

FSU Campus Recreation FSU CHALLENGE

Transforming Your Tribe

Growing out of the **TEAMWORK** craze, this program aims at taking your teamwork to the next level. Gervase Bushe (2004) believes that a “real team is a group of people who, given the structure or the situation, win or lose together.” However, in a day-to-day setting, we find that this definition rarely applies the actual “teams” of which we are a part. Most often, a manager reports to a supervisor about a sphere of responsibility that is his or her own and is not affected by another’s sphere, which creates a disconnect within the group. Bushe explains that when managers cry for “more teamwork,” what they really want is to turn their federation into a tribe. In a tribe, all members have their own area of expertise; each of these areas are vital for the well being of the whole and each member is attuned to that well being. Sure, structurally, people win or lose individually, but that is not how those individuals *feel* about it. A federation, on the other hand, is better represented by a group of people of various groups and interests, who meet together to try and manage common resources when there is not enough to satisfy everyone.

So, how do we turn a federation into a tribe? Our goal is to increase the amount that the individuals *identify with the group* rather than individual spheres of responsibility, though these can be helpful in the identification process. It is all about how much a person feels a sense of belonging (Abraham Maslow’s 3rd level in his Hierarchy of Human Needs) to the group. Bushe lists the two main reasons that people identify with a group:

1. *People identify with groups that support the positive social value the individual wants to claim for him or herself.* Each of us had an image of ourselves at our best and we are drawn to groups that display, or reflect, that image towards us.
2. *People identify with groups that match their ideal image of a group.* Individuals are drawn to groups that look, feel and function like what they believe groups should look, feel and function like.

Bushe’s Three Kinds of Managerial Groups

Federation	Team	Tribe
Example: different functional heads who report to the same manager	Example: different people on a project with a common task and deadline	Example: different department heads who reports to the same functional head and have built a “team spirit.”
A collection of representatives of different groups or interests.	A group of individuals who depend on each other to accomplish work outcomes	A collection of individuals who share a sense of identity.
Little sense of shared mission or purpose.	A strong sense of shared mission, purpose and tactics.	Some sense of shared mission and purpose.
Independent tasks, and often, competing fiefdoms.	Interdependent goals and tasks – need each other to get the work done.	Independent tasks within an interdependent goal structure.
A tendency to think of each other as “us-and-them.”	A strong sense of “we.”	A tendency to think of each other as “we.”
Formal communications and procedures prevail.	Mainly informal and frequent communications.	Formal and informal communications & procedures.