



Chapter 11

Teamwork Skills



11.1 Teamwork

- Corporations develop teams for many reasons
 - Projects are becoming increasingly complex
 - Projects often span international borders, and require workers all over
 - Projects are requiring more speed, which require more workers

11.2 What Makes a Successful Team?

- A common goal
- Leadership
- Each member makes unique contributions
- Effective communication
- Creativity
- Good planning and use of resources

11.4 Team Leadership

Structures

- Traditional: One leader, who directs subordinates. Leader typically is the only one who “speaks”.
- Participative: Leader is closer to individual workers.
- Flat: There is no “leader”. All members are equal. The leadership “moves” with the situation to the worker with the most expertise in a given subject



11.5 Decisions within a Team

- Consensus: All team members agree on a decision
- Majority Rule
- Minority/Committee decision
- Expert input



11.7 Grading a Team Effort

- Did the team accomplish its goal?
- Were results of a high quality? If not, why?
- Did the team grow throughout the process?
- Evaluate the team leader
- Evaluate the other members of the team
- Evaluate your own contribution to the project