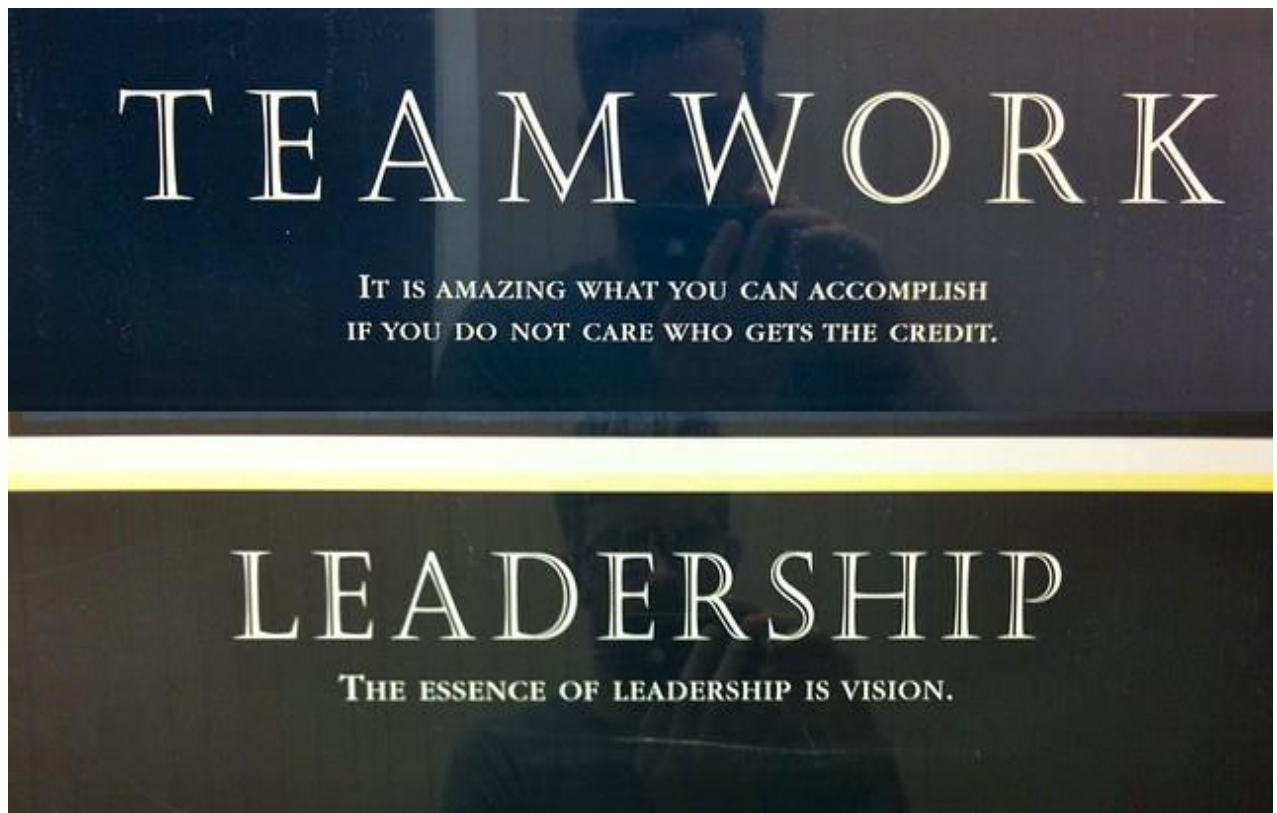


LEVEL 4 ASSESSMENT



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MODULE: EFFECTIVE TEAM-WORKING AND COMMUNICATION

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Executive summary

To improve effective communication within the teams, the new staff ask for advice on possible team structure to facilitate and enable channels of communication in the workforce for the rapidly expand of the Grocery Store and to prevent any issues.

Introduction

Grocery store in Neath, owned by Terrance Thomas, with a total of 27 workers, different ages and skills in the workplace with three managers on the numerous departments, most employees does not work full time at the store, the night shift the staff floor have no Manager on duty. At the moment in the shop is no formal teams, only random one based on the particular shift, causing break in the communication and the share of information. The new staff had taken over and train the employees by the manager, as a result the company start to grow, from a small store with few employees to a rapid expansion with the need of formal process, implementing ways of effective communication, to prove teamwork in the organisation and to include a list of recommendations, to ensure the business runs smoothly and to prevent small issues to became big problems.

Main findings

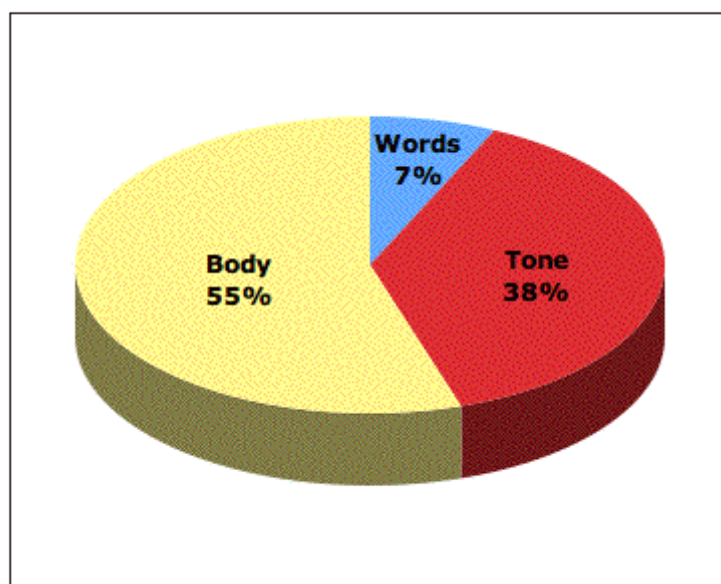
Communication

“Communication is the transactional use of symbols, influenced, guided, and understood in the context of relationships” Duck, S.& McMahan, D.T,(2015), P.5

Verbal communication means communicating with words, written or spoken. Verbal consists of speaking, listening, writing and reading. Effective verbal communication is important for the continued success of the organisation such as:

- Consider the objective
- To be honest and sincere
- The Use of simple language, familiar and polite words
- Brief and precise
- To provide opportunity of interaction and feedback

Following (Wilson; 1979) A greater amount of human behaviour is emphasized through non-verbal communication, over 70% use tones, gestures, body language, facial expression, .Non-verbal communication is the process of sending and receiving wordless cues between people. The importance of non-verbal communication is to be aware of what you and others say without words, this make up to at least 55% of the message (Anderson; 1979).



George Herbert (1934) argued that Business depend on human reaction with supervisors, co-worker, managers, potential customers for the company efficiency and success. Non-verbal cues indicate whether employees understand the information, this will help managers know when need to clarify what had been said, also it can indicate workers attitude which can help supervisors know if they need to transfer someone to a different position or give more-less of a work load to maintain a happy working environment.

Background of case

Outline Michelle's business and employee structure. How do they currently operate: do they work in teams or are they just a work group? Are there communication channels?

Based on the case study, employees are currently a group of 27 individuals with different work experience who do not trust one to each other, and in some cases with no manager on duty. Working part-time hours, between 07-10:00, currently no teams within the workforce and only three managers.

Barriers are the factors which influence the clarity and accuracy, recognizing barriers to effective communication is the first step in improving communication style (Zaineb; 2010).

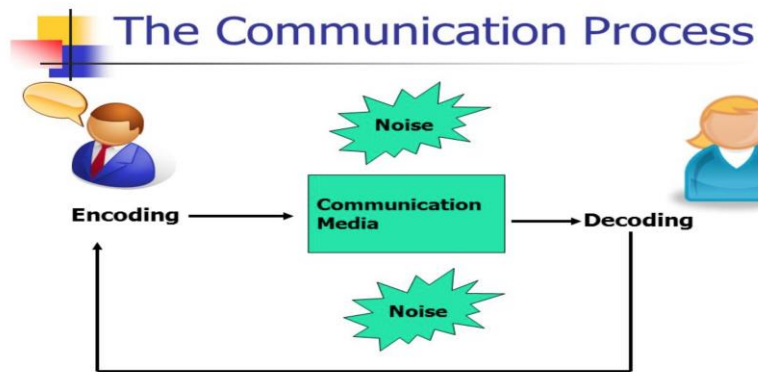
There are a numerous Barriers in effective communication in the workplace such as:

- Religion
- Culture
- Language
- Political
- Technological
- Time
- Noise

In this particular case the barriers that the employees are facing are:

- Isolation- no supervision and support from the night manager
- Unsecured Working pattern –no full-time contract
- Operational -No trust and bounding between employees, as the shift are always changing
- Demographic- varying ages and experience workforce
- No feedback from managers and supervisors
- Phycological barriers- one of the sale assistant is off on long-term sickness, with no one in replace
- Problems with structure design- no contract hours and fix timescale, lack of supervision and employee training also to blame for faulty communication
- Lack of common experience

As Freeman (1999) state, Channel of communication is the pathway through which you are communicating from point A to B. Example of channel are: face to face, video meetings, audit channels, phone, emails, social network.

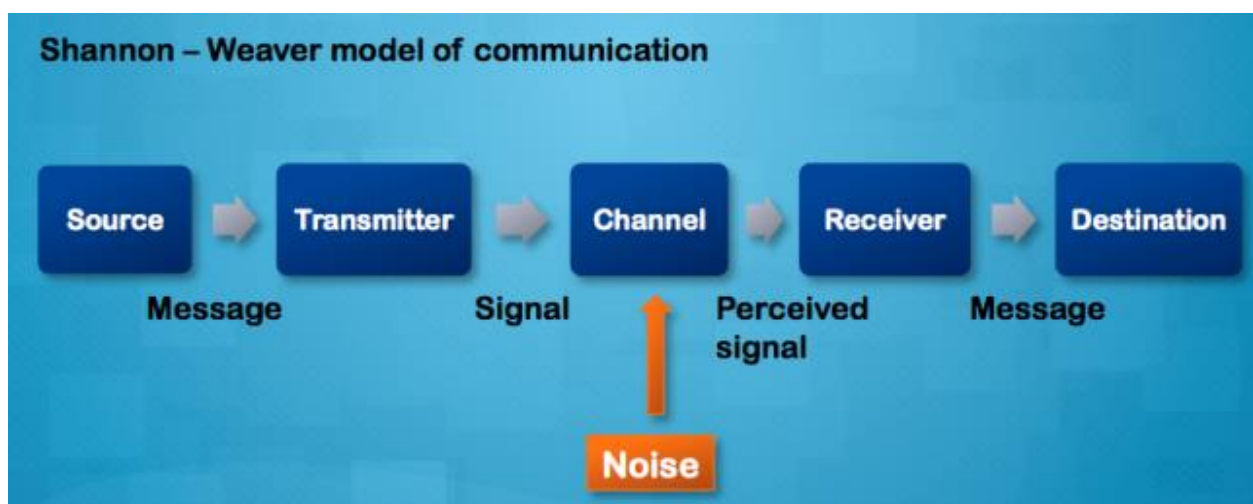


In this business case the channel of information is very poorly, because at the moment its no formal teams, and the staff is changing all the time, is no bounding, trust, phycological safety in place, is hard to send the information to the employees, as it's a lack of managers and supervisors.

Models to illustrate:

The Shannon- Weaver Mathematical Model, (1949)

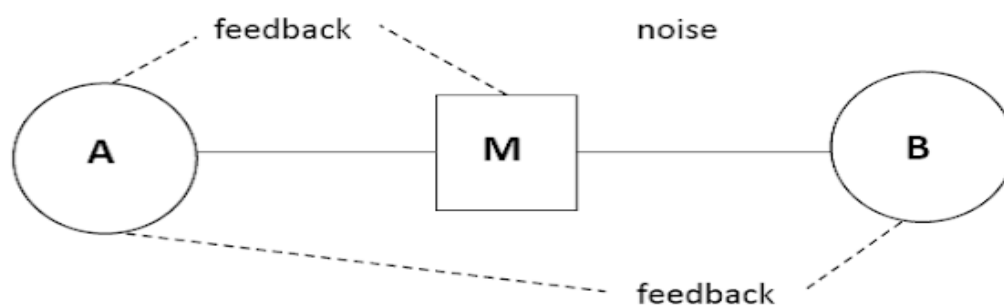
The **ONE-WAY COMMUNICATION** it was developed by Claude Elwood Shannon in 1949, where he defined communication as *"all of the procedure by which one mind may affect the another"* his module consist in:



This is a basic form of communication

Applying (Shannon-Weaver;1949) model to the organisation where the message it is been send by the manager/ leader to team members introducing **monthly newsletter** to keep employees up to date. In some cases, the transmitter had to make sure that **noise** may affect the message (network signal, email not sent, technology, environment receiver can decode the information, language used, jargon words).However, there are some limitations with Shannon module, non-verbal communication, feedback is not build in this module, and come employees may not understand the message, therefore another model may work better in this organisation, **SCHRAMM MODEL OF COMMUNICATION.**

(David Berlo; 1960) use to explain the cycle of communication rather than linear, meaning that it required **two participants** taking turns, sending and receiving the message. To improve the business success, based on (Schramm Model; 1954) this is a **Two-way process** in the communication between employees and managers or within the teams. Active listening is the key player, asking questions, speak same language, use of plain and simple words. as the case illustrate it is no audit or meeting time in place, for the both parties to communicate, prevent, improve, discuss any issues or concerns about the workplace which can lead to frustration and decrease in profit (Kent and Taylor; 2002).



The diagram shows that in this model, **FEEDBACK** helps the communicators make sure that the message has been decoded correctly, feedback allows the sender to ensure that the original information was interpreted correctly by the leader, manager. Once the cycle is complete it can repeat as long as the conversation continue (E.Berne;1964).

Based on the findings above the leaders of teams can provide **QUESTIONNERS** to the store employees to get the big picture of the problem, and to ensure the employees satisfaction in work, it is important to get feedback from team members about the task and to solve any issues within the team. According to Schramm's Model, two-way communication it is more effective, feedback, and keeping employees inform and motivated make them feel important inside the organisation (P.Watzlawick; 1967).

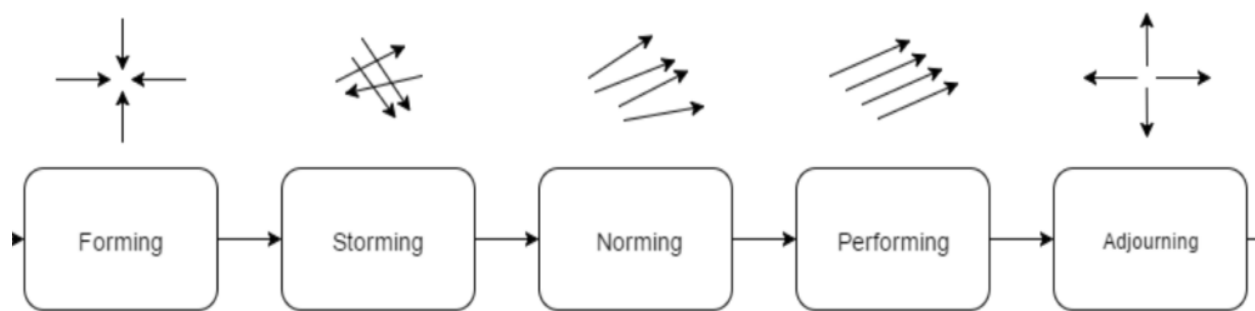
Groups v Teams

Problems facing employees within the group:

- Conflict
- No trust
- No clear goals
- Lack of leadership

Groups are two or more individuals, interacting and independent, who can together achieve particular objectives, their performance is merely a summation of each group members individual effort which teams are a group that generate positive synergy through coordinating effort, the individual efforts result in a level of performance greater than the sum of those individual inputs. (Robert Barcik; June 8th, 2015)

Introducing (Tuckman model; 1965) to create highly productive teams, it has been suggested the teams grow through clearly defined stages, from creation of a group of people to cycle to different stages, the theory is formed of four stages:



The optimum performing stage is reached when the relation is developed within the group and start delivering a clear focus on the task. In the forming stage, the leader have a dominate role because team members role and responsibilities aren't clear, it is important for the leader to:

- Direct the team
- establish clear objectives
- Keep its small number (6members)
- Cautiously select the team members

(Tuckman Theory; 1965) to the next stage is storming, here people start to push against the boundaries established in the forming stage, this is a very crucial step because is the stage where many teams fail.

- Conflict
- Unsure of the team's goal
- Resist taking on tasks
- Stress

Based on the theory the leader for this store need to:

- Focuses on Establish processes and structures
- Build trust between team members
- Resolve when conflict occurs.
- Provide support to team members

The third stage is Norming stage, based on (Neuman and Wright; 1999) this is when people start to resolve their differences, appreciate colleagues' strengths and respect the authority of the leader. At this stage they are confident to ask one-another for help and provide constructive feedback, people develop a stronger commitment to the team goal and start to see profit.

After norming, teams reach the Performing stage (Futrell;1990) stated that, group members focus in achieving common goals that help reaching high level of success, roles and authorities dynamically adjust to the changing groups and individuals, the members now are competent, motivated and knowledgeable to handle the decisions making process without supervision.

As a manager and Leader of a team, it has been proved by Tuckman that:

- Delegate tasks and projects
- Once the team is achieving well, let people work independently
- At this stage the manager will be able to start focusing on other work and other teams.

By applying the Tuckman's Theory the new staff are able to make changes from groups to teams aiming for the organisation profit, from unproductive group of individual with different backgrounds, skills, knowledge and age, this had been proved in a year time by the rapidly grown of the business, from a small grocery store with only four employees to productive and loyal team (Weisbord;2004).

Group dynamics in the team work based on R.Belbin, his research expand for more the 40 years on teams role and dynamics, publishing in (1991) the Book called "*Management teams*" his theory is been applied in organisations across the world. Based on people's strength and weaknesses that people contributing in different ways he identify nine roles.

The 9 Belbin team roles to apply in the store

Team Role		Contribution	Allowable Weaknesses
Plant		Creative, imaginative, free-thinking. Generates ideas and solves difficult problems.	Ignores incidentals. Too preoccupied to communicate effectively.
Resource Investigator		Outgoing, enthusiastic, communicative. Explores opportunities and develops contacts.	Over-optimistic. Loses interest once initial enthusiasm has passed.
Co-ordinator		Mature, confident, identifies talent. Clarifies goals. Delegates effectively.	Can be seen as manipulative. Offloads own share of the work.
Shaper		Challenging, dynamic, thrives on pressure. Has the drive and courage to overcome obstacles.	Prone to provocation. Offends people's feelings.
Monitor Evaluator		Sober, strategic and discerning. Sees all options and judges accurately.	Lacks drive and ability to inspire others. Can be overly critical.
Teamworker		Co-operative, perceptive and diplomatic. Listens and averts friction.	Indecisive in crunch situations. Avoids confrontation.
Implementer		Practical, reliable, efficient. Turns ideas into actions and organises work that needs to be done.	Somewhat inflexible. Slow to respond to new possibilities.
Completer Finisher		Painstaking, conscientious, anxious. Searches out errors. Polishes and perfects.	Inclined to worry unduly. Reluctant to delegate.
Specialist		Single-minded, self-starting, dedicated. Provides knowledge and skills in rare supply.	Contributes only on a narrow front. Dwells on technicalities.

Each role had clear behavioural and interpersonal strengths as well as weaknesses, Belbin believe that a successful team need to have a mixture of skill, a team will be unbalanced if all team members have similar behaviour, strengths it's hard to cooperate and look for the best of the team. Belbin suggest that by understanding your role in a particular team can develop your strengths and manage your weaknesses as a team member, so you can improve how you contribute to the team (Moger;2000).

Applying Belbin's theory to the study case, the new staff had developed new skills and been train by and work under the supervision of the new managers, it can be more effective in productivity and enable them to prevent any issues that may raise in the Grocery Shop.

Both theories can improve the teamwork in the organisation, facilitate and enable effective channels of communication amongst the rapidly expansion of workforce and to prevent any small issues to became big problems (Miller; 2013).

- It can bring balance in the structure and processes within the organisation
- Can solve problems
- Build working relationship
- Improve innovation
- Have the right person, right job, at the right time
- Increase staff engagement
- Develop high performance

Conclusion

Terrance Thomas open a Grocery Store in Neath, run by 27 people with different skills and age, most employees are working part time or self-employed, on various shifts, had-hoc. A breakdown in communication is having a big impact in the production of the store. New management had been taking over the store and implement new rules and trying to achieve a better communication between staff and create effective teams in the workplace. Based on the above findings to achieve the store goal, it had been suggested the teamwork theories to be implement Tuckman and Belbin. Second, is required a manager or a supervisor to be at all time in the store, for the employee's support and to prevent any problems that may start in the store and it is important to implement the Schramms Model of communication to work effectively in teams.

Recommendations

Provide at least three recommendations for Michelle to reshape the team structure and communications.

Based on this case study, some recommendations and a action plan had been put in place for the new management of the Grocery store in Neath.

Produce an action plan to identify the who/what/when & possible costs for implementing the recommendations:

Recommendation	Who is responsible for actioning?	To be completed by (date)	Costs incurred?
Recommendation .1 (Detail of recommendation)	Training courses for employees	3mths	£3,000
Recommendation .2	Implement Tuckman stages of forming teams	6mth	No cost
Recommendation .3	Health insurance (to prevent sick leave)	1 year	£300
Recomandation.4	Staff-Meetings	1/week	No cost
Recomandation.5	Contract hours	6mth- contract	No cost above wages
Recomandation.6	Staff party To improve effective communication	End of year	£ 300 cost of meal for 27 employees

Based on the findings those six recommendations had been write for the new staff, to improve the effective within communication within the teams and to increase productivity.

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