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## THE APPLICATION OF BUSINESS TYPOLOGY CONCEPT IN TEAMS BUILDING AND DEVELOPMENT

Borkowski S., Zacharski J., Kaszyca K.\*

**Abstract:** In enterprises, even in the smallest ones, we are dealing with the work and teams management of employees. These units are characterized by a specific composition and phases of operation. To create, develop and improve the functioning of the teams, it is possible to use methods and tools, based on personality typologies. In the European market there are a number of methods based on business typology of psychological and sociological concepts. It is possible to use of these tools, both in the process of creating teams, as well as for their development and the prevention and emergency interventions in teams.

**Key words:** HRM, team, coaching, typology of personality, personal

### Introduction

In company management, from the smallest companies, we deal with managing groups of people, linked by common goals and working on them to fulfill them. In teams of workers, the concept of synergy is exploited in order to create and coordinate a group of people to create added value through their cooperation. This task is difficult. Teams consist of individuals, their composition and matching determines whether the team will successfully worked to achieve their goals. When teams are not internally consistent and ripped, effect of synergies may not occur, and even lead to a situation where the sum of the work team will be less than the sum of individual units of work when it comes, for example, to sabotage the work of others or creating a fighting sub-groups. To avoid these problems and achieve the greatest possible added value in teams, company should pay particular attention to groups of employees. One of the opportunities to work with teams, both in the process of their creation and optimization, and development, is the use of typology tools. In the European market, there are several systems typology used in business. They are based on psychological typologies, which, however, have been developed and designed in detail and look into business needs. Their development is based on the experience of the authors in the field of human resource management, and the selection and development of staff for the organization

### Teams in organization

Teams in the enterprise can be fixed in the form of departments, branches, etc., and unstable, in the form of ad hoc task forces, project, etc. (Szalkowski, 2005). The management pays a special attention to the group of formal, established and managed by the management staff. In fact, the operation of enterprises can also

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lead to the formation of informal groups, incompatible to format of formal groups, which in turn, can affect their functioning (Zjawiona, 2003). Formal groups are expressed most often in the form of organizational structure. Informal groups may be more difficult to discover, formed in the case of common interest, professional or private interests and the formation of friendships between members of the organization, as well as negative reasons as conflicts between employees or groups of employees, dissatisfaction with the prevailing situation in the company, etc.

The formation of teams can extract the various stages. Bruce Tuckman in 1965, distinguished four phases of the team creation and completed it in 1977 for the fifth final phase: forming, storming, norming, performing, adjourning.

The first phase (forming), the initial period is the period when the group is formed, meets its members and the challenges facing it. The hierarchy in the group, contacts and relationships between the different units, are still unclear. Units are trying to show in a good light and make initial contacts. This period is rather quiet in terms of conflict, but inefficient in terms of the efficiency of performing the tasks.

In the second phase (storming) an internal conflicts within the group are growing. They arise from the disclosure of the ambitions of the status and position in the group. At this time, as a result of these conflicts a group hierarchy is formed.

Phase three (norming) is characterized by the formation of a sense of belonging to individual members of the team. The hierarchy is largely determined and individual members are becoming more clarity, as to their duties and responsibilities as well as its position within the group. At this time, attention is increasingly directed at the creation of rules and processes of carrying out group tasks.

Phase four (performing) is the most productive phase. In this phase, problems and conflicts from the period of the group formation have been solved. Roles in the team are clear, and the group can focus on effective pursuit of its objectives.

Phase five (adjourning) need not apply to all teams. It is a phase of cessation of the end of the operation or the achievement of its objectives. The team members return to their former groups or move to new tasks, or group is transformed into the new one to achieve new objectives. Each phase can be repeated during the operation of the group in the case of personnel changes in the group or task forces, as well as due to external factors, such as the influence of other groups, changes in the system environment groups, rules of conduct at the level of company (Stahl, 2011).

The individual members of teams, in the Storming and norming phase, take individual roles and positions in the structure of the group. We can distinguish four positions in the structure of the group: alpha (manager, leader), beta (donor ideas, specialist), gamma (helper, worker), omega (the scapegoat, outcast) (Frank, 2010). In groups these positions are taken by each of their members, they can change over time. One of the roles in a team is the role of the formal leader. While this role is usually clear and recognizable in the team, because it usually is imposed from above and stored in the status of the group or documents, relating to the composition and the formal structure of the team, other roles are not so clear. In the

team's structure, roles such as visionary, donor ideas, expert, specialist, analyst, advocate, activist, midfielder can be also distinguished.

For the group dynamics, are particularly important three of the above mentioned roles: the role of defender, activist and informal leader of the group.

Defender, conservative person is characterized by a high need for security, will be performed diligently and accurately responsibilities entrusted to it within the group, while in the case of necessary changes, in both in the structure of the group, as well as its position in relation to the environment or changes in the tasks, goals or methods of achieving them, these people may inhibit the processes of change and flexible to adapt to changing group realities.

Activist, a person driving team will strive to advancing to the front of the task team and urged other members of the group. On the one hand, it may cause an increase in motivation group, on the other hand, however, also introduces an element of stress and pressure, which may be negatively perceived by some colleagues.

The role of the informal leader of the group may be occupied by a man other than the formal leader. This person, by his personality, charisma, experience, knowledge, contacts with others or other features includes this role, and conflicts between the formal and the informal leader of the group can affect a destabilizing effect on the team and seriously limit its effectiveness.

### **Team problems**

The main problems in teams include: communication, both between the members of the group, as well as the team and its environment, internal and external conflicts, problems arising from the formal framework for the functioning of the group and the difficulties and contradictions in achieving the objectives and performance of their tasks, problems resulting from changes in tasks and objectives group, or the reality of the group's environment. Problems can occur in the bands in all phases of their lives. For this reason, to improve the functioning of the team and to accelerate the course of the creation, a supportive measures should be taken. The first phase of the formation of the group may be present mainly an organizational problem. With no time to get to know other team members, initial phase will last longer, and the second phase can proceed more turbulent, due to ignorance among team members. Phase two (storming) carries the danger of too stormy its course, or as a result of division in the team on the fighting sub-groups. Despite the turbulent course of this period, it is necessary to form a group and to establish the hierarchy in order to be able to concentrate later on the task and not on internal conflicts, concerning the distribution of power in the group. During storming phase, there is also a risk of the negative impact of the stronger to the weaker units and strongly react to stress. In the absence of or insufficient protection of sensitive individuals, there is a danger, that these units will amount to permanent psychological damage from this phase, until discourage further cooperation, to leave the band or maintain permanent injury and subsequent sabotage the team, often subconscious revenge for treatment by forming the team leaders. Phase (norming) is the phase of calming

the team dynamics and the formation of the formal structure of the team. Here you can experience problems taken from the previous phases, and the resulting impact of external factors. These factors, such as the focus on results already in this phase of the molding assembly, may hamper the process of setting standards for later work formal assembly. In step (performing), which is usually the longest phase, yet the most productivity of all, the whole range can be difficult. These may be problems arising from irregularities in the course of the previous phases, the problems due to external factors, communication problems, changes in behavior, attitudes and priorities of individual team members. In the end of the life cycle of the team (adjourning) may possibly be difficult in individual units resulting from the fact of necessity parting with a close-knit team, uncertainty as to the future position tasks. With these concerns may be due to a subconscious desire to dismissal until the end of the working group (Egolf and Chester, 2013).

**Table 1. Threats and potential of teams in separate phases**

<b>Phase</b>	<b>Threats / problems</b>	<b>Potential / tasks</b>
Forming	Lack of time, communication, environment	Providing a framework for understanding the team members, moderated, providing a sense of security, the possibility of contact between all members of the team formed
Storming	Escalating Conflict (necessary for the emergence of hierarchy), lack of conflict resolution, possible harm to vulnerable individuals, the formation of subgroups (coalitions)	Efficient determination of roles and hierarchy in the team, check the supply to the internal agreement of the individual units in the emerging structure, control the escalation of conflicts
Norming	External Problems, problems arising from the previous phases of unfinished processes, external influences	Efficient identification and possibly a permanent record of standards, procedures, code of conduct, the transition to a structured, consistent action, focus on the goal of the group
Performing	External problems, changes within the team, change objectives, the group functioning in the environment	Identifying and responding to emerging threats, Babysitting individuals vulnerable to stress, maintaining and increasing the level of motivation, change - management,
Adjourning	The reluctance to address the group, completion of tasks, fear of the future units outside the group	Assembly and take the experience group, structured solutions group, summary, conclusion and appreciate the efforts of the group

The life cycle of a group is made up of less and more productive periods. In the performing stage, which is expected to last the longest, and should be the most productive phase in the life of the team, may also be periods of declines and increases work efficiency. It should also be remembered, that the personnel changes within the team, may request the formation of a new phase of the group, and the lack of targeting these processes, may result in internal conflicts and inconsistencies affecting the work of the team. In this way, the intended objective of improving the efficiency of the team by the introduction of new units, may be limited or offset by abnormal course of integration with the group.

### **Personality typologies for business - genealogy and present state**

From the ancient times, people have been trying to find common features in humans and group them, reaching several types. One of the oldest types of divisions is Hippocrates division on: sangwinics, melancholics, phlegmatics and spitfires. Later division is Jung's typology which divides people into introverts and extroverts (Goowin, 2010). One of the more scientists proposing is Zaniecki's typologies dividing people - people having fun, working people, people well-mannered and deviants (Hałas, 2010). A newer theory is a theory of personality typology provided by Holland, distinctive 6 types of personality: -realistic, -research, artistic, -social, and -enterprising (Goowin, 2010). Beyond these theories, there are a number of further theories based on the manifold look and the types of studies on human behavior.

Divisions people in the groups, resulting from their behavior, approaches to problems, how to contact and interpersonal communication, both arising as a result of education, as well as genetic predisposition facilitate the understanding of people and predict their behavior, as well as look for opportunities to influence others and drive them. For this reason, the development of a typology is also important in the context of human resource management.

In today's European market you can find several systems typology for business development and adaptation, which are psychological and sociological theories to the needs of management and human resource development.

One such system is DISG assessment - it offers personality profiles on the basis of questionnaires. On this basis, four basic trends of behavior has been developed: Dominance, inducement, Submission, Compliance. According to this typology system, individual employees will exhibit behavior to match a set of behaviors characteristic of a given type. With this information, the employee can be assigned to roles in the team and allocate tasks in accordance with the profile of preferred behavior, which may strengthen the motivation to act, reduce stress levels and increase the level of job satisfaction in the team (Dauth, 2012).

Another system of personality typology for business method is "LIFO" - developed on the basis of the theory of Erich Fromm, Carl Rogers, Peter Drucker. It offers in addition to the four personality types: - Supporting / Giving; - Controlling/Taking; - Conserving/Holding; - Adapting/Dealing, also reflect on the distribution of types

under favorable conditions (calm, comfort, internal) and adverse (stress, pressure, uncertainty). This distinction is based on the assumption that thinking, behavior and response of man is different in situations favorable, neutral and stress conditions (Simon, 2006).

A relatively new method, now widely used in the German market, is the method of "MasterTypo3". In addition to the division into four basic types: - The Active Maker; - The Rational Analyst; - The Helping Idealist; - The Creative Synthetic; this method offers a look at further aspects of personality: action under neutral conditions and under stress, as well as self-reflection three aspects of personality: self-assessment, action and perception by others (4-fc.com).

It should be emphasized, that the presented business typologies are personality tests based on self-assessment - work with them is to create the person you are working in a framework of safety for honest look at themselves, their preferences, behaviors, attitudes to others and solve problems. These methods assume that all types are just as necessary and important, and the different types are represented to some degree in every person. The essence of the use of these systems is the same typology of reflection and consultation and to improve the compatibility of situational various types of behavior (to check whether the approach, a way of thinking, responsiveness is best in a given situation and to improve the flexibility of behavior).

#### **The use of typology in the process of building teams**

The process of building team is crucial for his later performance and efficiency. Leaving it to chance and to any team development creates the risk of internally inconsistent team, with conflicts, that part of its own energy will devoted to its own internal conflicts, instead of focus on completing tasks and achieving the goals.

The use of business typology can help cognitive processes of team members. Reflection on own personality type and the types of co-workers will rip a faster process and enable open communication between individuals in the team. Through insight into the type of the other person on the team, can also accelerate the process of determining the roles and hierarchy. Led by coach, self-reflection on own personality type and the distribution of these types in the team, supports the process of finding your place and internal reconciliation with the current role in the team. In case of dissatisfaction with their position in the team can be a single work on directing and employee development, setting its direction and goals, which the employee would like to achieve through participation in team work.

#### **The team's development with the use of typologies**

In current teams the use of typology can improve communication between team members, by understanding the different types and how their contacts with other people. Reflection and mutual insight into your personality type, can allow for more attention and caution in formulating messages sent to co-workers. In view of



the information which forms of communication can be hurtful for the other person, can consciously avoid them and thereby contribute to the decline in the number and intensity of stressful situations and reduce the burden of co-workers.

Based on the distribution of types among a group of people on the team, can change and adjust the distribution of tasks and responsibilities in the direction of such a division, which would allow individual workers, as often as possible, be located in their respective situations, and those who cause them the satisfaction.

### **The use of typology tools in team's crisis situations**

The teams being in the performing phase crisis situations occur. In the case of sudden changes, coming from team's environment, these situations will be caused by the increase in the general level of stress and uncertainty in the team. In such situations, it is difficult to communicate between individuals, as some colleagues may have a problem with the stress, some stress can change your way of communicating on a more direct or aggressive, may also play a role to reluctance to change, pressure from superiors, the need to preserve face and other internal and external stimuli impeding the work of the team. Here the use of typology helps separate layer of information in the communication of emotional layers, reflecting both their own way of communicating and receiving messages from others and their interpretation on an emotional level.

Crises may also be due to internal conflicts that arise, for example, when changing priorities, needs and values of the individual team members. In such situations, work methods typology will allow you to update the image typological distribution in the team and possibly reorganize the hierarchy, positions, roles and responsibilities within the group. Disclosure of changes in the distribution team will open discussion and resolution of conflicts in less time, than waiting for spontaneous sedation and address the gaps in the team.

### **Summary**

Methods of personality typology in business are widely used. From the recruitment process by creating teams, assisting their development, extending them to new members, that match their internal structure and tasks that stand before them, to assist individual employees in the organization for their development and achievement of the objectives, work with typologies of personality offers a wide spectrum of possibilities positive impact on organizations.

In the context of the phases of life, teams are possible positive effects of the use of tools based on typologies. Through both self-knowledge and mutual insight into the personality types of people working together can achieve the degree of convergence and mutual adjustment in a much shorter time than leave this topic alone. Induce employees team to reflect his role in the team and its compliance with its own personality profile and interact with other employees, accelerate and streamline the personal development of employees and the entire team.

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## ZASTOSOWANIE KONCEPCJI TYPOLOGII BIZNESOWYCH W BUDOWANIU I ROZWOJU ZESPOŁÓW

**Streszczenie:** W przedsiębiorstwach, już od tych najmniejszych, mamy do czynienia z pracą i zarządzaniem zespołami pracowników. Zespoły te charakteryzują się specyficznym składem i etapami funkcjonowania. Dla tworzenia, rozwoju i poprawy funkcjonowania teamów możliwe jest stosowanie metod i narzędzi opartych na typologiach osobowości. Na rynku europejskim istnieje szereg metod typologii biznesowych opartych na koncepcjach psychologicznych i socjologicznych. Zastosowanie tych narzędzi możliwe jest zarówno w procesach tworzenia teamów, jak również dla ich rozwoju oraz przeciwdziałaniu kryzysom i przy interwencjach w sytuacjach kryzysowych w zespołach.

**Słowa kluczowe:** zarządzanie zasobami ludzkimi, Team, Coaching, typologie osobowości, personel

## 业务类型学概念在团队建设和发展中的应用

**摘要:** 在企业中，即使在最小的我们正在处理员工的工作和团队管理。这些单位的特点是具体的组成和行动的阶段。要创建、发展和改善运作的团队，就可能要使用的方法和工具，基于人格类型。在欧洲市场有许多的方法基于业务类型学的心理和社会学的概念。它是可能使用这些工具，两个正在创建的团队，并且为他们的的发展和预防和紧急干预在团队中。

**关键词:** 人力资源管理、团队、教练、类型学的个人的个性。