

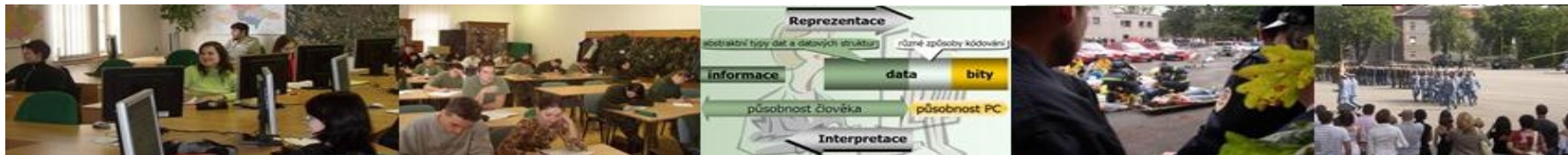
Applied informatics

# Possibilities of delegation of tasks within the implementation teams.

ZEMÁNEK, Z. — PLUSKAL, D. — ŠUBRT, Z.

# Possibilities of delegation of tasks within the implementation teams.

1. The use of team roles and delegating tasks
2. Methods of teamwork
3. The unwanted conduct
4. Assignments



# Aims of the lecture

1. Provide the students with information about team work.
2. Clarify what to look for when building teams.
3. To characterize the rules for working in a team.

# Implementation team

= Small "group of people" who are aimed at a target and everyone feels join responsibility ...

## Fundamental conditions:

- sufficient expertise
- high degree of motivation of all team members

# Implementation team

- ☐ created to address the usually complex problem or the task
- ☐ creativity, and different views
- ☐ made up of people, where individuals have different skills, abilities, and skills that complement each other in order to achieve the target
- ☐ must have a clearly defined goal

# Team roles

- ☐ the team does not have to have many people in practice most people can hold two to three different team roles
- ☐ It is essential that team members appropriately complement each other
- ☐ Some roles are substitutable, some specialist can be replaced by an external expert
- ☐ individual motives are important (the need to influence, to be accepted, etc.)

# Size of team

- ❑ Team size is not clearly defined, usually the optimal number is 5-8 workers.
- ❑ The minimum recommended number of team members is 3
- ❑ The highest recommended is 9. Large teams are usually divided.

# Team roles

1. Creator (thinker)
2. Searcher
3. Controller (consultant, appraiser)
4. Implementer
5. Finisher (tightening)
6. Team worker
7. Molding
8. Coordinator
9. Specialist

# Creator (thinker)

- ❑ Individualist, serious, unconventional
- ❑ + Creative thinking, intellect, imagination, knowledge, solve difficult tasks
- ❑ - Head in the clouds, the tendency to underestimate the practical details and conventions

# Controller (consultant, appraiser)

- ☐ Factual, careful, sober, unemotional
- ☐ + Is thinking in depth, sees all options, accurate judgment
- ☐ - Lacks inspiration, and the ability to motivate people

# Searcher

- Active, extrovert, curious, communicative
- + Emerging opportunities, develops contacts
- - Too optimistic, losing interest once the initial excitement has passed

# Implementer

- ❑ Conservative, with a sense of obligation, loyal, reliable
- ❑ + Organizational skills, practical judgment, sense of discipline, hardworking, implements the ideas
- ❑ - Inflexible, tendency to reject new ideas and things

# Finisher

- ☐ Careful, methodical, conscientious, anxious, aspiring
- ☐ + looks for errors and omissions of others, gives time for work, a perfectionist
- ☐ - tendency to exaggerate small problems, does not like to delegate tasks

# Team member

- socially oriented, gentle, sensitive, perceptive, diplomatic
- + ability to respond to people and their needs, the art of creating team spirit
- - not able to decide in critical situations

# Molding

- tense, dynamic, resourceful
- + assertiveness and the ability to mobilize a team to action. Has enough energy and courage to overcome obstacles, thrives under pressure
- - prone to irritation symptoms, and impatience, tendency to provoke and offend others

# Coordinator

- calm, confident, able to operate
- + a strong sense of fulfillment and achievement, can recognize the ability of individuals to employ the interests of the entire team, clarifies the objectives and supports decision making
- - average ability and inspiration in the field of intellectual and creative performance may be perceived as manipulative person carries their own work on the second

# Specialist

- proactive, professional commitment, purposeful
- + vocational or technical skills, dedicated to their profession
- - contributes only in a narrow area, he is often not considered to be part of a team

# Team Leader

The team is headed by a worker who either was elected (official leader) or selected by inherent authority (unofficial leader) team members. The leader must be accepted and respected in his capacity as all team members to the team leader was accepted and respected by the leadership of the institution

## Features of the leader:

- sense of dealing with people
- has a natural authority
- high emotional intelligence,
- is sufficiently open in solving problems
- does not distract the emotional level

# Team composition:

## Optimal composition:

1. The **visionary** type with a predominance of intuition that can predict and can overlook the minor flaws.
2. Analytical type with the ability to conduct in a realistic way, able to analyze a situation and understand the possible consequences
3. Action type preferring fast-moving, which keeps the project moving
4. Administrative type with a sense of order and compliance

# Principles of successful team work

- Maintaining a common direction and strength on goal
- requires the constant expression of opinions, evaluations and proposals for solutions, silence is understood as a disagreement
- All team members should be informed
- constantly monitor if the team does not deviate from the performance of common tasks and goals
- appreciate and evaluate all positive steps forward
- conflicts are not obscure, but reveal, and a discussion about its causes
- Agree that you as a team to approve something that some team members disagree
- tell the truth

# Principles of successful team work

## Promoting cooperation

- each recognizes the other as an equal partner,
- is necessary to avoid the murderous expressions such as: “We did not have to talk about it at all!, everywhere it is done like this!, What do you mean?, Surely you can not be serious, Why do you think I graduated from a university?
- Constructive criticism: do not mock, insult and send up,
- avoid aggressive and extreme opinions,
- Communicate so that you support each other

# Principles of successful team work

- Listening to team members
- differences of opinion should be seen as a source of information and not as a disturbing factor
- avoid whispering neighbors, phone calls, interviews, after party
- assess the degree of mutual understanding - ask additional questions, request clarification, summarizing and paraphrasing said

# Principles of successful team work

- Teamwork requires each worker to have a proactive approach and exceptional dedication
- Not everybody is suitable for a team work
- When assembling the team it is equally important to have expertise and to be able to work in team

# Principles of successful team work

- Therefore, if we have a choice, will be added to a team of experts with appropriate prerequisites for cooperation.
- 
- An important feature of successful teamwork is a high level of creativity.
- The introduction of teamwork should have a reason

# Principles of successful team work

1. Communication - information flow is open
2. atmosphere - is activating
3. Authority - is based on the competence
4. task - is conceived with integrity - the consistent monitoring of the main goals
5. personality of the team leader (leader, coach) - in addition to professional quality
6. personality

# Rules of the game

- Be willing to promote the objectives and rules
- Communicate so that you support each other
- Criticize constructively
- Stick to agreements
- If you've got any doubt, check with your emotions
- tell always true

# BRAINSTORMING

This method is used by the team to find alternative solutions to a problem. Once a team formulates the problem to be solved, it applies this method, which has two stages:

## **generative phase**

Each member may submit its proposal to solve the problem. Proposals shall be recorded.

## **evaluating the phase**

Recorded proposals are subjected to critical analysis. The team tries to select and develop the best proposal for solving the problem

# WALKTHROUGH

Principles of structured meetings can be summarized in these few rules:

- **Maximum number of participants is 6**
- **The recommended duration of the program is 1-2 hours**
- **Invited participants must have relevant information about solving the problems and must constitute a contribution to the solution of the problem**
- **Consists of:**
  - **Moderator (leads and directs the discussion)**
  - **Referring previous speaker (breaks down the basic problems solving)**
  - **writer**

# Things to avoid

- aggressive behavior
- Blocking / obstruction
- personal exhibition
- Becoming rivals
- Search for sympathy
- clowning
- attracting attention
- the recall

# Factors to avoid

- hostility
- distrust
- poor management of team
- blocking information

# Assignments

1. Use basic information on the principles of teamwork in the development team and roles.
2. Focus on what to look for when building a team.
3. Characterize the rules for working in a team.
4. Improve the team responsible to meet the objectives of the case study.

# Resources:

1. Popis týmových rolí [online]. [cit. 2013-11-07]. Dostupné z: [http://www.inovace.utb.cz/files/M7\\_Belbnv\\_test\\_Popis\\_tmovch\\_rol.pdf](http://www.inovace.utb.cz/files/M7_Belbnv_test_Popis_tmovch_rol.pdf)
2. Týmové role a tvorba týmů. Praha, 2012. Dostupné z: [http://czm.fel.cvut.cz/vyuka/Y16INS/Download/Bakal%C3%A1%C5%99sk%C3%A1%20pr%C3%A1ce\\_Jedli%C4%8Dka.pdf](http://czm.fel.cvut.cz/vyuka/Y16INS/Download/Bakal%C3%A1%C5%99sk%C3%A1%20pr%C3%A1ce_Jedli%C4%8Dka.pdf). Bakalářská práce. České vysoké učení technické v Praze.
3. Metodika týmové spolupráce a tvorby týmů pro vysokoškolské vzdělávání [online]. Praha, 2010 [cit. 2013-11-07]. Dostupné z: <http://www.msmt.cz/file/25111/>
4. Delegování. *Univerzita-online.cz* [online]. [cit. 2013-11-07]. Dostupné z: <http://www.univerzita-online.cz/mng/zm/delegovani/>