

STUDENT NAME: ADAMS ADAMU

STUDENT ID NUMBER: 2109261

LECTURER NAME: DAMI POKUBO

MODULE NUMBER: BMSW4002

Effective Team Working and Communication

This report is going to discuss about team work and communication, also it is going to present you to the model of tuckman which will give you a better indication and instruction on the fases and the roles in a team.

Teamwork is the process of working together with a group of people in order to reach a common goal. Teamwork is often an important part of a business, as it is always necessary for colleagues to work well together, trying their best in any moment. The members of the team will collaborate using their individual skills and providing relevant feedbacks, despite any personal conflict between individuals.

Bruce Wayne Tuckman was an American Psychological Researcher who carried out his research into the theory of group dynamics. In 1965, he published a theory known as "Tuckman's stages of group development".

In this teory he explains the stages of a group development.



According to Tuckman the development stages of a group are 5: the initial stage is the **forming** stage, in this stage the components of the team unite together to form the team. The members of the team feel ambiguous and conflict is avoided at all costs because of the need to be accepted into the group. Team members look to a group leader for direction and guidance.

The team is assembled and the task is decided. The team members tend to behave independently and although goodwill may exist they do not know each other well enough to unconditionally trust one another, so they present each other exchanging their names and other information about themselves, after the members of the group get to know each other they decide together the role of each component and most importantly they decide who is the leader of the group because in a team there cannot be two leaders but only one.

The next stage is the **storming** stage, In the storming stage, people start to push against the decided boundaries. Arguments and fights will also arise between team members as their true characters – and their preferred ways of working surface and clash with other people's, that's why this stage is called "storming"

At this stage team members may challenge your authority or management skills, or even the team's mission.

If the roles and the responsibilities of each individual is not clear, the members of the group might begin to feel overwhelmed by their workload or frustrated at a lack of progress.

While settling into the new team and starting the task that has been set by the leader, the team will become more familiar.

As the leader of the team, you will need to control that social interaction and focus the team back on their goals. It's important to make sure each team member has an equal voice and give importance to everyone opinion

The leader of the group need to set up ways to track progress and success of the team, ask your team to help you to build trust, not to let disagreements linger and remember that opposing views find different faults and solutions and also make sure silent team members get a chance to express their opinion.

The storming stage is necessary to know the problems and for group components to work out where they fit, as some members will leave the group if they discover some information they didn't know about the team or if they feel like the team doesn't take in consideration their personal opinions and views.

The following stage of the tuckman model is the **norming** stage.

Now the group have made it to the norming stage.

Tuckman said this is where the team members have their role. They understand the work and know their team mates. The team will be more interested in collaborative activities and start working together even outside of the workplace.

This is the stage where you can work together to develop team processes. Leadership responsibilities can be shared as you facilitate and enable your team.

By deciding a program during the storming stage, you have laid down the rules of behaviour that are accepted and understood by the team. You've found your rhythm, now you've just got to perform it.

This will take the group to next stage, the **performing** stage.

In this stage the team's increased strategic awareness. It is now clear why the team is performing so well.

The common goal of the team is now independent and does not need interference or participation from the team leader.

A big concentration and focus on achieving the goals and the team makes most of the decisions against criteria agreed with the leader. The team at this stage is extremely independent and autonomous.

Arguments, However, they are now resolved within the team perfectly, and needed changes to processes and structure are made by the team.

The team can work towards achieving the goal style and process problems along the way.

Team members look after each other.

The team does not need to be instructed or assisted. Team members might ask for assistance from the leader with personal and interpersonal development.

During this ultimate stage a leader should be asking herself questions about team effectiveness and member satisfaction. There should be an emphasis on idea generation as well as flexibility in anticipation of future events that may change a team's methods or goals. A team identity should be emerging at this stage and a leader

should be asking herself how the identity aligns with their vision for the future.

Finally, there should be regular analysis of feedback data and performance indicators to continuously refine the team's approach and keep things optimized.

While guiding a team through its development stages isn't an easy task, by adapting one's leadership style it is possible to expedite the process. Furthermore, you will be able to get more out of your team while keeping morale and effectiveness up. Finally, you will develop a team adaptable enough to weather any uncertainties the future brings with the flexibility and internal drive that allows the group to thrive.

TUCKMAN MODEL IN SPORT

From this point the report is going to present you with an example of the tuckman model in the real world

The forming stage is for example when you have just finished the selection process for the State Team. At the first team meeting you may notice the athletes interacting politely, but distantly. Some athletes who have previously competed fiercely against each other may be particularly wary or even aloof in their interactions. Before this selection, many of the athletes may have only interacted as competition, however athletes who have worked together at another level may gravitate towards each other.

Asking athletes not to wear anything associative with a particular region or club may help emphasize that previous competitors need to work together. We talk a lot about the importance of symbolism in

developing team cohesion, the first team meeting can be a great time to hand out team clothing.

I remember when I was selected on Olympic Teams, being immediately rewarded with an Australian Olympic Team shirt represented the new identity in belonging to a new team.

During this initial stage of team growth, it is important for the coach or team leader to be very clear about team goals and provide clear direction for the team or project. The coach or team leader should ensure all members are involved in determining team roles and responsibilities, working to help them establish how they will work together (creating 'team norms'). The team is dependent on the coach or team leader to guide them at this stage.

An example of the storming stage is that the first intensive training camp for the state team has just begun, and even though the selection process has finished there may appear to still be some competition between athletes as they attempt to settle into their positions and status within the team. Two athletes, who have had previous conflict in club competition, exchange words in a heated training session where they are again placed in opposing positions. As the team becomes more established, build trust and interpersonal relationships, and roles are clarified, generally this type of conflict will sort itself out. Teams who are not progressed or guided through this stage though, can remain stuck in it.

The coach or team leader needs to be adept at facilitating the team through this stage ensuring the team members learn to listen to each other and respect differences and ideas.

This mean not allowing any one team member to control all conversations, but facilitating and encouraging contributions from all members of the team. The coach and team leader will need to coach some team members to be more assertive and other team members on how to be more effective listeners.

This stage comes to a close when the team is more accepting of each other and learns how to work together for the good of the team. It means valuing diversity and arriving at the position of knowing the team needs all different types of personalities and behavioral styles in order to be a success.

At this point, the coach and team leader can start transitioning some decision making to the team to allow them more independence and leadership, but still stay involved to resolve any conflicts as quickly as possible.

The norming stage can be when the team has melded together effectively. You might notice the captain or leader in the team seeking input from another member over an idea, or maybe a teammate recognizes the strength of another teammate and how this could be best utilized. In competition, the team may have some success, and you may notice that the team appears to be guiding themselves with less direction from you as a coach.

At this stage, the coach or team leader may not be as involved in decision making and problem solving, since the team members are working better together and can take on more responsibility in these areas. The team has greater self-direction and is able to resolve issues and conflict as a group, allowing the coach to focus more on the strategy and growth trajectory of the team.

The change between norming and performing may have been helped along by a team bonding exercise which brought the team together, or maybe it was just a natural progression of the team working together more often. Either way the team begins to work much more independently. Conflicts you as the coach would previously have to resolve, might now be easily handled by the team. The camaraderie between the team may be at its highest level. A big difference in teams at this stage is the degree to which they significantly add value to their fellow team members by encouraging, challenging and motivating each other.

At this stage, the coach or team leader is less involved in decision making, problem solving, or other day-to-day workings of the team. The team members work effectively as a group and do not need the oversight that is required in previous stages. The coach or team leader will continue to monitor the progress of the team and celebrate milestone achievements with the team to continue to build on team camaraderie. The coach or team leader will also serve as the gateway when decisions need to be reached at a higher level within the organization.

The final stage known as the adjourning stage It is the end of the competition season and you are having your celebration dinner. Those involved may be feeling saddened at the season conclusion and the end of this team as they currently know it. It is very unlikely that the exact same team will be working together again, so the loss of the camaraderie between the team may upset some athletes. During this time, it is important to reflect on what made the experience in the team so positive, and the learnings that the team members can take into their next grouping to produce positive environments again.

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