

Consultation services to organization

Team working

Members:

- Ana Cojocari (2118833)
- Elena Radu (2121862)
- Florentina Stefan (2120245)
- Mihaita Gheorghe (2120440)
- Felipe Ribeiro (2120442)
- Stefan Vanev Kolev (2124578)

Modul: Effective team
working and communication
(BMSW4002)

Lecturer: Ejiro Esohwode

TABLE OF CONTENTS

- **MIHAITA GHEORGHE** Benefits of team Working
- **ELENA RADU** Stages of team development
- **STEFAN KOLEV** Team roles
- **ANA COJOCARI**.....Leadership role
- **FLORENTINA STEFAN**.....Managing conflict
- **FELIPE ALVARES RIBEIRO**.....Successful team development

BENEFITS OF TEAM WORKING

- Team working can make work more efficient and fun.
- Working with others enables members to increase productivity and efficiency.
- Productivity.





Innovation

❖ Everyone bring their ideas and look forward to solve problems together towards success.

WORKING IN A TEAM :

- Gain feedback from other members
- Inspiring your creativity





Give support to each other



Improve their career prospects



ATTRACT THE BEST TALENT



SHARING WORKLOAD

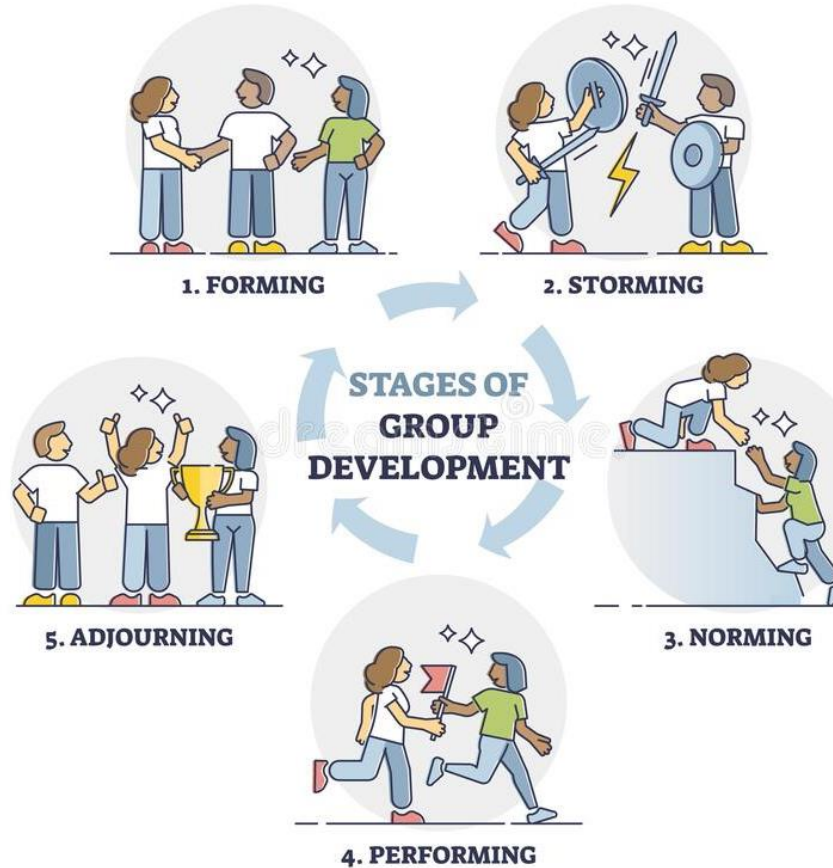
Stages of team development

Tuckman's Theory of Communication?

Tuckman's Theory of Communication was initially proposed by psychologist Bruce Tuckman in 1965 (Chapman, 2017).



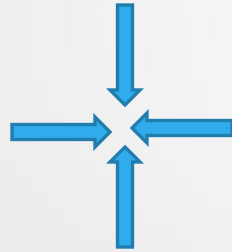
Tuckman 5 Stages of Communication Development



The stages of Tuckman's Theory

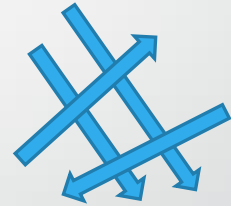
Forming

- Here, the team members are meeting.
- They do not have a clear Purpose.
- Less agreement.
- The team needs directions And guidance.



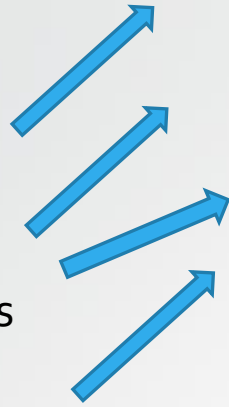
Storming

- Team members actively exchange ideas to stand out and be accepted.
- The purpose of the project Is getting clear.
- The team needs coaching.



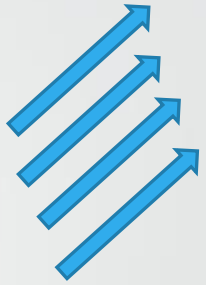
Norming

- Each employee works more effectively since they have learnt to exchange ideas and listen to suggestions.
- Each member knows his Role and responsibility.



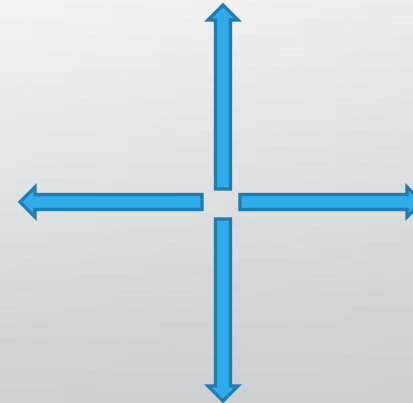
Performing

- High team cooperation and trust.
- There is a clear vision and purpose for the project.
- Tasks over the team members - delegation



Adjourning

- The task is now completed.
- Achievement celebration.
- Afterwards, team members move on to new projects.



Advantage:



- ☐ Approach outlines the phases of each group or team discussion.
- ☐ Explains primary and secondary group conflict.
- ☐ It suggests methods to minimize member conflicts and influence group activity.
- ☐ Builds group relationships and encourages productivity.
- ☐ Tuckman's group development theory reveals how to solve group uncertainty and achieve interdependent objectives.



Disadvantage:

- ☐ Tuckman's concept has five hard-to-maintain stages.
- ☐ To sustain efficient communication and excellent relationships, group members must follow various guidelines.
- ☐ There is no instantaneous remedy to all group communication difficulties, however some suggestions were made.
- ☐ Tuckman's model did not say what would happen if the storming stage never ended.
- ☐ Tuckman's concept does not explain why groups fluctuate over time.

(Kobiruzzaman, 2019)



Team Roles



Belbin Team Roles

- Resource Investigator
- Team worker
- Co-Ordinator
- Plant
- Monitor Evaluator
- Specialist
- Shaper
- Implementer
- Compliter Finisher

Belbin classify those roles into three groups which are :

1. Action Oriented
Roles

- Shaper
- Implementer
- Completer Finisher

2. People Oriented
Roles

- Coordinator
- Team Worker
- Resource Investigator

3. Thought
Oriented Roles

- Plant
- Monitor Evaluator
- Specialist

Resource
Investigator

Strengths

Allowable Weaknesses

What we can find



Coordinator

Strengths

Allowable Weaknesses

What we can find

Team Worker

Strengths

Allowable
Weaknesses

What we
can find

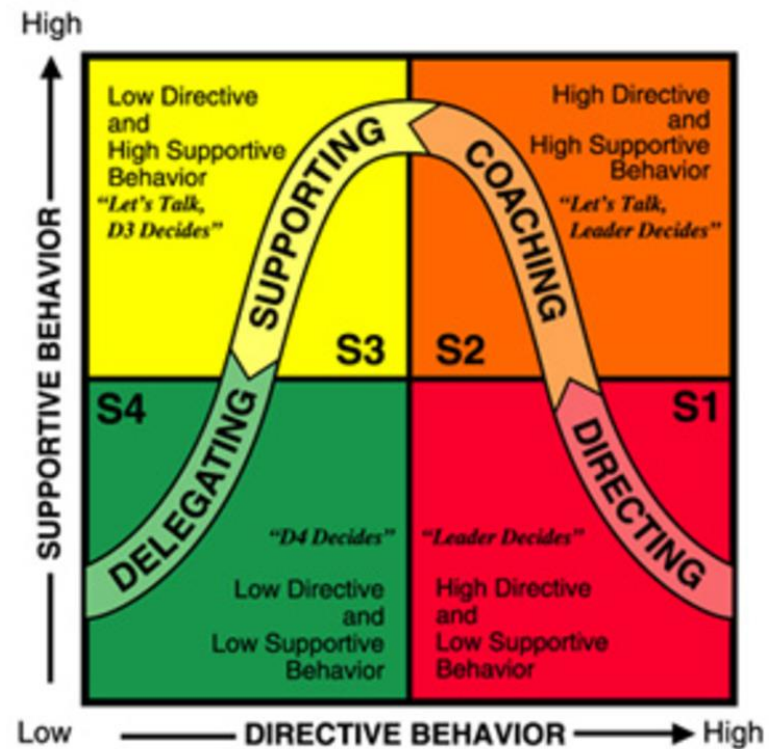
Ana Cojocari



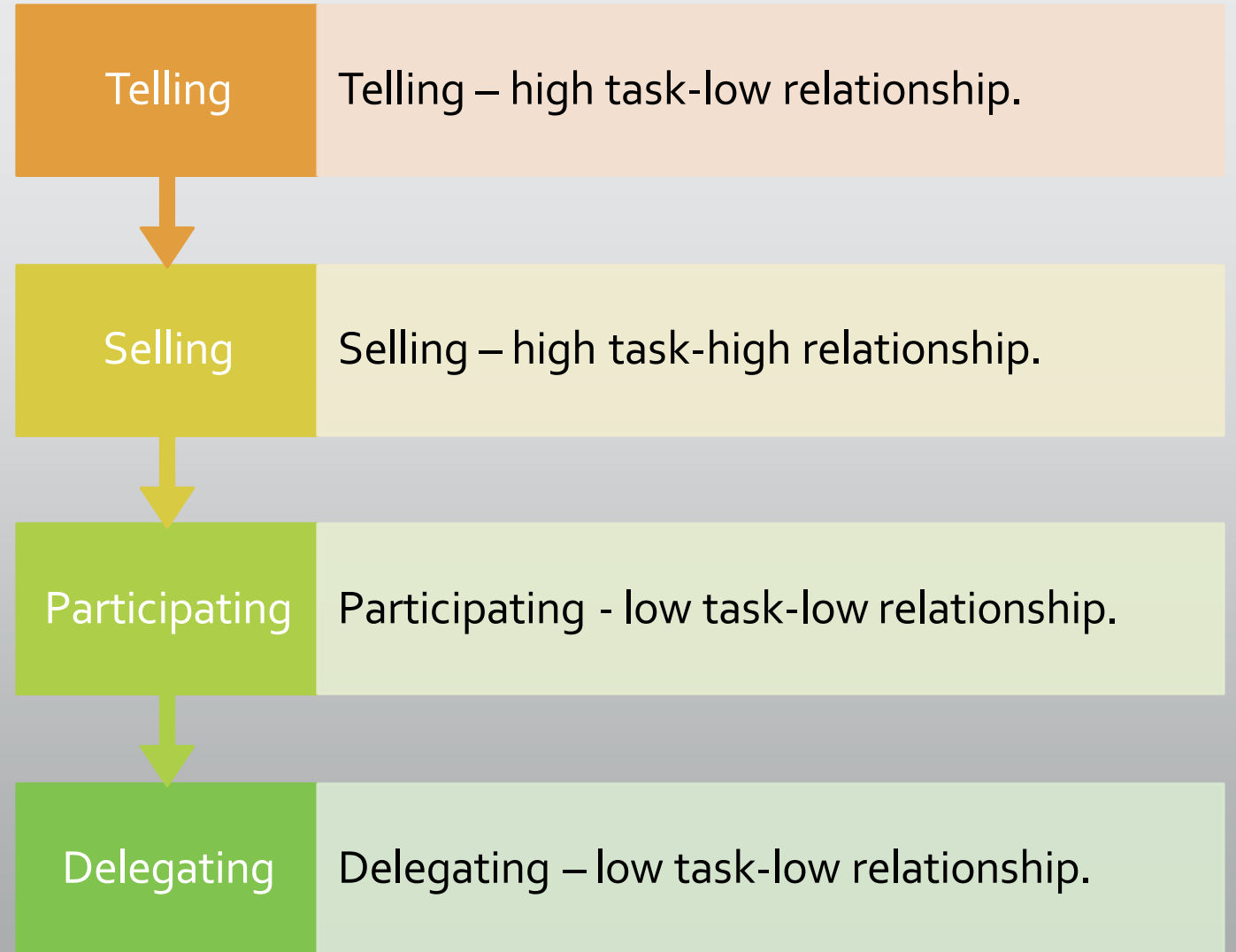
WHAT ARE LEADERSHIP ROLES?

Situational Leadership Theory

Harvey & Blanchard



Steps for Theory Hersey and Blanchard





Theory is defining four stages of follower readiness

- R₁ – people are both unable and either unwilling.
- R₂ – people are unable but willing.
- R₃ – people are able but unwilling.
- R₄ – people are both able and willing.

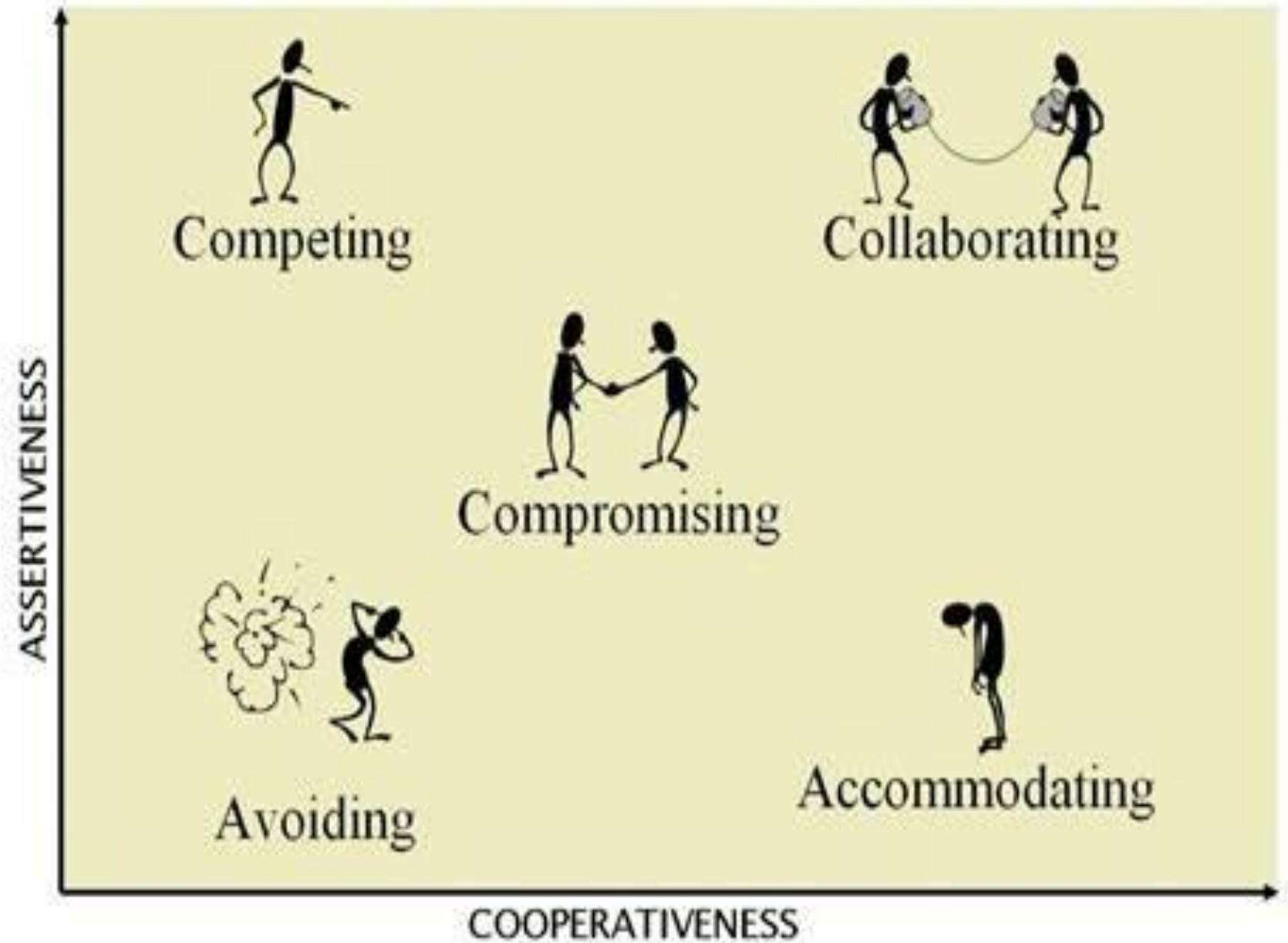
Florentina Stefan

WHAT IS CONFLICT?



CONFLICT THOMAS- KILMANN MODEL

Dealing With Conflict – Thomas/Kilmann model



COMPETING

High assertiveness

Low cooperations

Planning to win

COLLABORATION



Both assertive and cooperative



Deeper analysis of the situation



Both parties may benefit

COMPROMISING

- Moderately assertive
- Pretty cooperative
-
- Mixed win for all as being far



ACCOMMODATION



High in cooperativeness



Low in assertiveness



Truce at the cost of giving up your position

- **AVOIDING**

- Passivity
- Ignoring or withdrawing from the conflict
- Avoiding does not resolve the issue

SUCCESSFUL TEAM BUILDING

- Helps building trust between colleagues.
- Regulates communication between teammates.
- Brings people together.
- Develops Creativity
- Makes people more accepting.
- Manages conflict between people.
- Helps them to acquire new skills.
- Creates a positive company culture.

(Dutta, 2022)



(Psychology Today, 2022)

BUILDING AN EFFECTIVE TEAM

- Be empathetic with your employees.
- Consider their ideas.
- Create harmony and manage conflict.
- Communicate clearly.
- Encourage trust and cooperation.
- Facilitate communication.
- Establish goals.
- Set rules and norms for the team.
- Openly debate topics.
- Encourage listening.
- Determine the parameters for arriving in a consensus

(Berkeley University of California, n. d.)



(Craig, 2014)

- A Team led by Greg Greeley from amazon (former amazon VP) created prime.
- Greeley informed Jeff Bezos (Amazon CEO) about this idea.
- Amazon prime now generates \$19 billion per year.



(Amazon, n. d.)



(John Lok / The Seattle Times, 2015)

Conclusion



We have 5 tips on how to best interact with your team members:

- Schedule regular open meetings.
- Speak simply.
- Value every team's member's ideas.
- Encourage debate.
- Show appreciation.

References:

5 Benefits of Conflict in the Workplace, Salary.com, Available at: www.salary.com/articles/6-benefits-of-workplace-conflicts/ [Accessed 14 July 2022]

Amazon (n. D.), *Amazon Prime*. Available at: <https://press.aboutamazon.com/images-videos/> (Accessed 22/07/2022)

Available at: https://uk.images.search.yahoo.com/search/images;_ylt=AwrLAoxCKexiXEYJAToM34lQ;_ylu=Y29sbwNpcjIEcG9zAzEEdnRpZAMEc2VjA3BpdnM-?p=thomas-kilmann+conflict+model&fr2=piv-web&type=E211GB885Go&fr=mcafee, (Accessed 04 August 2022)

Available at: https://r.search.yahoo.com/_ylt=AwrFF2oML.xiXB8UrAgNBOx.;_ylu=c2VjA3NyBHNSawNpbWcEb2lkA2Q1NTgwNjhlOTg1ODg2ODcxODlwYThiYjhkMTAwMzc1BGdwb3MDMTkEaXQDYmluZw--/RV=2/RE=1659674508/RO=11/RU=https%3a%2f%2fonstaffusa.com%2f3-ways-conflict-can-benefit-your-team%2f/RK=2/RS=6f7Ng74wyEkZOaDRlyMyNuSxkzc-, (Accessed 20 July 2022)

Berkeley University of California (n. D.), *Steps to Building an Effective Team*. Available at: <https://hr.berkeley.edu/hr-network/central-guide-managing-hr/managing-hr/interaction/team-building/steps> (Accessed: 22/07/2022)

Bell, P. (2015) Understanding Conflict Management Styles, Texas Business Woman, Available at: www.tbwconnect.com/understanding-conflict-management-styles [Accessed 13 July 2022]

Chapman, A. (2017). Tuckman: Forming, Storming, Norming and Performing - BusinessBalls.com. [online] Businessballs.com. Available at: <https://www.businessballs.com/team-management/tuckman-forming-storming-norming-performing-model/> [Accessed 18 Jul. 2022].

John Lok / The Seattle Times (2015) Amazon Prime chief Greg Greeley leaving to join Airbnb. Available at: <https://www.seattletimes.com/business/amazon/amazon-prime-chief-greg-greeley-leaving-to-join-airbnb/> (Accessed: 14/08/2022)

Craig, R (2014) *Company meetings and resolutions - explained*. Available at: <https://www.rapidformations.co.uk/blog/company-meetings-and-resolutions/> (Accessed 22/07/2022)

De Dreu, C.K.W. and Weingart, L. R., 2003, Task Versus Relationship Conflict, Team Performance, and Team Member Satisfaction: A Meta-Analysis, *Journal of Applied Psychology*, Vol. 88

Doyle, A. (2020) Conflict Management: Definition, Skills, and Examples, The Balance Careers is part of the [Dotdash Meredith](https://www.thebalancecareers.com/conflict-management-skills-2059687), Available at: www.thebalancecareers.com/conflict-management-skills-2059687 [Accessed 13 July 2022]

Dutta, S. (2022) '10 Reasons Highlighting The Importance Of Team Building', VantageCircle[blog]. 8 March. Available at: <https://blog.vantagecircle.com/importance-of-team-building/> (Accessed: 21/07/2022).

Forsyth, D. R., (2014), *Group Dynamics*, Wadsworth Cengage Learning. 6 (1). Pp. 1-32.
Available at: <https://scholarship.richmond.edu/cgi/viewcontent.cgi?article=1004&context=bookshelf>

Griffith, B. A., and Dunham, E. B. (2014) *Working in Teams: Moving from High Potential to High Performance*, Sage Publications, Incorporated, Available at: blog.hubspot.com/service/conflict-resolution-skills [Accessed 15 July 2022]

Kobiruzzaman, M.M. (2019). Tuckman Theory- Tuckman's Stages of Group Development.
[online] Newsmoor. Available at: <https://newsmoor.com/tuckmans-model-five-stages-of-group-and-team-development-theory/#:~:text=The%20Five%20Stages%20of%20Tuckman/> [Accessed 18 Jul. 2022].

Kozlowski, J. & Bell, S. (2001) *Work Groups and Teams in Organizations*

Management teams why they succeed or fail, R M Belbin, 3rd ed ; 2010; Butterworth-Heinemann

Psychology Today (no date), *Teamwork*. Available at: <https://www.psychologytoday.com/us/basics/teamwork> (Accessed 22/07/2022) .

Merriam-Webster(n.d.), Coordinator. Available at: <https://www.merriam-webster.com/dictionary/coordinator> (Accessed: 14 August 2022)

Sangwani, G. (2016), Do you have a Resource Investigator in your A-team? Business Insider[blog]. 2 December. Available at: <https://www.businessinsider.in/do-you-have-a-resource-investigator-in-your-a-team/articleshow/55751993.cms> (Accessed: 14 August 2022)

Situational Leadership, Available at: <https://www.verywellmind.com/what-is-the-situational-theory-of-leadership-2795321> [Accessed 15 Jul.2022].

Scully, D. (2018). The 5 stages of team development. [online] www.teamwork.com. Available at: <https://www.teamwork.com/blog/the-5-stages-of-team-development-what-you-need-to-know/> [Accessed 18 Jul. 2022].

Teamwork is an individual skill getting your work done when sharing responsibility,
Erin O'Toole Murphy 1969; Meri Aaron Walker 1956; Christopher M Avery 1956- 1st ed; c2001;
Berrett-Koehler Publishers