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## A report on communication within the workplace

### Case study Michelle Sullivan

#### Executive summary:

Toys “r” us inc were the world’s biggest leading toy dedicated retailer. Whilst active, toys “R” us had been impacted hugely in the UK gathering customers from all over the country on a daily basis. But even though they were the world’s leading toy retailers they had pros and con to their strategies and marketing plans. Toys “R” us understood that they had cons against their business that could affect the future of the company so they made a weighted decision that was used to choose the best solution for their problems.

#### Task 1

Communication is the transactional use symbol influenced guide to understand the context of relationship. To understand the importance of effective communication in management and to be able to develop effective communication skills as reflective manager.

#### The elements of communication

- Vocal- the voice
- Visual- the look
- Verbal- the words

The business has grown rapidly and years ago was a small toy shop employing only 5 people as result. Michelle has asked as a business consultant to advise on possible team structure to facility enable effective channels of communication amongst the rapidly expanding workforce to prevent small issues becoming a big problem

Communication is the exchange of thoughts in for nation or ideas that result in understanding the prices. Any group requires at least one leader and one receiver a message that is transmitted within communication. The sender then selects a medium to transmit those who can access the receiver. The media can be a face-to-face conversation a piece of artwork handing in an art gallery, text message or any electronics.

## Task 2 - the importance of 2 way communication.

How to improve communication/ atmosphere:

- Asking questions
- Listening
- Treating people well

Communications styles to use:

- Plot your results on the axes
- Interpret your results - what they mean
- Group discussions on finding what the implications for each of them

Michelle Sullivan is the owner of a medium sized toy store in Swansea, Wales. She has recruited around 27 people from a variety of ages and experience. For the sake of the business' success they must have good communication as a team.

In order to have good communication in two way communication they must:

- Meet up regularly to discuss any issues
- To address opinions without fear
- To be updated on teams objectives
- To solve workplace problems
- To create a supportive and motivating atmosphere in the group.

A two way communication creates a more democratic environment, this is effective because it is where people can share their thoughts, ideas and opinions. Also it helps everyone

understand the business better and creates better relationships with colleagues at the workplace. This can improve their work ethic, helping them to achieve their goals a lot faster.

#### Transmission median (task 3)

- Verbal communication these use of verbal statements is one of the most common ways individuals communicate with one another. Team members work together to understand problems and manage them. A team member might be communicating a message at face value or he or she may be implying hidden messages even multiple of layers.
- Written communication
- Oral communication
- Face to face
- Non-verbal methods of communication
- Physical
- Paralanguage
- Visual communication

Written communication is the method of communication that mainly consists a formal business proposal press releases, contracts, handbooks, brochures. The effective written depends on the style of writing vocabulary grammar alongside with clarity oral communication includes the spoken word either over the phone or face-to-face video conferencing chat or any other medium, the oral communication will depend on then speed pitch voice. Face to face this usually preferred methods of communication although it is not realistic all the time especially in a organisation like toys “r us.

Non verbal methods of communication is the most important communication is the heading of what isn't said communication by sending as well as receiving wordless messages is a part of nonverbal communication. Non verbal cues form a speaker such as smiling eye

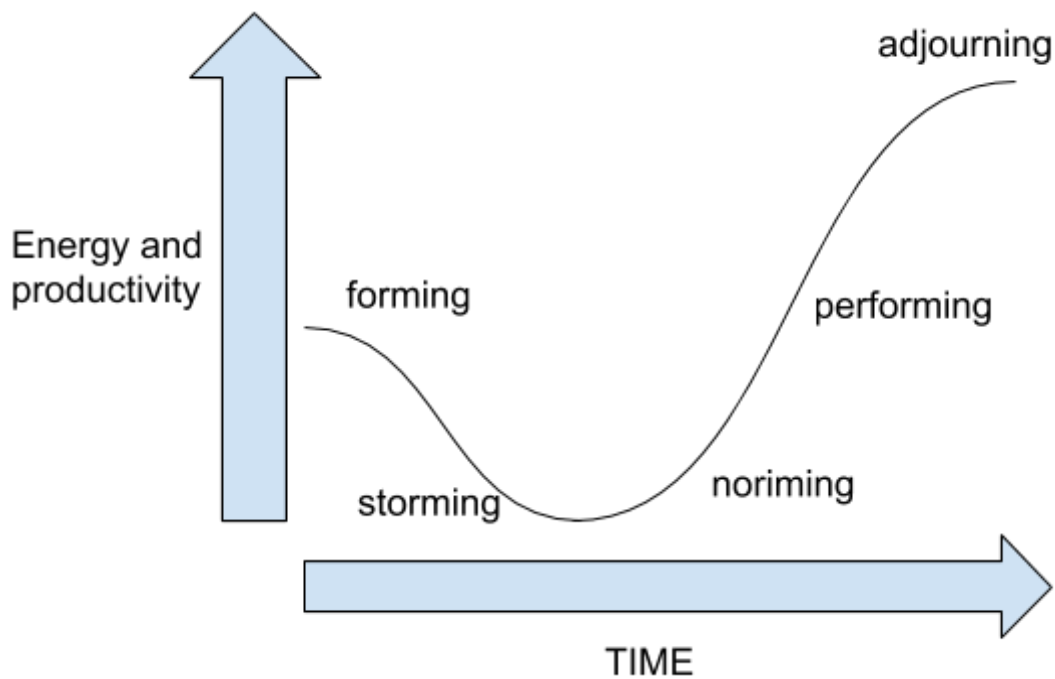
contact or fidgetiness help listeners interpret the meaning behind the words a person is using to communicate

Physician nonverbal communication a major role played by the non verbal communication in the way you communicate with other people. It cannot be be relied as a role means of communication except in cases where the person makes use of sign language consists of body facial expression

Paralanguage is a significant component of nonverbal communication this consists of style of speaking tone and emotion.

Visual communication is the third methods of communication which takes place throughout the help of visual acids like colour illustration graphic design typography signs and other signs.

This model describes the phase in which teams tend to go through from their inceptions to the successful completion of the project and highlights the areas which may cause the team and the project to fail.



There has never been a time of greater conflict between members of newly formed teams than in today world of cyclonic corporate change, where relationships are made and changed through global merges, demerges portfolio careers, cost cutting redundancies and a widespread lack of ability in organisations to nurture and retain their home grown talent.

#### 1.forming

Each member of the team focuses on the leader, accepting only the leaders guidance and authority and maintaining a polite but distant relationship with others. During this stage the leader must be seen to be open with information and ready to answer the many questions that will come his/her way; boundaries, strengths and weaknesses will be tested, including those of the leader.

#### 2.storming

This is a difficult time for all. Team members are more concerned with the impression they are making than the project in hand; wanting to be respected, battling with feelings of inadequacy; wondering who will support you or undermine them, and above all proving to the leader their value to the them.

#### 3.norming

If the team can reach the norm stage they are probably home and dry. Sadly i have sometimes been called into work with directors who have been storming for as long as 15 years in businesses which are successful but being slowly undermined by the tension. If the Norming stage can be reached, it is an exciting time for all, when big decisions can be made and implemented.

#### 4.performing

The team is now a powerful engine running with all its cogs turning. Plenty of healthy conflict, of the type that does not damage the fabric of the relationships is interspersed with

fun and humour. Successes almost seem to create themselves; the leader and team strategic partnership succession planning.

## 5. Adjourning

The 'adjourning' stage is about bringing a sense of closure to a team whose project is completed. If the team successfully negotiated the first stages there may be some bonding between members and a sense of loss at disbanding those relationships. People will also be looking back to beginning noticing how far they have come and handled can have a profound effect on the next team each member joins; if an organisation is constantly forming and reforming teams as people move around the international executive circuit or develop new initiatives, a collective cultural memory will come into being, influencing existing team players and absorbed as if by osmosis by newcomers to the organisation.

As the research progressed the research revealed that the difference between success and failure for a team was not dependent on factors such as intellect, but more on behaviour. The research team began to identify separate clusters of behaviour, each of which formed distinct team contributions or 'team roles'. A team role came to be defined as: "A tendency to behave, contribute and interrelate with others in a particular way" it was found that different individuals displayed different Team roles to varying degrees.

The first Team role to be identified was the 'plant'. The role was so-called because one such individual was 'planted' in each team. They tended to be highly creative and good at solving problems in unconventional ways.

One by one, the other team roles began to emerge. The Monitor Evaluator was needed to provide a logical eye, make impartial judgements where required and to weigh up teams options in a dispassionate way. Coordinates were needed to focus on the teams objectives draw out members and delegate work appropriately.

When the team was at risk of becoming isolated and inwardly-focused, resource investigators provided inside knowledge on the opposition and made sure that the teams idea would carry to the world outside the team. Implementers were needed to plan a practical, workable strategy and carry it out as efficiently as possible, Completer finishers were most effectively used at the end of a task, to 'polish' and scrutinise the work for errors, subjecting it to the highest standards of quality control, teamworkers helped the team to gel, using their versatility to identify the work required and complete it on behalf of the tea. Challenging individuals, known as shapers provided the necessary drive to ensure that the team kept movin and did not lose focus or momentum

## Findings

What was the first deemed to be likely was that high-intellect teams would succeed where lower intellect teams would not however, the outcome of this research was the certain teams, predicted to be excellent based on intellect, failed to fulfil their potential

In fact it became apparent by looking at various combinations that it was intellect, but balance which enabled a team to succeed. Successful 'companies' were characterised by the compatibility of the roles that their members played while successful companies were subject to role conflict. Using information from psychometric tests and the CTA, predictions could be made on the roles that the individuals played and ultimately on whatever the company would be more likely to figure among the winners or losers.

One interesting point to observe from the experiment was that the individuals reacted very differently within the same board situation. It is a common experience that individual differences can cause a group to fall apart. People just don't fit in. On the other hand, variation in personal characteristics can become a source of strength if they are recognised and taken in the management of people, providing one can recognise what is useful for any given situation and what is not.

The most successful companies tended to be those with a mix of different people i.e. those with a range of different behaviours. Eight distinct clusters of behaviour turned out to be distinctive and useful. These were called 'team roles' and in fact a ninth based on specialist knowledge was to emerge later. These team roles have been used in organisations and teams across the world ever since.

In Australia, Meredith worked with colleagues studying intellectual abilities and team working with a guiding principle of building on success and understanding the reasons for failures. Meredith continued to put research into practice breaking down the bureaucracy and policy which hampered organisations and focusing on giving individuals opportunities commensurate with their abilities and interests. In 1981, Meredith Belbin expounded team role theory in his seminal book, "management teams; why they succeed or fail". The book was later named as one of the top fifty management books of all time.

In 1988 Meredith, Eunice and their son, Nigel formed Belbin Associates to help promote Belbin Team Roles around the world. The company developed Interplace, a software system which could distill Meredith's wisdom into computerised reports. In 1993, Meredith published 'team roles at work' which provided more practical applications for team role theory in workplace. Ever since Belbin Associates has gone from strength to strength with distributors spreading the Team role message to individuals and organisations all the world.

## Conclusion

Ever wondered why some teams just seem to work and others hit the rocks? When things don't work, it is obvious to all and it often has a profound effect on the people involved, as well as the project or objective to be achieved. Over a period of nine years, international management teams were studied. Each participant completed a battery of psychometric tests. So that attributes such as personality and behaviour could be brought into play and their effects on the team could be accurately considered.

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