How to Become A Better Teamworker

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국 문 요 약

個人의 탁월한 業績은 社會的地位나 財産 등으로 評價되고 있지만 經營者의 경우는 自己 功献이 組織內에서 埋没되어 버리는 경우가 있다.

效率的인 經營者는 自己職務에 수행해 나가기 위해 혼자서 일하는 것이 아니고 組織의 構成員으로 일하지 않으면 안된다. 經營者는 組織을 약화시키는 貫如들을 없애고 組織을 강화시키는 方法을 講究하여 組織構成員의 各者 相互依存性을 인식함으로써 組織의 有効한 構成員이 되어야 한다.

各組織構成員은 組織全體의 職務過程이 원활히 수행될 수 있도록 自己 職務를 잘 인식해야 할 뿐 아니라 經營者는 組織을 강화시키는 전반적인 방법을 體得해야 할 責任을 져야한다.

Ⅰ. Introduction

A common question managers ask is, "Should I conduct the team development effort on my own or should I get an outside person to help us?" "Outside person" could mean either a consultant from outside the organization or an internal consultant who is employed by the organization but is outside the work unit planning the team-development program. The manager should be responsible for the development of the work team. He often finds his contributions buried in team efforts. He must work as a member of the team to get his job done.

Purpose

A smooth functioning team makes better decisions. That's because the mix of different viewpoints tends to lead to more and richer alternatives. Everybody has an axe to grind. The team tends to counterbalance the predispositons --- opinios, attitudes, motives, and prejudices --- that get in the way of problem solving. Ultimately, the development of a work team that can regularly stop and critique itself and plan for its improvement lies in the domain of management. It is the manager's responsibility to keep a finger on the pulse of his own organization and plan appropriate actions if the work unit shows signs of stress, ineffectiveness, or operating difficulty. Unfortunately, many managers have not yet been trained to do the data gathering, diagnosis, planning, and action taking required

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to continually maintain and improve their teams. The role of the consul-
tant is to work with the manager to the point that the manager is capable
of engaging in team-development activities as a regular part of his mana-
gerial responsibilities. The manager and the consultant should form their
own two-person team in working through the initial team-building program.

Ⅱ. Main Issues

Background

The team approach is a distinctive style of working aimed at harness-
ing the collective talent and energy of people.

What is a team?

Effective teams produce outstanding results and suceed in achieving despite
difficulties.

Members feel responsible for the output of their team and act to clear di-
fficulties standing in their way.

The managers recognized that an effective team skillfully combines appro-
priate individual talents with a positive team spirit to achieve results.

A team is more than a collection of individuals. It is an emotional entity,
rooted in the feelings as well as the thoughts of its members; they actively
care about their team's wellbeing.

Characteristics of an effective team

It is useful to look at some specific characteristics of a team in more detail.
They are: output, objectives,energy,structure, and atmosphere.

Output. The test of a team is its capacity to deliver the goods. A team is
capable of achieving results that the individuals who comprise it cannot
do in isolation. Their diverse talents combine in the team to create an
end product beyond their individual capability.

Objectives. A team needs a purpose that is understood, shared, and felt to
be worthwhile by its members. This purpose can be described as the team's
"mission". There will be specific objectives that the team and each indi-
vidual member have a commitment to achieve. Mature teams draw strengh and

direction from a shared understanding of a common purpose and from ide-
ntification of how each member's objectives contribute towards the ach-
ievement of that purpose.

Energy. Team members take strengh from one another. They feel more pot-
ent and find that team activities renew their vitality and enjoyment.

The word synergy was coined to describe this special group energy. A team
does have a character and capacity beyond the sum of its individual mem-
bers.

Structure. A mature team has dealt with thorny questions concerned with
control, leadership, procedures, organization, and roles. The team str-
ucture is finely attuned to tasks being undertaken, and individual tale-
nts and contributions are utilized without confusion. Team members with
a drive for leadership have learned to understand each other and to cope
with any feelings of hostility, competitiveness, or aggression. The team
has managed to become flexible, responsive, orderly, and directed.
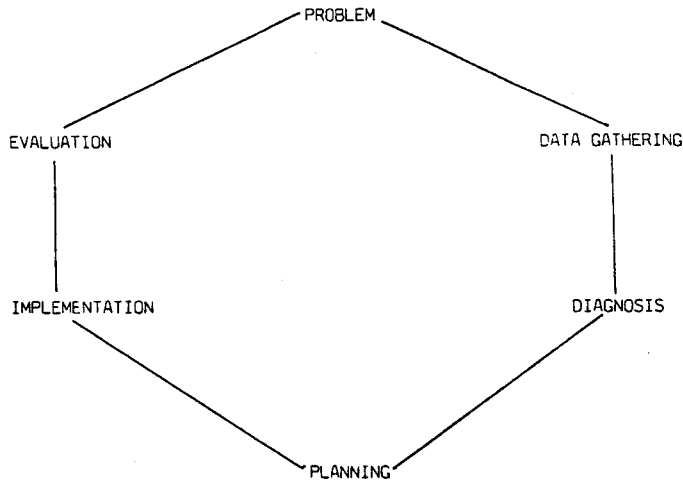Atmosphere. A team develops a distinctive spirit. This team spirit allows
for openness between the members, and for their support and simple enjo-
yment of one another. Team members identify themselves with the team and
its success or failure affects their feelings. They will extend themselves
to serve the interests of the team. Such a team develops an atmosphere
within which confidences can be shared, personal difficulties worked th-
rough, and risks undertaken.

What is a team building?

The process of deliberately creating a team is called team building.
The expression is useful because it suggests something substantial that
has to be constructed and that will go through several stages and take
time to complete. Team building involves the deliberate working through
of all blockages to progress until a working group become an effective
team

The team building cycle

A team buiding program will follow a cycle similar to that depicted in
the accompanying diagram. The whole program begins because someone reco-
gnizes a problem or problems. Either before or during the team buiding
effort, data are gathered to determine the causes of the problem. The
data are then anlyzed and a diagnosis is made of what is wrong and what
is causing the problem. Following the diagnosis, the work unit engages
in appropriate planning and problem solving. Actions are planned and ass-
ignments made. The plans are then put into action and the results honest-
ly evaluated.

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                          ┌PROBLEM
                        /           \
                       /             \
          EVALUATION                    DATA GATHERING
              │                              │
              │                              │
              │                              │
       IMPLEMENTATION                      DIAGNOSIS
                       \             /
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                          PLANNING
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The manager will work together in carrying through the program from the
time the problem has been identified through some form of evaluation.
Data gathering. Since team development is essentially a program for tr-
aining astaff to do its own problem solving, and since a critical condi-
tion for effective problem solving is accurate data, a major concern of
the manager-consultant team is to gather clear data as to the "cause"
behind the symptoms or problems originally identified. The consultant
may initially assist in the data gathering, but eventually a team should
develop the skill, so it can collect its own data as a basis for working
on its own problems.

Diagnosis and evaluation of data. With all of the data now available, the
manager and consultant must work with the group to summarize the data---
i.e., put the information into a priority listing. The summary categories
should be listed as either: A---those issues we can work on in this meet-
ing; B---those issues that someone else must work; or C---those issues
that apparently are not open to change--- things we must learn to accept
or live with. Category A items become the top agenda items for the rest
of the team building session. Category B items are those where strategies
must be developed for involving others. And, for category C items, the
group must plan coping mechanisms. If the manager is prepared, he can
handle the summary and the category development process. If the manager
feels uneasy about this, the consultant may function as a role model to
show how this is done.

Problem solving and planning. After the agenda has been developed out
of the data, the roles of the manager and consultant diverge. The mana-
ger should move directly into the customary managerial role of group

leader. The issues identified should become problems to solve and plans

for action should be developed. While the manager is conducting the meet-

ing, the consultant functions as a group observer and facilitator. If

the group gets bogged down or steamrolled into uncommitted decisions,

the consultant helps look at these processes, why they occur, and how

they can be avoided in the future. In this role, the consultant is tra-

ining the group to develop more group problem solving and collaborative

action taking skills.

Implementation and evaluation. If the actions planned at the team build-

ing session are to make any difference, they must be put into practice.

this has always been a major function of management --- to see that plans

are implemented. The manager must be committed to the team plans; without

this commitment, it is unlikely that a manager can be effective in hold-

ing people responsible for assignments agreed on in the team building

meeting. The consultant's role is to observe the degree of action during

the implementation phase and to be particularly active during the evalu-

ation period. Another data gathering process now begins, for that is the

basis of evaluation. It is important to see if the actions planned or

the goals developed during the team building time have been achieved.

This again should ultimately be the responsibility of the manager, but

the consultant can be a help in training the manager to carry out good

program evaluation.

Motives for team building

It is important to understand the motives that people have for initiating

a team building venture. The following are some examples of managers who-

se intention is positive and who are likely to succeed:

1. A newly appointed manager who wants to achieve rapid acceptance in an

    established group;

2. A programatic manager who wants to use team building to further an

    open, problem solving approach to management;

3. A manager facing new challenges and demands who needs the creativity

    and commitment of those involved to handle the job;

4. A manager facing problems of relationship, commitment, or lack of

    clarity who needs to break out of the doldrums.

Team building sometimes is undertaken for more negative reasons and the

results frequently are disappointing, for example:

1. Team building may be initiated by a remote instruction from the cor-

    porate head office without the support of those directly involved;

2. A manager may undertake team building with the intention of increasing

his capacity to manipulate and control. This is contrary to the values

that are the foundation of the team building approach.

Benefits of the team building

The team, potentially the most flexible and competent tool known to man-

kind, can support a positive management strategy in the following ways:

Management of complexity. The breadth of resources available to the

team enables complex situations to be creatively managed.

Rapid response. Well-developed teams are capable of responding quickly

and energetically.

High motivation. The team feeds the individual's need to have personal

significance, and team processes encourage activity and achievement.

High quality decisions. Mature teams are capable of making bettr quality

decisions than all but the most brilliant individual. Hence, the use of

a team approach improves the overall quality of decisions. Perhaps more

importantly, the level of commitment to team decisions is much higher.

Collective strength. Individuals often feel that it is hard to influence

organizations and make any impact outside their immediate area.

Team leader

we will need to be prepared for this new dimension of leadership. Many

of the traditional management activities will be turned over to team mem-

bers as they gain in confidence and ability. The team leader's role is

to guide the work group toward becoming a team. Team leadership is not
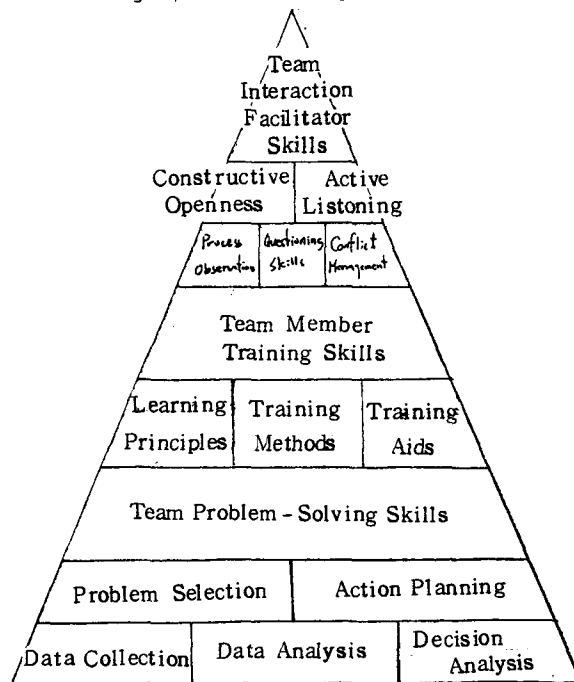

Figure 1. Team Leader Skills Model

a matter of gaining more knowledge of supervisory skills; it is more a
matter of developing effective team problem solving skills, team member
training skills, and team interaction facilitating skills. The following
diagram introduces this team leader skills models.

Teamworker

As a member of a team, the manager should be acutely aware of how he can
weaken that team or strengthen it. Here, for example, are ways he acts
as a poor teamworker:

Criticizing or blaming others. One of the surest ways to destroy the
cohesiveness and solidarity of a group ia to attack individual members.
They become so preoccupied protecting themselves that they lose their
concern for the group.

Arguing too much. Members of the team shouldn't be "yes" mea, but they
can be disruptive if they insist on extending an argument beyond its use-
fulness. The other members become annoyed and tense as the argument per-
sists, destroying the spirit of cooperation.

Wasting time. Like a senator who filibusters in an effort to keep a bill
from being enacted, a long-winded team member can keep the team from con-
ducting business.

Diverting. Just as destructive as the long-winded team member is one
who leads the team off on a wild goose chase. As the team seems to be
zeroing in on a problem's solution, he diverts them on a tangential jour-
ney to nowhere.

Showing off. Intent on proving how smart he is, a show-off says things
for effect rather than to contribute toward the solution of problems.

Complaining. This team member rarely likes whatever ideas are being
offered. He can only shake his head while offering negative remarks: "
It won't work ... I don't agree ... We tried that before."

Lobbying. Looking out for personal interests by manipulating the other
team members is a sure way to weaken the team. This group member couldn't
care less about the team. He's always looking out for Number 1.

Seeking recognition. This team member is hungry for attention. Search-
ing for visibility and acceptance, he offers suggestions and opinions
designed to endear him with the majority of the members. He shifts his
vote and allegiance to whomever will subsequently reward him.

Withdrawing. When he doesn't get what he wants, this team member doesn't
want to play the game anymore. He sits back, watches and doesn't care
whether the group accomplishes anything.

Splitting. Or if he can't get his way, he becomes divisive, organizing

cliques and splitting the group into warring factions. Normally this activity is conducted behind the backs of other members.

Withholding help. Sometimes the manager is the missing ingredient in either coming to an agreement or making a proposed team action work. Because he is unwilling to make any concessions to other team members, he withholds his helps thereby blocking progress. This stalemate helps neither him nor the company.

Rushing solutions. One of the most destructive things is to ramrod a solution without proper evaluation or consideration of alternative solutions. Sometimes a team member will try to rush solutions through because of impatience,fear,or for personal gain.

The manager can be a more effective teamworker by avoiding team weakening practices and, instead, learning how to strengthen the team in which he functions. Here are some important contributions that he can make:

Clarifying. By making sure that he understands points under discussion, the effective team member can help others stengthen their understanding. He can induce other members to avoid vagaries in their presentation. "I don't understand that last point ... Can you elaborate more on that last point?"

Giving information and opinion. An effective teamworker has an obligation to participate fully in a discussion. If he has some pertinent information pertaining to a subject under discussion, he should express it. Also, he feels about what's being said: "I agree ... I don't agree."

Elaborating. Members of the team who have had past experience on some point being discussed should share these experiences with the group, providing examples and filling in details.

Questioning. One of the important tools in any team discussion is a question. It focuses attention on a particular aspect of the discussion. It helps to test validity. It announces to other members that you have some doubts or misunderstandings about what's beibg said.

Defining. Until a problem is fully specified, it can't be intelligently acted upon. Everyone in the team should agree on the exact definition of a problem. What's happening? Where? When? To what extent?

Evaluating. Each member's opinion, when openly exchanged, helps strengthen problem-solving and decision-making. When you tell other team members what you think, how you appraise a situation, and why you feel that way, it helps them get a better perspective on their own opinions and judgements.

Encouraging. Not all team members are willing participants in discussions.

To the extent that you encourage reluctant participants to make contri-
butions, you help the team utilize its potential resources.

Reducing tension. Sometimes a team members with a sense of humor can
accomplish wonders with a timely joke. The team member who moves things
along by reducing tension is a valuable asset to the team.

Going along. As opposed to harmonizing or making decisions by majority
vote, an effective team member knows when it's wise to make concessions
and go along with the group. Remember, a basic premise of teamwork is a
willingness to subordinate personal goals to accomplish group goals.

Mediating and conciliating. Every team member should be an effective
negotiator. This means give and take when necessary. The person who takes
the initiative to end an impasse and looks for mutually satisfying solu-
tions is a valued member of any team.

Expressing group feeling. It sometimes takes unusual courage to express
openly what other members of the group feel but are afraid to say. This
is particularly true when the members of the group disagree with a sugg-
estion being presented by someone of higher authority.

Taking consensus and summarizing. At various points in every team dis-
cussion, it's essential that someone take the initiative to summarize
the areas of agreement and to seek a consensus. Otherwise, the discuss-
ion continues directionless. The effective teamworker may increase the
productivity of the group by recognizing that they are closer to general
agreement than they thought: "I think we're letting a few minor disagree-
ments keep us from reaching a solution. Let's summarize all the things
we agree on, and I think you'll find we can move ahead if we all make
concessions."

Ⅲ. Conclusion

The manager can be an effective member of the team by recognizing
the mutual interdependence of each of the team members. Each needs the
other. Each must appreciate the group process and his individual role
in making certain that the process functions smoothly. Not only does the
manager have the responsibility for recognizing how to strengthen the
team, he should also consider the team as a whole and ask himself. Am I
satisfied with the way the team works? How are decisions made? How are
problems solved? What are specific problems of the team at this moment?
What are the goals of the team? How do they relate to my personal goals?
What are the relationships of the various team members: who questions
whom? How well do each of the members work with one another? How open
are the members of the team? To what degree is trust generated? How well

do I know each of the members? How do I feel about them? What relation-
ship do I want to have with them? With whom am I having the most difficu-
lty? To whom am I closest? What is my commitment to the goals of the team?
One way to discover valuable insights into your effectiveness as a team
member is to complete the accompanying questionnaire, "How good a team-
worker are you?" After completing it, ask other members of the team to
evaluate you using the same scoring test. How does your own scoring com-
pare with theirs? If you conclude that you are not a good team member,
watch out; you may be cut from the team or traded for someone with more
flexibility and team spirit. Unless you're someone with extraordinary
ability, the team won't put up with anyone who doesn't understand his
role on the team and his responsibilities to it. Take the necessary steps
to become a better teamworker; your career depends on it.

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