Building Leadership Skills in Teamwork for Improving Public Service

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A. Introduction

Public services are basic services provided by the government to the public who require user services. as for indicators in assessing government performance in terms of services, both at the central level and regional branches. Good service organization cannot be separated from good service. Therefore, improving services in public organizations requires an effective team to improve service delivery. For public organizations, that success in building an effective work team is the key in achieving service goals. So the work team in improving services as determining success. Therefore, a leader must be able to make changes and first design the formation of an effective work team

Figure 1. Building Performance
(Source: cubicleadership.com)

A leader in a public organization must have skills and must cooperate in teamwork, because teamwork is important to build skills in making changes. Effective teamwork is needed to improve effective teamwork for the survival of the public organization itself.

The ability of leaders to manage public organizations in building effective teamwork, of course, will determine the ability of these public organizations to carry out their duties in achieving their goals. For public organizations in providing excellent service to the satisfaction of service users, as the tasks and goals of the organization. Public service is a complex task with various obstacles and challenges. That this complex work task is impossible to do individually but must have a solid and systematic teamwork.

B. Definition of Teamwork

The concept of an effective team in service to a teamwork is a small number of members, with complementary skills to commit to a common goal. As a performance target, and the responsibility of the approach is the responsibility of joint teamwork. Briefly, clearly and in detail, can explain the meaning of the teamwork, which is a group of people who have the same view supported by skills that complement each other's shortcomings and have a firm commitment to achieve a predetermined common goal, through a work process in teamwork together and take responsibility for each other according to their duties and functions.

Teamwork that is effective in carrying out various tasks and responsibilities, then teamwork can be interpreted as teamwork that is successful in achieving common goals, (teams that are able to achieve their purpose). In an effective teamwork, with all the components of the teamwork, they can work together

as well as possible according to their roles and functions in each of their main tasks and functions, which are solely to achieve the team's goals, which are the shared goals that have been set. Having a sense of belonging to the team's goals, which is embedded in each team member itself, so that they have the attitude and responsibility and have the willingness to sacrifice in achieving common goals. The importance of the existence of effective teamwork to accelerate the achievement of goals, to add creativity and skills in solving all forms of problems in increasing the quality of problem solving in terms of public services.

1. Build Teamwork

The foundation in development and stages in building teamwork, if carrying out activities for changes in service as desired, then the stages in building teamwork, things that need to be considered for better teamwork include the following:

a. Understand the purpose of teamwork
b. Creating a conducive environment
c. Mutual trust in teamwork
d. Build open communication in teamwork
e. Feeling strong
f. Respect the opinion of each team member
g. Continue to evaluate.
h. Have rules that must be obeyed
i. Participate and play an active role
j. Committed to the agreed rules
k. Strong and great structure
l. Building Cohesion
m. Able to execute ideas

Figure 2 Teamwork sketch
(Source: WordPress.com)

1. Formation of Teamwork

The first stage is carried out in the formation of the team, with the stage and composition of the team, which can be determined by the leader, team members, and team organizers. After the composition of the team is formed, then the next step is to study opportunities and challenges to be eliminated to become opportunities in achieving their effective goals.

The function of each team member, it is necessary to start observing the external environment according to their duties, the more complete in observing the environment the better the teamwork. The role of the leader as a coach and driver is very important in the formation of teamwork. Leaders must be able to address the different views of team members, with few orders but precise and effective in their implementation. The main task of the team leader is to facilitate the relationship between the team and the

team members who are members. Ability to communicate and facilitate effective communication in teamwork.

2. Determine Teamwork

The leader must be able to determine the teamwork and be able to be independent of the differences in opinion of the team members. Differences in team members can be the team's strength to carry out their duties and authority for an organization if the team is able to manage it properly and correctly.

The main task of leaders towards teamwork is to be able to manage conflicts and differences that occur in the organization. Through communication, discussion and negotiation will be able to help at the stage where there is a complication. Therefore, artistic ability in managing conflict and increasing the trust of teamwork to be able to collaborate in a teamwork that is very much needed by the organization.

3. Define Teamwork Rules

Teamwork can determine the direction of differences of opinion, background and competition of each team member, it is very necessary for teamwork, regarding clear, detailed and detailed rules or regulations, so that differences and competition make team members a solid force for achieving goals organization.

Achievement of goals as a common property in accordance with teamwork agreements, in sharing roles, which have been established for a long time in their duties and functions as teamwork. At the stage of cooperation, the most important thing that must be done by leaders is to collaborate in maintaining mutual trust between the parties involved in teamwork, so that all parties can do their respective jobs well in order to achieve the common goals of the organization.

C. Implementation in Teamwork

At the stage of implementing teamwork, which generally results from the formation of teamwork, however, it can also happen again at the storming or norming stage if there is a change in leadership because each leader can also have different concepts and perspectives. The most important thing that leaders do is to be able to collaborate that can provide support in the form of facilitating in teamwork, for all team members, to be able to carry out their work tasks as well as possible.

In addition to teamwork, at this stage the team leader must be able to continuously maintain harmony and mutual cooperation and increase trust between team members by building good communication between team members.

1. Termination of Teamwork

Termination in teamwork, there are several different views, namely at this stage, it is a view that needs to be dismissed in its implementation or disbanding the team, if the purpose of forming a team has been achieved which is carried out regularly. However, there is also an opinion that there is no need to stop the teamwork, because once the goal is reached, the teamwork will automatically stop by itself.

The process of disbanding the team is also a concern for the leader, considering that a strong bond has been formed among team members. A good teamwork leader can carry out according to the stages of the process, in carrying out the stages of disbanding the team by giving appreciation to the entire team for their achievements and all the efforts that have been made with the teamwork.

2. Teamwork Composition

The composition of an effective and ideal team consisting of leaders, shapers, thinkers, evaluators, resource investigators, team implementers, and timework finalists. In order to understand a clear and broader mission. As one of the important things so that the team is able to interpret and know the work that will be and is being carried out and how things in its implementation can be in accordance with the overall plan, namely as follows:
  a. Understand
  b. Empowerment
  c. Leadership
  d. Adjusting the Rhythm
  e. Diversity

D. The Role of Leadership in Building Teamwork

The leader is the main mover in an organization, has the authority to direct the organization as a function of the leader. Leadership is the key to the success of an organization. The process of forming teamwork to be effective at work, which is very closely related to the role of leaders who have a close relationship with the nature of the leader, namely in the formation and development of teamwork, managing teamwork in carrying out their work which can be useful for achieving organizational goals. Intensive guidance and control of working relations in the internal organization. The success of tasks in teamwork will be the achievement of goals, if every team member can work together, in order to be able to give the best in achieving teamwork in accordance with organizational goals.

Picture. 3 Leadership Roles in Teamwork
(Source: IlmuBahasa.net)

1. **Teamwork Collaboration**
    Making a successful and effective work team is the dream of every successful leader. This is a challenge in itself in achieving every vision and task of the organization. So in an effective team, several things need to be considered, namely clear work team goals, relevant team member skills, mutual trust, unified commitment, good communication, negotiation skills, and internal and external support.
    Solid teamwork has a strong identification of membership and cooperation, which are as follows:
    a. The process of formation The scope of the role of the relationship attached to the leader includes the role of the leader in the formation and development of work teams; management of staffing that is useful for achieving organizational goals; opening, fostering and controlling the organization's external and internal relations as well as representatives for the organization.
    b. A team is a working group formed with the aim of succeeding the common goals of an organization or community group. The purpose of team building here is to build

2. **Form a solid Teamwork**
    3. a. Prioritizing common interests
    4. b. Using work ethic
    5. c. Using symbols to develop work units
    6. d. Encourage and facilitate interaction in teamwork
    7. e. Hold meetings to build teamwork
    8. f. Use experts as consultants when necessary.

3. **The Role of Teamwork Members**
    Teamwork success in carrying out duties and responsibilities, in order to achieve organizational goals. Every team member to work together and give the best and can understand, among others:
    a. Understand the goals and objectives of the organization
    b. Have a sense of interconnectedness and a sense of belonging
    c. Apply their skills and knowledge in teamwork
    d. Can work in teamwork
    e. Can express ideas, ideas
    f. Understanding other people's point of view.
    g. Develop skills on the job.

h. Acknowledge differences as normal.
i. Participate in making teamwork decisions.

1. The Role of Leaders in Teamwork

      Leadership is a process in providing direction to its members, and influencing in an activity related to the duties and responsibilities of a group of members. Leadership will not succeed without empowering its team members in achieving organizational goals. The role of the leader in teamwork is as follows:

a. Leadership style statement
b. Have a harmonious relationship
c. Inspire teamwork
d. Give feedback
e. Uniting Tomwork's vision and mission
f. Create opportunities and achievements
g. Doing teamwork
h. Encouraging timework to work
i. Directing timework to achieve achievements
j. Maintaining mutual commitment
k. Puts the timework values.

1. Stages of Leadership in Timework

a. Individual People (Individual People). Perform a job task as part of the duties and responsibilities. Do it properly and correctly in accordance with the concept that has been adapted to its implementation, then submit it as a report. Submit assignments after completion of work accompanied by the following documents.
b. With Other People (Other People). Cooperating with other people (teamwork), as the ability of a group of individuals to be able to work together to achieve certain goals. Cooperation is important in the implementation of an organization or company. Although in cooperation, there are still differences that often occur both at the level of thinking and in the implementation of working together. So there are still many problems that need to be solved together
c. Organization (Organization). An organization is a collection of people who have a common goal, which is owned, managed and operated by a group of people according to their function, for the common good. activities based on agreed principles.
d. Teamwork (Teamwork). Cooperation in teamwork is an ability to work together in carrying out according to its vision and mission. Teamwork is a strong ability to direct and encourage members to achieve organizational goals together.

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