TEAMWORK AS AN EFFECTIVE WAY TO ACHIEVE GOALS

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Abstract. In this article teamwork is considered as one of the effective ways to achieve the goals. The article completely reveals the essence and conduct of teamwork. Examples of the proper organization of the team, setting goals and its management are shown. The project team is a small group of people who possess the knowledge and skills necessary to achieve a common goal and are jointly responsible for achieving the result.

Key words: teamwork, goals, members, leader, goals, communication, collaboration.

INTRODUCTION

There is a difference between "team" and "collective" or "working group". The last two groups of people are formed on their own: they are hired, placed in one office, punished to work on one project - so they fulfill their obligations, because they have no choice. A team is something more than a certain number of people. In a team there is mutual understanding, trust, support, a cohesive team faster to solve any problems. That is, the team works better, more efficient and effective - this is what absolutely all managers strive for - to have in their subordination not just a team, but a team

The basics of team effectiveness were identified by J. Richard Hackman, a pioneer in the field of organizational behavior who began studying teams in the 1970s. In more than 40 years of research, he uncovered a groundbreaking insight: What matters most to collaboration is not the personalities, attitudes, or behavioral styles of team members. Instead, what teams need to thrive are certain "enabling conditions." In our own studies, we've found that three of Hackman's conditions—a compelling direction, a strong structure, and a supportive context—continue to be particularly critical to team success. In fact, today those three requirements demand more attention than ever [1].

Every team member has a specific goal and everyone knows what to expect from each member. The team members complement each other, smoothly exchanging different roles. Activities are coordinated. Everyone helps each other. There is initiative and a sense of responsibility among all team members. "One for all and all for one!"

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MAIN BODY

Signs of a team:

- purposefulness;

- communication;

- planning;

- teamwork;

- synergy.

Synergy is the summative effect of the interaction of two or more people, characterized by the fact that their effect is significantly superior to that of each individual person. The knowledge and efforts of several people can be organized in such a way that they are mutually reinforcing. "The whole is greater than the sum of the individual parts" (Aristotle).

The definition of the team structure, roles of team members, required skills and abilities depends on the specific mission and goals of the team. At the same time, it is possible to formulate general approaches in solving these problems [3].

The analysis of different work teams and their functions allowed to identify for self-directed work teams the main roles of team members and their characteristics. These characteristics apply both to self-directed work teams of performers and to coordination teams of managers for different spheres of activity. They include:

- leader;

- responsible for external contacts;

- observer;

- who is responsible for the financial side of the team's activities;

- clerk.

The leader's functions include coordination of team members' work, tactical issues solving, organization of work places, contacts with managers or management team, with other teams, organization of educational process, organization of team members' rest. The leader conducts team meetings, distributes tasks, and performs other operational management functions. Very often, the team leader coordinates the allocation of salaries and incentives.

The person responsible for external contacts solves issues related to raw materials and provides feedback to consumers. In some teams, the external contact person also ensures coordination with other teams. As a rule, this person makes the greatest contribution to the quality management of the final product.

The role of the observer (critic) is determined by the wide use of the brainstorming method in working teams in solving problems. Most of its specific functions are manifested during meetings, although for self-directed working teams working in the intellectual sphere, this role can be used in everyday activities as well. For example, for working teams of

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programmers, it makes sense to provide monitoring of the project - "a view from outside". Many observers also perform monitoring functions. Thus, the observer's role is often accompanied and sometimes transformed by the role of a technical expert or a quality manager. Modern information systems in their network variant essentially facilitate this task as they allow to use the developed databases for support of examination.

The emergence of the role of financial responsible party is due to the transfer to the level of teams of broad powers to organize the process of change and provide feedback to the consumer. The functions of the responsible financial party include both maintaining a certain part of operational accounting, financial documentation, accounting, and search for solutions related to the cheapening, sale and subsequent servicing of products.

Clearly, the functions related to the preparation and processing of documentation are the responsibility of the clerk. In addition, this person ensures the scheduling of the team as a whole and the team members, organizes and records meetings. The importance of these functions sharply increases at a stage of dynamic network structure of management as at such control system many employees of the organization participate in work of several teams at once. This is accepted, for example, in Texas Instruments. In this case, even the organization of a team meeting becomes sometimes a very difficult task. The only way out is to actively use information technologies [2].

The first important aspect of team building is the choice of team members. It is important that the members are worthy and able to inspire the trust of partners. Regular feedback is an important part of teamwork. For example, at the end of a project, participants give an assessment of their experience with the team, which helps to make the right choice for future team members.

Forming a team is the connection of goals. It is very important for the team leader to formulate the goals as early as possible so that all team members understand their role in achieving the results, the project goals. The best results are achieved when the whole team, all team members are involved in formulating the goals. When the direction is known, the participants are motivated to work, ready to do their best to achieve the goal and to create a trusting relationship with the project leader. The goals indicate to the team the direction of the work and make it possible to realize its value. It is important for the leader to be sure that all team members know how to act and how to perform their tasks [5].

The distribution of roles within a team helps members understand their role and tasks in the group. Each team member should be given a role that is clearly articulated and appropriate for that person. The formulation of roles helps to understand the task, determine the path to its solution and ultimately ensure that the task is accomplished. It is important to assign roles at the first meeting so that team members know what they should be doing. A list of team members, describing their skills, preferences, previous experience and interests,

can help in assigning roles. Based on this list, it is easier to decide which role is right for which team members. In case of any conflict, team members have the opportunity to reassign responsibilities.

A competitive teamwork is a natural process that pushes you towards high results. We have an in-house competition for the title of best department or employee. But the main thing is always the moment of unity. Our team is very friendly and we try to support people's desire to spend time together. In the office for this purpose there are training and professional education, and outside of work - collective trips to nature, corporate events, we are constantly participating in team sports competitions, we have even created a football team. The fact that people enjoy spending their free time together is a great indicator of a healthy team.

CONCLUSION

Teamwork is a tool that is used to achieve the set goals. With the right organization of the team, one can achieve success in the selected field. It is also important to note that a team is not just a group of people working together, but people who trust each other and work in full understanding and harmony.

From all this we can conclude that teambuilding is a universal means that has an extremely positive impact not only on the success rate of business or work process, but also on the individual state of each participant, his mood, mental balance, resistance to stress and vitality.

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