

**EFFECTIVE TEAM BUILDING IN THE SHEA BUTTER INDUSTRY – A CASE OF
TOLON DISTRICT**

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DECLARATION

I hereby declare that this submission is my own work presented towards an award of MSc Project Management and that, to the best of my knowledge, it contains no material beforehand published by a different person or written by another person nor material which to a substantial extent has been accepted for the award of any other degree or diploma at Kwame Nkrumah University of Science and Technology, Kumasi or any other educational institution, except where due acknowledgment is made in the thesis.

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ABSTRACT

Team building involves a wide range of activities, designed for improving team performance. This study has reviewed literature on teams in an attempt to outline some of the key issues within the Shea Butter groups so as to give a realistic view of what can be achieved through teamwork by ensuring successful team-building efforts within the industry. The reviewed literature indicates that the effects of teamwork are contingent upon many factors, including the group's culture and environment. This study also outlined some key points that have been identified by a number of respondents which could facilitate the effective development of teams. These points are: clear goals or good game plan; decision making authority; accountability and responsibility; effective leadership; training and development; avoidance of group think; encouraging team diversity; effective communication and trust. This study seeks to build effective Shea Butter Teams to improve on the economic lives of the rural woman in Tolon District, using both quantitative data from individual group questionnaire and qualitative data from focus group discussions and key interviews. In order to control selection bias, the study utilized a reasonable sampled groups using statistical tools covering; age, gender, position and educational status which may affect the success of the team's efforts. Furthermore, the recommendations of the study suggest groups to develop goals and plans, enhance communication among members, develop and maintain positive relationships among members, solve problems and make decisions on a timely basis, successfully manage conflict, facilitate productive meetings, clarify roles for team members, operate in a productive manner, exhibit effective team leadership and provide development opportunities for team members. All these were aimed at bringing out the best in a team to ensure self-development and the ability to work closely together as a team to solve problems and improve productivity.

TABLE OF CONTENT

DECLARATION	ii
ABSTRACT	iii
TABLE OF CONTENT	iv
LIST OF TABLES	ix
LIST OF FIGURES	x
LIST OF ABBREVIATIONS	xi
ACKNOWLEDGEMENT	xii
DEDICATION	xiii
CHAPTER ONE	1
INTRODUCTION	1
1.1 Background of the Study	1
1.2 Problem Statement	3
1.3 Research Questions	5
1.4 Aim of the Study	5
1.4.1 Objectives	5
1.5 Significance of the Study	6
1.6 Scope of the Study	6
1.7 Overview of Methodology	7
1.8 Organization of the Study	7
CHAPTER TWO	9
LITERATURE REVIEW	9

2.1 Introduction.....	9
2.2 Overview of Teams.....	9
2.3 Stages of Team Building and Team Selection.....	10
2.4 Stages of Team Building.....	11
2.4.1 First Stage: Forming.....	11
2.4.2 Second Stage: Storming.....	12
2.4.3 Third Stage: Norming.....	12
2.4.4 Fourth Stage: Performing.....	12
2.4.5 Fifth Stage: Adjourning.....	13
2.5 Selection of Teams.....	13
2.6 Team Building.....	14
2.7 Objective of Team Building.....	18
2.7.1 Networking and Socialization.....	18
2.7.2 Teamwork and Team performance.....	18
2.7.3 Competition and bragging rights.....	19
2.7.4 Celebration, team spirit, fun, and motivation.....	19
2.7.5 Collaboration and the fostering of innovation and creativity.....	19
2.7.6 Communication and working better together.....	19
2.8 The Effectiveness of Team Building.....	20
2.9 Team Building and Organizational Development.....	21
2.10 Team Effectiveness using a Health Model Approach.....	24
CHAPTER THREE.....	25
RESEARCH METHODOLOGY.....	25

3.1 Introduction.....	25
3.2 Research Design.....	25
3.3 Data Sources	26
3.4 Population	27
3.5 Sampling Technique, Frame and Size.....	27
3.6 Data Collection Instrument	28
3.7 Pilot Testing.....	29
3.8 Data Analysis	29
3.9 Brief Profile of the Case Study	29
CHAPTER FOUR	31
DATA PRESENTATION, ANALYSIS AND DISCUSSION OF RESULTS	31
4.1 Introduction.....	31
4.2 Quantitative analysis	31
4.2.1 Description of Sample Population.....	32
4.2.2 Current Teams within the Shea Value Chain	34
4.2.3 Nature of Existing Groups/Teams.....	35
4.2.4 Participate in the formation of these Groups.....	36
4.2.5 Group Cohesiveness	37
4.2.6 Commitment to Group Goals and objectives	39
4.2.7 Sense of Belongingness.....	40
4.2.8 Satisfaction with Group Outcomes.....	40
4.3 Qualitative analysis	44
4.3.1 Analysis of Strengths, Weaknesses, Opportunities and Threats confronting teams	45

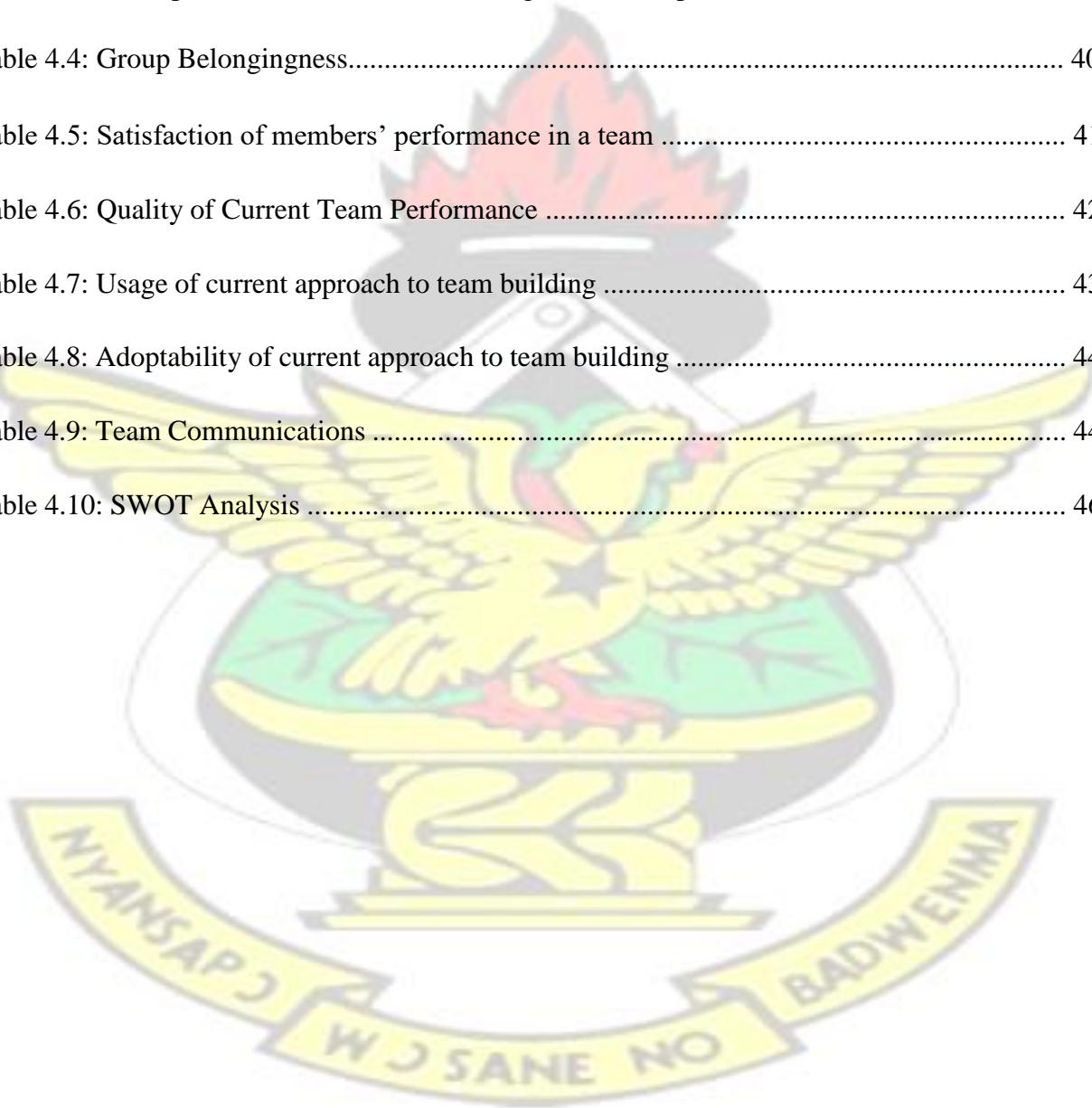
4.3.2 Characteristics of Effective Teams.....	46
4.3.2.1 Honest Communication.....	46
4.3.2.2 Trust.....	47
4.3.2.3 Focus on the Common Goal.....	47
4.3.2.4 Understanding and tolerance.....	47
4.3.3 Why some teams eventually fail.....	48
4.3.4 Communication effectiveness in teams.....	48
4.3.5 Useful Guidelines for effective team building.....	49
4.3.5.1 Establish leadership.....	50
4.3.5.2 Establish relationships with each of your team member.....	50
4.3.5.3 Build Relationship among your members.....	50
4.3.5.4 Foster Teamwork.....	51
4.3.5.5 Establish Ground rules for the team.....	51
4.4 Team Development Interventions.....	52
SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS.....	54
5.1 Introduction.....	54
5.2 Summary of major findings.....	54
5.2.1 Existing Shea butter groups within the Shea Value Chain.....	55
5.2.2 How Existing Teams are put together.....	55
5.2.3 SWOT Analysis on the Teams.....	56
5.2.4 Useful guidelines in developing effective Shea Butter Teams.....	57
5.3 Conclusions.....	59

5.4 Recommendations.....	59
REFERENCE	62
APPENDIX A.....	67
QUESTIONNAIRE	67
APPENDIX B.....	70
INTERVIEW GUIDELINE.....	73



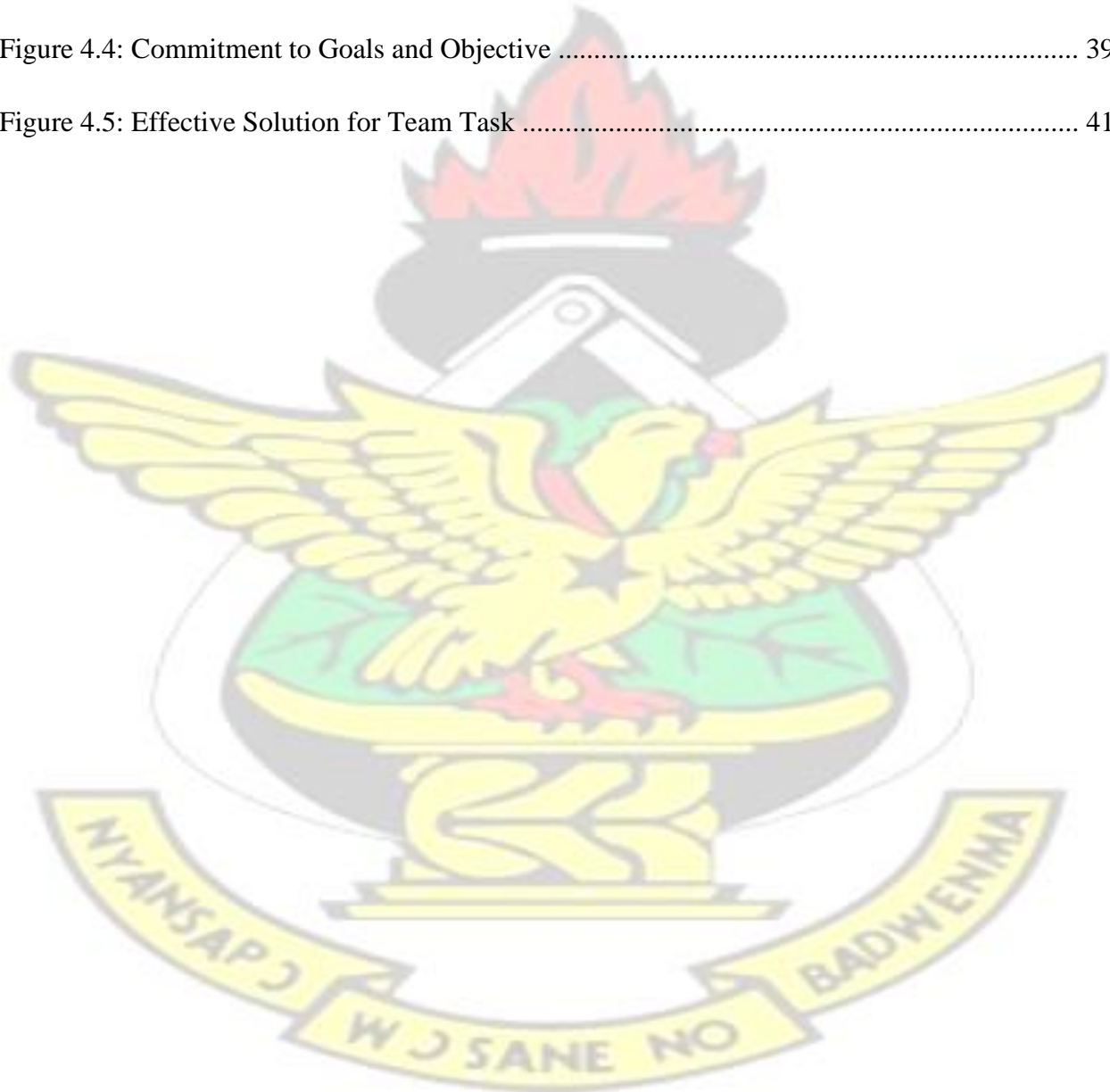
LIST OF TABLES

Table 3.1: Population and Sample	28
Table 4.1: Distribution of Respondents in the Study Area	32
Table 4.2: Existing Teams	35
Table 4.3: Participation in formation and Joining of the Groups	36
Table 4.4: Group Belongingness.....	40
Table 4.5: Satisfaction of members' performance in a team	41
Table 4.6: Quality of Current Team Performance	42
Table 4.7: Usage of current approach to team building	43
Table 4.8: Adoptability of current approach to team building	44
Table 4.9: Team Communications	44
Table 4.10: SWOT Analysis	46



LIST OF FIGURES

Figure 2.1: Tuchman's and Katzenbach and Smith's (adapted from Mercure AACE 2013)	11
Figure 4.1: How the existing Teams were put together	35
Figure 4.2: How members got along with each other	37
Figure 4.3: Trust among members	38
Figure 4.4: Commitment to Goals and Objective	39
Figure 4.5: Effective Solution for Team Task	41



LIST OF ABBREVIATIONS

BAC	Business Advisory Center
DPCU	District Planning and Coordinating Unit
FGD	Focus Group Discussion
ITC	Interactive Team Cognition
KSAs	Knowledge, Skills, and Attitudes
NBSSI	National Board for Small Scale Industries
NGOs	Non-Governmental Organizations
PCs	Personal Computers
PNDC	Provisional National Defense Council
SHG	Self-Help Group
SME	Small and Medium Enterprises
SPSS	Statistical Package for the Social Sciences
SWOT	Strengths, Weaknesses, Opportunities and Threats



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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Team building and joint effort are ending up progressively significant because of globalization; their essential objectives being to improve work adequacy and profitability. In today's business world, competition and the need to stay ahead of competitors have mounted pressures on organizations and their management (Larson et al., 2018). Organizations are faced with real challenges of how to increase productivity to effectively compete with rival companies. This need has forced management to daily engage in finding effective ways of improving productivity. Several measures are often employed by management in organizations to achieve high productivity. Installing heavy and efficient plant and machinery, instituting of intense supervision, and applying to benchmark in production processes are some of the measures organizations often use to achieve high productivity (Agres et al., 2005)

However, one effective and efficient tool organizations have recently recognized and are employing these days in production is teamwork. These days' leaders perceive the significance of team work like never before previously. Teams can grow the output of people through joint effort. Team work is the methods for improving labor usage and conceivably raising the performance of the person. With help from upper-level management, a worker works confidently in a team and builds the productivity of the entire organization. Team work is a significant factor for the smooth working of an organization. The majority of the hierarchical exercises become complex because of progressions in innovation, in this manner, team work is a noteworthy focal point of numerous organizations (Jackson et al., 2003)

The Shea industry is mostly dominated by groups who work in smaller teams as one unit. It is argued that all artisanal Shea butter producers are women who spend their incomes to provide food, health care, and shelter for their families (Techno Serve, 2014). The industry symbol which is the Shea tree is considered as a financial and productive resource in Africa particularly west and the central part of the continent. This economic tree is in large quantities in the Northern Savannah zones of Ghana. The butter which is a product from the seed of the Shea tree called the Shea nut. The nut is one of the local raw materials in Ghana that has the potential to support food diversification not only in Ghana but also in other African countries. In our Northern set up, Shea margarine is considered as the key source of income for local entrepreneurs (Abdul-Malik et al., 2011)

The extract consists of natural and essential vitamins such as Vitamin 'A' cream. The Shea butter is also known to contain several other essential components with organic activities. Such ingredients give the Shea butter its great content in moisturizing human skin among others with amazing healing potentials for skin ailments including skin marks, itching, sunburns, and skin lesions (Lovett, 2004).

The Shea butter has several uses apart from using it for skincare; there are other important uses of Shea butter such as using it for household activities such as cooking (Sekaf Ghana, 2014). The utilization of the butter as cooking oil in West Africa and furthermore as a raw material in the chocolate business as a substitute for cocoa margarine to make chocolate smoother and creamier demonstrates the monetary estimation of the natural item. Moreover, Shea margarine can possibly be changed over as well as enhanced. The Shea margarine can be expanded into Shea spread cleanser, cream and hair care items, such as shampoo and lotion (Yidana et al., 2009)

Shea butter processing is considered to be exclusively reserved for women within the Northern Zone, the Shea industry contributes significantly to increasing the option of the income generation

activities. These incomes are being used for productive ventures and other purposes such as complementing the household dietary budget, buying of school items for children and settlement of medical needs at the household level. Because of its gender restrictiveness, the earned pay from the Shea butter business legitimately goes into women pockets, empowering women to have command over earned money and giving increasingly monetary opportunity to them (Shea Network, 2014)

The Shea butter isn't just the road for generating income to help the rural poor; however, it additionally has the probability of forming into a feasible export industry since private organizations in other nations are developing much interest in the import of the Shea butter, (Sekaf Ghana, 2014). The adoption of good teamwork strategies in solving such gaps could be a greater advantage to higher productivity. Team work is one of the aggregate methods for cooperation which results in potential advantages and greater synergy. Supervisors of these Shea butter organizations and groups must set the objectives of their teams which are associated with the organization strategic plan. After the execution of the above-inscribed concern, administrators will be able to establish their teams more conclusively.

1.2 Problem Statement

Organizations find themselves in intense pressure to succeed amid the global environment in which competition is ever-growing (Lohr, 2008). The productivity of employees is at the Centre of competition and the production of Shea butter is not an exception. They are required to produce maximum output to enable the organization to effectively compete among rival groups in the industry. Individual efforts are seen as not enough to produce the needed output for effective competition. Teams have been seen as the key tools for enhancing labor productivity within the organization. To what extent can teams be an effective tool for higher productivity? The problem,

therefore, is whether the use of groups as a means of achieving higher productivity in the butter industry is indeed achieving the desired results (Agarwal et al., 2008)

Shea butter processing in the north is an indigenous method that is important and most traditional in nature. It's said to be the traditional business in northern Ghana which has always been the main income source for the rural poor in Northern Ghana. Yet little has been put into building strong teams around the numerous groups formed in the Shea butter processing business (Abdul-Malik et al., 2011).

Successive governments over the years have acknowledged the difficulties associated with the biggest disease relative to poverty and how to mainstream its implementation relative to vulnerability and exclusion in the country. Though government and other agencies have made several attempts in improving the socio-economic conditions of the less privilege and excluded persons in the society, there still exist critical challenges that need more consideration of which the Shea industry is not an exception. Despite successes in favorable economic environments, job creation relative to economic growth hasn't seen much improvement in recent times. Particularly in the Northern savannah enclave where the Shea butter production is predominant.

Government's attempts in creating a suitable environment to provide the private sector the opportunity to generate wealth and growth must have a relationship with the creation of leading industries in the North in helping our local entrepreneurs find decent work through new employment opportunities that exist within the sector through linkages (Tolon District Medium Term Development Plan, 2017).

At present rural women mostly try to form groups within their various communities to assist each other in the production of butter but forgetting to utilize the team-building processes and how they can use them to their advantage. Shea nuts are picked and prepared by women and sold onto the local market where they are bought by several actors in the market such as local butter processors

and other Shea nut traders who haven't properly situated themselves in adding value to the product but to export them in their raw forms (Tolon District LED Plan, 2016)

It is therefore on the above stated reasons that the study looks at building strong but effective teams in the Shea butter industry to help address works effectiveness. This study will endeavor to develop the useful guidelines for effective Team Building in the Shea Butter industry for higher productivity.

1.3 Research Questions

The research questions to be addressed by this study are:

- 1) What are the existing Teams within the Shea butter industry in Tolon?
- 2) How are the existing Teams put together?
- 3) What are the Strengths, Weakness, Opportunities and Threats confronting these Teams?
- 4) What are the guidelines in the development of effective Shea Butter Teams for higher productivity?

1.4 Aim of the Study

The study aims to develop guidelines for effective Team Building in the Shea Butter industry for higher Productivity

1.4.1 Objectives

1. To identify the existing Teams within the Shea butter industry in Tolon
2. To examine how the existing Teams are put together
3. To perform a SWOT analysis of the teams
4. To develop guidelines for effective Shea Butter Teams for higher productivity

1.5 Significance of the Study

The significance of the research will be immeasurable. The research will serve the needs of both corporate bodies and non-business organizations such as Shea butter groups. Shea butter groups will learn the impact of teamwork on organizational performance to apply it at their organizations to increase their output and thereby effectively compete in the global environment as well as the local markets. For non-business organizations such as NGOs, government institutions, among others, the study will also enable them to cultivate the spirit of teamwork so that they will also reap the full benefits of teamwork. Academia such as researchers and students will draw some inferences from the study and also obtain some guide in areas of teamwork where further research may be required

The Shea business is dominated by women groups and any development around these groups will lead to a greater spread to affect gender development and equality (Sekaf Ghana, 2014). Much as we try to look at the sector in this direction we must also try to identify factors that influence and trigger team building. This study will highlight and deepen the understanding of the industry players concerning building teams among these women groups. This could go a long way in informing policymakers, researchers and development practitioners on how the industry is useful to the economy.

1.6 Scope of the Study

The study will cover eight major Shea butter production groups in the Tolon District. The study would concentrate solely on developing the useful steps/processes for effective Team Building in the Shea Butter industry for higher Productivity at improving the Shea business viability and performance for small and micro enterprises in Ghana specifically Tolon District.

The time frame for this study would be from 2016 – 2019 considering the contribution of the Shea sector to the economy and improving the living standards of the rural poor and reduction in poverty among the vulnerable groups.

1.7 Overview of Methodology

A combination of qualitative and quantitative methods of data collection strategy would be adopted in this research. The selection of respondents was limited to the selected groups. The study used descriptive analysis supported by quantitative figures. The study again used both probability and non-probability sampling procedures to select the various categories of respondents within the various groups. The study further used a Combination of Purposive and convenient sampling techniques since the study could be faced with resource constraints and limitations of time.

1.8 Organization of the Study

The study will be organized into five chapters with each chapter dealing with a key section of the research. Chapter one gives the summary introduction to the study highlight the background of the study, problem statement and clearly indicating the objective underlying the study, significance of the study and the general overview of the methodology. Chapter two will deal with a review of the relevant literature of team building methodologies and concepts as well as an outlook of team building. It will review the contribution of teams to strengthening groups. Chapter three will discuss the methodologies that will be adopted in conducting the research. It will give an outline to the research design, study area selection, sampling procedure, methods of data collection, data collection tools, and techniques. Chapter four presents and describes the general findings of the study and the presentation and analysis of data. It highlights the contribution of team building among Shea butter groups to strengthening group cohesion in Tolon District.

Finally, chapter five will present the study findings, conclusions, and recommendations emanating from the research in a summarized form.

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CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This study seeks to look at the various phases of team building, developing and managing various teams from a theoretical point of view as well as compare the theory with the researched results. Moreover, advantages and risks of teams will be analyzed, and the reasons of failures will be clarified. Finally, this investigation will give bits of knowledge on potential changes that may must be performed so as to improve learning capacity in improving group and team's performance for higher productivity.

The study in this sector therefore suggests that it's worthwhile to develop sustainable teams in building an effective Shea butter teams for higher productivity to support the economic viability of the industry in building their entrepreneurial skills and other enabling conditions necessary to achieve socio-economic growth. This study cannot be complete if various literatures on the concept of team building are not reviewed. The scope of the review of the existing literature was based substantially on documentations from various writers and authors across the globe.

2.2 Overview of Teams

Numerous scholars have different meaning of a team, for example some people associate team to sports, while others think it is a gathering of individuals working together. Whichever way individuals see team, it goes beyond people working alone or in an association particularly where great output requires different aptitudes, judgment and experience. It is accordingly imperative to explain the importance of a team.

Katzenbach et al. (2003) explained that team can be said to be "few individuals with reciprocal aptitudes, who are focused on a common purpose, performed goals and approach for which they

consider themselves commonly responsible. This definition centers on significant parts that a genuine team is comprised of reciprocal abilities, duty, regular reason and objectives, normal methodology or system and common responsibility. Moreover, Pryor (2009) states, "Teams are a method for arranging individuals to help reliance and collaboration that requires close coordination among the colleagues."

A team is also said to be a collection of people who have sought to share a common objective. One of these objectives, by an implied understanding of all concerned, is the improvement of every person, which will bring about the progress of the team execution. We contend exclusively, however, readiness for the competition is best practiced in a team situation. No individual can make this condition for magnificence without any assistance. As reported by Wealth (2012) that TEAM has been described as: "Together Everyone Achieves More". Anyone, who has been on a good team, will agree with this acronym.

At the point when teams are successful, they draw on the capacities and experiences of their individual members to achieve things that couldn't be accomplished by people working independently or by different sorts of work group (Jones et al., 2008).

2.3 Stages of Team Building and Team Selection

Team building is a very crucial process as you need to make sure that all the employees or team members work in harmony to maximize efficiency and produce greater results.

The blend of Tuckman's model and Katzenbach and Smith's curve gives full focal points in analyzing team execution in various periods of social game plan; It together with the pieces of high performing groups makes the creators perceive if gatherings have landed at the prevalent level. In this way, it appears to be valuable to audit these phases of group advancement as they

give a few bits of knowledge for individuals to comprehend the components of a high performing group and the idea of gathering elements.

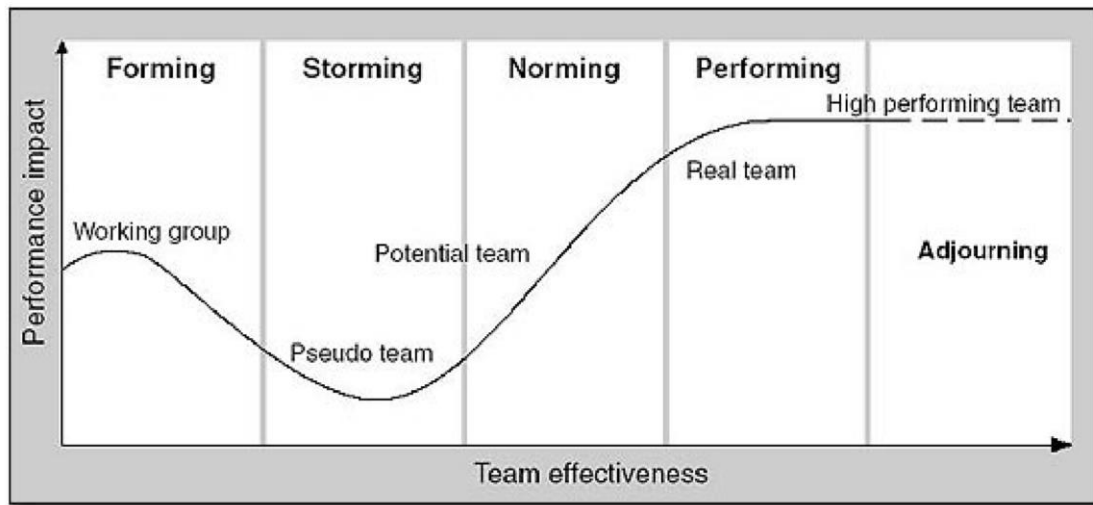


Figure 2.1: Tuchman's and Katzenbach and Smith's (adapted from Mercure AACE 2013)

Source: Mercure AACE, 2013

2.4 Stages of Team Building

The first four stages of team growth were first developed by Bruce Wayne Tuckman and published in 1965 and later in 1977, Tuckman, jointly with Mary Ann Jensen, added a fifth stage to the 4 stages which we shall be discussing in this study.

2.4.1 First Stage: Forming

This is the most initial stage in the team development process. In this stage, the constituent members of the team come together for the first time. They get to know each other's backgrounds, previous work experience and get themselves acquainted with one another. Since this stage brings together people of various personalities & backgrounds, people tend to judge one another, Gina (2010)

The team leader should properly keep an eye on all the happenings in this stage and guide the members concerning their individual and team responsibilities.

2.4.2 Second Stage: Storming

This is another crucial stage in the team development process. As the name suggests, this stage might appear to be a bit vigorous as the team members work together and there are bound to be some clashes amongst them.

This is because the team members are working together for the first time and there are bound to be some personality & intellectual differences. The team leader or manager has a very important role to play in this stage as he has to manage individual differences and make sure the team works efficiently towards the set goals. Failing to resolve the issues amicably may hamper interteam functioning permanently, Gina (2010).

2.4.3 Third Stage: Norming

This stage comes after storming. In this stage, normalcy begins to be restored with clashes & differences among teams or team members being resolved. People are well aware of the strong & weak points of their team members. The team works under the guidance of team leads or managers to achieve the individual goals and targets set, Gina (2010).

2.4.4 Fourth Stage: Performing

In this stage, the team is stable, and conflicts are resolved to the barest minimum. Members of the team are well aware of the behavior of their team members, and the focus is on accomplishing the targets set for the team under the able guidance of team manager or leader by solving problems and overcoming obstacles. At this stage of the group, development teams are said to be highly productive, they can diagnose and solve emerging problems effectively and make collective decisions, Gina (2010).

In the words of Byrnes (2009), group cohesion can be accomplished when a common objective is reached within a time limit. The fourth stage of performing comes when the team accepts choices all in all and performs highly effectively. After the team has finished the present tasks, it eventually comes to the stage of adjourning.

2.4.5 Fifth Stage: Adjourning

In this stage, major goals and targets set for the team are already accomplished. The team has worked through the above stages to reach this point. Final processes and documentation are done in this stage. The team may be disbanded or continued depending on the needs and goals of the organization, Gina (2010).

2.5 Selection of Teams

The underlying stage in making a group is the identification of different individuals. Their identification ought to be made out of association's representatives that may be included straightforwardly with the issue or with the potential change. The general population chose ought to have elevated expectations of relational, investigative, and specialized abilities that ought to be assessed likewise with the group creation. Group developers ought to make progress toward a decent variety of individuals with various characters, abilities, and encounters to pick up a most extreme assortment of perspectives (Scholtes et al., 1996).

In this selection period managers may encounter different categories of people who may be willing to be involved in team activities while others may not be willing to be involved under any circumstance. Decent variety is ending up progressively regular in senior supervisory teams- and assorted variety breeds achievement. A blend of sexual orientations, ethnic foundations, and ages in senior supervisory teams relates to prevalent corporate execution.

Associations that incorporate ranking directors younger than 40 demonstrate a more noteworthy achievement design than those with solely more seasoned top officials (Jaycox, 1996)

Regardless of obvious obstacles and clashes as a result of the various groups of people coordinating, it is conceivable to make savvy teams. Getting the ages to collaborate - like a gettogether of people, yet as groups concentrated on touching base at its goal - is the present high ground. By moving people to contribute their sincere endeavors and fortifying their own as an impetus to the association, affiliations make savvy bunches that achieve their missions (Farren, 1999). In selecting teams, the best approaches in bringing the qualified partners have to do with conducting behavioral-based meetings among potential partners. Social talking depends on the reason that past conduct is a decent marker of future conduct. Chiefs searching for partners who can positively affect their association should contract individuals who have shown positive outcomes and qualities in past occupations or different undertakings. Some basic attributes are important in any partner. As indicated by Lyles, underneath are qualities that directors should search for in forthcoming partners, alongside tests of conduct inquiries addresses that can decide whether the candidates have the ideal attributes, and sorts of markers to search for in their reactions.

2.6 Team Building

It is often said that Team Building exercises target creating group relations between members and fortifying attachment to improve the group to a higher formative stage with a superior degree of execution. There have been numerous ways to deal with characterized team expression "Team Building". For instance, Arrey (2014) termed Team building as "a procedure of advancing the viability of workgroups, which can be accomplished in both achieving team undertakings as well as fulfilling the individual needs of the groups". As indicated by Cresswell

(2008), objective setting, connections, critical thinking, and job lucidity are included as the essential factors in group building exercises. Buller (2014) includes that errand and relationship issues in work groups are the two principle centers while executing group building exercises.

Team Building is the process of building a team of high performers for your organization- each having certain responsibilities and then taking up special processes and activities to make sure these people work jointly as a team to meet common goals set by the organization.

Toofany (2007) defined team building as a method for "urging people to take an interest in exercises together". Past investigations have made unmistakable meanings from the substance of team building, otherwise called act viewpoint, and reason point of view of team building. The meaning of team building is to improve work teams (McShane et al., 2003).

Anyone in an authority position, paying little mind to whether they are named or create, must frame a high performing gathering around themselves. A compelling high performing group has elevated expectations, common responsibility and a profound duty to the undertaking and one another. For groups to succeed, individuals need to feel that they are influencing in deciding an outcome. Group pioneers must include the group in deciding destinations, structures, strategies, and enrollment (Menzela, 1997)

The team approach requires incredible dedication and declaration from the general population associated with the way toward structuring a group. Pioneers must perceive that they initially should change themselves before they can hope to guide others. Their example in working in groups ought to be an example to pursue.

Teams require phenomenal commitment and proclamation from different entertainers as demonstrated in the corporate world, there is a creating conviction that the season of repeat, reengineering, and revamping, demands another beginning of being a pioneer. The expanding

utilization of PCs in the present workplace has requested that individuals utilize their minds and their insights more. The cutting edge pioneer must keep up his situation by training, tutoring, and collaboration, rather than telling and controlling (Shoop, 1994)

In addition, pioneers must be proactive. They need to envision their affiliation's future, build up the mission, alter the lifestyle, and give the fundamental gadgets and atmosphere to reliably improve ways that help their frameworks in coordinating group building exercises and proportioning creative learning in light of the overall public. Fruitful pioneers offer help and set up duty at all degrees of the association. Pioneers may energize the individuals from a group to take an interest in taking care of issues and making arrangements. In this manner, pioneers must make a dread free atmosphere that supports experimentation to permit the general population including the chance to learn by executing the information that they have picked up. This work of connected experience may cultivate a clearer comprehension of a group working as the gathering turns out to be a piece of a group and gains from triumphs and errors (Pryor et al., 2010)

One of the initial steps for an association system, with the execution of a group building idea, is to make a field-tested strategy. This arrangement ought to portray how the organization expects to accomplish its proposed objectives and to gauge achievements. To contribute to building an arrangement, the association should initially urge the colleagues to build up a dream proclamation which reflects convictions of the association. This declaration ought to mirror the impression of the relationship about business focus needs and procedures by which an affiliation can satisfy those necessities. The group formed to address such proclamations may seek after a more extensive view about the organization and its commercial center than a solitary individual in the association could have done alone (Joan, 2004)

Also, the group should develop a mission statement that outlines the association's focuses, what items or organizations they will offer, what market they will serve, how their laborers should be

managed and the morals or the association's conviction structure might be. These blueprints look to control crafted by individuals inside the association and advice clients about the association's point regarding view. The statement of purpose ought to be short and brief centering in unmistakable focuses on what the association is happy to accomplish. The announcement ought to be simple and alluring for everybody in the association, remember the objectives, and be submitted in accomplishing it. By recollecting such articulation, everybody turns into a trigger into a procedure to accomplish the alluring results (Alegre et al., 2018)

More so the third point could be that the group should actualize corporate targets that ought to be the guideposts by which supervisors would characterize gauges that the association ought to achieve in such zones as a benefit, client administration, and representative fulfillment. These guideposts may assist workers with improving their fearlessness, bolster them in thinking of proposals for taking care of issues, urge them to give a valiant effort, and give unmistakable principles by which an organization can assess its authoritative execution (Dholakia et al., 2019)

The way toward structured groups depends on cautious regard for some parts of its improvement. The usage of this procedure may affect the arrangement of all the association's foundational forms. Actualizing a group isn't so troublesome; however, making the group successful is a genuine test. At the point when groups don't accomplish viability, it might be seen an exercise in futility, yet when groups become powerful they may create a lot of results that might merit every one of the endeavors (Menzela, 1997)

To make a group is required distinctly to pursue a couple of steps starting with supporting the movement of making a group and completion with characterizing group undertakings. In any case, the procedure to make a group powerful is significantly more testing, because to be productive requires duty and availability between colleagues, attributes that have past the immediate control and impact of the association.

2.7 Objective of Team Building

Team building joins people by enabling joint exertion and participation. Fun activities that help people see each other from a substitute point of view empower them to interface in a substitute setting. People in your gathering normally get some data about the consequences of these activities in their workplace (Dyer et al., 2015)

One of the most prevailing purposes behind team building is to get results. Through a movement of orchestrated team building events that are fun and convincing, bunches manufacture aptitudes like correspondence, organizing, basic reasoning and bargain. This team building activity musings help to support whole deal team working through developing affirmed affiliations, progressively significant trades and getting ready (Harwood et al., 2009) The objective of team building can be seen in the following viewpoints.

2.7.1 Networking and Socialization

Blending and making associates in the workplace is likely the best ways to deal with extend effectiveness in the working environment. Regardless, notwithstanding the way that it expands soul in the work environment, it also mulls over the work environment to work better at unwinding standard workplace issues (Okoro et al., 2012)

2.7.2 Teamwork and Team performance

Group building exercises additionally work to improve work environment extends that include collaboration since it enables the groups to see each other better. In the wake of finishing group building exercises together, representatives better see each other's qualities, shortcomings, and interests. This understanding encourages them to work stunningly better together on future advancement indispensable to an organization (Lamb et al., 2011)

2.7.3 Competition and bragging rights

Competition has been appeared to expand profitability. By directing that expanded profitability into a fun, comprehensive group building movement, groups can bond more successfully than by different strategies (Katzenbach et al., 2015)

2.7.4 Celebration, team spirit, fun, and motivation

After any games group wins a noteworthy title, they celebrate and have a ton of fun, which rouses them to need to win much more. This extraordinary model demonstrates that the festival, cheering and fun that accompany each Team Bonding occasion can persuade representatives to carry their business to the following level (Schlegel et al., 2014)

2.7.5 Collaboration and the fostering of innovation and creativity

Individuals will, in general, have a bigger creative mind when they are around individuals they are ok with. Effective group building occasions unite individuals, yet they additionally add to a progressively fruitful and inventive work environment. Regular work environment cooperation is critical to an effective business. For instance, a mentor consistently has colleagues to assist when required (Aram et al., 2018)

2.7.6 Communication and working better together

To nothing unexpected, correspondence and working better together is the top inspiration driving why people pick team building. Everybody needs a warm working environment, where people are pleasing and happy to talk with and work with anyone.

Most likely the best clarification behind team building is that the activities work to accomplish improved correspondence. Tributes everywhere throughout the Team Bonding site will verify the significance of group building. An effective group building action will without a doubt mean a

progressively agreeable, fruitful working environment condition for any organization, huge or little (Hedman et al., 2016)

2.8 The Effectiveness of Team Building

The main principle of group building is an undeniable one: to lead a group successfully, you should initially set up your administration with each colleague. Keep in mind that the best group pioneers construct their connections of trust and reliability, as opposed to fear or the intensity of their positions.

Changes in work organizations have made teamwork emergent, and their strategic role in organizations is relevant from the viewpoint that by aggregating diverse skills and knowledge, greater effectiveness in results is achieved. In turn, Batista et al. (2010) report that it is important to reflect and evaluate the degree of satisfaction of personnel working in institutions, identify influential factors and propose strategies for improving the well-being of their experts, and thus contribute to improving the quality of work done.

In this context comes the concept of Team Building - "Team Building" - which designates a set of planned strategies (with activities that usually take place in outdoor format) in order to obtain and analyze information about the functioning of groups and initiate changes that will enable them to increase their effectiveness by improving individual performance, performance and team spirit and, more broadly, the performance of organizations (Wheeler et al., 2011).

Thus, to motivate teams towards better job satisfaction and performance, Team Building strategies can be implemented which tend to strengthen cohesion within the team, clarify roles and responsibilities, and identify leadership skills and creativity of each member (Phaneuf, 2009).

With this study, we intend to deepen knowledge and contextualize Team Building within the scope of groups and organizational theories, describe different Team Building models and reflect

on its usefulness in the Shea butter industry. In the area of Shea butter industry teamwork is essential, as the industry must be able to carry out an increasing number of better-quality activities in an environment with complex and ever-changing needs.

Other researches show that implementing Team Building strategies in professional teams improves individual skills and creativity development, clarifying team goals, perceived work environment, teamwork, conflict and time management, the satisfaction of professionals, the identification of professionals with their work, mainly affecting the quality of every industry. The lack of evidence of these strategies may be an obstacle to their application in professional contexts. However, the development of solidly grounded projects that cover the areas of communication and the advantages of teamwork should be a priority for team leaders as should research in this area seeks to achieve. Continuous improvement, so often advocated by industry players, can be a reality if you focus on team-building strategies to increase group team performance. The adoption of Team Building strategies, by identifying individual difficulties and organizational inefficacy, may induce the assimilation of change processes, both in the dynamics of organizations and in the work performed by other professionals.

2.9 Team Building and Organizational Development

To understand Team Building, it is crucial to understand the origin of this approach and how advances in management theories have enabled what is now considered one of the most important strategies for developing and maintaining workgroups in organizations.

After the failure of the classical approaches to work organization (such as Taylorism, the administrative perspective of Fayol's companies and the bureaucratic rationality of Max Weber), notably on the productivity and efficiency levels of the workers, the researchers had to look at new aspects of the work and the environment around it, thus generating new management perspectives. Taylorist organizational rationality diminished workers' behavior to merely

mechanistic functions, amputating and destroying their psychological, social and political potentialities and potentials (Serpa et al., 2016).

From the 1920s to the 1950s, a new movement in the management of organizations began, known as the School of Human Relations. It began with Hawthorne's experiences and provided a new perspective on management, which until then had focused on rational work organization processes, to the detriment of the conditions required of workers (Cunha et al., 2007). Hawthorne's studies were conducted between 1924 and 1933 and could be divided into four major components corresponding to the most important experiences: the lighting experiments, the relay assembly test room experience, the talk show, and the observation experience. In the last stage of the investigation, it was found that workers reacted according to the needs of the groups (formal or informal in which they were inserted) and not according to management controls and incentives (Cunha et al., 2007). From what has been described, it is concluded that the approach to human relations highlights the importance of groups in organizations. In short, this approach argues that workers are mainly social entities, driven by the need for belonging and acceptance. The locus of worker commitment is the working group, in which norms are created continuously and emergently (Serpa et al., 2016). This "school" was fundamental in giving importance to the human element and not just to efficiency as an evaluation criterion in organizations and can be considered as the first step for the development of Team Building activities. In fact, it was at the Western Electric Company factory (where the Hawthorne experiment was conducted) that there was a stimulating spirit of sharing an egalitarian social climate for all members of the organization, and their managers implemented and sponsored a set of sports activities and other associative forms (Serpa et al., 2016).

In the 80s and 90s century in the United States of America, came to the movement called

Organizational Culture, motivated by the need to develop strong business cultures that could compete with Japanese companies. Workers were again the focus of attention on organizations and it was believed that overly rationalistic and calculating processes would diminish their commitment and loyalty to their organizations (Cunha et al., 2007). It was from the School of Human Relations that the influence of groups on organizations became unequivocal. Since then and over the decades, academics and companies have sought to study how best to increase the individual's work potential through groups. In terms of the theories described above, Team Building thus emerges to monetize the human resources of organizations and ensure maximum productivity by incorporating and applying increasing knowledge about the influence of groups within organizations.

In the case of executing a "set piece" in soccer, playing a zone guard in football, or turning a twofold play in baseball, compelling execution in group activities relies on the improvement of powerful groups. Group understanding is the psychological movement at the group level and is shared among colleagues through collaborations as immediate or circuitous correspondence and coordination (Cooke et al., 2013). Until this point, our comprehension of group insight has been restricted by the approaches used to examine it which will, in general, can be categorized as one of two classifications (checked on in McNeese et al., 2016, 2017). Group basic leadership in a baseball infield is a prime case of Interactive Team Cognition (ITC) which recommends that group cognizance is a dynamic group-level action that is indistinguishable from the setting in which it happens (Cooke et al., 2013).

As has been proposed beforehand (McNeese et al., 2016), a productive methodology for contemplating group coordination in this setting might be "proportional up to a group level" strategies that have demonstrated to be successful for evaluating perceptual-subjective procedures in individual competitors.

2.10 Team Effectiveness using a Health Model Approach

Health institutions have always been known to work in teams as different department gives a different skill set and professionalism within the health practice system. The study objective to use this field is to compare multi and interdisciplinary team approaches concerning team process (teamwork) and team effectiveness (team performance and staff satisfaction) in Health care delivery systems as compare to the Shea Butter industry (Körner et al., 2010)

The findings from this study of Health Care Teams on team effectiveness saw how teams working in the Health sector as well as the factors associated with effective team work and the effects on quality of care and well-being of health professionals in the National Health Service systems which need to be replicated in the Shea butter industry.

In stressing out the value of team work, the study acknowledged the importance of team work in health care which the study seeks to emphasize particularly if health and social care for people are to be of the highest quality with efficiency. The report indicated that ‘The best and most cost-effective outcomes for patients and clients are achieved when professionals work together, learn together, engage in clinical audit of outcomes together, and generate innovation to ensure progress in practice and service (Körner et al., 2010)

Teams that work well together are more effective and more innovative and the clearer the team’s objectives, the higher the level of participation in the team, the greater the emphasis on quality and the higher the support for innovation, the more effective is the team in delivering high quality health care. Therefore the interdisciplinary approach can be recommended as Teamwork and team effectiveness are higher in teams working with the interdisciplinary team approach (Körner et al., 2010).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The study showed the methodology used in the whole investigation, the research design, the test size (target population), sample size and the techniques used in conducting the sampling as well as the various data sources, instruments of the data collection and how the analysis was completed. Additionally, the profile of the study area which incorporates the physical attributes, the population size and qualities of the investigation area are likewise discussed.

The technique utilized in the study was a significant part in mapping out the strategies. In this study both quantitative and subjective information instruments were utilized in gathering and analyzing to resolve the research questions. Quantitative information onto the different groups were accumulated and investigated to quantify how effective Team Building in the Shea Butter industry could impact on group or team performances.

In achieving this, the study aims at developing guidelines for effective Team Building in the Shea Butter industry through the identification of existing teams, examining how the existing Teams are put together, performing a SWOT analysis of the various teams that will support the development of the guidelines for such effective teams.

3.2 Research Design

This study was conducted in line with the descriptive research techniques with quantitative figures from the field to support the analyses. The study examined mostly past experiences of selected groups and sought to develop better guidelines for effective team building.

Combination of detailed qualitative information was also collected from the experiences of senior group leaders. The selected individuals were the most significant sources of primary information, aside the secondary sources of information which were gathered in shaping this investigation. The investigation adopted the case study and survey methods which formed part of the descriptive research techniques. Field visitations were conducted at some point in time to ascertain the level of adoptability of various team building techniques to enhance higher productivity.

As indicated by Vanderstoep et al (2009), there are two primary schools of research systems: the qualitative and quantitative methodologies. In spite of the fact that the two research methodologies are unmistakable, they can be utilized together for the upgrade of a study. Saunders et al (2012), for example pushed for scientists to embrace the blended strategy as the two techniques (quantitative and qualitative) supplement each other's quality and defects.

3.3 Data Sources

The study utilized the primary and secondary sources of information gathering strategies. Primary data and information from respondents were gathered by observation, the use of structured questionnaires and interviews as well as adopting group discussions forums. Secondary data was likewise gathered from other research materials, articles, scholastic diaries and applicable literary works, distributed and unpublished reports/materials. Secondary data once obtained can further be analyzed to give extra or distinctive learning, understandings or ends (Bulmer et al. 2009)

In order to collect primary data, the study used questionnaires, interviews and Focus Group Discussions (FGD). However, this study used only three of the four tools. The researcher interacted with respondents such as group members and group leaders as well as industry leaders in the Shea butter industry.

Secondary data are those which have already been collected by other agencies and have already been processed. It includes various documented materials which the study has consulted for information related to the effectiveness of teams.

3.4 Population

The target population comprised of 8 groups with a total membership of 220 within the Tolon District. Each group having a maximum of 30 members and a minimum of 25 members.

3.5 Sampling Technique, Frame and Size

The study adopted probability sampling techniques to select the various categories of respondents. The study used simple random sampling in selecting the 8 most effective groups in the district.

However, in dealing with other industry players such as Shea network Ghana, the study used the purposive sampling procedure which is a form of non-probability sampling technique in selecting key industry players who have demonstrated sufficient knowledge in the sector to provide useful information and contribution to helping shape the various groups in to effective teams.

The sampling frame was groups engaged in Shea Butter production and other industry players within the sector who have demonstrated sufficient knowledge in team building to support group cohesion.

The selection of the Sample Size of the study area considered women groups engaged in Shea butter production and other forms of livelihood activity using the formula below:

$$n = \frac{N}{1+N(e)^2}$$

Where n = the sample size, N = the population size and the e = acceptable sampling error

Source: Yamane (1967) Equation 1: Yamane Formula

The statistical sampling method adopted in the determination of the sample size from the total population of 220 uses 5% error margin and 95% confidence levels using the Yamane formula above in calculating the results below;

Where n=? N=220 and e=0.05. **n = 142.** Therefore, total of 142 respondents from the 8 groups were sampled from the target population. Beneficiary groups sampled were those communities with stronger groups involved in Shea butter production. This decision was taken due to the limitations in relation to time and cost constraints on the researcher.

The table below summarizes the sample procedures used in arriving at the sampling size

Table 3.1: Population and Sample

Shea Butter Groups in Area Councils	No. of Groups	Population	Sample	Sampling Technique used
Tali Area Council	2	55	35	Simple Random Technique
Nyankpala Area Council	1	28	18	Simple Random Technique
Kasuliyili Area Council	1	25	16	Simple Random Technique
Tolon Area Council	2	60	39	Simple Random Technique
Lingbinga Area Council	1	27	18	Simple Random Technique
Yoggu Area Council	1	25	16	Simple Random Technique
Total	8	220	142	

Source: Field survey, July, 2019

3.6 Data Collection Instrument

The data for this study were collected using three (3) main methods namely; Focus group

Discussion (FGD), interviews and finally the use of questionnaires to collect both quantitative and qualitative data from selected groups in the Tolon District. The questionnaires comprised of both closed ended and open ended questions. In the case of the interviews, structured interviews were used to obtain data from respondents which were used for qualitative purposes.

The research was conducted using qualitative case study design as part of the descriptive research tools. This was based on historical records and interview of key industry players within the district.

3.7 Pilot Testing

The questionnaires for this study was pre-tested using Maltiti women group located at Kumbuyili a suburb of Sagnarigu Municipality. The pre-testing was done to check if there are difficulties in answering the questions so that the researcher can institute corrective measures.

3.8 Data Analysis

The data gotten from the field was analyzed utilizing subjective and quantitative information examination methods. Quantitatively, the field information was coded, tallied, arranged into tables and prepared to feed in to the tables using SPSS statistical tool version 20. Subjectively, data gotten from different meetings and perceptions were grouped utilizing statistical analysis.

3.9 Brief Profile of the Case Study

Tolon District was created by the erstwhile Provisional National Defense Council (PNDC) Law 207 in the late 80s (1988) with Tolon as its district capital which was originally called Tolon/Kumbungu District until Kumbungu District was carved out in 2012 as a district on its own (Tolon District Annual Report, 2013).

The District lies between latitudes $9^{\circ} 15'$ and $10^{\circ} 02'$ North and Longitudes $0^{\circ} 53'$ and $1^{\circ} 25'$ West. The District is one of the seasoned districts in the Northern Region sharing boundaries with Kumbungu District to the North, Daboya the capital of North Gonja District to the West and Central Gonja to the South, with Sagnarigu Municipality a urban district to the Eastern part of Tolon District. The district covers a total landmass of $2,741\text{km}^2$ constituting about 3.9% of the entire area of the Northern Region (Tolon District Medium Term Development Plan, 2017)

The report of the 2010 Population and Housing Census for the District stands at 72,990, with a male population of 36,360 and that of female 36,630 as contained in the report of the Ghana Statistical service report for the district. In percentage terms the male population constitute 49.8% while that of the females stood at 50.2%. The population of the district is mostly rural thus about 88.4% in percentage terms (Ghana Statistical Service, 2014)

The District has Shea nut trees plantations and other economic trees like mangos, Dawada trees and cotton production. Other economic undertaken include inland fishing and rice cultivations/fields in large areas.

There exist a lot of income generation groups within the district who has received a lot of technical skill trainings to undertake small-scale business activities to generate income and improve their livelihoods for their communities and families as a whole. Be that as it may, the Scarcity and cost of credit facilities to assist groups to yield good fruits from the skills and knowledge acquired has being a limiting problem (Tolon District LED Plan, 2016)

The Business Advisory Centre has been in the District since 2002 and has since developed the capacities of most SMEs in the District. A number of income generating groups has been assisted to acquire equipment's to support their businesses.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION OF RESULTS

4.1 Introduction

This Chapter presents results, investigations, analysis and discussions of the findings from the study which is directed to investigate the effectiveness of teams for higher productivity. Results of the findings through surveys using questionnaires and Focus Group Discussions for the groups and the use of interviews among some industry players such as Sekaf Ghana, Shea Network Ghana, Star Ghana and Global Shea Alliance among others who are involved in the development of the Shea product by contribution to how effective teams can be developed to support productivity within the sector. This chapter starts with the quantitative analysis using the questionnaires and then followed by the qualitative analysis using interview with the help of the study interview guide prepared alongside the questionnaire.

4.2 Quantitative analysis

The statistical procedures used in the quantitative analysis were the basic descriptive statistics tools such as percentage and frequencies. The study began the analysis with the description of the sample population; followed by the team composition in group perspective with regards to the Shea industry in Tolon focusing on the group composition by size and gender, effect of groups on team effectiveness leading to higher productivity and finally the factors that influences team effectiveness to support the useful steps/processes for effective Team Building in the Shea Butter industry.

4.2.1 Description of Sample Population

The population the study area was about 8 groups with a total membership of 220 within the Tolon District. A sample size of 142 was selected using the Yamane Formula as contained in chapter three.

From Table 4.1 below it shows the distribution of the sample population in the study area in terms of Group Name, Gender, Age of respondents, Educational background and their designations within their various groups.

Table 4.1: Distribution of Respondents in the Study Area

DESSIGNATION	FREQUENCY	PERCENTAGE (%)	CUMULATIVE PERCENT
Magazia	8	5.6	5.6
Member	118	83.1	88.7
Secretary	8	5.6	94.4
Treasure	8	5.6	100.0
TOTAL	142	100.0	
AGE GROUP OF RESPONDENTS	FREQUENCY	PERCENTAGE (%)	CUMULATIVE PERCENT
18 – 25	20	14.1	14.1
26 – 35	74	52.1	66.2
Above 35	48	33.8	100.0
TOTAL	142	100.0	
GENDER	FREQUENCY	PERCENTAGE (%)	CUMULATIVE PERCENT
Male	5	3.5	3.5
Female	137	96.5	100.0
TOTAL	142	100.0	
LEVEL OF EDUCATION	FREQUENCY	PERCENTAGE (%)	CUMULATIVE PERCENT
Primary	19	13.4	13.4
JHS	11	7.7	21.1
SHS	5	3.5	24.6
None	107	75.4	100.0
TOTAL	142	100.0	

Source: Field survey, August, 2019

A summary of the demographic characteristics of respondents as revealed in Table 2 shows that 137 (96.5%) were females while 5 (3.5%) were males confirming the accession made by Techno Serve, 2014 that, the Shea butter processing business is considered to be exclusively reserved for women and these women spend their incomes to provide food, health care, and shelter for their families. Very few men engage in this business and mostly the few men are engaged as secretaries not actually processors.

From the above table sampling was done to cover almost all the designations within the group set up which included Magazia as the head, Secretaries, Treasurers as well as organisers.

Magazia's were 8 (5.6%) meaning every group leader was selected from all the eight groups for this study. Members were the highest, constituting 118 (83.1%) whiles secretary and treasurer sharing the same number with the Magazia's since every group had one of such executive position (Magazia, Secretary and Treasurer).

The results of the study from the table with regards to the age bracket for these groups indicates a high representation of the active age groups thus the age ranges from 26 – 35 (52.1%) followed by those above the 35 age bracket (33.8%) and a very low participation of the early age group 18 – 25 (14.1%). There has been assumption that in the areas of performance rating or hiring decision for example, young employees are preferred over middle-age or older employees (Shore and Goldberg, 2004). Stereotypes plays a key role in age diversity literature, for instance it is perceived that older people are less productive, flexible, creative and very difficult to train (Ringebach and Jacobs, 1994).

Education is a key ingredient in team building and contributes greatly to every successful grouping but the outcome from the study in table 2 goes to confirm the national statistics of Tolon District in the 2010 census which indicates that women who do not have some level of education constituted 19,042 whiles those with some level of education constitutes 4,428 (Ghana Statistical

Service, 2010 Population and Housing Census). From the table those with no education constitute 107 representing 75.4%, respondents with primary education constitute 19 representing 13.4%, while JHS and SHS constitute 11 (7.7%) and 5 (3.5%) respectively. The results of poor educational values in women engaged in small scale enterprises could affect their inability to keep proper records of their businesses, misapplication of fund among other things relating to records management.

4.2.2 Current Teams within the Shea Value Chain

As contained in the 2016 Tolon District Local Economic Development (LED) Plan which indicates that there exist a lot of income generation groups within the district contributing their quota in improving the livelihood of the rural poor through economic activities. The existing teams within the industry consisted of mainly groups. However, many authors, such as Cohen and Bailey, use the terms "group" and "team" interchangeably (Cohen and Bailey 1997, Langfred 2000), other authors also try to make a distinction between the terms "team" and "working group" (Katzenbach and Smith 2003, Wheelan 2005, Pryor 2010). One of the authors Pryor et al. (2010) counter the idea that the terms should be used interchangeably, noting that there is an inherent difference with respect to accountability, synergy, goals, work type, and empowerment between the two teams. Interestingly this study identified eight of such groups/teams as seen in table 3 below.

Table 4.2: Existing Teams

NAME OF GROUP	FREQUENCY	PERCENTAGE (%)	CUMULATIVE PERCENT (%)
Behagu Lebgimsim Women Group	18	12.7	12.7
Bobgu Vella Women Group	16	11.3	23.9
Borimang Nangbanyini Group	18	12.7	36.6
Gubkatimali Women Group	17	12.0	48.6
Maltiti Women Group	18	12.7	61.3
Suglo Kongbo Women Group	20	14.1	75.4
Suglo Malinyori Women Group	16	11.3	86.6
Zisung Women Group	19	13.4	100.0
TOTAL	142	100.0	

Source: Field survey, August, 2019

From the table it's clear that such groups have membership exceeding 20 but with a range of 5 to 30 as indicated in the sample size selection in chapter three.

4.2.3 Nature of Existing Groups/Teams

Generally, teams that are formed in this area are mainly women dominated as reported by Techno Serve, 2014. These groups/teams were put together base on a number of factors. The results of the study as seen in the figure below summarize the points such as;

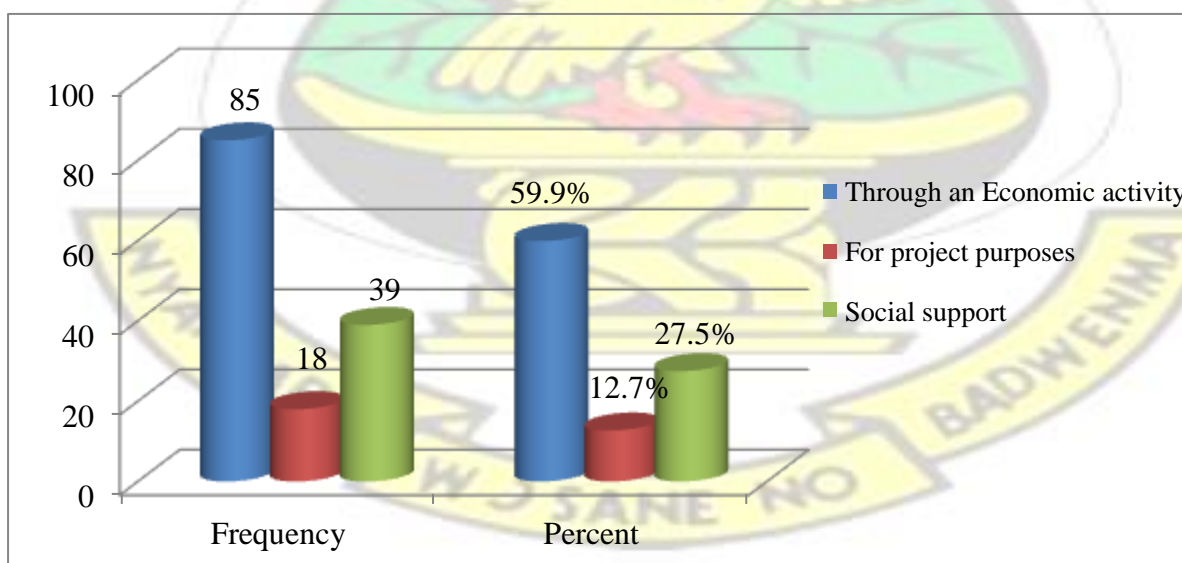


Figure 4.1: How the existing Teams were put together

Source: Field survey, August, 2019

Though several factors were cited for pursuing the formation of these teams but prominent among them was those that were formed around an economic activity which gave us the highest count of 85 (59.9%) which clearly indicates that teams are formed for a purpose. Another factor was that of social support giving us 39 respondents representing 27.5% and finally for project purposes, of which 18 respondents affirmed their position, representing 12.7%. The results tell us that all groups or teams are in one way or the other evolved around these three key indicators which is very relevant to economic emancipation of the rural poor. Most of these communities are beneficiaries of government programs and policies which include projects and communities are sometimes asked to come up with such groups or teams to help benefit from such government interventions either directly from the state or from donor agencies in the form of grants.

4.2.4 Participate in the formation of these Groups

Table 4.3: Participation in formation and Joining of the Groups

Formation of the Group	Frequency	Percent	Cumulative Percent
Yes	76	53.5	53.5
No	66	46.5	100.0
Total	142	100.0	
Joining the Group	Frequency	Percent	Cumulative Percent
Voluntary	122	85.9	85.9
Through Invitation	20	14.1	100.0
Total	142	100.0	

Source: Field survey, August, 2019

Respondents were very objective when it came to the formation of these groups. Most of them admitted that at the time of the formation of these groups some six to eight years ago about 66 respondents representing 46.5% reported that they weren't in those groups then but joined afterwards. Whiles 76 of existing members representing 53.5% were foundation members of these groups/teams.

Another interesting result was that 122 respondents constituting 85.9% joined the group voluntarily whiles 20 respondents representing 14.1% were invited by other members of the

existing groups. This shows that there was no compulsion what so ever when it came to joining the groups either for economic activity, project purposes or social support.

It was very clear from the responses by the groups that they really felt part of these groups throughout it life and it has contributed immensely to improving their socio-economic lives.

4.2.5 Group Cohesiveness

The study sought to compare among the various groups how they have worked with each other to improve on group cohesiveness.

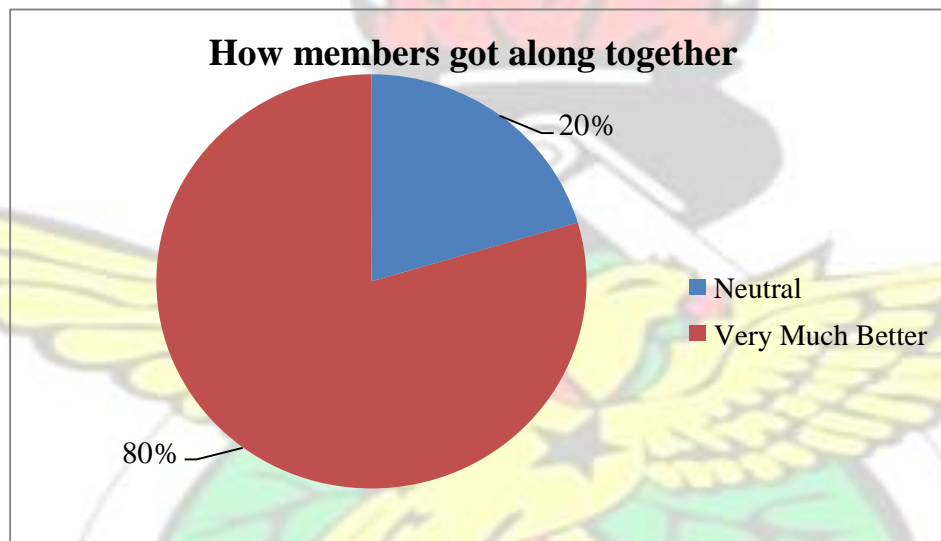


Figure 4.2: How members got along with each together

Source: Field survey, August, 2019

From figure 3 above respondents indicated how they worked with each other in their respective groups. Cohesion of groups emerges when bonds that interface members from a social group to each other and to the group in general. Although cohesion is a multi-faceted process, it tends to be separated into four main components, thus social relations, task relations, perceived unity, and emotions. 80% of respondents were of the view that members were very much better working with each other while 20% of the respondents were neutral and zero were reported to be very much worse situation.

The ability of a group to be more or less cohesive is dependent on several factors. Respondents were asked on the extent to which trust was exhibited within their meetings and the day to day management of their teams.

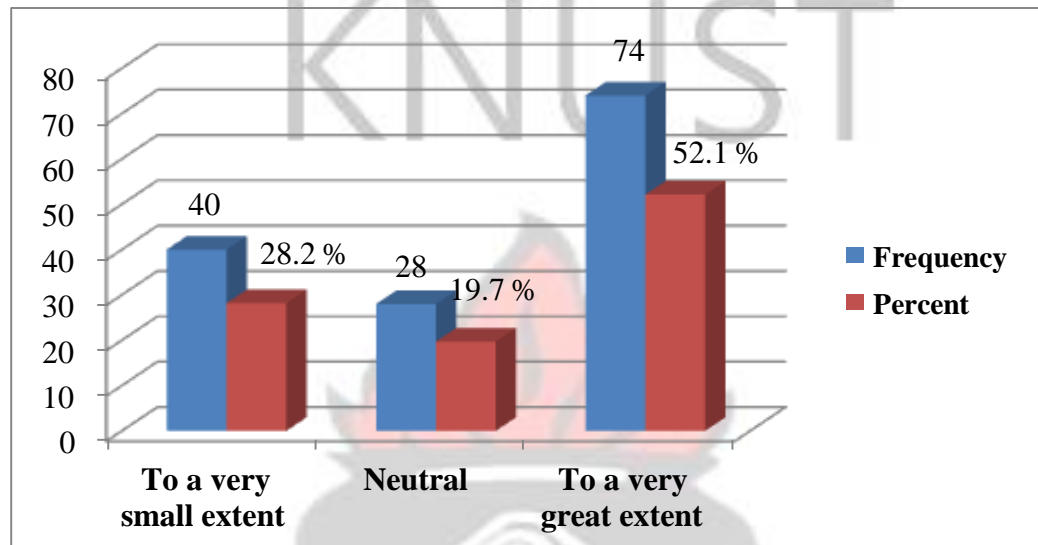


Figure 4.3: Trust among members

Source: Field survey, August, 2019

From figure 4, 74 respondents representing 52.1% were of the view that trust to a very great extent was good among them, while 40 (28.2%) believe to a small extent was good and 28 (19.7%) were undecided but were neutral to the impact of trust. Generally, trust among group members was largely better from the responses.

Trust has been recognized as an important asset to break down silos, increase collaboration, encourage teamwork, tool for engagement, and manage the never-ending process of change. At the point when trust is available, individuals venture forward and do their best work together effectively. They adjust around a typical reason, take risks, think out of the box, have each other back, and communicate openly and honestly. At the point when trust is missing, members' racer for position, hoard information and take no chances. In all teams, trust at some point in time could be built and in another situation trust could be broken. It comes with the territory of human relationships. Trust is especially vulnerable during periods of rapid growth or change, or when

the team is virtual. It's no secret that trust is what people mostly want and need at work. But despite the importance, need, and demand for stronger trust, teams struggle to build and sustain it for the long term.

When group members feel they can trust each other group cohesiveness is more easily developed. When a group is open and welcoming to new members, group members more easily develop cohesion. Often over time, group membership will change due to various life circumstances or changing individual needs.

4.2.6 Commitment to Group Goals and objectives

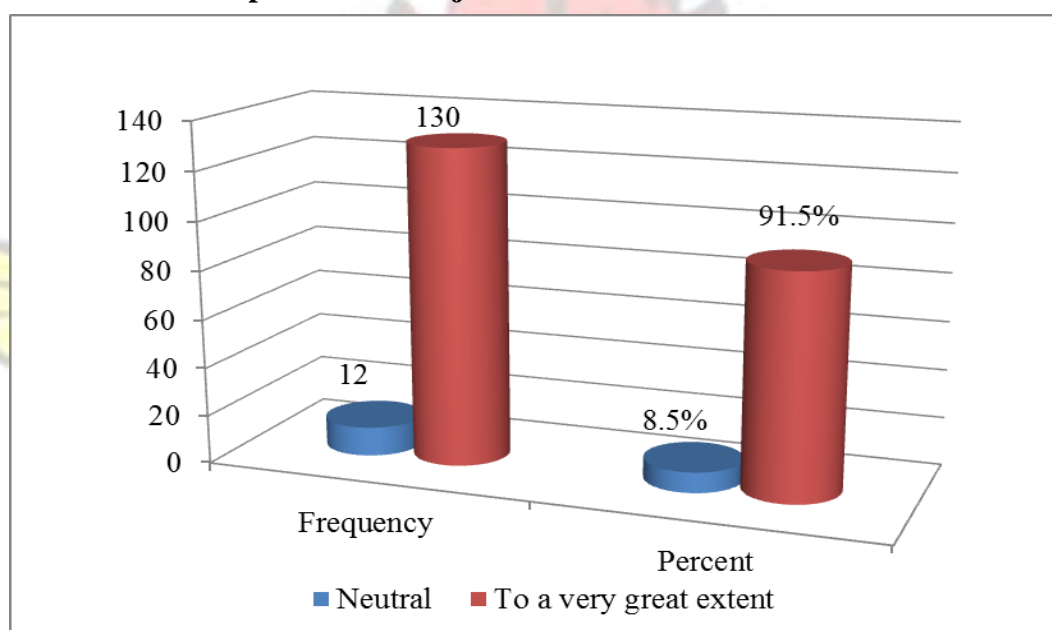


Figure 4.4: Commitment to Goals and Objective

Source: Field survey, August, 2019

Every organization needs a committed work force to achieve its collective objective. 130 respondents representing 91.5% were of the view that there is absolute commitment among members while 12 respondents representing 8.5% were neutral. These go to tell us that group members value the work of the group members and believe in its goals. They are willing to work together to complete tasks which are aligned with these group goals, even through adversity.

4.2.7 Sense of Belongingness

Table 4.4: Group Belongingness

	FREQUENCY	PERCENT	CUMULATIVE PERCENT
To a very small extent	8	5.6	5.6
Neutral	9	6.3	12.0
To a very great extent	125	88.0	100.0
Total	142	100.0	

Source: Field survey, August, 2019

Having a sense of belonging is a common experience. A sense of belonging is a human need, just like the need for food and shelter. Feeling that you belong is most important in seeing value in life and in coping with intensely painful emotions. The picture from this study is that 125 respondents representing 88% believe that group members feel group members develops a strong sense of belongingness to the group during their meetings while 6.3% were neutral to members' conduct at meetings and 5.6% believed it to a very small extent.

A sense of belonging to the entire group improves your motivation, health, and happiness. When you see your connection to others within the group you know that all people struggle and have difficult times. Largely all members express their views and ideas freely at meetings with utmost frankness.

4.2.8 Satisfaction with Group Outcomes

This study is analyzing the effect of team work on group member's satisfaction, as team work is considered to be a crucial factor for achieving organizational goals. The table below gives the details of the team members' satisfaction in the study area;

Table 4.5: Satisfaction of members' performance in a team

Overall, I was satisfied with the performance of other team members during the team performance period.

	Frequency	Percent	Valid Percent	Cumulative Percent
Neutral	41	28.9	28.9	28.9
Valid Strongly Agree	101	71.1	71.1	100.0
Total	142	100.0	100.0	

Source: Field survey, August, 2019

It is observed from Table 6 that 101 (71.1%) strongly agreed with the accession that members were satisfied with the performance of other team members during the team performance period while 41 (28.9%) were neutral. The study indicated there is a significant impact between team work and job satisfaction. The research results also show that members working in a team perceive that there is generally more co-operation in the groups than others who do not work in a team. This leads to more positive work attitudes and to likely co-operation with others within the group.

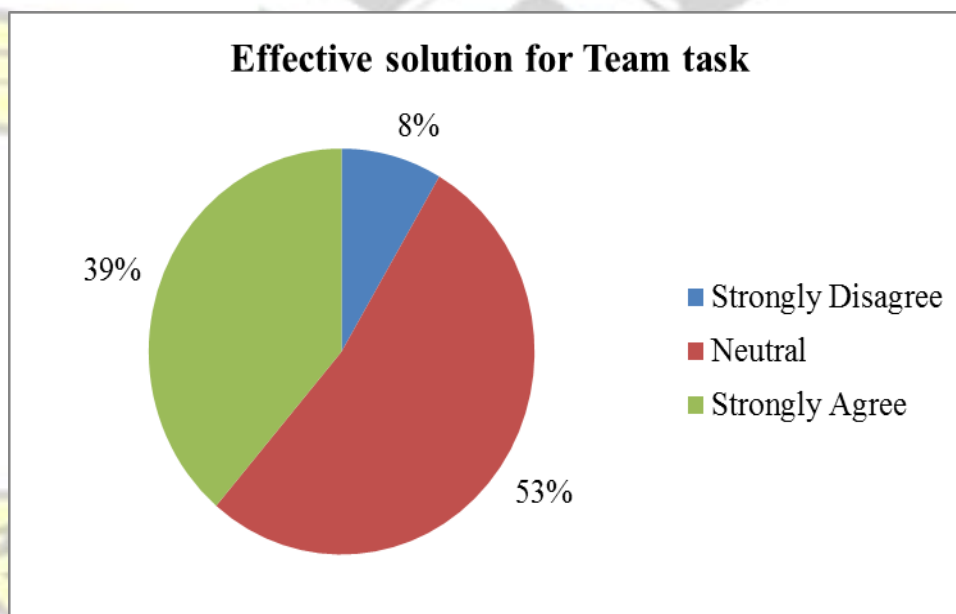


Figure 4.5: Effective Solution for Team Task

Source: Field survey, August, 2019

Though the current arrangement of the group structure has been good for the group situation however majority of the respondents from figure 5 consisting of 75 (53%) says they are neutral with respect to how effective this approach is to team effectiveness while 55 (39%) strongly agreed to its effectiveness and 12 (8%) respondents strongly disagreeing on its effectiveness.

Looking at the responses one can simply say the current structure does not support effective teams and needs to be designed in such a manner that can improve teamwork in the Shea groupings for higher productivity.

Satisfaction of group members at work is necessary to strengthen them psychologically which can ultimately create impact on individual performance and thus satisfaction can be achieved. Team work is the essence of a work place; team work is required at every step of achieving certain organizational goals and objectives. Therefore, members' satisfaction is an essential element of the team members working together for the accomplishment of organizational goals.

In the study, it was found that team work has positive significant impact on members' satisfaction and members' productivity.

Table 4.6: Quality of Current Team Performance

Overall, the quality of this team performance was high.

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	54	38.0	38.0	38.0
Neutral	37	26.1	26.1	64.1
Strongly Agree	51	35.9	35.9	100.0
Total	142	100.0	100.0	

Source: Field survey, August, 2019

From table 7 one can simply say that 35.9% strongly agreeing to the level of quality of this current structure of teams is not enough to guarantee team effectiveness. A total number of 54 respondents representing 38% strongly disagreed with level of quality this current group structure can offer with regards to team effectiveness whiles 37 (26.1%) said they were neutral.

One aspect that can improve team quality is when team members are able to complete their work on time whiles having a good handle on the limitations provided by the time and resources available and prioritizing to get things done as efficiently as possible. Therefore, there is the need

to improve on the quality performance of team members by bringing their confidence up to scale. Though one may be tempted to say it was good but needs some level of intervention.

The quality of work your team members put out is perhaps the most important metric, but it is also the most difficult to define. Team members who care about what they do and are engaged at work will likely perform better, and it's a good idea to recognize resulting achievements.

Table 4.7: Usage of current approach to team building

I think that I would like to use this approach to team building frequently

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	72	50.7	50.7	50.7
Neutral	40	28.2	28.2	78.9
Strongly Agree	30	21.1	21.1	100.0
Total	142	100.0	100.0	

Source: Field survey, August, 2019

The results of the study from table 8 clearly indicate lack of confidence to the current approach to effective team building within the Shea butter groups. 72 respondents representing 50.7% strongly disagreed with the usage of the current approach should we need to build effective teams among Shea butter groups for higher productivity. Though 100% of the respondents have said the current approach is not complex but needed some sense of effectiveness to support productivity.

Table 4.8: Adoptability of current approach to team building

I found it easy to adapt to this approach to team building

	Frequency	Percent	Valid Percent	Cumulative Percent
	9	6.3	6.3	6.3

Strongly Disagree	133	93.7	93.7	100.0
Valid Strongly Agree	142	100.0	100.0	
Total				

Source: Field survey, August 2019

Even though a greater number of respondents of 133 representing 93.7% has strongly agreed to the fact that it is easy to adapt the current approach but not effective to support higher productivity. Nevertheless, it is interesting to note that 9 of the 142 respondents strongly disagreeing that it weren't easy to adapt to this team building approach.

Table 4.9: Team Communications

It was easy to communicate with team members using this team-building approach.

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	40	28.2	28.2	28.2
Neutral	52	36.6	36.6	64.8
Valid Strongly Agree	50	35.2	35.2	100.0
Total	142	100.0	100.0	

Source: Field survey, August, 2019

Team communication is the foundation of team collaboration. For every team to work effectively together, you must have easy communication. To work together well, you have to make sure your team communication is super. However, the respondents here are indifferent to team communication. 50 (35.2%) strongly agreed to having it easy communicating among members whiles 40 (28.2%) strongly disagreed to finding it easy to communicate among members and 52 (36.6%) being neutral on team communications. Once communication is a problem there is the need to find an effective way to building such effective teams for higher productivity.

4.3 Qualitative analysis

Basically, the interviews were to capture the feeling of what team building and team effectiveness was from practitioner's perspective. Subsequently, as can be seen from the research questions,

the interview was employed to bring out the impact of building effective Shea butter groups on team effectiveness. All interviews were documented and the statements taken at the interviews were additionally examined as a component of the interview proof. The documented information was then arranged into expansive topics as sub-subjects in accordance with the research questions and the interview guide. Key outcomes are available underneath:

4.3.1 Analysis of Strengths, Weaknesses, Opportunities and Threats confronting teams

A SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis is a relatively simple but effective tool that can help groups to analyze the capabilities of their teams and pinpoint where there's room for improvement. This acronym 'SWOT' stands for:

- **Strengths:** Internal qualities that give your team a competitive advantage
- **Weaknesses:** Internal weaknesses where your team is vulnerable
- **Opportunities:** External conditions that could lead to growth
- **Threats:** External conditions that could threaten growth

The following key outcomes were summarized in to this table for easy understanding.

Table 4.10: SWOT Analysis

<p>Strengths:</p> <ol style="list-style-type: none"> 1. Easy to form 2. Formed around an economic activity 3. Availability of lay down rules (Group Constitution) 4. Trust 	<p>Weaknesses:</p> <ol style="list-style-type: none"> 1. High illiteracy among members 2. Lack of game plan 3. Poor communication 4. Unclear goals 5. Weak managerial approach
<p>Opportunities:</p> <ol style="list-style-type: none"> 1. Availability of key industry players 2. Existence of Business Advisory Center in the District 3. Availability of Training Modules 4. District Assembly support 	<p>Threats:</p> <ol style="list-style-type: none"> 1. Conflicts 2. Weak Leadership 3. Group Think 4. Poor performance 5. High numbers of members

Source: Field survey, August, 2019

4.3.2 Characteristics of Effective Teams

The responses given by interviewees to illustrate the characteristics of effective teams' points to the fact that the overall success of team building is in the hands of the team. It revealed that, as a leader, you must focus on building a strong team of professionals, who work and collaborate effectively towards reaching the common goal. The study further went state that in order to build a strong team, one need to know what makes the team work effectively. The following characteristics were however sampled from the responses as follows;

4.3.2.1 Honest Communication

One of the respondents was of the view that to ensure effective team then there must be open and honest communication. Other team members must be comfortable with sharing their opinion even if they disagree with the rest. Teams should be encouraged to know that, the process of giving and receiving constructive feedback is essential to team effectiveness.

4.3.2.2 Trust

As contained in the analysis it was well accepted that trust is an important ingredient to team effectiveness and affirmed the team position on trust which was very good. In a competitive world such as this, many upcoming team members struggle to completely trust others on the team. But trust is what makes a team efficient. Without trust, the team isn't actually a team. Every team member should have each other's back when things get tough. Mutual trust creates a safe work environment that fosters creativity and innovation that will enhance productivity.

4.3.2.3 Focus on the Common Goal

Responses from group interviews suggest that each and every one of the team members must be aware of the common goal and to share it with enthusiasm. They were very instructive to say that members should know their exact role in the process of achieving the goal. The preferences of the individual aren't stronger than the united commitment to the complete task that the group has set themselves.

4.3.2.4 Understanding and tolerance

Mostly many of the respondents believed that team members should feel comfortable to be themselves and not to hide their individuality. Members should encourage openness, understanding, and tolerance, which have the potential to foster more empathetic work environment. Great teams are built on great personal relationships. This goes to confirm the report on what was said in the team effectiveness using the health module that 'The best and most cost-effective outcomes for patients and clients are achieved when professionals work together, learn together, engage in clinical audit of outcomes together, and generate innovation to ensure progress in practice and service.'

4.3.3 Why some teams eventually fail

The study revealed to us that many teams fail as results of the following factors; Lack of purpose, unclear roles, fixed mindset, poor decision making lack of resources among other things.

Right from the beginning of this study we were made to understand that every group under this investigation was formed around a purpose which was either for Self-esteem, for Power, for Security and for goal achievement.

We also observed that, the only thing worse than not knowing what someone else is doing is when you don't know what you are doing. When roles are unclear, it leaves people struggling to decide what to do what not to do.

One of the respondents told the team that he has seen many teams fail because they assumed they couldn't improve, change, or re-frames their situation.

Poor decisions have never been justified in any sense. Industry players did not mince words by telling us that teams fail due to some these factors.

Resources are one thing that can kill a team faster than anything if it is lacking in teams' operations. Team morale and commitment goes down quickly when team members turn not to have the right tools, equipment, and authority to carry out their duties.

4.3.4 Communication effectiveness in teams

The analysis of responses from respondents from chapter 4 gave us the clearer picture to team communication. Clearly, if teams are going to work effectively by co-coordinating their efforts to achieve team objectives, they must have meetings in order that information can be shared, decisions can be collectively made, and shared understanding about the various task.

4.3.5 Useful Guidelines for effective team building

Having read all the responses from the field and clearly observing throughout the period we got a certain sense that there is the need to develop a certain useful steps to help shape the team building efforts. A look at the nature of the groups under review there exist some kind of leadership but for any team to be effective they must first establish leadership with each team member because the most effective team leaders build their relationships of trust and loyalty but not for the power of their positions.

One thing this study saw was that leaders are regularly looking on to the performances and relationships of their team. Performance indicators from the findings demonstrated that successful groups are quite often beating individuals working independently, especially in highweight circumstances or when various ranges of abilities are required.

This finding hasn't result in these present circumstances study as quite a bit of a surprise, in light of the fact that most associations are starting to perceive the significance of team building and many are attempting to cultivate it through to their work environment. Notwithstanding, building powerful teams requires in excess of a scholarly duty to teamwork; it requires contribution from leaders to push it.

The study can confidently say that without some sort of team building skills added to the current group structure, leadership stands the chance of restricting the productivity of their members to what each member can bring on the table instead of team base. Meanwhile if you practice team building efforts you can unite your team around a common goal, which will raise productivity as a result. As a result of the observations from the study, the researches therefore propose the following five useful guides to building a productive and effective team:

4.3.5.1 Establish leadership

Every group or team works through its members and if trust exists between members and leadership judgment then all members will work effectively even when leadership is not even present when a task is being performed. Developing team building exercise requires the right kind of leadership skills. This does not suggest leadership should assert authority, instead of trying to foster trust through honesty and transparency.

4.3.5.2 Establish relationships with each of your team member

Though the study portrayed a certain reasonable levels of relationship among members, however members should try to learn more about each member within the team, measure their skill sets for the team process, monitor how motivated they are and look out for their strengths and weaknesses. Knowledge is invaluable to leaders, as it enables them to coordinate every member ability and capabilities to explicit issue to be addressed to which has the tendency to increase productivity and occupation fulfillment.

Overall the study gave us the impression that members were very much confident in the decisions taken by its leaders, but including them in the decision making process where possible could help strengthen the bond. Teams perform better when you give them open-ended projects and allow them to decide the best arrangement rather than assignment. Such involvement encourages them to cooperate and develop problem solving skills.

4.3.5.3 Build Relationship among your members

Having established relationship and teams starts to cooperate, there is the need to look at the manner in which they work together and find a way to improve correspondence, collaboration and trust among the team. Conflicts are bound to come up but if they come up then leadership should try to resolve them amicably. In resolving conflicts try to listen to both sides of the

argument and act as a mediator. The surest way to do this is to brainstorm solutions, which helps to empower your members and may lead to new solutions to the problems.

4.3.5.4 Foster Teamwork

From the SWOT analysis performed in this study it was observed that groupthink was one of the weaknesses the study established. However, establishing relations among members will aid them work together effectively to foster teamwork. In order to sustain this approach therefore the need to encourage teams to share information amongst themselves and within the wider group. Communicating more with the team could better help shape the process. This goes past essentially holding meetings, and incorporates things like being available to recommendations and concerns, getting some information about each member's work and offering help where fundamental, and doing everything you can to communicate clearly and honestly with your team.

4.3.5.5 Establish Ground rules for the team

Finally, you can start officially by establishing your team by creating team values and goals, as well as evaluating team performance alongside individual performance. Be sure to incorporate your team in this process, so they comprehend what is required and agree with it.

Team building is one of the most significant obligations a leader has. It isn't something that can be accomplished in a brief time frame and after that overlooked. It is an ongoing natural process that you will have to facilitate and manage. As this process unfolds, however, your team members will start to trust and support each other and offer their ranges of abilities and efforts in order to effectively complete your organization's goals.

4.4 Team Development Interventions

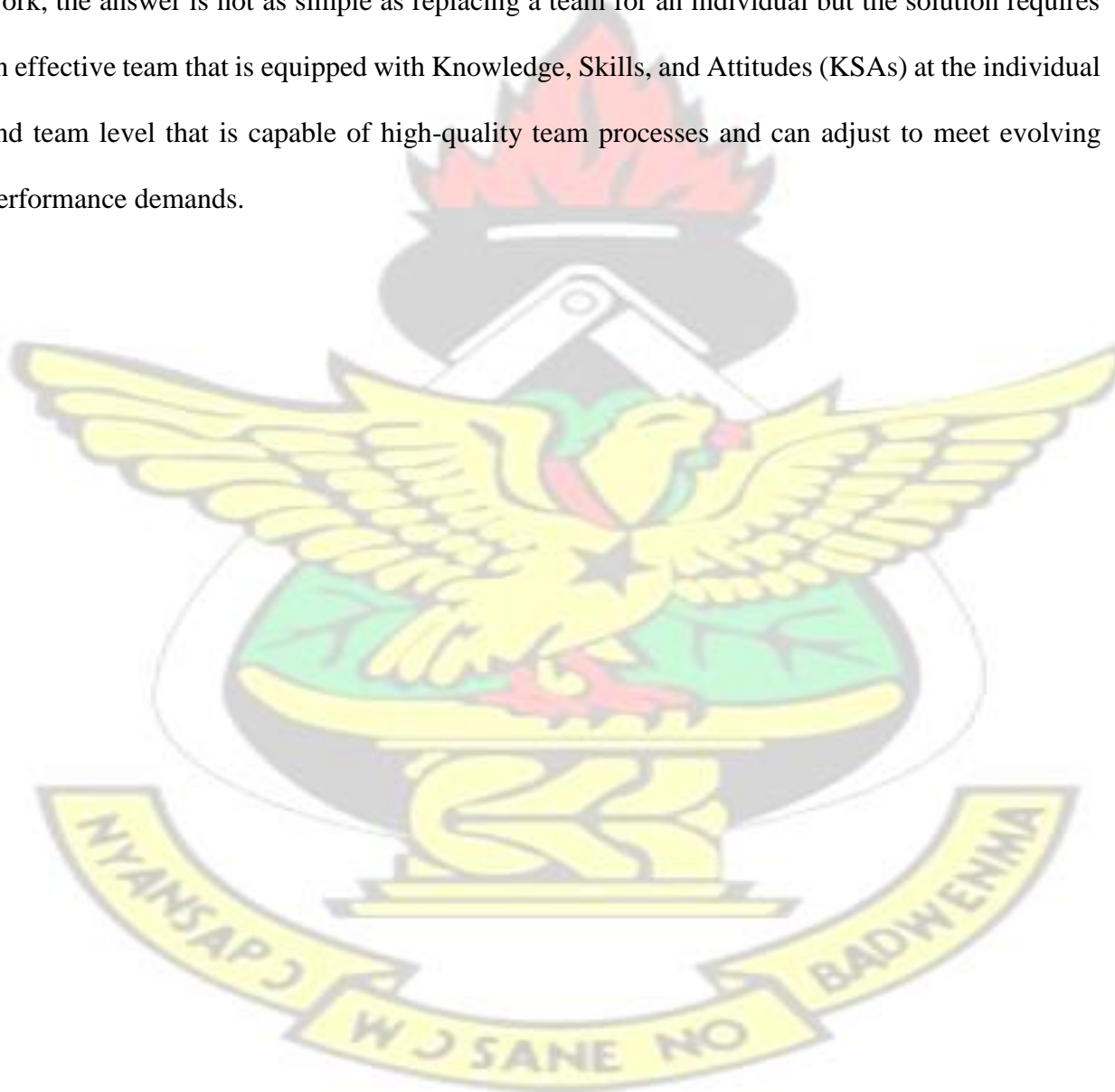
Having analyzed the group situation in the Shea Butter sector using a team-building approach, the study also looked at a survey conducted by Deloitte across 130 countries and over 7,000 members were utilized, which said that the main worldwide workforce pattern is teamwork (Kaplan et al., 2016). It further expresses that employees are expected to work more collaboratively than any other time in recent memory, according to Cross et al. (2016), they are of the view that “joint effort is assuming control over the workplace environment”, with members and leaders reporting at least a 50% increment in the measure of time spent on team related errands but not groups. In particular, organizations are actualizing systems of groups, whereby projects are assigned to groups of individuals who work interdependently, utilizing high levels of empowerment, communicate freely, and either disband following project completion or keep teaming up.

The ascent of teamwork traverses industries, including health care, science, engineering, and technology (Wuchty, et al., 2007). The study viewed teamwork as even basic for fruitful space exploration as it is clear by the ongoing push for teamwork research to help a future Mars mission (Salas et al., 2015).

This study, therefore, is a sharp contrast to how groups are viewed and what the findings of our research have provided which shows that effective teamwork enables teams to deliver more than the whole of what groups will produce. In spite of the fact that there have been expanded desires to work collaboratively and the benefits associated with successful teamwork there is also a complaint of lack of team competencies among members as contained in the Shea butter group studies.

In another study which was conducted by PayScale, showed that 36% of recent graduates have a deficient team and relational skills (Dishman, 2016). Meaning that team-building efforts must be extended to include even graduates.

It's instructive to note that in order to achieve improved teamwork, therefore, the need to do so through the implementation of team development interventions as said by Shuffler et al. (2011). In conclusion, teams are found everywhere, such as in hospitals, flights, military, societies, and in the ever-increasing technology environment. The issues faced by organizations today are complex and dynamic, requiring responsive, quick, adaptive, and diverse groups of individuals (Tannenbaum et al., 2012). Although individual-based work continues to evolve into team-based work, the answer is not as simple as replacing a team for an individual but the solution requires an effective team that is equipped with Knowledge, Skills, and Attitudes (KSAs) at the individual and team level that is capable of high-quality team processes and can adjust to meet evolving performance demands.



CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The study was carried to examine the existing Shea butter groups Tolon District in building effective Shea Butter Teams for higher Productivity in the Tolon District in Northern Region of Ghana. This chapter therefore looks at the major key findings from the analysis as well as the conclusion of the study and thereafter recommendations of the study.

The study investigated the effectiveness of existing Shea butter groups on team effectiveness for higher productivity in Tolon District. The following major objectives were the underlining study target. Firstly, to identify the existing Teams in the Tolon District. Secondly, to investigate how the existing Teams were put together within the Shea industry in the District.

The study came out with SWOT analysis of the teams Strengths, Weakness Opportunities and Threats in the Tolon District. Finally, the study sought in proposing some useful guidelines for effective Shea Butter Teams for higher productivity in the Tolon District.

5.2 Summary of major findings

Having carefully analyzed the data collected, the study summarizes the major findings by dividing it into four major sections considering the specific objectives of the study. They are the findings from the current groups or teams in the industry, nature of groups on team effectiveness and team output and its relationship to higher productivity and finally, team Strengths, Weaknesses, Opportunities and Threats towards team effectiveness and some useful guidelines in developing effective Shea Butter Teams for higher productivity.

5.2.1 Existing Shea butter groups within the Shea Value Chain

As per the sampled results from the study, Shea butter teams as usually made up of larger number of members in a group (2 – 30 Members) contrary to that of a team which from the literature revealed that teams are usually made up of manageable numbers of members with corresponding skills who are said to be committed to the set purpose and goals with an approach which holds them mutually accountable. Investigations from the study also demonstrated how women dominates this sector and plays a major role in ensuring a proper accountability of that valuable product (Shea Butter). The sampled evidence also supported the fact that the butter can not only be said to generating income to help the vulnerable but also has the potentials to generate foreign direct investments from export through private organizations in other countries who have shown much commitment in the import of the Shea butter to produce other products or for industrialization.

5.2.2 How Existing Teams are put together

The sample results revealed that this Shea butter groups are not usually put into teams for effective group work and collaboration. These groups were some sought formed around either an economic activity, social support and or for project purposes of which that expert knowledge on experiences from other members were tailored to individual output rather than group output. The study also showed a high level of women participation and dominance in the Shea business which showed that women are capable of breaking barriers where the need be to contribute to economic fortunes of their respective communities, Districts and Ghana at large. The study further discovered the leadership positions within the sector to include; the Magazia, Secretary, Treasure and Organiser to help manage the groups. These groups more or less operated just like any organization with its constitution and laydown structures with respect to form and nature of the group at its formation.

The results of the study however indicated that the current membership were part of the foundation members of the groups at the time of its formation.

5.2.3 SWOT Analysis on the Teams

The study as per its objectives conducted an analysis of the current situation with respect to groups within the Shea butter industry in the Tolon District. The study used the SWOT analysis (Strengths, Weakness, Opportunities and Threats) approach in dissecting this whole group approach to team building. The SWOT analysis is known by many as relatively a simple but effective tool that can help groups to analyze their capabilities in terms of performance and productivity. The Strength and Weakness constitute the internal aspects of the groups while the Opportunities and Threats constitutes the external factors or conditions affecting the groups.

The study discovered that, these groups are easy to form; they are formed around an economic activity and have a lay down rules (Constitution) with high level of trust as its strength. It further went to list high illiteracy among members, lack of game plan from the group, poor communication coupled with unclear goals and weak managerial approach which constitute the weakness of the group which needs to be turned into strengths.

The study further discovered the opportunities relative to these teams as a result of the following key institutions, existence of the National Board for Small Scale Industries (NBSSI) Business Advisory Center in the District which is responsible for business development services, availability of various training modules on groups and team building efforts and the willingness of the District Assembly to always support groups. Though the study came up with conflicts, weak leadership, groupthink and poor performances as the related threats to the groups.

The analyses of the data revealed that, respondents actually agreed in their responses that trust was evident in the group which the study can conclusively confirm that trust contributes to team

building efforts. Trust is an important ingredient that increases teamwork, provides the requisite platform for frank engagement among members and finally manages the never-ending process of change

5.2.4 Useful guidelines in developing effective Shea Butter Teams

Though the findings of this study points to a positive outlook for the groups in the performance of their duties but it recognized the fact that these groups needs to adopt team building efforts to help increase work productivity in their current state. As a result of this the study conducted interviews on how to successfully implement such teams effectively. The study revealed the following key guides to help shape the whole concept;

First, the study revealed that, for teams to be effective they need to first establish leadership that will set the direction, build an inspiring vision and create something new. Leadership as we see it is about mapping out where you need to go as a team looking at its dynamics with an exciting and inspiring qualities to create a change. The establishment of the leadership will help set the direction and these leaders will use their managerial skills to guide the people to the right destination using the smoothest and efficient approach.

Once there is powerful authority in a good leadership then an effective teamwork is rest assured since it's one of the most significant parts of teambuilding. This implies the group leader ought to have the right stuff to make and keep up a working society that is positive. This will persuade and even rouse the colleagues to engage in making a situation where there is a positive way to deal with work, alongside high levels of commitment. Such leaders must not be persons who will only focus on themselves, but should make sure that the other members of the team share this focus. Such good team leaders have the potential in promoting a high level of morale amongst the team members so that they feel supported and valued.

Secondly, the study discovered yet another key to building effective teams as establishing relationship with team members. Though the study revealed a good relationship with each other, there is still the need to work on some aspects of the team relationship by establishing it within the groups so that members will try to know each member within the team. One of the most significant experiences we can have in our lives is the connection we have with other people. Positive and strong connections will assist members to feel safer, more joyful, and increasingly happy to work in a team.

In addition, the study revealed that having established the relationship then you need to build the relationship for higher productivity. As human as individuals, they are normally social animals, they build friendship and positive associations. The better the colleagues' connections at work, the more joyful and progressively profitable groups can give. Great working connections bring a few different advantages that bring progressively inventive and innovative reasoning. The resultant impact of investing additional time and vitality on defeating the issues related with negative connections, groups can rather concentrate on opportunities accessible to them. The study brought out a few different attributes that make up this relationship, for example, trust, mutual respect, care, inviting decent variety and open communication.

The study also discovered from the SWOT analysis the weakness of the current groups on groupthink which will have an effect on the growth of the teams. Interviews with industry players revealed that for effective teams to support productivity then groups need to foster teamwork using team members who have good skills, efficient knowledge and good experience to influence the process.

Any mistake in picking an uninspiring member in the team can demolish the whole team building process. Any team without an effective teamwork will definitely shake the foundation of team building process. Therefore, it is incredibly significant to manage the entire process considering

every member's strengths and weaknesses and in this way give a profitable productive success story that will contribute to higher productivity.

Finally, the sampled results revealed that the groups had developed their own constitutions setting out their goals and rules to support their activities but there is the need to establish ground rules for the teams to help create team values and goals to help evaluate various team performances as against member performances. Once the team is adjusted on the general vision and goals, then the next is to report the overseeing standard procedures. All individuals from the team must become tied up with the standard procedures with the end goal for them to be powerful. Making the ground rules in a collaborative domain is one method for maximizing buy in. Ground rules guarantee that the team has a lot of overseeing practices that can be utilized to benchmark practices and guarantee that the team capacities as a high performing team.

5.3 Conclusions

It can be concluded from the above findings that, Shea butter groups which is so much explored in the study area have not provided enough evidence on team effectiveness in the Shea butter industry. However, the issue of team effectiveness remains very sensitive in the Shea butter industry and calls for a switch from group base development to team building approach. This will unearth the potentials in the sector in improving higher productivity using the new Shea butter teams and improve the growth prospects of the Shea industry in Tolon District of the Northern Region and beyond.

5.4 Recommendations

The study brought out a lot of findings and upon which the study further proposes the following recommendations to help enhance effective team building efforts;

Groupthink was identified as one of the challenges to effective teams during the study and we therefore request that such attitude should be looked at to support effective teams. The group process must empower colleagues to disagree with a growing consensus from the rest of the group. They should make their concerns known. This may bring pressure but it will prompt the team in reconsidering the issue to forestall poor decisions being made. Finding the best arrangements is frequently accomplished because of conflicts. Truth be told maintaining a strategic distance from strife may really prompt a few individuals getting to be disappointed and losing interest which may achieve negative impact on group efficiency. The study therefore recommends to the District Assembly and other interested agencies to help imbibe in the groups the concept of teambuilding rather than groupthink.

The groups are made of different people from different background and the study clearly gives us a fair view of how the groups work. Encouraging diversity could bring about team effectiveness because successful teams embrace the whole concept with strong diversity of cultures, talents and personalities. Diversity can advance creativity in innovation, that clarifies emerging matters, which will support the entire teambuilding efforts. On the other hand, the absence of diversity in teams could derail their efforts in solving critical problems; it is much harder to discover creative solutions when the majority of the team members think about problems in the same way drawn on similar experiences for support and come to the same conclusions.

Communication was at one point was considered to be ineffective which nearly breached the element of trust or was poorly communicated. To achieve effective teamwork then managers need to push for clearer and effective communication. Targets set by teams must be accepted by all participants together with timelines to finish each activity and the responsibility to each member. Group cohesion gets effective when it is supported effective communication. Team meetings should offer the opportunity for members to ask varied questions regarding their roles and duties

and members should not forget to come up with suggestions when the need arises, most especially when such contributions can help teams achieve their objectives.

Teamwork is upheld by effective leadership. All teams profit by one or a few wellsprings of motivation and course; leaders can support joint effort by planning the endeavors of team members and urging colleagues to express their real thoughts during team meetings. This means the team head should have the correct stuff to make and keep up a working society that is certain. This could help and even propel the team members to take part in making an environment where there is a positive method to manage work, alongside abnormal amounts of duty.

Trust is one of the essential factors that advance feasible teamwork, on the grounds that such a significant numbers relative to the important systems and strategies that help bring team members toward task consummation are rendered impossible or inaccessible without it. Without trust, individuals don't share as much information with one another; without trust, some might need to bear a greater amount of the heap than they can really deal with as opposed to fittingly delegate bits to other people; without trust, it's not possible for anyone to go out on a limb, notwithstanding when carefully determined.

Regardless of how great a team might be, clashes will unavoidable happen at some point or the other. The most ideal approach to counter this is to have organized techniques for settling them. Team members ought to have a method for communicating their conclusions unafraid of making offense of anybody. Face to face encounter can likewise be permitted in a moderated manner, so that matters that may have been simmering can be disclosed out and cleared. Rather than disregarding and procrastinating these issues, a hands-on methodology that resolves them rapidly is better

Managers make teams of qualified individuals so as to finish predetermined undertakings or projects. In any case, when the manager can't observe an opportunity to be associated with the

team's execution of its obligations, the ability to create an atmosphere of effective teamwork is undermined. Each team needs a leader, and when the leader is not present to delegate responsibility and act as a resource to team members, and then the team will not be able to properly develop. Therefore, the study proposes the improvement in the management within the Shea butter teams to include sub-group leaders in charge of specific projects to support effective team building.

Before the team starts to work, managers' needs to pause for a minute to make sure that everybody in the team comprehends the team's goals as well as understand their task finding an appropriate way to complete them to reach the group goals and timelines for the team to succeed.

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APPENDIX A

QUESTIONNAIRE

**KWAME NKURUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY, KUMASI,
GHANA**

COLLEGE OF ART AND BUILT ENVIRONMENT

DEPARTMENT OF CONSTRUCTION TECHNOLOGY AND MANAGEMENT

QUESTIONNAIRE Introduction:

I am a researcher pursuing MSc. Project Management at the Kwame Nkrumah University of Science and Technology, Kumasi. This research questionnaire has been designed to solicit your

view and information regarding the topic: ***“Building effective Shea Butter Teams for higher Productivity – A case of Tolon District”***

The study is aimed at **developing a system for effective Team Building in the Shea Butter industry for higher Productivity.**

The objectives of the research are as follows:

- To identify the existing Teams
- To critically examine how the existing Teams are put together
- To explore the Strengths, Weakness as well as the challenges and Threats confronting these Teams
- To develop effective Shea Butter Teams for higher productivity

The questionnaire is in two sections:

- **Section 1 – Respondent Details** □ **Section 2 – Existing teams, how teams are put together, Strengths and Weakness, how to develop effective teams**

YOU CAN CONTACT ME ON **0208282758** OR **profharuna63@gmail.com**

SECTION 1

Respondents details

Please read through the following questions, mark [X] and or provide answers where appropriate and applicable

1. Which group do you belong to?
2. What is your position in the group?
A. Executive [] B. Group Member [] C. Institutional support member []
3. How many years have you been with the group?
4. Age of respondents

A. 18 – 25 years [] B 26 – 35 years [] C. Above 35 years []

5. Gender: A. Male B. Female

6. Indicate your level of education

A. Primary [] B. JHS [] C. SHS [] D. Tertiary [] E. None []

7. Did you participate in the formation of this group?

A. Yes [] B. No []

8. How was the group/team put together?

A. Through an Economic activity [] B. For project purposes [] C. Social support []

9. How did you join the group?

A. Voluntary [] B. Through Invitation []

10. Why did you join the group?

A. For Self-esteem [] B. For Power [] C. For Security [] D. Goal achievement []

11. Did you feel you were really a part of this work group? A.

Yes [] B. Neutral [] C. No []

SECTION 2

Part A.

Please provide the following information.

Group Cohesiveness:

1- Very Much Worse

2- Neutral

3- Very Much Better

Item	Group Cohesiveness: How do you compare this group with other groups you have worked with on each of the following points	Scale		
		1	2	3
1	The way people got along together			
2	The way people worked together			

3	The way people helped each other			
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Perception of the Process

- 1- To a very small extent
- 2- Neutral
- 3- To a very great extent

Item	Perception of the Process	Scale		
		1	2	3
1	Were group members committed to the goals and objectives of the group during the meeting?			
2	To what extent was trust exhibited within the group during this meeting?			
3	Did you feel that group's members developed a strong sense of belonging to the group during this meeting?			
4	Did group members recognize and respect individual differences and contributions during this meeting?			
5	Were group members open and frank in expressing their ideas and feelings during this meeting?			

Part B:

Satisfaction with Outcomes

Scale

- 1- Strongly Disagree
- 2- Neutral
- 3- Strongly Agree

Item	Satisfaction with Outcomes	Scale		
		1	2	3
1	Overall, I was satisfied with the performance of other team members during the team performance period.			
2	This group produced an effective solution for the task during the period.			

3	I agree with the final decision of the group on the task.			
4	Overall, the quality of this team performance was high.			

Subjective Satisfaction Questionnaire (Adapted from: Brooke, J. (1996))

Scale

- 1- Strongly Disagree
- 2- Neutral
- 3- Strongly Agree

Item	Satisfaction with Outcomes	Scale		
		1	2	3
1	I think that I would like to use this approach to team building frequently			
2	I found this approach to team-building unnecessarily complex			
3	I found it easy to adapt to this approach to team building			
4	I think that I would need the support of a technical expert to be able to conduct team building using this approach.			
5	It was time consuming to get together using this team-building approach			
6	It was easy to communicate with team members using this teambuilding approach.			
7	I would imagine that most people would learn to use this approach to teambuilding very quickly.			
8	I found this approach to team-building very cumbersome to use			
9	I felt very confident using this approach to team-building			
10	I needed to learn a lot of things before being approached to use this team-building approach.			

Part C:

1. What are the strengths as well as the weaknesses confronting these teams?

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2. What are some of the challenges confronting these teams or groups?

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3. What opportunities exist for the development of effective teams within the Shea Industry?

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APPENDIX B

INTERVIEW GUIDELINE

1. What makes a team effective?
2. How has the activity of building teams been recognized by your organization?
3. What has your organization been doing to motivate groups to be involved in teams?
4. Do you believe that teams perform better than groups in achieving a high level of synergy?
5. What criteria do you usually use to select team members and what do you suggest for these groups?
6. How do you develop team task?
7. What are some of the noticeable Strengths, Weaknesses, Opportunities and Threats to teams?
8. What **characteristics do you identify with ineffective teams?**
9. Why do you think that some teams eventually fail?
10. What organizational structure do you suggest to be introduced to signify a team-based Structure?
11. Does your organization support team building?
12. What attributes do you consider preferable for team members to have?
13. How do team members usually function in their roles in the team? Do they usually rotate positions as sponsor, stakeholder, and steering committee?
14. Do you believe teams achieve a high level of commitment?
15. What has been done to improve communication effectiveness in teams?
16. Do team members have a significant level of connectivity between them?
17. In which stage do you consider that teams are located?
 - a) Form
 - b) Storm
 - c) Norm
 - d) Perform

e) Adjourn

18. Are there established performance measurements about teams' accomplishments?

19. Are there established programs for recognition of effective teams?

20. Have you considered the potential risks by nurturing teams?

21. What might be the potential major risks that team building could bring into groups?

22. How would you rate the success of using teams in your organization?

a) Unsuccessful

b) Fairly successful

c) Highly successful

23. What useful steps do you suggest for effective team building?

