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https://www.100test.com/kao_ti2020/127/2021_2022_GMAT_E8_80_83_E8_AF_95_c89_127374.htm 36. The relationship between teamwork and individual strength, energy, and commitment is complex. whether they operate in a complementary or antagonistic manner depends on: (1) the goals toward which the traits are directed, (2) the degree of emphasis on teamwork, and (3) the job of the individual within an organization. A persons ability to work effectively in a team is not in consistent per se with personal strength, energy, and commitment. If exercised in a self-serving manngrfor example, through pilfering or back stabbingthese traits can operate against the organization. Conversely, if directed toward the firms goals, these traits can motivate other team members, thereby advancing common goals. World War II generals Patton and Rommel understood this point and knew how to bring out the best individual qualities in their troops, while at the same time instilling a strong sense of team and common purpose. Nevertheless, over-emphasizing teamwork can be counterproductive for an organization. A successful team requires both natural leaders and natural followers. otherwise, a team will accomplish little. Undue emphasis on teamwork may quell initiative among natural leaders, thereby thwarting team goals. Also, teamwork can be overemphasized with a commissioned sales force of highly competitive and autonomic individuals. Overemphasis on teamwork here might stifle healthy competition, thereby defeating a firms

objectives. In other organizational areas, however, teamwork is critical. For example, a product-development team must progress in lock-step fashion toward common goals, such as meeting a rollout deadline. In sum, individual strength, commitment, and energy can complement a strong team approach. as long as individual autonomy is not undermined, all can operate in a synergistic manner to achieve an organizations goals. 100Test 下载频道开通 , 各类考试题目直接下载。详细请访问 www.100test.com