
- To grease and reenergize existing structures.
- To create new systems to deal with changing trends in the business environment.
- To expand customer/market base.
- To meet sales targets.

Relevance for Organizational Restructuring

Organizational restructuring process is necessary to enhance the efficiency and effectiveness of a fast growing enterprise, a doing well company, not doing well company; or a newly acquired company, if it has to compete in today's volatile business environment.

Research Methodology

The research methodologies to be adopted for this intervention will be: qualitative and quantitative surveys, workshops, and seminars, and the review of companies' strategies and other secondary data.

The qualitative method will involve an interview session using a structured interview guide, whereas the quantitative method will involve the administering of structured questionnaires.

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