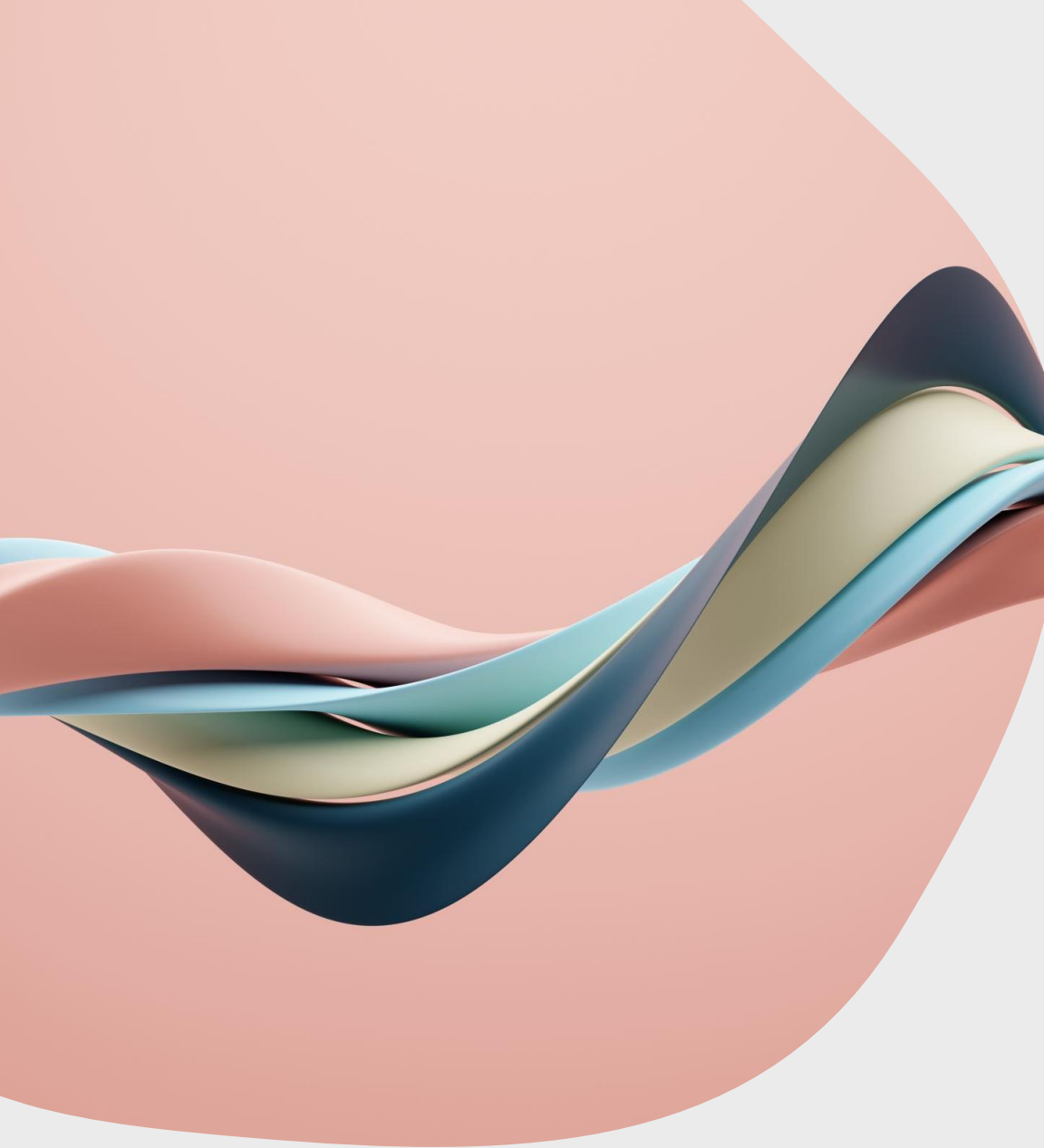




Effective Team **Working**

Module Number: BMSW4002

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Group Presentation

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- ❖ Mary Olabisi (2121535-Stages of Team Development)
- ❖ Kennia Lissette Rogel Reyes (2125369 Team Roles incl. Leadership role)
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Contents Overview

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- ▶ Stages of team development
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- ▶ Managing conflict
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Introduction

In this module we aim to understand the importance of teamwork, as well as how good leadership can encourage employees to higher performance at work, which in turn leads to good conflict management, resulting in better benefits for an organization.

The benefits of team working

What is a team?

- A team goes beyond the status of being just a collection of individuals when its performance exceeds the sum of the performances of its individual members.
- At this point, a team transcends its initial status as a group of individuals (Cook, 2009; Karseras, 2022).

Benefits of team working

- It helps to resolve Working : Working as a team helps to get collective solutions to problems, which in turn helps in boosting productivity at any level of operations.
- Increased potential for innovation increased innovation potential: Working as a team helps to increase innovative ideas. Individual inputs are put into consideration, which in turn improves organisational and innovative skills.
- Happier team members are more motivated - Working in a team where tasks are shared and individual contributions are valued helps to foster employee motivation.
- Work has a team where tasks are shared helps , with the inputs of individual supports helps in fostering motivation of employees. Enhancing individual personal growth at all level.

- Working as a team helps to create an environment that gives the individuals a chance to learn new skills among themselves.
- It lessens burnout and promotes division of labour Working - Working as a team helps in simplifying tasks for the individuals , and their time and tasks are completed in a timely manner and it also provides more opportunities for growth
- It encourages smarter risk-taking.: Working as a team helps employees to take positive risks and have more drive to do more , regardless of the fact that it may attract some level of risk.

(Cook, 2009;Karseras, 2022).

Team Development Stages

- ▶ Tuckman's theory was first proposed by psychologist Bruce Tuckman in 1965. It stated that teams would go through 5 stages of development:
- ▶ Tuckman's identify factors critical in developing or building effective teams
- ▶ There are five development stages with distinct functions and goals
 - Forming
 - Storming
 - Norming
 - Performing
 - Adjourning

Forming Stage

- ▶ Team makes an introduction meeting.
- ▶ Team leader schedules meetings.
- ▶ The stage allows team leader to review skill-set of members (Tuckman & Harper, 2012).
- ▶ The team makes an overview of the project and outcomes.
- ▶ Team sets project timelines.

Storming and Norming Stages

Storming Stage

- ▶ Team members share opinion and ideas to uncover their characters.
- ▶ Members share ideas openly.
- ▶ Team leaders create a plan to manage competition (Magin, 2004).
- ▶ Use public forum to allow members learn about solving emerging challenges.
- ▶ Team needs productive compromises to overcome conflicts.
- ▶ Team leader introduces collaboration tools to enhance team spirit.

Norming Stage

- ▶ Team members find rhythm of working.
- ▶ Members can apply technology to update others (Belbin, 2012).
- ▶ Teamwork chats are common avenues for sharing information.
- ▶ Members hold regular meetings and share progress reports.

Performing and Adjourning Stages

Performance Stage

- ▶ Team members have established trust and cohesion.
- ▶ Team functions optimally and efficiently with little supervision (Blanchard et al., 2000).
- ▶ Issues or conflicts emerge but team uses strategies to resolve.

Adjourning Stage

- ▶ Project team steps back and reviews the accomplishments.
- ▶ Team identifies areas of concern and recommends improvements.
- ▶ Team can meet online to highlight frustrations and failures (Blanchard et al., 2000).
- ▶ Records the comments to enhance changes.

Limitations

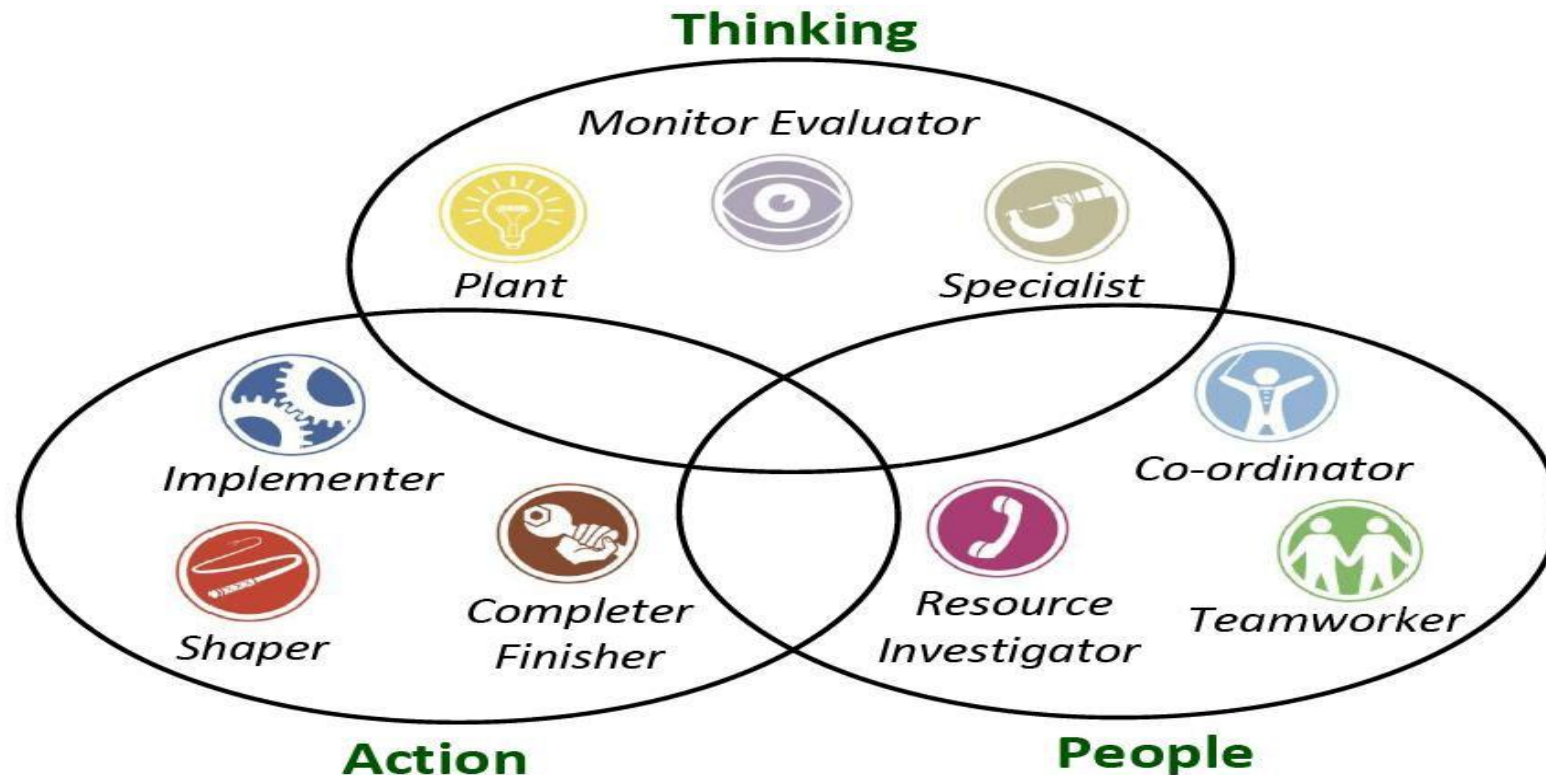
- ▶ The stages of team development are not predictable
- ▶ Each linear phase has no set timeframe
- ▶ Storming may be evident throughout the team's lifetime
- ▶ The stages ignore distinct roles of team members
- ▶ These stages may have overlap

TEAM ROLES

9 Belbin Team Roles

By Meredith Belbin-British Researcher (Van Vliet, 2012)

- ❖ According with BELBIN,(N/A) “Dr Meredith Belbin originally identified the Team Roles as part of a unique study of teams that took place at Henley Business School which included a business simulation game”.



➤ Plant

They are individuals with great creative development and with skills in solving problems in a conventional way.

- **Strengths:** , idea generator.
- **Weaknesses:** Easily to ignore the unforeseen and worry in his form of effective communication.

To consider: They tend to be distracted and forgetful.

➤ Resource Investigator

Through their inquisitive nature they develop ideas to lead the team.

- **Strengths:** They analyze possibilities and improves his contacts.
- **Weaknesses:** Most of them have an excess of optimism which they lose easily after the initial enthusiasm wears off.

To consider: Possibility that they stop tracking an important client.

➤ Completer Finisher

It is often used most effectively at project completion to refine and inspect the task for bugs and bring it to high quality control standards.

Strengths: Discover pure errors and improvement.

Weaknesses: Excessive concern, undue and opposed to entrust.

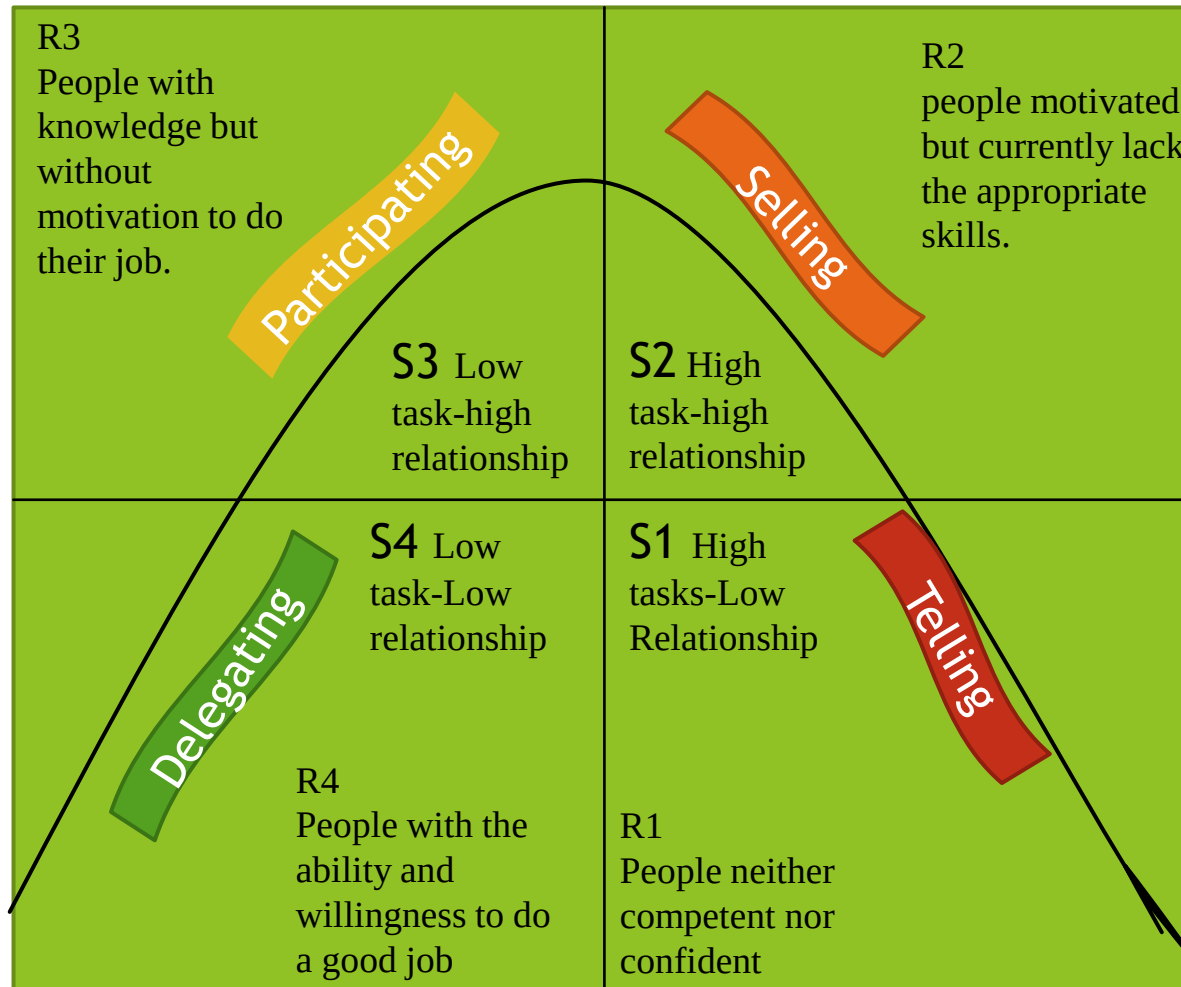
To consider: They could make the mistake of exaggerating their demands.

(BELBIN, N/A)

Hersey-Blanchard Model

(by author Paul Hersey and leadership expert Ken Blanchard -1969)

(Praxis, N/A)



❖ S-(Leader Behaviour)

❖ R-(Follower Readiness)

Leadership Styles

•**Telling style:** Through this style the manager directs about the work he wants to be done.

❖ **R1:** In this model the employee is a person without knowledge and insecure of his abilities.

•**Selling style:** The manager directs to the employee but also encourage him to buy into the decision provided by himself.

❖ **R2:** The employee begins to believe in his possibilities despite his lack of experience.

•**Participating style:** Decisions about work are shared between manager and team focused less on directing and more on support.

❖ **R3:** The employee acquires knowledge but does not put it into practice or is unmotivated.

•**Delegating style:** The manager begins to delegate but without leaving the responsibility of following the employee's process.

❖ **R4:** The employee acquires knowledge and commitment to perform their work perfectly.

Advantages and Disadvantages of the Hersey-Blanchard Model

This leadership model may not be enforced, as it can be sound in theory only.

- One of the advantages of this model is the possibility of changing the style at the discretion of the leaders at any time. In addition to allowing employees to find a leader adaptable to changes in the workplace as a desirable trait.
- It is also a basic and easy-to-implement style that involves a manager effectively assessing a situation and taking appropriate action.
- On the other hand, it tends to put excess responsibilities on managers, running the risk that their decisions are not the right ones.

(Kenton, 2020)

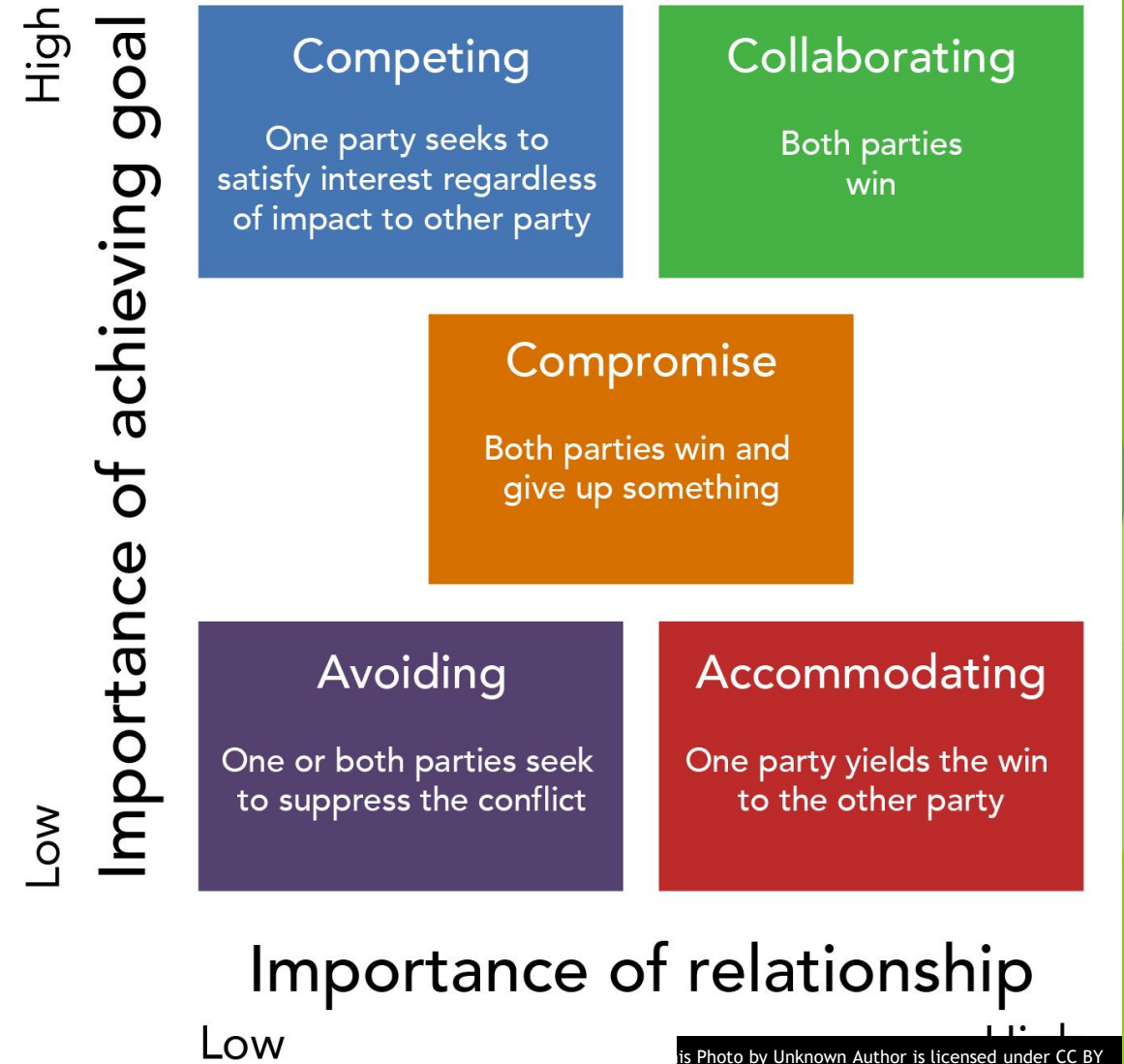
Managing Conflict

- Managing Conflict is the act of being able to pinpoint and control conflict reasonably, discreetly and productively.
- Coursera, (2022) states that in any day, you may have to deal with a dispute between you and another individual, your family members, or fellow employees.

Reasons why conflicts happens

1. Misunderstanding (misinterpretation)
2. Personal Differences (cultures/race)
3. Information Deficiency (inadequate information)
4. Lack to status (hierarchy)
5. Being rude and disrespectful (not respecting one another).

Thomas, K.W. and Kilman, R.H. The Thomas- Kilman Theory.



Limitations

➤ In order for conflict to be resolved both parties need to be able to:

1. Respect each other
2. Listen to one another
3. Acknowledge right and wrongs
4. Respond respectfully
5. Resolve remaining differences

(Weiss, 1997)

Successful Team Development

Successful team development refers to a group of people that works together to achieve their goal. (indeed, 2021)

- ▶ The team needs to have mutual respect and open communication
- ▶ A good team leader should treat everybody equally
- ▶ Allow the team to take part in decision making
- ▶ Talk to each member of the team
- ▶ Allow room for mistakes
- ▶ Give credit
- ▶ Build strong team

How the leader can make the team succeed

To help the team succeed a good leader needs to:

- ▶ Be open for new ideas
- ▶ Give appropriate training
- ▶ Create an action plan
- ▶ Set common goals
- ▶ Celebrate their success

Benefits of Successful Team Development



A strong team leader will motivate the team



Will encourage them to achieve their goals



Help the team to progress



Find helpful solutions to problems at workplace

Successful team leader should

- ▶ Avoid favouritism - A leader shouldn't point who their favourite is to avoid conflicts
- ▶ Set processes – A leader should allow room for growth
- ▶ Do not criticise – A leader should avoid criticism and give more encouragement word

Conclusion

- ▶ The importance of a team working helps in promoting equality and diversity
- ▶ All conflict is not dismissive
- ▶ Conflicts at workplaces are normal
- ▶ It is vital that there are people who knows how to resolve problems.
- ▶ Employees are trying to prove how important they are to the workplace and it can lead to disputes between themselves.
- ▶ A good team leader treats members of the team equally.
- ▶ Not everyone has the same level of skills/experiences.

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