

Name: Celine Cameron

Student ID: 2419339

Module Name: LCLM 4003 Effective Teamworking and Communication

Lecturer's Name: Ibrahim Rufai

Following are the characters in the video that you must watch before attempting to answer the questions. These character are a team of students working on a project.

	Lena, a hardworking undergraduate from Germany, approaches her studies with detailed-oriented care and a consistent dedication to quality. Driven by a preference for precision and a reliance on empirical evidence, she consistently delivers exceptionally researched and thoroughly documented work.
	Omar, an undergraduate student from Jordan whose confidence and persuasive charisma naturally draw others to him. With a natural ability to make quick decisions and a genuine talent for motivating those around him.
	Hannah, an undergraduate student from Ireland, whose calm manner and sharp intellect are instantly recognisable. Bringing her thoughtful, detail-oriented approach to everything she does, Hannah is a researcher through and through, thriving on evidence and considered evaluation.
	Kenji, a Japanese undergraduate student known for his calmness, reliability, and strong sense of community. Always prioritising group harmony, Kenji always offers supportive guidance on group projects.



Priya, an undergraduate student from India whose vibrant energy and dynamic resourcefulness are instantly recognisable. Bringing her unique blend of passion and practicality to the academic world, Priya is a natural networker and problem-solver.



Alex, a computer science major from Canada. Analytical, tech-savvy, and deeply practical, he approaches every academic challenge with a systematic mindset, always finding ways to streamline work using digital tools. He prefers to organise data for projects and fine-tuning workflows.

Watch the video and then answer the following **ten questions** within the spaces provided. Each question carries equal mark. Each answer should be a minimum of 100 words and a maximum of 150 words. Please note that the questions are grouped by topics, instead of following the timeline. You need to watch the whole video before answering the questions. Please make sure that you provide citation and references for all the relevant concepts you use in answering the questions.

Question 1

Explain what teamwork is, give examples from the video.

Teamwork is when a group of people work together toward a shared goal, combining different skills, perspectives and strengths to achieve more than any one person could alone. It means communicating openly, supporting one another and finding a way forward even when opinions differ (Griffith and Dunham, 2015; Wheelan, 2016). In the video, each person brings something unique: Lena is careful and thorough, Omar drives them forward, Hannah thinks things through, Kenji keeps morale up, Priya finds practical solutions and Alex organises the data and workflows. At first they disagree, but once they listen to each other and combine Omar's framework with Lena's checks, they produce something stronger than any one person could have managed alone that is what real teamwork looks like.

Question 2

Omar states that the team has been debating for two hours, the team members look worried. Lena intervenes and argues, Omar intervenes again. Hannah looks troubled. (timestamp: 2:00 – 2:56). Identify which of Tuckman's Stages of Team Development this part of the video represents.

This section is clearly the Storming stage of Tuckman's model (1965). Storming is where people stop holding back and start asserting their own ideas; there is conflict over direction, leadership and how things should be done, and members resist giving up their individual preferences (Tuckman, 1965). Here, the team has debated for two hours with no agreement. Omar wants to move ahead quickly with a clear plan, but Lena insists on checking everything carefully first. They argue back and forth, everyone looks worried and Hannah appears troubled. No one is compromising yet it is all tension and opposing views, which matches exactly what storming looks like: conflict before the team finds common ground.

Question 3

Identify & explain which Tuckman's Stages of Team Development is the team in during the last 2 minutes of the video (timestamp 4:00 – 5:58).

The final minutes show the team in the Performing stage. Performing is when the team is fully settled and working smoothly; roles are accepted, trust is strong, conflict is handled calmly, and everyone focuses on getting the task done rather than sorting out relationships (Tuckman, 1965). By this point, they have agreed on a balanced plan: use Omar's structure and give Lena 48 hours to verify the data. Everyone contributes freely, no one is talked over, and suggestions are welcomed. Kenji supports the group, Priya helps things flow, Alex organises the work, and Hannah shares her thoughts confidently. They talk and listen in roughly equal measure, which Pentland (2008) identifies as a key driver of team performance. They are productive, cooperative and fully aligned, classic performing behaviour.

Question 4

Explain what Group Decision Making is, provide a relevant example from the video.

Group decision making is when the whole team discusses options and reaches a choice together, rather than one person deciding for everyone. It draws on different knowledge and perspectives, which usually leads to better and more widely accepted outcomes (Griffith and Dunham, 2015). In the video, the team faces a choice: push ahead quickly with Omar's proposed structure, or wait until Lena has fully checked every detail. Instead of voting or letting someone take charge, they talk it through, hear everyone's concerns and agree on a middle way proceed with the framework and allow time for verification. That is group decision making in action: listening, weighing things up and finding a solution the whole team can support.

Question 5

Explain what Nominal Technique is, provide an example from the video.

The Nominal Group Technique (NGT) is a structured decision-making method designed to make sure everyone gets an equal voice. Typically, members share ideas one by one, suggestions are recorded, then discussed and ranked this prevents louder people from dominating and ensures all views are considered (Delbecq et al., 1975). While the video does not show formal voting, it follows NGT's inclusive spirit: each person contributes in turn. Omar presents his plan, Lena explains why thoroughness matters, Priya offers a fresh perspective and the others share their thoughts too. No one is shut down or ignored; ideas are all on the table before they decide. That is exactly what NGT aims for gathering broad input so the best possible choice emerges.

Question 6

What (Thomas-Kilmann model) conflict mode does Priya use when she states "We do not have to choose between being brilliant or being thorough.", and she supports Omar's framework while giving Lena 48 hours to verify the data? (timestamp 3:20 – 3:36)

Priya demonstrates Collaborating, high assertiveness combined with high cooperativeness. This mode means working directly to satisfy everyone's needs rather than choosing between them or settling for a quick fix (Thomas and Kilmann, 1974). She does not side with Omar or Lena against the other; instead, she says they do not have to pick one or the other. She supports moving forward with Omar's framework and ensures Lena gets 48 hours to verify the data. She finds a solution that respects both priorities fully, so no one feels dismissed. That is the essence of collaboration: tackling the problem together so everyone feels heard and valued in the final decision.

Question 7

When the debate between Omar and Lena peaks, Hannah responds by "shrinking back slightly in her chair" and softly trailing off as she is spoken over. Using the Thomas-Kilmann Conflict Mode, identify and describe Hannah's conflict mode in this scene. (timestamp 2:00 - 2:45)

Hannah shows Avoiding low assertiveness and low cooperativeness. People using this mode tend to withdraw from conflict, stay quiet or step back rather than voice their views or engage in disagreement (Thomas and Kilmann, 1974). As Omar and Lena's argument gets heated, Hannah shrinks back slightly in her chair, speaks more softly and trails off when she is spoken over. She does not push back, share her own opinion or try to mediate; she removes herself from the conversation. Even if she has valuable thoughts, she is not putting them forward in that moment, which is exactly what avoiding looks like: pulling away from tension rather than facing it.

Question 8

Identify which Belbin roles Alex and Priya might be demonstrating (e.g., Plant, Implementer, Coordinator, Specialist, Monitor Evaluator, etc.) and explain them with relevant examples from the video.

Alex is an Implementer. Implementers turn ideas into practical, organised plans; they are systematic, reliable and focused on what can actually be done, turning decisions into manageable tasks (Belbin, 2010). Alex is tech-savvy, arranges the team's data and sets up clear workflows so everyone knows what to do. He is the one making sure plans become real action. Priya acts as a Coordinator. Coordinators bring people together, notice individual strengths, guide discussion and ensure everyone has a say before deciding; they focus on getting the best from the whole team (Belbin, 2010). When Omar and Lena clash, Priya bridges the gap, reframes the debate and proposes a solution that works for both. She unites the group perfectly.

Question 9

Identify which Belbin roles Omar and Lena might be demonstrating (e.g., Plant, Implementer, Coordinator, Specialist, Monitor Evaluator, etc.) and explain them with relevant examples from the video.

Omar is the team's Shaper. Shapers drive progress, provide direction and push the team forward they are energetic, decisive and willing to challenge things to keep moving, even if it causes discomfort (Belbin, 2010). Omar leads the discussion, lays out a clear structure and encourages everyone not to get stuck. He gives the team momentum. Lena is a Monitor Evaluator. Monitor Evaluators analyse ideas carefully, check facts objectively, spot risks and ensure decisions are solid they are thorough, logical and stop the team from making careless mistakes (Belbin, 2010). Lena questions rushing, insists on verified information and maintains high standards. Her careful judgement balances Omar's speed and keeps the work accurate and reliable.

Question 10

After watching the video, decide which Belbin role you would naturally take in this team and why would you take that role?

I would naturally be a Team Worker. Team Workers are the supportive backbone of the group they notice when someone feels left out, keep communication friendly, smooth over tension and make sure everyone feels safe and valued. They are loyal, diplomatic and dislike confrontation, helping the team stay connected especially when things get stressful (Belbin, 2010). Kenji shows how important this is in the video he is kind, encouraging and keeps morale steady even during arguments. I care about how people feel and want quieter voices like Hannah's to be heard. I would step in to check on people, help Omar and Lena feel equally listened to and keep the vibe positive building the kind of psychological safety Coyle (2018) argues is at the heart of successful teams.

References list

Belbin, M. (2010) Team Roles at Work. Abingdon: Routledge.

Coyle, D. (2018) The Culture Code. London: Random House Business.

Delbecq, A.L., Van de Ven, A.H. and Gustafson, D.H. (1975) Group Techniques for Program Planning. Glenview, IL: Scott, Foresman.

Griffith, B. and Dunham, E. (2015) Working in Teams: Moving from High Potential to High Performance. Los Angeles: SAGE.

Pentland, A. (2008) Honest Signals. Cambridge, MA: MIT Press.

Thomas, K.W. and Kilmann, R.H. (1974) The Thomas-Kilmann Conflict Mode Instrument. Tuxedo, NY: Xicom.

Tuckman, B.W. (1965) 'Developmental sequence in small groups', Psychological Bulletin, 63(6), pp.384-399.

Wheelan, S.A. (2016) Creating Effective Teams. 5th edn. London: SAGE.