

**THREE MAIN CHARACTERISTICS OF EFFECTIVE
TEAMWORK AT AU BON PAIN THAILAND**



**A THEMATIC PAPER SUBMITTED IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR
THE DEGREE OF MASTER OF MANAGEMENT
COLLEGE OF MANAGEMENT
MAHIDOL UNIVERSITY
2014**

COPYRIGHT OF MAHIDOL UNIVERSITY

CONTENTS

| | Page |
|--|-------------|
| ACKNOWLEDGEMENTS | ii |
| ABSTRACT | iii |
| LIST OF TABLE | v |
| LIST OF FIGURES | vi |
| CHAPTER I INTRODUCTION | 1 |
| CHAPTER II LITERATURE REVIEWS | 4 |
| CHAPTER III DATA COLLECTION METHODOLOGY | 13 |
| 3.1 Reserach Question | 13 |
| 3.2 Selected Participants | 14 |
| 3.3 Procedures | 15 |
| CHAPTER IV FINDINGS | 16 |
| CHAPTER V RECOMMENDING | 21 |
| CHAPTER VI CONCLUSION | 22 |
| REFERENCES | 24 |
| BIOGRAPHY | 26 |



ACKNOWLEDGEMENTS

This thematic paper would not be possible without the help of Dr. Brian Hunt who have given advice since the beginning of research, he has been supporting, explaining and clarifying me when I was lost and confused. He also has been taught me how to find proper sources of information, encouraging me to work hard and show me the way to accomplish my research. I would like to thank all my friends, Mr. Jadsada Pitirojchaichan who have suggested me and inspired me to do a research on Au Bon Pain Thailand which also has been one of my interests for long time, Mr. Piyawit Khobkokkruad who has accompanied me to observe and help me to not overlook to details, and always encourages me to put all my efforts into my research.

Most of all, I would like to express my gratitude to my parents who always have been supported me since I started my master degree at CMMU, They always understand me when I'm tired and they never criticize me but always cheer me up. My sister, Miss Chommanard Sapsubbsakul is who I want to say "Thank You", she is one of the advisors I have had during this research, she never gives me any solution directly but she always encourages me and shows me the way to find my own solution instead. Lastly, I would like to thank Au Bon Pain Thailand that has established in Thailand and lets Thai people enjoy and experience the western cafe and restaurant in Thailand. Moreover, I thank Au Bon Pain Thailand that has let me sit in their cafes for many hours and many days even they do not know that I was observing them but their service really make me impressed and feel comfortable. Au Bon Pain has given me many experiences and knowledge that I would never have without this research. More importantly, CMMU has given me knowledge plentifully and make me be prepared to work in real life and show me how to apply all knowledge to real business. Thank you.

Sountree Sapsubbsakul

THREE MAIN CHARACTERISTICS OF EFFECTIVE TEAMWORK IN AU BON PAIN THAILAND

SOUNTREE SAPSUBBSAKUL 5549027

M.M. (ENTERPRENEURSHIP MANAGEMENT)

THESIS ADVISORY COMMITTEE: ASST.PROF.BRIAN HUNT Ph.D,
ASSOC.PROF. SOOKSAN KANTABUTRA, Ph.D., ASST.PROF.WINAI
WONGSURAWAT, Ph.D.

ABSTRACT

The teamwork plays an important role in cafe and restaurant business like Au Bon Pain Thailand. Therefore, Au Bon Pain Thailand should pay attention in this particular strategy which will make Au Bon Pain Thailand sustain its competitive advantages in Asian market and also overcome the possible obstacles from upcoming AEC in next few years. This thematic paper discusses three main characteristic of effective teamwork in Au Bon Pain Thailand which is coordination, communication, and appropriate culture. This thematic paper has conducted in order to understand more about effective teamwork. An observation has been used in 3 different branches in Bangkok which are Vichaiyuth hospital, Phayathai2 Hospital, and Sun Tower Building to gather data for this thematic paper, this paper has revealed the understanding of three main characteristics of effective teamwork and clarify a meaning of it by using theory of Tuckman to support the fact that all three main characteristics are constructing through the team development.

KEY WORDS: characteristics of effective teamwork/teamwork theory/ Au Bon Pain Thailand/team working

26 pages

LIST OF FIGURES

| Figure | Page |
|---|-------------|
| 2.1 Forming Stage | 8 |
| 2.2 Manager's Role in Forming Stage | 9 |
| 2.3 Manager's Role in Norming Stage | 10 |
| 2.4 Performing Stage | 11 |
| 2.5 Manager's Role in Performing Stage | 11 |
| 4.1 Example of Team Working in Au Bon Pain (Phayathai 2 Hospital) | 17 |



LIST OF TABLE

| Table | Page |
|----------------------|------|
| 3.1 Observation Form | 14 |



CHAPTER I

INTRODUCTION

Nowadays, as technology and innovation create more intense business competition, then all companies should develop their strategies and find the key success factors in order to survive and be a leader of the market. AEC is one of the other factors that forces Thai businesses to be well prepared in order to compete with other in the big new market. Thai organizations should find the ways to step up themselves and sustain their competitive advantages. This change is not only for short-term benefits but also for long-term benefits. Thailand is a country in South East Asia which nature of Thai people are relaxed, polite, pleasant, avoiding conflict, having fun, following the authority, seniority (1999-2012 by Mark Evan Prado). Therefore Teamwork is one of the possible strategies or one of the key success factors that could increase quality of outputs, morale, and performance of staff. It could create a competitive advantage to compete with others in upcoming AEC. A teamwork building requires some processes to form an effective teamwork. This thematic paper aim to analyze the importance of characteristics of team work that would make teamwork be more effective in a product based and service business like Bakery and Cafe. Au Bon Pain will be analyzed three main important characteristics of effective teamwork which benefit an organization both in short-term and long-term.

Au Bon Pain is a bakery and cafe which has been established in Thailand for almost 13 years since July 1997 ("Au Bon Pain:." *Au Bon Pain*:. N.p., n.d. Web. 02 Dec. 2013). Au Bon Pain is bakery and cafe business that originally from Boston, Massachusetts, USA. The owner is Louis Kane who starts his business since 1978 and today Au Bon Pain has more than 250 cafes all around the world in many countries such as USA, South Korea, Dubai, Kuwait, India and Thailand. There are 40 branches in Thailand. By expanding the business throughout the world Au Bon Pain needs to adapt their organization culture in each country in which they are expanding. are expanding. As it is a product based and service business, then they should concern

about keeping the product standard and excellent service with a warm and friendly atmosphere.

However, Au Bon Pain in Thailand still has many competitors both from Thai companies and Foreign companies such as Starbucks, and Mezzo, etc. This thematic paper aim to find the key success factor and strategy that help Au Bon Pain overcome the obstacles that could occur in the near future. Furthermore, working as a team will not only help Au Bon Pain to increase the quality of outputs, but in long term the effective teamwork also motivates their staff to improve performance, increasing morale, reducing the turnover rate and other more benefits. This thematic paper will use the observation method to find the factors that help constructing an effective teamwork or the characteristics of effective teamwork at Au Bon Pain cafe. There are several characteristics such as communication, nature of Thai culture, personalities of staff, coordination, leadership, resources, and trust, etc. In addition, this research will observe Au Bon Pain Cafe through the process of team building. The Tuckman theory of teamwork will be used to define the characteristics, which are building up in each stage. Tuckman's (1965) theory of teamwork has divided the processes of team building into 4 stages (Forming, Storming, Norming, and Performing) and in 1977 Bruce W. Tuckman has found that there is the fifth stage, which is adjourning stage.

Beside, most of the organizations in Thailand might have been used this strategy for some time but it is not popular as in the Australia. Australian companies have been used team working strategy widely and more effectively as a research from of Sharon Mickan and Sylvia Rodger (Mickan & Rodger, 2000), Characteristics of effective teams: a literature review. Sharon Mickan is a PhD student and Sylvia Rodger is a Senior Lecturer in the Department of Occupational Therapy at The University of Queensland, Australia and the research of Riebe, L., Roepen, D. (2009)., "Surviving teamwork: Engaging in the process to develop and sustain a key employability skill" has shown that working as a team helps developing and sustaining a key employability skill. This research was conducted at Edith Cowan University in Australia. Therefore, culture differences might be some of factors that make Thai people are more familiar with seniority than working as a team. The benefits of teamwork are more idea generating, experiences and knowledge are shared

within a group, social needs are fulfilled, supporting to each other, sense of accomplishment when they succeed, etc.

In contrast, there are also disadvantages that all companies should be concern which are team working can cause a conflict and Thai people tend to avoid it, some good ideas could get lost because of some members are quite and feel uncomfortable, and if the leader can't lead them well then it could impact to any relationship, either among the group members or a relationship between department could possibly breakdown.

In conclusion, the factors that made teamwork be effective could be different from business to business; therefore, it is hard for Au Bon Pain to manage all branches in Thailand without team working. Since all stages of team building theory (Tuckman theory of teamwork) take time to develop and it requires a leadership then this thematic paper will be focusing on the 3 main characteristics of effective teamwork (coordination, communication, and appropriate culture) which are obviously appeared by observing. The coordination helps team members work as cohesive group, communication could build a strong relationship or could breakdown any relationship, and appropriate Culture creates norms that people within organization always believe and do. The researcher will observe Au Bon Pain Thailand in working processes, working styles, employee's behaviors at work place or the organization culture through each stage of Tuckman's theory of teamwork in which each characteristic will be developed step by step. Lastly, teamwork could be one of the key success factors of Au Bon Pain Thailand.

CHAPTER II

LITERATURE REVIEWS

There are many researches from all around the world that show the benefits of working as a team rather than work individually. A teamwork definition by Andrew Latham is "Teamwork involves the interaction of individuals to a common purpose where the interests of the individual are secondary to group unity and the efficiency of the group to perform the task assigned". On the other hand, working individually means that a task will be completed by individual one. Sometimes working individually will be easier to concentrate and focus. Interruption is less than working as a team and a decision will be made more quickly and a credit from any achievement will be belonged to individual one. However, there will be less ideas generation and employees will feel lonely with no interaction with others, which could lead to low morale and decreases the work efficiency in the future. The teamwork will reduce these risks because working as a team improves relation among staffs and generate a lot more ideas even a decision-making will be made slowly but it will be a quality results (Individual Work Versus Team Work." *StudyMode.com*, 10 2008. Web. 10 2008.)

However, an effective teamwork can be measure by outcomes or outputs such as KPI, number of new products launched, high standard of product and services. In addition, the characteristics of each successful teamwork is different, causing by various factors such as culture differences, organization norm, rules, laws, personality of each one, etc. The most important factors that help creating strong teamwork are communication, trust among members, clarity of vision and mission, flexibility, and culture adaptation.

However, teams are viewed by 3 stages of process in the system where they are *input* the resources to process and then the *outputs* come out. The processing will define the characteristic of an effective team. The research of Sharon Mickan and Syla Rodger (Mickan & Rodger, 2000) has simply explained the benefits by evaluate

the team of healthcare business. Even this paper is now recently evaluated but this paper has explained it broadly which is easily to understand the basic knowledge about teamwork. Sharon Mickan and Syla Rodger⁵ have divided the characteristic into 3 aspects; the organization environment, individual contribution of teams and team process.

The organization environment helps creating norms within the company, which directly affect behavior. Clarifying the purpose, vision and mission of organization creates value to team members and motivate them at the same time by setting same goal and encourage them to seek the way to achieve it together. Appropriate culture, it will be following the purpose of organization or the mission statement that values are created then transforming those values to the norm or culture of organization to define their expectation and experience the success together. Specified task, it is about team' purpose, ability, and attitude which defined by a given task. It should be motivate all members and each one must involve in task and responsible for something that accountable and achievable. Distinct role each member must be assigned the role and responsibility but it should be flexible. In order to be an effective team, team members should be knowing member personality types, abilities, expertise, experiences to assign the appropriate role to them. If roles suite to them then the outputs will also has high quality, in this case is healthcare service quality to their patients. Anyway, some of the member may accidently create conflict by choosing to work with the one who they are familiar with but the good goals will help driving them to the way of achievement. Suitable leadership, the leader has to ensure everyone focus and make them be more confident on what they do. The leaders in this case are doctors, they must have ability to see the potential off each member and motivate them and develop the team performance which evaluated by satisfaction of the patients or the customers. Relevant members, the team members should have different expertise in various fields. The variety of interpersonal skills is to balance the team strengths and weaknesses and also to minimize conflicts. Adequate resources, In order to achieve the team's goals the resources such as financial resources, technical support, training programs or education must be enough for team members.

Individual Contribution is managing relationships between individual and teamwork. Self-knowledge, each member helps building team by their personality

and position. Individual needs to be independent and self-aware before they can be productive and respectful of others. Trust, team members should be sharing knowledge and experiences to others without fear of being exploited. In order to build an effective team up each one must develop their confidence in each other competence and reliability because each person has different competencies, assumptions and priorities. Commitment, self-knowledge and trust will help team members have commitment which will unify team to move to same direction, same goals. Commitment also motivates them to make short-term sacrifices to team task. In addition, high level of commitment sometime creates pressure to teams. Flexibility, requiring honesty, self-knowledge, reflection and regulation to maintain an open attitude and deal with difference of personal values

Team processes is an interaction and pattern among the team members to transform input into output. Coordination, concerning about process in which action or perform a task and ensure that fully used skills and knowledge of the team. Communication, an important factor in the process, in which each member has to listen to other ideas, opinions, and discussion. A good communication should be two ways communication in order to develop mutual knowledge. Cohesion, members must cooperate and work together to achieve the team goals. It requires the sense of belonging to the team in order to be motivated to accomplish the task. According to Kim Pepper Toelle. "Uniform: Creating Group Identity-A CBA Curriculum." *Uniform: Creating Group Identity* (2007), tells that uniform is one of the tools that can help employees feel that they are belong to an organization. Decision-making, if team members have variety of knowledge and skills then more information will be shared to the team and it generates more choices of decision to make. Conflict management, causing creativity and destruction at the same time then management is required. Social relationship, assisting team member and sharing information are results of good social relationship. Performance feedback, evaluation and performance feedback are the ways to maintain an effective teamwork. These are the aspects of Sharon Mickan and Syla Rodger₆ got from the evaluated healthcare business. Even though the research was collected and analyzed from the past but there are some research that still confirm those important characteristic with other information added to those new

research. Some research has shown that those characteristics are also important but they are overlapped in different perspectives.

Furthermore, the research of Riebe, L. (2009)., "Surviving teamwork: Engaging in the process to develop and sustain a key employability skill" has shown that working as a team helps developing and sustaining a key employability skill. This research has been conducted at Edith Cowan University in Australia. In addition "The ability to work in team has also been identified as significant graduate outcome of higher education" Riebe, L (2009). They aim to prove that learning skills which is working as a team can sustain and transfer to the workplace and beyond. Teamwork is not easily being taught but instead it is a combination of generic skills that develop or foster by practicing. Anyway it is also root within the objectives or goals of team, an exploration, each member experiences, or knowledge shared within the team. The generic skills are foundation of effective team, team members must help each other, avoiding conflicts, managing tasks meaning that everyone should be responsible for something. Team should know individual strengths and weaknesses, group norms which including places to meet, attendance at meeting, and meeting schedules. An individual should at least show their aptitude to team in order to full use their skills, knowledge, or ideas. However team must often evaluate team performance to see the results and improve it. It is obvious that the results or the outputs are the evaluation of team performance.

However, this study will observe a small group of employees in Au Bon Pain cafe and bakery using the theory of Tuckman (1965), Tuckman's stages of group development which is about team formation or team building. This theory has explained the formation into 4 stages; Forming, Storming, Norming, Performing, and in 1977 the fifth stage has been added to the theory which is Adjourning. Tuckman is currently Emeritus Professor of Educational Psychology at the Ohio State University, where he is also Founding Director of the Walter E. Dennis Learning Center. The explanation of dividing the stage of team building is that to help team grow and facing challenges together to tackle problems and find solutions, then plan to work in order to achieve the goals. In addition, the leader plays the important role in leading team in each stage, therefore the roles and responsibilities of leader in each stage are different

too. The interpersonal relationship and behavior of group members will be developed differently step by step.

The first stage of team formation is ***Forming stage***. In this stage, members of the team start to know each other interact to each other to form a relationship among them so in this stage all members tend to avoid conflicts. The leader's role in this stage is that to giving clear goals and direction, it is a foundation stage that constructs the structure of team, building a relationship, gets to know each other, ensures and clarifies a *communication*. (From figure 2.2) A leader should share the work equally, makes sure that no one get too much works and no one get too little works. Anyhow group with a simple task will pass through this stage quickly but a group with complex task and without support from leader will spend more time in this stage. In the research of Riebe, L. (2009)., "Surviving teamwork: Engaging in the process to develop and sustain a key employability skill" also used this theory to clarify the importance of teamwork.

The research also has demonstrated a role of facilitator (professor or the constructor in this case), which is to help team work productively by offering skills and reflection at strategic points in the semester. Likewise the goals setting and mission statement are leading them to same direction. It is obviously that there are few characteristics has been constructed in this stage only a relationship building, clarifying purpose, and a few managing in conflict resolution (Figure 2.1.)

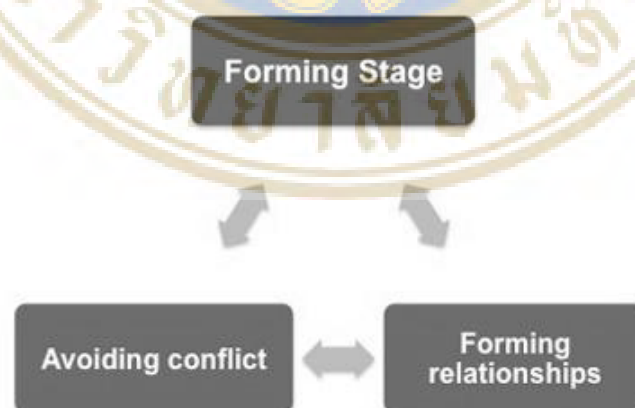


Figure 2.1 Forming Stage

Source: "Bruce Tuckman's 'Stages for a Group'" *Team Development*. N.p., n.d. Web. 20 Nov. 2013.



Figure 2.2 Manager's Role in Forming Stage

Source: "Bruce Tuckman's 'Stages for a Group'" *Team Development*. N.p., n.d. Web. 20 Nov. 2013.

Storming Stage, in this stage a lot of questions will be asked among team members, team's norm is being created. Therefore ideas gathering are in process and all members will begin expressing their thoughts, ideas, and personalities from each member. There will be conflicts that happen in this stage and it might cause to team moral then the leader or managers should ensure that cohesive and *coordination* take place instead of conflict. Two ways *communication* and active listening are important in order to get consensus and make a decision on task. A trust is also one of all characteristics that would be created in this stage. Sometimes in forming stage, it requires flexibility in team composition. From the research of Riebe, L. (2009), they also demonstrated that team's norms which are work norm, meeting norm, and *communication norm* will be established as rules of team. A work norm is about roles of each member assigned according to personalities, knowledge, or skills, and the guideline for quality of work. A meeting norm is about scheduling a meeting. A *communication* norm is about the ways to communication, via email, face to face, or cell-phone, etc and also the conflict-solving norm. From the research findings, there is a lot of compromising collaborative accommodating or even avoiding has happened in this stage. A conflict in working as a team in the college may cause by individual seeks for power to become a leader rather than earn it.

Norming, There are a lot of characteristics occur in this stage. Once a team has reached norming stage, team members are already know each other and know how to work together, then they will be moving forward to conflict resolution and focus more on achieving goals, setting team values and measurement indicators. Furthermore, a research from Edith Cowan University in Australia also showed that all members will value team goals more than their own personal goals meaning that self-knowledge of members are fully utilized. All team members are respecting each other, harmony, cohesive and trust which are strongly constructed. Anyway a pressure in accomplishment also happens to everyone. There are some skills appear in this stage from the research such as time management, awareness of intrapersonal and interpersonal skill, clarifying and summarizing skill, conflict management skill and active listening skill. The role of the leader or manager in this stage is not like previous one which requires less leadership. He or she will observe as facilitator and mentor (Figure 2.3) for all members to make them be able to work without leader' presence.

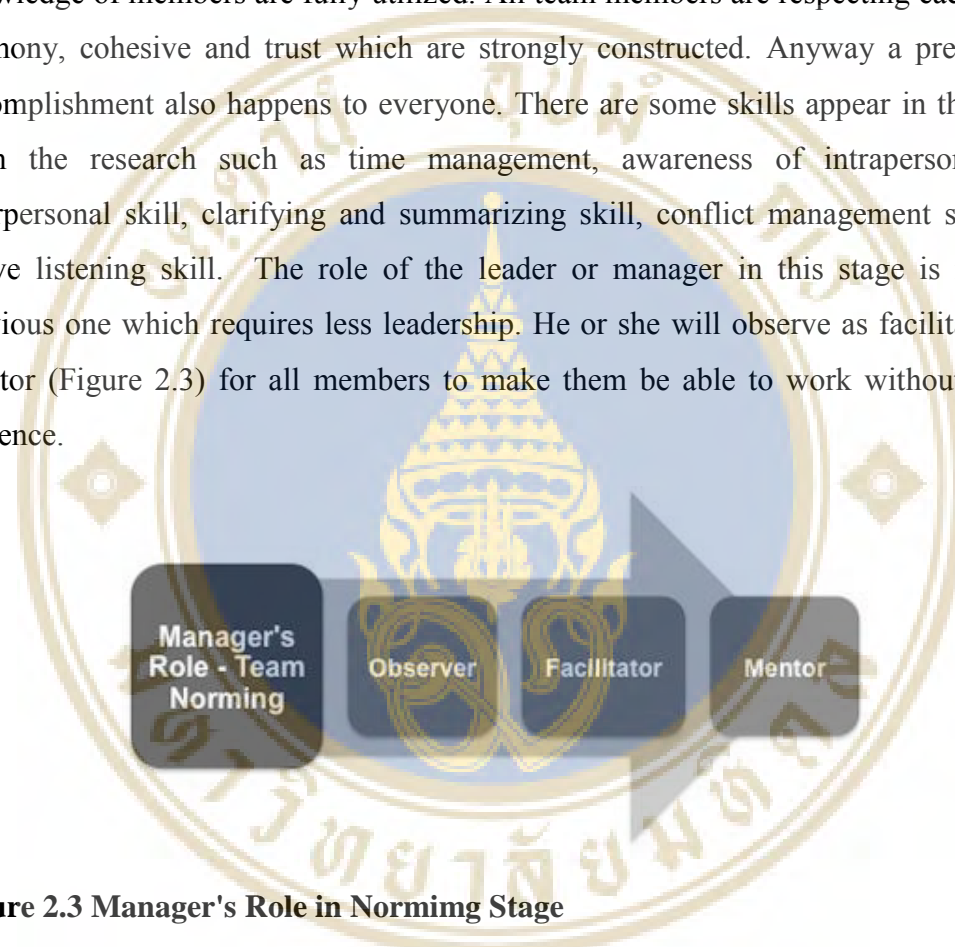


Figure 2.3 Manager's Role in Norming Stage

Source: "Bruce Tuckman's 'Stages for a Group'" *Team Development*. N.p., n.d. Web. 20 Nov. 2013.

Performing, the final stage of Tuckman stages of group development, team members will be highly effective, be able to make hard decision together, and establishing the mutual trust between team members. Members are strongly confident about outcomes. A commitment has been built within a team. In this stage team will accomplish the task with effectively because of many characteristics have been

developed from previous stages. The atmosphere is positive as the morale because everyone is enthusiastic to be part of team and become an autonomous unit. It is evidenced by the result of a research from Tuckman stages of group development of student in Edith Cowan University, Riebe, L. (2009), all team members will do whatever it is necessary for team accomplishment and satisfactory achievement or the goals or tasks. They can work smoothly without supervision of professor or instructor.

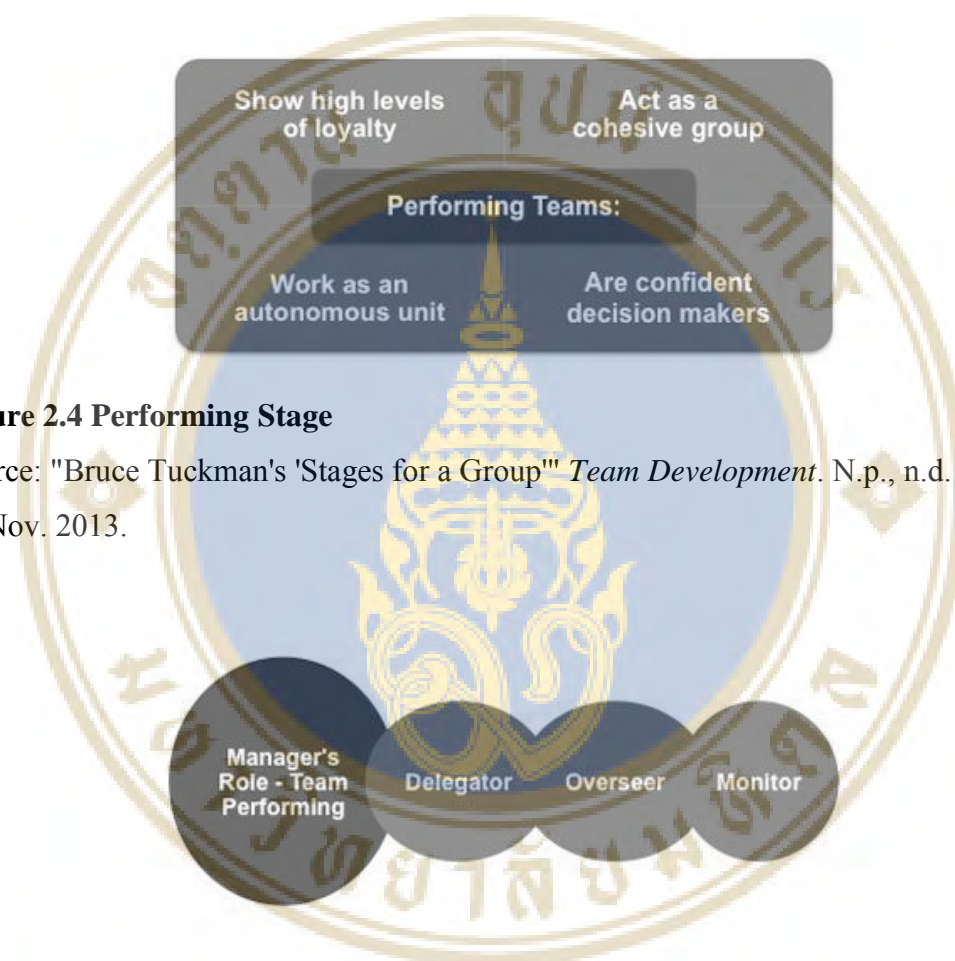


Figure 2.4 Performing Stage

Source: "Bruce Tuckman's 'Stages for a Group'" *Team Development*. N.p., n.d. Web. 20 Nov. 2013.

Figure 2.5 Manager's Role in Performing Stage

Source: "Bruce Tuckman's 'Stages for a Group'" *Team Development*. N.p., n.d. Web. 20 Nov. 2013.

Adjourning, when team has reached this stage means that team has reached its result. A task is completed successfully, its purpose fulfilled; everyone can move on to new things, and they feel good about what's been achieved. The leader or facilitator will ask and debrief their achievement, discussing about skills and

knowledge gain from team building in order to use them in the future. All members of team from research, students should be able to sustain and transfer these skills to new teams or even in the work place. The findings of this research is that students have learnt in cohesion through Tuckman stages of group development and have ability to transfer, sustain and develop these skill in future.

From the research it is clearly that all characteristic are overlapped in some stages, it is constructing through Tuckman stages of group development. In each stage, characteristics are building and become stronger and finally a team can continue working without fully facilitating of leader and be ready to next team building in the future, examples in real situation are changing team project or changing their jobs. Sometime when new member has been recruited to take place of some members in the group then team reverting to earlier team-building stages which is storming, as the new people challenge the existing norms and dynamics of the team. Therefore the characteristics also depend on types of task, types of group, types of people, types of business and culture difference. Future research, through the effect of culture differences toward Tuckman stages of group development and characteristics might be changed.

Au Bon Pain Thailand has been established in Thailand for almost 13 years since July 1997 then Thai culture might influence the characteristic in some ways. Therefore Tuckman stages of group development will clarify an occurring and improvement of each characteristic in each stage. Moreover, the importance of teamwork will be revealed during stages of group development, as the result of working as a team, which are quality products and services. All of characteristics of effective teamwork are important. In order to be *precisely focused on details*, this thematic paper will only focus on 3 characteristics, which are *coordination, communication, and appropriate culture*. These three main characteristics are not only obviously seen by observation but also appear and develop through many stages of Tuckman theory; it also helps team in conflict resolution, building relationship, and decision-making.

CHAPTER III

DATA COLLECTION METHODOLOGY

A data collection is a process of gathering information from several sources on variable of interest. There are 2 types of data, which are quantitative and qualitative. A qualitative data is about description or fact that cannot be measured; the methods that used to gather qualitative data are in-depth interviews and focus groups, observation, survey, etc. On the other hand quantitative data is about number that can be measured such as survey sampling, statistical test, etc. A quantitative data deals with number, which would not suit for teamwork theory. This research requires a fact and something that cannot be measured. However Since the interview is one of the choices of gathering data but it will make participants be aware of the Au Bon Pain cafe's image or even a bias to themselves. Therefore, this research will use observation method, which is qualitative research to gather data from Au Bon Pain cafe. An observation will help researcher gets data from real situation and focuses on each activity, role and detail. In addition, the participants of in this case are employees of Au Bon Pain cafe. They will not be aware of this observation, which makes a result be more meaningful. The findings are rich in insight of additional factors and drivers.

The observation lists will be focus only on 3 important characteristics of teamwork, which are coordination, communication, and appropriate culture, since these characteristics are noticeably seen by observing.

Research Question

This thematic paper aims to find the fact that Au Bon Pain cafe Thailand has these 3 characteristics, which are important to effective teamwork. By observing employees in Au Bon Pain working in different time and different locations, it will make observer gets various insight data. Then, gathering the information of these important characteristics (coordination, communication, and appropriate culture) will be an evidence to support the theory and research of characteristics of effective

teamwork. The researcher will focus on details of each activity and roles of each employee toward others or even the role and influence of leadership. An observation will use this table with a checking list of 3 important characteristics.

Table 3.1 Observation Form

Date: __/__/__

Branch _____

Duration Time: __: __

| Characteristics of Effective Teamwork | Activities | Details | Role |
|---------------------------------------|------------|---------|---|
| Coordination | | | Leader(manager): Leader(Supervisor): Staffs: |
| Communication | | | Leader(manager): Leader(Supervisor): Staffs: |
| Appropriate Culture | | | Leader(manager): Leader(Supervisor): Staffs: |

Selected Participants

The participants of this observation are employees in Au Bon Pain in 3 all branches. As most of Au Bon Pain branches are located in hospital and office building, then the following branches are chosen for this research; Vichaiyuth Hospital, Phayathai2 Hospital, and Sun Tower building. The observation will be divided to 3 times in each branch which is morning (8am-10.30am), afternoon (11.30am-14.00pm), and evening (5.30pm-8.00pm). Each observation will take 2 hours and 30 minutes to gather all needed information. Therefore, the observer will observe Au Bon Pain 9 times within 2 weeks.

Procedures

During the observations, all participants were not noticed that they were observed by outsider, in order to get the true and insight data from real and different situations. However, in some branch such as Phayathai2 Hospital, there were many people sat near the counter which make researcher had hardy time to observe, to hear or to see what they were doing.



CHAPTER IV

FINDINGS

From the research results, all these 3 characteristics were appeared in various activities. These 3 characteristics of teamwork are very important:

Coordination will make members of the team act as cohesive group and work for same goals; in this case, goals are to create a standard of products and services. Since human nature requires social interaction then **Communication** helps members of the team create a small society that skills, knowledge, experiences are shared. A strong relationship creates warm and good environment for work.

Appropriate Culture creates norms that people within organization always believe and do. Some norm is not suitable for a company and norms from various organizations within the same business can also be different. However, it depends on type of business and culture of each located country.

From the observation result, there were various activities that coordination happened during the observation, these are results from all 3 branches; staffs were helping each other to fill and pack bakery into plastic bags when there were no customers without commands from leader. They know what to do and be responsible for their duties. Furthermore, when customers ordered, the cook will stand by for his or her job at the station and listen to the customer's orders, Then he or she will read it out loud and be responsible for printing the order out to customers and other staffs in each station such as bakery station, beverage station, or kitchen station. In addition, when sending the order receipts to each section, it is important to ensure the orders are correct, and then he or she starts prepare or cook foods right away to save time. Moreover each staff tries to remember all order lists to remind others when they forgot.



Figure 4.1 Example of Team Working in Au Bon Pain (Phayathai 2 Hospital)

The other characteristic is communication. All staffs in Au Bon Pain always talk to each other through teaching (between manager and junior staffs), chatting, or working. Anyhow, they talk quietly so they won't interrupt customer's atmosphere and talk with appropriate words to create friendly atmosphere. Moreover, a staff who is responsible for taking order always use appropriate words and be polite to other staff such as says "Ka" and "Krub" at the end of each sentence. A staff also prints the order out to each section and use an abbreviation as same as the receipt for customers such as BV stands for hot beverage with a number that indicate size of beverages (8oz, 12oz, 16oz) and "I" stands for iced beverage with numbers to indicate size of beverages (16oz, 20oz) instead of full words in order to reduce time which is also be one of the norm in Au Bon Pain.

The appropriate culture; A uniform is one of the norms they do. The manager and supervisor will wear plaid shirt and all other staffs will wear black polo shirt and apron, the cook wear chef coat and hat which identifying them as the same team and represent the employees of Au Bon Pain. According to theory Kim, Pepper Toelle, "Uniform: Creating Group Identity-A CBA Curriculum." *Uniform: Creating Group Identity* (2007), A uniform create group identity and make them feel that they are sending the same message to customers because it has obviously seen that people who wear apron are people who are ready to provide service and the color which is orange represent "joy and creativity." "The orange color can create physical effects such as increased hunger, heightened sense of activity, increased socialization, boost

in aspiration, stimulated mental activity, increased oxygen supply to the brain, increased contentment, and enhanced assurance. Orange also helps aid decision making, and enhances happiness, confidence, and understanding" By Bourn, Jennifer, 16 Feb. 2011, a manager wears a shirt that is more official than apron to create reliability and chef is wearing a white chef coat to prepare and cook clean food. All staffs obviously work together like family. They smile and use "WAI" as greeting culture and say "Thank you" with "WAI", relaxed or "Sabai Sabai". There was no serious person who work alone and talk to no one or officially greeting with serious face. They all have service-mind mindset. During a break some staffs even bought another staff a lunch. There were some norms that all staffs call the older staff as "Phi" and younger staff as "Nong", it shows that Au Bon Pain also has seniority and "Kreng Jai" culture. All young staffs still have to pay respect to older staff by call them "Phi" even he or she is junior staff. All staffs in every branch have wear glove when cooking food, blending coffee, packing bakery into bags, in every activities that they have to touch foods which is one of the norms. All staffs will clean their stations and machines every time they finish working in order to make a station ready to use for other staff and they always fill in the ingredients to be ready to use during their free time for the rush hour. The other things that can be seen in these 3 branches is that the supervisor and the manager will do everything as other staffs do including cleaning floor to be an example for their staff. Furthermore, the manager in all branched will not criticize their staff but lead them by show them what to do. A manager and supervisor always use management by walking around to ensure that everything is going well as it should be.

In Vichaiyuth hospital branch and Phayathai2 hospital branch, there were few customer because of most of customers are patients of their relatives who just pass by Au Bon Pain. Some might interested in Au Bon Pain but some might not want to buy food & bakery and beverages from Au Bon Pain but from the hospital canteen instead. This factor cause Au Bon Pain branches that are located in some Hospital such as Phayathai2 and Vichaiyuth hospital have few customers than Sun Tower Building's. There will be some customers during the breakfast time, lunchtime, and dinnertime, but mostly at lunchtime (11.30am-12.30pm) and the less of time there will be too few customers. Since there were few customers in those 2 branches then

employees will have less experience in term of service that is not as fast as Sun Tower building's branch. Anyway, there are still standard of foods and services. In addition, there is also a lot of coordination, communication, and appropriate cultures appear in every activity they do (from the previous paragraphs) which are the important characteristics of teamwork in these 2 branches. A Sun Tower Building is office building. There are a lot of people in this building, including office workers, businessman and women, and foreigners. Therefore the supervisor in this branch is more enthusiastic and always encourages other staff to talk with both Thai customers and foreign customers.

There is another important factor that influences the effective teamwork from this observation, which is also supported by Tuckman theory of teamwork (1965) which is a leadership of manager or supervisor. From the research of "Bruce Tuckman's 'Stages for a Group", *Team Development*. N.p., n.d. Web. 20 Nov. 2013, a leader has to ensure that everyone works for the same goals and objectives and they are working as a team which they should coordinate and communicate in the right ways and ensure that there is a culture that fit to an organization. In other way to say is that they act as a cohesive group. In the observation, manager in all 3 branches use management by walking around tactic and do as example to lead their staffs. For example a supervisor in Sun Tower Branch shows their staff how to up selling the products by greeting customers and then suggest them a special menu. In the afternoon time which there was fewer customers than lunchtime, a supervisor walks around to check out everything and a customer walk by the cafe. She walked to that customer right away and greeted her, then ask her about the day as they know each other and ask what would she like for lunch in order to make her feel fresh. The customer seems to be satisfied with a family-like service from Au Bon Pain and that encourages her staffs to do as same as her. It is obviously that an effective teamwork is not only about the member's coordination, communication, or an appropriate culture but also a leadership of the manager or supervisor in each stage of team development.

As same as the result of a research from Tuckman stages of group development of student in Edith Cowan University, Riebe, L., Roepen, D., Santarelli, B., Scott, G., & Scott, G. (2009), all team members will do whatever it is necessary for team accomplishment and satisfactory achievement or the goals or tasks.

However, the method that this report used to gather information has limited the scope of the research. An observation is good to gather the information that is pure without intention to answer like the interview but there is another point of view, which is without asking the samples

Or staff in this case, it is hard to define what stage they are in from the theory of Tuckman (Forming, Storming, Norming, Performing, Adjourning).



CHAPTER V

RECOMENDING

From the observer point of view, there are several aspects that Au Bon Pain should develop or improve. The Thai culture makes Au Bon Pain Thailand different from other country in term of services. Therefore, culture differences are fascination that could amaze customers both Thai and foreigners such as "WAI" and "Smile" by emphasize these two. However, there is also some culture might slow down the processes. Sometimes, Thai people always "Kreng Jai" (considerate) others and it slow down the process because it takes time to pass through many people in the processes. Then, Au Bon Pain Thailand should set rules and patterns that reduce time to make a decision when it comes to the situation that juniors staff may have to ask the senior staffs first. Moreover, the leader should encourage their staffs to stand for what they think it is right and encourage them to participate in any activities and do not be "Kreng Jai" if it is the right things to do. As relationship among staffs are strong and they get to know each other more and sometimes the closeness between them creates an inappropriate behavior such as shouting to each other with slang words, making fun of others, etc. Therefore, the leader should always be aware of these possible behaviors

Since leadership plays the essential roles to lead all staffs and ensure the standard and quality of products and services. Then, Au Bon Pain should train all branch managers and supervisors constantly in order to have same goals and directions. Meanwhile, all staffs should be trained continuously as well.

CHAPTER VI

CONCLUSION

Au Bon Pain is a bakery and cafe, which has been established in Thailand for almost 13 years since July 1997. In order to expand its business worldwide, Au Bon Pain has to recruit their employees from local and it requires teamwork to serve and satisfy customers from all around the world. This research will reveal whether Au Bon Pain has an effective teamwork that contains all needed characteristics or Au Bon Pain has something else beside the previous researches from other people. This report was using an observation as a method of gathering data. There are three main characteristics of effective teamwork on which this report will focus.

Coordination will make members of the team act as cohesive group and work for same goals. Beside, coordination will help team make difficult decisions, or solve problems. In this case, goals are to create a standard of products and services and it is obviously that all staffs work for achieving these goals. All staffs are assigned to specific tasks and with coordination they all are responsible for their duty

Moreover, since human nature requires social interaction then **Communication** helps members of the team create a small society those skills, knowledge, and experiences are shared. A strong relationship creates warm and good environment for work. Lastly, they feel commitment. **Appropriate Culture** will help all staff behave and work for same direction; it also creates norms that people within organization always believe and do. Some norm is not suitable for a company and norms from various organizations within the same business can also be different. However, it depends on type of business and culture of each located country.

This research has been conducted in Au Bon Pain Thailand in three branches, which are Vichayuth hospital, Phayatha2 Hospital and Sun Tower Building. All results have proven the theory is true whereas other characteristic is also important to Au Bon Pain Cafe beside coordination, communication, and appropriate culture. "Leadership" is essential to Au Bon Pain cafe in many aspects. According to Tuckman theory of teamwork, leadership is required to monitor and ensure products and

services standard have been met. A leader should encourage their staff to work as a team and be able to work without his or her supervision. Likewise, this research has revealed that in a branch that has few customers tends to have less experience in working as a team while the branch with a lot of customers tends to have more experiences in working as a team. It definitely requires more rapidity in service during the rush hour like lunchtime. Then this factor forces staff to work faster and be familiar with team.



REFERENCES

- "Au Bon Pain :." *Au Bon Pain* :. N.p., n.d. Web. 02 Dec. 2013.
<<http://www.aubonpainthailand.com/>>.
- Biggs, J.B. (2006). Teaching for quality learning at university: what the student does. (2ndedn)Maidenhead, England: The Society for Research into Higher Education and Open University Press
- Bourn, Jennifer. "Color Meaning: Meaning of The Color Orange." *Bourn Creative*. N.p., 16 Feb. 2011. Web. 12 Dec. 2013.
<<http://www.bourncreative.com/meaning-of-the-color-orange/>>.,
- "Bruce Tuckman's 'Stages for a Group'" *Team Development*. N.p., n.d. Web. 20 Nov. 2013.
<<http://www.freemanagementebooks.com/faqld/development02.htm>>.
- "Forming, Storming, Norming, and Performing." *Forming, Storming, Norming and Performing*. N.p., n.d. Web. 18 Nov.2013.
- "Individual Work Versus Team Work" StudyMode.com. 10 2008. 2008. 10 2008
<<http://www.studymode.com/essays/Individual-Work-Versus-Team-Work-166927.html>>.
- Kim, Pepper Toelle. "Uniform: Creating Group Identity-A CBA Curriculum." *Uniform: Creating Group Identity* (2007): n. page. Web. Nov.-Dec. 2013.
<<http://www.cchmuseum.org/wpcontent/uploads/UniformsCreatingGroupID0708271.pdf>>.
- Kolb, J.A., Jin, S. & Song, J.H. (2008) A model of small group facilitator \ competencies.*Performance Improvement Quarterly*, 21(2), 119-133
- Latham, Andrew. "Teamwork vs. Individualism." *Small Business*. N.p., n.d. Web. 04 Dec.2013.<<http://smallbusiness.chron.com/teamwork-vs-individualism-25597.html>>.
- Mickan, S., & Rodger, S. (2000). Characteristic of effective teams
- Prado, Mark Evan. "Thai People." *Thai People*. Thailand Guru, n.d. Web. 21 Nov. 2013. <<http://www.thailandguru.com/thai-people.html>>.

Riebe, L., Roepen, D., Santarelli, B., Scott, G., & Scott, G. (2009). Surviving teamwork: Engaging in the process to develop and sustain a key employability skill. *eCULTURE*, 2(1). Retrieved from <http://ro.ecu.edu.au/eculture/vol2/iss1/6>

Tuckman, Bruce W., and Mary Ann C. Jensen. "Group & Organization Studies." *Stages of Small-Group Development Revisited* (1977): n. pag. Web.

"Tuckman Forming Storming Norming Performing Model." *Bruce Tuckman Forming Storming Norming Performing Team Development Model*. N.p., n.d. Web. 02Dec.2013. <<http://www.businessballs.com/tuckmanformingstormingnormingperforming.htm>>.

<http://www.mindtools.com/pages/article/newLDR_86.htm>.

