“A TEAM IS A SMALL NUMBER OF PEOPLE WITH COMPLIMENTARY SKILLS WHO ARE COMMITTED TO A COMMON PURPOSE, PERFORMANCE, GOALS AND APPROACH FOR WHICH THEY HOLD THEMSELVES MUTUALLY ACCOUNTABLE”

IMPORTANT CHARACTERISTICS:

SKILLS, FLEXIBILITY, COMMITMENT, GOALS & MUTUAL ACCOUNTABILITY
COMPONENTS OF TEAM

1. A GROUP OF PEOPLE
2. SHARE COMMON OBJECTIVE
3. WORK TOGETHER
4. ACHIEVES RESULT
5. GENERATES COMMITMENTS
6. MUTUAL FAITH AND TRUST
7. SATISFY BELONGING NEEDS
8. PROVIDES LEARNING OPPORTUNITY
9. PROVIDES GOOD WORKING ENVIRONMENT

10. RESPECT FOR INDIVIDUAL DIFFERENCE

11. OPEN IN COMMUNICATION

12. APPROPRIATE LEADERSHIP

13. SOUND INTER GROUP RELATIONS

14. CO-OPERATION AND CONFLICT

15. CREATES “SYNERGY”
CONCEPT OF TEAM IN JAPAN

JAPANIES SAY:

NIETHER OF US HAS ANYTHING TO OFFER, SO LET US WORK TOGETHER FOR MUTUAL PROSPERITY

SUPPORTED BY THEIR BUDDHIST AND SHINTO RELIGIOUS BELIEFS:

* BUDDHISM TEACHES GROUPHOOD OVER SELFHOOD

• SHINTO TEACHING BELIEFS THAT HUMAN NATURE IS ESSENTIALLY GOOD & LET US HELP EACH OTHER

IN AMERICA;

TEAM AS A FAVORITE SPORTS EVENTS
WHY TEAMS?

TO MAKE THE SWEEPING CHANGES NEEDED IN A LIMITED AMOUNT OF TIME SO AS TO REMAIN COMPETITIVE

PRESENT DAY ORGANISATION DOES NOT ASSIGN ANY EMPLOYEE ANY WORK IN ISOLATION. INTER DEPENDENCY AND INTER OVENNESS IS MUST FOR ACHIEVING THE GOALS OF THE ORGANISATION

PROPERLY DEVELOPED AND SUPPORTED, TEAMS WILL BENEFIT BOTH ORGANISATIONS AND PEOPLE TO GROW AND PROSPER
DIAGNOSING THE NEED FOR TEAM BUILDING

* DECLINE IN PRODUCTION

* COMPLAINTS, LOW MORALE

* CONFLICTS, HOSTILITY / LACK OF CO-ORDINATION

* CONFUSION, LACK OF CLARITY

* LACK OF COMMITMENT / LACK OF TRUST

* INSUFFICIENT INNOVATION

* POOR WORKING RELATIONSHIP

* POOR COMMUNICATION

* DECISIONS NOT UNDERSTOOD

* EVEN QUALITY OF DECISION IS NOT GOOD
ADVANTAGES OF A GOOD TEAM:

ADVANTAGE TO INDIVISUAL EMPLOYEE:

* LEARN NEW JOB SKILLS / PRODUCE MORE IDEAS

**PARTICIPATE IN THE DECISION AFFECTING THEIR JOB / HIGHER QUALITY DECISION**

* FEEL LIKE A VALUABLE MEMBER OF THE COMPANY

* ACHIEVES HIGHER MOTIVATION

**IMPROVE UNDERSTANDING AND ACCEPTANCE AMONG MEMBERS**

* INCREASED WORKING QUALITY

* ARE MOR LIKELY TO TAKE RISKS AND INNOVATE
ADVANTAGES TO THE ORGANISATION:

- INCREASED PRODUCTIVITY
- INCREASED QUALITY
- REDUCED COSTS AND MORE PROFITS
- GOOD REUTATION IN THE SOCIETY
- CREATES COMPETITIVE ADVANTAGES
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<td>LITTLE CONFIDENCE IN OTHER TEAM MEMBERS</td>
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Synergy is the interaction between individuals whose combined efforts create more impact than if they were to work alone.
Effective team members:

1. Support the team leader
2. Ensure that all viewpoints are explored
3. Express opinions, both for and against
4. Compliment the team leader on team efforts
5. Provide open, honest, and accurate information
6. Support, protect, and defend both the team and the team leader
7. Act in positive and constructive manner
8. Provide appropriate feedback
Effective team members:

9. Understand personal and team roles

10. Bring problems to the team (upward feedback)

- Participate voluntarily
- Maintain confidentiality
- Show loyalty to the company, the team leader, and the team
- View criticism as an opportunity to learn
- State problems, along with alternative solutions/options
Effective team leaders:

1. Communicate
2. Are open, honest, and fair
3. Make decisions with input from others
4. Act consistently
5. Give the team members the information they need to do their jobs
6. Set goals and emphasize them
7. Keep focused through follow-up
8. Listen to feedback and ask questions
Effective team leaders:

9. Show loyalty to the company and to the team members
10. Give praise and recognition
11. Criticize constructively and address problems
12. Develop plans
13. Share their mission and goals
14. Display tolerance and flexibility
15. Demonstrate assertiveness
Effective team leaders:

18. Exhibit a willingness to change

19. Treat team members with respect

20. Make themselves available and accessible

21. Accept ownership for team decisions

22. Set guidelines for how team members are to treat one another

By M.M. Starcevich and S.J. Stowell. Adapted from *Teamwork: We have Met the Enemy and They Are Us*, By M.M. Starcevich and S.J. Stowell, 1990, Bartlesville, OK: The Center for Management and Organization Effectiveness.
A really good team is more than the sum of its players