



Certificate of Higher Education Business in Skills for the Workplace

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Effective Teamworking for business success**

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How to develop an effective team and what team development stages model can be used?

Team building has become an integral part of all the organizations; no work can be done with full efficacy if they are lacking internally. Hence, various team development stages models were formed to help build effective teams. However, let's first look into the basic ideas behind effective team development.

Development of an Effective Team

Motivation within a team is a lot more important than the other aspects - which is why there are so many types of leaderships out there that focus on motivating employees and helping them to remain motivated towards teamwork.

The idea is that employees need to be motivated enough to work towards the same goal with the same purpose, and be determined to achieve it by group work.

Commitment is another very important ingredient when it comes to teamwork because it helps them maintain team expectations and standards.

Without commitment, employees will not take their teamwork seriously or even put much effort into it.

Alongside having internal virtues, it is also necessary for the team members to have the skills and talents that are required to achieve the goals.

Even someone very skillful in general might not accomplish the tasks if he/she is not suited for the purpose.

The last, and one of the most important aspects is having perseverance and confidence on oneself and on one's team members.

It is really easy to lose sight of the goal at hand and be defeated by the challenges and barriers if the individuals among the team are not confident enough.

Team Development Stages Model

Forming

This is the initial stage of team formation, which is followed by anticipation and excitement among the team members. This stage consists of introduction among the members and to their roles, which is the preliminary point of each member developing a positive or negative attitude towards their goals - so, open discussions about missions is highly recommended.

Storming

This is the part where team members actually start working with one another - and hence, this is also the part where the chances of them clashing are the highest. They might not like each others' work styles or ideas, or even approaches in general. Hence, the manager should confront the issues head-on.

Norming

This is when things start to calm down - there are less clashes, people have adapted to one another, they have accepted or at least gotten used to each others' differences. And so, the manager will witness less conflict during this stage.

Performing

This is when the team starts getting productive, they are aligning their tasks with their goals, and the manager needs to guide them even less than before. The team dynamics have started to lean in a more positive direction, or worse, if the norming stage fails, then it can go in the negative direction too.

Adjourning

This is the final stage, which shows the results of the team work. It might contain some finalizations, check-ups and such, but usually during this stage, the manager gets to see how much the team work has paid off.

What team roles are needed to create an effective team?

Building an effective team can only be possible if each of the individuals in the team have specific roles that can make them put a positive effect on the team. In short, to create an effective team, there are certain team roles that are required. And those roles will be discussed right here.

The Leader

This role is the most essential one in any team because it creates the foundation of teams. All the elements that are required to create a team, and to keep it functional, are provided by the leader and hence, it's not only important to have a leader, but it is also crucial to have a good one.

Setting the vision for the team, providing motivation to the team, deciding what kind of communication there will be are all set by the leader. Not to mention, the leader is also responsible for making sure that the goal has been accomplished in time.

The Facilitator

The facilitator of a team does not have a formal authority; in many cases, leaders end up facilitating themselves. The basic function of a facilitator in a team is to help the team make a decision and keep them in terms with their goals and tasks.

Basically, they facilitate the team towards the goal, while making sure the decisions taken by the team are in favor of accomplishing the goals. Hence, instead of being authoritative, most facilitators are friendly and try to blend in with the team to work internally.

The Coach

The role of a coach is quite similar to that of the team leader. Except, they are responsible for dealing with the team members one-on-one. In short, the coach provides one-on-one support to the team members to make sure the individual members are doing good individually and also as a team.

It is the coach's responsibility to oversee if any individual member needs training or not to accomplish the goals of the team. At the same time, the coach also makes sure that all the team members are suitable enough to achieve the goals of the team by accomplishing their tasks.

The Members

Finally, this is what the team mostly consists of - the members. None of the members are in authoritative positions, but it is usually up to them whether the goals of the team will be achieved or not. They mostly do what they are asked to do, and join meetings to provide ideas and opinions and information on their progress.

In some cases, the members can also generate ideas and set the tasks for the team as per their convenience. But unless the tasks set are approved by the authorities of the team, the members are not allowed to go in that direction. Hence, even though the members seem to have the most power, they usually have none at all. The dynamics between the members also set the tone for the team.

What are the benefits of teamwork?

Many organizations have become overly focused on teamwork, and have been putting in a lot of effort to improve teamwork. But why is that? Surely, teamwork comes with a lot of benefits and can provide great results that individual work can't often ensure. We will be discussing those benefits right here.

Improved Problem-Solving

One person can be more than capable enough of solving a problem all by themselves; however, they will still not match the problem-solving abilities of four to five people combined. Hence, teamwork can solve problems that the leader cannot by him/herself, which is what makes teamwork so beneficial for organizations.

Employees Might be Happier

When the workload is shared among a few people, who are working towards the same goal, it can result in less stress for the individual members. As a result, teamwork can result in happier employees. In fact, there has been research on this matter as well, and conclusions also derive at the same point.

Incorporates Personal Growth

The more an individual shares ideas with other people, learns their perspective, set of skills and works with them, the more they are supposed to grow personally. Even if the personal growth is not very apparent due to the nature of teamwork, it is still there due to the dynamics of things.

More Time to Rest

When an individual experiences a set of tasks with other individuals, there is a shared emotional support that they can provide to one another. This can lead to the employees sharing tasks as well, which will result in them being less burnt out with more time to rest.

More Respect and Cooperation

If anything, teamwork teaches employees that their fellow teammates should be respected and a certain level of cooperation is necessary to get things done. This makes the employees more prone to respecting others and cooperating more in their personal lives as well.

Increased Productivity

When four to five or more people are working on the same thing, chances are they will motivate one another along the way. Now, motivation goes a long way for employees, and hence, this leads to an increased productivity for the entire organization.

More Innovation

Employees may be afraid of innovation individually because that requires some form of risks that need to be taken. But when they are among a group of people, they will get the incentive to try out the ideas that they would otherwise think are too risky.

Less Setbacks

Employees are more prone to make mistakes individually than they are in a group. In a team, the members look out for one other and the tasks done individually are also viewed or checked by the others. Hence, there are less chances of a setback occurring due to teamwork.

Increased Creativity

This is quite similar to the concept of problem-solving; the more people there are thinking of the same thing, the better the ideas are going to be. As a result, more creativity is generated due to teamwork, which results in better ideas being produced by the team itself.

What are the barriers to effective teamwork identified in this scenario?

In the case presented here, there are certain barriers to effective teamwork that are hindering the team from achieving its goals. These barriers need to be overcome in order for the team to work effectively to accomplish the tasks; and those barriers will be discussed right here.

Lack of Communication

At the very initial part of the case, it is clearly stated that the form of interaction between the team and leader, Tom, is flawed. Now, the communication between the leader and the team is prominent for the team to function well.

So, without Tom being able to interact with the team properly, it really stands as one of the biggest barriers towards effective team work. Without proper interaction, it can be difficult to communicate the goals of the organization as well.

Issues During the Developmental Stages

There have been some issues during the developmental stages as well. These stages are mostly forming and norming. During the formation of the team, Tom did not put much thought into it and hence, his approach was poorly constituted as well.

Not to mention, there have been some conflicts between the team members as well, which have grown into bigger conflicts as time went by instead of getting resolved. So, this indicates that there is an issue in the norming stage.

Lack of Commitment

Commitment is one of the most essential requirements for a team to work effectively. Without proper commitment from the members involved in the team, there are less chances of there being harmony in the team and proper direction.

In this case, two of the members in the team are not committed to achieving the goals set by the team. This hinders the ability of the team to achieve its goals as fast, or even as efficiently, which degrades the quality of the overall teamwork.

More Focused on Personal Gain

As we have mentioned above, there are two individuals in this case who are not committed to achieving the goals of the team. And that is because they are more focused on personal gain as in, what will they be getting from accomplishing the tasks and such.

Since they are more invested in what they will be gaining personally, they are less invested in the goals of the team itself - hence, the creativity and effectiveness of the team has been compromised.

No Suitable Channel of Communication

The leader of the team himself did not find a better way to interact with the team members. As a result, there is no suitable channel of communication among the members either.

This has led to several conflicts among the teammates, and has eventually caused the team to be less effective. Without proper communication among the team members, it is not possible for them to work towards a common goal.

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