

Define Hierarchical of Essentials of Teamwork in the Automotive Industries Development Company in IRAN (AIDCO)

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Abstract—

John Maxwell has explained the 17 essentials of a teamwork in the book. This book and his viewpoints are accepted and be attend to different industries in IRAN but Maxwell has left a question without any answer which of these essentials have the most priority than others or which of these principals are basic of operation for other essentials and can add other questions. Do Maxwell's "The 17 essential qualities of a team player" have hierarchy?

In this research researchers used Interpretive Structural Modelling (ISM) technic to examine the places of mentioned essentials at the possible hierarchy and with achievement the viewpoint of managerial layers the Automotive Industries Development Company can explain dynamic interaction of related principals in hierarchy and to help the managers in training and necessary deciding on team building and team working in company.

Keywords— hierarchical principals of team working, dynamic interaction, principals of team working, team working, Interpretive Structural Modelling (ISM)

I. INTRODUCTION

Teamwork is one of the most important issues in the management of organizational behavior and human resource management. Knowledge of team building and leading teams including the basic needs of both the catalyst and managerial problem solving and causing a lot of non-institutional coordination.

One of the most important studies and available resources in the field is maxwell's view in which the 17 essentials of a team player in a book with this title is listed. Until now, for some reasons this precious resource is not applicable in organization. This study seeks to answer some of these questions.

Unanswered questions can be found in maxwell's approach include:

- 1- IN WHAT MANNER THE ESSENTIALS ARE LISTED?
- 2- DO THESE ESSENTIALS HAVE ANY HIERARCHY?
- 3- IS THERE ANY DYNAMIC INTERACTIONS BETWEEN ESSENTIALS?
- 4- HOW IS THE WEIGHT OF IMPORTANCE OF THESE ESSENTIALS?

AND OTHER QUESTIONS LIKE THESE.

II. THE 17 ESSENTIAL QUALITIES OF A TEAM PLAYER

John Maxwell is listing the 17 essential qualities of team player in the book with this title as follow (Maxwell, 2003):

- 1-Adaptable:** Teamwork is not compatible with inflexibility and rigidity.
- 2-Collaborative:** Working together precedes winning together.
- 3-Committed:** The genuine commitment is not an emotional issue but it rooted in our nature.
- 4-Communicative:** teamwork is not possible unless the individuals have communication together.
- 5-Competent:** It means the individuals must be highly qualified to do the job well.
- 6-Dependable:** The individuals are reliable they display responsibility.
- 7-Disciplined:** Discipline is doing what you really do not want to do, so that you can do what you really want to do.
- 8-Enlarging:** Team members love a player who is able to inspire them to become more successful.
- 9-Enthusiastic:** People who bring an enthusiastic attitude are the source of energy for the team and such this power is origin of potency.
- 10-Intentional:** For a team to be successful, it needs intentional people who are focused and productive, the kind of people who can make every action count.
- 11-Mission conscious:** The team members who focus on their mission and undertake to the team, they let the leader of the team lead.
- 12-Prepared:** Preparation is started when you know for whatever are prepared.
- 13-Relational:** People who focus on their opinions instead of others, it causes to stop the team.
- 14-Self-improving:** To improve the team improve yourself. Such they should learn as though they have eternal life.
- 15-Selfless:** There is no "I" in team. There is no success in the team unless individuals precede other.
- 16-Solution oriented:** Make a resolution, to find the solution.
- 17-Tenacious:** Never quit work.

III. STATISTICAL POPULATION AND SAMPLE

This study is done on all managers of the Automotive Industries Development Company (AIDCo.) who are 18. AIDCo. Was established in 1985 and named Technical Service Development Company and since 2001 in order to achieve missions in the field of automotive industries and especially collaboration between Iran Khodro Company (IKCo.) and SAIPA Corp. has been active in the name of AIDCo.

IV. QUESTIONNAIRE AND DATA GATHERING TOOLS

Needed information in this research was gathered by questionnaire as 17*17 matrix for paired comparison of the 17 essential.

V. MODELLING

1. *INTERPRETIVE STRUCTURAL MODELLING (ISM)*: Interpretive Structural Modelling (ISM) is a methodology for understanding the relations between elements of a complex system and it can convert unclear mental model into clear models that are very useful for goals. [2]
2. *THE STEPS OF APPLYING INTERPRETIVE STRUCTURAL MODELLING IN THIS RESEARCH*: the various steps in Interpretive Structural Modelling are been applied at this research include: [3]
 - i. *DEFINING PROBLEM VARIABLES*: The 17 essentials are been selected here.
 - ii. *ORGANIZING STRUCTURAL SELF-INTERACTION MATRIX*: because of different ideas are received for obtaining a common mental model degree of overlap is applied between all the answers. This matrix is made according to fifty percent plus one in statistical society by paired comparison questionnaire.
 - iii. *DEVELOPING PRIMARY REACHABILITY MATRIX*: In this step structural self-interaction matrix converts to binary matrix.
 - iv. *ORGANIZING FINAL REACHABILITY MATRIX*: In this square matrix put one if each horizontal element is reachable to vertical element if not zero. The Euler theory and Bolin rule has been applied to get this matrix. (Appendix 1)
 - v. *LEVEL PARTITIONS*: In this step by final reachability matrix set of outcome and income for each variable is calculated so set of outcome is part of system which are effected (one in each row of final matrix) and set of income is part of system which effected (one in each column of final matrix)(Appendix 2)
 - vi. *DRAWING PRIMARY AND FINAL HIERARCHY MODEL*: In last step primary graph is drawn initially and then replacing real names with number of variables to obtain final model (appendix 3)

VI. CONCLUSION AND SUGGESTIONS

This model shows that communicative, enlarging, selfless, enthusiastic, tenacious, solution oriented and prepared are as basic layer of team working at company then Self-improving and collaborative in next layer, in third layer disciplined and adaptable, finally other variables put in last layer.

So suggest that the managers focus on the forth layer of variables in order to develop their team works.

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APPENDIX 1- FINAL REACHABILITY MATRIX

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
1	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
3	1	1	1	0	0	0	1	0	0	0	0	0	0	1	1	0	0
4	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
5	1	1	1	0	1	1	1	0	0	0	0	0	1	1	1	0	0
6	0	0	0	0	0	1	1	0	0	0	0	0	0	1	1	0	0
7	0	0	0	0	0	0	1	0	0	0	0	0	0	1	1	0	0
8	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0
9	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0
10	0	0	0	0	0	1	1	0	0	1	0	0	0	1	1	0	0
11	0	0	0	0	0	1	1	0	0	0	1	0	0	1	1	0	0
12	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0
13	1	1	1	0	1	1	1	0	0	0	0	0	1	1	1	0	0

14	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1	1	0	0
15	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0
16	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0
17	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1

APPENDIX 2- LEVEL PARTITIONS

Factor	set of outcome	set of income	Level
1	1, 2	1,3,5,13	3
2	2	1,2,3,5,13	2
3	1,2,3,6,7,14,15	3,5,13	4
4	4	4	1
5	1,2,3,5,6,7,13,14,15	5,13	4
6	6,7,14,15	3,5,6,10,11,13	4
7	7,14,15	3,5,6,7,10,11,13,16	3
8	8	8	1
9	9	9	1
10	6,7,10,14,15	10	4
11	6,7,11,14,15	11	4
12	12	12	1
13	1,2,3,5,6,7,13,14,15	5,13	4
14	7,14,15	3,5,6,7,10,11,13,14	2
15	15	3,5,6,7,10,11,13,14,15	1
16	16	16	1
17	17	17	1

Appendix 3 - final hierarchy model

