CHAPTER 14
Teamwork and Leadership

Section 14.1
Teamwork and Collaboration

Section 14.2
Leadership

Exploring the Photo
JOIN THE TEAM Many workers report greater job satisfaction and self-esteem when they work as part of a team. Why do you think teamwork is used more and more often in the workplace?
Section 14.1
Teamwork and Collaboration

Reading Guide

Before You Read
Preview Choose a Key Term or Academic Vocabulary word that is new to you. Write it on a piece of paper. When you find it in the text, write down the definition.

Read to Learn
• The benefits of teamwork for team members and businesses
• How to organize and manage an effective team
• How to be a good team member
• What total quality management is, and how it affects workers

Main Idea
Awareness of workplace trends such as teamwork and total quality management will help you to succeed at work.

Key Concepts
• Teamwork in the Workplace
• Total Quality Management

Key Terms
• functional team
• cross-functional team
• self-directed
• team planning
• facilitator
• total quality management (TQM)

Academic Vocabulary
You will find these words in your reading and on your tests. Use the academic vocabulary glossary to look up their definitions if necessary.

• cooperate
• authority

Graphic Organizer
As you read, list the benefits of teamwork for both employers and employees. Use a chart like the one shown to organize your information.

<table>
<thead>
<tr>
<th>Benefits of Teamwork</th>
<th>Employers</th>
<th>Employees</th>
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Log On Go to this book’s Online Learning Center through glencoe.com for an online version of this graphic organizer.

Academic Standards
English Language Arts
• Read texts to acquire new information. (NCTE 1)
• Use language to accomplish individual purposes. (NCTE 12)

Mathematics
• Compute fluently and make reasonable estimates
• Apply appropriate techniques, tools, and formulas to determine measurements
Teamwork in the Workplace

Have you ever worked in a cooperative learning group at school or played sports with a group? Each of these is an example of a team, a group of people who work together to reach a common goal. Knowing how to work as a team will prepare you for the world of work.

Many businesses rely on teams of employees to cooperate to get jobs done. In the past, workers may have focused on just one task. For example, an assembly-line worker may have created the bolts for a door with little say in how the job was done. Today, workers in jobs from manufacturing to sales are likely to be part of a team. To ensure that their employees are good team workers, some companies offer team-building activities and training.

Benefits of Teamwork

Teamwork is good for business. Teams tend to be more productive than the same number of employees working separately. Greater productivity can lead to greater profits. Other ways companies benefit from teamwork include:

- increased employee motivation
- increased employee morale
- improved product quality
- improved customer service
- fewer layers of management
- improved communication

Math In Action

Work Hours

Your employees are switching from working 5 days a week to 4. In the 5-day schedule, they worked 9 hours a day, including an hour for lunch. If the total hours remain the same, how many hours will employees work daily in the 4-day schedule, including their lunch break?

Starting Hint: First, calculate the hours worked each week.

For more math practice, go to the book's OLCC through glencoe.com

COMMUNICATION

Working as a team improves communication among workers. What are some of the other benefits of teamwork?
Individual workers also receive the following benefits from being part of a team:

- **Greater Job Satisfaction** Teams often rotate tasks among members. This reduces boredom and allows each team member to develop a variety of skills.

- **Improved Self-Esteem** Team members are usually given the authority to help make and carry out decisions. Many team members report that the most satisfying part of their jobs is feeling in charge of their work. Team members must be self-starters. They have to work without always being told what to do.

- **Better Communication** By communicating, team members learn about each other’s attitudes and ways of thinking. As a result, they get along better and are more accepting of individual differences.

**Types of Teams**

There are two types of business teams. A **functional team** is a group of people from one department working together to reach a common business goal. For example, one functional team may consist of seven chemists working to improve a cold medicine. A **cross-functional team** is a group of people from two or more departments working together to reach a common business goal. An example of this type of team is a building maintenance supervisor, two bricklayers, and a landscaper developing a plan to landscape company headquarters.

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**The 21st Century Workplace**

**Diversity Drives Good Decisions**

Did you know that having ethnically diverse coworkers can make you a better decision maker? When we work with people who are different from us, we are less likely to rely on old assumptions that might be wrong. We are also more likely to consider new ideas and points of view.

One recent study discovered that juries with ethnically diverse members thought harder and better about cases than juries whose members were of the same ethnicity. They also got the facts right more often.

Does conflict sometimes go along with diversity? Absolutely. After all, people who are different from us are less likely to “think like us.” If others disagree with your opinions, you will need to cite facts and make solid arguments. That is the best basis for smart thinking.

**CRITICAL THINKING**

Why would someone of a different age, culture, ethnicity, or gender have a different perspective on a job-related decision? Give an example.

**In Your Community**

Visit a business in your community and interview an employee about how decisions are made in that business. Does a diverse group of workers participate in the decision-making process? Summarize your interview in a one-page report.

**Extend Your Learning**

For links to Web sites about diversity and good business, go to this book’s OLC through glencoe.com.
Teams are managed in different ways, too. Some are supervised by managers. Other teams are self-directed, which means they are responsible for choosing their own methods of reaching their goals. Self-directed teams work without outside supervision.

**Team Planning**

Imagine that you and some friends are throwing a party. If each of you does what you think should be done without communicating with one another, the result will be chaos. You may all bring plates, for instance, but no one will bring the cake. If you plan and assign each person a task, however, the party will be a success.

The same is true for team projects at work. If you want the project to succeed, plan before you start. Since you will be working as a team, you should plan as a team. **Team planning** is a process that involves setting goals, assigning roles, and communicating regularly.

**Setting Goals**

When you plan your career, you set personal career goals. When you work on a team, you must think about group goals. Your company's overall goal, or **mission statement**, is a good place to start.
Some mission statements are very brief. For example, the furniture store IKEA’s mission is “to create a better way of life for the many.” Other mission statements are more detailed. For example, ice cream company Ben & Jerry’s mission statement consists of three related parts detailing their company, economic, and social goals.

Considering your company’s mission will ensure that your goals align with the things the company values and sets as priorities. Keep your company’s mission in mind when you begin a project. Then set short-term, medium-term, and long-term project goals. Suppose you work on a team for a sports wear company. Your goals might include the following:

- **Short-Term Goal**: Analyze the team’s procedure for assembling jackets.
- **Medium-Term Goal**: Figure out more efficient procedures.
- **Long-Term Goal**: Produce more jackets in less time.

The best way to approach a large project is to break it into smaller tasks. Then assign each task to an individual, and give it a start and end date. A useful tool for doing this is a **tracking schedule**. You can create a tracking schedule with pencil and paper or by using scheduling or spreadsheet software.

**Assigning Roles and Duties**

Remember the party we talked about earlier? If you had chosen one friend to oversee the process, it would have gone more efficiently.

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**Creative Business Practices**

**Environmental Leadership**

FedEx, the world’s largest express transportation company, ships to more than 220 countries and territories. This takes time, resources, and fuel. Key FedEx business practices show the company’s leadership in environmental business practices for the transportation industry.

One of the ways FedEx can do this is by using FedEx OptiFleet E7000 delivery trucks. The vehicles are hybrid standard trucks that reduce smog-causing emissions and use less gas than standard trucks. FedEx also uses envelopes and boxes that are made with recyclable materials. In addition, the inks on the packaging are water-based, which ensures that the ink will not damage the environment and the paper can be recycled. The corporation has received several awards for its leadership in environmental business practices.

**CRITICAL THINKING** How does FedEx benefit from using hybrid trucks?

**Connect to the Real World** For more information about the FedEx, visit the company’s Web site via the link on this book’s Online Learning Center through glencoe.com.
Team projects at work also go more smoothly if the team appoints a facilitator, who is a member of the team who coordinates the tasks so that the team works efficiently. Self-directed teams often appoint a facilitator.

When assigning roles on a workplace team, it is important to match tasks to abilities. For example, Jason Sedrick works on the landscaping crew at a community zoo. Recently, he was assigned to a self-directed functional team to create a new zoo entrance. The team chose a facilitator with experience in landscape design. Jason knows stonework, so he agreed to handle that part of the job. Other members were assigned roles based on their particular skills.

**Communicating**

Communication is the key to good teamwork. Effective teams communicate regularly to assess progress and address issues. For example, Jason’s team meets daily for quick updates. The team meets weekly to evaluate overall progress and take notes summarizing the meeting.

**Potential Obstacles**

Working in teams is not always easy. There are some common team problems:

- Unclear goals
- Misunderstandings about how much authority the team has and team members have
- Confusion about how to assess the performance of individuals
- Competitiveness among team members
HOT JOBS!

Landscape Architect

Landscape architects are hired by homeowners, private schools, public organizations, shopping malls, zoos, housing developments, and parks to integrate the natural world into the human environment. Almost all architects must work with teams to complete their projects. A bachelor’s degree, license, and strong technical skills start most landscape architects on their way.

INSPIRATION

A team member who works hard inspires other team members to do their best. What are some other qualities of an effective team member?

- Resentment at a lack of individual recognition
- Reduced effort by team members, especially as the size of the team increases

Most obstacles can be overcome if teams define goals clearly, take action promptly, and keep communicating. Talking with the team leader and calling a team meeting are good ways to start solving problems.

Being an Effective Team Member

What makes a person an effective team member? The following are valuable attitudes and actions:

- Make the team’s goals your top priority.
- In meetings, listen actively and offer suggestions.
- Follow up on what you have been assigned to do.
- Work to resolve conflicts among team members.
- Respect and recognize the efforts of your team members.
- Try to inspire other employees to get involved and do their best.

Reading Check

Why is it important that team members follow up on what they are assigned to do?
Total Quality Management

The team approach in business means that every employee helps to develop and takes responsibility for a company’s products and services. A management theory that supports this approach is total quality management. Total quality management (TQM) is a theory of management based on continually improving product quality and customer satisfaction. TQM is sometimes referred to as "the quality movement."

In companies that apply TQM, quality comes first at every stage of the business process. It begins with planning and design and carries through to production and distribution. Every worker at every stage is challenged to find ways to improve the quality of the product. Employees are encouraged to find ways their jobs might be done better. The goal is to maximize customer satisfaction.

TQM defines a customer as anyone who receives the results of your work. That can mean either a coworker within the company or an outside consumer. This way of defining customers means that the responsibility for providing quality is not limited to the salespeople. It involves each employee all the way down the line.

Section 14.1 After You Read

**Review Key Concepts**

1. Name two ways teamwork benefits workers and two ways it benefits businesses.
2. Identify one common obstacle to good teamwork, and explain how you would overcome it.
3. List tips for being a good team member that you might give to a new coworker.

**Practice Academic Skills**

**Mathematics**

4. A team from a landscaping design firm is designing a garden for a library. First the team must determine how much fencing is necessary to enclose the garden. The garden is in the form of a right triangle. If the two legs measure 8 yards and 6 yards, how much fencing is needed in all?

**The Pythagorean Theorem** Is a right triangle, the sides adjacent to the right angle are called legs. The side opposite the right angle is the hypotenuse. The Pythagorean Theorem describes the relationship between the legs (a and b) and the hypotenuse (c): $a^2 + b^2 = c^2$.

**Step 1:** Determine the length of the hypotenuse by taking the square root of the sum of the lengths of the legs squared.

**Step 2:** Add the lengths of all the sides (8, 6, and the length of the hypotenuse) to determine the amount of fencing needed.

For math help, go to the Math Appendix located at the back of this book.
Section 14.2
Leadership

Reading Guide

Before You Read
Preview Read the Key Terms and Academic Vocabulary below. In one or two sentences, predict what you think the section will be about.

Read to Learn
• The characteristics of effective leaders and four leadership styles
• The procedure for leading a formal meeting

Main Idea
Understanding the characteristics of leaders and the procedures they follow will help you to be an effective leader.

Key Concept
• What Is Leadership?

Key Terms
leadership
leadership style
parliamentary procedure

Academic Vocabulary
You will find these words in your reading and on your tests. Use the academic vocabulary glossary to look up their definitions if necessary:
• interpret
• process

Graphic Organizer
As you read, list the qualities that make a good leader. Continue adding your own ideas to the list after you finish reading. Use a concept map like the one shown to help organize your information.

Log On Go to this book’s Online Learning Center through glencoe.com for an online version of this graphic organizer.

Academic Standards

English Language Arts
• Read texts to acquire new information (NCTE 1)

Unit 5
Professional Development
What Is Leadership?

What do your favorite teacher, a coach, and the President of the United States all have in common? All are leaders. Leadership is motivating others to work toward a goal. Leaders guide, direct, and influence people. Businesses also have leaders. How well they lead affects the success of their businesses.

Leadership Qualities

Many leaders share the same qualities:

- **Leaders are good communicators.** Leaders are able to receive information, interpret it, and pass it to others effectively. They speak with authority, believe in what they are saying, and project enthusiasm. You can learn more about communication skills in Chapter 15.
- **Leaders have vision.** Leaders have a clear idea of where they want to go and how to get there. For example, a businessperson should see clearly the future he or she wants for the company.
- **Leaders involve others.** Leaders inspire others to work toward their goals. Business leaders help workers to achieve their maximum potential.
- **Leaders are decisive.** Leaders have good judgment and use their knowledge and experience to make wise decisions.
- **Leaders are positive.** Leaders strive for success and often are able to turn failure into success. Many successes are built on past failures.

Do you have some of the qualities of a good leader? Of course, no one is born with all of these qualities. You probably have some of these qualities, though, and you can work to develop others. Learning the attributes of leadership and honing your leadership skills are the first steps toward becoming a leader. Figure 14.1 on page 320 lists various leadership qualities.
## LEADERSHIP QUALITIES

<table>
<thead>
<tr>
<th>Quality</th>
<th>Definition</th>
<th>Quality</th>
<th>Definition</th>
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</thead>
<tbody>
<tr>
<td>Accountability</td>
<td>Willingness to take responsibility for one's actions</td>
<td>Imagination</td>
<td>Creativity, ingenuity, resourcefulness</td>
</tr>
<tr>
<td>Competitiveness</td>
<td>Drive to succeed</td>
<td>Integrity</td>
<td>Soundness of moral character, sticking to one's values</td>
</tr>
<tr>
<td>Courage</td>
<td>Ability to take risks</td>
<td>Loyalty</td>
<td>Faithful commitment, fidelity</td>
</tr>
<tr>
<td>Credibility</td>
<td>Trustworthiness</td>
<td>Positive Attitude</td>
<td>Optimistic outlook on life</td>
</tr>
<tr>
<td>Decisiveness</td>
<td>Clarity of purpose, determination</td>
<td>Responsibility</td>
<td>Reliability, accountability</td>
</tr>
<tr>
<td>Dependability</td>
<td>Stability, consistency</td>
<td>Self-confidence</td>
<td>Belief in one’s ability to succeed</td>
</tr>
<tr>
<td>Empathy</td>
<td>Identification with and understanding of others</td>
<td>Sense of humor</td>
<td>Ability to see the lighter side of things</td>
</tr>
<tr>
<td>Enthusiasm</td>
<td>Eagerness, passion, excitement</td>
<td>Tenacity</td>
<td>Unyielding drive to accomplish one’s goals</td>
</tr>
<tr>
<td>Honesty</td>
<td>Truthfulness, sincerity</td>
<td>Vision</td>
<td>Clear idea of where one wants to go</td>
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</table>

There are many ways to show leadership. Which of these qualities would you like to have or to develop?

## Leadership Styles

How you behave when you are in charge of other people is called your **leadership style**. These are the four basic leadership styles:

1. **Directing**, or giving others specific instructions and closely supervising tasks
2. **Coaching**, which means closely supervising but also explaining decisions and asking for suggestions
3. **Supporting**, or sharing decision-making responsibility and encouraging the independent completion of tasks
4. **Delegating**, or turning over the responsibility for decision making and completion of tasks to others

Effective leaders change or mix management styles according to the situation. The challenge is to decide which style will work best in a given situation. A directing style may work best with unskilled workers, for instance, and a supporting style may be better for workers with more skills and experience.

## Leading a Meeting

As a leader or supervisor, you will probably have to lead meetings. Most business meetings are casual. In other words, they do not
follow a strict set of rules. An example of a casual meeting is team members gathering to discuss progress on a project. You may have been involved in casual meetings at school.

**Parliamentary Procedure**

To keep formal meetings involving many people running smoothly, many organizations follow a process with strict rules of order that is known as **parliamentary procedure**. This process was developed in Parliament, England’s governing body.

A meeting conducted according to parliamentary procedure follows an agenda. This is a list of topics drawn up beforehand that will be discussed at the meeting. The first item on the agenda may be a reading of the minutes, a written summary of the last meeting. The agenda will also probably include unfinished business, or topics from the last meeting that need more discussion, and new business.

**Leadership Tips for Supervisors**

If you are the supervisor, you will want to know how to work well with others and manage people effectively. Here are some tips:

- Provide enough training, and be a patient teacher.
- Give clear direction.
- Know when to intervene.
- Do not be afraid to admit when you have made a mistake.
- Be consistent in what you say and do.
- Treat workers fairly and equally.
- Be firm when necessary.
- Recognize effort and initiative.
- Congratulate in public; reprimand in private.
- Make sure that workers understand what you expect from them.
- Treat workers the way you would like to be treated.

**Section 14.2 After You Read**

**Review Key Concepts**

1. Name each of the four leadership styles.
2. Identify the elements of a formal meeting that might help an informal meeting run more smoothly.
3. Define parliamentary procedure.

**Practice Academic Skills**

**English Language Arts**

4. Describe each leadership style in a half-page response.
5. Write a one-page essay on why supervisors need good communication skills.

Check your answers at this book's OLC through glencoe.com.