

TEAM WORK'S: THE SUCCESS MANTRA

Dr. Sandeep Bansal*

Dr. Surender K. Gupta**

Many hands make light work. ~John Heywood

ABSTRACT

Teamwork is the key factor to attain success, no matter how big or how small an organization is. In an organization's context, it is simply not good enough to be individually brilliant or creative. While this is certainly desirable, it is even more desirable that companies create conditions conducive to a collective pursuit in the journey towards excellence. One of the best ways of accomplishing this objective is effective team work. Teamwork is about galvanizing a group of people towards a common objective while simultaneously addressing the head yet appealing to the heart. Teamwork is also about bringing the best out of each individual in the pursuit of a collective goal deemed worthy of being realized. Today in the business area team work plays vital role. Teams always recognize itself as a useful machine in achieving organizations goals. This is because of its characteristics which influence the performance of the organization. Simply, the organizations won't perform but the people because when it comes to people there should be a team, individuals can't perform whatever they want in an organization they have to form a team and perform individually as well as teams, so when forming a team organizational behavior influence's toward its success. This paper has explained that the most important aspect of sharing a common goal is building a team spirit because team spirit is a feeling of working together as one.

KEYWORDS: Teamwork, Organizational effectiveness, Team effectiveness.

* Assistant Professor, Indira Gandhi National College, Ladwa (Kurukshetra).

** Associate Professor, Maharaja Agrasen Institute of Management and Technology, Jagadhri.

INTRODUCTION

Teamwork is the key factor to attain success, no matter how big or how small an organization is. In an organization's context, it is simply not good enough to be individually brilliant or creative. While this is certainly desirable, it is even more desirable that companies create conditions conducive to a collective pursuit in the journey towards excellence. One of the best ways of accomplishing this objective is effective team work. Teamwork is about galvanizing a group of people towards a common objective while simultaneously addressing the head yet appealing to the heart. Teamwork is also about bringing the best out of each individual in the pursuit of a collective goal deemed worthy of being realized. Today in the business area team work plays vital role. Teams always recognize itself as a useful machine in achieving organizations goals. This is because of its characteristics which influence the performance of the organization. Simply, the organizations won't perform but the people because when it comes to people there should be a team, individuals can't perform whatever they want in an organization they have to form a team and perform individually as well as teams, so when forming a team organizational behavior influence's toward its success. A team comprises a group of people or animals linked in a common purpose. Teams are especially appropriate for conducting tasks that are high in complexity and have many interdependent subtasks. Teams normally have members with complementary skills and generate synergy through a coordinated effort which allows each member to maximize his/her strengths and minimize his/her weaknesses. Team members need to learn how to help one another, help other team members realize their true potential, and create an environment that allows everyone to go beyond their limitations.

TYPES OF TEAM

1) Independent and interdependent teams

- a. **In an interdependent team:** No significant task can be accomplished without the help and cooperation of any of the members within that team members typically specialize in different tasks (running the ball, goal kicking & scrum feeding), and the success of every individual is inextricably bound to the success of the whole team
- b. **In an independent team:** Matches are played and won, or points are scored, by individuals or partners, every person performs basically the same actions. How one player performs has no direct effect on the performance of the next player. If all team

members each perform the same basic tasks, such as students working problems in a math class, or outside sales employees making phone calls, then it is likely that this team is an independent team. They may be able to help each other — perhaps by offering advice or practice time, by providing moral support, or by helping in the background during a busy time — but each individual's success is primarily due to each individual's own efforts.

- 2) **Self-managed teams:** The main idea of the self-managed team is that the leader does not operate with *positional* authority. Self-managed teams operate in many organizations to manage complex projects involving research, design, process improvement, and even systemic issue resolution, particularly for cross-department projects involving people of similar seniority levels. While the internal leadership style in a self-managed team is distinct from traditional leadership and operates to neutralize the issues often associated with traditional leadership models, a self-managed team still needs support from senior management to operate well.
- 3) **Sports teams:** A sports team is a group of people which play a sport together. Members include all players (even those who are waiting their turn to play) as well as support members such as a team manager or coach.
- 4) **Virtual teams:** A virtual team is a group of people who work interdependently and with shared purpose across space, time, and organization boundaries using technology to communicate and collaborate. Virtual team members can be located across a country or across the world, rarely meet face-to-face, and include members from different cultures.
- 5) **Interdisciplinary and multidisciplinary teams:** Multidisciplinary teams involve several professionals who independently treat various issues a patient may have, focusing on the issues in which they specialize. Interdisciplinary team approach involves all members of the team working together towards the same goal. In an interdisciplinary team approach, there can often be role blending by members of the core team, who may take on tasks usually filled by other team members

There are some awe inspiring quotes about effective teamwork which is worth a share. Here it goes.

"Teamwork is the ability," said Andrew Carnegie, "to work together towards a common vision. It is about the ability to direct individual accomplishments towards organizational objectives. It is the fuel that allows common people to attain uncommon results".

The quote attributed to the late J R D Tata (Ex-Chairman of Tata & Sons, India), "find the right man and set him free", is often cited to illustrate the distinctive nature of individual accomplishment, but it is actually about effective teamwork.

"The best executive," said Theodore Roosevelt, "is the one who has sense enough to pick good men to do what he wants done, and self-restraint enough to keep from meddling with them while they do it". It is precisely this principle about effective teamwork that J R D Tata epitomized.

The way a team plays as a whole determines its success. You may have the greatest bunch of individual stars in the world, but if they don't play together, the club won't be worth a dime. ~Babe Ruth

What is effective teamwork?

An old Japanese proverb sums up the essence of effective teamwork - 'none of us is as smart as any of us'. In other words, multiple minds are better than a single mind. The key to effective teamwork lies in surrendering individual ego so that it gives way to facilitating the accomplishment of objectives and outcomes that are infinitely larger than individual goals. Individual aspiration will have to give way to the emergence of common ground.

It is therefore desirable to strike a balance between a robust process-driven system on the one hand, and individual talent and competence on the other, in a way where both merge to break new territory. As Stephen Covey said, "If you put good people in bad systems you get bad results. You have to water the flowers you want to grow."

A challenging business climate needs to be engaged by effective teamwork. It provides an opportunity to come together and establish a common ground for the fulfillment of specific objectives. Empathy, appreciation and encouragement are some of the critical ingredients of effective teamwork. The vision must be bold, stir the intellect and yet move the heart. What is at stake needs to be clearly spelled out.

Building effective teamwork involves dreaming and visualizing bite-size challenges, inspiration and garnering creativity in conception and execution. Exercises from the world of theater in empathy, bonding, non-verbal communication, listening effectively, collaboration, partnering, role playing, nurturing mutual respect and helping team members to let go are highly recommended as they form an important aspect of effective teamwork.

Teamwork skills

In order for teamwork to succeed one must be a team player. A Team player is one who makes his personal goals secondary and works in a coordinated effort, with the other members of a group, or team, in striving for a common goal.

Aside from any required technical proficiency, a wide variety of social skills are desirable for successful teamwork, including:

- **Listening** - it is important to listen to other people's ideas. When people are allowed to freely express their ideas, these initial ideas will produce other ideas.
- **Discussing** - it is important to discuss your ideas with your teammates until you can come to an agreement, and it always involves some compromise.
- **Questioning** - it is important to ask questions, interact, and discuss the objectives of the team.
- **Persuading** - individuals are encouraged to exchange, defend, and then to ultimately rethink their own ideas.
- **Respecting** - it is important to treat others with respect and to support their right to have their ideas, even if they differ from your own.
- **Sharing** - it is important to share with the team to create an environment of teamwork.
- **Participating** - all members of the team are encouraged to participate in the team.

- **Communication** - For a team to work effectively it is essential team members acquire communication skills and use effective communication channels between one another e.g. using email, Open forum discussion, group meetings and so on. This will enable volunteers of the group to work together and achieve the team's purpose and goals.

Teamwork is the ability to work together toward a common vision. The ability to direct individual accomplishment toward organizational objectives. It is the fuel that allows common people to attain uncommon results. ~Andrew Carnegie

REASONS BEHIND THE PROBLEMS GENERATED IN TEAMS

Team work is individuals working together to accomplish more than they could do alone but more than that it is exciting, satisfying and enjoyable. There are many factors to show why people do not work in a team and complete with each other. As a result of this there is poor team work. Some of the indicators of poor team work are:

- Symptom of frustration
- Unhealthy competition
- Rigid group norms & procedures
- Quality of relationship is poor
- Absence of trust
- People not developing
- Dearth of new ideas & creativity
- Domination by the leader
- Warring cliques or sub-groups
- Avoidance approach to potential conflicts
- High turnover, more absenteeism, more grievances and more transfer requests
- Work schedule delays

ASPECTS AFFECTING TEAM DEVELOPMENT

Several variables can affect the development teams. These variables fall under four specific areas:

- 1) Personal/professional (what the individual brings to a team)
- 2) Intra-team (the structure and processes of the team)
- 3) Organizational (institutional contributions and commitment to the team), and

4) Team maintenance (Team Reflexivity – CQI).

1- Personal/Professional

- Commitment to team concept
- Willingness to engage in the work of the team and to improve it; Commitment to learn the values and knowledge bases of other professions
- Mix of leadership styles
- Openness to new knowledge and willingness to risk
- Collective knowledge to do the job

2- Intra-Team

- Desk/office placement and structure for formal/informal interaction
- Physical arrangement and technology maximize communication
- Range of formal and informal team leaders
- All members view themselves and are recognized by others as leaders
- Employ leadership according to the need
- Common goals
- Team goals are negotiated and reviewed periodically by the team
- Negotiated roles
- Members understand their team roles
- Ongoing mechanisms for managing conflict
- Conflict viewed as healthy
- Willingness to address conflicts as they rise
- All team members perceived as having power for decision-making.

3- Organizational

- Organization's philosophy consistent with the team's philosophy
- Ongoing resource support from local organization
- External organization(s) recognize and are willing to work on common problems.

4- Team Maintenance

- Team regularly evaluates and improves itself (products, protocols, and processes)
- Team empowers new members
- Members teach team leadership skills to newer members

- Team members welcome a questioning environment
- Feedback is open and direct.

BASIS OF TEAM WORK IN AN ORGANISATION

Some of the reasons why people collaborate are as following:

- 1) **Collaborative Motivation:** There is a basic need for human beings to help, to care for and to be useful to others. This is explained by Extension Motivation in which the basic urge is to extend oneself to other and be of service to others. This extension motivation is the basis of collaboration. It is possible that some people have higher extension motivation where they have a tendency to collaborate more than other individuals. Extension motivation is result of many forces, and is reflected in the general concerned a person has for others. If other in the group do not have a high Extension Motivation, it also gets reduced in the individual.
- 2) **Group Norms:** Group norms are not the formally written rules of behavior but the informally evolved and are implicitly agreed by all members. Group norms have the support of group force and thus influence the individual a lot. A person may have a low collaboration motivation and a tendency to complete but may change to collaboration with the influence of prevailing norms.
- 3) **High Pay – off for Collaboration:** Individual generally behaves according to perceived reward for behavior. If one behavior is rewarded he is likely to repeat it. In collaboration, the psychological pay-off is higher than the perceived pay-off in competition. Therefore, people collaborate.
- 4) **Super ordinate goal:** Sometimes such situation arises in which it becomes impossible to achieve goal by a single individual group without working with other groups. This constitutes a super ordinate goal. A super ordinate goal in itself provides the basic for collaboration.
- 5) **Perceived Power:** People at all levels in the organization have power either positive or negative, and this should be perceived & should also be demonstrated which contributes to the development of collaboration. Unconditional cooperation only leads to exploitative situation.

- 6) **Mutual Trust:** Co-operation and team work is a function of perception of power and a minimum trust that it will not be used against each other. The absence of a minimum level of trust leads to conflict and competitive situations.
- 7) **Communication:** Collaboration increases with free and open communication as it opens up the possibility of discussing the consequences of the behavior of groups or persons, perception of power and development of trust.
- 8) **Fait Accompli:** When individuals stay together and share certain norms they begin to see good points in each other and collaboration emerges. This is on the realization that they have to live or work together (fait accompli).
- 9) **Risk taking:** If collaboration has to develop one party must take the initiative to co-operative even at the cost of being vulnerable. This is based on the inner strength of group or individual who can take the risk. This courage to lose initially for the benefit of all concerned to the development of collaboration and strong team work.

HOW TO DEVELOP HIGH-PRODUCTIVITY TEAMS

To develop a high productivity team, Leaders and team members should focus on the points shown in the given table:

Always	Never
One should deliver the required information on time and alert team ASAP when unexpected delay occurs	One should never discuss how much time and efforts he is putting into his assignment
One should always attend all team meetings on time	One should never assume the role of resident critic and complainer
One should Speak up, speak out, and interact at all team meetings	One should never wait for someone to tell/ask him what to do next i.e. one should be always ready to take initiative
One should take personal interest in planning and problem solving	One should never delay actions and make excuses
One should look for ways to go the second mile on his own	One should never isolate himself from the others.

In light of the various problems, basis for the team discussed above, this article proposes a number of characteristics that, according to the literature, are associated with successful teams. A number of authors have outlined ways in which teams can be implemented successfully. Although there is no one best way, this section integrates some of the literature in order to develop a more comprehensive model for team development. The model proposes various key points that can facilitate the successful implementation of teams. These points are presented below:

1. By working on Team Effectiveness: The complexity and cross-functionality of contemporary business make teaming a fact of life. Unfortunately, high-performance teaming or even basic effectiveness does not happen simply because a group of individuals is assembled under a common charter. Team effectiveness refers to the system of getting people in a company or institution to work together effectively. The idea behind team effectiveness is that a group of people working together can achieve much more than if the individuals of the team were working on their own. Team effectiveness is determined by a number of factors, such as:

a. The right mix of skills. Team effectiveness depends in part on bringing together people who have different skills that somehow complement each other. This can mean different technical abilities or communication skills. In fact, teaming up people who share the exact same characteristics is often a recipe for disaster. Team effectiveness depends on people taking on different roles in a group setting. If there is no agreement on who does what in the group, it is unlikely that the team will prosper.

b. The right motivation. Team effectiveness is directly linked to the interest that the group has on the project. If the job is too easy or too difficult, or if the rewards for achieving the end result do not seem worth the effort, the team may end up working half-heartedly in the project. The task should also have a clear outcome. Working towards a specific goal enhances team effectiveness significantly.

c. The ability to solve conflicts without compromising the quality of the project. Team work has one major downfall. Sometimes groups end up making decisions they know are not in the best interest of the project, just so they can keep the process moving. Conflict is innate to any work done in groups, and should be taken as part of the challenge rather than as something to be avoided by compromising. Team effectiveness should be increased, not compromised, through conflict. One way to enhance team effectiveness is to agree beforehand on a code of conduct. As

conflicts arise, it is important to know how to deal with them. What is allowed and what is not? How will the team deal with disagreements? Is open discussion favored or will the group vote on major decisions? Knowing what to expect and having the plan will make the process of working in group much easier.

Team work skills essential to succeed at work: Survey

Over 40% of the workforce gave thumbs up to team work as the key skill to be successful in the job across industries, in a survey conducted by Jobbuzz, a premier product by TimesJobs.com to help employees make intelligent career decisions. Relationship management has been voted as the second most crucial skill by employees followed by leadership skill. In a sector-wise analysis, respondents from industries such as Infrastructure, Chemicals, Paints & Fertilizers, Hospitality & Tourism, FMCG/Consumer Durables, and ITeS weigh relationship management higher compared to other industries. Employees of heavy industries such as Oil, Gas & Power, Heavy Machinery/Capital Goods & Industrial Supplies, Construction, Interiors and Real Estate Services stated leadership skills crucial to become successful at the job. Domain expertise is valued more in comparison to other skills by 50% workforce in the IT/Telecom industry.

Out-of-the-box-thinking is scored high by the respondents from Media & Entertainment industry. However, soft skills such as communication, negotiation, language skills, and confidence are highly desirable in customer/client facing industries such as Retail, ITeS, Hospitality & Tourism and Media & Entertainment.

Industry experts gathered at the Skills Dialogue, a series of high powered panel discussions organised by TimesJobs.com, also echoed similar sentiments and rated team work as the most important skill to climb the success ladder in any organisation. In their view, managing healthy relationship with colleagues only enhances the ability to work in a team. Employers also believe that focusing on employee relationship management can have profound effects on the business growth.

Commenting on leadership skills in a TJinsite poll, 32% of respondents said that the one who empowers the team members is a good manager. A really effective leader sets clear objectives for his team, but leaves most of the detailed judgment and implementation with his team members. The TJinsite survey also showed that leading by example is voted by 28% of the employees as crucial to become a good leader.

As the saying goes, "people leave managers not companies", the TimesJobs.com study also reflects the similar viewpoint. The nature and quality of an employee's relationships with colleagues and superiors is crucial to one's success at job.

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CONCLUSION

Teams always recognize itself as a useful machine in achieving organizations goals. This is because of its characteristics which influence the performance of the organization. Organizational behavior integrates individual process, group process and organizational processes and further these are intergraded to psychology, social science, sociology and other facts. So a team in an organization reacts with all these factors that are why success of an organization always rely on teams. As a result of these teams are formed in organizations to solve management problems as well as to be successful organizations in foreseeable future. The effective work done by the team in business is essentially used to define organization and mutual aid, between the members of an enterprise that form a business. The organization isn't the sole beneficiary of a teaming environment. Team members who participate in successful, effective teams may actually get more in the long run. There is no question that today's emphasis on teams is more than just a management fad. Research work in organizational effectiveness has repeatedly validated the view that teams are valuable to an organization. The aim of this paper has been to show how teams can be done right or they can be done wrong.

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