

Effective Team Working

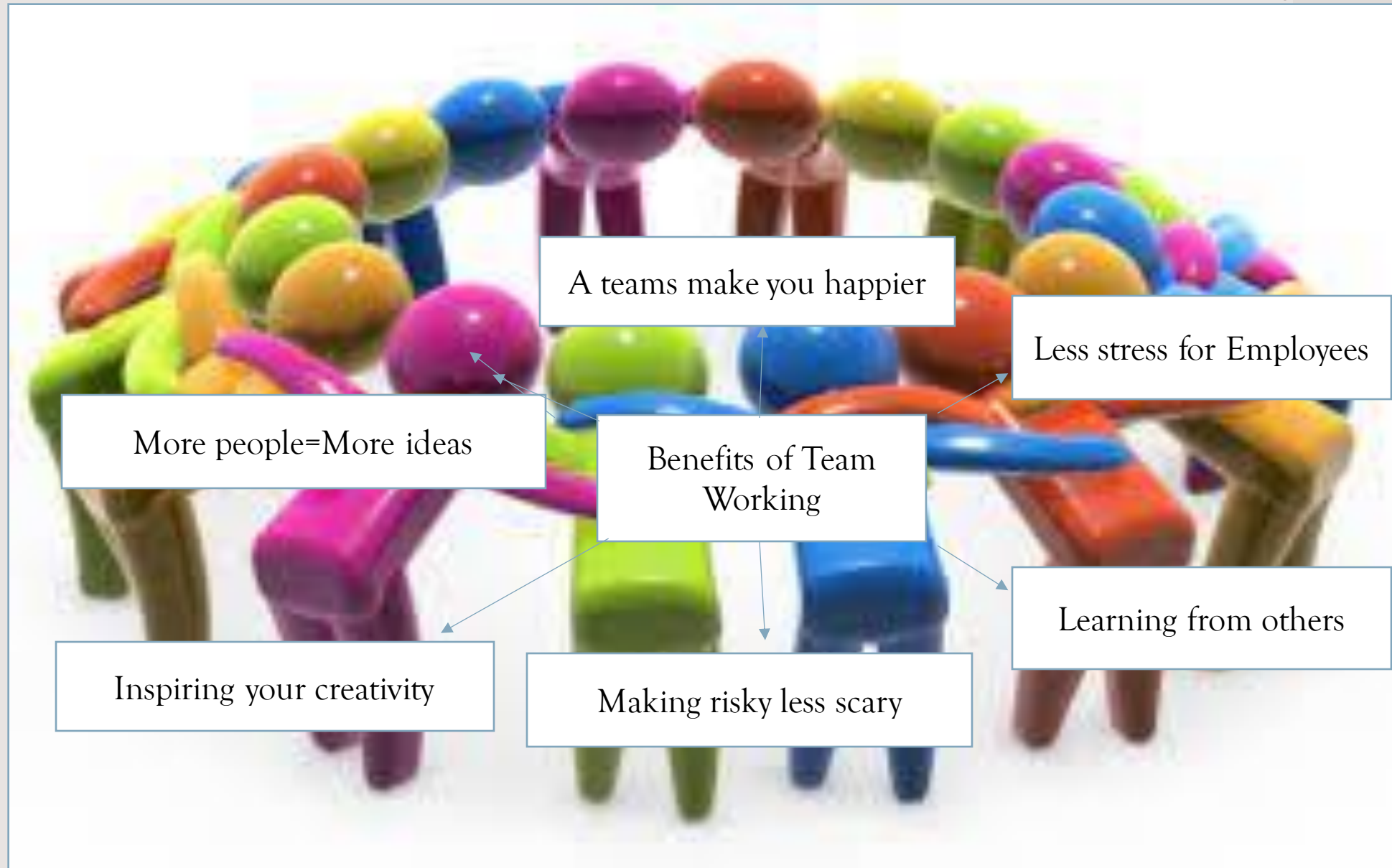
- Module: Effective Team work and communication
- Module code: BMSW4002
- Assignment Title: Effective Team Work and Communication Assessment 2 (Resit/Rework)
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What is a team?

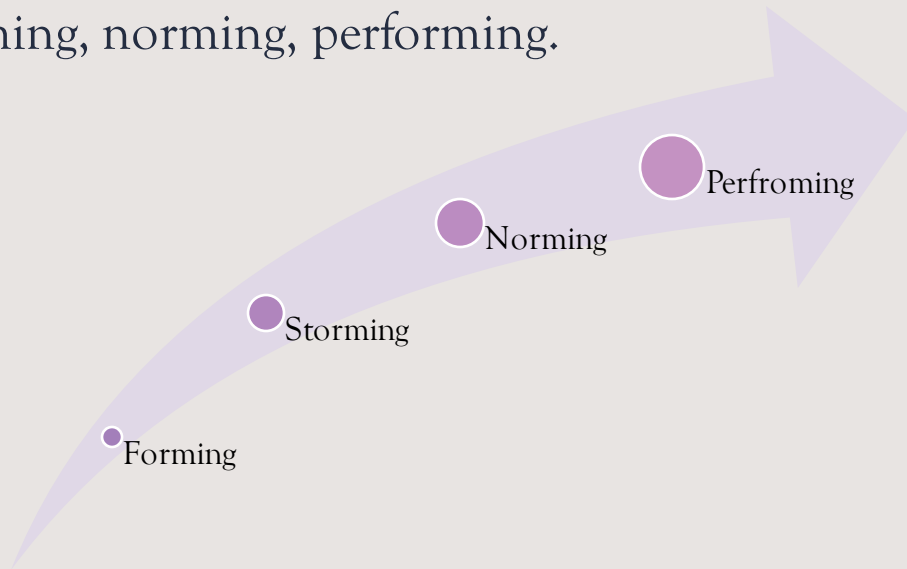
- ♦ A group of people do not necessarily make a team.
- ♦ A team is a group of people with a high degree of interdependence, focused on joint achievement of a goal or task.
- ♦ The group agrees on the goal and process of achievement.





Stages Of Team Development

- For teams to be effective, the people in the team must be able to work together. This process of learning to work together effectively is known as team development. Bruce Tuckman, an educational psychologist, identified a four-stage development process that most teams follow to become high performing. He called the stages: forming, storming, norming, performing.



Tuckman's development model

Forming

Storming

Norming

Performing

1

2

3

4

High degree of guidance needed from manager,
Individual roles are unclear,
Process usually not well established,

Understanding how team decisions are made,
Purpose is clear, but team relationships are blurry.

Relationships are well understood in the team,
Commitment to team goals,
Begins to work to optimize team process

Team is committed to performing well ,
Focuses on being strategic.
Team runs well with little oversight

A team effective model

Work design
Anatomy
Skills variety
Task identity
Task significance

Process
Common purpose
Specific goals
Team efficacy
Conflict
Social loafing

Composition
Ability
Personality
Roles and diversity
Size
Flexibility
Preference for teamwork

Context
Adequate resources
Leadership
Performance evaluation and rewards

REFERENCES:

- ♦ Hackman, J. Richard (1987). "The design of work teams". *Handbook of Organizational Behavior*: 315–42.
- ♦ Kozlowski, Steve W.J.; Ilgen, Daniel R. (December 2006). "Enhancing the Effectiveness of Work Groups and Teams". *Psychological Science in the Public Interest*. 7(3): 77–124.