

# Chapter 6

## People: Communicating in Teams

### ABSTRACT

*This chapter discusses the importance of every team in enterprise management. In fact, people are not just employees any more, they are team members. How to form a team and who should be taken in a startup team? What are the main threats of successful team? How to apply collaborative practices to design top-level cross-organizational networks? In this chapter, the authors give recommendations on modern team management and advice on how to increase efficiency of the existing teams.*

### INTRODUCTION

For centuries human development was very limited because the only source of knowledge for people was the world around them. Creating communities was the greatest step in the history of humanity that facilitated common hunting, farming and animal husbandry. Communicating in teams allowed building houses and cities, founding companies and corporations: Henry Ford introduced his assembly line and a set of technologies to simplify working routines and increase efficiency. Ford's workers tried to quickly remove the cause for human error and to prevent further occurrence of it to get refunds for the time when car production was optimal (as soon as any incident occurred Ford stopped the rewarding counter).

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Nowadays the problem of the human factor is much deeper. Besides of direct human error management, it is necessary to manage it indirectly via forecasts through information processes. In order to reduce the influence of the human factor, it is necessary to form horizontal teams as the vital part of a corporate management structure. There are a few aspects (Borodin, 2014) that should be considered during the selection in the team: *responsibility* (Kelsey, 2014), *versatility* and *passion*. After that we describe modern team composition approaches and provide a business case from the aerospace industry.

## MODERN ASPECTS OF CORPORATE TEAM COMPOSITION

*Responsibility* is one of the most important aspects of the team member. Employee takes responsibility for their project, alternatively – the chaos is very likely when “*no one will be guilty, but everybody might be harmed*”. In this scenario, corporate leaders should show an example how everybody should act in team to build responsible entity important to the enterprise.

*Versatility* describes situation when one of the team members cannot perform the task for various reasons then the team switches to alternative task supplier. For example, a designer has a problem with the finishing is work in time, but a software-developer has these capabilities. Should he help a colleague? Certainly yes. This mutual help increase the chance that the work will be done qualitatively in time and the team will be appreciated.

A famous business coach John Kehoe once said that to make deal successful, you need “to feed it with your own *passion*”. This fully applies to the team building process: each member should be motivated to create or to be a part of successful team even when the project life cycle length is not known. In such moments, the team is responsible not lose the members enthusiasm and persistently achieving common vision.

Google reported on “Ideal Team” Formula underlines the passion component in a successful team (Khohlova, 2016). In attempt to create a team that often shows the best result certain consultants and psychologists were invited for measuring whether the team can effectively work together and achieve common objectives. Certain unspoken rules were introduced regulating relations between team members: There were teams where members did not interrupt each other during the conversation and on the contrary, the team

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