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## **THE NECESSITY OF BUILDING AN EFFICIENT TEAM**

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### **Abstract**

Teamwork is the ability of the team to work together effectively, to achieve common goals and it is essential for organizational success. For this reason, organizations are constantly striving to improve team performance. Organizations aim to design, create and support high performance teams, which are able to understand organization's objectives and to contribute to the organizational success.

*Key words: team, effectiveness, synergy,*

### **1. Introduction**

A team is a community of individuals organized to achieve a common goal who are independent and are identified by themselves and by other observers (people) as a team. Teams are usually created to achieve complex tasks. A team is not isolated, it is part of a system (the organization) and it interacts both with other teams within the organization and with the organization itself. Teams represent for the organization a good way to collect inputs from its members, they enable organizations to be flexible when allocating members to various tasks and projects and also, they allow cross-functional groups to appear.

### **2. Building a team**

Forming a successful team is not an easy task, there are many prerequisites that have to be taken into consideration, like:

- revision of the objectives;
- careful consideration of the environment;
- awareness of the functioning of the team;
- creativity, flexibility and readiness in the face of change;
- tolerance of ambiguity and difference in a team;
- readiness to accept uncertainty with the change;
- synergy.

Synergy, as defined by Catella in 1948 designates characteristics of homogeneous and cohesive human groups. In these groups the members have statutes and specific roles, they

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develop interpersonal relationships and respect norms of behavior. These characteristics underlie the team spirit and make it powerful. Synergy is necessary to achieve the objectives established for routine or special activities in the best conditions. For this purpose, it is necessary for the organization to have an atmosphere of cooperation and understanding, and obtaining and maintaining this environment is the responsibility of the manager (or of the team leader/s).

Competition, one of the basic features of our daily activities, can have positive effects (new ideas, faster accomplished tasks, increased interest in work performance etc.), but also may lead to the division of teams, to actions which undermine the competitors' activity even if they are part of the same team. The leader is the one who must obtain and maintain a balance between cooperation and competition so that the efforts of each individual should aim at achieving the organizational objectives and not personal ones.

A cohesive group is more than the sum of its parts, synergy is what gives value to a group is its ability to overcome even the best individual results of each of its members. Effective groups thrive on dialogue, they solve contradictions through communication in order to reach a common conclusion which will be understood and accepted by all group members. In order to create synergy within a group a leader needs to obtain consensus and should avoid dividing their members into a majority and one or more minorities when analyzing problems and making decisions.

It is well known that putting people together does not mean that they are a team. The process of team building is quite laborious and it should include:

- clarifying the goals and building ownership within the team;
- identifying teamwork inhibitors and removing or overcoming them, or if they cannot be eliminated, mitigating their negative effects on the team.

In order to self-evaluate, a team must use feedback to determine its strengths as a team and its weaknesses. In order to improve its current performance, a team uses the feedback obtained after the evaluation to:

- identifying any differences between the desired or expected state and actual one;
- developing a strategy to eliminate, cancel these differences.

### **3. Team functioning**

There are two fundamental dimensions of functioning of team: task which must be completed and the social factors that influence the relationship between the members and the team seen as a social unit. The main reason for creating teams within organizations is the fact that they can meet organizational goals and objectives better than through individual labour.

If we want to understand what teamwork is, it is necessary to consider the task content, the strategies and the processes used by the team members in order to accomplish it. At the same time, we must bear in mind that teams can either help or prevent their members in addressing various emotional, social problems or other human needs they have.

In order to be efficient, individuals should focus on objectives, should analyze regularly the possibilities to achieve them, the working methods, activity which is called task reflexivity.

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To promote the welfare of its members, the team must consider how they it can provide support for them or how it can mitigate conflicts and determine the general social climate of the group, in other words, social reflection.

The purpose of these analyzes is to provide concrete ways to change the team objectives, the working methods or the social functioning in order to maximize the team effectiveness.

Team effectiveness has three main components:

1. Task efficiency which means the extent to which a team manages to achieve the objectives, the task it has to accomplish.
2. Members' satisfaction which indicates the mental health (e.g. the stress level), the progress and the improving status of the team
3. Team viability which designates the likelihood that team members will continue to work together effectively.

The two aspects of team functioning – the social reflexivity and the task reflexivity affect directly the three main results of a team's work: task efficiency, the mental health of its members and the viability of the group.

Building an effective team is not easy, but it can be done if we respect certain requirements:

- setting clear directions and responsibilities;
- the members should be well informed and trained;
- the operating procedures must be reasonable;
- good interpersonal relations;
- success and failure should shared within the team;
- good external relations.

Clear direction means that the team was given a clear and distinct purpose/objective. The team may be empowered to determine how to achieve the objective, but the team leader or the management board establishes the purpose of the team. Clear direction means that the team's results can be measurable because we know what we want to achieve.

Clear responsibilities mean that each team member understands what is expected from them. Roles must be clear and interesting for all team members. Each individual must be able to rely on other members in accomplishing their roles so that the team can work effectively. Otherwise, one or two team members may feel that they are in fact those who all the work. This is one of reasons why certain people, at first, are reluctant to join a team.

Well informed and well trained members. An effective team will be composed of individuals who have the skills and knowledge needed to carry out the tasks assigned to the team. Each member brings to the team their skills but the sum of all the knowledge and skills will be the force of the team

Reasonable operating procedures. All teams need a set of rules by which to operate. Work teams need a set of procedures for meetings, decision making activities, planning, division of tasks and the progress evaluation process. Fixing and obeying these procedures helps team members to be confident in each other and provides a feeling of comfort when working together.

Interpersonal relationships. Teams are composed of different individuals, each of them coming to the team with a set of personal values. They generate and influence

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relationships among team members and between team members and those outside it (including the organization).

### **4. Team work benefits or Conclusion**

Even if building and managing a team is not a simple process it is worth while since the group effort and results are bigger and better than those of an individual. Teams implement best organizational strategies. Team-based organizations act with more promptitude and efficiency in a volatile environment. Teams work faster and more efficiently when members work in parallel and interdependently, as opposed to the slower pace of individuals.

Thanks to teams, organizations learn (and retain) more efficiently. Even if one member leaves the team the knowledge gained by that individual are stored by the team. The members teach one other during teamwork. Multifunctional teams promote high quality management. Combining the different perspectives of its members the decisions are taken in a more comprehensive framework because the members discuss ideas and decisions about how best to perform an activity. Used properly, diversity leads to high quality decision-making and innovation. Multifunctional teams can suffer changes. The broad perspective offered by these groups enables the integration of various proposals, which gives the opportunity debate s the main assumptions and apply radical changes to work. Team-based organizations promote innovation through the exchange of views.

Organizations can be coordinated and managed more effectively if the functional unit is the team and not the individual. As organizations become more complex and the demands for information processing are becoming more sophisticated, unlike individuals, teams provide integration and association for efficient processing of information within the structures of modern organizations.

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