

Entrepreneurial teams

Setting-up

Leading an entrepreneurial team

Mobilizing others to work in teams

Learning from experiences, successes and failures

Building and developing the team

Working groups refer to a set of individuals who work toward the organization's goals, with individual tasks assigned to their members. Instead, teams bring together a small number of people with complementary skills, working together on a single common goal and task, and are strongly motivated by achieving them. They share the same working method and are mutually responsible for achieving the common goal and task.

In building a team, some aspects must be considered:

- Characteristics of the members thus, members of a heterogeneous group, which differ in age, gender, ethnicity, experience, training, they may encounter short-term difficulties in working together due to diversity, but once this term is exceeded, the group has a high potential for creativity and performance. Instead, members of homogeneous groups can work together faster and easier, but such a group has limits on performing complex tasks that require a high potential for creativity;
- the size of the group. The group's performance increases with its size to a certain point, after which it decreases due to difficulties in communication, coordination, and decision-making. In general, it is estimated that a group of more than 12 people lose effectiveness and risk splits into coalitions.

Of course, the design of the team depends on the goal pursued. Thus, if the goal of a production team is to produce efficiently and quickly, then the team does not have to be large and must be composed of relatively homogeneous people in terms of professional skills and way of thinking. The uniqueness of the mind will lead to quick results, but the team will not be too innovative; if instead it is a marketing team that aims to identify alternatives to conquer the market, innovation is essential. In this case, the team must be wider and composed of heterogeneous individuals as well as personal, emotional and professional characteristics. This creates favorable conditions for creativity, but the decisions will be slower.

ensuring the conditions for developing group cohesion – the performance of a united group is higher because members comply with group rules, conflicts are rare and absenteeism is reduced. The small size of the group and the homogeneity of the members have a positive impact on its cohesion. Maintaining cohesion also depends on the development of behavioral skills oriented toward team work, as well as the organization of team-building sessions.

Effectiveness of working groups: A working group is considered effective when it has met the organization's expectations for work performance and the needs of group members have been sufficiently met. Achieving such performance requires that both the group as a whole and its members

have both professional skills oriented toward the tasks and objectives of the group and behavioral skills oriented toward teamwork.

Changes in the nature of attitudes and behaviors that favor teamwork aim, at the level of team members, to:

- the willingness to participate, contribute ideas and set goals, which means that the individual learns to formulate an opinion, to speak within the group, to take responsibility for his own opinions;

- the willingness to appreciate other points of view, which implies:

accepting the idea that everyone can have valuable opinions;

active listening, to promote two-way communication;

avoid judging others and showing superiority.

willingness to share information and knowledge openly with others;

the willingness to seek alternatives with which everyone agrees;

willingness to lean on and learn from other team members;

the willingness to support and implement team decisions.

At the level of the team manager, in addition to the qualities and attitudes mentioned above, the team manager must be willing to: Share power and responsibility with others, listen to others, learn to arbitrate the conflicts that arise. The work teams must also be supported by the management of the organization. At this level, the behavior changes that must occur are mainly aimed at accepting the decentralization of decision-making and recognizing the team's achievements.

We observe, therefore, that within the teams the behavior is based on the attitude of mutual trust, and the values on which it is founded are: Mutual respect, honesty, openness, equity, collaboration, interdependence.