

1. Study the information below and then answer the questions that follow.

Getting the most out of teamwork

In some cases, team building can be a waste of time. Before undertaking team building, companies would be better making sure that they have the right people for their business. Teams work best when workers are empowered, but this relies on trust, and managers must create a vision and an ethos that binds the team.

Many important City firms such as Barclays, Deloitte and the savings bank ING are using singing sessions to lift the spirits of the staff before the working day begins, or as a prelude to company brain-storming sessions. In the past Deloitte has used dancing, acting and commando games to motivate and build more effective teams, but singing has proved to have unique benefits.

Source: adapted from The Daily Telegraph, August 2007, and The Mail on Sunday, October 2007.

- (a) Outline the steps that managers should take to make sure that they recruit the right people for their business. [6]
- (b) Explain the **non-financial** methods that managers can use to motivate their employees. [6]
- (c) “The advantages of team working to a business outweigh the disadvantages.” Discuss. [8]