

TASK DESCRIPTION: Imagine you work for a company that offers consultation services to organisations wishing to introduce team working into their operations.

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EFFECTIVE TEAM WORKING AND COMUNNICATION

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1. INTRODUCTION

- In today's organisations, increasingly work is carried out by teams and groups of people who are being able to work together towards a common objective. Managing and making organisations and groups work effectively can be a challenging task for management perhaps bringing individuals to come along can slow down and complicate the everyday process and achieving a conflict can make even the most straightforward task difficult to achieve.



(Redirect Notice, 2020)

2 . TEAM

- WHAT IS A TEAM? A team comprises a group of people linked in a common purpose. Teams are especially appropriate for conducting tasks that are high in complexity and have many interdependent subtasks (*Team working | The Open University & Unison in Partnership, 2020*)



•HISTORY

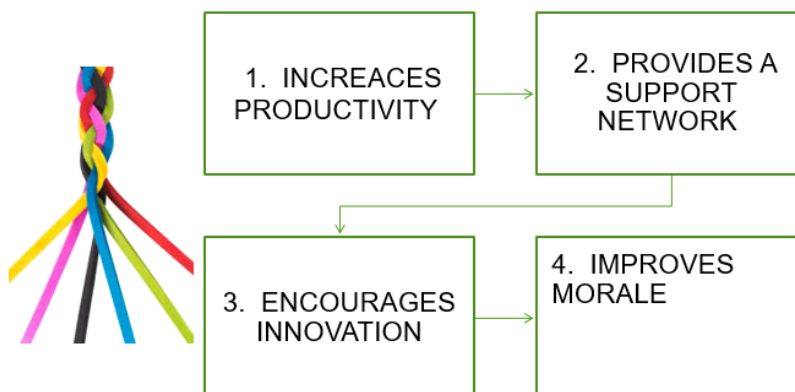
-Before the 1960s, organizational research had focused mainly on individual productivity.

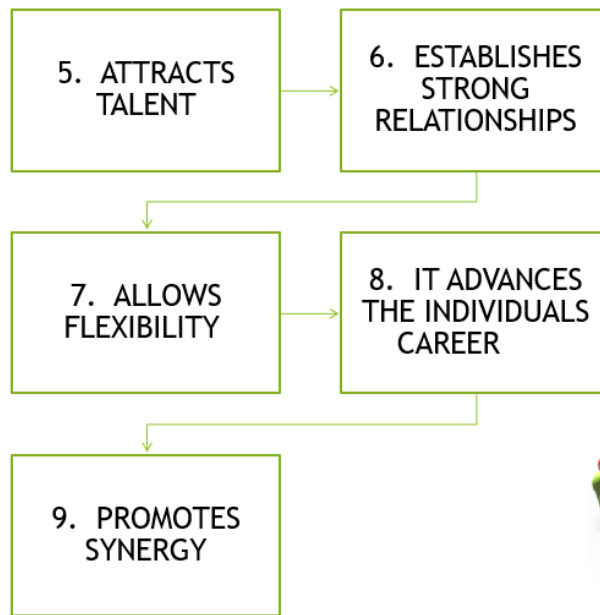
-In the 1970s and 1980s there was an increased focus on **team development** and **team building** in an effort to improve productivity in the workplace. (Rajhi, Salamah, Malik and Wilson, 2020)

DIFFERENCES BETWEEN GROUPS AND TEAMS

	GROUP	TEAM
LEADERSHIP	One leader	Multiple leaders
MEMBERS	Independent	Interdependent
PROCESS	Discuss-Decide-Delegate	Discuss-Decide-Do
PRODUCT OF WORK	Individual	Collective
FOCUS	Individual goals	Collective goals

2. BENEFITS OF TEAM WORKING





(Redirect Notice, 2020)

Stages of Team Development



"None of us is as smart as all of us."
—Ken Blanchard

•The most common model of the Team Development is Bruce Tuckman's model, and it helps your team to become more efficient more quickly. Tuckman's model has 4 stages which are: Forming, Storming, Norming and Performing with added 5th one Adjourning later one.

•Tuckman model is accurate if you can understand what is happening and why at each stage of the process.

•According to Insite Consulting 38 % of companies in Europe and USA are still in the first phase or have not yet started with their change process.

Forming

Forming

- Team members learn about each other.
- Issues might happen in this stage:

- ⇒ Unclear targets
- ⇒ Uncommitted members
- ⇒ Confusion
- ⇒ Low morale
- ⇒ Bad listening
- ⇒ Hidden feelings

Storming

Storming

- Working together members will engage each other in arguments about group(their structure) which guides to emotional and illustrate serious struggle for the team.
- Issues might happen in this stage:

- ⇒ Conflict over who will take control over the team
- ⇒ Anger
- ⇒ Failure

Norming

Norming

- Characterized by close relationship and cohesiveness
- Issues might happen in this stage:

- ⇒ Members may begin to fear unavoidable future split of the group
- ⇒ Opening exposed environment
- ⇒ May be resist change

Performing

Performing

- Achieved steady-state where team performs on optimal level of performance
- Performance happens in this stage:

- ⇒ Open and trusting atmosphere
- ⇒ Working as one
- ⇒ Team runs well with little effort

Adjourning

Adjourning

-Happens when project comes to the end.
It also known as deforming stage

-Issues might happen in this stage:

- ⇒ Team members are afraid of losing each other
- ⇒ End of the project
- ⇒ Fear of unknown again

We can say that Tuckman's model is like car comparison by its model and color but without looking what is beneath the hood.

4. Team Roles



- ▶ We define as a team a group of people who work together to carry out a specific investigation or service.
- ▶ each person has a role according to their abilities, qualities and weaknesses in order to build high-performance teams.
- ▶ According to Dr. Belbin, a team is not a set of people abstained from certain jobs, but a congregation of people where each one plays a role that is understood by the rest of the members.
- ▶ the members negotiate among themselves the distribution of the roles. and they perform more effectively those that are more natural to them (*Managementstudyguide.com. 2020*)

- Belbin's team roles are 9 divided in three sectors:



Team role Summary Descriptions

Team Role	contribution	Allowable weaknesses
plant →	Creative, imaginative and solves difficult problems	Poor in communication, ignore incidentals
Investigator →	Enthusiastic, , develops contacts	Over-optimistic, loses interest once initial enthusiasm has passed
Coordinator →	Mature, confident, delegates effectively	Can be seen as manipulative, not the most clever or creative
Shaper →	Challenging, dynamic, find ways around obstacles	Prone to provocation, offends people's feelings

Monitor/evaluator ➡	Sober, strategic, sees all options and judges accurately	Lacks drive and ability to inspire others
Team worker ➡	Cooperative, perceptive, Diplomatic.	Indecisive in crunch situations
Implementer ➡	Practical, reliable, efficient, turns ideas into plans	Somewhat inflexible, slow to respond to new possibilities
Finisher/completer ➡	Conscientious, anxious, searches out errors, polishes and perfects	Inclined to worry unduly, reluctant to delegate
Specialist ➡	Single-minded, self-starting, dedicated, provides knowledge	Contributes only on a narrow front.

Google

(NCB News, 2020)

- ▶ the keys of google to have the perfect work team is the security of its members, self-confidence and the skills of both you and your colleagues, make clear the structure and quality, that is, each member of the team is at Both of which are their functions within the team based on their personality, abilities and even weaknesses.
- ▶ each activity to be carried out has a personal and professional importance for each of the members, in such a way they achieve a synergy with a successful end.





CONFLICTS

DISAGREEMENT

DIFFERENCES OPINION

PERSONALITY DIFFERENCES

**NATURAL PART OF THE TEAM
PROCESS**



**RESOLVING CONFLICTS REQUIRES
AN UNDERSTANDING OF THE:**

PEOPLE

ISSUES

CONTEXT

HOW CAN CONFLICT BE MANAGED?

-ONE PARTY SEEKS TO SATISFY INTEREST REGARDLESS OF IMPACT TO OTHER PARTY

COMPETITION

COLLABORATION

-BOTH PARTIES WIN

-BOTH PARTIES WIN AND GIVE UP SOMETHING

COMPROMISE

AVOIDANCE

-ONE OR BOTH PARTIES SEEK TO SUPPRESS THE CONFLICT



ACCOMMODATION

ONE PARTY YIELD THE WIN TO THE OTHER PARTY

THOMAS
KILMAN
MODE

Real case

New employee, works more than necessary



Employed for 2 years, she wastes time, she is on her cell phone all the time.



Abuse of power by having been at work longer.

The new person spoke with the manager and he listened to both parties and they decided to make an agreement to help each other.



Conflict is a healthy and necessary part of any work environment.

LIMITATIONS

LISTEN

ACKNOWLEDGE

RESPOND

RESOLVE
DIFFERENCES

Four steps
when a team
meeting
erupts into a
storm (Weiss,
1997)

Successful Team Development

- ▶ Commitment to shared goals and objectives.
- ▶ Clearly define roles and responsibilities.
- ▶ Use best skills of each member of team.
- ▶ Allows each to develop in all area.
- ▶ Effective systems and processes:
- ▶ Clear communication.
- ▶ Beneficial team behaviors; well-defined decision procedures and ground rules.
- ▶ Balanced participation.
- ▶ Good personal relationships.





Four Stages of Team Development



FORMING



STORMING



NORMING



PERFORMING



Team understands the goals and is committed to attaining them.

Tips for Better Teamwork



Communication is open, honest, and respectful.



Creativity, innovation, and different viewpoints are expected.



Members of the team make high quality decisions together.



People are comfortable taking reasonable risk.



It is also important for a manager to examine the norms of the team. A work team may have a set of behavioral norms that differ from norms of other teams. For example, a team places a high value on punctuality of attendance at team meetings but overlooks when team members are frequently late turning in their assignments. A manager needs to raise the norms of the team to meet the norms of the organization, usually set by the top leaders.

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