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Development of teamwork

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Effective Team Working and Communication (BMSW4002_LON)

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Trawsnewid Addysg; Trawsnewid Bywydau
Transforming Education; Transforming Lives

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Introduction

- The team development model was first proposed by Bruce Tuckman in 1965.
- He theorized the necessary and inevitable steps for a team to grow, meet challenges, solve problems, find solutions, plan work, and achieve results.

Tuckman: Stages of Team Development



- The Belbin Team Inventory first appeared in Belbin Management Teams: Why They Succeed or Fail (1981).
- Raymond Meredith Belbin theorizes and categorizes team members according to their abilities, skills, and behavior.

Belbin: Role Types



Sources: https://encrypted-tbn0.gstatic.com/images?q=tbn:ANd9GcQoAjZg1_E89Cg7k27gIIFLMv3prVDZMQdvPg&usqp=CAU
<https://www.belbin.com/media/1649/meredith-circle.png?width=330px&height=330px>

Introduction

- The Situational Leadership Model is a model created by Paul Hersey and Ken Blanchard. The theory was first introduced in 1969 as "leadership life cycle theory," and in the mid-1970s, leadership life cycle theory was renamed "Situational Leadership Theory."
- In theory, they define the types of leadership.

Hersey and Blanchard: The Situational Leadership Model



- Kenneth W. Thomas and Ralph H. Kilmann created the Thomas-Kilmann Conflict Mode Instrument (TKI®) as a study instrument in the early 1970s.
- They created a simple, easy-to-understand approach that anyone at any level of an organisation can use to resolve dispute quickly and efficiently.

Managing Conflict: Thomas and Kilmann



Sources: https://sites.google.com/site/bus25001situationalleadership/_/rsrc/1467124418678/home/media/Hersey%20and%20Blanchard.jpg?height=276&width=400
<https://eu.themysbriggs.com/-/media/images/Content-images/Questionnaire-authors/Thomas-and-Kilmann.jpg?h=152&w=240&la=en&hash=4F9BF51CA80D479C7E58FB73B749A28F59406B57>

Benefits of team working

Following research on your company, we have noted these key issues:

Teams are full of conflicts

Managers do not listen to workers

Workers are not motivated

Workers do not give feedback

Communication between teams is completely absent

Our conclusion is that the teams are not united and work individually, not as a unitary whole for the company.

Benefits of team working

Advantages of teamworking

- **Shared Experience and Knowledge**
- **Idea Generation**
- **Fact Checking**
- **Support**
- **Whole Is Greater Than The Sum of Its Parts**
- **Accountability for Weak Areas**

Benefits of team working

Disadvantages of teamworking

- **Time Delays**
- **Team Conflict**
- **Some People are not Team Players**
- **Under-performing Employees Hide Behind the Team**

Benefits of team working

To solve the identified problems, we propose:

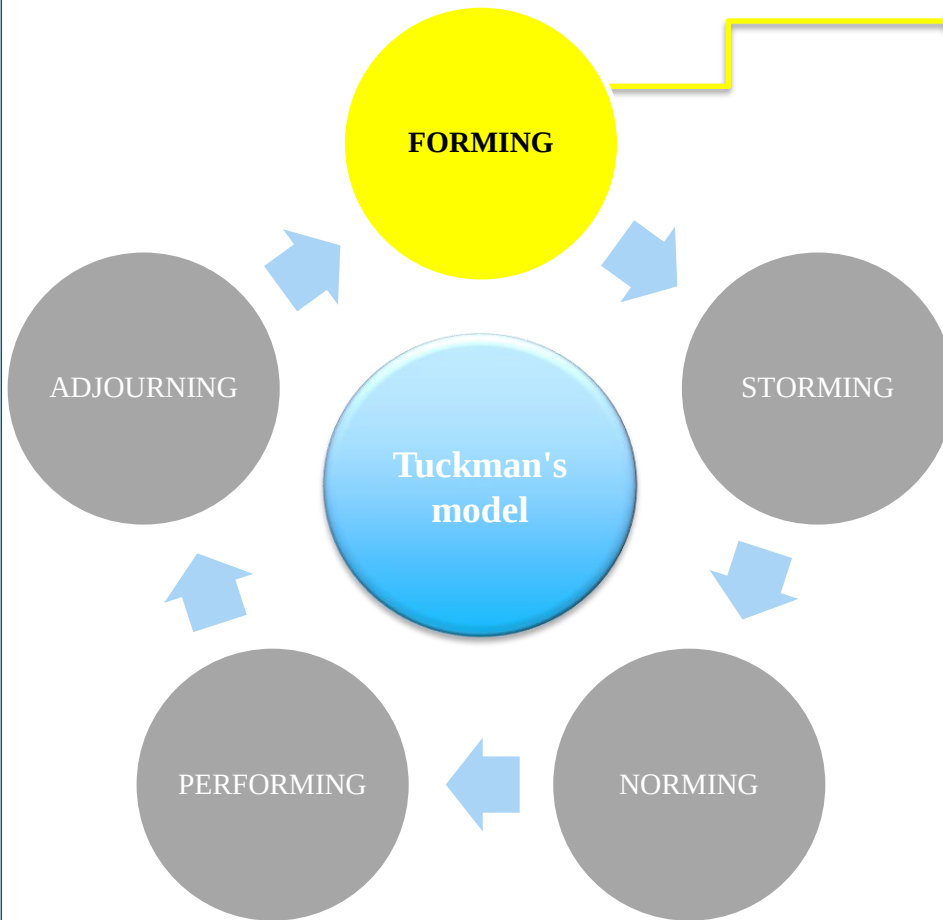
Development of work teams according to Tuckman's Theory - Stages of Tuckman's group development

Identify the role of each member of the work teams according to Belbin's Theory

Promoting and training team leaders according to Hersey and Blanchard's research

Conflict Management according to the Thomas-Kilmann Conflict Mode Instrument (TKI®)

Stages of team development



This is the first meeting of the team members. The formation of a new team has begun.

Feelings

Team members are content to work together at this point. They may be concerned or enthusiastic about where to begin. Members frequently have great standards for their team experience. At the same, they may be concerned about how they will fit into the squad and whether their results will be comparable.

Behaviours

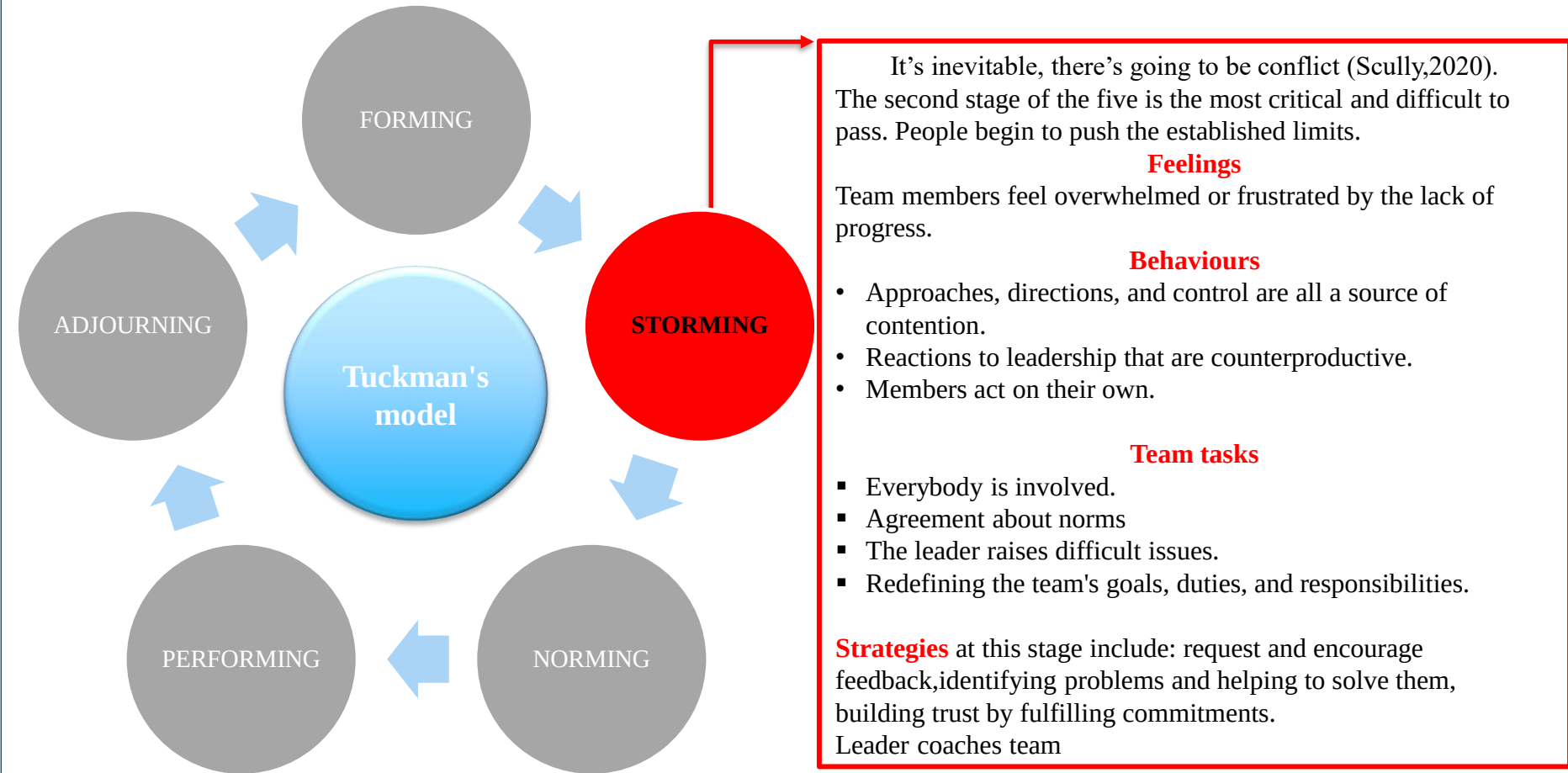
- The team's mission and objectives are unclear.
- Members are worried about taking on too much responsibility.
- Members' levels of interest vary
- .

Team tasks

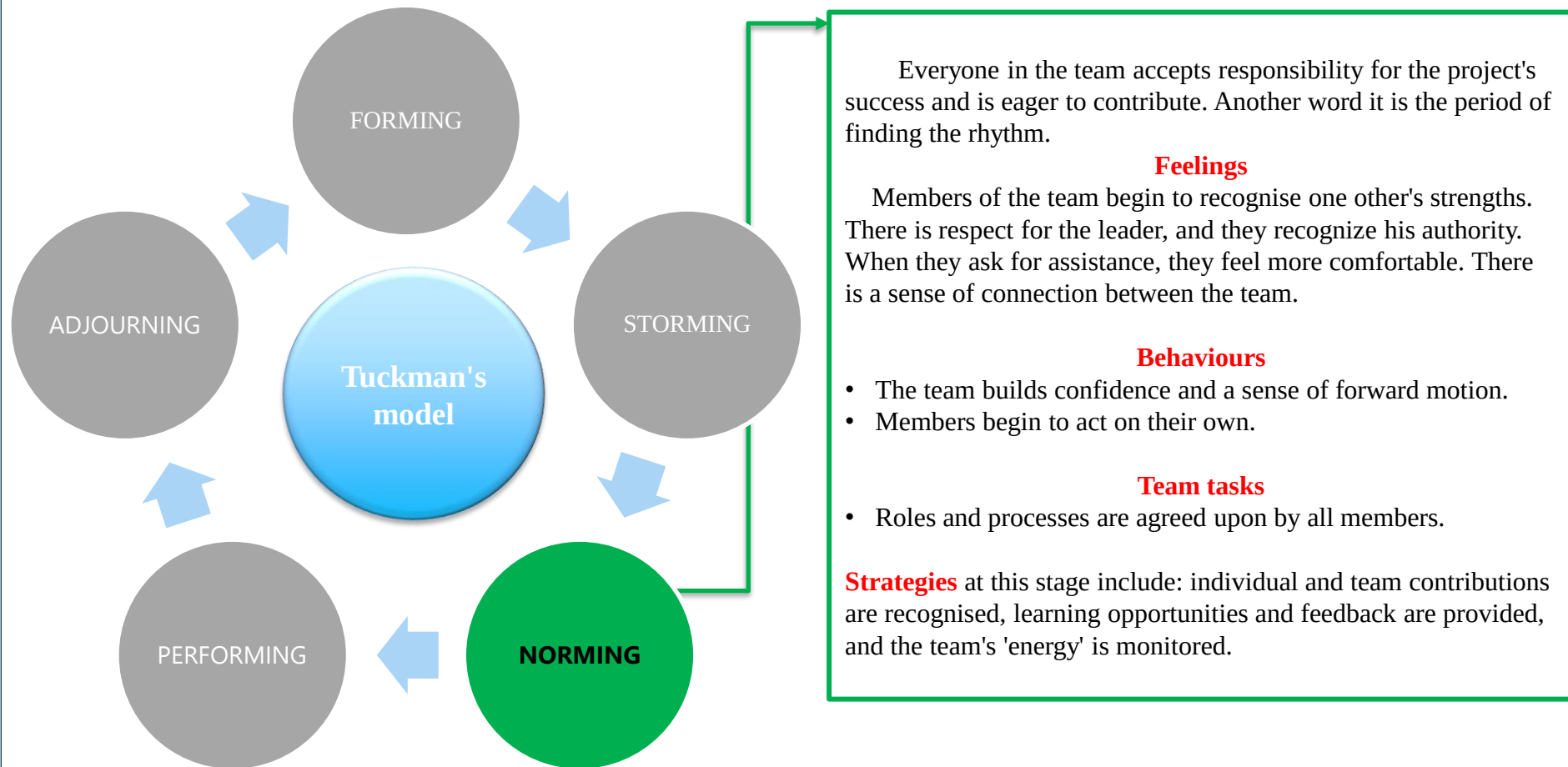
- Building contacts.
- Creating a common goal.
- Start creating a baseline of expectations.
- The team leader gives instructions.

Team leadership **strategies** at this stage include: taking the lead, communicating the criteria for success and the main goal.

Stages of team development



Stages of team development



Stages of team development

The performing phase is the happiest of all the stages of development. In this stage, your team performance is at an all-time high. (MasterClass, 2021)

Feelings

People are happy and excited at this stage. Regardless of their role, everyone on the team has a sense of concentration, purpose, and cohesion.

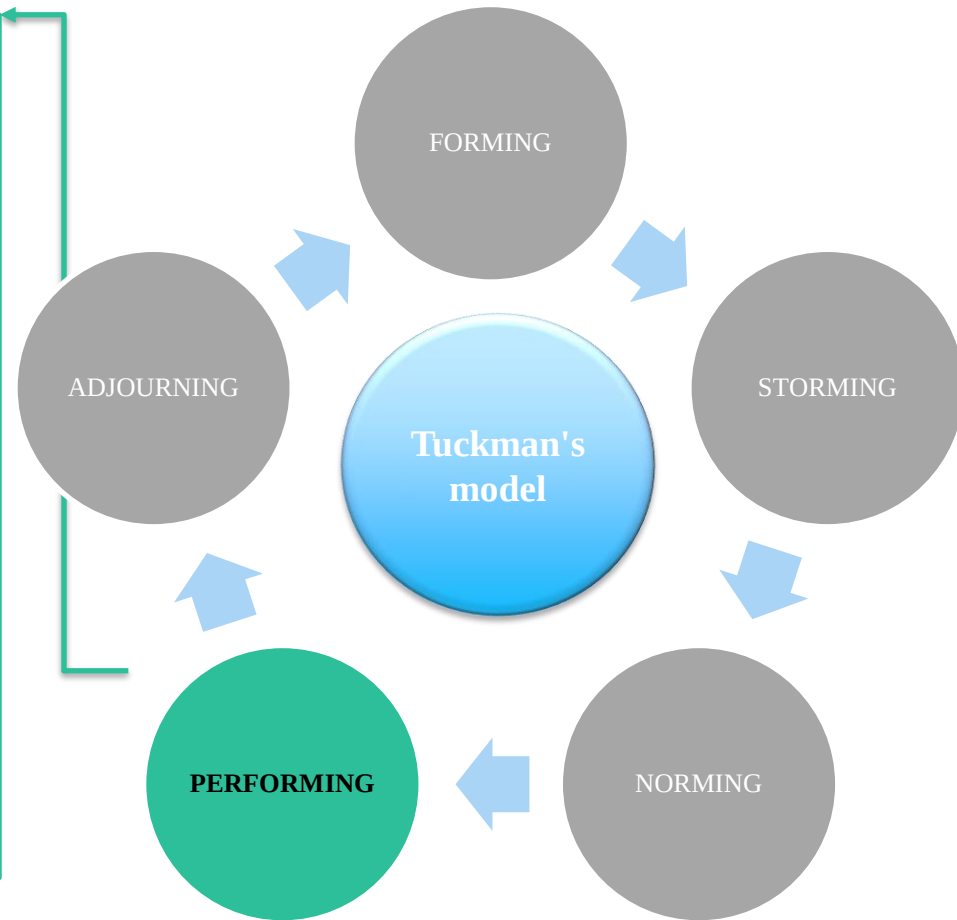
Behaviours

- The group develops its own distinct identity.
- Members collaborate and work efficiently for the team's advantage.

Team tasks

- Trying to improve relationships and task performance.
- Assess and analyse the outcomes in light of the goal and external factors.

Strategies at this stage include: 'guiding from the side' (minimum input), celebrating triumphs, and encouraging collective decision-making and problem-solving.



Stages of team development

This is the last but not least stage. It is also known as the conclusion or termination stage. The most of the team's objectives have been completed.

Permanent teams are disbanded as projects come to an end.

Feelings

Different emotions are felt by members of the team. Some are happy that the project was completed satisfactorily. Others are saddened and concerned about the team's possible ousting. Some team members may experience it all at once.

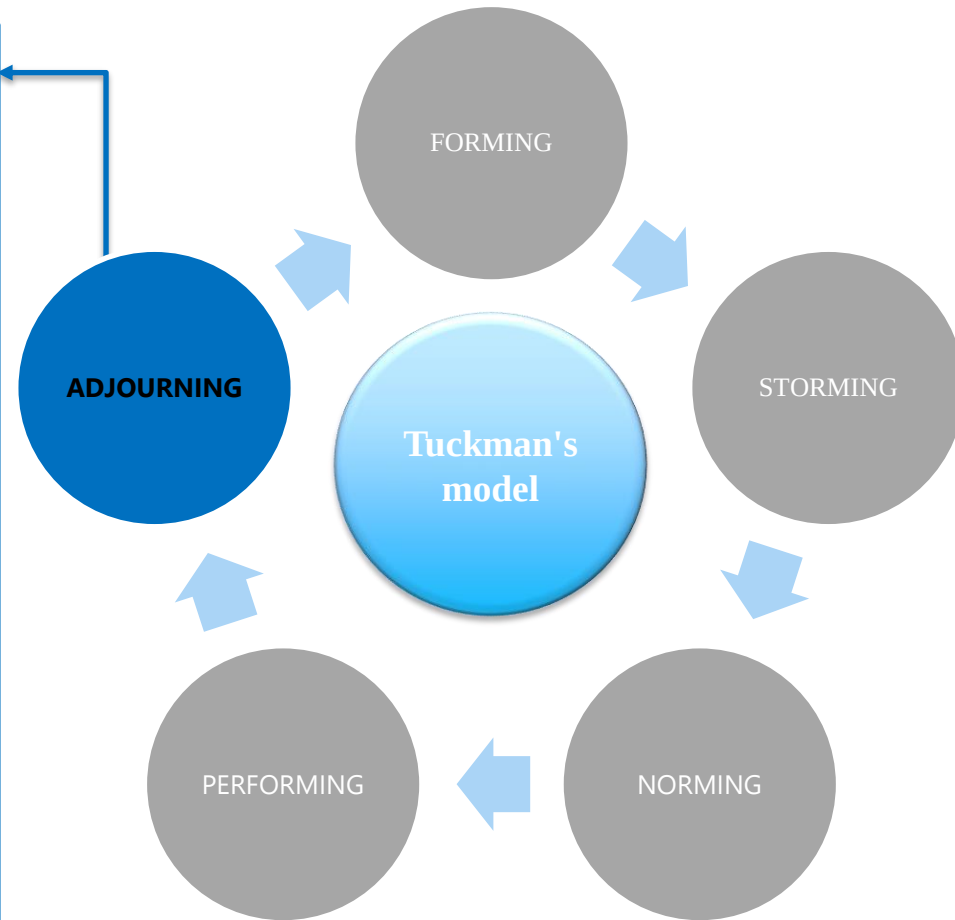
Behaviours

- A group task is achieved.
- The team broke up.

Team tasks

- Complete and close all tasks.
- Evaluate the process and the result.
- Finish celebration.

Strategies at this stage include recognising change, obtaining estimates, and analysing individual contributions.



Team roles

- What is a Team?

A team is a group of people who perform interdependent tasks to work toward accomplishing a objective.

- What is a role?

Everyone working within a team acquires a role , roles are share with all member of team to make the team much more efficient every member focusing only on one objective.

„Defining roles, along with a clear goal, is an important strategy for creating a successful teamwork environment"

Team roles

- **R. Meredith Belbin** identified 8 Team Roles:
 - **Coordinator:** a intelligent person whose job is to organize team , share roles and objective , when he share roles depending members skills
 - **Implementer:** someone whose job is to put a plan or system into action he turn decisions into defined and manageable tasks before members get on with
 - **Plant:** team member who find a solution when the team is stop by a problem , he is most imaginative and intelligent member of the team
 - **Monitor:** constantly check how the activity is carried out and if all requirements are met, passing all data in a report.
 - **Resource Investigator :** is job is to go outside the group and brings back information from another projects , opponents

Managing conflict



Competing

- Win-Lose method. You will act in a very assertive way to achieve the goals, without any collaboration between the parties.
- Mediation type suitable for emergencies, when you need quick and decisive actions.



Compromising

- Lose-Lose method. Neither party achieves what it wants, due to its moderate level of assertiveness and cooperation.
- It may be suitable for situations where both parties have equally important goals.



Collaborating

- Win-Win method. Cooperation between the parties to achieve both goals, due to the trust and maturity of the parties involved, requires a lot of time and effort to give results.
- Is the type of method that has a high productivity yield, creating links between the parties.

Managing conflict



Avoiding

- You simply avoid the problem. It works when the problem is not important and is effective when the problem is costly, or it is necessary to create a space between the parties.
- While it can solve problems, avoiding it is not a good long-term strategy.



Accommodating

- Cooperation to a high degree in which the parties work against their own goals, objectives and desired results, in which one of the parties is an expert or has a better solution.
- It requires a high degree of trust; it is essential that one party be better prepared, and the other parties accept this.

Managing conflict

To solve the problems identified above, we propose the following 3-step plan:



Managing conflict

Competing

- Effective in certain difficult situations, when decisions must be made immediately
- Stimulating individual personality and creativity for maximum productivity
- By giving bonuses for exceeding the targets, a maximum effect of productivity is obtained
- Contests between team members, with prizes, can be very effective
- It can be perceived as aggressive, confrontational and uncooperative

Managing conflict

Accommodating

Creative, but not assertive, is a strategy in which one side yields to the wishes or demands of another.

An optimal solution when the other party is the expert or has a better solution.

Team members find satisfaction in helping others meet their needs.

Help team members learn and grow from the outcome of their decision, even if it may differ from theirs.

It creates stability and harmony in a tense moment or after a disagreement.

Helps maintain future relationships with the other party.

Managing conflict

Collaborating

Creative, this method is based on trust, respect and knowledge of team members.

The main advantage of collaboration is that all parties involved feel appreciated and understood.

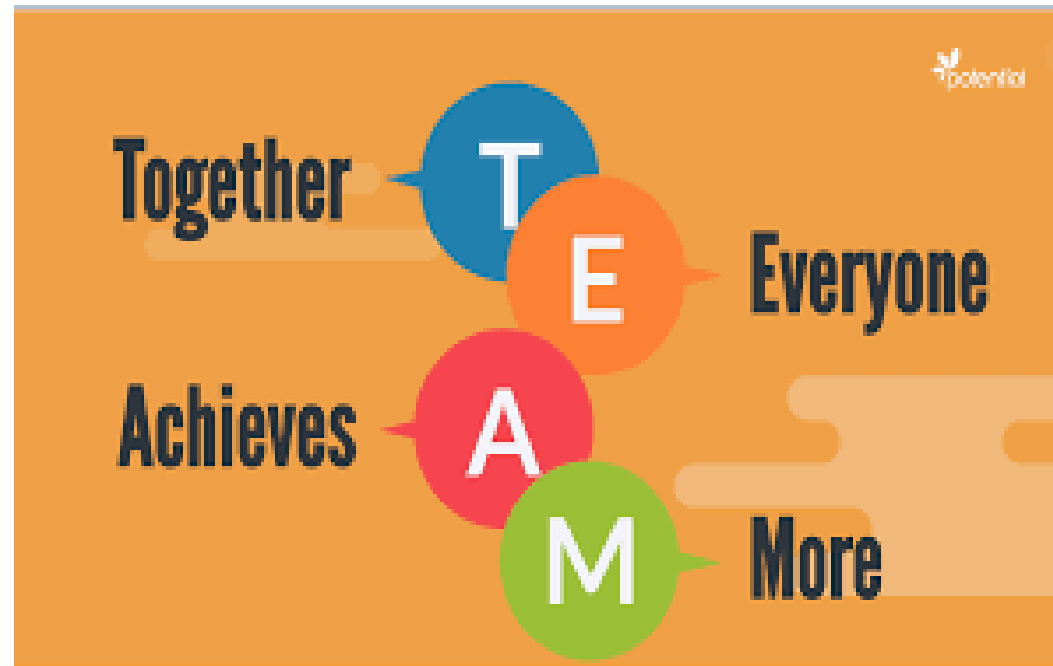
Build connections and friends within team members.

Prevent future conflicts and give those involved the common satisfaction of solving a problem.

Collaboration takes a lot of time, energy and effort to get results.

Successful team development

- Share information
- Understand Responsibilities
- Trust in one another
- Have a common goal
- Lack of commitment
- Focus on results



Successful team development

Share information

- What tools are used
- What material are used
- What task everyone has
- How to work more efficient



Successful team development

Understand responsibilities

- What are the job specification
- How to do the job safely
- Everyone is responsible for himself and those around him
- Know how to use each piece of equipment and tools



Successful team development

Trust one another

- Know the skills of each member of the team
- Find and discuss issues
- Give feedback
- Cooperate with team and share information



Successful team development

Have common goal

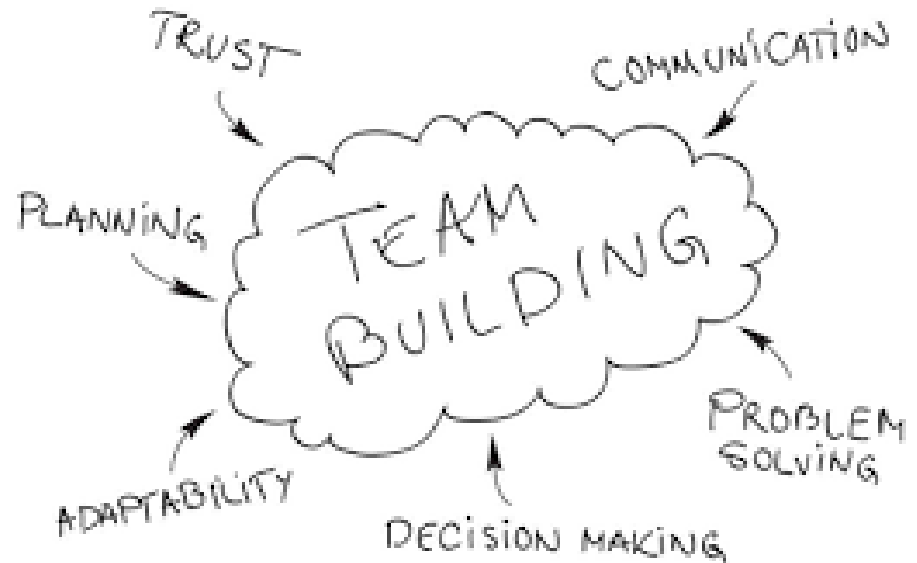
- Share knowledge and skills
- Be engaged and satisfied
- Be motivated to succeed
- Set up common objective



Successful team development

Lack of commitment

- Develop the ability to learn from mistakes
- Move forward without hesitation
- Change direction without hesitation or guilt
- Creates clarity
- Aligned around common objectives



Conclusion

- Teamwork can create trust which can lead to cooperative behavior among individuals, groups and organizations. In order to create trust between team members, managers need to understand how a person experiences trust in another person, group or organization.
- Team work usually is more productive do to the fact every team member can have different skills and team members can share experience and knowledge.
- Team members together can generate more ideas, they can catch a mistake before become a major problem and they can support each other.
- Also, some time teams work can delay a job, can create conflict between members and some peoples are not team members.



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Thank you!

Any Questions?