

WORKING IN TEAMS -THE EFFICIENCY OF A UNITED TEAM

Marius Constantin RALEA

Junior Lecturer, “Nicolae Bălcescu” Land Forces Academy,
Sibiu, Romania

A team is a collective of people with a minimal number of people with complementary attributes that have the same objective, a performance set of standards and a common approach to work. The team is a group of people under the management of a leader that fulfill at the same time a job and a common action. The team constitutes a component of social life made with people who interact, who know themselves and form together a common identity.

Key words: leader, management, team, team-work

1. CONSIDERATIONS REGARDING THE LEADER

The leader is the person who, because of his formal/informal status motivates, organizes and leads the members and activities of groups towards reaching their goals. From other authors' viewpoints, the leader is defined as a person who exercises the power or a great influence upon social groups of a variety of dimensions, his essential attribute being that of a leader and the role of taking decisions in a team.

The responsibility of each leader is to excel the subjectivity and individualism that could appear in a team. Leaders are those people that succeed in the team in that they are a part of and that they lead, to establish homogenous relations, unresponsive to the problems which he could face, and to change in a very short time in order to lead to success.

The leader, even though the concept is theoretically approached by many renowned scholars, cannot have a clear definition, which could underline all those necessary attributes of a perfect leader. The role of a leader in a team is very important. He is the person who motivates his team, who handles the objectives and who proposes to his subordinates to reach the goals in a very responsible manner. The leaders are those who contributes to maintaining the balance of teams, encouraging the participants to be more flexible in their work, analyzing objectively the processes that take place and learning with others how best to work in a team. A good leader will also represent the interests of the group: he will protect their reputation, he will sustain the confidence in other teams, departments and managers, he will help them solve creatively the conflicts which can take place

in their teams and groups. The leader has an important role, because he must show the courage of using other procedures than those practiced in the majority of organizations in order to offer better services to clients, and a healthy environment of optimism and safety to their members. The essence of leading efficiently involves warmth, because this is at the foundation of any successful community and group.

2. TYPES OF TEAMS

Before presenting a small classification of teams, I will provide a definition: *“The team is a group of persons which under the management of a chief realize at the same time a job and a common action”*.

The teams may have various goals and can take multiple forms, like:

- intervention or initiative teams have the task to elaborate and finish different strategies and methods;
- teams established in a functional and specialized sector, such as the administration sector in an organization;
- leading team formed with the chiefs from the next superior level of the organization;
- team for the accomplishment of a project, with a limited time for actions;
- auto-conducted teams, recommended in situations in which the activity must be coordinated by persons that have correlated tasks;
- teams led and coordinated from the outside;
- planning teams.

In order to make a team one must be establish and recognize the objectives that must be reached. An evident condition for making a team is the possibility of interaction. When people are capable of interacting they can have common goals and can reach them through mutual trust.

The potential of reaching goals is another factor which contributes to forming and maintaining the balance. Making a team is the art of harmonizing the differences between individuals from different places, different interests, different perspectives, in the interest of realizing a team with minimal conflicts, never forgetting the common interest of the team.

3. THE TEAM AND WORKING IN A TEAM

The performance of any organization depends on the efficiency of the activities of their members and is not always the sum of individual performances.

The group is an ensemble of people who interact under the management of a leader for the purpose of reaching a common objective and who have a common identity.

People have often different ideas about an objective; conflicts may appear even because of the task, the management and working methods of their organization. Because of these arguments it is necessary that teams should establish common goals, common methods of action and a leader should be chosen to satisfy the organizational needs of a team.

A team is a group of people with a minimal number of people with complementary attributes that

have the same objective, a set of performance standards and a common approach to work. Is a special kind of group characterized by:

- a common goal or task;
- in order to fulfill the task members must collaborate and coordinate their efforts;
- the members get close to one another;
- the typical attributes of a team are: cooperation, equality between members, coordination and engagement.

Working in teams and belonging to a group can change the behavior of people, who tend to lead to conform regarding the goals and collective expectation, which can lead to a change in individuals' behavior. The team or the group tries to put pressure upon the individuals, and they must assimilate the common values; otherwise, they risk being expelled from the collective. In each working team and each group of people, members have tasks. They have positions, which have a set of expected behaviors. Their roles represent in fact some sets of norms which apply to all members. Each member of the team has a precise role, which is a part of the puzzle of team roles. The most important role is the leader's one – without his implication the objectives could not be accomplished.

During the last decades, the ability of working in team appears in the majority of working places, and has become an essential requirement. Why is it so important to know how to work in groups, to know and to maintain good relations with

colleagues, and why are the results at group level more important than the individual results?

Even so, going with the same principle of reaching goals and objectives, the organizations form small groups or bigger ones which, by means of coordination, participate in most organizational activities. Regardless of how the organization is structured, at a certain moment the people in its structure learn how to work in groups in order to fulfill their tasks.

Working in teams has become a reality of organizations. Even if teams are established as a permanent element of the organization's structure or they are made for the purpose of fulfilling a task, working in teams can affect- in a good or a bad way the efficiency of the organization. So, as individual employers, teams must be led in order to insure efficiency. The team leader sustains his members, encouraging them no matter what situation they encounter, in a friendly manner, puts his heart in his work, spontaneously, sometimes superficially, inconsistently, renounces to some projects in order to finish more important objectives for the organization he is a part of. Sometimes the team leader is very lucid, objective, speaks little, considers aspects in detail, uses arguments in a rational way, sustaining them, without passion, convincing, masterly, correctly, develops new ideas, very creative, conducts a successful action, is very careful with details, by leaving nothing to faith. All these qualities of a leader are reflected in the team activity and in the task the team has.

4. THE “TEAM SPIRIT”

Team spirit represents the unit soul. It is the common attitude of the unity members, the main factor of the group solidarity. Team spirit involves devotion and loyalty to the unit and to the others, and also the unity force desire against the pressure and for the achievements that will follow.

True team spirit is based on high military values: altruism, self-discipline, honor, patriotism and courage.

Laziness is the virus of the military life and it kills the team spirit.

a) Indicators:

- enthusiasm and pride that every military has for their unit;
- good reputation of the unit;
- high competition spirit;
- voluntarily participation and the unit members' commitment to their activities;
- pride in the history and the traditions of the unit.

b) Improvement ways:

- the leader must be the warrior spirit symbol that he wishes to cultivate into the subordinates;
- in the description about the unit, history and traditions are included, and also the missions and present activity;
- train your subordinates as a team;
- leaders must train their troops as well as they can, so that the subordinates develop their military skills and physical training;
- use competitions in order to develop the team concept; try to be victorious in every contest;

always find a method used to convince others that your team is the best;

- always make your subordinates feel invincible, and that the unit success depends on their success.

5. CONCLUSIONS

When you make a team inside an organization, you will be able to reach a high level of success which you could not believe was possible. Working in a team for a vision makes some people be capable of obtaining some special results. When the members aren't normal people, but leaders, their achievements multiply. All that a team needs is a perfect trainer.

The notion of “efficient leadership” or “good leadership” is frequently used. The latter means to orientate the subordinates in the direction that corresponds to their interests over a long period of time. As a result, the group should not lose their resources and forces, and not exploit the negative part of the human nature. Because of this, not any kind of leader is efficient. For example, Adolf Hitler, even if he displayed powerful leadership, was not efficient.

Being a process of orienting and influencing activities of members of a group, leadership implies: other people (subordinates) who accepts an orientation from the leader; an unequal distribution of power between the leader and his subordinates, in favor of the leader; the ability to use

different types of power to influence subordinates in their behaviors and in their activities.

People often believe that the leader determines the destiny of a group. But then when a team loses, it wants the trainer to be changed, and blames particularly the president. The idea that a good leader will heal all the diseases which the group suffers from is a myth, because the performance of a group depends on the interaction between the leader and the rest of group.

The leader puts emphasis on defining and giving tasks, on establishing a level of communication inside the group, and on defining the directions of the group activity, and then comes the human factor, who does all the work. Sometimes, leaders tend to be autocratic, and will conduct to the fulfillment of the tasks, but with emotional and energetic contribution from the subordinates.

The leader concentrates on behaviors which create a work climate, where trust, mutual respect, and friendship have an important role. He focuses on group interactions and the needs of each member must be taken separately, he understands the individuals needs of those in his subordination, recognizes the differences between the members of the group and their capabilities, avoiding to judge them and being ready to guide them in reaching their tasks. He is responsible with the security and comfort of his employees. He accepts

the establishment of interpersonal relations, he is interested in his employees' needs and their work satisfaction and takes time to listen to them. He tries to motivate his subordinates as well as he can. It is considered that the best leaders are those who balance the concern for people with tasks and professional duties.

REFERENCES

- [1] Daniel Goleman (1995) *What Makes You a Leader?*, Harvard Business Week.
- [2] Bass, B.M. (1960) *Leadership, Psychology and Organizational Behavior*, New York, Harper Collins.
- [3] Daniel Goleman, Boyatjis R. (2005) Annie Mckee, *Emotional Intelligence used Leadership*, Bucharest, Old Court Publishing House.
- [4] Debarah Harrington Mackin (2002) *The Way That a Successful Team is Made*, Bucharest, Teora Publishing House.
- [5] John C. Maxwell (2003) *The 17 Lows of Team Work*, Amaltea Publishing House.
- [6] Michael A. Rest (2004) *Team Work*, Iasi, Polirom Publishing House.
- [7] Mielu Zlate (2004) *Leadership And Management*, Iasi, Polirom Publishing House.