

The secret to great teamwork is being able to lead a group of people from different places, beliefs and backgrounds and convincing them to adjust to change, focus on overall outcome and uniting as one to accomplish a common goal.

*Ronnie L. Frink, DDWG
Deputy Lead Quality
Assurance Examiner*

Everyone doing his share of the work!

*Janet Richline, DDTP
Packer*

The secret to great teamwork is constant communication among the team.

Raymond Merchant, DDWG

Respecting each other's opinions.

*Josephine M. Welsh, DDBC
Support Services Specialist*

The secret to great teamwork to always remember no matter what you do or what your job is, it all comes down to making sure the Warfighter, E1 Billy, has the widget he ordered. To him, it is the most important thing in the world. We are all part of the team to make this happen.

*Betty J. Brock, DDBC
Transportation Officer*

Teamwork requires that all the members keep an open mind and really listen to and consider the point of view of their peers. As each member's expertise is usually in a different facet of the process, this is critical to bind all the facets together for a complete conclusion.

*Karen Braget, DDPW
Transportation Officer*

Professional Trust: The foundation for excellent teamwork

By John Destalo, DDC Transformation Office

Imagine the following fictional scenarios:

Scenario 1 (The Big Game)

There are only seconds left in the big game, your favorite football team is losing by four points, but they are on the opponent's ten yard line and a touchdown will win the game. The football coach sends in the play to the quarterback. The quarterback huddles the players and communicates the play to his teammates.

In communicating this play, he is letting everyone know where they are supposed to be and what they are supposed to do in their roles in order for the play to be successful.

For this play, however, the tight end forgot his assignment.

Earlier in the week, after a late night of partying, he overslept and missed some critical meetings and practices. His job on this play was to line up on the right side of the offensive line and protect the quarterback. Instead, he went out for a pass.

The center snapped the ball to the quarterback and the defensive player the tight end was supposed to block slaughtered the quarterback, who fumbled. The other team picked up the fumble and ran it in for a touchdown. Your favorite team lost the big game.

Scenario 2 (The Big Top)

Members of a world famous circus are backstage getting ready for opening night. They have spent months and months rehearsing for this performance. The choreographer's plan was excellent, communicating each person's role, positions, and assignments at every point in the show.

The night before, an important performer (the person who catches a jumper) was

injured in a car accident. But, the show must go on, so the circus leader chooses someone who has caught before but did not spend much time practicing that role for this performance. The performance starts and the crowd is cheering with delight as the acrobats start their routine.

One of the highlights of the show is an aerial act where a woman is tossed in the air, performs several spins and is caught by one man on his shoulders. The man doing the catching is the replacement. He does his best but unfortunately positions his left foot inches off his spot. He is unable to catch the woman cleanly. The crowd gasps as the woman falls and breaks her arm.

What do these two scenarios have in common?

What is lost as a result of the actions portrayed in these scenarios?

In the first scenario, the game was lost. In the second, an acrobat was lost to injury. But, more important for the team, what was lost was **professional trust**.

The tight end's teammates and coaches may no longer be able to trust him. This lack of trust may impact future plays so that the quarterback now has to focus attention on the tight end's performance instead of running the play. Other future impacts could include injury to the quarterback or other players, the coach could be fired, and the fans could stop giving their support to the team.

The second scenario is a little different because the main trust that is lost should not be in the acrobat who didn't perform effectively but the organization that didn't put him in a position to succeed. The organization did not effectively prepare replacements for critical roles.

In the future, the ineffective performer may not trust that the organization will put him in a position to succeed. Other future impacts could include the injured acrobat may no longer trust the organization to care

about her safety, other acrobats could be reluctant to perform for lack of trust that their safety is important to the organization, and the fans could stop showing up.

All members of a team must be able to trust that all others are doing what they should be doing and when they should be doing it. As the scenarios demonstrate, ineffective teamwork not only impacts the individual teams but the organization as a whole, including customers.

“Professional Trust” is comprised of two elements: integrity and competence.

- **Integrity** refers to people having the intent to do what they say they will.
- **Competence** refers to both individual and organizational competence. Individuals must be capable of doing what they say they will and the organizational systems must be in place that allows them to do what they say they will. (*Morgan, James M & Liker, Jeffrey K., The Toyota Product Development System, Productivity Press, New York, 2006.*)

The first scenario focuses attention on individual incompetence. The player was capable of doing his assignment but did not effectively fulfill his role. His behavior earlier in the week in missing meetings and practices probably puts his **integrity** into question. If he really intended to perform effectively, would he have missed those critical meetings?

The second scenario is different in that it reflects more of an organizational problem. The circus leadership did not ensure that more than one person was effectively prepared for critical roles. They put a person into a position in which he was not capable of fulfilling the role. By doing this, they risked the safety of their performers and the integrity of the whole organization in the eyes of the customers.

Hopefully it is easy to see how these fictional scenarios apply to your job.

Think about yourself.

- Do you have integrity?
- Are you someone who can be counted

- on to do what you say you will?
- Are you capable of performing the role(s) you were hired to perform?
- Are you where you are supposed to be at all times throughout the day?
- Can you be trusted as a member of your team?

Think about your team.

- Can you count on every member of your team to do what they say they will?
- Are your teammates where you expect them to be?
- Are your teammates capable of performing their role(s)?
- Can you trust your teammates?

Think about your organization.

- Does your organization allow you and your teammates to do what you say you will?
- Are there any organizational systems that prevent your team from maintaining its integrity?
- Has your organization prepared you for the role(s) you perform?
- Can you trust your organization?

If you said no to any of these questions, have you done anything to improve the situation?

In order for a team to perform effectively, **professional trust** needs to be viewed as everyone’s responsibility. If you are the leader of a team then it is incumbent on you to make sure that each member knows where they are supposed to be and how to perform in that role. If you are a member of a team and are unsure of your position or how to perform your role, then it is incumbent on you to ask your leader.

Excellent individual performers are required to make up teams that excel. “Excellent” should not be confused with gifted or talented, as if only certain people are capable of being excellent. There is not a limited supply of excellence. Every employee is capable of being excellent; therefore every team is capable of excellent performance, and the foundation for excellent teams is professional trust.

We are working on our teambuilding skills. We had to come up with a name for our team and a mission statement. This is the teambuilding statement we chose and to me it makes the point very well.

Respect for

Others

Character

Knowledge and

Skills

Kay Williams, DDWG

Quality Assurance Examiner/

Distribution Facilities Specialist

I think the secret to great teamwork is not saying “it’s not my job”...you come together and work together as one!!! You just might learn something.

Deneen Brown, DDGM

Security/Safety/Environmental/Facilities Specialist Radiation Program Advisor (RPA)

My first response would be communication; however, great teamwork is more than just communication. Great teamwork ultimately hinges on having a leader who inspires the team members to excel at their job and to focus all their combined knowledge towards a common goal.

Ginny Goldberg, DDPW

Support Service Specialist (Facilities & Equipment)

In my opinion the secret to great teamwork requires attitude, communication, and respect.

Andrewy Cromartie, DDAG

Quality Assurance Evaluator

The willingness of each individual member to put aside personal aspirations or recognition and realize that teamwork is more important to success than going it alone.

Steve Thomas, DDPW

Quality Assurance Specialist