



FACULTY OF
MANAGEMENT
University of Lodz

Leadership and teamwork management

Erasmus course



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Scope of the course



The aim of this course is 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:

- Team building activities
- The concept of contemporary HRM
- The concept of a group and a team work
- Effective communication within the employee team
- Challenges in human resources management and the employee team
- Team building process
- Leadership in team work
- Management styles in team work
- Decision-making in teams

The course will be conducted in the form of activity workshops. Special attention will be paid to the shaping practical competencies in managing teamwork and leading teams.

Leadership & teamwork management

– warming up questions (please dont use AI to answer 😊)



1. What are advantages of teamwork?

- Handle tasks more quickly, more practically, distribution of work, tasks, discussing diff ideas, more ideas, creativity, improving communication skills, higher productivity, efficient, mutual growth of collaborators, sharing knowledge

2. What are disadvantages of teamwork?

- Different conflicts, hard to lead, to manage, irrational distribution of tasks, responsibility, diff to get the same opinion or decision, mental pressure of the leader, diff styles of working

3. What is leadership? What's one word you associate with great leadership?

- Guiding the team, solving problems effectively; personality trait, inspiring people to do in more eff way, boosting their abilities; controlling, monitoring, motivating and leading
- Guidance; success; trust; inspiring; torch (showing the way😊); empathy

4. Why leadership is important?

- Prevents disadv; helps to navigate to achieve success

Organizational issues



- Visit www.matejun.pl to get presentations
 - (Dla studentów – „For students”), pass: human
- Form of assessment:
 - Test in electronic format (20 single-answer questions) at the last meeting
 - Two options in the test questions: (1) Select the correct answer, (2) Select the wrong answer, eg.:
 - (Q) Select the wrong answer: Component of transformational leadership is:**
 - a) Intellectual stimulation
 - b) Individualized consideration
 - c) Shared leadership
 - d) Inspirational motivation
 - HRM trainings (additional points)
- Office hours:
 - Izabela Różańska-Bińczyk
 - contact via e-mail: izabela.rozanska@uni.lodz.pl
 - Marek Matejun
 - Tuesdays, 6.30 pm – 8.00 pm, MS Teams; link on my website
 - contact via e-mail: marek.matejun@uni.lodz.pl

You get 1 point for each class you attend and for teamwork. These points are added to your final score. If someone did not attend the classes, they do not get the extra points, but they take the final exam. The extra points can help you get a better final grade in the course.

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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Assistant professor at the Department of Human Resources Management

I'd like to introduce myself:

- **Main areas of scientific and research interests:**

- green human resource management,
- sustainable development
- intergenerational management
- diversity management.

- **Recent research projects:**

- Green human resources management and environmental performance of enterprises: Mediation analysis in multi-level approach” (National Science Centre (NCN), 2024-2027).
- Good practices of green human resource management (GHRM) in enterprises: international experiences (research grant from the University of Lodz, project funded under the University of Lodz “Excellence Initiative - Research University” competition. Participation status: project manager, 2021-2026).
- Generation Alpha/(Z)Alpha: Expectations and experiences from professional life (2022-2026).
- The role of transmedia storytelling in the communication of corporate sustainability issues and intergenerational management (grant We are UNIC!”, NAWA project FERS.01.05-IP.08-0219/23, European Union, 2026-2027).

- Researcher, lecturer and consultant in the area of human resources management.
- Deputy Head of the **Centre for Sustainable Development Studies** at the Faculty of Management, University of Lodz.
- Supervisor of the **Student Academic Association „Personalni”** at the Faculty of Management, University of Lodz



Organizational issues

- We get to know each other
- We learn from each other
- We don't judge each other
- We cooperate in groups
- We take part in the discussion.



- For each workshop you take part in, you get 1 extra point.
- If you are absent, you need to make it up during my consultations (online). Please send me an email first to set a time
- 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 errors!



Today:

Team building activities

Questions for discussion



- Did you discover any interesting, unusual similarities?
- Was the exercise difficult or uncomfortable for you? If so, then why?
- Was the exercise easy and enjoyable for you? If so, then why?
- Would it be easier for you to work in a group now?

What happens when we stop putting people in boxes ...





Questions for discussion



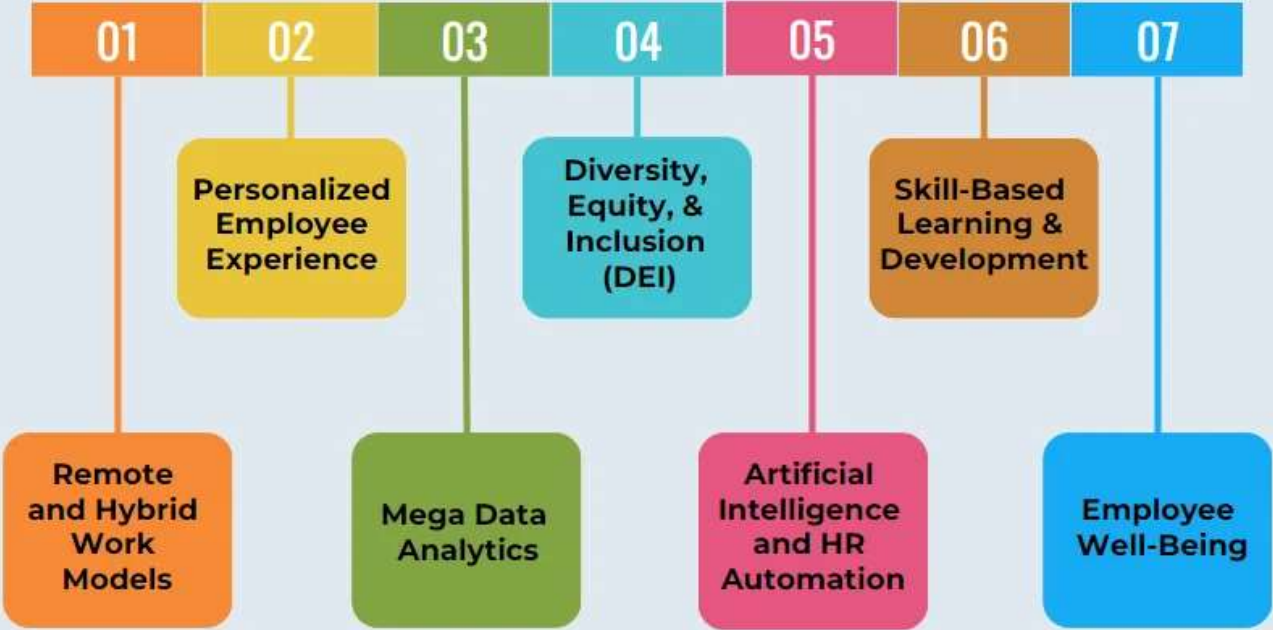
- What did you like about this video?
- What do you think about this video?
- Does this video touch on important issues?
- What kind of human resource management programme do you think we are going to talk about today?

The biggest HR challenges in 2025



Recent HR Trends 2025

Transforming the Future of Workplace Strategies



The biggest HR challenges in recent years



10 of the biggest HR challenges in 2025

1. Integrating AI into work
2. Transforming HR into a strategic business force
3. Prioritizing the evolving employee experience
4. Closing the skills gap to help workforces adapt
5. Avoiding middle-manager burnout
6. Effectively identifying and deploying internal talent
7. Acquiring the right talent in a competitive market
8. Resolving the RTO-hybrid battle
9. Translating employee data for decision-making
10. Deciding how to best simplify the HR tech stack



10 of the biggest HR challenges in 2024

1. Reimagining wellbeing as a work practice, not a perk
2. Managing the remote, hybrid, and in-office work debate
3. Rethinking the employee value proposition
4. Managing many generations at work
5. Strengthening managers and their relationships
6. Refocusing on outcomes: productivity vs. activity
7. Leveraging AI for greater efficiency and productivity
8. Building skills for an AI-enabled world
9. Keeping DEI top of mind
10. Investing in data-driven decision-making



betterworks

Programs in the area of HRM



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



Programs in the area of HRM



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



What is diversity management?



Diversity management is the action taken by an organization to ensure the inclusion of employees from a range of backgrounds. It is there to create a workplace that is diverse and inclusive.

By not only hiring employees from a variety of backgrounds (diversity) but also making them feel welcome (inclusion), an organization can expect to see a stronger culture and improved business results.

Diversity management



This narrow definition of diversity primarily focuses on the recruitment regulations and procedures of organizations. In contrast, using a broader definition, diversity management is a more inclusive approach towards attracting new personnel, proposing a broader understanding of individual differences that also includes factors such as sexual orientation, skills and experience. Of course, the different definitions and related perspectives influence the problems of implementation and the rules and arguments guiding the development of diversity management.

Diversity management



Diversity management is a process intended to create and maintain a positive work environment where the similarities and differences of individuals are valued, so that all can reach their potential and maximize their contributions to an organization's strategic goals and objectives.

Diversity management



Diversity means having a range of people with various racial, ethnic, socioeconomic, and cultural backgrounds and various lifestyles, experiences, and interests. Having a variety of individuals and points of view represented in the department. Diversity is a group of people who are different in the same place.

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

What are the types of diversity management?



There are three types of diversity management:

- **Structural Diversity Management :**

It is when an organization changes its structure to be more inclusive. This could involve changing the way job descriptions are written so that they do not exclude certain groups of people or setting up employee resource networks for underrepresented groups.

- **Process Diversity Management :**

It is when an organization changes its processes to be more inclusive. This might involve changing the way performance reviews are carried out or redesigning recruitment and selection processes to remove unconscious bias.

- **Behavioural Diversity Management :**

It is when an organization changes its culture to be more inclusive. This might involve changing the way leaders communicate with employees or introducing policies and initiatives to support a more diverse workforce.

What are the challenges of diversity management?



- There are many challenges in managing diversity in the workplace. One of the most significant challenges is unconscious bias when people judge others based on their personal beliefs and prejudices. This can lead to people feeling excluded or marginalized at work.
- Another challenge is that diversity programs can be time-consuming and costly. It can be difficult to change long-standing processes and structures, which can take time and money.
- Managing diversity can also be challenging because it requires people to change how they think and behave. This can be a difficult process for many people, and it can take time for them to adjust to the new way of working.
- Finally, one of the biggest challenges to managing diversity is that it can often be met with employee resistance. This is because people can be reluctant to change the way they work or because they may not understand the benefits of implementing diversity management.

How can an organization improve its diversity management?



Improving an organization's diversity and inclusivity can be a slow task. Five ways to manage diversity well include:

- **Setting goals for diversity management and examining progress**
- **Encouraging open communication**
- **Providing training on unconscious bias**
- **Getting managers involved in diversity management**
- **Ensuring zero-tolerance toward discrimination**

Diversity management



Diversity is any dimension that can be used to differentiate groups and people from one another. In a nutshell, it's about empowering people by respecting and appreciating what makes them different.



Stereotypes



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.

A stereotype is a general idea about how a group of people behaves. It might be true for some, but not for everyone. We shouldn't judge or make decisions about a person based on a stereotype, even if it seems partly true.

70 People Reveal Their Country's Most Popular Stereotypes

<https://www.youtube.com/watch?v=4MRZbWuUmkk>



Questions for discussion



General Questions

- Which stereotype surprised you the most? Why?
- Did you notice any similarities between the stereotypes about different countries?
- Which stereotypes about your own country do you find the most unfair or untrue?
- Which facts or interesting pieces of information shared by your classmates did you find the most surprising or new?

Critical Thinking Questions

- What makes people believe in stereotypes?
- Why are some stereotypes difficult to challenge or change?
- Did this exercise change the way you think about any country and its people? If yes — how?
- Did your perception of any country change after the presentations? If yes — how?



Questions About the Work Process

- How did you feel working in an intercultural team?
- What was the most difficult part of analysing the stereotypes and arguing whether they are true or not?

Questions for discussion



STEREOTYPES



<https://youtu.be/wY4rAN5HIAk?si=vbmZq0BpPSDs3bJM>

Questions for discussion



- Did this exercise help you break stereotypes about selected nationalities?
- Does this exercise touch on important issues?



Questions for discussion



- **Do you think these activities can help you break stereotypes about people from other countries? How?**
- What did you learn about teamwork and communication from this exercise?
- If you were responsible for creating a professional recruitment process, how would you use what you learned today?
- How could this experience help you cooperate better in an international team?
- Did this activity change the way you see cultural differences at work?
- What skills do you think are most important when working with people from different backgrounds?
- How can understanding diversity improve the recruitment process or team collaboration?



More about Poland

Poland:

- **Top 10 Places To Visit In Poland - 4K Travel Guide**

<https://youtu.be/FZb2uCgosdc?si=FDqGKlx1e-Rz9-Fw>

- **Why POLAND Is Your Next Epic Europe Trip | Lonely Planet's Best in Travel 2024**

<https://youtu.be/UxVPPVbc2sM?si=pAzcY-b66T6ZULSh>

- **Show Me Poland**

<https://youtu.be/uxQEkmVwtJI?si=7pgxC6vWVOCU8sdK>

- <https://www.youtube.com/watch?v=FJcqzKFf5II>

- 15 Things You Didn't Know About Poland:

- <https://www.youtube.com/watch?v=-88MfJr4-dg&t=65s>

THINGS TO DO IN LODZ:

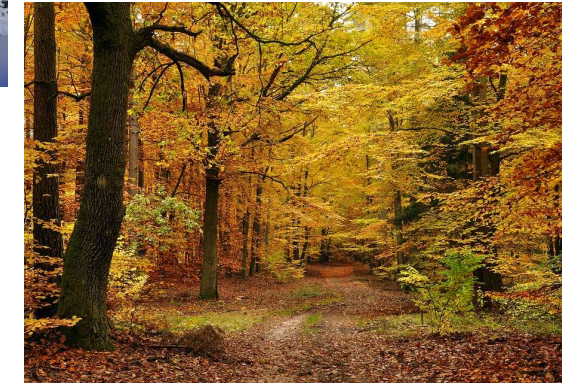
<https://www.youtube.com/watch?v=QEUb9byl1V8>

One day in Lodz:

<https://www.youtube.com/watch?v=WOtH94npskA&t=75s>

- **Lodz, Poland: travel video**

https://youtu.be/yfGnxvHt00?si=BjPN_VQKHLE5NWj8



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Hebl, M. R., & Avery, D. R. (2013). Diversity in organizations. *Handbook of psychology: Industrial and organizational psychology*, 12, 677-697.

Inclusive or isolated? New DEI considerations when working from anywhere. Remote work holds plenty of promise for DEI—but be mindful of emerging considerations, Deloitte report, 25 May 2023, [New considerations for DEI at work | Deloitte Insights](#)

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