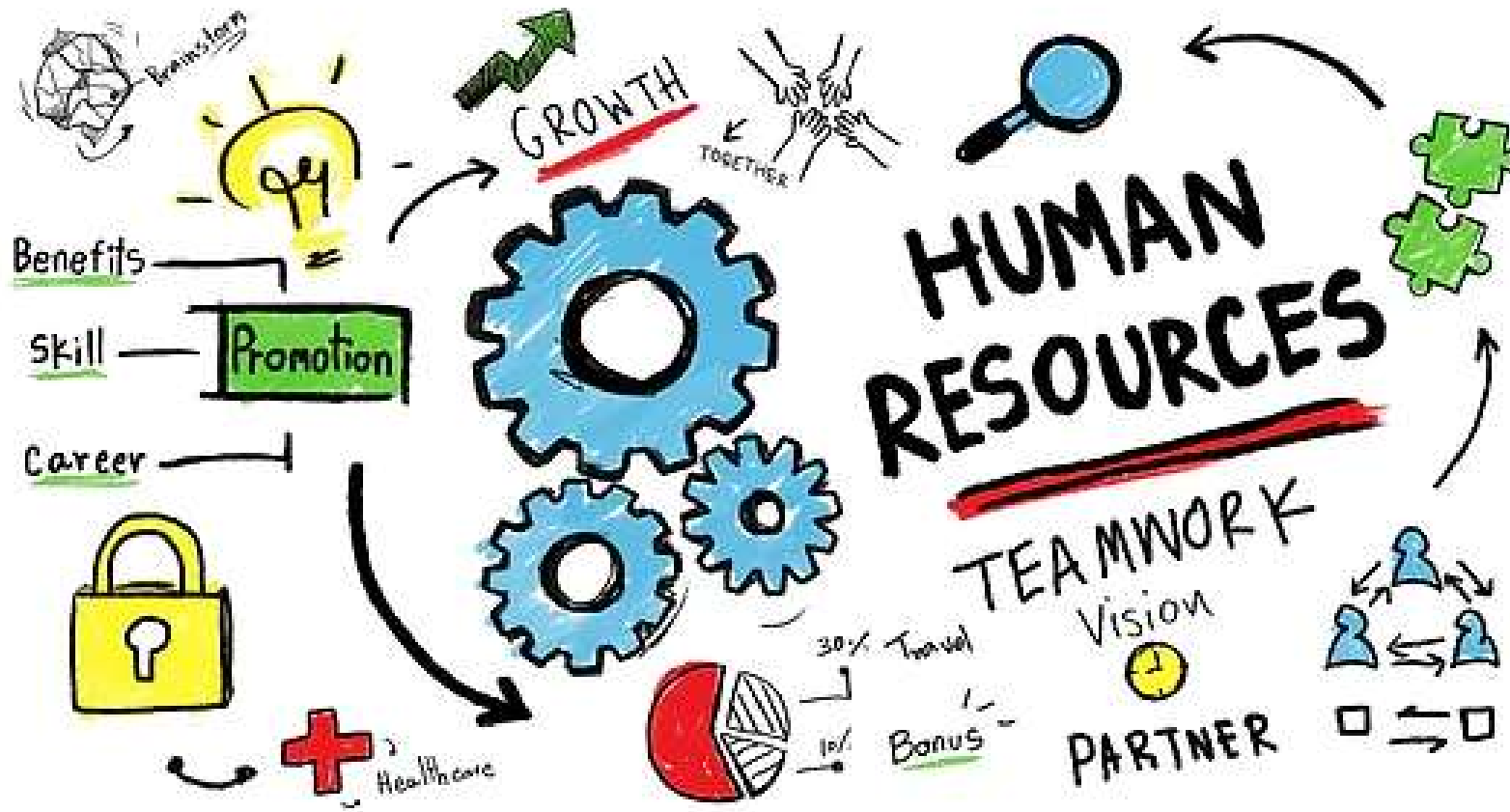




FACULTY OF
MANAGEMENT
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Leadership and Teamwork Management



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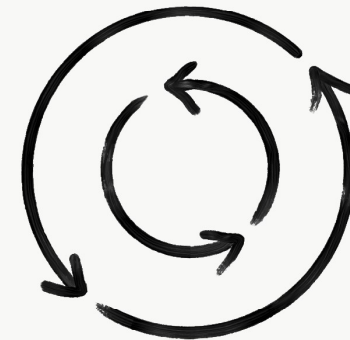
<https://izabelarozanska.com.pl/>



Repeat



REPEAT



People in organization



- One of the most important (the most valuable) intangible organization`s assets
- The most „fallible” (the most problematic) element



People in organization: the most important...



....because all the other kinds of resources become valuable if, and only if, the people in the organization use them effectively.



People in organization: the most problematic...



....because every person is different from the other person
... because measuring people's soft skills is not an easy task.



What do people bring to the organization?



- Knowledge and skills (talent or lack of knowledge)
- Behaviour and attitude (right or wrong)
- Needs and values (individual needs that we have to recognize)
- Intelligence or stupidity
- Personality (it may stick to corporate culture or not)



Individual differences: Fundamental characteristics of people



- Competencies, qualifications, skills
- Mental resources
- Personal circumstances





Competencies, qualifications, skills

- Level of education
- Level of specialistic knowledge
- Earlier experiences - at work, in management, in running one's own company
- Background and culture – the environment in which they were raised





Mental resources

- Motivation (aims, values)
- Interpersonal skills
- Realism
- Activity
- Creativity
- Resistance to stress



Personal circumstances



- Age, gender (sex)
- Race
- Home situation (family)
- Children (how many of them, their age)
- Health
- Ability/disability
- Relationships with other people



Managing people is becoming more and more difficult. Why?



- People are better educated
- Higher labour costs
- Difficult situation in the labor market from the employer's point of view
- "War for talent"
- Different generations in the organization



If we talk about human resources we mean not only current employees but all people connected with a company.

Who are they?

- Potential and former employees (and their families and friends)
- Potential, actual, and former customers (clients) and deliverables
- Potential, actual, and former investors





The main purpose of HRM is to ensure that the organization is able to achieve success through people



to achieve success
=
to meet people's needs
=
to work for people



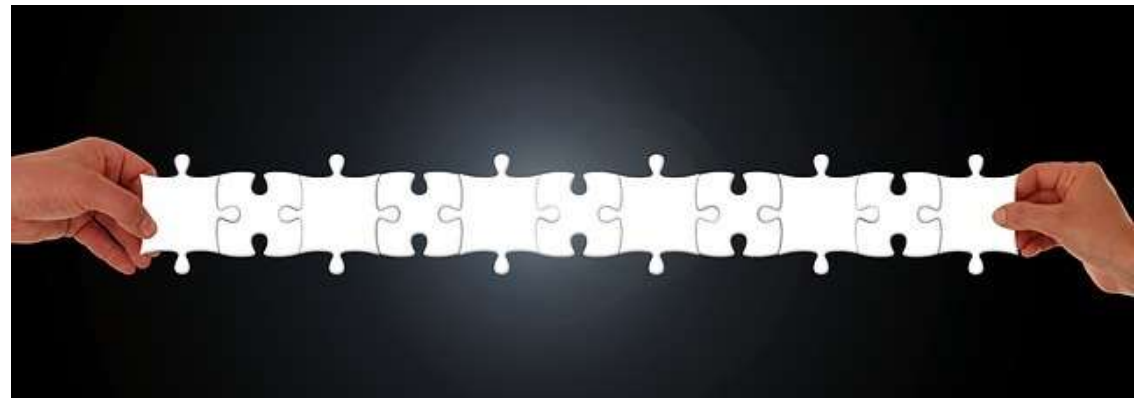
Human resources management is a strategic link of the functions of the organization

Types of organizational functions:	marketing	production	finance	personnel
	Human resources management			



SO...

HRM is one of the organization`s functions, but it`s a special one



Human resource management



M. Armstrong

Human resource management



Human resource management is defined as a strategic and coherent approach to the management of an organization's most valued assets – the people working there who individually and collectively contribute to the achievement of its objectives.



/M. Armstrong/

Human resource



Human resource:

- can be used at the same time in many places and for many purposes
- diverse - every person is different;
- are difficult to measure
- do not depreciate during use, but, on the contrary, its value increases (development)



Human resources management process



The **human resources management process** consists of logically interconnected activities aimed at **providing** the organization with the required number of **employees**, with appropriate **qualifications** at a specific time and place and creating conditions that stimulate effective behavior of the employees in accordance with the superior **goal of the organization**.

Human resource management process consists of...





Human resources management process consists of...





What are the goals of human resource management?



Human resource management objectives



- Providing services that support the objectives of the enterprise
- Acquiring and retaining qualified, committed, and well-motivated employees in the company
- Developing people's capabilities, their potential, abilities, skills
- Shaping harmonious relations between management and employees, developing a sense of mutual trust.



Human resource management objectives



- Creating conditions supportive of teamwork and flexibility
- Helping organizations maintain balance and adapt to various interest groups
- Ensuring that employees are valued and rewarded for their work and achievements
- Taking into account differences in the needs of individuals and groups of employees, working styles, and aspirations
- Ensuring equal opportunities for all
- Applying ethical employee management principles (care for people, fairness, and transparency)
- Maintaining and improving the physical and mental condition of employees

/M. Armstrong/

What is teamwork in an organization?



What is teamwork in an organization?



Teamwork is defined by Scarnati (2001, p. 5) “as a cooperative process that allows ordinary people to achieve extraordinary results”.

Harris & Harris (1996) also explain that a team has a common goal or purpose where team members can develop effective, mutual relationships to achieve team goals.

Teamwork relies upon individuals working together in a cooperative environment to achieve common team goals through sharing knowledge and skills.

The literature consistently highlights that one of the essential elements of a team is its Focus toward a common goal and a clear purpose (Fisher, Hunter, & Macrosson, 1997; Johnson & Johnson, 1995, 1999; Parker, 1990; Harris & Harris, 1996).

Successful teamwork relies upon synergism existing between all team members creating an environment where they are all willing to contribute and participate in order to promote and nurture a positive, effective team environment. Team members must be flexible enough to adapt to cooperative working environments where goals are achieved through collaboration and social interdependence rather than individualised, competitive goals (Luca & Tarricone, 2001).

Source:

Tarricone, P., & Luca, J. (2002). Successful teamwork: A case study.

Advantages of teamwork	Disadvantages of teamwork
<ul style="list-style-type: none"> – Teamwork allows you to achieve better results than the work of individuals (synergy), – Creating conditions for using individual skills in the interest of the team, – Allows each team member to do what is appropriate for him (this increases job satisfaction), – The feeling of dependence on the superior decreases, – Bonds between individual team members strengthen (integration), the group becomes a whole, – Leads to weakening of fluctuations, – Relieves managers from performing relatively simple, routine tasks, – Provides the opportunity to help each other, – Ensures simpler communication – Enables a common pace of work, – Activates the process of mutual control and self-control. 	<ul style="list-style-type: none"> – Working in a team forces you to partially give up your ambitions in favor of the team's norms and values, – A team needs more time to make a decision or solve a given problem than an individual employee – There is a risk of conflict between team members

Programs in the area of HRM



- Talent Management
- Work Life Balance Standard
- Employer Branding
- **Diversity Management**
- Corporate Wellness
- Corporate Social Responsibility (CSR)



What are the types of diversity?



Based on the standard diversity definition, the types of diversity in a social context are theoretically infinite: they encompass every characteristic that appears with variations among a group of people (such as hair or eye color). But usually, when it comes to workplaces, there are seven types of diversity we pay attention to.

Here's a list of the different types of diversity in the workplace:

- Cultural diversity
- Racial diversity
- Religious diversity
- Age diversity
- Sex / Gender diversity
- Sexual orientation
- Disability



What are the benefits of diversity management in the workplace?



- Companies with more diverse workplaces perform better than their less diverse competitors
- Strong inclusion practices can give organizations a competitive edge
- Diversity and inclusion are essential for business recovery and resilience in times of crisis

Organizations that successfully implement diversity management in their workplaces have access to a wider talent pool. This means access to more skilled and innovative workers who have the ability to help an organization grow by :

- Improving organizational performance
- Encouraging innovation
- Enhancing customer service
- Being a source of competitive advantage
- Expanding the talent pool
- Helping to build a better reputation



Streotypes



A stereotype is a **fixed general image or set of characteristics that a lot of people believe represent a particular type of person.**



Stereotype has a negative connotation. But a stereotype is simply a generalization about how a group of people behaves. It may be statistically accurate but not universally valid. We shouldn't make decisions affecting an individual based on a stereotype, even if it is statistically accurate

In social psychology, a stereotype is a **generalized belief about a particular category of people.** It is an expectation that people might have about every person of a particular group.

Green HRM - definition and scope



Green Human Resources Management (GHRM) integrates environmental management and HRM to align employees and their behaviors with a company's environmental strategy by rooting sustainability in the center of the organization's HR processes.



Green HRM - definition and scope

Human resource management practices are developed and implemented to promote specific behaviors among employees, which increase the environmental performance of the entire company.



Green human resource management practices are divided into seven categories

- GHR Planning
- GHR Recruitment & Selection
- GHR Development
- GHR Engagement
- GHR Motivating
- GHR Performance Management
- GHR Resignations



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What is teamwork in an organization?



The TEAMWORK is made up of employees who:

- have a common goal or object of action
- they interact with each other
- they know the criteria of belonging and are able to identify members of their team
- they see themselves as team members

IN TEAMWORK:

- information is available to all its participants
- there is coordination of activities between participants
- specialist skills and abilities of participants are used

in carrying out tasks

- individual participants cooperate with each other and help each other

