

Chapter 7



**ASSIGN
BUSTER**

Summary of Chapter This chapter talks about implementing teamwork.

Teams and teamwork can be very effective in organization success. It is good to note that personal factors have no effect on the team's innovation, however the climate of the team, meaning its attitude towards one another, the degree of commitment of team members towards the team and their collaboration did have an effect. Accountability, opportunity and commitment are necessary for teams to succeed. Factors that improve teamwork are vision, participative safety, climate for excellence and support for innovation. Vision needs to be flexible and amenable to change.

Participative safety entails that people are free to share ideas etc. while being ensured no negative consequences are to occur. Climate for excellence can be real or a superficial facade to hide the lack of innovation.

Support for innovation means backing innovative ideas with practical help.

Innovation is fostered and/or hindered by the organizational management and the attitude thereof. However, it is good to remember that vision,

consistency and articulate argument makes even minority groups (work groups in huge organizations are minority groups) effect change. Minorities

need to be (or at least appear to be) autonomous and not working in opposition to the group's interest. It is good to remember that resistance would be faced, and should be expected. Characteristics of innovative

teams, which are actually in the minority include: clear vision, everyone should have the same vision and goal; communication, it needs to be adequate and consistent as assumptions need to be cleared out too;

flexibility, willing to listen to others outside the team as well, especially when the team's own ideas are being presented to them; persistence, adaptability does not mean abandoning ideas; participation, include as many people in

the team as possible. Resistance to team working include: Lack of belief in teamworking, there is skepticism about the efficiency of teamworking on a managerial level, however, it is good to remember that not all groups are a “team.” Personal threat and anxiety: team members need a certain amount of trust to be developed, which can take time, along with overcoming fears about having their faults or mistakes exposed in a group. Organizational resistance: when organizations do not have a robust performance ethic it is pointless to expect them to implement teamworking. Teams don't work when there is a lack of autonomy, lack of support and commitment, the team is too large, lack of resources, lack of feedback/recognition, or when, despite being a team, the organization employs a competitive individual appraisal. Pitfalls of implementing teamwork include, misusing the term team: the team should actually function like one. Imposing inappropriate amount of authority, whether too much or too little, hinders team performance as the former results in no independence, and the latter in apathy or anarchy on the part of team members. Tearing down organizational structures is not a good idea as without a certain set of structures, teams cannot work well. The organization needs to offer support to the team by offering the team its resources, which include training sessions, self-learning opportunities, information systems, and other material resources. The organizations should not assume that the staff is willing and trained to work in teams. It might need coaxing, encouragement and training to achieve that. Establishing team effectiveness entails that a real team be made that has a clear direction with an enabling team structure along with having organizational support.