Team Work, Performance Generating Element in the Romanian Companies

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Abstract

In this study we try to present some aspects related to the advantages and disadvantages of the team work. In present time, almost any work is performed in team and the results of the management are the same as the results of the team. We know today many methods to form a successful team but there is always place for improvement, therefor in our study we propose the evaluation of each employee from two points of view: competence and commitment to the company.

Keywords: competence, team work, commitment

1. Introduction

This study wants to present several aspects related to the advantages and disadvantages of the team work. In present, almost any work is realized in team and the management results are the same with the team results [1,2]. There are many methods to form a successful team but there are always improvements which can be made. The ability to form and manage a successful team with motivated individuals is one of the main elements of the capacity and efficiency of a manager, in each stage of the career [3,4].

2. Materials and methods

In order to realize this study we analyzed the employees of a multinational company from Romania, we can’t mention the company’s name due to confidentiality reasons, from two dimensions point of view: competence and engagement [5]. We identified the motivational factors and also the methods to minimize the conflicts which can occur among the team members. [6]

3. Results and discussion

After analyzing the employees from the two dimensions’ point of view (competence and engagement), using a matrix we noticed the following aspects [7] (Figure 1). We notice that there are four types of employees. In order to help people to become fulfilled and productive team members, we have to understand their motivations. At work people are motivated by four factors: The first factor is the interesting challenging activity. Most of the man power wants to be occupied and fulfilled at work, to be always active and to be determined to exceed its limits, to continuously learn and develop. People will not adhere to the goals and objectives of a team if they receive only the most common tasks.
Competence

<table>
<thead>
<tr>
<th>Competent employees but not devoted to the company</th>
<th>Competent employees dedicated to their work (performing)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Make good job, but the business is not motivating them</td>
<td>Are responsible for 80% of the company’s results</td>
</tr>
<tr>
<td>Are the major source of internal and external problems</td>
<td>Are the most valuable employees and represent 20% of the employees which contribute to the profit</td>
</tr>
</tbody>
</table>

Employees which are not competent nor dedicated

<table>
<thead>
<tr>
<th>Loyal employees but not competent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Are friendly but they don’t excel in their work</td>
</tr>
<tr>
<td>They can be trained</td>
</tr>
</tbody>
</table>


Engagement

Figure 1. Employee analysis matrix

The second motivating factor is to work in a trustful environment, in order to create such an environment people need to be informed. When people feel that they know everything which affects their work and position, they work with more confidence and they are more motivated then when they are ignored.

The third motivational factor refers to the fact that people are motivated when they are directly responsible for the results. This is the best instrument to make people more competent and confident, for that they need an important challenging work and to be supported during the entire process. Greater the responsibility a man assumes, more he develops as a decision taking leader and more valuable he is for the company.

The forth motivational factor is represented by the personal development and promotion opportunities. Many employees will stay in a position less paid then in other company if they feel that by their work they develop their abilities and competences. They are convinced that in the future they will become valuable due to their extra skills and experiences.

Top teams’ dynamics

Top teams’ dynamics and the reasons of their undeniable performances were studied for long time. All the top teams have five common characteristics:

Common purposes

The first characteristic of the teams is that they have common final and intermediate purposes and objectives. All team members know the answer to the question What we are trying to achieve?

Common values

The second quality of the top teams is represented by common values, beliefs and principles. Before starting the team work, the team members have to ask them themselves: What are their values?/Which are their common principles?/How they will manage their relationships?/How important integrity is?/Will there be mutual respect?/Will they always tell the truth?/Will they firmly accept the responsibilities and will not find excuses when something goes wrong?

Common plans

All team members discuss and agree on the purpose and the way they will achieve it. Socrates said: we learn something just discussing about it. Once the purposes are clearly defined, the deadlines for each activity have to be established. Each person has to know the expectations of its individual work and also which are the standards and deadlines. The most useful aspect of the group discussions is that each individual knows exactly its responsibilities. One of the most important motivational factors, so that everyone does its perfectly its job, is the tacit pressure of the colleagues. Sharing a common result generates a mutual engagement and support feeling. This fact gives people a sense of autonomy and of dependence, makes the individuals to be proud of themselves and their main performances but also it makes them happy to be part of such a big team.

Obvious Leadership

The leader of performing teams are examples, they establish the standards. They consider themselves as models to be followed by others and behave like they are observed by everybody even when nobody is watching them.

The best leaders assume the entire responsibility of the team’s work. They help to resolve internal conflicts and difficulties. They answer directly to other people critics and accuses. Are loyal to the team members and the team members know that. A good team leader acts as an unblocking factor searching methods to eliminate the obstacles which can interfere in achieving the objectives.
Continuous evaluation and appraisal. Most of the activities and projects from work face some problems or situation changes. The mistakes are most common than the successes. In this case, the best rule to be considered is that the failure is only a different type of feedback. The good teams always ask their clients about the team’s performance and what can be improved in the future.

In the business reasoning, the top teams take into consideration also the negative feedback (complaints, imperfection of products and services and negative comparison with the competition) and seek ways to solve these problems by improving the design or the method to deliver the products. The motto of these teams is: the complains are good.

In the team dynamics there are four development stages: organization, deliberation, standardization and performance.

In the first stage we organize the team, its members are meeting. All members are optimistic. At this moment they have great expectations related to performance, but not much was realized.

In the second phase there are disagreements, the members are divided in groups, and there are some wounded prides. As the arguments and debates related to the objectives and methods occur, the team members are heading toward the deliberation phase. The team does not realize anything yet.

As the team members know each other and start to discuss the purposes and how each member contributes to their achievement the deliberation phase is passed.

Each person start to feel reconciled with its role and the team is heading toward the standardization phase. The results level starts to increase as the team members work together more efficiently.

Finally, the team manages to work at a functional and homogeneous level and the team members reach the performance level. In this stage the team achieves real results.

The secret to achieve performance is harmony.

Team management

The top teams and the capable leaders are supporters of the so-called management by exceptions.

This means that, after tasks assignment, the reporting of activities is not necessary as long as the projects are on track and budget. The individual has to report only when there are exceptional situations or when there is a deviation from plan. As people are more qualified and competent, as important the practice of management by exceptions is. Also the management by objectives can be adopted.

Minimize the conflicts between team members

Each time when conflicts occur between the team members, the leader to gather them all and to determine them to fix the problems face to face; each member should be encouraged to express directly and honestly its feelings and frustrations. It happens rarely that people working in a closed environment to work without friction and disagreements. The only thing which matters is how these situations are approached in order to be solved and everybody to continue working. This is the responsibility of a leader. Sometimes people fail. Sometimes they disappoint and don’t manage to obtain the expected results in time. Often they are doing their job at a lower standard. Peter Drucker said: “ordinary people are the only thing that you will never lack”. The entire work should be executed at an average quality standard by ordinary people.

4. Conclusions

After analyzing the employees of a company according to the two dimensions (competence and engagement), resulted four types of employees: competent employees but not devoted to the company, competent employees dedicated to their work (performing), employees which are not competent nor dedicated, loyal employees but not competent. At work, the employees are motivated by four factors: interesting challenging activity, to work in a trustful environment, the third motivational factor refers to the fact that people are motivated when they are directly responsible for the results, the fourth motivational factor is represented by personal development and promotion opportunities.

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