



The Innovative Construction of Team Culture in the Hypothesized Organization

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Abstract

Along with the globalization and the technological advancement, more hypothesized organization as well as hypothesized enterprises of more forms will appear. This article mainly analyzes the innovative construction of team culture in the hypothesized organization, and it explores in every detail the construction of team culture from five aspects: the team role transformation in the hypothesized organization's team culture, the member coordination, the knowledge management, the study efficiency, and the information system optimization, thus putting forward the feasible proposal for the resent hypothesized organization's improvement and development.

Keywords: Hypothesized organization, Team culture, Innovation, Construction

Introduction

As an innovative form and goal for enterprise organizations, the hypothesized organization demonstrates its huge superiority and vitality under the current network economic condition day by day. It not only can promote the enterprise's core competitiveness effectively, but also has safeguarded the implementation of the enterprise's core competitiveness strategy powerfully. The team cultural construction is a organizing and managing process in which the enterprise carries on team cultural content's production, processing, dissemination and utilization in the dynamic environment in order to form and maintain the competitive advantage. For the team culture is the hypothesized enterprise's essential resources, the innovative construction of team culture turns out to be especially important. The innovative construction model mainly includes the following five factors: the team role transformation in the hypothesized organization, the member coordination, the knowledge management, the study efficiency and the information system optimization.

1. The team role transformation in the hypothesized organization's team culture

1.1 The team superintendent's role transformation in the hypothesized organization

The team superintendent whose primary responsibility is to establish the new team philosophy including the description of the beautiful prospect for the company and its customers must define the enterprise's prospect in the future and transmit it to the team members. The team superintendent must arrive at the corresponding responsibility with his or her own values, the communication skill, the management style, the achievement weight method; the team superintendent must become the company's symbol of morals and honest through the reappeared announcement and speech; the team superintendent must be the company's most outstanding multi-talented person, because with the fierce external environmental change, the team superintendent should have the full preparation to deal with the sudden outbreak momentarily and make the decision in the short time; the team superintendents must trust all members. The hypothesized enterprise's team superintendent must believe that the team members will make the responsible decision while the member must stick to the prospect described by the team superintendent, because in the hypothesized enterprise, every member is to some extent a leader with its independent work, mutual trust appears very important.

1.2 The team member's role transformation in the hypothesized organization

The embodying characteristics when the members lack mutual contact contain the opinions, the viewpoints and the manners which are all expressed by the verbal message, the physique information and the behavior information; the member has the different cultural context, the religious tradition, the customs, which will lead to the cultural conflict inevitably. For example, the language difference is very easy to cause the information loss and the information distortion when the information is transmitted, and the difference of cultural context will also deviate the members' understanding towards the information; the members' mutual communication is generally restricted to the official communication, and the unofficial communication is little. However, the unofficial communication is often helpful to member human capital accumulation and the organization's technological innovation, to establish the good cooperation relations among the members, and to form the team cohesive force; for every member in the hypothesized team has his

or her own core competitiveness, it's challenging to put together these strong-trend individuals into one large unit; every member is in the different region and has the different daily schedule, the working style and son on, which right increases the difficulty for team's coordination; communication among members relies on the present information technology, so the degree of technological mastering is destined to influence the speed of the information flowing and feedback inevitably, then influencing the entire team's efficiency; the hypothesized team's characteristic has decided the long-distance management is its main mode of administration, which make the member himself or herself make best use of his or her own information advantage to circumvent the duty or responsibility left behind. Every team member is rational and has his or her own core competitiveness. They may leave the team easily, not only creating the team talented people's outflow, but also interfering with the project work's smooth advancement, moreover possibly causing the divulging of the knowledge, the information and the technology and bringing the heavy loss to the organization.

2. The member coordination in the hypothesized organization's team culture

The coordination degree between the team members and the hypothesized organization environment is the key factor that decides the highly effective operation of the hypothesized organization. The coordination between the team members and the hypothesized organization environment includes three different aspects:

2.1 Coordination between the team members and the hypothesized organization

The team member's knowledge, the technology and capability should maintain consistent with the concrete work's demand in the hypothesized organization. Specialized knowledge: in a hypothesized organization, the members surmount organization's boundary in order to seek the mutual supplement of skills or the sharing of the knowledge and professional skills. In the hypothesized organization, most concrete work projects take the knowledge as the foundation, and they're completed by the staff with the specialized knowledge. Therefore, the possession of specialized knowledge is the essential condition to finish the concrete work in the hypothesized organization. Electronic technology knowledge: because the members are extremely scattered in the space and without the unified timetable, they mainly rely on the information technology based on the electron mechanics of communication (e.g. Email, local network, video conference). This technology not only may connect people working in different places, but also is helpful to the cooperation of personnel from different countries and different enterprises. Therefore, if the staff want the highly effective work and communicate with others well, they must have the computer knowledge. Autonomous working ability: asynchrony and geographical disperse in the hypothesized organization make the leaders hard to supervise and manage their subordinates. So in order to accomplish the work under the loose surveillance condition, the staff needs to have the work ability of self-instruction, self-encouragement and self-restraint. Time management ability: lacking the direct surveillance, the staff in the hypothesized organization may carry on the work to some degree according to their wishes. With such efficiency engaging in the concrete work of the hypothesized organization, the staff needs to have time management ability, arriving at the goal of fulfilling the work on time.

2.2 Coordination between the team members and the hypothesized team

The hypothesized team has the disperse of time, space, culture, organizational agency, whose members often come from different countries and different teams and cooperate with each other through electron mechanics of communication, achieving a specific objective together. Member confidence level: because the hypothesized organization has crossed off the fixed organizational agencies, canceled the numerous management levels, been not a management entity in the legal significance, and been without the restraint and standardization of related legal, which requests every member enterprises in the hypothesized organization to trust each other. For the hypothesized team, the team members should trust and support each other's work. The importance of trust in the hypothesized team is manifested in various aspects, such as the wish of cooperation, the adjustment of practical work, the reduction of danger, the solution of contradiction, the hypothesis of goal, and the creation of common value. Crosswise communicative ability: the effective cooperation and study of partners with different backgrounds. It includes the ability to help communicate members from different functional departments, the ability to study others' professional skills and find their relationship with their own specialty, and the ability to analyze objectively the viewpoints different from theirs. Considering that the hypothesized team is often made up of the staff from different departments, different enterprises and different countries, and they haven't yet formed the general method for the joint work, cooperation is the key factor to solve the uncertainty and the complex. Communication and exchange ability: the cooperation relies on most in the hypothesized team the electron mechanics of communication that makes the hypothesized team members overcome the inconvenience to communicate whether in the time or the space. The electronic communication is different from the face-to-face communication, but studies indicate that the electronic communication may also cultivate the team's internal communication and mutual trust.

2.3 Coordination between the team members and the organizational agencies

Independent decision power: in the hypothesized organization, because of the asynchrony in the time and the disparity in the space, the staff stays away from each other and don't have the common duty timetable. The flat organization and management structure is also adopted in the hypothesized organization. Compared with the management of the branch level organization, the management in the hypothesized organization is looser. In this kind of organizational structure,

without the manager's close surveillance, the staff is requested to have the self-control ability including the self-encouragement, the self-instruction, as well as the determination of their own goals, the job schedule, the work method and the output. That staff that has more self-control ability will adapt better to the management pattern full of high dispersion and flexibility in the time and the space in the hypothesized organization. Nimble flexibility: the reason for the hypothesized organization's formation is to adapt to the present frequently-changing market, satisfying the customers' various demands. The hypothesized organization is in fact the enterprises' dynamic union making the rapid reaction to the market environment change, a strategy which takes advantage of every nimble condition. The hypothesized enterprise often breaks its own boundary and the sole enterprise's level structure to join the flexible organization composed of enterprises in the different time and the different place. For the work mission, the work role and the working arrangement are frequently changed in the hypothesized organization and the staff is all required of the flexibility as well as strong adaptation. In the hypothesized organization with scattering management, the staff's flexible ability should be paid attention more. Multi-cultural compatibility: along with the aggravation of the global market competition, more and more hypothesized organizations' formation stretches across several countries, and the cultural difference is more prominent. The difference of cultural backgrounds will lead to working conflicts which cut the efficiency for the staff's work. Moreover, the staff's communication in the hypothesized organization is mainly by the electron mechanics of communication, so the misunderstanding made by cultural disparity will be difficult to resolve, which asks the staff to have many kinds of verbal skills and to understand different cultural backgrounds and the trans-culture communication skill, adapting better to the work collective in the multi-cultural context.

3. The knowledge management in the hypothesized organization's team culture

3.1 Interior accumulative effect

The knowledge management in the hypothesized organization needs to obtain a more important status diligently in the enterprise, forming "the entire company's knowledge management". The enterprise must set up the special knowledge management department, or appoint the knowledge management personnel at least. There're two reasons for the knowledge management centralization in the hypothesized organization: on one hand, the key of knowledge management lies in the transformation from individuals' recessive knowledge to dominant knowledge, but this transformation can only be realized by all the staff's participation and attention; on the other hand, the knowledge, is of great importance to the staff in the hypothesized, which is the origin of competitive power.

3.2 Exterior coordinative effect

The cooperating staff in the hypothesized organization should stick to exterior coordination in the knowledge management strategy. The exterior coordination is that partners in the organization cooperate and coordinate with each other during knowledge management and get the greatest coordinative effect. The enterprises' knowledge management coordination in the hypothesized organization is on the basis of establishing the knowledge alliance. The knowledge alliance usually may be in the tactic, and also in the strategy. However, the knowledge alliance in the hypothesized organization must be strategic, for the knowledge alliance, the hypothesized organization that nearly takes core competitive power as foundation fully to operate is in the renewal. Remolding the core competencies and transforming its advantageous competitive rules owe vital function to the knowledge alliance.

3.3 Cultural actuation mechanism

Regarding the enterprise members of the hypothesized organization, the culture is the key of knowledge management. For the hypothesized organization's individual members are frequently separate in the space, the face-to-face communication is less than the conventional enterprise, so the relation among individual members and the relation between individuals and enterprises are quite looser. In such environment of weak culture, the resistance to the transformation from the recessive knowledge to the dominant knowledge can be bigger. Moreover, the knowledge transformation is often cross-organizational for the vulnerable trust relationship worrying people while communicating in the hypothesized organization. Therefore, the hypothesized organization should regard culture as the power to accelerate the knowledge accumulation and transformation.

3.4 Code-type transformation strategy

The hypothesized enterprise must pay attention to the importance of information exchange technology in the knowledge management. Simultaneously, the hypothesized enterprise should strive to transform the individual recessive knowledge to the visible objects like documents, other than the personification strategy that is meant to establish and consummate the knowledge chart directing to the recessive knowledge owners. There're some reasons for the hypothesized organization's knowledge management to choose the code-type transformation strategy: the implementation cost is low; the implementation results' difference of the code-type transformation strategy and the personification strategy lies in that the former can guarantee the enterprise to control highly the useful knowledge; lacking face-to-face communication in the hypothesized organization, the staff may look up coded materials more efficiently while needing some knowledge.

4. The study efficiency in the hypothesized organization's team culture

According to the changeable environment, the team should derive the related material, the energy and the information from the external environment and carry on the adjustment and innovation of the system, the organizational structure, the personnel constitution, the informational channel and the culture promptly, changing or breaking the day-by-day ossified state of equilibrium in the team.

4.1 Determine the reasonable scale and the organizational structure

On the premise of guaranteeing the mutual supplementation of knowledge and skill and the realization of goal, we should reduce the team scale as far as possible. The hypothesized study team is not suitable to use the traditional pyramid-like multi-level, but should pay great attention to the organizational structure of vertical relationship or to construct the flat structure with crosswise relation, small scale and few management level, strengthening the team's mobility and flexibility, as well as information's prompt-transmission capacity and fast strain capacity.

4.2 Guarantee the unimpeded information channel

The various team levels' superintendents should adopt the suitable communicative method, the communicative channel to exchange goals, plans and emotion with members and partners regularly, avoiding the lengthening and shortening of the information channel as well as the distortion and obsolescence of the information transmission.

4.3 Make the good cultural atmosphere

A good team culture which is suitable with the environment can guarantee the realization of the team goal.

4.4 Establish the effective system

The system of achievement examination and assessment, the drive system, the benefit assignment and the risk-share system in the team should be scientific, reasonable and adapt to the changing environment.

4.5 Enlarge the system's openness

The team must be open. On one hand, the personnel are open. The authoritative core may adjust the team members according to the actual needs, and new partners can join it or withdraw from it unceasingly; on the other hand, the team should have close relation with the external politics, economy and technology from time to time and interact with the external environment for exchanging information, energy and materials momentarily.

4.6 Consummate the human capital's property right excitation system

4.6.1 The appraisal of human capital's property right value

The correct appraisal of human capital's property right value is the foundation of building up effective human capital's property right system. Because the human capital cannot separate with the individuals holding this kind of capital, the property right's characteristic of the human capital displays the remarkable individualism and personality and the human capital are easy to cause the team staff's "the convenient vehicle" behavior. If not giving the fair appraisal to the human capital's value, it will cause the dissatisfaction of the staff with greater achievement, further leading to these staff's reverse choices harmful to the organization's benefits.

4.6.2 The quantification of human capital's property right value

We should establish the coordinated incentive mechanism in which the owners of human capital share the enterprise's surplus claim power and domination. The modern property right theory can make the members who are hard to supervise but important coordinate the surplus claim power with the domination to the greatest degree through the property right arrangement, which brings the smallest external factors and the biggest total value of the corresponding enterprise. The knowledge staff is the most important resource of the hypothesized organization. The human capital is hideous and hard to be monitored, which makes the human capital have full information advantage whose asymmetry help the human capital to have the advantageous status in the enterprise's gambling. When the owners of human capital feel their contribution is smaller than the repayment, they will use this information advantage to seek individual welfare by reducing their achievements. Therefore, the correspondence of the human capital property right and surplus property right as well as domination is the best arrangement of property right.

4.6.3 The establishment of the human capital's property right restraint mechanism in the main form of the deferral reward system

Just as the human capital drive, the human capital restrain is the core of the human capital property system design. For the human capital, on one hand, we should respect the human capital and let it come out in the property right establishment; on the other hand, we should also consider how to control the human capital in the property right establishment, which is right the modern property system. As a result of the human capital's hideaway, the human capital may fully use its private information to produce "the moral hazard" and keep the short-term utility behavior, harming the shareholders' benefits and the enterprise's long-term benefits. Therefore, the establishment of the deferral reward systems in the form of term right and term stock is an effective property arrangement. The deferral reward

system can arrive at the long-term drive goal through short-term income lag of the human capital owners. The operators in assignment period can obtain the hypothesized income right that's not allowed to cash. If the operators in assignment period have the false achievement or harm the company benefits, they will get nothing after end of duty. The perfect combination of the property right and the property drive is the premise that the human capital's property right system drive can exert its anticipated effectiveness and both are indispensable.

5. The information system optimization in the hypothesized organization's team culture

5.1 The knowledge network system

The knowledge network of the hypothesized organization is the network that's composed of partner units with individual core knowledge by the information network. In the entity organization, the land, the capital and son on are its core resources while the knowledge has become the core resource in the hypothesized organization. The knowledge mentioned here is in a broad sense, which includes not only the obvious knowledge such as character, mark, image, sound and so on, but also the indistinct knowledge includes human's various abilities——intuition, insight, creativity, judgment and so on. Knowledge is not only the input resource and raw material for human resources' development and operation, but also the output product for human resources' development and operation. So the knowledge network has unique value and function in the human resources' development of the hypothesized organization. On one hand, the knowledge network provides the platform for the human resources' development and operation. In order to keep core competitiveness and the comparison superiority, regardless of carrying on the self-service human resources' development or drawing support from the specialized organization, every partner units all need the perfect knowledge network that works well. On the other hand, through the human resources' development, the grasped knowledge of every partner units is becoming richer, which further strengthens the core competitiveness. From this point, the content of the knowledge network's every point is renewed enriched unceasingly while the knowledge network's function as the platform of the human resources' development is more outstanding.

5.2 The information network system

Relying on highly effective network facilities and tools, the computer network makes the hypothesized operation comparatively quick and prompt. The human resources' development work in the hypothesized organization is often so massive that sometimes it can ever be launched in the global scale. Those coordination information needs the highly effective and fast transmission, otherwise the decentralized work relationship is unable to be effectively coordinated and the cooperation will lose its foundation. The computer network may connect the information systems dispersing everywhere, making all the resources (including people, computer, and information) enable to be shared by partners joining the human resources' development and cooperation, and making both sides of supply and demand cooperate with each other based on overcoming the time and space limits.

5.3 The contract network system

The knowledge network's formation and good operation in the hypothesized organization cannot leave the contract network. Without the contract network system, knowledge will in a scattering and separate condition. At the same time, partner units are unable to carry on the knowledge supplementation, and the cooperation also lacks psychological basis. The contract network, in fact, is the cooperation network. The establishment of the contract network firstly lies in the confirmation to partners——not only confirm the partners who can supply human resources' development service, but also the partners who need to supply human resources' development service. After the confirmation, there will be a negotiation. On the basis of the multilateral negotiation, a contractual relationship is formed, which is followed by the construction of the contract network. Any organization in the contract network may also go on developing the secondary contract network. What we must stress is that the contract network's maintenance doesn't depend on the contract's compatible adjustment mainly by the system standards and re-negotiation, but depends on mutual good faith and great satisfaction left to others during cooperation. If we don't maintain the good partnership, the human resources' development needs to re-proceed the multilateral negotiations for every time, which enhances the running cost and sets the barrier for the partner units' cooperation in the hypothesized organization.

The relations among the three aspects: first, the establishment of the knowledge network system takes the information network system and the contract network system as the foundation. Without the information network system as the technical support, the knowledge network system is impossible to revolve effectively and the knowledge can't be used in supplement; without the contract network system as the system support, the knowledge will be at a scattering and independent status and an integrated and systematized network won't be formed without knowing where to begin, leading to the lost of knowledge foundation in the human resources' development of the hypothesized organization. Secondly, the knowledge network system adds the practical application value to the contract network system and the information network system. The contract network system in itself is of no significance, but its capability to promote knowledge to become part of network is valuable. The information network system's value in the human resources' development is mainly embodied by revolving the knowledge network system. Simultaneously, the information network system is also the foundation of the contract network system's formation. These network systems coordinate mutually

and depend on each other, constructing together the entire system of the human resources' development and operation in the hypothesized organization.

6. Conclusion

In brief, looking from the present tendency, the conformity of core competitiveness in the global scale is nearly irreversible, so the hypothesized organization will play a major role in the future. The way to construct and innovate the hypothesized organization's team culture as soon as possible is an advantageous key of the enterprise in the following several years. We should make a good understanding of the enterprise's characteristics and adopt the hypothesized organization modes effectively with steps and plans, stimulating the enterprise's vitality and enhancing the organization's achievements truly.

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