

BUSINESS EYE

Everyone has a role

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This week's musings are on the subject of team dynamics and how teams come to work together as a unit.

On a skiing trip to Italy last week, different leadership roles emerged from within the group.

The trip was organised by Amanda, who had not only been to the resort before and knew the lay of the land, but who also acts as tour guide to Brits travelling in Italy and therefore speaks Italian. The arrangements were impeccable, borne as they were from early elbow grease, valuable experience and detailed planning. Transport was easy and

painless. The hotel was clean, friendly and a joyously short walk from the ski lift. The skiing itself was fabulous and nothing stank of the usual excessive cost that one smells too often on ski trips. Every team needs an Amanda, the planner who creates a solid platform for team success.

Once on the slopes, however, it was Tom who stepped forward to lead the days. Not only had he been to the resort before, but he had invested in a bright orange ski-jacket which the rest of us could easily follow at pace as he sped across the piste, stopping every now and again to check everyone was okay and still with us. Tom's team influence wasn't confined to the slopes, for it was Tom who also led the entertainment and games over dinner. Every team needs a Tom, the galvaniser who provides the magnetism and energy that pulls people into the same space to play together.

For a team to function well the members each need to be

vested in the success of their team mates, because success is a team sport. So it was, that Ollie, by far the best skier, stepped forward to offer vital one-on-one skiing tips. Mike made sure there was always enough wine to drink and quietly picked up too many restaurant tabs, and people who had never met others before reached out, took them under their wing and made them feel welcome. This made it easy to be a quiet follower.

Finally, you always need a Sean, who on the first morning took one slalom challenge too many for his aging rugby wounds to handle and after a tumble had to be evacuated from the slopes to undergo a major operation to rebuild his collar bone and sternum 48 hours later. He could so easily have made it all about him but in a throwback to Mohamed Ali fighting on with a broken jaw, he was determined to make sure the rest of the team was not diverted from its mission to ski.

He took one for the team.