

TEAMWORK

Alone we can do so little,
together we can do so much.



**PROFESIONAL
CONSULTATION
COMPANY 'TJV'**

University of Wales – Trinity Saint David
Effective Team Working and Communication BMSW 4002
Lecturers: Joy Botu, Lloyd Beharry



<i>Jean Doreen Macleannan 2028905.....</i>	<i>Benefits of Team Working</i> <i>Successful Team Management</i>
<i>Tea Shchepanovich 2026173.....</i>	<i>Stages of Team Development</i> <i>Managing Conflict</i>
<i>Vithu Ravichandran 2028607.....</i>	<i>Team Roles</i>

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BENEFITS OF TEAM WORKING



How NHS can benefit from teamwork



- ▶ ***Increases innovation due to diverse perspective***
- ▶ ***Sharing of responsibilities which reduces workload***
- ▶ ***Increases learning opportunities for the team members***
- ▶ ***Motivation tool for all members***
- ▶ ***Higher quality decision making***
- ▶ ***Stronger employee relationships***

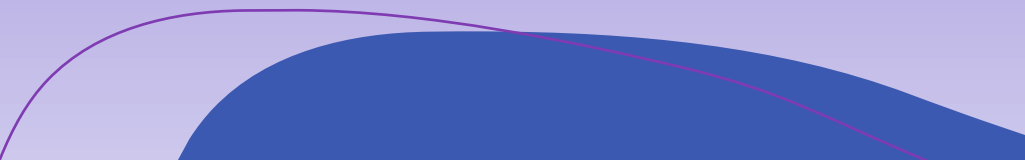


Motivation tool for all members

Team working is encouraged in an organization like NHS because it is motivational tool to employees. This means that employees will feel more satisfied with the job, and it will bring many benefits like low employee turn over, increased productivity, and employees are encouraged to work closely together. (Firstenberg and Stawicki, 2021)

Sharing responsibility

Every team member has a role to play on the team ranging from team leader, resource investigator, coordinator, monitor, shaper, expert and finisher. This means that responsibility is fully share. (Belbin, 2010)



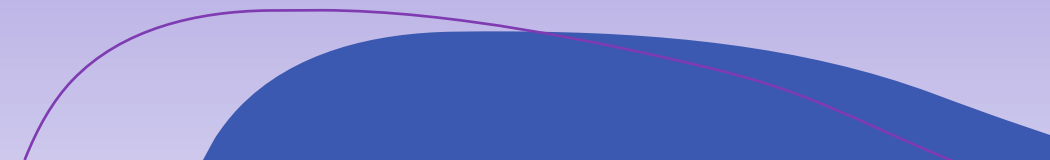


Increases innovation due to diverse perspective

Team working encourages creativity and innovation because the team consists of people with different skills and experts. This means that they will bring the expertise and skills together hence making innovations and developments at work. This will also increase on the efficiency of the team. (Mitchell et al., 2012)

Stronger employee relationships

Employees who work in a team develop stronger working relationships between themselves which encourages them to support, teach and work together to achieve a win for the team. This also encourages stronger interpersonal skills with less conflicts and an open communication in a workplace. (Soni, 2020)



STAGES OF TEAM DEVELOPMENT



Team Development

Team development is a long process. Sometimes it takes a long time for teams to achieve performance that is in line with their potentials and abilities.

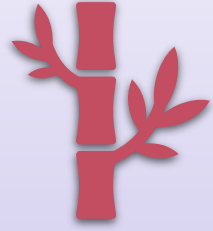
Just building a team does not guarantee good results.

Teams have to go through several developmental stages before they become "productive".

In 1965, psychologist Bruce Tuckman developed a model that shows how teams in different fields go through the same stages of group development.

As group members climb the ladder, they transform from a random group into a high-performance team that can work toward a common goal.

Stages of Team Development



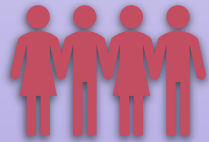
Forming



Storming



Norming



Performing



Adjourning

TEAM ROLES



Belbin's Team Roles

Belbin's 9 Team roles suggests that the more diverse a team has in its team members the more the team has the capabilities to perform better as a team overall. As a team member, while you understand your role in the team you are able to recognise your strengths and weaknesses and develop your collaboration to the team.

Team leaders are able to use this approach to help shape their future teams and recruit suitable members.



Team Roles

- **Action Oriented:**
 - *Shaper* – Encourages the team to improve and develop
 - *Implementer* – Implements ideas into action
 - *Completer – Finisher* – Guarantees the completion of work before deadlines
- **People Oriented**
 - *Co - ordinator* – Takes on the task of team role leader
 - *Team Worker* – Encourages cooperation and collaboration
 - *Resource Investigator* – Explores outside resources
- **Thought Oriented**
 - *Plant* – Operates as a think bank and likes to present new ideas and operations
 - *Monitor/Evaluator* – Evaluates and analyses options
 - *Specialist* – Provides specialized skills



TEAM ROLES

The benefits of model provides strong foundations for a strong team and better performance and efficiency.

The individual allocation of the team members allows recognition for each role and provides good framework and foundations for a strong team work and performance with longitudinal team growth and efficiency.

The model boosts team performance as each team member recognises their team role within the team and is therefore allowed to provide their own skillset and contributions to generate successful ideas and help renovate the business company moving forward.



MANAGING CONFLICT



Thomas - Kilmann model

***COMPETITION** – when quick and decisive action is needed, but other team members are aware, and they are supportive.

***COMPROMISING** – both sides are heard. There is no 'win - lose'. Cooperation and assertiveness is needed.

***COLLABORATION** – cooperation to achieve the goal. High level of trust is needed.

***AVOIDING** – occurs mainly if the problem is not so significant, but it's not a good strategy.

***ACCOMMODATION** – a high level of understanding, and the other side is aware that a better solution has been offered.

What can we do?

- *Making sure that people's **responsibilities match their skills**.*
- *Spot the early signs of conflict – observing body language, face expressions, tone of voice*
- *Speaking with team members individually in order for everyone to be heard.*
- *Bringing people together after individual talk, encouraging team members to **actively listen** to each other without interrupting, and being respectful.*
- *Encouraging team members to share ideas.*

'Conflict is good in a negotiation process. It's the clash of two ideas, which then, all being well, produces a third idea!'

Luke Roberts

Let's benefit from the conflict. Let us look at conflicts as a resource, an opportunity for learning, growth and development.

Let's be creative, open and try to find a common interest with the opposing side.

Communication should be open, clear, direct and constructive.

Let's learn to accept differences (differences in opinion, culture, attitudes, gender differences).

Conflict is resolved when it arises because over time it only gets worse.

SUCCESSFUL TEAM MANAGEMENT



NHS could consider the following successful factors for teamwork management

- ▶ *Considering each others' ideas valuable*
- ▶ *Being aware and acting upon the employees unspoken feelings*
- ▶ *Encouraging trust and cooperation*
- ▶ *Inspiring team members to share information*
- ▶ *Using consensus in any conclusions in the working process*
- ▶ *Setting ground rules which will be followed by the team members*
- ▶ *Forming roles and encourage members perform their roles*
- ▶ *Creating a strong conflict resolution mechanism*

(Fulk, Bell and Bodie, 2011), (Stocker et al., 2016), (Thomas, 2011)

Encourage team members to share information

If team members are encouraged to share information and ideas openly, it leads to better communication. (Thomas, 2011)

Set ground rules that are to be followed by the team members

A team is made up of people with different personalities, therefore, independent ground rules must be set so that all team members must follow for successful management. (Thomas, 2011)



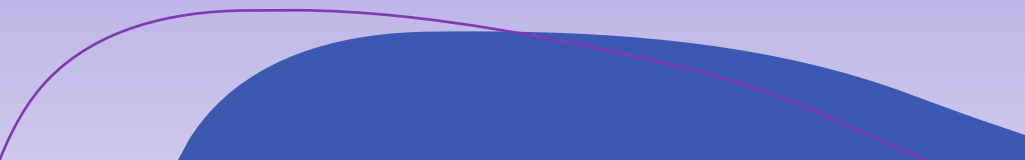


Consider each others' ideas valuable

All team members should be encouraged to share information openly and to consider each other's ideas valuable. This will encourage all the team members to participate and come up with solutions to problems and tasks at hand. (Yang, 2014)

Encourage trust and cooperation

Team working does not just mean working together, but it also means that members should respect, believe, and trust each other, to make things work. This will help in the successful management of the team (Thomas, 2011)



A top-down photograph showing four hands, each belonging to a person in a business suit, pointing their index fingers at a series of ten small, light-colored wooden blocks. The blocks are arranged in a slightly curved line across a dark, weathered wooden plank background. Each block has a single black letter on it, which together read 'TEAMWORK'. The hands are positioned as if they are collectively supporting or presenting the message. The first hand is on the left, followed by a gap, then the second hand, another gap, the third hand, and finally the fourth hand on the right. The suits are dark blue, dark navy, and light grey. A solid red shape is visible in the top right corner of the frame.

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'Great things in business are never done by one person. They are done by a team of people!' Steve Jobs

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