

# The Advantages of “Teamwork” Approach during Personnel Management

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## Abstract

Creating management team is a long term process and we should have a well-defined goal when we start to work on this direction. Creating the team often occurs spontaneously, without any methodological assistance. Head of the organization makes decision to reunite its personal abilities with his deputies and advisors skills and creates a management team.

Teamwork is a group of persons acting together as a team in which each person's opinion and interest are subject unity and effectiveness of the team. This does not mean that the individual is no longer important. But this means that active and effective teamwork going beyond the borders of individual achievements. Teamwork is taken effective when every individual of the team is striving towards the common objective that is why teamwork became an important part of the culture of teamwork.

**Keywords:** Business Ethics, Communication, Leadership, Management, Management Team, Personnel Management, Stimulating, Strategy  
**JEL:** M12

## Introduction

Staff management “teamwork” approach has been successfully used for many years in Western developed countries. This method was introduced in business of USA in 60s.

One of the first which used the staff management “teamwork” approach was Procter & Gamble Company, the biggest enterprise of production consumer goods.

Number of American companies shared this experience in 1980 years, among them are world-renowned companies: Xerox Corporation, General Electric Company, IBM Corporation, Digital Equipment Corporation, Colgate-Palmolive Company and other.

At the end of last century one of the Universities of Texas, “Texas Instruments University of North Texas” decided to hold the first international conference of management team. Their estimated number varied from 90 to 100. They stopped the registration, when management teams willing to participate in the conference has exceeded 350.

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Management is the movement operation power of the organization. It is oriented on the objects and mission of organization, researches the relations of persons and groups inside the organization in order to obtain more effect. The management is activity of organization community, which tries to reach his goal based on strategy, policy and methods.

“Organization management integrates in itself several elements (functions), which are connected together, these are: culture, leadership, motivation, style, conflicts, power, social

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responsibility, communication, group dynamics, business ethics, managerial decisions" (Baratashvili & Takalandze, 2011).

Important concepts and postulates of organization management carriers are employees, people employed at the enterprise. One of the form of their communication is team relation principles. The team forms the fundamental basis of interdependent actions, gives it the power, flexibility and creative potential.

There are different definitions: The team is group of the people, who are working together toward a common goal. The team is the collective of professionals, working for independence autonomously, which can solve their tasks operatively, effectively and qualitatively.

Team of the top-managers is the collective of professionals, working for independence autonomously, which can make management decisions operatively, effectively and qualitatively, and which is directed towards common objectives of the organization.

During the process of teamwork, using consensus mechanism and not the directive guidance, which is characterized for hierarchical organizations, much more correct decisions are made. During the work of team organization, we should be self-righteous and we must carry out the synchronization of actions, internal contradictions minimization" (Kharkheli & Keshelashvili, 2013).

During the disputes in the process of reaching a consensus, there does not arise such unpleasant moments, when we enter into a lack of confidence and personal moments, polarization and fear. Conversely, divergence and opponent positions most likely could lead to an alternative, the creative perspective, which prompts us in depth of the further study.

Nowadays, the big problem is to form the climate in which the groups are formed properly. Solving this problem will answer many questions, which are arising in the process of creating managers optimal combination. We can rate exactly virtues of the potential member of group, only in working process: what can he contribute to the overall success and what role will he form in the team. As soon as the team work starts, differentiated participation of the team members in the overall success become clear. That is why during the searching of group members, we should pay attention to his pronounced personality. Creative member of the group must be creative person not only on the average level of the innovators. The orderly and reliable member of the group is a person who can bring starting case to the end. The team creating art we can compare to production brick, which is made of a variety of quality clay but it gets the final look after a roasting oven.

"Often there is the situation, when the heads of the organization, avoiding the creation of a management team, but they fully understand that it is desirable by objective or subjective reasons. The main reason is the fear of head of the organization against the information ownership phenomenon" (Julakidze, 2013). Creating management team causes information and opinion changes. Each member of the team takes a lot of information about the status and future plans of the organization, they are often informed by head of the organizations and there is undesirable moment when spreading of this information take place, the so-called "Leakage". That is why the director prefers to remain in the exclusive possession of such information.

The second reason when the head of the organization

avoids creating management team is that he is afraid of the internal competition. Very often head of the organization appointed from outside and the serious opponent is his deputy who had been working in the organization for a long time, this is opponent who is often true.

Third reason is connected to large expenditure of time during the collective discussions, when they do not know effective organization of such discussions. Rewind from the main topics to be discussed, eloquence and so on occur here.

And yet, what happens then, head of the organization starts creating the management team by following fashion or modern trends, but unqualified. In such cases, there takes place the so-called "Pathologies", which researchers called conditional names:

- „Bus passengers“, most of which are aimed to get to their destination and are not interested in bus driver's problems.

- „We and he/she“, when subordinate persons share that the interests of them and head of the organization are different.

- „One of them is on the playground, others on the tribune“, when head of the organization works instead of everyone, subordinated persons are very perceptive and sometimes even applauded.

- „Each brings his suitcase without a handle“, when it is big the workload of the subordinated persons, without any rights, responsibilities and resources.

- „Soloists team“, when there are strong professionals in the team, but "can not sing" together, can not work together.

- „Serpentine accomplice“, who work as a team with sharp conflict (-bites each other like snake”).

- „Appraised me idle and stupid“, when head of organization reduces subordinated persons and requires respect.

- „Strict father and frightened children“, when head of the organization demands by strict review the mistakes and failures of the subordinated persons.

- „A lot of sensible, but a little older“, when there are many highly skilled workers, but they make their concrete assignments, avoid initiatives which follows from the total company interests. The leader says: "They are brave, but I'm the best."

- „Negative selection“, when head of the organization creates the team from the intellectuals, but professionalism is installed behind.

Diagnosis of the team work allows to analyse the communications of the head of the organization and subordinate persons. This is "hot" information, which causes tension.

Nevertheless, there are many directors, who are not afraid of these problems; conversely, when there are desirable situations in the organizations, they try to expose the problems, for getting active decision making process.

Forming the successful management team is difficult and complex process, which requires absolute individualism. For this reason, it would be reasonable to ask questions, which team members asked and we should consider that the personnel want to join the team due to an easy reason, they face hardly resolved problems.

Question 1: Who are we? (Identification number of the team). What does it require from concrete member and from team while performing the mission? What will be the structure of the team? Who will be able to join the team? What should be the criteria for the selection of the team members? How do we make the organization the team?

Question 2: Why are we here? (Orientation for mission of the team). What does the mission of the team include? Does everyone share that? How clear is the mission of the team for all? Are support, motivation and devotion adequate? Is secret internal conflict noticeable, is it discussed, how is it regulated? What alternatives do those team members have who do not agree with the common opinion? And so on.

Question 3: Where are we going? (Formation of vision). How does the team see improvement in the next 3-5 years? Does the vision of the team have prospects, how bold is it? What does the team need to represent its future? What kind of internal and external demands does the team have? How these demands can be installed in future vision? And so on.

Question 4: What must be done necessarily? (Define aims and tasks). What is required to make team vision reality? What are 5-6 priorities of the members of the team?

How available are team's purposes and tasks? Is it possible to realize them during one year's period? How actual are they? Does such goal exist for the team which is difficult to achieve but the team strongly wants to achieve it?

Question 5: What way shall we choose? (Receive provoke). What resistances, barriers, new evokes are expected for the team to face on the way to the goal? Do all team members indicate the same problem? Is every member of the team ready to take obstacles? And so on.

Question 6: How will we do it? (Identification of strategy). What are the criteria for vision, achieving the goal and getting over the tasks? What kind of strategies are drawn out by each member of the team for overcoming the barriers and taking evokes? Are the strategy and technique of the team determined? And so on.

Question 7: Who, what and when will do? (Forming the action plan). What is required while realization of strategy? Who should do it? When? Is additional correction necessary for carrying out the plan? What essential recourses are required? What communication means are necessary? Is every member of team ready to execute all charged tasks with great awareness?

Question 8: How should experience be collected during the learning process? (Feedback for self-correctness) What method shall we use to encourage team-personal communication and organized learning process? How should we measure team's success and failure? How should we supervise, monitor, register? And so on.

Question 9: What worked, what did not and why? (Evaluation of process) What worked and what did not? Which elements of organizational structure, system, processes worked for supporting the team's powerfulness? Which elements had opposite actions? How was team's internal conflicts discussed? Why were one certain method chosen and not the other? And so on.

Question 10: Best-done work, what shall we do next? (Celebrate the success and renew). Were the team members

awarded appropriately? Is every team member's work evaluated suitably? Did the team form future evoke? After victory is team ready to find different approaches in case of reappearance of existing problems?

After answering the questions, the team members will be able to form the ideology, interests, and relationships that are required to create successful management team.

## Methods

During the research process we used methods of the synthesis and analysis, observation, a comprehensive approach, induction, deduction, organization and management theory, strategic management.

As a rule, team focuses on solution of practical tasks, what must be achieved and shows less interest for "How" must it be reached. When team members acknowledge "why" they are in the same group, they will start thinking "how" to achieve.

## Results

As a result, we get that teamwork is a group of persons acting together as a team in which each person's opinion and interest is subject unity and effectiveness of the team. This does not mean that the individual is no longer important. But this means that active and effective teamwork is going beyond the borders of individual achievements. Teamwork is taken effective when every individual of the team is striving towards the common objective that is why teamwork became an important part of the culture of teamwork.

## Conclusion

Team represents more operative, creative and productive working unit than one working employee. Team creates very harmonic relationships, improves quality of processes and relationships, and stimulates to open the creative potential. Attitude between team members is reinforced intuitively. It is hidden characteristic of their communication. In teamwork environment, people start frank and healthy communication, are beyond standards and reveal their own individuality. As a result of that, respect-based relationship is raised in team. Team – it's a collective of specialists, where values are transformed to particular jobs. Team creates certain advantage, maximally favorable environment for employees, and so on.

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