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A Report on Communication Within the Workplace

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Executive summary

This report is based on a businessman name Terrance Thomos ‘who owns a medium sized grocery store which is growing fast but there are some small underlying issues which needs to be resolved on urgent basis before it turned into t big problems.
The report consists of strategies, models, theories, methods of effective communication formal team structure, recommendation and action plan to figure and help out Terrance’s business.

Contents page

Contents

Cover page……..page 1
Executive summary……..... page 2
Content……. ……...page 3
Introduction……... page 4
Main findings. 1
Background of case. ……,.....page 4 - 5
Challenges for the company. ……..page 5
Groups v Teams. …….....page 5 - 6
Belbin and Tuckman theories
Group dynamics
Communication. …….....page 10
Verbal and non-verbal communications……...page 11 - 12
Models of communication. ……..page 13 - 16
Conclusion. ……..page 17
Recommendations. ……....page 17 - 18
Marking criteria: -. ……...page 19

Introduction

Terrance Thomas is running a medium estimated Grocery business in Neath which has developed fast and year prior was an independent venture utilizing just four individuals .Currently he employs a sum of 27 individuals of shifting ages and experience.
The business has expanded but it is lacking in effective communication. There are neither formal teams nor formal structure in place. Its being currently operate just a work group.

Main findings

Background Of Case

Terrance Thomas is the proprietor of medium sized Grocery business that has developed quickly in a year. He employs a sum of 27 individuals. Five workers are responsible in stock room to receive the deliveries and excursion the racks, three are cleaners, fourteen are deal aides , two are security guards and the last three are supervisors. Most representatives are low maintenance, working changing hours during the store opening times between 7.00am - 10pm. Some stockroom staff do night shifts just with no supervisor on obligation. One colleague is off on long term sick leave. Currently there are no formal teams inside the workforce. This whole situation is can prompt a breakdown in correspondence and data is not being shared successfully and effectively.

At any one time there is a limit of 7 people working in the store. As new staff are taken on they are prepared at work by the managers on duty at the time.

In Terrnace's business there is no formal team structure and no communication channels,

Challenges for the company

There are currently no formal teams , only ad hoc ones based on who may be working a particular shift. There is neither a right system nor a mentor in place which can lead to a breakdown in communication and information, no planning ahead as there are no regular meetings, problem solving, cash flow and financial management, welcoming change and keeping up with market are the challenges for Terrance,s business can face.

Groups v Teams

"A group is a collection of individuals who coordinate their individual efforts. On the other hand, a team is a group of people who share a common purpose and a number of challenging goals. Members of the team are mutually committed to the goals and to each other". (Sisson,2013)
Without a purpose or a goal team cannot be build the purpose must be worthwhile and create a sense of doing something important together. Building an effective team from a group is a gradual process and can be achieved in just one day for a week. Teamwork is very important for any organisation. Teamwork helps to establish and develop a strong relationships among co-workers. This also helps team members to communicate more freely and openly, as well as energise and persuade each other to work to their abilities and qualities which is vital to the success of any association.

Group Characteristics	**Team Characteristics**

Individual leadership	Shared leadership
Individual accountability	Mutual accountability
Individual work product	Collective performance
Individual skills are complementary	Individual skills are random

“

Creating a Team

Team formation takes time, and usually follows some easily recognizable stages, as the team journeys from being a group of strangers to becoming united team with a common goal.
To explain how a group can be transformed into an effective team, it's very important to understand the stages of team Formation.

About the Model

Psychologist Bruce Tuckman first came up with the memorable words “forming, storming , norming , and performing” in 1965.
Tuckman has describe a path the path to high performance that most team follow.
Later in 1977, Tuckman added the fifth stage called adjourning.
Tuckman’s model is significant because it recognizes the fact that groups do not start off fully-formed and functioning. Psychologist Bruce Tuckman suggests that teams grow through clearly defined stages, from their creation as groups of individuals, to task-focused teams.

Forming (Orientation)

Teams initially go through a “**Forming”** stage in which members are **positive** and **polite,** (some members may be anxious, as they haven’t yet worked out exactly what work the team will involve).
Basically it's the shortest stage which last for single meeting and it mainly about meet and greet. There maybe discussions about how the team will work, which can be frustrating for some members who simply want to simply get on with team tasks.

Storming (Power Struggle)

At this phase people start to push against the boundaries established in the forming stage. This is the stage where many teams fail.
Clarity of purpose increases at this stage but plenty of uncertainties persist. Team members vie for position as they attempt to establish themselves in relation to other team members and the leader.

Norming (Cooperation and Integration)

At this stage agreement and consensus is largely formed within the team. Big decisions are made by group agreements. Roles and responsibilities are clear an accepted.
The gteam is focused, committed and unity is strong. The team discussed and develops its process and working style.

Performing (synergy)

The team is more strategically aware - they know clearly what they are doing and why. At this stage a high degree of autonomy can be seen in the team. Team have a shared vision and can stand on its own feet with no interference or participation of a leader. Disagreements occur but now they are resolved within the team positively and necessary changes to processes and structure are made by the team.

Adjourning (closure)

The fifth and final stage in team development is adjourning which also known as mourning stage. At this stage group wraps up its work and then dissolves. Team membres finds this stage difficult as who have developed close working relationships with colleagues because it's time to say goodbye as its end of the project and goal has been achieved. It's very important to take time to celebrate and recognise team's achievement.

Belbin's Theory

"A **team** is not a bunch of people with job titles, but a congregation of individuals, each of whom has a role that is understood by other members". (Belbin,1960)

Dr Meredith Belbin and his team discovered that there are nine clusters of behaviour - these were called 'Team Roles'. Each team role has its strengths and weaknesses, and each has equal importance.

The Belbin Team Inventory is a behavioural test, also called the Belbin Self-Perception Inventory.

Belbin's Team Roles are used to identify people's behavioural strengths and weaknesses in the workplace. This means that whatever people are involved within an organisation, Belbin can provide the language to ensure that individuals and teams communicate and work together with greater understanding.

Difference between Tuckman and Belbin's Theory

Tuckman studied teams from formation to completion of a task and identified crucial stages in a team's life cycle. Belbin's observations of teams uncovered nine team roles, which describe ways of contributing and interrelating in a team.
Both theories are very important but the main difference is here that Belbin focuses on individuals whereas Tuckman focuses on groups. Belbin focuses on the individual psychology within the group and affirm that once individual take on a certain role they mostly follow the same role in different teams.

Group Dynamics

"What is needed is not well balanced individuals, but individuals who balance well with each other." (Belbin, 1981)
Group Dynamics is the study of groups, and also general team for group processes. In group dynamics, the phrase "group process" refers to the understanding of the behaviour of people in groups, such as task groups, that they are trying to solve a problem to make a decision.
Group dynamics concern how groups form, their structure and process, and how they function.
In an organisation setting, groups are very common and the effectiveness of the organisation is limited by the effectiveness of its groups.

Communication

Is Sharing of ideas and information between people.
The word communication has originated from a Latin word "Communes" which means something common. Communication is a process of exchanging information, ideas, thoughts,feelings and emotions through speech signals, writing, or behaviour. In communication process, a sender

encodes a message and then using a medium and send it to appropriate feedback using medium.
Effective communication helps us better comprehend people or situation, allows us to resolve differences, build confidence and respect, and generate an atmosphere where creative thoughts can flourish to solve problems, affection and caring. Effective communication incorporates a number of abilities including nonverbal communication, attentive listening and management capacity. It helps to understand your own emotions and those of the person you're communicating with.

Purpose of Communication in Organization

Managers need to be effective communicators to achieve positive results in today's organizations. Some of the purposes are - Seeking or receiving information, encouragement, control, selling proposals, confrontation.

Types of Communication

1. Verbal communication
2. Non Verbal Communication
3. Written Communications
4. Formal & Informal Communication
5. Visual Communication

Verbal and non-verbal communication

Verbal Communication is refers to the form of communication in which the message is transmitted verbally, communication is done by word, mouth and a piece of writing. Any communication is aimed at getting individuals to understand what we are attempting to express.

Oral media: where spoken words are used. It includes face-to-face conversation, speech, radio, telephone etc.
Written Media: where written signs or symbols are used to communicate. A written message may be printed or hand written.

Non Verbal Communication is the sending or receiving of wordless messages. Such as gestures, body language,posture, tone of voice or facial expressions and non verbal.

Types of Non Verbal

1. **Haptics (touch language)**
2. **Proxemics (space)**
3. **Chronemics (time)**
4. **Silence**
5. **Paralanguage**
6. **Sign**
7. **Kinesics (body language)**

Impact of Verbal and NonVerbal Communication at Workplace

Communication has a huge impact on business, without proper communication or getting the message through with the team members it would be impossible to get the maximum output. The team that works with good lateral communication and group discussion brings out better results. Communicating within the team or within the organisation needs to a two way flow of ideas. If there is a platform to share ideas then it is sure to bring more success to the organisation.

Communication is the core of business. The effectiveness of verbal communication within the company is similar to the role of nonverbal communication in business. The most important aspect of both modes of communication is that both are utilised towards mutual understanding and ultimately bring about productive and satisfying results.

Organisational communication can be external and internal communication. Communication in a company uses two basic channels - formal and

informal. Both are important and both carry messages - sometimes conflicting - throughout the organisation.
Here are some of the benefits of verbal and non verbal communication at workplace are listed;

1. Correcting wrong
2. Persuade someone
3. Create relationships
4. Bringing clarity
5. Increase productivity
6. Increase job satisfaction
7. Sharing of ideas
8. Remove barriers
9. Give motivation
10. Aspects of paralanguage
11. Sign of confidence
12. Know the culture
13. Maintaining space
14.

How Communication Method suited in different situations?

It's very important to adjust communication style according to the situation. It's also essential to be able to interact efficiently in distinct circumstances, it important too, to be able to speak in different registers, including some that are formal or others that are in formal using good vocabulary / language to the audience, vary tone to fit the situation,and gestures.
To effectively communicate in different situations, allow time for social interaction, avoid aggressive tone and have fast pace and positive approach.

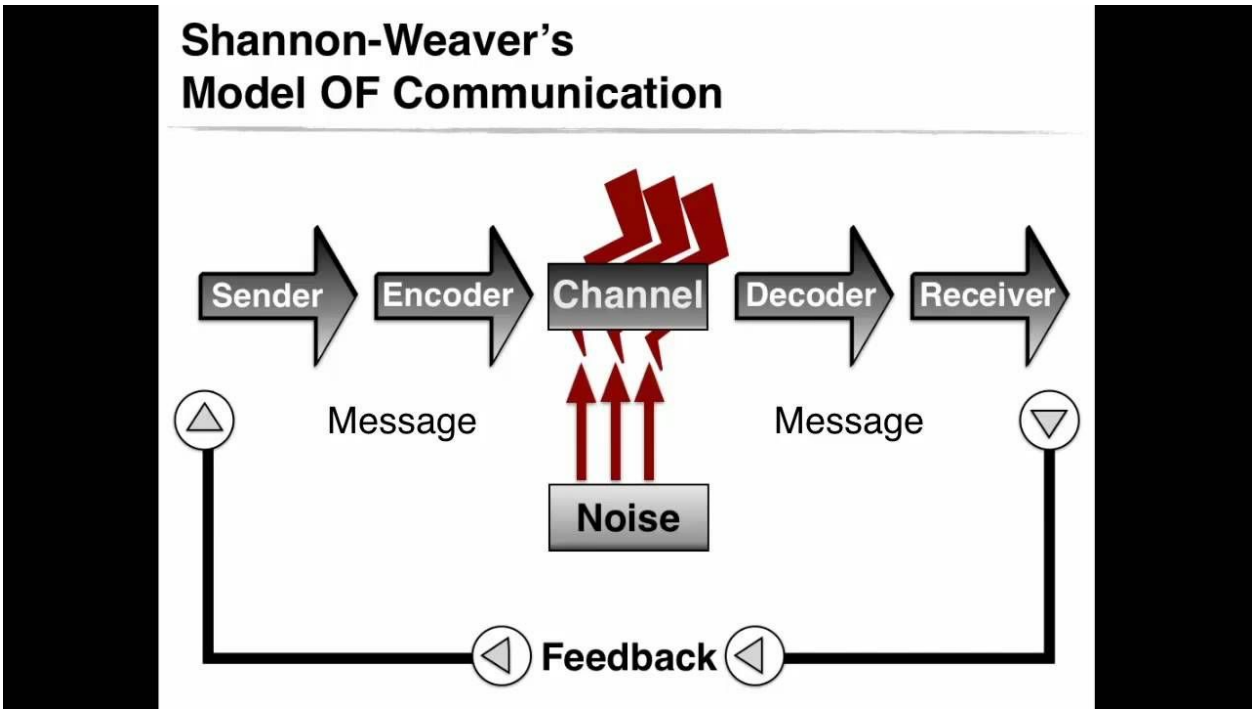
Models of communication

“The ability to express an idea is well nigh is as important as the idea itself.” Amercian businessman, Bernard Baruch

The success of any business relies on efficient and effective communication. It takes place around business entities, within the company and between group of staff, owners and employees, vendors and customers and also between the people within the organisation.

Shannon Weaver Model of Communication

The Shannon Weaver model has been called the “mother of all models.”



The communication model consists of six elements which are, an information source: source’s message, a transmitter, a signal, and a receiver: the receiver's message, a destination and feedback. Communication is a very complex process that happens orally, in written form as well as in nonverbal form, and in which the message that is being sent takes place in certain context. (Reuben, 2006)

Sender (a person who originates the message.

Encoder (converting or translate the idea)

Decoder (a reverse process of encode)

message (the destination of the message from the sender)

Channel (device use to convey the message)

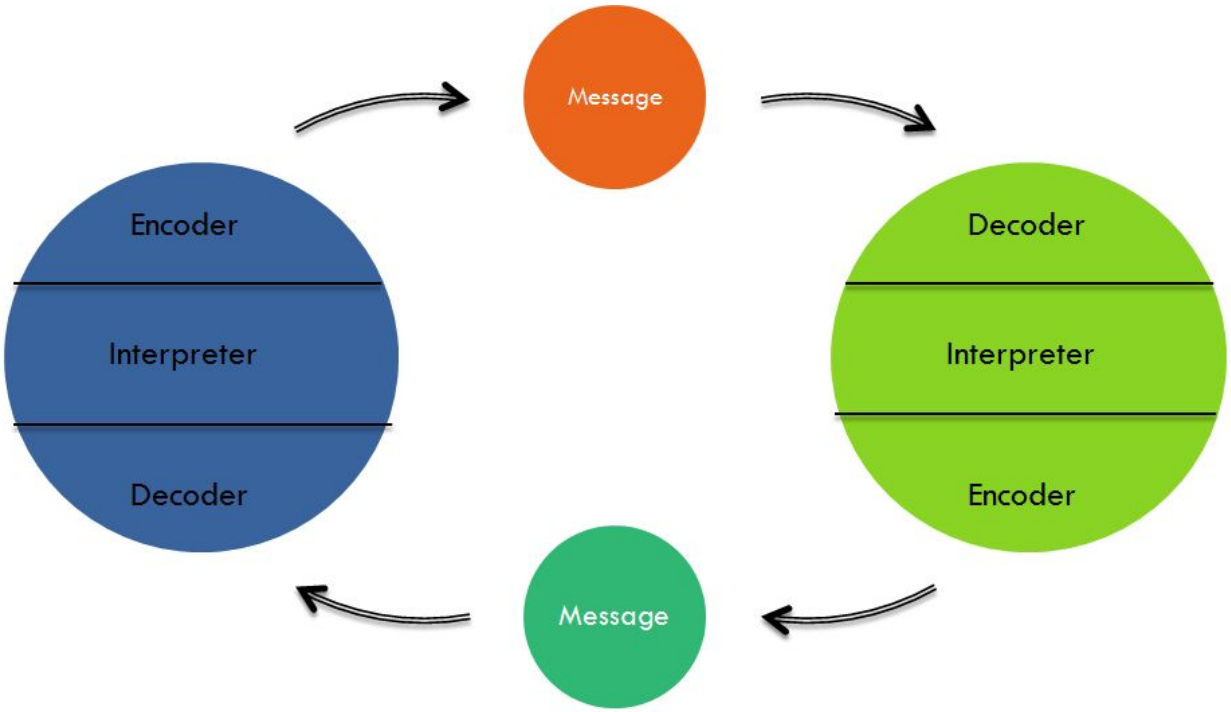
Receiver (recipient)

Noise (the message is transferred from encoder to decoder through channel. During this process the messages may distracted or affected by physical noise like horn sounds, thunder or encodes signals may distract in the channel during the transmission process which affect the communication flow)

Schrammm's Model of Communication

Wilber Schramm proposed the model of communication in 1954.
It is a two way circular communication between sender and receiver. It is derived from Osgood Model who gave a circular form of communication. It involves six elements of communication:

1. **Encoder**
2. **Message**
3. **Channel**
4. **Decoder**
5. **Receiver**



According to the Schramm's model, coding and decoding are the two significant element of an effective communication. Schramm also urged that the communication is incomplete unless and until the sender receives a feedback from the recipient. Schramm believes that communication is a two way process

Difference

Both model has few basic concepts, the only difference between both model "Feedback". Schramm states that communication process is incomplete unless the sender receives feedback from the recipient accordingly.

How Models Benefit Organisation ?

communication models represent the procedures systematically, which helps to understand how communication work can be accomplished. They

clarify things by illustrating in simplified form data that might otherwise be complicated or ambiguous.
Communication models are used by business companies and other firms to promote their own situation in the contemporary workplace.
It's also used to understand how the receivers will interpret the message.
Communication is one of the vital skills for any business owner. If a company can engage with customers and employees in a way that make sense then company will struggle to steer clear of the competition there are various models of communication have emerged over time, some of which offer more benefit to business than others. However, they all have an important role to play. (Bryenton, 2011)

PRO'S AND CON'S OF Shanon Weaver's model

- Simple
- Generality
- Quantifiability

CONS

- Linearity,
- One way model,
- Ascribing a secondary role to the receiver who is seen as absorbing information.
- Element of feedback is missing
- Model is only a representative of telephonic communication not face to face.

Schramm model pros and cons

Pros

- Dynamic model - shows how a situation can change

- It provides a straightforward approach to communicating with sender and receiver trading roles back and forth in a circular pattern.
- Allows both parties to contribute equally and share their feedback.
- Shows redundancy is an essential part

Cons

- This model doesn't talk about the semantic noise ,and it's assume the moment of encoding and decoding.
- It's only assumes about encoding and decoding
- There is no feedback in this model

Importance of Two Way Communication

Communication is considered as the most important aspect for any business. Its is important to have proper work environment so that employees can give their best performance. (Ortner, 1992)

- It enhanced employee and employer relations
- It helps increases efficiency of the company
- It helps employees to take ownership and understand their ideas
- It creates more democratic environment
- Improves relationships right across the structure which helps everyone understand the business better and create better relationships throughout the company

Conclusion

Every organisation, no matter what their expertise and where they situated, and what scale they operate, realise and value the importance of communication.

Terrance's business is growing rapidly but there are some underlying issues related to communication channels which needs to be highlighted and pinpointed those critical areas of action as soon as possible to run this business smoothly and to flourish more.

It is very significant that Terrance from formal teams with a manager on duty, formal structure for the team and proper channel of communication need to be used on a regular basis. For that establish the baseline, make smart decisions,leverage communication resources atc.

For decades , man has known the importance of communication, whether its verbal or non verbal. Communication is the backbone of any business and it can either be bestfriend or the worst enemies...it all depends on how this tool is being used. The effectiveness of verbal communication within the business is similar to the role of nonvrbal communication in business. Individuals would need to review their communication skills that they process and try to improve over them keeping in mind the pros and cons. The important element is that the information passed on in a proper way using two way communication. Lack of information causes organisational

disturbances. Hence organisational communication are important to improve relationships between management and employees.
Through noonverbal communications our attitudes are understood while verbal communication make meaning understood to other party.
Communication can be formal or informal. Both ways of communication are important and necessary. Many people don't put much thought into their informal or ad hoc communication.
Whether it's formal or informal communication one thing needs to be make sure that communicate with a purpose and put some thoughts into to get the good results
Effective teamwork is the core of any business and Formal and effective team work is lacking in Terrance's business. Individuals when they work in a team that works well together to understand the strengths and weaknesses of each team member and it enhance productivity.organisation and management structures must be in place to support teamwork through policy infrastructure and framework.

Recommendations

It's very important for Terance to take some initiatives and make some immennemts to benefit his work and employees. To overcome the issues at work, Terrance needs to form teams, build and maintain effective internal relationships.
Collaborate whenever possible ann possible avoid impersonal communication. Regular meetings are essentials. It's very important to have good interpersonal skills,and are open to receiving feedback and improving them as result. The success of any business depends heavily on the effectiveness of it managers. Terrance needs to hire full time managers so that they can make the right decisions and ensure business is able to exploit any opportunities open to it.at the same ti manager protect the business by anticipating and acting against any threats to its welfare.

To improve employee performance, it's important that employees receive necessary training and support. It enables them to perform well in their job using the knowledge and skills they have received in the training eg. ICT , first aid, health and safety etc.

Action plan

Recommendation	Who is responsible for actioning?	To be completed by (date)	Costs incurred?
Recommendation .1 Implement Belbin team roles tests to help formulate roles and team structure	**Terrence**	**6mths**	**£45 per person**
Recommendation .2 Introduction of formal communications system through email	**Claire**	**4mths**	**£2,500 procurement of computers**
Recommendation .3 Training and support	**Terrance**	**3 months**	**£60 per person**

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