



SMALL BUSINESS  
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# BUILDING AND TRAINING THE RIGHT TEAM

## LESSON TOPICS

### 1. Defining a Team

A team is a group of individuals and see themselves and who are seen by others as a social entity. These individuals are embedded in one or more larger systems. They then perform tasks for others including customers and coworkers. Common types of teams include quality circles, cross functional teams, semi-autonomous teams, self-managed teams, and self-designed teams.

### 2. Team Formation

Teams should really be formed for a specific purpose to accomplish the goals that need the attention of a diverse group of people within an organization. Organizations should consider forming teams under conditions such as having a specific goal or goals that need a multifaceted group of people with complementary talents, a specific project that can be addressed by a cross-functional group of coworkers, or broad-based perspectives are needed to develop a growing organization. The diversity of thought, opinion, and background are what really make the teams different from just a department.

### 3. Types of Skills

Task Skills are the skills necessary for accomplishing the work assigned to the group. Employees will likely have the appropriate task skills and knowledge, but they must be able to apply those skills in a group setting. In addition they may need to be cross-trained in skills that other members have in order to perform the group task together.

Process Skills have to do with working together as a team. Interpersonal skills, which are one of the most important process skills, include communication, negotiation, and conflict resolution.



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## LESSON TOPICS CONT.

### 4. Team Training

A common form of team training is called team building which can be viewed as an effort to unify varied individual's energies, direct these energies at varied goals and outputs, and link these efforts to organizational results. Team building usually refers to a collection of techniques that build trust, cohesiveness, and a mutual sense of responsibility that make for an effective team.

Team effectiveness has been proven through some different variables, the most important being structure. Team members have to understand and commit to the team goals. Team roles need to be clearly defined and team norms need to be in place. Team spirit is important because it gives them confidence in their ability to be effective while the team members invest energy for the team. Social support also needs to be present to allow team members to interact positively and support one another. Work load should be divided equally among the members. The last variable is communication which is being done constantly by members giving and receiving information. Communication is also key in solving conflicts. However, conflicts can be beneficial for the team by leading to more innovation and can be used to further the team's goals.

### 5. Reward System

To encourage teamwork, the reward system must incentivize teamwork over individual incentives. Organizations really need to structure the reward and incentive program to be team based rather than individually based.