

The following material has recently been used to great success with management and leadership teams. If you'd like to learn more, please review our Programs and contact us at www.leadershiptransformationgroup.com



Management Skills: Teamwork and Establishing “Conditions of Workability”

Teamwork

“The One and the ALL”

A natural tension exists in a team setting between the encouragement of independent effort and the encouragement of interdependent effort. You experience this often as the supervisor and manager of a department where crises may happen every day. Sometimes you need to work together, especially with another supervisor. Other times, you must be effectively monitoring a team member who is involved with placement work related to an important case. Managing this tension between working together and helping your team members (and you!) working independently requires a simultaneous concentration on "the one" and "the all."

A team will only be successful if it is managed from both the “outside-in” and the “inside-out.” The outside-in means, that the team must be organized and setup in such a way as to define the role and participation of each person on the team in order to complete the entire puzzle. That’s why we are going to establish “Conditions of Workability” for this team—our training team. The inside-out means that each team member must provide individual and interdependent effort to ensure the completion of all parts of the puzzle. That is why each skill area is for you to learn and develop on your own *and* for the good of your department and your organization

Teamwork brings the benefits of more talent and resources than one person can bring to a problem. Along with the personal development of each team member comes the synergistic benefit of group work. Often, one plus one *does* equal three!

Understanding Total Quality Management



What is teamwork? Teamwork is cooperative and coordinated efforts by a group acting together in an atmosphere of voluntary trust and accountability to achieve a common goal. When you think about it, teamwork is a distinct form of group behavior. When people work together as a team, they surrender some measure of personal ego and self-interest for the pursuit of common goals and collective success. A high performance team is marked by the understanding that each team member has what it takes to win. This is how you want your team to function. A team win becomes a personal win.

The Value of Teamwork: Conditions of Workability as a Foundation for Trust

The transformation from “organizational work group” to “team” is a unique process. Teams start out as work groups made up of individuals. A training group starts like this if things work well, until along the way, something begins to happen among the members of the group. They begin to trust one another with personal information. They come to know each other’s strengths and weaknesses. They begin to back each other up and offer support and appreciation. They become more open with one another. Success of the team becomes paramount. If things don’t work well, the opposite can occur: people work hard but in isolation; information becomes power to hold rather than to share; mistrust and gossip replace clear information in a trusting atmosphere.

The Contract we are going to work on is called Conditions of Workability. Done together, it becomes the basis for how this training team will work together, support each other and share information. Done well, its standards and behaviors become a model for what your own departments can model back at work. As a manager or supervisor of an important department, you may, someday, wish to establish one for yourself!