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PoslovnaZnanja

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Kako komunicirati u uspešnim timu?

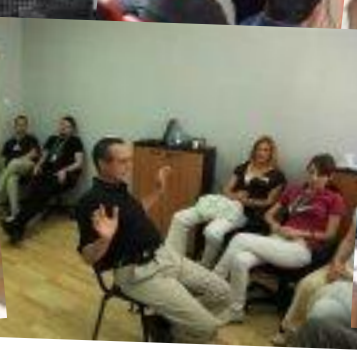


T
GALLERY





Radimo za najbolje!



1. Šta je najveći problem u radu timova?



2. Koje su 5 distinkcija u radu timova?



3. Kako kreirati i održati dobar timski duh?



4. Kako dati i primiti povratnu informaciju?



Šta je najveći problem
u radu timova?





Koliko su uspešni timovi u vodećim firmama?

Koji je % uspešnih



**Harvard
Business
Review**

**75% of Cross-Functional
Teams Are Dysfunctional**

Istraživanje 95 timova u 25 vodećih korporacija pokazala je da je 75% raznolikih timova nefunkcionalno

NEW YORK TIMES BEST-SELLER

The FIVE DYSFUNCTIONS *of a* TEAM

A LEADERSHIP FABLE



PATRICK LENCIONI

AUTHOR OF THE NATIONAL BEST-SELLER *THE ADVANTAGE*

Pat Lencioni “Teamwork remains the one sustainable competitive advantage that has been largely untapped”

A group of five business professionals (three men and two women) are shown in profile, looking towards the right. They are dressed in business attire. The background is a bright, slightly blurred office setting. A yellow rectangular box with a black border is superimposed over the middle of the image, containing the text "Zašto ih je teško unaprediti?".

Zašto ih je teško unaprediti?

A solid red horizontal bar spans the width of the image, positioned below the yellow box. It contains the text "Zašto su timovi nefunkcionalni?" in white.

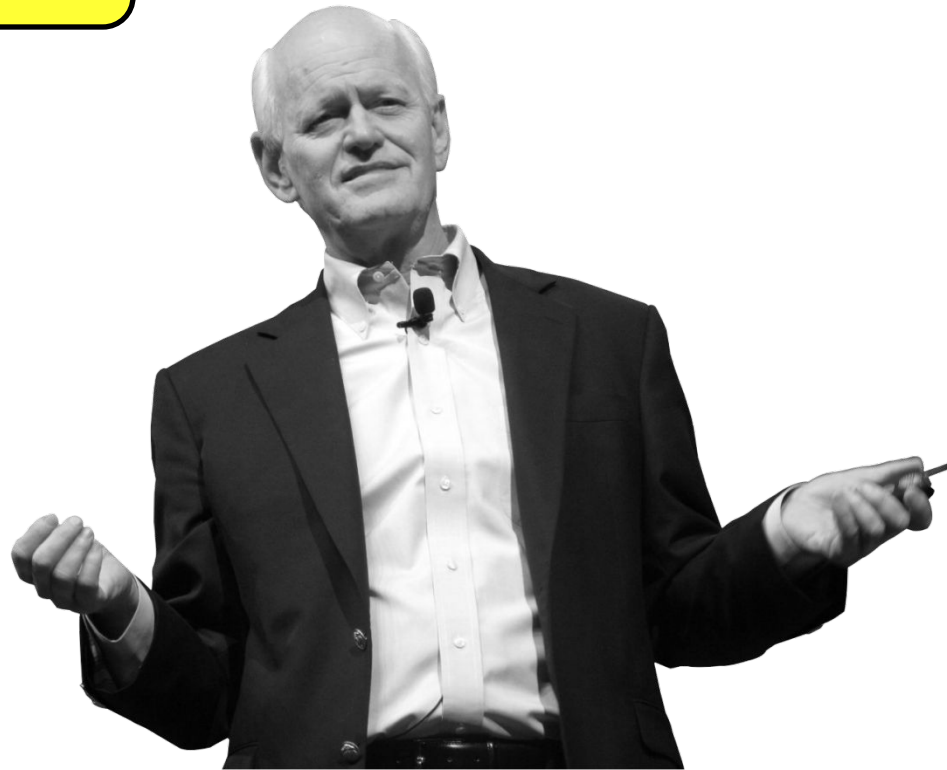
Zašto su timovi nefunkcionalni?

“Sve što je lako razumeti, teško se primenjuje!”

-- Marshal Goldsmith

“Easy to understand, hard to apply”

#1 PROBLEM





Tim je sastavljen od malog broja ljudi, komplementarnih raznolikih veština, posvećenih zajedničkoj svrsi, ciljevima i pristupu, za koje su jedni drugima odgovorni.

Šta je definicija (raznolikog) tima?

Koje su 5 disfunkcija
u radu timova?



1. Poverenje

2. Produktivni
konflikt

3. Obavezivanje

4. Odgovornost

5. Timski
rezultat

5 disfunkcija
u timu

1. POVERENJE



Da li ima uzajamnog poverenja?

Kako bi ste se osećali?



Kako je biti u grupi gde nema poverenja?

Šta je uzrok nepoverenja?



Strah od RANJIVOSTI

Politika ne posao

Čega se plaše članovi tima?

A photograph of a woman in a classroom or meeting, seen from behind, raising her right hand. She has long brown hair and is wearing a white top. In the background, a woman in a black blazer and white shirt stands near a whiteboard, holding a blue folder. Other people are seated in the foreground, their backs to the camera. The room has light-colored walls and a whiteboard.

Što više PITANJA

Šta radimo da ostvarimo uzajamno poverenje?



“Poverenje je kao vazduh koji udišemo. Kada ga ima, niko ne primećuje. Kada ga nema, svi odmah primete!”
-- Warren Buffet

2. KONFLIKT

A photograph of two men in business attire (white shirts and ties) standing and facing each other. They appear to be in a heated discussion or conflict, with their hands raised in expressive gestures. The man on the left is wearing a striped shirt and a dark tie, while the man on the right is wearing a plain white shirt and a patterned tie. The background is plain white.

Da li ima produktivne diskusije?

Ruke – Da / Ne



Da li je dobro izbegavati konflikte na poslu?

A group of diverse business professionals, including men and women, are shown from the chest up, smiling and clapping their hands. They are dressed in business attire. The background is slightly blurred, suggesting an office or conference setting. A yellow rounded rectangle is overlaid on the top center of the image, containing the text 'Nema POVERENJA'. A red banner is at the bottom of the image, containing the question 'Šta je uzrok izbegavanja konflikta?'.

Nema POVERENJA

Šta je uzrok izbegavanja konflikta?

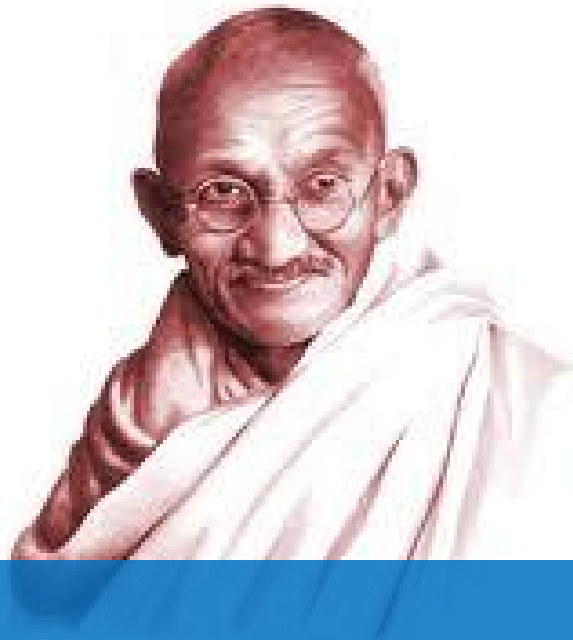
Da li mogu da vide – vizualizuju posledice?

Pozitivne aspekte = KORISTI

Negativne aspekte = ŠTETE



Šta radimo da ostvarimo produktivnu diskusiju?



"Iskreno neslaganje je najbolji znak progressa"
-- Mahatma Gandhi

3. OBAVEZA

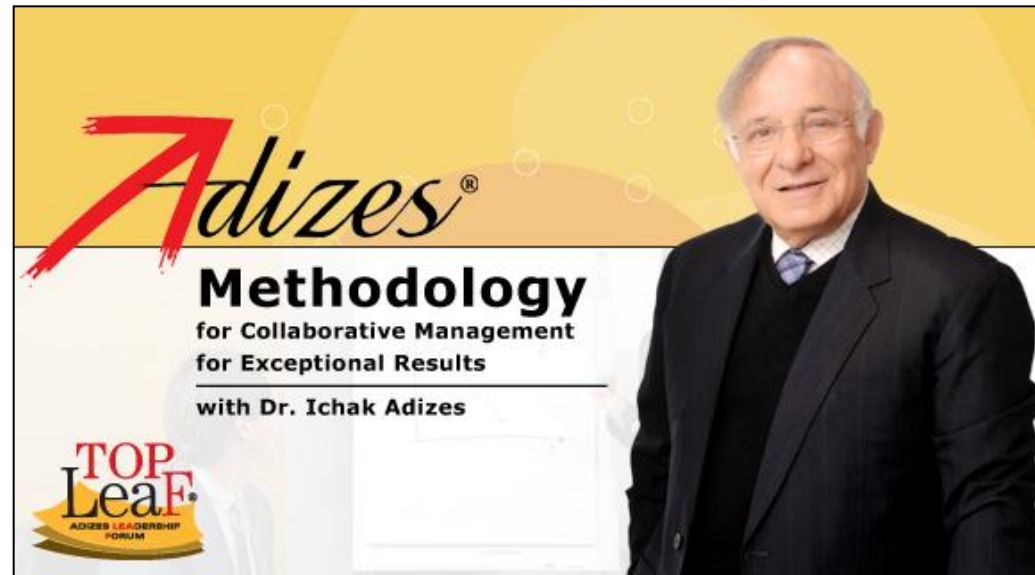
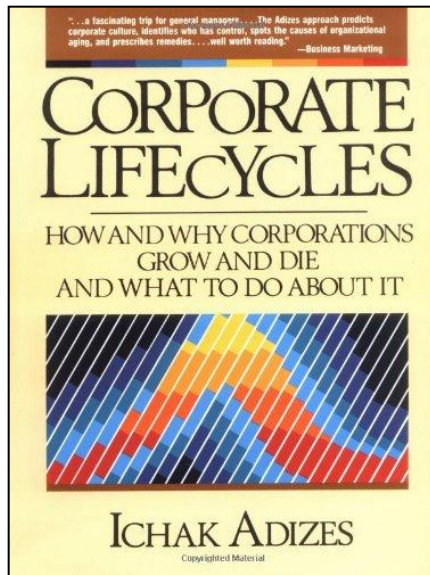


Da li članovi tima ispune obaveze?



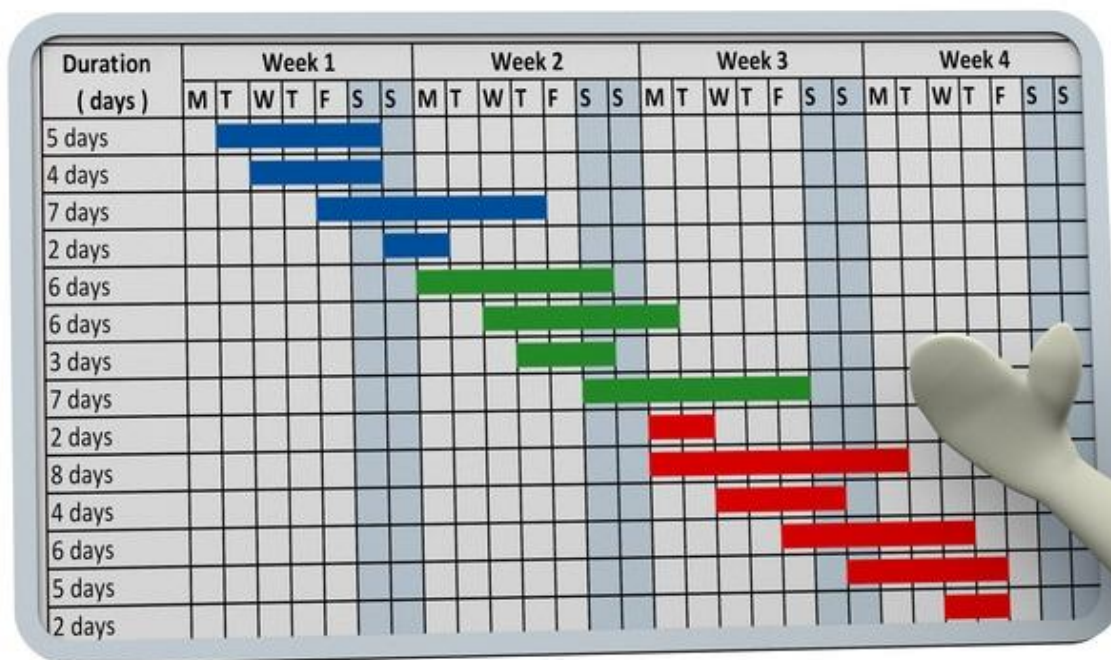
Strah od KONFLIKTA

Zašto ljudi izbegavaju obaveze?



„Ljudi će voljno sprovoditi samo one odluke
u čijem su donošenju učestvovali!“
-- *Isak Adižes*

Šta radimo da se članovi tima obavežu?



Rezultat koji treba ostvariti:

Indikator ostvarenja:

Aktivnosti:	Rokovi (od-do):	<u>Nosioci odgovornosti</u> i učesnici:	Potrebni resursi (troškovi):	Rizici: Važnost Rizičnost

Kako izgleda akcioni plan?

4. ODGOVORNOST



Da li su članovi tima odgovorni timu?

Spartanci nisu kažnjavali vojnike koji bi izgubili svoj šlem ili oklop u borbi, ali bi kažnjavali gubitkom svih građanskih prava one vojnike koji bi u borbi izgubili svoj štit.



A man in a grey suit and blue tie is looking stressed, with his hand covering his face. He is sitting next to a very large, thick stack of yellowed, old papers that fill the left side of the frame. The background is a plain, light grey.

Nema OBAVEZE

Šta je uzrok neodgovornosti?

A high-angle, close-up photograph of Michael Jordan in a white Chicago Bulls jersey with red trim, performing a powerful dunk. He is holding the basketball high above his head with his right hand, and his mouth is open in a shout. The basketball hoop and net are visible in the foreground. In the background, other players in blue and white uniforms are watching. The court floor is light wood with white lines, and the key area is red.

Merimo TIMSKE REZULTATE

Šta radimo da ostvarimo odgovornost timu?

5. TIMSKI REZULTAT



Da li su fokusirani na timski rezultat?

Nema grupne ODGOVORNOSTI



Šta je uzrok ne fokusiranja na tim?

A group of female volleyball players in red jerseys are celebrating and holding a large silver trophy together. The players are smiling and shouting, with their arms raised to hold the trophy. The background shows a gymnasium with a blue banner that reads "Mi vozimo Šampione".

Razvijamo TIMSKI DUH

Šta radimo da se fokusiramo na timski rezultat?

Kako izgraditi dobar
timski duh?





Da li je splavarenje na Tari rešenje?



Zašto se gubi poverenje?

1. Izgradite poverenje

A group of young men, likely a sports team, are sitting at an outdoor cafe. They are all wearing white athletic clothing and headbands. They are cheering with their arms raised, some with clenched fists. The cafe has red and white Coca-Cola umbrellas. The scene is bright and sunny.

Zašto se gubi podrška?

Kako održati timski duh?

2. Pripadnost



Zašto se gubi entuzijizam?

Kako stimulirati entuzijizam u timu?

3. Entuzijizam

Zašto slabi želja za rezultatom?

Kako podstaći želju za rezultatom?



4. Želja za rezultatom

A photograph showing two people from the chest up. On the left, a person with dark hair is seen from the side, with their hand held up behind their ear, palm facing forward. On the right, a person is shown in profile, with their hand held up in front of their face, palm facing forward. The background is plain white. A dark blue circular graphic with a white border is overlaid at the bottom center, containing white text.

Kako koristiti
povratnu informaciju?

FEEDBACK

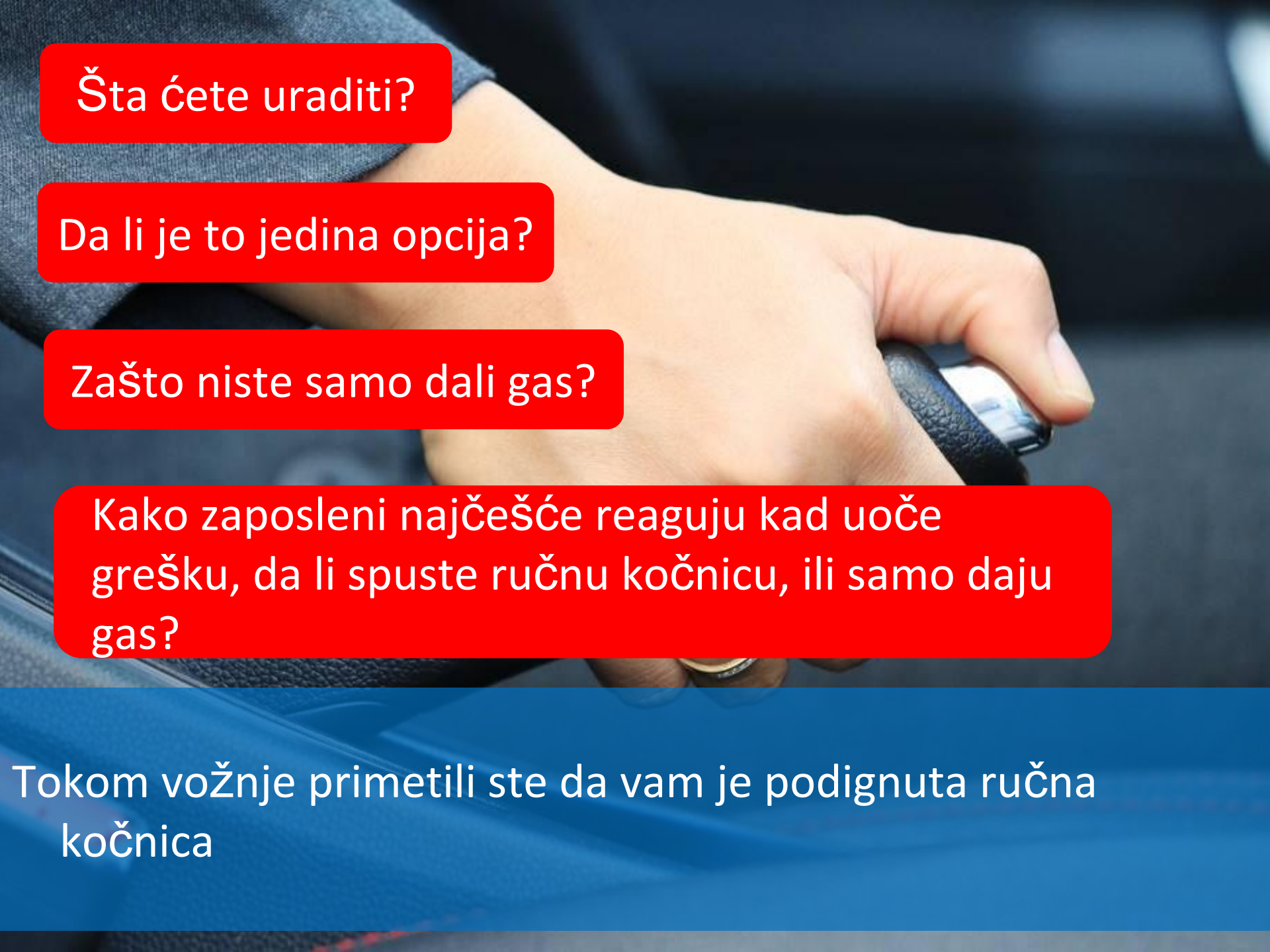


Kako je letenje avionom postalo sigurno?

Korean Air let 801 : Seul - Guam



Zašto je dobar feedback neophodan?

A close-up photograph of a person's hand gripping a car's handbrake. The hand is light-skinned and wearing a dark blue sleeve. The background is blurred, showing parts of the car's interior. Overlaid on the image are four red rounded rectangular text boxes containing white text, and a blue banner at the bottom with white text.

Šta ćete uraditi?

Da li je to jedina opcija?

Zašto niste samo dali gas?

Kako zaposleni najčešće reaguju kad uoče grešku, da li spuste ručnu kočnicu, ili samo daju gas?

Tokom vožnje primetili ste da vam je podignuta ručna kočnica

FEEDBACK = Reakcija ili odgovor
na određeni proces ili aktivnost

Svrha feedbacka je da pruži povratnu informaciju o rezultatu



Šta je feedback?

FEEDBACK ne sme biti lične prirode

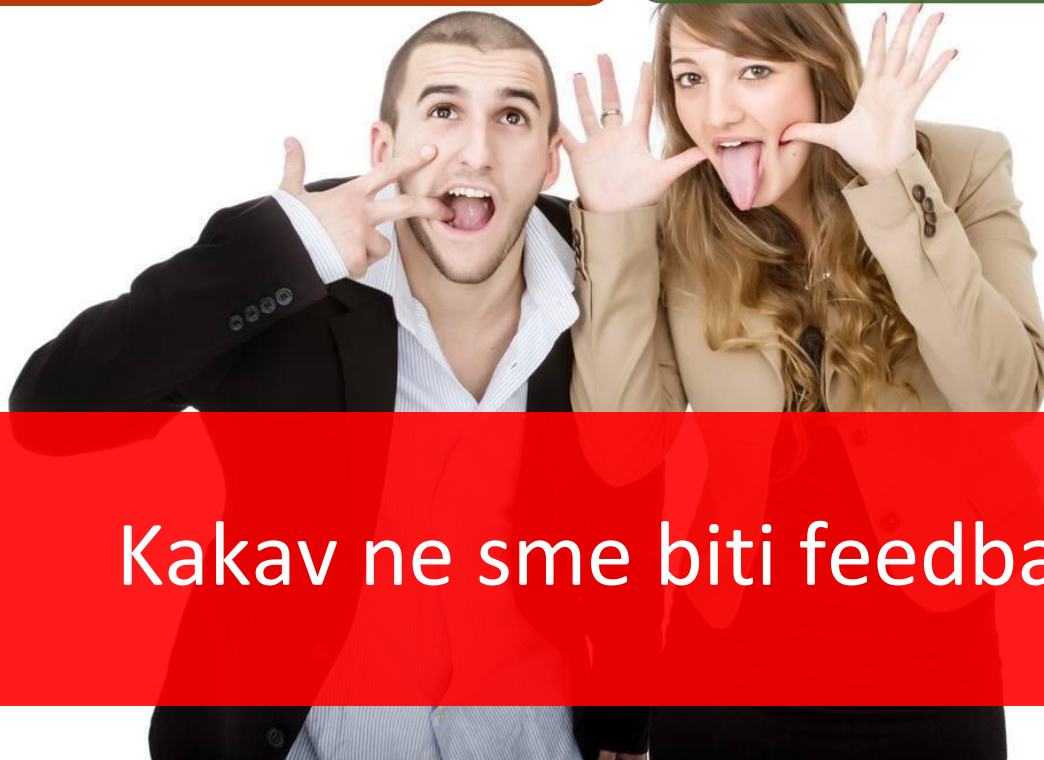
VAŽN

Baš si ispao glup sa kolegom

Sa kolegom si radio ... šta ...

Zašto si obmanuo kolegu?

Šta si rekao kolegi ... kako ...



Kakav ne sme biti feedback?



Koristite ŠTA umesto
ZAŠTO

VEOMA
VAŽNO

Šta je najvažnije pravilo feedback-a?

Da li je feedback samo pohvala?

I appreciate ... Ja cenim

...

I wish ... Ja bih želeo da

...



“Prigovor je poklon!”
-- Japanska poslovica



Kako tražiti feedback od kolege?





Koja pitanja postavljamo kolegama?

1. Otvorena pitanja

2. Samo činjenice

3. Važna je
priprema

Kako prikupiti feedback?

Kako dati feedback
kolegi?



Kako dati FEEDBACK kolegama?

S

I

B

1. SITUATION

Zvuk vašeg kompjutera je preglasan

2. IMPACT

Od buke ne mogu da čujem klijenta

3. BEHAVIOUR

Molim vas utišajte vaš kompjuter





ELON MUSK

“Morate stalno da pitate šta ste uradili
i kako da to učinite boljim!”

-- *Elon Musk*

HVALA :)

www.miodragkostic.com

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