

TEAM DEVELOPMENT MODULE T1 ~ BUILDING EFFECTIVE TEAMS

LESSON 1 ~ COURSE INTRODUCTION

Effective teamwork is essential to success in the modern workplace. A team whose members work well together can outperform even the most talented collection of individuals working in isolation. In a very real sense, the "team" is greater than the sum of its parts. In this course, you will learn to:

- Establish direction and goals for teams using a team charter
- Define roles and rules to clarify the responsibilities of team members
- Establish accountability to provide both positive and negative consequences for the behaviors of team members
- Identify positive team behavior to encourage cooperation and collaboration
- Make teamwork part of the corporate culture

LESSON 2 ~ ESTABLISHING DIRECTION AND GOALS

Before effective teamwork can take place, all participants must fully understand the reason the team exists, the goal of the team, their collaborative and individual responsibilities, and when these responsibilities must be fulfilled. All this information is communicated in a document known as the team charter. Without one of these, your team may be doomed. After completing this lesson, you should be able to:

- Explain the purpose of a team charter
- List the key elements contained in a team charter

THE FIRST TEAM MEETING

Joyce: ...and with the increased revenue, the Mid-West might just become our most profitable market by the end of next quarter.

Simon: I think you're right. The new price point doesn't appear to have any negative effects on demand. That's amazing. I'll go ahead and send this to the board; they'll be delighted by the news. And speaking of delightful news I have something important to tell you.

Joyce: Sure. What is it?

Simon: All your hard work on the Mid-West market analysis and new pricing schedule hasn't gone unnoticed by upper management.

Joyce: Really? I guess that is good news.

Simon: It sure is. They are so impressed, they've decided to create a new team to scrutinize all our markets and look for other ways to maximize revenue.

Joyce: That'll be a huge project, but I can see how valuable it might be in the long run.

Simon: I'm really glad to hear that, because they'd like you to lead the team.

Joyce: I'd love to!

Simon: I thought you would. It's right up your alley. Now, here's a list of ten candidates. Talk with them and with their managers, and then choose the four who you think will form the best team.

Joyce: I'll start scheduling appointments this afternoon. I'd like to have our first team meeting as soon as possible.

Simon: Excellent! If I can help in any way or if you need any advice at all, be sure to let me know.

Joyce: Thanks, Simon.

Joyce: Welcome to the Market Analysis Team kick-off. As you might have guessed, this is going to be a huge project, but I feel confident in the abilities of everyone here. I believe our work on this team can have a significant impact on our revenues. Now, because some of you don't know each other yet, I thought we'd spend some time working through a few exercises to help us learn more about one another. These are supposed to be fun, so don't worry about being a little silly. Before we get started, though, does anyone have a question? Comment? Anyone? Ah, Jane. Everyone, this is Jane Simmons. She'll be building our database.

Jane: Um, yeah. Hi, everybody. Uh, I just started on another big project to streamline the auditing process in purchasing. And I was wondering how being on this team might affect my schedule on that project?

Sam: Yeah, and I'll be doing all the fact-checking for the annual report coming up in June.

Team member: And I'm going on family leave the last three weeks in July. Will that push back the deadlines of the deliverables?

Joyce: Those are all really great questions... And we'll get into team specifics at the next meeting. Are there general team questions? Sam. Everyone this is Sam Melendez. He'll be doing all our demand forecasting and price modeling.

Sam: Hey. Yeah, I'm not totally clear on the purpose of the team. Are we looking at the markets to make pricing suggestions only? Will we be looking at costs, too?

Team member: Yeah, what are we actually producing? Are we writing a new pricing policy or revising the old one?

Jane: And what's the life-span this project? Is this kind of analysis going to be on-going or a one-time task?

Joyce: Again, those are all really good questions. And frankly, I didn't really prepare to answer them at this meeting, but I promise I'll have answers for you at the meeting on Monday. So, let's get right at the first team-building activity. Okay, for this one, we'll briefly break up into pairs and...

Simon: So how'd the first team meeting go?

Joyce: Simon, it was a train wreck, an absolute train wreck.

Simon: What? It couldn't have been that bad. What happened?

Joyce: Well, I had this "great idea" about making the kick-off meeting all about team building. You know, with some fun activities.

Simon: I see. So, then what happened?

Joyce: Well, before we even got to the first activity, they start asking all these questions about the purpose of the team, the goals of the team, the team schedule, and on and on. I simply hadn't prepared that information for them. The meeting got off to such a bad start that everyone became really guarded, so the exercises just seemed lame.

Simon: It sounds like you might have jumped the gun a bit. "Team building" isn't just about "ice-breakers" and "fun activities." It's about understanding and accepting the team's mission and its goals. For example, they'll want to know how working on this team will affect their other job responsibilities.

Joyce: That makes sense.

Simon: Your team members deserve to know when tasks are to be completed, what their various roles are, what team behaviors you expect of them, and how they'll be held accountable.

Joyce: You're right. I need to show them that being on this team isn't just an additional burden. They need to see how it fits into their normal workflow. I'll get all this information together for Monday's meeting.

Simon: Great! You know, I've got a light schedule for a couple of days, so I could help you, if you want. I think the best place to start is with a team charter.

Joyce: I'd really appreciate all the help I can get. So what's a "team charter?"

TEAM CHARTER

The team charter is a brief document that gives direction to individual team members and to the team as a whole. It is not a day-to-day chronicle of the team's activities. Rather, it is a big-picture document that presents the team's overall direction in broadly stated terms. It should contain the following information:

- **Mission statement**
- **Goals**
- **Assignments**
- **Schedules** with deadlines

The charter can be developed by higher management, by the team leader, or even by the team members. Regardless of who writes the charter, it must be approved by higher management.

DIFFERENT TYPES OF TEAMS

The following approaches are recommended for the development of team charters for the different types of teams. These are not hard and fast rules.

- **Standing committees** are usually chaired or staffed by a professional with the appropriate expertise. The related professional drafts the team charter for the approval of higher management. When there is no related professional for a given standing committee, higher management develops the team charter.

- For **improvement teams**, higher management selects the team members and designates one of them as the team leader. The team leader is given broad parameters and is expected to draft a charter with the assistance of all team members. Finally, the charter must be approved by higher management.
- For **work teams**, higher management should provide the team leader with either a mission statement or sufficient information to develop one. Then the team leader develops the goals, assignments, schedules and deadlines. Finally, the charter developed by the team leader is approved by higher management.

TEAM MISSION STATEMENT

The mission statement explains the team's reason for existing. A mission statement should be written in terms **broad** enough to encompass the team's total responsibilities, but **specific** enough to allow progress to be measured. Team mission statements should answer the question: **Why does the team exist?** It should also be **brief**.

TEAM GOALS

The details of the team's responsibilities are outlined in the team goals section of the charter. By informing team members of the team's specific responsibilities, team goals help members see how they fit into the big picture — something every employee wants and needs to know. Effective goals all have these characteristics:

- **Relate to mission statement:** they are tied directly to the mission statement.
- **Focus on a single-issue:** they have a single-issue focus.
- **Help explain mission:** they answer the question: What does the mission statement mean?
- **Describe results:** they show specifically what the team is supposed to accomplish.

TEAM ASSIGNMENTS

The list of assignments is the most specific component of the team charter. There is an important balance to be achieved in developing the assignments. On the one hand, each team member must be able to see clearly what his typical assignment within the team is. On the other hand, assignments in a team charter are not so rigid that they cannot accommodate on-the-spot changes by the team's leader. The assignment component of the team charter conveys information about the tasks that, on a given day unless otherwise specified by the team's leader, each employee should be working on.

TEAM SCHEDULES AND DEADLINES

How specific the schedules and deadlines in team charters should be depends on the type of team. With work teams, schedules and deadlines are usually tied to specific projects, so they must be updated when one project is completed and another is started. Schedules and deadlines are even more important for improvement teams and standing committees than they are for work teams, because such teams are ad hoc in nature. People who serve on ad hoc teams still have their real jobs to do, so they need to know precisely when their ad hoc work is due so that they can schedule it around their daily responsibilities. With ad hoc teams, it is important to schedule not just hard-stop deadlines, but intermediate checkpoints as well. This enables the team leader to monitor progress, because he typically does not interact with his ad hoc team members as frequently as work team leaders do.

SUMMARY

In this lesson, you learned that the purpose of the team charter is to give direction to individual team members and to the team as a whole. You also learned that an effective team charter consists of a mission statement, team goals, assignments, and schedules with deadlines.

LESSON 3 ~ DEFINING ROLES AND RULES

Few people naturally work well in teams. Luckily, most people can learn to work effectively in teams provided all the prerequisites are in place. To work effectively in teams, people need to understand their roles, the role of their team leader, the roles of other team members, and the ground rules for the team. After completing this lesson, you should be able to:

- Explain the role of the team leader
- Explain the roles of team members
- Develop ground rules for team members

THE SECOND TEAM MEETING

Simon: So how'd your second team meeting go?

Joyce: Much better. You were right about having a team charter. It seems like everyone is starting on the same page.

Simon: That's great. Now you need to keep everyone on the same page by establishing clear roles and ground rules with the team.

Joyce: Okay. Where should I start?

Simon: Well, let's start with you. Let's write of description of your role as team leader.

TEAM LEADER

Team leaders can go by many different names, depending on the nature and preferences of the company, and on the type and size of the team. They may be called team leader, team captain, department head, or even CEO. But regardless of the name, someone must be in charge for the sake of role clarity and accountability. The team leader of any kind of team typically has the following responsibilities:

- **Monitoring and evaluating** the performance of individuals and the team as a whole
- **Serving as liaison** between the team and the rest of the organization
- **Being accountable** for the team's performance

These are but a few of the many duties of team leaders.

TEAM MEMBERS

It is important that team members make a positive contribution to the team. The following strategies help individuals in the workplace participate effectively on a team.

- **Get Acquainted** ~ First, get acquainted with your fellow team members as soon as possible. Let them know who you are and what you can contribute, but more importantly, find out who they are and what they can contribute.
- **Learn the Mission** ~ Be sure you have a clear understanding of the team's mission. Team members cannot contribute to the team's mission if they don't know what it is.
- **Be Prepared and Participate** ~ Before attending a meeting, prepare. Familiarize yourself with the agenda, read through the minutes of the last meeting, review any personal notes you might have taken, and write down any concerns you have or issues you want to raise. During the meeting, state what you have to say accurately and succinctly.
- **Stay in Touch** ~ Good team members stay in touch between meetings and communicate frequently. Keep fellow team members up to date on your progress, and ask for their help with problems.

WHY HAVE GROUND RULES?

Ground rules are absolutely crucial to any team because people like to know what they can do and say without stepping on someone else's toes. Such boundaries are especially important when people interact in groups because group interaction magnifies the opportunities for misunderstanding, miscommunication, discord, strife, and conflict. Every individual on a team has her own personality, goals, motivations, ambitions, and way of doing things. Add to this the fact that people differ in so many ways and you begin to see why clear boundaries are so important in groups.

GROUND RULE APPROACHES

- **Individual Ground Rules** ~ Some companies allow individual teams to develop their own ground rules. This approach has the benefit of buy-in: when teams develop their own ground rules, they are more likely to accept them and to enforce them through peer pressure. On the other hand, this approach lacks the advantage of uniformity. When every team has a different set of ground rules, problems among teams can occur, especially when individuals serve on more than one team.
- **Uniform Ground Rules** ~ In an attempt to prevent such problems, some companies develop uniform guidelines that are distributed to all teams. This approach has the benefit of company-wide uniformity, but it can fall short when it comes to employee buy-in.

These two approaches seem to be mutually exclusive and to represent an irreconcilable dilemma. Luckily, there are guidelines for developing ground rules that achieve both buy-in and an acceptable measure of uniformity.

DEVELOPING TEAM GROUND RULES

To develop team ground rules that encourage member buy-in and company-wide uniformity, follow these four steps.

- **List Standard Issues** ~ Form a cross-functional ad hoc committee to develop a standard list of issues teams should consider when developing ground rules.
- **Request Feedback** ~ Circulate the draft list of issues among all employees' company-wide, and ask for their input.
- **Revise Issues** ~ The ad hoc committee finalize the standard list of issues based on employee input.
- **Circulate the Final List** ~ Give all team leaders the standard list of issues or behaviors to use as a guide when working with their respective teams to develop ground rules.

SUMMARY

In this lesson, you learned about the roles of the team leader and of team members. You also learned that ground rules are crucial to the success of any team because they help prevent misunderstanding, miscommunication, discord, strife, and conflict.

LESSON 4 ~ ESTABLISHING ACCOUNTABILITY

When there are expectations, there must be accountability. Team leaders, the team as a whole, and individual team members must be held accountable for the performance of the team. Accountability, by its very nature, implies consequences — either positive or negative based on how individual behaviors affect the performance of the team. After completing this lesson, you should be able to:

- Explain how to build a foundation for accountability
- Distinguish between formal and informal accountability
- Relate the concept of accountability to team leaders and to team members

ESTABLISHING ACCOUNTABILITY

Simon: *Before we review your quarterly performance appraisal, we should probably talk about what plans you've made for assessing your team's performance.*

Joyce: Frankly, we've been so busy getting the team up and running that I haven't really given it much thought.

Simon: *Well, now that the team is busy analyzing all that market data, you should probably take some time and formulate an accountability plan to share with the team members.*

Joyce: I do have high expectations for this team. Where should I start?

Simon: *Start by making a list, even if it's a long list, of your expectations for the team as a whole and for each individual member. When you're finished, we'll start formalizing the plan.*

Joyce: Great! I can start my list this afternoon.

Simon: *Excellent. Now, let's talk about your success last quarter....*

BUILDING A FOUNDATION FOR ACCOUNTABILITY

One of the worst mistakes a company can make is to hold teams accountable for performance without giving them the support and resources needed to perform. An effective program of team accountability is like a house: it must be built on a solid foundation. There are four components that form the necessary foundation for holding teams accountable for their performance.

- First, team members must ***understand what is expected*** of them individually and of the team as a whole.
- Second, team members should ***understand how fulfillment of expectations will be determined***.
- Third, team members must be ***given the training necessary*** to fulfill the expectations.
- And fourth, the team must be ***given the resources and support*** necessary to fulfill the expectations.

FORMAL VS INFORMAL ACCOUNTABILITY

There are both formal and informal types of accountability.

- ***Formal*** ~ Formal accountability involves two processes. The first is written evaluations of the team's performance based on accomplishment of the team's charter. And the second involves evaluations of team members based on adherence to the team's ground rules. Formal evaluations are an important part of team accountability. If you want to ensure and improve performance, you must measure it.
- ***Informal*** ~ In addition to formal evaluations, it is important to establish informal accountability in teams. Informal accountability also has two components: ongoing monitoring by the team leader, and ongoing monitoring by fellow team members. Teams work best when team members enforce their own rules through peer monitoring. People are susceptible to peer pressure for most of their lives, and this is as true of positive peer pressure as it is of negative. The root of effective peer monitoring is strong, close, caring relationships among team members.

ACCOUNTABILITY FOR TEAM LEADERS

The team leader is the person with primary responsibility for the team's performance. Along with responsibility comes accountability.

- ***Comparative Assessment*** ~ Accountability for a team's performance should be based on a formal assessment of the team's actual performance compared with its expected performance as set forth in the charter. When uncontrollable factors prevent or inhibit accomplishment of a goal, the team leader is responsible for apprising her supervisor of the circumstances and negotiating appropriate revisions to the charter. The only way to change expectations is to change the charter. This comparative assessment is the first component in the accountability equation for team leaders.
- ***Periodic Performance Appraisal*** ~ The second component is the team leader's regular, periodic performance appraisal. Team leaders typically have other responsibilities beyond their team-related duties. Consequently, team leaders undergo periodic performance appraisals that address all aspects of their jobs.

ACCOUNTABILITY FOR TEAM MEMBERS

Whereas accountability for team leaders begins with the charter, accountability for team members begins with the ground rules. This is yet another reason why it is so important to develop a comprehensive set of team ground rules and to involve all team members in the development of those ground rules. A comprehensive performance-appraisal form would include positive team behaviors, as well as criteria for assessing the individual's technical work skills. The results of a teamwork appraisal should always be used by the individual's supervisor when conducting the regular, periodic performance-appraisal. Tying together teamwork performance with all other aspects of on-the-job performance is critical.

PEER ACCOUNTABILITY

When it is done right, peer accountability can be the most effective form of accountability in teams. The more teammates hold each other accountable, the less supervision is required to get the job done. To establish effective peer accountability, team leaders in the workplace must dutifully perform the following:

- **Set a Good Example** ~ Set a positive example of the behaviors expected of team members
- **Repeat Expectations** ~ Reiterate what is expected of the team, especially the ground rules
- **Discuss Accountability** ~ Talk openly and frequently about peer accountability
- **Reinforce Accountability** ~ Reinforce peer accountability

SUMMARY

In this lesson, you learned that there are four components to establishing team accountability. You also learned the difference between formal accountability and informal accountability. Finally, you learned that accountability for team leaders begins with the charter, and accountability for team members begins with the ground rules.

LESSON 5 ~ ESTABLISHING POSITIVE TEAM BEHAVIORS

Truly effective team members understand the "Golden Rule" very well. They consciously exhibit the altruistic behaviors and attitudes that they would like to see exhibited by other members of the team. After completing this lesson, you should be able to:

- Identify behaviors that encourage collaboration and cooperation among team members

OFFICE GOSSIP

Sam: Have you heard the big news?

Joyce: News? No, I haven't heard anything. What is it?

Sam: Well, I have it from a VERY reliable source that Helen is going through a really messy...

Joyce: Stop right there. I don't want to hear another word. That's gossip, and it's none of my business. I wouldn't want other people talking about my affairs, so I won't discuss theirs.

Sam: Okay. I'm really sorry about that.

SELFLESSNESS

Most people admire selfless behavior when they see others display it. To have any value in a team setting, selflessness must be more than an admirable concept. It must be proactive behavior displayed consistently. Some behaviors that convert the concept of selflessness into action are as follows:

- **Be Generous** ~ Give to other team members. Few things build unity in a team faster or better than generosity.
- **Avoid Gossip** ~ Refuse to gossip. Few things can have a more deleterious effect in a teamwork setting than gossip.
- **Encourage Cooperation** ~ Avoid territorial behavior. Creating an environment in which survival is equated with cooperation rather than territoriality.
- **Show Loyalty** ~ Be loyal to teammates. Loyal teammates can be counted on to protect the best interests of the team. They take care of each other, help each other, and improve each other.

HONESTY AND INTEGRITY

Teamwork is built on trust, and trust is built on honesty and integrity. Put another way, **honesty and integrity are the foundation of trust**, and trust is the foundation of teamwork. Teammates depend on each other every day in ways that affect them personally, such as job performance, job security, wages, and promotions. It is difficult, under even the best of circumstances, for people to place their personal interests in the hands of others, even if only partially. Trust, honesty, and integrity make this possible.

DEPENDABILITY

Dependable people consistently do what they are supposed to do when they are supposed to do it and in the way they are supposed to do it. Dependability means more than just doing one's best. It means

doing what is necessary to get the job done within the bounds of ethical behavior. Dependable team members have the following characteristics:

- **Dutiful** ~ They follow through on promises, and they complete what they start.
- **Punctual** ~ They are punctual.
- **Responsible** ~ They take responsibility and are accountable.
- **Helpful** ~ They chip in to help others.

ENTHUSIASM

People who are enthusiastic about their work typically do it better. This is not to say that competence is irrelevant – quite the contrary. Enthusiasm without competence is like fire without light. Enthusiasm can multiply the positive effects of competence, however. The good news is that enthusiasm is contagious. The bad news is that negativism is also contagious. Every team faces difficulties and barriers. Enthusiasm can help team members persevere when the road gets rocky. The best defense against negativism is enthusiasm. The following strategies can help you be enthusiastic in the face of adversity, boredom, or other work-related difficulties:

- **Chose Enthusiasm** ~ Choose to be enthusiastic. Enthusiasm is an attitude, not an emotion. Whereas an emotion is an involuntary response to the exigencies of life, an attitude is a chosen response.
- **Be Positive** ~ Think positively. A positive attitude engenders enthusiasm even when you don't feel enthusiastic.
- **Seek Enthusiasm** ~ Seek out enthusiastic people. Like laughter, enthusiasm is one of those contagious behaviors.

INITIATIVE

Initiative means recognizing what needs to be done and doing it without waiting to be told. In teams where initiative is the norm, one never hears team members say, "That's not my job". Instead, one observes people who get their jobs done and then look for ways to help their teammates get their jobs done. Team members with initiative approach their jobs as if they are team leaders. They consistently look beyond their specific duties to find ways to make the team as a whole perform better. When they see a need, they take care of it.

PATIENCE

Working with others in a team is a difficult challenge for many people because of the natural human tendency to be individualistic. We all like things to be done our way, but this is usually not possible whenever two or more people are involved in a common enterprise. This human preference for doing things my way can lead to tension and conflict in teams, especially during the formative stages of their development. Given sufficient time and attention, however, most people can learn to suppress their individualistic tendencies in favor of doing things the team way. Consequently, **patience is a must in teamwork**. It takes time to mold a group of individuals into an effective team, and it takes patience to give the transition process the time it needs to work.

TOLERANCE AND SENSITIVITY

People who work in teams differ in many ways. They can be different in terms of gender, race, national origin, age, and religion. They can have cultural differences or different political outlooks. The modern workplace is an increasingly diverse environment. If properly handled, diversity can strengthen a team. Different outlooks, opinions, and perspectives can be very valuable to a team trying to find innovative, creative solutions to problems. But to benefit from diversity, team members must be sensitive to and tolerant of individual differences. Team members who can relate only to people like themselves will cause dissension and do not make good team players. In a team, the central issue of human interaction should be performance, not race, gender, culture, or any other characteristic that has no bearing on the team's effectiveness.

SUMMARY

In this lesson, you learned that team members can demonstrate positive team behaviors by exhibiting selflessness and generosity, by avoiding gossip, and by encouraging cooperation and loyalty. You also learned that honesty, integrity, dependability, and enthusiasm are qualities that promote team effectiveness. Finally, you learned that initiative, patience, sensitivity, and tolerance are behaviors which promote positive human interaction.

LESSON 6 ~ MAKING TEAMWORK PART OF CULTURE

What does it mean when we apply the term "culture" to a company? Simply put, the culture of a company is the sum of the beliefs that guide the behaviors and practices of the employees. A company's culture determines what is accepted as the normal way of doing business in that company. If employees practice positive teamwork behaviors only when being observed by a supervisor, teamwork is not yet a part of the company's culture. After completing this lesson, you should be able to:

- Demonstrate how to plan a teamwork culture
- Explain methods for cultivating positive team behaviors within a company

MAKING TEAMWORK PART OF CULTURE

Simon: How's everything going with that new team of yours?

Joyce: Great! We've ironed out all those initial wrinkles, and everything seems to be going smoothly.

Simon: Glad to hear it. Looks like my job is about done then.

Joyce: Hardly. I'm still new to leading teams, so I'll keep looking to you as a role model.

Simon: Thanks. But don't forget that you're a role model as well. Your team members will be watching your behaviors carefully, so you've always got to demonstrate commitment and expect your team members to set good examples too.

PLANNING FOR A TEAMWORK CULTURE

Stated simply, good teamwork is good business. Companies that hope to thrive in a competitive marketplace must adopt strategies that will give them a competitive advantage. Establishing a teamwork culture is a way to gain a strategic advantage. To understand how teamwork fits into a strategic plan, one must first understand the various components of a strategic plan. These components are:

- **Vision**
- **Mission**
- **Guiding principles**
- **Broad strategic goals**

VISION

A company's guiding force, the dream of what it wants to become, and the heights to which it aspires should be evident in its vision. A vision is like a beacon in the distance toward which the company is always moving. Everything about the company — its structure, policies, procedures, and allocation of resources — should support the realization of its vision. A well-written vision statement, regardless of the type of company, has the following characteristics:

- **Comprehensible** ~ It is easily understood by all stakeholders.
- **Brief** ~ It is briefly stated, yet clear and comprehensive in meaning.
- **Challenging** ~ It is challenging, yet attainable.
- **Lofty** ~ It is lofty, yet tangible.

MISSION

The mission describes who the company is, what it does, and where it is going. In developing the mission statement for any company, the following rules of thumb apply:

- **Define Identity** ~ Describe the who, what, and where of the company, making sure that the who component describes the company as a team.
- **Be brief**, but comprehensive. Typically one paragraph should be sufficient to describe a company's mission.
- **Communicate Accurately** ~ Choose wording that is simple, easy to understand, and descriptive.
- **Focus on the "What"** ~ Avoid how statements. How the mission is to be accomplished is described in the strategies section of the strategic plan.

GUIDING PRINCIPLES

Guiding principles are written statements that express a company's core beliefs and corporate values. These principles establish the framework within which the company will pursue its vision and mission. In a company dedicated to the teamwork philosophy, there must be a guiding principle that speaks to the issue.

BROAD STRATEGIC GOALS

Broad strategic goals translate a company's mission into measurable terms. They represent actual targets the company aims at and will expend energy and resources trying to achieve. Broad goals are more specific than the mission statement, but they are still broad. They also fall into the realm of what rather than how. Well-written broad strategic goals have the following characteristics:

- **Specific** ~ They are stated broadly enough that they don't have to be continually rewritten, yet specifically enough that they are measurable.
- **Focused** ~ They are each focused on a single issue or desired outcome.
- **Aligned** ~ They reflect to the company's mission and guiding principles.
- **Clear** ~ They clearly show what the company wants to accomplish.

MODELING POSITIVE TEAMWORK

In a teamwork setting, it is important that managers and supervisors set a positive example of the behaviors they expect of employees. To be positive role models, they must practice these behaviors consistently. If they want employees to be effective team members, managers and supervisors must be effective team leaders. Always remember that detractors will look for any excuse to reject the teamwork philosophy (or any other innovation they don't like). Don't let your poor example be their excuse.

EXPECTING POSITIVE TEAMWORK BEHAVIORS

For teamwork to become a cultural habit in a company, two things must happen.

- First, all people in positions of authority must expect employees to practice positive teamwork behaviors every day.
- Second, employees must expect each other to practice teamwork behaviors so that peer pressure becomes a major enforcer of expectations.

There are several ways managers and supervisors can show employees what they expect. Some of these include:

- Company's Strategic Plan
- Employee Job Descriptions
- Performance Evaluations
- Reward/Recognition System
- Teamwork Commitment Statement

DEMONSTRATING COMMITMENT

One of the best ways to demonstrate a commitment is to put it in writing. When you put your commitment in writing and share it with stakeholders, you have established both expectations and accountability. There are a couple of important points to be made about such a statement.

- First, a company's teamwork-commitment statement should be the product of the input of all stakeholders.
- And second, the final approved commitment statement should be widely disseminated among all stakeholders.

MONITORING & EVALUATING TEAMWORK BEHAVIORS

Measuring performance creates accountability and allows performance to be gauged. If a given behavior is expected of employees, they should be held accountable for it. The principal way of doing that is through performance appraisals. If properly done, these evaluations measure employee performance in the areas that are most critical to the company's success. Consequently, it is important for companies to monitor teamwork behaviors daily and evaluate them periodically as part of the regular performance-appraisal process.

REINFORCING & REWARDING TEAMWORK BEHAVIORS

Attempts to institutionalize teamwork will fail unless they include implementation of an appropriate compensation system. In other words, if you want teamwork to work, make it pay. This does not mean that employees are no longer compensated as individuals; the most successful compensation systems combine both individual and team pay. This is important because few employees work exclusively in teams. The typical employee, even in the most team-oriented organizations, spends a percentage of his time involved in teamwork and a percentage involved in individual activities. Even those who work full time in teams have individual responsibilities carried out on behalf of the team.

SUMMARY

In this lesson, you learned that building a culture of teamwork begins with a company's strategic plan. Strategic plans are made up of four components: vision, mission, guiding principles, and broad strategic goals. You also learned methods for nurturing a corporate culture that values positive teamwork behaviors.