

EFFECTIVE AND EFFICIENT TEAM WORK: MAKES THINGS HAPPEN MORE THAN ANYTHING ELSE IN ORGANIZATIONS

DR. RAHUL SHARMA*; DR. MANI KANSAL; MS. PUJA PALIWAL*****

*Associate Director,
VIT School of Management,
Meerut.
**HOD,
Venkateshwara Institute of Technology,
Meerut.
***Assistant Professor,
Venkateshwara Institute of Technology,
Meerut.

ABSTRACT

Today in the business area team work plays vital role. Teams always recognize itself as a useful machine in achieving organizations goals. This is because of its characteristics which influence the performance of the organization. Simply, the organizations won't perform but the people because when it comes to people there should be a team, individuals can't perform whatever they want in an organization they have to form a team and perform individually as well as teams, so when forming a team organizational behavior influence's toward its success. The aim of this paper has been to explain that the Teamwork has a dramatic affect on organizational performance as an effective team can help an organization in achieving incredible results. A team that is not working can cause unnecessary disruption, failed delivery and strategic failure. The complexity and cross-functionality of contemporary business make teaming a fact of life. Unfortunately, high-performance teaming or even basic effectiveness does not happen simply because a group of individuals is assembled under a common charter. Teamwork plays a vital role in organizational effectiveness, which determines how effective a company can be in its many facets. Many businesses rely on successful teamwork to reach company goals and objectives. This paper has explained that the most important aspect of sharing a common goal is building a team spirit because team spirit is a feeling of working together as one. In this study we aim to explain the patterns of team member's roles for team effectiveness in an organization.

KEYWORDS: Teamwork, Organizational effectiveness, Team effectiveness.

INTRODUCTION

A team comprises a group of people or animals linked in a common purpose. Teams are especially appropriate for conducting tasks that are high in complexity and have many interdependent subtasks. Teams normally have members with complementary skills and generate synergy through a coordinated effort which allows each member to maximize his/her strengths and minimize his/her weaknesses. Team members need to learn how to help one another, help

other team members realize their true potential, and create an environment that allows everyone to go beyond their limitations.

TYPES OF TEAM

1) INDEPENDENT AND INTERDEPENDENT TEAMS

A. IN AN INTERDEPENDENT TEAM: No significant task can be accomplished without the help and cooperation of any of the members within that team members typically specialize in different tasks (running the ball, goal kicking & scrum feeding), and the success of every individual is inextricably bound to the success of the whole team

B. IN AN INDEPENDENT TEAM: Matches are played and won, or points are scored, by individuals or partners, every person performs basically the same actions. How one player performs has no direct effect on the performance of the next player. If all team members each perform the same basic tasks, such as students working problems in a math class, or outside sales employees making phone calls, then it is likely that this team is an independent team. They may be able to help each other — perhaps by offering advice or practice time, by providing moral support, or by helping in the background during a busy time — but each individual's success is primarily due to each individual's own efforts.

2) SELF-MANAGED TEAMS: The main idea of the self-managed team is that the leader does not operate with positional authority. Self-managed teams operate in many organizations to manage complex projects involving research, design, process improvement, and even systemic issue resolution, particularly for cross-department projects involving people of similar seniority levels. While the internal leadership style in a self-managed team is distinct from traditional leadership and operates to neutralize the issues often associated with traditional leadership models, a self-managed team still needs support from senior management to operate well.

3) SPORTS TEAMS: A sports team is a group of people which play a sport together. Members include all players (even those who are waiting their turn to play) as well as support members such as a team manager or coach.

4) VIRTUAL TEAMS: A virtual team is a group of people who work interdependently and with shared purpose across space, time, and organization boundaries using technology to communicate and collaborate. Virtual team members can be located across a country or across the world, rarely meet face-to-face, and include members from different cultures.

5) INTERDISCIPLINARY AND MULTIDISCIPLINARY TEAMS: Multidisciplinary teams involve several professionals who independently treat various issues a patient may have, focusing on the issues in which they specialize. Interdisciplinary team approach involves all members of the team working together towards the same goal. In an interdisciplinary team approach, there can often be role blending by members of the core team, who may take on tasks usually filled by other team members

TEAM DEVELOPMENT PROCESS



The five stages of team development have been characterized as:

FORMING

- Formation of team happens & the team comes together.
- Members feel anxious and spend their time finding out about each other
- Individual roles and responsibilities are unclear
- Highly depending on the manager/leader
- Equivalent Situational Leadership style: Directing

STORMING

- Team members come up with ideas through debates on how to proceed with the task, about task priorities and clarity on purpose of the task;
- Roles & responsibilities and processes to follow, influence of ideas and power struggles may arise
- Compromises may be required to enable progress
- Team members may challenge the leader & leader coaches
- Equivalent Situational Leadership style: Selling

NORMING

- Work as a team starts
- Roles and responsibilities are clear and accepted
- Team begin to exhibit participative behavior & decision making happens by group agreement
- Commitment, trust and unity increases
- Equivalent Situational Leadership style: Supporting

PERFORMING

- This stage is characterized by high levels of goal orientation, interpersonal relations, independence, motivation, knowledge and competence in team members
- Team know what, why & how of the task they are executing
- High level of respect in the communication between team members
- Team expects delegation of task instead of instruction/assistance.
- Equivalent Situational Leadership style: Delegating

ADJOURNING

- Happens when project completes
- Members moving out of the group after project goal achievement
- Everyone can move on to new things
- Achievement celebrated
- Members feel difficulty as they have developed close working relationships with other team members.

CHARACTERISTICS OF TEAMS

Effective and Ineffective Team Characteristics	
Effective Team Characteristics	Ineffective Team Characteristics
<ul style="list-style-type: none"> • Clear goals that all group members committed 	<ul style="list-style-type: none"> • Formal and tense interactions
<ul style="list-style-type: none"> • Open honest communication 	<ul style="list-style-type: none"> • Poor communication
<ul style="list-style-type: none"> • Cooperative decision-making 	<ul style="list-style-type: none"> • Hierarchical Structures
<ul style="list-style-type: none"> • An atmosphere of trust 	<ul style="list-style-type: none"> • Low trust levels
<ul style="list-style-type: none"> • A sense of belonging 	<ul style="list-style-type: none"> • Role confusion
<ul style="list-style-type: none"> • Good listening skill 	<ul style="list-style-type: none"> • Unclear team mission
<ul style="list-style-type: none"> • Participation by all members 	<ul style="list-style-type: none"> • Lack of cooperation among members

REASONS BEHIND THE PROBLEMS GENERATED IN TEAMS

Team work is individuals working together to accomplish more than they could do alone but more than that it is exciting, satisfying and enjoyable. There are many factors to show why people do not work in a team and complete with each other. As a result of this there is poor team work. Some of the indicators of poor team work are:

- Symptom of frustration
- Unhealthy competition
- Rigid group norms & procedures
- Quality of relationship is poor
- Absence of trust
- People not developing
- Dearth of new ideas & creativity
- Domination by the leader

- Warring cliques or sub-groups
- Avoidance approach to potential conflicts
- High turnover, more absenteeism, more grievances and more transfer requests
- Work schedule delays

ASPECTS AFFECTING TEAM DEVELOPMENT

Several variables can affect the development teams. These variables fall under four specific areas:

- 1) Personal/professional (what the individual brings to a team)
- 2) Intra-team (the structure and processes of the team)
- 3) Organizational (institutional contributions and commitment to the team), and
- 4) Team maintenance (Team Reflexivity – CQI).

1- PERSONAL/PROFESSIONAL

- Commitment to team concept
- Willingness to engage in the work of the team and to improve it; Commitment to learn the values and knowledge bases of other professions
- Mix of leadership styles
- Openness to new knowledge and willingness to risk
- Collective knowledge to do the job

2- INTRA-TEAM

- Desk/office placement and structure for formal/informal interaction
- Physical arrangement and technology maximize communication
- Range of formal and informal team leaders
- All members view themselves and are recognized by others as leaders
- Employ leadership according to the need
- Common goals

- Team goals are negotiated and reviewed periodically by the team
- Negotiated roles
- Members understand their team roles
- Ongoing mechanisms for managing conflict
- Conflict viewed as healthy
- Willingness to address conflicts as they rise
- All team members perceived as having power for decision-making.

3- ORGANIZATIONAL

- Organization's philosophy consistent with the team's philosophy
- Ongoing resource support from local organization
- External organization(s) recognize and are willing to work on common problems.

4- TEAM MAINTENANCE

- Team regularly evaluates and improves itself (products, protocols, and processes)
- Team empowers new members
- Members teach team leadership skills to newer members
- Team members welcome a questioning environment
- Feedback is open and direct.

CAUSES AND INTERVENTIONS FOR PROBLEMS

Table I is a summary of some categories of variables, symptoms, and specific variables at the root of team problems. Knowing the root of the problem is the first step to intervention. Once the problem is identified, a wide variety of interventions become available to solve the problem(s) impacting effectiveness.

TABLE I

Category of Variable	Symptoms	Specific variable at root of problem
Task characteristics	<ul style="list-style-type: none"> • The task is overly complex or poorly understood. • The organization of the task is sub-optimal 	<ul style="list-style-type: none"> • Task organization
Work structure	<ul style="list-style-type: none"> • Work is assigned sub optimally or by the wrong people. • Team norms regarding work are inconsistent with organization culture 	<ul style="list-style-type: none"> • Work assignment • Team norms
Individual characteristics	<ul style="list-style-type: none"> • Team members or team leader lacks necessary skills or abilities • Team members do not clearly understand their own or other's role • Team members have poor motivation or attitudes 	<ul style="list-style-type: none"> • Task KSA's; general abilities • Mental models • Motivation; attitude
Team Characteristics Team	<ul style="list-style-type: none"> • Skill/experience/attitude mix of team is sub-optimal • Team lacks cohesiveness 	<ul style="list-style-type: none"> • Member • heterogeneity • Cohesiveness
Team processes	<ul style="list-style-type: none"> • Team handles conflicts poorly • Team makes decisions or solves problems poorly 	<ul style="list-style-type: none"> • Conflict resolution • Decision-making; • problem-solving

Source: Tannenbaum, Salas, & Cannon-Bowers., 1996, p. 509.

Table II is a summary of interventions compiled by Tannenbaum et al. (1996), Every problem is different; therefore, interventions must be appropriate to the problem in order to produce resolution. As the old adage says, "To a person with only a hammer, everything looks like a

nail." Competent practitioners need a full set of assessment and repair tools to repair a break in team functioning in order to redirect the team back on to the track of team effectiveness.

TABLE II

Intervention	Sample Methods	Primary variables influenced by intervention
Team-member selection	<ul style="list-style-type: none"> • Competency based selection interviews • Assessment center exercise 	<ul style="list-style-type: none"> • All individuals characteristics including traditional ones
Team Building	<ul style="list-style-type: none"> • Role/ goal, • Clarification • Approach/ conflict resolution 	<ul style="list-style-type: none"> • Team norms, • Attitudes, • Power distribution , • Climate-team Cohesiveness, • Team processes
Team Training	<ul style="list-style-type: none"> • Training shared mental models • Team coordination • Training 	<ul style="list-style-type: none"> • Coordination communication • Decision-making • Mental models
Leadership development	<ul style="list-style-type: none"> • Leadership training coaching 360. • Feedback • Briefing skills 	<ul style="list-style-type: none"> • Individual characteristics, • Leader characteristics
Work redesign/ restructuring	<ul style="list-style-type: none"> • Autonomous and semi-autonomous work • Groups process re-engineering/ restructuring 	<ul style="list-style-type: none"> • Task organizations, • Work assignment, • Power distribution, • Team processes

Source: Tannenbaum, Salas, & Cannon-Bowers., 1996, p. 510

BASIS OF TEAM WORK IN AN ORGANISATION

Some of the reasons why people collaborate are as following:

- 1) **COLLABORATIVE MOTIVATION:** There is a basic need for human beings to help, to care for and to be useful to others. This is explained by Extension Motivation in which the basic urge is to extend oneself to other and be of service to others. This extension motivation is the basis of collaboration. It is possible that some people have higher extension motivation where they have a tendency to collaborate more than other individuals. Extension motivation is result of many forces, and is reflected in the general concerned a person has for others. If other in the group do not have a high Extension Motivation, it also gets reduced in the individual.
- 2) **GROUP NORMS:** Group norms are not the formally written rules of behavior but the informally evolved and are implicitly agreed by all members. Group norms have the support of group force and thus influence the individual a lot. A person may have a low collaboration motivation and a tendency to complete but may change to collaboration with the influence of prevailing norms.
- 3) **HIGH PAY – OFF FOR COLLABORATION:** Individual generally behaves according to perceived reward for behavior. If one behavior is rewarded he is likely to repeat it. In collaboration, the psychological pay-off is higher than the perceived pay-off in competition. Therefore, people collaborate.
- 4) **SUPER ORDINATE GOAL:** Sometimes such situation arises in which it becomes impossible to achieve goal by a single individual group without working with other groups. This constitutes a super ordinate goal. A super ordinate goal in itself provides the basic for collaboration.
- 5) **PERCEIVED POWER:** People at all levels in the organization have power either positive or negative, and this should be perceived & should also be demonstrated which contributes to the development of collaboration. Unconditional cooperation only leads to exploitative situation.
- 6) **MUTUAL TRUST:** Co-operation and team work is a function of perception of power and a minimum trust that it will not be used against each other. The absence of a minimum level of trust leads to conflict and competitive situations.
- 7) **COMMUNICATION:** Collaboration increases with free and open communication as it opens up the possibility of discussing the consequences of the behavior of groups or persons, perception of power and development of trust.
- 8) **FAIT ACCOMPLI:** When individuals stay together and share certain norms they begin to see good points in each other and collaboration emerges. This is on the realization that they have to live or work together (fait accompli).

- 9) **RISK TAKING:** If collaboration has to develop one party must take the initiative to co-operative even at the cost of being vulnerable. This is based on the inner strength of group or individual who can take the risk. This courage to lose initially for the benefit of all concerned to the development of collaboration and strong team work.

HOW TO DEVELOP HIGH-PRODUCTIVITY TEAMS

To develop a high productivity team, Leaders and team members should focus on the points shown in the given table:

Always	Never
One should deliver the required information on time and alert team ASAP when unexpected delay occurs	One should never discuss how much time and efforts he is putting into his assignment
One should always attend all team meetings on time	One should never assume the role of resident critic and complainer
One should Speak up, speak out, and interact at all team meetings	One should never wait for someone to tell/ask him what to do next i.e. one should be always ready to take initiative
One should take personal interest in planning and problem solving	One should never delay actions and make excuses
One should look for ways to go the second mile on his own	One should never isolate himself from the others.

In light of the various problems, basis for the team discussed above, this article proposes a number of characteristics that, according to the literature, are associated with successful teams. A number of authors have outlined ways in which teams can be implemented successfully. Although there is no one best way, this section integrates some of the literature in order to develop a more comprehensive model for team development. The model proposes various key points that can facilitate the successful implementation of teams. These points are presented below:

1. BY WORKING ON TEAM EFFECTIVENESS: The complexity and cross-functionality of contemporary business make teaming a fact of life. Unfortunately, high-performance teaming or even basic effectiveness does not happen simply because a group of individuals is assembled under a common charter. Team effectiveness refers to the system of getting people in a company or institution to work together effectively. The idea behind team effectiveness is that a group of people working together can achieve much more than if the individuals of the team were working on their own. Team effectiveness is determined by a number of factors, such as:

A. THE RIGHT MIX OF SKILLS. Team effectiveness depends in part on bringing together people who have different skills that somehow complement each other. This can mean different technical abilities or communication skills. In fact, teaming up people who share the exact same characteristics is often a recipe for disaster. Team effectiveness depends on people taking on different roles in a group setting. If there is no agreement on who does what in the group, it is unlikely that the team will prosper.

B. THE RIGHT MOTIVATION. Team effectiveness is directly linked to the interest that the group has on the project. If the job is too easy or too difficult, or if the rewards for achieving the end result do not seem worth the effort, the team may end up working half-heartedly in the project. The task should also have a clear outcome. Working towards a specific goal enhances team effectiveness significantly.

C. THE ABILITY TO SOLVE CONFLICTS WITHOUT COMPROMISING THE QUALITY OF THE PROJECT. Team work has one major downfall. Sometimes groups end up making decisions they know are not in the best interest of the project, just so they can keep the process moving. Conflict is innate to any work done in groups, and should be taken as part of the challenge rather than as something to be avoided by compromising. Team effectiveness should be increased, not compromised, through conflict. One way to enhance team effectiveness is to agree beforehand on a code of conduct. As conflicts arise, it is important to know how to deal with them. What is allowed and what is not? How will the team deal with disagreements? Is open discussion favored or will the group vote on major decisions? Knowing what to expect and having the plan will make the process of working in group much easier.

KEYS TO TEAM EFFECTIVENESS

High-performance teaming is not automatic but is the result of carefully chartering and managing groups according to basic principles of group dynamics and team effectiveness



HOW TO IMPROVE TEAM EFFECTIVENESS

Teams can continuously improve their effectiveness by focusing on improving their functioning in five key areas: Goals, Roles, Procedures, Relationships and Leadership:

- Goals: What the team aspires to achieve
- Roles: The part each member plays in achieving the team goals
- Procedures: The methods that help the team conduct its work together
- Relationships: How the team members ‘get along’ with each other
- Leadership: How the leader supports the team in achieving results.



Effective teams are always aware of and responsive to both their internal and their external environment.

2- BY DEVELOPING TEAM SPIRIT: Team spirit is one of the essential agents to performance and success. The most important aspect of sharing a common goal is building a team spirit. Team spirit is a feeling of working together as one. Team spirit is the only ladder that can take any business to pride, expansion and success. This emotional connection of the working group provides a deep sense of making a whole lot difference through meaningful work. In this world of everyone-for-himself, it is difficult to develop team spirit but not impossible, some resources are given below that a leader to bind his team members with one common goal and will help in generating team spirit.

HERE ARE SOME OF THE ACTIVITIES WHICH CAN BE PERFORMED BY THE TEAM LEADER FOR BUILDING TEAM SPIRIT

- By encouraging universal cooperation among team members and divide them in small groups to help them work together by supporting each other.
 - By identifying non-value-added work such as Bureaucracy, rework, and inefficiency that destroys the feeling of commitment and involving team members into action plans and reduces useless work.
 - By building a strong and well established relationship between the organization and customers. Organization should involve his customers in various events, training programs and celebrations. This will help in dictate the qualities and effectiveness of organization's products and services in presence of huge number of people.
 - By giving autonomy to the team and keeping everything as simple as possible. One should not work in the direction of making things unnecessarily complicate and should concentrate on keeping the rules, regulations, systems and principles lenient.
 - By developing a healthy environment by promoting humor and entertainment sessions. This can help in releasing tensions and will improve the power of determination, it should be ensure that humors don't disguise barb among the team members.
 - Leader should Share his cup of tea with all his team members and tell them his real life experiences of how he has crossed all obstacles and tough times to reach the place where he is today. This will motivate them and help them build an even stronger organization.
 - He should avoid any kind of disagreement and miscommunication as these can lead to negative emotions and hamper the feeling of oneness.
 - He should place a visible board with applause for members and let the whole organization acknowledge the worth of team spirit.
 - He should recognize and celebrate all the significant activities and milestones reached and should try to approach all towards a positive attitude with a feeling of "we will win".
- 3-CLEAR GOALS:** Goals should be specific enough to give the team direction. A goal should also state the ends, rather than the means. This gives teams the freedom to work out how best to achieve the goal. Associated with providing clear goals is the development of meaningful and acceptable performance measures so that the team members can feel confident in their own achievements.
- 4-DECISION MAKING AUTHORITY:** Teams require decision making authority and, therefore, a certain level of empowerment in order to carry out their work efficiently. Without this authority they would need to get approval for their ideas and these ideas may be rejected

before they are either proven or not proven. For innovation to occur, teams must be allowed to experiment.

- 5- ACCOUNTABILITY AND RESPONSIBILITY:** If teams are to enjoy decision making authority, they must also be prepared to be accountable and responsible for their actions. This does not suggest that some failures are not permitted. It does suggest that teams need to monitor customer expectations and also their own performance. If their goals are not being met or customer expectations are not being satisfied, then their approach and methods will need some adjustment (Brower 1995). The acceptance of accountability and responsibility is also associated with the establishment of a positive and productive set of group norms.
- 6-TRAINING AND DEVELOPMENT:** Employees may need to learn new skills such as budgeting, computing, public relations and marketing, as well as skills which allow them to work together effectively, such as effective communication, confliction resolution and problem solving. Training and development are enabling factors that allow team members and leaders to take on new responsibilities. Where team members possess inadequate work skills and knowledge, teams are less likely to succeed.
- 7-RESOURCES:** For teams to operate effectively they must have access to resources. These resources can include money, time, equipment, technology, people and information. Provision of resources requires trust on the part of the organization and responsibility on the part of the team members.
- 8-ORGANIZATIONAL SUPPORT:** Teams cannot operate without the support and commitment of middle and upper management. Therefore, changes must be initiated by those from the top of the organizational hierarchy.
- 9-REWARDS FOR TEAM SUCCESS:** An emphasis on individual rewards undermines the effectiveness of team-based work and encourages team members to strive for individual performance goals that may not be congruent with the goals of the team. A team-based reward system should reward employees for teamwork and contributions to team success.

ORGANISATIONAL BENEFITS ASSOCIATED WITH TEAM AND THE TEAMWORK

Teams always recognize itself as a useful machine in achieving organizations goals. This is because of its characteristics which influence the performance of the organization. Organizational behavior integrates individual process, group process and organizational processes and further these are intergraded to psychology, social science, sociology and other facts. So a team in an organization reacts with all these factors that are why success of an organization always rely on teams. As a result of these teams are formed in organizations to solve management problems as well as to be successful organizations in foreseeable future. The effective work done by the team in business is essentially used to define organization and mutual aid, between the members of an enterprise that form a business. There are several benefits associated with the teamwork. Effective Teams in a business environment provides number of benefits to the organization, which includes:

- It Can generate a wider range of ideas and innovation than individuals
- Helps in reducing the unnecessarily expense
- Helps in increasing productivity and profit through staff feeling a valued member of the business
- Staff have a greater responsibility for tasks because what they say makes a positive difference in decision making
- Helps reduce absenteeism and work apathy as staff feel part of something where their input is vital to success
- Customers experience a new level of service as staff work closely together to exceed their expectations
- Staff work together with less tension because their focus is on the greater good and not on themselves
- Helps enhance the abilities of each staff member resulting in individual and business success
- It can motivate employees through the team work this will ultimately result in high productivity. It optimizes the employee's talents and resources through synergy.
- When it comes to decision making teams plays vital role since the team members has to participate in the decision making processes. This gives preference to the skilled members and a chance for the employees to optimize their skills and result in effective decision.
- It plays a vital role in organizational effectiveness, which determines how effective a company can be in its many facets
- A team of employees with varying skill sets, strategies, education levels and past work experiences can bring more shared knowledge to the table in terms of innovation, ideas and solutions. This may result in better products, earnings and company operations
- With a team of employees that can benefit from shared knowledge, decision-making can become more streamlined and this can translate to faster solutions to problems, better response time when rolling out new products and alternating marketing strategies
- Effective Team can bounce ideas off each team member
- It can take more risks than individuals

- It is having a range of personalities such as workers, thinkers, leaders who contribute the right balance of skills necessary to achieve high performance
- All the members support each other and are not just task-orientated
- It works as a support mechanism which provide mentoring and allow others to grow in self-confidence etc.

CONCLUSION

The present day organization assign role to the individuals in a way that they interrelated and interdependent upon each other. These interactions of people in small groups bring forth an important question of team work. However, more coming together does not really build a team. Some conscious efforts by the participant members are required to be done, if a team has to be built. The organization isn't the sole beneficiary of a teaming environment. Team members who participate in successful, effective teams may actually get more in the long run. There is no question that today's emphasis on teams is more than just a management fad. Research work in organizational effectiveness has repeatedly validated the view that teams are valuable to an organization. The aim of this paper has been to show how teams can be done right or they can be done wrong. When done well, teams can bring a lot of good things to an organization. When done poorly, they can sap motivation out of an organization faster than almost anything else. Ineffective teams are a bad sign for the future of an organization. This paper has explained that if the teams aren't carefully picked for success, they can slow down the transition to an effective teaming environment. There should be Proper Shared understanding, facilitative functioning, decision making and goal setting because they are crucial pieces to the puzzle of team effectiveness. This paper has made an attempt to outline some of the attractions and challenges of implementing teams so as to give a realistic preview of what can be achieved through teamwork.

REERENCES

- Australian Journal of Management & Organizational Behavior Volume 1, No. 1 1998
- Developing Successful Teams in Organizations by Satrina Harvey, Bruce Millett and Don Smith
- An Overview of Team Effectiveness by Cheryl L. Harris
- Team Effectiveness and Leadership Roles by Duygulu, Ethem and Ciraklar, Nurcan Dokuz Eylul University, Dokuz Eylul University
- Effective groups and teamwork by M En C Eduardo Buston Farias
- The Dynamics of Team Formation by Robert W. Wallace, Issue 113

- Tannenbaum, S.I., Salas, E., & Cannon-Bowers, J.A. (1996). Promoting team effectiveness. In M.A. West (Ed.), *Handbook of work group psychology* (pp. 503-529). West Sussex, England: John Wiley & Sons Ltd.
- Tannenbaum, S.I., Beard, R.L. & Salas, E. (1992). Team building and its influence on team effectiveness: an examination of conceptual and empirical developments. In K. Kelley (ed.), *Issues, Theory, and Research in Industrial/Organizational Psychology*. Amsterdam: Elsevier Science Publishers B.V.
- Weil, P.A. (1995). Correlates of hospital leadership team effectiveness: Results of a national survey of board chairmen. *Health Manpower Management*, 21(6), 20-24.
- Yukl, G. & Van Fleet, D. (1992). Theory and research on leadership in organizations. In M.D. Dunnette & L.M. Hough (eds.), *Handbook of industrial and organizational psychology*, Vol. 3, Chicago: Rand-McNally, pp.147-197.
- Brower, M.J. 1995, 'Empowering Teams: What, Why and How', *Empowerment in Organisations*, vol. 3, no. 1, pp. 13-25.
- Carr, C. 1992, 'Planning Priorities for Empowered Teams', *Journal of Business Strategy*, vol. 13, no. 5, p. 43-47.