

# **BENGKEL PUSTAKAWAN 1999**



## **“KEPENTINGAN KERJA BERPASUKAN DALAM PERPUSTAKAAN”**

**The Importance of Teamwork in Libraries**

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23 November 1999

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## **A Changing Environment**

**Issues that affect academic libraries from mid 1980's till today**

- External environment**
  - Lower levels of budgetary support from government**
  - Sky – rocking inflation in serials industry**
  - The value of the dollar/ringgit on world market**
  - Automation was an accomplished goal for large libraries but managers not happy with the quality and level of access that early system provide**
  - Students more assertive in demands for improved services**
  - Faculty more outspoken about their needs from the library**
  
- Internal Environment**
  - Hierarchical and bureaucratic library organization obstacle for users to get services needed**
  - Need for additional staff to attend to tasks emerging from technological changes not met**
  - No clear career path to promotion – upward or outward mobility**
  - Mix or changed expectation of staff brought about by technology**
  
- Pressure to change**
  - Need for additional staff to take on new technology – related tasks**
  - Opportunity to reshape, transform environment to make it more effective agent for service**
  - To be more supportive for individual and collective professional & personal growth**
  - Task force to consider issues**
  - New management structure – teamwork.**

# **IMPACT OF THE CHANGING ENVIROMENT ON ACADEMIC LIBRARY ADMINISTRATION**

1. Increased Information Production: The Information Age
2. The Information Age and Information overload: Threat or opportunity?
3. Higher complexity, more databases, more technologies
4. Scarce personnel, labour shortages
5. Increasing unrest in the labour force
6. Teamwork
7. Continuing emphasis on Quality
8. "Customer-ism" *fokus kpd pelanggan*
9. Restructuring
10. Innovation

- 11. Lifelong learning**
- 12. Trends towards networking and alliances**
- 13. Flexibility**
- 14. Conflict of Cultures**
- 15. Changing role and internal conflicts in Information workers**
- 16. Administrative role conflicts: Leadership vs Management**

# **Total Quality Management Tools of Quality/Quality Model for Library**

1. **Build a shared vision for the Library**
2. **Put the needs of the customers before the politics of the organization**
3. **Build cooperation among all levels of employees**
4. **Communicate**
5. **Emphasize teamwork**
6. **Build trust**
7. **Redesign processes and attitudes**
8. **Train for quality**
9. **Develop leadership skills**
10. **Manage by fact - statistiska**
11. **Motivate staff by making work enjoyable**

# What is a team?



1. "A team is a group of people working towards a common objective"

(Fraser & Neville (1994), A practical guide to team building, P. Jaya: Pelanduk Pub.)

2. "Two or more people interacting together to accomplish a common purpose"

(Huczcz, G.E (1996) Tools for team excellence, Palo Alto: Davies- Black Publication)

3. A team is distinct from a group when it has the following attributes:

- a common purpose
- recognition by each individual as belonging to the same unit i.e team identity
- interdependent functions
- agreed norm or values which regulate behavior

(Peter Moxon, Building a better team, Hampshire: Gower Pub.)

## **Aim of Teambuilding:**

To help people who work together to function more effectively in teams and to assist the team itself to work more effectively as a whole.

Effective teambuilding is concerned with the following functions:-

- Improving performance and results
- Making greater use of both individual and team strengths  
- not simply concentrating on weakness
- Resolving problems about which something can and must be done, and which are within the responsibilities of the particular team involved.

## **What does teambuilding involve?**

- Regular working sessions
- Tackling own problems – with help?
- Tackling root causes
- Openness, honesty and risk taking
- Action – orientation – commitment to decisions
- Individuals put in time and effort
- Leader accepts feedback
- Development of interpersonal skills
- Programme unique to team

# **The Five Major Team Types**

## **1. Informal sense of a team**

**“We are all in this together”**

**The whole company**

## **2. Traditional work units with a supervisor**

**Departments**

**Sections**

**Staff**

**Office**

**Those that don't require much interaction/interdependency**

**Those that do require much interaction/interdependency**

## **3. Problem-solving task forces, committees, and circles**

**Temporary cross-functional teams**

**Skip level teams**

**Problem-solving teams (project centered, work centered)**

**Quality circles**

## **4. Leadership teams, steering committess, and advisory councils**

**Leadership teams**

**Steering committees**

**Councils**

**Advisory teams**

## **5. Self-directed work teams**

**Self-regulating work groups**

**Semi-autonomous work groups**

**Area supervision**

**Small business units**

# Characteristics of an Effective Team

- The atmosphere is informal and relaxed, without obvious tension.
- There is much discussion in which everyone participates.  
Discussion is focused.
- The team's task is understood and accepted by the members.
- Members listen to each other!  
Every idea is given a hearing.
- The team is comfortable with disagreement and does not avoid conflict simply to keep everything in agreement.

# Characteristics of an Effective Team

- Decisions are reached by a consensus.
- Criticism is frequent, frank, and relatively comfortable.  
There are no personal attacks.
- People are free to express their feelings and ideas on the team's problems.
- When action is taken, clear assignments are made and accepted.
- The leader does not dominate, nor does the team.
- The team is self-conscious about how it functions and examines how it is performing.

## **The Seven Key Components of Effective Teams**

1. **Clear sense of direction**
  - Shared purpose
  - Goals and values understood and perceived as appropriate
2. **Talented members**
  - Full complement of competencies/knowledge/skills available that are relevant to the tasks at hand
  - Talents are utilized and developed further
3. **Clear and enticing responsibilities**
  - Expectations of leadership and other roles are well established
  - Players understand how their roles fit in the game plan
4. **Reasonable and efficient operating procedures**
  - Task content and process systems are in place to plan, conduct meetings, identify and solve problems, make decisions, give and receive information, evaluate progress, and perform tasks
5. **Constructive interpersonal relationship**
  - Group maintenance systems to celebrate diversity, handle conflict, provide support and challenge
6. **Active reinforcement system**
  - Desired rewards and accountability for group and individuals
7. **Constructive external relationships**
  - Good diplomatic relations with other groups, people and subsystems
  - Pursue opportunities
  - Address threats

# **Main Problems Encountered by Teams**

## **Problems with goals**

- Do people understand and accept the team's primary task
- What are the team's priority objectives? Do all agree?
- How are conflicts in priorities handled?

## **Problems with roles**

- What do team members expect of each other?
- Have these expectations been shared? Do they match?
- Do individual objectives fit with the team's overall objectives?
- Are there areas of overlap or duplication between team roles that could produce conflict?

## **Problems with processes**

- How are decisions taken? Are authority levels clear?
- Are communication processes across the team working?
- Are structures, content and processes in meeting effective?
- How are problems and conflicts resolved?
- How is activity coordinated? Are reporting procedures understood and adhered to?

## **Problems with relationship**

- How do team members treat and feel about each other?
- Are people's individual needs recognized and respected?
- Does the team climate allow for open debate and sharing concerns?
- Do the team and leader encourage feedback on team and individual performance?

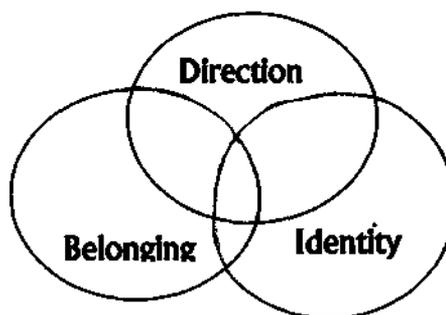
# Why are so many organizations focusing on the importance of high performance work teams?



Age old balancing act

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## Quality Culture



1. A sense of Direction
2. A sense of Belonging
3. A sense of Identity

## **Benefits of teams**

- **Providing an important source of stimulation**
- **Creating higher-quality solutions than most individuals working alone can create**
- **Providing structure that encourages a sense of involvement in a large organization**
- **Serving as a vehicle for organizational development efforts**
- **Offering a means of satisfying relationship/belongingness needs and thus providing a source of satisfaction**
- **Providing a forum for constructive conflict resolution**
- **Providing an opportunity for more individuals to develop and utilize leadership skills and fulfill personal needs**
- **Improving productivity through a more flexible approach to utilizing the knowledge and skills of employees**
- **Bringing about a structure that helps employees address the fact that everyone needs to depend on each other for the organization to succeed**

# Advantages of Teamwork

