

Teamwork

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Building Your Dream Team*

Johnathon Fisher

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Sarah Jackson
Editor

Jessica Garrick
Editor

Liz Nielsen
Editor



Letter from the Editor

In an increasingly diverse workplace where flat bureaucratic structures are becoming the norm, employees and job seekers alike are finding themselves in teams with high expectations and, often, very little common ground to start from. This phenomenon is the result of two unrelated trends: the decreasing population in the U.S. workforce which has attracted many educated international employees, and the higher employee motivation and productivity that results from teamwork. Consequently, today and tomorrow's workforce have a responsibility to be experts at working productively in teams.

During my undergraduate work when I was trying to find some direction in my life, I volunteered to be part of the Cultural Heritage Council, a student-led organization which promoted cultural tolerance and awareness. I found myself sitting on committees with men and women from all over the globe. The backgrounds of

the committee members I worked with were so different that, at first, it was hard to make any headway as we planned a public relations campaign. It seemed nobody could agree on strategy or follow through with a deadline. Halfway through the semester, I told myself I would never be involved in this sort of chaos again. However, what I had seen as chaos and disorganization in so much diversity actually was the raw potential for a great team. As the final deadline grew closer for the implementation of our plan, our roles, responsibilities, strengths, and weaknesses began to crystalize. Our deadline approached and we implemented our plan, which was a roaring success. At the end of the semester it became obvious that without the diverse and committed group I was privileged to be a part of, the final product of our pr campaign would not have been as good.

I was also impressed by the level of empowerment

given to us by our supervisors. As a team member, I found that my input mattered and had an effect on the final product. I was motivated by my ability to make a difference and as a result, the council received every bit of my effort.

The purpose of this special edition of the Spori Business Review is to inform business managers and employees alike about the benefits of working in teams and of some of the ins and outs behind building, maintaining, and participating in successful teams. Our featured articles discuss the importance of employee motivation, and the skills necessary in a successful team. We hope this information is helpful to you.

Happy teamworking!

Shem Carlson

Editor-in-Cheif

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Building a High-Performance TEAM



Every manager knows their work is only as good as their team. Vedomske and Roberts offer insights to secure a high-performance team.

We have a challenge for you.

Find a Fortune 500 company that doesn't use teamwork as a fundamental means for completing projects. You can't do it. In the business world today, teams are becoming more and more of an integral part in companies. When people come together to make teams, all of their individual skills and expertise are combined to create a more capable entity. Think of all the people you know; they all have their own strengths and weaknesses. That is the point of teamwork: to utilize our good skills and to fill in the gaps that all of our weaknesses make. In this article we will discuss some of these skills; they include: technology skills, communication skills, and synergizing skills.

Technology Skills

The first skills discussed are those that every member of a team should possess: technology skills. Business and entrepreneurship is all about innovation, and one form of innovation is technology. To be

Find a Fortune 500 company that doesn't use teamwork as a fundamental means for completing projects. You can't do it.

competitive and then to be on top of the game, all team members must have basic modern technological skills already in their grab bag. Employees "would benefit greatly from a higher level of technological literacy. For one thing, people at all levels...would be better prepared to make well-informed decisions on all matters that affect, or are affected by, technology (Pearson, 2002, p. 3).

Word processing skills are a no-brainer when it comes to picking the optimal team, but it should not be overlooked because of its simplicity. Also, everyone should be proficient in using spreadsheet programs. Most companies use Microsoft Excel, but other programs can also be used. The point is that the members of your team need to speak the same analytical language in the tools that they use.

Another skill that every team member should have is using databases to do research. In

only four years the need for database management more than doubled as shown by a survey in 1978 from the Management Information Systems Research Center (p. 38). With the technology boom of the nineties the need has soared. Experience with using online databases is a must when it comes to finding new methods and learning from the past in the business world. Research is seminal in learning and growth. Innovation is simply putting information together in a new and advanced way. To innovate, which is the goal of teamwork and business today, we must be able to first retrieve pertinent information. This can be a daunting task in the information age, but if you pick members who each have skills in researching using online databases they will be one step closer to tying it all together to be an effective powerhouse in your company.

Communication Skills

Communication skills are what allow you to convey information, whether it is in a mass email to everyone in the company or in a board room pitching ideas for a new marketing strategy. A business person lives or dies according to his or her ability to communicate effectively.

In a team, communication is especially important. Imagine if you were a part of a team designed to create a marketing platform for a new computer company. There would most likely be a person assigned to each of the following areas: TV ads, billboards, magazine advertisements, tradeshow, internet ads, and so on. If the marketing agents can't get the ads together to make a unified design, their work will have been

in vain. Communication is part of what unifies a team and gets everyone on the same page.

One specific skill you can gain to make yourself an effective communicator is presenting. Presentation skills are what make your ideas go from your mind to someone else's. The ability to sell someone on your ideas is a very valuable skill.

When giving a presentation one of the most important

"Clothes don't make the man, but they may as well speak for him instead of against him."

—Fenton Broadhead

things to keep in mind is to stay relaxed. When standing in front of a group of people they can tell if you are at ease in your position or if you are a nervous wreck. The more relaxed you are the better the audience will feel about what you are trying to tell them. Some ways you can feel more relaxed is to "take a deep breath, relax, and begin in a quiet conversational tone as though you were speaking to one large friend" (Esenwein, 1915, p. 11). Patricia Fripp, professional presenter states, "When preparing to give a presentation, make yourself as comfortable as possible." When you are comfortable the audience is comfortable.

Appearance is also important when giving a presentation because it brings credibility and positive support to the information you are trying to convey. Visual material, clothing, and speech are all aspects of



your appearance and should be taken into consideration while preparing for your presentation. Visual material consists of printed reports, PowerPoint presentations and poster displays. The main thing to keep in mind about visual materials is to make them all look uniform and organized. The next item to keep in mind is what you wear. As Fenton Broadhead (2007) once said, “clothes don’t make the man, but they may as well speak for him instead of against him.” This illustrates that your personal appearance can bring

credibility to what you are trying to present. One more thing to keep in mind when giving a presentation is your speech. Giving a presentation is not like any kind of conversation you can be more organized with your speech because you are in control. Make sure you present your ideas in a way the listener can follow absorb the information.

You should pick a person who has an understanding of all of the aforementioned principles. They should be comfortable, relaxed, typically well-prepared, and

usually enjoy presenting. As you bring your team together, be sure to include a power presenter with the skills we have discussed.

Synergy Skills

Synergy is “the interaction of two or more agents or forces so that their combined effect is greater than the sum of their individual effects” (synergy). Celebrated author Stephen R. Covey (1990) uses synergy as an integral part of his Seven Habits of Highly Effective People. He says synergy “catalyzes,

It takes the keen eye of a true leader to detect and respect [synergy] skills.

unifies, and unleashes the greatest powers within people” (p. 262). With this emphasis on synergy we can see why it is so necessary to have skills on a team that help facilitate working together, making the whole that much more effective than the individual parts.

The two skills we will point out are subtle but necessary. It takes a keen eye of a true leader to detect and respect these skills. The first of the two related skills is the ability to make a tense situation light. Often in group work there is the tendency to have conflicting opinions. For example, when one of the authors was doing his undergraduate work in Economics he had to work on a group project about income inequality. In his group was a student from another country whose culture who didn’t see things quite like the rest of us. Things quickly started heating up when trying to decide which



side of an issue to take on government involvement. For about two hours no progress was made. This greatly reduced the synergy and therefore the purpose of working as a group in the first place. Luckily the group came to agree on the issue well enough to continue the project. The group discovered that it is imperative that someone in the team possess the ability to step outside of the situation, take the whole of the group into consideration, and lighten the mood. When building your team, look for someone who can perform this role. People who can usually play this role will have some of the following characteristics:

1. They have a relaxed demeanor. These employees have been able to joke with you (the boss) while most others are intimidated. They respect authority but are not scared to deal with it.
2. They can say no. You will

have tried to give this person more work when they had an already impossible load. In response they are able to smile and politely refuse showing you the unfeasibility of your request. In short, they can objectively say no (Covey, p. 174).

3. They smile. These kinds of people are often caught smiling, not goggling or being goofy, and can genuinely enjoy life. You may even have envied their joyful expressions.

The other necessary characteristic is the ability to point out the reality of situations. These people are keen to detect when conversation or even brainstorming is off track, where the main point is missing. They read between the lines and see things in a different light. These people often have these characteristics:

1. They are insightful. At work they have often opened your

mind to seeing things from a different light. They can get to the pith of the situation and communicate that to you effectively.

2. They are problem solvers. Because they see things differently they can see how problems develop. They have brought problems to your attention, but have also offered viable solutions.
3. They generate discussion. This type of person has often created intellectual discussions within the workplace. They make thought provoking comments and leave the listeners thinking.

Because synergy is the essence of teamwork it will be absolutely essential that someone on your team have these characteristics. They do not have to be the same person; often they aren't. These two skills must simply be held by some two people (or maybe even

one person) on the team. As your team develops solutions, much of the smoothness and progress will be a result of these people.

Conclusion

In conclusion, it is important to enjoy picking your team. Whether it is the first time you have the responsibility or the hundredth time, we are sure that these suggestions will be helpful. Everyone should be able to use a computer for word processing, spreadsheet analysis, and database research. Everyone should communicate well. At least one person should be a powerful presenter. To ensure synergy in the group you should have someone to lighten the mood and someone to point out how things really are. With these skills present on your team you will be well on your way to high performance.

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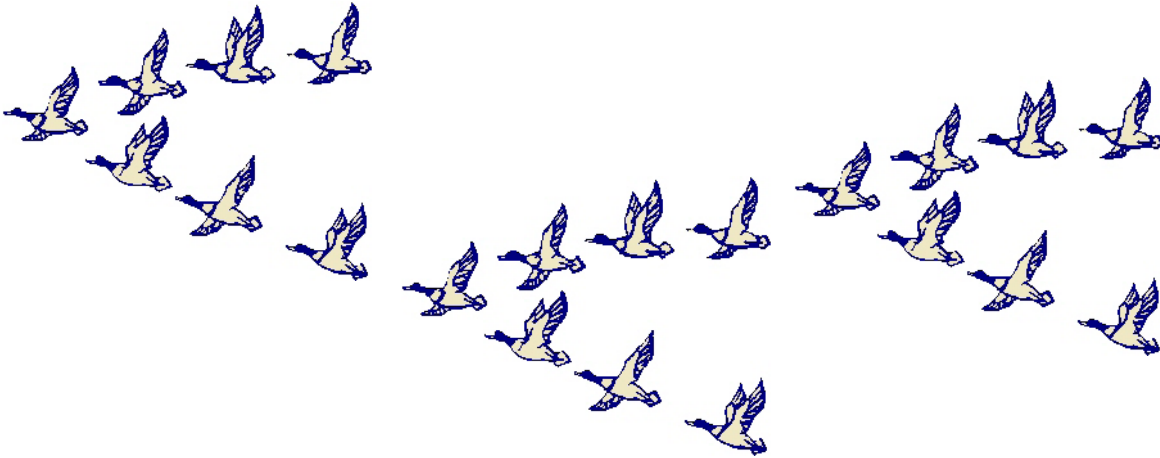
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Followership

by Jessica Rowley and Matthew Cox



Leadership and followership are important to the success of an organization. Followership is as important to the success of the organization as leaders are. Followership includes being a team player, having high expectations, a positive attitude, and the ability to listen and communicate effectively. Each of these aspects can significantly contribute to the success of an organization and increase effectiveness. One of the challenges of followership is to support your leaders. It requires commitment, courage, and dedication. We as followers have a right and a duty to make suggestions, let our opinions be heard, and stand up for those things that we know are wrong.

“If you think you are leading and no one is following you, then you are just having a nice walk” (Frisina, 2005, p. 1). Followership is a quality that is often forgotten, and thought of as non-important in today’s world. Leadership and followership are intertwined in the success of an organization. Usually

leadership is the most recognized and desired skill to have, but effective followership is just as important and lacking in today’s world. There are many skills that make up an effective follower and many challenges that followers face. Effective followership shouldn’t just be blind obedience. In conclusion, “There aren’t

any leaders without any followers” (Jones, 2003, p. 1).

Leadership

Leadership might be defined as the ability to lead or influence a group of people towards a specific outcome or goal. In this day and age, those people who possess leadership skills are highly valued

and sought after in organizational settings. We look up to leaders for direction, feedback, and advice. Without leaders, this world would be in a lot of chaos and confusion. Clearly, we all know people who demonstrate the ability to lead and possess great leadership skills that we seek after. Sometimes we fail to recognize the other important characteristics and leadership skills that aren't so visible. According to Bienenstok, research has generally proven that leaders are determined in a large extent by the situations they are placed in and the nature and function of the group (1954, p. 397). Usually we only recognize the leaders for the accomplishments of the group and fail to recognize the efforts of everyone else involved. The same is usually true with group failure; only the leader is blamed. The truth of the matter is that both are to blame and "The leader is therefore dependent upon his followers" (Bienenstok, 1954, p. 397).

Followership

Followership seems to be a relatively new concept that is just beginning to surface and take on importance. In the article

titled "Learn to Lead by Following," by Frisina (2005), it says "Far too often we label gifted and talented 'followers' as passive, or lacking the right stuff, and worse, as inferior or lacking drive and ambition" (p. 1). Followership is actually much more, and it is as important to the success of the organization as leaders are. In the article titled "In Defense of Followership," by Guidera and Gilmore (1988), they give the following definition about followership:

In reality the follower is the colleague, partner, and necessary cohort of the leader....Concepts related to followership deserve equal time, respect, and study, particularly in a large professional group where many will be followers and few will be leaders. Effective followership not only serves to enhance leadership but is essential to the leader's survival. (p. 1)

Lack of Followers

In today's world there is a great lack of effective followers. Although both leadership and followership are needed, it is the leaders that tend

to make the company look good and followers who do the actual work (Hall, Densten, 2002, p. 90). The success of our country does not just lie in the president. Rather it is all of our voices though voting, our labor, ideas, and hard work, and help from above that makes the United States what it is today. It has been said that leaders contribute no more than 20% to the success of an organization while 80% is contributed by followers (Hall, Densten, 2002, p. 91). For years, the focus has been leadership, but now some experts are beginning to propose that the real shortage is in followers (Jones, 2003, p. 2).

Qualities of Good Followers

Everyone seems to know what makes a great leader, but what makes a great follower? According to a search done on amazon.com, 'leadership' turned up 57,000 hits and 'followership' only turned up 494 hits (Jones, 2003, p. 1). This shows just how little people recognize followership and even know what it involves. Followership includes being a team player, having high expectations, a positive attitude, and the ability to listen and



communicate effectively. Each of these aspects can significantly contribute to the success of an organization and increase effectiveness.

Team Player

One of the major characteristics of a good follower is a priority of being a true team player. The relationship of leaders and followers should be looked at as that of a team, and a follower knows his or her keys to the success of that team. An effective follower has the ability

to recognize the common goals of an organization and his or her role in working toward those goals. He or she is always ready and willing to do his or her fair share. Stephen L. Kleinsmith (2000) explains an effective work ethic of a follower in the team setting by saying,

In the pursuit of a common goal, an individual who believes that any task is indeed in his or her job description does not worry about being asked to do something deemed insignificant or 'not my problem.' Instead, effective

followers pitch in and help in whatever way is deemed appropriate. They continue to work toward the common good. They are willing to take whatever reasonable time is necessary to assist in developing solutions.

An effective follower sees the big picture and is willing to do whatever he or she needs to do to achieve that team goal. A leader often recognizes and appreciates the good work ethic of a follower. A team goal can not be accomplished without effort by all.

High Expectations

Followers can develop an effective work ethic by setting high expectations for themselves. As expectations of work go up, quality of work also goes up; followers who have a positive self-regard for their work are typically good at their jobs. This positive outlook for the job helps followers in their relationship with leaders. Kleinsmith (2000) commented, "Leaders have expectations of followers, and followers have expectations of leaders." Leaders recognize when followers have high expectations, and often this leads to leaders raising their own expectations.

Optimistic Attitude

A big part of being a good follower includes having a positive or optimistic attitude. Once a goal is set, **good followers look for ways to make things happen** rather than for reasons as to why something can't or shouldn't be done. A pessimistic attitude is unproductive, unhelpful, and often wastes time and energy. Good followers use their optimistic attitude to find a valuable learning opportunity from any

assignment. As individual followers and leaders work with others who have an optimistic attitude, they often develop an optimistic attitude within themselves and increase their personal productivity. A positive attitude by a follower can improve the attitude and performance of the entire team.

Listen

The ability to listen and communicate effectively is a vital quality to being able to work in group and team settings. Kleinsmith gives a deeper explanation of what it means to be a good listener. "Those with high levels of interpersonal intelligence actually listen. They don't just wait for their turn to speak. Without clearly understanding where your leader hopes to take the organization, how will you ever be able to assist him or her?" (2000). In order for a follower to assist a leader, they must effectively communicate. When receiving instructions, a follower must listen, and help a leader know what is unclear. As we analyze the relationship between leaders and followers, we find that followers have a fundamental part in this relationship. They must be patient, willing to take the

time to understand, and develop the ability to listen and learn. These attributes make a follower a more effective listener and team player in the overall success of the organization.



Challenges of Followership

Just as leadership can be very demanding, followership comes with many challenges as well. One of these challenges is supporting the leaders. Another challenge is speaking up and knowing when to disagree, and then being able to project disagreement in a constructive way. Followership also involves being actively involved in the organization and not just following blindly. Followership is a skill that takes time to learn and perfect.

Support your Leaders

One of the challenges of followership is to

support your leaders and not second guessing the boss and giving negative impressions to those around him or her. Often followers are quick to criticize a leader, but they must also be quick to give praise for positive things. A good follower underestimates his or her influence, good or bad, to both surrounding followers and leaders. One must understand the difference between criticism and constructive disagreement. Often the best response a follower can have to instructions is saying nothing at all. In contrast there are many times it is imperative that a follower does say something in disagreement to give needed guidance and support to leaders.

Speak up

Followers have a duty to speak up. This requires courage even when there is no guarantee that you might not lose your job (Jones, 2003, p. 2). Think of how the results could have been different during World War II if someone would have stopped Hitler from the beginning, or think of all the people that would have still had jobs if a few more people would have been ethical during the Enron scandal. The

world needs more effective and active followers in day-to-day situations; people who don't fear the consequences of standing up for what is right, and value their integrity more than their job. The world truly is lacking effective followers.

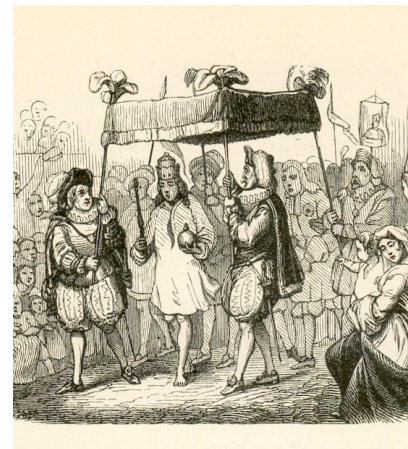
Don't Follow Blindly

"Followership doesn't mean passive, blind, unreflective obedience to the directives of a leader" (Frisina, 2005, p.1).

Followership is contributing to the success of an organization in a positive way. It requires commitment, courage, and dedication.

In Jones' article "Followers' Jobs: Making the Boss Look Good," Ram Charan says about followership, "They have an obligation to strongly express disagreement with the leader, he says. It's also OK for followers to be honest when asked about a decision that they disagree with. It's OK to say that you argued against the policy, but 'it's what we decided to do'" (Jones, 2003, p. 3). Disagreements and

conflict in an organization are good because it evokes new and different ideas. Then the group can reach a better outcome instead of compromising and settling on a win-loose situation. In the same article, Wess Roberts, author of the "Leadership Secrets of Attila the Hun" is then quoted as saying, "Followers are not morally obligated to follow" (p. 3). It is OK for disagreements and conflict to arise until a decision has been made. Then good followers will do everything they can to support the decision made by higher authority unless it is morally wrong or unethical, and that is where the line should be drawn (Jones, 2003, p. 3).



The story of "The Emperor's New Clothes" emphasizes the importance of followers quite well. The Emperor lived in a nice castle and he was very rich. One day, two

tailors came to the castle and promised to make the Emperor the finest clothes in the kingdom if he would pay them a bag of gold each. The emperor agreed and everyday he would come to check on their progress of his new clothes, and everyday he could see nothing on the loom. Each day the emperor pretended to be able to see his new clothes, everyday the two tailors assured the emperor that they would be invisible to him unless he was the rightful emperor. The people too were told that they too would not be able to see the clothes if they were not righteous and loyal citizens. The day finally came that everyone in the kingdom was to be able to see the emperor's new clothes as he paraded through the kingdom. As he passed by, the people pretended to see the emperor's new clothing because they too didn't want to be accused of being un-loyal and unrighteous citizens. Then a little girl in the midst of the crowd shouted out "The emperor is wearing no clothes." This alarmed not only the townspeople; but the emperor too when he realized that she was right, and he had been tricked and the tailors had stolen his money.

Just as the little girl saw through the lie of the two tailors, we as followers have a right and a duty to make suggestions, contribute to success of an organizations, let our opinions be heard, and stand up for those things that we know our wrong. Sometimes we will be going against the crowd like the little girl did, but she was innocent and knew that emperor didn't have any clothes on. We need more active and effective followers.

Conclusion

In conclusion, there is an unmet need for good followers in the world today. A follower has an important relationship with leaders and their success. An effective follower is a team player; he or she has a positive attitude, high expectations, and optimism. When a follower has developed these qualities, he or she can have a visible difference on other followers and on leaders. Being a team player means to do one's part, and a portion of doing one's part is putting in an opinion. It is also necessary to have good communication skills especially the ability to listen. There are many challenges of followership;

one main challenge is not being critical of leaders, but not following blindly when one disagrees strongly. Underrated, an effective follower can have as much a profound effect on an organization as a good leader can.

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THERE'S MORE TO SEE

Employee

Motivation

By Rachel Braden and Jessica Rowley

Satisfaction and high morale are key to a team's success. Motivating team members and employees can be one of the hardest parts of managing. A closer look at what can motivate your team can help you build a successful team culture.

Employee Motivation usually comes from caring about your job. Employees want to be part of an organization that helps them build character and gives them opportunities to succeed. According to the article titled "The Effects of Employee Involvement Programs on Unionized Worker's Attitudes, Perceptions, and Preferences in Decision Making," studies have shown that employee involvement is linked in a positive way to attitudes, job satisfaction, and organizational commitment (1992, p. 862). Money usually isn't one of the top motivational factors and won't last long (The Gale Group, Inc., 2006, p. 3). Companies that strive to increase motivation through the other means, usually find more committed, dedicated, and willing employees.

Motivating Through Job Satisfaction

Employee motivation is hard to build in employees. It usually can't be bought with a price or even made up for in rewards. Rather motivation for employees usually comes from appreciation and respect for a job well done (The Gale Group, Inc., 2006, p. 3). Some significant ways to help employees feel appreciated

...motivation for employees usually comes from appreciation and respect for a job well done.

and respected is through employee ownership, voting, and decision making. When employees feel that others care for them, they are usually self motivated, and they become more dedicated in their work and loyal to their company.

Ownership

Ownership is a motivating power because it gives a sense of possession and individual responsibility for employees. In the article titled, "Creating a Partnership Culture," a team of Sirota researchers studied organizations and found that the top-performing organizations have fewer management layers and more self-managed teams (The Gale Group, Inc., 2006,

p. 4). They also found that, "...the benefits of instilling a sense of ownership through self-managed teams resulted in a self-perpetuating and positive circle of important achievements" (p. 4). In a company and work setting, ownership might be achieved by delegating responsibility and giving credit where it is due. The practice of decreased management gives

everyone a chance for their ideas to be heard on a more equal playing field, and for everyone to be involved on a more personal basis. As involvement increases, feelings of ownership and personal responsibility in the activity, project, or company increases, and overall performance improves.

Voting

Another way to increase motivation in job satisfaction is to vote on ideas when it is appropriate. Voting is reassurance to employees that management cares about who they are and is listening to their ideas. This increases motivation because many of the decisions affect the employees. In Vengel's

article, "Lead your Team to Victory: The do's and Don'ts of Effective Group Leadership," Vengel gives some suggestions about how to obtain success from voting. Voting should always be done with more than two choices in mind and the opportunity for more options (2006, p.9). This way, the vote is not counteracted by lack of choices. An example of this would be when a person only pick A because choice B is definitely wrong, but they still don't whole heartedly believe in choice A. According to Vengel, another problem that can arise from voting is tendency for people to take a fixed position without taking into account other ideas. They get set in their ways and become defensive. One way to help overcome this issue is to encourage openness and collaboration from the beginning (2006, p. 9). By this, new ideas can be explored in an unbiased setting and the group can reach a higher level of learning than would otherwise be possible. Then employees can still feel a sense of accomplishment in their jobs and find fulfillment in their lives.

Decisions Making

In the article titled "The Effects of Employee Involvement Programs on Unionized Worker's Attitudes,

Perceptions, and Preferences in Decision Making,” we learn of a theory about employee involvement, and are taught that those who are involved are intrinsically rewarded, understand how their work can be done more effectively, and understand management’s perspective (1992, p. 861). If management is always a dictatorship in decisions that directly involve employees, usually motivation for the job decreases along with beneficial comments and suggestions. This is truly a loss for companies because it is not just management that is entitled to great ideas, especially when employees

deal with the product on a daily basis. As companies involve their employees in the decision making process and inform them of company actions, a more united culture can be created within the company and some of the problems can be eliminated. Usually when people understand the “why?” behind what they are doing, they are more understanding of management’s decisions, even when the outcome may not be so favorable for them personally. Then some of the responsibility can be shifted to employees to and they feel like they have a say in what happens.

Motivating through Incentives

Employee motivation can be raised by providing incentives as well as trying to increase job satisfaction. In the January 2007 issue of the Call Center Magazine, there is an article written by Deborah Navarra and Donna Fluss which presents ideas about what the four best incentives are to increase employee moral. These include variety, fair compensation, recognition and respect. From these suggestions, we conclude that the majority of incentives needed to increase employee morale can be done at little



to no cost. Implementing these four incentives can be done in a variety of ways. The following is to illustrate these principles which can be adapted to serve in any situation.

Variety

Variety can best be described as allowing your employees to do something that is not in their everyday routine.

Fair Compensation

Fair compensation is letting the employee know that you appreciate their work by giving them a pay equal to the work and quality they do. Fair compensation is also important because it is a base in determining raises and promotions for exemplary performance. Bonuses can be given, as well as added perks to the employee's contract

Fluss, is that companies should always promote from within to ensure long time employees the chance for growth.

Recognition

From your own experience, you can probably agree that everyone likes a little recognition once in awhile; a pat on the back to say that you have done a good job

As companies involve their employees in the decision making process and inform them of company actions, a more united culture can be created within the company and some of the problems can be eliminated

Examples of this can range from a change in assignment, to the option of cross-training. Variety can be given to all, but is best used if it is given as a reward for top performers. These exceptional employees should be allowed to use their skills in a slightly different ways than in their normal daily routines. Perhaps, they could be allowed to specialize in a certain area of their job they like most. The employer could also offer additional education through company or outside training. Also, Navarra and Fluss suggest that these employees be allowed to coach new hires and assist in training programs (p.21).

that are not always rewarded through a higher salary or hourly wage. An example would be added health insurance. In some cases, this much of a commitment will not be required. Navarra and Fluss suggest that employees should be given the opportunity to choose what method of additional compensation they receive such as different options of gift cards, a free lunch, movie tickets, and first choice for vacation days or maybe an extra day off (p. 21). Being fair with compensation also means trying to accommodate employees who wish to take time off as best as possible. The last important point brought up by Navarra and

meeting the expectations that have been set before you. Navarra and Fluss suggest, as employees are led, they must be made aware of management's expectations (p. 21). Once these expectations have been met, recognition and rewards should be given to show approval of job performance. As employees work, they need to be able to ask questions and consistently be coached so they know changing expectations, but encouraged to do assignments in their own way. Without this coaching, it can be very hard for employees to reach expectations and receive rewards for their efforts

Part of giving recognition is notifying and allowing

employees to feel the success their work has brought for the company. Often, executives on top see the overall work and success done by employees, but they fail to recognize the employee that actually did the work.

Respect

Respect simply means that management show their employees that each of their jobs is important to the overall success of the company, and that their efforts are appreciated. Respect also includes caring about employee opinions and concerns. This can be accomplished by responding to employees in a timely manner, listening to their concerns, and making sure that they know you care about them. Employees need to know immediately when they have done a good job; otherwise, they will have moved on and put the project behind them. They also need to know of management's concern for them and feel like they have a place where they can talk about their concerns, be heard, listened to, and recognized for what they may say. Navarra and Fluss suggest that by implementing an employee satisfaction survey, results can be shared with all staff in a confidential way that will begin to solve these problems (p. 22). This same thing can



be accomplished by regular meetings on a more personal basis where employees can share their level of satisfaction and their concerns can be heard.

Many suggestions have been made to ensure happy employees, and to help motivate them. However, these suggestions must be tailored for each situation if

they are to be most effective. Needed incentives are up to each leader's interpretation for what is best in the situation. Remember to never treat employees as if they need to be picked up; but rather, they need to know your expectations. Through clearly stating your expectations and using these ideas to support and reinforce your expectations, success can happen. Once a place has been created where job satisfaction and high morale are present, it is only natural for success to come. This concept has been described by Sirota research and consulting company which has been in business for over 30 years. Sirota puts this brilliantly as, "It is a simply function of success breeds success" (The Gale Group, Inc., 2006).

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MILITARY TEAMWORK IN THE WORKPLACE

by Katy Smith & Courtney Forish



Businesses can create a more productive work environment by implementing and maintaining military teamwork methodologies.

There is a place for military teamwork in every business. According to Russell, Reynolds and Chadalavada, who studied the implementation of

military methodologies used by Weyerhaeuser business, military tactics give businesses a basis from which they can learn. Learning military methodologies will help businesses who

are fighting in the ever-changing, competitive business world (2004, p. 46). The business world is too competitive to allow any advantage to slip away. Military teamwork tactics are

a secret weapon to businesses that will implement them. Russell, Reynolds and Chadalavada go on to explain that using the military example in developing strategies is key to success when timeliness is important (2004, p. 46). Any business that feels that improvements in time management and strategy development are needed should look to the military example for a basis of how they can progress.

Within the military, teamwork is the only way to accomplish critical aspects of missions and security. According to Stokes, military contexts and environments are at times seen as a model on which business organizations can find useful and important lessons (2007, p. 5). Teamwork can save your life, literally in the military, but also in several aspects of the business world. In fact, study of military teamwork provides an example for businesses faced with the overwhelming challenge to develop and execute strategies in a complex, rapidly changing

environment (Russell et al., 2004, p. 46).

In order to increase productivity many corporations have made use of teams. Effective teams have guidelines, either spelled out or understood, for positive interactions between team members (DeJanasz, 2001). Businesses can create a more productive work environment by implementing and maintaining military teamwork methodologies. Implementing military teamwork involves four crucial aspects: leadership, support, conflict management and trust.

Leadership

Successful leadership is the focal point for a winning team. Leadership includes defining and explaining a clear, common purpose, team member roles, conducting successful meetings, and most importantly showing team members that their leaders care about them. When a member of a team knows that they are critical to success and that those leading them are thinking of their well being as well

as success, they perform to a higher level.

Warrant Officer (WO) Fritcher, USMC, explains her thoughts on this kind of leadership by saying,

I know that all the Marines in my charge have a mom, and having kids of my own, I would do whatever it took to protect them while accomplishing the mission. I don't know if I would be strong enough to tell someone's mom that their son or daughter died on my watch, especially if it was due to a bad decision that I made (2007).

She believes that the marines on her team are more than completed tasks, productivity or just pawns in the game of military missions. They are family, with family of their own, and she is determined to give them the leadership they need to accomplish their mission. This type of leadership not only can motivate young marines, it also can motivate employees in the work place.

Support

Support between team members is essential because it generates belief in the team. As explained by Gibson, Randall, and Earley,

A team's perceived capacity to perform is defined as a team's belief in itself, regardless of the task or situation(2000).

Belief in each member of the team creates support. Thus, support is an element that has to come from all members of a team. Everyone has to pull his or her weight. WO Fritcher provides insight into this concept by saying,

The entire military structure would break down if it wasn't for the team. Everyone has a job and no job is more or less important than the next. If the PFC (Private First Class) that is getting the chow doesn't bring it back, it can have a serious impact on the rest of the mission. Marines are always thinking about food (2007).

It is no different in the business world. Everyone has a job to do and they must sustain each other.

There are many ways an individual can support his/her team members. Support for team members can be as simple as voicing a bit of encouragement (Porter, Bigley and Steers, 2003), but support of team members lack of



negative actions and words. Coworkers who support each other work at not saying or doing things which would offend, hurt or embarrass others on their team. DeJanasz, Dowd, and Schneider (2003) state, "Be supportive of your team members. Always ask how you can help. It's a great way to remind everyone you're a team with collective objectives" (p. 318). Porter, Bigley, and Steers (2003) say that being supportive is showing concern for others' feelings and needs, encouraging coworkers to voice their own

providing positive and informational feedback (p. 582). Whether in the military world, or the business world, being supportive of team members is a way to help your team work better.

Conflict Management

The theory of team development suggests that most groups or teams will go through a stage of conflict referred to as "storming" while they are developing. Working out these conflicts enables teams to create guidelines for how they interact with each other (DeJanasz,

2001). Conflict doesn't end once the team has been established. For teams to continue to be productive they need to be maintained.

Some of the team member roles essential to that maintenance are encourager, harmonizer, compromiser, standard setter and follower. Most of these roles deal with the resolution of different sorts of conflict (Kreitner and Kinicki, 2003). They go on asserting, ". . . conflict is an unavoidable aspect of organizational life" (2003, p. 485). There will be conflict between coworkers on occasion, but team members need to work through it. In reference to splitting off from England Benjamin Franklin said, "We must all hang together or assuredly we will all hang separately." In the military or in business, team members who don't work together inhibit their team's productivity.

How team members handle conflict determines whether the conflict enhances or destroys a productive work place environment.

According to Kreitner and Kinicki (2003), "... workplace conflicts are not a war... those seeing a conflict as an opportunity and a journey will tend to be more positive, open-minded, and constructive [than those seeing it as a war]" (p. 486). They go on to emphasize, "Good agreements enable conflicting parties to build bridges of goodwill and trust for future use" (p. 489).

Trust

If a team is to grow and prosper, its members must trust each other and trust must be earned. Kreitner and Kinicki (2003) suggest that team feedback becomes more frequent, more positive, more specific, and more accepted as a team begins to trust each other. According to WO Fritcher, USMC, trust is a crucial element in military teams. She tells us that in the military you have to trust the guy you are standing next to. You have to know that when push comes to shove, he would take a bullet for you and even more, that you would take a bullet for him (2007).

This life and death kind of trust is not needed for the survival in every day businesses, but trust at a different level is crucial to successful team productivity.

In the workplace, not only does feedback increase as individuals grow in trust to become a team, but also does the likelihood of an individual voluntarily asking a coworker for help. Individuals naturally try to avoid appearing as if they don't know how to do something in front of people with whom they are not comfortable. As a group grows to trust and be friends with each other, they come to feel the camaraderie necessary before willingly sharing their own weaknesses with others (Kreiter and Kinicki, p. 415). Building trust is therefore very important in creating positive team dynamics. According to Dejanasz "In high-performance teams [like the military] trust is built through behaviors such as being dependable, being kept informed and informing others of necessary facts and information" (2001, p.317). Trust builds on

itself, when you trust your coworkers they will trust you, and with that mutual trust comes open communications and the tools to be a high-performance team. Whether it is taking a bullet for your teammate, taking the heat for a deal gone south or sharing the rewards of a job well done, when team members trust each other bad things are taken care of so that good things can happen.

Conclusion

By following the military teamwork model using leadership, conflict management, increased trust, and support of coworkers, individuals can help to create a more productive work environment. Teams make fewer mistakes than do individuals, especially when each team member knows his or her responsibilities, as well as those of other team members (Baker, Day, and Salas, 2006). This is a fact, which can save a business from failure caused by customer dissatisfaction, group failure or financial mistakes.

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CONSTRUCTION MANAGMENT: BUILDING YOUR DREAM TEAM

By Johnathon Fisher

Finishing a project can be tough, but when you have laid the foundation by constructing your dream team the job can become easy.

People have always built structures: the Egyptians built the pyramids, the Romans built the Coliseum, and we built the Empire State building. Accomplishing these feats required teamwork. Nearly all structures have been built by at least two people working together.

Today the construction industry is a large and modern field combining old methods with new methods, however it is still very dependant on teamwork. During this article I will explore management needs of commercial construction thereby creating a formula to create a dream team for every project. To do this I will need to divide up the article into two sections: How to determine the project requirements and how to select individuals for the desired positions.

Before proceeding it is important that you know the roles of the different positions that comprise project management teams. Project managers are over finances and contracts, superintendents oversee actual construction, and project engineers verify correct materials are being used on the project. Projects may also require specialized help: a project scheduler to update and schedule the project, a contract manager to oversee contracts and resolve contract issues, and senior project managers to oversee large project teams.

Determine the Management Requirements

In commercial construction, buildings of all shapes and sizes are constructed. These projects have many requirements that need to be met to satisfy the owners' needs. All of these requirements require a dedicated team who can work together in harmony.

The team is determined by a couple of factors: the size, complexity, and type of project.

What size is the project?

A project's size is typically determined by the cost of the project. This is a large factor in determining the project team. For example; a three hundred million dollar project will require a larger team than a five million dollar project will. The cost of a project will determine the number of project managers overseeing the budgets and contracts on a particular project. This will not only affect the number of project managers but also every other position. For example during my

internship I was assigned to a small project, it was about three and a half million dollar project; the project needed only one project manager to function. However on larger projects other positions such as contract managers and senior project managers could also be needed. Thus when selecting your project team, pay careful attention to this very critical step.

What is the complexity of the project?

The complexity of a project can really change the way a project team is chosen. For example a hospital is far more complex than

a typical home, it may require: medical gas systems, pneumatic tube systems, specific life safety code requirements, more complicated heating and air conditioning requirements, and ADA (American Disabilities Act) compliance. A home on the other hand does not need to meet some of these more stringent codes and requirements. More

complex projects require many different skill sets working in harmony to complete a project. Because of the complexity of a project it may be needed to bring in several superintendents to oversee the construction of different parts of the building. Thus qualifying this as a important factor to consider when choosing your dream project management team.

What type of project is it?

In construction it is important to meet the owners' needs. Projects always have time limits; these short windows of construction

Construction is based on teamwork; nearly all structures have been built by at least two people working together.

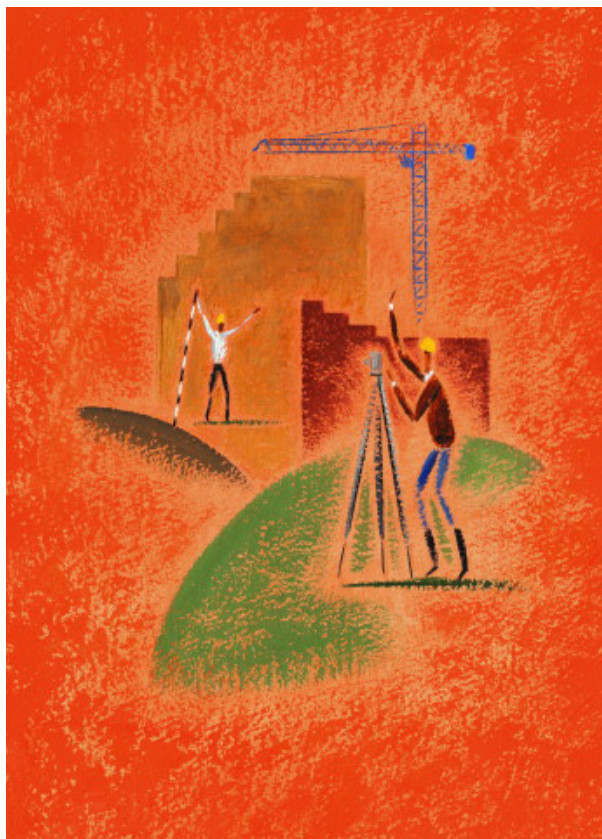


are often shortened by the owners' needs. For example, have you ever watched Extreme Home Makeover rip down and build a new house in a week? The next day on your way to work you pass by a home that has been under construction for several months. The difference is the amount of time to complete the project is different; Extreme Home Makeover has a week to build the house. But the house down the street could have six months. This is just one example of different time constraints placed on the managers of these projects. Because of time constraints the management team may include a scheduler on larger projects. By doing this they can ensure

an efficient and highly productive project to meet the owners time constraints.

Selecting individuals for the desired positions

The process of selecting individuals for a project can now begin knowing a little about the project. Large projects naturally require more from the management team. Construction management teams are also picked because of the skills and knowledge of the individual members. When selecting individuals for a management team the following need to be followed:



what qualifications are needed and what qualifications are available.

What qualifications are needed?

Because managers deal with the project budgets they need to understand how a budget works. This is probably one of the most important tasks of project managers. Project managers are charged with keeping the project in budget by “buying out” the project. This refers to finding the best price to build each part of the building as a whole. Because they are in charge of the budgets they also make sure that the subcontractors are being paid for their work by submitting pay requests. These managers also need to be able to correlate items in the budget to the building. This way they can verify that the budget is in line with the construction process.

Finances are not the only thing managers need to be able to understand. Construction managers need to be able to visualize and

apply the construction documents to materials and also to the building. By being able to visualize the project they are able to make better decisions regarding the building process. Also they can anticipate problems and resolve them before they happen, by getting more information. All positions need to have this ability but superintendents especially because they are out making sure the project is built according to the construction documents. This ability helps in when ensuring the quality of a project. Quality control and quality assurance are also a vital part of the management team’s responsibility. Quality control quality assurance ensures the building meets the owners’ expectations.

Commercial buildings are designed and engineered using specific materials. Because these buildings are using specific materials; it needs to be verified that the correct materials are being used. This is the responsibility of project engineers; they receive samples and descriptions of these products called submittals. Project engineers check the submittals for conformity to the construction documents then send this on to the architect and engineer. Project engineers also fill many other roles such as putting changes in the construction documents, keeping submittal and request for information (RFI) logs, and assisting the superintendent(s). This is a very important task in all commercial construction, and needs to be addressed when choosing a project team.

On larger projects higher level management may be required. A senior project manager would be needed to oversee a large management team. By bringing these senior level managers, a great amount of expertise is brought to the project. These large projects will also require much more work to be accomplished, meaning more subcontractors need to be brought in. This requires a contract manager to draft and

enforce these contracts. A scheduler will be needed as well to produce project schedule. This would allow superintendents to determine when subcontractors need to start and finish their contracted work.

What qualifications are available?

When selecting a project team one of the main concerns is whether or not you can create a project team that has the skills needed to perform a project. This is a very important piece of the puzzle. However many skills can be learned on the job such as: Keeping a daily log, generating requests for information, creating/maintaining relationships with the owner, problem solving skills, and giving instructions to a subcontractor. For this reason you may need to choose a highly experience individual to train the other less experienced managers. For example Layton Construction looks for project managers that meet these minimum requirements:

- » Requires a high school diploma or equivalent
- » Minimum of ten years experience working on projects exceeding \$10 million
- » Strong management skills
- » Must have in-depth knowledge of commercial construction processes and working knowledge of construction laws and practices
- » Proficient computer skills
- » Must be able to read and understand plans, blueprints and specifications

- » Must have good customer service skills
- » Demonstrated verbal and written communication skills
- » Strong negotiation skills; ability to problem solve
- » Must have a valid drivers' license and be able to travel to and from project sites as required

By doing this they can ensure they have at least one experienced manager to guide and train the other less experienced managers.

Projects are demanding and require many skills; many of those are developed over time in lower positions such as a project engineer. By utilizing these less experienced workers in these positions they can develop the necessary skills needed for other positions.

Commercial construction projects need to have the following to be effective at a minimum: a project manager and a superintendent. As projects increase in size and complexity a project engineer would be added to the management team. As construction projects

continue to increase in size, perhaps another project engineer and a superintendent would be added to the team. If a project is larger still it may require a contract manager, a scheduler and more project managers, and superintendents. For example: during my internship I heard of a project that was staffed with thirty managers. Projects of all sizes

When selecting individuals for a management team, the following guidelines need to be followed: what qualifications are needed and what qualifications are available.

require different teams to fulfill their specific needs the better the team the better the project will progress.

Conclusion

As the construction industry continues, and as buildings become more advanced and complex; construction management teams need to be assembled and prepared for each project. In order to select a project team, the aforementioned items need to be considered: size, complexity, time constraints of each construction project, and the skills available. By following these few criterion, projects will get the right management team; thus ensuring that each project moves along smoothly and efficiently.

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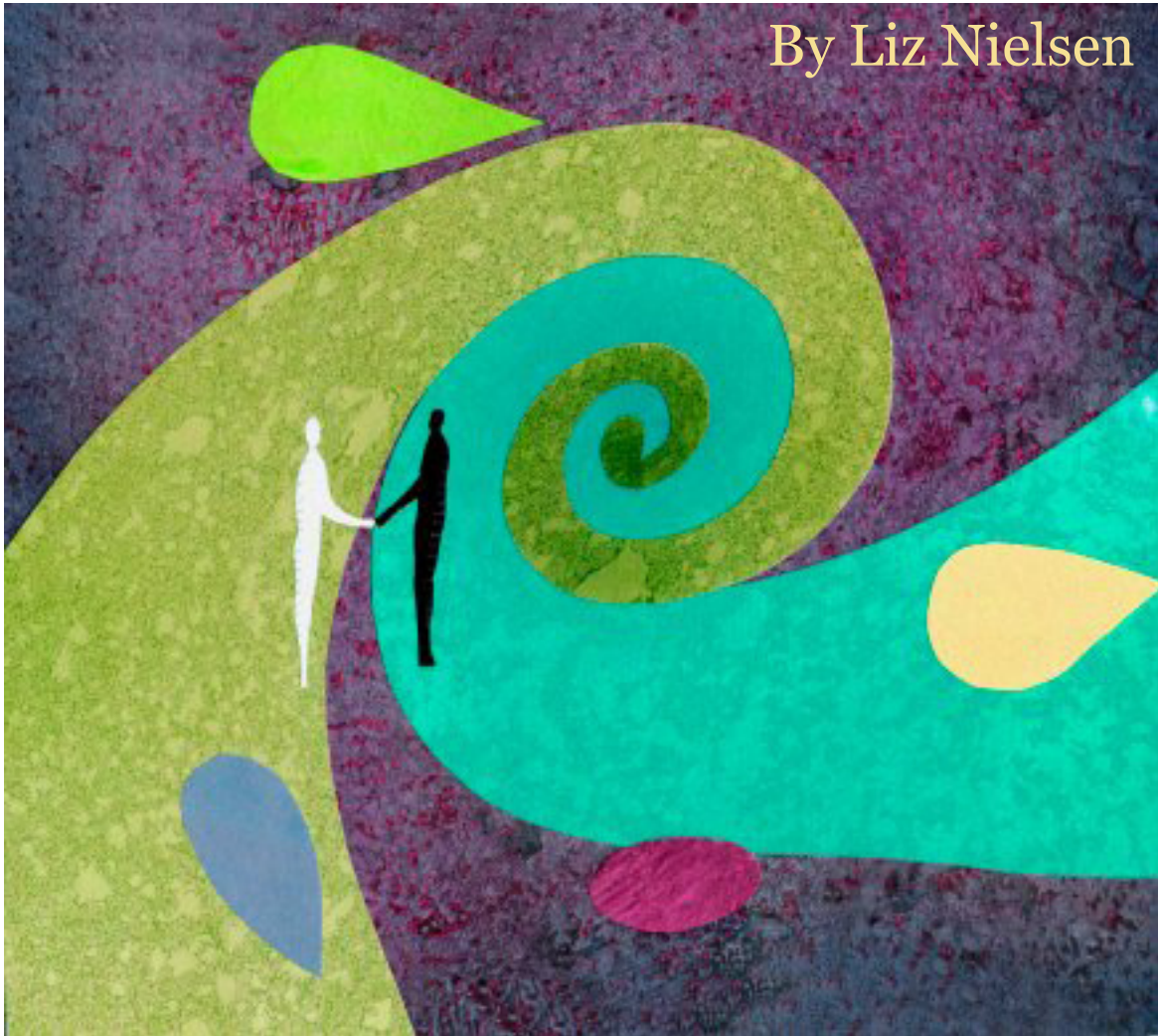
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Making the Change: Moving Forward to Teamwork

By Liz Nielsen



“The move to teamworking and the accompanying changes in job boundaries and responsibilities have been viewed as exerting a positive impact on levels of employee knowledge and skills, particularly where there is also increased training and regular job rotation.”

- Nicolas Bacon, & Paul Blyton

Many employers have seen the benefits of teamwork in the work place and how it can benefit their employees. Increasingly flat beurocratic structures have been the trend over approximately 20 years, turning from the traditional concept of the all-empowered boss managing the office. More business is done by setting up committees and using teamwork to complete succesful projects. So what should be considered when making the switch to teamwork-based organization?

When making the switch, employers need to consider how this change will effect their employees. The first thing that an employer should consider is what types of jobs make up their work force. Nicolas Bacon and Paul Blyton researched how different groups of employees felt about teamwork. Bacon and Blyton used a level system to differentiate job type, the level one groups being more labor intensive and level three groups being white-collar jobs. This is what they found about the different groups response to teamwork, "...teamworking was not equally well-received by all employee groups. Those on

the lowest grades continued to be the most disgruntled and saw teamworking as providing less benefit for them than their higher level counterparts."(p. 27, 2003) The lower level groups felt that teamwork did not provide for them the same benefits as working in teams did for the upper-level groups. This information is important for employers who are considering implementing a system of teamwork in their business.

When employees expericence growth in their work they become more effective employees.

Teamwork has several positive affects on the work place. Teamwork can affect employee motivation quite stronly. Bacon and Blyton quoted Barker and Sewell, saying that under teamwork systems, workers participate more in their work and develop their own normative rules to monitor their work activity (p. 14).

A second benefit of teamwork is that it allows employees to have greater variability, responsibility and allows them to improve their skills in their jobs. (p. 27, 2003) When employees expericence growth in their work they find more satisfaction in their job, which often leads to a greater desire to work and they become more effective employees.

Bacon and Blyton highlighted the third benefit of teamwork when they said:

...[T]he introduction of teamworking carries with it substantial training implications, not only to produce a workforce that can accomplish a broader range of tasks within the team but also to create the level of communication and leadership skills necessary for teamworking to be fully effective"(p. 27, 2003).

This third benefit of developing leadership skills and communications skills will broaden the scope of tasks that an employee can do. This will help employers as they have other projects and tasks for employees to do. Employers will know that in the teams will collectively posses the necessary skills to complete those tasks.

However, on the other hand having a teamworking system will require employers to find people who communicate well and have leadership skills. This may mean a higher wages cost for both more skilled and a greater quantity of employees. Employers should be sure to weigh the costs and benefits of making the teamworking change before incurring expenses that their industry can't produce the profit margin to compensate.

While making the change an employer will have

many things to consider both good and bad. They will have to consider what type of employees they have will they find less job satisfaction or more when working with a group. They will also need to look at the ways that teamwork could help their employees. If teamwork makes sense then the employer should go for it, and make the switch to teamwork. Then they can see for themselves the benefits that teamwork will bring to them and their employees.

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Working as a Team vs. Working Alone

by Jeremy Lindstrom



Competition spurs creativity and innovation, so in order to stay on top many businesses and managers create teams which work together to stay ahead of the competition. However, although teams can usually perform things faster and better than one working alone, are teams always the better solution?

We've all heard the catchphrase, "Two heads are better than one," and most managers today would agree. We live in a fast-paced, competitive world in which the survival of the fittest lifestyle dominates. If a business isn't able to do its job as quickly or as well as its competitors, it will soon find itself on the street, so to speak. Competition spurs creativity and innovation, so in order to stay on top many businesses and managers create teams which work together to stay ahead of the competition.

Everyone has different skills, abilities, and talents so, in order to effectively

get a job done in a timely manner, people often work together to combine strengths and eliminate weaknesses. According to Northeastern University (2007), "A significant shift is taking place in organizations throughout the world--a shift that has important implications for the skills that will be critical to your success both as a member of organizations and as a manager and leader. This shift involves increasing the emphasis on the group or team." Managers are hiring those who are not only qualified but who also have good people skills, those who are able to work with others

in a group setting. By incorporating teamwork into the workplace much of a business's success now hinges on whether or not all the internal teams are working together, whether or not they can do what is needed in the given amount of time.

Especially with a good, strong group leader, teams can capitalize on strengths and work together on individual pieces of the project all at once, thus saving time while producing higher-quality work. Team members in turn learn, among other things, dependence and integrity; they learn the importance of getting things done on

time and done well. If they don't do their part others suffer and vice versa. Also, according to Northern University (2007), companies "have found simply that harnessing the potential power of the group can have a dramatic effect on productivity and job satisfaction." It would seem that most companies are for teamwork and teams.

But is teamwork all that's it's cracked up to be? Being this effective is not always easy:

people must work as a group, put aside personal offenses and learn to accept constructive criticism while staying calm.

Team members must understand that sometimes others will come up with better ideas than their own and that can be hard for some people to accept. In addition, in order to produce the intended results the manager or leader must choose the right people, people with complementary skills that can benefit and build the team. Bragg (2006) states, "Team members contribute to the success of the team by using their unique skills and talents. The team must have the appropriate skills

to accomplish its goals, and the skills of team members must complement the skills of one another." It's not always easy for a leader to pick the right people, nor possible to predict how people will act in a given situation. Bragg (2006) continues, saying that a team needs, "a commitment to work together to obtain a mutually held goal. Team members are committed to working together. They want to work together because of their belief that they can achieve more together than they can alone." Without this belief teams become are are only effective as an individual or even worse, less effective.

Teschler (2006) affirms that "Research psychologists are finding out that individuals thinking independently are more effective at generating ideas than the same people thrown together in meetings." If this is true then working alone not only saves the effort of putting together a team, making sure schedules agree, and taxing a lot of people's patience, it produces better results in the team brainstorming stages of a project. Teschler (2006) argues that the main problems seems to be that "People in

groups don't have the same motivation to generate ideas as someone working alone, so they may be less focused on the events at hand and more easily distracted." Some people just aren't people-persons and don't work well in groups; they feel that they perform best on their own. Individuals when working alone can work as they wish, on their own time schedules and without worrying about finding time to collaborate or meet with others. They can feel satisfied that the end project is theirs and theirs alone, that their product stands a testimony of their own skills and abilities.

In conclusion, there seems to be no concrete solution or answer as to which is better, working in teams or working alone. With strong statement from both sides

it seems that every situation is different and the project leader just has to decide which would be more effective: assigning the project to just one person or to a whole team.

Since everyone is different and every project is too, there may be no right or wrong answer. It appears that Lean Manufacturing

Concepts (2006) is right: “Most of the time two people can carry out much bigger tasks than the sum of the tasks they carry out individually.” Just look at the things people have produced together. But we also have all been in groups where we have thought to ourselves that the assignment would get finished a lot quicker and a lot better if we could just go at it on our own. Evidently leaders need to recognize it’s up to their judgment whether or not to put together a team, and team members should continue working on people skills because it seems that teamwork is here to stay.

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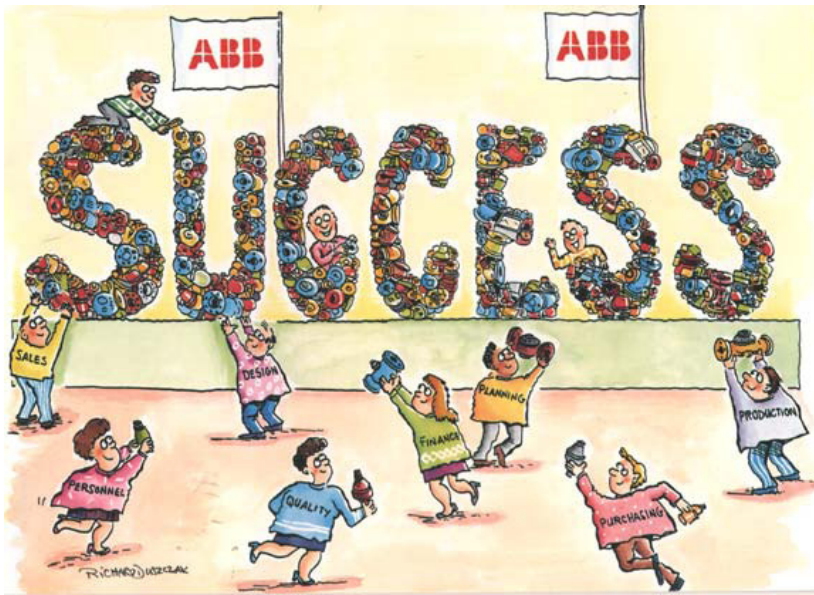
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Team Building

by Sarah Jackson



Employees grow tired of all the games and schemes aimed at building teamwork. The solution lies with creativity. Creativity and fun in the workplace are much more productive than the traditional team building retreat. Team building exercises can become a welcome escape from the monotonous workday, and employees learn real benefits from working together that can be applied to future team environments.

When someone mentions team building, one thing comes to mind. It is a company retreat to some resort or wilderness area. All of the employees will get together and play games designed to build and foster teamwork. However, there is a much better way to encourage teamwork in the work place.

As with most things in life, the more creative something is, the more likely it is to succeed.

Employees quickly grow tired of all the games and schemes aimed at building teamwork. They go off for a few days to a week, spend time with fellow employees, play silly games, and then go home. Life picks up where it left off, and there is no more teamwork than before. Management reacts by blaming the employees for the lack of teamwork, and the entire company goes through the same routine the next year.

The solution lies with creativity. Several online

companies have realized how unproductive these traditions are and have developed a solution. One such company, Smart Team Building, has come up with a creative solution that does not require any travel. They create custom experiences for each company, and *the employees never have to leave the office* (Smart team building, 2006).

The experience revolves around creativity and fun. This is accomplished

in four phases. First, the employees become excited and organized. Second, everyone gets involved through practical jokes. Third, the teams compete to raise money for charity. Finally, the fourth phase brings everything together (Smart team building, 2006). In addition, “throughout the entire adventure there are hidden clues, enemy spies, twists and turns, a humorous online photo gallery for your company, and newsletters to keep everyone posted” (Smart team building, 2006). The creativity and fun involved is much more productive than the traditional team building retreat. Finally, perhaps the best part of the experience is that no one has to leave the office. Work goes on as usual, with employees taking only a few minutes out of the day to organize and execute their roles (Smart team building, 2006).

One reason that this approach is so successful is the fact that everything takes place within the actual workplace. Instead of having to transfer their new skills to the workplace, they will already be there.

They learn and apply the skills where they will be used, not in some far away place void of the pressures and restraints of everyday life.

This is just one example of creativity in team building. There are several other solutions, just as successful. The key is the creativity behind the experience. The team building exercises become a welcome escape from the monotonous workday, and employees learn real benefits from working together that can be applied to future team environments. Team building does not have to involve a retreat; it just has to be fun, creative, and applicable to the real workplace.

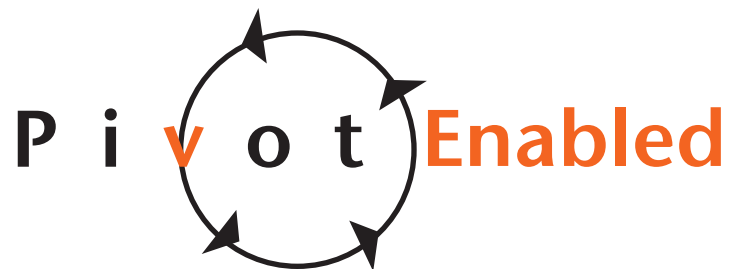
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Teamwork in Business

How do you draw lines to equally distribute the load in a team project? For one team, the separation is unclear.



Pivot Enabled*, a major producer of airline engines, requires its employees to work together on all projects. Its teambuilding techniques help individuals frame hundreds of innovations, from heat-resistant coatings to aerodynamic blades – technologies that make air travel more cost effective, more comfortable and more dependable...

One individual, Derek Poole, is a newcomer to the Pivot Enabled family. With a PhD. in Fracture Technology and an MBA in Aerospace Engineering, Derek excels in his field as one of twelve in the nation with such a specialized degree. He meets his new team and immediately finds his niche –the perfectionist. Others working with him, Laura Pettit, Nick Anderson, and Casey Morgan know the ins and outs of the company and welcome Derek. As usual, the engineers work under the supervision of a senior engineer, Doug Rich, who brings together the team’s skills and technical expertise.

The teams at Pivot Enabled engage in projects to design, construct, develop, test, operate and maintain both commercial and military aircraft, spacecrafts and their components as well as satellites and missiles. There is little room for error and even less for outliers within the team. The conflict begins after a few months in to the new routine. The senior employees notice that Derek arrives earlier and stays later than anyone else on the team. Pieces of the project assigned to other group members start to appear already completed. When questioned, Derek denies that he’s been completing more than his share saying only that he is fully dedicated to

his work. Laura, the obvious team leader, begins to talk to the others about the situation. Nick and Casey aren’t necessarily bothered by the fact that their jobs are being displaced. The two enjoy coming in at lunch time and leaving only a few hours later. The normally exhausting work is now almost nonexistent. Laura however, is disturbed.

Finally, Laura goes to Doug and alerts him to the situation. Doug shrugs and says, “As long as the work gets done, what do you care?” Laura frowns and returns to her desk thinking hard. There seems to be an ethical dilemma at hand. She would like to devote more to life outside her job as well, after all, she spends so little time with her kids since she started with Pivot Enabled, but can she really accept her next paycheck knowing that she has not done her part of the job? Should Laura continue to let Derek complete the project by himself, or should she alert upper management?

*Pivot Enabled is a fictional Company. This SBR Case Study is based off of several human resources studies in the manufacturing industry.

Feature Executive Summaries

Building a High-Performance Team

In an increasingly team-oriented workplace, managers are feeling pressure to put together high-performing teams to achieve company objectives both faster and with a higher level of quality. The secret to creating a high-performance team is finding team members who have appropriate skills. These skills include, but are not limited to technology skills, communication skills, and synergy skills. The authors define technology skills as the ability to use the appropriate software proficiently. In most cases, this will include the Microsoft Office Suite. Another growing technology need is the ability to conduct online database research. Managers should be sure their team members possess both the technology skills currently in demand as well as those that will be needed to keep the team up-to-date. Communication skills that team members must have include interpersonal communication skills and presentation skills. Important aspects of these are the use of visual communication through body language and visual aids, as well as appropriate professional dress. A team member's attitude and capacity to deal with stress is also a factor in their ability to contribute to the team's bottom line. Synergy skills are the basic skills needed to make a team truly productive. Synergetic individuals bring an element of unlocking hidden potential in a team through their ability to make light of a potentially destructive situation, and to analytically and accurately assess the direction a team is heading. These skills allow team members to innovate off of each other's ideas without participating in group-think.

Followership

Followership is just as important to the success of an organization as leaders are. Followership includes being a team player, having high expectations, supporting leaders, having a positive attitude, and the ability to listen and communicate effectively. Leadership and followership are linked. Effective followership enhances leadership and is essential to a leader's survival. The relationship of leaders and followers should be looked at as that of a team, and a follower knows his or her keys to the success of that team. A leader often recognizes and appreciates the good work ethic of a follower. Followers can develop an effective work ethic by setting high expectations for themselves. Leaders recognize high expectations in followers and often raise their own expectations. A good follower can improve the attitude and performance of the entire team. A follower has an important relationship with leaders and their success. An effective follower is a team player; he or she has a positive attitude, high expectations, and optimism. When a follower has developed these qualities, he or she can make an impact on other followers and leaders. An effective follower can have as profound an effect on an organization as a good leader can.

Employee Motivation

Employee motivation is key to the success of any company. How well a company or team does hinges on how motivated the employees and team members are to do their job., Many managers and leaders struggle to find ways to motivate their employees and teams because situations

and people are so different. There are a number of different ways to motivate employees including motivation through job satisfaction and through incentives. Leaders and managers can increase job satisfaction by delegating responsibility and ownership of either the company or project. Leaders can also involve team members more while working together by holding votes when appropriate to motivate employees by helping them see that their opinion matters in the decision making process. To motivate through incentives managers and leaders can add variety to the jobs their teams do and give them fair compensation for the work the employees do through raises, promotions and bonuses. Equally important, if not more, to motivate leaders should give proper recognition and respect where it is due. Although each situation, team and employee is different and it is therefore hard to lay down hard and fast rules, this article offers suggestions that have been proven to breed success and motivate.

Military Teamwork in the Workplace

Within the military, teamwork is the only way to accomplish critical aspects of missions and security. Teamwork can save your life, literally in the military, but also in several aspects of the business world. In this article, Katy Smith and Courtney Forish explain that by following the military teamwork model using leadership, conflict management, increased trust, and support of coworkers, individuals can help to create a more productive work environment. Teams make fewer mistakes than do individuals, especially when each team member knows his or her responsibilities, as well as those of other team members. This is a fact, which can save a business from failure caused by customer dissatisfaction, group failure or financial mistakes.

Construction Management: Building Your Dream Team

Selecting the optimum team for a construction project is one of the most vital steps in completing the project. For the manager there are several things that he will have to take into consideration to construct the best construction team he can get. John Fisher discusses these different requirements in his article "Building a Construction Management Team for a Commercial Project". There are two major topics that Fisher addresses; the first is to determine the management requirements for your team. To do this he points out that you must take into consideration the size, complexity and type of project to know how many people and what their different responsibilities should be. The second topic he addresses is selecting the individuals for the positions you will have. He addresses what qualifications a construction manager needs in for the different positions and looking at what qualifications are available what the person must have and what can be taught through the course of the project. For a construction manager this article will be vital in helping you build your dream team.



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