



FACULTY OF
MANAGEMENT
University of Lodz

Leadership and Teamwork Management



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Faculty of Management,
Human Resources
Management Department



UNIVERSITY
OF LODZ

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!
- $3\text{h} \times 8 = 24\text{ ths}$ in total
- workshops

Personal presentations - results



Name	points
Aguilar Margalejo Claudia	4
Barrand Chloe	4
Bati Yasin	4
Bekesh Ayaulym	4
Bunuel Pablo	4
Clemente Maza Clara	4
Dzhus Viktoriia	4
Kargaeva Alsu	4
Benhabib Wail	4
Kryvitska Ines	4
Leach Solchaga Maria	4
Pueyo Elfau Jaime	4
Ribeiro Nicole	4
Saumench Iglesias Alberto	4
Villacampa Tsikhovlyas Daniel	4
Yuyucuer Alper	4
<u>Ozturk</u> Zeynep	4

Each of you for each attendance and work in the group received one point from me for the class, so in total, you can have 4 points.

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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Agenda



1. Generation in the job market

All groups and team members will present a 15-minute presentation .

- Group 1 (gen. BB): Claudia, Chloe, Yasin, and 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

2. Generations in the Job Market: Key Questions - Teamwork in groups.

3. Teamwork – Exercise and Key Questions: Teamwork in groups.

4. Revision of the material covered in the workshop - what to focus on when preparing for the test.

5. Introducing your country - What interesting things can you say about your country and its people? (optional).

1. Generation in the job market

All groups and team members will present a 15-minute presentation



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**

Generations on the job market



Generations on the job market



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, digital natives, Gen Next, i.e. people born after 1995.

Generations what does 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 in the Job Market: Key Questions.



Find similarities between generations (needs, motivations, expectations):

- **Generation of Baby Boomers (BB)** is also called generation me, Vietnam generation, demographic boom generation, ie, 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, that is, people born in the years 1980–1994;
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Generations in the Job Market: Key Questions.



Find similarities between generations (needs, motivations, expectations):

Everyone needs regardless of age:

- We want to be appreciated
 - We want to develop
- We want to be listened to
- We want to be respected

Generations in the Job Market: Key Questions



Why do we need generation definitions?

Generations in the Job Market: Key Questions



Why do we need generation definitions?

- Definitions are supported by research and observations.
- This is a generalization, a categorization of generational cohorts .
- Definitions are created to make it easier for us to understand and get to know people born in years other than ours.
- Definitions are out of place when we use them to stigmatise generations and assume that everyone is the same in a given generation, when we simplify their limitations of knowing other generations.
- Definitions are good if I know how to use them, generation characteristics allow us to better understand the circumstances in which people from other generations grew up, what events had an impact on their lives
- Generation definitions are useful if we employ them for cognitive purposes and use them with a certain degree of distance.

Generations in the Job Market: Key Questions



- **What values are important to your generation? Please create a list of them and explain why.**
- **What values should a company represent to make you want to work there?**

Generations in the Job Market: Key Questions



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

Sustainability: We prioritize environmental and ethical concerns. *Why?* We are acutely aware of climate change and global challenges.

Work-life balance: We focus on personal and professional balance. *Why?* We are at a mature age, and we have worked very hard, now we want to have time for our personal life, career is not always the most important thing.

Independence: We already have education, and many years of professional experience and we appreciate independence.

Generations in the Job Market: Key Questions



What values should a company represent to make you want to work there?

I want to work in a company that implements the concept of sustainable development and cares about the environment and its employees.

I want to work in an international company that adheres to diversity management.

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;
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Exercise 1 - answer



Baby Boomers:

- **Work Characteristics:** Loyal to employers, value job stability, and prefer hierarchical structures.
- **Strengths:** Strong work ethic, experienced, and dedicated.
- **Challenges:** May resist rapid technological changes, and prefer traditional communication methods.
- **Motivators:** Job security, recognition, and benefits like pensions.

Generation X:

- **Work Characteristics:** Independent, adaptable, and entrepreneurial. Balance between work and life is important.
- **Strengths:** Problem-solving skills, technology adoption, and self-reliance.
- **Challenges:** Skeptical of authority, may feel overlooked between Boomers and Millennials.
- **Motivators:** Professional growth, flexible work arrangements, and work-life balance

Exercise 1 - answer



Generation Y:

- **Work Characteristics:** Collaborative, tech-savvy, and purpose-driven. Thrive in dynamic and innovative workplaces.
- **Strengths:** Quick learners, multitaskers, and adept with digital tools.
- **Challenges:** High expectations for employers, prone to job-hopping, and demand meaningful work.
- **Motivators:** Career development opportunities, workplace culture, and social responsibility.

Generation Z:

- **Work Characteristics:** Digital natives, highly connected, and entrepreneurial. Value diversity and inclusion.
- **Strengths:** Proficient in emerging technologies, innovative, and adaptable to change.
- **Challenges:** Short attention spans, high reliance on technology, and less traditional loyalty to employers.
- **Motivators:** Flexibility, opportunities for creativity, and alignment with personal values.

Teamwork – Exercise and Key Questions – teamwork in groups



Summarise what teamwork means and what its principles are

Teamwork refers to the collaborative effort of a group to achieve a common goal efficiently and effectively by utilizing the skills, knowledge, and contributions of all team members.

Exercise and Key Questions – teamwork in groups



Summarise what teamwork means and what its principles are

Principles of Teamwork:

- **Clear Communication** – Open, honest, and respectful communication ensures understanding and minimizes conflicts.
- **Defined Roles and Responsibilities** – Each member knows their tasks, contributing to the overall goal.
- **Mutual Respect** – Team members value each other's contributions and perspectives.
- **Shared Goals** – A unified objective keeps the team focused and motivated.
- **Trust and Responsibility** – Members rely on each other and take responsibility for their actions.
- **Adaptability** – The team can adjust to changing circumstances and challenges.
- **Conflict Resolution** – Addressing differences constructively strengthens team cohesion.
- **Collaboration and Support** – Team members assist and encourage each other to succeed collectively.

Teamwork – Exercise and Key Questions – teamwork in groups



Prepare a list of the benefits of creating intergenerational and international teams and defend your statement.

- **Diversity of Perspectives**

Combining team members from different generations brings together varied viewpoints, ideas, and problem-solving approaches. Younger members might bring fresh, innovative ideas, while older members contribute wisdom and experience.

- **Enhanced Knowledge Sharing**

Intergenerational teams facilitate the exchange of skills and knowledge. For example, older employees may offer mentoring and share industry insights, while younger employees can introduce new technologies or modern methodologies.

- **Increased Creativity**

The blend of diverse experiences and perspectives fosters innovation. Teams with a variety of generational inputs are more likely to approach challenges creatively and develop well-rounded

Teamwork – Exercise and Key Questions – teamwork in groups



Prepare a list of the benefits of creating intergenerational and international teams and defend your statement.

– Improved Adaptability

Intergenerational teams can better adapt to market changes. While younger members might quickly adopt emerging trends, older members ensure decisions align with long-term organizational goals.

– Boosted Employee Engagement

Employees of all ages feel valued and included when they work in intergenerational teams. This improves morale, reduces turnover, and fosters a more cohesive workplace culture.

– Broader Skill Sets

Such teams often possess a wider array of skills. For instance, younger employees might excel in technical expertise, while older ones shine in interpersonal or strategic capabilities.

– Reduced Stereotyping

By working together, team members from different generations and nations can break down age-related stereotypes, leading to mutual respect and collaboration.

Teamwork – Exercise and Key Questions – teamwork in groups



**Indicate the Advantages and Disadvantages of Teamwork
(pros and cons of teamwork)**



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 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.

Exercise



Advantages of teamwork and disadvantages of teamwork
(pros and cons of teamwork)



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