

## **Building An Effective Dealership Team**

A group of individuals is not unlike a coalition of nations. “Significant differences can arise due to incompatible political ideologies, strategic goals, tactical implementations, and a lack of interoperable equipment” (Thompson, 2008, p. 1). This statement makes a team sound more like a group of gladiators rather than a collaborative collection of people but the principles are applicable none the less. In a group, there exists as many personalities as there are people, each with individual differences affecting perceptions, motivation, behavior, and intelligence.

The following paper will address a consultation opportunity wherein an automobile dealer purchases a new dealership only to realize that the team of managers is not demonstrating positive team behaviors. Consultation should begin by ascertaining the problematic behaviors of the group as a whole. In the prompted situation, the evidence suggests that the team is operating in a survival culture, described by Dahlke (2007) as an environment where people work at cross-purposes and compete with one another.

The first section of this paper will explore how this survival culture has been manifest in the group. Providing corrective consultation for the team will also require identifying how individual members' behaviors contribute to this negative culture.

Using testimony from the new owner, the second section of this paper will describe how individual personality characteristics exacerbate the group's problems. Particular attention will be focused on the General Manager given the confluence of research that suggests collaboration and cohesion begin with leadership.

The final goal of consultation will be to foster a team culture characterized by a climate of trust, where people in the group will not be ridiculed, embarrassed, controlled, manipulated, exploited, or punished by other members of the group (Dahlke, 2007). To this end, suggestions and strategies will be outlined that should help the dealer improve the quality of the team's interactions.