Effective Team work & Communication BMSW4002

Lecturer: Husam Alharahsheh

Lucas Lopes – Benefits of Teamwork 1818768

Siddika Choudhury- Stages of team development and Successful team development 1904291

Shakera Begum Uddin- Team role 1818771

Maria Luisa Salvagno- Managing conflict 1818772


Google
“Our mission is to organise the world’s information and make it universally accessible and useful”

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Success through teamwork

Project Aristotle

180 teams analysed for to find highest performing team traits



What we analysed



- Executive evaluation
- Team leader evaluation
- Team member evaluation
- Measured sales performance on quarterly quota



We want to share what we discovered

The 7 benefits

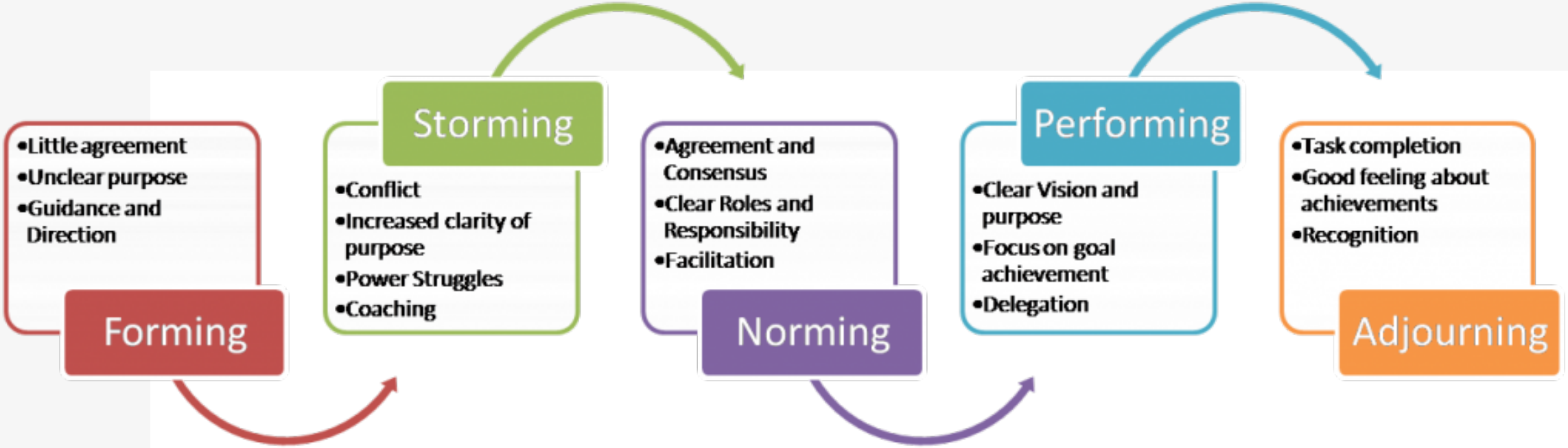






So what are the advantages of teamwork and why does your company benefit?

- “As a leader, It is important to not just see your own success, but focus on the success of others.”- Sundar Pichai
- “Great things in business ae never done by one person; they are done by a team of people.”- Steve Jobs
- Burger King CEO Daniel Schwartz- Podcast this is success



Bruce Tuckman

STAGES OF TEAM DEVELOPMENT



PROJECT ARISTOTLE

”The whole is greater than the sum of its parts"

What makes a google team effective?



PSYCHOLOGICAL SAFETY



Psychological safety refers to an individual's perception of taking a risk, and the response his or her teammates will have to taking that risk.

C, Duhigg, (2016).

Norming & Performing



Getting the right people with the right chemistry



The smartest leaders know it is their team that makes them successful



As a leader you work hard to prevent conflicts within the team making sure the right people are held accountable



High performing team members trust each other



Strong level of trust mean strong level of collaboration



Psychological safety is the most important- without this the other 4 do not matter

Let’s make work better

re:Work is a collection of practices, research, and ideas from Google and others to help you put people first



Goal setting

Hiring

Innovation

Learning and development

Managers

People analytics

Teams

Unbiasing

We want Googlers to be happy and healthy both inside and outside of work. Our benefits and perks vary by region, but they’re all based on the philosophy that taking care of our people is good for all of us. We know that everyone is different, so what we offer is constantly evolving based on employee needs and feedback



The team roles were designed by Meredith Belbin (1981) to define and predict potential success of management teams, recognising that the strongest teams have a diversity of characters and personality types that each contribute to the success of the team, depending on the role that is fit for them.

What is Belbin's "Team Roles"?

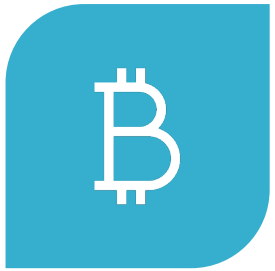
In total, there are 9 of these team roles;

- Plant
- Resource investigator
- Co-Ordinator
- Shaper
- Monitor evaluator
- Team worker
- Implementer
- Completer finisher
- Specialist

Plant



THIS MEMBER OF THE TEAM IS CREATIVE AND FREE-THINKING. THEY ARE ABLE TO GENERATE IDEAS, CAN COMMUNICATE EFFECTIVELY, AND DELIVER OUTSTANDING TECHNICAL SOLUTIONS TO OUR CLIENTS. FOR EXAMPLE, AT GOOGLE, THERE ARE TEAMS WHO WORK IN THIS THOUGHT-ORIENTATED FIELD IN DEPARTMENTS SUCH AS;



THE FINANCE TEAMS- THEY CREATE SOLUTIONS TO OVERCOME CHALLENGES AND KEEP THE BUSINESS ON TRACK.



SALES AND ACCOUNT MANAGEMENT TEAM- COMMUNICATE AND INTERACT WITH CUSTOMERS AND HELP BUSINESSES GROW.



PRODUCT AND CUSTOMER SUPPORT TEAM- TAKE IN CUSTOMER INNOVATIONS AND TRANSFORM THEM TO CLIENT SOLUTIONS



Resource Investigator

- This member is an extrovert and is quite enthusiastic, especially when exploring opportunities and developing contacts. They have the ability to think on their feet and can carry out subsequent negotiations.
- At Google , they would typically be found in our sales operations department, who define strategies to optimize operations and established initiatives in emerging markets.
- Our Product Management team works closely with our engineers to guide products from conception to launch, and with our business partners to generate profitable revenue streams.

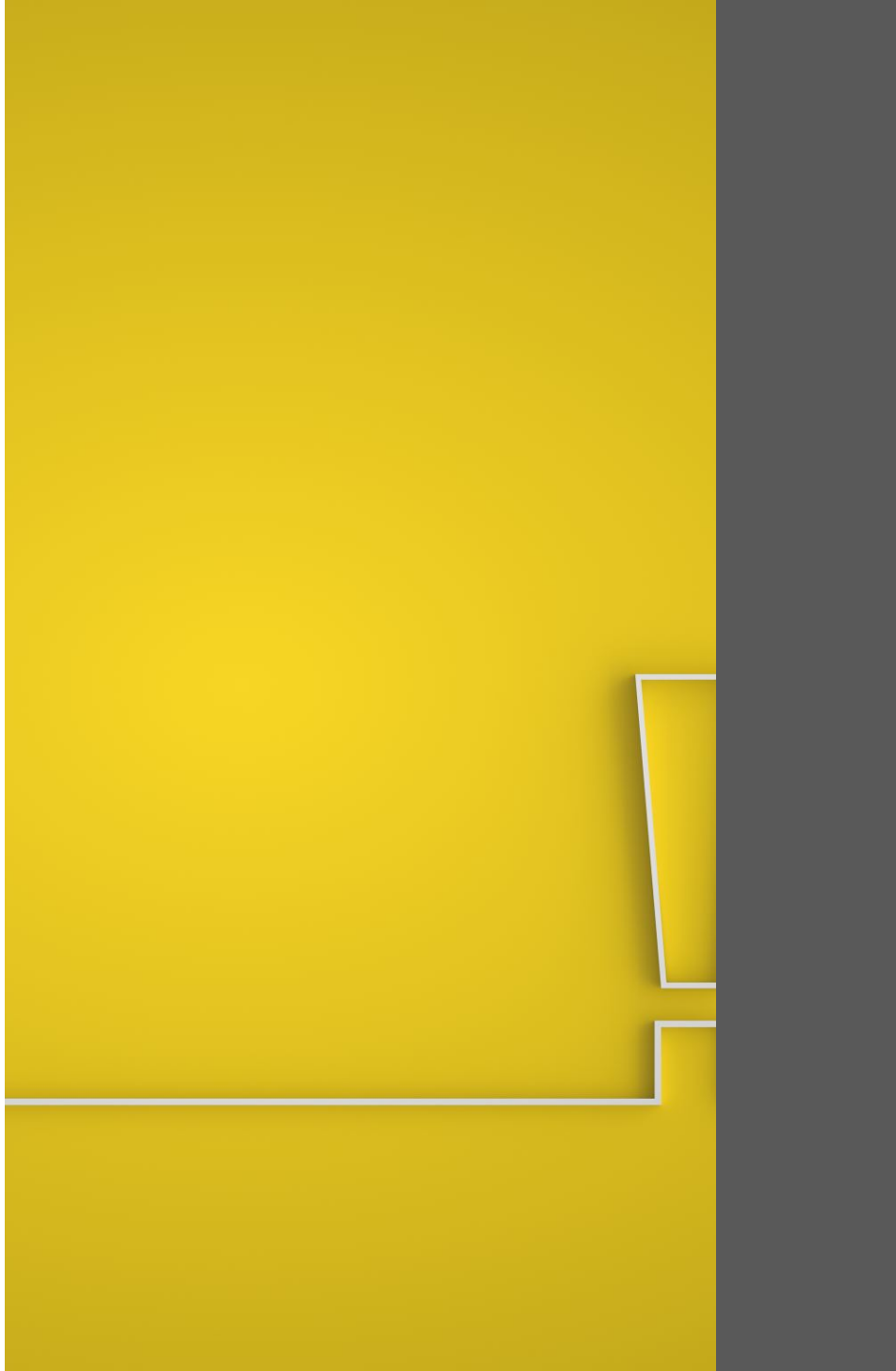


Coordinator

- Coordinators contribute their confidence to the team and are able to identify the talent within a person. They clarify what their goals are and can delegate effectively.
- In Google’s company, coordinators are most likely to be working in the Marketing and Communications teams who are the voice of Google, demonstrating our products, and informing and educating users, advertisers, partners and opinion leaders about the benefits of Google's products.
- Our Developer Relations and Technical Solutions department are also considered as ‘Coordinators’, according to Belbin’s theory, as they are the ones who represent Google to engineers, developers, advertisers and users outside the Googleplex.

Shaper

- Shapers are the challenging types who thrive on pressure and have the determination and courage to overcome any obstacles in their way.
- The Legal and Government Relations teams portray these traits as they take on some tough challenges to help steer the future direction of Internet policy and law. These teams help Google build innovative and important products for users around the world and advocate on the big public policy issues of the day.
- The Business Operations and Corporate Development teams work on global projects, making decisions and executing them for Google’s most critical initiatives, which all takes place in a busy fast-paced environment that needs you to be resourceful, creative and think fast on your feet





Monitor Evaluator

- Monitor evaluators hold the ability to think strategically and judge accurately. They like to plan ahead and consider all options before reaching a final decision, so that their end product is successful and has few flaws.
- The New Business Development and Partnerships teams are made up of technologists, entrepreneurs and leaders who develop relationships with a range of organizations, from content providers to publishers, and find ways for them to reach their audiences and manage their digital businesses.
- Additionally, our Business Strategy departments work on global projects and deliver insights that allow decision-making, execution and investments to take place for Google’s critical initiatives, which requires a drive to make the highest possible impact.
- In order for businesses to succeed, it is crucial to overlook any and every possible solution, outcome, and opportunity to keep your business on the road to success, and our New Business Development and Partnerships do just that.

Team worker

"Team workers" are the diplomatic ones who cooperate and listen to other members' advice and opinions to enable growth and success for the business.

Our Finance teams are always supporting our global businesses, and never fail to provide forward-thinking analysis or create innovative solutions to the many tough challenges that are constantly being thrown at us.

Furthermore, we have a Business strategy department which works on our global projects and deliver insights to proceed further towards making and executing decisions.



MANANGING CONFLICT AT GOOGLE

Google was founded in 1998, ever since we have evolved with the world and its fast-paced demands, and we are still only 21 years old

What causes conflicts in the first place?

- Fear- Economy
- No promotion
- Miscommunication
- Loss of motivation









How we manage conflict at Google?

At Google, we accept diversity – we honour it, we encourage, and we grow from it for the benefit of our employees

(Careers.google.com, 2019)







OUR CULTURE IS TO BUILD FOR EVERYONE

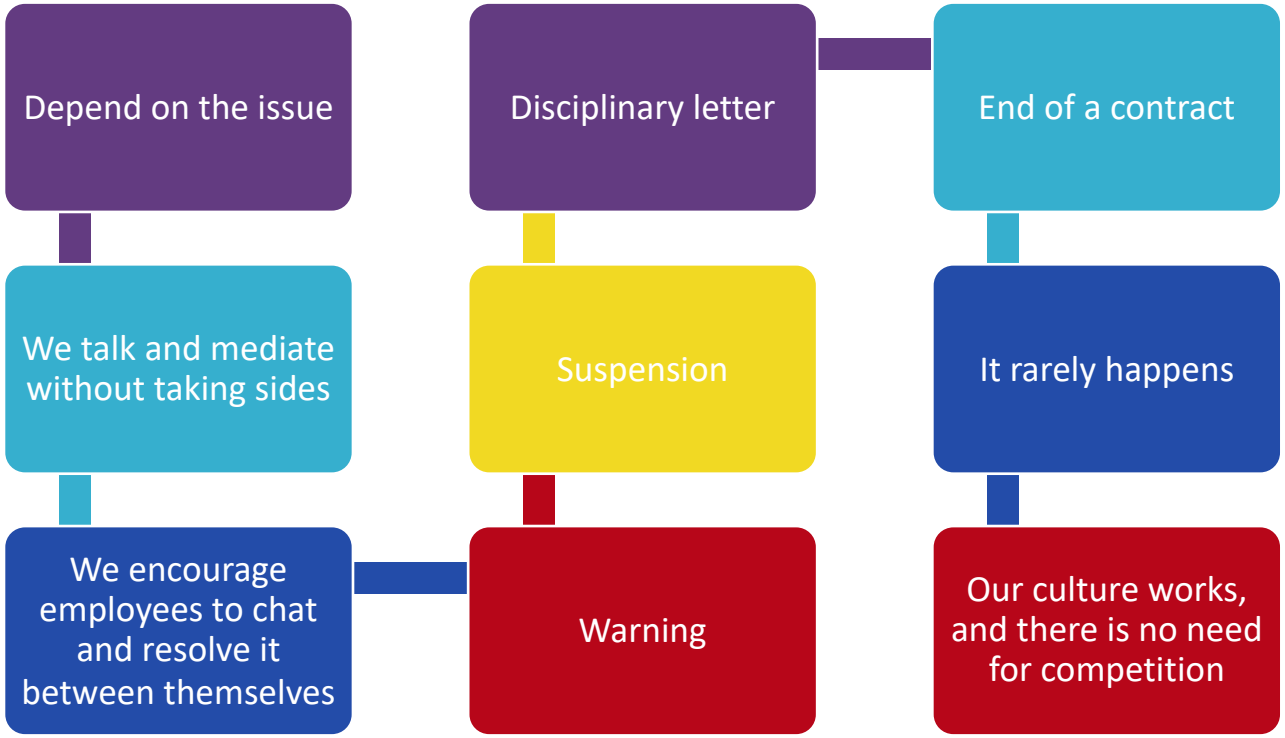
- We offer first class life to everyone
- We encourage communication amongst employees
- We are inclusive, and we support equal opportunities and development training
- We create a positive and active workspace
- We will push our employees to thrive





According to Hornsey, 2019 Google employees are highly talented, because they are prepared with additional skills, learnings and knowledge; we prefer not using traditional methods.

Last case scenario & traditional methods, policies & procedures





Successful team development

Psychologically safe team members are:

- More likely to own up to their mistakes
- Be better partners to their colleagues
- Less likely to leave google
- More likely to be open to diverse ideas









How do you create the feeling of safety on a team?

Trust is earned over time, and you'll only get trust if you give it first

How Google establishes trust



BE A ROLE MODEL



REMOVE THE FEAR



STOP BLAMING



EMPATHISE


Thank you for your
time and attention

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