The essentiality of team work in organizational Management processes / By Alon Menin

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1. **Effective leadership** is examining the extent to which the goals and the subordinate position of the leader. Effective leadership is leadership that achieves the goals and objectives for the team. Goals and objectives which we can judge the effective leadership change researcher researcher, and most results are examining the performance and results obtained for the organizational unit

2. **Global processes**- is the process of international integration arising from the interchange of world views, products, ideas and other aspects of culture.

3. **Management processes** - Process or collection actions of leadership and organization. Management uses various resources, including human resources, capital, material assets and intangible assets, in order to achieve various goals of the organization.

4. **Motivation -** is a theoretical construct used to explain behavior. It represents the reasons for people's actions, desires, and needs. Motivation can also be defined as one's direction to behavior or what causes a person to want to repeat a behavior and vice versa.

5. **Personal socialization strengthens -** or the social construction of reality (also social concept) is a theory of knowledge in sociology and communication theory that examines the development of jointly constructed understandings of the world.

6. **Professional growth** - The entire process starts with simple shapes change, rather than distinct forms and gradually becomes more complex and differentiated. It is customary to assume a complex developmental process from the successive stages, each stage is due predecessor and is an ideal and the next.

7. **Skills** - Acquired ability or talent to take certain actions intended to produce a product or desired results effectively in terms of time and energy resources.

8. **Team** - a group of people working together and performing a common task. In the case of teams targeting education professionals.

9. **Team Levels-**A hierarchy of teams (from the Greek ἱεραρχία hierarchia, "rule of a high priest", from ἱεράρχης hierarches, "leader of sacred rites") is an arrangement of items (objects, names, values, categories, etc.) in which the items are represented as being "above," "below," or "at the same level as" one another.

10. **Team Work**- A social group that works in concert to achieve a common goal and predetermined. Among the team members have become interdependent and must work together to achieve personal goals.

Abstract - *The essentiality of team work in organizational*

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In recent years we see a variety of changes occurring in the world of work. These changes include the vital work of organizations working teams. There are many definitions of work teams, but everyone is talking about one common theme it essential ingredients for effective work within the organization. There is one setting that focuses the team's work on the subject of cooperation and the creation of interdependence between members of staff. Exchanging knowledge, competitiveness between, creating teams will impact more experience. The team's goal ultimately is to perform and function better, ordered thinking positively affected. Negative thinking will lead to a lack of staff proper operation of the team and will collapse and disintegration.

The work team development and progression moves by Stage. There are five major steps that each work team probably will. Switching between the steps will be only when there is a certain level staff due to move to the next level. Steps include: orientation phase - phase where there is a high reliance on a leader-manager, and everything went according to his expectations moderated. The second phase is called "Phase dissatisfaction" it is due to the gaps between the expectations of staff, management, customers. Phase must be rapid movement of information and proper decoding modes.

The next step will be followed by a phase "consolidation" in this case accumulated experience in the work of the team members creates a magical reaction of the formulation and synergy as a team. The fourth step, and penultimate, is called "output stage" and it shows the beginnings of the results she ordered. This step shows the productivity of team work. The team produces joint projects and empowers goes from one action. The last and final phase is called the full production phase. Has been defined by step we realize that this is a complete team effort, with the full functionality, creative, capable and intelligent team can solve problems, high level of interdependence.

The next step that is set to be effort to maintain the productivity and morale of staff over time this model is implemented in many organizations (government and commercial) and in fact these processes not overlooked despite the organization.

So then - how to build team work in educational organizations? In accordance with this model?

The nature of work is another educational organizations. Although this is work teams but the nature of work, interests and objectives creates a buffer between the gap and the crew. Many researchers, from different disciplines, express their opinions and offer suggestions on the subject of "intermediary" in order to improve the organization of educational work. The team moves on education and formulation development processes unique to him. Development team should create harmony at work. So why still there are many teams that bring commanded outputs are required?

There are many institutions where teams fail and it is now possible to analyze the situation and its causes. The failure originally in the training process of the educator.

This article aims to evaluate the data and the strengths and weaknesses of the educational institution teamwork and a desire to see better the socialization and management process to go through to be successful teacher individual and in team work.

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"To join one another is a start, to stick together is a progress, and to be a team up is a success".

Henry Ford, an industrialist and the founder of the Ford Motor Company

In the latest years, several approaches that have been published revealed that the skills and qualifications which are required at the market are changing ,due to the rapid infiltration of information and technologies .This fact also effects humans' market , their lives and the global economy. The findings emphasize the need of transformation and improvements in the educational system, in order to prepare the market for future generations (Hackman, 1990). There is no controversy, that the suitable environment of work in organizations are the employees (Blanchard, 2013).

According to Larsson and La Fasto (1989**), a team of Team work, is a group of people with a high level of interdependence** that cooperate in order to achieve their personal and institutional goals. There is a large range of definitions for teams of work, but they all emphasize the distinction between them and any other group. These researches also assert that a team of work has its own destination and that there are four components which mark the difference.

1) The first component is a mutual cause and the need to team up.

2) The second is the interdependent between the workers.

3) The third element is a commitment to the idea that collaborating will lead to higher results.

4) The fourth is the recognition that an organizational system is required in order to maintain a team.

West (1996) specifies and focusses on the cooperation between different people, who team up in order to evaluate performances and exchange information, while they are competing with each other. The attempt to get better achievements and the trial to compete against others, are two separated issues.

According to West (1996) the purpose of a team is to improve its performances by using positive thinking which will lead to success, whilst negative thought would cause failure. According to Blandchard (2013) basic conditions must exist in order to maintain a group .To his opinion there is a preliminary stage which defines the team's destination and its goals, and focusses on the question of its existence in order to set them. Poulton (1999) explains that in a good team management there is a need to encourage excellent performances, and that an effective administration shares information and uses trust and cooperation to avoid internal competition. Quinn, at al (1996) claimed that a team work is: the activity of a group of friends that achieve higher results together rather than as individuals. An effective team work is not a triviality in companies and organizations nowadays. Managers and other institutional leaders, came to realize that to build a crew in which every member expresses his/her knowledge and ideas is complicated.

The development of a team work

Blanchard (2013) said that there is an agreement in literature that the uniqueness and features of crews does not matter because they are going through phases of development and maturity as people and as individuals. Blanchard present various levels.

1) **The first step is orientation**- A phase in which there is a high dependence on the leader and an expectation that he/she will lead the rest of the team by setting a direction for them to follow. This stage requires reciprocal relations and trust between the members of the group.

2) **The second step is dissatisfaction**- A level in which the team gains experience and is aware of the gaps between its aspirations and reality. This fact creates frustration, bitterness and a low morale among its members .The challenge is to encourage them to have conflicts of power and control in order to improve their effectiveness.

3) **The third step is team building** - A stage in which, the experiences that the members of the group acquired improves their morale and achievements and makes them partners of a leadership that is based on agreements rather than on conflicts.

4) **The fourth is the output**- A level in which the performances and productivity are impressive .The members of the team feel proud of themselves as a group. They aspire to have greater achievements and to face new preliminary challenges.

5) **The fifth step, and the last, is the completion**-the finishing phase which is characterized by crews that were established for ad hoc missions or permanent ones in reorganized situations. The challenge is to keep a high morality and productivity and recognizing that the process has come to an end.

Blanchard's model of development, has been adopted by business and civilian organizations, which understood that they must build homogeneous and heterogeneous groups in order to improve the work in the establishment and its management headquarters. Cohen (2000) explain that **global processes** do not skip any organizational field and are assimilated in various ways in the educational world. This fact strengthens the need to find the most adequate platform and integrate the principles of team work.

What is the precise definition for team work in education?

Does team work in schools resemble team work in parallel systems?

Coopman (2001) present the transformation that the educational world went through several years ago is team based .It includes components which are similar to vast organizations such as**: delegation of authorities,** time management and decentralization whilst making a decision. Porter, O' Grady and Wilson (1998) says that There are different reasons for the existence and activation of educational teams at schools. At first- the education era became complicated and required management sophistication and disciplinary knowledge. Due to this fact work at schools demanded instruction methods and effective team work, which are similar to civilian organization /factories .Secondly- the pedagogy stuff realized that only synergy between the team members, will allow them to keep up with rapid changes of information. Their capability improved superbly way beyond the traditional hierarchy that preceded .Third -team work provided," a boost" for professional development for each member. The sharing of information and skills helped the individual to incorporate in the educational system as a teacher. Team work focusses on the individuality rather on collectiveness.

Husband and short (1994) adds that team work allows a **professional growth** in which teachers share knowledge and expertise that are expressed in their daily lives in or out side of classrooms. Zhavi and somech (2002) presented a non-optimal reality and raised the fact that in spite of empirical evidence, team work improves the quality of teaching its effectiveness as well as the satisfaction and commitment of the teachers. Quinn and restine (1996) says there

are findings that emphasize the gaps between," the desirable and the existent ". Or in other words the reality and the myth while referring to a team work. Weiss at al (1992) explain that their research displayed the teaming up to quickly causes controversies, conflicts and stress among teachers. The combination of those elements effected their togetherness and the satisfaction they got from their jobs.

Kruse and Louis (1997) revealed that team work at schools are reduced, and when implemented it focuses on limited missions. As they claimed, one of the sources of disappointment is the lack of collaboration specifically in educational systems. Several efforts that have been made in order to enlarge the activities of teachers at schools, are supported by business organizations models, which do not take into account the unique features of the educational system.

What is causing the problem?

According to Blanchard (2008) the construction of effective teams as well as the building of an outstanding organization begins with the purpose which it is trying to achieve. A basic condition for teaming up is setting a goal altogether with other elementary components which are also important in order to do so. Yet it is, interesting to know what leads to team's failure?

Blanchard (2008) points out on ten reasons:

1) The lack of a team's treaty which defines its purpose and how the team should cooperate in order to get it.

2) The difficulty to decide which work they should do together and report it to their superiors.

3) The dividing of power, decentralization and common responsibility among the team's members.

4) The lack of resources and shared responsibility in order to accomplish missions.

5) A lack of effective /shared leadership.

6) The lack of norms that encourage creativeness and excellence.

7) The lack of planning.

8) The lack of support from the administration.

9) The lack of capability to deal with conflicts.

10) The lack of skills and qualification in all team's levels.

In compare with the educational world, the system must take into account that the error that has been made while addressing pedagogy is that a teacher chooses a profession as an individual and not collectively. Yariv (1999) added that, the whole process of training and professional focuses on a personal internship, as the teacher evolves interdependently. Somech and Drach-Zahavy (2000)- Administrating teachers work requires a personal development which empowers them in their classrooms .In this perceptual concept educators learn to work by themselves and to trust their own skills and capabilities, while dealing with issues that are raised in class. This process of individuality and autonomic work leads to the teachers' professional satisfaction, which is derived from their communication with students. In other words, **personal socialization strengthens** teachers in classrooms and gives them enormous satisfaction. On the other hand this can also serve a barrier that damages their willingness to collaborate (Clement and Vandenberghe, 2000)stated that an effective model is one which combines these unique features together with the principles of team work.

In conclusion:

According to Lieberman (1986, P-36)-" **The context, the skills and responsibilities are different, yet they have one thing in common which is the fact that schools cannot improve if people will not cooperate".**

A model who integrates institutional needs together with team work at schools requires reorganization of patterns in educational systems. The condition that allows the model to exist focuses on two elements. The first one is the frequency of the meetings, and the second is the composition of the team. Drach-Zahavy (1996) notes that the team's meetings are a preliminary term for collaboration. Literature reveals that there is a connection between the frequencies of the teaching stuffs' reunions to the way they performed as a team. It seems that as the teachers' conferences raises, their commitment and responsibility towards their member's increases as well and they become more motivated. This helps them achieve their goals.

Hofner (1996) Concludes, motivation influences teachers and their readiness to reach their goals, and improves their performances. Although there is a great importance to the teams' frequency of meetings, a research has never been conducted in Israel. Nowadays the hours in which the teaching stuff meet are systematically constructed as a part of the reforms that were signed in Israel in the latest years.

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