The “new workplace” is defined as a place where communication methods are more advanced, delivery systems are more efficient, and organizational goals are clear. People are engaged in tasks and completing assignments and in most cases get the opportunity to take turns in leadership roles. With that, being able to operate within a team atmosphere is important; but what becomes more important is being able to lead the team.

In communities, teamwork is the norm. Task forces, committees, boards, the PTA and other community-based organizations depend greatly on teams to accomplish organizational goals. Their missions and visions are too great for any individual to carry out alone.

One model of teamwork is the “Ten Essentials of Teamwork,” which involve:

1. **Common goals**
   - People have a reason for working together.
   - The team can achieve when its goals are clear.

2. **Leadership**
   - Members can and are able to lead.
   - Leaders are respected and influential individuals.

3. **Interaction and involvement of all members**
   - Members must contribute actively.
   - Leaders must know how to get individuals involved.

4. **Maintenance of individual self-esteem**
   - Individual contributions must be heard, valued and acknowledged.

5. **Open communication**
   - Members can speak their minds.
   - Ample time should be given for communication.
   - There are good informal communication channels.

6. **Power to make decisions**
   - The team understands what it has the power to change.
   - The team carries out decisions.

7. **Attention to process and content**
   - There is a defined process for doing the work.
   - The content of the work to be done is clear.

8. **Mutual trust**
   - Members trust each other.
   - The team discusses how behaviors affect trust.
9. **Respect for differences**
   - Members can disagree without punishment.
   - Members respect the needs of others.

10. **Constructive conflict resolution**
    - Problems are resolved in a healthy way.
    - The leader facilitates discussions of conflict.

Not everyone is the same, and not everyone is comfortable working in groups or leading groups. Sometimes people may even fear the loss of personal power and identity that comes with working in groups. Group leaders must recognize this, so that they can facilitate the work of the group while preserving the members’ need for individuality. Effective leaders know that team-work involves ongoing negotiation and consensus building, and that they must facilitate the participation of all members so that everyone’s ideas are contributed. They must challenge team members and provide opportunities for members to work independently at times if they are more comfortable doing so.

One model to think about when leading others is the LEAD Model.

- **Lead** with a clear purpose
- **Empower** to participate
- **Aim** for consensus
- **Direct** the process

**References**