Leadership and Teamwork Management

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Scope of the course

This course aims to present theoretical background and importance of teamwork management in modern organizations as well as develop and strengthen practical leadership competences in teamwork. The scope of the course includes, among others:

–   The idea of contemporary HRM.

–   Determinants of HRM.

–   What`s new in HRM? New functions, new methods, new tools.

–   The concept of a group and a work team.

–   Effective communication within the employee team.

–   Challenges in human resource management and the employee team.

–   Leadership and management in teamwork.

–   Leadership styles in teamwork.

–   Relationships in teams and between teams.

The course will be conducted as activity workshops using multimedia content. Special attention will be paid to the shaping practical competencies in managing teamwork and leading teams.

Organizational issues

- Visit www.matejun.pl to get presentations
    - (Dla studentów – „For students"), pass: human
    - Attendance is obligatory
- English as the medium of instruction!
    - not to learn English, but use English as a tool for learning
    - however, let's support our language skills and please report any bugs!
- Form of assessment:
    - Test
    - For a group task done during classes, you can get extra 4 points from each of two lecturers
    - HRM trainings
- Office hours:
    - Izabela Różańska-Bińczyk
        - contact via e-mail: izabela.rozanska@uni.lodz.pl
    - Marek Matejun
        - contact via e-mail: marek.matejun@uni.lodz.pl

Organizational issues

Course schedule:

Monday 3.00 – 5.15 pm (3 ths)	Teacher
2025 March 17	Izabela
2025 March 24	Izabela
2025 March 31	**Izabela**
2025 April 07	Izabela
2025 April 28	Marek
2025 May 05	Marek
2025 May 12	Marek
2025 May 19 (Test)	Marek

- **meetings without breaks!**

- **3h x 8 = 24 ths in total**

- **workshops**

Dr. Izabela Różańska-Bińczyk

I am an Assistant Professor in the Department of Human Resource Management at the Faculty of Management of the University of Lodz

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Generations on the job market

Personal presentations - results

Name	Country
Aguilar Margalejo **Claudia**	Spain
Barrand **Chloe**	France
Bati **Yasin**	Turkey
Bekesh **Ayaulym**	Kazakhstan
Bunuel **Pablo**	Spain
Clemente Maza **Clara**	Spain
Dzhus **Viktoriia**	Ukraine
Kargaeva **Alsu**	Uzbekistan
Benhabib **Wail**	France
Kryvitska **Ines**	Portugal
Leach Solchaga **Maria**	Spain
Pueyo Elfau **Jaime**	Spain
Ribeiro **Nicole**	Portugal
Saumench Iglesias **Alberto**	
Villacampa Tsikhovlyas **Daniel**	Spain
Yuyucuer **Alper** Ozturk **Zeynep**	Turkey

Generations on the job market – Teamwork

Today's class is about developing teamwork skills.

- **Today's class is dedicated to preparing a multimedia presentation for the next class (7 April).**
- **Prepare the presentation according to the next steps described in the exercise you received** (prepare a multimedia presentation by performing the exercises below).
- **All groups and all team members will present a presentation (minimum 15 minutes per group) on April 7th.**

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Generations on the job market – Teamwork

Today's class is about developing teamwork skills.

- **Group 1 gen. BB: Claudia, Chloe, Yasin, Ayaulym**
- **Group 2 gen. X: Pablo, Viktoriia, Alsu, Ines**
- **Group 3 gen Y: Clara, Vail, Nicole, Alper, Daniel**
- **Group 4 gen. Z : Maria, Alberto, Zayneo, Jamie**

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Generations on the job market – Teamwork

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- **Group 3: Clara, Vail, Nicole, Alper, Daniel**
- **Group 4: Maria, Alberto, Zayneo, Jamie**

Exercise 1

Based on the articles provided and your use of the Internet, create generational characteristics in the labor market:

— **Generation names/dates of birth**

— **Short generation characteristics**

— **Important symbols & curiosities**

— **Technology & gadgets**

— **Culture & Entertainment**

— **Society & Values**

— **Expectations towards employers**

Exercise 1

Based on the articles provided and your use of the Internet, create generational characteristics in the labor market:

— **Generation of Baby Boomers (BB)** also is called generation me, Vietnam generation, demographic boom generation, i.e. people born in the years 1946–1964;

— **Generation X**, is called post-boomers, gen X, twenty-somethings, i.e. people born in the years 1965–1979;

— **Generation Y**, is called generation millennium, e-generation, SMS generation, Google generation, i.e. people born in the years 1980–1994;

— **Generation Z (C),** is called generation iGeneration, gen gech, gigitalgatines, Gen Next, i.e. people born after 1995.

Generations on the job market

Baby Boomers Generation

1946-1964
(research carried out for the report covered people prior to the the retirement age, born 1957-1964)

Generation X

1965-1979

Generation Y (Millennials)

1980-1995

Generation Z

1996-2012

Marta Rojewska, Millenialsi, pokolenie Z, Y, X, generacja baby boomers – kto to?, InterviewMe, 24 stycznia 2019

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Exercise 1

For example, the description of the Alpha generation

A = Alpha = α

Next Next Generation

The First True Millennial Generation

Glass Generation

The first generation was entirely born in the 21st century

Screen Generation

Google Kids

Selfie Generation

The Polar Generation

Generation Alpha is considered to be people born between 2010 and 2024 (McCrindle and Ashley, 2021)

📌 Generation Alpha consists of individuals born in the transition between Generation Z and a new era (Tootell et al., 2014).

📌 Unlike previous generations, Gen Alpha was born into a world dominated by:

- Digital technologies

- Social networks

📌 Their development was shaped by major global challenges:

— Climate crisis 🌱 🌍

— COVID-19 pandemic

— Conflict in Ukraine

📌 These factors significantly influenced business and organizational practices (Rai et al., 2021; Varadinov et al., 2022).

Generation Alpha characteristics

Characteristics	Generation Alpha
Years of Birth	2010–2025. Raised in a world of smartphones and instant content.
Technology	Mobile-first: smartphones are the primary screen; speed and convenience matter most.
Content	Short, interactive, and personalized. Visuals are more important than text.
Advertising	Trust influencers, UGC, and native formats; avoid intrusive ads.
Brand Choice	Emotions, values, and sustainability are key; they influence their parents' choices.
Values	Awareness, equality, and sustainability—brands should align with these values.
Communication	Videos, games, and interactive content effectively capture their attention.

Generation Alpha characteristics

📌 The term "Generation Alpha" was introduced by McCrindle (2014).

📌 They are the first generation entirely born in the 21st century (Senjaya et al., 2021; Rose & Thomas, 2024).

📌 Alternative names: App Generation (Gardner & Davis, 2013) Screen Generation (Huss & Eastep, 2024)

📌 Digital natives (Henry & Shannon, 2023) with symbols like iPad & Instagram (McCrindle & Fell, 2020).

📌 Their lives are deeply integrated with technology (Bulut & Maraba, 2021).

📌 Technology is used not only for entertainment but also as a medium for peer communication and educational pursuits (Apaydin & Kaya, 2020; Drugs, 2022).

📌 This cohort is the inaugural generation to engage in online classes and employ webinars along with other educational streaming platforms

. 📌 Prefer a hybrid learning model, aligning with their ability for rapid information retrieval (McCrindle, 2014).

Symbols of Generation Alpha

Generation Alpha is the first fully digital generation, growing up with AI, smartphones, and social media from an early age.

🎛️ Technology and Gadgets

— **Smartphones & tablets** – YouTube and TikTok instead of traditional TV

— **Artificial Intelligence (AI)** – voice assistants (Siri, Alexa) as everyday tools

— **Social media** – TikTok, Instagram Reels, YouTube Shorts

— **Online education** – e-learning apps (Duolingo, Khan Academy)

— **Video games** – Roblox, Minecraft, Fortnite as virtual playgrounds

Symbols of Generation Alpha

🎵 **Culture & Entertainment**

- **Streaming over traditional TV** – Netflix, Disney+, YouTube Kids
- **Viral music** – TikTok trends instead of traditional albums
- **E-sports & gaming** – pro gamers as modern idols
- **Meme culture** – humor shaped by the internet

Symbols of Generation Alpha

🌍 Society & Values

- **Eco-consciousness** – kids are taught to care about the planet from an early age

- **Diversity & inclusivity** – openness to different perspectives and identities

- **Multitasking & fast adaptation** – growing up in a world of constant change and new tech

Generation Alpha- expectations towards employers

— For Generation Alpha representatives in Poland, corporate sustainability solutions are important when choosing an employer.

— Expectations towards individual dimensions are closely related, i.e. if Generation Alpha representatives have expectations in the economic dimension, they are related to expectations in the ecological and social dimension.

— These results are consistent with the results of other authors, that young people in Poland expect employment security and want comfortable working conditions (Winogrodzka, 2023; Deloitte Report, 2023).

— Information and communication technologies (ICT) are important for the Alpha generation, because in the context of conducted research they help support the implementation of the Sustainable Development Goals (SDGs). For the Alpha generation, ICT was explained only by the social dimension of values.

Source: Woitaszczvk. K., Różańska-Bińczyk, I., Mizera-Pęczek, P., Syper-Jędrzejak, M., & Łuczak, P. (2024). Generation Alpha as Corporate Sustainability Promoters? Young Employees' Expectations Regarding Corporate Sustainability and ICT. *Sustainable development*.

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Generations what doest it mean?

When explaining this concept, the sociocultural aspect is indicated, referring to the generational experience and related to the awareness of the generation representatives (Gajda, 2017).

A "generation" is a group of individuals who are connected by a similar time of birth and a "community of experiences" (Giddens, 2012, p. 1084).

Generations what does it mean?

A generation constitutes the entirety of individuals born and living contemporaneously. Each generation inherits a collective consciousness that arises when individuals within a similar age group or cohort undergo comparable social and political events (Pilcher, 1994).

Recent advancements have seen generational cohort studies undergoing various developmental phases, with the psychological and sociological communities presently examining the patterns of similarities and disparities between generations.

Generations on the job market

A generation is therefore defined by a common social, cultural, economic, and political context, so slightly different years may be adopted in different countries (but these are not significant differences) for individual generations.

Generations

Generation classification according to date of birth (Wiktorowicz et al., 2016). The following five generations are most often distinguished:

— **Generation of Traditionalists**, i.e. people born in the years 1922–1945,

— **Generation of Baby Boomers (BB)** also is called generation me, Vietnam generation, demographic boom generation, i.e. people born in the years 1946–1964;

— **Generation X**, is called post-boomers, gen X, twenty-somethings, i.e. people born in the years 1965–1979;

— **Generation Y**, is called generation millennium, e-generation, SMS generation, Google generation, i.e. people born in the years 1980–1994;

— **Generation Z (C),** is called generation iGeneration, gen gech, gigitalgatines, gen next, i.e. people born after 1995.

— **Generation Alpha,** is called the first generation entirely born in the 21st century, the App Generation or the Screen Generation, the Polar generation.

Exercise

Why do we need generation definitions?

Exercise

What values are important to your generation? Please create a list of them and explain why.

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)

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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

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Mental resources

- Motivation (aims, values)

- Interpersonal skills

- Realism

- Activity

- Creativity

- Resistance to stress

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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, from the employer's point of view, situation on the labor market

- "War for talent"

- Different generations in the organization

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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

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

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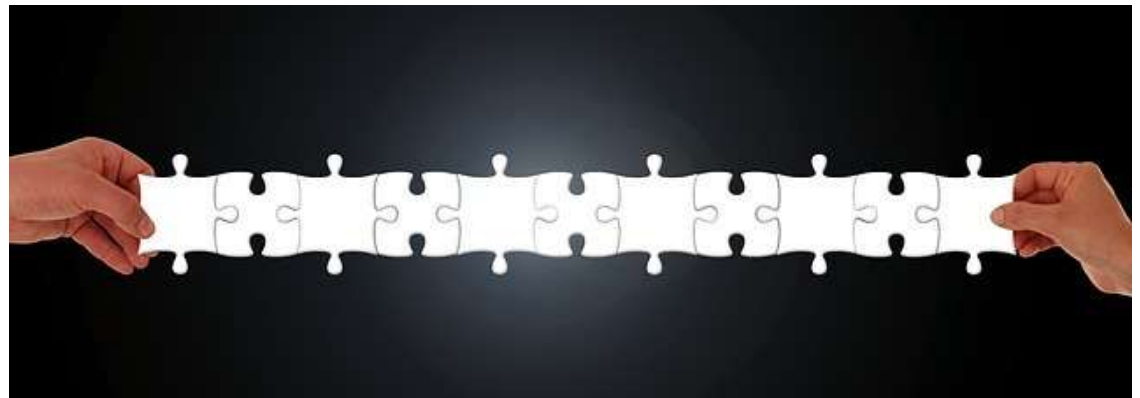to meet people's needs
=
to work for people

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

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 resources

Human resources:

- 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 resources management process consists of...

ENTRY		TRANSITION		EXIT
planning		motivating		derecruitment
sourcing	→	assessment	→	
adaptation		development		

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/

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Exercise

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 replies 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.

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