

DSC SPEED READS

MANAGEMENT

Team Building

Brian Rothwell



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DIRECTORY OF SOCIAL CHANGE

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Introduction

Who will this book help?

This practical guide will help all managers who are responsible for the performance of others. In particular it will aid individuals who are new to management, and it will add value to managers who are unused to building a team and those who recognise that they have a problem with the concept.

Building a team is not an easy task because teams are often inherited groups of people that have not been chosen with 'teamness' in mind. Individuals may have been selected for the technical skills that they can add to the team equation rather than their role as supportive team members. Team building requires effort and perseverance, often in the face of discouragement and disappointment. It does not work all of the time. Ask any elite coach of a sports team activity and they will tell you that this sense of teamness is an elusive goal that is rarely achieved.

What will it give you?

This book provides guidance on how to make sure that team building works well and, as a consequence, should help to bring about greater managerial satisfaction. Adhering to these guidelines will enable you to get a job done more efficiently and to develop members of staff as team players.

Chapter 1

What is a team?

This chapter defines a team and looks at what makes a team great. It looks at the three qualities that a successful team should possess, and how to achieve this.

A team is a group of people who are working together for a common purpose. Boards of directors need to work together as a team. So do senior managers, departmental members, project groups, customer support teams and volunteers. The issues involved in building a team remain the same, irrespective of seniority.

A team differs from a professional association in that the team members have a sense of direction, belonging and identity. The members use these three senses to produce results that are not only quantitative and can be measured, but also qualitative: in terms that indicate how the team members feel about their jobs and colleagues.

A sense of direction

A sense of team direction comes from:

- a team vision
- team members knowing they have to play to each other's strengths and compensate for each other's weaknesses, in order to bring the vision into reality.

A group of people cannot become a team without a vision or goal in which all the members believe. A vision provides individuals with the hope that the future will be better than the present. However, it is more than that. Having a clear idea of how things could be, and the direction in which the team is heading, enables everyone to make the day-to-day small decisions to move towards the big picture.

All the members cannot be outstanding performers at every task that the team is required to perform. Some are better at certain tasks than others and vice versa. Good teamwork involves playing to each individual's strengths and compensating for their weaknesses by helping them out as necessary. This only happens when everyone is working as a team.

A sense of identity

A sense of identity is brought about when the team:

- shares the same set of values
- has a set of agreed behavioural rules
- produces outstanding results by taking risks together.

Values are the deeply-held beliefs that guide our actions or make us feel uneasy or guilty on occasions. If one of our values is honesty, we may feel guilty at telling a little white lie, even if our motives are good. Being clear about what team values are makes it easier to get along together and makes team decision making so much easier. In order for a team to aspire to greatness, it is important that it shares the same set of values.

Teams also need to know how to behave, both when they are together and apart. Without such a set of rules, team greatness cannot be achieved.

Top tip



Create guidelines:

'Our Black Book of Teamship Rules is fundamental to coaching... I wouldn't even run a business without one now.'

Sir Clive Woodward,
elite sports coach

DSC Speed Reads

Aimed at people who are short on time and need to absorb information quickly, these indispensable guides are:

- **Accessible** – practical guidance on a wide range of subjects
- **Condensed** – distilling experience and expertise in just 32 pages
- **Clearly signposted** – Top Tips, Case Studies and Where Next ideas

Covering a wide range of topics and building into an invaluable library, Speed Reads are an essential addition to any bookshelf.

Team Building

Team building requires effort and perseverance, often in the face of discouragement and disappointment. This book provides guidance on how to ensure that team building works well and, as a result, will help you enjoy greater managerial satisfaction.

Brian Rothwell is a graduate of the London School of Economics and Political Science and has worked for over 25 years in business. He is now a freelance coach, lecturer and writer. He is co-author of *Leadership 101*, also published by DSC.



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