

EFFECTIVE TEAMWORK AND COMMUNICATION

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GROUP C

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1. Introduction

- The team working and team effort referendum originated from the Hawthorne studies in the early 1930s.
- Teamwork postulates the sense of collaboration and its enhanced effectiveness from the same resources.
- Hiring potential employees cannot guarantee corresponding productivity and business efficiency.
- Teamwork is now a mandatory tool for business functions and companies arrange dedicated posts and require relevant competencies for candidates to manage teamwork or at least carry the experience of working in a team.

The module is developed to produce a slide presentation regarding the effectiveness and benefits of teamwork in small, medium and big business organisations by mentioning relevant theories, models, examples and applications of team development and management in established firms under the supervision of Atkins consultancy; a UK based organisation.

List of Subject discussed in this Module

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Team working: A Universal Tool

- Teamwork is a framework that promotes individual achievement by collaborative working and sharing information.
- Teamwork is most prevalent in sport, but nowadays almost all business organisations implement teamwork for almost all business functions.
- According to Lacerenza *et al.* (2018, p. 517), teamwork helps to share physical effort, responsibilities and stress of any activities among all of the team members, effectively producing better effort in any business function.

Nowadays, almost every sector like the retail sector, manufacturing units, sales team, marketing department, academic institution, product management department etc. uses the goods of teamwork in their professional place.

- Teamwork nowadays is frequently utilised to communicate different business functions of a company to its employees.
- Video conferencing and interactive project discussion are highly prevalent examples of team working.
- A hot desk system is a system where employees interchange their location every day and thereby the employees get opportunities to cross-sect with team members from different functions and learn from their work.

According to Porter *et al.* (2018), huddle room conferences, team discussion, team building sports, and monthly events rigorously intersect with the idea of an efficient and better team working in a business environment.

2. Benefits of Team Working

- Team working increases productivity and helps employees more often communicate with each other that improves the quality management of the workforce.
- It increases the synergy, cooperation and harmony between different workforce and team members from different backgrounds, knowledge and skills.
- Teamwork promotes individual engagement in business functions.
- Teamwork allows employees to commit to enhanced creativity, innovative ideas and flexibility through any operation or project management.

Moreover, teamwork creates conflict between team members, but it is the only way to resolve any departmental conflict in the work process or ideology. According to Wigfield and Snelgrove (2018, p. S16), the beneficial aspects of teamwork provides innovative and fresh perspectives that sometimes improve the business quality and market position of a company.

Types of Group Dynamics

- There are primarily four types of group dynamics which are formal, command, committee and informal.
- Formal groups are structured and each of the members works as a functional unit to achieve a common goal.
- Command group follows a task-based system where the tasks are the abstract members of the group and the process of teamwork is based on a cross-functional workforce.
- A committee is a strategic group developed for cognitive and calculated business decisions including investment, marketing and cross-functional teamwork.
- Informal groups are a reflection of the laissez-faire model wherein the members determine their roles in the function and share their interests where they find them comfortable.

According to Mbegu (2018, p. 1), the dimensional aspects of team management postulates some norms to effectively manage and group which are influential management, interpersonal facilitation, rational creativity and standard leadership.

3. Stages of Team Development

- Team development stages are important to communicate the essentiality of developing the team to the employees.
- Each stage of team development allows the members to understand different aspects of collaborative working.
- Team development stages help them to gradually develop familiarity in the team that ensures their regular potential of functionality.
- Team development stages help to identify and neutralise conflicts between team members and any grey area of the team working rationale.

According to Gander *et al.* (2018, p. 277), the chronological stages help employees to acclimate personal attitude, behaviour, appearance, skills and competencies according to the relevant team role.

Bruce Tuckman's Team Development Stages

- Team development stages are segmented into five parts which are forming, storming, norming, performing and adjourning.
- Forming is a stage where every member is introduced to others and none of them is engaged in core activities, thereby everyone is pleasant and does not strike any conflict.
- Storming is a phase where every team member is communicated with the goal, objectives and points out areas of conflict for non-synchronised participation.

- Norming is a stage where team members start to recognise and appreciate the distinct qualities and efficiencies of other team members.
- Performing is a stage where employees are familiar with each other's roles, skills, competencies and cooperations and engage themselves into the actual teamwork with optimum effectiveness.
- Adjourning is a stage wherein the team loses its importance and disbands.

According to Collopy *et al.* (2019, p. 82), the team development model by psychologist Bruce Tuckman was developed in 1965. The five stages of team development help the team to accumulate the effectiveness of team working.

4. Team Roles

- Team roles objectify proper and distinct functions of each other that make it simple and clearly defined to inspect any disputes in the workforce.
- Distinctive roles of each member help them to formulate their skills according to the provided responsibilities.
- Team roles help to embrace and endorse the individual competencies and skills of team members, eventually ensuring their performance growth in certain domains.
- Team roles help to distribute different functions of a project according to the potential of individuals with a proper demonstration of separate objectives for one common goal.

According to Super (2020, p. 559), it potentially handles organisational conflict by demonstrating the advantage of coherent relation, communication and cooperation.

Honey's 5 Team Roles

- A leader is the most important team role that organises and develops the motivational driver, mapping, executing processes, work distribution, goal, objectives and vision of the business function.
- Challengers are the conflicting and resolving force in a team who proposes queries about any activity and delivers multiple solutions along with useful suggestions.
- Doers are task-oriented employees who prioritise the completion of the job with the help of provided instructions and resources (Cardno and Tetzlaff, 2017).
- Thinker produces ideas and demonstrates how to implement these ideas with multiple visions.
- Supporters are the people who listen to people and focus on the emotional and moral balance in the team to support the consistency and sustainability of the team functions.

Peter Honey developed this team role model in 1988 and it has a simplified interpretation of fundamental team roles in an effective team.

Belbin's 9 Team Roles

Thinking-based Roles

- Plants (PL) are free-thinking people who generate ideas, they are creative and imaginative. They ignore surrounding limitations and crises as they are highly passionate and engaged in the work.
- Monitor Evaluators (ME) are cognitive, strategic, pragmatic and inspect all possible ways and outcomes of an action. They are not inspiring (Belbin, 2021).
- Specialists (SP) are focused on one domain, dedicated, highly skilled but lack tendencies to communicate with others and focus primarily on technicalities.

Thinkers provide initiation value and opportunities to verify the fundamentals of a function. Thinkers are highly effective in project planning and their opinion matters in the technicality of any function.

Action-based Roles

- Shapers (SH) are challenging, thrive on pressure and dynamic situations. They are easily irritated by stable functions and monotonous culture (Belbin, 2021).
- Implementers (IMP) are pragmatic, efficient and possess a quality of turning abstract ideas into real actions. Implementers are a little bit resistant to new ideas.
- Complete Finishers (CF) are perfectionists, anxious and consistent with their preferred perspective of an outcome. They are highly concerned about the perfection of any work and create problems if the target is not achieved in terms of quality.

Action-based roles are the driving force and executive successors of any team that helps to keep the workflow running according to the plan (Deichmann and Jensen, 2018, p. 462).

People-based Roles

- Coordinators (CO) are mature, calculative, they identify goals and clarify the process that can build up effective teamwork.
- Team Workers (TW) are cooperative, diplomatic, and always tries to sustain healthy relations between teammates, but they are reluctant to confront situations and moralistic stances against cooperation.
- Resource Investigators (RI) are enthusiastic, opportunists, resource builders, enthusiastic, but sometimes their over-optimism leads to consequences or unavoidable conflicts.

People-minded people sustain the relationship between leaders and team members, they try to maintain communication and compatibility among the different workforce and create a better workplace for everyone (Deichmann and Jensen, 2018, p. 462).

5. Managing Conflict

- Proactive forces tend to better manage a team conflict.
- The first step of every team conflict is observing and analysing the situation minutely to understand all perspectives of the event.
- The observation can be conducted by putting attention to the body language, facial expression and tonal quality of both parties to assume who has a concrete point.
- The team leader needs to be patient before determining any decision (Cardno and Tetzlaff, 2017).

- The leader must be impartial and fair so that it does not deliver a bad message to the team that risks the reputation of the leader.
- The leader must take disciplinary action if anyone is trying to sabotage the integrity of team dynamics.
- The leader needs to avoid making any assumptions before gathering evidence.
- The leader must speak to the team members individually and then collectively to observe their change of attitude and tone them. This will help him/her better understand the problem.

Moreover, conflict management can be done in different frameworks that are equally or incidentally effective (Cardno and Tetzlaff, 2017). The leader must be cautious about the decisions and needs to ask suggestions regarding disciplinary action from other team members.

Different types of Conflict Management

- There are primarily five types of conflict management.
- Avoiding small conflicts refers to stonewalling the existence of the conflict which sometimes shows significant effectiveness, but sometimes creates pseudo tension between team members and leaders (Carney *et al.*, 2019, p. 121).
- Giving in or accommodating with the conflicting party can resolve the issue and establish a stable situation which is preferable for certain situations, but sometimes it risks the power of authority.

- Standing your own ground can create a strong statement for the team members which can be profitable for specific situations but needs to be tackled carefully.
- Compromising refers to a solution where both parties meet in a middle ground and produce a win-win situation for both parties.
- Collaborating is a clever and productive solution for conflict management wherein both parties collaborate to either neutralise the entire problem or share the problem.

Managing conflict in business organisations requires immense consideration of moral values and calculated decisions that need to be prominent for specific situations so that it can provide optimum profit and minimum consequences (Carney *et al.*, 2019, p. 121).

6. Successful Team Development

Properties of successful Team

- Team members share relevant leadership roles and a sense of corporation.
- Team members produce tangible products or measurable functions (The Balance Careers, 2020).
- Individual and team performance enhances simultaneously.

An effective team facilitates team members to engage in enhanced productivity, quality work and efficient functions.

Importance of Communication

- Communication produces better ideas and decisions regarding teamwork planning.
- Communication smoothenes the workflow in a team and enhances coordination (The Balance Careers, 2020).
- Communication increases managerial efficacy and allows team members to stay updated about upcoming functions.

Various Aspects of Successful Communication in a Team

- Communication between team members helps to facilitate employee relations and synchronisation of work.
- Verbal communication is built to promote human relations.
- Non-verbal and written communication is built for professional and task-based purposes.
- Listening and visual communication enhances the demonstration of team goals and ideas.

Team Development precautions

- The leader needs to clearly define that everyone is equal in the team.
- According to Super (2020, p. 559), the leader needs to maintain a standard relationship with all members to avoid risking his/her reputation.
- The leader needs to be as objective as one can while team building and goal setting.
- The leader must not create any unrealistic goals or time frames.
- The leader must not interfere in every action but monitor cohesively.

7. Conclusion

- The strength of a team is not one member, but all members and their collaborative workforce.
- Teamwork insinuates better human relations, organised, coordinated and connected workforce that creates a better vision and perspective for all members working in the team.
- It is always better to share achievements instead of taking all blame to one.

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