

should drive the development and implementation of the new business model. It is believed that the consistent application of these principles will reinforce teamwork, remove some of the barriers to change and facilitate the transition.

The practical application of these principles to day-to-day operations will require the full participation of every member of the Trade and Economic Program in Mexico. A commitment to a shared set of values is a prerequisite for true teamwork. This commitment is most likely to be achieved if everyone on the team has a voice in defining those values. The desired outcome is a mutual understanding of the new roles, policies and work procedures that will be required. The key principles discussed by the staff are briefly described below.

Clear Priorities

Teamwork cannot be effective unless each team member shares the same understanding of who the clients are, what their needs are, and which clients and needs will receive the highest priority. Some staff believe that this was not accomplished under the previous business model, but that it is achievable through group participation.

Transparency and Consistency

Many of the staff hold the view that management decisions have not always been consistent or transparent. The result is sometimes a feeling of insecurity that comes from having one's work life affected by unseen factors. They believe that a team cannot function effectively if its individual members feel insecure. Therefore, decisions regarding staffing actions and priority setting must be clearly communicated to team members and seen to be rational and consistent.

Accountability

A recurring observation during staff interviews was that the organization lacks an adequate system of individual accountability. As a result, it is felt that some staff members are not pulling their weight, and some staff say that work gets passed on to other employees. This creates an environment which is not conducive to teamwork. A team works best when each individual is held responsible for his or her performance. Otherwise, other team members are not challenged to do their best.

Recognition of Performance

In an effective team, individual members often take initiatives that make the group as a whole more effective, but are not necessarily in the interests of the individual. Recognition from other team members is a strong motivator for this kind of behaviour. Many of the staff indicated that good performance was not presently recognized by management. This is seen as a disincentive for personal initiative.