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# MANAGEMENT OF THE 21ST CENTURY: GLOBALIZATION CHALLENGES



## МЕНЕДЖМЕНТ XXI СТОЛІТТЯ: ГЛОБАЛІЗАЦІЙНІ ВИКЛИКИ

Маркіна І.А., Аранчій В.І., Сафонов Ю.М., Лепейко Т.І. та інші

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Колективна монографія буде корисною для науковців та практиків, які досліджують сучасні проблеми управління.

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## **TEAMBUILDING: SYNERGY OF TEAM WORK**

Human resource development is one of the integral components of management of a modern enterprise, as it contributes to its adaptation to the dynamic conditions of the business environment, which require an innovative approach to strategic management of human resources, and, accordingly, the development and implementation of fundamentally new practices in personnel work. Processes of personnel development ensure the effective use of labor potential of both individual employee and the collective of the enterprise as a whole, as well as increase the social and professional mobility of the personnel. Therefore, practitioners and academics are increasingly turning to Teambuilding (Team Building) as one of the key innovative methods of staff development [1, p. 19; 2, p. 254; 9]. Undoubtedly, the problems of personnel management are actively discussed in scientific and applied science literature, in particular, the works of Belbin R., Dolgov M., Drexler A., Sibbet B., Ivanov S. Tuckman B. and others are an important contribution to the development of practical approaches to team building and improvement of the socio-psychological climate of the team. According to the theory and practice of both personnel management and social psychology, there are a number of approaches and models of Teambuilding (Table 1) [5, 7, 8].

Teambuilding activities are usually organized by HR Department. At the same time, there are a number of specialized consulting companies that provide modern business services for Teambuilding, designed to increase the level of coordinated

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team work of project teams and socio-psychological climate of the team, when reorganizing, merging or forming a new team, etc.

Table 1

Basic approaches to Teambuilding\*

Author	Name	Brief description
Tuckman B.	Forming Storming Norming Performing model	The coverage of the main stages that each successive team runs: formation, collision, rationing, execution, adjourning
Belbin R.	Team Roles at Work	Effective team operations are ensured by balanced participation of members and a clear distribution of team roles: Resource Investigator, Teamworker, Co-ordinator, Plant, Monitor Evaluator, Specialist, Shaper, Implementer, Completer Finisher
Drexler A., Sibbet B.	Team performance model	The model includes seven main stages of team work, which are inevitable in the development process: orientation, confidence building, goal clarification, responsibilities, distribution of roles, high performance, upgrade
Dolgov M.	5F Model	Determination of the main factors in the formation and development of the team: external environment, goal, leader, team composition, interaction

\* basic approaches include only those technologies that are most relevant and have found their implementation in the practice of domestic companies

Despite the fact that this segment of the consulting services market is relatively new, there is an increase in the number of companies providing Teambuilding services, and their key clients are leading companies from different industries of Ukraine (Table 2).

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Table 2

Main consulting companies, that provide Teambuilding services in Ukraine and their key customers

Company	Basic services	Key Customers
KARS event studio	Development of event-strategies, corporate events, team building	AVK, Asbis, Avon, Atlant, British American Tobacco, Burda, Coca-Cola, Chevrolet, Eurocar, Exxon mobil, Gfk, Haute Valeur, Furshet, Hyundai, Infiniti, JTI, KLM, Kraft, Kyivstar, lifecell, MTV, MacCoffee, Procter&Gamble, Nissan Motor and others
C141 (Creative One 4 One)	Team building projects, consumer promotion, trade promotion, corporate events	ExxonMobil, MTC, Tchibo, Danone, Milagro, Philips, SunInbev, Rainford, etc.
Quest Event	Conference service, corporate events, Teambuilding events, event marketing, BTL, etc.	ABB, Kaspersky Lab, ERC, Bayer, Ericsson, DTEC, Metinvest, Seldico-LVMH, Renault, HP, STB TV, 1+1 TV, Ukraina TV, Chanel, INLINE GROUP, Symantec, Global Logic, MIM-Kyiv, Interpipe, etc.
Catering company "Diligence"	Culinary Teambuilding	Alfa Bank, UkrSibbank, DTEC, British American Tobacco, Deloitte, Internews Ukraine, Billa, Samsung, Viasat, Pharmaceutical firm "Darnitsa", L'Oréal, etc.
School of Teambuilding	Office Teambuilding, practice for HR	Kyivstar, MTS, Navigator, IT Solutions, Corporation «IFC», Dragon Capital, Amway, Avon, TNK, Foxtrot, Nestle, Nielsen, British Council, STB TV, etc.

Considering a wide range of conceptual, methodological and practical approaches for the formation of an effective labor collective and improvement of its socio-psychological climate, it should be noted that the aspects of implementation of

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Teambuilding technology as an innovative staff development tool need scientific substantiation and practical development, especially while: organizing collective implementation of tasks at the intersection of the interests of various structural subdivisions of the company: short-term projects in functional and weak matrix organizational structures; collective decision-making in focus groups; problem-oriented operational tasks; implementation of innovative technologies, etc.; identifying, enhancing and using synergy of group interaction.

At the same time, the dynamism of the modern business environment creates necessity of companies reorientation to project-oriented activities, and the most important unit of project management is the formation and integration of team work. Thus, the role of human resources is a key factor in the resultant effectiveness of team actions, including the direction of the effectiveness of synergistic interaction. It should be noted that the level of coherence and effectiveness of team work is formed in a nonlinear relationship with the individual characteristics of the team members and the nature of the relationship between them. Such an approach forms the need for continuous improvement of both theoretical, methodological and practical approaches and tools for the effective use of human resources, based on the leading achievements of management and psychology, taking into account the relevant features of the project (PM-Project Management) and knowledge-based (KM-Knowledge Management) activities.

Despite the fact that there are a number of specialized consulting companies that provide Teambuilding services on the market, the set of process technologies remains rather limited, despite the application of an individual approach to organizing team-building activities for a particular company (Table 3).

Table 3

Main Teambuildings of consulting companies in Ukraine

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Technology	Description
Rope course	The most effective type of personnel assessment, the main purpose of which is the unification of the team of employees, where the factor of unification is the victory of the team
Active-gaming Teambuilding	Tasks are in the form of a game and are aimed only at building a team
Interactive Teambuilding	Board games or brain rings available for any conditions that do not require special effort from participants
Culinary Teambuilding	Cohesion of the team takes place in conditions of uniting efforts to achieve the goal of victory, despite competition and Inter-team rivalry
Filming	The most successful format of interaction between people with the possibility of reincarnation and simultaneous involvement in the fascinating creative process of both active and conditionally passive participants
City Quest	Organization of team work in the form of competitive struggle of the game in the format of 'urban orientation'. Includes the following components: entertainment, sport and intellectual part

All of them are called to increase the level of collaboration between project teams and improve the socio-psychological climate of the team, but the creation of a technology for organizational training of personnel in the system of team development during the implementation of the project remains unresolved. The main structural element of the organization is a team, and the ability to manage it correctly is one of the most important components of success of both a specific manager and the enterprise as a whole. That is why the task of the head is to understand the structure of socio-psychological interactions and to manage the team work, taking into account the psychology of individual workers and the features of group psychology [7].

Considering team building through the prism of the development personnel management system, Teambuilding appears as a prospective model of corporate management, which is one of the most effective tools for HR because it is based on

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the construction and development of an effective team that ensures the achievement of the project goals by identifying intellectual and emotional potential of each employee and their involvement in joint teamwork, that brings positive socio-environmental effects in the form of synergy [4, p. 465]. It is appropriate to analyze the process of team building from two main points, such as the option of natural group dynamics, or as a set of special technologies for organizing, stimulating and managing the socio-psychological development of the group. The implementation mechanism of Teambuilding accurately reflects the model of B. Tuckman (Fig. 1).

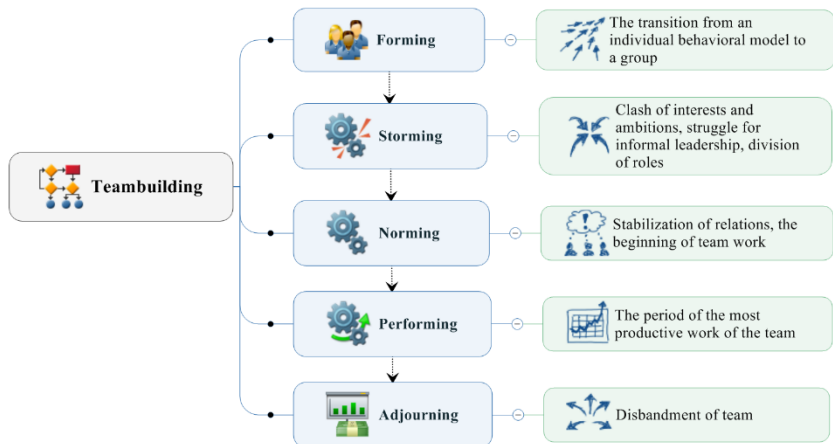


Fig. 1. The structure of Teambuilding process

This model includes the main phases [5, p. 422; 10], which is imperative for each team to grow, deal with problems, find solutions, plan work, shape results and collective intelligence. During the implementation of Teambuilding appears the development of main areas of interaction between the person and his/her environment (Figure 2) [1, p. 22; 10]: enhancement of communication interactions in the team (development of

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informal connections both internal and external); distribution of roles (empowerment and responsibility, development of leadership qualities, decision-making skills); self-esteem (increase of self-confidence thanks to team successes); internal reserves (under certain conditions it is possible to identify hidden possibilities, develop skills of non-standard thinking); increase the effectiveness of team performance.

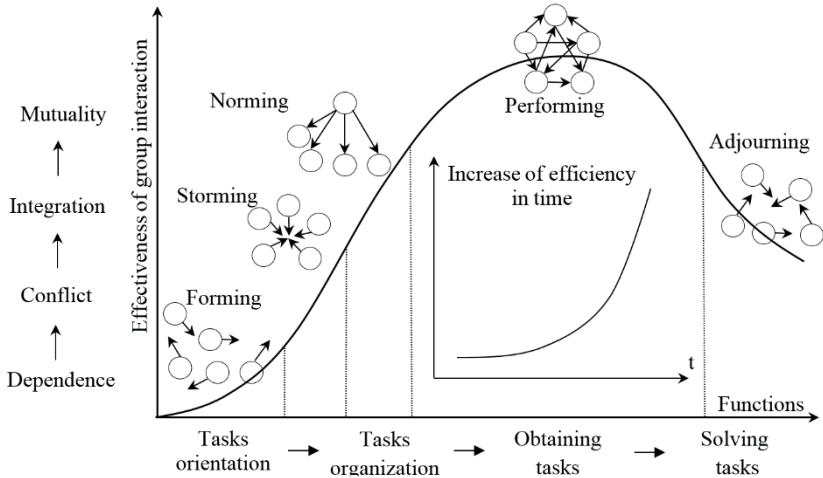


Fig. 2. Dynamics of team interaction effect [10]

The main feature of Teambuilding technology is to achieve goals by creating a synergistic teamwork effect, based on the combination of the strengths of each employee and their integration into a single strategy of the organization's activities (Figure 3). Fundamental and highly important elements of effective Teambuilding are: clearly set goals – are the guideline for the team; defined roles – ensure the distribution of powers and responsibilities; open and clear communication - is formed at the expense of communicative skills; effective decision-making – collective team consensus. Add-ins in this technology are [4, p.13; 5, p.420; 6, p.91; 9]: firstly, the balanced participation of each of the participants at the expense of a

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certain contribution to the team's performance; secondly, taking into account diversification, based on the verification of ideas, methods, thoughts, experiences that form a highly effective team; and thirdly, conflict management – a constructive approach to conflict resolution.

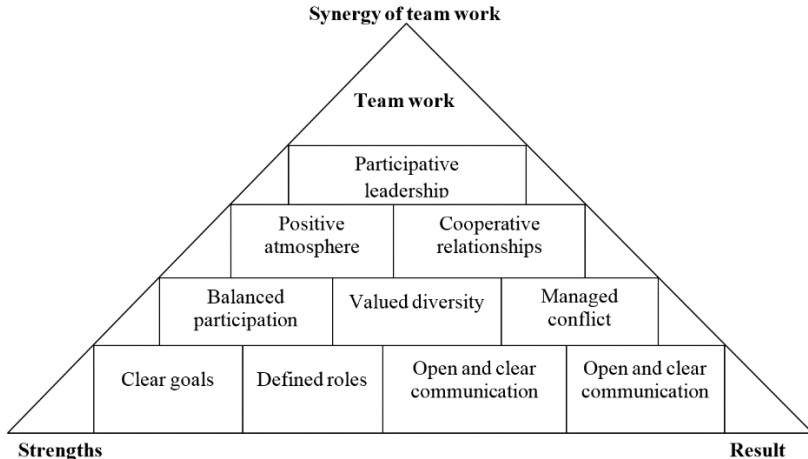


Fig. 3. Main components of team building and effects of their synergy [8, 9]

Additional elements include a supportive environment built on trust and corporate culture, as well as cooperative relationships - team members feel the power of the synergistic effect, that is the main goal of combining their efforts. The part of leadership means that mentors provide the team with all of the above elements. In view of the increasing interest of the business environment in using the benefits of collective work (the implementation of PM- and KM-technologies), it is appropriate to talk about Teambuilding's approach, which activates the effective use of personal professional and emotional assets of each team member with the minimum number of conflicts on different levels and the maximum possible efficiency (synergistic effect) of joint work (Figure 4).

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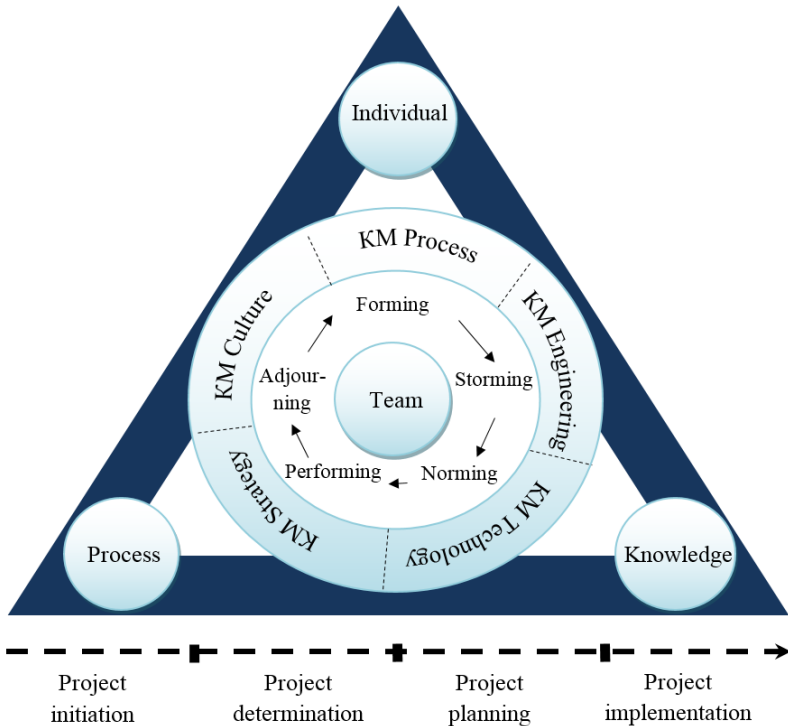


Fig. 4. Synergy of team work [8]

The proposed system of activation of group interactions for formation and strengthening of synergy of team work, which is based on knowledge management, suggests that knowledge itself is a practical know-how possessed by an individual – it is a kind of fundamental resource that provides its intellectual functionality.

Thus, knowledge is an intangible asset that contains cognitive processes of perception, communication and learning, so human phenomenon appears as the main and most valuable source of knowledge, because it is the individual who "consumes" and generates new knowledge. The process in the knowledge management system is, first of all, a logical and

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formalized structural artifact that regulates work in the organization, and therefore acts as a basic element of conducting any kind of activity within the organization [4, p. 37]. So, the main stages of Teambuilding must completely penetrate in the knowledge management system at all stages of project work (project initiation, determination of key factors, project planning and implementation) and be relevant to the main components of knowledge management technology (KM-strategy, KM-culture, KM-process, KM-technology and KM-engineering that is characteristic of project teams.

The development of practical Teambuilding activities that take into account this technology significantly increases the efficiency of teamwork in project teams of consulting companies and ensure the effective implementation of the professional competencies of project participants in the process of teamwork. Because teamwork coordination is a complex managerial process and requires constant monitoring and response to changes, corporate actions aimed at increasing the effectiveness of team interaction are used. From this point of view, Teambuilding acts as a set of activities whose main tasks are: improving team interaction, identifying and eliminating communication problems, and strengthening the team. In this case, the basis for Teambuilding is nanotechnology in the informal atmosphere, that is, informal communication on corporate and thematic events (today, active trainings with elements of role-playing games are the most effective).

The successful implementation of Teambuilding technology forms the collective intelligence of the group, which is aimed at: team performance – mutual complement and support of team members; alignment of strengths – combining key features of each of the participants; "quick result" – achievement of goals through joint activities. Thus, an effectively organized and united team of professional and highly skilled workers can

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quickly and efficiently address the challenges and adopt the most effective solutions to complex organizational situations that are key to the success of the company in a competitive environment. The need in Teambuilding activities occurs mainly in areas where the principal is an effective group participation and knowledge management orientation that is mostly inherent to the sphere of service. This tool is a complex creative process that requires a lot of intellectual efforts and considerable financial costs. The need for Teambuilding activities in the development of employees performing has appeared due to several factors, among which occupy a prominent place: firstly, improving of communication among employees, which in turn contributes to the harmonious and coordinated activities of the team; secondly, conflict management and creating a positive socio-psychological climate; thirdly, solving the problem of staff adaptation. Teambuilding is an integrating element in the system of personnel management at the level of motivation and adaptation, and from this perspective highlights its main purpose for enterprises in today's dynamic business environment.