

# Teamwork

As soon as interdisciplinary tasks appear and important decisions must be made, teamwork must take priority over individual work. Working on a project means working in a team.

Not each person for himself - rather, everyone together and equally.

The essence of teamwork consists not only of facilitation through the distribution of work and relieving the burden, but also in an increase in productivity. A well-functioning team

- improves cooperation between the functional divisions
- avoids operational blindness by finding new and original solutions
- reduces the risk of faulty decisions and achieves goals which the members alone would never have been able to achieve (synergy effect).

A capable team should not consist of more than six or seven members. This group size ensures that the best possible team efficiency can be reached.

If more than seven members must work together on a project, form a core team. Add the other members as needed to relevant tasks within the project.

They ensure speedy exchange of information over the long run and can react more flexibly to unexpected events.

Project work requires employees from every functional department involved in the project who have a high degree of specific knowledge and social competency.

Putting together the team depends on finding the right mixture of talents.

Three essential factors must be considered in order to ensure that a team can develop:

1. Subject  
All contributions must remain within the given subject
2. Person  
The individual may not disappear in the group
3. Group  
Attending to an individual should not result in losing sight of the goal

The balance between personality, group interest and subject must be right.

Information must be exchanged in order to solve a task optimally in a team. Problems in the project work are often attributable to the fact that there are difficulties in the exchange of information between the project stakeholders.

**If you want to work well together, you must be able  
to talk well with each other!**

Many communication problems are caused by the fact that we often talk past one another. Our discussion partner does not always understand what we want to say. This is often due to the fact that one piece of information may contain several messages.

In discussions we do not only provide information (subject); we also express something about what we think and feel about the person we are speaking to (relationship aspect).

The subject makes up only a small part of communication. The vast majority of our conversations are influenced unconsciously - from experiences, attitudes, values and emotions - things we cannot see. If we don't take into account the bigger portion, the relationship aspect, we will rub someone the wrong way and founder.

Decisive for mutual understanding is not how the message was meant by the sender, but rather how it is received.



### **Tips for good communication**

- Try to identify the relationship level in a discussion: How does the other person see me?
- Organize your thoughts and express them in your formulations clearly and precisely.
- Take advantage of breaks. Allow the other person time to absorb, process and store what has been said.
- Avoid killer phrases. Not: "You may be right in theory, but in actual practice things are a little different". Rather: "Can you explain briefly what is so different in actual practice?"
- Listen actively and try to understand the other person.
- Show interest in the other person and in what he says. Give suggestions and ask questions.
- Express your wishes and preferences in the form of "I" messages so the other person will not feel patronized or lectured.
- Ask the other person whether you have understood him correctly: "If I have understood you correctly, you are not rejecting the solution, but rather only the time of its introduction".
- Give feedback.

For successful communication it is important to identify, check and (if necessary) change one's own communication behavior.

The collaboration of team members becomes easier and more efficient when the team members have agreed on rules from the very beginning.

### **Rules for good teamwork**

- Appointments are kept.
- Protocols and moderation of team meetings are taken on by every team member in turn.
- Information is sent out only when the team has decided to do so.
- Every person is responsible for himself, therefore contributes that, which is important to him, reports changes, etc.
- Every person has the right to finish speaking. If a team member talks too long, he can be shown the "red card" after 2 minutes.
- Criticism is expressed in the form of "I" messages.
- Killer phrases are prohibited.

Team culture cannot be taken for granted. It must be attained.