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WORLD MARITIME UNIVERSITY

Malmö, Sweden

**ORGANISATIONAL CULTURE: VALUES,
COMMITMENTS AND TEAMWORK**

The Naviera Cubana Caribeña shipping company case study

By

JESÚS BRITO BARTUMEU

Cuba

A dissertation submitted to the World Maritime University in partial
fulfilment of the requirements for the award of degree of

MASTER OF SCIENCE

in

SHIPPING MANAGEMENT

1999

DECLARATION

I certify that all the material in this dissertation that is not my own work has been identified, and that no material is included for which a degree has previously been conferred on me.

The contents of this dissertation reflect my own personal views, and are not necessarily endorsed by the University.

.....
August 16th, 1999

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ABSTRACT

Title of Dissertation: Organisational Culture: Values, Commitments, and Teamwork. The Naviera Cubana Caribeña shipping company case study.

Degree: MSc

This dissertation is a study of some aspects of Organisational Culture at the Naviera Cubana Caribeña shipping company, namely, values, commitments, and individual profiles for teamwork.

A brief look is taken at some definitions and concepts related to Organisational Culture which are relevant to the present study. The definition of Organisational Culture and the role of some of its main aspects are examined.

The design of the study at the Naviera Cubana Caribeña shipping company is explained taking into consideration the techniques and questionnaires, through which the main findings regarding organisational behaviour in the company are obtained. A sample of 30 % of the company's workers, divided into administrative levels, were subject to questionnaires and other techniques.

An analysis of the results of these questionnaires applied to workers at the company is made. The value system on the Naviera Cubana Caribeña, the forms of commitments within the organisation, and the individual profile for working in teams is diagnosed at each particular administrative level (top, middle, and core levels) after which, the relationship between them is also analysed.

A final report of the current situation in the Naviera Cubana Caribeña is expounded taking into account all three administrative levels. As a result, strengths and weaknesses of the present situation are evaluated. Additionally, an ideal situation is described toward which the current situation could be advanced taking advantage of strengths and overcoming weaknesses.

The concluding chapter examines the results of the investigation and shows the manner in which the current situation can be approached in order to make it better and closer to the ideal. A number of recommendations are made concerning the need for further investigation and how conditions for improvements in the company might be created.

Key words: Organisational Culture, Values, Commitments, Teamwork, Organisational Behaviour.

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LIST OF ABBREVIATIONS

NCC	Naviera Cubana Caribeña Shipping Company
MITRANS	Ministry of Transport
OC	Organisational Culture
SL	Strategic Level
ML	Middle Level
CL	Core Level

CHAPTER 1

Introduction

For many years entrepreneurial managers have invested considerable effort in order to make successful organisations perform. Some of them have done it well, others have not. With the goal of achieving better performance in all the processes that take place in an entrepreneurial environment many modern techniques such as *Just in Time*, *Reengineering*, *Total Quality* and others have been applied to companies. However, it has become evident that in order to implement effectively any of these techniques, as well as achieving the best possible results out of the company, its organisational culture needs to be known.

The present document is directed at examining some of the elements that influence Organisational Culture (OC) at the Naviera Cubana Caribeña Shipping Company (NCC). In other words, it is a study about relationships between administrative levels with regard to organisational values, and the commitments of employees within the organisation. It also takes into account the personal behaviours of employees, and examines the way in which OC influences organisational behaviour.

The subject is particularly pertinent since the NCC has had difficulties with its performance during the last several years. The management staff of the company has tried to overcome this difficult period by making some changes to the structure of the

company and/or applying different management techniques. However, although temporary improvements have been achieved, the performance of the company has not been stabilized. Definitely, the NCC has not been performing yet in the way it was supposed to, due to the low level of consideration of the human factor role.

In embarking upon this investigation, the writer was supported by some definitions of OC, as well as descriptions of its content and more important functions, and a study of teamwork techniques, which are applied within the organisation. A principal objective of the study was to examine a number of key questions. For example: Are organisational values perceived in the same way at any level in the company? Is the employees' commitment within the organisation helping the company to achieve a high performance in its work? What are the main behaviors of employees when working in a team?

The study topic aims to provide some possible answers to these questions, and at the same time, allow the strategic level (SL) of the enterprise to know, in a more precise manner, which are workers' principal values, and to what extent employees' commitments are aligned with the company's interests. In summary, the aim of this investigation is to study a number of important elements of the OC that may be influencing the behaviour of employees. Its main objectives are:

1. To examine the perception of values and primary commitments with the organisation, and attitudes towards team approaches in different administrative levels within the organisation.
2. To study and evaluate the relationship between different administrative levels of the organisation regarding adjustments to organisational values and commitments.
3. To analyse how some features of organisational culture might support or affect the performance of the organisation.

4. Where possible weaknesses are identified, to suggest possible initiatives to reduce or eliminate those weaknesses

In order to achieve the above-mentioned objectives the study has been constructed as follows: Chapter 2 describes, first, the main characteristics and background of the NCC. The enterprise is a Cuban state owned shipping company that manages, among other things, a fleet and two national ports. The main concepts that may affect Organisational Culture, the way in which the study was designed to be carried out at the NCC, giving a detailed explanation about each technique applied during the time the study was developed, and the aim of each technique were also described.

Chapter 3 provides an analysis of NCC's situation by administrative levels, based upon responses to questionnaires that were provided to some members of the company from different levels. The questionnaires addressed the main points selected for the study: Values, Commitments, and teamwork profiles of employees.

In Chapter 4, a description by levels of the current situation at NCC is elaborated upon, by adding the results of personal interviews, and observations offered by individual persons and groups to the questionnaire responses.

From the analysis a set of strengths and weaknesses was elaborated taking into consideration the way that the elements that were identified could affect or support the company's performance. Finally, to conclude the investigation, Chapter 4 describes an ideal situation of the company, against which the strengths and weaknesses of NCC are compared in order to overcome the difficulties and problems detected.

The study finishes by offering a number of conclusion and recommendations.

CHAPTER 2

Design of the Cultural Study at the Naviera Cubana Caribeña Shipping Company

2.1 Characteristics and General Background of the Naviera Cubana Caribeña Shipping Company

The Naviera Cubana Caribeña (NCC) is a shipping company whose main office is located in the Isle of Youth, Cuba. Its principal aims are to deliver services that include: transportation of passengers and cargoes, port operations, maintenance and repairs of medium and small ships and other water craft, construction of small boats, as well as repairs of port equipment and other shore facilities. It also includes the repair and maintenance of communication facilities, rent of its port installations, and other port facilities, as well as the provision of logistic support for all the above services (Resolution 164/96).

With respect to the NCC two big problems have been the untenable economic performance and the poor quality of service that it delivers to its clients. Firstly, although the company is the only one which is involved in the sea transport business in the area, and there is virtually no competition, from 1991 up to 1995 the NCC has been an unprofitable company (see Figure 1), which means that the Ministry of Transport (MITRANS) in Cuba has had to provide a subsidy throughout this period with the exception of 1996, and 1997. Secondly, the very old fleet, rudimentary conditions for transporting cargo, and consequently the unstable transportation services, has resulted in the company providing poor service to customers.

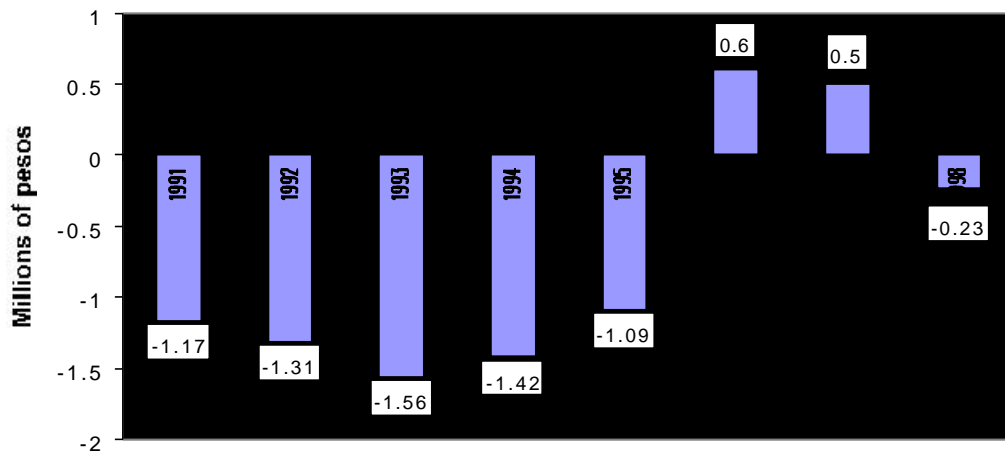


Figure 1: NCC's Profit and Lost

Source: NCC Archives

Non-profitable companies should not normally survive, but as the NCC has a very important social role to play in transporting people, food, and other important supplies to and from the Isle of Youth, many attempts to improve its results had been carried out using numerous methods and management techniques. Some examples include, restructuring the NCC's organisational framework, changes in the management staff, reducing costs by reducing personnel, and the use of a variety of different management techniques.

Some of these techniques have brought temporary improvements to the economical situation, for example, in 1996 and 1997 (see Figure 1) the company had a slight positive balance in incomes vs expenses (NCC Archives).

The main goal of the above mentioned strategies was to achieve profitability on the one hand, and to deliver a good service to the customer on the other hand. However, most of the methods and techniques adopted did not take fully into consideration human behaviour and relationships within the scope of the company. Therefore, a principal goal of the present research is to go more deeply into this aspect, and its importance to the performance of the company.

To do so, some basic elements of human behaviour have to be examined, such as the personal values of the workers, the commitments they have to the organisation, and the principal modes of work that they use to develop tasks. In other words, the various features of Organisational Culture (OC) must be analysed in this process.

2.2 Understanding Organisational Culture

It is impossible to evaluate organisation without knowing anything about its members and the ways they behave; understanding the company's situation; or developing solutions to problems identified. OC involves everything related to the above-mentioned matter. A significant number of persons who have studied culture have developed rather narrow definitions. Others have taken these definitions and combined them into new broader definitions. However, all definitions recognise that one of the fundamental points of any culture is that it has to do with the people themselves. For instance, Greenberg and Baron (1995) defined it as "a cognitive framework consisting of attitudes, values, behavioural norms and expectations shared by organisation members". Schein (1992) has produced the following definition of OC:

‘a pattern of basic assumptions - invented, discovered, or developed by a given group as it learns to cope with its problems of external adaptation and internal integration - that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems’.

While Robbins (1998) defines it as "a common perception held by the organisation's members...". It can be understood then, that OC is the "glue" that joins a company together, generates commitment to the organisation's mission, clarifies and reinforces standards of behaviour, and provides a sense of identity for its members

(Greenberg and Baron, 1995). OC is to do with groups of people collectively (not individuals alone), who, through their experiences together, day by day in the work environment, build an image of what the organisation is all about and how it undertakes its purpose. This picture is built through learning how to behave for survival and progression.

2.2.1 Levels and Layers of Culture

Some things are more difficult to distinguish or detect than others when examining a company's culture. Some of them are clear to the examiner, while others are not. In order to study any aspect of culture, this aspect must be carefully considered while designing the study.

Researchers state this in distinct ways. For instance, Rousseau (1990) proposes a multi-layered model, which he structured as a set of rings (Figure 2). Rousseau's rings were "organised from readily accessible (outer layers) to difficult to access (inner layers)".

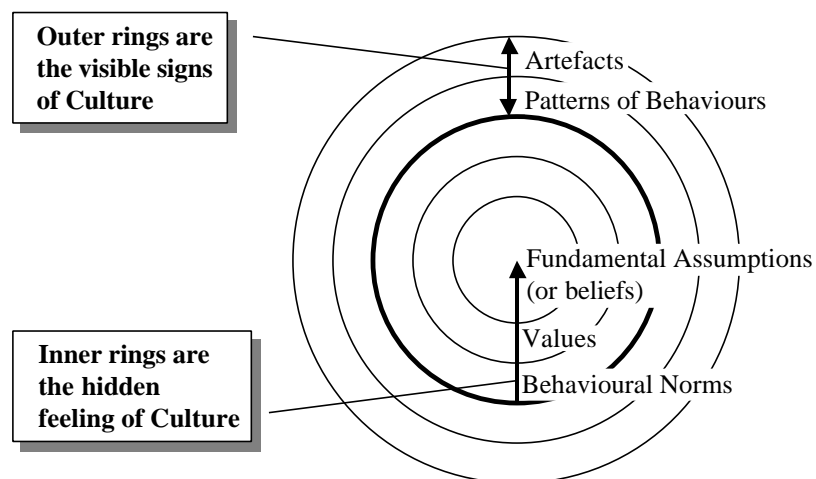


Figure 2. Layers of Culture

Source: Rousseau, 1990

In Organisational Cultures and Leadership, Schein (1992) suggests a similar model. However, he considers three main levels (see Figure 3) concluding that level one layers are easier to access than level three layers.

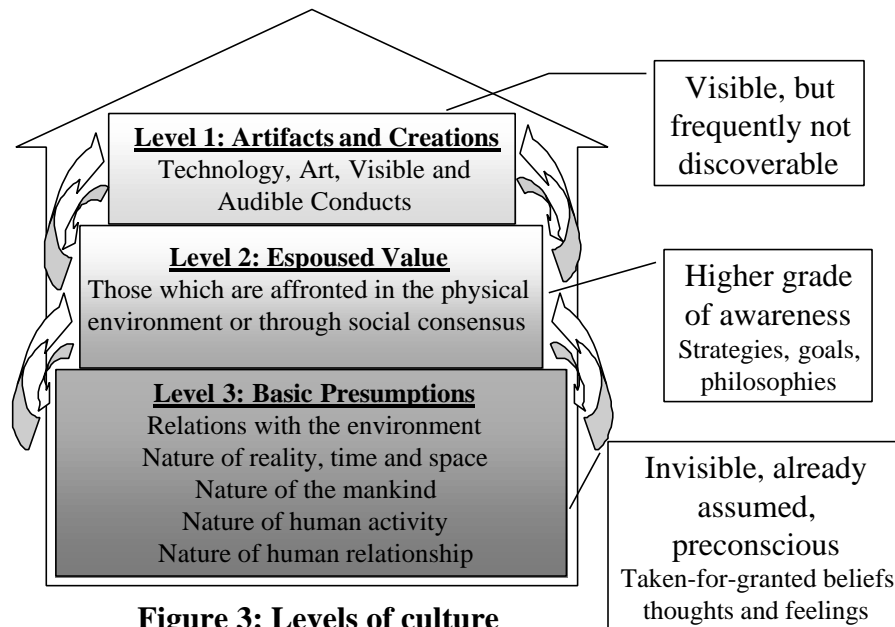


Figure 3: Levels of culture
Source: Schein, 1992

So, in trying to access level three (the basic assumptions and the unconscious way of acting of employees, including taken-for-granted beliefs, perceptions, thoughts and feelings) the author has relied firstly upon the “artifacts”, which includes all phenomena that a person “sees, hears, and feels” (Schein, 1992) when such a person is incorporated into a new group. Secondly, reliance has been placed on “*exposed values*... norms and rules that provide the day-to-day operating principles by which the members of the group guide their behaviour” (Schein, 1992).

Schein and Rousseau's patterns seem to capture all the key elements of culture which are supported by other researchers, indicating general agreement that in fact most research has concentrated on those more visible outer layers.

‘a continuum from unconscious to conscious, from interpretative to behaviour, from inaccessible to accessible... the layers of culture associated with values, beliefs, and expectations constitute the primary elements in organisation researchers conceptualisations of culture’ (Rousseau, 1985)

Moreover, within an organisation numerous groups are formed and each of them may have its own culture. Thus, organisations have at any one time many subcultures, perhaps "with elements of a dominant culture", in which case "the primary focus of attention is inconsistencies and subcultural differences" (Schein, 1992).

2.3 Design of the Study at the Naviera Cubana Caribeña Shipping Company

In light of the above, it may well be the situation in the NCC that several subcultures exist due to the diversity of activities in its basic units. NCC has three important basic elements, namely Fleet, Ports, and Technical Units, with large differences in the particular objectives of each.

The author decided to focus the present study on the Fleet Unit only, because of the particular interest that the company has in this unit. The Fleet is the most important contributor to the company results among all units (see Figure 4), since the others work mainly in support of it.

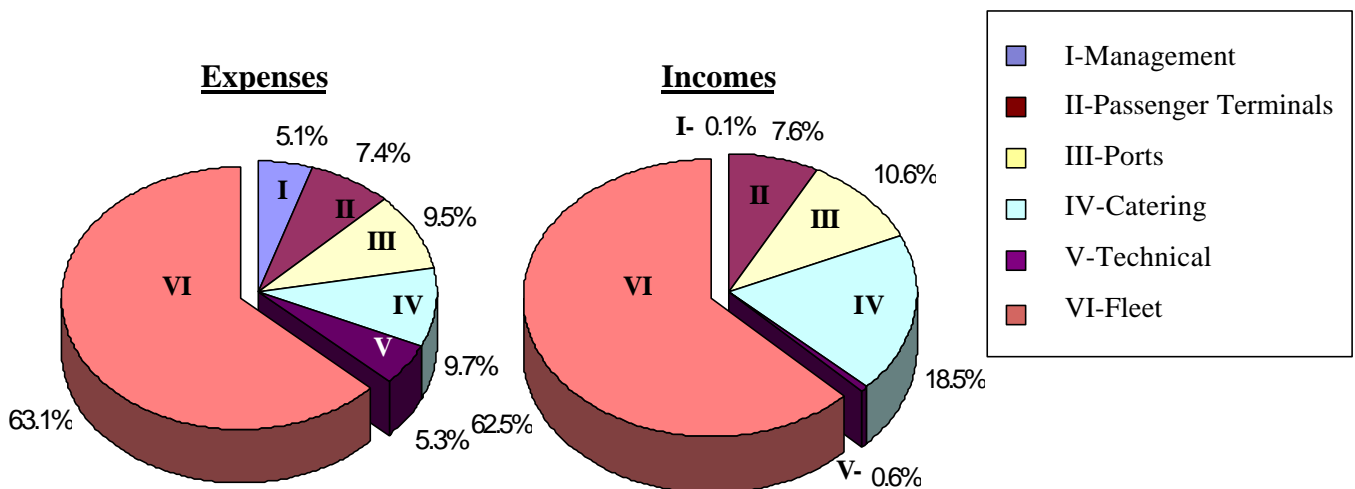


Figure 4: Incomes and Expenses per basic units

Source: NCC Archives.

To carry out the research, the number of employees in the Fleet Unit and their position in the structural organisation were reviewed (see Table 1).

Table 1: Position of employees in the Fleet Unit

Total	Top Management	Middle Management	Core Employees
229	4	119	106

Source: NCC Archives about personnel allocation.

From Table 1 it can be observed that only four persons make up the top management of the fleet as such. In order to expand this group the writer decided to add the four top managers of the whole NCC, namely the General Director, and the three general vice directors, who are involved in the performance of all units of the company. This makes a total of eight.

Not all employees that are included in the middle management administrative level are at the same seniority. It should be emphasised that some of them are closer than others to the core employees, e.g. officers, and minor officers, whilst others are positioned at a higher level, near to the top managers, e.g. captains, chief engineers, and middle managers ashore.

Recognising this distribution a 20 % sample was originally taken from each of the last two groups (see Figure 5) in order to apply the techniques that are explained below. However, the number of employees to whom questionnaires were provided was subsequently raised to 30 in the case of the two lower levels. This step was taken in order to address the risk that some questionnaires might be annulled, or valueless due to errors.

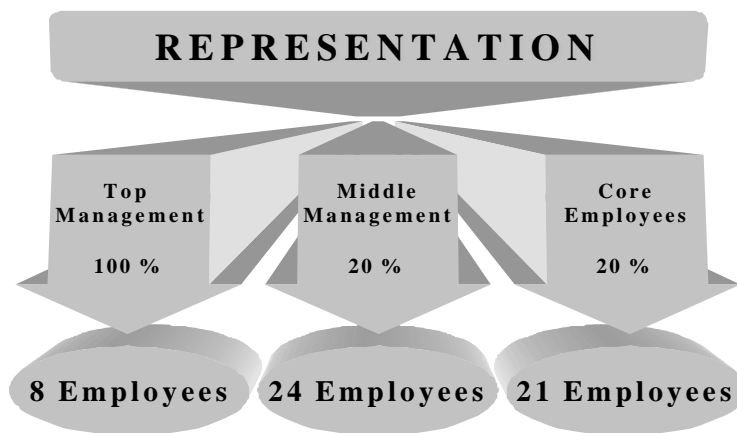


Figure 5: Number and percentage of persons to apply questionnaire

2.3.1 Techniques Applied During the Research

As was mentioned before, the layers of culture, which constitute the primary element in organisational research, are the values and expectations of people (Rousseau, 1990). Therefore, they have been made the principal subject of investigation in this document.

In this respect Smircich (1985) gives another methodology, which involves focusing the study on those symbols that are representative of the company, (“material objects that connote meanings that extend beyond their intrinsic content” (Greenberg and Baron, 1995)) and analysing them in a dialectical manner, instead of a linear form. She suggests also including in the analysis not only tangible things, but also the more probable mental behaviour of persons.

Furthermore, James et al (1990) suggests that organisation members should be consulted en-mass, and that, through discussion, a collective agreement should be reached on each cultural attribute being studied. It should perhaps be noted that Schein (1992) speaks against questionnaires and states that "one must observe and

interview, and then work out the assumptions jointly with insiders who are willing to attempt to bring their assumptions to the surface".

Finally, Martin (1992) proposes that researchers should abandon their single perspective and recognise that "each perspective takes a stance towards established authority". She advises that each view can be strengthening in any process so as to get a richer representation developed. Therefore, in order to obtain the best results she recommends the following:

1. A comparison of what people say they do vs. the ways they act.
2. The findings or realistic assumptions through data collection.
3. Observations of persons and teams, and interviews taking into consideration which of them is more significant in each case.

Because of its comprehensiveness, Martin's point of view will be the approach adopted here in applying the following techniques:

- A questionnaire directed at diagnosis of the value system in the organisation (see Annex 1)
- A questionnaire directed at diagnosis of the four forms of commitment (see Annex 2)
- A questionnaire directed at individual attitudes towards working in teams (see Annex 3)
- Observations of working groups and others
- Interviews

Utilising the results of these techniques the author proposes to examine carefully the outer levels or layers of NCC's culture, and through them to discover the fundamental assumptions or presumptions if there are any.

2.3.2 Application of Questionnaires

The application of questionnaires was developed as follows. The author met with each of the groups of persons representing each part of the organisation, and explained to them precisely the objective of the questionnaires and the proper way to respond to them. Furthermore, he stressed the importance of answering objectively and accurately in order to ensure the validity of the research.

Once completed, and any issues resolved, three boxes, one for each administrative level, were provided so that those being questioned could insert their responses. Using this method a high guarantee of anonymous responses could hopefully be assumed, thus ensuring a high level of objectivity.

Finally, replies were tabulated and analysed. Thereafter, through observations and interviews with staff belonging to the company, the results of such techniques were either confirmed or adjusted.

2.3.2.1 Questionnaire on Organisation Values

Organisation values are very important because they are essential and enduring tenets of an organisation, and have intrinsic value and importance to those inside the organisation (Harvard Business Review, 1996).

CETDIR-PREGER (1996) in *Comportamiento Organizacional* states that values are a basic conviction in which a specific mode of behaviour is preferable in social or personal terms. Values can influence the organisational performance because they set up the basis not only for understanding behaviour and motivations, but also because they affect perceptions.

Peters and Austin (1985) echo this theme: "shared company values affect individual performance" because shared values set a framework whereby employees can flexibly and speedily respond to new day to day situations, whereas rules and procedures can be a constraint.

The main objective of this technique is to determine how the main values are perceived within the organisation, and to evaluate the extent to which they are transmitted from top level to the middle-level and from there to the core level, as well as in the other direction.

The form (see Annex 1) gave fifteen criteria to be considered by each member. Every questioned person was asked to weigh up all items in relation to his/her own criteria about the organisation. The questionnaire was applied as planned to eight employees from top management, 30 from middle management, and another 30 from the core employees (see Table 2)

Table 2: Response patterns of questionnaires about organisational values.

	Administrative levels		
	Top	Middle	Core
Forms handed over	8	30	30
Not returned	-	-	-
Annulled	-	-	-
Assessed	8	30	30

2.3.2.2 Questionnaire on Commitment within the Organisation

Commitments within the organisation and personal values have a very close relationship. Thus, finding out the type of commitment staff have to the organisation can, as a consequence, shed light on what is important to them, and to some extent will also allow the organisation to understand what their main interests are.

It is important for the company to have these results so that it can focus on them, offer some encouragement to the employees to develop them, and use them as a valuable tool to motivate company members. In this way staff can be encouraged to value being a company member and will then strive towards the company's improvement, and in so doing, fulfil their own interests.

Normally motivation begins with needs, which then create actions to achieve the goals which satisfy those needs. (Mottram, 1998).

Usually people have needs that they can satisfy within the scope of the company. This generates a certain kind of commitment from such people to the organisation. Consequently, where satisfaction of these needs are aligned with achievement of the organisation's goals, performance of the company can also be improved (CETDIR-PREGER, 1996).

Subsequently, the responses to the questionnaire were assigned to four kinds of commitment:

1. *Managerial*: Those responses that are mainly related to the common activities of a manager.
2. *Material and status*: Responses associated with a liking for things that workers need for a particular activity and/or with the social or professional position of employees as well as the importance of workers in the eyes of other people.
3. *Technical and professional*: Responses connected to practical skills and methods developed to do a particular activity that may require special training.
4. *Group*: Responses linked to the team working activity or human relationships.

It is clear that from the organisation point of view, if the individual characteristics expressed in the particularities of each type of commitment could be matched with the company's need for such individuals, then, a very favourable condition for the

continuous development of human competencies of workers (abilities, skills, knowledge) may be created. Consequently, the permanent development of the company may be improved (Walker, 1989).

The questionnaire (see Annex 2) presents 20 statements, which are referred to as distinct conditions at work. They were to be evaluated so as to provide each person's feelings on every item. The principal aim of the questionnaire was to identify the predominant types of commitment of members to the organisation in order to reinforce them and make them stronger. This questionnaire was also implemented as per design (see Table 3).

Table 3 Response patterns of questionnaires about commitments with the organisation

	Administrative levels		
	Top	Middle	Core
Forms handed over	8	30	30
Not returned	-	1	-
Annulled	-	-	-
Assessed	8	29	30

2.3.2.3 Questionnaire Regarding Individual Attitudes Towards Working in Teams

Teams are usually relatively permanent work groups at any level in the organisation, but might also be temporary. Several different groups can be found within an organisation, those officially designated by the management toward some important organisational goals which are usually called formal groups, and those mostly based on personal characteristics and common interests rather than on organisational role,

which develop naturally among an organisation's personnel without any direction from the management (informal groups).

Although members typically have a variety of styles and characteristics, they are interdependent and require from each other experiences and strengths to be more effective (Driver et al, 1993).

Mottram (1998) in his Principles of Management lectures explains that in order to comprehend a team, among other things, its composition has to be known. Hence, also the individuals have to be understood. An idea as to the strengths and weaknesses of each member of the team would be very useful when a team is to be built.

It was determined that problems in some groups were caused by, for instance, role conflicts, and other factors not directly related to how individuals function as a team. It was apparent that the influence of individual styles and composition of groups had a quite important impact on group performance and success.

The selection of individuals on the basis of "differences in personal characteristics should be complemented with their problem-approach strategies" (Boerlijst and Meijboom, 1989) and their individual competence to work in groups, in order to be sure that the team is well balanced and its goals will be achieved.

Every member of a team has his/her own characteristics; in this case the questionnaire divides them into four major style groups: operational executor, producer, listener-supporter, and questioner. The fundamental characterisation of each one is to be explained in chapter two on the diagnosis of the company.

The application introduces 18 questions where those questioned must assign a hierarchical order to four items within each question considering which of them

applies more to him/herself and which one less (see Annex 3). In this case there seems to have been more difficulty in answering the questions in the proper way (see Table 4)

Table 4 Response patterns of questionnaires about individual features for working in teams

	Administrative levels		
	Top	Middle	Core
Forms handed over	8	30	30
Not returned	-	1	1
Annulled	1	3	5
Assessed	7	26	24

2.3.2.4 Observation on Groups of Work and Others

In evaluating the conclusions to be drawn from this questionnaire, the writer has adopted certain techniques to support or to contradict what has been stated in questionnaire answers.

Observations of individual and group behaviour at meetings and/or during daily work procedures within the company have been carried out. The author has taken considerable care to make accurate observations principally with regard to people's reactions and attitudes, their approaches to problem solving, ways used to find solutions to conflicts, communication flows, decision-making processes, and innovative processes.

2.3.2.5 Interviews

Appraisal-type interviews were arranged with some random workers. These were executed in an informal way to offer the most confidential environment to workers for them to talk freely about their feelings on the company. Rather than describing it as an interview it might best be called a *chat*.

The author did not intend to evaluate the worker as such, but only the effectiveness of the questionnaires that had been applied. Therefore, the main objectives of the interviews were the same as the questionnaires' objectives in that sense. The interview information was, therefore, a useful supplement to the data obtained from the questionnaires.

The interview provided an opportunity for employees to talk frankly, to discuss performance problems, and identify solutions to them. It also offered a chance to find out how the company was doing, and to receive constructive criticism, to talk about strengths, weaknesses, opportunities and threats, training that was needed, and to discuss possible improvements (Walker, 1989). In order to achieve this objective interviews took informants through the history of the unit being studied, the problems the group has encountered, and how they were handled.

All these elements that employees supplied during the conversations have been very useful in establishing the validity of the questionnaire results. Where responses have been repeated, behaviours are likely to be the same, and there are values and assumptions that are clearly shared or not shared.

CHAPTER 3

Analysis of the Naviera Cubana Caribeña Shipping Company

This chapter will review the values, beliefs, and the fundamental principles that together constitute the cultural support to the managerial system. It will also consider examples of procedures and managerial initiatives designed to strengthen these basic principles, so that they may endure and have meaning for most of the organisation's members.

3.1 Diagnosis of the Organisation by Administrative Levels According to Questionnaire Responses

It is very difficult to elaborate a general assessment of any company if there is no meticulous analysis of the different parts that together comprise the organisation. A certain part might have an influential role on another, directly affecting its performance, behaviour, or even its results as a unit. Therefore, the relationships between them constitute another important factor to bear in mind when carrying out such a study.

The aim here is to examine minutely every form, and draw conclusions from each questionnaire, as to the results that any particular administrative level displays. Based upon those conclusions a diagnosis of each component is elaborated. These findings are then aggregated to establish the company's general situation.

3.1.1 Diagnosis of the Value System on the Naviera Cubana Caribeña

The results of this questionnaire demonstrate that there is a large divergence among all parts or levels of the company in the way that every one of them appreciates these values. The main difference arises between the manner that the strategic level (SL) sees values, and the way the rest of the organisation sees them.

Only a few values are seen as equally important by the top management, middle management and the core employees (see Figure 6).

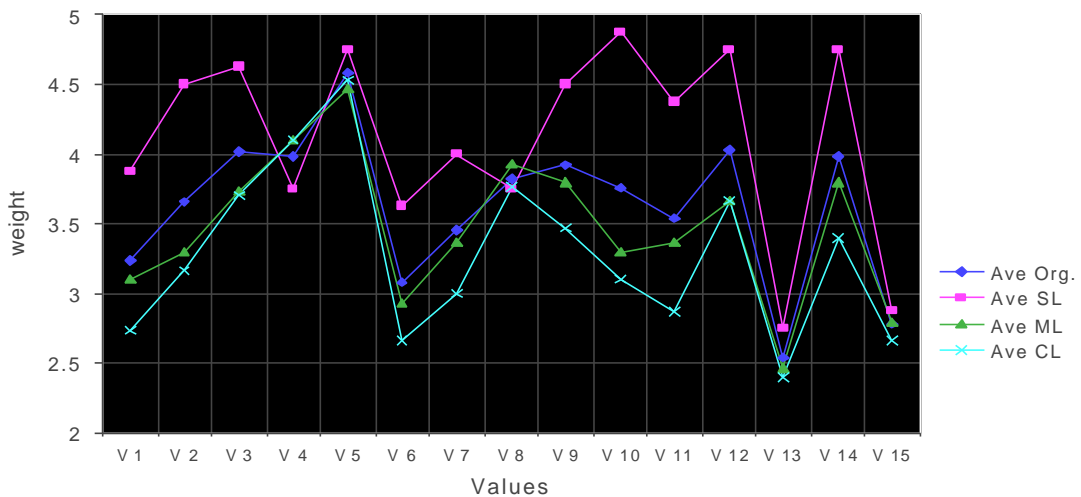


Figure 6: Perception of values, Core, Middle, and Strategic levels
Source: Annexes 4,5,6

This is a very general summary of how values are perceived in the company by its three main parts. As the writer goes more deeply into the analysis, the values for each official level are fully investigated. Particular emphasis is placed on those values where strategic, middle and core levels have a similar perception, or are very divergent.

3.1.1.1 Relationship between Strategic and Middle Level

The values that are perceived similarly by the strategic level to the middle-level (ML) (see Figure 7) are as follows:

Ethics: Philosophy that deals with the morals and obligations of persons (Author) (see Value 4, Figure 7). This value is supported in the Naviera Cubana Caribeña shipping company (NCC) principally on the basis of who the person is, his/her way of life, or his/her way to exist, his/her wisdom, knowledge, skills to develop something, or how simple the person is. However, still a minimum of power and status is appreciated.

Attitude toward the human nature: Schein (1992) espouses that at the organisational level "human nature" means "how workers and managers are viewed". In this case, it is conceived with a high level of optimism, big hopes, there is confidence in the development of the enterprise (see Value 5, Figure 7).

Attitude in the presence of a crisis: Generally it is understood as an enterprise attitude, which is looking for the opportunity, the way to solve any problem (see Value 8, Figure 7). The criterion is that the company does not like to wait for something to happen and changes the situation to make it more favourable or more amenable to possible solution. Nevertheless, if it still occurs, the opportunity is taken to achieve larger benefits for the company.

Perception of tasks: It is observed that there is a small imbalance in favour of specialisation by working area rather than to the enrichment of the work (see Value 13, Figure 7).

Innovation and development: This item is determined practically by equilibrium between scarce and sufficient (see Value 15, Figure 7). The aforesaid statement obliged the author to study in depth the subject, arriving at the conclusion that innovation and development is stimulated depending upon the degree of necessity to solve questions, which is done spontaneously by employees. They are not developed with the aim of achieving more ongoing efficiency in the organisation, but to solve existing problems.

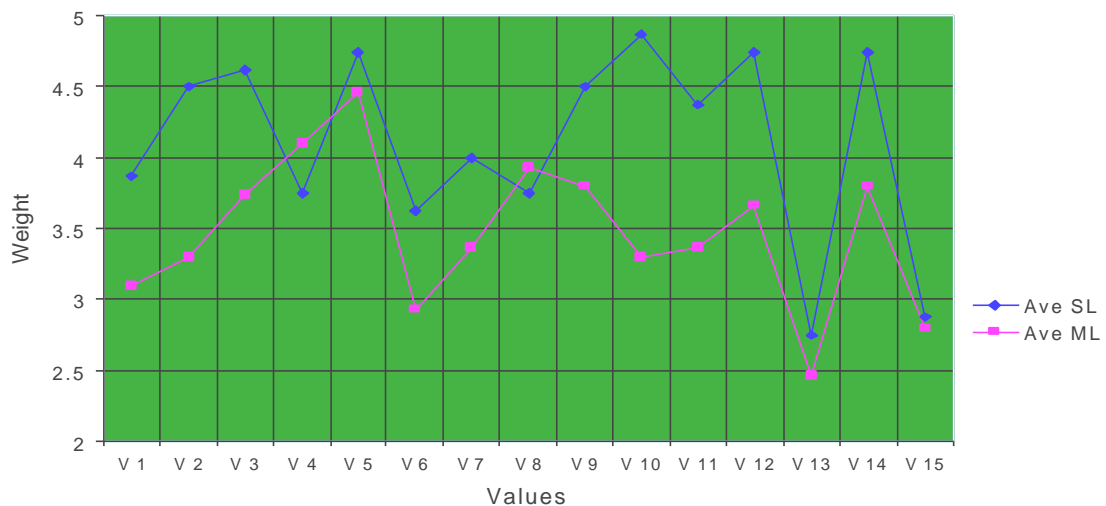


Figure 7: Perception of values, Strategic and Middle levels
Source: Annexes 4,5

The remaining examined values are considered to be not compatible between these two managerial levels due to the differing valuations provided by them (see Figure 7). But it is convenient to draw attention to decision-making (Value 10) in which the incompatibility in the average responses in each group is such that the difference is close to two points. Such a difference does not appear in any other item.

Decision making: The point is almost fully formulated as *collective* decisions at the SL, whilst in the other level it is perceived as collective by only about 50 percent of them, with the other 50 percent as individual decisions (see Figure 7).

When the workers opinion is sought and accommodated in the making of a decision, then, this person regards the decision as having been made in a collective form, since from his/her point of view he/she was involved in it. Otherwise the decision is considered not to be made collectively but individually. Therefore, the meaning of it could be interpreted as follows:

A very high number of decisions are made taking into consideration top managers' criteria; however, only about 50 percent of middle managers consider that they are participating in any decision-making process (Interviews).

3.1.1.2 Relationship between Middle and Core Level

Between ML and core level (CL) there is a close correlation between values (see Figure 8). They are visualised and perceived very similarly. The only value, where the difference in its perception reaches 0.5 points, is *Communication*. As far as it is observed in Figure 8 (Value 11), for middle managers there is certain belief that there is a degree of authenticity, and openness, while the CL see communication in a contrary direction, towards a partial or closed mode. However, both trends are not significantly different.

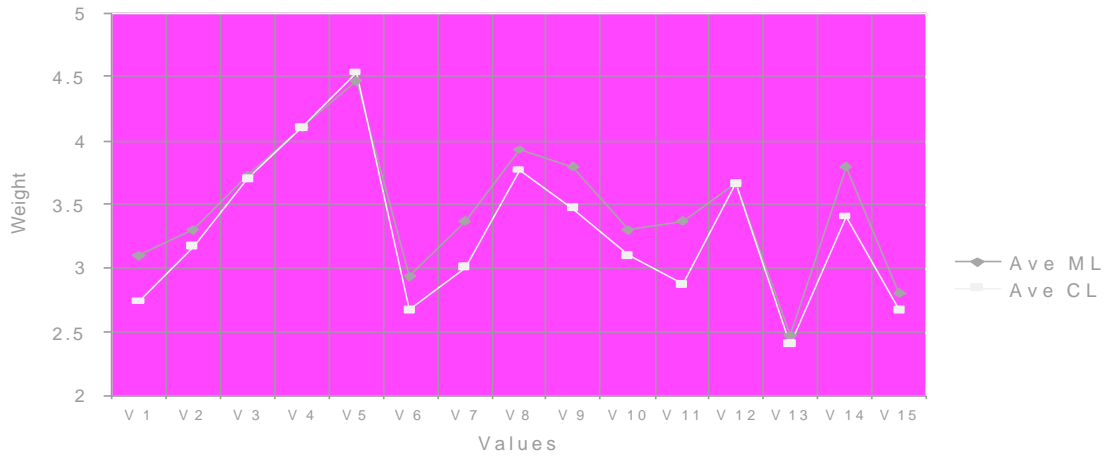


Figure 8: Perception of values, Middle and Core levels
Source: Annexes 5,6

3.1.1.3 Relationship between Strategic and Core Levels

When this relationship is investigated, it may be concluded that the values that are similarly perceived by the top and the CL are the same as those analysed in section 3.1.1.1 (see Figures 7 and 9). It can also be said that these values have mainly similar characteristics.

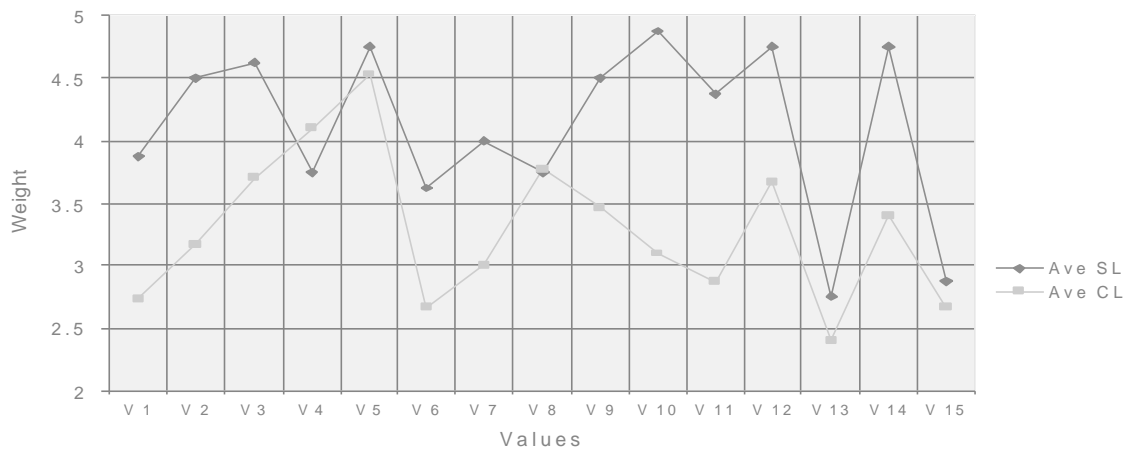


Figure 9: Perception of values, Strategic and Core levels
Source: Annexes 4,6

This is equally true for the remaining values. The manners in which the two levels see them are not compatible. Furthermore, it should again be underlined that there is a large divergence in the average weight assigned to *decision making* by each party (see value 10, Figure 8). The difference in this case is even larger than the previous-one between strategic and middle managers (see Value 10, Figure 6).

Likewise, the variance in the way these groups have perceived *communication* must be highlighted (see Value 11, Figure 8). It may be seen that the contrast exceeds one and a half points, in which the top management perceives it to be open and authentic, while the core employees see it as being partial, or closed.

A big contradiction is exposed here; the top managers perceive themselves as very open people when communicating, and able to transmit or receive any messages from other levels, while the CL workers do not see it this way at all.

3.1.1.4 Relationship among All Three Administrative Levels

From the previous reasoning, it may be concluded that perception of values for each organisational administrative level is shared from the top to the bottom level with similar evaluation criteria only in the case of the following values:

- Ethics
- Attitude toward the human nature
- Attitude in the presence of a crisis
- Conception of tasks
- Innovation and development

These values are formulated in general in section 3.1.1.1

It may be seen that the remaining examined values are not compatible for the three parts of the organisation as a whole, and it is evident that for some of them there is more divergence than others. It should be particularly noted that the maximum differences arise in the evaluation of *communication* and *decision making*, and the biggest differences arise between the SL and the other two levels.

When the average perception of values is determined for the three levels together, in the writer's judgement, the observed profile is not representative due to the fact that there is too high a variation in the perceptions of each individual level (see Figure 6).

3.1.2 Diagnosis of the Forms of Commitment with the Organisation

Making a summary from the findings of this questionnaire (see Figure 10), the form of commitment which is predominant in the NCC shipping company is *the technical and professional*, seconded by the *groups commitment*. The scarcest observed mode of commitment is the *material and status*.

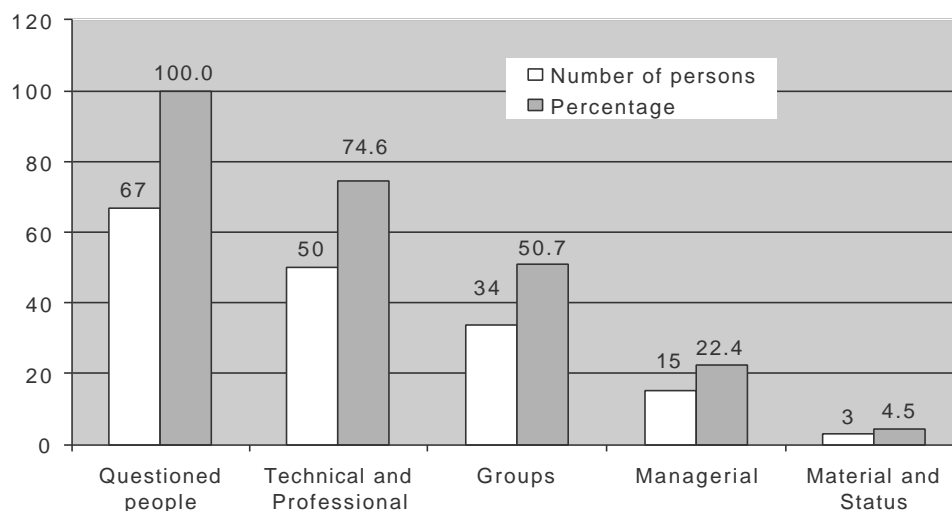


Figure 10: Commitments at the Naviera Cubana Caribeña
Source: Annexes 7,8,9

What is displayed in the Figure 10 is not accurate for every administrative level of the organisation. The writer is not suggesting at all that any type of commitment is better than any other for the organisation. It depends upon what the organisation is looking for at any particular time. However, it is very important in order to know, in general, how to motivate every average level so as to manage them properly and achieve the expected results.

3.1.2.1 Diagnosis about Forms of Commitment at the Strategic Level

At this level it is appreciated that the larger percentage of mode of commitment is represented by the *group commitment* (see Figure 11), which is characterised as those who:

- Appreciate working in teams
- Prefer interchanging ideas and encouraging new ones
- Are stimulated by quality in workers relationship
- Are identify in full with the organisation (Company or teamwork)
- Work for achieving better quality in services.
- Respect the clients as indispensable.
- Share views with the group in order to be known better by each other.

From the above mentioned items, the only one which is not given the maximum importance, although it is not deny, is the one which refers to the quality in workers relationships (see Annex 7, Question 6).

In second place in this administrative line is the *technical and professional* commitment (see Figure 11). The people who perform this type of commitment usually show marked interest in:

- Training and self-improvement, which is highly valued as a way of getting better performance within the organisation
- Interchanging experiences and knowledge with other people who have been doing the same activity as them, in the same or other places
- Fulfilling the projected objectives, and proposing new ones.
- Fundamental modifications in jobs as a consequence of the three above points

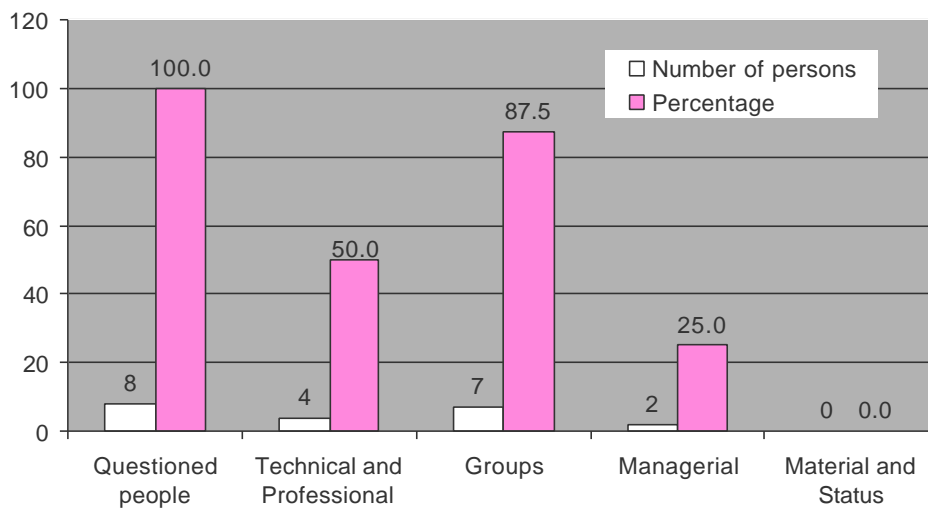


Figure 11: Commitments at the Strategic level

Source: Annex 7

They also consider that where training and self-improvement opportunities are not available, people lose ground in relation to, for example, life and technology.

The SL at NCC believes as an average that they have very few possibilities to achieve interchanges of experience and knowledge with persons that are doing what they do or have the same position (see Annex 7, Question 9).

3.1.2.2 Diagnosis about Forms of Commitment at the Middle Managerial Level.

In the graph can be observed that, at this level, the commitment most represented is the *technical and professional* (see Figure 12). Having in mind its exposed main characteristics in section 3.1.2.1, the item that is considered most important is the possibility of training and self-improvement. Still professional development, improvement and the periodical renovation of objectives are also conceived as substantial targets. However, middle managers do not recognise the fundamental modifications in jobs as significant as the previous named points. This is true also with the likelihood of interchanging experiences and knowledge with other people who have been doing the same activity as them, in the same or other places

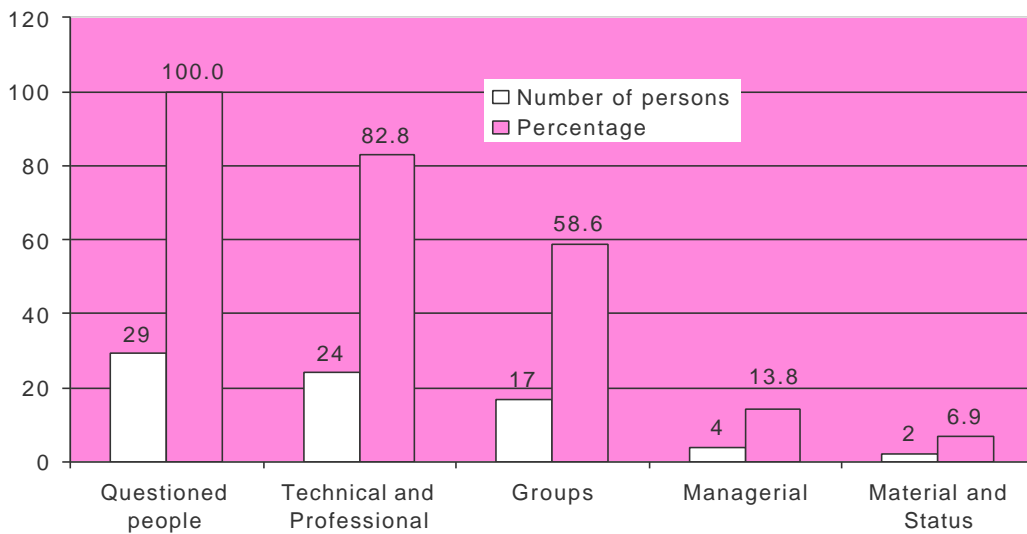


Figure 12: Commitments at the Middle level
Source: Annex 8

This form of commitment is followed by the *Group* mode. Within such type a relative importance is given to the possibility of working in teams, seconded by the feature of working in order to achieve a better quality in services and respect for customers. Moreover, it is relevant also to note *what is important and what is not*. The remaining

principal characteristics of this kind of commitment, although only to a minor extent, are positively valued. The exception is *the quality in workers' relationships* which is not given such importance (see Annex 8, Question 6).

3.1.2.3 Diagnosis about Forms of Commitment at the Core Level

Similar to the ML, the CL type of commitment which is predominant is the *technical and professional* commitment with the organisation (see Figure 13). The maximum significance is also directed at the possibility of training and improving in the work, as well as professional capacity improvement. To a minor, but nevertheless important degree, the possibility of interchanging experiences and knowledge with other people who have been doing the same activity they do, and the constant renewal of objectives are identified. Their involvement in substantial changes in the work is considered to be in the last step of the stair (see Annex 9, Question 19).

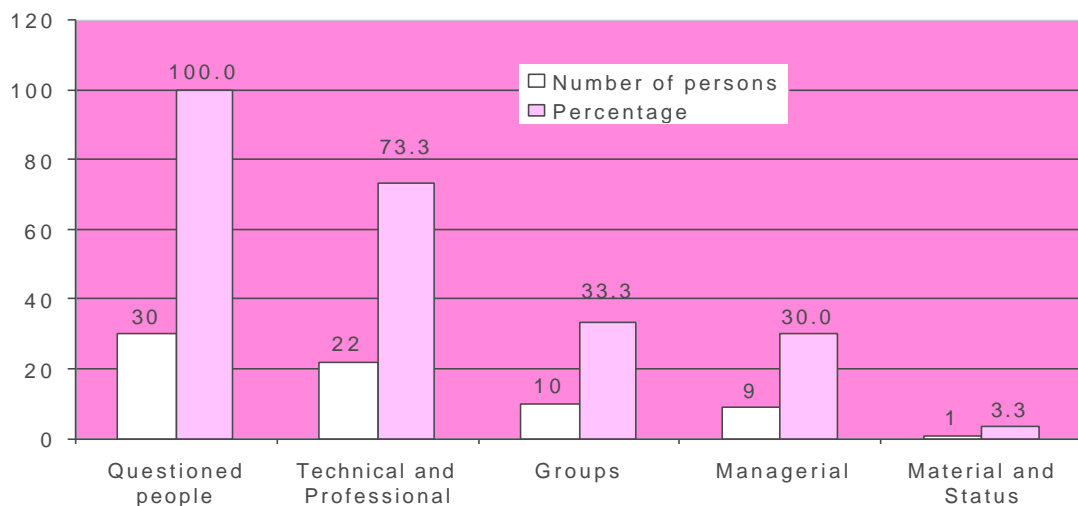


Figure 13: Commitments at the Core level
Source: Annex 9

Next in importance is the *group commitment*, as it is in the ML, but not to the same degree (see Figures 11 and 12). The remaining topics are evaluated practically in the same order.

3.1.2.4 Diagnosis of Forms of Commitment at the Naviera Cubana Caribeña Shipping Company

Observing the studies and analysis that have been undertaken in the company, it is clear that a low level of *managerial* commitment exists. Even lower, almost to the point of being negligible, is the *material and status* type. This may be attributed to the very limited interest that is given to the characteristics of these particular commitments in comparison with the others (see Annexes 7,8,9, Questions 1,5,8,14,20).

Even so, comparing CL and ML (see Figures 12 and 13), it can be seen that in the core line, there exists a bigger percentage of workers committed to the managerial duties, for instance, development and management of budgets, the functioning of the company as a whole in order to maximise opportunities in the market, proving the benefits of productivity, and although unconsciously to work as a team.

It is also easy to see that as structural levels in the company get lower (from strategic to core), the degree to which the *group* form of commitment is generally supported diminishes too. At the same time the *technical and professional* commitment is assessed with virtually the same strength in all three levels (see Figure 14).

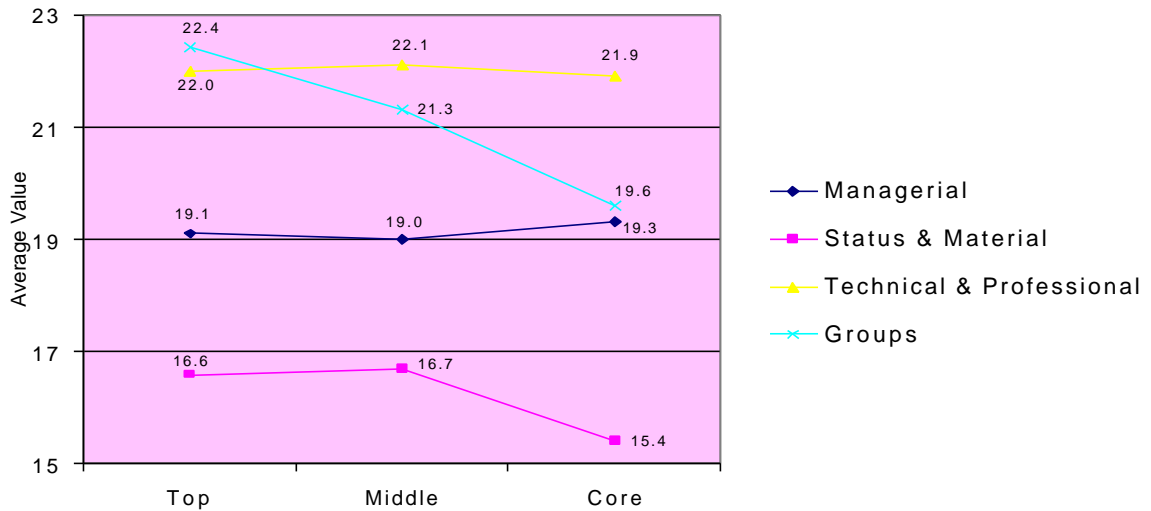


Figure 14: Strength of commitments' evaluation by administrative levels

Source: Annexes 7,8,9

3.1.3 Diagnosis of the Individual Profile for Working in Teams

When participating in work groups, the various group members play different roles in the social structure. The individual/role profile for working in-groups shows the trends in behaviour of persons when working in teams. It does not mean that this is the only way they behave. Although the profile is what highlights people's behaviour in groups, every person presents additional features that shift them within the characteristics of other profiles. This is the reason that the individual profile for working in teams is defined only as a trend of the person's conduct within the group.

3.1.3.1 Principal Individual Profiles for Working in Teams

In order to understand what is meant by the names of the different profiles the characteristics of each one are explained below:

Producer: Concerned with the team's objectives and goals, he/she is always looking for the fulfilment of the organisation's mission. This person is flexible, imaginative, committed, and very oriented to results. He/she trusts in the fact that the best solutions are achieved through the co-operation of team members. He/she gives significant importance to long-term strategy.

Operational Executor: This type of person generally believes in the constant application of techniques and skills for solving problems. The main contribution to the team is technical data and argument for possible solution to questions. He/she is more oriented to the facts, tries to supply as much information as possible on any matter and likes effectiveness. The operational executor is normally seen as a perfectionist, confident, with high standards on quality, and very hard working.

Questioner: His/her main goal is to get the team to reflect on any step taken. In order to do this, he/she supports him/herself in questioning the various aspects the group is dealing with. Moreover, he/she also raises questions when the group is deviating from its goals, and other possible approaches offer more promise. He/she is very direct when communicating with other members of the team, looks for open discussions on the topics that the team are dealing with, is very sincere, self-controlled, independent, honest, and authentic. This type of person likes to challenge ideas and assumptions when analysing anything.

Listener-Supporter: His/her principal role in the team is to ensure that everyone who forms part of the group provides his/her own views on the subject in question. This person tries to listen to everybody, and to persuade everyone else to listen as well. He/she thinks this is very important to achieve good results. Frequently, he/she will act as a chairperson, creating a positive environment in the group. When pressures exist, he/she attempts to ease the tensions of the members. He/she is not usually directly involved in the findings; however, he/she is always concerned to ensure that all members work as a team. Other people see this person as an enthusiast, and with a good sense of humour.

3.1.3.2 Average Response Patterns of Administrative Levels According Individual Profile For Working in Teams

Considering the outcome of questionnaires about individual features for working in teams (see Figure 15) it can be observed that at all three levels the *producer* profile predominates, and next in order is the *operational executor* profile. The remaining two are not placed in the same position in the respective levels.

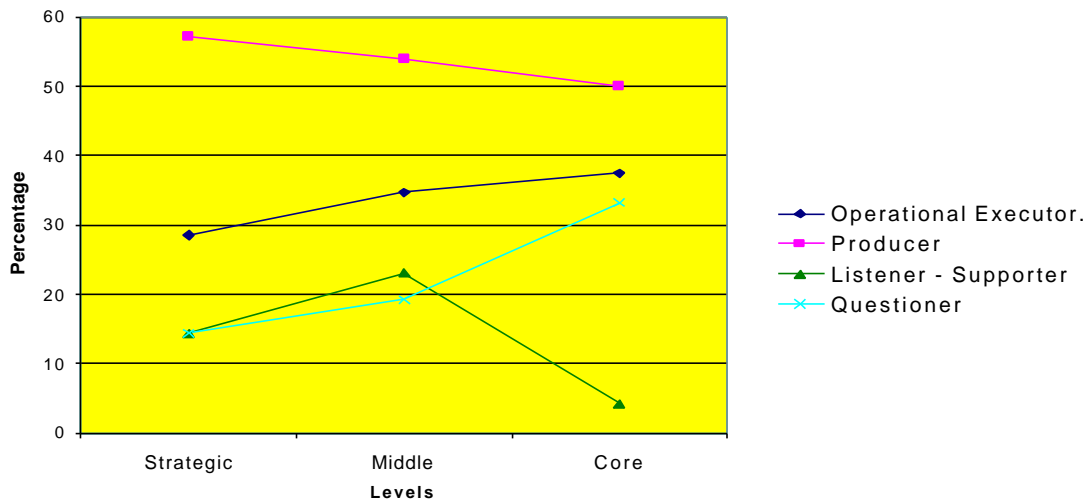


Figure 15: Profile for working in teams by levels
 Source: Annexes 10,11,12

From the figure it may be seen how the *producer* profile percentage diminishes from the top to the CL. What this means is that, transporting this from teamwork to the organisation, the percentage of persons who are committed to the organisation's goals and mission has a declining trend, as their positional level in the company is lower. Consequently, it could be a disadvantage for the company since, on the one hand, the people who are in more direct contact with clients are CL and ML workers. And on the other hand, the company's performance depends more on the involvement of people from the lower, rather than the higher administrative levels.

Operational executor, persons who are oriented to facts and uses technical elements to solve problems, they work in a logical way. This profile increases in percentage as the administrative level is closer to the CL (see Figure 15). This fact also confirms the previous statement concerning involvement of people from lower administrative levels.

The form of the *questioner* profile in Figure 15 just corroborates, among other things, what was mentioned before in heading 3.1.1.1 and 3.1.1.3 regarding *communication* and *decision making*. In this case one of the causes that CL has a large difference from the other two levels in questioner percentage, is that CL workers consider they are only communicated that a decision has been taken. Subsequently, they automatically question such decision in order to be sure it is right.

The last, but not least important profile, *Listener-supporter*, generates no relevant comments, but it shows clearly that the members of the CL are more concerned with solving tasks independently rather than in working as a team. Even if they do it, the goal is to get the task finished.

CHAPTER 4

From Current to Ideal Situation in Naviera Cubana Caribeña Shipping Company

4.1 Description of the Current Situation in Naviera Cubana Caribeña Shipping Company

4.1.1 Strategic Level

The outcome of the applied techniques to this part of the organisation shows that there are several values that are conceived in such a way that they are in correspondence with the forms of commitment that are predominant, as well as with the individual profile for working in a team that has a higher percentage in this part of the organisation.

The strategic level (SL) of this company considers the organisation as oriented to the market, directing its work towards the quality of services, and guaranteeing in this way respect to customers. This level has an attitude toward the environment that is manifested in looking for a long-term strategy, which it believes, is very important. Subsequently, they think not only that fixed objectives must be reached, but also new ones should be established continuously. They give a high value to authority, which is based on the ability and competency, manifesting a marked interest in training and improving their knowledge, skills, and experiences.

This level likes the collective decision making process, consequently, also likes to work in teams and interchanging ideas. They trust in the synergy that teams usually produce. Therefore, they strive to ensure that the relationships among members are developed based upon co-operation, and with an optimistic attitude towards human nature. Nevertheless, while observing some formal meetings on this level and ML (see annex 13), a figure close to 50% of the total number of interventions was made by a manager with a high position in the company, which contradicts some of the principles of working in a team about *participation*.

4.1.2 Middle Level

The middle level (ML) of the company has an attitude towards human nature that is very optimistic, they give a very important place to self-improvement and professional ability. Middle managers within the organisation do not see authority to be based on the same levels of ability and competence that the SL does. Despite this not being a unanimous criterion of all organisation members, it could be found through interviews, that authority based on the ability and competence is recognised in all the three levels. However, the ML thinks, naturally, that top managers impose their orders/instructions due to their position or status.

Moreover, as with the SL, they do perceive it to be very important that new goals are fixed constantly. They also believe that all possibilities of interchanging experiences with other persons who do their same activities in the same or other places have not been pursued.

This level sees the working in team process as truly advantageous, particularly when they have to deal with complex situations. However, it is not a common tool in the daily work of the present level, which is composed of people who are very concerned with the

achievement of organisational goals. They are very oriented to results, and attach significant values to having a long-term strategy. Even though they presently work without it.

4.1.3 Core Level

This level is composed mostly of people whose teamwork profile is the *producer*, people who are concerned with the achievement of objectives and goals. They trust in solutions obtained collectively, through co-operation. A high percentage of the core level (CL) composition is also made up of people who are principally characterised by their constant application of technical skills to solve problems. A very large part of them are very oriented to establishing the facts, and are very hard workers too (*Operational executor*).

Another representative part of CL composition is regularly encouraging workers to reflect upon the tasks that have to be developed, the way they are executed, whether they go far enough or not from the thread to achieve the goals. These people are very direct and open in discussion when dealing with any issue.

This part of the organisation attaches a high value level to the training and self-improvement; however, they do not think that they have the same opportunities to do it as higher levels. The CL is not fully involved in the important changes in the work. For example, when a decision was taken to change structural organisation, they were not even consulted. Consequently, their level of commitment is limited in comparison to the other levels in the organisation. They do think that the company has a very optimistic attitude towards human nature. Equally to the ML, they appreciate authority based on capability and competence of people; nevertheless, they do not think this is the case in NCC.

The CL does understand the need for new and wider objectives and goals to be established permanently, and that a large part of the work is done in groups. This does not necessarily mean that this is a technique applied as a tool for managing tasks or solving problems.

4.2 Weaknesses and Strengths of Naviera Cubana Caribeña

Guiding the present investigation to elaborate a more complete and objective diagnosis of the current situation in the organisation, an analysis of the outcome of applied techniques in all three levels was undertaken. The investigation only considered the internal elements of the actual environment.

As a consequence, similarities and differences among all three levels in the organisation were found, and therefore, some strengths and weaknesses could be identified for the company as a whole.

4.2.1 Strengths

- ◆ Attitudes towards human nature are characterised by a high level of optimism, big hopes, and confidence in the company's development.
- ◆ In the presence of a crisis the company, generally, looks for opportunities to overcome them, and solve the problems, or at least solve them partially.
- ◆ Attitudes based on knowledge, manifested skills, solid arguments to do things that help people are considered to be ethically correct.
- ◆ Natural authority is recognised as resting with those persons with sufficient level of ability and competence, and who base their actions and decisions on what are considered ethical attitudes.

- ◆ Within the company, tasks are assigned according to the expertise of persons or working field.
- ◆ All workers appreciate the advantages of working in teams when solving complex tasks.
- ◆ All profiles that value working in teams exists to a major or minor degree in all three administrative levels.
- ◆ The number of people, who are committed to the company solely because of material things or the status it can give them, is insignificant.
- ◆ All three administrative levels give a lot of importance to training people and improving their performance.
- ◆ The process of fixing new objectives whenever they are needed is a substantial link in the organisation's work.
- ◆ Everybody in the company recognises the importance of having a long-term strategy.

4.2.2 Weaknesses

Besides the obvious financial problems that are affecting the company at the present time, which is not considered in this context, there are many other weaknesses to be considered, such as:

- ◆ There is a big gap between the SL and the other two levels in the way that values are perceived in the company.
- ◆ The perspectives of the SL regarding communications differ markedly from those held by ML and CL.
- ◆ In the decision-making process, the ML considers itself not to be heavily involved, while the CL thinks that it is almost totally excluded.
- ◆ Innovation is an activity, which is driven by the current unsolved problems that the company is facing or by its current needs. It is not undertaken in order to have a

better performance in the company, or to give a better service to the customers. It is perceived as a 'medicine for a sick person', not a preventive treatment.

- ◆ Although everybody appreciates the training process, core workers, advise that they do not have enough opportunities to do so. Nevertheless, they believe that they are the persons most directly involved in the development of tasks or in most direct contact with clients. In other words, they believe themselves to be a key element of the company's face to the external world.
- ◆ CL workers are not heavily involved in discussions and decisions on fundamental changes in the organisation.
- ◆ The utilisation of team work for dealing with complex tasks is still poor, and even when it is, its use is limited, or influenced by people, who unconsciously, impose their own criteria because of their position or status within the company (see annex XXX). The special skill of members of the team working on certain project/task is not always taken into consideration. There is a notable lack of knowledge of the utilisation of the team techniques.
- ◆ There are not enough opportunities for interchanging experiences and knowledge between persons that are engaged in the same activity or have similar positions in other locations or companies.
- ◆ Neither long-term planning nor a long-term strategy exists in the company. Consequently, there is no clear vision of the future for the company within itself. "If you do not know where you are going, any way will get you there".
- ◆ Management does not appreciate the dimension of the variety of criteria existing within the organisation. They, therefore, have an incorrect perception of the way things actually are.

4.3 From the Current to the Ideal Situation in NCC Shipping Company

What is an ideal situation for any company? In the scope of this investigation, from the author's viewpoint, it is a situation where no weakness exists nor are there any threats to the company, only strengths and opportunities. This is of course completely unrealistic.

The writer, then, prefers to describe the ideal situation as one in which the weaknesses discovered through this investigation are eliminated, or are converted into strengths since only internal factors were analysed during the investigation. A set of six relevant characteristics were selected in order to establish these to guide the NCC:

1. The mission for the company, its objectives and a clear vision of its future must prevail through a strategic long-term plan including core values determined and perceived in a similar way for everybody in the company.
2. The level of authority that each worker is provided with, must be the right one for him/her to decide upon whatever event happens at his/her level. In other words, managers should be not afraid to delegate authority to their subordinates.
3. The teamwork should be properly balanced with the individual work. That is to say, to develop a task or project the technique that is more suitable must be used, whether team or individual work.
4. A smooth flow of communication in all directions, without any barriers to obstacles must be guaranteed within the company.
5. The satisfaction of workers' demands in alignment with company's interests in order to motivate workers and achieve the company's advance and improvement, for example the *training process*.
6. Finally, the importance of the human resources in the company. The company needs to study and appreciate it as well as possible (Platsidakis, 1999), which is not the case at the moment in the NCC. Non-cultural or behavioural studies have been undertaken in the company before. However this is the cause of several misleading

ideas in the minds of managers about what people think or the manner they behave. In Tsakos, a successful Greek shipping company, they also consider that the “human factor is the key to its success (Sazakits, 1999).

4.3.1 Strategy

The NCC presently has no clear long-term strategy, and this must be rectified. Since it is a state-owned company, which belongs to the Ministry of Transport (MITRANS), it needs to undertake a joint initiative with the MITRANS in order to develop this strategy. In other words, there is a need to review the NCC mission and the basic long-term objectives of the company in itself. The resolution 164/96 (Ministry of Transport, 1996) establishes a very large and comprehensive mission statement and the objectives for the whole company comprising the five main operational units. However, it does not allow any unit to be properly focused in its own goals and objectives. Therefore, an establishment of more specific mission statements and objectives for each operational unit independently is needed.

Planning appropriate courses of actions and assigning the necessary resources to achieve these aims must also be included. This would then establish “the direction in which human and material resources will be applied in order to increase the chance of achieving selected objectives” (Weirhrich and Koontz, 1993).

In order to put into practice effectively any strategy, some plans called *tactics* are needed. These are the action plans through which strategies are achieved. Hence, while a strategy is pointed out *where to go*, tactics establish *how to get there*. It is very important to take in consideration the environment in which the NCC operates in order to set up the correct tactics to develop the decided strategy in a successful way.

4.3.2 Authority

There is a trend today to ensure that each worker is provided with a level of authority, which corresponds to the needs of his/her own job. In other words, similar to what is set out in *Prophet of Management* by Drucker et al (1995), the writer thinks that a worker should have “just as much, no more and no less, authority as goes with the function” or task. It has been discovered through this investigation that employees’ work in the NCC is very dependent on managers’ authorisation and/or consent.

On the one hand, the way to eliminate part of the conflicts about limits of authority or delegation of authority is to define, by scientific research, the workers function within the organisation and let him/her do what he/she is supposed to do. While, on the other hand, the key person in any situation must be, exactly as the people in the NCC see it, where the knowledge and the experience are located.

This is important, first, because it allows the company to be more flexible and to react in a faster way when a simple event occurs. And second, but not less important because it also gives to the lower levels certain decision-making capacity, which will encourage them in their work, as well as it will make them feel more responsible for whatever they do.

4.3.3 Groups / Teams

Every worker, from the bottom to the top of the company, should understand that a person has the power of creating, and that he/she gets his power through his/her capacity to join his efforts with others to form a real group/team of work. Thus, everybody in the NCC should understand that the aim is to reach the company’s goal and that this is only

possible through co-operation. This does not mean that all tasks have to be performed by a team, but mainly the complex tasks.

In the case of performing complex tasks to solve problems, a team must be formed that reflects certain conditions, for example, members should have heterogeneous complementary skills, they must be able to freely share ideas and it must be ensured that good ideas are accepted. Greenberg and Baron, 1995 concluded that in such conditions, teams perform better than individuals. However, if problems are simple, groups perform as well as the best individual only if that person has the correct answer and the other members of the team accept it.

In the case of simple problems, then, groups are not suitable for solving them, since they are, among other things, time consuming (Robbins, 1998), and more costly than problem solving by individuals.

When building a team, some elements must be assumed:

- ◆ As many profiles that support working in teams as possible should be present in the team composition.
- ◆ All members should be willing to co-operate with each other.
- ◆ Management should support the team's activities.
- ◆ Teams must be permitted work by themselves without interference from management.
- ◆ Teams should be able to co-operate with each other.

4.3.4 Communication

“Without personal knowledge build up over a period of time there can be no trust” (Drucker, 1996). Put in another way communication is essential. This point is

particularly important because it can be the centre of many others, such as decision making, authority perception, or the development of teamwork.

It can be deduced that in the company there are problems in communication, mainly in the *upward* direction and to a lesser degree in the *horizontal* way. This means that most of the information needed for directing instructions, orders and for keeping managers aware of what is going on, as well as suggestions for improvements, new ideas, and more importantly for taking good decisions, does not flow in the proper manner

Horizontal communication affects directly what is called co-operation among members, departments and even units of the company.

The key directions for communication are shown in the Figure below.

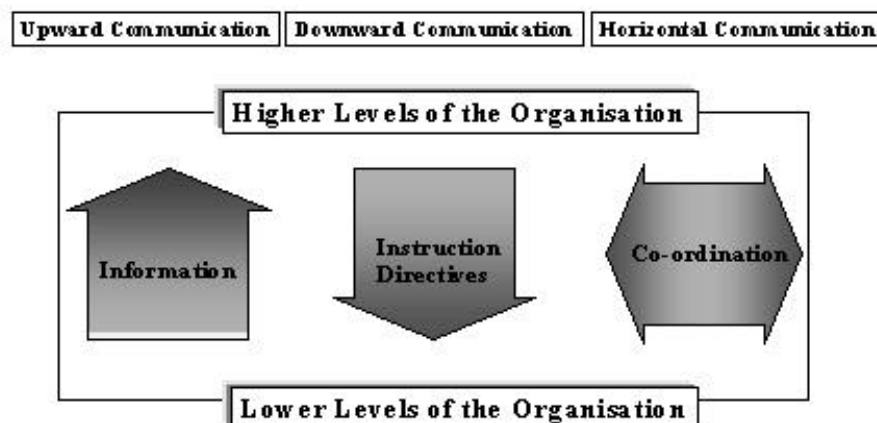


Figure 16: Directions of communications within the organisation
Source : Greenberg and Baron, 1995

To operate effectively the NCC must communicate properly with those who keep the organisation running (lower and middle levels). In order to reach this goal in the company the first step is to win the confidence of the ML and CL employees, and to

earn their trust in the top management. Another element is to ensure that serious consideration is given to any comment, suggestion or idea coming from any person regardless of his/her level.

Furthermore, Greenberg and Baron in *Behaviour in Organisations*, 1995 noted some other barriers that needs to be broken in order to enhance the flow of information, for instance:

- ◆ Keep language simple: Using needlessly formal language may impose a serious barrier to communicate.
- ◆ Be an active, attentive listener: It is important not only to be good at sending messages, but also receiving them.
- ◆ Measure the flow of information: Do not overload the other party with more information than can be handled effectively.
- ◆ Obtain feedback: It is very important as a key element in opening upward communication channels. Unfortunately it is not always that simple, because people are often unwilling or unable to communicate their ideas to top management. However, some techniques for effectively getting feedback are presented in the Table below.

Table 5. Useful techniques for getting employee feedback

Technique	Description
Employee survey	Questionnaires assessing workers' attitude and opinions about key areas of organisational functioning, especially when results are shared with the workforce.
Suggestion system	Formal mechanism through which employees can submit ideas for improving things in organisations (often by putting a note in a suggestion box); good ideas are implemented and the people who submitted them are rewarded

Technique	Description
Corporate hotlines	Telephone numbers employees may call to ask questions about important organisational matters; useful in addressing workers' concerns before they become too serious
Brown bag meetings	Session in which subordinates and superiors meet informally over breakfast or lunch to discuss organisational matters
Skip level meetings	Meeting between subordinates and superiors two or more levels above them in the organisational hierarchy

Source: Greenberg and Baron, 1995

Besides all these techniques described in the Table above, it may also be worth taking the opportunity offered by modern technology, such as video-conferencing, the design and employment of a web page, or e-mail arrangements in order to improve communication and get much more feedback from employees.

By having adequate feedback from communication the management is able, on the one hand, to know if there is any discrepancy between what they think and how the things really are or how they behave. On the other hand, the lower levels can feel they are directly or indirectly involved in the decision making process of the company.

Furthermore, by enhancing the possibilities for communication flow, the existing gap in the way that values are perceived by the three administrative levels could be narrowed. Consequently, the view held by each level regarding communication as a process would be much more similar than at present.

Captain Sardis, Costamares shipping company managing director, recently observed that nowadays communications facilities are easier to obtain and apply, and they offer lots of possibilities to act and react to changes or to identify prompt solutions to problems.

4.3.5 Training Process

“Training is the consistent and effective transfer of appropriate behaviours which leads to the achievement of predetermined and specific outcomes” (Lambert, 1995).

Interviews have established that the company has in the past studied the needs for training and education of personnel, and the subjects in which workers think they should be trained. However, not very much has materialised from this initiative. A plan for training and self-improvement has been developed, but a lot of problems have arisen when trying to fulfil it.

The fundamental problems identified were that since there was not a clear strategy, plans were changed easily or postponed repeatedly. Additionally, no fixed training method was selected, possibly due to the lack of trainers. Finally, the program for training was reviewed, but not improved. The same errors have been made from year to year.

To overcome this matter a classic model is proposed for training design and development (see Figure 17), which can be adapted or modified according to the needs and structure of the company, for instance, incorporating the possibility of interchanging experiences and knowledge.

Effective training is not only a responsibility of trainers, but also a responsibility of managers (Lambert, 1995). Even though the cost of training may be high, the cost of not doing it is even higher. This is one of the most important reasons why it must be included in NCC’s policy for advancement and development in order to achieve a marked improvement in the performance of the company.

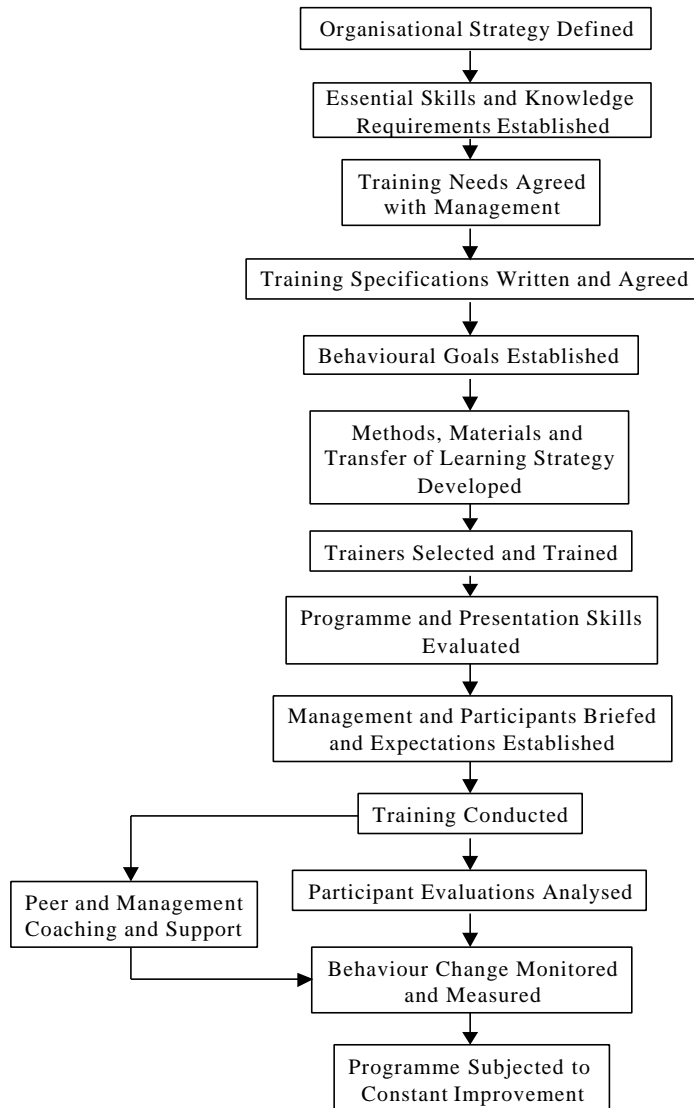


Figure 17: Training design and development model
 Source: Lambert, 1995

CHAPTER 5

Conclusions and Recommendations

Upon completion of this investigation and the analysis of the results, it can be concluded that it is extremely difficult to discover the characteristics of each and every element of the organisational behaviour within the company. However, it should also be noted that, when dealing with organisations, nothing can be considered, planned, or developed without taking into account the behavioural patterns of the employees of the company. It is not enough to think that the management/staff should know how to perform within the organisation. The present investigation is an example of management thinking in one way, while the other members of staff think in another way. This circumstance serves to validate the conduct of such a study.

The impact of people and groups on the company's performance was analysed through their particular viewpoint regarding the values of the company, the type of commitments they have towards the company and their main characteristics when working in teams. They were generally regarded as elements of the organisational culture that may affect or support the performance of the company.

As a result of this investigation it has been discovered in the NCC that not all values are perceived in a similar way by all three administrative levels. The main differences arise in the evaluation of *communication* and *decision making*, and the largest differences

emerge between the strategic level and the other two levels. Such variances in the perception of values means that not all employees have the same perspective about the organisation, which in time makes it weak and vulnerable, particularly in times of crisis.

Firstly, the predominant form of commitment in the organisation is the *technical and professional* seconded by the *group commitment*, while the *material and status* is the scarcest form. They affect the company's performance in relation to the fact that the workers will try to maintain and improve the processes they think are related to their commitments within the organisation. Secondly, despite the primary form of commitment that employees have to the company, most people within the Naviera Cubana Caribeña shipping company attach a great deal of importance to training and self improvement, even though there are problems with the establishment of a system for them as described in section 3.3.4.

Teamwork offers the company, the possibility to improve the capacity of any particular employee. Consequently, it provides a wide range of facilities for improving the standard of work. Nevertheless, this study shows that employees do not present the same characteristics while working in teams. Some of them are near to the *producer* profile while others are more aligned with to the *operational executor*, *questioner*, or to the *listener supporter*. This is an advantage if it is taken into account, and used when designing a team.

Another conclusion that can be drawn from the present study is that the persons who really possess power and influence over others are those who are capable, and who have a higher level of intelligence, common sense, talent, and aptitude, and are efficient and effective. These persons, consequently, receive admiration and trust from other employees.

The Organisational Culture, for the present exercise, has been analysed in Chapter Four, and highlight the six most relevant items where the company has some weaknesses to overcome in order to be as close as possible to the ideal situation described by the author. They may be summarised as follows:

1. The need to revise and establish more accurate missions for each operational unit, and, jointly with the Ministry of Transport, to elaborate the corporate objectives for the whole company as well as a long-term strategy.
2. The requirement to give the necessary authority to workers at their level in line with the needs of their jobs.
3. The need to identify where teamwork can best be applied for the benefit of the company and where it cannot, and to go more deeply into the study and utilisation of teamwork techniques.
4. The need to ensure an open communication flow in all directions within the company, emphasising the *upward* direction, which is where most problems are encountered, and to a lesser degree the *horizontal* direction.
5. The desirability of satisfying, whenever it is possible, workers' demands, aligning the substance of these requirements with the company's interests for achieving advancement and improvements in its performance.
6. Finally, The importance of recognising the value that the human resources have today for the Naviera Cubana Caribeña shipping company.

In summary, taking into consideration all the findings that have been described in this document, as to how to create the conditions to shift the company from the current situation to one which is closer to the ideal situation, the author also recommends the following:

1. This investigation should be extended to the rest of the units of the company considering the relationship and influence of some over others. In this way, a wider picture of these elements of organisational culture will be obtained in the whole Naviera Cubana Caribeña shipping company.
2. When extending the study to the other units, the internal and external environment should be taken into account, that is, consider the influence of the external environment in which the company operates. This means, considering, among other things, the influence of the local and national governments, other companies, possible competitors, and the national and international markets for the company.
3. Company management must ensure that core values are carefully determined, and perceived in a similar way at all three levels. To achieve this goal it may be advantageous to use those persons that naturally possess power and influence over others, and in whom other employees trust. Ensuring that such persons appreciate the values in the way the company needs them to be perceived will help to reach this objective. They will normally lead others and should induce them to adopt the same perceptions. Breaking existing barriers of communication and facilitating it within the company should also help to achieve this goal.
4. The organisation must be able to align the type of commitments of persons to the company's goals in order to make it easier for them to be achieved. For example, if possible, to train people, which is a demand from employees that have a *technical and professional* type of commitment, in the field the company needs them to be trained. This will motivate the worker and at the same time will improve his/her performance within the company.

5. It should be ensured, as far as is possible, that all administrative levels are directly or indirectly involved when working in teams, and in this way give members a perspective of participation in the decision-making process. Consequently, all three levels will be involved. The composition of a team must be selected in a way that allows for a comprehensive integration in order to have a good balance of profiles.
6. The company should take advantage of the optimism of the people within it, their knowledge of the importance, as well as the necessity, of a strategic long-term plan, and jointly with the Ministry of Transport, elaborate it objectively. This strategic plan must be challenging but achievable.
7. If a strategic long-term plan is in place, then a more innovative approach may facilitate shifting from a process of mainly solving existing problems, to a process of preventing problems, and improving the quality of services and/or production.

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ANNEX 1

Questionnaire regarding the value system in the organization

CETDIR-PREGER

Criteria to be evaluated	Weigh	
1 Company's finality	<input type="checkbox"/>	1 Maximising benefits
		5 Customer's need satisfaction
2 Concept of the Organisation	<input type="checkbox"/>	1 Closed (oriented to production)
		5 Opened (oriented to the market)
3 Attitude towards the environment	<input type="checkbox"/>	1 Empirical
		5 Reflexive, strategic
4 Ethics	<input type="checkbox"/>	1 To possess, power, status
		5 Be yourself, to know, to be common
5 Attitude toward the human nature	<input type="checkbox"/>	1 Pessimist (X theory)
		5 Optimistic (Y theory)
6 Motivation directed by...	<input type="checkbox"/>	1 Primary needs (Maslow pyramid)
		5 Superior needs (Maslow pyramid)
7 Management perspective	<input type="checkbox"/>	1 Focused on controls
		5 Focused on objectives
8 Attitude in the presence of a crisis	<input type="checkbox"/>	1 Expecting events to happen
		5 Looking for opportunities
9 Perception of authority	<input type="checkbox"/>	1 Power based on status
		5 Power based on capacity and competency
10 Decision - making	<input type="checkbox"/>	1 Individual
		5 Joint, collective
11 Communication	<input type="checkbox"/>	1 Closed, partial
		5 Opened, authentic
12 Basis of relationship	<input type="checkbox"/>	1 Rivalry and competence
		5 Collaboration, team tendency

13	Perception of tasks	<input type="checkbox"/>	1	Specialisation by working area
			5	Enrichment and broadening
14	Attitude toward conflicts	<input type="checkbox"/>	1	Refusing them, Legalism
			5	Solving them, opening
15	Innovation and development	<input type="checkbox"/>	1	Controlled, scarce
			5	Uncontrolled, encouraged

The identification and measurement of organisation values are achieved through the application of evaluated criteria. These used criteria are based upon the ideas, mental representation that entrepreneurs have identified as the principles that should guide their acts. This mental representation depends upon the professional and personal experience of entrepreneurs. *To each criterion a mark between one and five should be assigned, depending on one's personal point of view.*

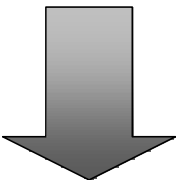
ANNEX 2

Questionnaire regarding commitment within the organization

CETDIR-PREGER

You should reply to all 20 questions, which address distinct conditions at work. Some of them might be very familiar to you. Others, however, may be far away from your personal and professional reality. This does not have significant influence in the results.

You should circle the number which indicates best whether you:

- ⑤ Totally Agree
- ④
- ③
- ②
- ① Totally Disagree
- 

1. I go to work principally to earn my salary, the rest is not important at all.	5	4	3	2	1
2. I am very interesting in training courses. They are the opportunity for self-improvement and enrichment.	5	4	3	2	1
3. I consider myself as the manager of my activity, and I won't abandon this responsibility for anything in the world	5	4	3	2	1
4. I appreciate very much working in a team, I discover ideas that different from mine. The exchange is always valuable.	5	4	3	2	1
5. When I took over my new position, the first thing I did was to upgrade my office, as the working place influence on my image among other people.	5	4	3	2	1
6. I accepted to work in this company fundamentally due to my personal relationship with other workers.	5	4	3	2	1
7. When I see that my colleagues are concerned only with technical matters I do not understand them, I get the impression they do not realise anything about guiding a team.	5	4	3	2	1
8. If all workers accepted level and responsibility differences among persons, Things would be better!	5	4	3	2	1
9. Sometimes I have the opportunity to meet colleagues that have similar position than me in other companies.	5	4	3	2	1
10. It is not enough to prove that times have changed. It is necessary to demonstrate the benefits of productivity.	5	4	3	2	1
11. My first goal is to get everything working, to enhance our possibilities in the market.	5	4	3	2	1

12. I consider that a person, who does not increase his/her professional capacity from year to year, loses ground. I am always looking for opportunities to obtain new experiences.	5	4	3	2	1
13. At the end of every month the management hold a meeting with all employees. This allows us to know each other better. I don't think it is a waste of time.	5	4	3	2	1
14. At a certain level of seniority I consider it logical to have a secretary assigned.	5	4	3	2	1
15. I strongly identify with my company. It happens to me even when I defend its image over every thing.	5	4	3	2	1
16. I analyse myself periodically, and fix new personal objectives for myself. That is the way to progress.	5	4	3	2	1
17. Quality, and respect for customers are two aspects very prominent in my company. At least everyone knows what is important, and what is not.	5	4	3	2	1
18. When I see the budget of some areas/departments, I think they do not really want to save anything.	5	4	3	2	1
19. Every time there is an important change/modification in the work, all involved people get together to work at it. I always find this interesting.	5	4	3	2	1
20. I would not accept this position without a means of transport. In certain management levels this element is important.	5	4	3	2	1

This part was not in workers questionnaires.

Managerial Commitment		Material and Status Commitment		Technical and Professional Commitment		Group Commitment	
Question	Marks	Question	Marks	Question	Marks	Question	Marks
3		1		2		4	
7		5		9		6	
10		8		12		13	
11		14		16		15	
18		20		19		17	
Sub Total		Sub Total		Sub Total		Sub Total	

ANNEX 3

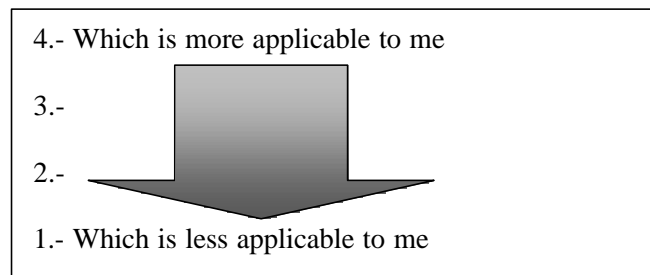
Questionnaire regarding an Individual Attitude Towards Working in Teams

CETDIR-PREGER

INSTRUCTIONS.

This is an exploration of the attitude of an individual towards working in a team, therefore, answers are not correct or incorrect. Please answer honestly every question, according to your criteria about yourself working in a team, and not the way you have acted in the past, or even the way you would like it to be.

You should complete all 18 sentences. Each of them has four choices. Please, order them using the hierarchy scale given below.



Please, do not give equal marks. It is possible that some sentences have two or more choices that are equally applicable to you, or possibly none of them are applicable to you. However you should assume that these are the only choices and a hierarchic order should be given to them. Every group of choices must be completed.

1.- During Work meetings generally I...

- a). Supply technical data or information
- b). Insist on keeping the focus on the mission, objectives or goals
- c). Try to get everybody involved in the discussion
- d). Question our objectives and methods

2.- In relation to the team leader I...

- a). Suggest that our job is to concentrate on the objectives
- b). Help him in creating a positive environment
- c). Disagree with him when it is necessary
- d). Give advice based on my own work area

- 3.- Under pressure sometimes I...
- a). Utilise a the good humour and other tension reduction mechanisms
 - b). Am very direct in communicating with other team members
 - c). Lose my temper trying to involve everybody in the discussion
 - d). Complain about the lack of progress toward the goals
- 4.- When there are conflicts in the team I...
- a). Encourage people to discuss clearly their differences
 - b). Support one side with arguments
 - c). See the differences as a possible change in the team direction
 - d). Try to break the tension using my humour sense
- 5.- My team colleges generally see me as...
- a). Oriented to the facts
 - b). Flexible
 - c). Motivated
 - d). Sincere
- 6.- Sometimes I am...
- a). Very oriented to the results
 - b). Not very involved
 - c). Auto controlled
 - d). Not very focused
- 7.- When things are going badly in the team, I normally...
- a). Emphasise listening, feedback, and participation
 - b). Insist on sincerity when arguing problems
 - c). Work to supply better information
 - d). Suggest revising the objectives
- 8.- When it is necessary I am ready to...
- a). Question some aspects of teamwork
 - b). Press the team to be more effective
 - c). Make an effort beyond the functions defined for my working area
 - d). Give feedback to other team members
- 9.- Sometimes the other members of the team see me as...
- a). A perfectionist
 - b). Not ready to evaluate the group objectives
 - c). Not serious in achieving real goals
 - d). Very pernickety

- 10.- I believe that solution to team problems requires...
- a). Co-operation among all members
 - b). High listening capacity
 - c). Disposition to ask and deal with difficult topics
 - d). Good and solid information
- 11.- When a new team is formed usually I...
- a). Try to find other members who know each other
 - b). Ask for objectives and methods to be precisely specified
 - c). Wish to know what is expected from me
 - d). Try to be clear myself about objectives and methods
- 12.- Some times I make other members feel uncomfortable because they...
- a). Are not as assertive as I am
 - b). Do not fulfil my quality standards
 - c). Do not think strategically
 - d). Are not interested in the way the team works
- 13.- I think that the role of the team leader is to...
- a). Assure the efficient solution of problems
 - b). Help the team in establishing long-term objectives, and short-term goals
 - c). Create an environment for everybody to participate in the decision-making process
 - d). Supply ideas and challenge assumptions
- 14.- I believe that team decisions should be based on...
- a). Objectives and goals for the team
 - b). Its members' consensus
 - c). An open and sincere treatment of issues
 - d). The weight of evidence
- 15.- Sometimes I...
- a). Consider the good environment in the team as an end in itself
 - b). Play excessively the role of "Devil's advocate"
 - c). Fail to see the importance of the team process
 - d). Emphasise too much the strategic issues, and minimise those in the short run
- 16.- People sometimes describe me as...
- a). An independent person
 - b). Trustworthy
 - c). Imaginative
 - d). A person who likes to participate in every thing

17.- Generally I am...

- a). A very responsible and hard working person
- b). A committed and flexible person
- c). Enthusiast and with a good sense of humour
- d). Honest and authentic

18.- In relation to other team members, I occasionally get angry because they do not...

- a). Check the objectives or evaluate the work process
- b). See the importance of working together
- c). Question the team actions, with which they disagree
- d). Fulfil their tasks within the team

This part was not in workers questionnaires

Individual Profile For Working In Team				
Question Number	Write the value of each answer in its correspondent letter square			
1	a	B	c	d
2	d	A	b	c
3	c	D	a	b
4	b	C	d	a
5	a	B	c	d
6	d	A	b	c
7	c	D	a	b
8	b	C	d	a
9	a	B	c	d
10	d	A	b	c
11	c	D	a	b
12	b	C	d	a
13	a	B	c	d
14	d	A	b	c
15	c	D	a	b
16	b	C	d	a
17	a	B	c	d
18	d	A	b	c
Total				
	Operational Executor	Producer	Listener Supporter	Questioner

The higher mark designs the primary work style when working in a team. If an evaluated person has other higher marks that coincide, or have a difference of two points or less, they are considered to be his/her primary styles. The lower mark indicates the less active style when working in a team.

ANNEX 4

PERCEPTION OF THE COMPANY'S VALUES

MIDDLE MANAGERS VALUES

No.	Criteria to be Evaluated	I 1	I 2	I 3	I 4	I 5	I 6	I 7	I 8	I 9	I 11	I 12	I 13	I 14	I 15	I 16	I 17	I 18	I 19	I 20	I 21	I 22	I 23	I 24	I 25	I 26	I 27	I 28	I 29	I 30	Ave MM	Ave Org
1	Company's finality	2	3	4	5	3	1	4	3	3	4	5	1	3	3	1	3	3	3	1	4	3	5	2	4	3	1	4	3	4	3.0	3.2
2	Conception of the Organisation	1	3	3	3	5	5	4	5	3	3	1	3	3	3	3	3	4	1	3	4	4	2	4	5	5	4	1	4	3	3.3	3.7
3	Attitude toward the environment	3	3	5	3	3	5	3	5	5	4	5	5	3	5	3	4	5	3	4	3	2	5	5	3	2	3	4	2	4	3.8	4.0
4	Ethics	5	2	4	5	4	5	3	5	3	1	5	5	3	5	2	5	5	5	5	4	4	3	5	5	4	2	5	5	5	4.1	4.0
5	Attitude toward the human nature	5	3	3	5	5	5	4	5	5	5	5	5	3	5	4	4	5	5	5	3	5	4	5	4	5	5	5	4	5	4.5	4.6
6	Motivation directed by...	1	3	3	3	5	1	3	5	5	1	1	4	2	1	3	5	3	2	3	1	4	3	4	2	5	1	3	4	3	2.9	3.1
7	Management perspective	5	3	4	5	5	3	4	5	3	5	1	3	2	5	5	3	4	5	3	1	4	1	2	1	5	3	4	1	2	3.3	3.5
8	Attitude in the presence of a crisis	3	4	3	5	5	1	4	5	5	5	3	3	2	5	5	3	5	5	4	1	4	5	3	5	5	4	3	3	5	3.9	3.8
9	Perception of the authority	5	4	3	5	3	2	4	5	5	1	5	5	2	5	3	5	5	5	2	1	3	5	4	2	5	5	3	5	4	3.8	3.9
10	Decision - making	5	2	5	5	3	5	3	5	5	5	2	5	3	3	4	3	3	1	2	3	5	4	2	2	3	5	1	2	1	3.3	3.8
11	Communication	5	2	4	5	4	5	3	5	3	4	2	5	2	3	2	4	5	4	2	5	1	4	3	5	3	2	2	1	2	3.3	3.5
12	Basis of relationship	5	3	4	4	4	5	4	5	3	5	4	3	2	5	5	5	5	5	2	3	1	4	3	5	2	4	4	1	2	3.7	4.0
13	Perception of tasks	1	3	3	1	2	1	3	5	3	1	1	4	2	1	5	3	1	3	2	3	1	4	3	5	1	2	4	1	1	2.4	2.5
14	Attitude toward conflicts	5	3	5	4	5	5	4	5	5	4	3	5	2	5	4	3	5	5	2	3	1	4	1	5	4	2	4	3	4	3.8	4.0
15	Innovation and development	1	3	3	3	3	1	3	1	5	1	3	3	2	3	5	3	3	2	3	3	2	5	4	5	3	2	1	1	3	2.8	2.8
Total																											52.0	54.4				

ANNEX 5

PERCEPTION OF THE COMPANY'S VALUES

CORE EMPLOYEES

No.	Criteria to be Evaluated	I 1	I 2	I 3	I 4	I 5	I 6	I 7	I 8	I 9	I 11	I 12	I 13	I 14	I 15	I 16	I 17	I 18	I 19	I 20	I 21	I 22	I 23	I 24	I 25	I 26	I 27	I 28	I 29	I 30	Ave CE	Ave Org
1	Company's finality	3	1	3	3	3	5	1	3	5	3	5	3	3	3	3	1	3	4	1	1	3	2	2	1	5	2	1	4	2	2.7	3.2
2	Conception of the Organisation	4	3	4	3	2	5	1	1	1	5	5	4	3	5	3	4	2	4	1	2	3	4	3	2	5	4	2	4	3	3.2	3.7
3	Attitude toward the environment	3	1	3	5	2	5	5	5	5	5	5	5	5	4	3	1	3	3	1	4	4	4	3	2	5	5	2	4	4	3.7	4.0
4	Ethics	4	5	4	3	1	5	5	5	5	5	5	5	3	5	3	1	4	4	4	5	5	5	4	3	5	5	4	5	5	4.2	4.0
5	Attitude toward the human nature	4	5	4	5	5	5	5	5	5	5	5	4	5	5	3	4	2	4	5	5	5	5	4	3	5	5	4	5	5	4.5	4.6
6	Motivation directed by...	1	5	1	3	3	1	1	3	1	5	3	5	5	1	4	1	4	4	3	1	1	2	2	5	1	1	2	4	2	2.6	3.1
7	Management perspective	5	1	5	3	3	2	1	5	5	3	5	5	5	3	3	3	3	3	2	1	1	3	2	3	1	1	4	3	1	2.9	3.5
8	Attitude in the presence of a crisis	5	5	5	3	2	3	5	1	1	5	5	4	3	5	3	1	4	3	4	5	4	3	5	2	5	5	5	4	3	3.7	3.8
9	Perception of the authority	5	5	5	3	3	4	5	5	5	5	5	3	5	5	2	1	2	4	4	1	1	2	3	5	1	1	3	4	2	3.4	3.9
10	Decision - making	1	3	1	5	3	4	5	5	5	4	5	5	3	5	4	3	3	1	2	1	1	2	2	5	2	1	1	2	4	3.0	3.8
11	Communication	1	3	1	5	2	5	5	5	1	5	5	5	3	4	2	1	4	1	2	1	2	1	2	2	5	1	4	2	1	2.8	3.5
12	Basis of relationship	3	5	3	5	3	4	5	5	5	4	5	1	3	4	4	2	3	3	5	2	3	4	3	2	5	5	2	5	4	3.7	4.0
13	Perception of tasks	3	1	3	1	2	2	5	3	1	3	1	5	1	3	4	1	2	4	1	2	1	2	2	1	5	2	2	1	4	2.3	2.5
14	Attitude toward conflicts	2	5	2	5	3	4	5	5	1	5	5	5	3	5	4	1	5	2	2	1	3	5	3	1	1	5	2	5	4	3.4	4.0
15	Innovation and development	2	3	2	1	4	2	1	5	1	5	1	1	1	4	3	3	4	5	4	1	2	1	3	5	1	3	4	2	1	2.6	2.8
Total																											48.8	54.4				

ANNEX

CONCEPTION OF THE COMPANY'S VALUES

ORGANISATION

No.	Criteria to be Evaluated	Ave TM	Ave MM	Ave CE	Ave Org
1	Conception of the Company's finality	3.9	3.1	2.7	3.2
2	Conception of the Organisation	4.5	3.3	3.2	3.7
3	Attitude toward the environment	4.6	3.7	3.7	4.0
4	Ethics	3.8	4.1	4.1	4.0
5	Attitude toward the human nature	4.8	4.5	4.5	4.6
6	Motivation addresses to...	3.6	2.9	2.7	3.1
7	Management optics	4.0	3.4	3.0	3.5
8	Attitude in the presence of a crisis	3.8	3.9	3.8	3.8
9	Conception of the authority	4.5	3.8	3.5	3.9
10	Decision making	4.9	3.3	3.1	3.8
11	Communication	4.4	3.4	2.9	3.5
12	Basis of relationship	4.8	3.7	3.7	4.0
13	Conception of tasks	2.8	2.5	2.4	2.5
14	Attitude toward conflicts	4.8	3.8	3.4	4.0
15	Innovation and development	2.9	2.8	2.7	2.8
Total		61.8	52.1	49.2	54.4

ANNEX 7

FOUR WAYS TO BE COMMITTED WITH THE ORGANISATION

TOP MANAGEMENT

Questions	Inquired	I 1	I 2	I 3	I 4	I 5	I 6	I 7	Average
Question 1		1	2	2	1	1	3	1	1.6
Question 2		5	5	5	5	4	5	5	4.9
Question 3		2	4	5	1	1	3	2	2.6
Question 4		5	5	5	5	5	5	5	5.0
Question 5		3	3	5	4	4	4	5	4.0
Question 6		2	3	5	3	5	4	3	3.6
Question 7		3	4	1	3	5	5	2	3.3
Question 8		4	5	1	4	2	4	3	3.3
Question 9		2	1	5	2	1	3	4	2.6
Question 10		5	5	5	5	5	5	5	5.0
Question 11		5	5	5	4	5	5	2	4.4
Question 12		5	5	5	5	5	5	5	5.0
Question 13		5	5	5	5	5	5	5	5.0
Question 14		5	5	5	5	4	5	5	4.9
Question 15		5	5	5	5	4	4	5	4.7
Question 16		5	5	5	4	5	5	5	4.9
Question 17		5	3	5	5	5	4	4	4.4
Question 18		4	4	3	5	4	4	3	3.9
Question 19		5	5	3	5	5	5	4	4.6
Question 20		4	5	1	4	2	1	3	2.9

Managerial Commitment	19	22	19	18	20	22	14	19
Status & Material Commitment	17	20	14	18	13	17	17	17
Technical & Professional Commitment	22	21	23	21	20	23	23	22
Grupal Commitment	22	21	25	23	24	22	22	23

ANNEX 8

FOUR WAYS TO BE COMMITTED WITH THE ORGANISATION

MIDDLE MANAGEMENT

Questions	Inquired	I 1	I 2	I 3	I 4	I 5	I 6	I 7	I 8	I 9	I 10	I 11	I 12	I 13	I 14	I 15	I 16	I 17	I 18	I 19	I 20	I 21	I 22	I 23	I 24	I 25	I 26	I 27	I 28	I 29	Average
Questions 1	3	1	5	3	1	2	2		4	1	2	3	4	3	4	2	3	3	2	3	4	1	1	4	3	3	2	2	4	2.7	
Questions 2	4	5	5	5	5	5	4	5	4	5	3	5	5	5	5	5	5	5	5	5	5	4	5	3	5	5	5	4	5	5	4.7
Questions 3	4	1	1	2	3	5	5	1	3	5	2	3	3	5	3	4	5	5	3	3	2	2	1	4	5	1	3	4	2	3.1	
Questions 4	5	5	5	3	5	5	5	4	5	3	5	5	5	5	5	5	5	5	4	5	5	5	5	3	5	5	5	4	5	4.7	
Questions 5	5	5	3	4	4	5	5	5	4	3	5	3	3	5	5	3	4	5	4	5	3	3	4	4	5	3	3	4	4	4.1	
Questions 6	2	3	5	1	2	4	4	4	3	1	3	4	4	3	5	3	4	5	3	3	1	5	2	4	4	5	3	5	5	3.4	
Questions 7	5	2	4	4	3	4	3	2	5	3	2	4	5	3	3	3	4	3	3	1	4	3	3	2	5	2	3	4	3.3		
Questions 8	5	4	5	4	5	3	5	2	4	3	4	3	4	1	5	4	2	5	3	1	5	4	4	4	5	3	2	4	5	3.7	
Questions 9	3	5	5	5	5	4	5	4	3	5	1	1	1	5	5	3	5	5	5	3	1	5	3	5	4	5	4	5	5	4.0	
Questions 10	5	5	5	5	5	5	5	5	3	5	4	5	5	5	5	5	5	5	5	5	4	4	3	5	5	4	4	5	4	5	4.7
Questions 11	4	5	5	5	3	5	5	5	5	3	5	4	3	5	4	5	5	4	5	4	4	3	5	5	4	4	3	5	4	4.3	
Questions 12	5	5	5	5	5	5	5	5	5	5	4	5	5	5	4	5	5	5	5	5	4	5	5	5	5	5	5	5	5	5	4.9
Questions 13	5	4	5	4	3	5	5	5	5	1	4	5	5	4	5	3	5	5	4	3	5	5	4	1	5	5	4	5	4	5	4.3
Questions 14	1	1	5	5	5	4	4	5	5	4	4	3	5	3	4	3	5	3	4	4	5	5	4	5	4	4	1	3	5	3.9	
Questions 15	5	4	3	5	3	5	5	4	5	5	5	5	3	2	5	5	5	5	5	5	4	4	5	5	5	5	5	4	5	3	4.4
Questions 16	4	5	4	5	3	5	5	4	5	5	4	4	5	3	5	5	5	5	5	5	5	4	5	5	5	5	4	3	5	5	4.6
Questions 17	5	5	4	3	4	5	5	5	5	5	4	2	5	4	4	5	5	5	4	4	5	5	5	5	5	4	5	3	5	4.5	
Questions 18	5	1	5	3	5	3	4	3	5	1	5	4	5	1	3	4	5	4	4	3	1	5	5	1	5	4	4	2	5	3.6	
Questions 19	2	5	5	2	3	5	5	4	5	1	4	3	5	5	5	4	3	5	2	5	3	5	5	5	5	4	4	3	5	4.0	
Questions 20	4	1	4	3	2	1	2	3	2	1	1	1	5	2	3	2	1	4	1	1	3	4	2	2	3	1	1	3	5	2.3	
Managerial Commitment	23	14	20	19	19	22	22	16	21	17	18	20	21	19	18	21	23	22	20	17	12	17	19	18	20	18	17	18	20	19	
Status & Material Commitment	18	12	22	19	17	15	18	15	19	12	16	13	21	14	21	14	15	20	14	14	20	17	15	19	20	14	9	16	23	17	
Technical & Professional Commitment	18	25	24	22	21	24	24	22	22	21	16	18	21	23	24	22	23	25	22	23	16	25	21	25	24	23	20	23	25	22	
Grupal Commitment	22	21	22	16	17	24	24	22	23	15	22	23	19	19	24	20	24	25	21	19	19	25	21	18	24	24	22	21	23	21	

ANNEX 9

FOUR WAYS TO BE COMMITTED WITH THE ORGANISATION

CORE EMPLOYEES

Inquired	I1	I2	I3	I4	I5	I6	I7	I8	I9	I10	I11	I12	I13	I14	I15	I16	I17	I18	I19	I20	I21	I22	I23	I24	I25	I26	I27	I28	I29	I30	Average
Questions 1	1	1	1	1	5	2	3	1	1	5	3	3	1	2	1	1	1	1	3	3	1	1	2	3	4	3	1	5	2	3	2.2
Questions 2	5	5	5	5	5	5	5	5	5	4	1	5	5	5	5	5	5	5	5	5	5	5	2	4	5	5	5	5	5	4.7	
Questions 3	5	4	5	5	3	2	4	5	1	3	4	3	3	3	5	3	4	1	4	5	5	1	4	1	3	3	3	1	4	3	3.3
Questions 4	5	5	5	5	5	5	3	5	5	3	1	5	5	5	5	5	5	5	5	5	5	2	3	1	3	5	5	4	4	3	4.2
Questions 5	4	4	1	5	4	5	5	1	4	4	1	4	3	5	5	3	1	3	4	4	1	4	4	1	3	5	5	4	4	5	3.5
Questions 6	5	3	5	1	4	4	1	5	3	3	3	3	3	5	5	3	4	3	3	3	3	4	4	5	3	5	5	3	3	1	3.5
Questions 7	2	5	5	1	4	3	4	1	4	5	2	3	4	5	5	5	4	4	5	3	4	5	4	5	3	3	2	2	3	1	3.5
Questions 8	2	3	3	3	5	2	3	3	1	4	5	1	3	5	5	5	2	2	1	2	1	5	4	1	3	3	4	4	3	5	3.1
Questions 9	5	5	1	5	4	5	5	1	5	2	5	5	5	3	5	5	4	1	5	5	5	2	5	4	5	4	5	3	5	5	4.1
Questions 10	5	5	5	5	4	5	3	5	5	4	3	5	5	5	5	5	5	3	2	5	5	2	3	4	3	4	5	3	3	4	4.2
Questions 11	5	5	5	5	5	4	5	5	4	5	3	5	5	5	5	5	4	5	5	5	5	3	4	3	5	5	4	3	4	5	4.5
Questions 12	5	5	5	5	5	5	5	5	5	4	3	5	5	5	5	5	5	5	5	5	5	5	5	3	5	5	5	5	5	5	4.8
Questions 13	5	5	5	5	3	1	4	5	5	3	5	5	5	5	5	5	2	3	1	4	5	5	2	3	5	5	4	2	1	3	3.9
Questions 14	1	2	5	5	3	4	4	5	5	4	5	3	5	5	2	5	1	2	4	4	5	5	4	3	5	5	4	4	3	2	3.8
Questions 15	5	5	5	5	3	4	3	5	3	5	2	4	2	5	5	3	5	4	2	4	5	4	3	2	5	4	3	3	2	4	3.8
Questions 16	5	4	5	5	4	5	5	5	5	5	5	5	4	5	5	4	5	1	1	1	5	4	5	5	5	4	5	5	5	5	4.4
Questions 17	5	4	5	5	3	4	5	5	4	3	3	5	5	5	5	5	4	3	4	4	3	4	5	5	4	3	5	5	3	2	4.2
Questions 18	2	5	5	5	5	3	5	5	2	4	3	4	5	5	1	5	2	1	5	2	5	1	5	5	4	3	3	5	3	4	3.7
Questions 19	5	4	5	5	3	5	4	5	3	1	5	5	3	5	1	5	2	3	1	1	5	4	5	5	4	3	5	5	4	4	3.8
Questions 20	2	4	1	5	2	2	2	1	4	3	1	4	5	3	1	5	1	1	3	3	1	1	3	4	5	3	1	4	4	5	2.8

Managerial Commitment	19	24	25	21	21	17	21	21	16	21	15	20	22	23	21	23	19	14	21	20	24	12	20	18	18	18	17	14	17	17	19.3
Status & Material Commitment	10	14	11	19	19	15	17	11	15	20	15	15	17	20	14	19	6	9	15	16	9	16	17	12	20	19	15	21	16	20	15.4
Technical & Professional Commitment	25	23	21	25	21	25	24	21	23	16	19	25	22	23	21	24	21	15	17	17	25	20	22	21	24	21	25	23	24	24	21.9
Grupal Commitment	25	22	25	21	18	18	16	25	20	17	14	22	20	25	25	21	20	18	15	20	21	19	17	16	20	22	22	17	13	13	19.6

ANNEX 10

INDIVIDUAL FEATURES FOR WORKING IN TEAM

TOP MANAGERS

Questions	1				2				3				4				5				6				7				8				9				10				11				12				13								
	a	b	c	d	a	b	c	d	a	b	c	d	a	b	c	d	a	b	c	d	a	b	c	d	a	b	c	d	a	b	c	d	a	b	c	d	a	b	c	d	a	b	c	d	a	b	c										
Inquired 1	2	4	3	1	4	3	2	1	3	4	1	2	3	1	4	2	4	1	2	3	3	2	4	1	1	2	3	4	1	3	4	2	2	1	3	4	3	1	2	4	1	4	2	3	1	2	4	3	1	2	4	3	1	4	3		
Inquired 2	4	3	2	1	2	4	1	3	1	4	2	3	4	1	3	2	4	1	3	2	4	2	3	1	3	2	1	4	2	3	4	1	2	3	1	4	4	2	1	3	4	3	1	2	1	2	3	4	3	2	4						
Inquired 3	4	3	1	2	1	3	2	4	1	4	3	2	4	2	3	1	4	1	2	3	4	1	3	2	3	1	4	2	4	1	2	3	3	2	1	4	4	2	1	3	1	3	4	2	2	4	3	1	4	2	3						
Inquired 4	2	1	4	3	4	3	1	2	2	3	4	1	4	3	1	2	3	2	1	4	3	1	4	2	1	3	2	4	1	4	3	2	1	3	2	4	4	1	3	2	4	2	1	3	1	2	3	4	3	2	4						
Inquired 5	4	3	1	2	2	4	1	3	1	4	2	3	4	3	1	2	3	2	1	4	4	2	3	1	1	2	4	3	1	2	4	3	3	1	2	4	2	3	1	4	1	4	2	3	2	1	3	4	2	4	3						
Inquired 7	2	4	3	1	4	3	1	2	2	4	1	3	4	2	3	1	3	1	2	4	4	2	3	1	1	4	3	2	3	4	2	1	2	4	1	3	4	1	3	2	2	4	1	3	1	2	3	4	2	1	4						
Inquired 8	4	3	1	2	2	3	1	4	1	4	3	2	2	4	1	3	4	1	2	3	4	1	3	2	2	3	4	1	1	3	4	2	2	1	3	4	3	1	2	4	2	4	1	3	1	2	3	4	2	1	4						
Average	3	3	2	2	3	3	1	3	2	4	2	2	4	2	2	4	2	2	4	1	2	3	4	2	3	1	2	2	3	3	2	3	2	3	3	2	2	2	2	4	3	2	2	3	2	3	2	3	2	3	1	2	3	3	2	2	4

14				15				16				17				18				Operational Executor	Producer	Listener Supporter	Questioner	
d	a	b	c	d	a	b	c	d	a	b	c	d	a	b	c	d	a	b	c					d
2	4	2	3	1	4	2	1	3	1	4	2	3	4	3	2	1	2	1	3	4	41	55	41	43
1	4	2	3	1	4	1	2	3	1	4	3	2	4	1	3	2	1	3	4	2	43	50	47	40
1	4	3	1	2	3	1	2	4	2	4	1	3	4	2	1	3	4	3	1	2	56	46	36	42
1	2	3	4	1	4	1	2	3	3	4	1	2	4	1	2	3	3	4	2	1	43	44	46	47
1	4	2	3	1	4	2	1	3	3	4	3	1	3	2	1	4	3	4	1	2	45	50	40	46
3	4	3	2	1	4	1	2	3	3	4	2	3	4	1	2	3	3	2	1	4	42	51	41	48
3	4	3	2	1	4	1	2	3	3	3	2	4	4	1	3	2	3	4	2	1	50	42	47	43

2 4 3 3 1 4 1 2 3 2 4 2 3 4 2 2 3 3 3 2 2

ANNEX 11

INDIVIDUAL FEATURES FOR WORKING IN TEAM

MIDDLE MANAGERS

Questions	1				2				3				4				5				6				7				8				9				10						
	a	b	c	d	a	b	c	d	a	b	c	d	a	b	c	d	a	b	c	d	a	b	c	d	a	b	c	d	a	b	c	d	a	b	c	d	a	b	c	d	a	b	c
Inquired 1	2	4	3	1	3	2	1	4	1	4	2	3	3	4	2	1	4	2	1	3	3	2	4	1	4	2	1	3	4	3	2	1	3	2	1	4	4	3	1	2			
Inquired 2	3	4	2	1	3	4	2	1	4	1	3	2	2	3	1	4	2	4	3	1	2	3	1	4	4	1	3	2	1	2	3	4	2	3	4	1	1	4	3	2			
Inquired 3	3	4	2	1	3	2	1	4	2	4	1	3	4	2	3	1	1	2	3	4	4	2	3	1	1	3	4	2	3	2	4	1	3	2	1	4	1	2	3	4			
Inquired 4	4	1	3	2	2	3	1	4	2	4	3	1	3	4	2	1	4	1	3	2	4	2	3	1	4	1	3	2	1	2	4	3	3	2	1	4	1	4	3	2			
Inquired 5	3	1	2	4	3	2	1	4	2	4	3	1	1	3	2	4	2	1	3	4	3	4	2	1	4	1	3	2	3	2	4	1	3	4	2	1	4	3	1	2			
Inquired 6	4	2	1	3	4	2	1	3	2	4	1	3	4	2	1	3	3	1	2	4	4	2	1	3	4	2	3	1	4	1	3	2	3	2	4	1	4	2	1	3			
Inquired 7	4	1	3	2	4	1	2	3	3	4	1	2	4	2	3	1	4	3	2	1	4	2	3	1	1	2	3	4	3	2	4	1	3	2	1	4	4	1	2	3			
Inquired 8	4	1	3	2	4	2	1	3	1	4	2	3	4	3	2	1	1	2	3	4	3	2	4	1	3	2	1	4	3	2	4	1	3	2	1	4	4	1	2	3			
Inquired 9	4	1	3	2	4	2	3	1	2	4	3	1	4	2	3	1	2	4	1	3	4	2	3	1	3	4	2	1	3	4	2	1	3	2	1	4	2	3	1	4			
Inquired 10	1	3	4	2	3	2	1	4	1	3	2	4	3	2	4	1	3	1	2	4	4	1	2	3	1	3	4	2	1	4	3	2	1	3	2	4	4	2	1	3			
Inquired 11	4	3	2	1	1	2	4	3	1	4	2	3	4	2	3	1	2	3	1	4	4	1	3	2	4	3	1	2	3	2	4	1	4	1	2	3	4	2	1	3			
Inquired 12	1	4	2	3	3	2	1	4	1	4	2	3	3	4	2	1	4	3	1	2	3	1	4	2	3	4	2	1	2	3	4	1	3	2	1	4	3	4	1	2			
Inquired 13	1	2	4	3	2	1	3	4	2	3	1	4	1	4	3	2	4	3	1	2	1	2	4	3	2	3	1	4	2	4	1	3	3	1	4	2	1	2	3	4			
Inquired 14	1	2	3	4	3	2	1	4	3	4	1	2	4	2	1	3	2	1	3	4	3	2	4	1	1	4	2	3	3	2	4	1	2	3	1	4	2	3	4	1			
Inquired 15	2	4	3	1	4	2	1	3	2	4	3	1	4	3	1	2	4	1	2	3	4	2	3	1	2	4	3	1	1	4	3	2	4	2	1	3	4	3	2	1			
Inquired 16	2	4	3	1	3	4	2	1	2	4	3	1	1	3	2	4	3	1	2	4	4	2	3	1	3	2	1	4	3	4	2	1	1	3	2	4	4	2	1	3			
Inquired 17	4	1	3	2	3	2	1	4	2	4	1	3	4	2	3	1	1	2	3	4	4	2	3	1	1	3	4	2	3	2	4	1	3	2	1	4	1	2	3	4			
Inquired 18	3	2	1	4	4	2	1	3	3	4	1	2	4	3	2	1	2	4	1	3	4	1	2	3	4	3	1	2	2	3	4	1	3	1	4	2	2	3	4	1			
Inquired 19	4	2	1	3	4	1	2	3	1	4	2	3	4	2	1	3	3	1	2	4	4	1	3	2	3	4	2	1	2	4	1	3	2	3	1	4	4	3	2	1			
Inquired 20	4	1	3	2	4	2	1	3	2	4	3	1	3	2	4	1	2	3	1	4	3	1	4	2	2	3	1	4	3	2	4	1	4	2	1	3	4	2	1	3			
Inquired 21	4	1	3	2	4	2	1	3	2	4	3	1	4	2	3	1	3	1	2	4	4	1	2	3	4	3	1	2	3	2	4	1	3	2	1	4	3	4	1	2			
Inquired 22	1	3	4	2	3	2	1	4	1	3	2	4	4	2	3	1	2	3	1	4	4	1	3	2	3	4	2	1	2	3	4	1	3	2	1	4	1	2	3	4			
Inquired 23	4	3	2	1	1	2	4	3	1	4	2	3	3	2	4	1	3	1	2	4	4	1	2	3	3	4	2	1	3	4	2	1	3	2	1	4	4	1	2	3			
Inquired 24	2	4	3	1	3	2	1	4	1	4	2	3	2	3	1	4	2	4	3	1	2	3	1	4	1	3	4	2	3	2	4	1	3	2	1	4	1	2	3	4			
Inquired 25	4	2	1	3	4	2	1	3	2	4	1	3	4	2	1	3	3	1	2	4	4	2	1	3	4	2	3	1	4	1	3	2	3	2	4	1	4	2	1	3			
Inquired 26	2	1	3	4	1	2	3	4	2	4	3	1	4	2	3	1	4	1	3	2	1	3	2	4	4	1	2	3	4	1	3	2	3	2	4	1	4	2	1	3			
Average	3	2	3	2	3	2	2	3	2	4	2	2	3	3	2	2	3	2	2	3	2	2	3	2	2	3	3	2	2	3	3	2	2	3	3	2	2	3	2	2	3		

11				12				13				14				15				16				17				18				Operational Executor	Producer	Listener Supporter	Questioner
a	b	c	d	a	b	c	d	a	b	c	d	a	b	c	d	a	b	c	d	a	b	c	d	a	b	c	d	a	b	c	d				
3	1	2	4	1	2	3	4	4	2	3	1	3	4	2	1	4	1	2	3	2	4	1	3	3	4	1	2	2	3	1	4	48	50	44	38
4	2	1	3	3	4	2	1	1	4	3	2	2	4	1	3	1	4	3	2	2	1	4	3	3	2	4	1	2	4	3	1	42	46	60	32
4	3	1	2	1	2	4	3	4	2	3	1	2	4	1	3	4	1	2	3	3	2	1	4	4	1	2	3	3	4	2	1	44	46	45	45
4	3	1	2	1	2	3	4	1	4	3	2	4	2	1	3	4	1	2	3	1	3	2	4	4	3	1	2	2	1	3	4	50	43	49	38
4	1	3	2	1	2	4	3	4	3	2	1	2	4	3	1	3	4	2	1	3	2	1	4	3	2	1	4	3	4	2	1	44	43	52	41
2	1	3	4	1	2	3	4	2	4	3	1	4	2	3	1	4	1	3	2	1	3	2	4	4	1	2	3	4	3	1	2	46	49	48	37
3	4	1	2	3	2	1	4	4	2	3	1	4	3	2	1	3	1	4	2	1	4	2	3	4	1	2	3	3	4	2	1	47	48	41	44
3	4	1	2	1	2	3	4	4	2	3	1	4	2	3	1	3	1	4	2	1	3	4	2	4	2	1	3	3	2	1	4	46	51	38	45
2	1	4	3	1	2	4	3	3	4	2	1	4	2	3	1	4	2	1	3	1	4	2	3	4	2	1	3	4	2	3	1	46	50	38	46
2	3	1	4	1	2	3	4	2	3	4	1	4	2	3	1	3	2	1	4	1	4	2	3	3	2	1	4	4	3	1	2	43	57	40	40
3	2	1	4	4	1	3	2	4	2	3	1	2	4	3	1	3	1	2	4	2	4	1	3	3	2	1	4	1	3	2	4	45	47	39	49
2	4	1	3	4	3	2	1	4	3	2	1	3	4	2	1	4	1	2	3	1	4	2	3	4	3	2	1	3	2	1	4	50	50	37	43
2	1	3	4	1	4	3	2	1	2	4	3	4	3	2	1	1	3	4	2	2	4	3	1	1	3	2	4	4	3	2	1	48	47	41	44
4	3	1	2	2	1	3	4	4	3	2	1	4	1	3	2	4	1	3	2	1	4	2	3	4	1	3	2	3	4	2	1	38	44	47	51
3	4	1	2	1	2	4	3	4	3	1	2	4	2	3	1	4	1	2	3	2	4	1	3	4	3	2	1	4	2	1	3	49	49	41	41
2	4	1	3	1	4	3	2	4	3	2	1	4	2	3	1	4	1	2	3	2	1	4	3	4	3	2	1	3	4	1	2	41	54	46	39
4	3	1	2	1	2	4	3	4	2	3	1	2	4	1	3	4	1	2	3	3	2	1	4	3	4	1	2	4	3	1	2	45	47	44	44
3	4	1	2	1	2	3	4	1	4	3	2	4	2	1	3	3	4	2	1	1	3	2	4	4	1	2	3	2	1	4	3	42	46	43	49
3	1	2	4	3	4	2	1	1	4	3	2	2	4	3	1	4	1	3	2	1	4	2	3	4	2	1	3	4	2	3	1	45	46	40	49
4	3	1	2	1	2	3	4	1	4	3	2	3	4	2	1	1	4	3	2	3	2	1	4	4	3	1	2	3	4	2	1	41	51	41	47
2	1	3	4	1	4	3	2	4	3	2	1	4	1	3	2	4	1	2	3	2	4	1	3	4	3	2	1	3	4	1	2	51	49	41	39
2	1	3	4	1	4	3	2	4	3	2	1	4	1	3	2	4	1	3	2	2	4	1	3	4	3	2	1	1	2	4	3	52	49	35	44
3	4	1	2	1	2	3	4	4	2	3	1	4	3	2	1	3	1	4	2	1	3	2	4	4	1	2	3	4	3	1	2	50	45	40	45
4	3	1	2	1	2	3	4	4	3	2	1	2	4	3	1	3	4	2	1	4	1	3	2	2	1	4	3	4	3	2	1	44	45	47	44
2	3	1	4	1	2	3	4	2	3	4	1	4	2	3	1	3	2	1	4	1	4	2	3	3	2	1	4	4	3	1	2	42	51	46	41
2	1	3	4	1	2	3	4	4	2	3	1	4	2	3	1	3	1	4	2	1	3	4	2	4	2	1	3	3	2	1	4	53	44	45	38

3 3 2 3 2 2 3 3 3 3 3 1 3 3 2 2 3 2 3 2 2 3 2 3 4 2 2 3 3 3 2 2

ANNEX 12

INDIVIDUAL FEATURES FOR WORKING IN TEAM

CORE EMPLOYEES

Questions	1				2				3				4				5				6				7				8				9				10						
	a	b	c	d	a	b	c	d	a	b	c	d	a	b	c	d	a	b	c	d	a	b	c	d	a	b	c	d	a	b	c	d	a	b	c	d	a	b	c	d	a	b	c
Inquired 1	4	2	1	3	4	1	2	3	1	3	2	4	2	3	1	4	3	1	2	4	4	2	3	1	1	3	2	4	3	1	4	2	3	2	1	4	4	3	2	1			
Inquired 2	1	4	2	3	4	3	1	2	1	4	2	3	4	1	3	2	4	3	2	1	3	2	4	1	1	4	3	2	3	4	2	1	3	2	1	4	4	2	1	3			
Inquired 3	1	2	4	3	2	1	3	4	2	3	1	4	1	4	3	2	4	3	1	2	1	2	4	3	2	3	1	4	2	4	1	3	3	1	4	2	1	2	3	4			
Inquired 4	2	1	3	4	4	3	2	1	1	4	2	3	4	3	1	2	2	1	3	4	4	2	3	1	1	3	2	4	4	3	2	1	3	2	1	4	4	3	2	1			
Inquired 5	4	3	2	1	2	4	3	1	1	4	3	2	2	3	4	1	2	1	3	4	4	3	1	2	1	2	3	4	1	2	4	3	3	2	1	4	4	1	3	2			
Inquired 6	3	4	1	2	4	3	2	1	1	4	2	3	4	2	3	1	1	2	3	4	4	3	2	1	1	4	3	2	3	4	2	1	4	2	1	3	4	1	3	2			
Inquired 7	1	4	3	2	1	3	2	4	1	3	2	4	4	1	2	3	3	1	2	4	4	2	3	1	3	4	1	2	3	2	4	1	4	2	1	3	4	1	2	3			
Inquired 8	1	2	3	4	3	2	1	4	3	4	1	2	4	2	1	3	2	1	3	4	3	2	4	1	1	4	2	3	3	2	4	1	2	3	1	4	2	3	4	1			
Inquired 9	4	2	3	1	4	3	1	2	1	2	4	3	1	4	2	3	2	4	1	3	1	3	2	4	1	2	3	4	4	2	3	1	2	4	1	3	1	2	4	3			
Inquired 10	1	3	4	2	3	2	1	4	1	3	2	4	3	2	4	1	3	1	2	4	4	1	2	3	1	3	4	2	1	4	3	2	1	3	2	4	4	2	1	3			
Inquired 11	4	3	2	1	1	2	4	3	1	4	2	3	4	2	3	1	2	3	1	4	4	1	3	2	4	3	1	2	3	2	4	1	4	1	2	3	4	2	1	3			
Inquired 12	1	4	2	3	3	2	1	4	1	4	2	3	3	4	2	1	4	3	1	2	3	1	4	2	3	4	2	1	2	3	4	1	3	2	1	4	3	4	1	2			
Inquired 13	1	2	3	4	3	2	1	4	3	4	1	2	4	2	1	3	2	1	3	4	3	2	4	1	1	4	2	3	3	2	4	1	2	3	1	4	2	3	4	1			
Inquired 14	2	4	3	1	4	2	1	3	2	4	3	1	4	3	1	2	4	1	2	3	4	2	3	1	2	4	3	1	1	4	3	2	4	2	1	3	4	3	2	1			
Inquired 15	2	4	3	1	3	4	2	1	2	4	3	1	1	3	2	4	3	1	2	4	4	2	3	1	3	2	1	4	3	4	2	1	1	3	2	4	4	2	1	3			
Inquired 16	2	4	3	1	4	3	2	1	3	4	1	2	3	1	4	2	4	1	2	3	3	2	4	1	1	2	3	4	1	3	4	2	2	1	3	4	3	1	2	4			
Inquired 17	4	3	2	1	2	4	1	3	1	4	2	3	4	1	3	2	4	1	3	2	4	2	3	1	3	2	1	4	2	3	4	1	2	3	1	4	4	2	1	3			
Inquired 18	4	1	3	2	4	3	1	2	4	1	2	3	4	3	2	1	4	1	3	2	4	1	2	3	2	3	1	4	3	2	1	4	2	4	1	3	1	4	3	2			
Inquired 19	2	1	4	3	4	3	1	2	2	3	4	1	4	3	1	2	3	2	1	4	3	1	4	2	1	3	2	4	1	4	3	2	1	3	2	4	4	1	3	2			
Inquired 20	1	3	4	2	1	2	4	3	1	4	2	3	3	4	2	1	4	3	1	2	4	1	2	3	1	3	4	2	1	4	3	2	4	1	2	3	4	2	1	3			
Inquired 21	4	3	1	2	2	3	1	4	1	4	3	2	2	4	1	3	4	1	2	3	4	1	3	2	2	3	4	1	1	3	4	2	2	1	3	4	3	1	2	4			
Inquired 22	4	3	1	2	1	3	2	4	1	4	3	2	4	2	3	1	4	1	2	3	4	1	3	2	3	1	4	2	4	1	2	3	3	2	1	4	4	2	1	3			
Inquired 23	1	2	4	3	2	1	3	4	2	3	1	4	1	4	3	2	4	3	1	2	1	2	4	3	1	3	4	2	1	4	3	2	1	3	2	4	4	2	1	3			
Inquired 24	2	1	3	4	4	3	2	1	1	4	2	3	4	3	1	2	2	1	3	4	4	2	3	1	4	3	1	2	3	2	4	1	4	1	2	3	4	2	1	3			
Average	2	3	3	2	3	3	2	3	2	4	2	3	3	3	2	2	3	2	2	3	2	2	3	3	2	2	3	2	3	2	3	2	3	2	3	2	2	4	3	2	2	3	

11				12				13				14				15				16				17				18				Operational Executor	Producer
a	b	c	d	a	b	c	d	a	b	c	d	a	b	c	d	a	b	c	d	a	b	c	d	a	b	c	d	a	b	c	d		
4	3	1	2	1	2	3	4	3	4	2	1	3	2	4	1	3	1	4	2	1	3	2	4	4	2	3	1	3	4	2	1	42	51
4	2	1	3	4	3	1	2	4	1	2	3	2	1	3	4	3	1	2	4	1	4	2	3	1	3	2	4	4	3	1	2	45	50
2	1	3	4	1	4	3	2	1	2	4	3	4	3	2	1	1	3	4	2	2	4	3	1	1	3	2	4	4	3	2	1	48	47
4	3	1	2	1	2	3	4	4	3	2	1	3	2	4	1	3	1	4	2	1	3	2	4	4	2	1	3	3	4	2	1	40	46
3	4	2	1	1	2	3	4	4	3	2	1	3	4	2	1	4	3	2	1	1	4	2	3	4	2	1	3	4	3	2	1	45	49
4	3	2	1	4	1	2	3	4	3	2	1	4	1	3	2	4	1	2	3	2	3	1	4	3	2	1	4	2	4	1	3	43	48
4	3	1	2	1	2	4	3	3	4	1	2	4	2	3	1	4	2	3	1	3	4	1	2	3	1	4	2	3	2	4	1	40	48
4	3	1	2	2	1	3	4	4	3	2	1	4	1	3	2	4	1	3	2	1	4	2	3	4	1	3	2	3	4	2	1	38	44
3	2	4	1	4	3	2	1	3	2	1	4	3	1	2	4	1	4	3	2	4	2	3	1	4	3	1	2	3	1	4	2	55	47
2	3	1	4	1	2	3	4	2	3	4	1	4	2	3	1	3	2	1	4	1	4	2	3	3	2	1	4	4	3	1	2	43	57
3	2	1	4	4	1	3	2	4	3	2	1	2	4	3	1	3	1	2	4	2	4	1	3	3	2	1	4	1	3	2	4	45	48
2	4	1	3	4	3	2	1	4	3	2	1	3	4	2	1	4	1	2	3	1	4	2	3	4	3	2	1	3	2	1	4	50	50
4	3	1	2	2	1	3	4	4	3	2	1	4	1	3	2	4	1	3	2	1	4	2	3	4	1	3	2	3	4	2	1	38	44
3	4	1	2	1	2	4	3	4	3	1	2	4	2	3	1	4	1	2	3	2	4	1	3	4	3	2	1	4	2	1	3	49	49
2	4	1	3	1	4	3	2	4	3	2	1	4	2	3	1	4	1	2	3	2	1	4	3	4	3	2	1	3	4	1	2	41	54
1	4	2	3	1	2	4	3	1	4	3	2	4	2	3	1	4	2	1	3	1	4	2	3	4	3	2	1	2	1	3	4	41	55
4	3	1	2	1	2	3	4	3	2	4	1	4	2	3	1	4	1	2	3	1	4	3	2	4	1	3	2	1	3	4	2	43	50
1	3	2	4	1	3	2	4	4	1	2	3	3	1	2	4	4	2	3	1	3	4	1	2	3	2	4	1	4	2	1	3	51	43
4	2	1	3	1	2	3	4	3	2	4	1	2	3	4	1	4	1	2	3	3	4	1	2	4	1	2	3	3	4	2	1	43	44
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2	4	1	3	1	2	3	4	2	1	4	3	4	3	2	1	4	1	2	3	1	3	2	4	4	1	3	2	3	4	2	1	50	42
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2	3	1	4	1	2	3	4	4	1	2	3	2	1	3	4	3	1	2	4	1	4	2	3	1	3	2	4	4	3	1	2	49	50
3	2	1	4	4	1	3	2	1	2	4	3	4	3	2	1	1	3	4	2	2	4	3	1	1	3	2	4	4	3	2	1	35	50

3 3 2 3 2 2 3 3 3 3 2 2 3 2 3 2 3 2 3 3 2 4 2 3 3 2 2 3 3 3 2 2

Listener Supporter	Questioner
44	43
37	48
41	44
44	50
44	42
39	50
42	50
47	51
29	49
40	40
38	49
37	43
47	51
41	41
46	39
41	43
47	40
46	40
46	47
33	48
47	41
36	42
39	42
42	53

ANNEX 13

Relative participation of persons according to the type of interventions

No.	Observed People	Types of Interventions											Total	Percentage	
		Initiator-Contributor	Energizers	Encouragers	Harmonizers	Compromisers	Expeditors	Dominators	Information Seekers	Opinion Givers	Recognition Seekers	Avoiders			Blockers
1	Observed person # 1	9	1	2	6	3	1	7	5	4	6	2		46	45
2	Observed person # 2	1	1						1	6				9	8.8
3	Observed person # 3	3		2					1	3	2			11	11
4	Observed person # 4			1										1	1
5	Observed person # 5			1						1				2	2
6	Observed person # 6	2	1						1	2	1			7	6.9
7	Observed person # 7			1						1				2	2
8	Observed person # 8	2		1	1	1			1	1		1	2	10	9.8
9	Observed person # 9				1									1	1
10	Observed person # 10									1				1	1
11	Observed person # 11									1				1	1
12	Observed person # 12									1				1	1
13	Observed person # 13									1				1	1
14	Observed person # 14	1		1				1		1				4	3.9
15	Observed person # 15								1				2	3	2.9
16	Observed person # 16									1				1	1
17	Observed person # 17									1				1	1
18	Observed person # 18													0	0
19	Observed person # 19													0	0
20	Observed person # 20													0	0
Total		18	3	9	8	4	1	8	10	25	9	3	4	102	100
Percentage		17.6	2.9	8.8	7.8	3.9	1	7.8	9.8	25	8.8	2.9	3.9	100	

Observed persons # 1 to # 8 are Top Managers