



“TEAMWORK”



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THE MEANING OF TEAMWORK

teamwork It is one type of group work (Group Work). All teams are organized into working groups. But every team group may not always be a team. Since working in a group is the work of two or more people for work that interacts with each other and has a common goal. There are many ways of working. There is a coordinated work to achieve the goals set together



CONCEPT OF TEAMWORK

Scholars interested in teamwork include Douglas McGregor in *The Human Side of Enterprise* (1960) and Rensis Likert in *New Patterns of Management* (1961).

McGregor has this to say about the nature of teamwork:

1. The atmosphere of the organization that is symbolic, relaxed, not too stressful.
2. There is an open discussion about individual contributions.
3. Group Tasks or Objectives All members have understanding and acceptance.
4. Group members accept each other's reasons.
5. When there is a conflict must solve problems together There will be no escaping problems.
6. Have a decision with majority opinion
7. Criticism is honest.
8. Everyone is free to express their feelings.
9. Operation assignment It has been well accepted by the people involved.
10. Clan Leaders Can't Fight for personal power The key point is that it's not up to anyone to control. But it depends on how to make the work successful.
11. The group has the freedom to work for each member. There will be stops to inspect the work periodically.

CONCEPT OF TEAMWORK

Rensis Likert describes group work as follows: 24 Points

1. Group members have skills. in matters of leadership and roles of members
2. Groups are effective and working relationships must be good.
3. All group members must be honest.
4. Group members and leaders must have high trust with each other.
5. Values and goals must arise from the satisfaction and needs of the members.
6. All member operations must be patient. to achieve the group's values and goals
7. If group values become more important, how much? Group satisfaction is even more important accordingly.
8. Group members encourage each other. in order to achieve the goals of the group
9. When there is a problem, cooperation must be made. Help each other, recommend, criticize, give each other opinions.
10. Leaders should adopt principles that will be instrumental in creating an atmosphere of in-group creativity and cooperation rather than competition between group members.
11. The group is eager to help each other.
12. Each member willingly and fearlessly accepts obstacles and goals.

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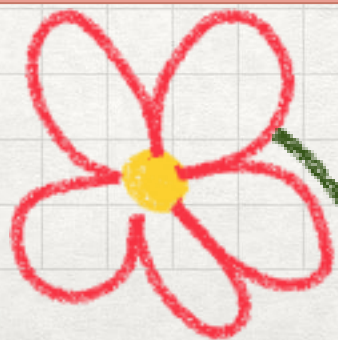
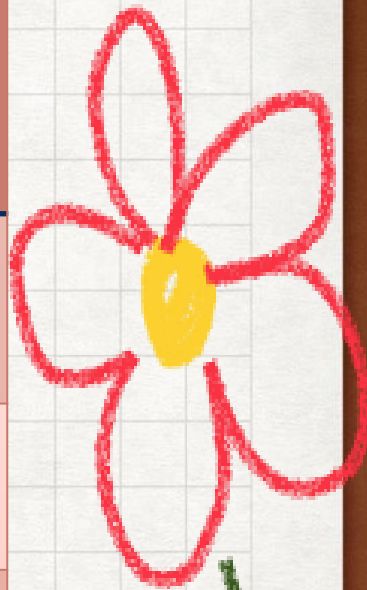
13. Leader and Group Members Must believe that the people in the group can accomplish difficult tasks.
14. When it is necessary to receive advice Other members of the group will advise members as necessary.
15. Atmosphere that encourages group members to always say “ Yes, I do ” to the team leader.
16. The group is aware of the value of creativity.
17. Members are encouraged to communicate openly.
18. Highly motivated to use as a communication process in order to strengthen the benefits and goals within the group
19. Everyone is interested in information about the group.
20. Highly effective groups accept the influence of others and each other.
21. Group process High-performing factions allow members to use their full potential.
22. Abilities of each group member They influence each other and inevitably contribute to the flexibility and adaptability of thought. goals and attitudes
23. In an effective group, each person in the group feels confident and secure in making decisions on issues that seem appropriate to him.
24. The leader of a highly effective group Leadership abilities are carefully elected.

TEAMWORK PRINCIPLES



THE KEY TEAMWORK PRINCIPLES OF MCLNTYRE AND SALES 1995 ARE OUTLINED BELOW.

1. TEAM MEMBERS MUST HAVE FEEDBACK AND ACCEPT FEEDBACK OR FEEDBACK FROM OTHER MEMBERS.
2. TEAMWORK REQUIRES WILLINGNESS. BE PREPARED BE PREPARED
3. TEAMWORK REQUIRES COLLECTING THE OPINIONS OF TEAM MEMBERS.
4. WORK MUST SUPPORT EACH OTHER.
5. LEADERSHIP IS ONE OF THE KEY FACTORS THAT WILL DETERMINE HOW THE TEAM WILL PERFORM. LEADERS MUST SET A GOOD EXAMPLE FOR MEMBERS.

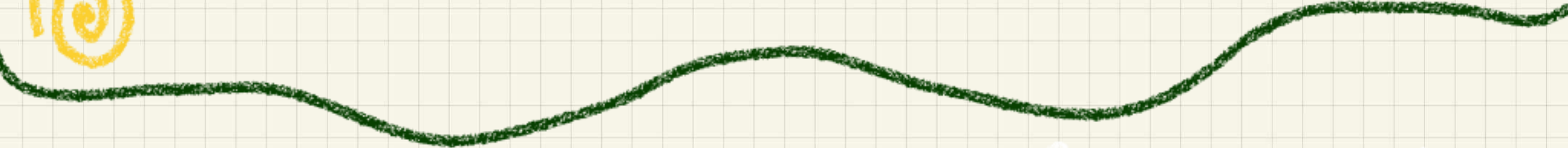
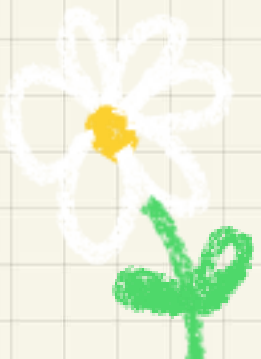
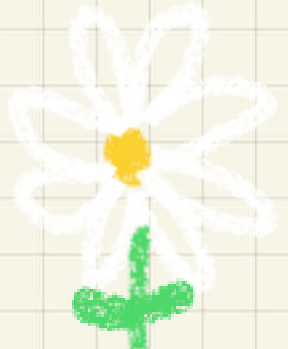
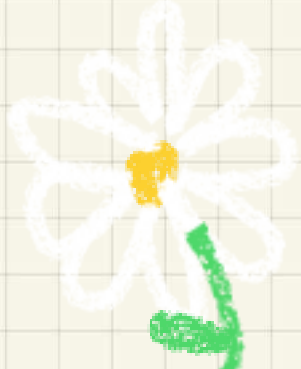
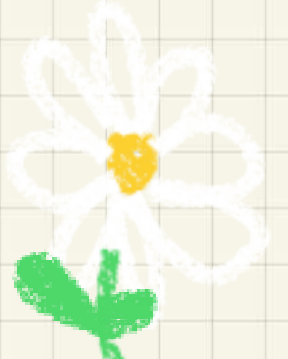




TEAM TYPE



THERE ARE 3 TYPES OF BASIC FORMS THAT ARE COMMONLY USED BY THE TEAM, THE CHOICE OF WHICH WILL DEPEND ON THE SITUATION:

1. PROBLEM SOLVING TEAM (PROBLEM-SOLVING TEAM)
 2. SELF-ADMINISTERED TEAM (SELF-MANAGED WORK TEAM)
 3. CROSS FUNCTIONAL TEAMS (CROSS-FUNCTION TEAM)
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TEAM TYPE

A MAJOR CHALLENGE FOR THE ORGANIZATION WILL BE THE INTRODUCTION OF A FORMAL SYSTEM. THIS WILL BE THE SOURCE OF A TEAM WITH HIGH POTENTIAL TO WORK. IN ORDER TO GET A POTENTIAL TEAM, IT IS NECESSARY TO DEFINE THE FOLLOWING THINGS:

1. A TEAM THAT PROVIDES ADVICE
2. MANAGEMENT TEAM
3. PRACTICE TEAM

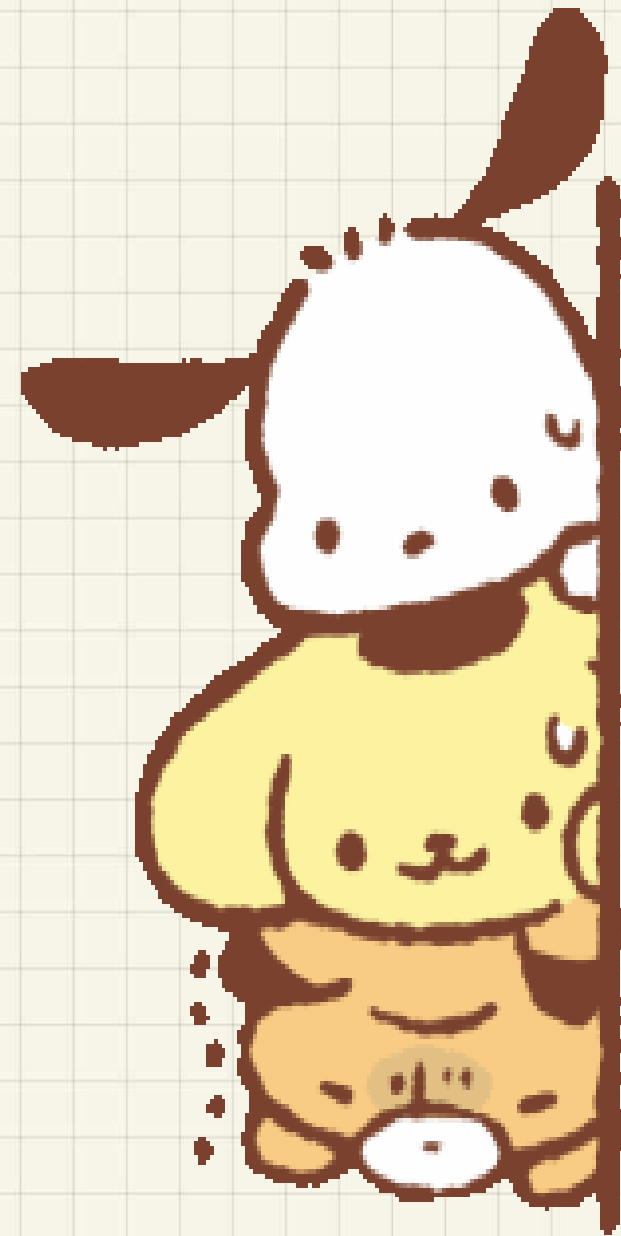
TEAM BUILDING

TEAM BUILDING (TEAM BUILDING) IS A FORMAL ACTIVITY TO IMPROVE THE WORK ACCORDING TO THE DUTIES OF THE BEAUTY TEAM TO MAKE THE TEAM MORE EFFICIENT. IT IS A COLLABORATIVE APPROACH TO GATHERING AND ANALYZING DATA TO IMPROVE TEAMS.

WORK TEAMS GENERALLY DO NOT SPONTANEOUSLY. SOMETIMES TEAM MEMBERS AND LEADERS HAVE TO WORK HARD TO ACHIEVE GOALS. WHEN A NEW TEAM IS CREATED, IT MUST BE MANAGED SO THAT THE GROUP CAN DEVELOP. EVEN THOUGH IT IS FULLY DEVELOPED MOST OF THE TEAM STILL HAVE PROBLEMS WORKING ON MANY ISSUES THAT ARE DIFFERENT. A PROCESS WITH A TEAM BUILDING SYSTEM CAN HELP.

APPROACHES TO TEAM BUILDING

- 1. FORMAL RETREAT APPROACH**
- 2. CONTINUOUS IMPROVEMENT APPROACH**
- 3. OUTDOOR EXPERIENCE APPROACH**



Building an effective team

Building an effective team There are 5 important steps in the process as follows:

Step 1 Recognizing the problem

Step 2 Data collection and analysis

Step 3 Operational Planning

Step 4 Operation

Step 5 Assessment of results from operations



CHARACTERISTICS OF WORKING AS A TEAM

Teams with high performance have characteristics that contribute to team excellence. and can achieve specific advantages as follows

- High performance teams have strong core values.
- A team with a high level of potential will have clear work objectives.
- Highly competent teams have the right skill set. which will consist of problem-solving skills decision making skills and interpersonal skills
- 4. Teams with high work potential are creative. for use in improving operations Continuous development of products and services



Characteristics of inefficient teams and effective teams

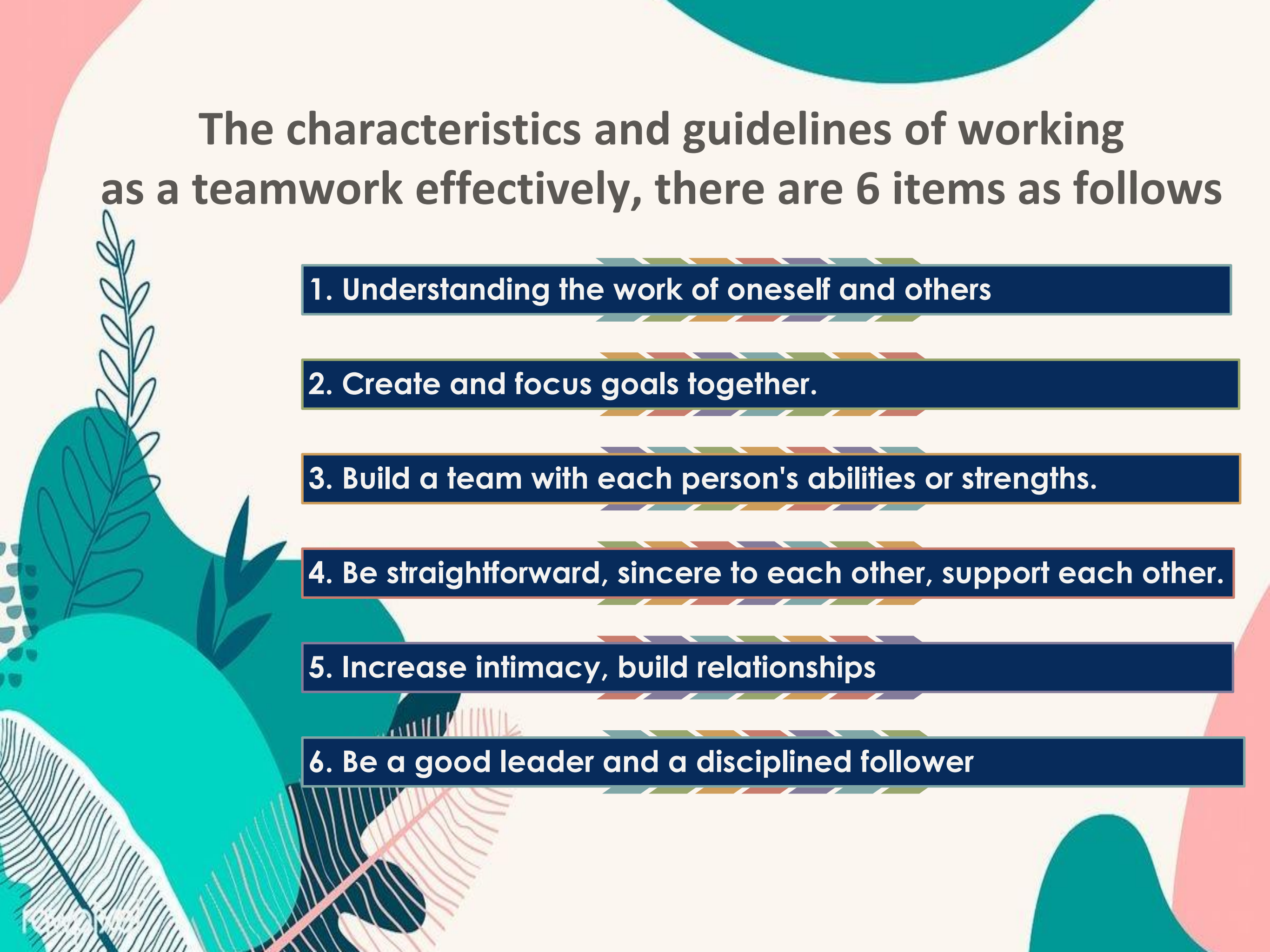
INEFFICIENT TEAMS

SYMPTOMS OF FRUSTRATION
COMPETING COMPETITION IS COMMON IN ORGANIZATIONS.
MEMBERS' FACIAL EXPRESSIONS
OPENNESS AND INTEGRITY
MEETINGS
RELATIONSHIP BETWEEN BOSS AND SUBORDINATE
MEMBERS DO NOT DEVELOP THEMSELVES
ROLES AND RESPONSIBILITIES OF MEMBERS ARE UNCLEAR.
REFUSAL TO ACCEPT HELP FROM OUTSIDE
MEMBERS LACK CREATIVITY
MEMBERS DO NOT COOPERATE AND DO NOT HELP EACH OTHER.

EFFECTIVE TEAMS

1. CLEAR OBJECTIVES AND CONSISTENT GOALS
2. MEMBERS ARE OPEN, SINCERE AND CONFRONTATIONAL TO SOLVE PROBLEMS
3. MEMBERS HAVE MUTUAL SUPPORT AND TRUST.
4. MEMBERS COOPERATE AND USE CONFLICT IN A CONSTRUCTIVE WAY.
5. THE GROUP HAS AN APPROPRIATE DECISION-MAKING PROCESS AND WORK PROCESS.
6. USE THE RIGHT LEADERSHIP
7. EVALUATE REGULARLY
8. SELF-DEVELOPMENT OF MEMBERS
9. MUST HAVE A RELATIONSHIP WITH OTHER AGENCIES.





The characteristics and guidelines of working as a teamwork effectively, there are 6 items as follows

1. Understanding the work of oneself and others

2. Create and focus goals together.

3. Build a team with each person's abilities or strengths.

4. Be straightforward, sincere to each other, support each other.

5. Increase intimacy, build relationships

6. Be a good leader and a disciplined follower

Teamwork



