

**TEAM OF EMPLOYEES AND ITS STRUCTURE AS A GROWTH
POTENTIAL IN THE MODERN ENTERPRISE****Olton I.***

Abstract: Every manager knows that his subordinates sometimes have good and bad days, and that reasons for such and not another effectiveness are often unknown. Most bosses shrugs his shoulders and pass over this phenomenon on the agenda, because the inner life of a subordinate is anyway largely invisible for the manager. Also, current methods of measurement (effectiveness, efficiency) focus on measuring competence in relation to a particular employee. However, too strong attachment to the competence assessment of individual employee seems pointless. This is mainly due to the fact that the work of a single employee is not equivalent in time. Its performance is affected by a continued stream of emotions and observations, affecting the overall motivation of the employee. The effectiveness of the employee at any time depends on the combination of these factors caused by the current events at work, including the actions of superiors. In this paper an attempt is made to demonstrate the validity of competence measurement with respect to the team of employees in order to efficiently implement functions of human resource management.

Keywords: competence management, managing teams of employees

Introduction

"The survival and development of enterprises in turbulently changing and competitive environment requires a reference to the potential of all employees. Even the huge job of top management and a small group of experts gathered around him is not enough "[1].

Today, no one disputes the fact that the success of the organization depends on the effectiveness and commitment of employees. So in the manufacturing and service enterprises around the world, rapid development of new forms of management can be seen, focusing on the organization of work in groups [2], or even workplaces are arranged exclusively for teamwork in which the individual elements (employees) complement each other, creating a synergy. The team structure ensures that we have a greater number of competence and conditions that the given competence may be reveal (eg pressure of group). Furthermore, the employee as a social being behaves differently as a member of a team than working alone, so a higher value for the manager has the assessment of human teams understood as a competence of employees team. Assessing a team more accurately, it can concluded on the potential inherent in given resources (understood as: competence), what's more there are no ethical dilemmas related to the assessment a particular individual, a tendentious aversion of staff to any kind of change can be also minimalized.

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However, a group of people working together is not always a team. Team is a narrower concept than the a concept of the group. Team is any group of people representing a common approach to the work, involved in achieving common objectives, for which everyone feel jointly responsible [3]. This concept therefore is associated with co-operation and the effects of actions. An important feature of the team is having complementary specialised, interpersonal and decision-making skills[4]. The essential differences between working groups and teams are presented in Table 1.

Table 1. The differences between the working group and team

The criterion for comparison	working group	team
leadership	one strong leader	dispersed role of the leader
responsibility	individual	individual and shared
objective	consistent with the company's mission	determined by the team
the organization of work	individual	individual and shared
forms of meetings	meetings/ conference	open discussions and meetings aimed at solving problems
the measure of efficiency	indirect: the impact of the group on the performance of the work of others	direct: joint results developed by the team

source: G. Aniszewska, I. Gielnicka, R. Mrówka, *Budowanie zespołów* [w:] G. Aniszewska (red.), *Kultura organizacyjna w zarządzaniu*, PWE, Warszawa 2007 s.165

The approach focused on organizing teamwork is based on the treating the organization as an open system with particular attention to a group of employees as the primary subsystem in the whole of the organization [5].

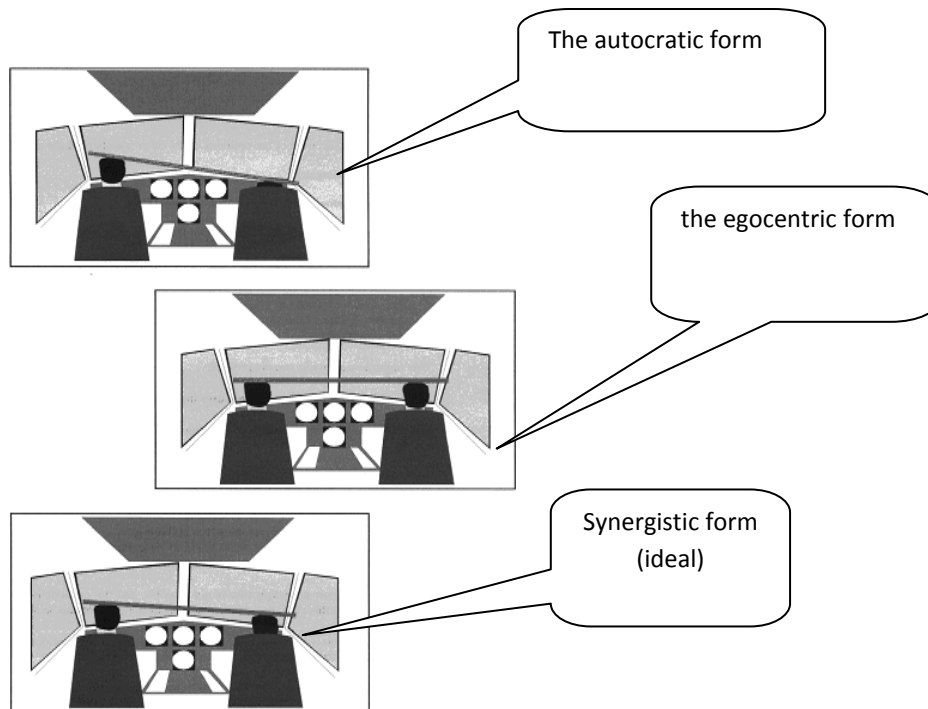


Figure 1. Forms of cooperation

source: Author's elaboration based on: *Human Performance & Limitations*, Oxford Aviation, Jeppesen GmbH, Germany 2002

In the Scheme no. 2 there are shown three forms of teamwork using an example of cockpit. Towards the captain, whose style is too authoritarian, the crew has a tendency to tendentious stereotypical reaction, finding alternative in collusion with the other members of the crew (co-pilot and flight engineer). In the case of two-person teams captain bears most of the responsibility associated with decisions making. What undoubtedly exploits him intellectually a lot. Of course, authoritarian attitude is most welcome in emergency situations, and even more - it ensures the maintenance of the control.

Egocentric system offers the least synergy. Each member of the crew works on their own, busy with realization of their plans only casually exchange relevant information. Synergistic system - a system where the captain supports, motivates, stimulates the crew, communicate clear messages, is a mentor, coordinator, etc. With this simple analogy, we see that a random configuration of team members can be treated as a random variable, and the results of work of such team can be even fatal.

We deal here with the reallocation of workers, which should be understood as actions leading to the most favorable positioning of each employee in the value creation chain, ie locating him where he can bring the greatest added value [6]. We can assume that not by performing every kind of work, the employee has the

opportunity to disclose all their knowledge, skills, abilities. In this sense, the reallocation is not a one-time activity, but the constant responsibility of all those responsible for human resources management.

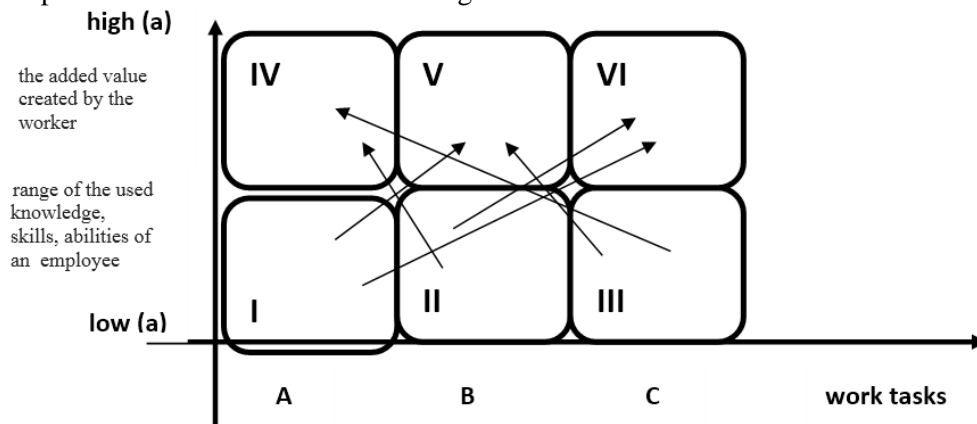


Figure 2. Model of cooperation

source: Author's elaboration based on A.Lipka, *W stronę jakości zasobów ludzkich*, Difin, Warszawa 2005

Legend:

→
I, II, III
IV, V, VI

- possible ways of reallocation
- need of reallocation
- no need for reallocation, if the high range of application of the knowledge, abilities, skills is accompanied by high added value created by the worker

The initial allocation is the result of selection. With regard to employee teams we are talking about the selection of teams. However the secondary allocations are already the result of reconfiguration of teams [7].

The company in a new reality must become in consequence more of a coordinator for actions of workers knowledge. Next, a focus on the human factor as the most important element of management, due to the possibility of using the potentials inherent in individuals and through synergy effect in teams. Teams are the carriers of information, stimulating creativity, efficient factor of satisfactory implementations. It is generally known nowadays that the advantage of the market is not provided only by material resources, and not always and not for everyone there is a accessible new revolutionary technology, so organizations are forced to better exploit their intellectual and human resources. Recognizing the advantages of the synergy causing, that the team work is more effective than the sum of the separate tasks. Together may be not only done more easily and effectively, but also more profitably, however, under the condition that the the group is coherent. Consistency of the group allows for mutual assistance, thus the greater productivity in relation to the tasks, satisfaction with the participation in the group and job

satisfaction. Group internally consistent, whose members also accept inequality of positions are more effective and have a more significant achievements. However, in many companies, despite the declaration of building a knowledge-based organization, there are still activities contrary to this idea. It is surprising, that most of the company's problems are not due to lack of capable and qualified staff, but due to the way of its exploitation. Employees of Harvard School of Business presented the results of research which shows that in teams and companies that work well in the sphere of business, the success is not determined by high IQ of each individuals only, but mostly by all the standards, customs and values developed by all these people together, in particular, appropriate management practices focused on generating added value from teamwork [8].

When we take a look at models of management, which are frequently promoted nowadays, we can see that they often come out of the mechanistic model, developing accurate models, organizational plans and performance evaluation criteria. However, such targeting is limited to a maximum reduction of the workforce, reduction of managerial staff, reduction of downtimes and transferring production abroad where labor is cheaper. However, the management model, whose authors start from the assumption that "only slimming the company and associated with it mass dismissal from work lead to improved efficiency and higher rates on the stock market, is characterized by a lack of imagination" [9]. Working in such enterprise does not give satisfaction. An example is even a Marriott hotel chain, which loses every year 60% of its staff, because it requires too much from employees. *Finding a replacement worker costs about \$ 1,000.* There are also business models that rely on the theory of chaos. So if the control and power are distinctive features of a mechanistic enterprise, then innovation and entrepreneurship are the qualities of chaotic companies. The prototype of such a chaotic company is a Microsoft. One manager said about the workers: "We keep them because they do a reasonable job for us, and not because they need the money". [10]

Summary

Strategies, practices, measurements enable the implementation of entrepreneurship and innovation. They remove or reduce the potential obstacles. They create the proper attitude and provide the right tools. Innovation, however, implement people, and people work within certain structure. Therefore, in order for the company to be able to innovate, it must create a structure that will allow people to demonstrated their skills. The source of new knowledge is always a human. Sharing personal knowledge with the general staff is the primary task of a company that creates knowledge. To initiate this process we need to create proper relationships, conditions, environment – a team of employees. In addition, a considerable benefit of teamwork is learning process, which is much faster, more willing and more efficiently than in the case of an individual acquiring knowledge and skills. It is known that the intelligence of a team is higher than the intelligence of its members.

In addition, group work deepens motivation and leads directly to the creation of synergies. In times of increasing availability of modern technology and low-cost funds, the greatest competitive advantage will be received by companies that will have a more competent, engaged in work employees. To achieve this we need the right management tools, focused on measuring the effectiveness of employee groups, and which are to help achieve optimal configuration of workers in a team. Despite promotion of collaborative approaches to the management and measurement of competence companies should be aware that each employee contributes to the success of the company, so do not let someone had to do the work, which does not correspond to its competence. When we support staff and enable them to perform work that satisfies them, it translates into a benefit for the company. However, if we only "clog the holes" with employees and move them from one place to another, to somehow fill needed positions we are wasting their potential and in the long term we act of the detriment of the enterprise. It is therefore important that managers use the right tools, allowing effective and efficient management a workforce competencies.

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ZESPÓŁ PRACOWNICZY I JEGO STRUKTURA JAKO POTENCJAŁ WZROSTU W NOWOCZESNYM PRZEDSIĘBIORSTWIE

Streszczenie: Każdy menedżer wie, że jego podwładni miewają dobre i złe dni oraz że najczęściej przyczyny takiej, a nie innej efektywności bywają nieznanne. Większość szefów wzrusza ramionami i przechodzi nad tym zjawiskiem do porządku dziennego, gdyż życie wewnętrzne podwładnego i tak pozostaje dla menedżera w dużej mierze niewidoczne. Również dotychczasowe metody pomiaru (efektywności, wydajności) koncentrują się na mierzeniu kompetencji w odniesieniu do konkretnego pracownika. Jednak zbyt silne przywiązanie do oceny kompetencji poszczególnego pracownika wydaje się niecelowe. Wynika to przede wszystkim z faktu, że praca pojedynczego pracownika nie jest równoważycielska w czasie. Na jej wyniki rzutuje nieprzerwany strumień emocji i spostrzeżeń, wpływający na ogólną motywację pracownika. Efektywność pracownika w każdej chwili zależy od kombinacji tych czynników wywoływanych przez bieżące wydarzenia w pracy, w tym również przez działania przełożonych. W niniejszej pracy podejmuje się próbę wykazania zasadności pomiaru kompetencji w odniesieniu do zespołu pracowniczego w celu sprawnego realizowania funkcji zarządzania zasobami ludzkimi.

Słowa kluczowe: zarządzanie kompetencjami, zarządzanie zespołami pracowniczymi.

員工隊伍及其結構作為發展潛力的現代化企業

摘要: 每個經理都知道，他的下屬，有時有好也有壞日子，那原因為何，而不是另一個效果往往是未知的。大多數老闆聳聳肩他的肩膀，越過這一現象上日程，因為下屬的內心生活是反正基本上看不見的經理。此外，測量（效益，效率）注重衡量能力就特定僱員的當前方法。然而，過於強烈的依戀個別員工的能力評估，似乎毫無意義。這主要是由於這一事實，即一個單一的僱員的工作是不是在時間相等的。它的性能是由情緒和看法的持續流受到影響，影響了員工的整體動力。員工在任何時間的有效性取決於這些因素造成工作中的時事，包括上級的行動相結合。本文試圖證明能力測量的有效性相對於員工的團隊，以有效地實現人力資源管理的職能。

關鍵詞: 管理能力，管理團隊的員工