



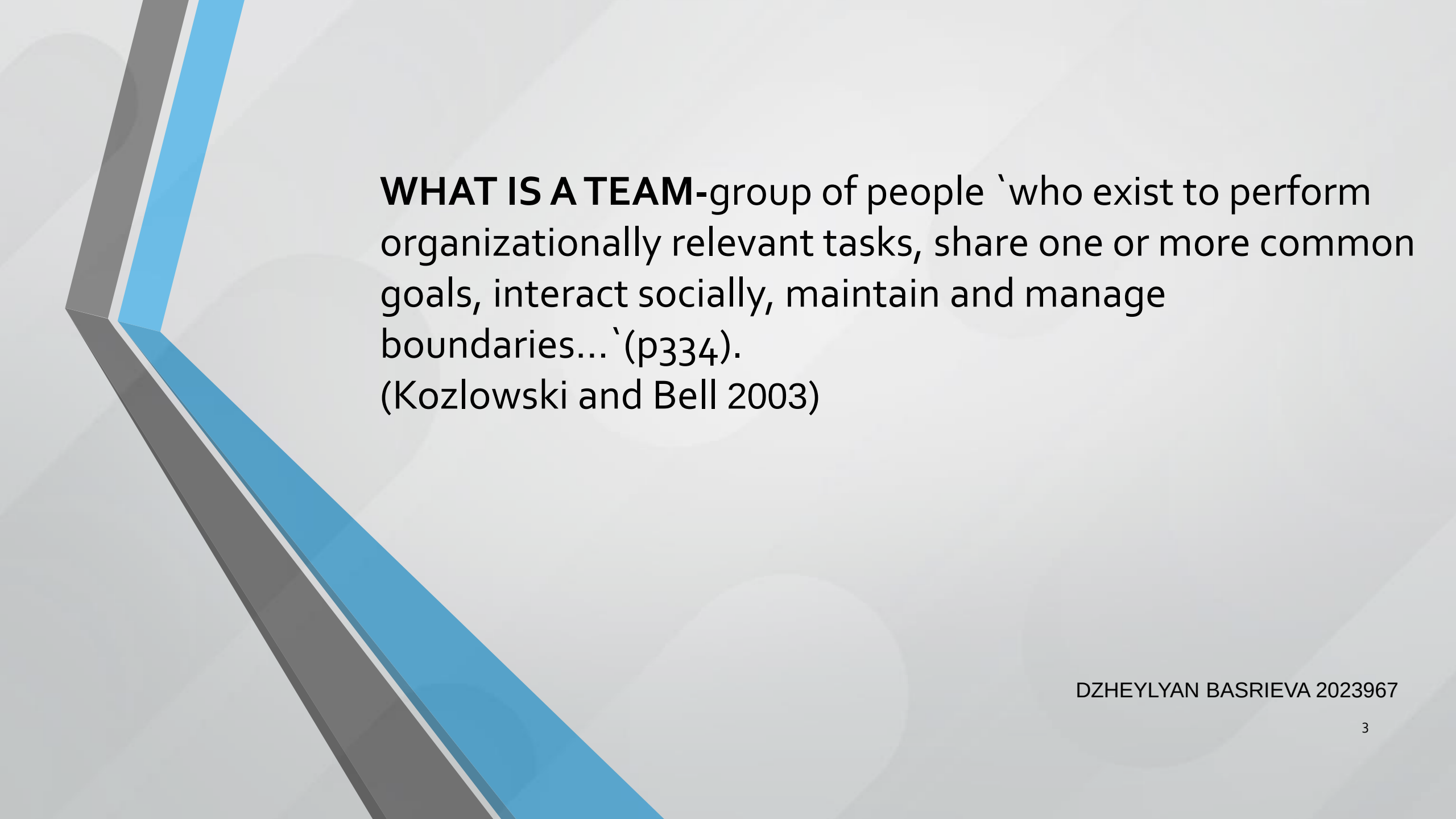
Effective team working

BMSW4002

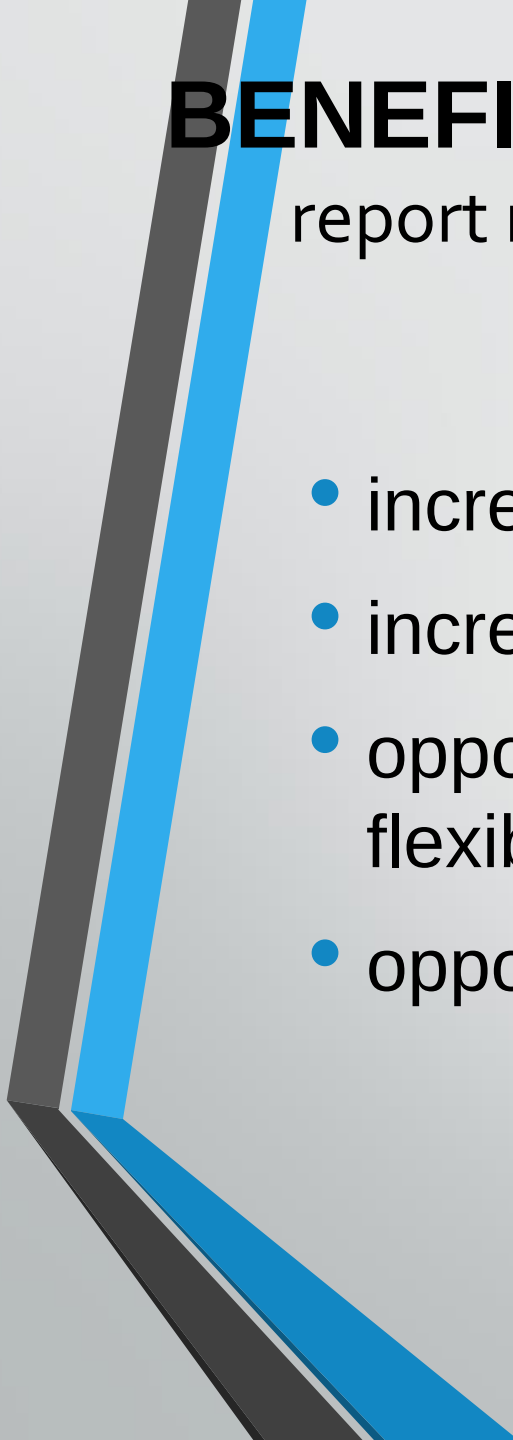
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PRESENTED BY:

- **Benefits of team working** - Dzheylyan Basrieva (2023967)
- **Stages of team development** Plamen Krastev (2023964)
- **Team roles**-Rentina Kavali (2023969)
- **Leadership Roles**-Michaela Dunova (2023970)
- **Managing conflict**-Stefan Chakarov (2023959)
- **Successful team development**-Andreea Valentina Pineda Vega (2020201)



WHAT IS A TEAM-group of people `who exist to perform organizationally relevant tasks, share one or more common goals, interact socially, maintain and manage boundaries...` (p334).
(Kozlowski and Bell 2003)



BENEFITS OF TEAM WORKING: Team-based organisations report many benefits arising from teamwork (McShane et al 2008), including:

- increased responsiveness
- increased innovation better products and services
- opportunities for multi-skilling team members, providing flexibility to the organisation
- opportunities for improvement and autonomy.

BENEFITS OF TEAM WORKING

- Productivity Boost
- Promotes Innovation
- Improves Communication Skills
- Enables Flexibility
- Increases Skills and Knowledge



Stages of team development

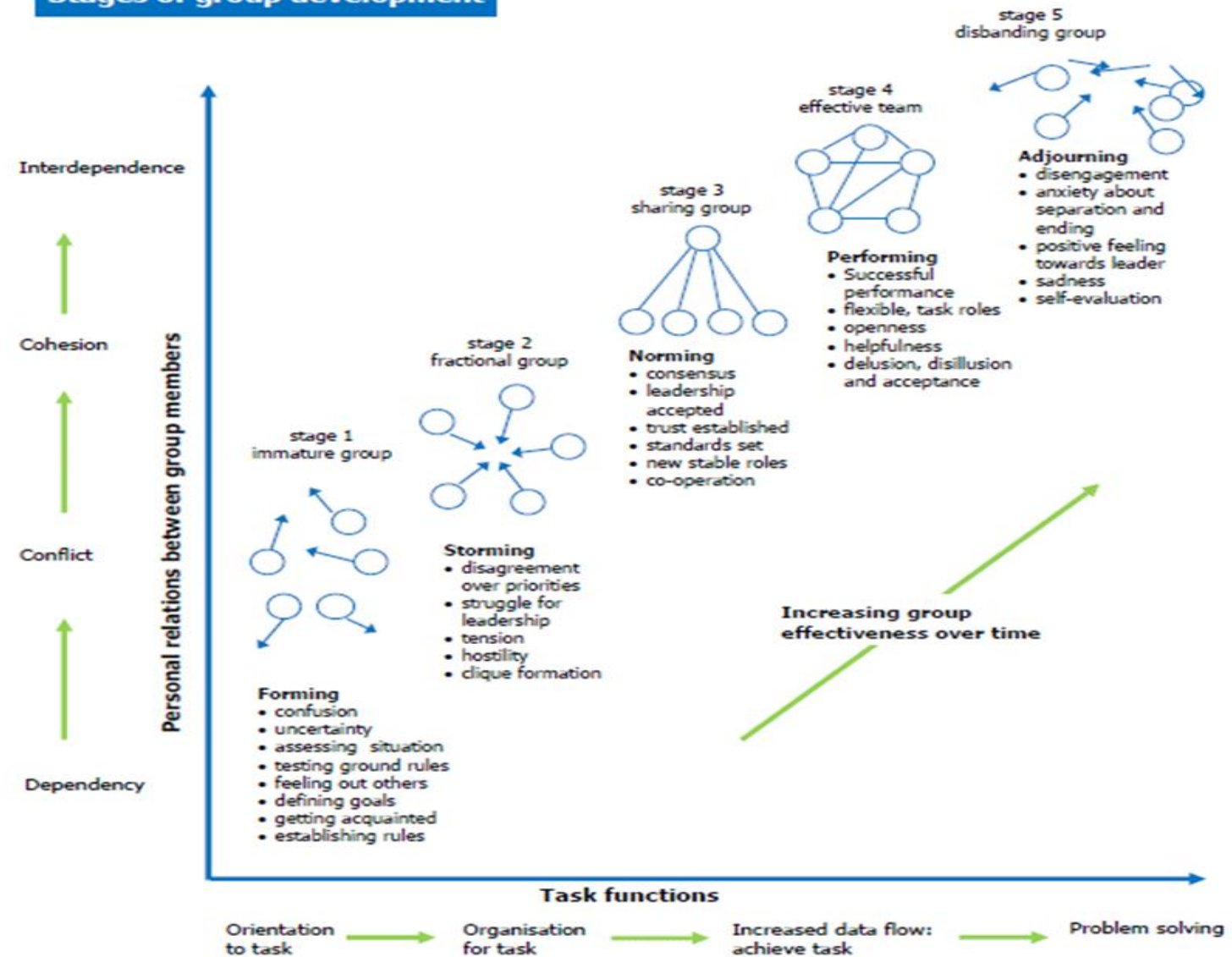
- Psychologist Bruce Tuckman came up with the memorable phrase "forming, storming, norming, and performing" in his 1965 paper, "Developmental Sequence in Small Groups." It describes the path that teams follow on their way to high performance. Later, he added a fifth stage, "adjourning" (also known as "mourning") to mark the end of a team's journey.

Katzenbach and Smith (1993) identified high-performing teams as those which:



- Are small- between five and seven being ideal as anything larger will find difficulty in co-ordinating meeting times and communicating effectively.
- Have members with complementary skills-that is, where team members have different skills.
- Have common purpose- where members are committed to the team's aims and means of achieving them

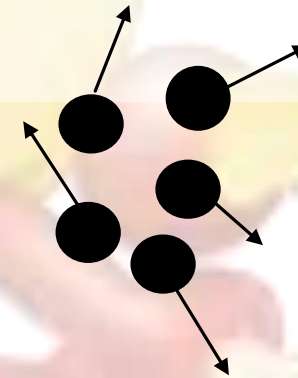
Stages of group development



Stages of team development

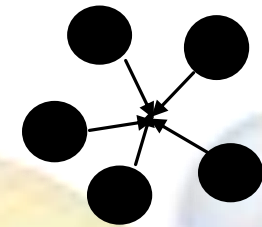
FORMING

- **CONFUSION**
- **TESTING GROUND RULES**
- **FEELING OUT OTHERS**
- **DEFINING GOALS**
- **ESTABLISHING RULES**



STORMING

- **DISAGREEMENT OVER PRIORITIES**
- **STRUGGLE FOR LEADERSHIP**
- **TENSION**
- **HOSTILITY**
- **CLIQUE FORMATION**



- Based on Norton's observations, the **Tuckman model doesn't work like predicted**. The linear phases are not undertaken in set periods of time. Teams may never get out of storming, or they sometimes transition into norming to return and stagnate into storming for long periods of time
- IT MAY BE TAKE LONGER PERIOD OF TIME TO LARGE GROUP TO COME TO DIALOGUE the Tuckman's theory is for small groups.

Team roles

- Belbin in (1965) came up with nine clusters of behaviour-these where called 'Teams Roles'
- These Team Roles have got their strengths and weaknesses

BELBIN'S TEAM ROLES

Action Oriented Roles	Shaper	Challenges the team to improve.
	Implementer	Puts ideas into action.
	Completer Finisher	Ensures thorough, timely completion.
People Oriented Roles	Coordinator	Acts as a chairperson.
	Team Worker	Encourages cooperation.
	Resource Investigator	Explores outside opportunities.
Thought Oriented Roles	Plant	Presents new ideas and approaches.
	Monitor-Evaluator	Analyzes the options.
	Specialist	Provides specialized skills.

BELBIN AND TUCKMAN

HOW CAN WE USE BELBIN TO BETTER TUCKMAN.

TUCKMAN

FORMING

- During this stage, team members behave independently
- mutual trust hasn't yet been established
- The team relies on a leader for guidance and direction

BELBIN

- A good Co-ordinator can bring the team together
- A plant can come up easily with ideas
- A shaper can challenge the team to improve



Leadership Roles

Hersey and Blanchard first published their Situational Leadership Model in their 1982, and they came up with 4 leadership styles:

- Telling
- Selling
- Participating
- Delegating

HERSEY & BLANCHARD SITUATIONAL LEADERSHIP THEORY

- Telling= Giving instructions, followers not confident
- Selling= explain decisions, followers confident and willing

HERSEY & BLANCHARD SITUATIONAL LEADERSHIP THEORY

- Participating =share ideas, followers able ,unwilling not confident
- Delegating= turn over decisions, followers are able willing and confident

Hersey-Blanchard Situational Leadership Theory		
Relationship Behaviors	Task Behaviors	
	Low	High
	High	Low
High	Participating Style Shares Ideas <i>(Followers able, unwilling, not confident)</i>	Selling Style Explain Decisions <i>(Followers unable, willing, confident)</i>
	Delegating Style Turn over decisions <i>(Followers able, willing, confident)</i>	Telling Style Give Instructions <i>(Followers unable, unwilling, not confident)</i>

HOW CAN WE USE LEADERSHIP ROLES TO BETTER TUCKMAN:

- In the forming stage what the team needs is a telling Leader Focuses on followers, rather than wider workplace circumstances.
- Asserts that leaders should change their behaviour according to the type of followers.
- Proposes a 'continuum' or progression of leadership adaptation in response to the development of followers.

Managing conflict

- When individuals come together in teams, their differences can create conflict. This is because we are dealing with people`s lives, jobs, ego, pride and values.
- In the 1970s Kenneth Thomas and Ralph Kilmann developed a model of conflict, describing conflict as the condition in which people`s concerns are incomparable. If the things which two people care about are opposed, then there is conflict.

THOMAS KILMAN MODEL

The Thomas Kilmann model identifies two dimensions when choosing a course of action in a conflict situation, these are assertiveness and cooperativeness.

Assertiveness is the degree to which you try to satisfy your own needs. Cooperativeness is the degree to which you try to satisfy the other person's concerns. From this come five conflict handling modes:

Five conflict handling modes

- Avoiding = sidestepping the conflict
- Accommodating = trying to satisfy the other person's concerns at expense of your own

Five conflict handling modes

- Compromising = trying to find an acceptable settlement that only partially satisfies both people's concerns
- Competing = trying to satisfy your concerns at the expense of others
- Collaborating = trying to find a win-win solution which completely satisfies both people's concerns

A 3D puzzle with one red piece and several white pieces. The red piece is in the foreground, and the white pieces are in the background. The puzzle is set against a light blue background with a diagonal line.

Managing conflict method will NOT work without mutual respect and a willingness to disagree and resolve disagreements. Each person of the team must be willing to:

- Listen
- Acknowledge
- Respond
- Resolve differences



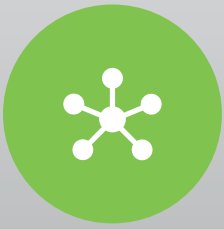
Successful team development

- Successful teams encourage team members to share ideas, consider solutions and solve problems together. Good teams benefit individual members by offering added support and opportunities for development.

Successful teams typically have the following characteristics:

- **Understand responsibilities**
- **Cover the Belbin roles**
- **Have common goals**
- **Deal with change**
- **Deal with conflict**

Successful teams typically have the following characteristics



**SHARE
INFORMATION**



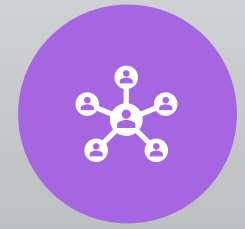
SHARE IDEAS



**DEVELOP
TRUST**



ADAPT



SOCIALISE

A decorative graphic on the left side of the slide. It features a dark grey background with numerous 3D question marks scattered across it. Overlaid on this are several diagonal stripes: a thick blue stripe, a thinner white stripe, and a dark grey stripe, all running from the top left towards the bottom right.

QUESTIONS

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