

# **So You Got To Work With Others: Teams, Committees, and Coworkers**

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# The Promise

This session will focus on the **nuts and bolts of working collaboratively** and how **relationship-building skills are far more critical and challenging** than we often think. Come learn about why building relationships is as important as managing the task and how to improve work performance and satisfaction.

We have come to realize that **relationships** are the key to productivity and real organizational performance. They **MUST** be developed first before any great outcome can happen.

CEO of large private company

*December, 2009 personal conversation*

# Teams that Worked

- My best team experience recollection...
- Why did it work?
  - Was there any conflict?
  - Was the team successful? How was success defined?
  - Did the team spend a lot of time together?
  - Did I have any close relationships with team members?
  - Was there a respected and competent team facilitator?

# Sports Teams: The Model?

“While sports have much to teach us about teamwork, they often obscure the realities of managing organizations. **Team-building is the result of attending to the characteristics that demarcate effective teamwork.**”

Harvey & Drolet, p.13

*Building Teams, Building People (2004)*

# A more recent team experience...



# Why Teams?

**“Because the modern organization consists of knowledge specialists, it has to be an organization of equals, of colleagues, and associates . No knowledge ranks higher than another; each is judged by its contribution to the common task rather than by any inherent superiority or inferiority. Therefore, the modern organization cannot be an organization of boss and subordinate. It must be organized as a team.”**

Peter Drucker, p. 124

*On the Profession of Management (1998)*

# Types of Work Teams

	Advice Team	Production Team	Project Team
Tasks	Provide suggestion or recommendation	Produce goods or services	Form to complete a special project
Characteristics	Cross divisional, have other primary duties, and don't have authority or responsibility for implementation	Primary work unit and must coordinate with units throughout the organization	Disband after special actions are completed
MSU Examples			

Stewart, Manz, and Sims, p. 30-31  
*Team Work and Group Dynamics (1999)*

# Building Teams: All Things Considered

- Making teams work includes input, process, and output factors. There are a ton of considerations and details.
- The model: See handout ***Building Teams: All Things Considered***

Relationship Building Skills:  
Nuts and Bolts

PROFESSIONAL

ETIQUETTE

# Professional Etiquette

- Respect, Consideration and Honesty
- Be Ethical
- Be Accountable
- Care and Help
- Communicate and Listen
- Laugh, Have Fun, and Celebrate
- “It’s Not All About You”

# Consideration, Respect and Honesty: Three Principles Guiding Etiquette

Consideration means looking at the current situation and assessing how it affects everyone who is involved.

Respect means looking at how your possible actions will affect others in the future.

Honesty means acting sincerely and being truthful.

# Ethical

Big and Big Examples:

Abusive behavior, discrimination, sexual harassment, withholding information, respecting privacy, keeping confidences, giving credit, accepting blame, back-stabbing and undermining.

# Accountable

The most important way to be a good team member is to do your work. Do it without complaining, do it well, and do it on time.

# Care and Help

No one cares how much you know until they know that you care.

The best way to get help is to give help.  
And, it is smart to ask for help.

# Communicate and Listen

Every one wants to be in the loop!

Not offering your thoughts, ideas, and feedback is unprofessional behavior.

Not soliciting thoughts, ideas, and feedback is unprofessional behavior.

# Laugh, Have Fun, and Celebrate

Humor is the sugar that makes the medicine go down. Be appropriate in your humor.

Take time to be good to  
each other and celebrate!

# “It’s Not All About You”

The only behavior you can control is your own. However, often it is not about you. Don’t personalize what need not be personalized.

Anything Missing?

# A Few Resources

- Post, P. & Post, P. (2005, 2<sup>nd</sup> ed.). *The Etiquette Advantage in Business: Personal Skills for Professional Success.*
- Lencioni, P. (2002). *The Five Dysfunctions of a Team: A Leadership Fable.*
- Fisher, R. & Sharp, A. (1999). *Getting It Done: How to Lead When You're Not in Charge.*

Thank you!

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