**TEAM WORKING**

1. **What is team working?**

The process of working collaboratively with a team of peoples in order to achieve a common goal.

1. **What is the difference between team and group?**

Team has a common goal, like a cricket team. But a group may not have a common goal, they have been grouped based on some criteria or characteristic such as a group of people who like football.

1. **What is the difference between leader and manager?**

Leader is person who setting up new directions and drive towards vision.

Manager controls or directs people/resources in a group according to principles or values that have already been established

1. **What are the roles of team members?**

Dr. Belbin in 1970, has identified 9 roles a successful team.

* 1. **Plant** - creative, imaginative, unorthodox; solves difficult problems.
	2. **Resource investigator** - extrovert, enthusiastic, exploratory; explores opportunities; develops contacts.
	3. **Co-ordinator** - mature, confident, a good chairperson; clarifies goals; promotes decision making.
	4. **Shaper** - dynamic, challenging; has drive and courage to overcome obstacles.
	5. **Monitor evaluator** - sober, strategic, discerning; sees all options.
	6. **Team worker** - co-operative, mild, perceptive, diplomatic; listens, builds, averts friction.
	7. **Implementer** - disciplined, reliable, conservative; turns ideas into practical action.
	8. **Completer** - painstaking, conscientious, anxious; searches out errors and omissions, delivers on time.
	9. **Specialist** - single-minded, self-starting, dedicated; provides knowledge and skill in rare supply.
1. **How you appoint a team?**

First we should identify the goal of team. Based on that goal, role players will be decided. Then we have to see suitable people to fulfil that roles based on the existing characteristics of the members. More roles we can fulfil more successful the team function is.

1. **Are you working as a team member or team leader?**

Team leader as several quantity surveyors are working under me.

1. **What are the advantages of working as a team?**

• Sharing of ideas

• Motivational - not wanting to let the team down. Shared targets and aims for the team to meet.

• Employees needs - employees have social needs; go to work not just for the money but for human contact with workmates etc. Employees can therefore be happier in a team.

• Support - e.g. more experienced members can help, mentor and develop the less experienced members.

1. **What are the disadvantages of working as a team?**

• Not all work is suited to working in a team - there are some one man tasks.

• Teams can cause conflicts - eg personality clashes between members.

• The contribution of quieter members of the team can get crowded out by members with larger personalities. Some good ideas can get lost this way.

• Team mentality. Workers start to identify just with their own team and this harms relationships between different teams and departments and harms communication in the organisation.

1. **What is partnering?**

Partnering is a **management approach** used by two or more organisations to achieve specific business objectives by maximizing the effectiveness of each participant’s **resources**.

1. **What is Strategic alliance?**

Strategic alliance is the formal relationship between two or more parties to pursue a set of agreed upon goals or to meet a critical business need while remaining independent organizations. They will provide strategic alliance with resources (products, labour, experience etc)

1. **What is Supply chain management?**

A process that attempts to fully integrate the network of all organizations and their related activities in an efficient manner. The focus of Supply chain management is to add value to the product or service at each stage of the chain so that it meets or exceeds customer expectations. For example, supply of concrete, not only requirement, at what stage will be required and backup plan if that supplier fails to deliver.

1. **What are the stages of team development?**
* Forming (or undeveloped) - people are working as individuals rather than a team
* Storming - teams pass through a stage of conflicts if they are to achieve their potential. The team becomes more aggressive, both internally and in relation to outside groups, rules and requirements.
* Norming (or consolidating) - the team is beginning to achieve its potential, applying the resources effectively.
* Performing - team is characterised by openness and flexibility. It challenges itself constantly for targets but without emotional conflicts. And places a high priority on the development of other team members.
* Mourning - team dissolves.
1. **What team work is important as a QS?**
* Mainly distributing the workload which cannot be done by leader itself
* Making better decisions with quality input
* We can generate a diversity of ideas by team members
* Reinforcing individual capabilities
* Creating participation and involvement
* Feeling like we play a part in the work being done
1. **What is Team Dynamics?**

Team dynamics means the hidden forces that influence the team behaviour. For example these forces may be common interests of members such as cricket, football or office layout, tools and technology for example providing internet access will change their behaviour, organisational culture for example people may segregate by designation or pay grade, etc.

1. **The Seven Habits of Highly Effective People as per Stephen Covey 1990?**
	1. Be Proactive
	2. Begin with the End in Mind
	3. Put First Things First
	4. Go for win-win situations
	5. Listen first
	6. Work as a team
	7. Engage carefully selected recreational activities.
2. **What are the qualities of a leader?**
* Personal integrity, honesty and gains trust
* Has clear long vision
* Inspire other to action
* Positively Committed
* Has Focus-ability
* Solution-oriented
* Creative
* Makes Top Management Efficient
* Empowers Others
* Is A Catalyst
* Fosters Self-Motivation
* Strives for Excellence Always
* Transparent Influence
* Good Communicator
* Great Negotiator
* Nurtures Relationships
* Balances Confidence with Caution
1. **What are the characteristics of an effective team?**
* Common sense of purpose;
* Clear understanding of the team's objectives;
* Resources to achieve those objectives;
* Mutual respect among team members, both as individuals and for the contribution each makes to the team's performance;
* Valuing of members' strengths and respecting their weaknesses;
* Mutual trust;
* Willingness to share knowledge and expertise;
* Willingness to speak openly;
* Range of skills among team members to deal effectively with all its tasks;
* Range of personal styles for the various roles needed to carry out the team's tasks.