"A number of people kicking a football about in the car park at lunch time is probably a group. There is little structure to what is happening; it is just a few people acting in whatever role they choose (or possibly several) because they want to get some exercise and/or they like spending time with their friends before going back to work.

However, taking this group and turning it into a football team would be a major task. Unlike the group, the team would have a clearly-stated task: for example, winning as many matches as possible. Ensuring that the team performed this task would involve choosing the right people according to their abilities and particular skills to perform clearly-defined roles. Team training would need to be available to help the individuals work better together. The performance expectations of individuals would be defined by the roles they held. For example, no-one expects, except in very unusual circumstances, that the goalkeeper will score goals or that the strikers will defend the goal. When a game is won the team is seen to have achieved the task, although individuals may still be singled out for praise, or for criticism, as appropriate.

Teams are only essential in certain sorts of situations. If the task is straightforward, there is less need to share and a group will suffice. As the complexity of the task increases there is more need to share and a team is necessary. This is an important distinction - a high level of team work, whilst perfectly desirable, is not essential for many routine activities, and this is when companies can get it wrong. Actually, sometimes, team working can be detrimental to getting the job done. Team work is vital for the tougher, more challenging activities which, whilst less frequent, are more crucial when they do occur".