

BMSW4002_A2

Effective Team Working and Communication.

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"Stages of Team Development"	Roman Kadlubiec (1916730)
"Team Roles"	Valentin Jora (2131038)
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Introduction.

- What is a team?
- Team coordination.
- Why work in a team?



Benefits and Disadvantages of Team Working.

- Productivity.
 - Good coordination leads to increase in productivity.
 - Poor coordination leads to decrease in productivity.
- Innovation.
 - “Two heads are better than one”.

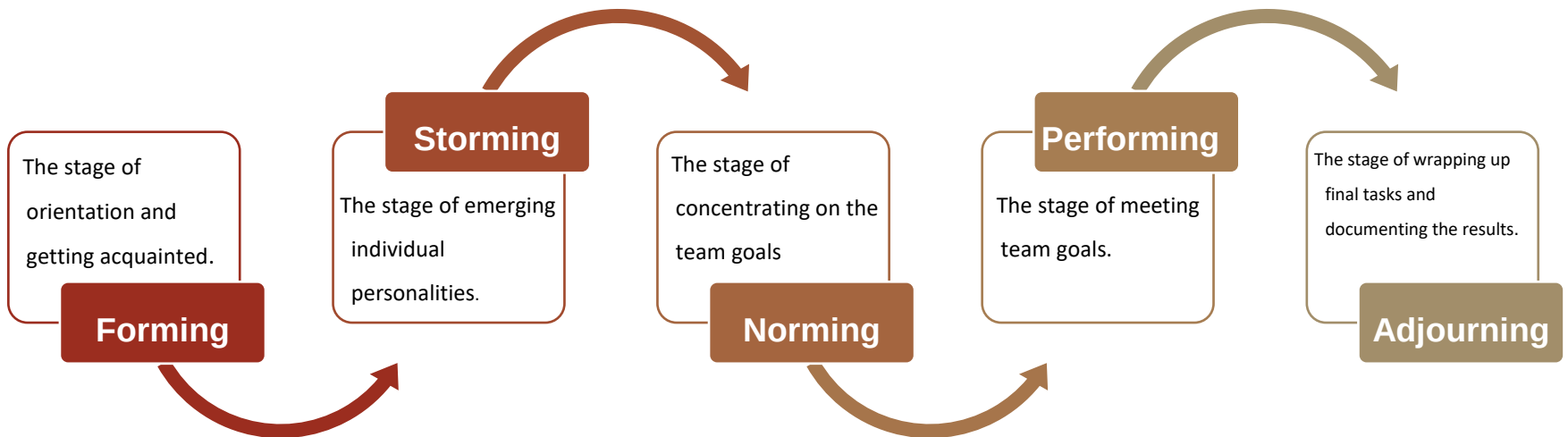


Benefits and Disadvantages of Team Working.

- Support System.
 - Builds trust between team workers.
 - Makes the workplace less stressful.
- Builds Relationships.
 - Communication becomes easier.
 - Motivation.



Stages of team development.



Team development is a way to improve a group in a planned way. Team development has five stages: forming, storming, norming, performing, and adjourning.



Stages of team development.



- ☐ Impractical expectations
- ☐ Unclear about roles, goals and rules
- ☐ Anxiety about whether members will fit in.

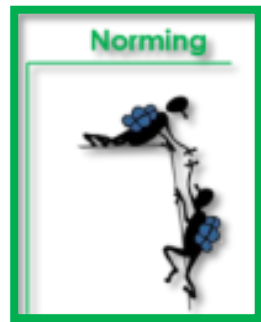


- ☐ Improving attitude and morale.
- ☐ Sharing responsibilities and control.
- ☐ Enhancing commitment to common goals

Here, you can see what the forming and storming stages look like. In the forming stage, people have unrealistic expectations, aren't sure what their roles, goals, and rules are, and are worried about how they will fit in.



Stages of team development.



- ☐ Starting to function together.
- ☐ Understanding ethics and each others.



- ☐ Balancing tasks and processing orientation.

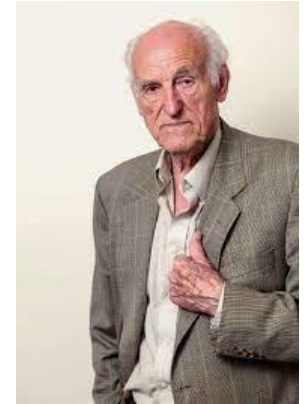


- ☐ Shifting to process orientation and gaining recognition as a team.

And in the norming stage, people start to work together and understand ethics and each other. Also, the adjournment stage includes changing the focus to the process and getting recognised as a team.



Team roles.



Raymond Meredith Belbin (4 June 1926 (age 96 years) – British researcher, management consultant and also called the father of Team Role Theory.

Belbin stated that **each of us owns a archetype of behaviour that defines one person's attitude in relationship to another in facilitating the development of a team.** Dr Meredith Belbin defines a team role as: "A tendency to behave, contribute and interrelate with others in a particular way."

(Source: https://www.businesscoaching.co.uk/files/belbin_team_role_theories.pdf)



Team roles.

Belbin advised that any individual's possible input to a team could be evaluated according to the following characteristics:

- Intelligence
- Dominance
- Extroversion / Introversion
- Stability / Anxiety

Based on above characteristics he established 9 specific team roles:

- **Coordinator**
- **Implementer**
- **Plant**
- **Monitor / Evaluator**
- **Resource Investigator**
- **Team Worker**
- **Shaper**
- **Completer /Finisher**
- **Specialist**



Team roles.

We can group them as follows:

- **Leader** - a **Co-ordinator** to balance tasks and people, or **Shaper** to drive projects through to completion.
- people *who communicate and support others* - **Team Worker, Resource Investigator**
- various kinds of *'doers'* - **Implementer, Completer-Finisher, Monitor-Evaluator**
- an *'ideas person'* - **Plant-Innovator**
- and perhaps an **Expert-Specialist** to give depth of *expertise*

(Source: https://www.businesscoaching.co.uk/files/belbin_team_role_theories.pdf)

How can we identify roles?



**Remember the test we did in
class to identify our roles?**



Team roles.

Anyone being part of a team have a role (whether consciously or not).

- Some people like to be in charge.
- Others prefer to be coordinated.

Defining roles, along with a clear objective, is an important step for creating a prosperous teamwork environment.

Plainly settled goals, balanced with definite tasks, will help team members know which role is best appropriate to their personality and skills.



What is workplace conflict?

- Workplace conflict, also known as organisational conflict, arises when two or even more coworkers can't resolve their differences and continue working along. It turns out, though, that professional disagreement may be beneficial in a number of ways.
- Employees compete with one another to see who can provide better results.
- Disrupting the existing group in order to initiate changes



Managing conflict.

- ⑩ Conflict is a natural result of human interaction when two or more social entities
 - (i.e., individuals, groups, organisations) come in contact with one another
 - in achieving their goals.
- ⑩ **Three Factors:**
 1. **Communication:** listening skills, differences in interpretation and perception
 2. **Structural Factors:** size of the team
 3. **Personal factors:** self-esteem



How can conflict be managed?

1. Accommodation

- Those who attempt to resolve disputes through the intervention of third parties.
- These people are cooperative rather than assertive.

2. Compromise

- When both sides are on equal footing, it's easier to reach a compromise.



How can conflict be managed?

3. Avoidance

- People who always stay away from the conflict.
- Conflicts are either attempted to be ignored or denied. Team members hope that disagreement will resolve itself by not confronting it.

4. Competition

- When seconds count and a firm decision must be made, action is essential.
- Winning can become more important than making a good decision.



How can conflict be managed?

5. Collaboration

- Whenever there is a willingness on both sides to look at options that neither may have considered on their own.
- The team must look for a resolution when there are significant concerns on both sides of a dispute.



How do you manage conflict in the workplace?

- Listen
- Acknowledge
- Respond
- Resolve differences



What is team building?

Why Successful Team Building Important?

- ❖ It Builds Bridges Across Departments
- ❖ Unlocks Leadership Potential
- ❖ Improves Employee Engagement and Morale
- ❖ Enhances Company Culture
- ❖ Collaboration and The Fostering of Innovation and Creativity



Belbin roles.

Belbin roles can lead to a successful team development.

- Resource Investigator
- Team worker
- Co-ordinator
- Plant
- Monitor Evaluator
- Specialist
- Shaper
- Implementer
- Completer Finisher



Successful team development.

Cover the Belbin role	Have common goal	Deal with conflict
As far as possible the leader need to make sure that the leader covers the eight Belbin team roles	Be sure that each team member have the same objective	Be prepared for the worst case scenario or a small even that could require a change in direction or plan



What makes a good team?

- Teammates are Friendly
- Effective Departmental Communication (Bridger, 2022)
- Team Decision-Making
- Quick Conflict Resolve
- Mistakes are Owned
- Feedback is Welcomed
- Mutual Respect
- Active Listening (Frazer & Oswald, 2013)
- Highly Adaptable to Change
- Problem-Solving Without Arguments



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