

Jihočeská univerzita
v Českých Budějovicích
University of South Bohemia
in České Budějovice

Competence, teamwork and motivation

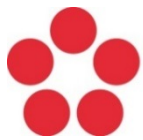
doc. Ing. Ladislav Rolínek, Ph.D.



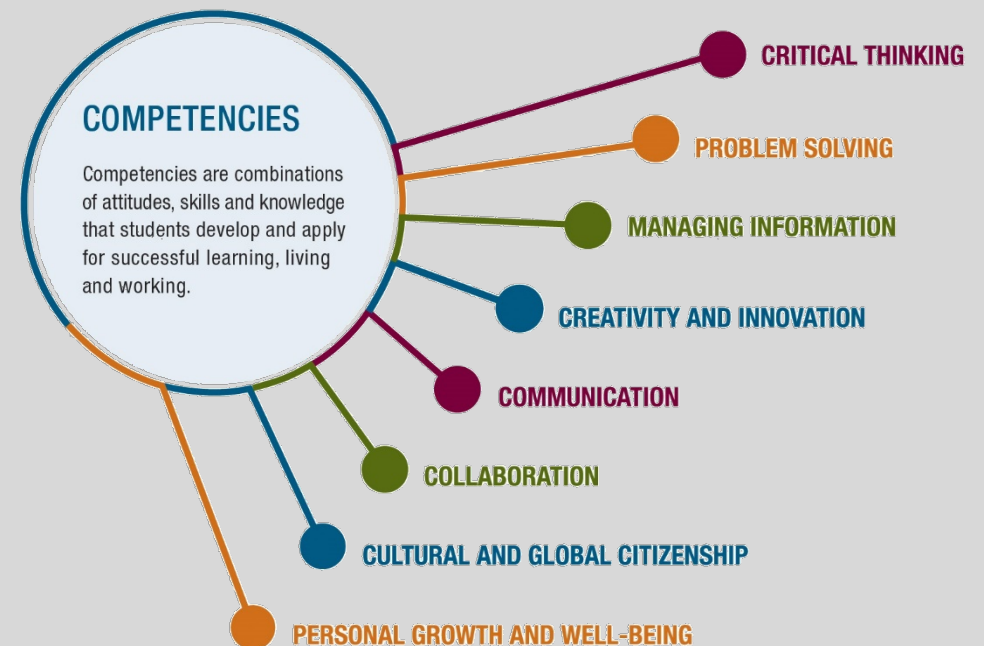
EVROPSKÁ UNIE
Evropské strukturální a investiční fondy
Operační program Výzkum, vývoj a vzdělávání

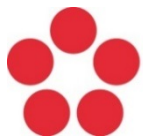


MINISTERSTVO ŠKOLSTVÍ,
MLÁDEŽE A TĚLOVÝCHOVY



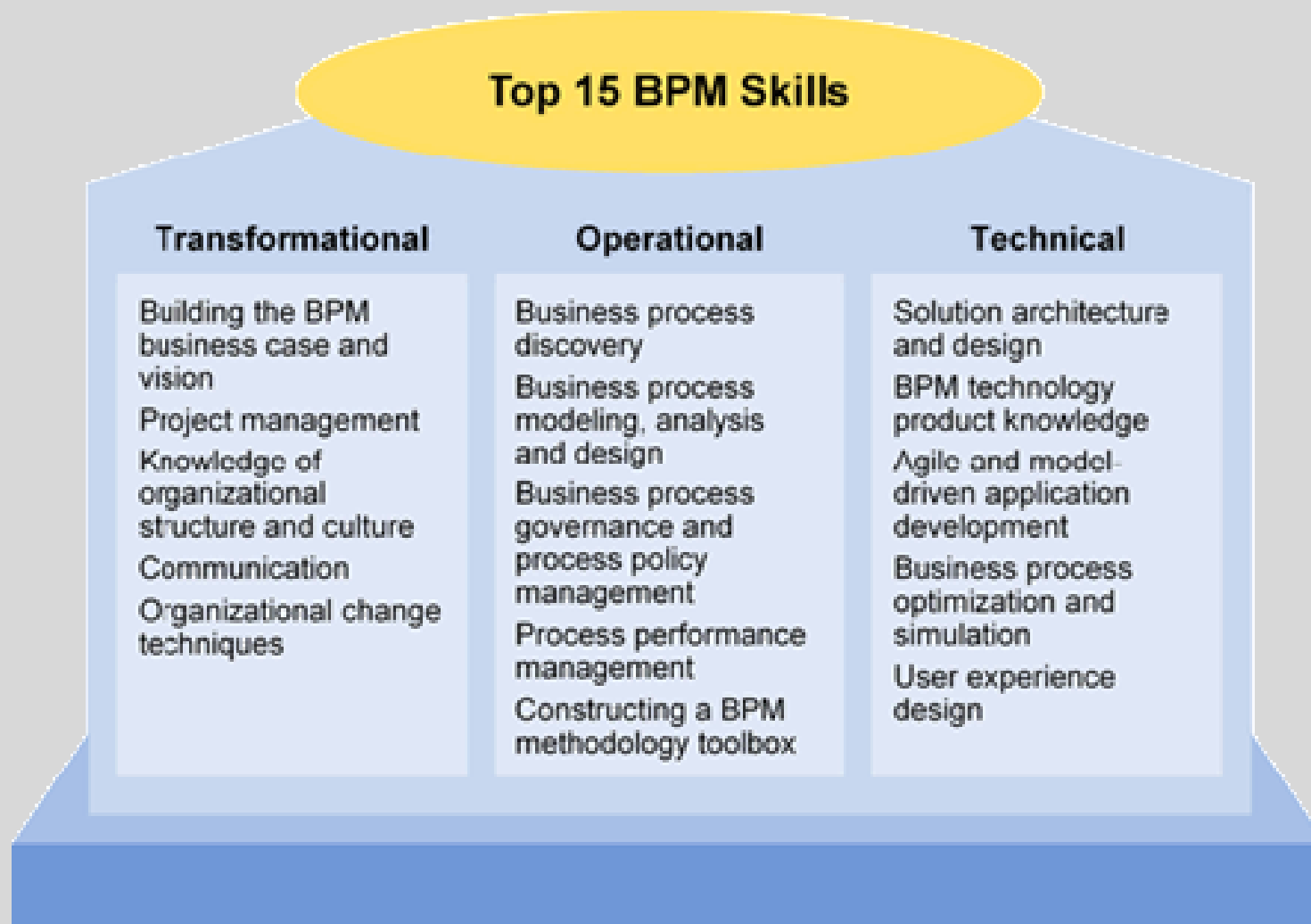
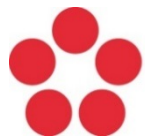
A cluster of related abilities, commitments, knowledge, and skills that enable a person (or an organization) to act effectively in a job or situation. Competence indicates sufficiency of knowledge and skills that enable someone to act in a wide variety of situations.





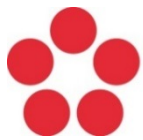
Daniel Katz (1955) has classified competencies into the following areas:

- **Technical or Functional Competencies** - these are the knowledge, attitude, and skills-related to technical or functional expertise required to perform a role.
- **Managerial Competencies** - these are the knowledge, attitude, and skills required to plan, organize, mobilize, and utilize resources.
- **Human Competencies** - these are the knowledge, attitude, and skills required to motivate, utilize, and develop human resources.
- **Conceptual Competencies** - these are the knowledge, attitude, and skills to visualize the invisible, i.e., the thinking at abstract levels and use of the thinking to plan future business.



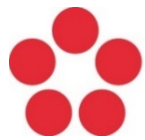
A row of seven stylized, 3D human figures in various colors (yellow, orange, red, pink, blue, green) standing side-by-side, representing diversity. The figures are simple, rounded shapes with no facial features, emphasizing their uniformity in form despite their color differences. They are arranged in a slightly staggered line, with each figure's arm resting on the shoulder of the person next to it, symbolizing unity and teamwork. The background is a plain, light gray.





- ❖ The team consists of 3 to 7 members of different professions or scientific disciplines.
- ❖ People are selected and cared for by the team.
- ❖ Team leaders must have a natural authority.
- ❖ The team and its managers must have sufficient powers.
- ❖ The team solves the assigned task together and uses methods for group problem solving (brainstorming, etc.)

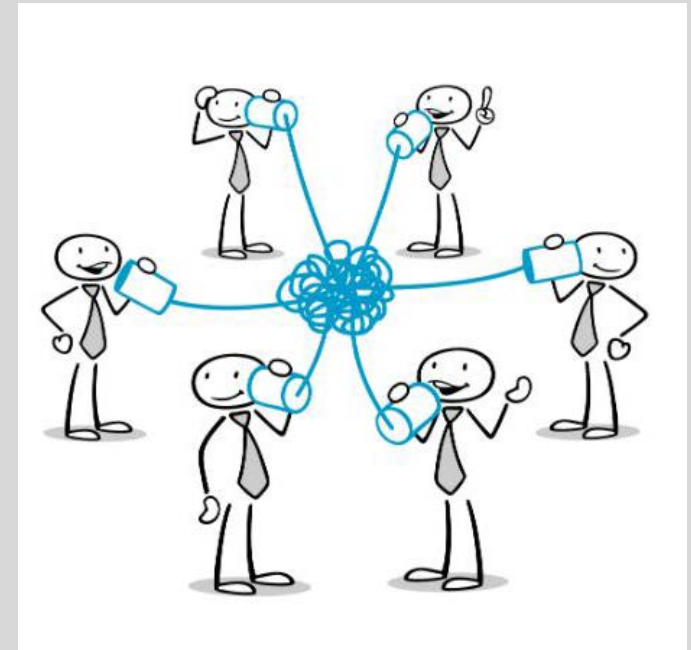


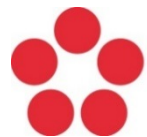


The team is the carrier of communication, cohesion, atmosphere, standards and common past

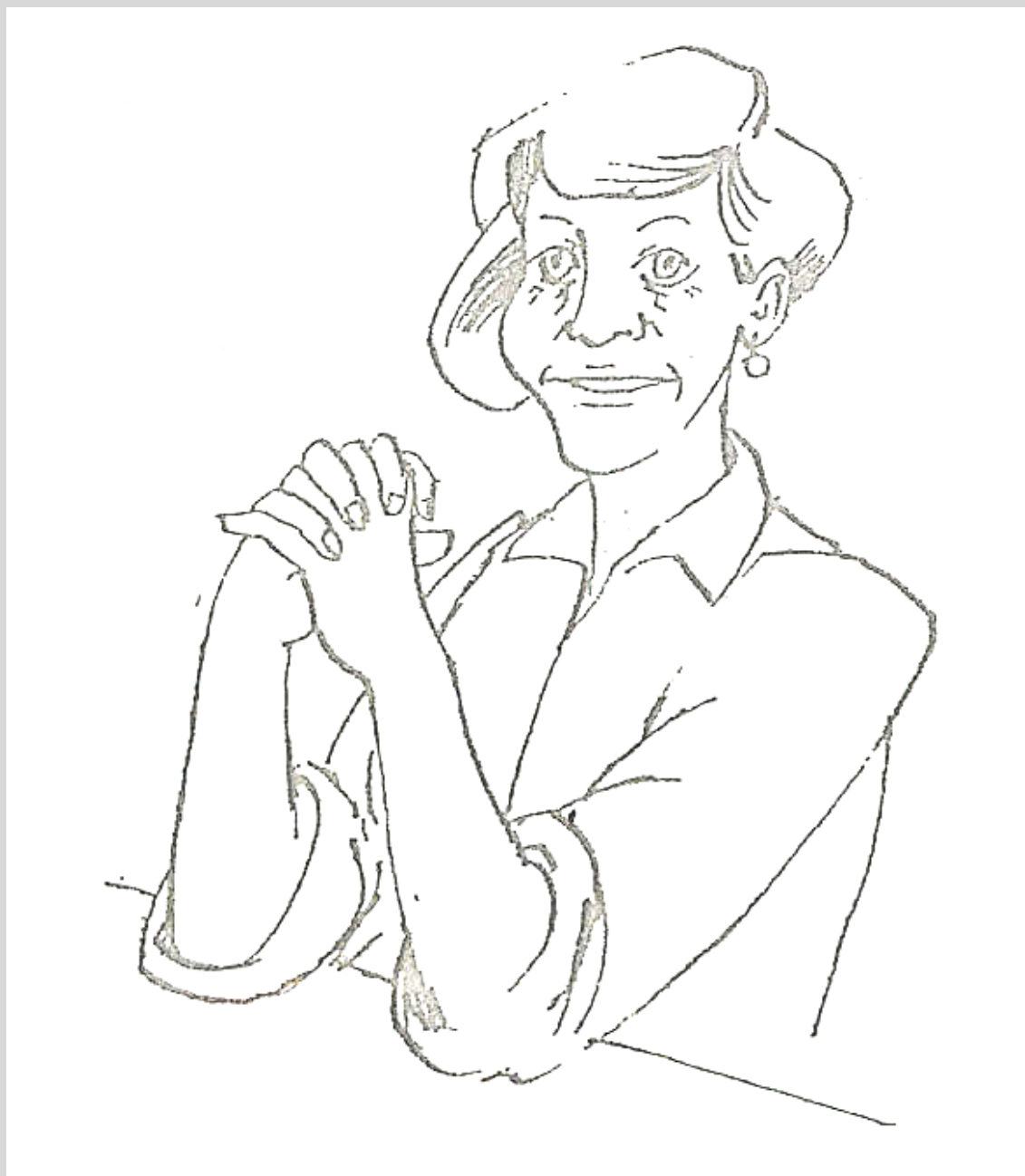
Communication

The basic factors of spoken speech are: clarity, readiness, simplicity, nature, brevity and freshness. An indivisible component is also the expression of non-verbal communication, ie. body posture, facial mimics, gestures, etc.





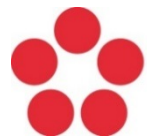
Nonverbal communication - tension





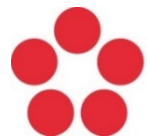
Nonverbal communication - barriers of hands



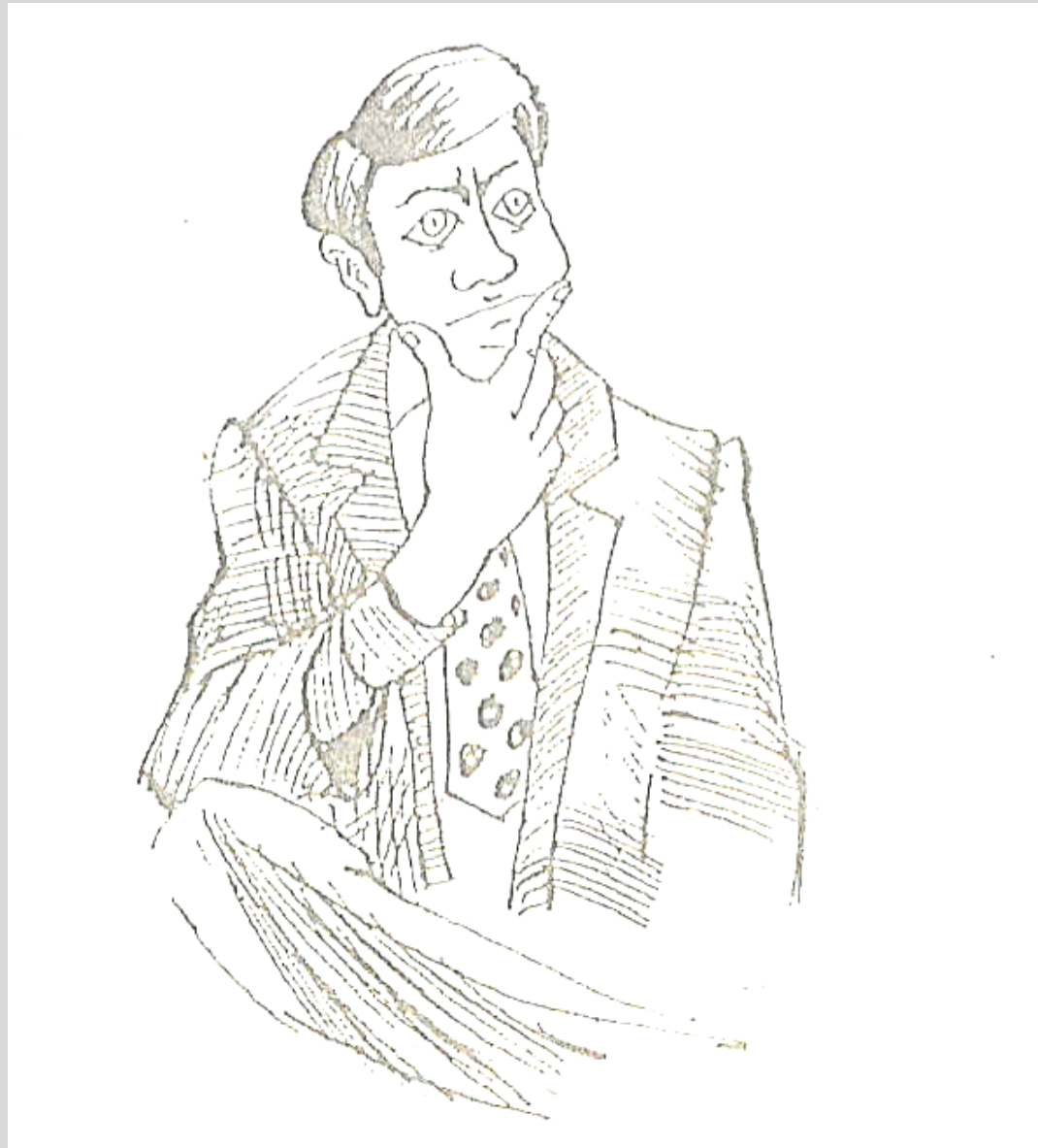


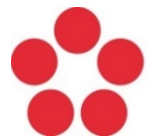
Non-verbal communication - disagreement



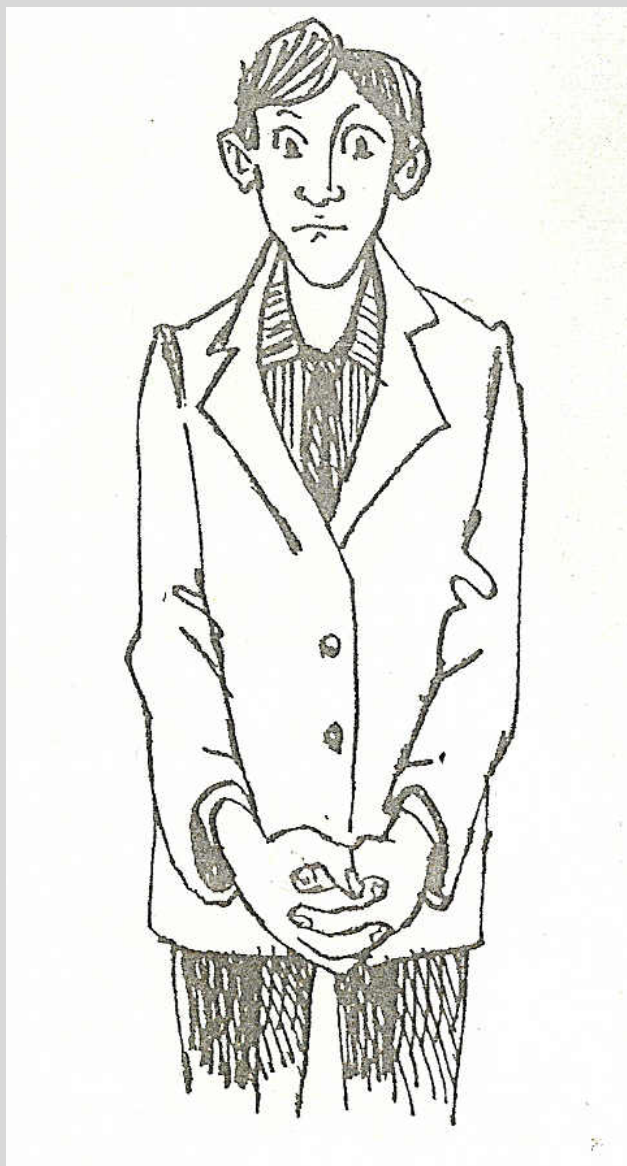


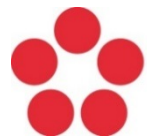
Nonverbal communication - thinking, decision making





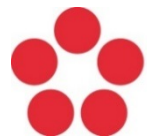
Non-verbal communication - low self-confidence





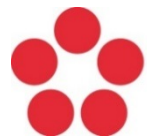
Non-verbal communication - "cover of hands"



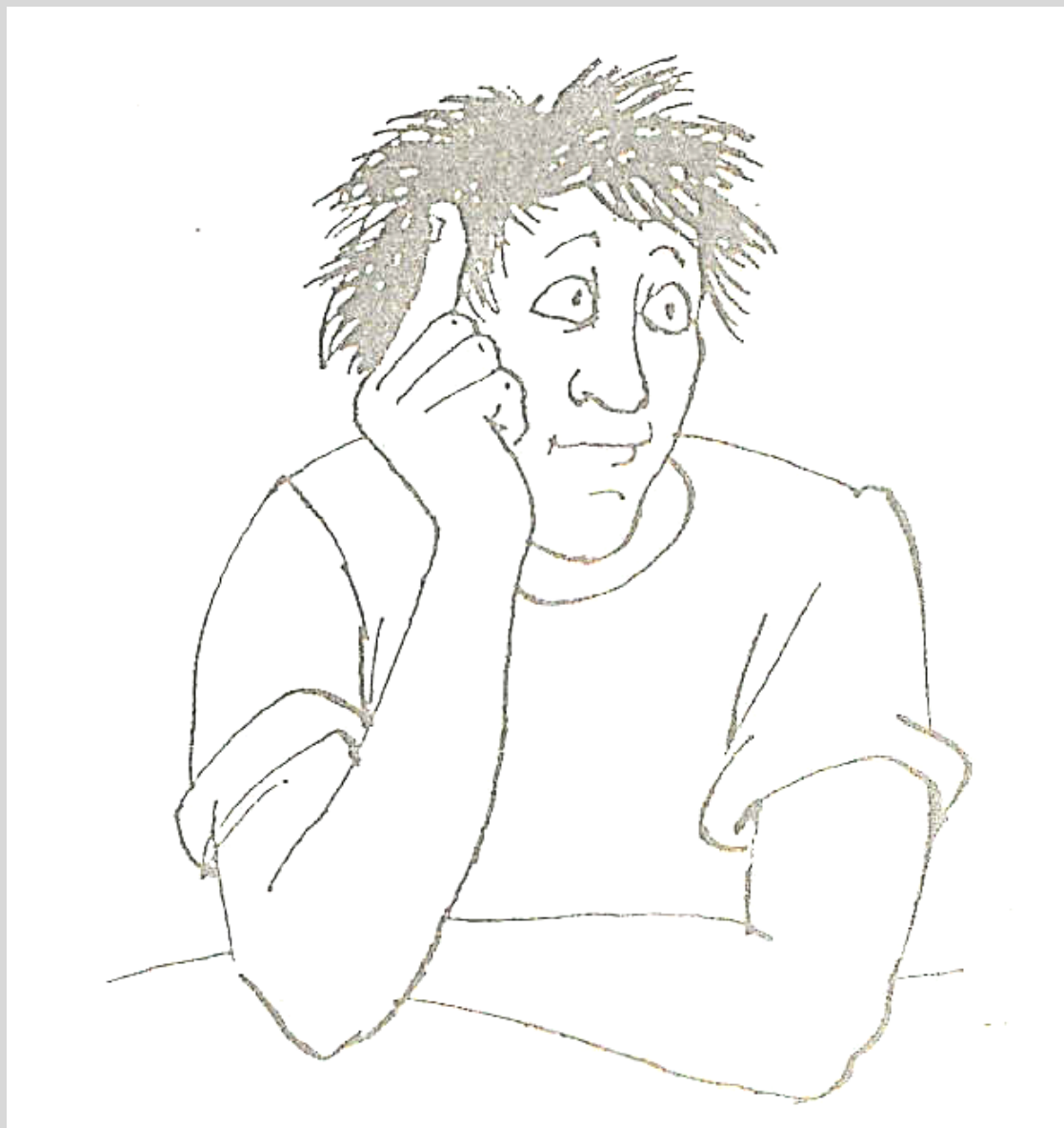


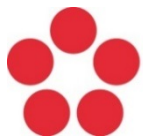
Nonverbal communication - loss of interest





Nonverbal communication - pretending interest



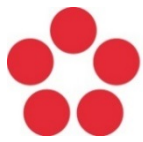


Cohesion

It is so-called "we". This affects the level of interest and commitment of team members for a common task.

Supports physical closeness, same or similar work, homogeneity (eg age, values, position), communication, team size.





Atmosphere

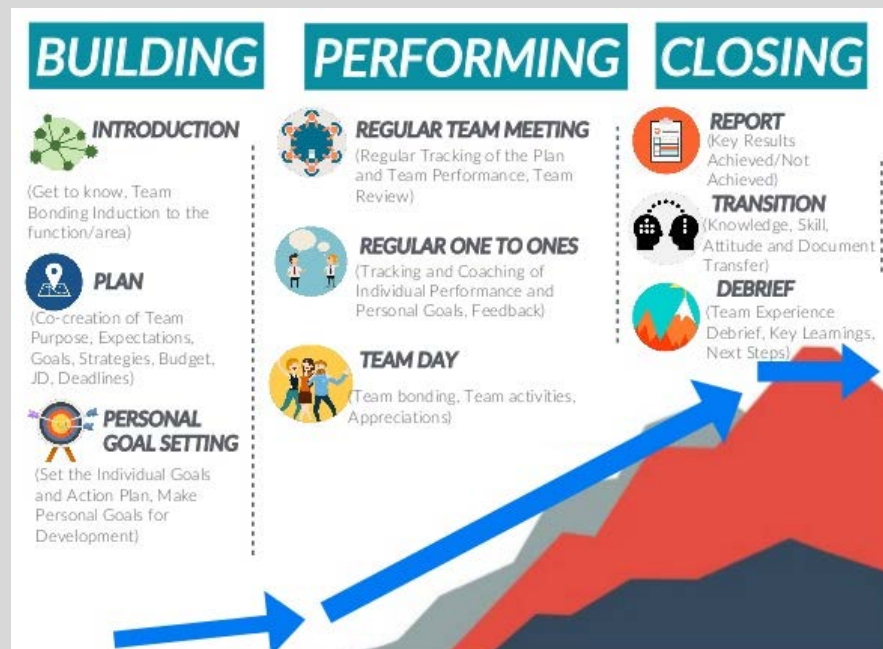
or "social climate" of the team. It affects how members think about their team and how they engage in common tasks.

The atmosphere can be, for example, warm, friendly, relaxed, free "or" cold, hostile, tense, formal and restrained "



Standards

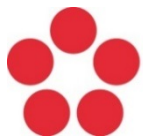
These are the rules of a team that determine what behavior is acceptable or even necessary on the team side (shared attitudes, opinions and team values, mutual behavior of members).



Code of Team Co-operation Department of Management

- equal opportunities for all;
- everyone is responsible for themselves as a team member;
- mutual awareness;
- agreed is respected;
- each builds credibility for both his and his team;
- each builds his personality by his own development and self-education;
- everyone has the right to change their own views;
- each member is rewarded by merit for team development;
- each solves the tasks proactively and creatively;
- the key to success is quality, speed and flexibility.

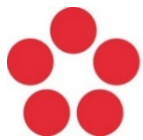




A common past

Team members are bound together by successes and failures, memories of people, places and events in their common history.





Types of teams

1. Time-limited teams that are part of a formal organization

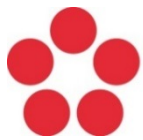
(homogeneous teams mostly in manufacturing plants, members are from one workplace, meet within a set timeframe, monitor, analyze and solve problems related to their workplace)

2. Time-bound teams that are not part of a formal organization

(classical teams compiled interdisciplinary, the team leader is the leader, solves the task and the team is dissolved)

3. Teams of long-term character non-identity with the organization

(project teams from R & D or data processing, members selected from a formal organization, solving a special task, length of team work for several years)



Types of teams

4. Long-term teams identical to the organization

(focusing on economic goals in line with ensuring competitiveness, which is self-directed, focuses on the process of continuous improvement)

Team



WHAT KIND OF RESULT DO YOU WANT?



NEW IDEAS



AGREEMENT



TOUGH DECISIONS



PROBLEM-SOLVING



UNRAVELING
COMPLEXITY



PLANNING

Belbin's team roles – people, thought, action oriented roles

People Oriented Roles

Resource Investigator

They use their inquisitive nature to find ideas to bring back to the team.

Strengths: Outgoing, enthusiastic. Explores opportunities and develops contacts

Weaknesses: Might be over-optimistic, and can lose interest once the initial enthusiasm has passed

Teamworker

Help the team to gel and complete any tasks currently not being actioned

Strengths: Co-operative, perceptive and diplomatic. Listens and averts friction

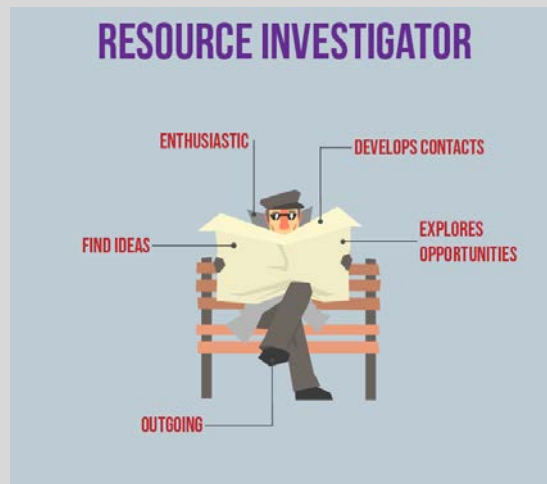
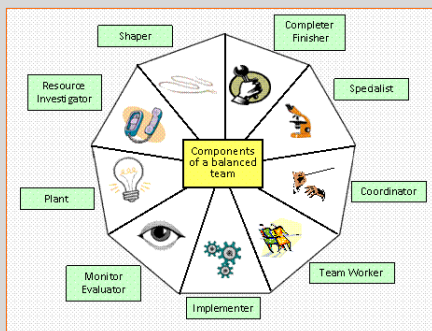
Weaknesses: Can be indecisive in crunch situations and tends to avoid confrontation

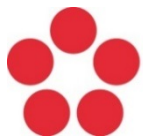
Co-ordinator

Needed to focus on the team's objectives, draw out team members and delegate work appropriately

Strengths: Mature, confident, identifies talent. Clarifies goals.

Weaknesses: Can be seen as manipulative and might offload their own share of the work





Thought Oriented Roles

Plant

Tend to be highly creative and good at solving problems in unconventional ways

Strengths: Creative, imaginative, free-thinking, generates ideas and solves difficult problems

Weaknesses: Might ignore incidentals, and may be too preoccupied to communicate effectively

Monitor Evaluator

Uses logic to make impartial decisions and lead the team in a certain direction

Strengths: Sober, strategic and discerning. Judges options accurately

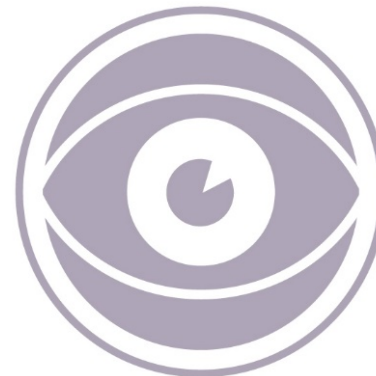
Weaknesses: Sometimes lacks the drive and ability to inspire others and can be overly critical

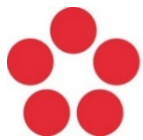
Specialist

Brings in-depth knowledge of one specific area to the team

Strengths: Single-minded, self-starting and dedicated. They provide specialist knowledge and skills

Weaknesses: Tends to contribute on a narrow front and can dwell on the technicalities





Action Oriented Roles

Shaper

Provide the necessary drive to ensure that the team keeps moving and does not lose focus or momentum

Strengths: Challenging, dynamic, thrives on pressure. Has the drive and courage to overcome obstacles

Weaknesses: Can be prone to provocation and can offend

Implementer

Needed to plan a workable strategy and carry it out as efficiently as possible

Strengths: Practical, reliable, efficient. Turns ideas into actions and organises work that needs to be done

Weaknesses: Can be inflexible and slow to react to new opportunities

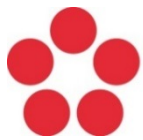
Completer Finisher

Mostly used at the end of tasks to check quality and scan for errors

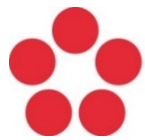
Strengths: Painstaking, conscientious, anxious. Searches out errors. Polishes and perfects

Weaknesses: Can be inclined to worry unduly, and reluctant to delegate

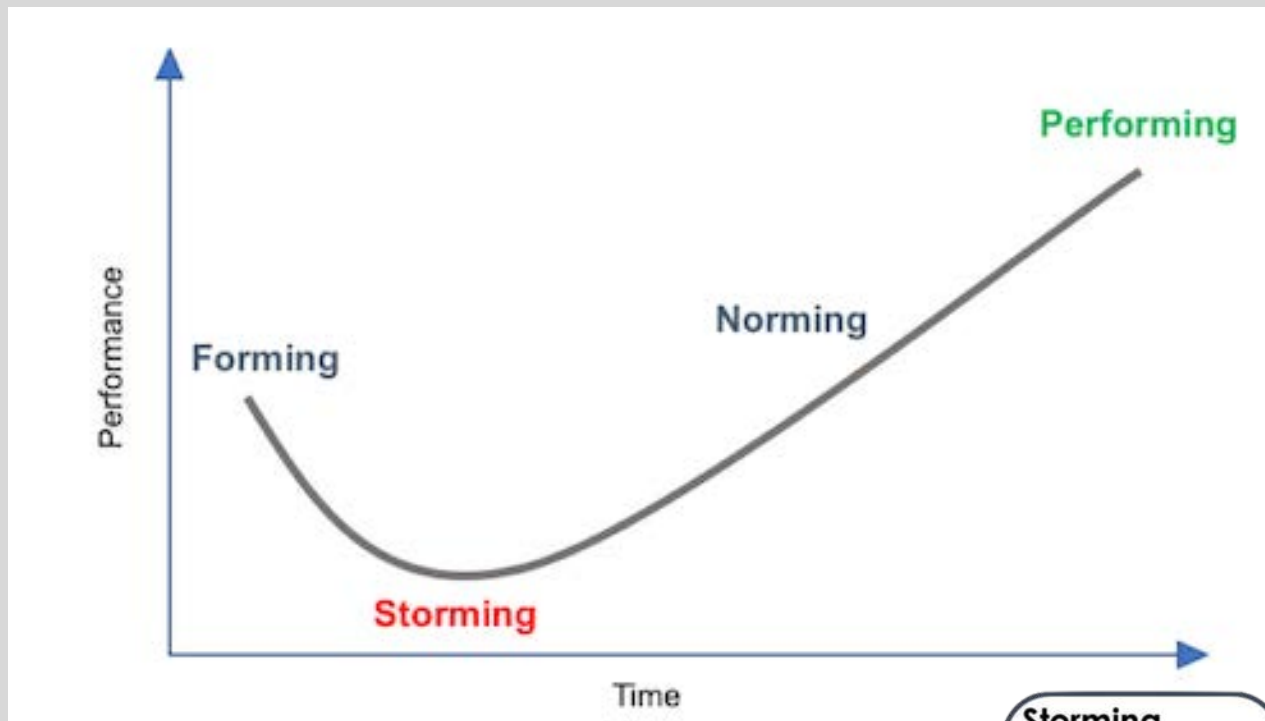




- ☐ Equal status of team members (there are no traditional superiors and subordinates);
- ☐ the temporary existence of the team (the team is only created for the limited time needed to solve the problem);
- ☐ the diverse professional composition of the team;
- ☐ application of non-traditional procedures for solving tasks;
- ☐ mostly informal relationships among team members;
- ☐ a relaxed social and working climate;
- ☐ mutual incitement of team members, immediate advice or assistance;
- ☐ creativity, conditional use of group methods and techniques of creative thinking;
- ☐ a sense of job satisfaction and the possibility of self-realization;
- ☐ participatory leadership style;
- ☐ source of innovation;

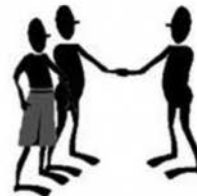


Phases of the team



Forming

Team acquaints and establishes ground rules. Formalities are preserved and members are treated as strangers.



Storming

Members start to communicate their feelings but still view themselves as individuals rather than part of the team. They resist control by group leaders and show hostility.



Norming

People feel part of the team and realize that they can achieve work if they accept other viewpoints.



Performing

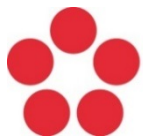
The team works in an open and trusting atmosphere where flexibility is the key and hierarchy is of little importance.



Adjourning

The team conducts an assessment of the year and implements a plan for transitioning roles and recognizing members' contributions.





Content - all about the problem that is being addressed. For example, what will be done in the project, what option will be chosen, how much will it cost, when it will be done, whether it will be blue or green-yellow ...

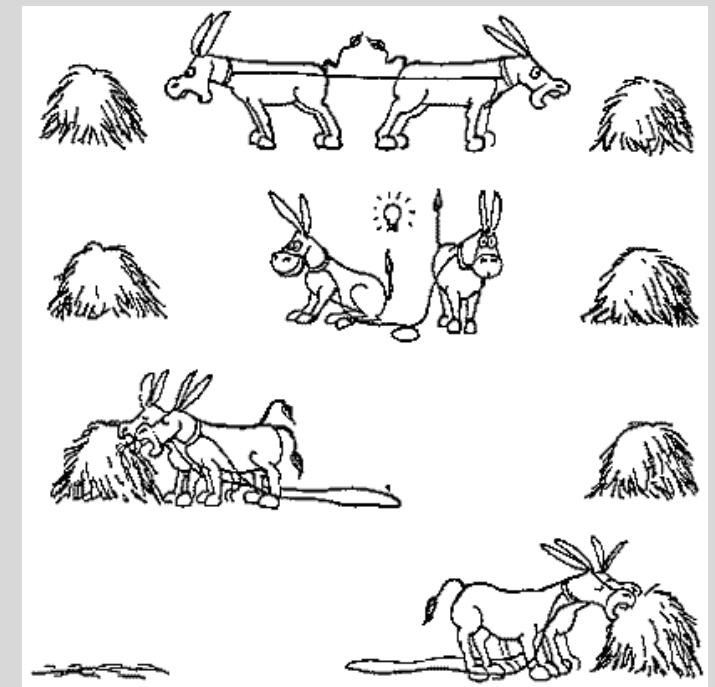
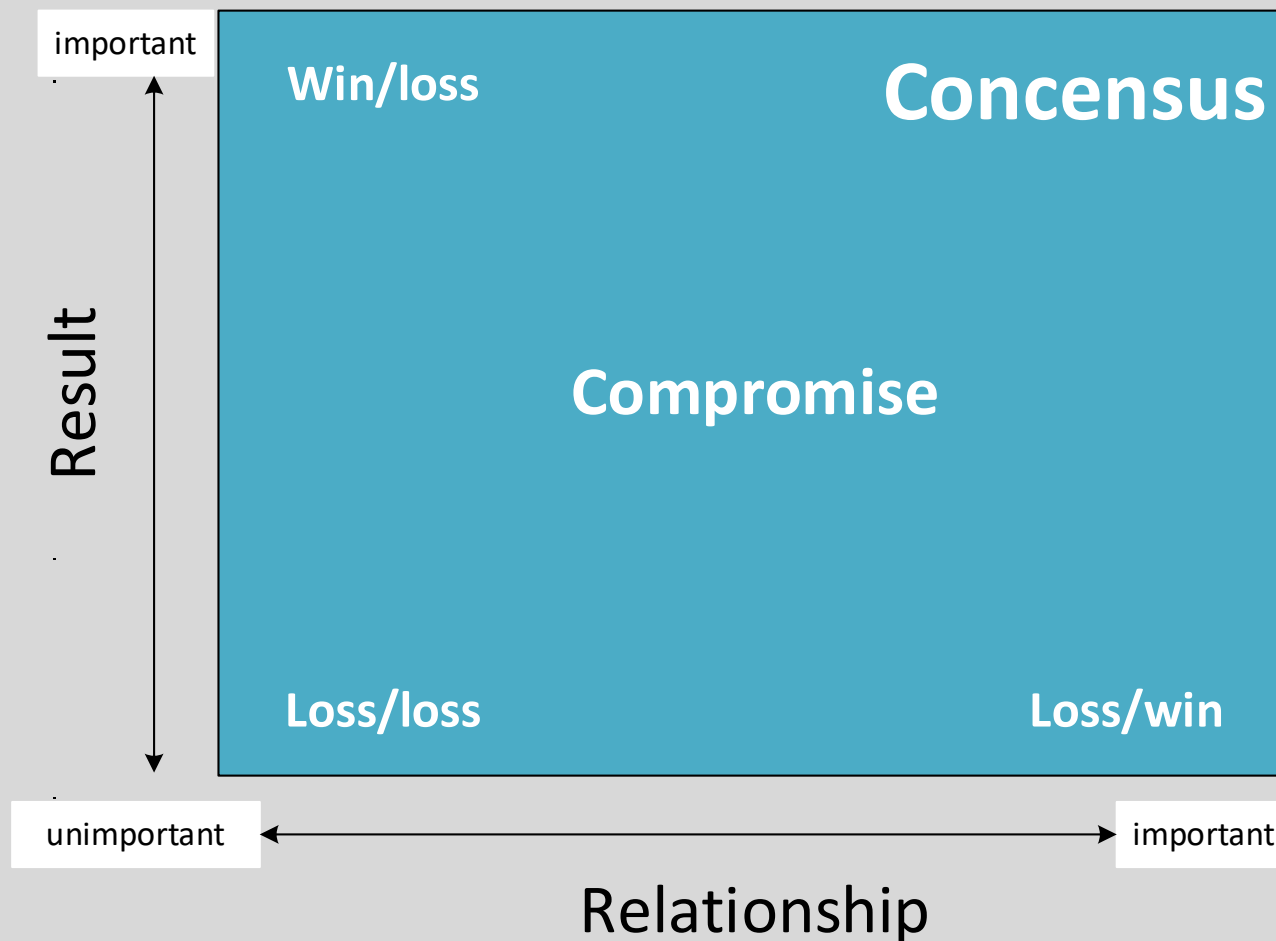
Process - to a certain extent, process elements are usable for any content. It's about who everyone and how they talk about whether everyone really does. Or how to deal with disagreements, at what stage of solving the problem it is at the moment, and when it goes into the next. For example, how to make decisions, but also whether they are breaks or people do not know long ago, etc.



Two basic principles must be observed to make it work. If one or the other, or you are not obeying, maybe it is a group, not a teamwork. These principles are:

- Team members are doing everything for a **common goal**
- All team members are **equal**

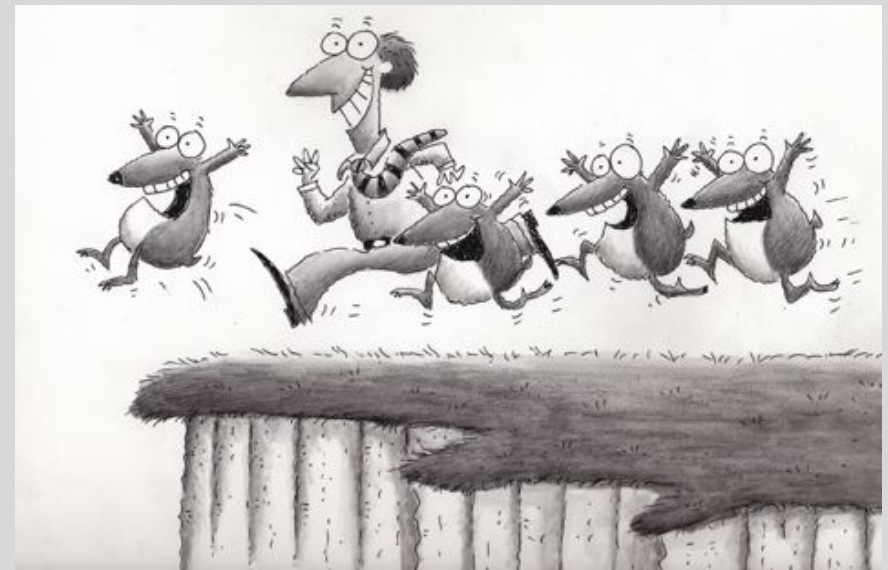
The goal must really be common.
Equality means that the decision must always be **con-sensual**.

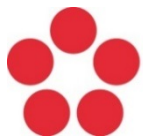


Groupthink "**Group Thinking Syndrome**".

This is usually accompanied by the following procedural errors:

- incomplete exploration of group goals
- omission to consider the risks of the preferred choice
- inconsistent search for relevant information
- selective bias
- omission to reconsider rejected variants
- failure to set up an emergency plan for failure





Symptoms of the group "rushing into trouble":

- the **illusion of invulnerability** - we always think of just the very super things, the solution has no weaknesses
- **pressure on the disagreeing person** - so what bothers you when others already agree
- **self-censorship** - I will not say no when others agree
- **collective rationalization** - the "endless" chains of "logical" traces are devised and all are positive
- **self-appointed guardians of thought** - someone has "a clear and unquestionable truth"



And what can you do about it?

- first of all, it is important to **know what group thinking is** and to admit that it can happen to you
- the one who leads the process **should support the atmosphere** of open debate
- always invent **more variants** leading to the goal - do not worry always exist at least 3 :)
- instead of defending **the way to solve** the strengths and weaknesses of each variation
- **to challenge the decision** - in the group, it is possible to determine the role of the "devil's advocate" who systematically casts doubt on the group's decision

