

Section 2

Team Building

Building A Winning Team

2.1 Getting started

Because of the different personalities and disciplines coming together, conflict and confrontation are to be expected in the early stages before standard operating procedures are in place. Allow a trial period of at least three to four weeks before expecting a work group to become a full-fledged team.

The fruit of teamwork is the synergy that results. Members should trust and enjoy working with one another, and they should be proud of what they accomplish.

2.2 The ideal leader

In general, a team leader is the liaison between the team and the faculty advisor or industry sponsor. In a team's early stages, the leader is generally a manager or supervisor. When the team has its objectives in place, it will elect a leader, who is in agreement with the team as well as the faculty advisor or industry sponsor.

Leadership embodies the ability to inspire and organize others to work together to achieve a goal. An ideal leader is a role model, leading by example and exhibiting these characteristics:

- Highly developed interpersonal skills-He or she is flexible and displays empathy for other.
- Organizational effectiveness-An effective leader is attuned to the needs of the group and recognizes team members' strengths and capabilities.
- Communication skills- Clarifying what needs to be done is vital in working with team members as well as faculty advisor or industry sponsor.
- Ability to deal with problem team members-The ideal leader first diagnoses the problem, then becomes involved or takes ownership of it, suggests corrective behavior, gets agreement on the facts and a plan of action, reinforces the plan, and if all else fails, takes the final step, which is to get rid of the problem member.

2.3 Communicating

The next major step in team building involves communicating with team members.

2.4 Motivation

The key to success is to get people to like working hard. In this fifth step in team building, There are five reasons why people don't do what they're supposed to do:

- They don't know what they're supposed to do.
- They don't know how to do it.

- They don't have sufficient information and resources.
- They refuse to do it.
- They were never given a reason why they should do it.

2.5 Evaluation

Member contributions are to be evaluated and recognized. This reinforces a team's success, creates camaraderie, and leads to higher level of performance.