

Teambuilding: Application of Teambuilding Activities on Czech Businesses

Jana Kratochvílová

Bachelor Thesis
2015



Tomas Bata University in Zlín
Faculty of Humanities

Univerzita Tomáše Bati ve Zlíně
Fakulta humanitních studií
Ústav moderních jazyků a literatur
akademický rok: 2014/2015

ZADÁNÍ BAKALÁŘSKÉ PRÁCE

(PROJEKTU, UMĚLECKÉHO DÍLA, UMĚLECKÉHO VÝKONU)

Jméno a příjmení: **Jana Kratochvílová**
Osobní číslo: **H120219**
Studijní program: **B7310 Filologie**
Studijní obor: **Anglický jazyk pro manažerskou praxi**
Forma studia: **prezenční**

Téma práce: **Teambuildingové aktivity v českých společnostech**

Zásady pro vypracování:

Provedte rešerši dostupných zdrojů z oblasti teambuildingu.
Analyzujte využití teambuildingových aktivit u společností v České republice.
Zhodnoťte výhody teambuildingových aktivit u společností, které je využívají úspěšně.
Navrhněte teambuildingové aktivity společností, které je nevyužívají.
Navrhněte inovaci teambuildingových aktivit společností, které je využívají špatně.

Rozsah bakalářské práce:

Rozsah příloh:

Forma zpracování bakalářské práce: **tištěná/elektronická**

Seznam odborné literatury:

Belbin, Meredith. 2012. Manažerské týmy: Proč některé uspějí a jiné selžou. Praha: Wolters Kluwer.

Mears, Peter, and Frank Voehl. 1994. Team building: A structured learning approach. Florida: St. Lucie Press.

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Porvazník, Ján. 2008. Holistic management: Pillars of competence in management. Bratislava: Iris.

Vedoucí bakalářské práce:

Ing. Martina Kubíčková, MBA

Ústav managementu a marketingu

Datum zadání bakalářské práce:

28. listopadu 2014

Termín odevzdání bakalářské práce:

7. května 2015

Ve Zlíně dne 23. ledna 2015


doc. Ing. Anežka Lengalová, Ph.D.
děkanka




PhDr. Katarína Nemčoková, Ph.D.
ředitelka ústavu

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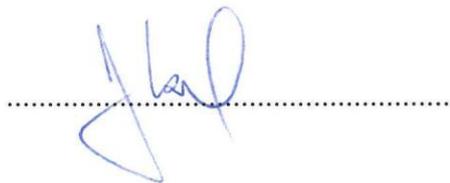
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ABSTRAKT

Tato bakalářská práce se zabývá pojetím teambuildingu ve společnostech v České Republice. Jejím cílem je analyzovat a zhodnotit využitelnost a přínosnost teambuildingových aktivit v českých společnostech a zdůraznit jejich výhody a nedostatky v souvislosti s organizováním těchto aktivit. V první části se bakalářská práce věnuje teoretickým poznatkům z oblasti teambuildingu. Teoretická část především rozlišuje pojmy pracovní skupina a tým a zaměřuje se na jejich znaky a odlišnosti. Dále se práce v oblasti teambuildingu věnuje otázkám komunikace, teambuildingu ve velkých a malých společnostech, jaká je vhodná doba pro organizování teambuildingu a jaká ne. V poslední řadě nabízí i konkrétní příklady řešení v podobě teambuildingových her. Praktická část pak věnuje pozornost velkým a malým firmám a jejich přístupu k využití teambuildingu. Tato část zhodnocuje výhody u společností, které teambuildingové aktivity využívají efektivně, nabízí aktivity společnostem, které je nevyužívají vůbec a zároveň nabízí inovace teambuildingových aktivit společnostem, které je využívají špatně.

Klíčová slova:

Teambuilding, tým, pracovní skupina, týmové role, komunikace

ABSTRACT

This bachelor thesis deals with a concept of teambuilding in companies in The Czech Republic. The aim of this work is to analyze and assess utility and contribution of teambuilding activities in Czech companies, and to emphasize its advantages and flaws in respect of performing teambuilding activities. First part of the bachelor thesis is devoted to the theoretical knowledge from a field of teambuilding. The theoretical part especially distinguishes between terms of a work group and a team, and focuses on their characteristics and differences. Further, in a field of teambuilding is this work devoted to the questions of communication, teambuilding in large and small companies, what is the right moment for realizing teambuilding and what is not. Ultimately, it offers specific examples of solution in a form of teambuilding games. The analytical part then gives attention to large and small companies and their approach to the use of teambuilding. This part evaluates advantages in companies which use teambuilding activities affectively, offers activities to companies which do not use them at all, and offers innovations of teambuilding activities to companies which use them incorrectly.

Keywords:

Teambuilding, team, work group, team roles, communication

ACKNOWLEDGEMENTS

My thanks go firstly to all companies which agreed to cooperate with me and provide me with all the necessary information. I also wish to thank to the University of Tomas Bata's Library in Zlín for the materials and creative background. The biggest thank belongs to my advisor Ing. Martina Kubíčková for her advice, help, and leading.

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INTRODUCTION

Human is a social being whose one of the main needs is to interact with others. Based on this fact, we create many different groups in our lives. The main group we are a part of is a family. Within the family, people join together at school, interest groups or for the majority of their lives at work. These groups demand certain level of interaction and convergence. A special type of such group is, for instance, a work group or a team in a company. Members of these groups are supposed to be cooperative and interactive. On the other hand, even though people in a team or a work group are highly sociable and willing to associate, there is no guarantee that this grouping of people will work properly.

This bachelor thesis will focus on an instrument used to cure flaws in work groups and teams – a teambuilding. Such flaws may lie in communication, mutual relationships, motivation, also creativity and others. The theoretical part of this work will firstly introduce the whole category which is a team management. Following parts will focus on work groups and teams and their differences and similarities. The last section of the theoretical part, will describe a teambuilding, its functions and aspects. The analytic part will analyze random companies in The Czech Republic and their position according to teambuilding. These companies will be analyzed based on their replies to pre-established criteria. Since many companies in The Czech Republic do not precisely follow the genuine definition of teambuilding, the analytic part of this bachelor thesis will analyze teambuilding from a viewpoint of Czech companies.

The purpose of this bachelor thesis is to make a research on Czech companies and their relation to teambuilding. This research will aim to companies which rely on teambuilding as a tool of eliminating failings, and those which do not. Based on the data analyzed, this work will suggest teambuilding activities to companies which do not use teambuilding at all, and it will suggest innovation of activities performed by companies which use teambuilding correctly.

I. THEORY

1 TEAM MANAGEMENT

1.1 History and development of a team

History of a team management reaches to a barter trade. With a trade becoming more complicated, people began to work in groups and they shortly discovered the benefits of teamwork. Based on this knowledge, management started to study the question of a team management and the effects resulting from working in groups, especially if these groups work as a team. It was discovered that teamwork leads to a synergic effect. To increase this effect is important to create and lead the team as responsibly as possible. (Porvazník 2003, 353)

1.2 Teamwork

As a consequence of increasing competition from foreign countries in the 70s of the last century, companies began to put the accent on teams' collaboration. They have discovered that working in a team may lead to an advance in efficiency as well as to a reduction of a level of stress and to a greater diligence of people in the team. Employees in companies who are involved in teamwork may contribute with new ideas and elevate the value of overall working process. Although most of the companies create teams and work groups for a purpose of an attainment of specific goal or long-term collaboration, sometimes teamwork is considered to be mainly about a power to decide independently without regard to company's authorities – to be self-reliant. (Porvazník 2014, 290)

A lust for power is one of the human abilities. People who are rich with such property mostly come to a belief that other people have to be lead and supervised. Such people in companies become leaders or managers. But their constant control of others might stand in a way of one perspective team. (Hayes 2005, 20) Fluent process of teamwork might be also violated by poorly transferred communication, insufficient motivation, low creativity, lack of interest or cooperation, and others. As a tool of removing such disruptions many companies nowadays perform activities improving teamwork – a teambuilding. Teambuilding consists in playing simple games to eliminate flaws in team or in teamwork. These activities are recommended to be used either as a means of reducing barriers when creating a team, or as a last chance in case of a decrease in efficiency of teamwork. Teambuilding helps to improve quality of a team as a whole and a quality of teamwork as well. (Clegg 2005, 3)

1.3 Work groups and teams

It is very common that people in organizations work in various groupings. The basic division of these groupings is into a work group and a team where each has its own subcategories. Although in practice companies might not necessarily distinguish between work groups and teams, and they sometimes mismatch them, there is still a difference between those two terms. The following chapter will provide information which simplifies the concept of a work group and a team and their differentiation.

A more formal cluster of people is called a team. Teams are mostly smaller groups of people which in companies work as a unit independently on other employees. Possible advantages of teams are that they might raise a motivation and improve creativity and ability to make proper and satisfactory decisions. Teams in organizations often contribute to managers because teams enable them to delegate some of their and team leaders' tasks on teams. (Dyck 2010, 475)

Work groups are usually informal groupings of people but in some situations can be formal as well. Such work group may be small or large; it mostly depends on its purpose or possibilities of a particular company. Another fact which plays an important role in connection with a size of a work group is the durability of a work group as a whole or its purpose for which it was created. Same as teams, work groups also follow a specific goal which they try to reach or fulfill. On the other hand, members of work groups do not necessarily rely on each other in respect of reaching a goal as it is in teams; members of work groups mostly work individually. (Dyck 2010, 475-476)

2 TEAMS AND WORK GROUPS

2.1 Specification of a work group and a team

Although some work groups might become teams and members of teams might become individuals in work groups, there are still several differences between a work group and a team. Following chapter will focus on description of both terms so the differences are more understandable.

2.1.1 Definition of a work group

Edgar H. Schein defines a group from a psychological point of view. According to him, a work group is a cluster of people who influence each other, who are psychologically aware of themselves and who consider them to be a group. This is a general interpretation; however, a work group is likely to be applicable to this particular declaration. What makes a work group more specific is a usage of a term “work” – this group is with the strongest possibility set to a working environment. (Adair 1994, 12)

According to Wolfgang Krüger is a work group a cluster of people who dwell mainly on their own interests and follow different goals (often in the same time). Members of such a work group typically do not feel a loyalty for their group. Their affiliation to a group goes hand in hand with personal interests of each member; therefore the mutual trust among members is often minor. In this case, there is a high competition between all members rather than between members and other employees as it is common in teams. In case of motivation, there are external stimuli which motivate members of work groups – they mostly feel rather a necessity than volition. (Krüger 2004, 14-15)

2.1.2 Definition of a team

A basic conception of a team is to work together to achieve mutual, pre-established and clearly defined goal. When achieving such goal, a team avails knowledge and skills of all members as well as their own ways of problem solving, creative thinking and mutual inspiration. On the other hand, this might equal to a work group as well since some work groups show characteristics of teamwork. What differentiates them is the fact that members of teams are dependent on each other while in a work group members usually work independently. Another difference is a number of members; work groups are mostly larger than teams. (Horváthová 2008, 11-12)

Petra Horváthová in her book *Týmy a týmová spolupráce* cites several authors to provide more information on what is a team. One of such authors is, for instance, Lenka Kolajová who perceives a word team as an acronym: Together Everybody Achieves More. This author points out that unity is strength and that working together usually bears fruit. Another author cited gives more specific definition - Eva Mohauptová characterizes team by few eminent features:

- a mutual goal which members are aware of and to which they share a will of achieving,
- equal position of all members,
- own and respected rules,
- clearly defined team roles and responsibilities,
- effective communication and suitable problem solving,
- possibility of a feedback and evaluation of a working process,
- trust and sincerity. (Horváthová 2008, 12-13)

There are certain characteristics which support effectiveness and success of a team when followed. Communication and atmosphere in a team is one of the basics. Members are willing to communicate and listen; they are given a space to express their ideas. No one mocks others' ideas. In this case an atmosphere in such a group of people is in informal style and is relaxed. The task a team is given is firstly analysed and clearly formulated by members so it is understood and accepted. The following discussion is therefore focused while everyone contributes to the discussion with ideas and feelings. A disagreement or criticism might appear in such a discussion. A disagreement sometimes brings positive results afterwards; therefore it should not be suppressed. Criticism when constructive may be a source of other ideas or positive benefits. But criticism in a way of personal attacks should be immediately eliminated since it does not build a pleasant atmosphere in a team. A leader of a team gives a direction to this discussion, but does not dominate. His responsibility is to guarantee implementation of the given task. The team as a whole understands its purpose and function, and is able to judge its own performance. (Mears 1994, 9)

2.2 Members and their roles

Both work groups and teams consist of people characterized as members. Each of them contributes differently to their particular type of grouping. This chapter will get closer to specific types of members which may be represented in work groups and teams.

2.2.1 Members of work groups and their roles

Work group is an assembly of people with an administrative purpose. Members of work groups work independently on each other but in some aspects their works meet. In this case, it is very frequent for a work group to fight for position. Members in a work group understand themselves as a unity of people which is assigned to a certain task. Since these people do not participate in setting goals of this group, they tend to work independently on their own tasks. No one is interested in their contributions or ideas, they are only given instructions. Relations among these people are rather aloof and the understanding is infinitely small. (Porvazník 2014, 291-292)

Once a work group is created, there might appear a problem with newcomers, because sometimes the conditions require admitting another member. Although some work groups are flexible and open to become larger, for other work groups this might be considered as a disruption of their integrity. Based on this fact, there are two different types of working groups:

a) Stable working groups

These groups create a barrier around themselves and they are mostly unwilling or unable to admit another member. Relations in these groups are very close and its members do not like to cooperate with someone new. These groups are very consistent and focused on the past rather on the future.

b) Permeable working groups

Permeable working groups are highly adaptable for new members. Although there are no consistent relations, this group creates good social environment and positive climate in psychological and social way. (Porvazník 2003, 357)

2.2.2 Members of teams and their team roles

Selection of particular members usually depends on their competence, namely on their personal characteristics, practical abilities, and expert knowledge. It is necessary to take these facts and human features in consideration when creating a team. Usually, employees are selected to teams according to their professional skills, but in many situations this is an

incorrect way how to build up a team. Even though some people are highly educated or experienced, it does not mean that they will make an efficient and a successfully working team. Some people might be actually weak in their emotional intellect or individualists who are unproductive when working in a group. (Porvazník 2014, 296)

Even though not all the teams have their leader, in some teams this person is an important person. In practice, leadership has its own functions. Some of them are monitoring the team, managing team boundaries, providing resources, supporting social climate, etc. To ensure that a team is appropriately engaged in performing their given task, leader use monitoring to prevent possible impact on a function of a team and its efficiency and activity. Monitoring also includes evaluation of team's progress, the availability of resources, team's external environment, and performance of its members. Another important task of a leader is to manage relationships between members and the company as a whole by communicating and coordinating the members. A good leader should also provide his team with informational, material and personnel resources, which they need to complete their tasks. When the team lacks any of these resources, motivation of members and benefits of leadership decrease. Another significant task of a leader is to secure a supportive social climate which might in many situations lead to an increase in team's productivity. This can be performed by showing respect to members, validating members' needs and concerns, care about members, etc. (Morgeson, DeRue, and Karam 2010)

Since the main management functions are planning, organizing, coordinating and controlling, the composition of a team should cover all of these positions. Therefore, essential members of a team are a planner (the one who sets goals), an organizer (the one who implements goals), a coordinator (who sets work activities in time and space), and a controller (who evaluates and realizes goals). (Porvazník 2014, 296)

Meredith Belbin offers even more detailed classification of team roles:

a) Plant

This person is responsible for solving complicated problems. A Plant is mostly creative, unconventional and is brimming with ideas. On the other hand, this person does not pay attention to details and sometimes is not able to communicate effectively.

b) Resource Investigator

Elaborating on contacts and searching for opportunities is a duty of an enthusiastic and communicative extrovert. However, excessive optimism of Resource Investigator might vanish very quickly.

c) Co-ordinator

Such person as Co-ordinator tends to manipulate others and make them to do the work for him. On the other hand, Co-ordinator defines goals, supports problem solving and delegates responsibilities. This person is commonly self-confident and mature.

d) Shaper

Shapers might be the most productive members of a team. On the other hand, they often work under pressure and implement tasks at the very last moment. They are dynamic and inspiring. Because of their energy and determination to overcome difficult task, they might be considered as provocative and hurtful to others.

e) Monitor Evaluator

Because of his accurate and realistic opinions, he can easily evaluate all options and think them through. But he lacks an ability to motivate, is mostly critical and non-assertive.

f) Team Worker

A Team Worker figures in a team as diplomatic, cooperative and sensitive member. His strengths are in listening to others and getting conflicts settled. His weaknesses are indecisiveness and an inclination to be easily influenced.

g) Implementer

As the name of this person reveals, he is likely to implement ideas. He is very efficient in his work, also disciplined and reliable. On the other hand, his responses to new things are rather slow.

h) Completer Finisher

Completer Finisher is very precise, almost a perfectionist. He is unwilling to delegate responsibilities and sometimes is inclined to be anxious. This person often searches for other people's flaws and mistakes. He sticks to deadlines.

i) Specialist

Dwelling on precise definitions is this single-minded initiator. His contributions to a team are in expert information, since this person has exceptional knowledge and proficiency. (Belbin 2012b, 25)

2.3 Formation and classification of work groups and teams

Before a work group or a team starts to fulfill its function, it has to be created first. There are many reasons of creating a work group or a team. Following chapter will focus on this topic and provide classification of work groups and teams by different types.

2.3.1 Formation and types of work groups

Different work groups are being created for different reasons. Most of the work groups are created for a short period of time only to fulfill its goal and after they fall apart. Some work groups emerge because of a common belief in an organization that working together is more lucrative for employees and the company as a whole as well. In some cases, employees form work groups for social and psychological reasons – in a consequence of a feeling of safety and security. (Donnelly, Gibson, and Ivancevich 1997, 420-421)

Different division of working groups based on the impulse on which the working group was formed describes Ján Porvazník in his book *Celostní Management*:

a) Primary work group

This group is set up spontaneously, based on relations between the employees. These relations are mostly close with a strong emotional bind. Primary working groups are usually questions of small and medium businesses but also of large organizations where employees are cooperating in long-term activities.

b) Secondary work group

The impulse to form a working group comes usually from the organization which makes a selection of workers based on the goal of a potential group. The relations of workers are mostly formal, there is a possibility of a creation of closer relation but these effects are very rare. They are predetermined to a cooperation based on common working task and goal. (Kollárik 1990, 33)

Work groups presuppose an existence of certain norms. Based on these, work groups are divided into formal and informal work groups, both with different characteristics.

a) Formal work group

This work group is based on a formal division of labor in an organization. There is a specific hierarchy structure (subordinates and superiors) which regulates relations among the workers and requirements of a working discipline. The form and manner of communication is determined precisely. The formal structure of a working group can be defined by various factors:

- organizational structure,
- organizational hierarchy,
- scope of tasks and activities of every member,
- responsibilities and competences of each member,
- preselected system of evaluation and control of a process and outcome of every member's and group's activities,
- presence of a selected leader, his role in a relation to a work group.

b) Informal work group

The organizational structure is given by informal relations among the members who show their sympathies or antipathies. Informal groups often emerge spontaneously; not intentionally. This type of group is based on subjective relations between workers - personal contact, common working experience, similar characteristics and abilities, work speed or a feeling of solidarity. Three groups can be distinguished:

- an informal group with no stronger leader,
- an informal group with a strong leader – a manager,
- a working group divided into smaller informal groups. (Porvazník 2003, 355)

There are other types of work groups which are being described below. Some of them are of a permanent character; some of them are being created simply for a specific reason, usually to fulfill a particular task. Some are very formal; some are informal - consisting of friends. All of them are named and closely described by the following division:

a) Controlled groups

These groups are in subordinate position. They, for instance, report to a master in a factory of machinery. A manager can take charge of more of these controlled groups, based on his competence.

b) Groups created to fulfill an assignment

This group is created to fulfill one certain assignment and then this group is dismissed. In practice, a particular assignment is given to few people and therefore they are forced to work and communicate together. In that case, they form a temporary group.

c) Interest groups

This type of groups is based on shared interest of employees in organization. They usually assemble to reach a particular goal, for instance a health care,

superannuation scheme, benefits, etc. This group is dismissed after successful reaching the goal.

d) Friend groups

These groups are actually groups of friends who have something in common. This might be, for instance, ethnicity, religion, hobbies, etc. People in this group usually associate also in their free time.

e) Committees

Creation and using of committees has its function in an organization – they are resolving conflicts, recommending joint actions, producing ideas and so on.

f) Quality Circles

The term of Quality Circle was coined in Japan in 1962. These are groups of four to fifteen people who work in the same organization. They are realized once a week during working hours; they are usually half an hour or one hour long. The participation in the Quality Circle is voluntary. These groups are interested in problem solving, analyzing causes and effects, realization of decisions, etc. The main process how to guarantee reaching the aim of Quality Circle is usually a brainstorming.

g) Autonomous groups

Autonomous groups are groups about three to thirty members and they are based on autonomous leading. The leader is usually one of the members or the group as a whole. The work of autonomous group is to plan, organize, control and guide. In their competence is to adjust and modify the program, hire and dismiss employees, create strategies, discuss about profit, etc. (Donnelly, Gibson, and Ivancevich 1997, 423-430)

2.3.2 Formation and types of teams

Formation of a team consists of few basic steps. Firstly, the requirements on members must be formulated exactly. Approximate number of members must be set – many companies use applications, questionnaires and work results when appointing members. There must be a person who completes all missing information, especially a personal one, and who evaluates the information. For last, there must be someone responsible for decision making and deciding on members. (Porvazník 2008, 167) Another necessary step is to appoint members of a team and their leader. It is also important to know their expert knowledge

and personal characteristics, so they can be appropriately given specific team roles. A former of such team should know its size - how many member it will have. (Horváthová 2008, 39)

In case of a size of a team, the number of members is defined mainly in respect to the goal of a team or its purpose. It is on the particular company how many members it needs to have in a team or how many members can be in a team. A team should have approximately about seven members. Still, different teams have different number of members. Nevertheless, there should be a representation of members with required knowledge, skills and experience. Too excessive number or too low number of members might be negative for a team as a whole and its overall results. Size of a team can influence its complete performance, cohesiveness, the extent of demand made on team leaders and members of team, but also appropriate communication and transfer of information. Some negative aspect of too low number of members in a team might be a lack of creativity, knowledge, skills, experience and different points of view. On the other hand, if the number of members in a team is too big, it might make communication and coordination too difficult; a team may be less effective. Some people feel better in a small group of people; in this case they are not that afraid to share their ideas and opinions – this can be unintentionally suppressed in large teams. Such teams often become to fall into smaller groups so the team as a unit eventually disappears. (Horváthová 2008, 39-40)

What precedes a creation of a team is a selection of members. An important role has expert knowledge of potential members, their personal characteristics and the team roles they are suitable for (see Chapter 2.2.2). It is expected that the one who is responsible for creating a team is aware of acquired education and knowledge of potential members when appointing them in a team. Other important fact which is necessary to take into consideration is personal characteristics. Such characteristics consist in abilities including teamwork, flexibility, loyalty to a company, inner motivation, leading, communication skills and others. People rich in a positive aspect of these characteristics are mostly the best choices for being team members. Apart these, temperament of members is also very important. Companies have opportunities to use various tests of personal characteristics and temperament to find out more about people's personalities. (Horváthová 2008, 41-42)

When members finally form a team, there comes a question of their purpose, type and function. To answer this, Nicky Hayes provides various types of teams which might be seen in practice.

a) Production or service teams

Production or service teams, as the title reveals, are engaged in production of goods or services. Teams providing services are, for instance, flight attendants, IT teams or organizations of people providing cleaning and other services. Production teams are, for instance, manual line workers who are participating in manufacturing a product which is then offered to customers. Their work is mostly stereotypical and members of these teams usually work together for a very long time period. These teams are not dependent on the company, they organize themselves and fulfil their tasks independently. On the other hand, there is still someone who stands between this team and a company; some supervisor or manager who appoints them with tasks and gives them instructions and directions.

b) Action or negotiation teams

The task of this particular team is very professional. Such teams are doctors in hospital, athletes in sport clubs, musicians in music bands, etc. Each member has expert knowledge which allows them to achieve a pre-determined goal. These teams also have their leader – a person who determines tasks or missions to particular teams. After being given a specific task, a team takes over the responsibility. A leader only coordinates and monitors.

c) Project or development teams

These teams specialize in development of products. These are research and project teams. Some product might be very sophisticated so the development is highly time-consuming. Such teams often work for longer time period; sometimes it can take years to develop a certain product. Members of project and development teams must own professional education in a specific field. These might be developers of automobiles, computers and other high-tech machines. They mostly work independently on others.

d) Advice or involvement teams

This type of team may figure as a department in a company which provides employees with advices on more effective organization of work and decision making. These are financial advisors, personnel officers, quality inspectors, etc. However, the best example of such team is a top management in a company. (Hayes 2005, 22-24)

2.4 Communication

In practice, communication and teamwork is essential and highly important, especially in particular types of teams. For instance, failures in communication in a team of medicals may lead to a harm of a patient. Since the medical care is very complex and the human performance is very limited, clinicians should be able to communicate on a high level, create an environment where everyone is given a space to express concerns and alert team members to unsafe situations. Another case concerns members of a team in a field of aviation. A disturbing number of commercial flights is said to be caused mainly by failures in communication among the crew members. To prevent this, many air companies now train their employees in human factors. They are learnt to apply tools and behaviors to improve safety in aviation. These people work on clinical projects so they gather and improve their safe care skills and experience. (Leonard, Graham, and Bonacum 2004)

Communication in a team or a work group is often perceived as one of the crucial aspects which might raise efficiency of a team or a work group when well performed or lower performance when performed poorly. Communication mostly depends on members of teams or work groups and their communication skills. Some work groups might be considered to be weak in communication since the members are not in such contact as in a team. On a communication in work groups and teams will focus Chapter 2.4.1 and 2.4.2.

2.4.1 Communication in work groups

Function of work groups is highly supported by their effective communication. Members of work groups contribute ideas, which are considered and concluded by others. Members of work groups must feel comfortable when communicating their ideas. Number of members often influences effectiveness of communication. The optimum size of a work group corresponds with the character of the task given to this work group. With an increasing number of members, creativity and new ideas appear. On the other hand, communication becomes harder on account of excessive number of members. It is very common for meetings of large work groups that only few members (the most forceful ones) do the discussion whilst other's ideas remain unrevealed. Communication in a work group is transferred via communicative network which might be performed in three possible ways. First type of communicative network is when commands are transferred from superiors to subordinates. This type brings an issue of communicating information back up the channel which is mostly very hard. Another type consists in communicating commands from a

leader to subordinates and vice versa. This type of communication is more effective since it is not that difficult to communicate information backwards. Possible advantage and disadvantage at the same time is the superiority of the leader who performs a function of a controller. Although control is an essential thing in a work group, the members usually do not like being controlled. More open communication provides the last type of network in a form of a web. Communication is performed on one level, everyone communicates with everyone including the leader. (Sharpe 1991)

2.4.2 Communication in a team

Although everyone can understand communication differently, it is basically a contact between two or more people. Possible negative consequence of a bad communication is a false interpretation of information, its inadequate delivery and misunderstood situations. It is difficult to decide on what is the best solution of improving a communication in a company. People are individuals; everyone processes information differently and everyone can accept different amount of information provided. In that case, it is necessary for the members of a team to know what each person prefers and who are easier or more difficult to communicate with. (Mohauptová 2009, 43)

Communication is performed between two sides; one side transmits the information and the other side receives it. The site transmitting the information is responsible for clearness and lucidity of the message and for a feedback from the other side whether this side understood and recorded all the necessary information. The receiver is than responsible for understanding the message and possible enquires, also for expressing misapprehension and ultimately also for leading the conversation in a way of gaining all the information in a clear and understandable way. (Mohauptová 2009, 48-49)

For the company is necessary to analyze information bonds and their awareness, and processes supporting communication and the approach to a tranfer of information. Before determining a problem in communication, company should answer questions in a sphere of the aim of the communication and the communication bonds:

- a) The aim of communication
 - Do you know the aim of your team?
 - Do you know your own aim?
 - Are you aware your of a contribution to achieving this aim?
 - Are you familiar with the results and consequences of your work?

b) Communication bonds

- Who are you communicating with?
- Who is the one you need the information from?
- What information do you need?
- What information do you need to provide?

The points (a) and (b) are crucial and important questions which a company should be able to answer. In case that the company finds flaws in these requirements, it should pay high attention to them, focus on their improvement or elimination. In case that a company does not find any obstacles when answering these questions, it should analyze other two levels and their questions:

c) Communication processes

- Is there enough space for communication in a company?
- Are the processes of communication supported enough?

d) Personal responsibility

- Are you willing to communicate?

In case a company finds flaws in willingness to communicate (d), the most likely explanation is that there is a lack of motivation. Motivation can be a great saboteur of communication and it should be improved. (Mohauptová 2009, 49-50) Possible improvement of communication is offered in Chapter 3.6.1.

3 TEAMBUILDING

3.1 Definition of teambuilding

Concept of teambuilding may be comprehended as a conscious and aimed work inside a group of people called team, whilst every knowledge, skill and experience of each member is well utilized. Teambuilding concentrates on developing cooperation, handling challenging situations, improving work efficiency and cultivating a good communication among all members in order to make a functional team with effective team work. If these aspects are well developed, in all probability this particular team achieves exceptional results. However, teambuilding is not an instrument of increasing productivity of labor. It might help to raise productivity of labor eventually but the main goal of teambuilding is to develop cooperation. (Mohauptová 2009, 20-21)

3.2 Building an effective team

Companies use teambuilding to increase productivity of a team, to improve service towards customers, to make company's system more flexible, or to empower employees. If a company desires to make its team to work effectively and to be successful, it should consider few basic areas:

1) commitment

To be committed to the company means to set personal needs aside and contribute to a flowing work of the organization or a team. If companies want to have productive and effective team members, they should make sure the members are committed to the purpose and values of the organization. They must understand their contribution to the company's values. Commitment is the basis for the synergy of the team.

2) contribution

Members of teams are technically and interpersonally skilled and they are willing to learn to new facts. Members should be also self-leaders and prepared to take responsibility which should be equally dispersed. Members are more likely to contribute when they feel like they are an essential part of a team. Team member also contribute more if they see their hard work is leading to success. Another way how to raise contribution of team members is to involve members in decision making, to give them responsibilities, and to empower them in this way.

3) communication

Communication when it is positive, open, and friendly contributes to cohesiveness in a team. Members of teams must be able to communicate what they think, ask for help, and share new and unpopular ideas. This is possible only in team where everyone trust each other and focus on solutions instead of problems.

4) cooperation

Success of a company is often connected with a level of interdependence within the team. Cooperation might be facilitated by team leaders who emphasize individuals' impact on team productivity and value. Certain behaviors are needed when supporting teamwork, for example, members must know that what they do or do not do will impact not only them but others as well. They also need o

5) conflict solving

Since each member of a team is different in his personality, it is expected that certain conflicts will appear. The members or a team leader should be able to control and manage such conflict situations. If problems and conflicts are not discussed but ignored, they will reappear later.

6) change management

Companies' environment is constantly changing and it is expected that companies and their teams will adjust to this changing environment. On the other hand, team members should be also able to initiate changes.

7) connections

Team members must be connected to company's priorities, customer feedback, and quality measures as well. They also need to be connected one to each other, and as a unit to other work teams. (Zoglio, 2002)

3.3 The right time to realize teambuilding

A need of a teambuilding is usually preceded by a failure in teamwork. On the other hand, teambuilding is for some companies a source of new information and knowledge in connection of solving strategic tasks. According to Payne (Teambuilding workshop: trénink týmových dovedností) the most common reasons of a failure in a teams are problematic relationships and wrong task realization. These failings are closely connected with bad communication, conflicts, low morals, and others. It is now on a manager or a team leader to find out whether these faults concern a whole team or only particular

individuals. In case, a manager or a team leader is not able to mark these faults, lessons of teambuilding might help to uncover hidden problems. (Payne 2007, 11-15)

3.4 When teambuilding is inconvenient

There might appear situations seemingly requiring a help of teambuilding. Nevertheless, some problems are not either possible to be solved by teambuilding, e.g. problems concerning performance of individuals. Teambuilding does not solve this problem. Bad performance should be discussed with the members individually. Other problem may lie in frequent fluctuation of members. Teambuilding might help to improve relationships among members but the actual recruitment strategies as well as finding reasons of leaving of employees and other factors must be performed by personnel department. Another problem could be in insufficient competence of members or a team leader. Teambuilding is not useless here, although it would be better to consider a possibility of a training rather than teambuilding. Regarding a team leader, he or she might be a good leader even without expert knowledge. Sometimes, knowledge and sense of leading is more suitable. For leaders lacking knowledge or experience, training is also recommended. (Payne 2007, 19-20)

3.5 Specification of small companies

Small companies in The Czech Republic consist of the maximum of fifty employees. (CzechInvest 2014) Being a small company can have several reasons – they want to be small, mutual relations are more important than performance of a company, they are simply not as successful or ambitious to become bigger, etc. In such companies, there is a team which creates a core of the company and usually consists of less than fifteen people. Members of this team usually feel that their success or failure is linked with a success or failure of the company. Mutual relationships among members are mostly very close and they sometimes exceed into their private lives. In this case, accepting a new member might be very difficult and long-term process, since the members of a team in small company are rather friends than co-workers. Friendly atmosphere might be positive, and negative as well. Criticisms are hardly expressed when communicating with friends. On the other hand, friends usually stand by each other and in a company they pull the same end of the rope. However, this is not a rule, in small companies might appear a great competition among employees as well – in this situation, they do not pull the same end of the rope but pull

against each other on the rope. In case of building a career, small companies often struggle for capital. Therefore, there is no space for expanding or experimenting. Also hierarchy of a company is very low; in this case employees do not have many opportunities to build a career. (Mohauptová 2009, 101-102)

3.6 Specification of large companies

A large company in The Czech Republic consists of over two hundred fifty employees. (CzechInvest 2014) Problem in teams in large companies demanding teambuilding might consist in several reasons. One of these is, for instance, different cultural values among members. Intercultural differences lie mostly in diverse approaches, education and values. Therefore, certain amount of understanding and tolerance is in order. Another problem which is very common in practice is structure of rules and authorities. Bigger team requires better organization and more regulations. Because of this, members of team often feel too bind by principles which they perceive as an obstacle in their career growth. Very often they feel powerless when fighting for improvements. On the other hand, rules are often mistaken for conditions. Conditions set by a company are not susceptible and employees must reconcile with them. On the other hand, rules set by a company are susceptible by employees' proactive approach and suggestions of improvement. Conditions set by a team are set by a team to guarantee its fluent progress. However, these conditions are changeable after an agreement of all members. (Mohauptová 2009, 111-112)

3.7 Making improvement by realizing teambuilding

In different teams of work groups might be found several failures or flaws which might be reduced or eliminated by teambuilding. Such failures lie, for instance, in communication, building mutual relationships, cooperation, creativity, teamwork and others. These flaws are reduced or eliminated by teambuilding in a form of games. Following chapters will offer examples of games with explanations of their subject matter in respect of improving flaws mentioned above.

3.7.1 Communication

It was already stated, that communication plays an important role in teams and work groups. When communication is disrupted, it may lead to other consequences as worsening of mutual relations, conflicts and others (see Chapter 2.4.).

Card Triangles:

Participants learn to see things from different perspectives, and to understand other people's point of view before they try to affect them. This game is based on negotiation. Necessary properties are a packet of playing cards and small gifts for winners. Playing cards must be cut in a half diagonally and then cut in a half diagonally once again so one card now makes four triangles. Each team has its own envelope with randomly chosen playing cards inside. Each envelope contains the same number of cards.

The realization of a game proceeds in few steps:

- 1) People are divided into teams containing three or four members.
- 2) Each team gets an envelope with card triangles.
- 3) All teams have three minutes to look at their cards, sort them and come with a strategy for negotiating.
- 4) Each member of a team or the team as a unit is now negotiating for card triangles they need to combine them into a complete card.
- 5) They have five minutes to perform this task.
- 6) Team which has completed the most of the cards becomes the winning team and gets a prize.

Result of this game is to find out what other people want and offer it to them by choosing equivalent attitude. Participants also learn about different sides of communication, such as listening to others, empathy, personal approach, creative way of thinking, etc. (Miller 2007, 26)

3.7.2 Becoming closer

Building personal relationships originates from individuals' various characters, abilities, attitudes, etc. Each person has its own interests which he or she tries to fulfill. When these interests meet, it may happen that they collide and do not work together. (Plamínek 2011, 88) Teambuilding offers certain activities which might help to eliminate these obstacles in a way to improve personal relationships.

Sweet stories:

Properties for this type of game are very modest – candies of different colors are the only properties. The best choice is Smarties. The game can be realized in these parts:

- 1) Each member takes a candy of a random color.
- 2) Individual members now discuss task given by the color of a candy:
 - a) blue candy = a moment at work when you felt proud

- b) green candy = a manager or leader you admire and why
- c) yellow candy = a reason why you appreciate working for the company
- d) brown candy = an embarrassing moment you experienced at work
- e) orange candy = a moment when you did something wrong at work
- f) purple candy = funny thing which happened to you at work
- g) red candy = a moment at work when you have been scared

Even though some people work together for a long time, it might be difficult for them to express and share their feelings and ideas with others. This particular type of game should reduce or eliminate such thoughts and make the members closer in their personal relationships. It also offers a possibility to get the other members known better. (Miller 2007, 56)

3.7.3 Cooperation

Cooperation consists in a proper teamwork, however, small conflicts and different opinions are sometimes stimuli of progress. All members have different skills and knowledge and it is only the best for the team to connect them so it works properly. On the other hand, some teams are not able to link their skills and knowledge so it might require a help of teambuilding. (Plamínek 2011, 94) Typical game improving cooperation is often played in holiday camps by children.

Binding:

Binding is a great activity improving cooperation and containing a bit of movement. Participants of a game will see that some tasks are not that easy as they seem to be and a quite portion of cooperation is a key to success.

- 1) Participants make a circle of themselves.
- 2) They close their eyes and reach their hands forward.
- 3) Then all of them grasp any hands in front of them so they make a tangle of hands in the end.
- 4) Their task is now to move their bodies and try to untangle to make a circle again without releasing their hands.

This activity convinces people that cooperation is a way to success and that working together bears fruit. Participants also engage their body, so the activity is not boring and the participants are entertained.

3.7.4 Creativity

Creativity mainly consists in generating ideas; this is commonly missing in a case of Implementers (see Chapter 2.2.2), therefore it is not a good idea to employ too many Implementers in a team. (Belbin 2012a, 39-40) A game improving creativity in a team or a work group is called Counselors. In this game, participants get solutions to the problems they have to face at work. The only properties they need are a paper and a pen.

Counselors:

- 1) Each person's task is to write on a piece of paper a struggle they have at work.
- 2) Then they hand their paper to the member on their left.
- 3) Each member has one minute to give an advice or a solution.
- 4) The paper goes round the whole circle of people until it arrives to its owner.

This activity offers to members a new point of view and new ways of thinking as well as solutions of their problems they were not able to find by themselves. (Miller 2007, 104)

3.7.5 Teamwork

A suitable game to improve teamwork is Jewels and rubbish. For this game, participants need as many items as they are able to find in their office, e.g. paper clips, staplers, sticky tape, pens, rubbers, rulers, and others. This game is established to get other people known better and to find their similarities and differences.

Jewels and rubbish:

- 1) Each member chooses an item which is the most suitable according to his or her contributions of team success.
- 2) Now they share reasons with others on why they have chosen the particular object.
- 3) In the end, they have five minutes to use these items to build a sculpture on which all the items are united.

Making a sculpture and trying to make all the pieces to be linked together might be very hard as well as working in a team or a work group and do an effective teamwork. This game teaches the participants a lesson that they need to work together to make a progress. (Miller 2007, 122)

II. ANALYSIS

4 METHODOLOGY

The practical part of this bachelor thesis analyses selected companies in The Czech Republic from a viewpoint of teambuilding. Companies in this part are evaluated accordingly to the criteria given by Zoglio in Chapter 3.2. All companies are assessed based on these criteria and given appropriate suggestions of improvement.

Companies for this analysis were selected accordingly to their size and field orientation. Some of them come from Katalog pracovních příležitostí (hereinafter referred to as “Katalog”) published by IAESTE (The International Association for the Exchange of Students for Technical Experience) in 2015. These companies were selected accordingly to its orientation – technologies. Since technologies are commonly connected with a higher level of knowledge and cooperation, it is assumed that teambuilding will be organized in such companies. Other companies were selected randomly according to Internet research. Only companies with available telephone contact were selected, since the data were acquired mainly telephonically.

A method for gathering data was a semi structured interview. These interviews dealt with these basic areas:

- Who is responsible for organizing teambuilding?
- What flaws was improvement by teambuilding aimed at?
- Did teambuilding achieve good results?
- What were the indicators of positive teambuilding results?
- Who was participating in teambuilding activities?
- Is the company interested in reutilization of teambuilding activities?

Out of forty-seven companies listed in the Katalog, five companies were questioned - three of them provided data, two of them provided insufficient data. Two out of five companies according to internet source have provided necessary information, whereas three of them have not responded. The last two companies analyzed were interviewed based on personal interview. All the companies are specified in the following chapter as well as the evaluation of their activities and suggestions of improving poorly performed activities.

5 SUCCESSFUL TEAMBUILDING IN COMPANIES

Companies in this Chapter are performing teambuilding. Some of them use it as improvement of team's flaws and some of them use teambuilding activities as remuneration to their employees. All three companies covered in this Chapter dispose of teams which were considered to demand a help of teambuilding in the past. In this case, the companies engaged specific teambuilding activities to reduce or eliminate failures in their teams. According to Zoglio's criteria and according to a positive feedback from employees and a management of a company to teambuilding activities, these companies are considered to be successful in performing teambuilding. Companies' descriptions, specification of performed teambuilding activities in connection with Zoglio's criteria, and appraisal of benefits of teambuilding will be described in this Chapter.

5.1 AV ENGINEERING, a.s.

5.1.1 Company's description

Since 1993, former ZPS-SYSTEMS company which now appears under name AV ENGINEERING is operating in engineering industry. The company is a big supplier of development and construction services as well as high-quality proficiency schemes in field of development of new products in engineering. AV ENGINEERING applies information technologies when constructing specific projects. The company has its subsidiaries in cities as Zlín, Chrudim or Jablonec. (AV ENGINEERING 2015)

5.1.2 Specification of teambuilding in the company

In this company was teambuilding organized by internal department. Specific activities were oriented generally. Sales department and department of management were participating in various teambuilding activities focused mainly on boosting their mutual relationships and improving communication among members and in direction to a customer. To communicate openly is necessary for team's success; therefore individuals must provide their feedback and accept constructive criticism. (Zoglio 2002) The company AV ENGINEERING came with its own solution which improved the communication in their organization. This company formed teambuilding activities in a way of personal meetings after each week. Members discussed their successes and failures with others and were sharing their suggestions of improvements. All members could then evaluate their strengths and weaknesses and work on them. After few sessions a communication was

improved. Members also improved the criterion of connections, in a direction to customers. They used a method of learning from others and learning from personal mistakes. Other employees of a company voiced their opinion in the sense that the company's atmosphere eased as well since teams' participation in such teambuilding activity. When sharing personal thoughts, ideas and suggestions, team members also expressed their feelings that mutual relationships improved as well. This kind of teambuilding activity fulfilled one of the criteria given by Zoglio, and proven to be very effective and might be recommended to other companies. Other criteria were not considered since they do not show any evidence of insufficiency. Therefore, this particular company is considered to have effectively working teams.

5.2 CGI IT Czech Republic s.r.o.

5.2.1 Company's description

CGI is a global company providing IT consultations and services. Thanks to cooperation with 68 000 experts from 40 countries in a world, CGI is regarded to be highly reliable company. Services of CGI are based on long-lasting relation with their customers, providing them with fast and quality outcomes. The company also collaborates with nearby countries as Russia, Bulgaria, Croatia, Macedonia, Romania and Serbia. Company's suppliers are the most renowned companies as Microsoft, Oracle and SAP. (CGI 2015)

5.2.2 Specification of teambuilding in the company

Teambuilding in this company was realized by external agency providing professional services. Particular activities were focused on improvement of communication, cooperation, and motivation among employees of the company. The whole company, either department by department or selected members of different departments was participating in teambuilding. The company considers teambuilding as to be highly beneficial technique how to build a team. Employees of CGI expressed interest in such activities. They are willing and pleased to spend time together outside the company. CGI is slightly different from other companies because it uses teambuilding as a tool of relaxation and bonus for its employees. When employees consider teambuilding as to be entertaining and they are willing to take a part in such activities, it is certainly beneficial for the company. The company forms highly sophisticated teams which are usually presupposed to be efficient based on special procedures by selecting members who are highly committed to the

organization. A company pays attention to categories of team roles and forms their teams according to these conditions. CGI improved two of Zoglio's criteria – communication and cooperation in the past. Since then, it uses teambuilding mainly to award employees and preserve demanded level of communication and cooperation. Other criteria are in this company effectively performed.

5.3 MediaCall, s.r.o.

5.3.1 Company's description

The company MediaCall s.r.o. is located in Brno and it specializes in providing telemarketing and customer services. They use telemarketing devices to offer an effective support when managing a network of sales representatives and financial advisers. The content of their work is to extend portfolios of their clients and to provide a detailed elaboration of telemarketing campaigns. Their services are devoted to companies which are wishing to attract more customers or to care for existing customers. To achieve this, the company uses active and passive telemarketing and other telemarketing devices, such as direct mail. (MediaCall 2015)

5.3.2 Specification of teambuilding in the company

In the past, Media Call participated in several teambuilding activities. These were assigned to external agency providing quality service. Particular teambuilding activities were aimed to improve communication, mutual relations among colleagues, mutual trust, conflict solving, and commitment criteria. These activities were assigned to a managerial level in the company and team leaders. According to a feedback from employees which was in this company realized, was teambuilding successful and beneficial. On the other hand, teambuilding was organized for managerial and leading posts only. Nevertheless, MediaCall refused to organize teambuilding for lower hierarchical positions because it is simply unnecessary and the company is satisfied with its activity. The most beneficial fact about participating in teambuilding activities is that managers and team leaders got required skills and knowledge and were then able to pass these gained abilities to their subordinates. Therefore, communication, commitment and conflict solving criterion were improved. Other criteria are considered to be fulfilled properly since they were not focused at by the company.

6 COMPANIES DEMANDING INNOVATION OF TEAMBUILDING

In some case, companies performing teambuilding still come across obstacles in an organization of teambuilding activities. This Chapter specializes in these obstacles when performing teambuilding and provides companies with possible innovations which might bring a success to their teamwork.

6.1 ABB, s.r.o.

6.1.1 Company's description

ABB is an international company operating in a sphere of energetics and automation. This company employs 140 000 people in 100 countries of a world, including 3 400 employees in The Czech Republic. Its tradition reaches 120 years and its success is mainly based on research and development realized in 7 centers in the world. Subsidiaries of ABB in The Czech Republic can be found in 8 localities, mainly Prague, Brno, Ostrava, Trutnov and Jablonec. Operation of the company is divided into 5 divisions: products of energetics, systems of energetic, automation of products and driving, products of low voltage, and procedural automation. (ABB 2015)

6.1.2 Specification of teambuilding in the company

An internal department of ABB company organized teambuilding for its employees. Participants of teambuilding were teams of sales department, logistics and teams specialized on technical projects. Certain teambuilding activities were mainly devoted to improvement of communication, mutual relationships, but also cooperation in a sense of creativity, and problem solving.

According to expressed satisfaction from side of employees organizing teambuilding in this company is regarded to be successful. On the other hand, teams in ABB company are constantly changing and even though this company organizes teambuilding very often, its positive effects are rather short-lasting. Based on the fact that ABB company did not use help from experienced external agencies, this might be the problem. External agencies are specializing in organizing teambuilding activities, they are skilled and experienced, so they can offer possible solutions and specific activities which would be repeatedly used by a company to improve team's flaws or to prevent them. Another problem may lie in the conception of teambuilding in this company; the organization of teambuilding in the company consists in performing any kind of sport activity and ensuing process of becoming

closer in the closest restaurant serving alcoholic beverages. This is very tricky since it can have negative consequences on the mutual relationships of participants.

Building relationships among members who are constantly changing is very difficult. In this case a company or a team leader should introduce a new member to others and let them to introduce themselves to him or her. This person will probably feel better and accepted. It would be appropriate to assemble all the members and perform an activity presenting all the members as well as their good and bad characteristics so everyone is aware of them. A criterion of communication, mutual trust, cooperation and problem solving is a constant development for this particular company because of its higher level of employees' fluctuation.

6.2 Amway

6.2.1 Company's description

Amway works in a combination of a parent company Alticor. These are the biggest companies of direct selling in a world. The company was found by business partners and friends at the same time Rich DeVos and Jay Van Andel in 1959. A company provides flexible business and its motto is to work hard with passion. This company nowadays operates on more than seventy world's markets. (Amway 2015)

6.2.2 Specification of teambuilding in the company

Amway company is employing foreign workers. These people are members of particular teams for which teambuilding activities were organized. They were participating in activities supporting mainly motivation and building mutual relationships, therefore commitment criteria must have been improved. Teambuilding was organized by an internal department of a company few times. From the beginning, there were certain noticeable improvements but these were rather of a temporary character. Motivation was raised by verbal appraisals which were after some time unsatisfying. Communication criterion in a sense of mutual relationships was improved and persisted. Motivation in a form of material incentives would not be fair to others. It would probably be helpful but not ethical. A possible solution might be to find out what would motivate certain individuals and discuss with them what the potentiality of achieving them is. A company did not focus on other criteria, for example contribution, problem solving or cooperation. Nevertheless, it would be appropriate for this particular company since it employs other than national people.

6.3 Tesco

6.3.1 Company's description

Tesco is one of the biggest retailers in The Czech Republic. It offers to customers a wide range of products and services. Tesco owns more than 200 shops including hypermarkets and small local shops. Company falls into the most significant group of employers with more than 14 000 employees. Tesco also operates 17 petrol stations and 7 shopping centers. Tesco company enables its customers to buy its products online since 2012. This service is available in 7 counties of The Czech Republic. The company was in 2012 awarded a Retailer of the year. (Tesco 2015)

6.3.2 Specification of teambuilding in the company

In a company of Tesco were find failures in cooperation and conflict solving. To fix this, certain employees of a company performed teambuilding activities organized by an external agency. By gathered data from employees was found out that teambuilding achieved its requirements. On the other hand, employees still feel that difficult situations are not managed as efficiently as they should be and the criterion of conflict solving still has not been fulfilled yet. In this case a company should organize another teambuilding specializing in this particular problem or the company should perform their own activities as, for instance, action learning. This is a type of an activity which consists in practicing of solving difficult assignments. In this case, a particular group of people is given a task which it should solve. After, the group discusses whether the methods they used were useful and efficient and what should be made better or differently. This gives to the members a practical example which they might later use in practice and improve managing challenging tasks. Moreover, after this criteria as communication and cooperation will be possibly improved as well.

7 COMPANIES LACKING TEAMBUILDING

7.1 Grand Lahůdky s.r.o.

7.1.1 Company's description

Grand lahůdky is a small company residing in a village Vrbátky. This company focuses on catering and production of delicatessen. The company Grand lahůdky specializes on providing catering services. It is in their authority to provide customers not only with delicious food but excellent service, pleasant atmosphere and the professional touch as well. Grand lahůdky concentrates on various kinds of special events and occasions. The firm is able to feast wedding guests at the wedding banquet, visitors of any kind of special event or participants of a birthday party or any other type of social event. The firm offers food, spaces and music, also ideas, experience and background. Because the firm already has been operating for a long time, the services are substantiated by a long-term experience. (Grand lahůdky, 2013)

7.1.2 Specification of teambuilding in the company

This company does not organize teambuilding at all. The reason is a shortage of financial resources. On the other hand, teambuilding might be organized by a company itself without any supplementary materials or finance. Grand Lahůdky would be definitely a promising candidate on teambuilding since the mutual relationships, communication, coordination, and motivation criteria are on a low level. There is only superficial indication of cooperation criterion in this company. Employees should be explained negative and positive aspects of cooperation and communication. Communication and mutual relationships might be improved by holding meetings in a sense of debates where everyone shares his or hers thoughts, feelings and suggestions. Motivation in this company certainly cannot be improved by material benefits in a form on money. On the other hand, employees expressed positive feeling when being verbally appraised. This might be very crucial thing and team leaders should take this into consideration and motivate member in this sense more. Lastly, trusting each other is very rare issue in this company as well. This is considered by employees to be caused by a fact that the team consists of women only.

7.2 Taboo restaurant

7.2.1 Company's description

Restaurant and cocktail bar Taboo combines flavors of Japanese, Thai, Korean, Greek, and Italian cuisine in its menu. The atmosphere of this restaurant is accompanied by convenient music. The capacity of this restaurant is 80 guests and it offers to arrange various kinds of parties and events demanding catering. Taboo also provides delivery of the food in the house of customers. (Taboo 2014)

7.2.2 Specification of teambuilding in the company

There is a lack of teambuilding in this company. The company is divided into kitchen personnel and floor personnel, meaning waitresses. Both parts have their particular flaws which should be eliminated. In case of kitchen, there is a lack of creativity (communication criterion) and division of team roles. Problem of creativity might be solved with a help of external agency organizing teambuilding or a basic training showing possible improvements of food serving. Team roles are constantly changing in the kitchen, and this might be the problem. The reason of this is that to make employees to not be bored by their work. On the other hand, it has a negative effect that the kitchen members are not certain in their roles and there is often a chaotic situation. Possible suggestion should be to discuss everyone's roles and set them clearly so everyone knows which role performs in a team. Problem with floor personnel is in communication and mutual relationships criteria. This type of employees in this company often fluctuates. In this case it is difficult to build any relationships. On the other hand, previous acquaintance with other employees by the leader or owner might be possible solution. Therefore, communication might be improved by this solution as well. The employer might also set specific conditions which the employees will follow and let the staff to perform it in practical situation in a way of an action learning.

8 EVALUATION AND RECOMMENDATION

A notable teambuilding activity comes from AV ENGINEERING which performs weekly meetings where everyone share their thoughts and ideas, and express their suggestions to a better teamwork. According to positive responses from employees, the company considers this particular activity to be very efficient. This type of activity might be applicable, for instance, to Grand Lahůdky or Taboo restaurant. An example of teambuilding performed in MediaCall might be applicable to both of these companies as well. MediaCall rather exploits teambuilding activities held by external agencies to acquire professional knowledge and improve skills which will be then applicable to other employees. A company itself, finds this particular way of teambuilding to be an efficient way of gaining knowledge and not very money consuming. Completely different use of teambuilding illustrates company CGI which uses teambuilding activities as a certain award to their employees with a side effect of improving communication, mutual relationships and hopefully motivation and cooperation as well. This method of exploiting teambuilding as an award might be applicable only to companies which teams already work efficiently or with some sporadic failures.

Specific teambuilding activities are performed in ABB which, however, comes to an obstacle of frequent fluctuation of employees. In this case, to preserve certain level of communication, motivation, cooperation, etc. might be very difficult. Therefore, a possible solution may be to arrange introductory meetings always when a new member comes to a team. Particular conditions and rules should be given, so the former and new members can follow them. This might be applicable also to Amway; an international company where the obstacle lies in different culture of employees. People employed in this company confess different values, therefore it is very difficult to connect all the cultures in one perspective team. A suggestion to eliminate cultural divergence might be to communicate values and belief of all sides, for instance, in a way of action learning. In this case, other employees recognize others' values and beliefs, so it will be then easier for them to conform one to other and make compromises.

There is a vast amount of activities which might be performed with employees in a way to improve failures and flaws. Many of them are financially and time undemanding and in many situations very effective. As it is visible on AV ENGINEERING, CGI, and MediaCall, teambuilding might be very beneficial.

CONCLUSION

The aim of this bachelor thesis was to evaluate teambuilding activities in companies in The Czech Republic - to point out their benefits, design innovations of insufficiently performed teambuilding activities, and to provide suggestion of teambuilding activities to companies which do not use them.

The theoretical part analyzed teambuilding from its scientific point of view. It especially focused on distinction of a work group and a team. This part discovered that there are certain differences between a work group and a team, for example, in their composition, formation, members, etc. Further, the theoretical part focused on history of team management, and teamwork. The last part of theory then provided specification of teambuilding in large and small companies, and offered examples of teambuilding activities according to particular flaws which should be improved in companies.

The practical part then considered eight companies from The Czech Republic, provided a presentation of these companies, and evaluated their own specific usage of teambuilding. Three companies were used as an example of well performed teambuilding and positive aspects were pointed out. Considering companies which organize teambuilding but still incorrectly, they were given suggestions of solutions to improve failures in their company. The last two companies do not organize teambuilding at all but it was acknowledged either by owners or employees that they should. In this case, particular ways of solutions were proposed to these companies.

This bachelor thesis resulted in a belief that teambuilding activities when well performed are very beneficial for a company. Some teambuilding activities might be performed poorly by companies and therefore they should be improved. Lastly, some companies do not pay attention to teambuilding at all but it might be very convenient for them to give it a try. In conclusion, teambuilding can be used as a benefit to employees or as a way how to improve team's failures and flaws. Some companies might look for a help and inspiration in other companies which already benefit from organizing teambuilding activities.

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APPENDICES

P I Sampler questioning chart.

APPENDIX P I: SAMPLER QUESTIONING CHART

NAME OF COMPANY		
WHO IS RESPONSIBLE FOR ORGANIZING TEAMBUILDING?	EXTERNAL AGENCY / INTERNAL AGENCY	
WHAT FLAWS WAS IMPROVEMENT BY TEAMBUILDING AIMED AT?	COMMITMENT	YES / NO
	CONTRIBUTION	YES / NO
	COMMUNICATION	YES / NO
	COOPERATION	YES / NO
	CONFLICT SOLVING	YES / NO
	CHANGE MANAGEMENT	YES / NO
	CONNECTIONS	YES / NO
DID TEAMBUILDING ACHIEVE GOOD RESULTS?	YES / NO	
WHAT WERE THE INDICATORS OF POSITIVE TEAMBUILDING RESULTS?		
WHO WAS PARTICIPATING IN TEAMBUILDING ACTIVITIES?		
IS THE COMPANY INTERESTED IN REUTILIZATION OF TEAMBUILDING ACTIVITIES?	YES / NO	
NOTES		