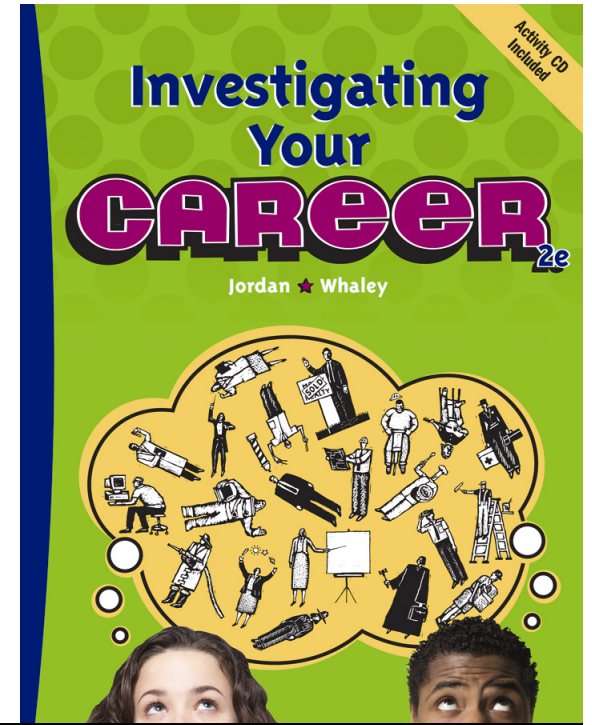


chapter
11

Teamwork



Investigating Your Career

Ann K. Jordan
Lynne T. Whaley

CHAPTER 11

Teamwork

Goals

- * Explain the concept of teams.
- * Describe the process of team building.
- * Explain how teams function in the workplace.
- * Describe some ways to manage conflict within a team.

The Team Concept

In the workplace, a **team** is a group of employees working together to reach a specific goal. Team members must **collaborate**, or work with others, to complete assignments.

- Rise of teams
- Benefits of teamwork

Rise of Teams

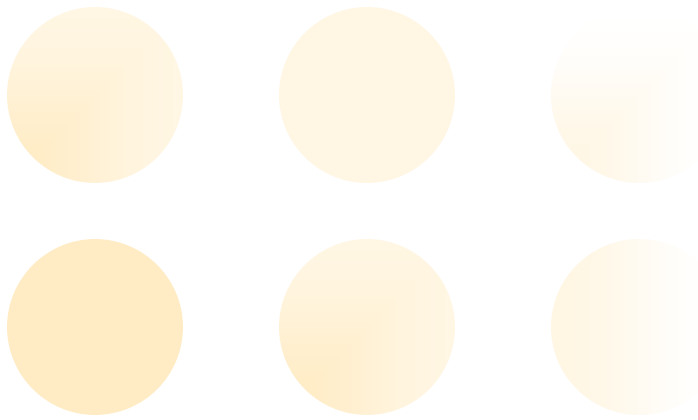
- Manufacturers in other countries, particularly Japan, outproduced U.S. manufacturers in the 1980s.
- The competitive advantage was the use of teams.
- Many U.S. companies adopted the Total Quality Management (TQM) approach to teams, adapted from the Japanese model of business management.

Benefits of Teamwork

- Fewer people are required to help make decisions.
- Team members are encouraged to take pride in their efforts and to think creatively.
- Fewer errors means the company saves money.
- Happy team members means lower employee turnover.
- Team members are rewarded with a sense of **empowerment**, the ability to manage and control their own work and the feeling of satisfaction that comes from that work.
- In the company, team success reflects well on each team member.

Building a Team

- Selecting team members
- Setting team goals
- Developing a plan
- Roles and responsibilities of team members
- Leadership of a team



Selecting Team Members

- Businesses find that teams are especially productive when members come from diverse backgrounds with different areas of expertise.
- Managers select team members who have different talents, skills, attitudes, knowledge, and experience.
- Diversity on a team often results in members brainstorming ideas they may not have considered otherwise.

Setting Team Goals

- Written goals helps the team stay focused.
- Effective team goals are clear and measurable.
- The goals should have value for the team.
 1. What are we trying to do? How can we measure the goal when we finish?
 2. How will we know when we succeed?
 3. What are the rewards for the team and the organization if we succeed?
 4. What are the consequences for the team and the organization if we fail?

Developing a Plan

- Actions—what steps the team will take to reach its goal
- Resources—what resources are needed to reach the goal; for example, cost of supplies, number of people, other expenses
- Measurements—what the team will use to determine if it is on target to meet its goals.

Roles and Responsibilities of Team Members

- Formal roles—have specific duties
 - **Facilitator**, directs the team's efforts and runs meetings
 - Reporter, takes notes of group's activities
- Informal roles—functions that members choose voluntarily
 - Initiator—proposes new ideas
 - Synthesizer—brings others' ideas together into a shared idea
 - Supporter—praises others' efforts; builds team spirit

Continued on next slide

Roles and Responsibilities of Team Members

*Continued from
previous slide*

- Responsibilities
 - Participating openly in team discussions and activities
 - Volunteering for tasks you are qualified to do
 - Completing your tasks on time
 - Protecting confidential information
 - Respecting diversity

Leadership of a Team

- **Leader**, the person who guides and directs the team
- Leadership characteristics
 - Ability to gain respect and trust
 - Dependability
 - Ability to communicate effectively
 - Flexibility
 - Good judgment
 - Courage
 - Honesty

How Teams Function

- Problem solving
- Brainstorming
- Assigning tasks

Problem Solving

1. Define the problem.
2. Set the criteria.
3. Explore alternative solutions.
4. Evaluate alternative solutions.
5. Choose the best option and implement it.
6. Review the effects of the solution.

Brainstorming

- The discussion is free-flowing and fast-paced.
- All members offer their thoughts, with no one holding back.
- Every idea, even ideas that sound wild and crazy, is recorded.
- Nobody praises or criticizes any of the ideas presented until the team has finished brainstorming.
- Team members build on their coworkers' ideas, adding changes and improvements.
- The recorder writes down every idea for the group to analyze later.

Assigning Tasks

Teams often use one of the following methods to assign tasks:

- The team leader makes the assignments.
- Team members agree to task assignments by **consensus**, coming to an agreement within the group.
- After considering expertise and available work time, team members volunteer for assignments.
- Team members are responsible for all tasks in their area of expertise.

Managing Conflict

1. Invite the other person to a neutral and private meeting place.
2. Put yourself in the other person's position. Listen carefully.
3. Ask the other person to consider your position and listen to you.
4. Look at the problem objectively and discuss the conflict.
5. Speak respectfully and in a nonthreatening manner to create a climate of trust.
6. Reach a solution so everyone can agree on something that he or she wants.

Summary

- I can explain the team concept.
- I can describe the process of team building.
- I can explain how teams function in the workplace.
- I can describe ways to manage conflict within a team.