

Team Building:
A Guide For The Reluctant Manager

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Team Building: A guide for the reluctant manager
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Introduction

How many of us really want to have the responsibility of leadership? Many people say they want to be the boss, but the truth is the majority of us are reluctant or unwilling to take on leadership responsibilities.

How many times have you been sent on a course? Did you learn all the different ways manage or supervise staff? It was wonderful in the classroom setting, where your peers were people learning the same skills. You might have done some role playing during you time on the course, which again might have been fairly easy to master. However, did you discover how it was completely different when you had to put all your training into practice and become the manager or supervisor of staff at your company?

You know it doesn't take long to realize people are very different. Now this isn't some big revelation but it is true, but you will find some people are difficult regardless of the situation or circumstances, whereas, others who were easy going can suddenly become difficult to manage.

Yet, there are other problems when you move from being a team member to managing the team. You'll find some people who were excellent team members when you were part of the team. But, these same people will react and interact in a totally differently way to you when you become their team leader, or manager.

Suddenly, the team dynamics become more difficult, especially if one of the team members considers they would make a better team leader or manager than you. Watch quietly, how is the person now behaving compared to your appointment as their manager? Didn't it change? Could the reason being they are jealous of your success, and they are trying to do everything possible to make you fail?

This is one of the main reasons why making the step to manage people who were once team members with you, on working on the same level is difficult. People know what is going to happen, and it has become a daunting prospect.

What job title do you have and is it important? The answer is simple. The job title you have or are

given is unimportant. What is your title? You might be an officer in the Marines; Army; Navy; or Air Force. You might manage a business or sports team. You might be a team leader; director; CEO; CIO; or even a business owner. You can add many other job titles to the list, and as you see the list of job titles can be endless. Yet, in the final analysis the job title doesn't matter. Why? Because the managing of a team will require at least some effort by you and it will take a lot of your time. If you are not prepared to do the work required for your position in the company you work for or the team you oversee, then you will fail.

We will use the term **manager** through the book to refer to someone's line manager; project leader; or direct supervisor.

We have taken examples from many different sources throughout this book. The main illustrations have come from soccer, but we will draw on the Bible; literature; history; films; and personal experience. These will help us to start to understand some of the problems we may face as we manage people. The good news is we shouldn't expect to face all the problems, but by reading and understanding, we start in a position of strength as we manage our team.

Over and over again we are reminded of whom we are dealing with; it is people. We need to remember they are not slaves, or commodities, but people, fellow human beings.

We will always get different reactions to the things we do or say, and you will find some people will react well to you, but other people will react badly to anything you say and do. This is human nature, and if someone decides to take a dislike to you, then you will always be working from a negative position in their thinking, and you will have to try and knock down the wall they have built up in their minds, before they will accept you and the role you are in.

You can spend many days or even months trying to analyze what changed, but the simple answer often is the roles changed, and they are unable to accept it. However, you might also find other factors are causing the problems. It might not be your fault; you might remind them of a negative experience they once faced. It might be their upbringing means they have problems with people of different races; color of skin; religion or creed.

However, there is no substitute for managing yourself on a day-to-day; month-by-month and year-by-year basis. When you manage a team, you need to remember you are also a team member and

the managing starts with you.

You will also find there is always more to do – you will never finally complete the team. How do we mean, especially when you know your team is going to be a set number of people? A team isn't complete just because the right number of people is on it. You will find when everything looks good, with no conflicts within the team, and the work can be completed, something will change. This is why your team will never be completed.

It may look like a curved ball in baseball, a bouncer in cricket, but the result is more work to be done in less time and maybe with fewer staff. You'll also find problems and troubles come in all shapes and sizes but it will come. If you're expecting it, you can be prepared for it in advanced. You might not know what the problems will be, but being prepared for something to happen, so you can deal with it quickly and effectively. Is saying you will have problems and troubles being negative? No! It is being realistic. Don't bury your head in the sand, and hope they will disappear overnight. Deal with them headfirst, and get them out of the way.

We will find situations will change, and work very rarely diminishes.

A senior manager was told to go and close down all the car dealerships he managed in a country in the Far East. He worked methodically through each one, and closed them all down, ensuring all the paperwork was completed and correct.

He returned to his office with the knowledge, because he had closed down all the dealerships and fired all of his staff, it would be probable; he would be the one who lost his job next. Yes, this worked exactly as he expected, and he was laid off from his job.

If you have ever wondered what could be the worse thing you have to do as a manager this is it. It is the knowledge, the work the team members are currently doing is a dead end task and the team will be disbanded with all team members losing their jobs. Yet, it is your job as the manager to keep them motivated even though the rumors are flying, people are saying jobs are being lost, or companies are being closed. This is even worse during a recession.

Who is the reluctant manager? It is anyone who is a reluctant team leader. You may not fall into the role yet, but most of us feel some reluctance to lead other people.

The method behind the chapters is to dip in to one chapter to see what you are doing and how it fits into various real-life situations. You may have become a team leader after a disaster; you should read the chapter on disasters, which will enable you to keep a perspective on the job you have been given to complete.

Understand Where You Fit Into The Whole

It was a great day; you've been offered a new job or promotion and have decided to accept it. As you think about it, you realize you now have to start in a position where you are part of a team, but you are also the team leader in another team. This might be a difficult time, especially if you are working at your old job, before starting your new job.

Before you start the new post you'll need to understand where you and your team fit into the organization.

In business you might be part of a small company which has one site then you think it will be relatively easy, yet some small companies don't have a structure in place for their teams. For multinational companies with many locations set up in USA, Europe, Australasia and the Far East it becomes more difficult. You only have to look at companies such as Hewlett-Packard (HP), Glaxo and Air Product to realize all companies are not equal in terms of their organization. It might be possible to locate your team in an internal department and know how the department relates to the whole. Allowing for the complexity of the size of organization, we need to look at the team we are leading and where the team fits into the whole organization.

When it comes to sports, someone may argue with soccer you only have the team you are leading or managing, and this will make it an easier job. However, when you consider the many clubs which have a history you don't only have the one main team.

Let's look at some of the famous soccer teams in the United Kingdom, clubs like Manchester United; Liverpool; and Arsenal; just to name a few. What are the teams they have; you always have your first team and a reserve team without looking any further. But when you look further, you'll find they have a number of junior teams who will also be playing and needing leadership.

Today, we find there are more and more ladies teams in the field of soccer. As an example, you'll find Arsenal has a ladies team, which is one of the most successful around.

When you look at the wider club, you will see there will be people whose job it is to maintain the training grounds, and the main pitches. The teams don't want to turn up to play a game on a ground

which hasn't been maintained and has broken pieces of glass or pottery, and grass which is a few inches tall.

Another important job within the club is the people who specialize in merchandising and ticketing (both match by match and season tickets).

Every aspect of a game is a team effort, and it is the manager's job to hold all levels together and organize his or her team. It is important for the first team manager to be aware of the other teams within the club, in terms of playing and logistical help. The first team manager also needs to know who from the current team members are going to be available next season, and look at which ones should play for the first team. Finally, a soccer club will have different levels of team leaders or managers, yet it is important for each person to not only know but understands where they fit into the whole club.

Understand The Organizations Aims

Do you understand the organization or company's aims? You will find a company can have many levels; and you should be able to view the aims of your organization. You might find these summarized in the Tag line, which you see on all their advertising. For other businesses, you will have to concentrate on the aims and purpose statements circulated within the company. Regardless, of how the company shares their aims, you need to find out what they are, and also to try and understand them. If you find it to difficult to do, then ask, people should then be able to explain it simply to you.

Tag Line

Every business needs a tag line, but the biggest problem is coming up with something short and memorable. Let's be real here, not every business can afford to hire a top company who will work on this for you, because you are paying them top dollars to come up with the perfect tag line. Yet, within your business you might find team members who will be able to do exactly this, there will be the creative people who are willing to use their skills to create the perfect tag line for the company.

If you can't find the one person you're looking for, then why not make it a team event? Gather the team together, and ask every member brainstorm and give ideas. Let them know you are looking for ideas, and their idea might be the one used by the company. Also, let those team members know how every one of them is important, and you want to have their ideas and feedback.

How important are tag line? Do you know how many you can name without thinking? This is why they are important. Think for a short moment and try and find some of the really memorable tag lines for companies?

Airline companies have been using tag lines for a long time.

British Airways "The World's Favourite Airline" is the one most of us remember, but the new one they are currently using is "The Way To Fly."

Lufthansa with their "There's No Better Way To Fly."

America Airlines is "Something Special in the Air."

Cathay Pacific on the other hand seems to change its tag line every time it gets a new advertising campaign with slogans like "Now You're Really Flying It's Better Than The Old One," "Try Before You Fly," and "Now You're Really Flying."

Many sports companies have very simple but memorable tag lines.

"Just Do It" is from Nike. How many times has this been quoted not only in the sports field, but as a motivational quote, to get people to "take action?"

"Impossible Is Nothing" from Adidas seems to not only say something about the brand, but what they expect from those who are supported when wearing their sportswear.

We also have medical companies; again they have their tag lines, because they are important.

Glaxo has "On The Brink Of Discovery," and this concentrates on their role to discover new medicines for their customers. But, you will find this is in contrast with the newer corporate tag

line for GlaxoSmithKline “Do More, Feel Better, and Live Longer.”

Air Products and Chemicals ask people to “Tell Me More.”

British Oxygen promotes, they are “More Than Just Gas...”

When it comes to soccer some teams having a tag line, you will find some who have taken them from a song which then becomes their anthem.

Liverpool, you will see on their team badge “You'll never walk alone.”

There is so much which could be said about tag lines, because so many companies have one. You will find large corporations spend millions of US\$ to get just the right tag line. Some use the same tag line for years, but others will use it for one sales promotion and then throw it away, until the next promotion when they have to find another one to use.

Being a part of a large corporation it is essential for you know and understand the tag line. You do not simply need to say it parrot fashion at meetings and conferences, but you should really understand where this places you in terms of the industry you belong to and the customers you serve.

The customer can be the one who makes or breaks your business. One disgruntled customer can do enormous damage as they complain to their friends; family and enemies. Yet, on the other hand a good customer might not say anything about you, they know you are beneficial to their business, and they don't want to give this information to their competitors, because they know they have the advantages from all you and your company offers. Business is sometimes a strange place to work in.

Mission Statement

A great tag line is the beginning, but you must have a mission statement to go with it. Whereas, the tag lines goes wherever a product or service from a company is advertised or promoted, Mission statements are more for the internal company use.

A Mission Statement aim is to provide focus and motivation to the employees in their everyday job. This motivation must be for every level of employee within the company. This will mean it has to be understandable for those with highly technical and technological jobs, together with those who manage and direct the company, down to those whose jobs are the most mundane. Why should it be for all the people? Because everybody regardless of the job they do, is important to the company. There is always a place in the large organizations for those who are prepared to do the mundane tasks well. It doesn't matter if it is the processing of orders, the ordering of spare parts or supplies to the accounting of the payments which come in. There is very little glamour about these tasks but they are essential to keep the company functioning.

As a manager you'll need to understand the mission statement and see how it relates to what you and your team do on a regular basis. For example, British Airways wouldn't be "The World's Favorite Airline" for very long if the cleaners didn't clean the planes, and the mechanics didn't maintain them well.

Safety and hygiene are two important aspects of any company, and yet one which is either taken for granted, or ignored by the management when they praise the effort of the team.

Understand How The Department Fits Into The Organization

Have you tried to see where you fit into your organization? It isn't easy, especially as there is so much linking within the company. It makes it easier to understand if you can see a high-level organization chart for the organization which you are part of. Where do you fit into your organization's chart? You might need to talk and confirm with your boss, and this might also be a good time to confirm the goals for your team.

What you should remember is at times when a CEO (or other business owner) started with the organization they might have started at the bottom of the organization; and they often will get promoted within the department they were first employed in.

When it's time for the CEO to leave their department, he tends to take the ideas and ways things were done in the department with him, and it can lead to some bizarre organizational charts, and

even more bizarre lines of reporting. You'll find sometimes the way department's link together in the company, are of a historical nature rather than being a deliberate design. One of the common linking of department is the computer department being linked either directly or indirectly with the accounting department. This is because the accounting department was the first department to be computerized within the organization.

By understanding where you fit in the organization, you will begin to understand the pressures you are under from your line management to complete some of the tasks which you and your team are responsible for. You will also see where there are tasks which relate to other departments and why relating to them is also important. A team member does not need this awareness but the manager does, because it allows the work to flow freely through the team and out to others.

You will find for a soccer first team manager, this isn't so much a problem. The manager will relate directly with the board of directors, who will give the direction the club needs to take in the current season and the finances which will be available from the board.

When it comes to budgeting and managing the books this is something every manager needs to understand and do. It is important for every team manager needs to be aware of their budget. The complexity comes with all the other teams within the club. How do they all relate to the first team and the first team reserves?

Does the under-18 team have a role to supply its best players to the reserves or even the first team should disaster strike? You might think it would be hard for the complete 22-strong first team to be out of action. This is true, but given a long enough period of time, disasters do happen. We will see later the effects of an air crash on one soccer club. Today we are facing a pandemic influenza, but even in a bad winter an entire team could go down with influenza. Where are your other team members when there is a game for your first team and you don't have eleven players fit from the first team squad? This is where the whole club comes into its own. We must be flexible to meet the competitive needs of the whole club.

Understand The Role Of Your Team

Have you consider a soccer team? Do you think the role of the manager is to ensure his team wins

all of its games and finishes at the top of its class? Not always! Consider for a moment the role of the reserves team, for any of the major UK soccer teams. They also have a role to assist the return to full fitness, an injured first team player. An injured player will lack match practice, and they can only get match practice when they are able to play with the reserves, until he is fit enough to play a full game in the first team.

It is the job of the manager of the reserves to make room for these first team players who are on the injured list. The manager will know, not only is practice important, but at the same time the need to limit their match practice according to the advice of the physiotherapist, trainer and doctor. This is something which rarely happens in the business world, but it might be a team member in the business world needs to come back to the team slowly after a major illness.

In business we also need to understand the role of the team and the length of time the team will be together. It's no good thinking what a team specifically set in place to develop a new computer system, which consists of programmers; systems analysts; and representatives from the departments, where the systems will be used, will continue to be in place after the system is completed and accepted by the company.

This type of team will be broken up, you will find any freelance consultants will go on their way and the permanent staff will probably be the backbone of any support and development team for the new computer system.

It might be as simple as bringing in a new computer package or operating system to the company. Windows 7 is going to be the next Microsoft operating system. However, there is one difference between Windows 7 and all the other operating systems Microsoft has brought out. Windows 7 is promised to run on the same hardware which would run Windows Vista.

Does it make a difference? Yes it means the hardware costs are reduced for the new operating system. Every other operating system has always required an upgrade to the hardware as well as the software. The failure of Vista to appear on computers for so many years, as well as its failure to capture the hearts and minds of those who buy computers has something to do with this change.

We have seen the appearance of Netbooks (small portable computers) and Nettops (small desktop computers) which has helped Microsoft to realize the majority of computer users do not need more

and more power to perform day-to-day tasks.

For most of those who need extra PC power to enable spreadsheets for them to do their calculations, have found it was possible to have performed the same arithmetic on a mini-computer or a mainframe computer. You should remember in business most of the number-crunching is no more complex than arithmetic (add, subtract, multiply, and divide), with some statistical analysis but not very much. The only time this is not the case is when a company is involved in complex statistical analysis.

When it comes to defining the role of your team you need to be quick and to the point. Give yourself two minutes to clearly portray what your team does. Some people might ask you to do this in 60 seconds or less. It is difficult to do, but often you may be put on the spot by a new manager or director to see if you fit into the organization. Once you understand and can verbalize the role of your team in the organization, you can communicate this information to your team (if it is a new team). This exercise will ensure you are focused on what the team is about, and being able to state clearly and precisely what the team stands for. It is a skill you need to master, and one which the saying is true, "Practice makes perfect."

In the event of you becoming a manager of an existing team, you should take the time to check with the team, because you need to understand the major role of the team, and you need to ensure it's not complicated by some minor roles which you also play. Often your senior manager will not communicate the minor roles unless your team fails to accomplish them.

In Organization

We've looked at the clarity needed to have for the aims and goals of the organization as whole. We've looked at the company tag line and mission statement. Now we'll need to see where the work is allocated to your team fits into the whole of the company.

If the company is multi-national it might be complicated, and you should take time to ask the questions of your manager. However, it will always be necessary to see how the team fits into the geographical environment of the company.

For most USA-based teams it will be necessary to find out how the team fits into the whole of the USA. If you are based in Europe it could be necessary to find out how the company functions in your respective country, but also how it fits into other parts of Europe or even the whole of the EU. Knowing this will enable you to find the managers and directors whom you'll need to relate to within your company.

In Function

In a large organization, you need to remember what your team does will affect other teams and maybe the whole of the organization. Processing an order today or leaving it until tomorrow can be the difference between having a satisfied customer who might become a long term customer, and someone who is dissatisfied because it has taken too long to get the item purchased.

It only takes a company to supply one defective machine to a magazine writer or an industry commentator for one delivery to become a major issue for public relations. We are all in the business and are in control of the destiny of the company we are employed by. What we do or don't do will make a difference; make sure your all team members know how important each person is.

For the team leader there is the need to understand the flow of information to your team and from your team. The need is to understand the "pinch points" of the information flow to your team and from your team. Understand where you are going and how you are going to accomplish the work your team has to perform. A good team communicates, and always remember communication is two way. This is the secret of having a team which works well together.

Get Goals/Set Goals

In discussion with your manager or supervisor you'll need to get the goals which have been set for both you and your team. There can be a conflict in the way you allocate those goals to individuals. You'll need to remember most team members will need to be flexible, which will allow them to cover all the work every day of the week, and every week of the year.

There is an enormous contrast with a soccer team. Let's look at the basic positions which are in a

soccer team, you have the forwards; midfield; defenders and goalkeeper. The forwards will normally support each other. But, the midfield players need to do their own work, and also support the forwards during an attack and the defenders when needed to defend. The defenders will support their goalkeeper and also the rest of the team when a corner is taken in the opponents half. The goalkeeper will be playing as a solo player because he is finally responsible for the defense of the goal. But, look how every member of the team has an important role, and you'll find the team which wins the game is also those who played the game as a team.

The same situation is in the business world. Everyone needs to be working together to complete the whole task of the business or soccer team.

Discuss The Goals With Your Manager

Having set the goals, you'll need to do a revision of the goals with your manager. This is to ensure there is nothing missing in the goals which you had set, and also to keep the goals relevant and changed as the company changes. Your manager will need to set the balance between the major goals and the minor ones before you allocate them to your team. It is essential to get the balance between the main goals and the minor goals, because you don't want to focus on the wrong goals, or have your team members making the decision to work on a goal because they prefer one over another goal.

Review Goals After Discussion With Your Manager

One of the problems a manager faces is when they are given tight deadlines. The temptation is to rush to get a project started, and then find you have to retract or reorganize, because you didn't review the goals before starting. You'll need to take your time to locate and organize what the team needs to do. It might seem some of your time will be taken doing this, but it will save you a lot of time in the overall time spent on the project.

Communicate Goals To The Team

This will be a task which will be necessary to do on a regular basis. In many ways, when you look

at soccer, the manager has the easy job – his pep talk before the match and at half time is expected of all the team members. Yet to give a business team a pep talk every day or every half day would very quickly become counter-productive. You will need a regular discussion of how well the team is going with their goals is far more effective. Use your time to motivate and congratulate the team as well.

Get Team To Communicate Those Goals

The goals of your team must become part of them, enabling them to be able to communicate them to new team members and also to those who have been part of the team for any length of time. Shared goals and shared values need to go from the mind to the heart. It seems like an 18 inch journey physically but changes the whole attitude of the individual to the goals, which they have not only accepted but taken as their own goals. The difference is seen when the team member comes into work every day.

It is the same when the soccer player steps on the pitch wearing the strip of his new team. He could be playing against his former club but he will take the instructions from the new manager and the passes to and from his new teammates. It is often difficult when a player is transferred between two teams in the same league, but he knows where his loyalties now belong, to the new team who are paying his wages. This is the challenge which faces any manager who has agreed a transfer of a player from one team in the same league to your team. Changing the mental and heart allegiance from the old team to the new one could just be the most difficult thing a manager has to do.

Publicly Recognize Those Who Have Shown Commitment To The Goals

You may be the only team in your company, or the only team in your league to hold your own awards and recognition ceremony. The year may have been a good or a bad one for the company but still we need to recognize the performers within the team. Sometimes it's not necessary to give someone a booby prize, just seeing how the people are who receive a public recognition of their contribution to the team's work will spur on the under-achievers to get the recognition next time.

Inform Your Manager Of Your Star Players

This may already be part of the annual staff assessment process, if not; you should make a point to recommend the stars on your team. If the worst comes to the worst they will get promoted before you do, and you'll have to train someone else to take their place. Why is this worst? Because you will lose a good team member, yet you will also get a tremendous satisfaction in seeing one of your team reaching their full potential. Be careful not to let your ego get in the way of saying the truth about this person. Otherwise, you will block the progress of your team members. You will always find some who have the potential to rise up the corporate ladder and achieve far more than you can ever achieve.

Chosen By Default

2009 is a time when a new President has been chosen in the United States. A new President has chosen the team of people who will support him through the start of his administration. However, the President doesn't have a free hand to choose the people whom he would like to be on his team.

Each of the members of the President's team has to face the questions of the Senators and Representatives before they can take office. There are always those who will fail to come through this process. At times it might seem the President has taken second best. It is only after seeing how they serve the team, will you really know if the best was chosen. Hindsight is 20-20 vision and often this is needed to understand whether the best has been chosen.

In some ways, it doesn't matter what team you lead, because you don't always get exactly what you would want. In the same way, an entrepreneur may find the right candidate to fill a position, and then the candidate demands too high a salary for his services. The crucial point is to know this is about being a team, and building a team which works together. In business people might not have the luxury of a separate group of people who will make the decision, they will have to make a decision themselves, and then see how each team player plays.

An Existing Team

On a football field it is easy to visualize the team dynamics. We shall start by considering a team strategy based on 4; 4; 2; - 4 defenders; 4 midfield players and 2 forwards.

The organization is for the central defenders to play the ball forward to the central midfield players and then to the two forwards. Similarly, the left defenders play forward to the left midfield players and then to the forwards.

When a new manager arrives to take over an existing team the dynamics are not always so clear cut. Often, it is difficult for the manager to discern the difference between the real leaders within his new team and those who follow. It is a skill which many new managers have yet to learn, how to discern; and to know the difference between those who understand the work flow and those who are

following what they are told without really understanding why they do any task.

A Team Chosen For You

You will always find there are times in business where you are either moved or hired to manage a brand new team. No-one else has been found who can do the job, but the need of the task to be accomplished means the team was chosen before you arrived. On a soccer team this could mean a complete set of misfits with goalkeepers, midfield players and forwards either in short supply or oversubscribed.

In business you will have to deal with the different personalities, those who want to be part of the team, but only if they don't have to make any decisions. You will also have those who want to have their own way and make all the decisions. Either of these situations can cause friction, and people can easily lose their temper because of feeling they are not being listened to.

A soccer player-manager can fulfill some of the roles which are vacant, but they are unable to do it all the time. You should find how a new team must be able to communicate well together and this will enable them to quickly start to knit together as a team, rather than individuals.

This is something you have to do when you are the manager. There are specific things you can do which will help. It could be taking the time to have various social gatherings, meals together is a great way of getting people relaxed, and being able to share one with the other. It is important for team members to be given every opportunity to get to know the other team members and then be able to partner with them.

Being a good manager you will know your team, or you will take the time to know your team. Imagine for a moment, your team loves to go bowling, what would be easier, trying to build a team in the workplace, or arranging an evening where the team goes bowling, followed by a meal in a local restaurant. A good manager won't have to tell the people it is about team building; the people will go and enjoy the event because it doesn't seem like work. How many times have you been in the office when someone says, let's all go out for lunch? It happens often, and again it's a way of building and strengthening the team.

Don't you find it is always nice to be able to put a face with a name especially when talking on the

telephone? It is always helpful to start to learn about them and how they will react in any situation, will they remain calm or will they panic quickly?

These social gatherings can be very difficult for the person who doesn't work for the business, but is invited as partners have been included. Your partner even though they might enjoy meeting and putting faces to the names, may not fit in with the team on an educational, social, political, or spiritual level. So make the effort with partners to connect and at least talk to them.

One of the roles you will have as the manager is to ensure everyone feels at home and welcomed. This might move you out of your comfort zone, but you will find it most rewarding, if you are able to encourage everybody, whether they are team members or not.

A Luxury – You Choose

Is this a luxury? Yes. There are a number of times when a team leader comes in from the outside the company, and starts as the new employee, as there is no-one in terms of age, experience and length of service within the company which can distinguish the existing team members from one another. In simple terms there is no natural leader within the group, and the choice is to take one person and promote them with the likelihood of jealousy and bad relationships, or bring in someone from outside with the need to build relationships from scratch. The advantage for the new person is the understanding they are brought in to manage, and are an unknown, until the team gets to know them, they are safe. Once the team gets to know them there is the danger of them being told they are not a suitable leader.

Who would you choose as your “Dream Team?” A man may choose to have his office filled with beautiful women, and a woman may choose handsome men, but what if an accident or incident robs them of their beauty? The soccer manager may choose a team full of the most expensive star players in the world, but will they play together as a team, or will they only do what they want to do. What about all the times when David Beckham and other stars of the soccer world have been criticized for not working as part of the team, but solely working to do their little part of the play which will bring them the limelight and the glory?

The manager must consider the whole of the team and how to strengthen it. This may be a training course in a business environment, or a new fitness regime to increase the strength or suppleness of a soccer player. There may be a good reason why you cannot hire a new team member, but until you

are aware of the weaknesses of the team as a whole you cannot reorganize to make the most of your strengths and minimize your weaknesses.

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