



EFFECTIVE TEAM WORKING AND COMMUNICATION

(BMSW4002)

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1.- Introduction and Benefits of team Working

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2.- Stages of team development

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3.- Team / Leadership Roles

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4.- Managing conflict

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5.- Successful team development

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1.- Introduction and Benefits of team Working



Assignment Workshop Effective Team Working

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SLIDE 1. INTRODUCTION

The concept of teamwork has not always existed. Until the 1960s, organizations focused work on a concept of individual productivity. During this decade many writings appeared that dealt with the concept of teamwork. The psychologist Bruce Tuckman, with his work on the Development Teams, was one of the most important writers (my colleague Isabel will talk about his work). Already in the 70s and 80s, the concepts of team building and team development appeared more strongly to increase productivity in organizations.

According to the definition of team, we can say that it consists of a group of people who perform specific tasks to achieve a common objective (Gemuenden, 2001).

Introduction to Team Work

- The concept of teamwork began to be studied in organizations in the 1960s → Bruce Tuckman (1965)
- In the 70s and 80s this concept was strongly developed
- "Teamwork is a concept that has been "reinvented" and "rediscovered" several times in the last fifty years" (Buchanan, 2000)
- "A team can be defined as a social system of three or more people, which is embedded in an organization, whose members perceive themselves as such and are perceived as members by others identity, and who collaborate on a common task" (Gemuenden, 2001)

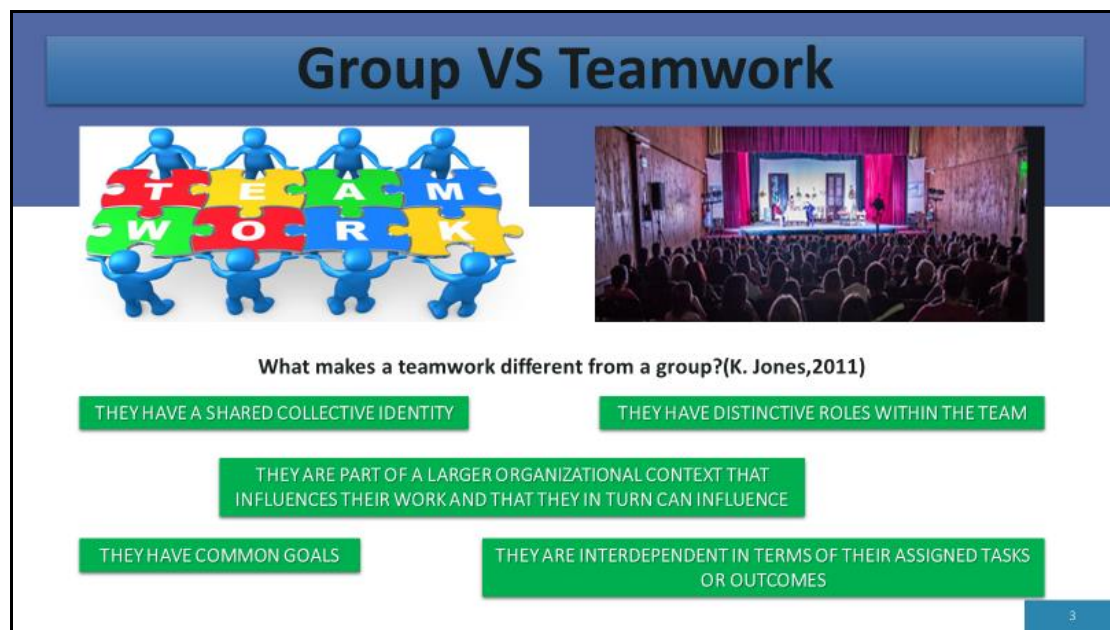


2

SLIDE 2. GROUP vs TEAMWORK

According to Hughes and Jones (K. Jones,2011), teamwork can be differentiated from any other group of people by the following (to explain these differences I will use McDonalds's marketing department as example):

- They have a shared collective identity: they are the components of that marketing department.
- They have common goals: everyone's goal is to advertise the company and improve its brand.
- They have distinctive roles within the team: the different levels of command within the department.
- They are interdependent: each member has specific tasks connected to those of their colleagues.
- They are part of a larger organization: this organization influences the marketing department work but, at the same time, the professional level of this department can affect the visibility of the company.



SLIDE 3. ADVANTAGES OF TEAMWORKING

I am going to enumerate some of the main benefits of teamwork. On the other hand, I must say that teamwork can lead to associated problems such as loss of individuality and lack of organization and discussions. Also note that all people are not capable of teamworking.

Teamwork, by sharing tasks, allows a less workload. The team has a common project, the members of the group can contribute with their ideas and improve them when they know the

opinions of their colleagues. These colleagues will provide a support network for team members.

One of the main advantages of teamwork is synergy, thanks to it, the results of the team are greatly improved. This is because teamwork increases productivity and motivation.

Advantages of Teamworking



- IT PROVIDES A SUPPORT NETWORK
- INCREASES PROFESSIONAL DEVELOPMENT
- IMPROVES COMMUNICATION SKILLS
- PROMOTES SYNERGY

- DIVISION OF WORK
- FACILITATES THE GENERATION OF IDEAS
- IMPROVES PRODUCTIVITY
- BOOSTS EMPLOYEE MORALE & MOTIVATION

4

SLIDE 4. EFFECTIVE TEAMS MODELS

A good team work is the one that is effective, that is, one that helps improve the quality of results, facilitates the implementation of projects and increases productivity. Throughout history, models focused on the development of effective work have appeared (Muzaffar,2017):

Effective Teams Models

McGrath (1964) INPUT-PROCESS- OUTPUT (IPO) <i>Focus individual actions</i> I: TEAM WORK, KNOWLEGDE, SHARING IDEAS P: HANDLING AND EXECUTION TASK O: PERFORMANCE AND IMPACT	Rubin, Plovnic and Fry (1977) <i>Pyramid model</i>  GOAL ROLES PROCESSES INTERPERSONAL RELATIONSHIPS	Katzenbach and Smith (1993) <i>Focused on the basics of the team</i> ACCOUNTABILITY COMPLEMENTARY SKILLS COMMITMENT	Model T7 Korn and Ferry <i>Internal and external factors</i> I: MOTIVATION, CONFIDENCE,TALENT, SKILLS AND TASK PERFORMANCE E:SUPPORT OF THE ORGANIZATION/ CAPABILITIES OF THE TEAM LEADER
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5

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2.-Stages of team development



SLIDE 1. FORMING

At this stage the leader is very necessary to guide the group because the members know each other for the first time and do not know the goals of the team or the expectations that there are of them. The members have an individualistic attitude, although they still do not express themselves openly because they feel insecure.

The slide is titled 'FORMING' in a large, bold, black serif font, centered at the top. To the left of the title is a photograph showing the silhouettes of six people standing in a line against a bright, glowing blue background. The person on the far left is slightly taller and appears to be a leader. The other five people are of varying heights and are looking towards the center. Below the title, there is a list of six bullet points in a black sans-serif font. The background of the slide is white, with a large blue rectangular area on the left side that contains the photograph. In the bottom right corner, there is a small blue square with the number '8' in white.

- THE LEADER IS NEEDED
- MEMBERS MEET FOR THE FIRST TIME
- PREPARING THE GROUP
- INSECURITY IN GROUP MEMBERS
- THE OBJECTIVES ARE UNCLEAR
- THE ATTITUDE OF THE MEMBERS IS INDIVIDUALISTIC

SLIDE 2. STORMING

At this stage, the members have started to get to know each other, feeling more confident to express their opinion. Sometimes disagreements happen because members want more power or do not agree with the tasks they have to do. The team is not united and the goals have been forgotten making the leader have to act to solve the situation helping the members to identify the problems and solve them by themselves.

A slide titled 'STORMING' with a background image of a person looking through a telescope at a city skyline at sunset. The slide lists characteristics of the storming stage.

STORMING

- THE LEADER IS NOT APPROVED
- SOME MEMBERS WANT TO HAVE MORE POWER
- DISAGREEMENTS
- THE LEADER ACTS
- THE GOALS ARE FORGOTTEN
- THE TEAM IS NOT UNITED

SLIDE 3. NORMING

In this stage the conflicts have been resolved or reduced and the members now think about the team. They are in accordance with the leader's teachings and the roles have been accepted, meetings are held periodically to discuss work and the rules are accepted. At this stage the members begin to feel part of the team for the first time.

A slide titled 'NORMING' with a background image of two women smiling and working together. The slide lists characteristics of the norming stage.

NORMING

- CONFLICTS ARE RESOLVED
- THE LEADER IS ACCEPTED
- EACH MEMBER KNOWS THEIR ROLE
- WORK MEETINGS
- MEMBERS ARE FOCUSED ON THE TEAM'S GOALS
- THE LEADER GUIDES EASILY

SLIDE 4. PERFORMING & ADJOURNING

At this stage there is security in the team, teamwork being the most important thing, each member is effective and the leader trusts each of them because they are capable of solving problems on their own. At this stage the members support each other and accept changes well.

At this stage the team has achieved success and the members can separate to do different projects, they have positive feelings for the success achieved, but at the same time they can feel insecure about the change they are going to make, especially when they have been very close to the other team members.

PERFORMING	ADJOURNING
	
• GOOD TEAMWORK • EACH MEMBER IS EFFECTIVE • THE LEADER TRUSTS THE MEMBERS • THE MOST IMPORTANT THING IS THE TEAM	• TEAM SUCCESS • THE GROUP SEPARATES

11

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12

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3.- Team / Leadership Roles



SLIDE 1. BELBIN TEAM ROLES (WHAT MAKES A WINNING TEAM?)

Meredith Belbin has developed this theory on 1982 in England (*Mostert,2015*). Belbin call the team role as a tendency to behave, contribute and interrelate with other in a particular way. He describes that every team has access to 9 different roles, but this does not mean that every single team need 9 people, but sometime one person can have two or three different roles at the same time. Each Belbin Team Role has strengths and weaknesses



SLIDE 2. It is divided into three groups (*Mostert,2015*):

1. THINKING ORIENTED ROLE

- PLANTER: this person can be creative and have a bigger imagination. They are usually good in problem solving.
- MONITOR EVALUATOR: these people need to provide a logical eye that required to make impartial judgements.
- SPECIALIST: these people have deeper knowledge like specialist in a specific area that for example know a composition of chemicals or other things.

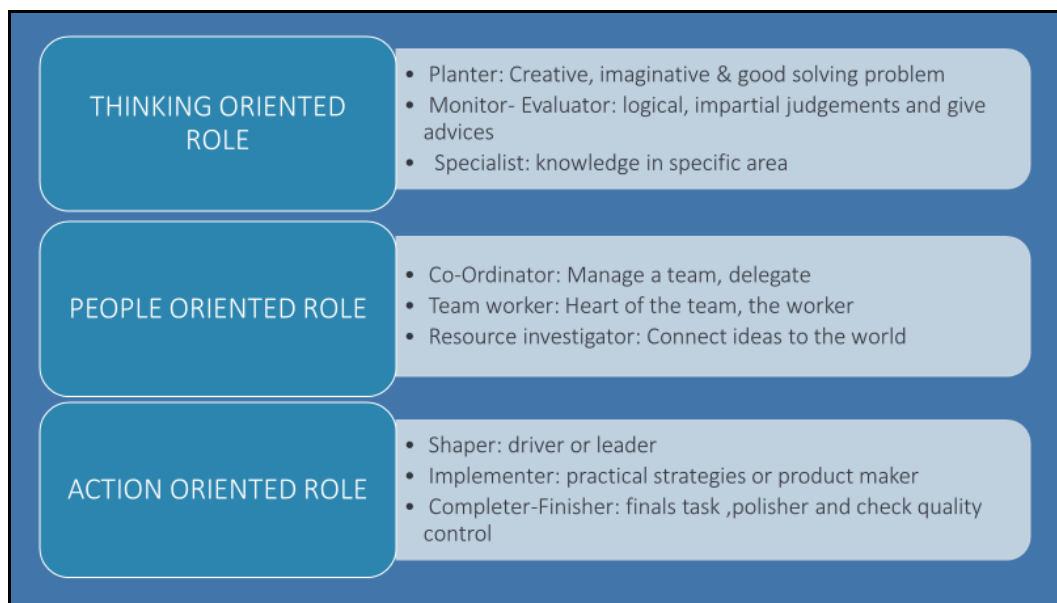
2. PEOPLE ORIENTED ROLE

- CO-ORDINATOR: This person can manage a team, delegate and focus on the team's objectives.
- TEAM-WORKER: they are the heart of the team, the completer of the task.
- RESOURCE INVESTIGATOR: they provide the inside knowledge on the opposition and make sure the teams idea will carry to the the world outsides the team

3. ACTION ORIENTED ROLE

- SHAPER: they call it the driver, the leader, they make sure that the team are focus.
- IMPLEMENTER: they are the one who does and think about the practical strategies and accomplish it efficiently.
- COMPLETER: this the one who do the final task, who can polish and ensure quality control of a product.

Everyone have specific strength in a problem area, the real tool is to know how to manage yourself and the other members of your team. Encouraging one another, put awareness, integration and efficiency, that can lead you to a winning team.



SLIDE 3. HERSEY & BLANCHARD

What is the best way to lead a group? Most people answers will likely to be: “it depends”

Paul Hersey and Ken Blanchard has developed this theory in 1980 G. The leadership style may vary based on the task that needs to do and it depend on the situation. You need to adapt your leadership style, how you interact with people based on their need not in your preferred style (*Henkel and Bourdeau, 2018*). This situational leadership style identified 4 leadership styles and 4 maturity level. Depending of the maturity or readiness level of the person you apply the situational leadership style (*Raza et al.,2018*).

HERSEY & BLANCHARD

- Paul Hersey and Ken Blanchard developed the situational leadership in 1970. (*Henkel and Bourdeau, 2018*)
- In this theory the leadership style may vary based on the task that needs to do and depending on the situation(*Raza et al.,2018*).
- There is no one best style of leadership.
- The situational leadership style identifies 4 leadership styles and 4 maturity levels or development levels.

16

SLIDE 4. HERSEY & BLANCHARD

This leads us to the chart, we will start with the X and Y access: from the left as Y access side we have high arrow to low arrow as supportive behavior, from the X access it going to low directive behavior to high.

This chart explains how the employees progress as they learn on the job and became more efficient until they able to work by themselves.

We will start with:

- S1(Situational leadership): High directive and Low supportive behavior. This corresponds this corresponds with the D1 (development or readiness) which the employee has low competence and low supportive behavior.

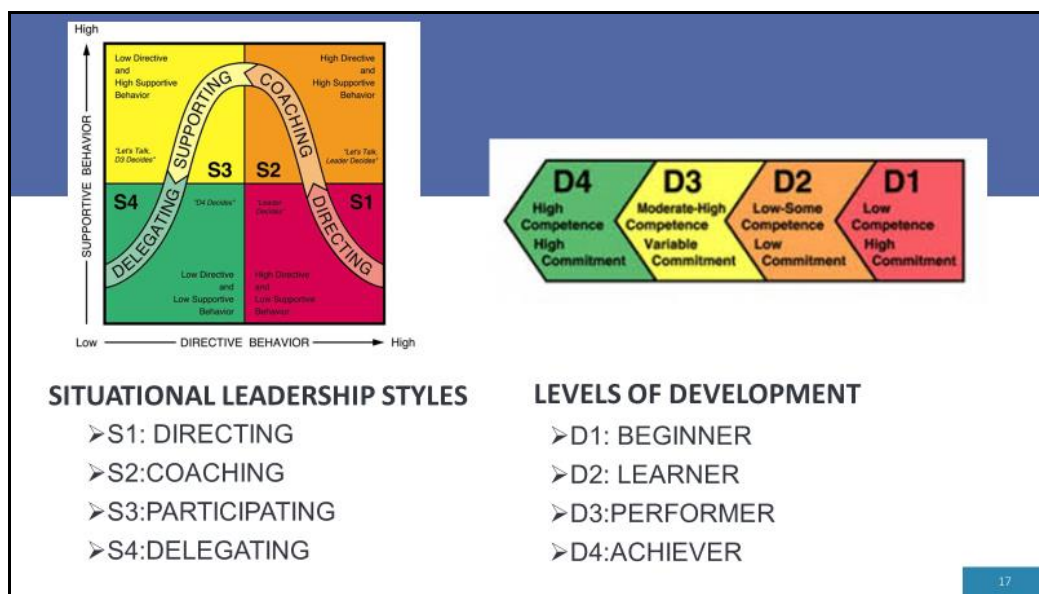
Ex: A employees first day of work, which does not know anything therefore the leader or supervisor will select the S1 leadership ty which directing or telling.

- S2 (Situational leadership): High directive and High supportive behavior. This corresponds with the D2 (development or readiness) which the employee has been in the job for a little while and have been developed skills and gained some confidence.

The leader helps the employees to develop the skills and boost the confidence. The leadership style is coaching.

- S3 (situational leadership): Low directive and High supportive behavior. This corresponds to D3 (development or readiness). An employee here has already developed their skills and to the point that they are no longer needed to tell what to they need to do but the completely confident, therefore the leader will keep should keep motivating. The style used is Participating.
- S4 (situational leadership): Low directive and High supportive Behavior. This corresponds to D4 (development or readiness). The employee's skills are fully developed (you can tell me what to do and leave me alone, confident that I can do my job well.) the style used is Delegating.

This theory acknowledges that the best way to lead a group will be influenced by the ability and motivation of their followers, as followers are the one who complete the task for the leader.



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4.- Managing conflict**SLIDE 1: WHAT DO WE UNDERSTAND ABOUT CONFLICT?**

What do we understand about conflicts? We have circumstances almost every day of our lives, with strangers or maybe with friends or family. Conflict may be a circumstance in which the conditions, practices, or objectives for the distinctive members are intrinsically incompatible." (Smith, 1966). We have three different types of causes of factors (Varney, 1989):

- Communication factors: Weak ability to listen, unclear or inadequate sharing of information, various interpretations, and perceptions.
- Structural factors: Such as the size of the association, turnover rate, levels of cooperation, compensation frameworks.
- Personal factors: For example, a person's confidence, goals, qualities, and necessities.

1. WHAT DO WE UNDERSTAND ABOUT CONFLICT?

- "Conflict may be a circumstance in which the conditions, practices, or objectives for the distinctive members are intrinsically incompatible." (Smith, 1966)

Varney divides the causes of conflict into 3 factors (Varney, 1989)

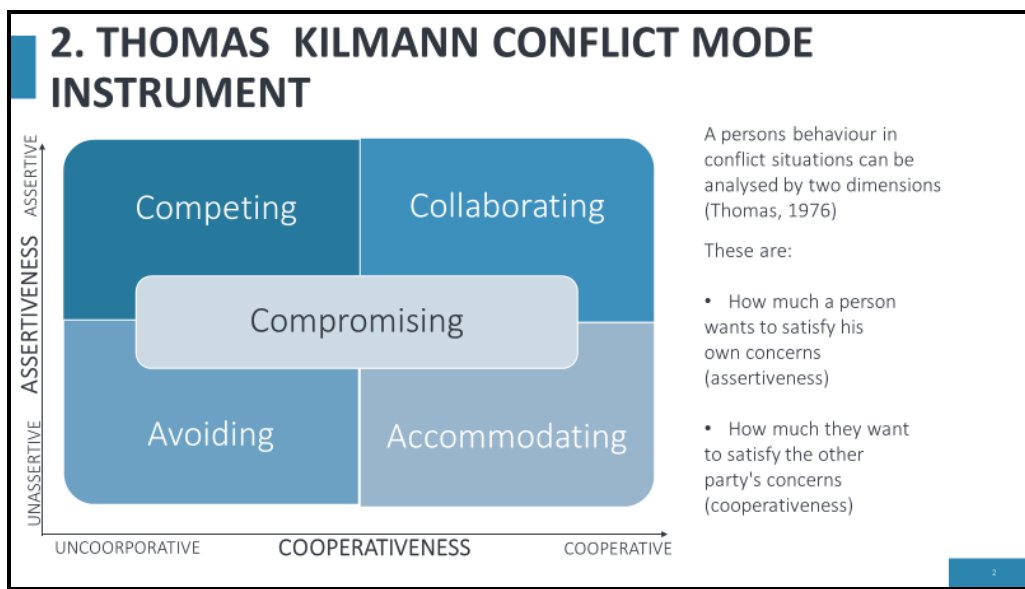


- Communication factors: Weak ability to listen, unclear or inadequate sharing of information, variety of interpretations, and perceptions.
- Structural factors: Such as the size of the association, turn over rate, levels of cooperation, compensation frameworks.
- Personal factors: For example, a persons confidence, their goals, qualities, and necessities.

SLIDE 2: THOMAS KILMANN CONFLICT MODE INSTRUMENT

A person's behaviour in conflict situations can be analyzed by two dimensions (Thomas, 1976). These are how much a person wants to satisfy his concerns (assertiveness) and how much they want to satisfy the other party's concerns (cooperativeness).

- Avoiding = sidestepping the conflict
- Accommodating = to satisfy the other person's concerns at the expense of your own
- Compromising = to find an acceptable settlement that only partially satisfies both people's concerns
- Competing = trying to satisfy your concerns at the expense of others
- Collaborating = trying to find a win-win solution which completely satisfies both people's concerns



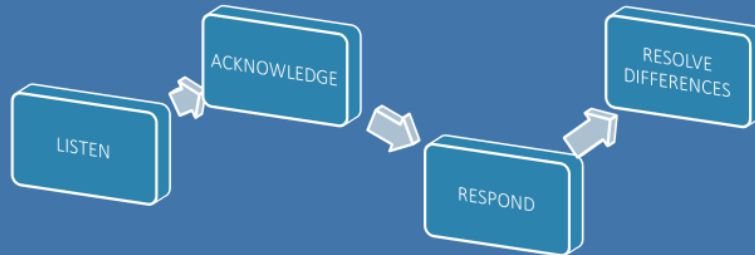
SLIDE 3: PROCESS OF MANAGING CONFLICTS

Member of a team should be able to understand and respect other members opinions and be willing to find a solution to disagreements in order to effectively manage conflict (Weiss, 1997) When conflict arises in team working situations; there are four steps that every team member can take to resolve conflict (Weiss, 1997)

- Listen: Put your attention to hear what the people are saying.
- Acknowledge: Agree to support with your comments, for example, I completely understand, or I know what you mean, show that you are hearing
- Respond: Give your opinion. Always give respectful feedback.
- Resolve differences: Try to find a solution, analyze the problem, and talk about our differences, what can we do?

3. PROCESS OF MANAGING CONFLICT

- Members of a team should be able to understand and respect other members opinions and be willing to find a solution to disagreements in order to effectively manage conflict (Weiss, 1997)
- When conflict arises in team working situations, there are four steps that team member can take to resolve conflict (Weiss, 1997)



SLIDE 4: NEVERTHELESS, ARE ALL CONFLICTS NEGATIVE?

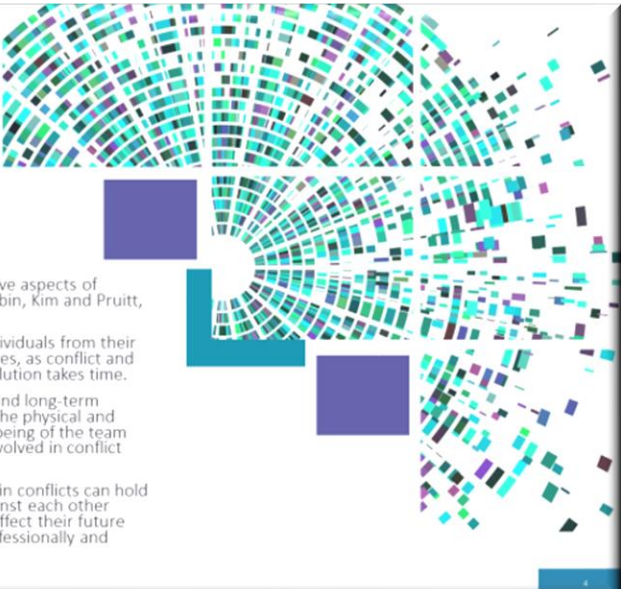
Some positive aspects:

- Conflicts can create a new idea during team situations and help teams find better solutions to conflicts
- Encourages different types of view when looking at issues in a team
- Takes into consideration the opinions and arguments of everyone in the team

Some negative aspects:

- Arguments and conflicts during team meetings can be time-consuming and may distract employees from other tasks
- Conflicts can negatively impact people physically and mentally
- Conflicts can negatively impact peoples long term impressions and feelings for each other's

4. NEVERTHELESS, ARE ALL CONFLICTS NEGATIVE?



- Some positives aspects of conflicts (Rubin, Kim and Pruitt, 1994):
 - Enhances social change promoting both relational and intergroup elements remain unique and dynamics.
 - Encourages members in taking dynamic process to investigate the issues in question.
 - Accounts for the compromise of the team's interests.
- Some negative aspects of conflicts (Rubin, Kim and Pruitt, 1994):
 - Distracts individuals from their main job roles, as conflict and conflict resolution takes time.
 - Short term and long-term impacts on the physical and mental wellbeing of the team members involved in conflict situations.
 - Participants in conflicts can hold grudges against each other which may affect their future dealings professionally and personally.

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5.- Successful team development



SLIDE 1.-

The author Scarnati defines teamwork as cooperative process that allows people to achieve extraordinary results. The team has a common goal to develop better result, is imperative to create an effectively team relationships that will be key to achieve the final purpose.

While building the team we will find different aspect that will make the team succeed in the short- and long-term goal.

Introduction to the topic

Successful team work Development

- To build a successful teamworking we have to understand the purpose of this one.
- They are individuals united around a particular task, project or objective.
- We can find different aspects which make the team successful such as:

21

SLIDE 2.-

We have the aspects such as PURPOSE AND BUILDING A TEAM

PURPOSE. - To build a successful teamwork we need to have clear out purpose with the team and as individuals.

- Having clear objectives, meaning that we must have clear the work that needs to be done to finalise successfully the purpose of the group.
- Good organization is when each individual is responsible for their own work, they manage well their time and they can work as team member following the every deadlines.
- Short and long terms goals, this are the purpose in the future and how we can be successful as a team.
- Energy of the group, to achieve the final purpose is important to have a good dynamic within the team.
- The skills, to succeed in the teamwork we must have different skills such a cooperation one to another, understanding, communication, to bring new ideas.

BUILDING A TEAM. - Communication: This is the most important skills while building a team, to create a strong and successful team we must to how to communication one to another.

Each one of the members it's responsible for new bringing ideas.

Challenges can be also presented in the group team but we must find the solutions together and overcome to these challenges.

Conflicts in the teamwork are common situation that can be manage with a good communication.

There are different roles in the team and we can found three different with the Belbin role such as: Strength and weaknesses; Observing behaviour and interpersonal styles; Thinking oriented role, people oriented role and people actions work.



SLIDE 3.- ACCOMPLISHING WORK

As mention before the organisation is very important, having to organise meetings to complete the purpose is very important to achieve the final purpose of the teamwork.

Planning the next steps to make the decisions will help to choose the best future plans for the teamwork and make the best decisions for this one.

One of the most important skills is communication this one must be clear, honest and respectful.

When we talk about creativity, we make reference to bring new ideas into the teamwork also is it to be created.



SLIDE 4.-DEVELOPING TRUST

This is another important aspect within the group. Developing trust will help to you have a better communication with the aim of being able to be united as a team and develop the skills as a team as individuals and in a group.

An open and honest communication will build within the member of the team also we found that developing trust will help the integrations of other members of the group that find it more difficult, they will feel more comfortable while bringing their ideas and cooperation in the group.

Also, it's important to socialise within each member of the team, ti get to know each one of them, to acknowledge their perspective and build a better communication to have the trust that requires to be in a teamwork.

Developing Trust

- ❖ This is one of the most important point of a successful teamwork, devolving the trust within the member is the group helps to have the a focused in the purpose of the team.
- ❖ An open and honest communication will build the trust with the member of the group also we can found the adaptation of the majority of the group that will keep the group United.
- ❖ Socialise out of the work environment will help to develop a stronger relationship between the member of the team.



24

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25