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The Aspect of Teambuilding in Advertising Network Company
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The Aspect of Teambuilding in Advertising Network Company

Abstract

"Playing by new rules" this is how the author would entitle today's way of cooperation between employer and employee. New century clarifies business relationships in totally new dimension.

In everyday routine of different tasks, projects and deadlines people neglect of the fact that they are working with humans; thence Human Resource Management is a crucial part of any business particularly with its topic of teambuilding. Thus, this research aims to disclose What is efficient teambuilding? How good leadership can boost company's performance? How to keep team members motivated? What is the current situation in the case company's sales teams - how are they built? How to build an efficient team to boost the company's performance?

The thesis consists of 6 main parts. In the each part there is a narrow topic chosen to study it in order to be able to create a full picture of the phenomenon of teambuilding.

The key of this work is the benchmarking method which allows studying the issue from the practical side of it. That allows to create a framework behind any methodology which is convenient to be implemented in any business.

Subject headings, (keywords)

Team, teambuilding, leadership, motivation, human recourse management, team roles, team leader, rewarding, recruitment

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Contents

LIST OF ABBREVIATIONS

HRM	Human Recourse Management
HR	Human Resources
SME	Small and Medium-sized Enterprises
PPC	Pay per Click
RQ	Research Question
BBA	Bachelor of Business Administration

1. INTRODUCTION

"Playing by new rules" this is how the author would entitle today's way of cooperation between an employer and an employee. The new century clarifies business relationships in a totally new dimension.

In everyday routine of different tasks, projects and deadlines people neglect the fact that they are working with humans; therefore Human Resource Management is a crucial part of any business.

Nowadays potential employees perceive the job not only as a financial source but more as a way of life and as a reflection of their personality. Both the employer and the employee become more selective concerning each other. Those relationships become less hierarchical; today we are all partners, contributing to our goal. Employers want to see employees sharing the same views concerning the goals of the company, to be a big family with strong values related to companies' wellbeing; while employees are sharing the views if they feel themselves needed well-paid and respected professionals.

Teambuilding is considered to be one of the branches of Human Resource Management and one of the most relevant topics in all the emerging SMEs and Large enterprises nowadays.

The objective of the thesis is to find out the best and the most versatile and efficient team building way for interdepartmental or departmental work mainly for the case company as well as for the other companies of the same sphere of specialization or same features. The study includes the personality types of the people and their compatibility.

This study is limited by several aspects. In this research it will not be discussed how much it would costs to build such an efficient team and how long it would take to do that.

Based on the theory of Human Resource Management, Teambuilding and Psychology, this Bachelor's thesis is going to explore the best ways of setting up an efficient team by answering the following questions:

1. What is efficient teambuilding?
2. How can good leadership boost a company's performance?
3. How to keep team members motivated?
4. What is the current situation in the case company's sales teams - how are they built?
5. How to build an efficient team to boost the company's performance?

As an outcome of this research it is going to be explained what kind of people should be grouped together, so that the projects in an advertising company are completed in a more creative and efficient way.

"Humans are working with humans"-This is the epigraph for the whole bachelor's thesis.

2. TEAMBUILDING AS AN ELEMENT OF HUMAN RESOURCE MANAGEMENT

In the following chapter teambuilding is studied. After a concise introduction of the phenomenon, which illustrates the ensuant connection between HRM and teambuilding, the diverse teambuilding models are discussed. As the thesis is orientated on efficient teambuilding, the framework of interdepartmental teambuilding efficiency is also emphasized in the next chapter as well as the algorithm of teambuilding. Thus the phenomenon could be catholically perceived.

According to Armstrong (2006, 104), the use of teams in organization is a relatively young policy, it is just three decades old, but teamwork itself originates in the prehis-

toric era; references to teamwork could be found throughout the whole history of human existence. Nowadays teambuilding is becoming a more and more frequently used method of project implementation in companies all over the world and that has its well-founded reasons (Mackin 2007, 1).

L.Quick (1992) defines a team not as just a group of people, working together, but as a group of individuals, with their own unique personality type, who see the mutual goal of the team as number one priority. The author also adds that the members support each other; cooperate freely and share the same values and views in the company in order to succeed in its goal.

Deborah Mackin (2007, 7) in her book "The Team Building Tool Kit: Tips and Tactics for Effective Workplace Teams" compares team within a company with garden where flowers grow. The author says that all the flowers in the garden carry a set of purposes; they are all planted depending on certain parameters and the whole picture of the garden is assembled from details which are important today in business world.

To study teambuilding, it is crucial to refer to its roots reflected in the study of Michael Armstrong (2006, 3) where the researcher defines Human Resource Management as a collocated and strategic way to manage and regulate the most significant and valuable assets - people. He also points out, that the term of human resource management replaced "personnel management" as human resources are more than just personnel, the word "human" itself accent the fact that is mentioned by Armstrong (2006, 9) that humans are working with humans and the fact of that approach is crucial for the whole research.

A great visualized example of this perception is Southwest Airlines based in Texas, US. The company calls its HRM Departments its People Department and instead of having a General HR Manager of it, they have their vice president of people (Gaspar et al. 2005, 196).

Ivancevic (2007, 10) mentioned that HRM's mission is to establish conditions for prosperity, competitiveness and overall wellbeing of the company. The author also points out that "a significant reason for the eventual success of any HRM activity is that the organization's employees are best qualified and performing jobs that suit their needs, skills and abilities". Thus, increase of HRM department performance is directly depending on teambuilding within it.

HRM has a lot of aims and Armstrong (2007, 8-10) defines them as follows:

- Organizational efficiency

As Capelli and Crocker-Hefter (1996) mention, idiosyncratic HR methods build the core competencies that define how the company fares.

- Human capital management

Human capital is the human aspect in the company; combined intelligence, skills and experience that grants its mettle to the organization, it provides all the ground, such as: innovativeness, trustworthiness, creativeness, ability to learn and to improve and change to motivate thus keep the company competitive on the market (Bontis et al. 1999, 390-403). According to Armstrong (2006, 9) human is considered to be the most significant asset of the organization and it has to invest in that asset to contribute to their development and certainly survival.

- Knowledge management

Knowledge management is any process of knowledge exchange that can increase the performance of the company (Scarborough et al. 1999).

- Reward management

HRM focuses on the increase of motivation, job engagement and guarantee that people are valued and rewarded for what they do and achieve as well as for their skill, knowledge, experience and competencies (Armstrong 2006, 9).

- Employee relations

The aim is to provide circumstances and environment for efficient, organic and harmonious relationships between management and employees as well as their cooperation (Armstrong 2006, 9).

- Meeting varied needs

HRM aims to advance and enforce approaches and methods that balance and adapt to the needs of its collaborators taking into account individual and group diversities to provide equal opportunities for all (Armstrong 2006, 10).

- Span the gap between theory and reality

According to Gratton et al. (1999), decent HRM requires a "bridge" between appliance of the theory and theory itself as fact statement. The lack of many components during this or that assignment brings about a huge gap between worthy intention and its realization. The whole project could be turned into a successful assignment if the HRM is well organized, as it is one of the most important components of any project (Armstrong 2006, 10).

However, according to Armstrong (2006, 9) HRM has its 12 policy goals which are simply synthesized from its aims and are relevant to understand further main goals of HRM in a nutshell. Those are the following:

1. Competitive advantage of the company directly depends on employees as they are considered to be the main assets

2. Corporate strategy of the company is inseparably connected with all the business policies which have to be followed

3. HR policies should be systematized with one another

4. Flexibility of environment corresponds to needs and possible changes which should be created as such

5. Encouraging teamwork and cooperation within domestic organizational borderlines

6. Creating strong priorities of quality-first and consumer-first philosophy throughout the company

7. Encouraging employees to be self-motivated and always stay up-to-date and improve themselves as well as their knowledge

8. Creating rewarding and motivational strategies to support performance and work quality of the employees

9. Creating such a domestic environment so that the employees are driven to show their best specialist and thus be more engaged into cooperation and work process

10. Providing such an environment so that the employee-loyalty and commitment could be prioritized
11. Developing line management authority for HR policies
12. Creating facilitated but powerful managerial methods

Regardless of the aims of HRM and its policy goals, HRM undoubtedly has its main characteristics (Armstrong 2006, 11). According to Armstrong (2006, 11), those are diversity of attitudes, integration of strategies used, unconditional focus on values from business side, and unconditional immaculate treatment of main assets - employees.

Thus, according to Armstrong's (2006, 15) hypothesis it is proved that HRM aims could be strongly distilled into 12 policy goals. The hypothesis of Armstrong was mentioned and studied in previous researches, nevertheless, Armstrong (2006, 22) explains the hierarchy of HRM aims, policies and characteristics mentioned in his research and thus proves and accentuates the inherent connection between actual HRM theories with human nature, which is further explained by Dr. Meredith Belbin in his numerous researches concerning teambuilding and team roles.

According to Belbin's (2012, 91) hypothesis concerning the teambuilding, all the aims of HRM are satisfied only through an efficient team and that is exactly how teambuilding affects HRM and how they are connected.

2.1 Teambuilding as groundwork for successful project

Teams came to replace old hierarchical and bureaucratic ways of cooperation within a company. Teams are being utilized in the context of today's business perspective and this strategy is fairly long-term oriented. Traditional organizational structure is perceived as burdensome and slow. In new business environment of quick start-up growth and e-revolution, teambuilding performs as the most applicable project management tool so far (Keen 2003, 29).

Competitiveness remains the key goal on the market today and to stay as such companies need to extend their market share, reduce the costs, advance the quality, always offer additional benefits to customers and partners and enlarge the production line. With time big market players like IBM for instance have concluded that teambuilding contributes to all of the "must-haves" of today's large enterprise. Nevertheless, many other small and medium-sized companies also found out that for their needs, such as innovative solutions and creative problem solving teams show up more efficient (Keen 2003, 2-39).

Teamwork is full of benefits both for team members as well as for the company where they are employed. Collaboration as fact itself is an essential asset. Within a team its members feel the division of responsibility and tasks which facilitate the project thus associates rarely compete within a team, instead they prefer to successfully close the project while being in their psychological comfort zone where the responsibility is shared. If the project fails, a single team member can always blame it on another member, while feeling satisfied him or herself. Nevertheless, if the success is reached, it is the triumph of each and every one. All the team members ethnosemiotically keep that in mind, while they willingly deducting themselves to the team and to the main goal (Quick 1992, 13-14).

It is also crucial to accentuate that Quick (1992) mentions that within a team ideas and decisions are generated simultaneously which allows covering larger pieces of a task as well as allows finding the best solution, nevertheless, not all the ideas and not all the individuals are to combine them in teamwork which has been proven many times while conducting worldwide "Marshmallow challenge".

In 2010 on TED Talk Tom Wujec a famous book writer, designer, creative and innovative thinker presented his research on teamwork. He presented an innovative corporate teambuilding experiment called "Marshmallow challenge" which has later been regarded as one of the most visualizing experiments in corporate teambuilding quality assessment in the business world. The challenge was about constructing a simple composition, using primitive materials, such as pasta, scotch, marshmallow etc.

According to Wujec, there have been random people assembled together into small teams to complete the challenge. There have been no previous selection phase, no personal profile tests; nothing for beforehand preparation has been organized. The only criterion of forming a group was the occupation of the participants. Thus only kindergarteners and engineers have successfully completed the project. The worst results have been shown by fresh graduates of business schools.

Later it has been figured out by the experiment organizers that all the people act differently in very different sequence. Famous leadership gurus James Kouzes and Barry Z. Posner utilize this particular method in their global program called "The leadership Challenge" presented on their official website. Later the authors describe their hypothesis of leadership using an innovative 5-step concept in their book which carries the same name as their global project "The leadership challenge". Thus the authors did highlight not only the importance of leadership but also the interdependency of team performance with its internal environment.

The reasons for failure of several "Marshmallow challenges" have been later discussed in many studies, but were best justified much earlier by the so called father of corporate teambuilding Meredith Belbin. Nevertheless, it is not that primitive as it seems to be. It is still quite abstract what the way to build an efficient team is and whether there is a certain algorithm to do it? Simply combining people together in groups and expecting them to complete the assignment is not enough (Belbin, 2012, 134).

In his global HR study Keen (2003, 134) has always been underlining that there is no particular algorithm of teambuilding which is suitable for all the types of the companies; nevertheless, there is a framework which is suitable for any company.

Based on the information above, Keen (2003, 94) has simply concluded in his study, that the organizations are not thinking anymore if there is a need in a team utilization for the project management, au contraire, they are developing the methods of how to utilize them the best to reach the better results and remain competitive on the market.

2.2   Belbin's hypothesis and corporate teambuilding

In accordance with a logical flow of topics of this research, it is needed to justify why this or that theory is applied and thus it is needed to justify why the theory of this particular professor was the core of the whole research.

According to Meredith Belbin's official webpage Meredith Belbin has been recognized demonstrating his interest in political and organizational condition of the world since his early adolescent ages. At the age of 13 Meredith has been participating in the meeting of League of Nations, because his family was supported by it. Regardless of the Second World War, young Meredith was getting well educated. Belbin got his college and his university degree in Cambridge. Perceiving himself as psychologist combined with economist Belbin did his doctorate on Psychology of Ageing in Industry. Later, throughout his academic as well as professional career Belbin conducted several diverse researches and ended up examining teamwork.

In 1981 Meredith Belbin published his influential, critical and crucial book "Management Teams: Why They Succeed or Fail" which has later been recognized as one among top fifty the managerial books of all time.

In 1981 Meredith Belbin first suggested that six people in a team is the best to solve a convoluted problem (Keen 2003, 38). Basically, as Belbin (2012, 41) identifies nine fundamental team roles, the researcher also assumes that one member might carry more than one role and in most of the cases that individual is a leader, nevertheless, that is not necessarily, so Dr. Belbin (2012, 101) identifies nine team roles as follows:

1. **Coordinator-**Mature individual, who is confident in him/her self, owning a balanced personality and he is people-orientated. They mandate unconditional respect from the team, they help defining the team goals and encourage decision making. Usually those individuals are calm, cold-blooded, confident in their decisions and in themselves.

2. **Plant-**This individual is an owner of a creative personality, he or she usually has good imagination, they are eccentric. Those people are smart innovative thinkers, intelligent, serious-minded, dedicated to idea kind of people, ready for any problem or difficulty.

3. **Resource Investigator-**Enthusiastic extroverts, good communicators, driven by curiosity, they explore the ides and others come up with and appropriately broadcast back.

4. **Shaper-**Charismatic, dynamic and open individuals with high self-confidence. Combustibility and commanding features are quite inherent to these people.

5. **Monitor-evaluator-**Serious-minded person, strategically-oriented, perspicacious. Those kinds of people are sober, discreet, prudent and cold-blooded. Critical-thinkers and extremely intelligent. Great analyzers and evaluators of a problem and its possible solutions.

6. **Teamworker-**This individual is usually calm, mild and very receptive. Complaisance is one of the inherent features of teamworkers' nature. These people are known as sensitive to environment which they operate in, people-oriented, communicative and supportive. These people are more process oriented, they avoid judging and they accent their attention on pros rather cons, and they are good listeners.

7. **Implementer-**Efficiency is one of the main features which implementers are known for. They are reliable, anxious as well as good time managers. Conscientiousness is one of the main differentiators of implementers. This individual is self-controlled and shows highly strong character as well as acquires great common sense. For an implementer everything matters and even tiny details are an object of analysis.

8. **Completer-**"Donnish downer" – this is how people call completers. However, those people are known as conscientious, assiduous and careful. Predictability and discipline are inherent to completers. They are known to be self-controlled and realistic. Nevertheless, these people maintain a great deal of common sense.

9. **Specialist-**Doglike and dedicated people, narrow area diggers. Specialists are confident in what they do. These people are fully aware of their topic and dis-

play not only great knowledge but also great determination. Active attitude to a project is common for specialists.

What apparently sums up Belbin's theory of team roles and personality of team members is that there is no carwitchet while building a team. All the people are united with their professionalism, hard-working personality and obviously wish to work which proves that a team starts to be built from the recruitment phase which if far beforehand the actual teambuilding, because people came to be employed on purpose and there is no mishandling from their side (Belbin, 2012, 101-129).

Summing up the research of Belbin, Keen (2003, 284) it can be stated, that a framework for any team should include four major roles which do not have particular name, but strict underlined functions, thus those are:

1. **The leader-** An individual who is reflected in the combination of Coordinator, Plant, Monitor-evaluator and Shaper. This team member accomplishes several functions and thereby proves that the responsibilities are never equal within a team. Leader not only chooses the right people for a definite assignment driven by his professionalism as well as highly developed common sense, but also guides them during a further assignment. The leader is known to be acting as a great inspiration, creative person and great specialist.

2. **Critic-** An individual who combines Monitor-evaluator, Shaper and Completer-finisher. This team member is known to be the hardest person to cope with during an assignment. Nevertheless, a critic is the one who always shapes too idealistic ideas of Dreamer-creators to buttoned-down real step in the project. Critics always search for pitfalls within a project and thus submit the idea to mutual double-check. This team member ensures the trustworthiness of the project results which should be unconditional.

3. **Dreamer-creator-** Team Member which combines several functions such as the functions of Plant, Team Worker and Resource-investigator. A Dreamer-creator generates original ideas which are inspiring for other team members. These individuals are common-sense-featured perfectionists; they claim the best possible results and are highly competitive. They do not accept alterna-

tives and seek best possible option, nevertheless therefore critics exist to synthesize the idea into valuable and real action.

4. **Researcher-** An individual combining the functions of Specialist, Implementer, Resource-investigator and implementer. Most known as a demanding team member, impartial professional, avoids conflicts, acts more as a consultant. This individual analyses all the possible platforms for project realization, such as market, market segment, financial aspect of the project realization etc.

As there is only the universal framework discussed above there could be a variation of team members and their number according to Belbin's hypothesis on team roles reflected in the graph below. **A Balance of Thinking + Action + People Roles = Productivity and Performance** (Keen 2003, 43-189).
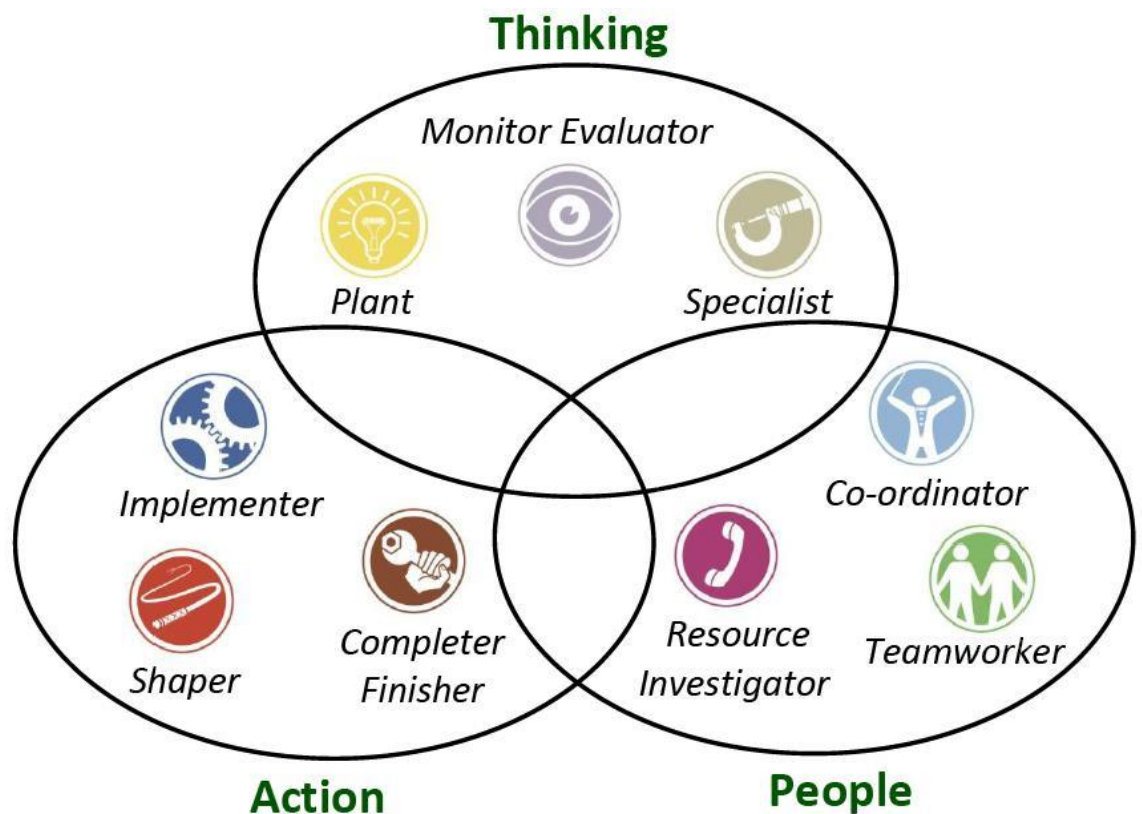
FIGURE 1. The Team role equation scheme. Adopted from Meredith Belbin Official Website, 2007. (http://www.belbin.com/)

The figure above (Figure 1) demonstrates how the three main sub categories of team members are combined to gain the best results. According to Belbin's hypothesis, for team efficiency it is required to mix or balance team roles in right proportion, so that the team works organically and includes representatives of each category on thinking oriented people, action oriented or people oriented categories.

 If adducing to Belbin's hypothesis, each team needs to include one representative of each team role, while it is acknowledged by the researcher that one team member may have several roles combined.

L. Quick (1992) acknowledges the interdepartmental teambuilding as the most determined and earnest one because selecting people for a project within one department is a challenge, but for organic interdepartmental work there should be double job done. For balanced interdepartmental work there should be competent teambuilding provided in each of the departments, so that they match further while doing interdepartmental work. Nothing constitutes a particular difficulty, if only the fact, that the principle of teambuilding framework remains the same even while grouping representatives of different departments (Belbin, 2012, 134).

Meanwhile, many companies, such as Company X 1 claim, that the recruitment phase is one of the fundamental phases in their global teambuilding within a corporation. A given phenomenon provides an appropriate groundwork for further research, meanwhile constitutes a trustworthy vinculum between teambuilding and employee selection.

If referring to the "Marshmallow challenges" as well as to the study of Dyer et al. (2013, 139-147), the proper teambuilding has many steps to be completed successfully, and the steps are follows:

1. Recruitment and selection phase as a root of general teambuilding.
2. Provision and propaganda of common goal and vision within a company, department and further-team
3. Reach of employee loyalty in order to strengthen the common goal

4. Defining the personal profile in accordance with Belbin's hypothesis, so that each employee has a dossier where it is represented what kind of team roles could be covered by a certain individual

5. Ongoing update of a dossier

6. Clear determined goal of a project

7. Designation of the main requirements for decent work thus further selecting appropriate team members in accordance with the framework discussed by R. Keen , their dossier and needs of a particular project

8. Establishment of appropriate work environment thus providing motivation (based on point 2)

9. Provision of freedom while working and selecting a team leader

10. Provision of respect and rewarding from the top management

If referring to the given algorithm, it could be concluded, that teambuilding might require a certain department within HR Department to cover all the information which is going to be required while forming a team.

The detailed issues of all the steps are going to be discussed in further chapters.

3. EMPLOYEE SELECTION, LEADERSHIP AND MOTIVATION ISSUES IN ORGANIZATIONS

The following chapter studies the selection process. The aim of it is to concorporate the phenomenon of recruitment and teambuilding and to show their systematisms or, in other words, their consecutive relation. It is crucial to understand that there is an all-sufficient phase behind teambuilding, which actually predetermines the efficiency of the next phase which is the issue of the whole thesis.

3.1 Recruitment and selection process

Due to numerous economic trends, such as fast technological development for instance, the acceleration of knowledge-based businesses and high employee assurance within the company and its performance, the recruitment has shifted to hyper selectiveness of new employees.

The selection process is characterized as a systematic sequence of decision making activities by which the company chooses a future employee or several employees, depending on the position available. There are several basic criteria such as education, previous work experience, track record and personality type, which are usually subdivided into narrow subtopics to make the decision process more precise. There are six essential steps constituting the selection process: Preliminary screening, Employment interview (could be more than 1), Employment tests, Background and Reference checks. Additional decision is made as an outcome of a catena of steps, through which this or that candidate pass, to best suit the position given, thus boost the performance of the company as well as boost the individual plane of professional competence (Ivancevic 2007, 221-222).

Nevertheless, it should not be forgotten, that according to Strauser (2013, 47) as well as real the life practice, almost all SME's and large enterprises practice the system of the 3 trial months of employment. That phase acts as the last step of the recruitment process as every contract points out that after the expiry of the 3 trial employment months the contract could be rescind.

3.2   Leaders' functions and authorities

The following chapter is inspired by Simon Sinek, a famous author and motivational speaker. In the latest book of Sinek called "Leaders Eat Last: Why Some Teams Pull Together and Others Don't" it is underlined which leadership manner is the best. As a background for his book Sinek had a TED performance where he was making a great example of one of the captains of the United States Army. According to the speech of Sinek (which was later referred to The official United States Army official homepage) the story happened on September 8, 2009 when a column of American and Afghan

troops were on their way through one territory in Afghanistan to help protect a group of Afghan government officials who were meeting a group of local village elders. The column came under ambush and was surrounded by 3 sides. Among many other actions, captain Swenson ran into a live fire to rescue the wounded and pull out the dead. All the actions were luckily recorded on a GoPro camera and the main thing among all other actions is that while banding the neck of a wounded sergeant, William Swenson gave a kiss to him.

Later, after the ceremony of his awarding he was asked what drew his readiness to sacrifice and he told "…because they would do the same for me". This quote could be considered as an epigraph for the following chapters of leadership and motivation. In the 19 lines of the Citation of His Medal of Honor the word "team" is mentioned 6 times.

3.2.1 Leadership fundamental

Leadership is a very valuable and trendy streak. Employers are highly appreciating the limitless energy in the candidates for managing positions. Nevertheless, people are still asking themselves and others what makes a great leader (G. Northouse 2013.1).

There is a certain difference between a leader and a manager, nevertheless according to Adair (2004, 118) leadership is an inherent part of management and it has its functions within the team.

 Furthermore, according to Bennis (2003, 39-41) the difference between a leader and a manager is described as the difference between two attitudes- while the manager is being more goal-oriented, the leader develops a long-term oriented team with perspective and potential and also follows the short-term goals for the wellbeing of the institution.

Leadership has been defined in many different ways, but according to G. Northouse (2013, 23) leadership is a process when a team member affects the team to accomplish a common goal.

According to Goleman et al. (2002, 3) world is being moved by great leaders, they are not coefficient because of a clear goal setting, perfect strategy, creative ideas and unconditional motivation; they can never accomplish the goal without an emotional factor. The success of leaders depends on many factors and planning of actions, but a large part of success depends on their emotional state (Goleman et al. 2002, 3).

3.2.2 The four levels of leadership

William L. Weis (2015, 56), Ph.D. hypothesizes that there are four major types of leadership and each of the types includes not only a different strategy, but also different outcomes of such a teamwork led by this or that kind of leader.

According to Weis, type number one is "negative leader". A negative leader is noted as the one who controls but has very low level of interest or no interest at all in self-development as a leader which remains very essential in the teambuilding process. A negative leader fails to listen to and hear the team as well as the managers of the department standing on a higher position and dismisses their concern without even seeing their boldness which accordingly brings to their short-term orientated strategy on teamwork. A negative leader keeps team members tensional and thus will head them up to an overwhelming and unmotivated job attitude. Thereby, a negative leader is neither efficient in a long-term perspective nor in a short-term (Grimmer, 2014, 34).

The next leader type hypothesized by Dr. Weis is "the innocuous to positive leader". Dr. Lydia Jordan has characterized this type of leader as immovable to improvements; nevertheless these individuals usually achieve good results. These leaders are good at setting up the goals and even in strategy creation, but they are more suitable as team workers than leaders. They are known to be individuals with good intentions, but with insufficient leadership skills. If referring to Belbin's team roles, these individuals are perfect examples of representatives of people-oriented team members.

The third leadership type is known as "the good to great" leaders. If searching for reflection of this type of leaders in Belbin's team role hypothesis, these individuals are

related to thinkers balanced with action-orientated team representatives, mentioned in Figure 1 in the upper and left circles. These individuals are known to be one of the best leaders combining and balancing not only loyalty and common sense but also natural fascination, meanwhile the authority of these leaders is only based on their global presence rather on their professionalism combined with their natural charm (Grimmer, 2014, 34).

The last leadership manner is known to be the best among the other three. "The outstanding leaders" fully correspond to their denomination. "The outstanding leader" begins with his global presence, unconditional responsibility and inspirational behavior. This individual ensures the successful preservation of the project by everlasting team development as well as the development of each member individually. These leaders are known to be leaders for life as they remain as such long after they quit the position. An "Outstanding leader" always makes sure that the environment is not only convenient, but mutually inspirational. Fascination of team members' skills development is an inherent part of this leadership manner. If speaking about transformation of coworkers within a team of an "outstanding leader", there is a tendency that sooner or later all the team members are turning into such an individual as their leader was thus creating an army of "outstanding leaders". The efficiency of this kind of team, where each and every member feels high responsibility is definitely high. If coming back to Figure 1, the "outstanding leader is there, where all the three circles are intersected (Grimmer, 2014, 35).

To understand what kind of leadership is the most efficient in terms of competitive market, it is needed to figure out the goals, terms and condition for a particular team (Goleman et al. 2002, 3).

3.3 Motivating team members

Motivation has always been a significant issue while explaining a certain action of an individual. The phenomenon has is described as an inner feeling of need and desire

that drives an individual towards the action to achieve the main objective (Gaspar et al. 2005, 229).

Motivated employees are willing to dedicate time to certain level of engagement for a particular issue in an organization if they see the strong value of it not only for the company itself, but for themselves. Being aware of that many companies set up certain solidarity of the views of employees within a company, thereby persuading them sharing the same views and having a common goal. Thus, according to a variety of needs and obligations of employees motivation turns into a complex issue as not necessarily all the employees share the same perspective to the same extent (McShane & Von Glinow 2003, 132).

To establish and strengthen employee loyalty, it is crucial to act in accordance with the needs of employees which are best represented in the acclaimed Maslow's Hierarchy of Needs (Montana et al. 2008, 238).
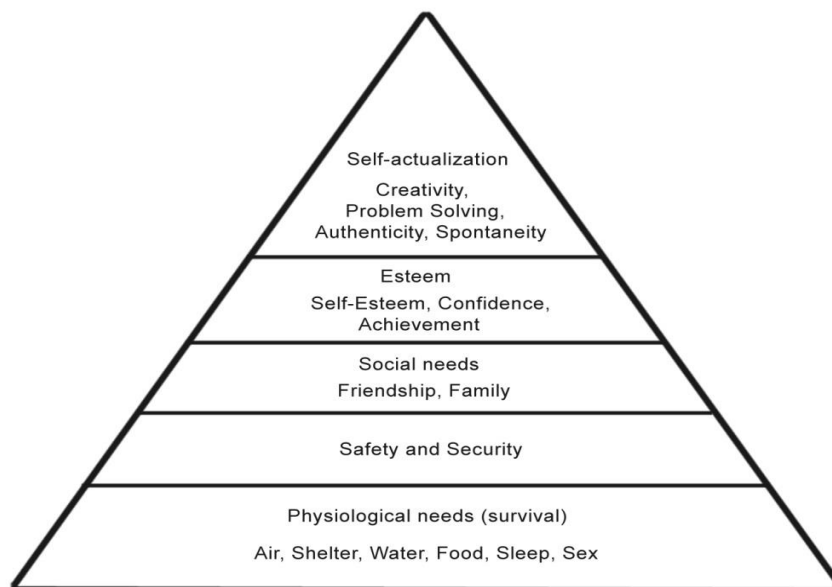

FIGURE 2. Maslow's Hierarchy of Needs. Adopted from Montana et al. (2008, 238)

Maslow's Hierarchy of Needs is one of the most frequently used models to identify the basic motivational origin for a particular individual. According To Maslow, only unsatisfied needs are acting as a driver for action in other words only unsatisfied needs are the source of motivation. The researcher hypothesizes that there are five essential needs that elucidate the most of our behavior. Those are ranked from the bottom mostly physical, primitive and immature ones proceeding upwards to the socio-psychological enlightened and mature (Montana et al. 2008, 238-241).

Each of the steps of the Maslow's pyramid has a link with the next one, as soon as the individual fulfills one need he or she is ready to go on with the next one (Rakowski 2011, 5).

Montana et al. (2008, 242) describe the research of famous American psychologist and Professor Gordon Lippitt. The professor has done research conducted among 6000 managers. They had to complete a task on choosing 6 out of 237 major items as the most important in motivating them to do their job the best. The same research has been conducted among 500 senior-level executive representatives of different companies and government agencies as well as 200 fresh college graduates- 2001. Remarkably, all of the groups have been ranking the features identically. Those 6 major priorities were the following:

- Respect me as a person
- Good pay
- Chance to perform quality work
- Feeling my job is important
- Opportunity for self-development and improvement
- Large amount of freedom on the job

It is appropriate to conclude, that all of the six steps detected from the Lippitt's research are clearly corresponding to all of the Maslow's Hierarchy of Needs. If analyzing all of the six major priorities that are driving motivation, according to over 1500 employees taking part in Lippitt's research, the lack of satisfaction in any of Maslow's needs is not generating actions, au contraire, it accomplishes corporate demotivation.

Nevertheless, according to Bennis (2003, 69), negative feedback or any negative incident (could be equated to the lack of any of Maslow's steps) are considered powerful generators of reversed-driven motivation in other words motivation driven by negative factors, however such motivational reasons have never been marked as long-term oriented ones.

Thus, if being critical of Maslow's hypothesis, contrary to the researcher's views, financial rewarding has always been one of the main motivational drivers on the workplace for employees, nevertheless, it is crucial, that not only money acts as a motivational criterion for them. Also the criticism of given hypothesis ratifying the appropriateness of lack of something is not necessarily forcing an employee to self-improve, moreover it is not necessarily forcing an individual to the pursuit of the main objective, au contraire, in certain situations being within a comfort zone allows achieving more and being more efficient (Laurie 2007, 255-260).

On August 22, 2015 two of the world's most powerful online magazines of business world Business Insider and Entrepreneur (Walter, 2015) published an article with the same content announcing that money is not enough to be considered the empowering motivator to keep the employees satisfied. Business Insider and Entrepreneur assert with one accord that monetary rewarding is less powerful than a primitive "thanks" for an employee who did something well. It is also distinctive, that Business Insider and Entrepreneur mentioned what employees rank as the best rewarding is alike to what they have ranked before while Lippitt has been doing his research and to what Maslow is hypothesizing with his Hierarchy of Needs.

Thus, if referring to Montana et al. (2008, 241-258) and concluding, motivating employees should be a system which consists of not only rewarding and compensation, but also of creating appropriate work environment thus encouraging friendliness, openness and mutual respect. Such an environment implies managerial support. Management should take care of such an environment, thus creating long-term oriented motivation, interindividual relationships, as well as employee loyalty.

4. CASE COMPANY PRESENTATION

Propeller Ads Media is the commissioning company for this thesis and it is a biggest product of international group of companies called Embria according to the amount of employees and focused financial sources. Embria was established in 2007 by a group of private investors. The main spheres of specialization are: social media networks, game applications and internet advertising.

Today Embria has many companies which they raised up from startups to successful all-sufficient company units. Propeller Ads Media operates in an advertising network industry and focuses on placement of advertisements on different websites. Companies like Propeller Ads Media are considered as middleman between advertisers and websites. If using simple terms-the company sells online traffic for advertisements, which are going to be located from left and right side of the actual website.

FIGURE 3. Company's logo. Adopted from company's website (https://propellerads.com/)

The company was established in the Russian Federation, but it is registered in the UK for many beneficial reasons concerning customer loyalty. Today the commissioning company has around 160 employees. It operates globally, depending on the companies that require their services. The head office is located in the United Kingdom.

From the very beginning, the company was more west-oriented, as the spheres listed above were more updated in Europe, Canada and the USA. From one point of view,

the target audiences of the company are entertaining web sites, such as websites with flash games, online cinemas, etc. From another point of view, they are online casinos, online games, Forex-type of websites, dating sites, etc.

The company has a long -term goal which is to increase the market share globally by entering new markets (preferably in Asia Pacific), to have bigger platforms for cooperation. Basically, as in any company, to reach the long-term oriented goal, managers and employees should focus more on short-term oriented goals, such as: research of new partners, development of relationships between company and existing partners, managing and monitoring them.

The company includes many young and updated employees; nevertheless, while talking to one of the team leaders, the author of the thesis can identify several little, but not less important and delicate difficulties, such as:

- Recruitment of very smart employees, who are not very motivated
- Dealing with small partners, who do not bring a lot of benefits to the company, but the relationships should still be retained

4.1 Basic Idea of Advertising online

The principle of advertisement is changing day by day. Just a tiny while ago we had tons of commercials on TV and in newspapers, but what do we have today? Social media and online news journals are so well-integrated into our daily routine that we can hardly exist without them (Zarella 2010, 1).

Online advertisement is a big deal today as according to Entrepreneur (Walter, 2015) online journal there are more mobile connections with internet support than alive people in the world. People are using their smartphone applications to always be aware of today's agenda no matter who is the issue: their friends, family or even the whole world.

It is appropriate to mention that before a company used to find their consumer, sell them their product or service, but today due to numerous market researches, group interviews and due to other empirical researches we have online advertising which is called Online Marketing if uniting all of its features.

Online advertising is very diverse and has many possible formats. The popular social network Instagram is famous for its so called h-tags. Speaking primitively, users upload their pictures and create an online album representing not only their life, but commenting on their certain emotions and underlining them with h-tags. H-tags are made to register a certain happening. If there is a photo of a couple most probably there is a hashtag "love" marked with a number sign in front. So the whole construction looks like this "#love". The note with a number sign turns into a link, clicking on that note switches the user to a page with photos of random people who have marked their photo with the same h-tag. The same actually happens with any other word marked as an h-tag, so the user is able to search and find whatever he or she needs. The situation requirement is if a user wants to find something on Instagram, the social network itself acts as a host and a middleman between the one who promotes something with h-tag and the one who searches that product, service or just a picture (Miles 2013, 28-35).

Facebook acts the same way, while being the biggest social networking website with the largest number of users it has many financial sources, one of them is definitely advertisement. The ads are changing on Facebook in accordance with the results of research of a particular user profile. Most probably the ad will rivet the attention of the profile owner as it is elaborately expiscated to correspond to users' needs as demand has always been causing the supply. Facebook personates the role of the middleman between the one who demands a particular product or service and the one who is ready to supply that. The payment of such advertisements is usually based on the number of viewers or so called PPC-pay per click, nevertheless there are other options such as the number of consumers who have chosen the product or service which has been advertised on their Facebook page who have later mentioned Facebook under the question "Where have you found the information about us?" (Marshall et al. 2013, 190-235).

Mentioning that social networks are acting as middlemen between a demander and a supplier it should be underlined, that apparently the supplier and middleman have their middlemen, otherwise how would they execute their plan of advertising something on this or that website? In principle, there should be a middleman who knows well which website would be suitable for a certain ad, because no one promotes burgers on the gym webpage, or no one promotes a high-class brand dress on the page of a university on Facebook. The middleman knows exactly who the target audience of their customer is. That is exactly what the commissioning company of this thesis does.

FIGURE 4. Example of online advertising placement on the website.

Adopted from Yahoo.com

4.2   Company selection criteria

Starting this chapter with a brief description of Russian society is an appropriate basis for an explanation of the company selection criteria.

As Russian social environment has been acclaimed for its promiscuity and diversity, studying out the anthropogenic factor in such an arduous global context grants loyalty in a more commercially modernized context. In other words, once an expert is ready for the worst case scenario, he or she is loyal in all the other phases of a given scenario. It would be appropriate to mention, that the previous statement does not insult Russian Federation as a backward environment for business development, au contraire, it states the multiplicity of choice and altitude of loyalty which is still accompanied with lack of accent on humanity factors and that is exactly what this bachelor's thesis attempts to study. In other words, how to remain loyal or be more loyal using scientific achievements in a given field in order to reach better results within an enterprise considering not only intuitive leverages, but professional methods of Human Resource Management studied previously and particularly while building a team and managing it.

The adopted decision concerning the choice of company is conditioned with a wide range of advantages not only in the host country of the case company, but also for SMEs and large enterprises within context of mentally alike countries for instance of former Soviet Union countries. As it was previously mentioned, the research is still applicable in any society as human core and the purport remains more or less alike everywhere because all the humans are made as such.
Coming to the core of the following chapter, it should be mentioned that Propeller Ads Media is quite multinational former Soviet Union countries; nevertheless it operates globally all over the world.

Taking into account the business area of the case company, it should be straightened out that it includes interdependent departments which should organically work together within a company. There are departments which require certain strict and less emotional individuals for instance financial departments also there are departments requiring a creative attitude, stress-resistance and ability to communicate with diverse clients.

Each department undoubtedly requires a certain level of professionalism meanwhile Propeller Ads Media has graduates from different universities, people from different families and with different backgrounds which establishes a ground for smart cooperation which could only be reached through good management of human resources.

Despite an appropriate environment for research of the chosen topic, the company was chosen due to its professional practice. An advertising Network Company has a long-term oriented business model, which requires corresponding solutions in a long-term manner which causes criticism in all stages of quality control of the service as well as control of the quality of cooperation between employees and departments as well as each employee individually. As global business management practice shows, there is always going to be teamwork which requires its proper building thus a long-term oriented topic is better studied in a long-term oriented business environment which is actually presented in the case company.

As teambuilding methods are getting more and more essential in the context of SMEs and large enterprises, it is adequate to say that conclusions made on the basis of diverse society within a company are more applicable as the main purpose of this bachelor's thesis is not only to satisfy the given commitment, but also to provide beneficial conclusions on teambuilding for the case company as well as for the range of companies with similarities, not necessarily concerning their sphere of specialization.

The case company is a good example of well-organized business which has a lot to develop if researching its teambuilding. While doing a local market research, it was concluded that this market had numerous researches done for marketing agencies, but not so many for the advertising companies and almost zero for advertising network companies. So the choice of the commissioning company combined not only a research that was truly needed, but also the features which require improvements in a sphere that has never been studied before.

5. RESEARCH METHODS AND DATA COLLECTION

The basic aim of any research is to answer unresolved questions which are usually accompanied with opportunities for further researches. It is an interdependent and logical system which could be cognized only through empirical and critical inquisition of an issue. The commencement of it goes through defining the research problem, followed by conducting the research plan. The research plan guides the whole process and keeps it within its limitations (Ghauri et al. 1995, 26).

While doing such a specific research it is required not only to understand different data collection methods, but also to conduct those to be able to draw as precise an issue picture as possible through the range of the information pieces gathered (Wilson 2010, 134).

There are two main research methods, qualitative and quantitative and it is crucial to understand their difference before conducting the research. Quantitative research contains numerical information; it includes numbers, graphics or charts and statistics. It aims at testing certain phenomena using the existing facts, while qualitative research is recognized as more diverse and protean, it aims at generation theory out of the data collected, rather than testing an existing one (Ghauri et al., 2005, 19-21).

Nevertheless, before conducting any research it is decisive to get familiar with all the types of data approaches to be able to define the best way to build the research. The following chapter is going to describe the theory learned as a background for the entire research as well as research approaches in general to be able to see the whole phenomenon of teambuilding in theory first and further in practice.

5.1 Qualitative research

According to Erikson et al. (2008), the choice of approach and methods are depending on the issue of the research; as the research describes the issue of teambuilding it does not include much statistics, thus it is evidentially a qualitative material, even though

different quantitative data was taken into account while making this research. In the present research many methods of information gathering were organized and implemented, such as interviews, case studies, etc.

Qualitative research methods allow examining the issue is depth, providing a range of detailed data. This method is more dynamic, flexible and enables the researcher to approach the phenomenon deductively (Quinn Patton 1990, 24).

Erikson et al. (2008, 77-80) states, that qualitative data could be expressed through words, using concepts, but never standardized form. During analysis such as given, the theory should be summarized, categorized and deeply studied. The main mission of qualitative research is to gather enough trustworthy exhaustive data, understand the theory of the issue, its practical implementation and consequences.

Data collected through the qualitative research method is called empirical and it can be expressed as usual text as well as audio or video file. Qualitative research methods are very diverse. They could be in form of interviews, focus group discussions, action researches, case studies, to name but a few. One has to be very critical and precise in analysis of empirical data, with all its challenging content it requires a certain level of amalgamation with the topic to acquire certain masterfulness to draw relevant conclusions. The process is considered to be highly demanding and requires big time investment (Erikson et al. 2008, 4-10).

According to Zairi (2010), benchmarking acts as reliable method of qualitative research and further data collection. According to the author, the results could be improved up to 95, 5% if referring to benchmarking methods and if deductively analyze gathered information.

5.2   Design of interview questions

The interview phase could be called the fundamental phase of the whole bachelor's thesis. As the main goal of this phase was to find a trustworthy source of information, it turned out not only engaging, but also useful and supportive.

Each interview has a background of communicational knowledge implication which is certainly useful in the context of this bachelor's thesis within the degree of BBA. There were three interviews conducted among world-renowned companies. It is appropriate to underline, that the sphere of their specialization is different, but they still remain influential globally. In such environment the research shapes in a way that it remains diverse, wide, but still not contradictory. The topic is being studied deeper which grants efficiency in the whole research and reassures its trustworthiness.

The table below summarizes the interviewees' information and gives complementary information concerning the company
y and the interviewee within the company.

Table 1. General information on interviews.

Company	Industry	Interviewee	Position of Interviewee	Date, Place and Type of Interview
1. Propeller Ads Media	Advertising Network	Arman Babaian, Olga Dmitrenko	Teamleader	25 December 2014, Saint-Petersburg, Head office of Propeller Ads Media

2. Company X 1	Financial services	Respondent X 1	Managing Director and HR	30 March 2015. ICC building, Hong Kong. Personal interview
3. Company X 2	Greeting card, presents	Respondent X 2	Managing Director-Asia Pacific Procurement	23 April 2015. Harbourfront Landmark, Hong Kong. Personal interview
4. Company X 3	Banking, Financial services	Respondent X 3	Regional Program Director	August 4 2015, Online interview

Semi-structured interview is a type of an interview which could be considered quite liberal with its structure. It gives a ground to explore more as well as allows personalizing the interview. (Wilson 2010, 147.) Within semi-structured interviews there is a prepared list of questions, but the concept allows not only to add questions, but also to skip some of them depending on the situation; the order of the questions can be easily changed. One of the benefits of this particular type of interview, is that it is always convenient to ask in accordance with the situation and take into account all features of this or that interviewee which is ethical, time saving, if the question was answered while answering the previous question and thus a semi-structured interview is efficient (Eriksson & Kovalainen 2008, 82-84) .

Interviews were decided to be semi-structured, as in such a research that method is the most efficient and resultative. Readiness for a certain discussion generates all-encompassing questions, while a liberal attitude allows independently drift from topic to topic which actually makes the topic even more studied, according to Sanders et al.

(2009, 320-321), the interview should be as straightforward as possible to gather dispassionate answers.

Each interview took around one hour which was enough to thoroughly cover 10-15 questions. For certain simplification and better communication, all the questions were grouped in categories, corresponding to the main research questions. Basically, there were 10 basic questions categorized as two questions per each category. In accordance with the discussion and situation, some questions were added to the list as they contribute to a full disclosure of the issue.

1. Background information

As it was previously mentioned, the interviewees have high positions in worldwide companies and the first part of the questions should have been created in order to start the conversation as well as to be aware of the company in first-person. Nevertheless, it would be unprofessional to start the interview with a big market player with prefatory questions; instead an informative pre-interview homework was conducted in order to reach the core issue of the interview in accordance with the schedules of interviewees as well as with respect to the company and its background and in order to stay ethical. Thus first section questions were more professional and goal-oriented.

Questions of this type usually keep the conversation less strict and informal but still professional and they allow forthright speech of an interviewee which leads to more practical information than theoretical knowledge. In other words, people, regardless of their position in their workplace, are more likely to share their difficulties and remarkable queasy situations and that allows staying away from the notorious theoretical knowledge and stay on the practical side of the issue. This strategy is out of any pressure but it still remains professional as the issue is to amend difficult situations related to the teambuilding. Also the interview questions should be related to main research questions. Thus, first question section corresponds to research question number 1 and was as follows:

- *First, I would like to ask how often you face the situation, when you need a team to work on a certain project?*

- *What kind of remarkable difficulties have you ever faced while building and managing a team?*

2. Interviewee background

Interviewee background was needed to find out the limitations of the interview and to identify the order of the following questions as well as their content. Section number two was to cover the recruitment part. The first question of this section identifies if the interviewee has ever faced a situation of teambuilding from its root. Today many companies practice teambuilding starting from the recruitment process.

For instance, according to online newsroom Business Insider, in 2013 Heineken held over 1.5 thousand stress-resistant interviews. During those interviews potential employees were put in the situation of rapid development of actions and they were tested because Heineken basically wanted to see in their potential employees, stress-resistance for instance or rapid problem-solving and so on to list but a few.

It is relevant to understand if the strategy of Heineken is unique, otherwise the whole research would have been switched to new ways and strategies of recruitment. Thus, the questions three and four were to find out if the recruitment process is a part of global teambuilding within a company or no. The chronology of questions allows identifying if the interviewee is engaged in the recruitment phase and then to find out if it is a part of global teambuilding notwithstanding or no. A sub question concerning features of the "right" employee allows determining more concerning features of employees and the tendency of their compatibility as according to Meredith Belbin research on team roles (2012), it is unlikely to have all the employees and team members carrying the same roles. As the researcher mentions, one individual can carry several roles, but in accordance with that it is exceptional to have all the employees carrying the same features. Thus the following questions are as following:

- *Have you ever recruited potential employees?*

-*If yes, what is the thing that you really expect to hear from the interviewee to know that it's the right person?*

- *Does your company build a sort of "global team" already in the recruitment phase so that all people can be easily grouped together?*

3. Core questions

Section number three is closest to the core of the aim of the research. This section allows comprehending the company as a live mechanism: descry its priorities, values and attitude. These questions are also disclosing the methods of people combination in order for them to work together as a team.

Here it has been required to feel the individuality of a particular company in order to shrewdly and critically analyze and interpret the data. It is crucial to underline, that there is no company popularizing their strategies of inner policy. This insularity is made in order to keep the company competitive among other market players of their industry. Thus it has totally been predictable that the data should have been interpreted according to skills, knowledge as well as common sense.

This section also discloses more about interdepartmental work in order to compare the way different companies incarnate their unique techniques of HR strategy. Thus the framework described in the theoretical part has been indicated as a bottom line once again as a proof of a phenomenon.

Thus the questions have been the following:

- *What is the main principle of teambuilding in your department within your company?*

- *How do you choose people for teamwork?*

-Is there any special algorithm?

The question of leadership and motivation are basically formed to find an answer to two of the main research questions. This section of questions studies the issue elaborately to be able to conclude the results into a framework.

As there are numerous researches dedicated to the relevance of a leader within a team it is appropriate not only to examine the written literature, but also to immerse deeper into real working life and ask professionals concerning their experience which luckily, according to the interviewees of the present research, has been longer than 15 years. Thus it was studied what is really happening in practice. This question section is the most personalized in terms of the individuality of each company. The pro was that the companies were diverse and represented different independent industries, thus the relevance of team leadership was studied carefully wherethrough there was a certain framework created.

Nevertheless, as it has also been previously studied, the leaders could be different, and most-importantly, depending on the industry, the leadership type, if it is needed, varies due to the personality of team members. People involved in a creative industry are definitely different from the ones involved in the finances. People as the main assets dictate the leadership type or its otiosity. If discussing the motivational aspect, the diversity of companies has also been considered as an unconditional pro. As in the chapter on motivation the actuality of long-term oriented leadership with full provision of basic human needs has been discussed based on the Maslow's hypothesis of needs as well as the relevance of positive approach. It was logical that the managers should have been maximally objective due to their personal experience which has been checked with time.

- *Is it important to have a team leader, or is it better to keep all the members equal?*

-If you can give an example of pros and cons of it, that would be very helpful.

- *If there is a leader, what kind of characteristics should that individual have?*

- *What is the perfect team for you if you were (are right now) a team manager (team leader)?*

-Number of people

-Their personality type (if taken into account)

-Any other criterion that needs to be mentioned

- *How do your company managers or team leaders boost the performance of the team?*

- *How to keep team members motivated?*

-Is there any specific strategy?

-Does the motivation strategy have to be applied every now and then?

The elaborations after the main questions in the last section gave an opportunity to gather more information but also allowed the respondent to be more objective and signify their subjective opinion which is also relevant for the research as it aims to consider all possible data in order to silhouette precise conclusions.

5.3   Data collection

According to Erikson and Kovalainen (2008, 77-78) there are two basic types of data: primary and secondary. The first one is empirical data which is collected by the researcher while conducting personal structured and semi-structured interviews, analyzing observed situations, etc. Secondary data is already existing data and it includes both textual data (stories, website reviews, documents, etc.) and visual materials (movies, videos, presentations, etc.).

Three semi-structured interviews were carried out during the research process. It is appropriate to accentuate why such a range of diverse companies from completely different industries has been selected to analyze teambuilding. Apparently this choice

was not made by mistake, au contraire, it is the strongest advantage of the whole research.

As teambuilding is considered to be an inherent part of HRM and HRM in its turn is basic knowledge for any entrepreneurs and further for any management to start successfully and to remain such as the fundamental source for anything today is still a human being.

5.4   Data analysis

The information gathered while researching requires winnowing and interpreting. One of the major challenges during qualitative data analysis is that information is too comprehensive thus it turns out confusing and only through selectiveness and criticism it could be somehow frameworked and systematized. Two data analysis methods could have been used which are either positivistic or phenomenological. The first one implies the classification and measurement of all the data, while the second one suggests that each and every case is very individual and subjective but if decently researching, it would not be require categorization and quantification of it (Ghauri et al. 1995, 95-96). As in this study it is crucial to discover the link between all the industries teambuilding from military to the gift industry that is why the phenomenological viewpoint was selected as the most suitable.

Besides, in order to achieve trustworthy results and to make the research useful and applicable, benchmarking methods have been applied to analyze and interpret the data. According to Mann (2003), the method is known as one of the least demanding methods of data mining and its analysis as well as one of the most efficient. The method implies the comparison of the same phenomenon (in given case it is teambuilding) within diverse cases which were the interviewees' host companies. The method also allows consultancy with experts in the core field which enlarges the picture of the whole research, thus makes it diverse, objective, applicable and trustworthy; nevertheless, the secondary data has also been used in written or electronic materials.

As the last step of the data analysis, empirical method of research, study, deduction as well as the common sense have been involved in this work it is possible to critically and precisely analyze the data.

5.5   Research trustworthiness

Ensuring trustworthiness in qualitative research could sometimes be complicated due to its narratively interpreted data. According to Erikson and Kovalainen (2008, 184), the trustworthiness of qualitative research is measured in accordance with for major factors, which are: credibility, transferability, dependability and conformability.

Credibility

Credibility or "truth value" is made to answer concrete questions, such as: Is the researcher familiar enough with the main research topic and issue? Is the research built logically and gradually? If another researcher studies the same topic will he arrive at the same conclusions and achieve the same results?

According to Erikson and Kovalainen (2008, 190), this step is critical and demanding as it acts as guarantee for the whole research. As a qualitative   research, this work implies personal interviews, nevertheless, it does not necessarily guarantee the truth of the information provided by the respondent, therefore the participants were assured that their answers would be kept anonymous and thus will have no impact on their career, company or themselves so they   did not have any reasons to provide false information. Nevertheless, according to Lincoln and Guba (1985), full disclosure could never been reached when studying big market players as it is not in the interest to jeopardize the competitive advantage of their company and especially its reputation, thus the data has been rigorously studied and interpreted which could be considered an own input to the research.

What is more, after the interviews the respondents were still kept in touch with in order to allow them make further suggestions or ask them questions. Hence, all the

credibility issues have been taken into account in order to provide the highest possible credibility and reliability of this research.

Transferability

This step of research credibility and trustworthiness implies a network with previous researches on the same topic of the research that has similar issues discussed. This step accentuates the relation between the new research and the previous ones. According to Lincoln and Guba (1985, 110), in order to provide high transferability there should be a thorough explanation of the phenomenon provided that would facilitate comparing the results with other data. Thus, all the efforts of the researcher were put into providing an extensive and comprehensive description of the major concepts, methods and conclusions.

Dependability

This step of trustworthiness implies correspondence to a logical, detectable and phased process. It demands the research to deal with all the previous researches done so that if the same study is carried out again, the results produced are going to remain similar Lincoln and Guba (1985, 112).

Conformability

According to Erikson and Kovalainen (2008, 160), The last step requires link between the data and its interpretations which is considered to be interpreted as such, so that other researchers or readers could simply be involved to the material and effortlessly understand the data instantly. Accuracy and diversity of information was number one priority in the present research. What is more, a lot of information was collected by using the benchmarking method which allows studying the phenomenon diversely.

5.6   Usefulness and limitations

As it has previously been mentioned, teamwork is not a novelty, but the strategies of teambuilding implementation, its leadership and motivation of team members are changing depending on the tendency of one or the other day which is basically dictated by the situation on the global market. Lately the tendency is human-oriented as employees are considered to be the most valuable assets and all the procedures are directly depending on them. The companies are providing them with inner environment in accordance with their needs in order to make them concentrate only on their major task within a certain position.

As worldwide net is strongly integrated into our daily life and information becomes more available than ever before, a negative experience of a single employee which has once been published on the internet can simply influence an image of a large enterprise. Thence, since neither external nor internal stakeholders seek out conflicts, they all prefer satisfying each other's needs, thus creating such an environment that the competitiveness of the company increases gradually which in its turn boosts not only the company itself, but all the internal stakeholders as well. Meanwhile employees feel their power and realize their values; they seek to be treated well. As the issue is shaped in the way it is today, there have been numerous researches conducted in order to study people and investigate the best options of teambuilding.

This research has been executed by considering all of the available primary and secondary data as well as by taking into account the results of the semi-strustured interview as they have had the most authoritative impact on the conclusion-making process.

As it has previously been underlined, the diversity of the industries of the companies the interviews were carried out with is beneficial as the same situation could be studied on the paradigm of each of them. That silhouetted a framework behind the respondents' information on teambuilding. As the main concern of the present thesis has been first profoundly studied with the help of secondary data such as books, online business journals, further it has been enough to deductively propose, that there is a

framework behind any teambuilding regardless of the industry. The framework as a guideline became the main concern and innovative outcome of this thesis.

However the research has been constricted by its limitations as they are not the main concern when it comes to efficiency and quality. Nevertheless, those boundaries were the financial outlay to provide decent teambuilding; also the spatiotemporal issue has not been taken into account due to its irrelevance in the concrete case.

Thus, the usefulness of the research is trustworthy regardless of its limitations; it is discussed detailed in the following chapters on the results and conclusions.

6. RESULTS AND ANALYSIS OF THE RESEARCH

This chapter is devoted to the results of the research. Here all the interviews are precisely analyzed. Semi-structured interviews with international companies' top managers have been the main source of data gathering. The findings are linked with the information presented in the theoretical framework of this thesis.

It has to be underlined, that all the interviewees have shown their enthusiasm and openness to contribute to this research. The main concern has been not only to gather certain data in order to make decisions, but also to link the data of different companies and to elicit a single algorithm.

It should also be underlined, that the interviewees tried to show their maximum objectivity, nevertheless, but to their professionalism, there are things that cannot be disclosed as it is a part of inner policy which keeps the companies competitive.

6.1 Propeller Ads Media

The basic interview was conducted with one of the team leaders from the consumer service department. While representing the case company, the respondent has shown how the company has gradually grown in a short period of time which is certainly accompanied with several advantages as well as disadvantages in terms of consequences; any growth is eventful not only with benefits but also with certain gaps. The main issue of this part was to identify major difficulties of the company in order to be able to create a framework of the relevant solutions.

The main gap was that there is no teambuilding framework installed and implemented in order to reach the best results. While being always busy with daily routine, the company has not pay attention to thorough selection of team members and has always been facing either abundance of active and purposeful individuals or unmotivated but still attentive individuals.

The main issue has been to balance the members so that the team works as efficiently as possible. As it has been previously underlined, the research refers a lot to benchmarking thus further interviews were made to understand the phenomenon and draw decent conclusions.

6.2   Company X 1

The first interview was held in the headquarters of Asian branch, in Hong Kong. Luckily it has been possible to interview the main decision-making person in the Asian branch. The Managing Director has answered all the interview questions and provided profound explanation of several specific aspects inside the company as well as background of the inner policy and several unspoken rules that are guidelines for the employees.

Company X 1 is a global multinational financial service corporation. It has been operating on the market over a semicentenary. It has never been hidden that some companies in order to recruit a certain individual require not one, but several personal inter-

views. Company X 1 is one of those companies that directly points out the necessity of high level of exacting.

The company is approaching teambuilding from the recruitment phase. Numerous interviewees are proving that. The company is following a unique strategy, the Managing Director affirms, that the employees are company-oriented, thus when applying for a job and they are aware of the path they are aiming to take. When asked *how people are recruited and selected*, the answer was confident and exhaustive:
"A big homework should have been done by them in advance"
Respondent X 1

The answer insinuated that the process is not going to be discussed in details due to the limitations and most probably due to confidentiality of that information, but it has been profoundly assured that it is complicated and requires much more than a perfect CV and a decent cover later.

Speaking about the main principles of teambuilding at Company X 1, it should be underlined, that among the personal profile which is identified during the recruitment phase, people are grouped in accordance with their specialization in terms of function. Actually, the main challenge identified by the respondent is exactly the aspect of compatibility of personal profiles within a team.

The respondent has mentioned that people at Company X 1 are "A-personality" individuals, which means, if referring to the **Figure 1** they are right in the middle of that figure, combining literally all of the functions.

 McLeod (2014) explains A-personality individuals as competitive, efficient and very self-critical. Nevertheless, interestingly, they are not positioned as individuals feeling joy or happiness while striving towards their goals.

A-personality representative always seeks to better performance and tries to cover several tasks simultaneously, thus, while being under time pressure as well as self-

pressure, A-personality people are tend to be bad stress-managers and bent to aggression and tender.
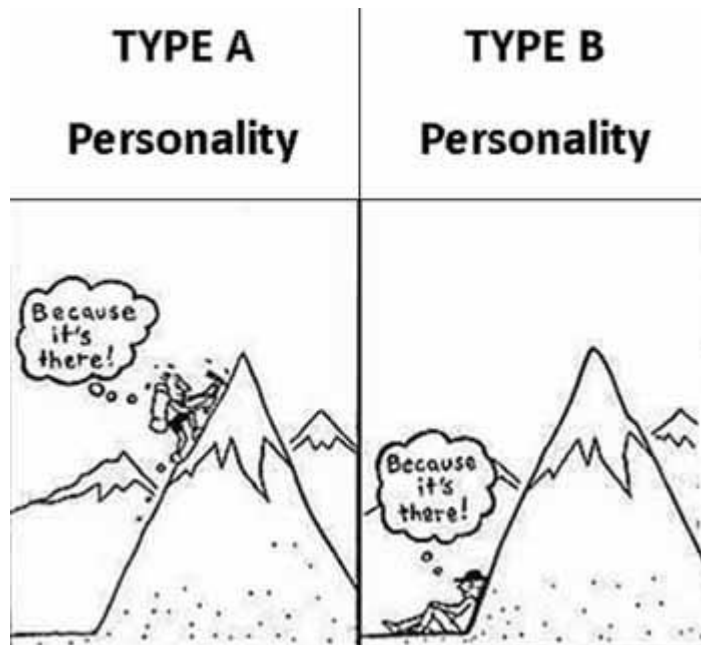

Figure 5. Type A personality. Adopted from SimplyPsychology.org website.

Those individuals are rare examples when a single individual combines so many features in one personality. A-personality people are also known for their unconditional numerous qualities and high efficiency. Nevertheless, as there have been many researches done on that phenomenon, one cannot cover absolutely all of the possible team roles, that is why it could still be concluded that depending on the situation, the individuals are cooperating so that each and every one of them combines more or less all of the functions, but there are still 1-3 features that are dominating over other functions, thus allowing a member to have a certain position and complete a specific function within a mechanism called team.

The previous paragraph allows turning attention to the other aspect that could be faced within such an efficient team-the relevance of leadership. Having background information from the previous paragraph, it can simply be concluded that any of the team members according to the features and personality types they possess could take a re-

sponsibility and be a leader. Indeed, how it has already been underlined by the respondent, all of the team members are completely suitable to cover the team role of leader; nevertheless there is always an individual who demonstrates the initiative to be a leader that is how that step is being completed.

The respondent affirms, that the company regardless of difficulties in different phases of teamwork, considers it a high-level consequent phenomenon within a company as it is an ongoing process and requires non-stop contribution such as improvements and innovative methods. That is what makes the process to advance from good to great.

There is no company neglecting motivational strategies in order to boost the performance. It is crucial to mention that the respondent corroborates that the relevance of motivational policies tend to be applicable to the employees of all the positions. It has also been mentioned, that motivation is a repercussive process which accompanies the working process and it includes more or less standard options such as ensured salaries and bonuses which are competitive on the local market.

Another thing to be mentioned is that the methods of collaboration are democratic. The respondent assures that there is always a topic to discuss for further improvements of teamwork which is always undergone for further negotiations.

6.3 Company X 2

Company X 2 is a multinational company which operates globally. This company is responsible for the major part of the postcards that are being sent from one point to another. Annually around 5 billion cards of this brand are being gifted. As the brand shows positive fluctuation regardless of the unstable market situation, it could be simply concluded that the system is optimized and is working well. Undoubtedly achievements always have a lot of efforts behind a simple confirmation of a fact of successfulness.

The contribution of Company X 2 has been very powerful in terms of information gathering and exploring the phenomenon of teambuilding. As it has been possible to gather the information from the General Manager of Asian branch of the company, the research worth can be treated as trustworthy and objective as an employee in the managing position observes the situation precisely and acts as the decision-making team member.

If starting with the recruitment phase, the personality type of the potential employees has not been described in a detailed manner, it has just been mentioned that creativity basically corresponds to the demands of the field of specialization of a company is important while recruiting an individual. Also the educational background as well as an energetic attitude is welcomed in the potential employees' personal profile. However, it could be deductively concluded, that in order to be a part of a global team of such a company there should be something more, which was preferred not to be disclosed.

Beneficially for the framework that has been proposed by Belbin, Company X 2 as well as Company X 1 is aligning teams by the functional capability rather than by the diversity of team members. The way of cooperation has been identified by the respondent as more informal than formal, so it could be concluded, that the teambuilding policy tends to be democratically built. The respondent mentioned, that if walking around the office, there could be many informal teams adverted working together. Interestingly, such a situation occurred on the day of interview taking. A group of creative product developers have been working for the Christmas tree toy collection for the coming Christmas. It has been underlined by the researcher, that the team members were active, easy-going and happy discussing their new project. Their behavior seemed informal but still respectful to their Managing Director; they didn't miss a chance for a small -talk and a quick question.

Speaking about the leadership, the respondent used a term "player-coach" as the leader according to Company X 2 philosophy should be working on a project along the side

of an equal team member, but in case the situation requires coaching or strict decision-making, the leader should be the one stating the fact in front of the team.

"Leader should feel when it's time to say -as a project leader I say this is where we need to go, or when it is time to say- hey what do you all think…"
Respondent X 2

As the policy of teamwork remains mostly informal, the leader is going to be the readiest one and usually it is the initiative one, corresponding to 3-4 team roles studies by Belbin. Interdepartmental or team brainstorms as well as debates concerning a certain issue are encouraged at Company X 2.

When it comes to the motivational aspect, it has been underlined, that people employed at Company X 2 are motivated enough as it has been detected on the very first stage. The internal atmosphere of creativity and informal teamwork allows people feeling themselves secure and convenient, thus they are concentrating on their main liabilities.

Nevertheless, the rewarding system is also common for Company X 2 in shape of bonuses.

In case of a significant decrease of motivation the employee is being asked about his or her wish to still be employed in that position, if the answer is positive then the employee should work on that aspect by him or herself.

6.4   Company X 3

Company X 3 acts as a very detailed respondent as the interview was held via email that is why the question could not be skipped as it usually is while interviewing using semi-structured system because of a simple distraction, unless it touches company secret information.

Interestingly, the banking segment faces the need of teamwork quite often and while recruiting people the ability to work in teams is considered to be one of the most important. As it has been discovered, the self-motivated people who like challenges are welcomed to Company X 3. Nevertheless, the level of education, attitude from the professional point of view are also taken into account. Idea generation as well as an energetic attitude gives an additional chance to candidate to be on the board.

As the Regional Program Director replied, the main principle of teambuilding is: "Working towards a common strategic goal and vision". As it has been the only sentence, deductively it is concluded, that dedication, common goal as well as vision are pointed out as priority while working. Also it could be concluded that there certain is step-by-step algorithm. It has been explained, that there are no universal simple rules that one can use to have absolutely right people in a team. One can try his best based on his experience and adjust it along the process. People are being chosen based on the attitudes and behavior. It can never be correctly predict how the person will continue to behave in future, so adjustments will be required such as conversations with those that are off track and straggle to work in a team.

According to the respondent, the team could exist without a leader; it all depends on the situation. An appropriate leader is:
"...flexible and understands the team members compositions. Keeping the communication flow and encouraging participating is also important. I am not very much in favour of very charismatic and strong leaders, as we tend to idealise them and anticipate them to be perfect forever, which is not possible."
Respondent X 3

Motivation is also mentioned as a repeatable process which has to include not only the rewarding system, but also the provision of a decent convenient atmosphere supported with democratic solutions while cooperating.

6.5   Summary of the interviews

If summing up all the interviews, it could be concluded, that there is never an improvisation within the first step of the selection as it is the fundamental and determinative one. The knowledge, skills and previous experience as well as the personality type of a potential employee are inheriting a good reason to be hired.

1. People are being hired selectively

The companies are considering the comfort of their employees as an important issue. Subordination and respect throughout people of all positions is an inherent part of their everyday operations

2. Maslow's hierarchy of needs represented in a pyramid is provided fully.

People are allowed to make decisions and work in a democratic atmosphere as long as it doesn't contradict their inner code of conduct. Informal teams throughout all the operational stages are welcomed

3. Democracy and freedom in accordance with code of conduct is provided and supported

Leader isn't an employee chosen by the top management, au contraire the person is chosen within the team itself. There is no accentuation on the authorities of a leader, when the situation requires, the one covering the role of a leader will make a step in order to provide successful project consummation.

4. Inartificial selection of a leader without exterior pressure

Good pay is crucial but not always operates as the most decisive motivational reason. The best rewarding for employees is their individual growth within a position they cover and their unobstructed daily operations. Decent atmosphere and relevant job which has a value in a society are more valuable than bonuses and other financial or tangible rewarding, which are also possible and definitely welcomed along with intangible benefits a particular job.

5. Intangible satisfaction along with tangible rewarding are best to motivate an employee within decent atmosphere mentioned before

7. CONCLUSIONS

This part of the research is devoted to conclusions is based on the study of empirical data, benchmarking as well as a profound analysis of primary and secondary data. It aims at answering the research questions and therefore achieving the main goal of this work.

Taking into account the previous researches, this work also provides a ground for further research on the same topic or on any other issue represented in this thesis. Moreover, it provides suggestions for the commissioning company, based on a thorough analysis of both primary and secondary data.

The main objective of this work has been determining the best methods of the team building implementation. Achieving the awareness and profound knowledge could only be possible by answering the research questions, thus this part of the study focuses on the main research question and on their profound explanation.

First and last research questions are to be answered simultaneously in accordance with their main agenda which is the same. The only difference is that RQ1 requires a definition of a phenomenon and the RQ5 requires detailed explanation. Nevertheless, as teambuilding is a complex phenomenon, there is nothing better while defining it than defining it with the range of actions and necessities. Thus, what is teambuilding and how is it done are represented below.

> *RQ1: What is efficient teambuilding?*
> *RQ5: How to build an efficient team to boost the company's performance?*

An efficient teambuilding is a complex process which is faced by many companies. It requires the following steps for assurance of its successful completion.
- ✓ Selectiveness while recruitment
- ✓ Provision of appropriate environment for work(Maslow's hypothesis) and common goal, which is inspiring for all the employees
- ✓ Clear setting up of a project goal

- ✓ Provision of democracy and freedom in accordance with the inner code of conduct inside the company, department and teams
- ✓ Democratic and natural election of a leader within a team
- ✓ Tangible and intangible rewarding system
- ✓ Ongoing development of each step of appropriate teambuilding

RQ2: How good leadership can boost company's performance?

Leadership is an inherent part of any teamwork. Sometimes there is a brightly underlined individual who is acting as a leader; sometimes there can be no leader. Nevertheless, as it has been mentioned by the respondent №2, the leader directly affects the project, as "player-coach" operates as an equal individual who shares the team views and well as goals and values of the whole company, and it is not that much about the insurance of proper results but guidance, support and inspiration. Thus the trust, reliability and common goal along with proper coaching and guidance allow team performing their best. Meanwhile, there is no need to select a leader from outside, it is more efficient if the leader is naturally silhouetted while completing an assignment.

RQ3: How to keep team members motivated?

Motivation could be shaped in many different ways, but the most powerful ones still remain intangible benefits that an employee gets out of any assignment. The feeling of one's importance, personal growth and development, contribution into a common goal, provided and respected basic human needs (Mallows hypothesis) along with tangible rewarding are the best to motivate an employee. Ongoing development followed by the satisfaction boosts an individual the best.

RQ4: What is the current situation in the case company's sales teams - how are they built?

The answer on RQ4 could de best explained if not only sharply listing the features of the teambuilding within the commissioning company, but also suggesting useful solutions in order to complete the thesis with its applicableness.

There is no particular method of teambuilding implemented in the commissioning company. The teams are built on the random deductive base. Meanwhile, as there is obvious space for further improvements, the following features are suggested to complete in order to reach better results.

- ✓ While recruiting potential employees, follow the authorial stream of a company as all the employees are to share common views and goals
- ✓ Several interviews could be useful in order to be more precise on a selection phase
- ✓ Create a database of personal profiles of all the employees in a separate database. Either allow the selection happen naturally (informally) or obey the framework represented in given thesis and choose the members in accordance with their compatibility
- ✓ Set the goal up clear and constant. Allow an ongoing dialogue not only within a team, but also with the top management
- ✓ Allow democratic elections of a leader, if it is needed, it would happen, if not, the work will still continue organically as the team would cover these needs inartificially
- ✓ Allow employees grow and develop within a certain assignment or even without it
- ✓ In any case contribute in their ongoing development, in case of negative feedback and lack of efforts, don't hesitate to ask decisive questions on the possibility and need on the further employment
- ✓ Tangible and intangible rewarding are useful while implying motivational strategies
- ✓ Non-stop improvement of working strategies

8. CONCLUDING REMARKS

This work is what has been my major concern for a long while. Today I have the thesis in front of myself and besides unlimited thanks I would like to say personally to all the people who contributed to this work, I want to say that this has been a real check for me. This work assured me that I have enough theoretical and benchmarking knowledge as well as deduction and common sense to be able to perform in the field of HR.

This Bachelor's Thesis would not be possible without amazing people who contributed their time and experience to my research. The biggest revelation for me throughout this research was that people regardless of their social statuses, position on the workplace or any other factor were ready to invest their biggest personal asset which is time in a job of a person they did not even know well. After all, I am certain that the world is a better place every day thanks to people who care.

My university experience granted me a lot. Despite knowledge, friends and many other positive aspects of my education at MAMK, I have also had an opportunity to study abroad and that was truly the time of my life. The experience and the network that has been created during my exchange are very important for me.

There is a special thanks to my coordinator who has been a professional I would listen to. Due to his devotion, unconditional professionalism and personal characteristics we managed to have an efficient thesis process which has been not only work, but a pleasure as well.

This work would never be possible without my friends who have been supporting me while I had the most difficult and overscheduled time of my life which actually overlapped with the thesis process. Their support and belief is priceless.

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