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Badri Gechbaia, Doctor of Economics, Associate Professor
Batumi Shota Rustaveli State University. Georgia

TEAMWORK, SOME OF THE ISSUES IN MODERN MANAGEMENT

Abstract. In the articles „Improvement Mechanisms for Integration Processes Existed Between Groups of an Organization” the focus is made on paramount issues such as revealing improvement mechanisms of integration processes between groups and their inculcation. Here the attention is emphasized on organizational principle oriented to knowledge featuring permanent improvement property of the quality management. The organization oriented to knowledge is also characterized by special culture which appreciate taking risks, openness and growth. It aspires to become an organization without borders and destructs hurdles which are created by hierarchy levels and partitioning into departments.

There is no organization functioning without setbacks, managers often feel the necessity to improve capability of the organization. The organization efficiency may be improved through solution of problems raised between people and concentration to their involvement. The key problem of organization development is a disfunctional conflict going on between groups. This is exactly the purpose of efforts directed to strategic changes.

The purpose for development of relations between groups to change dependances, stereotypes and perceptions being in groups about each other. Relations existing between groups may be improved through some approaches 1. Especially popular method for solution of a problem is emphasized 2. Whether contradict each other goals? Whether perceptions are distorted? On what grounds are created stereotypes? Is misunderstanding of intentions the reason of some differences? Whether various groups define words and concepts differently? – The answer to these questions will help us to define accurately the nature of the conflict following elucidation of the disputes causes, the groups may move to integration stage which starts by working over decision-making that will improve relationships between groups.

Majority of strategic development approaches focus on a problem: they define the problem or a number of problems and then are seeking for solution. Evaluation survey draws attention to positive event 1 instead of attempts to solve the problem. Such approach defines distinguished credibilities and strong sides by which the organization capability is improved. This means that evaluation survey is interested in by the organization success and not the problem.

Advocates of evaluation survey state that approaches for the problem solution always require to think over yesterday faults, focus on setbacks and as a result it will be followed by rising of new vision. Survey of action and the tools for strategic development such as feedbacks and the process consultation are, instead of creation of positive climate ends by accusations and defence. According to evaluation survey advocates statements the most importance is conferred to improvement and strengthening of what the organization had carried out well. This gives opportunity to the organization to use its strong sides for changes and profitable conditions for competitive abilities.

It is necessary to deliberate important issues in connection with strategic changes which create special environment inside organization; how does affect the technological change the working life of a hired person? How do we reduce stress among employees when the change is rather stressful? How do create managers the organizations oriented to knowledge and how do they cope with newly created environment? I the change surrounded by culture?

The recent successes recently achieved in technologies change the jobs and affects the working conditions of workers. Certainly in regard of working processes the paramount issues of management are as follows: process for permanent improvement and transformation of a process.

In case of the process transformation the managers should start their activities from clean page they should think profoundly and diligently over renewal of the processes thereby the organization produce its values, fulfills works and then eradicate outdated activities. 1 .. There are three main components for the process transformation: definition of the organization distinguished competence; evaluation of the main process; horizontal reorganization through the process.

It is important to separate distinguished competences, since since it defines the decision, which activities are decisive for success of the organization. Management also needs to evaluate main processes which added value to distinguished competences of the organization. While the process transformation it is necessary to take into account the mechanism of a long-term hiring in order not to cause impediments in connection with their unrest and disturbances.

The organization oriented to knowledge recently raised great interest of theorists and managers, which are searching for new tools for successful tracing within changeable and inter-depending world.¹ “All organizations study how to make any choice in comprehensive way – this is the main requirement for retention of their existence”.² Though some organizations manages to do it better thgan other one.

Majority of organizations are engaged in a process of so-called single training.³ This is a process when they notice mistakes, their corrections relies on old accepted practice and modern policy. The organization oriented to knowledge on the contrary uses the principle of double education. When the mistake is revealed its correction is managed by strategic purposes, policy and the standard routine of an organization. Double studying in an organization opposes to deeply stuck assumptions and norms. In this regard this approach gives us opportunities for radically differed solution and sharp improvement.

Advocates of the organization oriented to knowledge consider them as tools for correction of three main problems featuring the traditional organization such are partition, competition and responsiveness.⁴ Here we may review various aspects, for example specialization based on which are created various functionally independent and inter-opposed parts. It should be taken into account the circumstance that exceeding concentration to competition within the organization very often undermines cooperation. While the competition process the divisions inside an organization instead of sharing knowledge and cooperation are transformed into opposed competitors that often is reflected on on positions of leaders of a team project.

A It should be taken into account as well that responsiveness to solution of a problem which mainly draw attention of managers to solution of problems and not to their creation that is the faulty approach. While making solution we are trying to eradicate something whereas in creation process we are trying to revive something. In parallel with concentration to responsiveness we should be oriented to permanent improvement and introduction of renewals.

It should be noted how close moves an organization oriented to knowledge to the concepts of the organization behaviour such are: quality management, organization culture, the organization without borders, functional conflict and transformational leadership. For example the organization oriented to knowledge is characterized by the property for permanent improvement. The organization oriented to knowledge is also characterized by special culture which appreciates to undertake risks, by openness and growth. It seeks to become the organization without borders and destructs hurdles which are created by levels of an hierarchy and partitioned departments. The organization oriented to knowledge recognizes importance of disputes, constructive criticism and other forms of functional conflicts. The organization oriented to knowledge needs transformation leadership for implementation of strategic vision.

How should be changed an organization into the organization which is oriented to knowledge permanently? What should be done by managers for this purpose?

¹ see special edition on organizational study: *Organizational Dynamics*, 1998; P. Senge, *The Dance of Change: The Challenges to Sustaining Momentum in learning Organizations* (New York: Doubleday/Curnency, 1999); A. M. Webbet, “Will Companies Ever Learn?” *Fast Company*, October, 2000. 275-82; R. Snell, “Moral Foundations of the Learning Organization”, *Human Relations*, March, 2001, 319-42.

² D. H. Kim, “The Link Between Individual and Organizational Learning”, *Sloan Management Review*, fall, 1993.

³ C. Argyris and D. A. Schon, *Organizational Learning* (Reading, MA: Addison-Wesley, 1978).

⁴ F. Kofman and P. M. Senge, “Communities of Commitment: The Heart of Learning Organizations”, *Organizational Dynamics*, fall, 1993, p. 5-23.

To create a strategy. The main task of the management – to reveal pursuit for introduction of changes, innovations and aspiration to permanent improvement.

To transform the organization structure. The formal structure may create serious impediments to knowledge mastering. Through horizontal transformation of the structure, reduction or merging departments, wide usage of inter-functional teams the inter-dependence is strengthened and international borders are diminished.

To change the organization culture in strategic way. As we have noted the organization oriented to knowledge is characterized by taking risks openness and growth. The management creates the imagination of culture through statements (strategy) and activities (behaviour). The managers with their demeanor should show to hired employees that taking risks and recognition of faults are desirable features. This means awards or punishments for the people who use the chance and make mistakes. Management should support the functional conflict.

The necessity of strategic changes embraces almost all concepts of the organization behaviour. This concerns relations, perceptions, teams, leadership, motivation, organizational arrangement and anything like these. It is impossible to think about these concepts without changes. If the environment is completely static, if skill and opportunities of hired employees are eligible for the time without threats of deterioration and tomorrow will be like today then the strategic organizational change will not be vary important for managers. However the world is actually changeable and requires strategic changes for retention of competitiveness from the organization and its members.

The practical references created based on critical analysis of classic theories of motivation management may be used by the managers of firms for improvement of subordinates promotion that will grow their working production and will rise firms economic indexes and will increase their competitive abilities.

The use of economic methods of motivation managements in practice will raise material welfare of the personnel through tools of economic promotion with usage of differentiated efficient methods. The usage of economic methods is attached by great importance in the enterprise structure of the states being under transformation where has not been formed organizational culture fore subordinates of the approach to main triggering forces for improvement of results of the firm activities.

Non-economic methods of a firm motivation management have great importance in point of creation of healthy psychological climate in a firm staff in formation of right psychological demeanor for each employee. In the states being under transformation owing to high level of unemployment firm managers don't pay appropriate attention on non-economic methods of motivation management, since they they consider that owing to excess of working force within labor market always will be find out their substitute and there is no worries concerning smooth approach towards psychic demeanor.

Unfortunately in firms of Georgia have not been yet inculcated scientific methods of motivation management of employees up to date. The most part of managers consider themselves as absolute leaders and the employees as executors of their unconditional will. The ordinary employees have no factual rights and is being in servile position. The issue of Be or not to be at service depends upon kind will of a chief. In such conditions, certainly the great importance is attached to the right bringing up of the staff, their promotion owing to their final results of working. Tests attached to the article will give opportunity to managers and hired employees to cope the problems of a firm in complex order and to make solutions with unified efforts.

In past times managers consider changes as the wreck of peaceful predicted world. For the most part of managers such world doesn't exist. The modern managers more clearly see that the world is changing in permanent and chaotic way. In this world managers should be driving force of strategic changes.