

COMPASS POINTS Script 001/teamwork

VALUE OF THE WEEK: Teamwork

QUOTE OF THE WEEK: When a team outgrows individual performance and learns team confidence, excellence becomes a reality.—Joe Paterno

WEEKLY TOPIC: **The scoop on teams**

Belonging to a team, in the broadest sense, is a result of feeling part of something larger than yourself. It has a lot to do with your understanding of the mission or objectives of your organization.

In a team-oriented environment, you contribute to the overall success of the organization. You work with fellow members of the organization to produce these results. Even though you have a specific job function and you belong to a specific department, you unite with other organization members to accomplish the overall objectives. The bigger picture drives your actions; your function exists to serve the bigger picture. You need to differentiate this overall sense of teamwork from the task of developing a team to accomplish a specific goal. Many view team-based, horizontal, organization structures as the best design for involving all employees in creating success.

No matter what you call your team-based improvement effort: continuous improvement, total quality or self-directed work teams, you are striving to improve results for customers. Successful team building requires attention to each of the following.

- clear communication by leadership of expectations for the team's performance and expected outcomes.
- team definition and communication of its goals; anticipated outcomes and contributions; timelines; and measurement of outcomes and processes.
- team understanding of how its work serves the organization's goals, principles, vision and values
- team responsibility and accountability for achievements.
- the people, resources, strategies and support needed to accomplish the team mission.
- enough freedom and empowerment to feel the ownership necessary to accomplish the mission.
- coordination by a central leadership team that assists the work team in obtaining resources.
- be an organization really interested in change, one that values creative thinking,

The team-based, collaborative, enabling organization built by empowered people who "own" the organization and are responsible for their work processes will soar.

From Susan M. Heathfield, Your Guide to Human Resources, about.com

DISCUSSION QUESTION: What has made a team you've participated in work well?

DEPARTMENT NOTES: Group leaders, share what's going on in your group this week.

TIP OF THE WEEK: To speed up the process of brainstorming in a group use two volunteers and two flip charts to record the ideas. Instead of writing, the leader directs traffic.