



FIGURE 9-4 Force-Field Analysis of a Turnover Problem at Plant X

including denial, arguing, or verbal retaliation. Even positive feedback can be awkward for some recipients, as well as for the persons offering the feedback. Team members need to behave in a way that creates a situation in which it is okay for someone to become teary or embarrassed when expressing or receiving positive sentiments. On the negative side, it needs to be clear that any name calling or punitive or threatening behavior is off limits.

To maximize the odds of such exercises being constructive for the entire team

- participants, particularly the formal leader, need to be informed of the nature of the intervention and largely "buy in" to the process beforehand
- the team needs some training in effective group skills
- team members need some coaching and practice in giving constructive feedback, in dealing with a range of feelings including defensive ones, and in processing conflict
- the facilitator needs counseling and listening skills of a high order
- the formal leader needs some coaching to assure no punitive or retaliatory behavior will be a consequence of the exercise.

Ideally, some of this training occurs prior to the team-building sessions. However, training can be conducted in the context of team-building workshops. Team-building sessions can be ongoing laboratories for enhancing interpersonal, group, and leadership skills.