

IMPLEMENTATION OF THE INPUT-PROCESS-OUTPUT MODEL INTO THE SELECTED ASPECTS OF TEAMWORK DYNAMICS

MIROSLAV RECHTORÍK – MARTIN HOLUBČÍK

Abstract: Teamwork dynamics is a critical source of competitive advantage for companies and organizations. But while researchers and companies agree on the importance of teamwork, there is a significant lack of clear and precise ways to structuralize it. The reason for this is the very nature of teamwork dynamic. As a social system it is both abstract and complex. This presents a challenge to find a correct way to take the system of teamwork dynamics and project it into a more usable concept. In this article authors try to present one of the possible ideas of how to achieve this using a basic input-process-output model. This simple model can be quickly and simply modified to suit the needs of teamwork dynamics. With the slight modification it can also comprehend the different levels of individual teamwork inputs. The model also simplifies the ties and relationships between all the individual aspects while upholding their importance and basic principles. With the clear structure of the system of teamwork dynamics it is much easier to conduct further research and it also shows a clear way for companies to classify, analyse and improve their own teamwork processes. It also solves one of the main causes of the insufficient and incorrect understanding of teamwork and its not always full utilization in organizations.

Keywords: teamwork, team management, teamwork processes, process model, team learning

JEL Classification: M12

1. INTRODUCTION

Managing activities are understood as processes passing through different organizational units, the process is understood to be a unified flow of activities to ensure the optimum final effect, from which it must be concluded that top management manages processes not organizational units. [1]

Similarly, it is in teamwork. When a team leader has an impact on processes and influencing performance but not on access and involvement of team members. The management of a team is often hampered by the personality characteristics and nature of individuals.

Strategic management differs in terms of management level and planning period. This idea is explained more precisely by Jirásek [2], who regards strategic management as a strategic work that breaks away from precisely defined methods and becomes an inventive art to win. He argues that strategic management, as one of several management sectors, has shifted to the highest level of management. The strategic management domain is in the board of directors and executive executives, forming a privileged, non-transferable, and obligatory role of corporate governance. However, it is important to highlight Jirásek's idea that strategic ability is growing from the practice of businesses.

This concept must also be transferred to a lower level of management and thus teamwork. It is the "inventive art of winning" when individual teams face different work tasks is crucial in the competitiveness of the company and its performance.

From previous authors' points of departure, it must be concluded that the management of teamwork is not based

solely on the internal environment of the business, but also on external factors, analysis and change.

The future performance of the team is important not only from the point of view of gaining higher performance, but also improving and measuring within management. Authors [3,4] have suggested performance measurement characteristics that can be translated into teamwork:

Characteristics of the proposed performance measurement system (process) [4]:

- performance measures should be derived from the business strategy (performance matrix),
- the purpose of each measure should be explicitly expressed,
- data collection and performance measurement methods must be clear,
- everyone (customer, employee, manager) should be included in the selection of metrics,
- performance measures that are selected should take into account the enterprise and its management,
- measurements should change as circumstances change,
- focus on linking performance measurement and management thinking.

2. IMPLEMENTATION OF IPO MODEL INTO TEAMWORK

Teamwork is a complicated social system consisting of a complex set of components and activities. Given the vastness and complexity of the issue, most researchers only deal with a subset of teamwork or its individual components in their research.

For a comprehensive understanding of teamwork as part of the research, it was therefore necessary to combine

individual findings into a coherent structure illustrating the teamwork system.

As a framework for the above-mentioned structure, Ilgen's [5] model of teamwork was chosen. The reason for choosing was the clarity and clarity of the model along with its simplicity.

The simple division of teamwork based on the generally accepted and applied IPO model offers the possibility to easily integrate individual components examined by different authors into a broader context. Ilgen's model is based on an older model by Cohan and Bailey. [6]

The model divides the teamwork components into three groups. They are:

- inputs into the teamwork process
- internal teamwork components
- results or teamwork outputs.

This model has served researchers as a structure for several years, but as the research continued, it became absolute. A need for a modified and more comprehensive model arose. Mostly because new aspects of teamwork known as emergent states were defined.

At the same time, the model is a key division of input into teamwork and its entire process into three basic levels:

- individual members level
- team level
- organizational level.

2.1 Inputs into the teamwork process

Individual inputs to the teamwork process are prerequisites for successful teamwork and their appropriate combination contributes to team collaboration efficiency [7]

Individual member level inputs represent team members' capabilities and characteristics and form the core of teamwork input. Team level input into the teamwork process is one level higher than the level of members and individual inputs must be considered for successful application of teamwork principles to the organization. [8]

Teams within the organization do not exist separately. Even teams with the highest degree of autonomy need to work in a broader concept of organization and are influenced by external factors. Organisational level inputs can be defined as variables located outside the environment of a particular team, but still located within the organization in which they are located. [9]

2.2 Internal teamwork processes

Dickinson and McIntyre [10] define seven main processes of internal teamwork. These processes are communication, team orientation, team leaderships, monitoring, reporting, feedback and coordination.

All these components are supported by a cyclic improvement loop that is designed to regularly improve the process. The basic components of the model are divided into 3 categories. Team orientation and team leadership are input components, as these components are essential for individual team members to share roles. Monitoring, feedback and reporting are internal components responsible for teamwork efficiency. According to the authors, coordination of previous factors is perceived as an output component because it defines the overall performance of the team. All 6 of these components are supported by communications that exceed all three categories of factors.

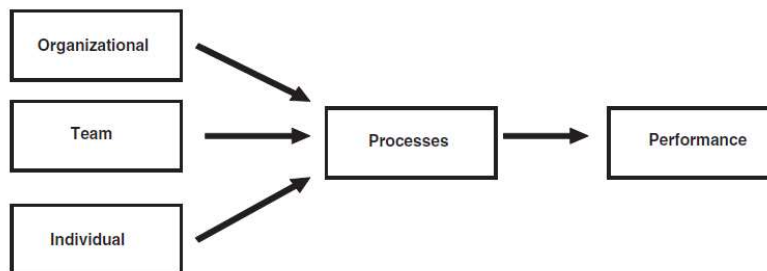


Figure 1 Generic IPO teamwork model.

Source: [6]

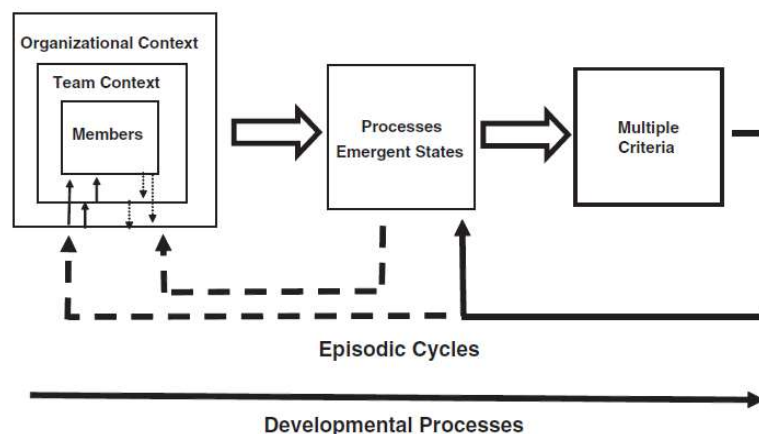


Figure 2 Implementation of IPO model into the teamwork processes.

Source: [5]

2.3 Results or teamwork outputs

The main reason why work teams in the organization are created is the use of teamwork to solve tasks and create team outputs. It is through the outputs that it can enrich its organization. As well as team inputs, team outputs can be classified into three basic levels [11]:

- Improving organizational performance
- Team outputs and performance
- Development of members and their lifetime

3. CONCLUSION

When researching a complex and abstract subject, such as teamwork and teamwork dynamics, it is necessary to come up with an adequate structure mechanism. The structure mechanism must be able to sufficiently embody all the aspects and relationships of the researched topic.

In this article authors present one such structure mechanism. While relatively simple, the process model is an

ideal choice for understanding teamwork correctly. Almost all aspects of teamwork can be in some way or another projected into the process model. This projection represents a very important step in the research of teamwork and creates a steppingstone for following research activities.

Article shows the main idea of sorting individual integral aspects of teamwork and presenting a way to place them into a clear and logical structure.

Putting aspects into a logical structure with clearly defined relationships presents another advantage. It helps to define a clear way for companies to study and subsequently improve their own teamwork processes even if they don't use the whole complex of teamwork dynamics. To fully implement the structure mechanism into teamwork dynamics and efficiently work with it more research is needed.

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Miroslav RECHTORÍK, Ing.

University of Žilina, Faculty of Informatics and Management Science, Department of managerial theories
Univerzitná 8215/1, 010 26 Žilina, Slovakia
e-mail: miroslav.rechtorik@fri.uniza.sk

Martin HOLUBČÍK, Ing., PhD.

University of Žilina, Faculty of Informatics and Management Science, Department of managerial theories
Univerzitná 8215/1, 010 26 Žilina, Slovakia
e-mail: martin.holubcik@fri.uniza.sk