

IMPROVEMENT OF THE QUALITY OF ORGANIZATIONAL FUNCTIONING WITH EFFICIENT TEAMS FOR SOLVING THE COMPLEX PROBLEMS

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ABSTRACT

In choosing members of the special teams, for solving the complex problems, management usually makes mistake by making teams on the base of formal positions of the people in the firms and on the base of personal compatibility because group cannot have team work without complementary skills of its members. For having an efficient solutions of complex problems in this paper is suggested the formation of permanent effective teams that will provide excellent performance of nine team roles that are identified by M. Belbin. Every team member, regarding his nature, skills, knowledge and interest, takes a certain role in the team and in the area of leadership of the group, creativity, focusing on the results of work, analysis and ruling and/ or maintaining interpersonal relationships. In this meaner, the individual quality of work is being improved, and the quality of work of the organization as a whole.

Key words: complex problem, management teams, team roles, high performing teams

1. INTRODUCTION

Team work, truly (indeed), becomes our necessity. [1] "Never before in the history of the working place concept of the team work has not been as important for successful functioning of organizations as today. Contemporary organizations are much complex, and competition is stronger. The bigger the problem is, it's bigger challenge and necessity of the members for sharing the knowledge and abilities between themselves. [2] We can't rely on few superior operatives to come to leading position. "If we want to subsist, we have to find the way to initiate creativity and to develop full potential of people on all levels." [3] Team works, teams and efficient management provide all that, and in that way they become the key components of success of every organization.

Regardless of how big a man is, *the man is weak to control and conduct with complex, sometimes even magnificent environment, which he created, by himself.* "Individual in the team- becomes gigantic, because that are the works that team left behind." [1] It means, the team is much more than total of great individuals. "Focusing on contribution (solution of complex problem) leads to communication at the same level and within it allows team work. "[5] This way is especially needed at extensive problems and at generating more alternative solutions, which isn't possible without including high performing teams." Teams that accept common goals and approach inevitably consider themselves responsible, as individuals and as team, for efficiency of the team." [6]

However, teams aren't answers for every organizational need and situation- they aren't always efficient. What's unnecessary applied can only be spending time and energy. It is relevant to establish team in situation where it meets the following criteria: (a) when one is caught in the grips with big (complex and unstructured) problems, where no one doesn't know the answer how to solve them, if there's solution at all: (b) when the uncertainty is present regarding the execution of tasks: (c) when surviving rapid changes: (d) when there is a need for people to work closer together on the task. [7]

2. TEAM FOR THE PROBLEM SOLVING AS A SYSTEM FOR PROCESS AND SYSTEM FOR DATA PROCESSING

Individual, no matter on his performance, because of the complex dynamics and ambiguity especially of the badly structured problems, isn't capable to work out the solution by himself who could take into consideration all problems and/or all aspects of problem. It is noticeable that in the corresponding analyzing team for solving problem pays attention to the process factors and/or deciding factors. In that manner, in literature two basic options can be found. [8]

1. *Team problem solving as a system process* assumes that the system characteristic is important and that is composed of parts where each of them exhibits a certain behavior. With interaction of certain behavior system aggregated behavior system is formed which should be analyzed sociologically or psychosocially. Because of that in problem solving in the first place come behavior and interpersonal relationships.

2. *Team for the problem solving as a system for data processing*, assumes that team represents system for data processing which is composed of a certain number of subsystems. There we have consciously abstract factors which are behavior oriented. In the first plan there are materially logical aspects of problem solving which are oriented at team problem solving. Therefore it is necessary to direct the researches toward improving the process for solving problems.

3. COMPOSITION AND SIZE OF TEAMS FOR COMPLEX PROBLEMS SOLVING

Teams, like the opposite of individualism, have potential to connect their skills, experiences and discipline, which are needed in this turbulent time (environment). [7] What are necessary for quality decision making are not the perfect managers but complementary teams. Therefore, high characteristics of independent variables "*lineup*" can be of decisive importance for the quality of complex problem solving. This is associated with holistic thinking, and lineup is the first prerequisite of such thinking and access to complex problem solving.

Many organizations use teams as one of the foundations of their business. That's why is important to identify factors which influence on team's success, and the making of creative teams with high reputation. Numerous studies as the most influential factors underline: (a) existence of minimum people- members of the team with functional and technical knowledge in areas that the team is formed, (b) tasks that are assigned to team, (c) features of the organizational environment, (d) way of leading the team, (e) communication in the team, (f) team's decision making, (g) cohesion in team and, (h) equality of members of the team (homogeneity and heterogeneity).

Kind of innovation in understanding the role, importance and logic of the manager's teams functioning, *M. Belbin* gave in his studies, *who insists on* that in addition to measuring the results should also be measured by input, or human resources that form part of a team. In that sense members of the team are subjected to a series of specially created psychometric tests, which talks about the personality and mental ability of each member, and offer the possibility of forming special teams with typical "*input scheme*". [4] Through the analysis of events among the members in various working groups, he was the first who pointed out the role of team. According to him, every member of the team operates on two levels, and two types of roles. The first level applies to professional specialists (functional) performed role of individuals and include his professional competence which are needed to continually build through lifelong learning. The second level applies to *team role* which represents the combinations of professional competence of the individual, personality traits and experiences, all of which interact with the position that a member takes. These are some recurring, permanent features of team members. In this regard *M. Belbin* identified eight, and then he added the ninth team role. (Table 1). [4] Every team member, according to his characteristics, abilities, knowledge and interests, takes certain role in the team in the area of the managing the group, creativity, focus on performance, analysis and decision-making and maintaining interpersonal relationships.

Table 1. Useful people to have teams (Source: Belbin, M., 1981, pg. 78.)

Type	Typical Features	Positive Qualities	Allowable Weaknesses
CW <i>Company Worker</i>	Conservative, dutiful, predictable	Organizing ability, practical common sense, hard-working, self-discipline.	Lack of flexibility, unresponsiveness to unproven ideas
CH <i>Chairman</i>	Calm, self-confident controlled.	A capacity for treating and welcoming all potential contributors on their merits and without prejudice. A strong sense of objectives.	No more than ordinary in terms of intellect or creative ability.
SH <i>Shaper</i>	Highly strung, outgoing, dynamic.	Drive and a readiness to challenge inertia, ineffectiveness, complacency or self-deception.	Proneness to provocation, irritation and impatience.
PL <i>Plant</i>	Individualistic, serious-minded, unorthodox.	Genius, imagination, intellect, knowledge.	Up in the clouds, inclined to disregard practical details or protocol.
RI <i>Resource Investigator</i>	Extroverted, enthusiastic, curious, communicative.	A capacity for contacting people and exploring anything new. An ability to respond to challenge.	Liable to lose interest once the initial fascination has passed.
ME <i>Monitor-Evaluator</i>	Sober, unemotional, prudent.	Judgment, discretion, hard-headedness.	Lacks inspiration or the ability to motivate others.
TW <i>Team Worker</i>	Socially orientated, rather mild, sensitive.	An ability to respond to people and to situations, and to promote team spirit.	Indecisiveness at moments of crisis.
CF <i>Completer-Finisher</i>	Painstaking, orderly, conscientious, anxious.	A capacity for follow-through. Perfectionism.	A tendency to worry about small things. A reluctance to "let go".
SP <i>Specialist</i>	Focused and dedicated, they know more about their subject than anyone else	It provides knowledge and skills that require the maintenance of professional standards and the expansion and defense of his own field	Provides limited contributions, huckster, typically have no interest to interest other people.

4. RESEARCH OF THE POTENTIAL FOR CREATING HIGH PERFORMANCE TEAMS TO SOLVE COMPLEX PROBLEMS: A CASE STUDY OF COAL MINES IN THE FEDERATION OF BOSNIA AND HERZEGOVINA

Each group that increases the impact represents a potential team. Potential team becomes real team when it gets specific tasks. The potential of the team is reflected in the fact that teams of people work together more efficiently, thus can achieve better results together than individuals working independently, be more flexible than larger groups, to take more risks and explore areas that individuals (usually) circumvent, create a broader range of ideas than individuals, help one another in concurrence skills and confidence, not only to demonstrate commitment to the task than any other to motivate each other. [7] Teams are formed because they allow the achievement of these resources and because they represent a successful way of using and developing the talents of employees in the organization. My wider research, on which this paper is based, was aimed at determining the potential for the creation of management and management teams in the coal mines in the Federation of Bosnia and Herzegovina. The survey comprised five out of seven mining companies - public corporation with approximately 13 thousand employees. Examination of the existing management structure (supervisory board) and management structure (management), and one of the managers with middle- and lower-level management, using the methodology of *M. Belbin* Inventory (Self-recognition) of personality, starting hypothesis was confirmed that in these companies there is the potential for creating High performance teams to solve complex problems.

However, when putting together the teams (the appointment of members) it's not taken into account complementary to their desirable properties, which diminishes the quality of work and success in general. This claim is significantly enhanced by including in the sample and part of the available highly professional technical and economic experts who do not perform managerial activities in these

companies (over ten years experience in the profession). Summary findings for all seven companies studied (sample of 150 respondents) is given in Table 2 and Figure 1.

Table 2. The potential for creating high performance teams in underground coal mines in the Federation of Bosnia and Herzegovina

Role	CW	CH	SH	PL	RI	ME	TW	CF	SP
% participation	11	8	12	9	11	9	11	15	14
In relation to the Belbin norm's	average	average	average	high	high	average	average	very high	high

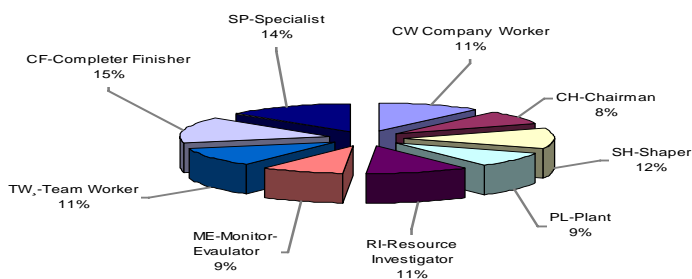


Figure 1. The potential for creating high performance teams in underground coal mines in the Federation of Bosnia and Herzegovina

5. CONCLUSION

Given the weight and quality required to solve complex problems, it is clear that in their solution must engage people more organized into teams of high efficiency. So the problem is included from different aspects allowing the definition and development of a comprehensive strategy for its settlement. One of the key assumptions of superior team performance is an effective structure of roles and relationships focused on achieving common goals. In addition, for efficient operation of the team a number of different types of people should be included, who would be competing with each other and they balance each other. The creation of these teams on the basis of formal position in the companies and people on the basis of personal compatibility is the mistake, as is generally known that the group cannot operate without a team of complementary skills of its members. Such errors are particularly pronounced in the practice of companies in Bosnia and Herzegovina during the setting of members of administrative and supervisory board by the owner, although there is solid potential for creating compatible and highly productive teams that our research showed.

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