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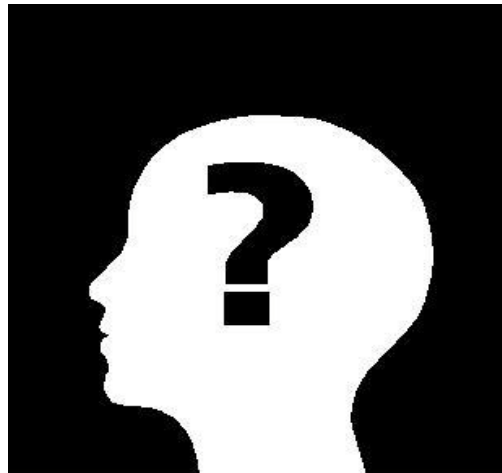
# **Business Studies**

*Section: Teamwork (Chapter 1)*

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## Key questions:

1. Reflect on the importance and relevance of teamwork in different situations to:
  - ensure that processes are properly **planned**, **executed**, **reviewed** and **documented**
  - assess individuals and team success against given criteria
2. Explain the importance of teamwork in big/small projects but also in **formal/informal** situations
3. Discuss issues that impact on working relationships, e.g. Prejudice, beliefs, organisational culture, values, diversity and past experiences



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## Warm-up question

- Henry Ford once said of teamwork: "Coming together is a beginning, staying together is progress and working together is success. "
1. Who was Henry Ford? (2)
  2. Define the concept "teamwork". (4)
  3. Describe **FIVE** characteristics that can be put into practice to ensure that a team has ultimate success. (10)

**[16]**

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## Answers

1. He was the first manufacturer who built cars in mass production. ✓✓ (2)
2. **Teamwork** is a group of people working synergistically ✓✓ ↑ to achieve a common goal. ✓✓  
(4)
3. Choose any **FIVE** of the following:
  - Engage in organisational citizenship behaviour (✓✓)
  - Commit willingly to team goals (✓✓)
  - Help co-workers do their jobs better (✓✓)
  - Share credit (✓✓)
  - Provide emotional support to co-workers (✓✓)
  - Engage in shared laughter (✓✓)
  - Minimise negative attitudes (✓✓) (10)

[16]

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## Revision from Grade 11...

### Team dynamics “how well a team works together”, a constant ‘push and pull’ effect of actions and reactions

- **Best-case scenario:** Everyone gets on, happy with their role, works to the best of their ability. Problems addressed with enthusiasm, open minds and the flexibility to adjust planning. There is enough time, funding, and resources and everyone is patient, friendly and cooperative. (How often do you think this happens?)
- Therefore you need to be able to identify problems early so that the success of the group is not compromised. Problems arise mainly through the following:
  - Lack of communication
  - Lack of strong leadership and management
  - Personality differences
  - Incorrect skills/resources available for the task
  - Lack of direction/clear goals
  - Inadequate role allocation/organisation
  - Lack of commitment from team members
  - Other issues such as **prejudice, beliefs, values and diversity** affecting the interaction of team members
- Other components of team dynamics include **attitude, team briefing, synergy** etc. (Need to watch The Apprentice [Tuesday 19:30, SABC 3])

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# Broadly speaking there are two types of teams, informal teams and formal teams

## ■ Informal teams:

- People who gravitate towards each other due to common interests or shared **goals**
- Members normally fiercely loyal to the team, and will follow their own code of conduct, protecting members against outsiders
- **Advantages:**
  - Sense of identity
  - Friendship and support
  - Opportunity to participate or discuss
  - Being part of an informal communication network- **grapevine**

## ■ Formal teams:

- Created by management to work towards achieving the goals of the organisation
- Organisational goals are only achieved by splitting them into sub-goals for various teams to achieve
- Outcomes that can be achieved in teams include:
  - Produce work
  - Develop new ideas
  - Manage a process
  - Resolve conflict/ problem solve
- **Advantages:**
  - Increased motivation and productivity
  - Decreased costs and wastage
  - Improved decision making (**brainstorming**)
  - Less duplication of effort (learning through others' mistakes)
  - Greater flexibility and the ability to adapt to change

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## Team characteristics and group identity

- Teams that have reached the “norming” stage of the process have the following characteristics:
  - Identifiable membership
  - A shared sense of direction
  - An awareness of, and ability to interact with each other
  - The ability to act in a cohesive and purposeful manner towards a common aim

## Putting a team together...

### Beblin's Team Role Descriptions

<b>Team Role</b>	<b>Contribution</b>	<b>Allowable Weaknesses</b>
1. Plant	Creative, imaginative, unorthodox. Solves difficult problems.	Ignores incidentals. Too preoccupied to communicate effectively.
2. Resource Investigator	Extrovert, enthusiastic, communicative. Explores opportunities. Develops contacts.	Over-optimistic. Loses interest once initial enthusiasm has passed.
3. Co-ordinator	Mature, confident, a good chairperson. Clarifies goals, promotes decision making, delegates well.	Can be seen as manipulative. Offloads personal work.
3. Shaper	Challenging, dynamic, thrives on pressure. The drive and courage to overcome obstacles.	Prone to provocation. Offends people's feelings.
4. Monitor Evaluator	Sober, strategic and discerning. Sees all options. Judges accurately.	Lacks drive and ability to inspire others.



## Putting a team together continued...

### Beblin's Team Role Descriptions continued...

Team Role	Contribution	Allowable Weaknesses
5. Team worker	Co-operative, mild, perceptive and diplomatic. Listens, builds, averts friction.	Indecisive in crunch situations.
6. Implementer	Disciplined, reliable, conservative and efficient. Turns ideas into practical actions.	Somewhat inflexible. Slow to respond to new possibilities.
7. Completer Finisher	Painstaking, conscientious, anxious. Searches out errors and omissions. Delivers on time.	Inclined to worry unduly. Reluctant to delegate.
8. Specialist	Single-minded, self-starting, dedicated. Provides knowledge and skills in short supply.	Contributes on only a narrow front. Dwells on technicalities.

**NB. Establishing different roles is essential for a team to work effectively. Most people will have a primary and secondary role, and in smaller teams, more duplication is necessary in order to accomplish the objectives.**

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## **NB in allocating teams roles to look at the workload to prevent the following problems occurring:**

- **Role overload** occurs when one team member of the team (often willingly) takes on more than he/she can cope with.
- **Role conflict** occurs when more than one member want to play a certain role, and in instances like the role leader, it can lead to conflict.
- **Role ambiguity** occurs when there is a lack of clarity between the roles that members are expected to play.

**Team size is also important. In teams of four or less, there has to be a sharing of roles. In other teams with a particular aim, such as sports teams, the designated roles may be shared by a few people, e.g. Coach, captain, with the 'Activator' roles (players) being the majority. Each team needs to adapt to the restrictions imposed by its resources.**

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**In order for the team dynamics process to be successful, it is important that the following criteria are adhered to:**

**Planning- “If you fail to plan, you plan to fail”**

- Size of the team
- Setting of goals (and alignment with larger goals and mission of the business)
- Identification of skills required within the team
- Timing
  - Proposed starting date
  - Proposed completion date (if definite)
- Availability of team members
- Other resources, e.g. Raw materials, capital, machinery, equipment, premises, stationery
- Detailed team briefing (done by the individual tasked with the forming of the team)

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## The processes of 'storming, norming and performing' are the steps that ensure that the task is eventually completed

Execution- "Unless the planning is **ACTIONED**, it is in vain"

- Important factors that need to be considered to optimise the teams performance:
  - The cohesiveness of the team, and their ability to **communicate** well and work together effectively
  - The ability of team members to align their **personal** goals with those of the **team**, as well as the **organisational** goals
  - The commitment, work ethic, trust and integrity of each team member individually and towards others in the group
  - The leader's ability to lead well, and maintain **respect** and **cooperation** from the team members
  - The team's **flexibility** and ability to solve problems, overcome obstacles and manage conflict

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**Review is the process of ensuring that the task is progressing, and that the goals are being accomplished.**

**Review- is an ongoing process, not merely done at the end of a project.**

■ **During the process:**

- Checking goals for the task are being accomplished (milestones), as well as being integrated with the business's goals
- Ensuring inputs, e.g. Labour are being used effectively
- Monitoring timelines and deadlines
- Ensuring the budget is on track, and if necessary amended
- Looking after team members (happy and productive), ensuring problems are identified and addressed timeously

■ **End of process:**

- Consolidation of the task
- Linking back to goals
- Evaluation and review of the success or failure of project
- Identification of 'lessons learnt': Issues that are transferable and can be used to avoid problems in future tasks of a similar nature

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**If there are any problems or issues that need to be queried, the documentation can be consulted to verify facts**

**Documentation- both during and after the team process it is essential that accurate documentation is kept**

■ Important documentation:

- Minutes of meetings
- Plans: e.g. designs, engineering drawings, maps, business plans
- Budgets
- Timelines
- Gantt charts
- Memorandums
- Letters, copies of emails and other correspondence sent
- Contracts

.... the list is endless, and will be different for each task that is tackled

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## Empowering teams can be a very effective way of gaining their cooperation and loyalty

Creating a **win-win** situation where a team is working together towards both individual and mutual benefit (moving from an **autocratic** to a **democratic** management)

### ■ Potential advantages:

- Improve creativity and commitment
- Saving time, preventing wastage of resources
- Making better use of talent and capital
- Builds self esteem and a sense of achievement on an individual level

### ■ To empower team members, management has to commit to:

- Adequate **training** for employees to cope with the tasks at hand
- Sufficient **resources** (staff, capital, time and other) to complete the task
- An **environment** that is conducive of trust and acceptance of creative and innovative thinking
- Back-up systems (admin and managerial support)
- **Incentives**, rewards, praise and acknowledgement to motivate effort
- Creating the appropriate **structures**, so that key employees can operate successfully