

Литература

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DEVELOPING HIGH PERFORMING TEAM SKILLS

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Businesses move forward by setting goals and then working to attain them. In businesses big and small, staff members can feel separated from management. Breaking down the walls between employees and management can improve the health of a business. Bringing everyone together in pursuit of common goals is crucial to moving ahead, sustaining and growing a business over the long haul [1].

A manager should be ambitious and aim high when setting targets for staff. Challenging yet achievable goals are essential to keep employees motivated to improve performance and maintain high standards. A manager has to ensure any targets set are in line with the policy and goals of the company as a whole, and try to be consistent in their expectations of other people [2].

For small groups to function effectively in a course context, members must attend to both the climate within their group and the process by which they accomplish their tasks. Critical to a healthy climate and an effective process are strong communication skills.

Although members can gain many of the skills described below through informal social interactions, they still benefit from having them made explicit. To hone their skills they also need opportunities to practice as well as to receive regular feedback on how they're doing.

To function successfully in a small group, each member needs to be able to communicate clearly on intellectual and emotional levels. Regular open communication, in which group members share their thoughts, ideas, and feelings, is a must for successful group work. Unspoken assumptions and issues can be very destructive to productive group functioning. When members are willing to communicate openly with one another, a healthy climate will emerge and an effective process can be followed.

To work together successfully, group members must demonstrate a sense of cohesion. Cohesion emerges as group members exhibit the following skills:

Openness: Group members are willing to get to know one another, particularly those with different interests and backgrounds. They are open to new ideas, diverse viewpoints, and the variety of individuals present within the group. They listen to others and elicit their ideas. They know how to balance the need for cohesion within a group with the need for individual expression.

Trust and self-disclosure: Group members trust one another enough to share their own ideas and feelings. A sense of mutual trust develops only to the extent that everyone is willing to self-disclose and be honest yet respectful. Trust also grows as group members demonstrate personal accountability for the tasks they have been assigned.

Support: Group members demonstrate support for one another as they accomplish their goals. They exemplify a sense of team loyalty and both cheer on the group as a whole and help members who are experiencing difficulties. They view one another not as competitors but as collaborators.

Respect: Group members communicate their opinions in a way that respects others, focusing on “What can we learn?” rather than “Who is to blame?”

An effective group process is aimed at developing the following skills:

Individual responsibility and accountability: All group members agree on what needs to be done and by whom. Each member then determines what he or she needs to do and takes responsibility to complete the task(s). They can be held accountable for their tasks, and they hold others accountable for theirs.

Constructive Feedback: Group members are able to give and receive feedback about group ideas. Giving constructive feedback requires focusing on ideas and behaviors, instead of individuals, being as positive as possible and offering suggestions for improvement. Receiving feedback requires listening well, asking for clarification if the comment is unclear, and being open to change and other ideas.

Problem solving: Group members help the group to develop and use strategies central to their group goals. As such, they can facilitate group decision making and deal productively with conflict. In extreme cases, they know when to approach the professor for additional advice and help.

Management and organization: Group members know how to plan and manage a task, how to manage their time, and how to run a meeting. For example, they ensure that meeting goals are set, that an agenda is created and followed, and that everyone has an opportunity to participate. They stay focused on the task and help others to do so too.

Knowledge of roles: Group members know which roles can be filled within a group (e.g., facilitator, idea-generator, summarizer, evaluator, mediator,

encourager, recorder) and are aware of which role(s) they and others are best suited for [3].

In conclusion I would like to stress that teamwork enhances our skills of coordination, communication and in a way forces us to see the bigger picture, where individualistic dreams have to transcend into collective wants. Trust is vital for holding a team together, especially through failures. Failures are inevitable, but in its face how a team copes, survives and paves a winning path is where the team's strength lies. It leads to better learning, work distribution, healthy competition, and immense job satisfaction. Teamwork is not only reflected in the team's wins, but also in individual growth. A team in its true sense cannot be built in a day, every member needs to learn and understand each other, as well as individual limitations [4].

Resources

1. Интернет-адрес: <http://smallbusiness.chron.com/importance-common-goals-between-staff-management-2507.html>.
2. Интернет-адрес: <http://www.themanagersguide.co.uk/setting-targets-for-staff.html>.
3. Интернет-адрес: http://cte.uwaterloo.ca/teaching_resources/tips/teamwork_skills.html.
4. Интернет-адрес: <http://www.buzzle.com/articles/importance-of-teamwork.html>.

ИНСТИТУТ МЗП И ЕГО РОЛЬ В ЭКОНОМИКЕ

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Заработная плата обеспечивает согласование интересов работника и нанимателя, однако процесс установления заработной платы, как правило, протекает достаточно сложно. В современных условиях заработная плата формируется не только под воздействием рыночных сил, но и при участии государства и профсоюзов. А минимальная заработная плата (далее – МЗП) является одним из главных инструментов в регулировании заработной платы.

В Трудовом Кодексе Республики Беларусь минимальная заработная плата определена как «государственный минимальный социальный стандарт в области оплаты труда за работу в нормальных условиях при выполнении установленной нормы труда». В соответствии с Законом Республики Беларусь от 17 июля 2002 г. № 124-З «Об установлении и порядке повышения размера минимальной заработной платы» размер минимальной заработной платы определяется с учетом:

- уровня занятости и производительности труда;
- потребностей работника в материальных благах и услугах;
- экономических возможностей республиканского и местных бюджетов, а также нанимателей [1];