Talented People in Today's Organization; in Particular How to Support and Stimulate Them to Work in Team.

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“Time flies”. This is what I always say. Unfortunately, it is true. I have been to Sweden and studied Leadership and Management in the International Context Program for almost nine months. And now it is coming to an end.

Being here, I have gained a lot of experience which I never imagined before. It is the most valuable experience in my life and I will never forget it. Many things happened here: friendship, love, laughing and crying, but everything made me more mature and ready for future working life.

First of all, I would like to thank Professor Philippe Daudi, my main thesis tutor, for orienting my thesis and providing me with valuable suggestions. Many thanks to Mikael Lundgren for his guidance. I am thankful to all participants who gave me a chance of sharing knowledge and information. Moreover, I would like to say ‘Thanks’ to my classmates for motivating me; especially to Anne-Laure, my lovely French friend, who always supports me and cheers me up. Special thanks to Pawel for caring, listening to me, and helping me in every way.

Last but not least, I would like to dedicate this thesis to my parents who always understand and support me in everything.

Thank you very much again to all of you.

Vatinee Suntharanont
ABSTRACT

An issue of ‘talented people’ has been discussed for many years. Many companies consider talented employees to be the main factor of gaining competitive advantage over their competitors. This is mostly due to the fact that talented people are perceived as those who are of great value for an organization. Nowadays, behaviors such as cooperation and teamwork play an important role, not only among members of an organization but also between organizations. The purpose of my research is to study the characteristics of talented people and their working style in today’s business world. Furthermore, the other aim is to present the method applied with a view to support and stimulate talents to collaborate with others.

To answer the research question: ‘Talented people in a today’s organization; in particular, how to support and stimulate them to work in team’, qualitative approach has been adopted. I have collected and analyzed data by having interviews, doing surveys, and gaining knowledge from literature. Most of participants had management positions and supervised an executive team, in particular, from the field of environmental companies. The research has proved that nowadays talented people have specific characteristics and handle matters their own way. In order to support and stimulate them to work in a team, trust and creating motivation are necessary. To some extent, leaders should stimulate talents to collaborate together, but, on the other hand, they ought to allow them to work on their own, depending on their professions and personality. Nevertheless, in my study I focused on the area of team work. A suggestion of team dynamic developing process for talented people to perform successful team work has been concluded in the last part of the thesis.
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1. INTRODUCTION

1.1 The background of the studies

Managing talented people is a very hot topic in today’s business world which most of modern companies try to deal with. Many companies encounter a problem of leading their smart and intelligent people. For instance, leaders do not know how to lead their talented people; some of leaders still stick with bureaucracy system and try to lead these people in such way. Finally, not only they cannot let talented people work efficiently, but also they lose their people from the organization, which results in the “shortage of talents” (Willis G., 2007). Likewise, dealing with talented people has become one of the most important issues which companies should be able to manage in a proper way in order to gain competitive advantage over their competitors.

Generally, a talented person is described as one who has a capability to show initiative, creativity and innovative ideas unlike others and does not have to try hard to use them (Fulmer M., 2004). There are a lot of meanings of the phrase “talented people”, however, in this thesis I do not want to define the term “talents” either too broadly or too narrowly. Thereby, my comprehension of the term “talented person” is as follows:

- a person who possesses his or her exceptional skills, abilities or specific knowledge in terms of activities which can be applied to the needs of an organization.
- a person who shows an outstanding performance as far as creativity and innovation are concerned; a person who can add these essential values to create competitive advantage of an organization.

Some companies possess technology and knowledge, but they do not know how to apply them or how to run a business in which they can earn more profits. Why? Because they do not have intelligent and talented people to create or invent something new or even adapt existing things to make them more valuable. Such activities result in gaining competitive advantage and substantial benefits more than in other companies.

According to Rob Goffee and Gareth Jones, “Talent will always be the scarcest of scarce resource…it is what companies compete for”. Many companies face problems such as how to recruit, nurture and breed talented people in order to stretch their ability and adapt them to appropriate positions or jobs.
This also challenges companies to find out how to keep their clever people. Nowadays, the demand for talented people is increasing; they are restless, get bored easily and hate bureaucracy. Finding a new job is quite frequent; as they know they are reputable, they are ready to search for a better opportunity. These result in the problem of lacking knowledge inside their company (Goffee R., Jones G., 2007).

Leading talented people is not easy; we have to understand what they need, create an organization’s environment in which they can work effectively and leave them freedom. Thus, understanding and applying a proper strategy of leading talented people is also one of the most important keys to accomplish competitive advantage in today’s business world. By giving an example of an industrial field with its systematized process, it takes time to change or even bring new technology or knowledge to implement it in a company. It has a lot to do with cooperation among employees; likewise, all processes will follow smoothly.

In today world of business, cooperation and teamwork are very essential issues which everybody in an organization should take into consideration. The cooperation happens not only among members within an organization, but between organizations as well. Managers or leaders encounter the problem of leading talented people to collaborate with others. Since talented people have specific features of character, such as they are individualistic, egotistic and they have leadership minds. They do not want to be led; they prefer managing themselves and, at the same time, they would like to manage and lead others. They demand working alone and have some difficulties in working with others (L., Elles, 2003). Thereby, leading talented people together with motivating them to collaborate with other employees is too difficult to be possible. In order to gain competitive advantage, leaders must spare no effort to learn how to lead or manage talented people or even how to create a business environment in which talented people can thrive on working together.

Consequently, in my thesis I conceptualize ideas by emphasizing the concept of talented people in today world of business, as well as the significance of collective action like teamwork, the importance of leadership which exerts influence on talented people to motivate them to work in a team (talents vs. talents, and talents vs. other employees) and shaping an organization’s environment in order to stretch talented people’s creativity and ability in the context of collective action.

1.2 The research question

“Talented people in today’s organization; in particular, how to support and stimulate them to work in a team”.
To answer this research question, the analysis of the thesis will be divided into two parts in chapter four and chapter five: characteristics of talented people in today’s business world and a perspective of collective action which covers leading talents in order to motivate them to collaborate with others employees. In the fourth chapter entitled “Talented people”, I will explain what talents are, how to identify talented people, I will describe characteristics of talented people, their working style and demands. There are also sub-points such as: How important is the influence of leadership on talented people?, What are the characteristics of a leader by which talented people accept to be led?, What are the factors which have an effect on leading talented people? In the fifth chapter entitled “Collective action; team work”, I will specify what collective action is, what the processes of collective action are, what the benefits of a teamwork are, what are the perspectives of collective actions for talented people, and explain the importance of collective action in today’s organization as well as the idea of trust building and creating motivation. In chapter six I will answer the research question “Talented people in today’s organization; in particular, how to support and stimulate them to work in a team”. Therefore, in this chapter I will try to outline why organizations should promote their members to cooperate with each other, how to lead talented people and what are strategies for leaders to use in order to support talented people to collaborate with each other, which I will present together with a model of team dynamic developing process.

In these parts, I will gather data and information based on literatures, articles and journals which I have been reading, as well as data or information which I have gained from interviews and questionnaires. Therefore, the information I have obtained is real facts and somehow my research can enhance the understanding of talented people and suggest some tactics for leading talented people; especially how to stimulate them to work in a team in today business world.

1.3 The objective

The main purpose of this thesis is to try to answer the research question which is “Talented people in today’s organization; in particular how to support and stimulate them to work in team”. Thus, my objectives are the following:

- to study and learn more about characteristics of talented people in today’s organization, how leadership influences talented people in order to support them to work in a team and to create understanding the importance of collaboration of an organization members in order to gain competitive advantage over competitors
• to improve my own research skills; to enhance understanding of qualitative and quantitative research, as well as improve the knowledge of methodological approach, for example, how to collect, interpret and analyze data.
• to gain more knowledge in order to become an expert in this field and to understand specific conditions in which I would develop my leadership skills in order to apply them for my future career and studies.

1.4 Justification

Many researchers did research about talented people, as it is a hot topic, very up-to-date nowadays. Most of them focused on recruiting and retaining talented people, or emphasized their development. Nevertheless, few of them were interested in the issue of these people working in a team. That is why I would like to do the research on this topic, since in today’s world people tend to cooperate with each other, not only in organizations but even between companies.

Cooperation has many advantages; one of the most significant ones is that it creates products or technologies which are more creative and innovative. Indeed, as far as solving the problem is concerned, if many people help each other to figure something out, it may be more effective. In today’s business world, especially in creativity and innovation context, it is not beneficial for companies to let employees work separately and not stimulate them to work together. In order to create something clever, the knowledge or information should come from many perspectives which will eventually bring a better result. Particularly, if organizations possess talented people, this would widen opportunities of the organizations to gain competitive advantage over competitors. However, to some extent, it is better to leave talented people alone with their work; but in case of projects it would be necessary to make all employees collaborate. Thus, leaders should be able to decide to what extent they ought to leave talents work by themselves, but they should also take steps to encourage and motivate them to work in a team.

When it comes to team work, it seems to be difficult for talented people. Companies should be aware of the fact that talented people are mostly individualists. Especially, leaders should prepare strategies of dealing with such people and try to find solutions of supporting their value people in cooperation with others in order to gain more benefits than competitors both for their companies and for their people.

The question is: How? How should a company organize, manage or lead its people, who are individualists and sometimes even egotists, to collaborate with each other efficiently to generate profit. However, in this thesis, I do not have an intention to say that leaders should pay attention to and support only talented people ignoring other employees. On the contrary, I want to study characteristics
of talented people in today’s organizations and learn more about strategies that can be applied in order to support and motivate talents to cooperate with others.

**1.5 The structure of the thesis**

In the first chapter, I will introduce the background of my studies which explains truly talented people and provides some ideas about researches already done. Then, I will present research questions, explore ideas and information based on literature, books, magazines, questionnaires and interviews in order to answer these questions. This will be followed by the objective of my research and will justify why I would like to do the research on this topic. In the second chapter, I will introduce a theoretical framework which presents the theory of different people behaviors, methods of management of such people and general characteristics of talented people. From this step, I get information and knowledge which I can continue to study and find more information in order to set it as questions for an interview in the following step. In the third chapter, I will present the methodology I use for collecting data and information. I will explain why I have chosen to use the qualitative method as a guideline for my thesis, and then I will describe the overview of this method, namely how to gather data with the use of this method, which will be followed by my research design, data collection presentation and the research process. The fourth chapter will present the analysis of characteristics of talented people in today’s business world. The fifth chapter will analyze the perspective of collective actions, team working and methods of support and providing talented people with motivation to cooperate with each other. The two foregoing chapters will interpret and analyze selected data by gaining information based on literature, surveys and interviews. I will end up this thesis with a conclusion and presentation of a model of a team dynamic developing process which summarizes the ideas of leading talented people in order to support and stimulate them to work in a team.
2. THEORETICAL FRAMEWORK

In this chapter I will present a theoretical framework of my thesis. It includes some theories which focus on different human’s behaviors, the ideal working environment and how to manage different types of people in order to employ their best talents or abilities in the working process. In this part, I have gained knowledge based mainly on the work by Lee Ellis “Leading talents, leading teams”. Furthermore, I will present general characteristics of talented people on the basis of the book “Leading Leaders” by Jeswald W. Salacuse. Then, I will gain information about characteristics of talented people in today’s organizations, with reference to interviews, surveys or literature, associate them with proper theory and attempt to find out what types of talented people there are in today’s world. In the end of this chapter, I will present the article “Leader Renewal Create the Space for Transformation” by Martin A., which shows ideas of leading talented people by creating space which that could be used as a guideline for data analysis in chapter 5 concerning collective action and team working.

2.1 Understanding individual differences

As I assume that to lead people, we need to get to know them, their natures, characters, demands, it is the basic ideas to understand people, we need to know them. In the book, Lee Ellis, its author describes the variety of people’s personalities and behaviors by dividing them into four groups which are decision taking, social interaction, problems and confrontation, and work types. He describes the possibility of working environment in which each type of individuals can thrive, and also suggests the way to lead and manage them.

*Factor one: decision taking*

*Accommodating traits*--------------------------------------------*Directing traits*

According to Ellis L., the first factor; decision taking, is related to how people make decisions and how they control and follow the agenda by showing very opposite traits accommodating and directing people.

2.1.1.1 Accommodating traits

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Struggles</th>
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</table>

6
- Process oriented  Getting a result slowly
- Good listeners  Poor in decision-making
- Cooperative persons  May agree, then regret
- Modest, share credits  Lacking confidence
- Focus on current situation  Lacking prediction talent
- Stay on task  Lacking initiative
- Good team player  Avoids taking charge
- Lead by consensus  Cannot make a decision

**The strengths of accommodating traits**

In this group, people are much more into collaboration and cooperation, they enjoy helping each other in order to gain success together. Usually, they are more comfortable at maintaining and following steps than developing and creating the new ones. They are very good at listening. When some conflicts occur, they avoid confrontation and tend to negotiate instead. Members of this group interact in a very smoothly way with each other, they prefer cooperating than competing. Avoiding an argument is commonly seen in accommodating traits, they use convincing method in order to get what they would like the others to do. Since people in this group are not egotist but rather they try to look for another solution in order to get win-win situation.

**The struggles of accommodating traits**

Since people in this group get used to being stuck with others, they tend to lack confidence, and feel hesitant to speak out. Usually, they feel uncomfortable to take risk in order to propose and push their ideas. Moreover, their tone of voice is soft, and the author mentioned that people with directing traits are rather poor listeners. As a result, they may lack attention (directing traits) which leads to a lack of self-confidence in contributing their ideas and unwillingness to present something new, but instead they prefer being good listeners. Furthermore, the decision making process is considerably slow, since they try to get everyone involved. They might lack prediction talent as well because they focus only on solving the problem of current situation.

**Working environment**

In these traits, people will work efficiently when they know exactly about the goals and the process of reaching them. Normally, they will be more productive when their task emphasizes operation and maintenance rather than creating or breaking a new ground.

**Managing accommodating traits**
Be a good listener and try to encourage and support your people in presenting new ideas. Leaders should stimulate them to be creative and preserve their confidence, for example, leaders might use coaching or mentoring to help them have initiative actions, dare to take risk and make decisions.

### 2.1.1.2 Directing traits

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Struggles</th>
</tr>
</thead>
<tbody>
<tr>
<td>Results oriented</td>
<td>May lack relationship skills</td>
</tr>
<tr>
<td>Assertive, initiating</td>
<td>May be controlling and pushing</td>
</tr>
<tr>
<td>Decisive</td>
<td>Don’t listen, defend ideas</td>
</tr>
<tr>
<td>Speak directly, frank</td>
<td>Blueness can be offensive</td>
</tr>
<tr>
<td>Like challenge, competitive</td>
<td>Avoid routine and details</td>
</tr>
<tr>
<td>Confident, self-assured</td>
<td>Self-centered and egotistical</td>
</tr>
<tr>
<td>Visionary, see big picture</td>
<td>Overextend expertise, resources</td>
</tr>
<tr>
<td>Independent</td>
<td>May struggle being just team members</td>
</tr>
</tbody>
</table>

**The strengths of directing traits**

People in this group want to make something happen and they would like to make it done quickly. If they are in charge, they do not hesitate to make decisions and get things moving. They also have visionary with their strong opinion. These people need to be involved in many projects which challenge their skills. They are leadership oriented. Naturally, they feel more secure when they are on a leader position. They believe and trust in themselves and tend to distrust others. They are independent, like competing and want to be the number one.

**The struggles of directing traits**

People in this group are mostly egotistic and self-centered. They tend to claim other people really do not have strengths. This is because their strong egos tell them that they are good at everything. When they confront something that shows they are wrong, they have a big difficulty accepting it. They are poor listeners, rather closed-minded, since they have a feeling that they are good but others are not good enough.

**Working environment**

They can thrive and work effectively when they can be controllers, making decisions and are engaged in a leading position of a developed or creative project.

**Managing directing traits**
These people do not want to be managed. Their specific talents make them difficult to lead since they tend to be aggressive. To lead or manage these people, “leaders should expect them to overstep their bounds and be watching for it. When it happens, reestablish their boundaries and move quickly to get their attention. Finally, be clear and direct and do not overlook one thing they understand best: power”.

Factor two: social interaction

Introverted traits----------------------------------Extroverted traits

This continuum indicates the way people interact with others. It also shows the relationship among people in a group or society and their behavior towards each other. This group is divided into two sides; introverted and extroverted traits.

2.1.2.1 Introverted traits

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Struggles</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prefer working alone, do it well</td>
<td>Lack of social contacts</td>
</tr>
<tr>
<td>Staying on current task</td>
<td>May lack flexibility</td>
</tr>
<tr>
<td>Thinking carefully before speaking</td>
<td>Slow response</td>
</tr>
<tr>
<td>Quiet, let action speak</td>
<td>Afraid of speaking out</td>
</tr>
<tr>
<td>Take everything serious and realistic</td>
<td>Maybe too skeptical</td>
</tr>
<tr>
<td>Dry sense of humor, unemotional</td>
<td>Appear to be unenthusiastic</td>
</tr>
</tbody>
</table>

The strengths of introverted traits

The greatest strength of this group is “task focused”. Such people are rather not distracted by people’s activities or talking around them. They only concentrate on their task and make it done. Typically, reserved people are very quiet and prefer working alone. They desire to avoid interruptions which come from people around them. Therefore, they rarely express themselves. Before speaking, reserved people think carefully and try to find the best answer or solution, they take everything seriously. Thus, their answers would be very well-thought out and reasonably approached. Moreover, we cannot see their emotions, since, normally, these kinds of people hide their feelings, because they do not take anything personally, seeing things as work issues instead.

The struggles of introverted traits
Since they always see things as realists and, indeed, take everything seriously, sometimes they tend to be pessimistic persons. They do not enjoy being among people, and feel uncomfortable to interact with others. As a result they face some difficulties to get along with people. They do not know how to speak out or to behave due to the fact that they lack social ability. This may lead to misunderstandings and unsuccessful communication.

**Working environment**

People here will work best in a quiet atmosphere as they rarely interact with others. They will have time and space to work alone so that they can concentrate efficiently. Typically, they are more productive when their task is based on data than engages people or even their problems.

**Managing introverted traits**

Giving them personal space without other people’s interaction and allowing them to focus on their tasks will let these people thrive. Furthermore, do not forget to provide them practice and support their social ability by providing some seminars during which they can meet people, discuss topics, ask questions and have opportunities to practice speaking out. Along with building their trust by paying respect to them and motivating them to implement their task which engaged people issues, convincing them that their opinions are valuable to the organization and it would be very useful to speak out and present their ideas.

### 2.1.2.2 Extroverted trait

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Struggles</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Outgoing, good at coping with</td>
<td>Working alone is difficult</td>
</tr>
<tr>
<td>strangers</td>
<td></td>
</tr>
<tr>
<td>• Easygoing, humorous</td>
<td>Looks non-professional</td>
</tr>
<tr>
<td>• Comfortable at being attention</td>
<td>Highly in need for being noticed</td>
</tr>
<tr>
<td>• Good at conversations</td>
<td>Maybe too talkative</td>
</tr>
<tr>
<td>• Open-minded, flexible</td>
<td>Easily distracted, forget</td>
</tr>
<tr>
<td>• Like developing people and</td>
<td>Maybe delay on essentials involved in people issues</td>
</tr>
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</table>

**The strengths of extroverted traits**

People in this group love interacting with each other. You can recognize them as those who always smile, laugh easily, enjoy talking and sharing ideas. Normally, their attention is “out there”, as they look for someone who they can share their thoughts with. Therefore, they like being recognized and admired
from people around them. They emphasize social activities as the best opportunities to meet other people they can share something with.

People here are very good at networking, they have good connection with others. Since they smile often and tend to be humorous, all these features enable them to make a very good impression. They are likely to share their thoughts which shows their open-mindedness. Moreover, they are good at reaching others’ emotions, which help them understand deeply what other people mean. They know what others need, thus they have talents to convince someone to follow their demands.

**The struggles of extroverted traits**

Since they like to be noticed among other people, they prefer cooperation rather than working alone. For these reasons, they may face some difficulties to perform a task on time by themselves. Sometimes they cannot see a real problem due to their optimistic personality, they tend to negotiate instead of facing conflicts among themselves. Furthermore, they like being centered requires much attention. They are not good at hiding emotions which occasionally looks as if they are not professional.

**Working environment**

Extroverts are good at entertaining, working among people can reveal their ability of being effective. Variety of people, mobility and encouraging other persons are the best work for them as it will require their special talents of dealing with people.

**Managing extroverted traits**

Talking and relationships with people are greatest strengths of this group. Thus, give them a lot of feedback so that they might come up with good ideas. Moreover, schedule a meeting to make sure that they will not get distracted from important issues. Avoid providing confrontation feedback, but do it in private and then stimulate and cheer them up to move on by making it easy. With these, they will understand clearly and feel secure, since they are basically humorous personality.

**2.1.3 Factor three: problems and confrontation**

**Objective traits**-----------------------------------------------Harmonious traits

This continuum shows the very opposite sides that can predict persons’ need for steady pace and harmony. This includes actions when a person faces conflicts or confrontations. The third group is separated by the author into two subgroups: objective and harmonious traits.

**2.1.3.1 Objective traits**

<table>
<thead>
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<th>Strengths</th>
<th>Struggles</th>
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<tr>
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<td></td>
</tr>
</tbody>
</table>
- Think logic over feelings
- Handle conflicts very well
- Easily confronted questions
- Like quick decisions, responsive
- Action oriented and NOW!

Ignorant and afraid of showing feelings
Seem too combative
Too criticizing
Moving all the time, restless
Maybe not patient and tend to be hyperactive

**The strengths of objective traits**

The greatest strength of objective people is logical thinking, they tend to ignore other people’s feelings. They have an ability to separate themselves from emotions. Decision making comes from logical process by looking at the most rational basis, regardless of how others feel. They pay no attention to “the short-term disappointment (feelings)” of people around. Objective people are not afraid of confrontation and feel comfortable to argue and discuss some issues which have to be discussed based on logical thinking rather than feelings. Furthermore, they are good at rapid changing circumstances; they can move their focus from one thing which they consider more important to another thing.

**The struggles of objective traits**

Due to the fact that objective people think logically and follow logic, they seem not to care about others’ feelings or needs. They are insensitive and treat people in a coldhearted way. This group have an ability to identify others’ struggles. Owing to their impatient style confronting nature, it is easy for them to say the truth by criticizing or even judging other people. Changing fast and doing things quickly are a challenge for them; likewise they are restless and want to move forward very quickly all the time, sometimes they might miss some important points or even put too much stress on others.

**Working environment**

These people can thrive on changing and crisis situation, so give them tasks for solving or creating in the fast pace.

**Managing objective traits**

Saying directly and keeping it short are the core for managing this type of people. Short-term project would be the best task for them. Challenge them by giving them a problem to solve. Extended projects are not suited for these people’s styles, since they have difficulty staying with one thing, they will get bored easily. At the same time, coach them about how to interact with others or how to adjust the tone when conflicts occur, especially with their colleagues.

**2.1.3.2 Harmonious trait**
<table>
<thead>
<tr>
<th>Strengths</th>
<th>Struggles</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sensitivity and empathy</td>
<td>Easily hurt and too sensitive</td>
</tr>
<tr>
<td>Like harmony and agreeable</td>
<td>Avoid conflict</td>
</tr>
<tr>
<td>Willing to wait and tolerate</td>
<td>Slow in making decisions</td>
</tr>
<tr>
<td>Encouraging and helpful</td>
<td>Hardly ever say “no”</td>
</tr>
<tr>
<td>Negotiators; loyal</td>
<td>Too compromising</td>
</tr>
<tr>
<td>Good team players</td>
<td>May not express true feelings</td>
</tr>
</tbody>
</table>

The strengths of harmonious traits

Like extrovert people, this group is surely rational. Nevertheless, there are some different reasons, for instance, extrovert groups tend to react to the need of social interaction and attention from people around. On the other hand, the harmonious groups are much more involved in supporting and taking care of other people.

People in this group tend to be supportive and always understand others’ feelings and demand to help or take care of others. Most important goals for harmonious people are to “be caring friends and just have everyone get along”. Certainly, they feel like helping and reinforcing other people, as well as being cared and supported by others. This group always reach consensus, since the personality of harmonious people warns them to avoid confrontations and arguments. They seem to say nice things instead of criticizing or commenting others. Consequently, their interests are to promote harmony in the group, for example, they prefer being on steady pace or keeping on dependable rather than changing suddenly or being independent of others.

The struggles of harmonious traits

The greatest strength of harmonious people is controlling harmony; they tend to keep their true feelings or opinions by saying “yes” all the time or even being quiet in order to maintain harmonious atmosphere among people in the group. Furthermore, they tend to negotiate or compromise too much. Sometimes, it seems like they try to please others’ feeling instead of saying the truth and solving real problems. People in this group strongly focus on feelings of people around them. They hesitate to confront, and therefore they feel more comfortable when they can keep quiet and let a decision be made without their opinion being expressed in order to keep peace.

Working environment

They work effectively in any field that “they are interested in as long as there is harmony and stability”. These people will be very satisfied if they see their efforts can enhance others’ success.

Managing harmonious traits
Owing to their character and demands which are harmony and a steady pace, leaders should help them realize the benefits of confronting problems which would be visible sooner or later. When any change is needed, give them appropriate time to be ready and train them to adjust through a step by step process.

2.1.4 Factor four: work types

Spontaneous traits---------------------------------Methodical traits

The last factor provided the insight viewpoint on how people can deal with structured or detailed tasks. Moreover, it presents how people act when they face the impromptu situation. The continuum is divided into two subgroups: spontaneous and methodical traits.

2.1.4.1 Spontaneous traits

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Struggles</th>
</tr>
</thead>
<tbody>
<tr>
<td>Impulsive, activated, instinctive</td>
<td>May think without logic</td>
</tr>
<tr>
<td>Versatile and managing, flexible</td>
<td>No good at organizing a plan</td>
</tr>
<tr>
<td>Invent something new as they go along</td>
<td>Ignore the rules</td>
</tr>
<tr>
<td>Quickly and openly respond</td>
<td>May be too informal</td>
</tr>
<tr>
<td>Speaking impromptu</td>
<td>May be unprepared</td>
</tr>
</tbody>
</table>

The strengths of spontaneous traits

“They like to wing it or let them fly” is the definition of people in this group. Spontaneous persons do not follow the plan step-by-step like their opposite trait - methodical persons. Actually, they have some plan but they can thrive or do it better thanks to their inborn talents. They have a very flexible plan in which they can adapt or adjust anytime if they see it would be more efficient. Typically, spontaneous people like exciting tasks which challenge their ability and they can do them well. As a result, people in this group can usually work under pressure from outside very effectively. They do not have detailed and specific plan or even follow rules or procedures, but instead they only have a general plan which they will adapt any time depending on circumstances thanks to their natural talents.

The struggles of spontaneous traits

As I have mentioned earlier, a spontaneous mind prefers working randomly, make it fly and come up with immediate ideas. Likewise many times, they lose their attention from one thing to another. Since they have no organized plan or schedule and they are very flexible, their mind can launch into many different directions. Therefore, the most serious struggle of people in this group is they can get lost or
distracted, as they lose their interest easily. Finally, they will lose focus of their primary task and move on to something else which is newer and more interesting for them. Frequently, this leads to missed deadlines and incomplete tasks.

**Working environment**

Spontaneous people can do their best in an environment which demands flexibility. They need no plans or schedules to be followed strictly and “on-the-spot responses”. They need to work with tasks that require work with general concepts which they can adapt in spontaneous settings. Moreover, these tasks should avoid detailed and structured assignments.

**Managing spontaneous traits**

Due to the fact that these people have talents in initiative, creative and innovative activities, leaders should give them opportunities which will allow them to thrive and do their best. Nevertheless, leaders should provide some training or coaching about working in detailed and also ask for the progress often in order to make sure that they will not get lost from the primary assignment.

### 2.1.4.2 Methodical traits

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Struggles</th>
</tr>
</thead>
<tbody>
<tr>
<td>Like organizing, planning</td>
<td>Inflexible</td>
</tr>
<tr>
<td>Good with details, accurate</td>
<td>Perfectionism</td>
</tr>
<tr>
<td>Schedules and preparing</td>
<td>Over rely on procedures, rules everything</td>
</tr>
<tr>
<td>Respond diplomatically</td>
<td>Too formal</td>
</tr>
<tr>
<td>Emphasize only one thing</td>
<td>Ignore the big picture</td>
</tr>
</tbody>
</table>

**The strengths of methodical traits**

Naturally, methodical persons are stimulated to be organized, well prepared and manage everything in order to make it right. As a result, they like discipline: they know exactly the details, what they have already done and what the next step is. They also enjoy following rules or procedures both for themselves and for others. Methodical people have an ability of being aware of distraction from people around, since they walk following their steps carefully. Moreover, they take serious preparations for all future events. If they feel like they are not prepared enough, they prefer not to take the task. They are also analytical minds; as they follow their natural process, they are willing to take time to create and develop it so that it concerns everything.

**The struggles of methodical traits**
Being perfectionism, too picky and self-critical are seen as methodical people’s struggles. Since they set high standard of their plan, sometimes they cannot reach the goal which tends to undermine their self-confidence. Another struggle of such people is that they do not like to venture or step out form their plans. They tend to lack creative ideas or initiative. They prefer staying inside a secure boundary and following their process carefully.

**Working environment**

Methodical people prefer working and make it the best in situations that are orderly and systematic. They can thrive in atmosphere where detail is essential.

**Managing methodical traits**

To manage these people, the leader should respect their demands on planning and avoid asking them unexpected questions, particularly in public.

### 2.2 General characteristics of talented people

The term ‘talented people’ has been discussed for a long time, regardless of its application: recruiting, retaining or managing talents. Many companies recognize the value of having talented employees. As a result, understanding talents and the talents’ characters are very significant. To have a general idea about talented people, I would like to present their characteristics on the basis of a book entitled “Leading Leaders” by Jeswald W. Salacuse. The author describes general characteristics of talents as follows:

#### 2.2.1 The characteristics of talented people or elites

1. People who know that they are value; they have many options outside the company. They are ready to step out of the company any time if they see a better opportunity. These options give talented people a strong sense of independence, both of their organization and leaders.
2. Talented people often have played a role in choosing their own leader. They also believe that “the leader is beholden to them and not the other way around”.
3. Talented people have their followers and constituencies whose loyalty and respect strongly influence their performance.
4. Talented people often have strong faithfulness to an institute outside the organization where they work. And the signals they get from that outside institute often have an effect on them much greater than anything that the leader can do.
5. Talented people do not imagine themselves as followers or have such feeling, but they see themselves as leaders instead. They want to be treated as leaders as well. Therefore, managing such people by traditional leadership is not effective.

6. Talented people believe that they are very special and they also think that they are entitled to special benefits and prerogatives that other people in the organization do not have. Since they know that they are very important for the organization, they frequently negotiate with their leaders to retain them.

2.3 Talent management

2.3.1 Talent management

Nowadays many companies face the problem of shortage of talented people. The author of the article “Tapping your firm’s talent” analyzes some tactics of how to manage such valuable people by providing them with training, coaching and mentoring programs in order to bring out the best in their people, as well as promotion of their knowledge and skills. The next step would be retaining these people by consideration of possible methods of persuasion as to their staying in the company and effective. The article suggests that to keep talented people and make them thrive, the company should not only invest in developing their growth, but in their everyday life as well. It may be achieved by creating culture and atmosphere of the company which talented people would feel challenging, making work interesting and providing enough freedom.

The author suggested some strategies for managing talented people which are as follows;

- Encourage talented people to share ideas, knowledge and skills with each other. This tactic helps talented people have wider perspective which is not to same as an individual style; other people’s opinion will be acceptable
- Do not underrate the value of any level of employees
- Provide coaching and training programs for talented people
- Senior employees need to develop their skills and should be so open-minded as to learn and adapt to any new situation
- Making sure that everybody in the company feels happy at work.

2.3.2 Talent development
“Individuals can see what abilities they need to develop in order to progress in the company – but the individual then needs to take charge of their own development.” (Hart B., 2008, p.22.)

“Talented people need and want to take charge of their own development but with the right support from the organization.” (Barlow L., 2006, pp.6.)

From the article “Talent development: the new imperative”, Barlow suggests that an organization has to spell out its direction of strategy and its needs so that individual people can see the big picture and then they will take charge of having their own direction in developing themselves; personalized development or self-development by having proper support from the organization.

Talent development is something very personalized since each person has different points of view or needs. It is the fact that each employee starts from a different frame of reference, and therefore, developing talent is a complex activity, as it has to deal with social interaction. In order to succeed in talent development, a leader should be able to understand talented people’s needs and try to manage and respond to them, as well as create common meaning for talented people so they can interpret and create something new (different meaning, different frames of references) under the same objective of the organization.

2.4 Leading talented people

In the article “Leader Renewal Create the Space for Transformation”, Martin A. suggests an example for leading talented people, namely ‘Creating space’. He explains that an organization in today’s world requires from leaders an ability to create space. Especially in teamwork, space creation is very important. This article gives ideas of space which would be helpful in building relationships in a team. The author suggests that leaders should provide a frame of the space for the followers, and, as a result, they can make their own step-change in processes or even in their personal development which exerts an effect on teamwork building.

Today’s leader should create five such spaces and these are the following:

1. “Create space to bring the most talent in the room”.

Creating the where all employees or leaders themselves are able to connect to the right conversations. By doing so, all people can reveal the most essential and important questions which leads to emphasize understanding of the same issues. Beginning with scanning who are out there, what is special and then
create the space where employees can connect with each other which results in collaboration. Creating space is extremely important in the initial step, since in this space the leader can share information with the followers, especially with regard to meaning or understanding which leads all of them to the ultimate direction.

2. “Create space to provide an informed opinion.”
Leaders should create space for individuals to have knowledgeable ideas or opinion. “If your language and perspectives are the leading edge of transformation, you must provide your people with the most cutting-edge.” Furthermore, leaders should require talented people to have new perspectives and also put these views together before letting them work on a key challenge. Building culture or atmosphere in which talented people can thrive on new perspectives and fresh points of view will finally reveal their independent abilities.

3. “Create space to fiercely debate issues.”
Sometimes debating allows us to see some issues clearly and it can be useful for many perspectives, for example, it can expose compromises from the past, help us understand dynamic tensions and conquer personal barriers which plague conversations. In this article, the author defines a debate as a centre of transformation which can stimulate everybody to think and focus them on a key challenge. To have an effective debate, the leader should build trust in insightful conversations and make everybody understand that these are not personal advantages, but rather the benefits for the whole organization.

4. “Create space to practice breakthrough thinking.”
Leader's job is to create space for talented people in order to attempt them to think outside the boundaries by revealing dynamic tensions, supporting new approaches, or even rewarding risk. The basic skill is to be open-minded, and sometimes not to be afraid of taking risk. Having new ideas, evaluate them as soon as possible and decide whether to keep and follow them, or throw them away and find new ones.

5. “Create space to discover what matters most.”
Allowing talented people to think for some time and create some initiative ideas, perspectives or projects, provide them freedom of (creative and innovative) thinking. A leader should offer space in which passions of talented people can combine with the organization’s goal. Moreover, a leader should encourage them to have initiative ideas, support their ideas and give them feedback.

Conclusion:
In this chapter, I have already presented the different human behaviors based on four major factors: decision taking, social interaction, problems and confrontation, and work types. The short summarized points have been specified in table 2.1.
which I will analyze later on in chapter four about the characters of talents nowadays. Furthermore, I have presented
general characteristics of talented people, ideas of talents management and talents development, and an example of leading
talented people by creating space. Thus, I would use it as a guideline for setting questions for interviews and surveys which I
intend to interpret later on, and analyze gathered information on the grounds of knowledge of proper theoretical framework.
The method of doing the research will be presented in the following chapter.
### Factor 1: Decision taking

<table>
<thead>
<tr>
<th>Accommodating traits:</th>
<th>Directing traits:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strengths ➔ Decision made by the whole group</td>
<td>Strengths ➔ Confident and decisive person</td>
</tr>
<tr>
<td>Struggles ➔ Slow process and cannot make the decision</td>
<td>Struggles ➔ Self-centered egotist</td>
</tr>
</tbody>
</table>

### Factor 2: Social interaction

<table>
<thead>
<tr>
<th>Reserved traits:</th>
<th>Engaging traits:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strengths ➔ Works well alone, takes everything serious</td>
<td>Strengths ➔ Good conversationalist, open-minded</td>
</tr>
<tr>
<td>Struggles ➔ Lacks social contacts, afraid to speak out</td>
<td>Struggles ➔ Cannot work alone, gets distracted easily</td>
</tr>
</tbody>
</table>

### Factor 3: Problems and confrontation

<table>
<thead>
<tr>
<th>Objective traits:</th>
<th>Engaging traits:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strengths ➔ Thinks logically over feelings, makes quick decisions</td>
<td>Strengths ➔ Negotiation and good team player</td>
</tr>
<tr>
<td>Struggles ➔ Too criticalizing and combative</td>
<td>Struggles ➔ Avoids conflicts and cannot say “no”</td>
</tr>
</tbody>
</table>

### Factor 4: work types

<table>
<thead>
<tr>
<th>Spontaneous traits:</th>
<th>Methodical traits:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strengths ➔ Quickly and openly responds, flexible</td>
<td>Strengths ➔ Schedule planning, good with details</td>
</tr>
<tr>
<td>Struggles ➔ Ignores the rules</td>
<td>Struggles ➔ Lacks big picture, perfectionist</td>
</tr>
</tbody>
</table>

Table 2.1 *Summary of individual differences*
3. METHODOLOGY

The purpose of this chapter is to present an overview of methods and approaches I have taken advantage of in my research. It is significant to possess some methodological knowledge before beginning research. Thus, I start with the approach of the thesis, and then provide an overview of methodological method which I have used to write the thesis, following by my research design and analyzing data collection.

3.1 The approach of the thesis

The structure of the thesis is determined by chosen methodology. The approach can be either quantitative or qualitative depending on the way the research question is asked. Nevertheless, in this thesis I will use qualitative research as a method of gathering data or information.

According to Juliet C. and Anselm S. (2008), qualitative research method is a concept which emphasizes in-depth interpretation of meaning by people and helps us understand and explain the cause behind these social phenomena. Qualitative research method is focused on understanding meaning that people have constructed. It is applied to the analysis and understanding of human behaviors and social processes. The key concern of the method is to comprehend the subject of interest from the participants’ perspectives or experiences.

Owing to my research problems, I would like to enhance their understanding, explain reasons behind the phenomenon of talented people and try to find a solution for the problem of supporting and stimulating such people to collaborate with each other. As I have collected data and information from books, literature, questionnaires and interviews, I think qualitative method would be the best suited to my thesis.

3.2 Qualitative research method

In accordance with Corbin (1998), qualitative research means “any type of research that produces findings not arrived by statistical procedures or other means of quantification.” Furthermore, qualitative approach is described as a method developed in social sciences to allow researchers to study cultural and social phenomena.
According to Juliet C. and Anselm S. (1998), there are three basic components of qualitative method. The first component is data which come from a variety of sources such as observations, interviews, records and documents. The second component is the procedure, for instance, coding procedures used by researches in various ways to analyze, interpret and organize data. The third component is written and verbal reports, such as articles or books. It covers various patterns, according to the researchers’ aspects of findings or theories presented (Juliet C. and Anselm S., 1998). Nevertheless, for the purpose of my thesis, I have gained information or data by reading the literature, books, and articles. After that I set the questions to ask for the interviews and surveys. Then I have interpreted and analyzed the information I have gained during interviews and surveys by linked it with the ground theory and knowledge from theoretical framework part.

The core of doing qualitative research is to analyze data, in other words, to give meaning to the data beginning with conceptualizing the data, developing it and thinking what it tells us. Therefore, hypotheses are generated during the process of data collection and analysis. Researchers have become an instrument of data collection or providing information. Consequently, the meaning or results might vary depending upon the person who conducts the research. It is an action research mostly involved in ongoing thinking process.

Nevertheless, in this stage, the authors give an idea of “core concept” which comes from the process of thinking of researchers themselves. It shows data contributed by researchers or, I would say, integrated ideas provided by the researchers. When researchers have the core category, the next step is to find connection with other sub-categories that might fit together. After that the researchers try to categorize the major concept and sub-concepts as the basis for theoretical structure (Corbin and Strauss, 2008).

Doing qualitative research provides information gathered not by means of quantification or other statistical procedures, but rather by means of gaining qualitative data, information or experience from the participant’s perspective. The strength of qualitative method is to help researchers understand the phenomenon from participants’ point of view. Furthermore, it helps them generate detailed data and explore data difficult to convey with quantitative research method. In this method, there is no rule or direction to follow, but instead data or information we have been gaining and our thinking process will lead us to the next logical step. However, it does not mean that only the data will lead us, but rather, we will guide the data as well by creating a question which contributes to the next circle process of collection, interpretation, analyzing and integrating data. Qualitative research is an interplay action between data and researchers.
3.3 Research design

As the issues I would like to explore concern mostly personal relationships and the interaction among people based on participant perspective, it is adequate for this thesis to take advantage mainly of qualitative research.

The research procedures would be based on surveys and interviews with team managers or executives to gain a leader's point of view. In order to have a broader view of these phenomena, I had interviews with and gathered survey data from regular employees and the ones who are indicated as talented employees. The participants mostly are from the area of technology and environment context. Since I assume that in this domain, mostly people cooperate with others; according to the process system. Moreover, in today's world, technology is developed very fast owning to the creative and innovative ideas which come from talented employees. Therefore, I supposed that to have interviews and surveys from these people would enhance me to understand the issues behind these phenomena.

The participants who participated for both interviews and surveys are:

- Mr. Mats Lindblad; the CEO of Business Advantage Company, Sweden
- Ms. Irena Butaite; the Export Sales Manager of Mercatus Company, Sweden
- Mr. Anders Ivarsson; the CEO of IUC Company, Sweden
- Ms. Boldi Anjar; the Managing Director of Gila Company, Sweden
- Phd. Rojana Suntharanont; the Assistant Professor of Rajamagala University of Technology, Thailand
- Mr. Montree Nuamjitr; the Senior Advisor for engineering company, Thailand
- Mr. Kamron Suntharanont; the Assistant Professor of Rajamangala University of Technology, Thailand
- Mr. Pawel Kuska; the Export Sales, Sustainable Sweden Company, Sweden-Poland

In general, the subjects to be discussed are the characteristics of talented people, the importance of collective action, the cooperation between people in the organization, the organization structure in which talented people can thrive and strategies which leaders use for leading talented people in order to motivate them to work together, a team work. More details for the sample question will be explained in the title ‘Data collection’.

To analyze the research and to comprehend it properly, I would use abductive approach for collecting and analyzing the data. The abductive way of doing research originates from the subject which I am interested in referring to theories which have already existed. Then I attempt to use these concepts and
try to analyze the data which I have collected referring to literature, books or by gathering from the questionnaires, surveys or interviews.

The core advantage of abductive approach is that researchers’ work is more open and there is no one strict way of thinking. Therefore, the discussion would be open for new information which can create new ideas or solutions during the process of collecting, interpreting and analyzing data. Nevertheless, I have created the awareness of my research problem by narrowing the scope to main research questions in order to prevent myself from getting distracted from the main issues.

3.4 Data collection

3.4.1 Primary data

Primary data is based on sources that have not been used before. It refers to raw data or data structures that have not had any type of meaningful interpretation yet. It concerns discovering something new (Fisher, 2004). Mostly common exploratory qualitative method is to collect primary data from interviews, observations, panels, questionnaires and surveys.

In this thesis, I have chosen interviews and surveys as main methods to collect data. Personally, I think having interviews is highly significant in understanding the research area and gaining answers I need. The advantage of interviews is that I have gathered the insight data or information in a process of complex conversation which was an interaction between interviewer and participants.

3.4.1.1 Interviews

Normally, doing an interview is a way of collecting qualitative data. In all forms of qualitative research, some and occasionally all the data are collected through an interview. The main purpose of having interviews is to gain special and specific information, what is “in and on someone else’s mind” (Yin, 2003).

According to Yin, collecting data through interviews is a very important source of information since researchers will get practical data or information in a real process. Likewise, the author suggests that during an interview, researchers need to focus on two things: “1) to follow one’s own line of query, as reflected by the case study protocol; and 2) to ask the questions in an unbiased manner that also achieves the needs of one’s line of query.” (Yin, 2003)

The interview questions in qualitative investigations are more open-ended and less structured. As a result, there is no pattern for an interview structure; it may have an ordered structure, be semi-structured or even unstructured in its form. In my thesis, I have chosen the semi-structured one. In this type, the questions I prepared beforehand are more flexible and open-ended so that I can come up with
new questions along with the process of interview. I desire that the participants would expand on the issues we discussed so that I and the interviewees will be more open to new ideas on the topic.

The initial contacts were made by sending an email with all basic information concerning who I am, the background of the research area, the research question and the focus of my thesis. I had both regular interviews and telephone interviews. Each of them took approximately 1 hour. The participants usually received questions beforehand so that they were familiar with the purpose of the research and had a chance to prepare the most updated answers. During the interview, in majority of cases I came up with new questions and participants answered spontaneously. This allowed me to prepare deeper and wider problem analysis.

3.4.1.2 Surveys

Apart from having interviews, I also collected data by doing surveys concerning primary data. I sent the surveys to participants in Sweden and Thailand. The type of surveys I did were open question as answers to which the participants have to provide ideas or information. The questions are divided into three groups: about talented people, collective actions; a teamwork and organization structure, and the strategy for leading talented people to motivate them to cooperate together.

The example of the questions for both interviews and surveys is following;

Part I: Talented people

1. What are the characteristics of talented people from your point of view?
2. Do you think that talented people have any problems in working in team? Are they individualistic or collectivistic? Could you describe?
3. Why do you think that talented people are important in today’s business?
4. Do you think that talented people have a strong influence on the innovation or creativity of the organization? Could you describe?
5. Is it true that the more talented people you have, the more advantages you have over your competitors? Could you describe or give an example?

Part II: Collective actions

1. What are the advantages or disadvantages of collective actions; teamwork in today business’s world?
2. Do talented people work in the organization differently from other employees? Could you describe?
3. Do they prefer working alone or cooperating with other employees? Could you describe or give an example?
4. Do talented people need specific offering such as mentoring, coaching from leaders? Could you give an example?
Part III: Supporting and stimulating talented people to work in team

1. Do you think that organization should promote their talented employees to collaborate with each other? And why is that?
2. What would be the best organization’s structure in order to have talented people in the organization?
3. How do you create organization or environment in which talented people can thrive? Could you give an example?
4. When they cooperate together, do they have any problems? What did you do to solve the problems?
5. Is trust important in building team? Could you describe?
6. Do you have a specific strategy in order to lead talented people in order to support and stimulate them to work in team? Could you describe.

3.4.2 Secondary data

Secondary data is based on scientific concepts and theories published in literature, books, articles, journals and information from the Internet. The purpose of secondary data is to broaden the subject perspective and to improve the quality of the research (Fisher, 2004).

I have collected data from various literature, books, articles, journals, and reports related to my research question. I consider these data to be an extremely helpful complement of my research which gave me initial ideas of questions for surveys and interviews. I have gained knowledge about characteristics of talented people, their importance, the significance of collective action in terms of team working, the organization structure in which talented people can thrive, and the strategy for supporting and motivating talented people to work in a team.

Conclusion:

Basically, the method I applied for writing thesis serves to gather information and theory from literature, books, journal, articles and magazines. After gaining enough knowledge, I prepared questions for interviews and surveys. When I gained data from participants, I tried to link them with the ground theory I have presented in chapter two: “Theoretical framework”. All these enabled me to interpret and analyze all data, information and knowledge which I finally used to answer my research question of this thesis.
4. ANALYSIS OF TALENTED PEOPLE IN TODAY’S ORGANIZATION

In this chapter I am going to analyze the characteristics of talented people in today’s organization. For instance, their characters, personalities, demands, work tactics, and the importance of having talented people in an organization. This includes some theories I have been reading in literature, books, articles, journals and magazines, as well as data and information I have gained from participants of surveys and interviews. I intend to interpret and analyze the data and link it with the theory on the basis of the theoretical knowledge referred to in chapter two: “Theoretical framework”.

The perspective of talented people

4.1 Talented people

4.1.1 How to identify talented people?

During an interview with Irena, the export sales manager of Mercatus Company, she described characters of a talented person from her point of view as ‘a person who is able to understand the whole picture, the big picture instead of focusing on a specific detail’. Moreover, she said about a person who can predict events, is easy to understand and takes action especially as far as making a decision is concerned. Thus, such person can be of great value to an organization. That is the reason why many people see talented people as creative ones who have a capability to look at the same thing but interpret it in a different way.

My another interviewee, Assist. Prof. Dr. Rojana, a lecturer at Rajamangala University of Technology Thanyaburi Thailand, described talented people as those who have abilities of “thinking outside the boundary”, and have the leadership capability. Sometimes it is incredibly difficult for leaders to lead and manage talented people, as they do not trust each other easily. They are very individual and believe in themselves. They would like to manage their own careers in their own way rather than being mapped out by an organization.

Anders Ivarsson, the CEO of IUC company, said that from his point of view talented employees are people who are very ambitious in reaching their goals, they aim high and try hard to achieve the goals. They also dare to take risks, do not like detailed work and face difficulties working in a group.
4.1.2 Working style of talented people

“Standardized approaches assume that talented people are very similar do not work effectively. Talented people need and want to take charge of their own development but with the right support from the organization.” (Barlow L., 2006, pp.6-9.)

According to Irena, talented people have specific way of working. She saw some difficulties of talented people in working in a team. Talented people have their own way of doing things. They do not want being told what to do, but rather being given a suggestion to follow. Usually, they can work alone very effectively since they are spontaneous persons who do not like following the plan, but are inventive while they working on projects. They prefer working alone because sometimes they jump from one step to another. As long as they can reach the goal, it is good for them to work alone.

Nevertheless, as for working on a project in a group, they can work efficiently or not, depending on members of the group and leaders. If talented people feel they have strong leaders who they are interested in, team work may be effective in their case. Talented people have one specific essential feature of character: they have their own motivation in creating or doing things. Not only motivating themselves; they usually stimulate other people in the group to reach the goal together. Typical talented employees create skills and motivate their colleagues to forward the goal. They have already seen the goal as they have visionary skills; they have seen the whole picture. They know the purpose and really move forward to achieve the goal. It may be the case because talented people like competition, they want to be successful. That is why they do not let anyone block their way to succeed.

After interviews, I interpreted characteristics of talented people in today’s organization, as well as their working style on the basis of four factors: decision making, social interaction, problems and confrontation, and work types.

**Decision making**

When it comes to decision making process, talented people tend to make a decision and take action faster than other employees. They are confident and ultimately decisive. As Anders said, talented employees are highly ambitious and like taking risks: when they have ideas, they would like to implement them quickly. They are very stubborn if they feel that something is going to help them achieve the goal.

**Social interaction**

Talented employees prefer working alone, and they can do it very well. As they are able to make the decision by themselves and take action very fast, they seem to be introverted persons. They take everything seriously and realistic; even sometimes they are likely to be unemotional. Their skills in
interacting with others is low. They are pretty quiet and do not express themselves; likewise it is difficult for other employees as well to get to know and understand talents.

**Conflicts**

Because of their low sense of social interaction, when it comes to conflicts, they are very direct speakers. It is because they think logically over feelings and take everything seriously. They seem to be ignoring other people’s feelings because they think that ‘work is work and we do not take it too personally’. They are not afraid of confrontation and feel comfortable to discuss some issues which have to be discussed based on logical thinking and not feelings.

**Working with details**

As talented people have an ability to see the same thing in a different way and are able to “think outside the box”, they are very creative and innovative. Their ideas usually come up during a project meeting. They are spontaneous persons. Talented employees are flexible; they are good in rapidly changing circumstances as they can move their focus from one thing which they consider more important to another thing. Typically, talents do not like working with details or orders. Step by step, a process can limit their creativity and initiative.

**4.1.3 The importance of talented people in today’s organization**

Having talented people inside an organization is very significant in today’s business world. They are one of the main factors of being better or gaining competitive advantage over competitors. As talented people have a diverse point of view and different ways of thinking, they are known as very creative and innovative. It is absolutely essential nowadays to have people who can give you various aspects, perspectives or opinions, or who are able to carry out a new project, because this can help an organization gain more profits.

Talented people have very strong influence on creativity and innovation of an organization. They add value to the organization in term of initiation, innovation and creativity. They create or carry out most projects which demand high skills or competence. They have an ability to see the same things from different views. In particular, talented people are able to see the big picture, they have visionary skills very important in today’s organizations. They also have a strong attitude to reaching goals. Not only they push the pressure on themselves to reach the goal, but they also push the pressure and motivate other people within the group or organization to reach the same goal as they do. (Irena, export sales manager, Mercatus Company)
4.1.4 Considering talented people’s needs (individual’s needs) as an organization’s needs

Nowadays, companies try to compete to get talented people. Recruitment department takes an important role in recruiting employees and attempt to get as many most clever and smartest people as possible. Every company knows that if they have talented people in their organization, they will stand more chance to gain competitive advantage than their competitors. Likewise, it is very significant to consider talented people to be the core factor in competition with other companies. The more talented people you have, the more advantages you have over your competitors. Therefore, developing talented people is not only a job for leaders’ position, but the developing process of all members of an organization as well.

4.2 Creating an organization for talented people in which they can thrive

As participants mentioned the necessity of talented people inside an organization as well as the importance of developing talents through organization, the next issue is to create the organization for talented people in which they can work effectively and show their talents. According to the article “Hiring and keeping talented people”, the author provides ideas of organizational structure or atmosphere inside a company the leaders or members of which should take into consideration the following factors:

- Creating common understanding among all employees: making sure that everyone understand the same thing but might interpret or create different tools under the same objective. Since you have different frames of references, the interpretation will be different. This leads to the variety of ideas and thoughts.
- Providing opportunities for talented people to stand out.
- Changing old managers’ attitude or frames of references: experienced managers do not want to change or apply anything new, as they think that the current situation is good enough or the old way of solving the problem is still working, so why to take risk to change something? Such attitude can limit the creativity of talented people who do not want to suggest or create anything, because they feel like they are not a part of the organization.
- Developing long-term focuses: concentration on succession development not succession planning: focusing on the process, not the plan.
• Balancing between changing or creating a new invention by talented people; following some suggestions of experienced senior managers
• Providing resources, new technology, news for everybody in the organization
• Offering coaching, mentoring program for talented people: not only for developing talented people but also for encouraging old managers to learn to gain new knowledge or devise new invention
• Paying attention not only to their work but also their personal life: create nice atmosphere of working inside the company

Indeed, on having an interview with the export sales manager of Mercatus, Irena suggests that flat organization structure would be suited for talented people. Hierarchy or bureaucracy system can make talented people feel uncomfortable. By giving the example of Mercutus Company, a small-medium company, she pointed to the core concept in managing system being no formal department inside the company. However, everybody knows their own positions and responsibilities. The company arranges meetings in order to have a brainstorming among employees. CEO and leadership group meet once a week to look for a strategy and choose a proper way for the organization. Along with the weekly meeting of employees of the whole organization, the ideas of the right direction appeared here on that time. They gathered all information and opinions together. There is a chance for all members to look through the project they have worked with and the next step they are going to make. The members have an opportunity to listen to each others’ perspectives, they listen and consider a different point of view of different groups or positions. It is time to catch up things and a valuable place for exchanging knowledge and opening for new ideas of the others. However, no formal department can work only for employees who have responsibility. Especially talented people able to see the goal and striving to reach it. They differ from ordinary employees who mostly need leaders to control them or tell what to do next. But talented people are responsible and very flexible in doing things. They do not need leaders to tell them what to do step-by-step, because they have their own way of working. Talented people just want to know the main goal or mission, and they will work in their own style in order to catch the goal.

Moreover, Anders gives another suggestion about the organizational environment. He says that an open-discussion during a meeting is very important. In such environment, talented people can have an opportunity to present their ideas. Clear mission, vision, goal are very important. Create space for talented people to have freedom of thinking and making decisions.
4.3 The importance of leadership which influences leading talented people

4.3.1 What is the leaders’ job in today's business world?

The job of the leader was once to mobilize people to move in a single direction and drive action through technical expertise. But in today’s business world, leaders must frame created space so people can pinpoint places of greatest impact and make a step-change in their processes, markets, geographies, industries, and personal development.

The core concepts of leading talented people in today’s world are:

- Allowing talented people to manage themselves
- Leading from behind
- Providing enough resources


4.3.2 What are the characters of a leader whom talented people accept to be led? and How do leaders influence leading talented people?

Leadership is not an automatic process that happens because of resources or position you have, but rather leadership is a conscious activity. Leadership is not a matter of position but instead leadership is the relationship. Leaders need followers and people will follow you because of the relationship between you and them. Indeed, this relationship is more about trust in a leader which is crucial in a desired action of followers. Followers prefer following a leader who they feel they can trust to one whom they do not trust. In this case, leaders whom followers trust will have more opportunities to persuade and lead their followers effectively. Especially, talented people who do not want to be led will follow leaders not because they claim to be leaders, because of the position as a leader, or even because of resources a leader possesses, but rather talented people will follow a leader because they believe in a leader and believe that it is beneficial for them to do that (Anders, CEO, IUC Company).

Talented people will accept to be led depending on leaders who take responsibility to lead talented people. In the past, talented people used to be much more individualistic than collectivistic persons. Nevertheless, in today’s organization talented people are still individualistic but they are adaptable to work with other people who they feel interested in, certainly. At the same time, the talented person
thinks that he or she can give an idea which can fulfill their knowledge. Moreover, they rely on leaders, and leaders have a capacity to motivate talented people to collaborate with each other or not. Talented people need special kind of leaders; they demand strong leaders who have specific tactics to lead or persuade them, not to control them. Since they are individualistic and egotist, they do not like or want anyone to make them feel under control (Irena, Export sales manager, Mercatus and Mats, Business Advantage).

4.3.3. What are the factors that have an effect on leading talented people?

- The relationship between leaders and followers (talented people)
- Trust: “Persons perceive that following a course of action proposed by leaders whom they trust is less risky and therefore more acceptable than following the same recommended course of action by leaders whom they do not trust.”
- Same interests: mostly, talented people tend to follow leaders who are interested in the similar thing.
- Effective communication: it is a leader’s fundamental tool; for instance, one-on-one interaction. This helps engage and connect them both for working and personal life.

4.3.4 Leading talented people

Talented people will follow leaders or leaders’ ideas since they believe in leaders and are interested in the same subject as leaders, not because of the authority of a leader. Bodil Anjar, the Managing Director of Gila Company suggested that the first technique is to understand the special nature or characters of talented people who leaders would like to lead. Talented people have special features of character, unlike ordinary employees, for example, they are self-going. If they do not have leaders who are able to motivate and lead them in the right way, they will follow their own goal. Therefore, leaders should have a meeting with talented people in order to make an assignment and check whether they have been working the way leaders want them to.

Some participants suggested that it is always beneficial to have a strong leader in terms of a mentor to take care of talented people. For instance, Rojana used the word “take care” because talented people do not need leaders or chiefs, but instead they need persons who can advice them and let them work freely, not those who order them what to do, or control them. Moreover, talented people need to be seen by other people. Of course, they prefer working alone but, at the same time, they need to be heard from others that they have done a good job. Talented people desire leaders-‘mentors’ who give suggestions and give them a project but let them implement it their own way. However, Irena advised, from her
point of view, that leaders should have the ultimate vision or mission stated clearly at the beginning to prevent misunderstandings between leaders and their talented employees.

4.3.5 Lessons for leading talented people, elites and leaders

From having interviews, surveys and reading a book, I could summarize a lesson for leaders which would help them lead talented people; particularly to stimulate or support them to cooperate with other people.

1. The ability to lead talented people arises from a leader’s will and skills, not just from a leader’s position, resources, or charisma.

2. Trust in a leader is an essential factor of relationship between leaders and followers.

3. The basic tool in building such relationship is effective communication.

4. The key process in leading talented people is “communication through one-on-one interactions”. Leading such talented people a leader has to engage in and connect personally with them.

5. To develop leadership tactics and strategies, a leader needs to take account of talented people’s interests. A leader’s job is to share common meaning or understanding, pay attention to interests of talented people and convince or persuade them that their interests lie with you.

4.3.6 A sample case: providing an apprenticeship project

In the article “Talent contest” the author suggests an exemplary strategy to lead talented people by providing an apprenticeship project. The idea is to:

- offer training and professional development by encouraging sharing of skills and knowledge between leaders and followers, and among members of the project
- develop both technical learning and personal skills (self-development)

To lead talented employees in today’s organization all participants agreed that training (apprenticeship) and coaching program are crucial. The objective of the process is to help leaders get to know their followers - talented people, by doing activities together. During this process, all of them had a chance to share ideas, information or knowledge. When leaders know and understand their followers’ interests or needs, it is easier for them to convince or lead talented people in the desired way still based on talents’ interests, since these interests are the main driving force for talents to move on or do things.
Conclusion:

I have already described the characteristics of talented people in today's organization; for instance, they are quite individualistic, demand to manage themselves and prefer working alone. Leaders who would like to lead talented people should become aware of the fact that to lead talented people they need to understand who they are and what they are interested in. Then – to link these interests to an organization’s goal, because for talented people their interests are the main driving force to take action which later can increase their feelings in working in a team work. Providing training program is very significant. Not only it enhances leaders to use the opportunity to get to know their followers, but it also helps the talents develop their social interaction skills.
5. ANALYSIS OF COLLECTIVE ACTIONS; A TEAM WORK

In this chapter I am going to analyze the phenomena of collective actions in term of team working. The sub-points would be; for instance, the perspective of collective actions, the advantages and disadvantages of working in team, why it is crucial in today’s organization, and the perspective of collective actions especially for talented people. Also team working; which is included the importance of teamwork nowadays, diversity and unity, and team building will be explained. Moreover, I intend to describe the issues of building trust and motivation. For instances; why it is significant in building the relationship in team, how to create trust and motivation among members. This includes some theories which I have been reading from the literatures, books, articles, journals or magazines and also the data and information which I have gained from participants from both surveys and interviews.

The perspective of collective actions

5.1 Collective actions

5.1.1 What is collective action?

“The coordinated teamwork is integral to successful collective actions.”

“A collective action was defined by the separation of individual and common interests.” In general collective actions have many meanings. Mostly it is described as an action or process which is involved in the concept of teamwork that defined as a group of people who take the actions mutually in order to take the decision together leading to the common future actions which came from the joint result of all those decisions. (Myatt D., Wallace C., 2009, pp.61-90.)

5.1.2 What is the perspective of collective action?

In this thesis I picked up the perspective of collective actions as follow in quotation.

“Collective action refers to voluntary action taken by a group to pursue common interests or achieve common objectives.”
Since I look at team working as sub-point in the perspective of collective actions, especially for talented people, their action taking is based on their passion and interests.

Generally, in collective action, members might take action on their own, but usually they work through a group or an organization. In this environment they may do something independently or with the support or back-up of external sources. The collective action’s role is to manage the common information or resources which contribute to the common meaning, understanding and actions inside an organization. Furthermore, social capital is described as one of the most essential factor in order to develop the collective action in any organization. It refers to the connections among individual members who share the core knowledge and ideas which can increase the productivity and benefits for both individuals and groups. (Devaux A., Horton D., Velasco C., Thiele G., Lopez G., Bernet T., Reinoso I., Ordinola M., 2009, pp.31-38.)

5.1.3 The process of collective action

One journal “Collective action for market chain innovation in the Andes” discusses the significance of social learning for collective action. The researchers mention that social learning is defined as the learning process through groups of people by specifying the problems, finding the solutions and implementing these solutions for solving the problems together. The process results in a change from “multiple cognition” to “collective cognition”. In the beginning step, through social learning processes, individuals have different perceptions from others. After they have interacted with each other, they develop and share common perspectives and values. Furthermore, social learning promotes social capital formation and collective cognition which are essential in jointing action effectively. Therefore, social capital formation and social learning are the core features of collective action; particularly in innovation process.

5.1.4 The factors which influence on collective action

In local social networks, one person’s behavior influences on another person who stays in the same network. Indeed, the more likely individuals involve themselves in others’ activities, the more others do as well. This means that in social interaction everybody’s activity in fact influences everybody’s action. Generally, the process of collective action allows members to exchange the knowledge, to update information, ideas and interests, and also to re-consider in making decision process. The actions inside networks affect directly on members’ willingness in joining activity. Members can organize, coordinate and transfer knowledge or resources by changing one’s interests and innate motivations toward participation. Social pressures both positive (member worries about taking action wrongly and unfairly
to other members) and negative (member worries about taking responsibility and being punish when it is wrong) stimulate the members whether to take action or not. Normally, members feel safe and secure when the others follow and join their actions.

However, it is impossible to assume that everybody will react in the same way under the same input information. This is one of the most benefits for collective action, since the organization can challenge their member to come up differently with creative and inventive ideas.

Normally, individuals’ decisions rely strongly on their social contexts, their beliefs, surrounding and people’s connection within the group. In fact, the network connections and members’ position take an essential role in making decision from other members whether they would like to join or not.

5.1.5 What are the advantages/disadvantages of collective actions; team working?

Since working in team is stimulated mostly by the social interaction within a group. It also has to deal with the individuals’ interests, backgrounds and perspectives. Like they said ‘the more diverse in a group, the better opportunity and greater potential of innovation you will get’.

The main benefit of collective actions is to strengthen the capacity in being creativity and innovation of the group. Since every member takes part in creating and presenting ideas. It is cooperation together of all employees. By giving the example, an organization might motivate their members to spend more time and share the knowledge or information together with joining the activities. This action brings about facilitating in all processes since each step, we consider together, we have more knowledge and we collaborate with each other within the group. As a result, the group will identify new opportunity, find the new way of doing things and develop the new ideas with the new methods. Thus, the outcomes would be the better chance and greater products which developed together from all members which usually leaded to the higher quality. These all are the essential factors in order to accomplish the competitive advantage especially in creative and innovative context.

Moreover working in team increases employees’ feelings in being part of an organization; in particular everybody feels proud and desires to move on or to develop together which are the core benefits of team working. I have gained the information from Irena, she points out that the advantages of team working are; for example decision taking comes from the whole organization. It can gain big advantage when all members know all the projects; what have been doing, what should we do next, why we made this decision. Such activities make everyone feel that they are involved and they are one part of the organization.

Irena explained more that the organization has to take some kind of decision making; it is very useful and crucial when members take charge in making a decision together. It is the integrated thinking;
‘1+1=3; great synergy’. Since nobody knows everything, nobody has all talents; for instance some people are very good at marketing field and have talents in that; on the other hand, they might lack of knowledge about production area. During the project or meeting, every person can fulfill the knowledge and exchange the information to each other. Likewise, decision will come from different points of view and perspectives which are considered carefully from every member in the organization. This makes employee feel passion in their work since they know that the decision which has just made, they were part of that.

On the other hand, the disadvantage of collective actions is; for example the slow in decision making. Because collective actions need everyone get involved in the project. Mostly, it takes so long time to decide and move on. Some projects require very quick decision or sometimes we have customers who are waiting for the result. If companies have to wait for the agreement from every member, they can lose their customers or business. Moreover, Irena also pointed to that the companies can be seen as nonprofessional companies. Since customers will have an impression that the companies cannot make the decision because they do not have the strong leaders who are responsible in taking any action.

5.1.6 The perspective of collective action for talented people

A decision you make in order to collaborate with another person is a “self-interested calculation”. By giving the example; before collaborating with employee A, employee B asks: Will this project (teamwork) give me more benefits comparing with acting alone? This shows the characteristics of individual people who see themselves’ interests and their advantage as a priority. The organization’s challenge is to be able to lead these individual people to change their mind to be more open and eventually to collaborate with others; especially gaining the profits together.

However, cooperation is a sensitive issue. It has to deal with moral and trust. Indeed, understanding collaborate work demands awareness of moral logic. To gain success in teamwork, members should not undervalue the others’ capabilities of self-interested action, but instead members should have the basic understanding of diversity.

One of interviewees; Anders said that most of talented people nowadays are individualistic. Of course if they can choose, they would like to work alone because they believe in themselves that they can do the best in everything. However, in today world of business, organization will gain much better result when people in the organization work together in a project. By giving the example of Mercatus Company, Irena and the CEO have the strong opinion that working together among employees lead to the best result and they gain success and more benefits. Inside the company, they have many talented employees; leaders or managers give all employees a chance to have the meeting together in order to exchange and
share the ideas, information, news or knowledge; brainstorming. And usually, the good projects or ideas are happened during these discussions.

5.2 Team working

5.2.1 The importance of team working in today’s business world

Lee wrote in his book “Leading talents, leading teams” that teamwork provides the strength of mutual support. It enables and supports the joint effort work that is too large to be done by oneself. Since this interaction is strengthen the creative and innovative of their employees and also enhances them to develop their’ skills together through sharing the knowledge which lead to a common understanding and achievement of all employees in the organization. Especially, when all members understand the same thing, know exactly the organization’s mission or goal; they are able to move on and forward the goal easily.

5.2.2 Diversity and unity

“Real teamwork begins when two or more individuals commit to give up some of their independence in order to unite to accomplish a shared vision or goal.” (Lee A., 2003)

Working in team gives the opportunity to have a diversity of talents as well as maximizes efficiency. The challenge in building team is to capitalize on differences and use a variety of talents to build a strong team. But remember one thing that wherever gathering two and more people, high possibility of conflicts would come along with; especially the group which consisted of many talented or smart people.

Therefore, it is crucial to clarify and understand from the beginning that which area should be unity from all members and which area can be different depending on persons’ interests. This prevents the disagreement or conflicts which later on can destroy trust, relationship and finally the unity of a team.

The area that need to be unity:

- Mission of the organization
- Commitment, discipline
- The opportunity for all employees

The area that can be different:

- Strengths and struggles
• Personal ambitious and motivation
• Interests, ideas, or expectations

Nevertheless, to support and encourage talented people to work together, leaders or members should clarify the area of unity and diversity; as talented people still want to have their own space to do things. Employees (included talented people) should understand the area in which team need to be unity and the other area in which allow individual to do work or do things differently and independently.

5.2.3 Team building

“Teams need both unity and diverse talents, but differences (diverse talents) have a natural tendency to divided and prevent unity.” (Lee A., 2003)

Building a team, different people (different talents) have the different perspectives, approaches or aspects which result easily in conflicts. To build a strong team, members should see the differences as a diversity which can also help them conquer personal barriers. By focus on the word ‘diversity’ instead of capitalizing on ‘difference’.

Among the good teamwork, members should realize that they can only reach the goals by achieving team goals and they cannot do it without any supports from others.

Good teamwork should include:
• committing to the same goal
• having individual goal to support the team goal
• helping and supporting each other

The team goal

Members should realize that the team goal is significant not only for me but also for others. The team goal should be consisted of the goals of organization, team or even members’ personal goal. It should be included in mission, purpose and vision of the whole organization or group. Especially, all members need to involve in committing this team goal.

The individual goal

“If team wins, I win; and if I win, it helps the team.”

The individual goal should be a subset of the main/team goal which can motivate individual to reach the team goal in order to achieve their own goal as well. This is the opportunity for all members to learn and receive the diversity in talents, thinking, ideas or opinions within the group.
5.2.4 Team development: The model of team building

To explain the process of building a team, I intend to present the model of team dynamic developing process (The figure 6.1 The model of team building). It is the action steps to gain success in team working. Firstly, leaders and members should see the diversity of talents as powerful ideas. In today’s organization, the successful company; for example Mercatus Company and Gila Company, emphasizes the significance of having divers talents as a company’s key to succeed. One thing that is crucial is the communication in an effective way. Team working has many people to get involved; it has to do a lot with communicating. Especially, making sure that everybody understands and goes along in the same path; like I mentioned before ‘clarify the area that need to be unity’. Without clear and adequate communication, talents cannot stay and focus on the same goals and indeed cannot coordinate their activities for mutual support.

Secondly, members should understand and see the differences as only diversity, not wrong. Typically, people especially talented people have the feeling when others have different feelings or opinions that they are wrong. Talented people should be open-minded and see others with balance and kindness. This can help them to decrease their judgmental viewpoint. They also should change the attitude; like being differences is not wrong but rather try to look at it as the complementary.

Thirdly, it is the step of acceptance. From previous step; understanding the differences, when members understand and see the value of diversity, now it is the time to admit and accept others to bring their talents to the team. Members should appreciate that those divers capability can fulfill in different functions. However, it is essential for the team to remember that when it comes about strengths or talents, struggles also somehow comes together.

When members see others' strengths or even struggles, they should admire others’ potential and try to support and help such people to conquer their struggles. It has to do with respects. By doing so, members need to respect each other and also give the chance and support the others to move forward together. Respecting process can happen if members within the group accept, understand and see the diversity as valuable issue through effective communication.

Following by giving the recognition; since all of us are social animal. Particularly talented people, they want to be seen and heard from other members, especially from leaders. Caring shows that members pay attention to others and really want to share talents or energy with them. It is the process of listening to someone’s interests or ideas and also about accepting others’ struggles at the same time. Such activities give the feeling that ‘we are together’. It is also included the recognition of teamwork’s value. When people respect and see the value of working in team, they will have higher motivation feelings in moving forward together.
Next step is to adapt to work together and also to negotiate in order to meet individuals’ needs. It is the compromising process that everybody sees the differences and tries to adjust themselves in order to work effectively with others. They agree that the adjustment enables an important and valuable improvement for mutual working relationship.

The last one is alignment. When people admit to adapt to fit to others; this is negotiating and compromising process, leaders take part to align their members to work in the proper position, emphasizing on their talents, capabilities and of course their interests. Due to the fact that for talented people, their interests is the core factor in order to take actions.

After following all these steps, effective and successful teamwork will happen. However, team development strategy is only one part of building successful team. To enhance team working, all participants mentioned ‘trust’. They all pointed out that trust is the key success to build the strong relationship in teamwork.

5.3 Trust

“Without trust, leaders will not be able to direct, integrate, mediate, educate, motivate, or represent the persons in their organization.” (Salacuse Jeswald W., 2006)

5.3.1 Why ‘trust’ is necessity?

On 30th of April, I had a chance to have an interview with Montree; the Senior Advisor for engineering company, Thailand. His work is involved in dealing with people in every level. Montree pointed out one thing which is very significant in managing his people; it is ‘trust’. He said that trust is the basic strategy of building relationship. Especially, talented people will not let leaders whom they do not trust to lead them. In team working, not only trust between leaders and followers is important, but trust among followers as well. It increases organizational productive and efficiency. Like in the 5.2.1 ‘The importance of team working’, it can enhance the creativity and innovation of the group by encouraging them to be open and share their knowledge, ideas, or opinion to each other. Indeed, with mutual trust, talented people do not have to be ashamed in their struggles, but rather, they know and believe that their teammates will guard their blindsides and help them to overcome their struggles. Thus they can present their ideas without the fear feelings that someone or even leaders will blame them. In accordance with Jeswald, trust which is occurred in teamwork enhances the teamwork’s performance to achieve the higher level of working.
5.3.2 Creating trust

From this point, Kamron; the Assist. Prof. of Rajamangala University of Technology suggested that he does not see trust as risk-taking, but instead he considers the building of trust as an investment. For him creating trust is the priority in building the relationship between him and his employees; especially with his talented employees.

“If you don’t trust them, why they should trust you.”

When you trust someone; normally he or she will easily give trust back to you. As well as when people trust you, they will follow you, your ideas easily. Kamron explained more that for talented people, it is important in the first step to let talents get to know leaders or leaders’ interests. And somehow, talented employees will look in the way that their passions can combine with leaders’ interests. Such ideas influence talents’ action whether moves toward leaders’ desired action or not.

5.3.3 Trust building

The basic thing that participant; Anderson and Bodil recommend to do for building trust in a team is firstly to understand the human’s nature. It is the fact that everybody, no matter how good they are or even how talents they have, they always have a shadow side. People who can be trusted do not have to be perfect; remember that strengths come along with struggles. When we anticipate others’ struggles, we understand that it is the human’s nature. Then we will not expect people to be perfect all the time, but instead, we accept in the way they are. This is also basic philosophy for personal development that helps talents to be open-minded which later on the process of respect will come automatically. Typically, when people know that you accept and respect them in the way they are, particular admit their struggles or faults, they will give you respect back and more likely to give you their trust.

Rojana suggested the tactic for building trust is to do activity together; by providing the activity in order to give the chance for both leaders and followers to get to know each other. When she was a Deputy Dean of Research and Development Affair in Rajamangala University of Technology, she arranged the meeting with her employees once per week. She claimed that the meeting is crucial activity, because it is the chance to gain the mutual knowledge, building the feelings of teamwork through trust creation. In the meeting, everybody has a chance to present; at the same time others will listen and pay attention. She said that it is the respect and trust process. Because, when people listen to others and give them the opportunity to suggest or present, trust is creating gradually. And when trust is happened, members feel more relax and comfortable; eventually more likely to cooperate together leading to a successful team.
According to Ellis L., traditional military style is adopted for leading talented people in order to motivate them to cooperate with each other. Military uses hardship and fun tactics to build very high loyal, which after brings about trust among their members. Hardship in training is pretty important because it builds confidence in individuals’ capabilities. Moreover, fun and joviality are also essential; since it is the process to enable people to get to know others and also to create the relationship among members within the group in a transparent way. During this social period, respect, trust and commitment can be developed through efficient communication.

It is similar tactics for Mats, one of the interviewees, he said that he use this strategy to lead his talented people. “Work is work, and we do not take it personally”. When it comes about revelry, we enjoy and at the same time we develop our own social interaction and personality. He continued explaining that during this fun time, respect and trust are occurred. When people are playing, their defense is decreasing. People will not play with someone who they do not trust. By engaging members with the informal meeting or non-agenda-oriented-activity, the special bond of respectful or trustful feelings is occurred.

**Trust creating**

- Being open-minded
- Understanding human’s nature
- Acceptance
- Support and help

TRUST

Through training, coaching, meeting, and effective communication

![Figure 5.1 The model of creating trust (Suntharanont V., 2009)](image)

**5.3.4 The tendency to trust and distrust**

Tendency of people who are naturally more likely inclined toward trust
Accommodating people
Extroverted people
Harmonious people
Spontaneous people

Tendency of people who are naturally more likely inclined toward distrust
Directing people
Introverted people
Objective people
Methodical people

Normally, directing people tend to be more concerned about their power and control. They are very independent persons. They have an impression that only them who can decide the best things since they trust only in themselves.

Like objective group, their personality is seemed to be suspicious or distrusting. Their natural behavior is inclined toward being skeptical and critical. Such behaviors undermine their efforts to trust.

As introverted traits normally are pretty quiet and keep distance from others. They tend to give trust to other persons slowly. They are reluctant to open up to others; it takes long time to get trust from this group. Introverted persons might trust people who they know them very well.

Same for methodical people, they also give trust slowly; due to the fact that they do not want other people to mess up their system. They are perfectionist so they do not want someone to drag them down to the “muck of imperfection”. Methodical persons prefer not to take risk; as a result they are seemed hardly to give trust to someone.

Despite their initial resistance of all group I mentioned before, some of participants recommended that trust can be built easily and work very well when groups have strong and secure leaders who individuals feel that they can trust. Secure and strong leaders mean the person who has the capability to effort members to commit in the common value and also to create the environment in which everybody can involve. This could happen through effective conversation and communication between leaders and members as well as among members.

5.3.5 Trust maintaining

However, trust is not permanent; leaders usually lose their trust from followers easily. (Jesward, 2006) Many interviewees who are manager claimed that when they lose their trust from employees, at the
same time they have lost their power. Therefore, not only trust building is necessity, but trust maintaining is also important. Participants; Montree and Kamron gave more suggestion that it is not only trust between leaders and followers; it has to do with trust among followers or members in the group. When every members trust each other, the capability in moving all people toward desired goal of organization is possible. Leaders should be aware and realize the significance of developing trust between leaders and their followers, and also developing trust among their followers.

One of participants, Bodil, suggested that being open can enhance and maintain trust feelings among members within the group. Openness has many aspect meanings; for example, it means willingness to share the information to your followers and also to let them be involved in decision making process which can fulfill followers’ interests. By doing so, trust will create constantly and talented people see the value of team working through building trust, eventually they tend to cooperate with each other.

Nevertheless, from doing this thesis, I found out that motivation is also one of the heart tactics for leaders to lead talented people, especially supporting them to work in team. As a result, I would like to present the issues of motivation as following.

5.4 Motivation

“Motivation is basically something within persons that incites them to act.” (Salacuse Jeawald W., 2006)

5.4.1 Why motivation is crucial?

Due to the fact that talented people realize and see themselves as valuable employees and have a strong sense that do not want to be led. Nowadays, it is important for leaders to look for the strategy which can be used in order to lead talents to the desired way. Motivation is one of the tactics which leaders adapt to each person they lead. However, it does not mean that everybody can be motivated in the same direction, since everyone has the different ideas, interests, driving forces. Therefore, understanding talents’ needs and interests are the first step to accomplish motivating process. Leaders’ job in this part is to find the way that will incite and motivate talents to take desired actions in order to achieve the benefits together through organization.

Anders pointed out that knowing the individual interests or feelings of people you lead is the heart of motivation. Especially talented people, they will allow leaders to lead them when they feel that it is also their interests to do so. Talented people will feel motivation to enhance doing things when they think that this action is also involved in their interests. Nevertheless, one thing that leaders should remind
yourself often is not to assume that even people you lead show the same interests, it does not mean that they will respond in the same way.

To understand talented people’s interests, leaders must know that persons pretty well. Getting to know others takes long time, it is continuous process. Kamron suggested that to know others; what they think, what they feel, what they are interested in, one-on-one interaction is required. He explained more that it likes the investment process which the result will not appear suddenly, but instead you will see it grows gradually; like nurturing. He also pointed out that when he has the conversation with his talented employees, relationship building happens at the same time. It is a relax time that both of them can talk about everything included personal life. It is very good tactics to know talents’ personal life, since the demand for personal life is the strong driving force to do things and to move them to reach their goal. Like he said “Personal relationship becomes a vehicle for motivation”.

Anders gave the example of one of his friends; he led his talented employee by pushing the pressure on him-work harder, and asked him to produce more creative ideas. “This is wrong.” He said. Leaders who ask their employees to work harder at the same time ignore their needs will never be able to motivate and encourage their followers to forward to such a desired goal. That is why for leading talented people, leaders should stimulate, instead of ordering and controlling them what to do. One tactics he proposed is leaders should begin with motivate themselves; have strong belief in their own goal which they are trying to reach. Then it enhances followers to have strong driving force toward the goal.

5.4.2 Motivating in teamwork

When I had an interview with Mats, he stressed on motivation very much. He said that it is the main strategic he used for leading talented employees. However, one more tactic is to specify and choose people who can be easily motivated by themselves. It is very important for building the team. When you have people who can both motivate others and themselves, teamwork will be very effective. Motivating themselves from employees helps leader not to have that much work to do. Mats claimed that usually talented employees have the strong sense of motivation. They focus on work and really need to move forward to reach the goal. Likewise, leaders’ duty is to encourage talents and guide them to move toward a desired goal, rather than telling or controlling them. Meanwhile, leaders should show talents and make them see the value of this motivation, and give them feedback. The aim of feedback is to help them to improve their struggles by evaluating the past actions, and find the way to perform better in the future.
5.4.3 How to motivating talented people

The principles of motivation for talented people; in particular in teamwork

1. Leaders should be able to motivate yourself

According to John Adair, “You will never inspire others unless you are inspired yourself”. Before motivating others, leaders should find their own enthusiasm. It is crucial to motivate yourself; ‘How could you motivate someone else if you do not have your own inspiration in doing things’ said Mats.

2. Setting the possible and realistic goal

John Adair writes in his book that in any target, it should be clear and realistic. “If objectives are totally unrealistic, they will demotivate people.” Moreover, before carry out the targets, decision making should be agreed by the whole group. It is the fact that people will feel more motivation to do the works when they have a chance to share the ideas, and make the decision together. Leaders’ skills are to set the
objective for a team which both can reach the goal and develop team’s skills, and also achieve individuals’ interests or needs.

3. Selecting people who are both motivated by others and themselves

In this point, Mats had very strong opinion that in recruitment process or choosing people in the team, leaders should be able to select the people who can be highly motivated both by other persons and environmental surrounding, and also by themselves.

4. Treating them as individual

One thing leaders should keep in mind, nobody has the same way of motivation, or maybe they have similar way to encourage but the way of doing thing might be different. Especially in teamwork, whatever can motivate one member in the team might not motivate other members. Therefore, leaders should treat person as individual. However, not everyone will be clear always about what they needs; it can be changed depending on their situation or maturity. Another thing is that showing true care from leaders is also essential for motivating talented people. Even though they are not sensitive persons, but they are very smart and have a capability in noticing people who are sincere to them or not. If leaders show the true care feelings to talented people; no matter by being open, listening to them and giving them the opportunity, talents will comfortable to be motivated and led by leaders.

5. Creating the motivating surrounding

I mentioned before that motivation comes from surrounding also. Especially in teamwork, the working atmosphere can influence on talents’ motivation. For instance; Mats suggested that talented people like challenging in work, so leaders should provide as many varieties of work as possible for them. Moreover in team working, Rojana advised that changing the position and variety of work can help talented people to be more motivation. It challenges them and makes them not to be stick with one work for a long time, as they get bored pretty easily.

6. Evaluating and giving them feedback

Rojana and Mats indicated that evaluation process is very necessity. A feedback helps person to know what they have done whether the right direction or not, and also guides them for the future actions. In particular talented people, they need feedback since they like developing themselves and they see it as challenging. Of course to motivate others, giving positive feedback is very common tactics for encouraging them; ‘Yes. You’re doing a great job. Keep going.’ However, talented people need the sincere evaluation which they can listen and bring it in order to adapt to develop their own skills. Bodil suggested that from her experiences as manager or leaders, she has never given the bad feedback in
front of everybody. It should be private talk. Nevertheless, for positive feedback, she always speaks and appreciates in public.

In accordance with Mats, motivation comes fifty percent from yourself, and the other from people around or environment and surrounding. To build an efficient teamwork, firstly leaders should motivate yourself and set the clear goal which can present to others and make them understand easily. Secondly, leaders should have ability in selecting talented employees who are seemed to be motivated by themselves; after that treat them as individual. When having members who can motivate themselves and are able to encourage others at the same time, leaders should take into consideration the environment which can enhance employees to feel motivation; for example introducing variety of works. And lastly, giving them feedback; the sincere one, and show your true feelings no matter in appreciating what they have done, or suggesting them to overcome their struggles.

Conclusion:
To work in team, everybody needs to know their own position, understands and respects other members. Trust building and motivation creating are crucial factor which have strong influence on building successful team. It enables all members to be open-minded and open to get new ideas and see the value of diversity. It also enhances the ability of developing personal skills. However, the most important factor for building trust, motivation, relation, or even efficient is effective communication both between leaders and members, as well as among members.
6. CONCLUSION

In this chapter; the conclusion, I will summarize and answer the research question ‘Talented people in today’s organization; in particular how to support and stimulate them to work in team’. Starting with describing why organization should promote their talented employees to work together such as in the project work. Then I will present the model of team dynamic developing process; methods of support and providing talented people with motivation to cooperate with each other. The chapter will end up with the strategies or tactics which can be used or applied in order to encourage and motivate talented people to cooperate with others.

6.1 Why do the organizations should promote their members (talented people) to cooperate with others?

One essential part of the answer is because “people have a sense of right and justice, because acceptable agreements acknowledge all parties' claims for recognition as beings of equal worth.” It means that all levels of people should be treated in the same way, we should not underestimate the others’ abilities, but instead we should give them an opportunity to generate and present their ideas no matter level they are. Since we never know what it is going to happen. Sometimes the innovative ideas come from the bottom level of employees, and now it is beneficial for the companies. Furthermore, collaborative work results in the better opportunities to create or produce something together from all employees. Nowadays, collaborative work is one of the most important factors in order to accomplish competitive advantage over other competitors. (Whiteside K., 2007, p.280-283.)

Particularly, it is advantage to have talented people within the organization. And it would be better chance to gain success and profits if an organization takes the consideration into the significance of stimulating these value people to work together; as ‘1+1=3; great synergy’. Organizations can gain much benefits when they use all potential skills or competences they have from their employees. It does not mean that organization will gain the best result just only from their talented people. But rather it means that if organizations have talented employees, and if they know how to make them collaborate with each
other, the organization will have more chance to gain competitive advantage over other companies. (Irena, Export sales manager, Mercatus)

6.2 Supporting talented people to collaborate with each other (teamwork)

From doing the research, I try to create the model which is shown the steps for team dynamic developing process (Figure 6.1 The model of team dynamics developing process). To build the successful team, first of all, members should see the value of diversity; consider others’ capabilities as diversity, not differences. Understanding the fact that nobody is perfect; strengths come along with struggles. When we understand others, the process of acceptance will follow. Members should not underestimate others when they see someone’s struggles, but rather should accept each other in the way they are and try to help he or she to improve and develop skills. Respect is also very important in team working; it is the outcomes from understanding and accepting others. When we respect each other, the beginning step to do that is to listen. When we open the eyes and ears, we can have different perspectives which can be helpful for developing our team’s skills. Next step would be recognition. Why it is essential for building successful team; because we are human, and everyone would like others to recognize or appreciate who we are, what we have done. Especially leaders should show the attention and recognition to their followers, by doing this all members will have the feeling that they are one part of the group, and feel motivation to work effectively. Adaptation process would be followed. Most of participants emphasized on this step, they said that it is very necessary action which members should have in order to work in team. It is adaptation. We get to know other, we understand, accept, and respect what they are, and we adapt ourselves to others. Then, when members know each other; what strengths or struggles they are, leaders should be able to align them in the proper positions or works, and also create the space or environment in which passion of talents can combine with the organization’s goal. It is important tactic to leave them work as long as they show their capacity from their strengths, and at the same time to help them to surmount their difficulties. By following these steps through the effective communication both between leaders and members, and among members, working in team will be successful. However, to be more efficient, trust creating and motivation creating are suggested. Without trust, people will not follow others, and it is going to be very difficult to manage the team. For creating trust, first of all, members should be open-minded and try to understand the human’s nature. After
understanding others, to build trust members should be able to accept other people and respect them in the way they are. When problems occur or people face some difficulties, members should have the sincere feelings in supporting and helping each other in order to be successful and achieve the goal together. However, trust building is a long and continuous process; it takes time to bring everybody, especially talented employees to the group to trust each other. Participants suggested that to build trust, leaders should provide the activities both formal and informal. Training, coaching, mentoring program or having meeting can develop trust among members. Nevertheless, do not forget that it will be productive through effective communication. Trust can affect on the processes of team dynamic developing; for example the processes of understanding, acceptance and respect.

Apart from those processes, recognition, adaptation and alignment are influenced by motivation creating. Nowadays, motivation is the topic which many leaders have been discussing and attempting to find the strategy to build motivation for their followers, particularly for talented people. Creating motivation in team, firstly members should be motivated themselves. It is very significant, according to “Leadership and Motivation”, fifty percent of motivation comes from people around, the other fifty percent are from yourself. Therefore, being motivated yourself is priority. Then setting the clear goal enhances the motivation feelings. When members have their own motivation to do things, members should motivate others as well by getting to know other members, and also their interests. Understanding and knowing what other members are interested in and also their talents, you will know how to encourage and stimulate them in the right way. Last but not the least, feedback is suggested. Without feedback, members will not be able to know that what they have done is good or not. It is also involved in the stimulating and encouraging process. Members will be more and more motivation, when they get the feedback from leaders or even from other people, they will motivate to keep working and do it more efficiently. However, motivation can be created effectively through motivation both from leaders by having one-on-one interaction and from working environment or surroundings.

6.3 Specific strategies for leading talented people in order to support and stimulate them to work in team

From having interviews and surveys, most of participants pointed out that talented people demand talented leaders who know and have tactics for leading them. Normally, talented employees are the person who choose their own leaders and accept to be led from those. Likewise, leading talented people, firstly leaders should listen to them, understand their interests. Being a mentor, not a chief
enhances retaining talented people. In some extent, leaders should leave talented people work by their own way; give them freedom and definitely always support them. On the other hand, in some areas, leaders should support and stimulate talents to cooperate and work with others. Giving them the honest feedback is another tactic. Talented people will follow and accept to be led from the persons who they think that they can trust and they are interested in; otherwise, they will lose their interests easily. They like developing themselves, leaders should have discussion with talented people no matter for tracking work or even personal question. The strategy is that when it comes about negative feedback, leaders should avoid giving or saying in front of other employees. As it could destroy the trust and motivation which leaders have been creating. Thus, private talk is required. On the contrary, for the positive feedback, it is necessity to appreciate in public; it enhances the feeling of motivation for followers.

It is about developing social interaction skills for talented people. Since some of talented people are individualistic and they are pretty quite. Showing your care and paying attention, having talk can be practiced and can help them develop personal skills in communicating with others which finally, they will feel more comfortable to work in team.

6.4 Suggestion for future study

According to the model of team dynamic developing process, I created by based on the old model (from Ellis L., and Adair J.) and combined it with the practical knowledge which I have gained from participants. However, due to the limit of time, I did not have a chance to see how it works. Therefore, for future research, the researchers who are interested in this topic could test and evaluate model which perhaps later on they can suggest and adapt the model to be more up-to-dated version.
Team dynamic developing process

Trust creating
- Being open-minded
- Understanding human’s nature
- Acceptance
- Support and help

Variety of talents/individuals
- See value of diversity
- Understanding
- Acceptance

TRUST

Motivation creating
- Be motivated yourself
- Set the clear goal
- Get to know others’ interests
- Understand their talents
- Interact with others
- Give the feedback

Acceptance
- Respect
- Recognition
- Adaptation
- Alignment

MOTIVATION

TEAM SUCCESS

Figure 6.1 The Model of team dynamic developing process (Suntharanont V., 2009)
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