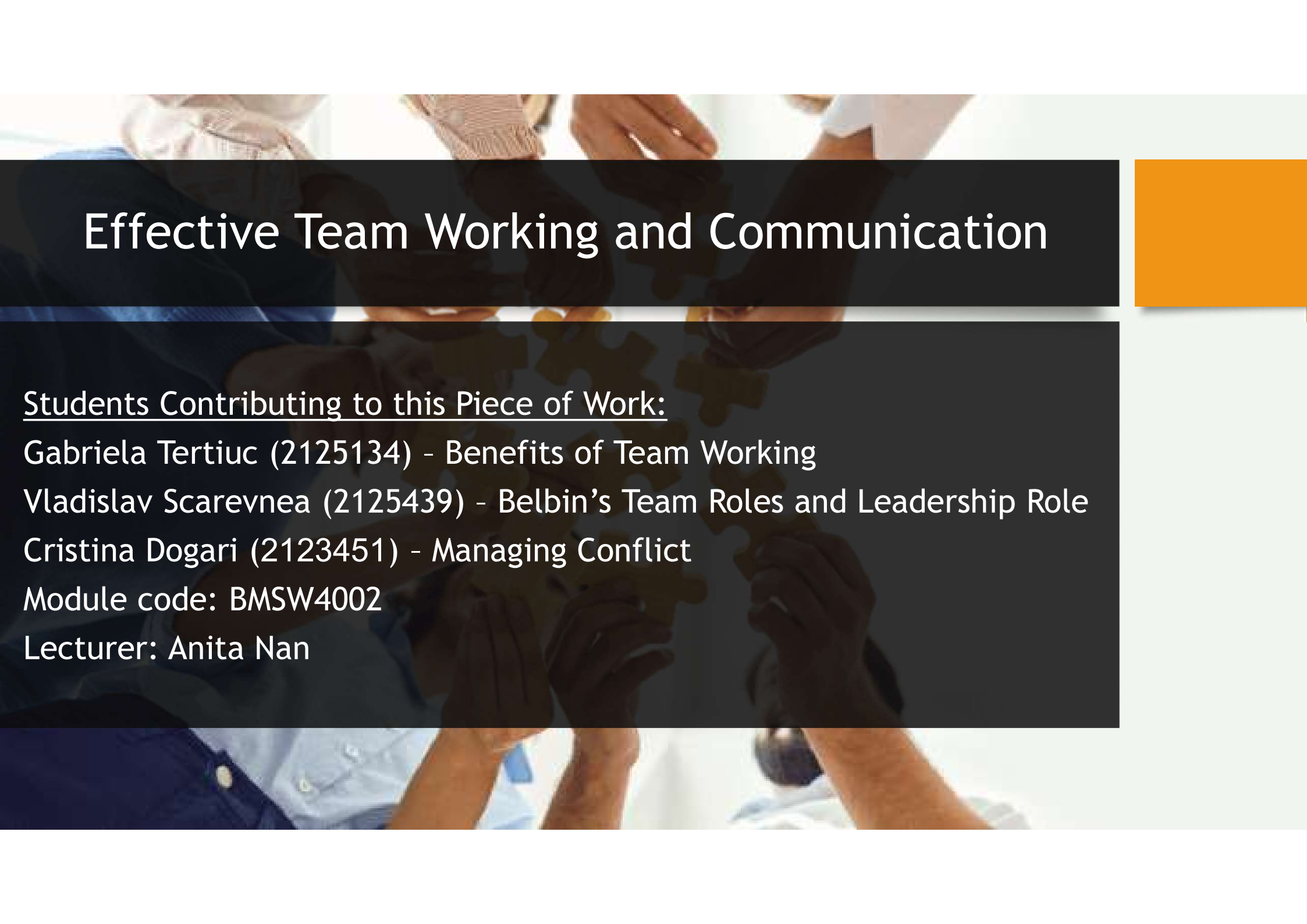


The background of the slide features a top-down view of several hands reaching towards the center, each holding a piece of a dark-colored puzzle. The puzzle pieces are interlocking, and the hands are positioned around the perimeter, suggesting a collaborative effort to complete the puzzle. The lighting is soft, and the colors are muted, with the puzzle pieces being a dark grey or black. The hands are of various skin tones, and some are wearing light-colored clothing. The overall composition is centered and symmetrical, emphasizing teamwork and communication.

Effective Team Working and Communication

Students Contributing to this Piece of Work:

Gabriela Tertiuc (2125134) - Benefits of Team Working

Vladislav Scarevnea (2125439) - Belbin's Team Roles and Leadership Role

Cristina Dogari (2123451) - Managing Conflict

Module code: BMSW4002

Lecturer: Anita Nan

Overview

Benefits of Team Working

Belbin's Team Roles and Leadership Role

Managing Conflict

What is teamwork?



TEAMWORK IS THE GROUP OF PEOPLE WHO ARE A WHOLE TO ACHIEVE A COMMON GOAL.



TEAMWORK WAS PROMOTED BY HAWTHORNE'S STUDIES IN THE 1920S AND 1930S THAT REFLECTED TEAMWORK.

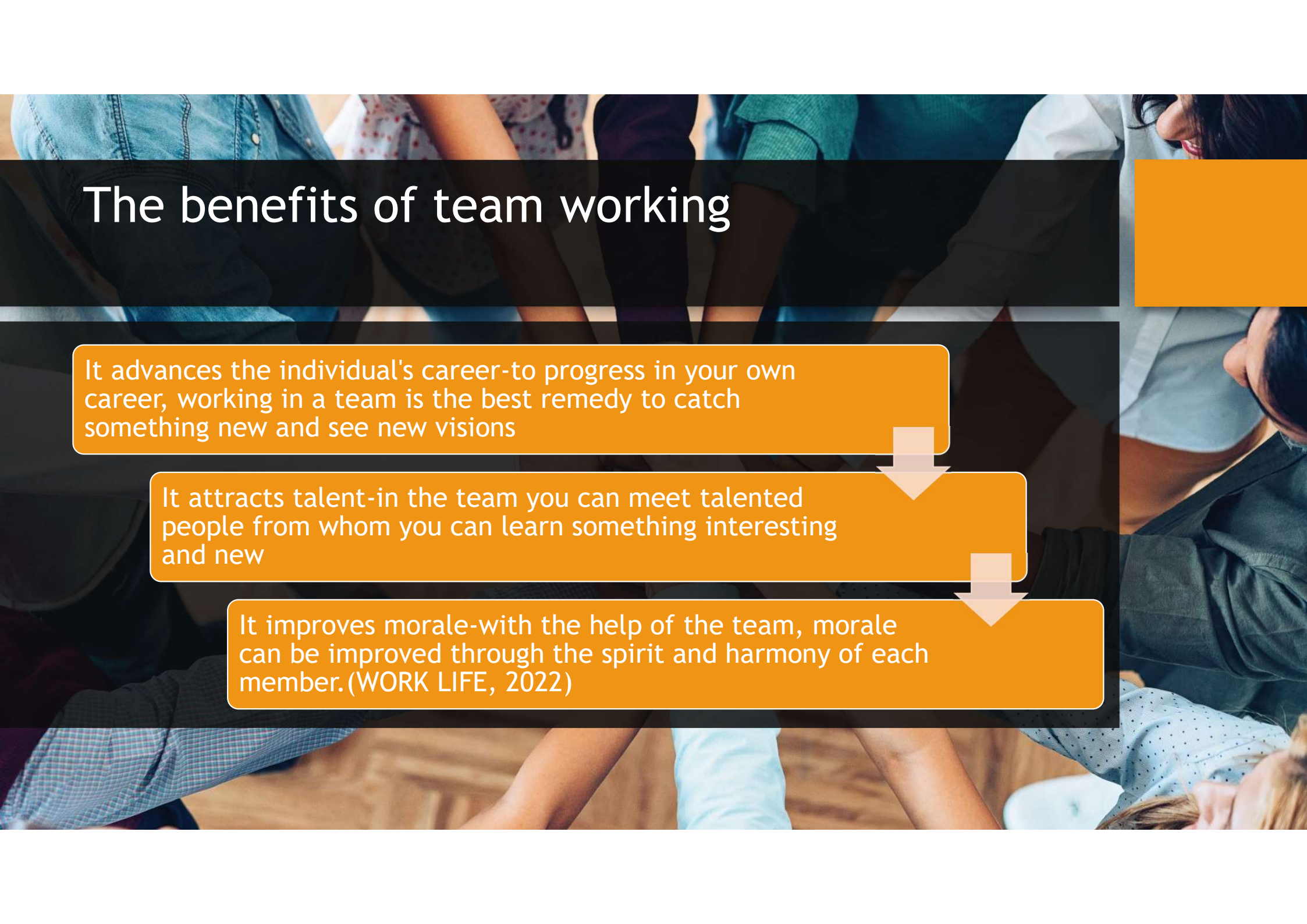
- Collaboration
- Trust
- Common goal
- Streamline direction
- Interdependency
- Leadership(Wrike, May 28, 2022)

The benefits of team working

Better problem solving-in the right team is quickly resolved through the knowledge and skills of other members together

It increases productivity-with qualified and experienced, ambitious, initiative and creative members

It provides a support network-for successful results, stress is a barrier that team members will remove through support and encouragement.(Calendar, 2022)



The benefits of team working

It advances the individual's career-to progress in your own career, working in a team is the best remedy to catch something new and see new visions

It attracts talent-in the team you can meet talented people from whom you can learn something interesting and new

It improves morale-with the help of the team, morale can be improved through the spirit and harmony of each member.(WORK LIFE, 2022)

The most important benefits in a team



It establishes a strong relationship-in the team you learn to appreciate the people in your team and to create strong friendships



It allows flexibility-in the team you can feel more relaxed and flexible because all the responsibility is on all the members

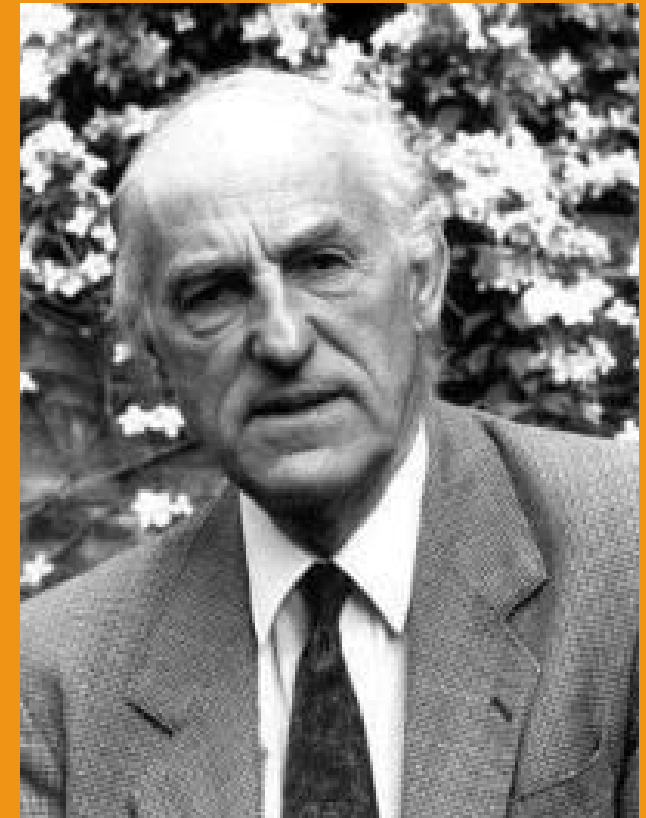


It promotes synergy-the moral, emotional and psychological differences are the essence of synergy which demonstrates that the advantages obtained consist of working in the associated team.(WORK LIFE, 2022)

Belbin's team roles

Who is Belbin?

- Dr. Meredith Belbin is a British researcher, the father of Team Role Theory (Toolshero, 2022)
- He emphasized the importance of certain traits to any individual's contribution to a team.
- These traits are:
 - Intelligence
 - Dominance
 - Extroversion/Introversion
 - Stability/Anxiety



Dr. Meredith Belbin

Belbin's team roles

- Belbin divided the team roles into three main categories (Belbin, 2022)
- Each category consists of 3 team roles and make the most effective team:

Thought-Oriented	People-Oriented	Action-Oriented
Plant	Resource Investigator	Shaper
Monitor Evaluator	Team worker	Implementer
Specialist	Co-ordinator	Completer Finisher

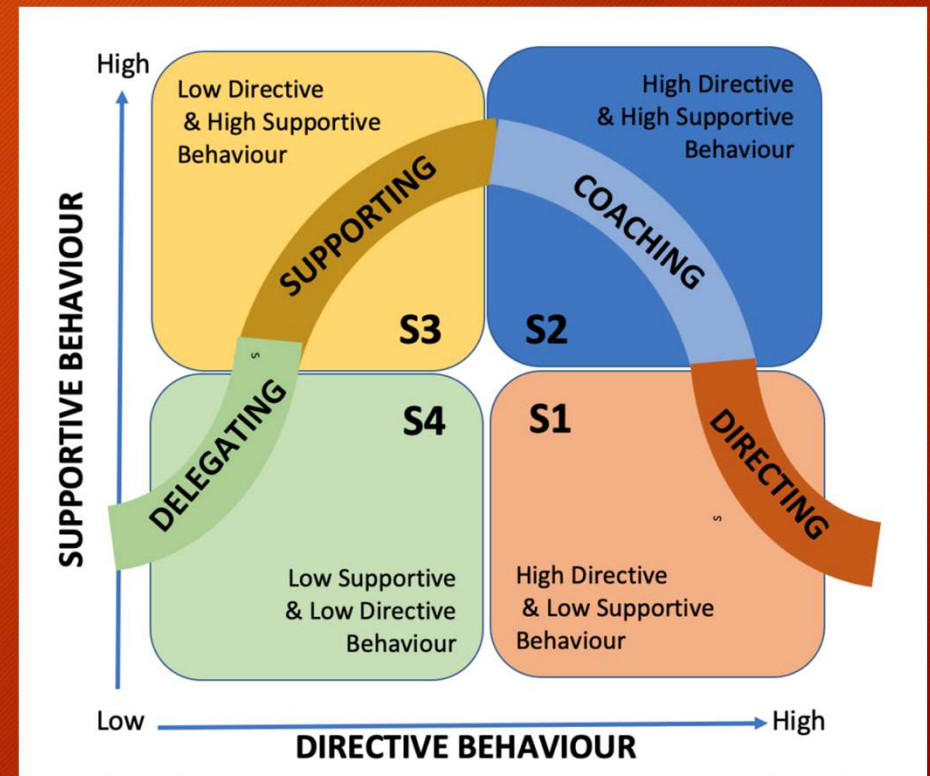
- Plant (thinking role) solves problems in unconventional ways and is:
 1. Strengths - highly creative, imaginative, problem-solver, ingenious.
 2. Weaknesses - ignorant, preoccupied.

Belbin's team roles

- Team-worker (people role) determines the work required, completes it on behalf of the team, and is:
 1. Strengths - empathetic, sociable, perceptive, co-operative.
 2. Weaknesses - indecisive, scared of confrontation, unsettled.
- Completer finisher (action role) inspects, corrects the errors in the project, and is:
 1. Strengths - thorough, dedicated, hard-working, careful.
 2. Weaknesses - worrying, distrustful, panicking
- Limitations of the Theory (Isaac, 2020):
 - Designed to be applied to a work situation
 - Evaluates behaviours, not personality
 - It is hard to find all 9 roles

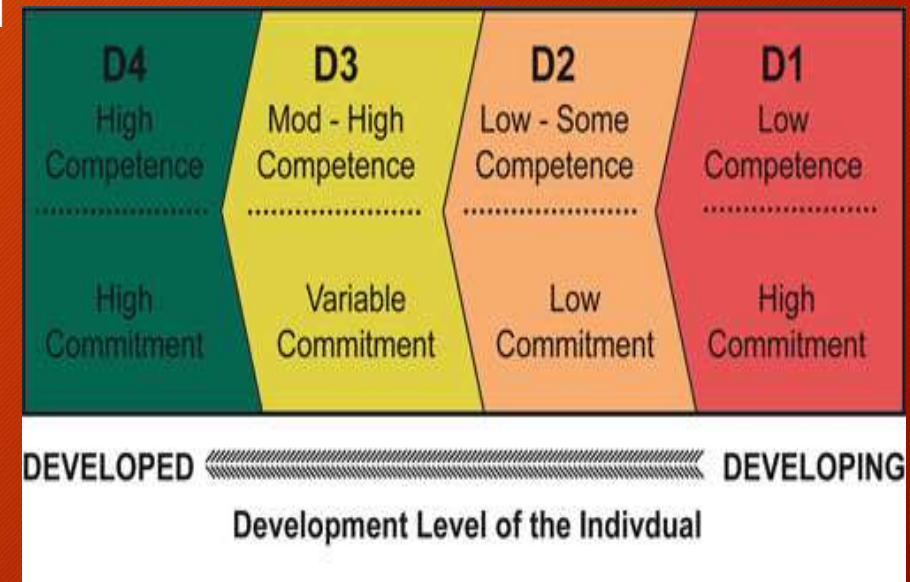
Situational Leadership Theory

- The theory is introduced in 1969 and emphasizes:
 - Leadership task and relationship behaviours in correlation with follower's preparation (Blank et al., 1990, p.580)
- The theory describes four types of leaders manifesting four traits:
 - Directing - explains how, does not support
 - Coaching - provides explanation and support
 - Supporting - provides support, but no explanation
 - Delegating - provides neither support nor explanation



Situational Leadership Theory

- The traits manifested by the leader are directly affected by follower's four development levels:
 - Low Competence, high commitment - the individual wants to contribute but lacks the experience (directing leader)
 - Low - Some Competence, low commitment - unable and insecure to do the task (coaching leader)
 - High competence, variable commitment - able but too anxious to commit to the task (supporting leader)
 - High competence - high commitment - highest level of development, both has the experience and willingness to do the task (delegating leader)
- Limitations of the Theory (Kaushik, 2020):
 - Asking too much from the leader
 - Frequent shifts create confusion
 - Focuses too much on the short-term



Managing Conflict

- Conflict is a misunderstanding between people or a group of people when goals, interests and thoughts are incompatible resulting in heated arguments and loss of peace.
- A workplace conflict is a conflict that develops within a company or organization.
- It can be a disagreement between employees or between workers and management.
- ❑ **The conflict can appear because of the:**
 - Communication factors
 - Structural factors
 - Personal factors

How a manager can manage conflicts

- You can differentiate a good business from a bad one in the way it resolves conflicts
- Choosing a correct method of conflict management in the company, can improve strengths in teams, collaboration and become a more pleasant place for workers.
- Having a conflict between workers, a manager should act like this: (Wisestep,2016)
 - to act immediately to reduce the tension
 - to start the discussion positively without creating unnecessary tension
 - to focus on the problem and not on the person directly
 - to listen, to try to understand and not to interrupt
 - do not overreact ,stay calm and do not be angry

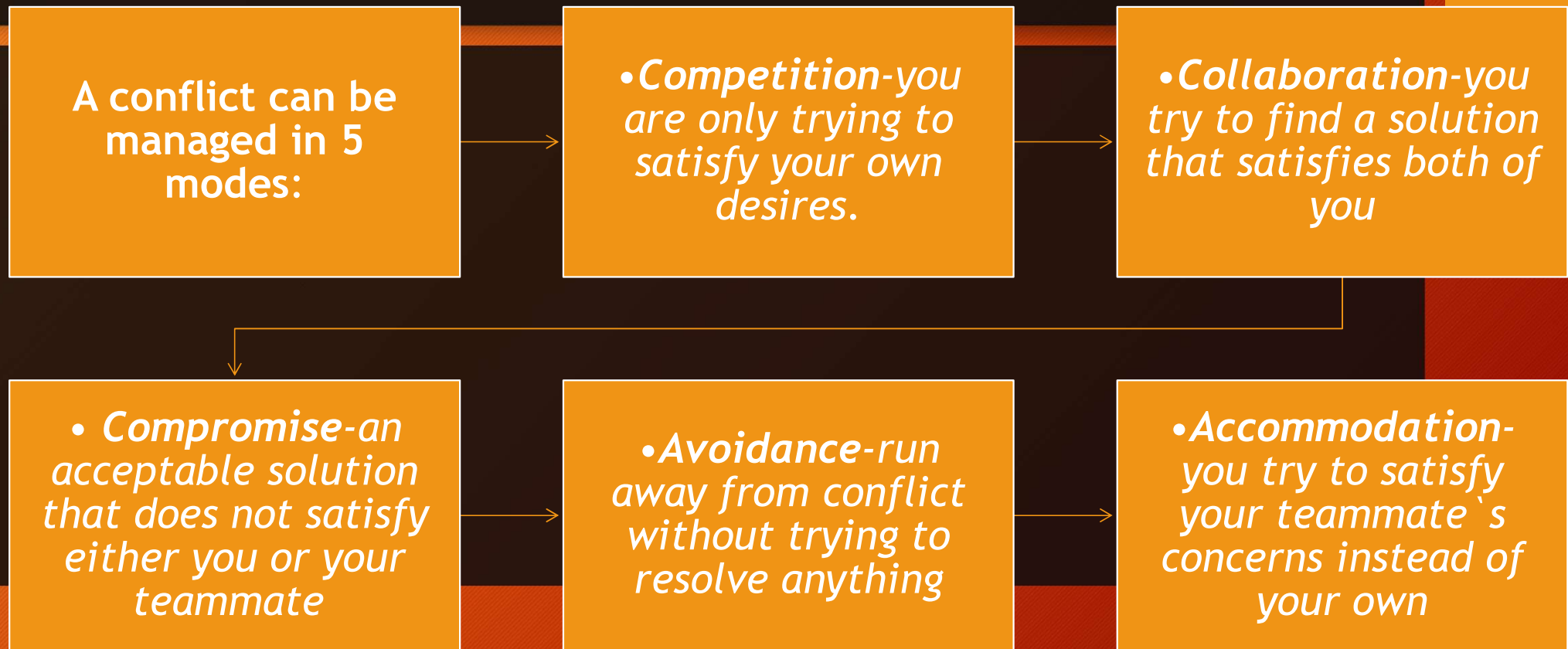


Types of conflicts

- ❑ A conflict at work is not always something negative, in fact it can create positive changes at work.
- ❑ We have 2 types of conflicts:
 - **Productive conflict**-it is a healthy confrontation where everyone expresses their ideas and thoughts to reach a common solution. (BetterUp, August 20, 2021)
 - **Destructive conflict**-unhealthy conflict when arguments end up in a misunderstanding instead of finding a solution. (BetterUp, August 20, 2021)



Thomas and Kilmann, 1974



(Dedicated to Resolving Conflict Throughout the world, 2009-2022)

Managing Conflicts

- ❑ No method will work if the people in the team will not want to cooperate with each other, offer respect and the desire to resolve disagreements.
- ❑ According to Weiss we need to follow **four steps** when the group meeting erupts into a storm(The Team Building Directory,2022):
 - **Listen**-to focus not only on words but also on gestures
 - **Acknowledge**-you can disagree with them,but they know you heard them
 - **Respond**-now it is your turn to speak your mind
 - **Resolve remaining differences**-find solutions to the problem and offer ideas you think everyone would agree with

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