



# EFFECTIVE TEAM WORKING AND COMMUNICATION

**MODULE CODE: BMSW4002\_LON**

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# BENEFITS OF TEAM WORKING

- **Improves efficiency**
  - workload sharing
  - efficiently completed tasks
  - can share skillsets, experiences and strong qualities



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<https://www.istockphoto.com>

- **Reduces stress and pressure**
  - Rely on each other
  - ability to cowork
  - support network

# BENEFITS OF TEAM WORKING

- **Urges innovation**
  - allows for a combination of team members' creativity and brainstorming
  - connection tendency to feel more confident to pursue innovations



<https://freelancewebdesignbayarea.blogspot.com/>



<https://jeffdegraff.com>

- **Better decision making and problem-solving processes**
  - can exchange ideas
  - shared brainstorming processes
  - variety of better solutions

# Benefits of Team Working

- **Allows Flexibility**

- Flexible work schedule
- Allows employees to plan personal necessities
- Improves productivity



<https://hrdailyadvisor.blr.com/>



<https://www.seattletimes.com/>

- **Facilitates team members' personal development**

- team members can provide each other with feedback
- ability to learn from each other

# BENEFITS OF TEAM WORKING

- **Contributes to a more positive work environment**
  - strengthens the bonds between employees
  - builds trust, respect, feelings of belongingness
  - creates a friendlier work environment



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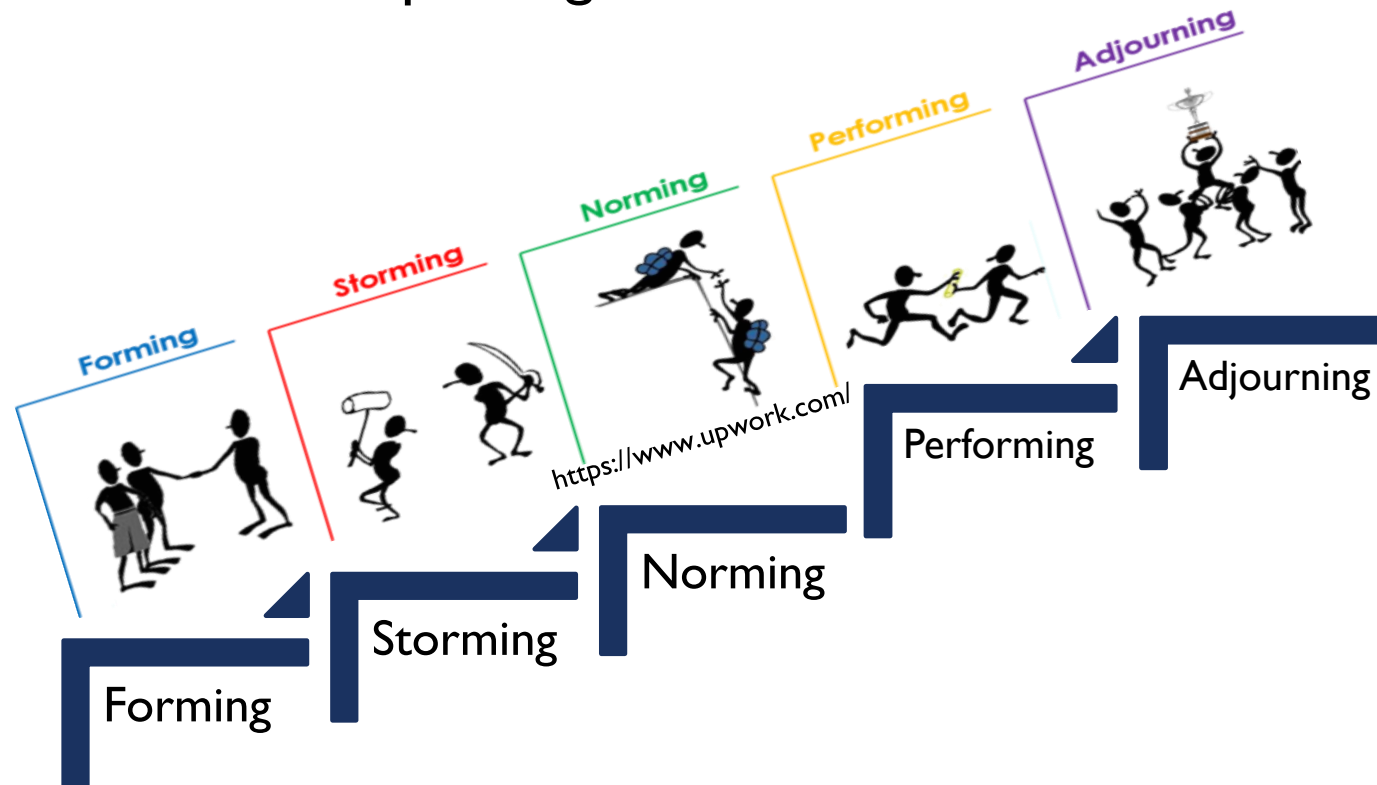


<https://www.dreamstime.com/>

- **Improves morale**
  - greater sense of accomplishment
  - stronger feelings of recognition, appreciation
  - can improve employees' self-esteem
- brings about more motivated and engaged employees

# STAGES OF TEAM DEVELOPMENT

Tuckman's Group Development Model '1965' focuses on improving Team Performance at the Workplace.



# Forming stage

Everyone's skills,  
background and  
interests

The project goals

The timeline

Any rules and  
regulations

What individual role  
each member will play

Note: At this stage, it  
is important that the  
group begins to  
understand the role  
each person plays.

## STORMING STAGE

Individuals understand others' behavior and assert their role in the group.

Members start share ideas and opportunities,

Conflicts or friction can arise between team members.

Conflicts is normal and sometimes necessary part.

More comfortable to share opinions and ideas.

This is the hardest stage of development.

# NORMING STAGE

Teams begin to settle into a working pattern, appreciate one another's strengths and become more effective as a team.

Team members are creating new ways of doing being together.

Team performance increases at this stage as members learn to respect and cooperate, focusing on the team goals.

The team has resolved most, if not all, conflicts from the Storming phase.

# PERFORMING STAGE



- Achieving the true potential of the team.
  - Team members become more fluid as individuals.
  - Commitment to the team's mission is high.
- Consensus and cooperation have been well established and the team is mature, organized, and well-functioning.
- Motivated & Knowledgeable.
- No supervision needed

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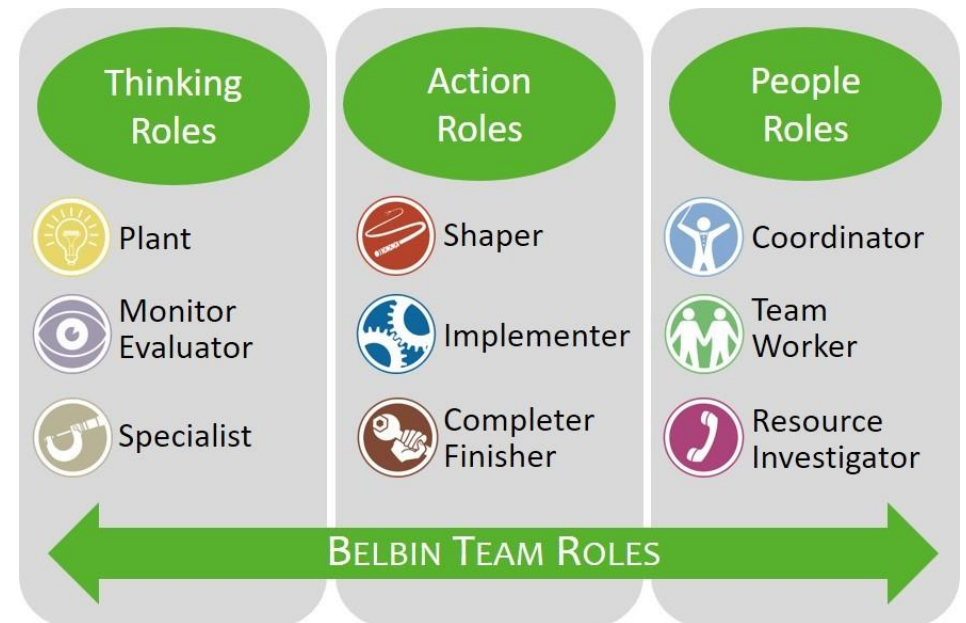
# ADJOURNING STAGE

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- Tuckman added a fifth and final stage in '1977'.
    - Say Good-bye.
      - Apprehension over loss.
    - Tie up loose ends.
    - Celebrate and reflect.
      - Share positive experience and memories.

# BELBIN'S TEAM ROLES- KEY IDEAS 1981

- The behavior of group participants is not random
- Group behavior is defined by team roles which comprise “the behavior , contribution and interaction tendencies of different people in a group”
- There are 9 different team roles, divided into 3 categories
- People tend to have 2 or 3 team roles that they most often take
- People are flexible in their team role choice
- Context is of importance for team roles' distribution

(Belbin, M. (2004) 'Belbin team roles' *Belbin Team Roles*.)





## BELBIN'S TEAM ROLES

### CATEGORY I: ACTION-ORIENTED ROLES

#### Completer-Finishers (CF)

- Roles: ensure the throughout completion of projects, pay attention to details, monitor for errors
- Characteristics: conscientious, perfectionists, orderly, anxious
- Potential weaknesses: worry unnecessarily, reluctant to



#### In Tuckman's Model:

- Key role in the Adjourning Stage to ascertain the successful completion of the group's tasks and purpose
- In the Forming Stage: might raise overly detailed discussions too early



# BELBIN'S TEAM ROLES

## CATEGORY 2: PEOPLE-ORIENTED

### ■ Coordinators (CO)

- Roles: team leaders, clarify goals, delegate tasks, identify talent
- Characteristics: calm, mature, confident, good-natured
- Potential weaknesses: offload own share of the teamwork, manipulative



### In Tuckman's Model:

- Key role in the Forming Stage to assemble the team, distribute tasks and develop schedules
- In the Storming Stage: sometimes is too considerate of the political aspects of the team



# CATEGORY 3: THOUGHT ORIENTED ROLES

## ■ Plants (PL)

- Roles: come up with new ideas and approaches, solve difficult problems
- Characteristics: creative, imaginative, free thinking, introverted
- Potential weaknesses: impractical, poor communicators, ignore parameters and constraints



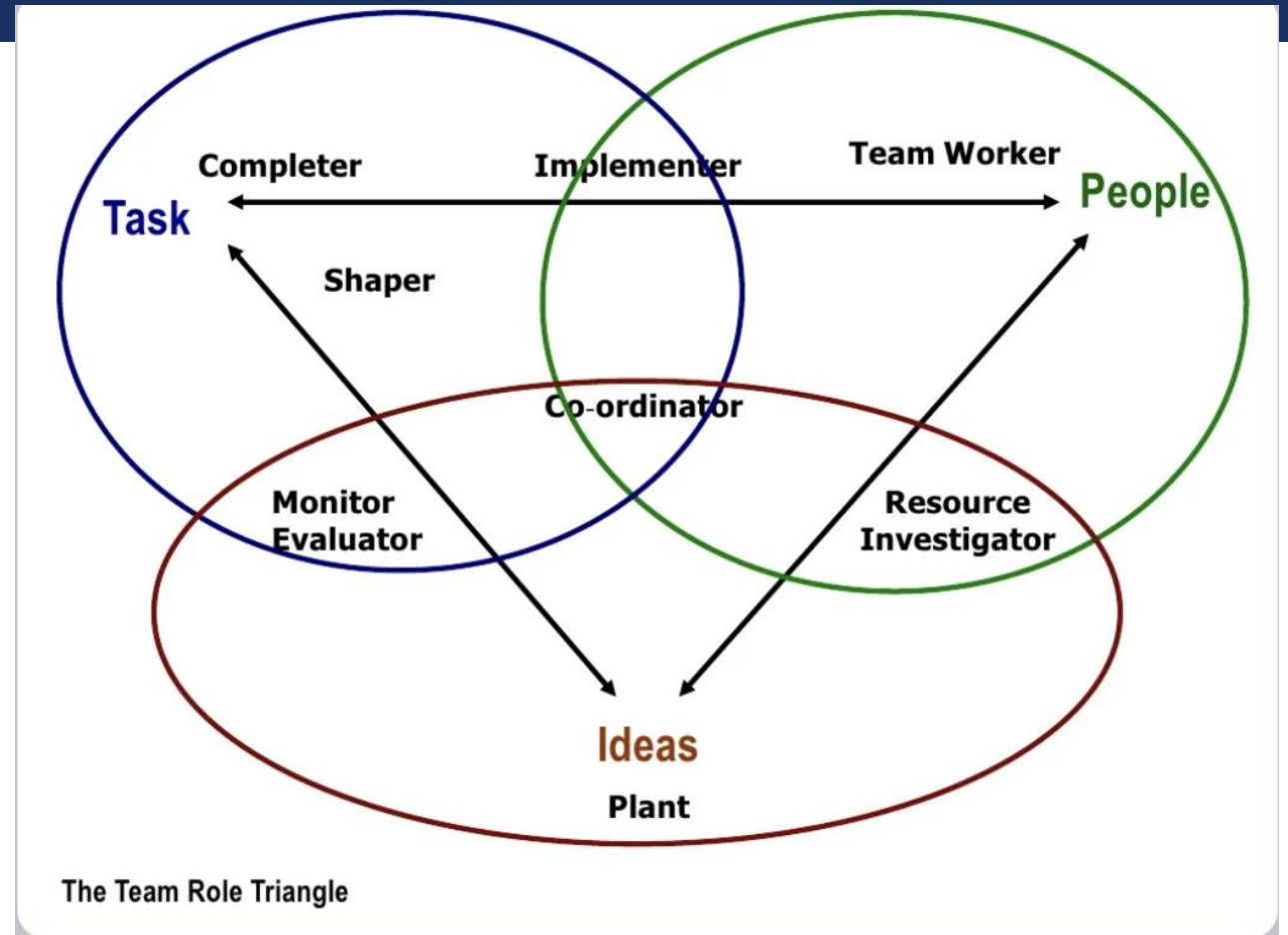
### In Tuckman's Model:

- Key role in the Storming Stage to generate new ideas
- Potential risks in the Storming Stage: competition or demotivation
- Potential risk in the Norming Stage: might cause disruption by presenting new ideas

# BELBIN'S TEAM ROLES- OVERALL WORKFLOW

## ■ Responsibilities' distribution:

- Exploring: Plants and Resource Investigators
- Organisation: Coordinators and Implementers
- Monitoring: Monitor-Evaluators and Completer-Finishers
- Support: Team Workers
- Control: Shapers
- Imagining: Plants



([www.pinterest.ca](http://www.pinterest.ca))

# HERSEY- BLANCHARD SITUATIONAL LEADERSHIP THEORY

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It was established in 1960 by Dr. Paul Hersey & Dr. Ken Blanchard.



The theory emphasizes with the members and also how mature they are.



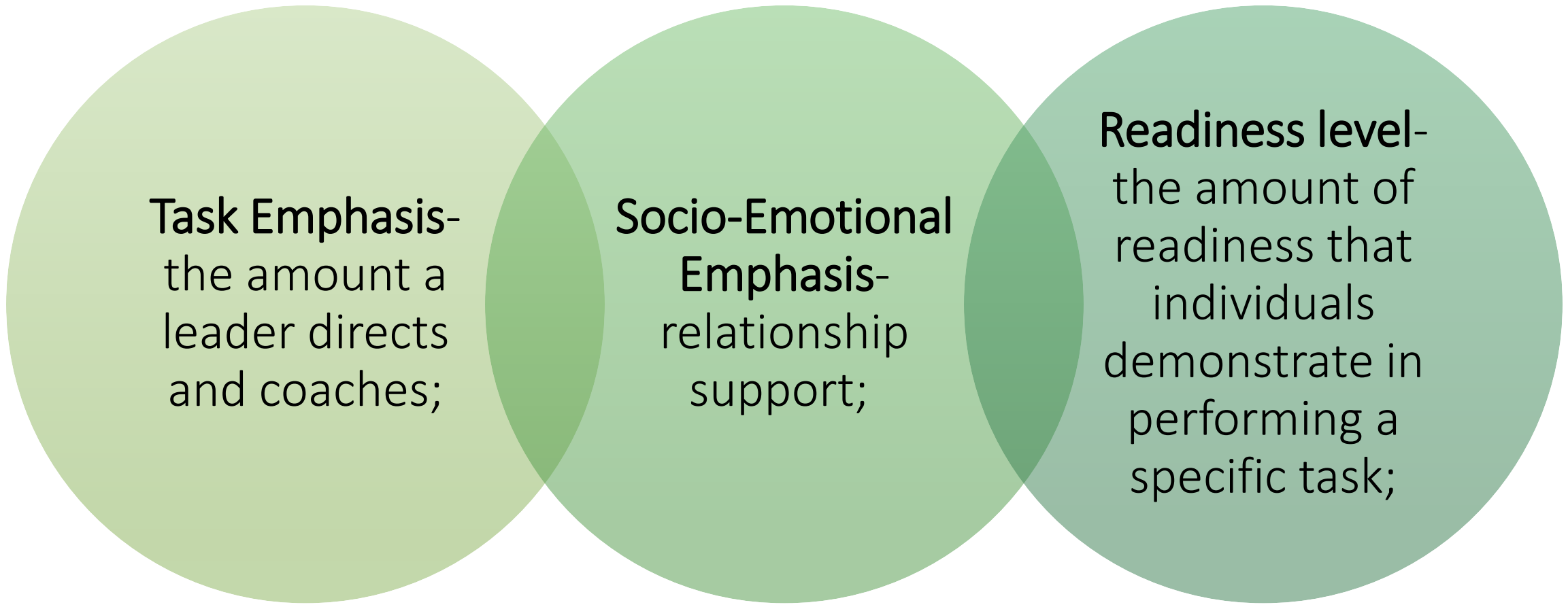
There are 4 styles of leadership: Delegating, Supporting, Coaching, Directing



It is based on task, relationship and maturity level.



# SITUATIONAL LEADERSHIP



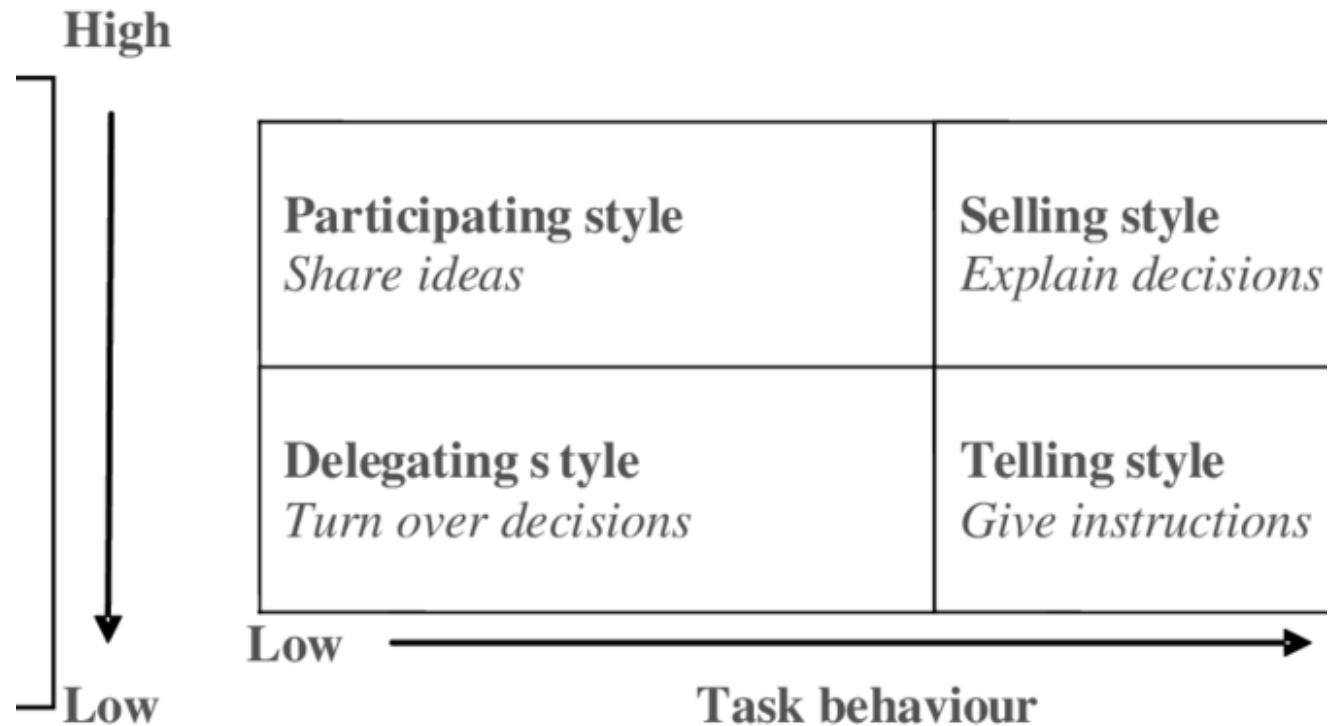
The diagram consists of three overlapping circles arranged horizontally. The leftmost circle is light green and contains the text 'Task Emphasis- the amount a leader directs and coaches;'. The middle circle is a medium green and contains the text 'Socio-Emotional Emphasis- relationship support;'. The rightmost circle is a darker green and contains the text 'Readiness level- the amount of readiness that individuals demonstrate in performing a specific task;'. The circles overlap in the center, creating a Venn-like structure.

**Task Emphasis-**  
the amount a  
leader directs  
and coaches;

**Socio-Emotional  
Emphasis-**  
relationship  
support;

**Readiness level-**  
the amount of  
readiness that  
individuals  
demonstrate in  
performing a  
specific task;

# LEADERSHIP STYLES



- Participating style- followers competent, not confident;
- Selling style-followers not competent, confident;
- Delegating style-followers competent, confident;
- Telling style-followers not competent, not confident ;

# LEVELS OF EMPLOYEE DEVELOPMENT

## D1-The enthusiastic beginner

- Low experience but high commitment

## D2- The disillusioned learner

- Some experience but low commitment

## D3- The capable but cautious performer

- High experience but variable commitment

## D4- The self-reliant achiever

- High experience and high commitment

# MAPPING DEVELOPMENT LEVEL TO LEADERSHIP STYLE





# **MANAGING** **CONFLICT**

## TYPE OF CONFLICTS

Leadership  
Conflicts

Creative  
Conflicts

Work Style  
Conflicts

Personality  
Conflicts

# MANAGING CONFLICT THOMAS AND KILMANN 1970

- Competition
- Collaboration
- Compromise
- Avoidance
- Accommodation

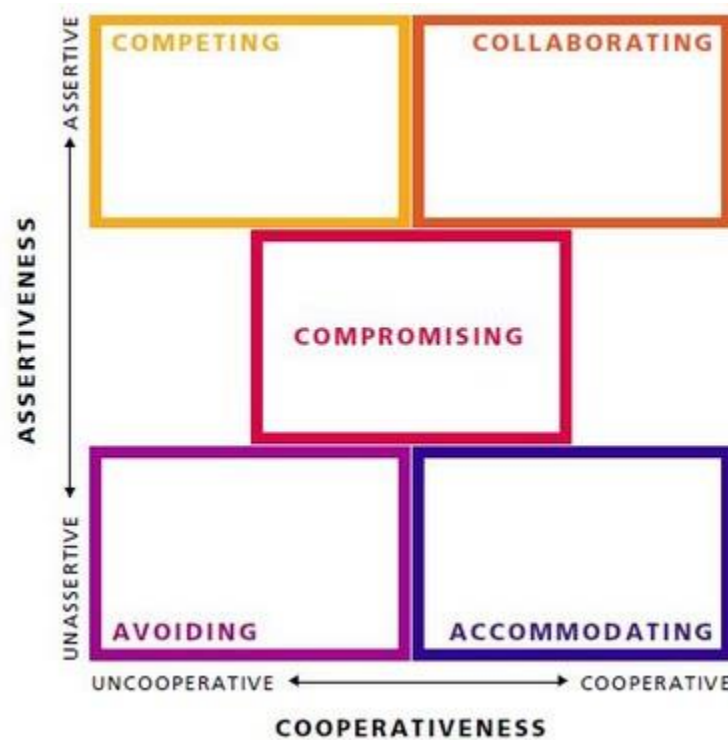


Figure 1. (psychometrics.com)

# THE FIVE STYLES FOR CONFLICT HANDLING

## 1. **Competition**

- When you have to stand up for yourself, values, or morals.
- When a less forceful conflict management style is proving ineffective or counterintuitive.
- When there's been no change.

## 2. **Collaborating**

- Trying to find a win-win solution fully satisfies both concerns.
- When the relationship is important.
- When the final solution will have a significant impact.

# THE FIVE STYLES FOR CONFLICT HANDLING

## **3. Compromising**

- Trying to find an acceptable solution that only partially satisfies both parties concern.
- Asking open-ended questions
- Using active listening

## **4. Avoidance**

- This is when the issue is simply avoid.
- When it makes others feel uncomfortable
- When there is high tension

# THE FIVE STYLES FOR CONFLICT HANDLING

## 5. Accommodation

- Sacrificing your own worries to satisfy the other person's worries.
- When it's important to keep the peace at work.
- When there's no other solution.

# SUCCESSFUL TEAM DEVELOPMENT



Difference between  
group and team.



A successful team is a  
team that works well  
together to accomplish a  
goal quickly and easily.



What makes a Team  
successful ?



What are the 7 elements  
of teamwork?

# 7 Essential Elements for Team Development.

## Identify your working and leadership style

First step takes a level of self-awareness and reflection.  
Which is your working style?  
As a leader, it's important to look inward to identify how you work.  
What working style has made you most productive?

## Establish clear roles, responsibilities, and expectations

Ensure team members understand their roles and responsibilities.  
Meet to discuss priorities on an ongoing basis.  
Give people ownership over specific areas.  
With clear expectations and clearly communicated goals.

## Empower your team to make smart decisions

Involve employees in a company decision.  
Allow autonomy in decision making.  
Prioritize communication.  
Assist employees in pursuing continuing courses.

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## ❖ Encourage listening and feedback

- Listening is the key to understand your teams and challenges they may across
- Like listening, giving and receiving feedback is also a staple to any team dynamic.
  - Feedback has its own host of benefits to team development
- Healthy dialogue and communication can remove the sense of fear.

## ❖ Foster trust, belonging, and inclusivity

- Foster a deep sense of belonging, trust, and inclusivity from the very beginning
- Social bonds.
- Trusting relationships.
- Bring belonging out into the open.
- A shared vision makes all the difference.

## ❖ Encourage a growth mindset

- Develop cooperative exercises.
- Encouragement and Assistance.
- Supporting each other – Learn from each other.
- Provide challenges.

- **Provide coaching**

- Build your employees mental fitness.
- Personalized coaching.
- Building trust.
- Providing support on the development journey.
- Giving constructive feedback.



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