

TEAMWORK: THE ESSENCE OF THE SUCCESSFUL ORGANIZATION

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ÖZET: Bu makalede "takım çalışması" kavramı, değişen rekabet koşulları çerçevesinde oluşturulan yeni örgütsel yapılarla ilişkili olarak incelenmekte ve sözkonusu kavramın örgütsel performans ile çalışma hayatının kalitesinin artırılmasındaki önemi vurgulanmaktadır. Örgütlerin daha esnek ve yenilikçi bir yapıya kavuşmalarında önemli bir araç niteliği taşıyan "takım çalışması"nın etkin biçimde uygulanabilmesi için dikkat edilmesi gereken unsurlar ise ayrıca belirtilmektedir.

I-INTRODUCTION

The concept of playing and working in teams or groups is not new. Teams go to the beginnings of human relationships. Although the use of team work is not new, its popularity has increased as a direct result of quality innovations and total quality management thinking. In 1990, 47 % of the Fortune 1000 companies reported using self-managing work teams with at least some employees compared to 28 % in 1987[1]. Teamwork helps to improve quality, productivity, morale, job satisfaction and to reduce costs and absenteeism.

This paper presents the increasing importance of teamwork and its role in enhancing organizational performance and the quality, work life of.

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II-TEAM: DEFINITION, TYPES, SIGNIFICANCE

A-DEFINITION

"A team is a small number of people with complementary skills who are committed to a common purpose, performance goals and approach for which they hold themselves mutually accountable"[2]

A team is a group but a group is not necessarily a team.

A self managed work team is a particular kind of team in that there is no hierarchical management structure to the team and members are free to define their roles as they choose. Further self managed work teams are empowered to achieve a result, i.e. take on the

responsibility for that result. This requires a proactive approach to the team task [3].

Key characteristics include:

-High levels of employee involvement in decisions such as work assignments, work methods and scheduling of activities

-Responsibility of the regulation their performance by setting their own goals and objectives.

-Employees with interdependent tasks who are responsible for making a product or providing a service

B-SIGNIFICANCE

As mentioned earlier, recent changes in many organizations have tended to make teamwork even more significant. For example[4]

1-The use of reengineering, downsizing, empowerment and restructuring strategies

Organizations have used reengineering downsizing, empowerment and restructuring strategies to reduce the number of middle managers and decentralize authority and responsibility. The tendency for organizations to become flatter as layers of management or supervision are stripped out creates the need for better teamwork[5]. Organizations have used alternative teams as key elements in the strategic management of an enterprise.

2-The whole quest for Total Quality

Continious improvement and improved customer service means that functional barriers are breached and people "forced" to cooperate between functions, not just within a function.

3-The need to respond more rapidly to market forces and changes external to the organization means that organization structures are more complex and more flexible. This increases the need for collaborative decision making (more we decisions less I decisions)

4-Roised expectations about participating in decisions that affect people and their work practices.

This automatically increases the demand for more group/team decision making.

C-TYPES OF TEAMS

There are various classifications of teams. One way of classifying teams by their mission, their relationship to the formal structure of the organization and their duration is indicated in Table 1[6].

Dimensions	Types of Teams
Mission	<ul style="list-style-type: none"> • Work Teams • Managements Teams • Integrating Teams • Improvement Teams
Relationship to the formal structure	<ul style="list-style-type: none"> • Formal Units • Overlay Structures
Duration	<ul style="list-style-type: none"> • Permonent Teams • Temporary Teams

Table 1: Team Classification

1-The Team's Mission

Teams are established for a number of different purposes, which have implications for how they are designed and managed. The teams mission and its relation ship to the work processes of the organization are discussed below.

a) Work Teams

Work team is the most talked about team in the manufacturing context .This is the grouping of "shop-floor" workers to produce products or services that are delivered to internal or external customers. For the work teams there is some measure of delegated responsibility and clear guidance and agreement as to the extent of the team's authority to manage its own affairs. Examples are: production teams, new product development teams, consulting teams, concurrent engineering teams, proposal teams.

b) Integrating Teams

Integrating teams provide a direction to the units that are being integrated and the coordination of effort toward the shared focus. Integrating teams are responsible for fitness between the work across various parts of the organization. Integrating teams include teams that link together the work of two or more interdependent teams, and teams that share a focus, perhaps on a particular customer, product, technology, or geography.

c) Management Teams

A management team is a special example of integrating teams. Management teams are established to

coordinate the management of a number of subunits (teams, work groups) that are interdependent in the accomplishment of a collective output, such as an entire process or product.

d) Improvement Teams

Improvement teams (such as process redesign teams, organizational redesign teams, quality improvement teams) are responsible for improvements in the capability of the organization to deliver its products and services effectively. Improvement teams can be successful only to the extent that others accept their ideas.

2-The Team's Relationship to the Formal Organizational Structure

Teams can be formal units that appear on an organization chart and report as a unit to the next level of the organization, or they can be "overlay" structures that include individuals who are members of various formal units and who report various places.

3-The Team's Duration

Teams can be permanent structures or temporary structures. They vary along a continuum from permanent to temporary. Short duration teams, especially those with a technically complex task-it may not make sense to invest a great deal of time and energy in making them self-managing.

III-BENEFITS OF TEAMWORK AND BARRIERS TO TEAM SUCCESS

A-BENEFITS OF TEAMWORK

Teamwork is a splendid instrument of innovation. Innovation can be exercised in all teamwork. Presence of a team increases the level of arousal and excites new ways of thinking. Different persons with different backgrounds can find something new something that is more than any one of them knew without and before the teamwork. This is synergy or the "2+2=5" effect[7][8]. Alternative types of teams are a necessary organizational design to manage change within organizations. The effective use of teams as elements of organizational strategy will result in improvement of competitive capabilities reflected in product, service and process changes. Teamwork enables an organization more effective use of resources, increasing organizational adaptability and flexibility, higher productivity, increasing the speed of action, raising the level of commitment, better problem solving and opportunity realization, breaking down boundaries to effective communication and collaboration and creating a more customer-focused culture. Table 2 below provides only a brief overview of team results[9].

• Improved productivity	• Flatter hierarchy
• Lower costs	• Greater learning
• More fun and enjoyment	• Job enrichment
• Improved morale	• Systems thinking
• Improved competition	• Less bureaucracy
• Greater participation	• Interdisciplinary focus
• Higher quality	• Fewer managers
• Feeling of contribution	• Changed role of managers
• More creativity leading to innovation	• Improved organizational processes
• More consensus and consent	• Less command and control
• Greater harmony of individual and organizational unit objectives and goals	• Better communication
• More skills	• Greater organizational synergy

Table 2: Team Results

B-BARRIERS TO EFFECTIVE TEAMWORK

Effective teamwork is very difficult to achieve and teams may not always perform better than the aggregate of individual members. Also a change to this style of management is certainly a difficult transition for traditional managers to make because it requires a complete transformation of managerial philosophy and practices[10] There have been notable dissappointments in teamwork implementations because of mistakes when designing and implementing work groups. Critical factors for team success are indicated in Table 3[11]

• training and skill development
• upper management support
• team empowerment and self management
• existence of trust, loyalty, conviction and commitment
• union support in developing and implementing strategies for teams
• team based payment system
• attention to team selection and team formation
• clear vision, goals and objectives
• facilitating technology such as e-mail, groupware and telecommunications
• teamwork without predefined rules

Table 3: Critical Factors For Team Success

Executives have to recognize barriers to effective teamwork in their own organizations and need to determine what tools are available to help.

VI-CONCLUSION

Compared to previous eras, the business environment is frequently seen as more complex, unpredictable and fast moving. An organization which has to adopt quickly to its changing, competitive, economic or social environment will rely upon good teamwork, so it can pool resources and respond fast to the new opportunities and threats. Otherside new organizational realities have tended to make teamwork even more important that it has always been. Teamwork is a recent strategy for enhancing organizational performance and the quality of working life.

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