FORMACIÓN SOCIOCULTURAL II

Unidad II

Mtr. Vladimir A. Galindo Zendejas

Why have teams become so popular?

- 20 years ago Volvo, Toyota, and General Foods introduced the equipment to their production processes, which, it was news because no one else was doing it. Today it's the complete opposite.

- Evidence suggests that teams surpass individuals when tasks to be performed require multiple skills, judgment, and experience.

- As organizations have been restructured to compete more effectively and efficiently, they have made teams the best way to use employee talents

- Management has found that teams are more flexible and respond better to changing events than traditional departments or other forms of grouping.

- Teams have the ability to arm, deploy, refocus, and disperse quickly.

- Teams facilitate employee participation in operational decisions.

Synergy

Del lat. cient. *synergia* 'tarea coordinada', y este del gr. συνεργία *synergía* 'cooperación'.

1. f. Acción de dos o más causas cuyo efecto es superior a la suma de los efectos individuales.

2. f. *Biol.* Concurso activo y concertado de varios órganos para realizar una función.

ADMINISTRATION

- Etymological definition
- Administration:
-ad: direction
-Minister: subordination

ADMINISTRATION definitions

- Chiavenato (1999), refers that the word administration comes from: "Latin ad (direction or tendency) and minister (subordination or obedience), and means fulfillment of one function under the command of another; that is, providing a service."

Definiciones de ADMINISTRACIÓN

- The current task of the administration is to interpret the objectives proposed by the organization and transform them into organizational action through the planning, organization, management and control of all activities carried out in the areas and levels of companies, in order to achieve such objectives in the way that best suits the situation. Therefore, management is the process of planning, organizing, directing, and controlling resource usage to achieve goals.

ADMINISTRATION Functions:

- **Planning**
- **Organization**
- **Staff Integration**
- **Management**
- **Control**

Planning

- It is the process of defining goals and objectives with their respective strategies of action to develop the activities that allow them to be achieved.

- If not planned there is no fixed course for the organization.

- Answers to:

– What to do?

– When to do it?

– Where to do it?

– How to do it?

ORGANIZATION

- It involves designing the most appropriate structure to carry out the plans.

- This function determines:

– the activities to be carried out,

– how they will be grouped,

– who will perform them and

– points out the positions and hierarchies within the organization.

INTEGRATION OF THE HUMAN RESOURCES

- It consists of providing competent staff to the structure of the organization according to their needs, through this five actions: »recruitment,

- »selection

- »induction

- »training

- »development.

MANAGEMENT

- Managers need to effectively direct and coordinate the entity's collaborators to achieve the success of the organization.

- Management includes daily and close contact with people to guide and inspire them towards achieving team and organization goals.

Management includes:

– motivation

– leadership

– the selection of the most effective communication channels

– negotiation and conflict solutions.

CONTROL

- Control is the monitoring of activities to ensure that they are being carried out according to plan and correct errors.

- If the control is inadequate, the faults are not detected.

- Monitor progress and execute the necessary changes.

Control activities include:

–Monitor the development of people and areas by collecting performance data.

–Provide feedback.

–Identify performance issues and correct them.

GROUP MOMENTS

A group will always be made up of phases or moments that it has to go through when starting work. During this period, the individual confidence of each of those who make up the team will grow so that there is a better communication and performance of the same group as long as there is disposition of them and a healthy environment is felt within it so that when having an opinion or saying some suggestion is taken into account with due respect.

GROUP MOMENTS: COMPETE

- Each member of the group must develop their skills in order to excel in this, taking it as a challenge, generating as healthy competition as possible with the other intenre.

- Advantages:

-Be the best in your area.

-Stand out.

- Disadvantages:

-Neglect other areas.

-Rivalries

GROUP MOMENTS: COLLABORATE

The members of the group participate in the activities that they have to develop, so they must stay together, having a good relationship between their members, avoiding differences within it.

Pros:

-Division of activities

-Teamwork

Disadvantages:

-The team can disintegrate

-Disagreements

GROUP MOMENTS: CONTRIBUTING

- The members of the group should be present in the activities that are carried out, in order to generate joint ideas, in an environment of respect and openness to the ideas and ways of thinking of others.

- Pros:

-Organization

-Close group

- Disadvantages:

-Wrong ideas

-Bad decisions

GROUP MOMENTS: PROVIDING

- At this time our best work ideas are provided to be considered in the group. This will be done in a respectable way so that there is no fear on the part of one of the members of the group and the group is united.

- Pros:

-More ideas about a topic

-Understanding a topic

-Information correction

- Disadvantages:

-Mistaken ideas

-Disagreements

-Fear of getting it wrong

TEAMWORK

What is teamwork?

It is an activity that consists in assuming a set of values, fostering a spirit among the people who constitute it, strengthening trust, communication, sincerity, planning and carrying out tasks together and, finally, solving conflicts as an opportunity for mutual enrichment that entails an attitude of lifelong learning.
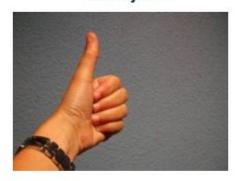
"5C" for teamwork operation:

- Complementarity: Each member dominates a particular plot of the project. All this knowledge is necessary to get the job done.

- Coordination: the group of professionals, with a leader at the head, must act in an organized manner with a view to taking the project forward.

- Communication: teamwork requires open communication between all its members, essential to be able to coordinate the different individual actions.

- Trust: Each person trusts in the good work of the rest of their peers. This trust leads him to agree to put the team's success before one's personal lust, not seeking to stand out among his peers and trusts that they will do the same; knows that this is the only way for the team to achieve its goal.

- Commitment: each member is committed to doing their best, to put all their efforts into getting the job done.

Advantages and Disadvantages of teamwork:

Ventajas	Inconvenientes
✔ Más productividad: El resultado es mejor al haber más variedad de competencias e información. ✔ Se consolida el aprendizaje más rápidamente pues se cuenta con	✔ Puede reducir el esfuerzo individual. ✔ El trabajo es más lento ya que supone ponerse de acuerdo varias personas.

Advantages and Disadvantages of teamwork:

los puntos de vista de distintos expertos.

- ✔ El equipo ofrece una visión más hetereogénea y amplia.
- ✔ Atmósfera más estimulante y creativa.
- ✔ Se desarrollan habilidades como negociar, tomar decisiones conjuntamente, resolver conflictos...
- ✔ Mayor compromiso: los individuos se sienten más implicados con los objetivos cuando ellos han participado en su establecimiento.
- ✔ El equipo actúa como fuente de motivación interpersonal y satisfacción
- ✔ Los miembros que han participado en el proceso aceptan y apoyan las soluciones.
- ✔ Comunicación más eficaz.

- ✔ Efecto presión a la conformidad: se evita decir lo que se piensa por miedo a ser rechazado por el grupo.
- ✔ Aparecen conflictos como consecuencia de las distintas personalidades y la carga de trabajo (unos hacen más que otros).
- ✔ Si la comunicación no es buena pueden surgir rumores, malentendidos...
- ✔ No se cumplirán los objetivos si hay una mala coordinación y no se han establecido normas de funcionamiento.

Conflict

- Situation between people in which incompatible purposes or values coexist. Differences that arise relate to interests, objectives, facts, or opinions.

Conflict origins

- COMMUNICATION: lack of information, interpretation
- STRUCTUREs: ineffective processes, disorder

- RELATIONSHIPS: stereotype, perception, use of power
- INTEREST: Incompatibility, preferences

- VALUES: Beliefs, philosophies, views

Conflict nature

- Dissatisfied needs or desires, nonconformity
- Different perceptions, personality styles
- See only what you want to see, ignorance
- Imposition, domination, demand
- People react to everything that affects them

When to avoid conflict

- The issue is not important, there are more serious things
- We realize that we are not right
- Let the mood calm down to reduce tensions
- Resolve the conflict by more effective means
- Someone can resolve the conflict

Direct solution of the conflict

- Identify the problem or situation given
- Analyze the causes and circumstances that cause it
- Analyze the effects that conflict can have
- Consider the barriers that prevent it from overcoming
- Examine interests and perceptions that generate it
- Analyze interests and perceptions that generate it

Separate the problem from people

- Face the problem, not people
- Putting yourself in the other's shoes
- Do not deduce intentions based on fears
- Comment on mutual perceptions
- Avoid blaming others for the problems themselves

Control your emotions

- Recognize one's own and other emotions
- Allow the other to vent, be tolerant
- Do not react to overflowing emotions
- Listen carefully to what the other side says
- Do not lose control, keep your balance

Characteristics of the working groups

Characteristics:

- Cohesion
- Size
- Ethics, Moral and Group Awareness
- Interpersonal and affective relationships
- Skills and attitudes
- Objectives and goals

Group size

- It literally refers to the number of people who make up the group. They usually range from 5 to 12 members. Being the most useful large groups for collecting diverse information; while small groups are more productive at doing something with that information.

Cohesion

- This is the degree to which group members identify each other and share goals. Cohesion is important because it has been found to be related to the productivity of a group.

- It refers to the degree of attraction that the person experiences towards the other members of the group, is interpreted as a field of motivating forces and is determined by various human factors such as estimation towards other members of the group, professional admiration, learning perspectives, sense of protectionism, etc. This cohesion can manifest itself in a pleasant atmosphere, in operability, in the integration of the group and, in general, in satisfactory human relations.

- THE IMPORTANCE OF COHESION. This feature is important for two fundamental reasons. First, it helps raise member satisfaction. In a team that has it, members communicate and relate effectively to each other. They feel good about being part of the team.

PROVISIONS OR BYLAWS

- Bylaws are written rules governing an organization's internal affairs. Bylaws often define things like the group's official name or denomination, its purpose, membership requirements, the positions and responsibilities of managers, how roles are assigned, how meetings are conducted, and how often they should be held.

- The bylaws also dictate how the group should operate, as well as the roles and responsibilities of its managers. They are essential to help the organization define its purpose and practical details on how to conduct its activities. Bylaws function as legal rules for the organization, and the organization may have to respond to a court for actions that violate them.

ETHICS

- Ethics or moral philosophy is called one of the oldest branches of philosophy, dedicated to the study of human behavior, expressed in concepts such as right and wrong, good and evil, virtue, happiness and duty, as well as in the systems of values that these categories hold.

- Professional ethics: Professional ethics are principles that govern the behavior of a person or group in a business environment. Like values, professional ethics provide rules on how a person should act towards other people and institutions in such an environment.

MORALITY

- Morality is the set of values and rules defined by a particular group or culture, which is common to all its members. That being so, it is morality that defines how people should behave in the social environment.

- These customs guide each individual's judgments on how to act, often unconsciously, according to what was previously accepted as a norm among a given group.

- When we talk about morals, the definitions of what is right or wrong depend on where the individual is located, tradition, culture, education and daily life.

SELF-AWARENESS

- It is the ability to recognize and understand your moods, emotions and impulses, as well as their impact on others. To be effective as a leader, one must "know oneself": this includes the good, the bad and the ugly! Self-aware people might know that social events create feelings of anxiety and that deadlines make them in a bad mood. Self-awareness also extends to understanding our own motivations and goals. Self-aware people know what they want from their jobs and life in general. They are honest with themselves and are able to see when two different goals may conflict with each other. They recognize that the desire to have it all can cause stress in people they care about deeper.

SOCIAL AWARENESS

- It is the ability to understand other people's emotional structure and the ability to treat people according to their emotional reactions. They are able to recognize their own emotional reactions, leaders with emotional intelligence have empathy for the feelings of their followers. They anticipate the feelings of anxiety that followers will experience when they find major changes at work and their actions take into account these emotional reactions.

INTERPERSONAL AND AFFECTIVE RELATIONSHIPS

- There are several important appropriate attitudes among team members to achieve effective work. Team attitudes are the key to strengthening and maintaining group activities. These attitudes towards teamwork include:

- Stimulating others. Be friendly, kind and sensitive to others, praising your ideas and accepting other people's contributions.

- Take care of participation. Make it possible for all members to make contributions to the team or by suggesting limited exposure times so that everyone has the opportunity to be heard.

- Standardize. Suggest standards for the team regarding the selection of content and procedures, or in the evaluation of their decisions, reminding the group that conflicting decisions with team standards should be avoided.

- Follow the ideas. Take the team's decisions, consciously accept the ideas of others, and act as an audience during discussions.

- Express the feelings of the team.

SKILLS AND ATTITUTDES

- Skill is the innate aptitude, talent, skill or ability of a person to carry out and of course successfully, certain activity, work or craft. We'll mention four basic skills:

- Technical Skills. They are knowledge and skills in a specialized field such as engineering, computing, accounting or manufacturing.

- Personal treatment skills. They consist of the ability to work well with other people, both individually and as a group.

- Conceptual skills. They are the ones that the subjects must possess to think and conceive abstract and complicated situations.

- Social skills. It is the ability to form social networks, manage relationships, find common ground and establish blends.

- Attitude is defined as a willingness learned to respond constantly favorably or unfavorably to a given object, person, or situation.

OBJECTIVES

- The objectives are the desired results or purposes. They guide administration decisions and form the criteria against which results are measured. This is why they are often referred to as the basis of planning, you need to know the desired goal or outcome before you can establish plans to achieve it.

GOALS

- These are the purposes to which the group's activities are directed, they must be related to some degree, to the needs of individual interests so that these and the needs of the group are reasonably met, it is represented as follows:

- 1.- Represents individual interests.

- 2.- Represents group interests.

- 3.- Individual interests are satisfied through the group.

They must be well defined and communicated to all members, so that they know where they are going.

The goals have been classified into: short-term, medium-to-medium and long-term goals, these concepts comprise completely variable time periods.