4.03 Apa Artinya Menjadi Pemain Tim? Menjadi anggota tim yang baik membutuhkan kerja keras.

Kebanyakan orang terbiasa bekerja sendiri — membuat keputusan, memprioritaskan tugas, dan bertanggung jawab atas pekerjaan mereka sendiri. Bekerja dengan orang lain membutuhkan pendekatan yang berbeda daripada bekerja sendiri. Untuk menjadi bagian yang sukses dari sebuah tim, Anda perlu mempertimbangkan beberapa masalah. Anda harus siap untuk tidak bertanggung jawab atas segalanya. Bagi sebagian orang, ini membutuhkan banyak usaha; bagi orang lain, ini tidak terlalu membebani. Terkadang, Anda akan menjadi supervisor; lain kali Anda akan diawasi. Anda harus fleksibel dan memahami bahwa tim yang hanya terdiri dari para pemimpin (atau hanya pengikut) kemungkinan tidak akan bekerja dengan baik.

Juga bersiaplah untuk memiliki beberapa pertemuan yang menarik (dan beberapa membuat frustrasi) dengan rekan kerja baru Anda. Bersiaplah untuk bertukar sudut pandang dan belajar dari orang-orang di sekitar Anda. Setiap orang di tim bertanggung jawab atas kesuksesan dan bertanggung jawab atas kegagalan.

Yang terpenting, bersiaplah untuk belajar bagaimana menjadi anggota tim. Bagikan kekuatan Anda dengan tim dan bersedia berkontribusi. Ingat, upaya gabungan dari semua anggota tim harus menghasilkan hasil yang lebih baik daripada upaya satu individu. Pelajari keterampilan tim baru dan mudah beradaptasi.

Banyak tim mengalami masalah ketika semua orang mencoba untuk menjadi penanggung jawab atau ketika tidak ada yang mencoba untuk menjadi penanggung jawab. Hasilnya bisa sama: distribusi pekerjaan yang tidak merata, pekerjaan yang tidak lengkap, tenggat waktu yang terlewat, kinerja di bawah standar, dan frustrasi. Meskipun tim adalah usaha yang bersatu, setiap individu bertanggung jawab atas kinerja tim secara keseluruhan.

Individu umumnya bereaksi berbeda dalam kelompok daripada yang mereka lakukan sendiri. Jika Anda melewatkan tenggat waktu atau menghasilkan pekerjaan yang lebih rendah sebagai individu, Anda dapat berharap untuk dimintai pertanggungjawaban jika kebiasaan kerja Anda sama ketika Anda menjadi bagian dari sebuah tim. Sebaliknya, jika Anda menghasilkan karya berkualitas tinggi sendiri dan melakukan hal yang sama sebagai bagian dari tim, Anda akan diberi penghargaan yang sesuai. Ingatlah bahwa anggota tim bertanggung jawab pertama atas kinerja individu mereka dan kedua untuk kinerja grup. Selalu beri tahu semua orang tentang kemajuan Anda.

4.04 Differences between Teaming in the Classroom and Teaming in the Real World

Selecting personnel and identifying skills are the most important tasks of assembling a team to work on a real-world project. While it may be advantageous to pick people who have worked together previously and who have established a good working relationship, you need to make sure that all of the skills required for the completion of the project are represented by at least one person on the team. For example, if the team is designing a building, the team must have a member who understands, among other things, the:

■ Design of a foundation.

■ Design of the structure.

■ Design of elevator and/or escalator systems.

■ Design of air-conditioning systems.

Additional skills are likely to be on the list if the building is to be made of reinforced concrete, or if it is to be constructed in Alaska or California or Louisiana. In the real world and in the classroom, the goal is to complete a successful project on time and within budget. However, the skills and training of potential team members in the classroom are all virtually the same (unlike the real world). Furthermore, the primary goal in the classroom is for each member of the team to learn about each task required in the project. Whereas a mechanical engineer is not expected to teach other members of a building-design team how the air-conditioning system works or why the particular components were selected, each member of a classroom team is expected to explain her part of the team project. Unless the team members complete all of the tasks together, each member must teach the rest of the team what she did on her part of the project.

4.05 Team Roles

For your team to operate like a “well-oiled machine,” you need to understand that the members must fill specific team roles, if effective collaborative work is to result. Typically, well-functioning teams have a leader, a timekeeper, and a note taker at a minimum. If there are additional team members, assigning someone to the role of devil’s advocate is also a good idea. The team leader does just that—she leads. This does not mean the team leader dictates or makes all of the decisions for the group. The team leader sets the meeting time, sets the agenda for the meeting, and generally keeps the meeting moving. The team leader also makes sure the team stays on target and remains focused on the task at hand.

The note taker keeps a written record of the team’s progress. He or she records what tasks have been assigned to whom and records the expected completion dates of the tasks. The note taker is responsible for sending the minutes of the meeting to all team members. The minutes are a written record of what transpired during the meeting and serve as a reminder of who is responsible for completing what task(s).

The timekeeper makes sure the schedule is maintained and that meetings do not run over the allotted time. If meetings routinely last longer than planned, team members may skip them or resent coming to them—either of which leads to less productive team encounters.

Finally, the role of the devil’s advocate is to challenge ideas without being too overbearing or unpleasant. The devil’s advocate makes sure that all options are considered and that ideas are sound. However, a devil’s advocate should not challenge ideas just for the sake of the challenge; doing this can annoy teammates and detract from the overall effectiveness of the team’s operation.

Depending on your personality, you might be naturally inclined toward one role over another. For example, you may naturally be a critic who performs the role of devil’s advocate very well. In the classroom setting, you should try out other team roles, so you can develop additional team skills. You may need to hone your note taking skills, and filling that role on the team may help your personal development. In classroom projects, team members can rotate roles so everyone has a chance to experience each role. By performing roles that are unfamiliar to you, you learn to appreciate people who work in these roles. Developing an appreciation for and respecting the skills of the other members of your team are the first steps toward your becoming an effective team member.