

Teamwork and Teambuilding

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Na základě studia dostupných informačních zdrojů zpracujte teoretická východiska týkající se práce v týmu a budování týmové spolupráce s důrazem na vymezení pojmů teamwork a teambuilding, rozdělení týmových rolí a budování týmového ducha.

Praktická část:

Analyzujte současný stav práce v týmu a budování týmové spolupráce ve společnosti Komerční banka, a.s.

Navrhňte doporučení vedoucí ke zdokonalení práce v týmu a budování týmové spolupráce ve společnosti Komerční banka, a.s.

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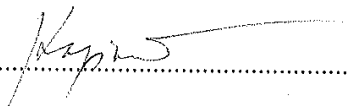
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ABSTRAKT

Tato bakalářská práce je zaměřena na práci v týmu a budování týmového ducha. Práce je rozdělena na část teoretickou a praktickou. V teoretické části jsou vysvětleny pojmy tým, práce v týmu, týmové role, teambuilding a další. Praktická část je z velké části tvořena vyhodnocováním dotazníků, které byly vyplněny zaměstnanci Telefonního centra Komerční banky, a.s. V praktické části jsou také zmíněna některá doporučení, která jsou sestavena na základě výsledků analýzy získaných dat.

Klíčová slova: tým, práce v týmu, týmové role, budování týmového ducha

ABSTRACT

This bachelor thesis is focused on teamwork and teambuilding. Thesis is divided into theoretical part and practical part. In the theoretical part there are described terms like team, teamwork, team roles, teambuilding and many more. The practical part is largely formed by the evaluation of the questionnaires which were completed by the employees of Komerční banka, a.s. Call center. In the practical part there are also mentioned some recommendations. They are arranged on the basis of results of the analyzed data.

Keywords: team, teamwork, team roles, teambuilding

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INTRODUCTION

The aim of this bachelor thesis will be the explanation of terms such as team, teamwork and teambuilding and analyzing the current state in Komerční banka, a.s.

This bank operates for a long time on the market and it is one of the biggest and best known banks in the Czech Republic.

This bachelor thesis will be divided into two main parts, theoretical and practical part. The author of the thesis will be concerned with the topic of working in team, types of teams, team roles, etc. in the theoretical part. The second chapter of the theoretical part will talk about teambuilding. There will be mentioned what the term teambuilding means, what it works for and what forms of teambuilding are used. This chapter will also include an issue identification assessment, which is used by managers to find out if there is teambuilding needed in a team.

The practical part will start with introduction of Komerční banka, a.s. Author of the thesis will mention basic facts about the bank, its history or offered services. There will be also defined the analysis of the information collected using the questionnaire. At the end of the thesis there will be given some recommendations according to results of the analysis.

I. THEORY

1 TEAM AND TEAMWORK

This chapter consists of explanation of the basic terms which are closely connected with teams and teamwork.

1.1 What is a team

Teamwork and teambuilding are closely connected with teams. At the beginning we need to know what the term team means. It can be perceived as an abbreviation of words Together, Everybody, Achieves and More. But here is a difference between a group and a team. In a team people cooperate to accomplish a time limited goal and they are depended on each other. On the other hand in a group people can work separately. There is a big difference when it comes to a number of members. There are usually five to nine members in a team while in a group there is no limit. Another indicators which define a team are equality, rules, specified team roles, good and effective communication, a trust and many more. (Horváthová, Kolajová)

1.1 Importance of teams

In today's world people could not work without a team in a wide range of jobs. A lot of work could not be done just by one person because of its demands which need more people's effort, they can inspire each other and share their skills, they can put their heads together and come up with more solutions, they are successful as a collective. But it does not mean that an individual cannot benefit from being a member of a team. One can improve a huge number of skills such as better communication, new findings and knowledge, cooperation with other people and participation in a bigger unit and working in an effective way. (Mears, Horváthová)

1.2 Functions of a team

Functions of the team can be divided into two elemental groups – formal team and informal team.

1.2.1 Formal team

Formal team is created for example by a boss of an organization. It has several functions such as solving complicated task, forming new ideas and creative solutions, cooperation among company's departments, finding alternatives, learning and developing members in a

professional way. Formal team can be long-lasting as well as temporary just for a purpose to solve a problem.

1.2.2 Informal team

Informal team serves as an implement for accomplishing goal which are not connected with a job but for example with free time activities. They develop naturally without directions from management. Its functions are: strengthening friendship and necessity of appreciation, restriction of uncertainty, help with interpersonal problems. If there is a formal team in a workplace it does not mean there cannot arise an informal team. (Kolajová)

1.3 Types of teams

Teams are used for different purposes and can be classified according to their intention. There are many types of teams we can define, I would like to focus on the most common ones.

1.3.1 Permanent teams

Permanent teams work on a permanent basis. They are usually not created for solving a particular task and dissolved after achieving a goal. They are long-lasting. But even it is permanent, such team's work can change and members are replaced if needed.

1.3.2 Temporary teams

Temporary teams function as long as a project is not finished. Such teams are formed usually for shorter time and team members can work in some other tasks. It can also happen that a temporary team can be formed in order to help the permanent team especially when there is excess of work in a company.

1.3.3 Virtual teams

Virtual teams consist of people who are not located in a same place or are separated. They can be in different cities or even countries. They use technology, especially computers, to communicate among team members.

1.3.4 Task force

Task force is a team which is created for a special purpose. Existence of such team is usually temporary. Task force consists of very well skilled people, usually experts, whose work is to solve a specific a clearly-defined problem.

1.3.5 Cross – functional teams

Cross-functional teams consist of people from different areas but they should be on the same (hierarchical) level. Their task is to put their heads together and come up with different views and aspects to achieve a goal. They develop their ideas and exchange information

1.3.6 Self – managed teams

Self-managed teams operate without any leader or supervisor. As there is no position of authority, members have to respect each other and every member has his own responsibility for his performance. (Bay, Greer)

1.4 Creation of a team

While making a team we build grounds of its further development and course. We need to consider who is suitable for being a leader, size of a team, composition of a team and a goal which needs to be accomplished.

1.4.1 Team size

There are various opinions of a number of members. It is said that optimal number is seven. Members in such team must represent sufficient diversity of their knowledge, experiences and skills. The size must enable to transfer information and arguments among people. Every member has a right to express himself and say his opinion. If a team is too big there is a danger that sub-teams could appear. But sometimes, especially when a task is too complicated, sub-teams can be created and have their own duties. (Horváthová)

We can easily find out if a team has an optimal size using seven questions:

1. Can the team meet regularly without any bigger demands on coordination?
2. Does anyone know roles and distribution of duties?
3. Has every member of the team a chance to express himself?
4. Do all members participate actively so it means that “chronic chatterboxes“ have no chance and the others do not remain in a passive consumer attitude?

5. Do real team meetings exist or just debates between two or three people?
6. Does the team produce new impulses?
7. Has the team its necessary dynamics or members just sit through the whole time?
(Krüger)

1.4.2 Team members

Composition of a team is an important condition for its successful functioning. We need to take into account several factors while choosing team members:

- Professional qualification depends on assigned task which has to be solved by a team. Before we start building a team we should collect all requirements which are connected with the task. After that we can compare abilities of team members who have required skills and then we can find out everything what is needed for the development of the team.
- Personal characteristics are important factor while choosing team members. Suitable attributes are: responsibility, creativity, self-reliance, flexibility, reliability, loyalty, good communication skills, empathy etc. Unsuitable attributes are: conflict behavior, pessimism, complaining, hostility etc. People with those characteristics are appropriate for teamwork. (Horváthová)

1.5 Team stages

For building a strong team it is important to know how to work with other team members and how to explore their strengths and weaknesses in order to maximize the effectiveness of the team. Because the team goes through developing all the time it is necessary to go through four team stages.

1.5.1 Forming

Forming is the starting stage when a team is formed for a first time, individuals first meet and come together and set up the rules. Some anxiety connected with high expectations can appear so there is needed a lot of patience and understanding. In forming stage the team should focus on establishing a purpose, goals and roles. The team leader deals with team direction, trust and strengthening his authority.

1.5.2 Storming

Storming is the most difficult stage. Team members tend to realize that the task is difficult and they can start to panic. Conflict, power and control are the most common issues confronting the team and its leader. The team leader should focus on trust and review the ground rules and there is also time for discussions.

1.5.3 Norming

Norming is the point when team members start to cooperate, help one another, become dependent and get over conflicts. The main issues of norming are understanding each other, respect and sharing responsibility. In this stage everybody knows what to do and why. The team leader should delegate more responsibility on other team members. This is also a good time for feedback.

1.5.4 Performing

Performing is the most important and highly effective stage because the team already performs as a team and not as individuals. Team members are satisfied with the team's progress and they support one another. They can also handle their interpersonal conflicts. The main issue of performing is moving ahead to achieve the goal. (Mears, Schneider)

1.6 Team roles

There are many theories how we can define team roles. One of the most popular is Belbin's theory.

1.6.1 People oriented roles

- Coordinator

This person can also be called a chairman. This role is connected with democratic and gentle style of direction. He can lead the other people to fulfill their collective goal. Coordinator is a self-confident person who trusts the team. He is able to recognize which abilities are beneficial for a good-working team. He is kind and friendly, sensitive and trustful and he can improvise very well. He prefers success of the whole team before himself but he is easily suggestible by the other team members. Development of the team and self-realization of his subordinates motivate him.

- Team worker

It is a friendly person who is interested in other's opinions. He likes helping the others. Team worker is perceptive and he perceives positive sides of people. He prevents conflicts, he is a good listener and he can empathize with the others. He is happy when the others are happy too. He can make nice atmosphere and weld the other members together, he is easy-going and sensitive. On the other hand team worker is a feeble person who cannot take a stand and decide in key situations. Good interpersonal relationships and atmosphere in the team motivate him.

- Resource investigator

This one is very dynamic, communicative, lively and energetic team member. He is able to discover new contacts, opportunities and sources. Everything new is a challenge for him and it makes him behave actively. He makes contribution to negotiate relationships between the team and the rest of the world, he is able to establish crucial contacts. Resource investigators are creative, open-minded, flexible and quick-witted. Sometimes he can be too impulsive and optimistic, his enthusiasm for a given thing is usually not long-lasting. Changes and achieving new goals motivate him.

1.6.2 Action oriented roles

- Shaper

This team role is connected with authoritative and directive style of team direction. He creates rules and explains the others what should be done. He is very energetic, patient, purposeful, competitive and stubborn, he reacts very emotionally to every form of incompetence. He pressures people to work and is very concerned about deadlines. Other members consider him impulsive, quick-tempered and sometimes he inclines to insult the others. Performance, good results and competitiveness motivate him.

- Implementer

This is a very practical, disciplined and task-oriented person. He likes rules and regulations and he struggles to observe them. He does not like breaking the rules and chaos. Implementer is very reliable, conscientious, responsible and has good organizational abilities. He can put ideas into action. But he can be very inflexible and strict. He is respectful to other's rules but he likes especially creating his own rules. Set of rules, clearly defined goals and regulations motivate him.

- Completer finisher

He has a talent to feel what could go wrong. He is a perfectionist concentrated on details. He is a typical introvert. He is not very trustful, does not like delegating tasks and consider the other member to be unreliable. Completer ensures there have been no errors or omissions and he pays attention to the smallest details. He is very concerned with deadlines and pushes the team to make sure the job is completed on time. Sometimes he can be neurotic and anxious. Perfect result of the work motivates him.

1.6.3 Thought oriented roles

- Specialist

This is someone who has specialized technical skills. The only thing he is interested in is field of his activity. He is ready to sacrifice his free time, career and even health for his development. He never leaves a work unfinished. He is very purposeful and devoted to his job. He is usually interested in one area what leads to isolation and discourages him from staying on top of things. Developments of his technical skills and knowledge and gaining new experiences motivate him.

- Plant

This team member is very creative and he always comes with new ideas. Plant is a bearer of changes. While working he prefers his own methods which can be unusual. He uses his imagination. Plant is not very communicative, he is silent and usually work apart from the team. Because his ideas are often so original, they can be impractical. He may tend to ignore given parameters and deadlines. New solutions and ideas and creative access motivate him.

- Monitor-evaluator

He is the best at analyzing and evaluating ideas that other people come up with. He can be critical and objective. He always carefully weighs pros and cons of all options before coming to a decision. He is rarely mistaken. Monitor-evaluator is cautious and conscientious but also can be pessimistic and neurotic. He gives impression of being boring and too critical person. Success, prevention of mistakes and a clear outcome motivate him.

(Belbin, Horváthová)

1.7 Team leadership

On the one hand leading team is considered to be the most important factor which influences quality of team work, on the other hand team leading has a tendency to be overestimated what lead to unrealistic expectations and requirements for leading a team. The term leading can be shortly defined as conditions which allow workers fulfill their tasks effectively and individually. A team always needs to be leaded but it depends on the situation how much it needs to be directed.

1.7.1 Team leader

The leader is responsible for being sure that everything gets according to the plan and has to make the team work together to finish the project successful. Good leaders know how to motivate and inspire the team in all situations. A good leader never leaves his team without offering his support and guidance because he understands how much and what kind of support each team member needs in order to fulfill his duty in a task. A leader understands and respects all strengths and weaknesses of the people who work for him as well as his own. Those strengths should be used effectively in every part of a project and it means that leader has to choose right people.

A team could never work efficiently unless everyone knows his role because there are many people working together who need to be organized.. A leader gives team members specific responsibilities according to their experience and job description. Team leader's responsibilities are building an effective and strong team and of course a successful outcome of a task or project.

The leader's job is not to do all the work himself, but his role is rather observational. He should supervise projects and he is empowered to make any needed changes while achieving work goals. Effective leaders must develop in team members a taste for work. (Krüger, Plamínek)

1.7.2 Duties of a team leader

Duties of a team leader focus mainly on reaching work goals through other people – we can say that he uses people to achieve results. As it was already mentioned, s team leader supervises the rest of the team and is responsible for the work of team members. Team leader's job descriptions typically include training, supervising, informing, helping and evaluating a group of people to complete tasks or projects.

Like all types of managers and supervisors, team leaders must motivate and inspire their group to work in the best interest of the company. Team leaders take an unconditional responsibility for the team's performance and it does not matter if it's good or bad. A leader's best interest is to make sure that every team member is contributive and works to his fullest potential.

Team leaders must always bolster group relationships by building respect and trust between the members. When team members work together successfully and receive help and support a working group becomes strong and productive.

Team leaders typically assemble team meetings. At the beginning a team leader gives clear instructions and he should also ask members if they have any ideas and suggestions. A good leader usually combines ideas from members with his own visions.

1.7.3 Team motivation

Team motivation belongs to basic features which a team leader has to deal with. Motivational factors are always various and they differ in approach to every team member. We can say that team motivation is very individual. Individual approach is a necessary factor for successful motivation. Even a good leadership and a commitment of a leader can motivate the team. A good team leader has to know how and when motivate individual team members and how influence the whole team as one unit. It is not just high salary that can motivate. There are several factors which are important for team members:

- In what way are they led and if the leadership is high-quality.
- If their work is attractive and brings satisfaction.
- If there are good working conditions which support their effective work.
- How suitable is a reward and on the other hand how much are they penalized in case of bad performance.
- If they have enough time for their personal lives.
- If there is a possibility of career growth. (Horváthová, Plamínek)

1.7.4 Coaching

Nowadays coaching means a specialized activity of a coach which includes an interaction with a team. Its aim is establishing of goals, finding possibilities for reaching goals and overcoming obstacles and planning movements of goals reaching. Coaching helps teams to

develop and make better performance. It is an individual form of workers' progress. The coach teaches new skills and knowledge and workers participate actively.

There are three basic principles of coaching:

- Setting the goals - a leader does not set the goals directive. He should determine particular goals together with a worker and such goals lead to achieving the final goal. The worker is more motivated when he is involved in setting his goals and at the same time he is able to evaluate if the goals are achievable. In coaching is important to set the goals gradually so that every further goal is just a little more complicated than the previous one. This leads to successful overcoming all possible obstacles. A very difficult task assigned at one fling can become discouraging. In that case it is necessary to divide such task into several partial steps.
- Asking questions - instead of giving orders, a leader should ask questions which lead to worker's participation in particular problem and makes him think about the problem, not just carry out the order without hesitation. The worker can find the solution himself and that makes him understand the point of his work and how and why the work has to be done in a specific way. Quality of his work is higher and in case of changes of conditions he can flexibly react to new conditions.
- Feedback - it is necessary to be concrete, not to assess a worker but his work. Leaders often evaluate a work in general not concrete. They do not explain what was done right and wrong, they just give general information about overall quality of performance. It is better to give concrete information about priorities and imperfections of the work which was done. (Bělohávek, Crkalová, Riethof)

1.7.5 Synergy

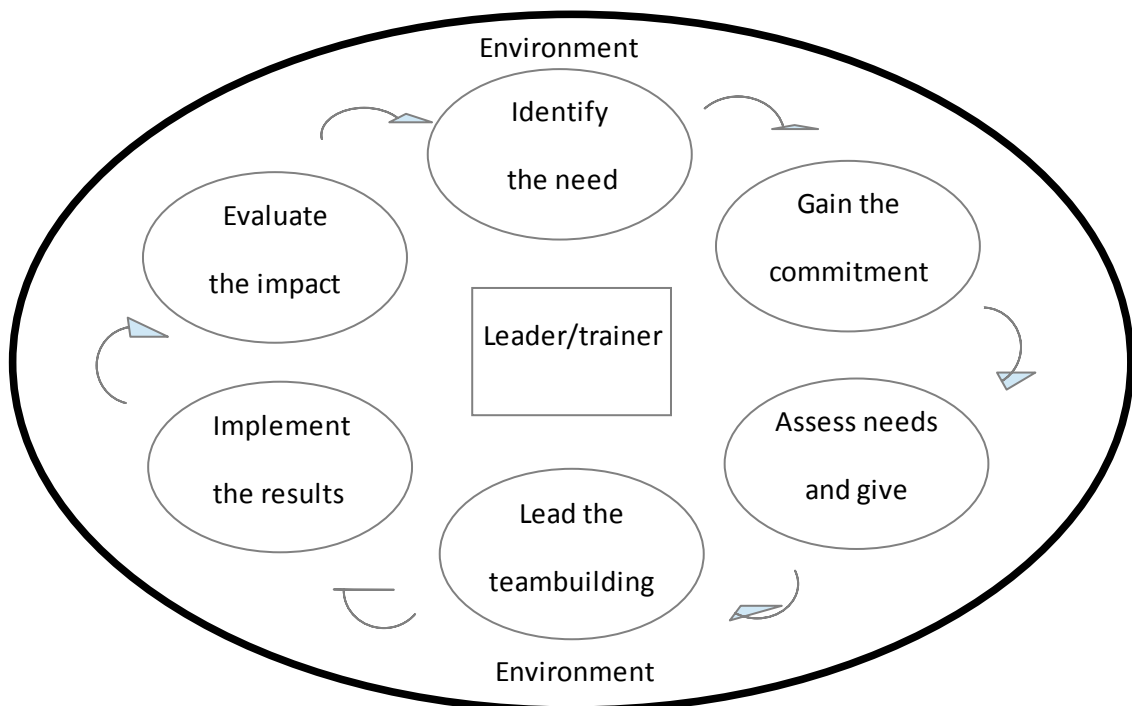
Team synergy is an important effect of teams. Synergy is interaction among a team which causes a bigger effectiveness. It means that the team is more productive working together than working individually. Such thing can be demonstrated by synergistic equation $1+1=3$. When synergy is achieved a team can experience higher performance and the level of teamwork grows because it works as a team energizer. Synergy is a state which a team can reach by a high motivation, strong relationships and trust among team members. Team synergy usually appears (and is essential) in self-managed teams because the members are equal and accountable to each other not to a leader. Major elements of team synergy:

- Listening and clarifying mean that team members pay attention and perceive directions given by talking person. They have to concentrate on understanding of what was said. When there is more than one conversation running it leads firstly to interruption and secondly to loss of important information and ideas and to misunderstanding. A good way how to get over difficulty of listening is using visual aids (e.g. blackboards, presentations) to improve understanding of what was said.
- Supporting involves creating a positive climate that encourages people to speak up freely and offer their ideas. Team members must feel that they are all important for a team.
- Differing and confronting skills include the ability to present unpleasant or opposing ideas openly without threatening anybody. It means avoiding personalities and focusing only on the given problem.
- Quality is a vital personal commitment. Team members must be ready to do quality work, take their responsibilities and pay attention to details. Every team member has to have a personal commitment to excellence.
- Acceptance of any ideas which any of the team members come up with is needed.
- Feedback is an essential condition for achieving goals. There two basic types of feedback. The first one is expressed by achieving results and team effectiveness itself. The second one is observation. A team member observes the rest of the team and after that he informs the others at the meeting. (Mears, Wong, Mohauptová)

2 TEAMBUILDING

Teambuilding as a term firstly appeared in 1960s and it became a foundation stone of management. Originally teambuilding was proposed as interpersonal relationships improvement and social interaction between individuals. The main emphasis was put on trust, harmony, making relationships and team cohesion. After that, when teambuilding became more popular, attention was paid on realization of outcomes, achieving goals and fulfilling tasks. Nowadays we use teambuilding in both aspects, how teams perform in their work and how team members get on with one another.

Teambuilding is a tool for securing productive, effective and harmonic cooperation among individuals and achieving goals. Teambuilding also is valuable for individual team members. It helps the team to maximize their collective contribution to organization and connect their personal goals with organization's goals. Teambuilding can be one event or sequence of events in a longer period of time. (Payne, Horváthová)



Picture 1: The six-step teambuilding process (Payne)

2.1 Necessity of teambuilding

There are several indicators which point to a necessity of teambuilding. Two most common indicators are wrong task execution and bad interpersonal relationships. Teams usually

need teambuilding because their communication is poor, they do not meet deadlines, their attitude to work is lax and many more similar problems.

Teambuilding helps the team solve problems faster. Postponing the teambuilding can endanger team's productivity. Team leaders must start to solve team's problems on time and, what is important, they must be interested in solving those problems.

There is a short assessment that can significantly help managers/team leaders while deciding if teambuilding is needed or not. It can be completed by team members as well as by a manager.

2.1.1 Issue identification assessment

Please indicate the extent to which the following problems are impacting team effectiveness.

	Not at all		Some impact		High impact
1. Low output and productivity	1	2	3	4	5
2. Complains within the team	1	2	3	4	5
3. Confusion about roles	1	2	3	4	5
4. Unclear assignments	1	2	3	4	5
5. Lack of clear goals	1	2	3	4	5
6. Low commitment to goals	1	2	3	4	5
7. Lack of innovation	1	2	3	4	5
8. Lack of initiative	1	2	3	4	5
9. Problems working with the team leader	1	2	3	4	5
10. People do not listen to each other	1	2	3	4	5
11. People do not speak up and contribute ideas	1	2	3	4	5
12. Lack of trust	1	2	3	4	5
13. Decisions are made that people do not understand	1	2	3	4	5

14. Decisions are made that people do not support	1	2	3	4	5
15. People feel that good work is not recognized	1	2	3	4	5
16. People feel that teamwork is not valued	1	2	3	4	5
17. Different working approaches and styles inhibit collaboration	1	2	3	4	5
18. People are not encouraged to work together	1	2	3	4	5
19. There is favoritism with respect to assignments, how people are treated, etc.	1	2	3	4	5
20. People do not keep commitments	1	2	3	4	5
21. Only a few people are involved in decisions	1	2	3	4	5
22. Issues between team members remain unresolved	1	2	3	4	5
23. Meetings are ineffective	1	2	3	4	5
24. There is a lack of information sharing among all team members	1	2	3	4	5
25. The team does not have good working relationships with other teams	1	2	3	4	5
	Total:				

Table 1: Issue identification assessment (Payne)

Individual scoring: Add up the scores for the twenty-five items. 100+ teambuilding should be a top priority for your work unit. If you scored your team between 99-75, you should seriously consider a team-building session. If you scored your team between 74-50, there is some evidence that team building is warranted. This is particularly true if your score on seven to ten items is very high. If your score is between 49-25, there is little evidence your unit needs teambuilding.

Group scoring: If you administered this checklist to an entire group, calculate the group average and use the same scoring parameters as described above. In addition, identify those questions that have a broad distribution of responses from low to high. For example, three individuals responded 1, two individuals responded 3, and four individuals responded 5 in answering to a particular question. This indicates a need to address the issue, either through teambuilding or some alternative.

2.2 Types of teambuilding activities

If there is an obvious need of teambuilding, a team leader (manager) has several possibilities how to do teambuilding.

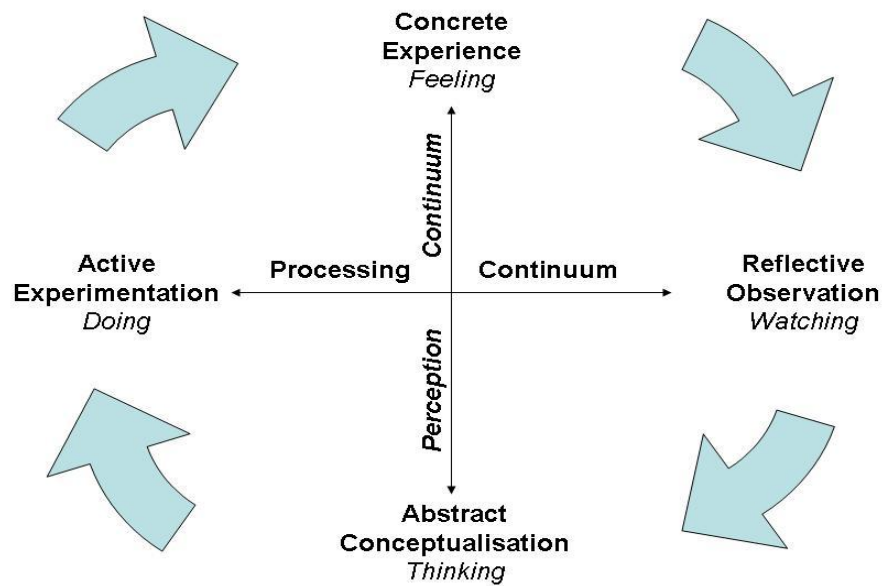
2.2.1 Experience method

It is a method how to learn from action and experience, how to gain maximum from the experiences and get the knowledge which is needed. Experience method is a group learning. The individuals can share their views (on the activity which they just finished) among themselves and so they can learn together.

Experience method is built on several basic principles. One of them is the principle of the most effective learning. The best way how to learn is to go through some actions and experience it personally. The next principle is a feedback. When people do something together they can speak about it. It is hard to speak about long-ago situations or about situations which experienced just some of the participants. It is not necessary to learn everything, it is enough to know what can help in particular situation.

The ground of the majority of experience methods is learning cycle (Kolb's cycle) which consists of several points:

- CE - concrete experience
- RO - reflective observation - what actually happened and how it was perceived by particular team members
- AC - abstract conceptualization - context understanding
- AE – active experimentation – how to use the known principles in the best way



Picture 2: Kolb's cycle (nmlink.com)

2.2.2 Outdoor training

Outdoor training includes activities which are carried out outside the organization. This type of teambuilding brings fun, action, unusual experience; it is done in an attractive environment and is diverted from a work place. Outdoor trainings are more complicated for organizing because of climatic conditions-they take place outside, often in nature.

There are a lot of outdoor activities we can distinguish.

- Icebreakers-short programs (5 to 20 minutes), often put at the beginning, they should help with breaking barriers and evoke nice atmosphere.
- Dynamics-often continue after icebreakers. Dynamics are complex tasks with clear, in advance given solution, they usually last 15 to 60 minutes, they are divided into 3 or 5 tasks, after every task there is a short analysis, difficulty gradually rises.
- Terrain strategic team games-usually after dynamics, they have various form, character, difficulty and length, they are nearly always connected with movement, small teams compete with each other, their attitude, communication abilities and planning abilities are compared.
- Rope obstacles-they serve to trust development, to get over the fear of danger and unknown, to strengthen self-confidence.

- Outdoor sports-rafting, abseiling or orienteering. Their aim is to recognize psychical and physical abilities and their strengthening.
- Constructional group tasks-they include building various ships, bridges etc., the length is individual, usually 3 hours, the aim is to test the ability to set the goal, make decisions in the team, work organization, team leading, delegating tasks, working in time pressure, etc.
- Communication programs-usually solving logical problems in a team, the aim is to test the ability to work with information, ability to control the team work, forming personal opinion and its defending, the length is between 20 minutes to 1 hours.
- Programs for trust support-it is for example a fall back to prepared hands of the others, night trips in complicated terrain (some of the participants have their eyes covered so they are dependent on the others), the aim is to reveal the resistance to the stress and to intensify the trust within the team.
- Creative programs-activities inspired by art, it could be for example making videos, the aim is to test the team work, they bring fun and relaxing.
- Social programs-they are made for fun, strengthening informal relationships and relaxing.(Horváthová, Clegg)

2.2.3 Indoor training

Indoor training includes activities which are carried out on a work place, for example in conference room or they can take place beyond the work place (but under the roof), for example in a hotel. This type of teambuilding is less physically exacting, it is usually not so active and attractive because it does not enable to do such activities which can be done in outdoors. Indoor training is used together with educating and training. (Payne, Horváthová)

II. ANALYSIS

3 THE ANALYSIS OF TEAMWORK AND TEAMBUILDING IN KOMERČNÍ BANKA, A.S.

As a part – time worker in Komerční banka Call centre I decided to analyze employees' opinion and satisfaction with their work focusing on teamwork and teambuilding. I used a short questionnaire for the analysis.

In KB Call center employees (telesales specialists) call customers of Komerční banka. They call individually but they are divided into groups (teams) and each group has its boss (leader) who is responsible for the whole team.

3.1 Basic facts about Komerční banka, a.s.

KB is one of the main and biggest banks in the Czech Republic. It is the parent company of KB Group and a member of the Société Générale Group which is one of the largest European financial services groups. KB provides a wide range of services in retail, corporate and investment banking. It ranks among the leading banking institutions in the Czech Republic as well as in Central and Eastern Europe.

In 1990, KB was established as a state institution. In 1992, it was transformed into a joint-stock company. In 2001, the government sold its 60% holding to Société Générale and after privatization KB began to develop its activities for individual customers and entrepreneurs and built its strong position in the enterprises and municipalities market. In 2011, KB offered its services to 1.6 million clients via 397 branches and 693 ATMs in the Czech Republic. (kb.cz)

3.2 Questionnaire

The questionnaire was divided into 8 questions and 60 people were asked to complete it. The research took place in Komerční banka, a.s. Call center in March 2013. The questionnaires were distributed in printed form to every single employee and 100% of them were returned. The aim of the research was to find out a quality of team work and teambuilding in KB Call center and the employees' opinions.

3.2.1 Question 1

Do you feel like a part of a team?

As it was already written, the teams in KB Call centre are not as clearly specified as I described in my thesis. This could be a reason why some employees do not feel like a part of a team.

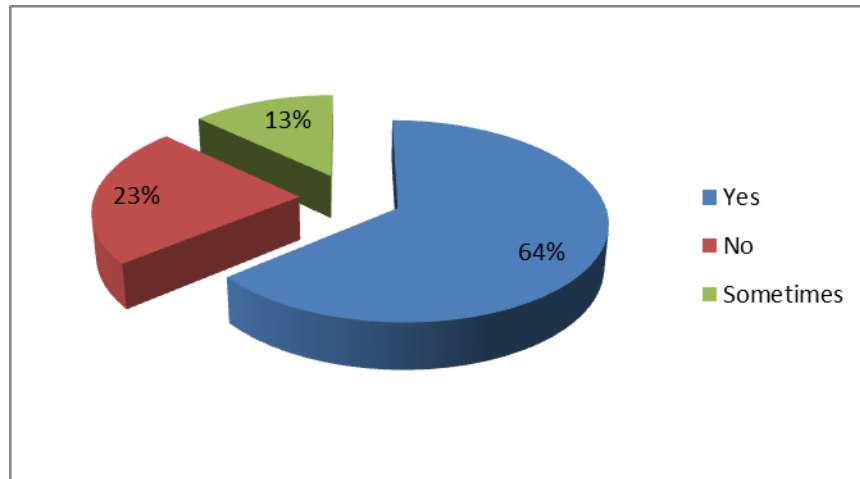


Figure 1: Do you feel like a part of a team?(self-constructed)

3.2.2 Question 2

Does your leader always help you with your problems?

Teams in KB Call centre sometimes consist of about 30 members. This is the main reason why leaders sometimes do not have an opportunity to solve every problem because they simply do not have so much time for it. They have also an opportunity to contact their leader via e – mail anytime they need and in my experience he or she usually tries to be forthcoming.

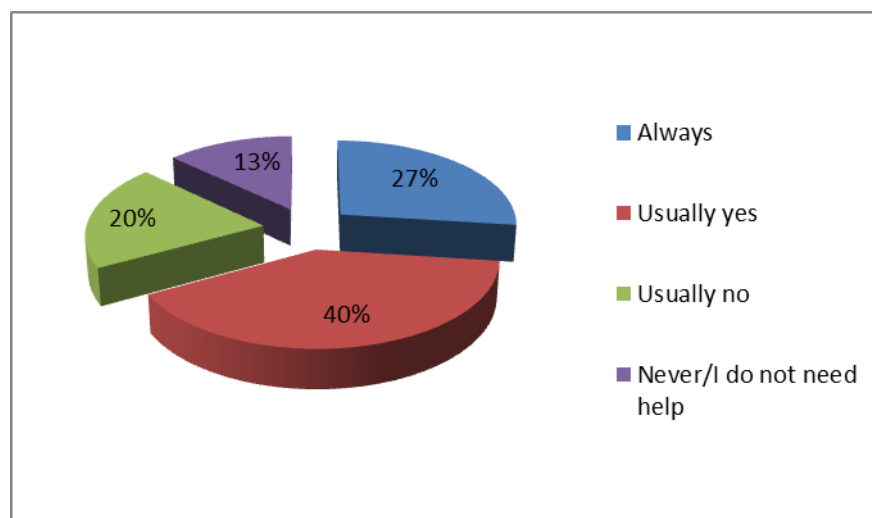


Figure 2: Does your leader always help you with your problems? (self-constructed)

3.2.3 Question 3

Are you allowed to take part in making important decisions?

Team members are usually told what to do and they are obliged to follow it. There is also enough space for them to comment on it or ask questions. Employees are allowed to speak their minds and express their ideas when it comes to improving their performance.

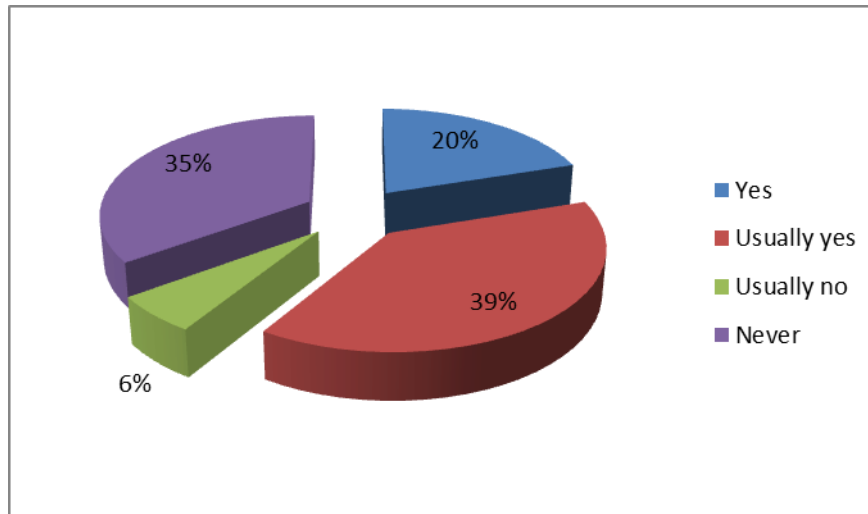


Figure 3: Are you allowed to take part in making important decisions? (self-constructed)

3.2.4 Question 4

What is the biggest motivation for you?

Employees work together in big halls so it is important for them to have good relationships and also to be considerate of one another in order not to disturb. They appreciate good work conditions and their salary is also quite important for them.

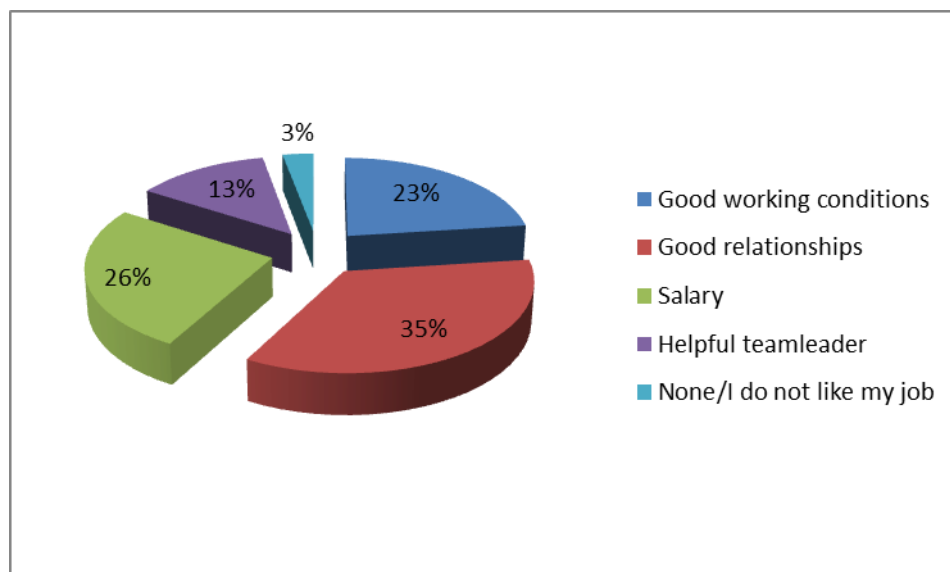


Figure 4: What is the biggest motivation for you? (self-constructed)

3.2.5 Question 5

Are there any problems which make your work difficult?

The biggest part of the employees does not see any problems or difficulties in their work and that is good news for every employer. But a lot of them are not satisfied with their salary which can lead to lax performance. Second good news is team members' satisfaction with their leaders.

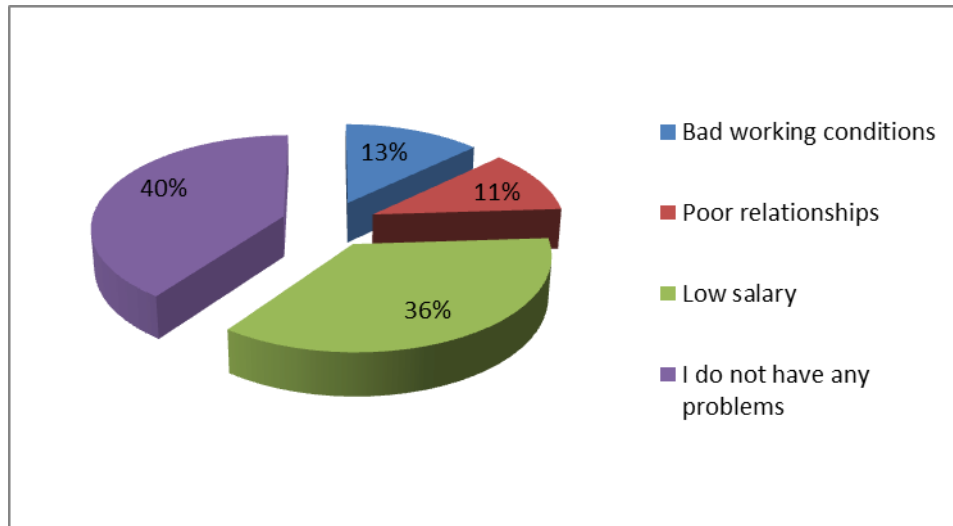


Figure 5: Are there any problems which make your work difficult? (self-constructed)

3.2.6 Question 6

Have you ever had a possibility to take part in teambuilding activities?

It is visible that Call center is not very interested in teambuilding. The major part of employees has never had an opportunity to experience the teambuilding in their company. I also asked people which have experience with teambuilding to name some activities they experienced. Those were bowling and Christmas party.

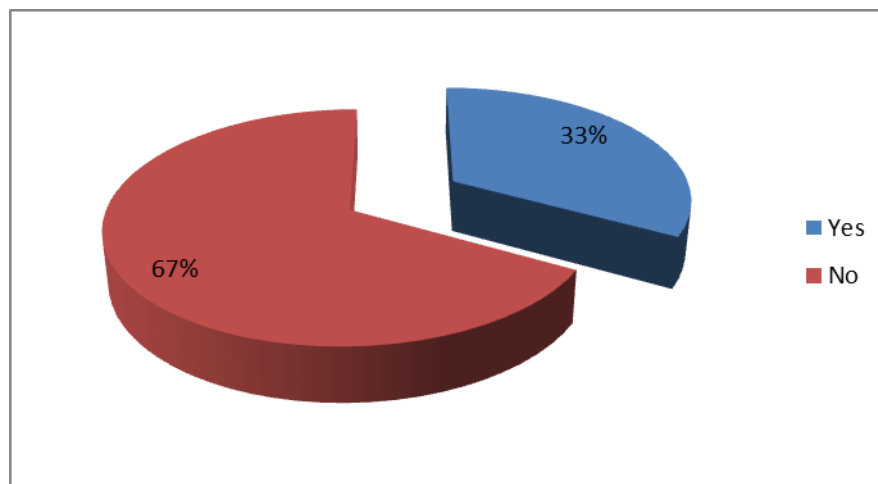


Figure 6: Have you ever had a possibility to take part in teambuilding activities?

3.2.7 Question 7

Do you think that teambuilding can improve your team's performance?

According to this question it is visible, that team members are interested in teambuilding and they see it as a helpful tool. Only a little percentage of them is not interested in such activities.

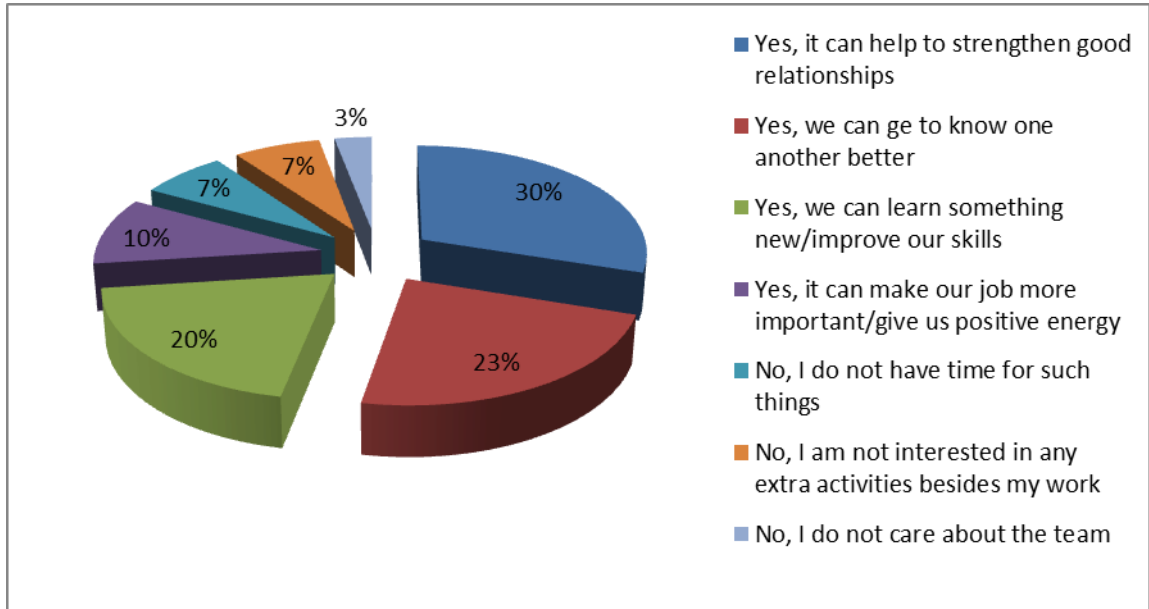


Figure 7: Do you think that teambuilding can improve your team's performance? (self-constructed)

3.2.8 Question 8

Which teambuilding activities would be the most suitable for your team?

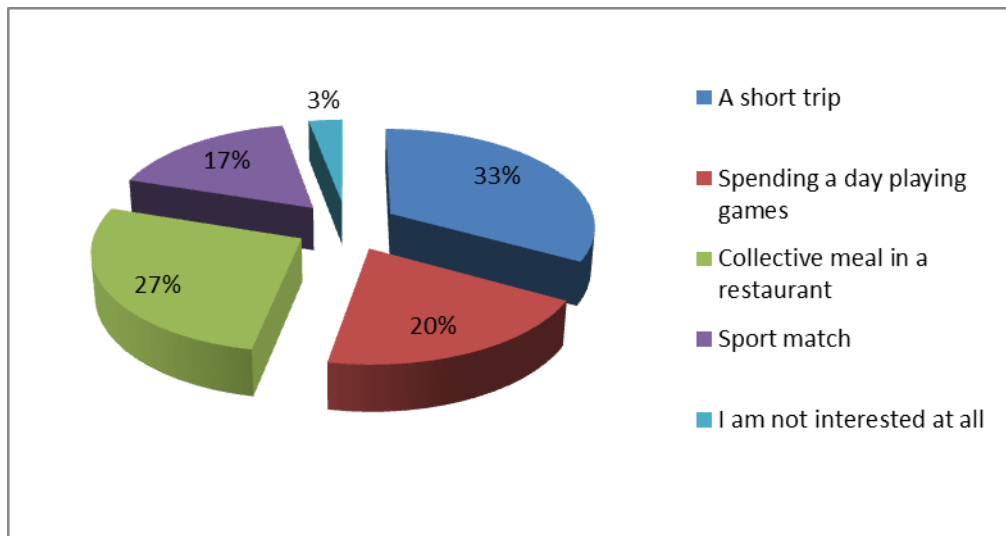


Figure 8: Which teambuilding activities would be the most suitable for your team? (self-constructed)

4 SUGGESTIONS AND RECOMMENDATIONS

In this chapter, the author of the thesis will give some recommendations according to results of the questionnaire survey.

In the chapter 3.2 were stated some problems that have to be solved. First one is the employees' feeling to be a part of a team. According to the results the biggest part of the employees feels themselves to be team members. But some of them still do not. The author of the thesis would recommend working with employees as with the team. There should probably be more team meetings and team leaders should delegate the tasks more effectively.

The next problem is that team leaders are usually not able to solve every problem which team members have. As it was already mentioned, there is not enough time to work with every single team member individually because the leaders have their own work which needs to be done every day. According to the results employees are more or less satisfied with their leaders' attitude to their problems. I would recommend trying to connect with their leaders via e – mail and try to solve the problem this way. It could probably save the leaders' time.

The next question was about employees' opportunity to take part in making important decisions. According to the results it is visible that the biggest part of the employees is able to speak their mind and express their ideas. As it was already written, team leaders sometimes assemble a team meeting where team members are asked to recommend some improvements for better performance. But when it comes to really important company decisions, employees are always told what to do and they have to follow the rules. The author of the thesis would recommend trying to speak more about the important things with the employees because they can have a lot of interesting ideas.

The employees' motivation was the next question. It is visible that KB Call center employees are motivated quite a lot whether it comes to good work conditions and relationships or salary. Only a small percentage of them are not motivated or do not like their job which is quite normal in every branch. I would recommend to prepare for such employees some special offers, e.g. if they will improve their performance they will get a coffee for free from their leader.

The next question is quite connected with the previous one because it deals with employees' dissatisfaction. The biggest problems are working conditions and salary. In this case it is difficult to deal with working conditions because people in Call center work in a

big hall which means they disturb each other because everybody in the hall talks with KB clients all the time. This problem cannot be solved because this is the only possibility how to work in a call center. Some employees are not satisfied with the salary. My recommendation would be to work more to earn more money because the financial valuation is not bad.

The second bigger problem was a low standard of teambuilding in KB Call center. According to the results employees have not a significant experience with teambuilding except Christmas parties and occasional bowling. The results showed that the employees are interested in trying teambuilding and they think it would help to improve their performance and bring some fresh air to their work. I would recommend to arrange some extra activities for them such as sport matches, trips or a meal in a restaurant. They would appreciate it.

CONCLUSION

This bachelor thesis was focused on the topic of teambuilding and teamwork. The practical research was taken in Komerční banka, a.s. The target of the research was to analyze if the bank works with teams and builds the teams successfully.

This bachelor thesis is divided into theoretical part and practical part. The theoretical part is focused on explaining terms such as team, teamwork, team roles, teambuilding, etc. The practical part includes analysis of the problem by using the questionnaire.

In the practical part there is stated an introduction of Komerční banka, a.s. There are named basic facts about the bank, like its history or offered services. Next chapter in the theoretical part deals with the analysis of teamwork and teambuilding in the bank. The main part of the analysis was the questionnaire survey.

There were stated two problems in front of which the bank stands. The first one was the level of teamwork in KB Call center. It was found that employees are quite satisfied with their work and their team leaders but there are also some things they would like to improve or change. The second one was the absence of teambuilding. The results said that employees would appreciate to try to improve their performance by teambuilding activities.

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APPENDICES

P I Questionnaire 1

APPENDIX P I: QUESTIONNAIRE 1

Dotazník k bakalářské práci

Dobrý den,

jmenuji se Petra Kapinusová a studuji bakalářský program Filologie, obor Anglický jazyk pro manažerskou praxi na Univerzitě Tomáše Bati ve Zlíně. Jako součást své bakalářské práce jsem vypracovala tento dotazník pro zaměstnance Telefonního centra Komerční banky. Dotazník slouží jako podklad pro můj výzkum zaměřený na týmovou práci a teambuilding. Ráda bych Vás tedy požádala o vyplnění tohoto dotazníku. Dotazník je anonymní a poslouží pouze ke zpracování dat do mé BP. V každé otázce vyberte pouze jednu odpověď. Děkuji za Váš čas.

1. Cítíte se jako součást týmu?
 - a) Ano
 - b) Ne
2. Pomáhá Vám vždy Váš týmový vedoucí s řešením problémů?
 - a) Vždy
 - b) Obvykle ano
 - c) Obvykle ne
 - d) Nikdy/Nepotřebuji pomoc
3. Máte možnost podílet se na závažných rozhodnutích?
 - a) Vždy
 - b) Obvykle ano
 - c) Obvykle ne
 - d) Nikdy
4. Co Vás v práci nejvíc motivuje?
 - a) Dobré pracovní podmínky
 - b) Dobré vztahy (s kolegy)
 - c) Výplata
 - d) Starostlivý týmový vedoucí
 - e) Nic/Nemám rád(a) svoji práci
5. Vnímáte nějaké problémy, které ztěžují Vaši práci?
 - a) Špatné pracovní podmínky
 - b) Špatné vztahy (s kolegy)

- c) Nízká výplata
 - d) Lhostejný týmový vedoucí
 - e) Nemám žádné problémy
6. Měl(a) jste někdy možnost účastnit se teambuildingových aktivit?
- a) Ano
 - b) Ne
7. Myslíte, že teambuilding by mohl zvýšit výkonnost Vašeho týmu?
- a) Ano, může posílit dobré vztahy
 - b) Ano, můžeme se vzájemně lépe poznat
 - c) Ano, můžeme se něco nového naučit/zlepšit naše schopnosti
 - d) Ano, práce by pak mohla být zajímavější/načerpáme pozitivní energii
 - e) Ne, na takové věci nemám čas
 - f) Ne, nemám zájem účastnit se žádných mimopracovních aktivit
 - g) Ne, nezajímá mě tým
8. Jaká týmová aktivita by byla pro Váš tým nejvhodnější?
- a) Krátký výlet
 - b) Den strávený hraním her
 - c) Společné jídlo v restauraci
 - d) Sportovní utkání
 - e) Nic z toho mě nezajímá