

BMSK4002

Effective Team Working and Communication

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Building a powerful team

Today's Agenda:

- Benefits of team working
- Stages of team development
- Team roles
- Managing conflict
- Successful team development

Benefits of team working – Why team work?

- “When a group of people work together **cohesively**, towards a common goal, creating a positive working atmosphere, and supporting each other to combine individual strengths to enhance team performance.” (Define Teamwork | a teamwork definition that works! - The Happy Manager, 2021)
- Your organisation’s success depends on how well your employees manage to work cohesively and efficiently.
- As a manager, **building your team** and working constantly to improve it should be your main goal.

Benefits of team working – for the organization

- **Productivity** – team building has a positive impact on the workplace efficiency, emphasising the importance of constantly working on the development of the team. (2021)
- **Innovation** – having a team that is able to collaborate and be organised, especially in critical situations or under pressure, makes innovation possible, leading to great success. (2021)
- **Synergy** - “Talent wins games, but teamwork and intelligence wins championships.” – Michael Jordan



Benefits of team working – for the team

- **Support network** – team members must be able to rely on one another, especially in difficult situations, in the same way the members of a family can do.
- **Strong relationship** – when colleagues are able to work together, they are also able to develop a deeper connection, which in turn has a positive effect on the entire team.
- **Talent** – as each individual member brings his own set of skills to the table, sharing the knowledge among peers is a very important aspect in this matter.

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

Benefits of team working – for the **individual**

- **Career improvement** – working in a highly successful team will help constantly develop each employee's skills and talents. This is a win-win situation, for both the company and the individual.
- **Flexibility** – in today's workplace, being able to rely on your colleagues' support and vice versa, enables you to deal with any challenges you face. (How to Be Flexible in the Workplace: Responding to Change Quickly and Positively, 2021)
- **Morale improvement** - a good vibe in the workplace will boost the teamwork's effectiveness. It could also reduce work related stress, meaning that people will feel less tensed and happier.

HAPPINESS IS

...teamwork.



Benefits of team working

- Individual work can lead to **difficulties**, such as frustration, inefficiency and failure, both for the employee himself and the organization.
- Without collaboration between colleagues , there is a high chance of running into **trouble**, like not meeting your goals or having dissensions.
- Organization's success and well working is related to having a **strong** and **cooperative** team. (Barr, 2021)

Stages of team development



Stages of team development

- Tuckman's model explains that as the team develops maturity and ability, relationships establish, and the leader changes leadership style.

- **Forming**

This stage is classified by:

- High dependence on the leader for guidance and direction.
- Little agreement on team objectives other than those received from the leader.
- Individual roles and responsibilities are unclear.
- The leader must be prepared to answer lots of questions about the team's purpose.
- Members test the tolerance of system and leader.
- The leader directs (similar to Situational Leadership 'Telling' mode).

Stages of team development

- **Storming**

This stage is classified by:

- Clarity of the team's purpose increases but many uncertainties persist.
- Compromises may be required to enable progress.
- A lack of agreement when it comes to making group decisions. Team members attempt to establish themselves and their position in relation to other team members and the leader, who might receive challenges from team members.
- The leader coaches (Similar to Situational Leadership 'Selling' mode)

- **Norming**

This stage is classified by:

- Agreement and consensus largely forming among the team, who respond well to facilitation by the leader.
- Roles and responsibilities are clear and accepted.
- Big decisions are made by group agreement. Smaller decisions may be delegated to individuals or small teams within the group.
- The leader facilitates and enables (Similar to the Situational Leadership 'Participating' mode).

Stages of team development

- **Performing**

This stage is classified by:

- The team's increased strategic awareness. It is now clear why the team is doing what it is doing.
- The shared vision of the team.
- Team members looking after each other.
- Disagreements.
- The team requiring delegated tasks and projects from the leader.
- The team not needing to be instructed or assisted.
- The leader delegating and overseeing (Similar to the Situational Leadership 'Delegating' mode).



Stages of team development

- **Adjourning**

Tuckman's fifth stage, Adjourning, is the break-up of the group, once the task is completed successfully and its purpose fulfilled.

This stage is classified by:

- From an organizational perspective, recognition of and sensitivity to people's vulnerabilities in Tuckman's fifth stage is helpful. This is specifically if members of the group have been closely bonded and feel a sense of insecurity or threat from this change.
- Feelings of insecurity would be natural for people with high 'steadiness' attributes (as regards the 'four temperaments' or DISC model) and with strong routine and empathy style (as regards the Benziger thinking styles model, right and left basal brain dominance).

Team roles

- Belbin

Meredith Belbin is an English researcher who is best known for his work on management teams.

He believed that any individual's potential contribution to a team could be assessed according to the following traits:

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

Based on this he identified 8 team roles.

Team Roles

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

BELBIN'S TEAM ROLES



**ACTION
ORIENTED**



Shaper



Implementer



Completer-Finisher



**PEOPLE
ORIENTED**



Coordinator



Team Worker



Resource
Investigator



**THOUGHT
ORIENTED**



Plant



Monitor-Evaluator



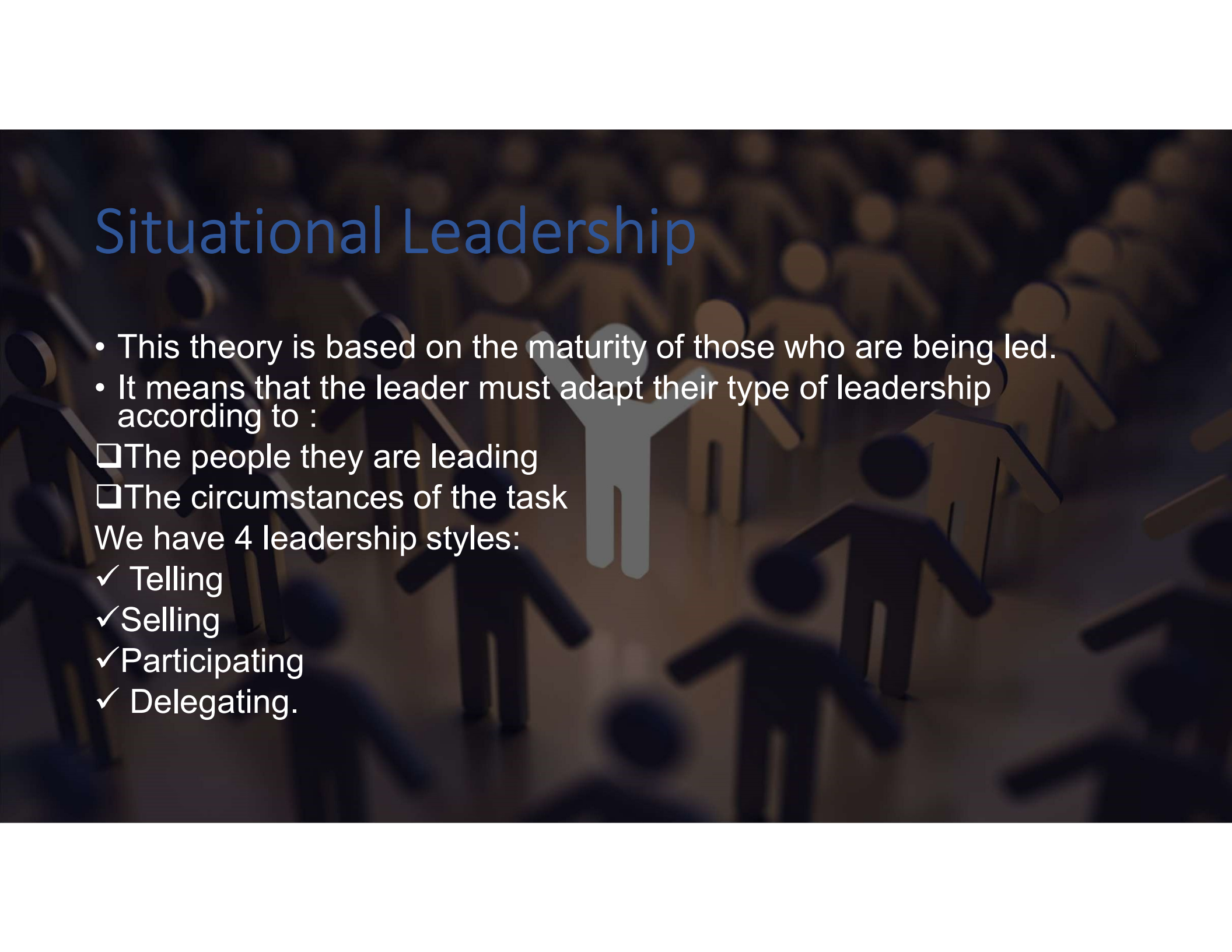
Specialist

Leadership Roles

Leadership is the ability of an individual, group or organisation to lead, influence or guide other individuals, teams or entire organisation.

Situational leadership is when a leader is able to adapt to the situation as quickly as possible, so that everyone will benefit in the end.

Situational Leadership



- This theory is based on the maturity of those who are being led.
- It means that the leader must adapt their type of leadership according to :

- ☐ The people they are leading
- ☐ The circumstances of the task

We have 4 leadership styles:

- ✓ Telling
- ✓ Selling
- ✓ Participating
- ✓ Delegating.

Managing conflict

- Conflict means different things to different people and there are various types of conflict. In basic terms conflict is a serious disagreement or argument.
- there are two separate types of conflict management behavior: positive and negative conflict management behavior.
- in fact, the positive management of quarrels decreases over time and there are no significant differences in the FTF. The implications of these results for future research and practice are discussed.
- There are no significant differences in the management of positive or negative conflicts in pregnancy with mixed reasons

Managing conflict

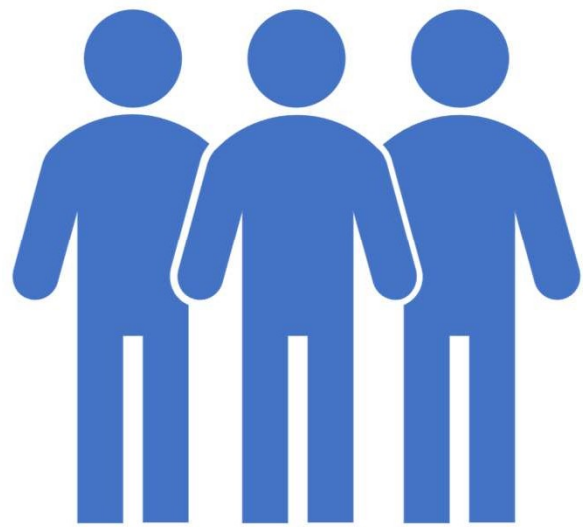
- The management of organizational conflict involves the diagnosis of and intervention in conflict at interpersonal and intergroup levels.
- It is an extensive list that describes the characteristics of a good leader in the field of organizational communication and business management.
- Conflict avoidance deviates towards settlement through negotiation and the resolution by the authority.

Managing conflict

- Research has found that good leaders "manage" conflict: that is, they choose strategies that address both their transactional and relational goals in order to achieve a perfect result.
- It is a very large literature that describes the specifics of a good leader in the field of organizational communication and business management.
- The analysis shows that effective leaders select from a number of available methods to provoke or disagree with others, paying particular attention to complex contextual factors.

Managing conflict

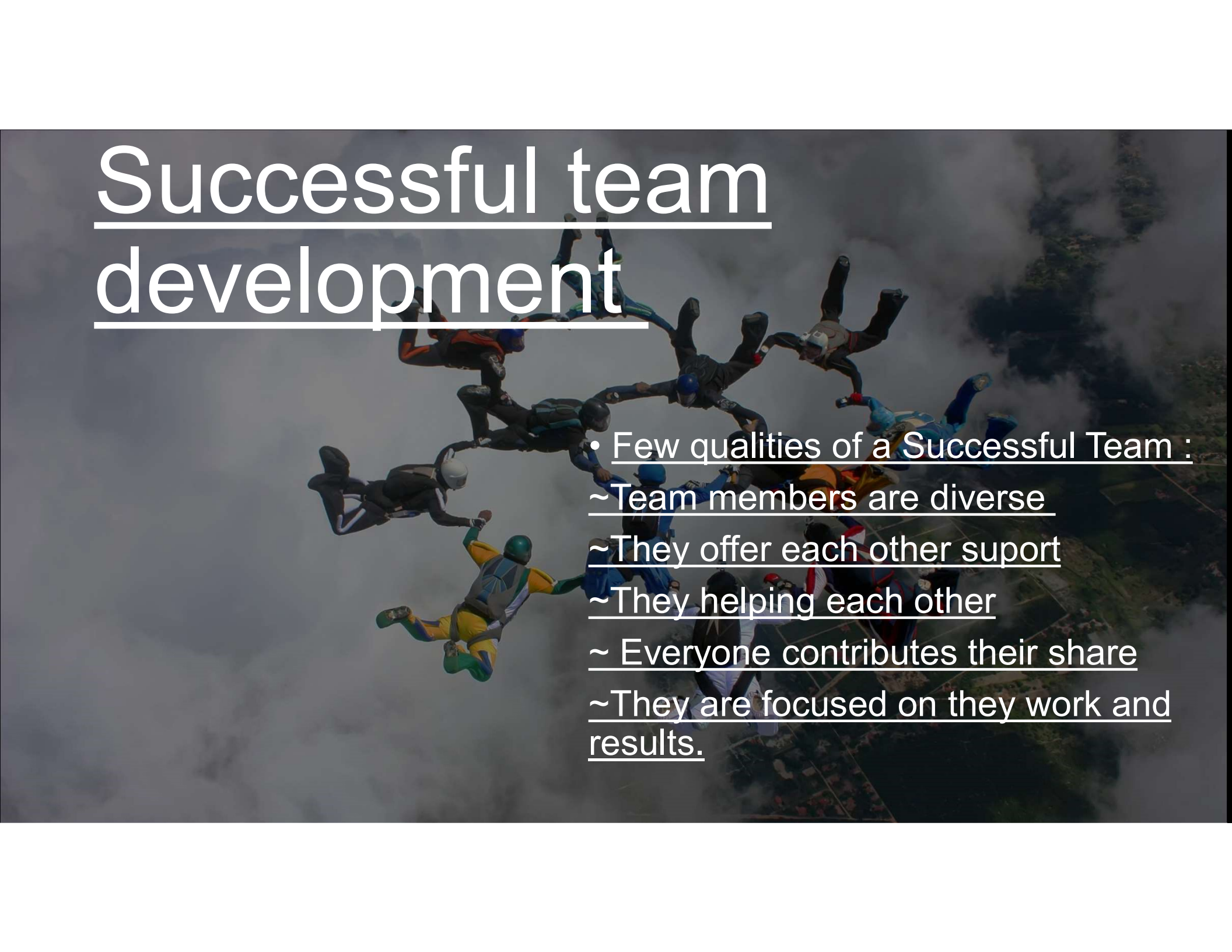
- The study empirically links conflict management literature with research on efficacy and organizational team.
- The study is currently exploring the dynamics of conflict management as a team phenomenon.
- studies showed that at high levels of group identity the interdependence of tasks was positively associated with the cooperative style of conflict management, which in turn favored team success.



Successful team development

- *A strong team is the foundation of a high~performing business and a good team ethic can smooth running of the organization.*
- *Successful team development is a team of people to produce a positive outcome that contributes to the succes of organization.*

Successful team development



- Few qualities of a Successful Team :

- ~Team members are diverse

- ~They offer each other support

- ~They helping each other

- ~ Everyone contributes their share

- ~They are focused on they work and results.

Successful team

WORKS AS A
PROBLEM
SOLVER

BE AN ACTIVE
PARTICIPANT

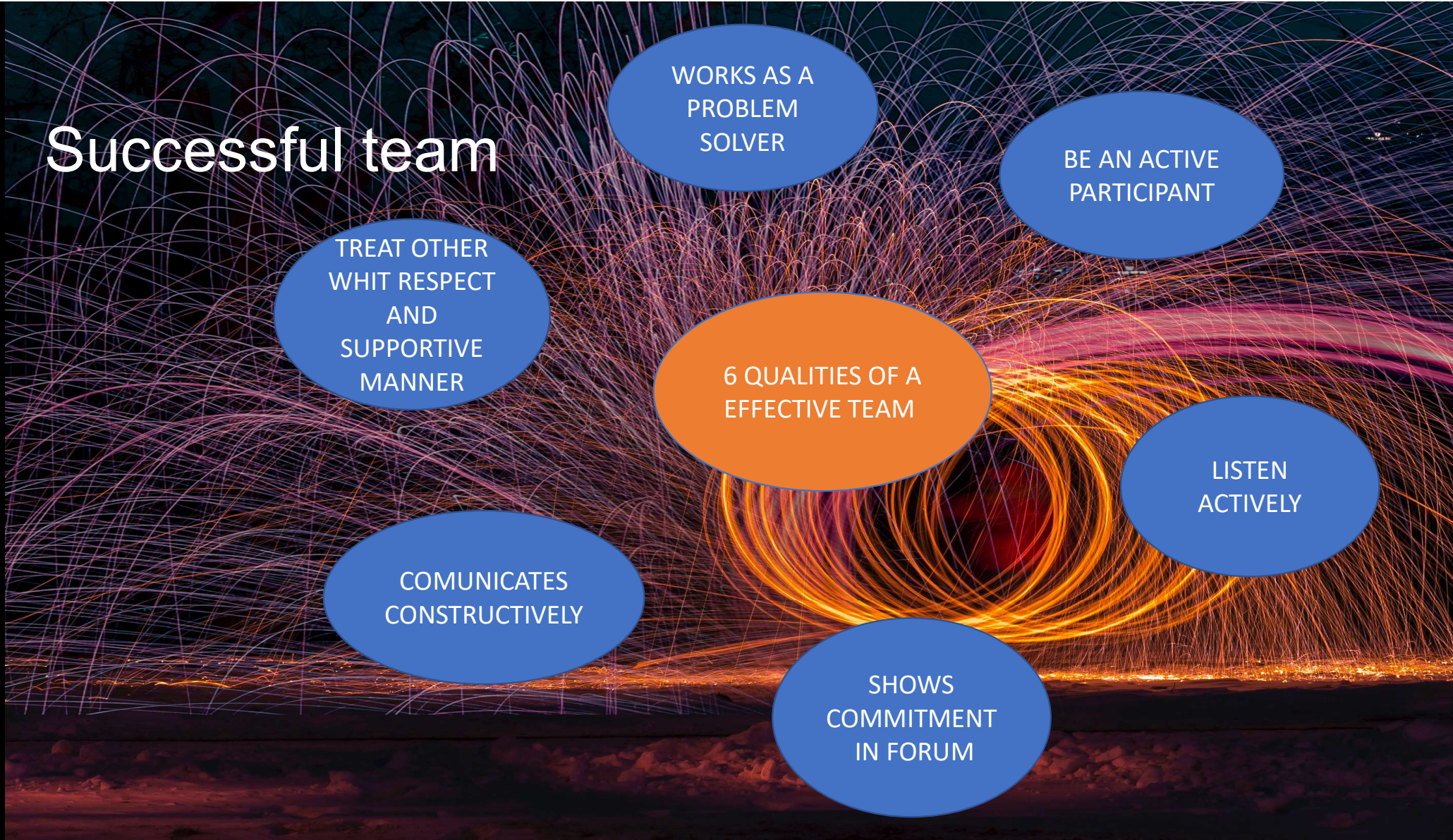
TREAT OTHER
WITH RESPECT
AND
SUPPORTIVE
MANNER

6 QUALITIES OF A
EFFECTIVE TEAM

LISTEN
ACTIVELY

COMMUNICATES
CONSTRUCTIVELY

SHOWS
COMMITMENT
IN FORUM



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