

# Chapter 7

## Team Building

# Advantages of using teams

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- Different perspectives, views, and skills, resulting in better decisions
- Breakdown of organizational barriers
- Use of hidden talents
- Synergy
- Promotion of communication and participation
- Skill development
- Improved quality of work life

# Groups versus teams

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## Groups

- **Members have no sense of responsibility to each other**
- **No collaborative effort to accomplish common goals**
- **Little or no concern for the outcome of a project**
- **Absence of unified effort**

## Teams

- **Members support one another**
- **Members work toward common goals**
- **Members value one another for their participation**
- **Genuine trust**
- **Sense of camaraderie**

# Four main stages of team development

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1. Forming
2. Storming
3. Norming
4. Performing

# Seven steps to teamwork

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1. Show team members where they fit into the system.
2. Hold frequent meetings with team members.
3. Set goals with team members.
4. Encourage team members to suggest solutions to problems.
5. Let team members tell you things you may not like to hear.
6. Let team members help set standards.
7. Respect diversity.

# Empowering a team

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- **Actively involve employees in areas of decision making traditionally reserved to management.**
- **Develop leadership skills of employees.**
- **Provide support.**
- **Help team members develop confidence in their own abilities.**
- **Encourage team members to respect themselves and one another.**
- **Get to know team members' characteristics and behavior patterns.**

# Tools for empowering employees

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- **Job enrichment**
- **Career growth**
- **Mentoring**

# Chapter 15

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## Workplace Safety, Security, and Wellness





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**“Supervision and safety go hand in hand.”**

**National Safety Council**

# Why safety matters – to you

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## When an employee is injured, you

- Have to stop the work to take care of the injury
- Have to figure out how to take up the slack until the employee can return to the job
- May have to ask remaining employees to do more work, likely with no benefit to them.

# Why safety matters – to the employee

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## When an employee is injured, he or she

- **Must endure physical pain and emotional upset**
- **Must cover costs and practical difficulties of recuperation and rehabilitation**
- **Could be faced with a devastating financial burden.**

# Why safety matters – to the organization

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## When an employee is injured,

- The work unit has lost some capacity, so jobs may take longer and less work may get done
- A claim will likely be made against the organization's workers' compensation insurance
- The local government's insurance costs may increase
- The employee may file a lawsuit against the local government.

# According to the Bureau of Labor Statistics, in 2011

- 820,900 injury & illness cases for state & local government workers
- 5.7 cases per 100 workers (much higher than private industry)

## If your organization has a safety program,

- Learn as much as you can about the program
- Ensure that your work unit is familiar with safety policies and regulations
- Volunteer to participate in efforts to review or update the program.

**Instead of *reacting* to accidents, develop strategies to *avoid* them.**

# Major sources of accidents

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1. ***People:*** lack of training, carelessness
2. ***Equipment:*** faulty; used to perform tasks for which it was not designed
3. ***Materials:*** things that are sharp, heavy, hot, toxic
4. ***Environment:*** poor air quality and circulation, poor ergonomics, improperly designed workstations

***When there is an accident, the supervisor should consider these four sources in determining the cause.***



# The domino effect

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**Lack of management control**

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**Failure to recognize and correct basic causes of accidents**

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**Failure to remedy immediate causes of accidents**

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**Accident or near accident**

# To prevent accidents caused by inadequate management control,

- Provide proper orientation and training
- Ensure that rules are established and followed
- Regularly inspect work sites and equipment
- Hold safety meetings
- Investigate all accidents
- Give adequate time and attention to planning and organizing work.

# Basic causes of accidents: Personal factors

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- Lack of knowledge or skill
- Poor motivation
- Physical or emotional problems

# Basic causes of accidents:

## Job factors

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- **Inadequate work standards**
- **Inadequate maintenance or poor design of equipment or materials**
- **Normal wear and tear of equipment and materials**
- **Abnormal usage of equipment and materials**

# Immediate causes of accidents: Unsafe practices

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- Operating equipment without authority
- Operating equipment at improper speed
- Using defective equipment
- Using equipment improperly
- Failing to use safety equipment
- Engaging in horseplay
- Using drugs or alcohol

# Immediate causes of accidents: Unsafe conditions

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- Inadequate personal protective gear
- Defective tools or equipment
- Inadequate warning systems
- Risk of fire or explosion

*(continued)*

# Immediate causes of accidents: Unsafe conditions (*continued*)

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- Substandard housekeeping
- Hazardous conditions (fumes, noise, etc.)
- Improperly designed or adjusted workstations or office equipment
- Inadequate lighting
- Congestion or overcrowding

# Strategies to improve workplace safety

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- Give employees responsibility for the safety program.
- Be a good teacher.
- Reduce stress in the workplace.
- Watch and learn.



# Workplace Violence

- Watch for behavioral changes
- Changes in appearance or hygiene
- Belligerent or insubordinate behavior
- Change in communication with co workers or citizens
- Withdrawal or isolation
- Poor performance

Direct the employee to EAP or other services

# Health & Wellness

**A wellness program can reduce**

- **Absenteeism & improve productivity**
- **Keep insurance premiums from rising**
- **Reduce injuries**
- **Improve moral**

## Programs to Help

- Smoking cessation, weight control, stress management, back care
- Health club memberships
- Promoting healthy behavior