

Teamwork increases organizational effectiveness by reducing the fatalities that follow organizational defensive routines.

Save Money: Increase Organizational Effectiveness

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Bottom line productivity is the measure of success and effectiveness for many organizations. For schools it means increased student achievement and for businesses it means increased profitability. Attaining this achievement level includes one of two organizational decision-making processes. Educational institutions and business organizations that effectively use teamwork as a decision-making process increase organizational effectiveness.

Organizations mirror the bureaucratic structure design that is governed by rules, by laws, and administrative functions. CEO's, superintendents, managers, principals, and supervisors have delegated bureaucratic authority to give orders to employees. In many instances, employees circumvent the process by refusing to follow orders either directly or expeditiously. When this pattern continues, educational institutions and business organizations become dysfunctional and ineffective. While some organizational decisions have to be made by the supervisor, organizational effectiveness increases when decisions are made using team developed ideas and processes.

Teamwork increases organizational effectiveness by reducing organizational defensive routines. Defensive routines are behaviors that individuals and groups of individuals exhibit to ensure their independence, to win, and not to upset people. An example of a defensive routine is when an employee receives a poor performance review and decides to involve union representation in the process. This person feels threatened and seeks union representation in an attempt to ensure their survival. A second example is when tenured teachers are directed to teach a specified curriculum using specified materials and decide to revert back to their "original" style of teaching. When an administrator attempts to address the matter, the teacher gets union representation and the administrator is reminded that the teacher has tenure which makes discharging the teacher almost impossible. When supervisors and employees waste time due to organizational defensive routines, organizational effectiveness reduces. Minimizing organizational defensive routines produces cost savings by ensuring that managers and employees

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spend less time addressing challenges that result from defensive routines.

Teamwork produces cost savings by providing an incubation process for testing new strategies. When organizations are in need of change, they can save money by first having a selected team to test and implement new strategies. For instance, school districts provide professional development for teachers to implement organizational change. They normally provide professional development for the entire instructional staff. What often happens is teachers attempt the new strategy and for one reason or another revert back to their “original” strategies. Therefore, the

school district has wasted time and money which eventually impacts student achievement and the overall organizational effectiveness. Some businesses follow the same trend. For instance, the business will hire a professional developer to teach new leadership skills to the entire management staff. Without the appropriate change process the management staff eventually reverts back to previous leadership skills. This means that the training was a waste of time and money. Organizations that test new strategies by using teamwork as an incubation process increase organizational effectiveness.

Educational institutions and business organizations save time and

money by using teamwork.

Teamwork increases organizational effectiveness by reducing the fatalities that follow organizational defensive routines. Successful teamwork implementation includes:

- Involving at least one stakeholder or person from each organizational level.
- Holding team meetings at least once a month
- Treating all team members with respect
- Deciding on team meeting interaction rules
- Developing a team shared vision