



Developing Leadership Competencies

8. TEAMWORK

Competency Descriptors by Level

Supervisor

- Acknowledge diverse opinions amongst team members and work towards consensual solutions
- Enhance the output and functioning of the team through a variety of motivational methods
- Represent the team and promote outputs to others in the organization

Middle Manager

- Build strong teams with complementary strengths
- Promote cooperation between work teams
- Seek synergistic solutions rather than compromises
- Contribute fully to cross-functional projects
- Share credit and benefits for successful projects with subordinates



Suggested Readings

- *The Work of Teams*, Jon R. Katzenbach (Harvard Business School Press, 1998)
- *Teams at the Top: Unleashing the Potential of Both Teams and Individual Leaders*, Jon R. Katzenbach (Harvard Business School Press, 1997)
- *The Boundaryless Organization*, Ron Askenas, Dave Ulrich, Todd Jick and Steve Kerr (Jossey-Bass, 1995)
- *The Leadership Challenge: How to Get Extraordinary Things Done in Organizations*, James Kouzes and Barry Posner (Jossey-Bass, 1987)
- *Overcoming Organizational Defenses*, Chris Argyris (Allyn & Bacon, 1990)
- *Transforming the Way We Work*, Edward Marshall (Amacon, 1995)

Videos

- *Teamwork: Principles Of Successful Teams*
- *Meetings Bloody Meetings* by John Cleese