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Effective Teamworking for Business Success



Module: Effective Team Working and Communication

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Introduction



In this report we will discuss how effective teamwork can be for business, having as a starting point a group from Amazon company whose one of the managers is responsible for preparing a project to open three stores, however, the group is not work as a team. I will also explain what models we can use to achieve an effective work team and what are the advantages and barriers.

In this example we can see that there are team problems that make the work not progress. However, this type of problems can be solved using models that require effective teamwork. The use of these models is very important to improve teamwork and thus help them reach their final goal, which is a common goal.

2. Team/ Group



In the work environment, it is essential to create a pleasant work environment where they use a transparent communication so first of all it is important to define what is a group and what is a team, since both can be easily confused. Starting with what is a group, between a lot of definition, a group is a number of people with individual goals in which each professional is expected to deliver what is asked of him so in a group, each member is independent and have their own responsibilities.

About a team we can say that a team is a relationship between individuals who want to achieve the same objective like Morgan said “A team is a number of individuals working as one to achieve a particular goal to which they are mutually committed” (Morgan, 2017, p204). So we can say that an team represents the sum of all individuals which makes us conclude that each team member is dependent on all other members in order to reach their ultimate goal.

2.1 Group benefits and disadvantages :

One of the benefits of being part of a group is that groups are good at achieving individual effectiveness because while teams try to achieve efficiency by focusing on the greater good, groups try to focus on the effectiveness of each individual. This can improve effectiveness in relation to individual work and larger group goals. And of course been part of a group can have some disadvantages like the fact that individuals tend to isolate themselves because they work separately, there is not much time left for the development of team spirit and that cause communication problems.

2.2 Team benefits and disadvantages:

Teams drive group productivity: Groups have a greater advantage when it comes to efficiency, however teams is better in terms of productivity because their members support each other, and in this way by helping each other they achieve their common goal performing the so-called "team work". However, there are also disadvantages in being part of a team, for example in a team they do not always pay attention to individual growth, there are exceptions, but some teams have difficulty promoting individual growth.

3. Means to achieve effective teamwork:

- Decisions must be made through dialogue between all team members.
- There must be trust so that everyone can express their ideas.
- Each individual must be special for the qualities that make him/her unique and this must be valued by the team.
- Each team member should know what their responsibilities are.
- There must be a team support.
- The team should do activities outside the work environment so that they can get to know each other better.

4. Team development models

For the Amazon team to be effective, its components (Mihaela and Spencer) must be able to work in harmony, collectively contributing to the results, which unfortunately is not happening because this energy may not happen automatically, but it develops as the team works together.

And in order to explain and better understand the team development process, we can use several models, such as Bruce Tuckman's team development model and the Wheelan Model.

4.1. Tuckman



In 1965, educational psychologist Bruce Tuckman published a study describing the four-stage process of team development and behaviour: Forming, Storming, Norming, Performing and Adjourning.

4.1.1 Forming: This stage describes a moment of adaptation and mentoring in which no one is sure of anything and everyone is looking for a voice of leadership.

4.1.2 Storming: This stage is marked by confrontation and competition as each member's personalities begin to emerge. Team members at this stage will try to establish themselves and secure their position in relation to their peers and the leader. In this way we can say that our Amazon team is at this stage.

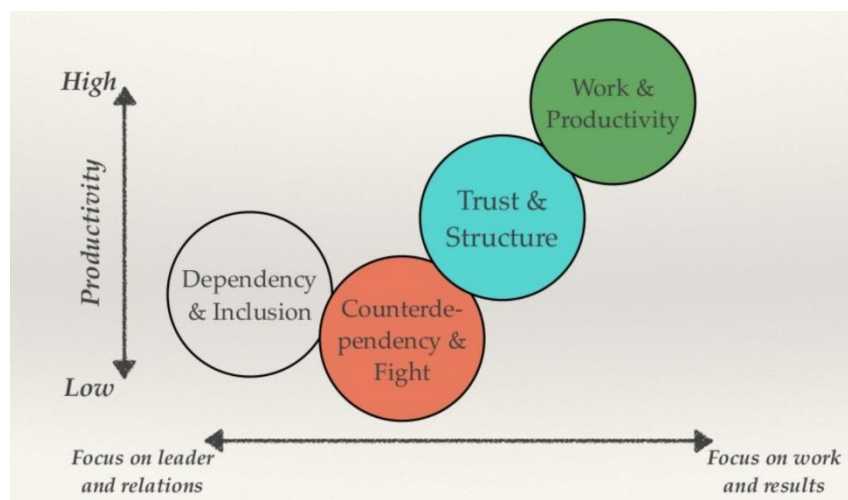
4.1.3 Norming: If the Storming phase is successfully passed, the friction within the team will turn into cohesion, where each individual will be aware of their role within the team. In this stage, they will prioritize the collective objectives, and overcome the fights.

4.1.4 Performing: In this phase, the team's performance improves, as the number of conflicts is considerably lower and team members feel more confident. Each individual feels welcomed as part of the group and therefore are more comfortable in carrying out their tasks and help each other, which will lead to the company's growth, that is, a high performance stage has been reached.

4.1.5 Adjourning: At that stage, the project is over and the team will be disbanded or redone which will shake the feelings of each member so the team should take a moment to say goodbye in a personal way.

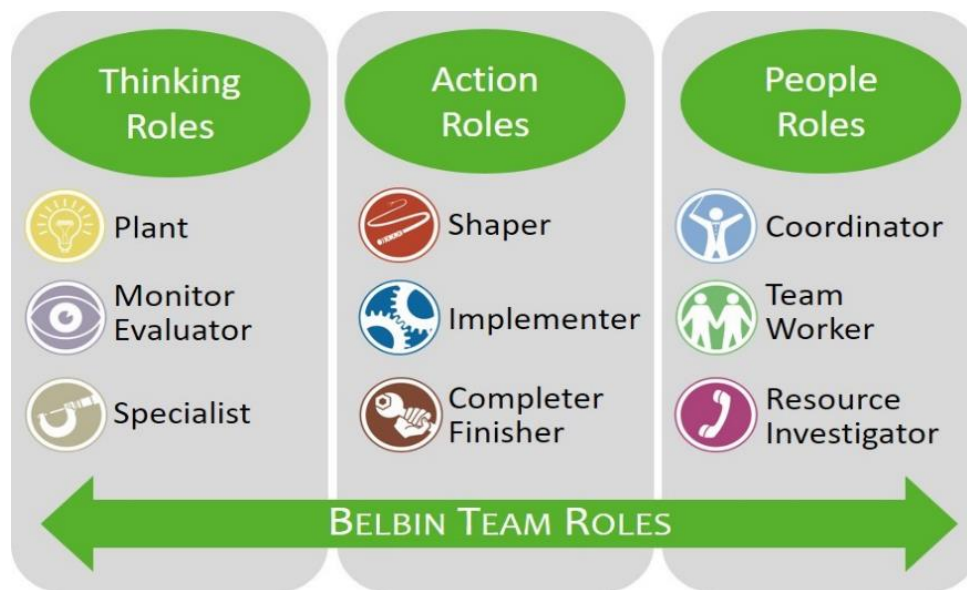
4.2 Wheelan model

Another model that can also be used is the Wheelan model developed in 2016



In my opinion, the Tuckman model is the most suitable to be used in our situation, as it is the one that most clearly presents all stages of the development of a team. Thus, the Amazon team is in the storming stage.

5. Roles to create a cohesive and effective team



To build a good and successful team, it's important to analyse the characteristics of all team members, such as their personality, motivations, mental abilities, experiences, but it is also important to take into account the work environment and role learning.

This is where we come in with Belbin's theory (1981), which argues that for the team to be successful needs a balance between characteristics/personalities and rules. There are 9 rules divided into 3 categories that will be presented below.

5.1 Thinking Roles

Plant is a very imaginative and intelligent person and is the one who finds it easier within the team to look for new approaches to the team's problems. This team member can sometimes be offensive in the way he criticizes the ideas of others and exposes his own ideas.

Monitor Evaluator is a person with a strong sense of analysis and is able to separate good ideas from bad ideas. He doesn't have much creative ability but he is an excellent critic.

Specialist this person is the team's expert. They are usually hired as consultants, that is, he is not part of the team permanently, which sometimes leads to conflicts with other team members.

5.2 Action Roles

Shapers are challenging people who stimulate the team. They have an outgoing and dynamic personality and they like to encourage others and question the rules.

Implementer is a practical and organized person he makes decisions manageable and defined tasks so that people can continue

Completer finisher is the somewhat pessimistic person who worries a lot about what could go wrong, checking every detail as a form of obsession and anxiety.

5.3 People Roles

Coordinator They are people who have a natural character to be leaders. These people are intelligent rather than brilliant, and according to each one's abilities they manage to create work roles in a way that focuses each one according to their best characteristics.

Team worker is a person who is aware of their needs and emotions within the team. He is a person who has the gift of communicating with others, he is a friendly person who is popular among everyone and who establishes a connection between all the elements of the team.

Resource Investigator He is an enthusiastic, friendly person who socializes with everyone. He brings information from the outside to the inside of the group and works very well on pressure helping the team not to lose contact with reality.

Discussion



We will unveil the secrets of successful groups according to Coyle's theory (2018),

Build Safety

Share Vulnerability

Establish Purpose

Build Safety: According to Coyle, in this first stage, we must use body language and eye contact in order to demonstrate that we are attentive to what is being said.

We must highlight our fallibility from the start and receiving bad news or feedback in a responsive manner.

Share Vulnerability: It is important to see that the leader is also someone who is vulnerable like others and who also has doubts. Negative news or negative feedback should be done privately so as not to embarrass the team member and provide an environment of trust.

The team must feel that they have been heard and that they have the respect of the managers.

Establish Purpose: It is important to know how to classify priorities so that the final objective can be successfully achieved. Priorities must be presented clearly with no room for doubt and must be presented in such a way that everyone has access to them in case they forget.

Advantages of effective teamworking:

Having an effective work team helps to reach the final objective within a friendly environment, without conflicts in which team members respect each other and are open to dialogue.

It is important to have a healthy work environment so that people work willingly, do not constantly feel that they want to leave the project and feel motivated to do more and more for the common good. In this case, the Amazon team leader must promote dialogue between his team, he must listen to the members who cause conflict, try to understand their problems and thus find solutions so that they feel part of the team, however if that doesn't work, the manager you can always take those two team members and better choose the new members taking into account the emotions of the team and the emotions and character of the new members.

Barriers to effective teamworking:

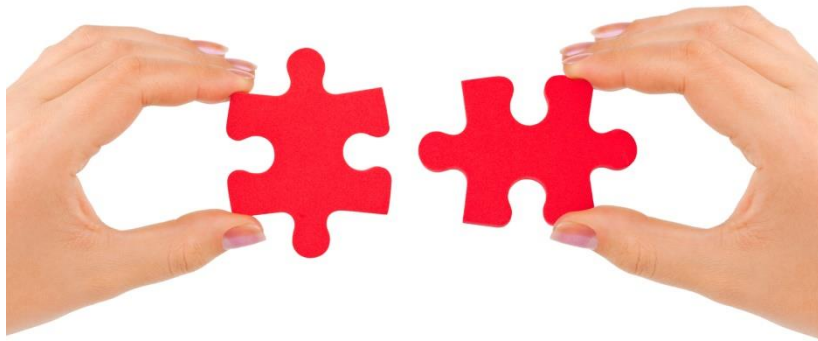
As with everything in life, not everything is perfect and of course in this case it is no different. There are some barriers in creating an effective work group, as people are different, each with their own personality, which is sometimes difficult to reconcile.

Among other things, people have personal problems that can interfere with their productivity at work and interaction with the team, leading to conflicts. In this way, the work of a manager is very difficult and may sometimes have to create new teams.

As I mentioned earlier, our Amazon boss will likely have to replace the two contentious members of his team.

An example of a unsuccessful team is when we have a work team where they don't agree with each other and thus never reach a conclusion which leads to them not reaching the end goal. If team members do not empathize with each other it will lead to conflict. A team that has a relationship that is beyond professional and that have bonds of friendship will more easily create a healthy work environment and will more easily reach their final goal.

Conclusion



In conclusion, for a group to be able to work as a team and achieve their common goal, it is very important that this group of people is very well chosen, taking into account the individual differences of each member, as this will influence the entire group. A group can be more effective when it has a greater variety of personalities, each member must be special for the qualities that set him apart from the others, and these qualities must add the team. The manager has an important role in bringing this team together and it is important that he knows how to build a safe environment for team members. The work of creating a team is not easy because there are several barriers such as the difference in personalities and the fact that each individual can be affected by problems outside the work and thus become a toxic member for the whole team, that's why models should be used to help create a team. In the example where the Amazon boss has two conflicting members we can see that this team was not well chosen and how toxic two members can become and destabilize an entire team. In this case I would recommend the manager to use Tuckman's model and discard these two disruptive members, thus making the team move out of the storm stage and progress towards success.

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