Exercise:

WHERE ARE WE GOING? SELF-ASSESSING TOOL TO MAP NGO DEVELOPMENT.

Objective: To better understand NGO team development and the criteria for assessing organizational changes.

Process: The training participants are given two concepts describing team development and NGO organizational development. (Two handouts are delivered; attached below)

The participants are split into small groups where they discuss the situation of their NGO and later determine where in both schemes their team and their organization should be situated and why. They collect the arguments about the development conditions that led them to this statement.

Opinions are discussed in the large group.

Time: app. 90 minutes (10 min. instruction, 30 min. discussion in small groups, 50 min. presentations and conclusion in large group.

Stages of Team Development

Teams go through several major phases including the following:

Forming:
Members first get together. Individually, they consider "What am I here for?", "Who else is here", "Who am I comfortable with?", etc. During this stage, it's important to get members involved, to introduce themselves to each other. The team may require clear leadership to facilitate clarity and comfort for involvement of members.

Storming:
During this stage, members are beginning to voice their individual differences, trying to join with others who share the same beliefs, trying to jockey for a position in the group. Therefore, it's important for members to continue to be highly involved, including voicing their concerns in order to feel represented and understood. The team leader should focus on clarity of views, achieving consensus (or commonality of views) and recording decisions.

Norming:
In this stage, members begin to share common commitment to the purpose of the group, including its overall goals and how it will reach those goals. The team leader should focus on achieving clarity of roles, structure and process of the group.
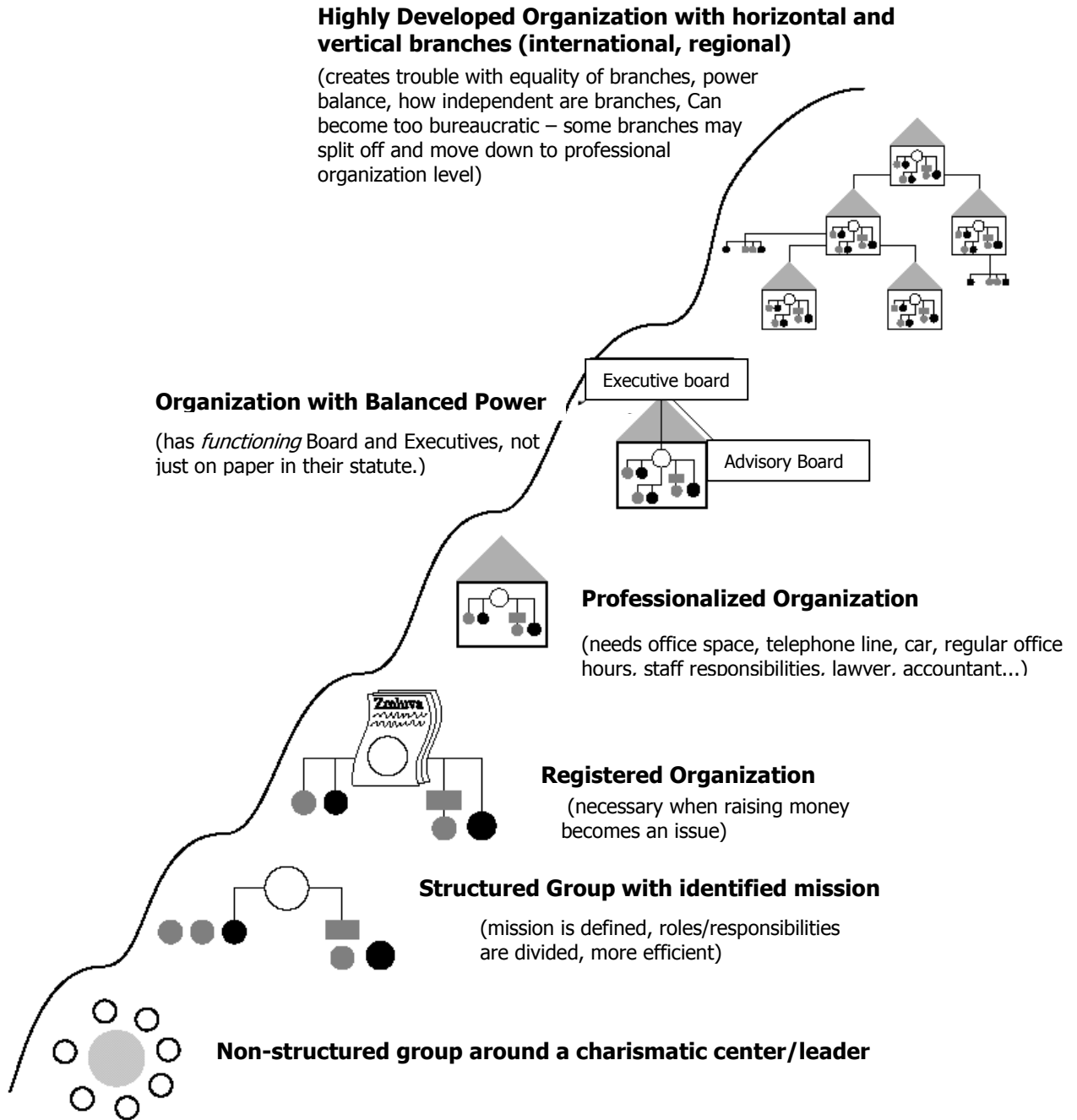
Performing:
In this stage, the team is "humming". Members are actively participating in the team process in order to achieve the goals of the group and its organization. During this stage, the style of leadership becomes more indirect as members take on stronger participation and involvement in the group process.

Closing and Celebration:
At this stage, it's clear to members and their organization that the team has achieved its overall purpose (or a major milestone along the way). It's critical to acknowledge this point in the life of the team, lest members feel unfulfilled and skeptical about future team efforts.

NGO Development Crossroads: Alexis de Toqueville Paradox

NGO Development is a big circle: organizations merge, then fragmentize, move-up and down.

Highly Developed Organization with horizontal and vertical branches (international, regional)

(creates trouble with equality of branches, power balance, how independent are branches, Can become too bureaucratic – some branches may split off and move down to professional organization level)

Executive board

Organization with Balanced Power

(has *functioning* Board and Executives, not just on paper in their statute.)

Advisory Board

Professionalized Organization

(needs office space, telephone line, car, regular office hours, staff responsibilities, lawyer, accountant...)

Registered Organization

(necessary when raising money becomes an issue)

Structured Group with identified mission

(mission is defined, roles/responsibilities are divided, more efficient)

Non-structured group around a charismatic center/leader

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Exercise:

WHO CARRIES THE RESPONSIBILITY IN OUR NGO?

Sit down with your colleagues, and try to determine which people in your organization should be responsible for the following activities:

Who should be responsible – the executive director?, the board?, the heads of the departments (working groups) from the employed staff of the NGO?, the NGO members?, nobody? ....

Who should be responsible in our NGO for:

1. deciding who should go on a two-week training course abroad
2. obtaining finances for the organization's operation
3. approving (or rejecting) candidates for volunteer work in the organization
4. calling a repair service when the photocopier breaks
5. choosing/appointing the executive director
6. defining/redefining the organization's mission
7. carrying the consequences for financial discrepancies in budgetary transactions
8. holding an interview with a journalist when describing the organization's activities
9. preparing and drafting the annual report
10. meeting donors or sponsors
11. resolving a conflict between two regular employees
12. monitoring and controlling the effectiveness of projects or programs and the organization's activities
13. writing ongoing reports on projects
14. handling telephone calls, faxes, and mail
15. handling the organization's accounts
16. devising new, creative activities
17. contacting new (prospective) employees
18. writing press denials concerning untruthful information about the organization's financial practices
19. selecting new board members

- Discuss points where you agree, and points where you disagree.
- Can you think of an example from your own organization where a lack of agreement concerning people's specific functions has led to inefficiency in your work?

Your opinions may differ to a certain extent; however, the level of disagreement will probably not be very great. Discussing the division of roles in your organization may form the basis of effective decision-making in the future. Compare your results and expectations.

TEAM ROLES IN YOUR TEAM

The aim of this exercise is to chart the roles that exist in your team and to encourage an awareness of their occurrence, diversity, and importance. Look at the roles listed in the text, and in discussions together, try to attribute them to individual members of your team.

The trailblazer

……

The instructor

……..

The leader

……..

The follower

……….

The commentator

……..

The co-coordinator

……..

The supporter

……...

The pacifier

……….

The critic

……….

The corrector

……….

The monitor

………

The caretaker

………

• Who plays which role?
• Which of the roles are over-represented (i.e., they appear a number of times?)
• Which roles are not covered?
• Could you think of any examples from the history of your team or organization where the presence or absence of some of these roles was evident?
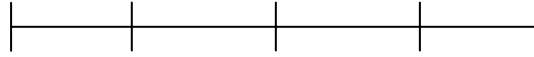
………
………
………
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……..

A team is strong when the representation of roles is varied and balanced, and where roles do not overlap a number of times. Moreover, if people acknowledge one another and respect each other's individual contributions, then the organization has a good chance of being effective.
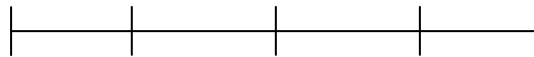
Exercise:

SELF-ASSESSING TOOL TO UNDERSTAND THE DIFFERENCE BETWEEN TEAM AND GROUP.

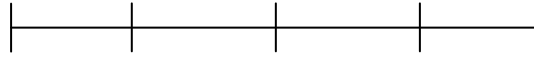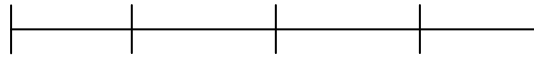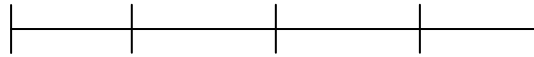| Decisions are taken after consensus and listening and evaluating of all the proposals	├────┼────┼────┼────┤	After a decision group tends to have majority and minority opinions
Disagreement is disputing gently and solution is accepted together	├────┼────┼────┼────┤	Critics tend to be destructive and disagreement does not use to be elaborated effectively
The aims are intelligible and accepted by group members	├────┼────┼────┼────┤	Group members not always accept mutual aims
Ideas are presented freely and listened by the others	├────┼────┼────┼────┤	Personal feelings are hidden
Regular evaluations of group functioning	├────┼────┼────┼────┤	During discussion avoidance how the group functions
Roles in the group are clear to all its members	├────┼────┼────┼────┤	Individuals fight back accepting their role and place in the group
If needed, there is participation in leadership – progress is being decided mutually	├────┼────┼────┼────┤	Leadership solely decides what will be done
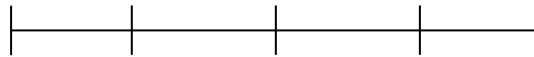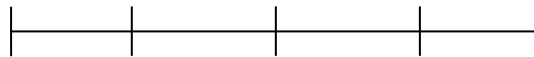
Have a look at a former exercise that will help you to realize the differences between a team and a group and also what opinions appear in your organization linked to this topic. Draw a circle in a place between the endpoints on the line on the spot you think characterizes your working environment. First, fill it in yourself and then compare it with the results of the other members of your organization. Discuss what you could call the characteristics on the leftmost and rightmost sides of the scale.
What are the common and distinct points of your view and the views of your colleagues?
Which of the characteristics would you like to move to a particular direction? Why?
How could you achieve it?

This exercise has no clear correct answers but perhaps a mutual discussion will lead you to a right solution.

<u>Exercise:</u>

UNDERSTANDING STAGES OF TEAM DEVELOPMENT

Identify the following sentences with either of the team development phases by marking them F (forming), D (development), N (norming), P (performing). Verify your marking with list of correct answers below.

....   1. Conflicts between team members begin to occur.

....   2. Searching for meaning of collaboration.

....   3. Complaints about organization and expressions of general dissatisfaction.

....   4. Harmony in the relationships between members is taking place.

....   5. Team needs more information.

....   6. Team members develop intensive loyalty.

....   7. Single leader role develops.

....   8. Opinions get spoken and discussion starts to follow team rules.

....   9. Team can perform competitive behavior interacting with other teams.

....   10. Suspicion and fear of acting in group remain.

....   11. Thoughts about team and individual responsibilities develop.

....   12. Possible over-dependence on facilitator.

1.	2.	3.	4.	5.	6.	7.	8.	9.	10.	11.	12.
D	F	F	N	P	P	D	N	P	F	D	N

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