

## **Assumptions for a creative team work and its development**

Jana Tvarožková<sup>á</sup>

(Faculty of Health Service and Social work/ Trnava University in Trnava, Slovakia)

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**ABSTRACT:** *With regard to management the people have been recently talking more about a personality of a manager, about his/her personable characteristics. Such personable characteristics are expected from him/her and are taken into consideration, which can be denoted as remarkable ones. In this regard we meet the term personal quality. An issue is not only that a greater focus is laid on a quality in general, but also, that a quality of running a results of every enterprise, company, organization, a working group, working team depends on quality of human activity. It is determined by particular parameters of his/her working and personable assumptions.*

**KEYWORDS:** *a person, personal quality, quality of an individual, a team, thinking*

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### **I. INTRODUCTION**

Practically, an actual **personal quality** differs from an **ideal personal quality** for each person. Only some persons, that have a better profile of a personal quality, tend to an ideal situation, however it is impossible to rely on achieving it in a full range. This tend becomes a way for all, whose task in addition to their personal development is to make an influence on other people in their activities, in their expressions with relation to a development of their personality.

Many people with a higher rate of an actual personal quality evaluate themselves rather lower, as they have a lower rate of self-confidence, on contrary **people with high self-assessment do not always have a corresponding personal quality**. Sometime those people, who have overcome a low level of self-confidence, are not more able to adopt such manners of action, through which they would be able to apply and adequately promote an acquired self-assurance, self-confidence. They use excessive forms of behaviour and self-assertion. More often, such behaviour occurs with people, who have reached a position of power. Namely these people excessively accentuate on importance of power relations of a managerial position. But it may be also a consequence of a confirmed totally low ability of the most people to profile as a strong individuality, when they cannot lean against a higher position in a society.

### **II. QUALITY OF AN INDIVIDUAL**

Personal quality may express the fact, how a person in a working process with his/her preconditions meets the requirements of a certain job title and it expresses as well a fact, what a person is able to provide in addition in order to contribute to the higher quality of work of the organization, enterprise, working team etc. It is based on capacities of a person, on his/her motivation; it is variable in time and is provided also by profile characteristics of the personality. It depends on really developed features of the person reflected in his/her external displays.

For example, **a person, who manages** and by his/her action of his/her managerial activity influences quite a number of people, **should know**:

- Clearly and specifically **define** his/her intentions,
- Clearly **express** his/her wishes and orders,
- Clearly and comprehensibly **formulate** his/her ideas
- **Take a decision** in complex situations,
- **Accept** an action of subordinates and to manage it
- **Provide** the subordinates with a feedback and to receive it as well.
- **Orientate** himself easily in challenging problems,
- Creatively **approach** to problem solving,
- Well **organize and control** the work of subordinates,
- Flexibly **react** in new situations,
- **Cope with** psychic load
- **Act** in line with own conscience, be honest, responsible

It is necessary to take into consideration social conditions of management and development of situation at working place in addition to personable features of a person.

The authors E. Bedrnová and I. Nový in their publication „Management psychology and sociology“ present the characteristics of an **ideal personal quality card of a person**[1]:

- Working and personal competence expressing an ability of a person to come over particular conditions of a working position, however it is impossible without a sufficient self-confidence, adequate self assessment and adequate assessment of an external situation,
- Social competence i.e. capability of persons to get on properly in social relations,
- **Positive way of thinking and pro-active acting**, enabling a person to interpret a personal life situation as a situation offering opportunities and possibilities, acting as a challenge and enabling a person to find positive side of all processes and phenomena, not to wait for external incentives and to be based in own activities on strong and socially demanded internal incentives.[2]
- Working willingness and performance motivation expressed in **interest in a work and a need of a high-quality performance**,
- A higher aspiration level and volitive efforts expressing itself in a higher level of **life requirements and expectations of themselves** (also by applying volitive efforts in obtaining more demanding life objectives),
- Ability of a **self-control**, i.e. to act reasonably, to know how to manage own feelings and to be socially acceptable spontaneous,
- An advanced ethical and aesthetic feeling, i.e. ability to react sensitively and to reflect the **moral aspects as well as beauty aspects** into own feelings and activities,
- **Creativity as a capability** to see the things in a new way, to find and to apply **new procedures and new solutions**.
- Understanding and tolerance in terms of ability and willingness to accept others, efforts to understand them and to respect their individualities,
- Sense of humour, i.e. detached point of view over a reality,
- Ability to work continually on himself, so continuous efforts aimed at removing own minuses through **self-education and self-training**.

Those people are the closest to achieving such visit card of an ideal personable quality, who:[3]

- **Meet** the best their **tasks**,
- Send maximum forth,
- Are **aim-minded**,
- Work well all the time (even when the boss is not present) and **they control** themselves their work
- They can **find additional** work,
- They are willing to help their colleagues,
- They **keep promises**, they are exacts and they respect own time and the time of other people,
- They feel responsible for a mistakes of their working place and they make an effort to retrieve them,
- They learn from own mistakes,
- They prepare conditions for work of others,
- They do not waste sources,
- They speak to other people rather than about them,
- They can be independent, but they can tell, when they need an assistance,
- They are able to **gain a ground** reasonably
- They are **able** to give also something more than is needed,
- They **strive** for their further development.

Such expressions do not relate only their working area. Sometimes it happens, those people are employed in **managing positions**, which exceed with their intellect but they are missing important personable features topping an ideal personal quality. However, it is necessary to note, that an intellect represents only a certain instrument, whereby a way of its application depends to others above mentioned dimensions profiling a personal quality of a managing person.[4]

It is not easy to specify, which particular personable characteristics should be inherent for a person managing a working team, as it depends to particular external conditions under which he acts. The managing persons choose subconsciously (or sometimes purposely) for them similar people as they are, regardless, whether they have objectively eligible parameters. And it is logical, that the **less they dispose of needed features**, the more is likely, that their **subordinates** will be gifted with them in a **lesser rate**. It **decreases a quality of management**, of course. Therefore a necessity of an application of a so called **situation management** has occurred, which takes into consideration also variability of all factors, having been applied in this process.

The managers in their application are obliged to change their expressions and applied manners of acting depending on an external situation, to developmental shifts towards obtaining more lasting personable characteristics. Only persons with a permanent interest and a need of self-improvement can obtain it. [5]The majority of managers are either too oriented to themselves or beside such orientation to themselves, they do not work very much, or because of working with people they have no time to work on themselves, if they such necessity admit or recognize at all.

### III. QUALITY OF A TEAM

During his life a man profiles as a personality and at the same time also as a social being, it means, that he belongs somewhere, he has his place in a social group.

It used to be defined as a group of three or more people with existing social relation among them.

**Military unit is a group**, with a characteristic **strong centralized organization structure**, represented in an **indivisible commander competence**, insistence in **meeting standards and duties** set by military regulations. With regard to topics of this paper, we consider a military unit as a working group or a working team. [6]

**A working group** is denoted a group of people acting on the same working place, bound with common activity, internal structure of social roles and with a single command.

Its **basic marks** are **common objectives** and a common *activity*, *internal* structure of working **positions and roles**, often **common contacts** among members and relatively **lasting social relations** among them, **common working place and sense of belonging to a team**. Working groups differ by some social-psychological characteristics, determining an approach of a manager to a team management. A size of a group, its cohesion and stability play an important role, flexibility in term of suggestibility of common standpoints, values and informal sociable norms, an intensity of internal links among members, rate of freedom, provided by the team to its members in their activities etc.

Each **member of a working group** assumes certain **working position**, which represents his objective rank in it, deprived from a set of rights and obligations, defined by this group to this person. **Structure of positions** in a working team results **from a content and character of its work**, from its **technical equipment and organization**, **technology** being used. [7]

**A working team** is a specific kind of a working group. Sometimes in practice the term of a working group is replaced by a working team, and therefore it is needed to point at some fundamental facts, that in general differentiate the working team from a working group.

Notion of a working team designates an internally non-structured **small group of persons**, producing during certain period a common operation. [8]

A working group differs from **a working group** by a fact, that there is no internal formal organizational structure, while in a working group; there are strictly described working places and resulting individual authorities and responsibility. Here are predetermined formal vertical and horizontal power and cooperation relations that are not in a working team. Remaining internal functional characteristics of a team rise in an informal way and spontaneously only during its activity.

An additional **difference of a working team** is production of a common output and a common responsibility for its results.

So **characteristic** is a common **searching for solutions**, common **decision-making** and responsibility for solutions, which however has nothing common with group irresponsibility. This one namely replaces in a buck-passing way an individual responsibility of persons. However it is not possible in terms of a team work due to a small number of its members, absence of formally stated authorities and responsibilities of persons and thanks to a common presenting of the work results and their justification.

Of course, the **differences of a working team** include also a time limitation of a team existence. A working team used to be created to solve a certain problem or a task or for a single development of a project and its existence finished at the moment of delivery of the work results.

With regard to intensive personal contacts of persons in a working team and to an informal working atmosphere the persons from a team like meeting and they look for an opportunity of cooperation.

A well-coordinated working team is a significant added-value for each organization, company or a business establishment. As it was already mentioned, the **working teams** are mostly formed for **solving the more sophisticated tasks**, however they can be created in areas of common activities, as well, e.g. sport.

**Team work** itself **meets** a whole **range of factual, contextual and socio-psychological functions** as well; therefore it is important to take into consideration a selection of members of a working team.

There are persons, who are excellent specialists, experts, however their social competence, communicativeness, ability and willingness to cooperate is problematic. There are also such ones, who are looking for social situations aiming to win recognition, to call attention to them even at the price of a conflict.

Therefore it is suitable to take into consideration mutual sympathies and antipathies of potential colleagues **in creating a working team** (in such a case a socio-psychological technique – a sociometry can be used). A properly selected and coordinated working team is a presumption of success in its activity.

#### IV. TEAM WORK

Course and **results of team work are influenced** by a whole range of **objective and subjective conditions**.

**Objective** conditions include a size of a working team, professional, qualification and demographic structures, time, character of a work and objectives stated.

It is very difficult to define an optimum **size** of a working team, but usually it ranges about ten persons.

Reduced number of person may result in creation of competing couples, an increased one to restraint communication, in creation of various coalitions.

A character of a task, of a problem being solved as well as an internal diversity of a working team from a professional, qualification as well as demographic point of view is very important for a success of a team work, as the members of a team define, monitor and evaluate the same problem, the same task through a different subjective filter of their personality, i.e. different ways of thinking and looking for solutions of a task, reasoning and justification, a different approach to obtained results of the work of the working team members. Team work is a permanently ongoing process of learning among team members and it requires a distinct culture of a **discussion and a lot of tolerance**.

The above mentioned authors E. Bedrnová and I. Nový present **attributes** of a successful **team work** in their paper „**Psychology and sociology of management**“;

- All members of a working team know at least one main **common objective**, they were taking part in its formulation or it was assigned to them, **they are identified with it** and they are looking for a way to its achievement,
- A supraindividual **synergetic** (concurrent, interoperable) **field** rises, that **releases** individual **abilities and creativity** of members of a working team **in favour of** a common objective,
- Existence of a visible tendency to an activation of a professional and social capability of team members, when an attentive and differentiated course of events inside as well as outside the team is perceived, a common working process is watched, its weak points and possible solutions from such weak points, as well as emotional condition of colleagues, mutual relations are socially perceived, etc.
- Differentiated mutual relations are quickly, informally and spontaneously formed as well as a resulting social structure,
- An explicit functional work division and organization of labour rises relatively quickly, i.e. that tasks of the team members are clearly defined, an internal organization is completed by a common information and communication system inside a team as well as towards environs and a feedback is provided,
- **System of remunerations and recourses** having a social character exists in a team, (e.g. recognition, support or denial, critics etc.).
- High **team self-assessment and self-confidence**, expressing in a competitive contest or rivalry in relation to other working teams and in a positive self assessment in relation to environs.

In order to create and to **sustain a feeling of a successful team work it is necessary to respect these principles:**

- To recognize a colleague as an equal partner,
- To **express** permanently opinions, assessments and proposals for solutions, silence is understood as a disapproval,
- To avoid statements as „It is done everywhere in this way“. „, After all you cannot think it seriously“ etc.
- **Divergences of opinions** are to be understood as a source of information and not as an interference,
- All opinions or experiences, could be **called in question**,
- **The conflicts to be revealed** and their reasons to be discussed,
- To **criticize** in course of a team work, but not to ironize, not to offend,
- It is needed to **avoid discussions** „behind the back“,
- To weaken **aggressive and extreme sentiments**.
- All team members **should be informed** equally.

**Team work has its advantages as well as disadvantages.** Advantages may include e.g. a fact, that the teams are more creative than working groups, stimulating conditions for a development of all team members are established here, mistakes are detected and removed more easily, willingness for originality in solving tasks increases, etc.

**Disadvantage** is e.g. a possible stereotyped view on environs (other teams), overestimation of a team unity, and conviction about a moral legitimacy of chosen manners of working and social activity within the team, etc.

### **Development of a quality of a working team.**

For a team stabilization, for an effective team work and self-fulfilment of its members it is necessary to create a functional network of informal social and working relations, including acceptance of differentiated social roles. **Development of a team supposes** a development of adequate manners of behaviour that are unrepeatable.

Development of each working team comes through five **phases**[3]:

**Orientation** is an initial stage of a development and it represents the first meeting of a team members and a subsequently following time period. It is a struggle to find and to define own position in a team with regard to other members. The team members enter this phase with different visions about a character of a team work as well as about the others team members. They meet some of them for the first time and they are concerned whether they will be successful in the team. Some of them take pleasure in new experiences, they obtain, and they take look forward to having opportunity to prove their professional erudition and to prove themselves in new social situations. Communication skills of a team members are important as well as their ability to react properly on activities of other members. When a team starts working, the contacts and views exchange are more intensive, a feeling of „a friendly cooperativeness“occurs, which is however vague and instable. The results of work are not large, the members are focused on recognition and establishment of working relations which need to be reinforced and socially and emotionally stabilized. Confrontation belongs to a process of a team development in such a fact, that the team members establish relations that should provide them with power and influence or a concretization of own expectations. The team has to assign and to recognize a team leader in this phase. It has to define who is going to perform a control function and what will be the approach to such team members, who do not respect the defined rules of a team work. The responses to the questions of power, control and discipline must be found and explicitly formulated. Intensive work is going on issues of a precise definition of working objectives, working procedures to meet the tasks and on establishment of individual and common responsibility; however the team has been achieving up to now only minor working results.

Development of rules is a phase, whose content is to naturally implement all principles and rules into practice, which have been established up to now and which will have an influence on meeting the defined objectives of the team. Division and assumption of roles by the team members, agreed rules of cooperation and control enable a development of team work from a factual view. The team members bring their professional knowledge into common work, they evaluate achievements of other colleagues and they discuss about them and they devote their time also for critical review of proper achievements, they reveal the possibilities of a common action and solutions. The quality and quantity of a working performance significantly increases.

**Performance** predetermines social-and-psychological parameters of the team. For this phase the naturalism, reciprocal acknowledgment, confidence in cooperation and assistance and appreciation are typical in common acts. The roles are embodied and every team member contributes with his way to the team performance. The team is closed with relation to the environs and they are striving to find reasons of a further cooperation.

**Sustainment** is a phase when after having achieved working objectives and phases of solution, the team members return to their initial working sections (but there are only the temporary teams). If it is likely that in future the team will cooperate again, it is important to reinforce all positive features of a team work in order to speed up or to eliminate initial two not much productive phases of the development of a working team.

**Team training** serves for that. Such kind of a team development used to be managed by an external adviser and usually is in form of workshops on team work techniques, or it is aimed at development of social and managerial skills (e.g. communication, self-cognition, self-presentation, self-assessment, social sensitivity etc.) The above mentioned Dynamics of a working team usually occurs in most of cases and only exceptionally it takes place unlikely. Contents and duration of particular phases depend on objective conditions and subjective features of a person and on motivation of the team members. However it is important to note a fact, that if a team **comes over a certain phase** of its development and **personal changes occur** in its structure, probably it will get back **to initial phases** of its development.

If we want to speak about effectiveness of a working team, it is necessary to realize, that its **effectiveness can be displayed** in three lines:

- **In a result**, which is of a high quality and quantity,
- **In satisfaction** of a team members, i.e. in satisfaction of immediate needs of the members as well as in fostering long-term needs of growth and development and
- In quality of a team establishing an **ability of further cooperation**, so it relates features and processes that are taking place within a team and sustain or improve a capability of its members to cooperate.

- The third line performs as a determining with relation to the first two lines.

Highly **effective team features** with these qualities:

1. proper **structure** of a team,
2. the objectives that are clear for team members and they are taking for them,
3. within a team, there is sufficient **freedom** in expressing feelings and solving problems,
4. there is mutual support and **trust** among the team members,
5. **cooperation** behaves in a team, as well as productive application of different or conflicting conceptions and approaches,
6. within a team there are sound and **effective** decision-making procedures,
7. a team is **well managed**,
8. **possibilities** of a better functioning of a team **are evaluated** regularly
9. possibilities for its development are utilized,
10. the **constructive relations** exist with other groups,
11. in a working team there is a **good communication**, i.e. that the members listen one another and verify their understanding.

**A team leader** plays here a key role, which, if shall be a maker of special and demanding interventions into a team development, he **must have, a special preparation and training** for this purpose.

Therefore professional **supervisors, facilitators** are sometimes invited, acting as expert assistants in initial phases of a team development, as it was above mentioned.

## V. CONCLUSION

It is important **for development of quality of a working team**, that its **management is active** and an assistance from a **leader's** side is more direct, i.e. that he should not only reflect a solution of a task, but he should also assist in reflecting a procedure structure during its solution. This has the greatest relevance in initial phases of a working team development. The leadership is less direct in next phases in a field when reflecting a procedure structure in solving a task and reflecting a division of functions, roles and it displays rather intensively in reflecting and adjusting mutual behaviour of team members. In final phases of a development of a working team the management should change to assisting „to an order“ and in reflecting there should be a place for emotions, relations, trust issues etc.

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