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Executive Summary

Effective team working is an important aspect of management in any project that needs a team to accomplish. This report provides details of the dynamics of teamwork with the aim of expounding on the idea of teamwork as utilized in organizational management. The report demonstrates how one can apply the Tuckman's theory to develop an effective team and the types of roles that a team would require to be functional. Subsequently, the report discusses the ways in which effective teamworking impacts the success of a team. Finally, based on the scenario described in the case study, the report explains the potential barriers to effective teamworking that exist in the scenario.

CREATING AN EFFECTIVE TEAM

The effectiveness of a team is the most accurate predictor of its success. Whenever any aspect of the team does not function effectively, it diminishes the team's chances of success by causing friction among the team members (McAtavey and Nikolovska, 2010). However, teams do not achieve effectiveness on their own. Instead, they need leadership that will apply a set of principles and work towards effectiveness. In the literature on team dynamics, there are theories that have been developed by scholars in the field that on how to create effective teams. One of such theories is the Tuckman's theory of team development. In the theory, Bruce Tuckman observes that the development of an effective requires the developer to understand that teams go through different phases from the time they are formed to the time they are dissolved. These phases, according to Tuckman, include forming, storming, norming, performing and adjourning (Tuckman, 2001). In the case study provided, as the leader of the team, I would employ this theory to develop a team that will effectively achieve the goal of helping Next Plc launch its new line of children's wear. In applying the theory, I would carefully develop a team through each step and manage the behaviour and expectations of the team members through the phases described in the theory.

In the first phase of forming, the theory suggests that the team members are enthusiastic about the team, but do not have any positive or negative feelings towards each other. At this stage, I would take the opportunity to discuss the goals, understand each team member's skills set, and familiarize the team members with the rules and guidelines that would guide them throughout the team's existence. In the second stage of storming, the theory suggests that team members will begin to clash as their different personalities begin to manifest. At this stage, I would ensure I create an effective team by providing strong leadership that will minimize the effects of egotistic personalities and encourage those that tend to shy from responsibilities. In the third stage of norming, the theory suggests that the team will begin working towards a common goal. At this stage, I will take the opportunity of the prevailing peace by entrenching the goal and objectives of the team in their daily tasks. In the fourth stage of performing, the theory suggests that the team reaches a development stage where each team has an advanced understanding of their individual goals, objectives and tasks, as well as the goals of the team. In order to increase the effectiveness of the team, I would provide leadership that enhances the sense of responsibility in every team member. At this stage, the team would have developed into an effective unit that works in unison towards the achievement of the predetermined goal. Having developed an effective team that ensures the successful launch of the company's new line, the team would naturally develop into the final stage of adjourning where it is disbanded in good terms having been successful in its goal.

Roles Needed to Create an Effective Team

An effective team requires team members capable of playing different roles that would collectively push the team towards its goal. According to Meredith Belbin, there are nine team roles that the team needs members who can play them in order to achieve effectiveness. The nine roles include Resource Investigator, Team worker and Coordinator, Plant, Monitor Evaluator and Specialist, and Shaper, Implementer and Completer Finisher (Belbin, 2004).

Resource Investigator: the role is played by enthusiastic individuals who utilize their exploratory instincts to find resources and bring them to the team. Having such a team member helps the team achieve effective as they will create contacts that can supply it with the necessary resources.

Team worker: this role is played by individuals inclined to seek the success of the team above their own interests. Such team members are likely to finish tasks left unfinished by other team members and help the team to gel whenever there are issues that threaten its unity.

Coordinator: the role of a coordinator is played by Individuals who are good at identifying talent and assigning them tasks that make the team achieve its overall goal. Moreover, a coordinator is focused on the team goals and the ways through which the team can achieve them.

Plant: this role is played by highly creative individuals who generate ideas and solutions on behalf of the team. Team members who play this role are often free thinkers who are capable of devising unconventional ways of navigating through a problem that faces a team.

Monitor evaluator: a team needs a logical thinker to be effective. This role is played by a monitor evaluator who weighs up the team's options in a logical and dispassionate way with the aim of understanding the true account of the team's performances and chances of success.

Specialist: this role is played by individuals who have achieved a level of expertise in an area that the team needs an expert on. A specialist is often single-minded and focused on their trade, and how they can use their expertise to further the team's goal.

Shaper: all teams experience tough times during which some team members lose focus and contemplate quitting. It is at such times that the team members who play the role of a shaper ensure that all members maintain focus and the team remain on course. This role is often assumed by people who thrive under pressure, and like to challenge and encourage other people.

Implementer: the role of an implementer is played by individuals who are consumed by the need to carry out a project or plan to the end. Such team members are inclined to be practical and reliable in the process of implementing the team's strategy.

Completer finisher: a completer finisher is a team member that plays the role of ensuring all tasks are completed as planned. Such team members are good at polishing projects by searching for errors that may diminish the quality of the work and fix them.

Impact of Effective Teamworking Have on Team Success

Effective teamworking has tremendous impact on the success of a team as it makes possible several qualities that enable team success. For example, effective teamwork strengthens relationships among team members, which is a catalyst for the success of a team. Good working and interpersonal relationships improve the chances of team success as the team members will be willing to help each other out, encourage each other, and even fill in for each other when circumstances call for such actions (Tjosvold and Wong, 2000). In addition, the good working and interpersonal relationships among team members enabled by effective team working predict success because all members will be inclined to pull their weight so as to avoid disappointing their team members.

Effective teamworking further predicts success in a team setting because it promotes effective communication. In a team setting, team communication is important to success as it provides the means through which team members can exchange important messages regarding the goal of the team (Gluyas, 2015). Therefore, in order to achieve success, effective communication is indispensable. Effective teamworking promotes effective communication by cultivating an environment that maximizes good communication practices and minimizes the chances of misunderstandings among team members. As a result, team members can communicate their grievances, opinions, feelings, and views to each other as well as to the management hence success. Thirdly, effective teamworking impacts team success positively by encouraging creativity among team members. In a team that has mastered effective teamwork, members are free to create and have the autonomy to work on ideas within the boundaries of the team's overall goal. Consequently, the team benefits from the creativity as it generates ideas that can help the team achieve its goal efficiently and within the set time-frame.

Effective teamwork impacts team success by improving morale and motivation. Due to the effectiveness of the team's operations, team members will be inclined to produce more in order to take advantage of the conducive environment. The difficulties that come with working in an ineffective team demoralize the team members and negatively impact their morale (Fapohunda, 2013). Therefore, in a team where effective teamworking prevails, each member will have optimum motivation and morale, which leads to team to success as they will be maximally productive. Finally, effective teamworking positively impacts the success of a team by providing an environment where team members can assume calculated and healthy risks. A team with an

effective teamworking culture makes the individual team members understand that they can think of risky but rewarding methods of working out problems (Wanless and Winters, 2018). This emanates from the knowledge that the other team members will come up with ways of fine tuning the risks such that they minimize the chances of undesirable outcomes. Moreover, the propensity to take healthy risks in an effective team is enabled by the knowledge that each team member has that the team will be supportive of the venture and collectively own the outcomes. As a result, the risks make the team successful when they pay off.

Barriers To Effective Teamworking Identified in This Scenario

Communication Barriers

In the scenario, the team comprises of members from different countries, which presents communication challenges as face-to-face communication will be impossible in many cases. In most cases, the team will be forced to utilize less-effective methods of communication such as emails. Such methods can be drag communication by causing delayed responses and misinterpretation of messages. Effective teamwork requires the ability to effectively communicate with team members and receive immediate feedback (Pfrimmer, 2019). Therefore, the communication barriers in this scenario will hinder effective teamworking by causing delays in the communication channels.

Geographical Barriers

In the scenario described in the case study, the team members are located in different geographical locations. Therefore, meetings will be difficult to arrange and execute as they will require to travel long distances to get to the same geographical locations. Consequently, the team will have a difficult time organizing physical meetings, which are crucial to effective teamworking.

Language Barrie

The team in the scenario described comprises of individuals from various parts of the world. This means that the team members will be from the various parts, and will have different languages as their first languages. Therefore, the team will have to deal with the problem of some team members having difficulties speaking English, or needing translators. Such problems will act as barriers to effective teamworking as the team members will have a hard time understanding each other. For teamworking to be effective, the team members need to be able to effectively decode the language used by other team members, and do so with ease (Hall, 2015). This, however, requires members to speak the same language; a situation that is not possible in the scenario described.

The Existence of Problematic Personalities

The scenario described in the case study mentions the existence of dominating personalities that tend to dominate conversations during meetings. The existence of such personalities predicts poor teamworking as such personalities are likely to demand actions that suit their personal perspectives rather than the overall goal of the team. Moreover, dominating personalities are detrimental to effective teamworking because people with such personalities are poor listeners due to their need to communicate their views and be listened to with little regard to feedback.

Conclusion

Effective teamworking is essential to the success of all teams. To develop an effective team, one can utilize the steps in Tuckman's theory that guide the process through the natural phases of team development. As the essay has established, effective teamwork requires the existence of members capable of performing the nine Belbin team roles. In addition, the report has established that effective teamworking is positively impactful to the team's success as it makes the team possess qualities that predict success such as effective communication and strong interpersonal and working relationships. Finally, in the scenario provided, the report has shown that a number of factors such as language barrier, geographical barriers, and communication barriers can potentially hinder effective teamworking.

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