



**Macdonald
Associates
Consultancy**

Our Behaviour: Teamwork

Dr. Ian Macdonald

The Team Leadership and Team Membership model in SL was developed by observing teams in practice in a range of organisations over many years and by analysing teams in practice from experiential courses where behaviour was observed, videoed and reviewed.

The teamwork model is interdependent. It looks at two sides of a coin – with the team leadership and team membership behaviours being complementary. For example, if I, as leader, give you a task, it is crucial that you understand the task and have the authority to ask me about the detail of the task.

The word team is used widely, to describe a whole company or organisation, a part of it, down to a group with only a few members. The definition here is simply “a group of people with a common purpose who must interact in order to achieve their purpose”. It is the last part which needs emphasising. If you do not have to interact with others then you may be associated but it is better to use other terms like group, network or company. The point about teams described here is that, in order for me to contribute effectively, I am dependent upon others with whom I need to have direct working contact (not all at once but in the process of achieving the purpose).

At all times there is a balance between how a team member and a leader behaves and how they help each other in getting the team’s objectives achieved. The SL Team Leadership and Team Membership Steps and Traps provide a clear framework for ensuring this happens.