

# Why Invest in People?

Prepared by AmCham member:



**Managers and companies who are focused on long-term development and growth are trying to seriously achieve the correct management of their own internal work systems with a key factor – the people who create working teams. The staff and their level of positive cooperation determine the company’s success.**

Therefore, we frequently met with the current opinion of a “dynamic team” – team building, leaders, etc. Many managers who lead their colleagues notice the reality that they need to obtain deep personal and professional skills, beginning with serious training. This is not so easy, as they need to invest their time and capacities into the professional, technical, and technocratic aspects of management and devote the rest of their energy into working with people.

It doesn’t matter what kind of task is at hand - problems can be caused on every team in the areas of loyalty, activity and commitment of workers or staff, with the following questions possibly arising:

- Am I willing to be committed in my cooperation at all?
- Will this cooperation bring me joy?
- What will I gain through this cooperation?
- Will my needs be fulfilled?
- Are these people interested in my personal success at all?
- Will I be able to stand my ground and make myself heard?
- Do I feel safe enough so that I’m not afraid to say what I want?
- Will the others listen to me?
- Can I trust the leader?
- Will I feel a part of the team?
- Is the idea of “teamwork” attractive to me at all?
- Is being a member of this team important enough for me to commit myself?

If the manager ignores the various needs of his/her team members and will be active only in terms of the tasks at hand, then he/she can expect these typical troubles of team functionality:

- Unenthusiastic response of team members
- Team members leaving, or the team dividing into smaller, opposing groups
- A “battle of power” arising

- Decisions being reached only with a huge amount of effort and without positive support of team members
- Discussions lasting very long, making team members exhausted, because relationship conflicts are not openly expressed but instead transferred to the work environment
- Team members do not feel sufficiently informed and answers to important questions that are related to them are met with speculation, slander and gossip

A destructive and charged atmosphere may come from this and, at this moment, the manager can compensate the symptoms of team disintegration only via strong pressure, restrictions and material stimulation.

Quality management and supervision training of fellow colleagues can help a manager put his/her demands together. Process management brings productive results; management training is exploited in all of the most successful companies.

## Training advantages and assets

- Training motivates, provides “learning by experience”, and explains associations and unique processes
- Training helps to start up new forms of communication and behavior in the company culture. In this way it helps differentiate company culture from outside culture.
- Training helps us see ourselves as a whole. It can help us to better understand the complexity of certain psychological, social and organizational processes and to actively handle them.
- Training causes participants to learn specific skills – to view situations from alternate viewpoints, to communicate openly, to set up demands/requests, to make decisions, help others, cooperate, to look for help/support on their own, and to create their own assertive power and personal responsibility.
- Training can change a participant’s attitudes. Participants obtain experience, learning that life is much more complex than they assumed before. They become more tolerant towards the opinions of others. Their self-concept may be changed, whereby they may then learn faster and more effectively.
- Training can create new concepts for participants, help them value or change inherited assumptions, based on new personal experiences. People have their own types of social “theories” which work when applied to everyday life but impede the process of development.
- Training supports the personal development of participants.
- Training allows participants to process problems and breakdowns, which occur due to the social structures of teams, various needs, task-related opinions of participants and work styles.
- Training supports the company, team loyalty, and reduces fluctuation of staff turnover.



## Training threats

Training can be non-productive, or dangerous, in some cases if:

- The training leader doesn't know theory processes and skills with interactive techniques.
- The training leader doesn't know the reason for using interactive techniques.
- The training leader has a missing relationship that may result in serious issues occurring in the training group where participants have cooperated for only a short time.
- Careful feedback is omitted after attending training and there is no cognitive evaluation of the experience gained at the training.
- Training techniques are overbearing if there is a lack of opportunity for the participants to compare their personal opinions.
- The training leader practices excessive training techniques and thereby conceals the natural dynamics of team processes.
- The training leader doesn't inform participants about the goals of the training and doesn't engage them in the common planning of training tasks and personal progress.
- The training leader works with training techniques without the continuity of concrete situations.
- The training leader is untactful in implementing the training techniques, so the participants are led towards spontaneity and emotional thinking, simply accepting the new training as a "fad".
- The participants are forced to participate in the interactive training techniques.

The decided success of training processes depends upon the trainer's personality, his/her character, professionalism and role in team building.

Key areas in terms of human resource education will be concept activity. Already 70% of job positions in Europe require strong mental capabilities as opposed to manual; 80% of today's workplace settings will soon be rendered out of date. Human resources will grow in terms of quality and must be met with professionalism. This is a most important question for companies who want to be successful in today's markets. Learning means increasing knowledge, skills and abilities, which positively influence workplace attitude and success.

The need for ongoing professional growth means to differentiate between what we know and what we need know. The explosion of new knowledge in terms of communication, procedure technology and marketing prepares every company with a competitive advantage, if they are prepared to grow, adapt and, above all, learn and improve.

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Through interactive training techniques, all personal and professional activities and behavior areas can be trained and developed:

- Communication capabilities
- Interpretation and relationship understanding
- Emotional transformation and personal development

- Team leadership, professional and personal roles, status and power handling
- Creativity
- Process determination
- Handling conflicts
- Discussions and negotiations
- Cooperation and competition
- Planning and other

Coming up soon:  
December / January  
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