

HARMONIZATION OF VOCABULARY AS THE BASIS OF FORMING A MULTIDISCIPLINARY TEAM

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Abstract—The aim of the study is promotion of model to overcome the communication gap in the formation and management of a multidisciplinary team. Modern business requires in addition to the speed and specific knowledge, unfortunately, rarely any individual has such a capacity to accommodate the use all of the knowledge. This is one of the main reasons for the formation of the multidisciplinary team, this kind of teamwork has proven to be superior unlike other forms of team organization. However, in practice and theory appears several major flaws, the biggest drawback is related to inadequate communication. Through the study we will present a model with which this serious flaw in the least to be mitigated.

Keywords—teamwork, multidisciplinary team, virtual environment, communication, vocabulary.

I. INTRODUCTION

THE The business world is being dramatically changed under the influence of globalization and rapid development of technology, primarily owing to development of information technology. Information sharing, the development of new products, creation and development of the information society are just some of the concepts that define the first decade of the twenty-first century. In such an environment, the organizations are trying to maintain competitiveness and the fight for the market is getting increasingly fiercer. On the other hand, markets are becoming more discerning demanding the creation of new values for customers.

All this leads to the transformation of organizations and a large influx of teamwork, this form of labour organization is becoming extremely popular due to its numerous advantages. One of the main advantages of the teamwork is reflected in flexibility and speed with which tasks are performed. Through teamwork is created a synergy which achieves better results than can be expected from individuals.

However, the development of new technologies, opening of eastern markets and the impact of the global economic crisis creates new challenges. One of the

serious challenges is related to increase of efficiency of the teamwork, today is not enough to have a group of people who can easily fit themselves into a team.

A multidisciplinary team, in addition to „raw“ power provides great knowledge and experience of experts. This form of teamwork is often used for solving the problems that are often related to maintenance or achievement of competition advantages. Most often this team is used in the development of new products, implementation of new technologies, introduction of organizational changes and the like. However, experts in various fields use to learn language in a different way, it does not refer to classical language barrier but rather to the meaning of the words and use of language as a tool within a field of expertise.

II. TEAMWORK

With changes in management paradigms, due to large social and economic change teamwork is becoming one of the respective topics in management. Team work is not just a group of people without any particular purpose, but it's a group of people who share a common goal. According to some authors, a team should be beyond the knowledge and ability of individuals that is illustrated by the following quote: „The impossibility of concentrating knowledge and function on one person, as well as the complexity of work processes in modern organizations has imposed the need to form working, managerial, experts and other teams“ [1]. The purpose of teams is to increase the mental and creative abilities in solving a problem. Team work is a specific manifestation of synergy effect where the sum of individual elements far exceeds the expected effect.

Teams, among other things, are characterized by great „fluidity“, this means that a well-trained team could cope with large changes of operating conditions. Also, the team members rely on each other and if one of the team members do not perform his job properly then the whole team suffers. For team work, the team members must have developed some („soft skills“) in order to

function properly. According to Petar Jovanović [2], an efficient team presents as follows:

- The group of people who have the same goals and desire to complete the common job,
- The group of people who enjoy working together and provide assistance to each other,
- The group of people who agreed to work together and achieve certain goals,
- The group of different experts who are focused on achieving common goals,
- The group of people who show loyalty to common job and the team leader,
- The group of people who achieve a team spirit and high team moral.

From these few sentences, we can affirm that the team members must be a part of the team with their will and to have some expertise on the basis of which may contribute to team goals. Also, it is evident that there must be close cooperation among the members of the team and respect to the team leader. The team leader plays a very important role in implementing the goals of the team, through various types of control mechanisms, the team leader must be able to lead the team to final goal, respectively, until the end purpose of the team.

John Cotter [3] believes that for the formation of the teams the most important is:

- Find the right people who have large experience and high professional credibility, as well as management and leadership skills.
- Build trust through carefully planned meetings out of the offices, as well as through a number of joint activities.
- Create a common goal that is reasonable for the head and which likes the heart.

Otherwise speaking, teamwork goes far beyond the usual managerial activities, teamwork has a need for the leader who has the ability that from a group of people create highly efficient team. In the group of people is not measured the overall performance and each member of the group has a certain degree of autonomy while in team overall performance is of utmost importance.

Before we proceed to consider the problematics of multi-disciplinary team, we will emphasize the importance of recruiting people. „Recruitment is a two way process – the partners are organizations and candidates, and both parties have the rights to choose.” [4] For the purposes of the team there must fit expertise, motivation and personality of candidates. This is a relatively complicated process and requires sufficient time.

III. MULTIDISCIPLINARY WORK

This is a special kind of team that aims to bring together various experts from different fields in order to solve some complex problems. When there is a complex problem that must be solved then it is best to use a multidisciplinary team.

In the previous section it was pointed out that in modern business a team occupies an important place in the field of business where there is a great need for competence, the multidisciplinary team plays a major role. A multidisciplinary team is particularly useful when designing a new product thus in this process there are a lot of unknowns.

In conditions when a well-structured problem occurs then solving of the same becomes a routine matter, using some existing algorithms can solve the problem. However, in cases where we have little or no structured problems the solution is not so obvious, and the existing algorithms for solving the problem become partially usable or even unusable. With the increase of knowledge base increases the maneuver space for solving of complex problems, but with the increase of knowledge we obtain a more complex structure. In such cases, the need for highly competent experts is extremely high, and this situation is commonly encountered in the process of new product creation.

The question is what's the difference between a group and a multidisciplinary team of experts, and the answer is in the definition of team saying that a team means much more than a group of people because they have a common goal and a willingness to work together. When this is applied to a group of experts, we get a highly efficient team that stands in contrast to the group of experts in the field of information sharing and decision-making.

A group of experts is dealing only with a single problem which is in the domain of the given profession while a team has a global approach of solving the problems. Using the modern management teamwork tools a multidisciplinary team can do much quicker and cheaper to make a decision. Partial solution of complex problems can lead to an extreme solution, which may be vigorously for a profession but a disastrous decision for another profession. For example, some solutions required by the experts of technical vocation can be in conflict with the requirements of experts of the marketing vocation. Working in a group, where there is a close cooperation, members help each other in the early stages of decision-making in order to avoid a serious conflict in the design process of new product.

From the economic point of view, these teams are saving money and time, a time of launching of the new product becomes a very important factor in modern business. To be faster than competition often means survival in the market, who the first appear in the market with a new product has an advantage in terms of better positioning. On the other hand, we have the direct money savings, each error in the design of new products has a consequence to eliminate the costs of errors. In order to eliminate the error is first to identify and then participate on the elimination of the same.

IV. VIRTUAL TEAM

With an advent of new communication technology increases the efficiency of technology both within and outside the organization. "The most common forms of technologies used to support these ad hoc meetings were internet, telephony, conference calls and video conferencing". [5] In the past, the company had a clear borders in terms of factory fence, walls of buildings and the like. However, information systems are „destroying“ these borders so that the borders of the company are constlantly being pushed. Today is possible to include suppliers and customers in the process of design in the production, which until two decades ago was impossible.

“Acquiring, sharing and processing information are critical activities for decision-making in a group setting“. [6], due to this is necessary to build a strong enterprise information system. For a strong information system is required much more than a set of hardware and software. It is necessary to build a strong computer network and all the supporting infrastructure accompanied by it. Various programmes and databases are an important for any information system, but people with specific skills are of crucial importance. Also, the management of the organization needs to support the nformation, in other words, requires a strong organization for the full utilization of the capacity of information system.

The basis of teamwork is the use of common knowledge, but knowledge is an elusive phenomenon that is mainly based on information. There is a problem in collaborative work related to information overloading. To complicate the collaborative effort, much of that information comes from open sources such as the Internet. As a result, knowledge uncertainty becomes a concern“. [6] In addition, a problem arises in the domain of use of the information, the information itself is not the same as knowledge. „When this information is put in a dynamic context in relation to other contexts (e.g. organization, production facilities), we get the knowledge base“. [7] Only with the knowledge base the virtual team has a higher utility value for the organization.

V. PROBLEMS OF COMMUNICATION

The product of globalization is, inter alia, "immixture" of people and cultures, in order to create a successful team of people from different cultural backgrounds where first is required to understand the patterns of communication. This issue is very important in terms of efficiency of the team, poor communication not only reduces efficiency but also creates a fertile ground for the appearance of conflict that can cause the collapse of the team.

The act of communication itself is dynamic and ongoing process aimed at mutual understanding. Adaptation of communication patterns for work in a

multicultural environment goes much deeper than "political correctness". The term itself "political correctness" is taken from the English-speaking area and describes the way of speech, ideas and behaviours that minimize offense based on racial, gender, political, religious origin and the like.

Where there is effective communication is easier to build trust and commitment to common ideas that are the basis for teamwork. „Communication is the basic mechanism that is used for the transfer of knowledge, providing of information, goal setting, mutual understanding, asking questions, decision-making, selection of appropriate actions and interconnection.“ [8]

“With most technology, context and nonverbal cues are dramatically reduced or distorted“. [9] This leads to an appearance of noise in communication. The more is used the new communication technologies, the greater is the risk to lose the meaning and quality of information. However, this is not such a problem because people are becoming more accustomed to the new forms of communication. And yet, this matter should be taken into account, one possible solution is the impact of team leader who should mitigate the consequences of communication noise.

VI. MODEL OF HARMONIZATION OF THE VOCABULARY AS THE BASIS FOR THE FORMATION OF A MULTIDISCIPLINARY TEAM

The presented model is based on intensive research of literature and experience of the business world. Through a series of interviews are collected enough information on the basis of which we could observe the basic elements and relations of models. Also, it should be noted that this model is acceptable for use in case of forming a virtual team.

Basically, the model is based on previous knowledge, beliefs, education, etc. of members and potential members of the team.

This step is important from the point of view of better understanding of team members and easier management of the same. Through an analysis of theirs and others' experiences (case studies provide an extremely rich source of information), the language used in the team (primarily, it's concern to the professional jargon), various meetings and the like, can be obtained the necessary information. Information without contexts are practically useless, only when put in the context then creates a knowledge base.

For model is importan social and technical context. The social context provides insight into the cultural background of the participants in communication and requires deeper meaning of the message. In addition to cultural background are important and other parameters such as: social origin, gender, year, level of education, etc. Technical context is important from the standpoint of craftsmanship using modern communication tools, the habit of communicating by e-mail and the like.

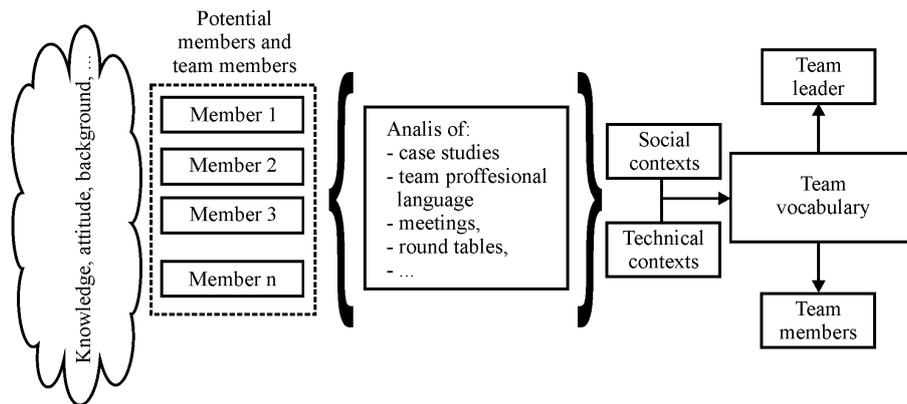


Fig. 1: Harmonization model of vocabulary as the basis for the formation of a multidisciplinary team.

Only after putting information in the right context we can commence the forming of team vocabulary. By means of this vocabulary is easier to overcome communication gaps, which is very important in management of multi-disciplinary teams. As an end user of the model appear the members of the team and team leaders. Leaders are people who should have extended knowledge and experience in communication management, using the vocabulary is easier to understand the problems. With the understanding of the problems is easier to come up with solutions. The team members with the vocabulary can prevent occurrence of errors in communication so teamwork becomes easier and more efficient.

VII. CONCLUSION

The model provides a number of advantages which facilitates the management of teamwork, the model results should be widely available to all team members. Unfortunately, the model has several weaknesses, it is primarily the analysis and contextualization. These processes should be entrusted to a small group of people who have a very high level of knowledge in various fields, such people is relatively hard to find. On the other hand, the model can be „eaten“ by the time that can be invested in something more productive. And yet, the model is usable particularly for companies that already have experience with teamwork and plan to continue to use teamwork in the future.

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