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Effective Team Working
and Communication

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- Benefits of team working (*IONELA*)
- Stages of team development (*ANA-MARIA*)
- Team roles/ Leadership roles (*CRISTINA*)
- Managing conflict (*ANCA*)
- Successful team development (*ADRIAN*)



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I.S.S Institutional Shareholders Services

Introducing Team working

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What is a TEAM?

-A team is a group of people that share the same goals and work together to achieve them.



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Benefits of team working

- Boost productivity
- Provide support network
- Encourage innovation
- Builds trust
- Boost employee moral
- It promote Synergy, the combined power of a group of things when they are working together that is greater than the total power achieved by each working separately (Cambridge Dictionary)



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Stages of team development



Bruce Tuckman's 1965 Theory, professor in Philosophical, Psychological and Comparative Studies Ohio States University, describes 5 different stages of group development:



- Forming
- Storming
- Norming
- Performing
- Adjourning



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Stages of team development



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Storming

- ▶ Team meets for the first time
- ▶ High dependence on the leader for guidance and direction
- ▶ Form relationships
- ▶ Team agree on goals, rules and tasks

Forming

- ▶ The leader supervises the team
- ▶ Opinions are shared
- ▶ Conflicts appear
- ▶ Lack of agreement

Stages of team development

Norming

Acceptance of teammates

Conflicts solved

Roles and responsibilities are clear and accepted

Trust

Ability to work a group

The leader supports the team on the tasks

Performing

Goals are achieved successfully

No participation of the leader needed

Solutions are found and implemented

Adjourning

Team comes to an end

Break up of the group

Many personal relationships formed



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Teams Roles



R. Meredith Belbin named Father of Team Role Theory found that every person that is in a team can bring in that team some proprieties or qualities like:

- Intelligence
- Dominance
- Extroversion
- Introversion
- Stability
- Anxiety

Belbin's Teams Roles

- COORDINATOR (CO)
- IMPLEMENTER (IMP)
- PLANT(PL)
- MONITOR/EVALUATOR (ME)
- RESOURCE INVESTIGATOR(RI)
- TEAM WORKER (TW)
- SHAPER (SH)
- SPECIALIST (S)
- Completer / Finisher (CF)

Team roles are distributed according to the professional training of individuals, but also, according to the qualities, skills and defects they have.

Leadership Roles

Leaders are responsible for the effective utilization of team resources, including time and people, to use these resources efficiently it is necessary to develop and implement plans to accomplish team goals but also performance.

The Situational Leadership Theory identifies 4 leadership styles (S) very well related with 4 maturity levels (M) how define all members of a team.

Leadership Styles

S1 – Telling

S2 - Selling

S3 - Participating

S4 - Delegating



Maturity Levels

M1 – is for last experienced members of a team, this maturity level matches with S1 (telling) Leadership style

M2 – is for member how have limited experience and still need help, this level is matched to S2 (selling) Leadership style

M3 -the most excited members of a team to work on their task and the experienced one and matched with S3 (participating) Leadership style.

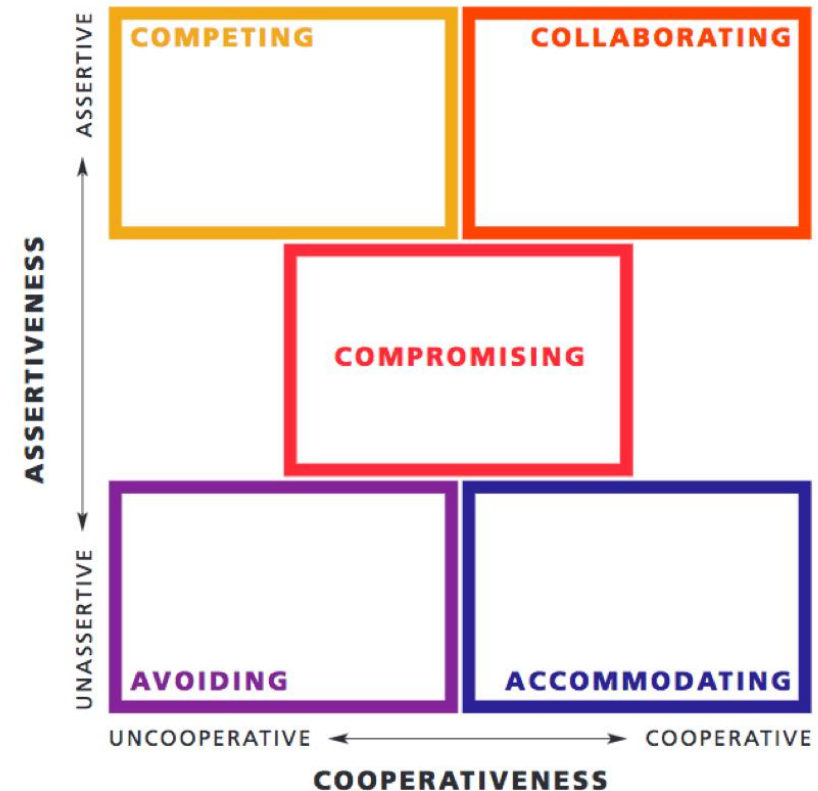
M4 -member of a team how don't need any assist from their supervisor and can finish without involving the leader this maturity level is matching to S4(delegating) Leadership style.



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The Five Conflict-Handling Modes

The *Thomas-Kilmann Conflict Mode Instrument* (TKI) assesses an individual's behaviour in conflict situations—that is, situations in which the concerns of two people appear to be incompatible. In conflict situations, we can describe a person's behaviour along two basic dimensions*: **assertiveness**, the extent to which the individual attempts to satisfy his or her own concerns, and **cooperativeness**, the extent to which the individual attempts to satisfy the other person's concerns. These two dimensions of behaviour can be used to define five methods of dealing with conflict. These five conflict-handling modes are shown below:



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- **Competing** is assertive and uncooperative, a power-oriented mode. When competing, an individual pursues his or her own concerns at the other person's expense, using whatever power seems appropriate to win his or her position. Competing might mean standing up for your rights, defending a position you believe is correct, or simply trying to win
- **Collaborating** is both assertive and cooperative. When collaborating, an individual attempts to work with the other person to find a solution that fully satisfies the concerns of both. It involves digging into an issue to identify the underlying concerns of the two individuals and to find an alternative that meets both sets of concerns. Collaborating between two persons might take the form of exploring a disagreement to learn from each other's insights, resolving some condition that would otherwise have them competing for resources, or confronting and trying to find a creative solution to an interpersonal problem.
- **Compromising** is intermediate in both assertiveness and cooperativeness. When compromising, the objective is to find an expedient, mutually acceptable solution that partially satisfies both parties. Compromising falls on a middle ground between competing and accommodating, giving up more than competing but less than accommodating. Likewise, it addresses an issue more directly than avoiding but doesn't explore it in as much depth as collaborating. Compromising might mean splitting the difference, exchanging concessions, or seeking a quick middle-ground position.
- **Avoiding** is unassertive and uncooperative. When avoiding, an individual does not immediately pursue his or her own concerns or those of the other person. He or she does not address the conflict. Avoiding might take the form of diplomatically sidestepping an issue, postponing an issue until a better time, or simply withdrawing from a threatening situation.
- **Accommodating** is unassertive and cooperative—the opposite of competing. When accommodating, an individual neglects his or her own concerns to satisfy the concerns of the other person; there is an element of self-sacrifice in this mode. Accommodating might take the form of selfless generosity or charity, obeying another person's order when you would prefer not to, or yielding to another's point of view.

Sources of conflict

Conflict may arise from many sources, including confusion about people's positions, personality differences, legitimate differences of opinion, poor norms, competitive rewards systems, poorly managed meetings.

The team needs to acknowledge the source of conflict and work to resolving it.

Finding the root cause of the conflict is important.

Team should not waste time dealing with only the symptoms of the conflict.

Types of healthy and unhealthy sources of conflict:

Healthy

Focus on task issues

Legitimate differences of opinion about the task

Differences in values and perspectives

Different expectation about the impact of decisions

Unhealthy

Competition over power, rewards, and resources

Conflict between individual and group goals

Poorly run team meetings

Personal grudges from the past

Faulty communications



Team can prepare for conflicts by creating an environment that allows for dealing with conflict without creating emotional and relationship problems.

Mediators or facilitators can help teams to manage their conflicts by controlling communications and building trust. Managing conflicts requires using negotiations tactics to find solutions acceptable to all sides of the issue.

The negative emotions from unresolved conflicts disrupt trust, hurt communications, and make the conflicts harder to resolve.

Teams should take a more proactive approach to conflict management by preparing for conflicts; they should develop approaches to identify conflicts in early stages and creating an environment that supports constructive controversy so that disagreements can be expressed

Managing conflict



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Successful team development

The eight key characteristics of successful groups

- Clear and meaningful goals
- Explicit positive norms
- Strong interpersonal and communication skills
- Competence and commitment around solving problems and performing tasks
- Trust, openness and group cohesiveness
- Ability to manage conflicts
- Shared leadership
- Continuous individual and team learning and improvement



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- Goal-orientated mindset
- Commitment of each member to their roles
- Open to learning
- Diverse perspectives and experiences
- Shared culture
- Responsibility and accountability
- Clear communication
- An effective leader

The eight steps to building a successful team



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- Make a plan
- Create a clear map
- Rules of the road
- Show respect
- It is all about the team

How to build a successful team

- Understand the purpose and the meaning of a team
- The purpose that the team sets
- Team building tips
- Culture
- Better relationships
- Creating habits

How to build a successful Work Team



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Conclusion

Teamwork is essential to success and growth. Working together boosts creativity, productivity, engagement, communication and efficiency and reaches the goals in a more efficient manner. It is important that this team works as one, that everyone has the same end goal and are helping each other to reach it



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