Abstract

Process management is an approach that brings new perspectives for management of organizations. It sets processes in the center of interest and focuses on the quality of process results and satisfaction of its customers. While implementing process management into organizations, as an important part is the new view of organization structure and creation of process teams. In this connection, managers are confronted with a question how to provide effective leadership in process teams and high productivity of teams. The aim of this paper is to evaluate process management as one of the current trends in the management of enterprises, to introduce the theoretical basis of leadership in the process teams and to give partial results of the examination of the leadership of the process teams. Examination is based on the analysis and evaluation of the theoretical background dealing with teamwork and process teams in the process oriented organization. Based on the theoretical background, there was made an empirical study that brings results of the analysis of the process teams in the selected production company operating in Slovakia. The evaluation is based on the results in terms of the behavior, roles, features and characteristics of team leaders in process teams.

Introduction

The current environment is characterized by dynamic changes, deepening globalization and increased competition in the local environment as well as in the markets. Enterprises and their managers therefore need to constantly monitor existing and expected impacts of the environment and seek adequate responses and approaches in management. Process management is an approach, which offers flexibility, faster respond and possibility to increase competitiveness through quality processes. The process approach belongs to current trends that significantly influenced the development of the theory and practice of management at the end of the twentieth century. Its increasing importance and application can be understood as a result of limitation of previous approach, functional management, which was based on the division of labor, specialization and orientation of business functions. While the functional management was based on division of labor, the process management is built on the principle of integration activities into compact processes. The application of process management also brings the attention to the human resources in the organization, especially

because of the formation of process teams that play important role in process improvement (Papulova, 2005). In recent years, there are increasing demands and requirements of the knowledge and skills of people, of right approach to lead people effectively and motivate them properly and of the need for teamwork and effective communication not only within the team but also among the teams in the organization. Human capital as the most valuable asset is now considered as a critical success factor increasing competitiveness of enterprises.

The aim of this paper is to evaluate process management as one of the current trends in the management of enterprises, to state the theoretical basis of leadership in process teams and give partial results of the examination of the leadership of process teams in the process oriented organization.

1 Process teams in the process oriented organizations

1.1 Processes and process orientation in organization

Process orientation is changing the view of traditional functional management and pointing out the fact that everyday performance of activities extends beyond the tradition of functional units in organization structure. In the process management, the organization is viewed as a set of business processes that permeate the different departments and supply their outputs to internal or external customers of the organization (Papulova and Papula, 2007). In the process oriented organization, there are all activities and services of enterprise clearly described in the processes. Each process is documented in detail and there are clearly defined inputs and outputs, as well as those that performed them (Sivak et al., 2011). The process approach is based on mutually interrelated processes in the company and on guarantee of the quality of the process outcome, on the optimal resources consumed and on achievement of high process performance in the entire enterprise. The aim of process management is to develop and optimize the operation of the company to efficiently and economically respond to changes of customer requirements.

The process can be defined as a sequence of interrelated actions, which together produce results with value to its customer. Each process has its own customer or customers, whether external or internal. Every process exists for a purpose. That is the main idea of process management, to supply internal and external customers with required outputs through quality (Papulova, Papula and Oborilova, 2014) Process management is focused on processes, not on individual activities. The individual activity does not bring the value to the customers, because customers are interested whether they receive product or service that was ordered. If an organization wishes to provide a product to the consumer, it is necessary to define a process that will bring the desired product and a team or department within the organization that will carry out work on defined process.

Process orientation as management can be characterized as (Trunecik, 2003; Zavadsky, 2004):

- Creation of process teams that have considerable autonomy and operate on the principle of business of the company.
Application of non-hierarchical autonomous organizational units which have strong horizontal ties. Vertical integration is maintained only in key strategic and corporate development activities.

A new way of motivation that is based on collective motivation and bind to reality as a process team contributes to added value for the customer. The measure is the outcome of the process and not the performance of activities. The customer and his satisfaction is a key measure to the compensation for the process team.

1.2 Processes, teamwork and leadership in process teams

Each process in the process oriented organization is realized by process team. During the implementation of process management, there is a necessary shift from functional departments to process teams on basis of integration of activities to the individual processes. In the functional approach to management the processes were fragmented into activities and the organization structure was based on division of labor and specialization (Papulova, Papula and Oborilova, 2014).

A process team is a group of people that work on individual process creating value for the customer, e.g. process of handling customer orders or process of creation a new product concept. In functional approach, these people working on one process could be separated and could work in different functional departments. In process management, people working on one process are teamed into one process team and process team performs a certain integral work. Work in the process team is based on the application of teamwork and cooperation (Papulova, 2005). Teamwork is a fundamental attribute of process management model and is characterized by the following basic features (Daiglener, 2008):

- team members are involved in all relevant decision-making,
- key positions can be filled by team members, not just leaders,
- team leader is seen as a coach and coordinator of team members,
- team members trust each other, maintain a close personal communication,
- team objectives are derived from the business objectives,
- motivation is based on job description and the cooperation,
- team meetings with equal participation and open debate are an integral part of work.

Teamwork in the organization leads to more positive results, such as better results in terms of business processes, greater motivation, personal development of team members and of increased productivity of the team. Team results are influenced by the leadership. Quality of the team can be demonstrated at the beginning when the team is created in terms of an effort to surround leader with people with the necessary knowledge, skills and with the right attitudes and values. The effectiveness of leadership is also connected with the desire to maintain the team and further development in order to achieve high productivity. An effective team leadership includes these characteristics (Jusko, Fazekasova and Becik, 2006):

- suitable composition of the team,
- objectives are clear to all and are motivating,
- sufficient openness in expressing feelings and solving problems,
• mutual support and trust among team members,
• appropriate and efficient decision-making procedures,
• regular assessment of options for better operation of the team,
• opportunities for development,
• constructive relations with other teams,
• effective communication.

The management of process team is characterized as following (Bay, 1997):

• The role of the leader is to create framework conditions for successful work in a team, to be the coach and the trainer of the team members, to support them in solving problems and tasks in the team.
• Each team member is an entrepreneur within the framework of its tasks and is responsible for their execution.
• Teams work according to the principle of good references corresponding to the results achieved.
• Team leader is responsible for communication in the team and for coordinating the work activities, at the same time he/she is itself heavily involved in operational action.

Many leaders realize that effective leadership of process teams promotes the work quality of the team, more innovation and greater flexibility in terms of changes and market demands. A good leader with his attitude can significantly influence the behavior of others in the team. Therefore, effective team leader should manage the activities (Rezac, 2009):

• Coordinating the activities of the team,
• Advising the team members,
• Dealing with conflict resolution,
• Presenting the results of the team's work,
• Representing the team externally,
• Acting and dealing for the team.

Effectiveness of process team management is significantly influenced also by how the team leaders can fulfill the roles. According to Robbins, leaders of process teams should fulfill these essential roles (Robbins and Coulter, 2004):

• Role of integrator - the team leader play a role of an integrator within the team, but also between the team and the external environment, as well as between that team and the other teams in the organization. In this role the leader must present the team in terms of its achievements and results, but also must provide the resources necessary for the work of the team.
• Role of specialist for problem solving - team leaders rather encourage interest for finding solutions, initiate a discussion about the problem, provide help for solutions and create for
their employees adequate conditions and permit the development of their skills so that they themselves could implement value-creating processes.

- Role of conflict manager – is based on the fact that barrier to the development of process teams can become excessive, often exaggerated optimism in the team, but also different personality characteristics and interests of the individual team members often resulting in conflicts. The role of the team leader is to help detecting sources of conflicts, to assist in conflict resolution and to minimize the negative effects of conflicts on the work of the team.

- Role of coach - the leaders pass over the control tasks to the tasks of mediators or counselors, who explain, teach, provide support and care to maintain a high performing team.

The work of a team leader starts with the formation of the team, when the leader is selecting people with the necessary qualities and abilities to create an effective team. In terms of technical requirements for individual team members, in particular, it is (Rezac, 2009):

- General professional knowledge and experience,
- Special professional knowledge, experience and skills,
- Skills and competences, for example: computer skills, knowledge of statistical methods, technical and technological procedures,
- Language skills,
- Other skills, knowledge and experience.

Bay (1997) characterized three main principles of leading a process team: leading, demanding and supporting. He revealed also relevant competencies bound with these principles: strategic-organizational, methodological and social competencies. He created a matrix which represents an effective leadership of process teams. This matrix is shown in Table 1.

<table>
<thead>
<tr>
<th>Competencies</th>
<th>Strategic-Organizational</th>
<th>Methodological</th>
<th>Social</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leading</td>
<td>- strategic orientation on customers, continuous improvement</td>
<td>- discussion methodology</td>
<td>- team approach</td>
</tr>
<tr>
<td></td>
<td>- effective communication of goals toward the team members</td>
<td>- conflict solving methodology</td>
<td>- feedback giving</td>
</tr>
<tr>
<td></td>
<td>- leading the meetings</td>
<td>- leading the meetings</td>
<td>- couching</td>
</tr>
<tr>
<td></td>
<td>- project and time management techniques</td>
<td>- project and time management techniques</td>
<td>- building positive team spirit</td>
</tr>
<tr>
<td>Demanding</td>
<td>- taking responsibilities for strategic goals and controlling</td>
<td>- demanding the application of standards and methods</td>
<td>- acceptance of team members</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- mutual assistance</td>
</tr>
</tbody>
</table>
Las last important aspect to discuss the teamwork is a leadership style in the process team. To sum up the leadership types according to the basic features of an effective leader, the managerial grid model was composed of five different leadership styles (Robbins and Coulter, 2004):

- Country club or Accommodating
- Indifferent or Impoverished
- Dictatorial or Produce, Perish or Control
- The Status Quo or Middle-Of-The Road
- The Sound or Team

These styles were a relation between a manager's concern for people, concern for production and his motivation. The motivation dimension really provides the underlying motive of the leader behind a successful leadership style.

2 Research goal and methodology

The aim of our research is to examine approaches to leadership in process teams and to search for ways to improve leadership and thereby increase productivity in teams. Our examination is based on the analysis and evaluation of theoretical background of teamwork in process oriented organization. This article will present partial results of the analysis of the process teams in the selected production company in Slovakia. Study will focus on process team leaders in term of their behaviors, their roles and their features and personal characteristics.

As a method to obtain information, we used questionnaires. The survey was aimed at obtaining information from leaders and information from team members on how they perceive their leaders. Based on information from questionnaires the behavior of leaders of process teams was analyzed.

The examination was aimed at:

1. Assessment of behavior type of process team leaders

The first part of the questionnaire focused on evaluation of type of leadership behavior in different situations. Intention of analysis is to find out what process team leader prefers and
what he emphasis in his behavior on. Results of questionnaire will allow selecting the behavior from following types; we used the leadership styles by Robbins:

- A leader who expresses minimal interest in work tasks also in people in the team (The Indifferent or Impoverished)
- An authoritarian leader who shows maximal interest in the role, the minimum in team members (The Dictatorial or Produce, Perish or Control)
- A leader who demonstrates a high concern for people but a minimum for tasks (The Country Club or Accommodating)
- A team leader who demonstrates a high concern for people, as well as for the job (The Sound or Team)

2. Analysis of the role of process team leaders

The questions in the second part of the questionnaire focused on the evaluation of the team leader through the process of determining his/her typical team roles. Survey questions were formulated so that the output from the questionnaire did not evaluate only personality of the team leader, but the results revealed the relationship between the leader and team members. When assessing the behavior of the team leader on the basis of determining his/her typical role, the team roles were specified such as presented by Belbin (2010):

- The role of innovator - who is a thinker in the team. This role is characterized by its creativity and imagination that lead to new ideas and suggestions that would lead to improved and more efficient processes.
- The role of resource locator, which connects the team with its surroundings. Its communicative, social and friendly attitude strengthens the cohesion of the team, helps to make new contacts and to build a positive relationship with the customer.
- The role of controller, which is characterized by rationality, caution and prudence in criticism and evaluation of ideas of team members. This helps to prevent errors and mistakes and to avoid possible danger from the implementation of the decision.
- The role of coordinator - who trusts people and relies on potential of team members. This role is aimed at specific goal and realizes that it can be achieved only by maximizing the utilization of the potential of people in the team.
- The role of former, which by its dynamical nature brings the team to life. It can be used wherever various complications hinder things. He is motivated by performance and its ambitions and competitiveness.
- The role of team player who by its relative sensitivity and mild nature supports others in developing and implementing ideas. Its primary motivation is interpersonal relationship and good feeling for others, thereby strengthening cohesion and support for the team.
- The role of implementer, which is characterized by its ability to transform ideas and decisions into the tasks, while ensuring their implementation. It is dominated by a systematic approach, thinking and organizational skills.
- The role of specialist, which is characterized by specific knowledge and experience in a particular area, thereby helping the team.
3. Evaluation of attributes and features of process team leaders

The third part of the questionnaire was to evaluate the process team leader to find out what personality traits influence his/her approach to leadership of team members. To handle such complex tasks, it is important that his personality profile was represented by following competences (Rezac, 2009):

- Social responsibilities and competences, such as the ability to recognize the needs, interests and tensions in the team,
- Contact skills as a technique to communicate within the team and to represent the team externally,
- Cooperation capabilities that contribute to the fact that both inside and outside develops effective cooperation,
- Integration capabilities that enable and support the creation of a synergic effect in the team,
- Communication skills, which are reflected in the correct and undistorted adoption, interpretation and communication of information to members of the team,
- Self-control, which contributes to maintaining a positive social environment and psychological atmosphere in the team.

3 Results and discussion

Based on information from the survey, which was aimed at obtaining information from managers and information from subordinates on how they perceive their leaders, we analyzed behavior of the leaders of process teams. We present the results in three categories:

3.1 Assessment of behavior type of process team leaders

The first part of the questionnaire focused on obtaining information for assessing the type of leadership behavior in different situations. The analysis and evaluation of the questionnaires showed that the team approach and Sound/Team leadership style obtained biggest representation in the behavior of managers, up to 55.56%. Such behavior type of the leader tries to guide the team towards achieving efficiency through participation, shared objectives and values and common solutions to problems. The effort of team leaders is to create a sense of team spirit, common values and intrinsic motivation of the team members, leading to higher productivity. This type of team leader prefers synergies by integrating the power of special interest and special interest in people. Leader’s behavior is aimed at a clear statement of the objectives, subordinate familiarity with the content and expectations, distribution of tasks in the team and support of the team members. On the contrary, the smallest representation in the behavior of leaders around 11.11% was showed by behavior type based predominantly on authoritarian leader of command and control of the team (The Dictatorial or Produce, Perish or Control leadership style). Representation of behavior type as The Indifferent or Impoverished leadership style reached 13.89% followed by the type of The Country Club or Accommodating which reached 19.44%.
3.2 Analysis of the role of process team leaders

The questions in the second part of the questionnaire focused on the evaluation of process team leader through the determining his/her typical team roles. An analysis based on questionnaires shows that a dominant position of process team leader gained the role of team player, coordinator and innovator, which seems as a key success factor for work effectiveness. Subordinates perceive positively the need of a team approach of the leader towards the subordinates for effective implementation of business processes, they appreciate mature and confident leader who can clarify objectives and who can support the team discussion in the search for solutions. They can also positively appreciate the creative approach and ability to find new ways to solve difficult problems. Conversely, the smallest representation in the survey was showed by controller role and the role of the implementer.

3.3 Evaluation of attributes and features of process team leaders

Last part of the survey was devoted to the evaluation of process team leader in terms of his/her personality traits and their impact on his/her approach to leadership. According to the analysis results, social competencies, cooperation and networking capabilities obtained the largest representation in the assessment of team leader profile. Subordinates can appreciate the leader’s concern for the needs of team members, the ability to apply appropriate access to team members, his/her interest and efforts to develop relationships of trust and cooperation in the team and his/her ability to communicate with the team and the external environment. Conversely, the analysis showed that low number of employees evaluated the integration capacities of the leader as least appreciated in the leader’s profile.

Conclusion

Process management can now be considered as one of the current trends in management to promote the success of the company. The implementation of the process model is associated with a new form of organizational groupings in the form of process teams. The need to appoint the right people into the right positions or places arises in order to streamline the effectiveness of process team management. This need requires increased demands for analytical and strategic thinking of team leaders and it is related to the question - how to establish and maintain these organizational forms/teams with the goal to promote efficiency and productivity of process team management.

The success of the process team depends not only on the quality of the individuals in the team, but also on the cooperation between them. Therefore, the procedural task of the team leader is to communicate with the team and support the identification of the team with the vision of the company. The task of the leader is also to enhance constantly coordination of the team, which is unthinkable without informal meetings and appointments. An important task of the leader is to ensure a high awareness of the team. An important part of the culture and values in the team is a mutual help among individual members of the team, learning from each other, mutual encouragement, demonstration of appreciation, trust and respect. All these aspects are the main parts of creation of synergy effects in a team and achievement of high productivity of the team.
The results of the survey in Slovak company highlighted specific features of an effective process team leader, what behavior type and role the leader should represent and what attributes and characteristics are most appreciated by team members. Many leaders realize that effective leadership of process teams promotes the work quality of the team, more innovation and greater flexibility in terms of changes and market demands. Therefore the most represented behavior type of process team leader was selected as a team approach. Such behavior type of the leader tries to guide the team towards achieving efficiency through participation, shared objectives and values and common solutions to problems. As for role of the leader, the role of team player, coordinator and innovator were evaluated very positively and these roles are most appreciated by team members. The personality of an effective process team leader was created according to the evaluation of the attributes and features of the leader: successful leaders should have personal competence as well as social competence with networking capabilities.

Acknowledgement

This paper was supported by grant UK/513/2015: „Využitie koncepcií a metód založených na procesnom prístupe s cieľom zvyšovania efektívnosti podnikových procesov“.

References