

SOME ASPECTS ABOUT TEAM MAKING

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Keywords: management, temperament, strategies, values system.

Abstract: paper presents some aspects regarding the team building/making, demands, temperamental aspects, strategies, values systems imposed by the stuff, but in same manner by the employee.

1. INTRODUCTION

Competition shows all the best in products and the most evil in people. (*David Sarnoff*)

Each man is a 3 entities ensemble  temperament;
skills;
character.

2. ABOUT TEMPERAMENT

According to *Eysenck* notices [5,11] there are, as we know, 4 types of human temperament: melancholic, choleric, phlegmatic and sanguine.

		<i>INSTABLE</i>							
		MELANCHOLIC		CHOLERIC					
I N T R O V E R T E D	-	hypotimic	-	depressive	-	reactive	-	active	E X T R O V E R T E D
	-	low tonus	-	rigid	-	aggressive	-	fidget	
	-	low energy	-	severe	-	agitate	-	initiative	
	-	emotional	-	pessimist	-	changeable	-	exaggeration	
	-	emotive	-	anxious	-	optimist	-	focused	
			PHLEGMATIC		SANGUINE				
	-	slow	-	temperate	-	equilibrium	-	mobile	
	-	passive	-	calm	-	calm	-	alive	
-	patience	-	careful	-	adaptable	-	team spirit		
-	meticulous	-	adaptable	-	sociably	-	self control		
		<i>STABLE</i>							

According to *Myers and Briggs*[3, 4], the 4 dimensions of the personality are:

- (a) Individual energy - How a person use his energy?
- (b) Attention (reality perception) - To which facts he pay attention (major ones /minor ones)?
- (c) Decision method - How he decide?
- (d) Living - What is the adopted life style?

INDIVIDUAL ENERGY

- E – extroverted – consumes energy out of his persona (75% of population);
- I – introverted – consumes energy inside of his persona (25% of population).

ATTENTION

S - based on senses (75%);
 N - based on intuition (25%).

DECISION METHOD

T - based on thought – logical, objective decisions (50%);
 F - based on feelings – on its own values (50%).

LIVING

J - judgment – organized, well planned man (50%);
 P - perception – carpe diem (live the life, enjoy every moment), flexible (50%).

Energy	Attention	Decision	Living	Generic profession	Characteristic
E	S	T	J	ADMINISTRATOR	Orientated to interests, responsible
			P	PROMOTER	Active, competitive, entrepreneur
		F	J	SALESMAN	Sociable, ensure harmony, good host
			P	ANIMATOR	Attractive, wormy, optimist, charming, special
	N	T	J	COORDINATOR	Leading force, doer, takes responsibility
			P	INVENTOR	Innovator, nonconformist, enthusiast, finds solutions
		F	J	PEDAGOGUE	Leader, help the others to be better
			P	JOURNALIST	Motivation direction
I	S	T	J	TUTOR	Efficient in practical situations, time watchman
			P	ARTISAN	Prompt, based on fulfillments, tools handling
		F	J	CONSERVATOR	Loyal, may work in public functions or departments
			P	ARTIST	Fine art, surrounds actions in art and style
	N	T	J	SCIENCE MAN	Practical, instant decisions, make models
			P	ARCHITECT	Precise thinking, he have to understand
		F	J	AUTHOR	Complex personality, he wishes to help
			P	SEARCHER	He know what value means, nice look, calm, internal values

All deals may be described in three words: people, products, profit. People come first. Without a good team, the other two are zero. (Lee Iacocca)

As we can see for the introverted character the human characteristics are: administrator, promoter, salesman, animator, coordinator, inventor, pedagogue, and journalist.

Also it can be seen that the introverted human character are: tutor, artisan, conservator, artist, science man, architect, also author and searcher.

3. USUAL VOCABULARY

The usual vocabulary used in communication's process, inside the team is:

Type	Role	Characteristics
Constructive attitudes	Initiation	„Let's do it ...”
	Information offer	„My experience says that ...”
	Information request	„What do you think about ...?”
	Encouragement	„This idea is very good!”
	Clarifying	„I think that what you say means ...”
	Harmonization	„I think that we say the same thing but using different words.”
Destructive attitudes	Idea request	„Are no ideas over there?”
	Finalizing	„I think that we can conclude by saying ...”
	Aggression	Always censures, is ironical, minimizes the others' contributions
	Blockage	Refuse to accept another point of view
	Retreat	Refuse to discuss
	Discuss domination	Talks permanently, refuse to listen, swank
	Change of topic	Jumps from one to other with no relevance for agenda
	Domination	Despising attitude, isolation

The 4 stages passed by the team during the project are:

(a) FORMING

- What is the place and role inside the project?
- What will I do?
- Who is the supervisor?
- How much I get from this?

(b) ROLES IDENTIFICATION AND RULES ASSIGNMENT

- according skills and abilities;
- democratic managerial style, but sometimes „tight the bolt”;
- ability to solve the conflicts;
- planning (what is to do, when, with what resources, expected results, quality)

(c) ACTION

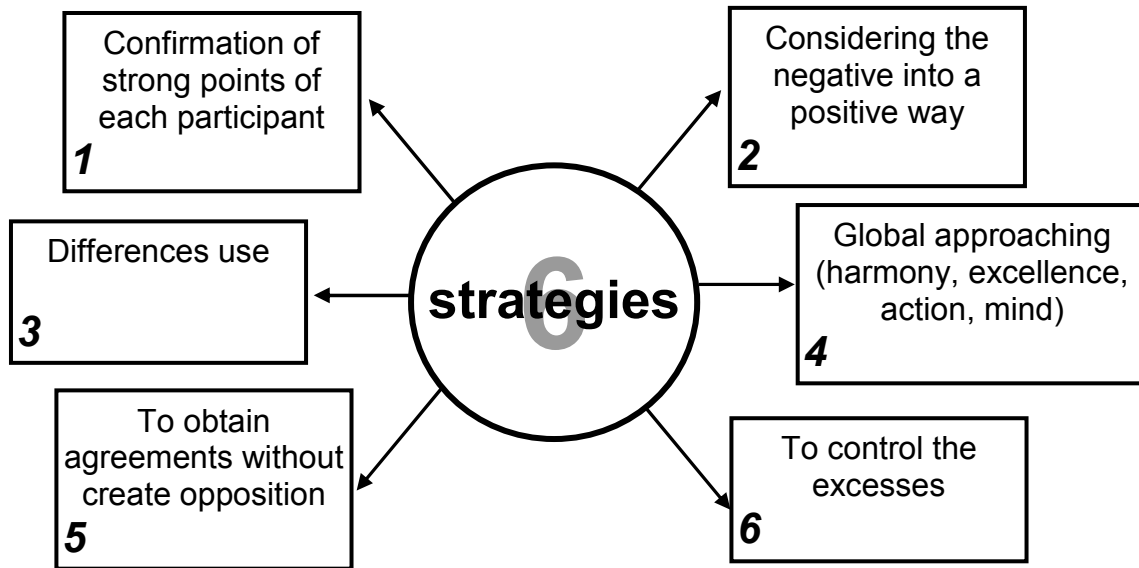
- accomplishment of tasks assigned by PL

(d) FINALIZING

- results analysis (good / bad aspects)
- What will happen to me when project will finish? Will I plan another project? Will I be a part this team?

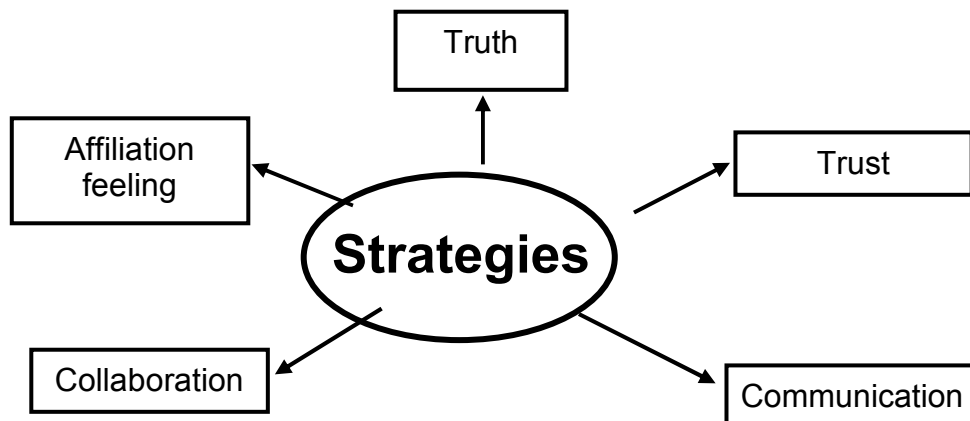
4. STRATEGIES FOR TEAMBUILDING

A practical method to build a team is focused on **6 STRATEGIES**:



No sanity goes us in trouble. Proud and vanity keep us there ... (Anonymous)

The 6 strategies lead us to **VALUES SYSTEM** wanted by PL



E.g.: affiliation feeling based on 12 factors:

- vision – direction for acting
- proud - „elite group”, „family blazon”
- measurement – business plan, opportunities
- responsibility – acceptance of unpredictable mistakes
- team work – trust in coworkers
- engagement and involvement – project’s goal (tasks)
- achievements’ reward – respect, praise, good ideas promotion
- competence – opportune, pertinent work
- on clients focus – „our client – our boss!”
- credibility – truth policy, consistency of what you say
- innovation – represents premise of change
- continuous enhancement of the process – TQM

5. ACTION WAYS IN MOTIVATIONAL PROCESS

1. Person's physical status	<ul style="list-style-type: none"> tired, hunger, cold, any kind of discomfort
2. Effective communication capacity	<ul style="list-style-type: none"> all factors that affect the communication
3. Trust climate	<ul style="list-style-type: none"> in team trust rejection of excessive praises danger! – arrogance of PL <ul style="list-style-type: none"> de-motivate the team loss of ideas
4. Focusing on strong points not on weak ones	<ul style="list-style-type: none"> the right man at right place and right time
5. Positive motivation	<ul style="list-style-type: none"> maintaining fear as a motivator: <ul style="list-style-type: none"> voice rising mistakes hunting despise for team members threats saying: „<i>you're paid to do not to think!</i>” the refuse to acknowledge the achievements
6. To communicate clear, concise	<ul style="list-style-type: none"> clear, complete and exact instructions
7. Efficient time management	<ul style="list-style-type: none"> job done efficient and in time
8. Demolition of an old system only after a new one were built	<ul style="list-style-type: none"> change for changing pleasure when something disappear, anything else must arise in place of
9. Close (near) action	<ul style="list-style-type: none"> keeping close to team means to be in permanent contact with people needs – prompt, quick, efficient actions a

6. WHAT MANAGERS WANT – WHAT EMPLOYEES WANT

WHAT MANAGERS THINK THAT EMPLOYEES WANT		WHAT EMPLOYEES REALLY WANT
1	Good salary	5
2	Job stability	4
3	Promotion and development	6
4	Good work conditions	7
5	Exciting work	1
6	Discipline full of diplomacy	10
7	Loyalty from managers	8
8	Consideration for work done	2
9	Assistance in personal problems	9
10	Belonging feeling	3

7. CONCLUSIONS

Paper presents some aspects concerning the team building, according to temperamental human importance as primordial, usefully strategies keeping the leader interest, but also the employee's needs.

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