

Effective Management

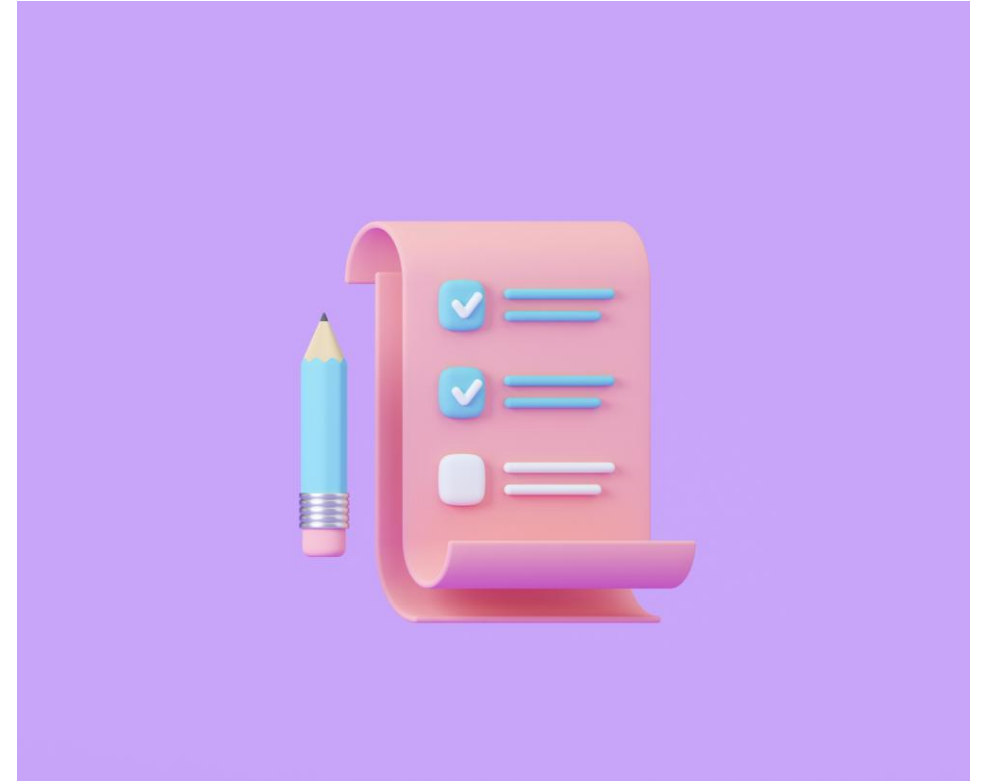
BMGM4000

Week 9: Teamwork and Communication

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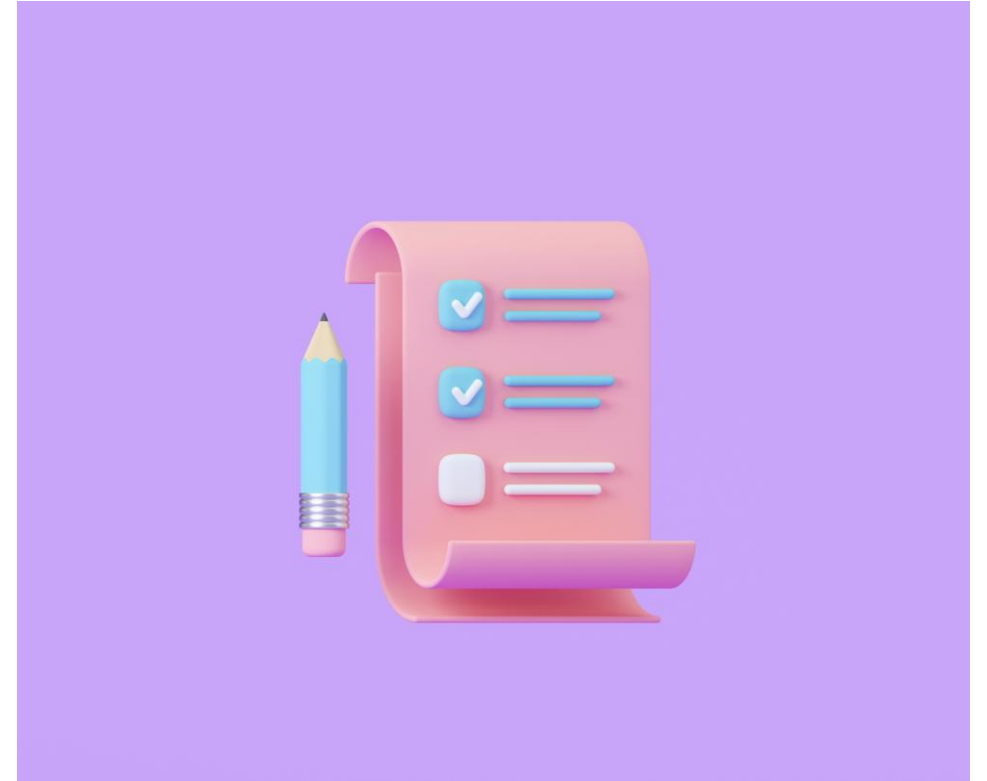
Agenda

- The Importance of Teamwork
- Elements of Effective Teamwork
- Conflict Resolution



Recap of last week

- SMART Aims & Objectives
- Quality Standards
- SOP
- Quality Measurement Tools
- Balanced Score Card





The Importance of Teamwork



Let's discuss...why is teamwork so important?



Teamwork allows us to achieve more together than we could alone

- Combined strengths
- Increased problem solving – a range of perspectives, skills & experience
- Increased effective results – productivity through task allocation
- Increased quality – results analysed by more than one person
- Increased creativity – group brainstorming for innovative suggestions
- Increased professional & personal growth through peer feedback, support & exposure to new methods/thought processes
- Increased bonds – teamwork builds trust and strengthens relationships
- Reduced stress – shared responsibility to work towards success



BE THERE FOR EACH OTHER

MINDSET MOMENTS



Activity – Teamwork for successful service

- As a group – order the elements
- Assign one element each
- Individual – what does your element require, and who will you need to work with for success?
- Feedback – present back your element
- Group discussion – what are the potential outcomes of failed teamwork for each element/overall?



The Tuckman Model

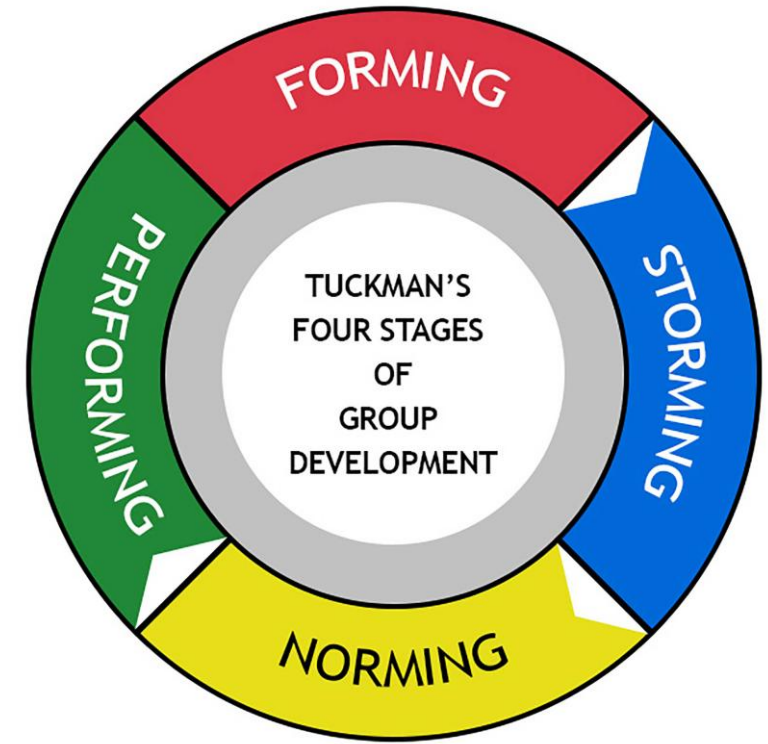


The initial stage where the group comes together and starts to form. During this phase, team members are often polite, positive, and focused on understanding their roles, goals, and the tasks at hand.

Conflict and tension arise as team members start to assert their ideas, leading to potential disagreements and power struggles. This is a critical phase where many teams fail if they cannot resolve conflicts.

Teams start to develop cohesion as they resolve differences, establish norms, and begin to understand each other's strengths and weaknesses. Mutual respect grows, and team members accept their roles and responsibilities.

The team reaches a high level of performance, operating efficiently toward common goals. There is a clear structure, trust, and flexibility in how the team works together.



funktion events (2024)

WorkshopBank (2024)



How would this
look in a
work/team
setting?

Maslow's hierarchy of needs

McLeod, (2025)



Break



Elements of Effective Teamwork

Conditions for Effectiveness

Real team - Effective teams have clear boundaries and interdependence among members. The members may change slightly over time, but the teams have at least a moderate stability of membership.

Compelling direction - To be effective, teams must have a clear purpose that is challenging and consequential. The members must know what they are working towards instead of just following the steps and getting stuck in the process instead of the result.

Enabling structure - Effective teams have a structure that enables teamwork as opposed to hindering it. These teams have the right tools to collaborate, no matter where they are in the world, and a structure and hierarchy that encourages collaboration and respect.



(Haas and Mortensen, 2016)

Conditions for Effectiveness

Supportive context - The best teams aren't left on their own but have resources like training, rewards, and access to information to do their jobs well. The team members encourage each other to use these resources and continually learn and improve.

Competent coaching - Either within the team or close by, effective teams have someone to act as a mentor and to answer questions and help in getting over obstacles and challenges.

Shared mindset - Teams are becoming more dynamic and distributed. It's tempting to adopt an "us versus them" mentality, but a shared mindset creates a common understanding and identity.



(Haas and Mortensen, 2016)

Understand You and Your Team

1. Know Your Team

2. Assign the Tasks

3. Complete the Work

How can we achieve
this?



Effective Management

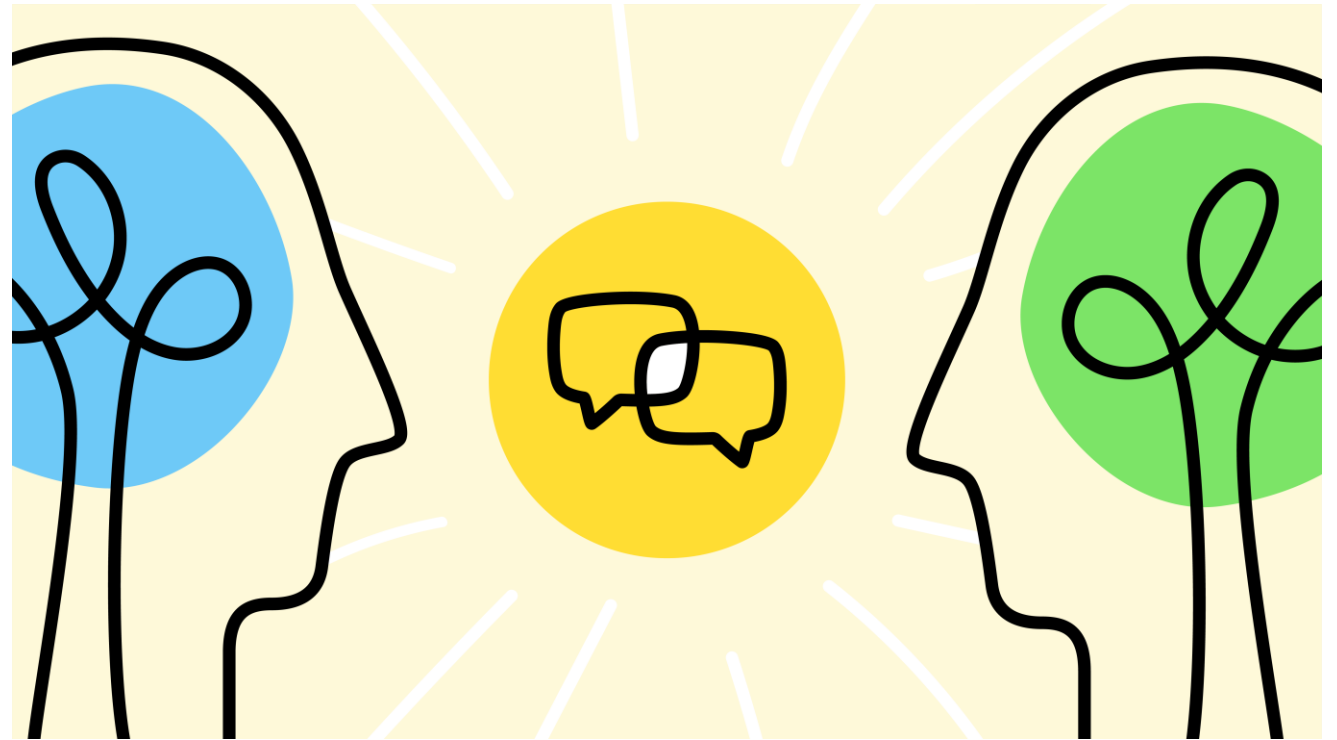
COMMUNICATION IS NOT EASY BUT IT IS CRUCIAL!



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Types of Communication

- Verbal Communication
- Non-Verbal Communication
- Written Communication
- Visual Communication



Be **clear** – simple, direct & clear focus

Correct **person** – who should be communicating?

Time & Method – face to face? Immediately or later?

LISTEN – communication is a two-way street!

Ask & invite **questions** for clarity

Be **respectful** – engage, follow up, provide feedback

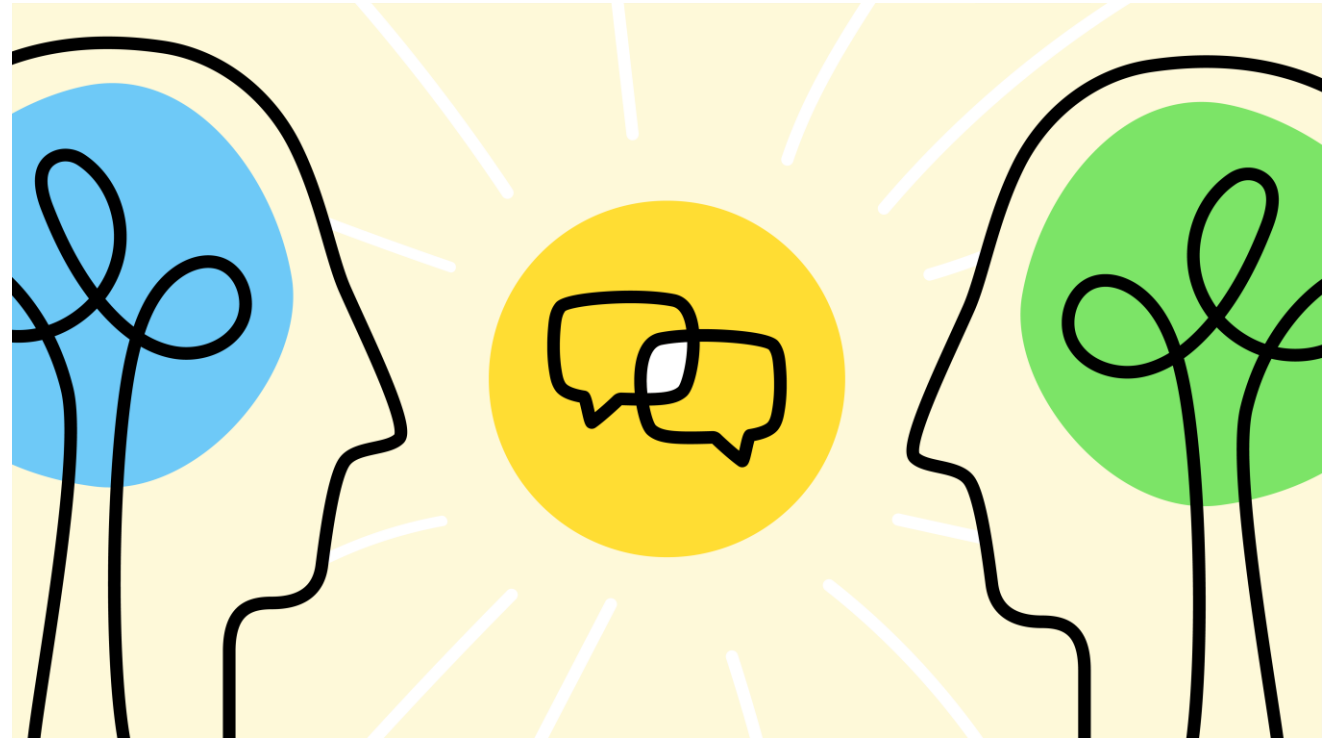
Be **constructive** and aim for improvement not criticism

Steps to success



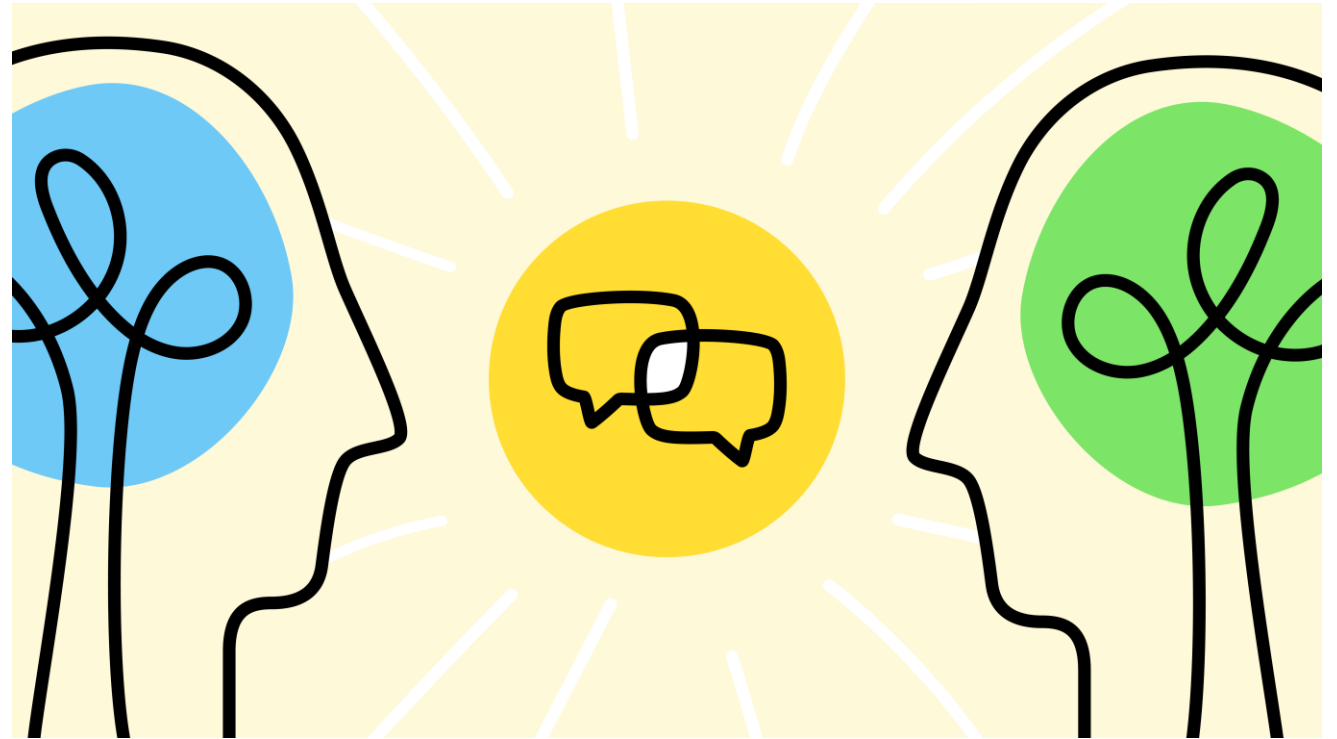
Activity

- I will describe a food item
- You must write down what you think I am describing
- Share results



Activity

What did we
learn?





Break



Conflict Resolution

“Where there are people, there is conflict. We each have our values, needs and habits, so it's easy to misunderstand or irritate one another – or worse, to fall into conflict”

Hughes, M. (2025)



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Why does conflict arise in the workplace?

- Misunderstanding
- Bad communication
- Difference of opinion
- Personality clashes
- Bias or stereotypes
- Accusations of unfair treatment or favouritism
- Stressful situations

Cote, C. (2023)



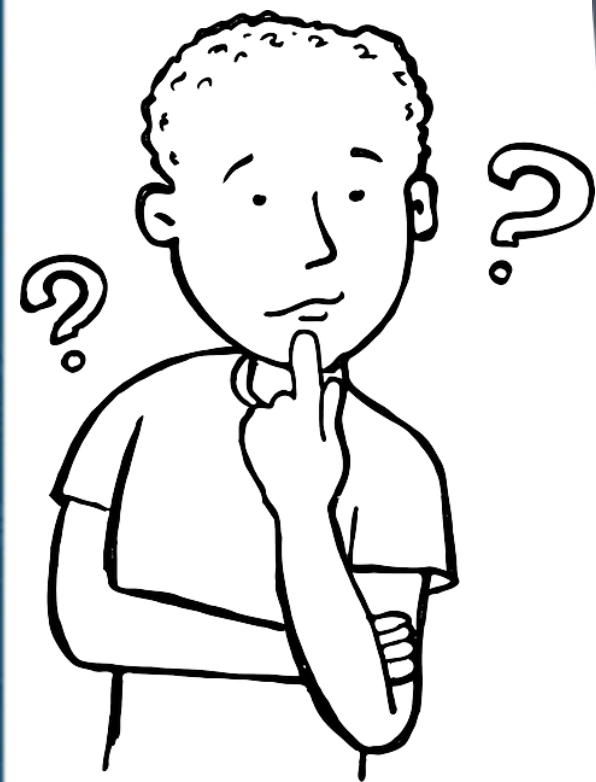
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“As a leader, you have a responsibility to foster healthy conflict resolution and create a safe, productive work environment for employees”

Cote, C. (2023)



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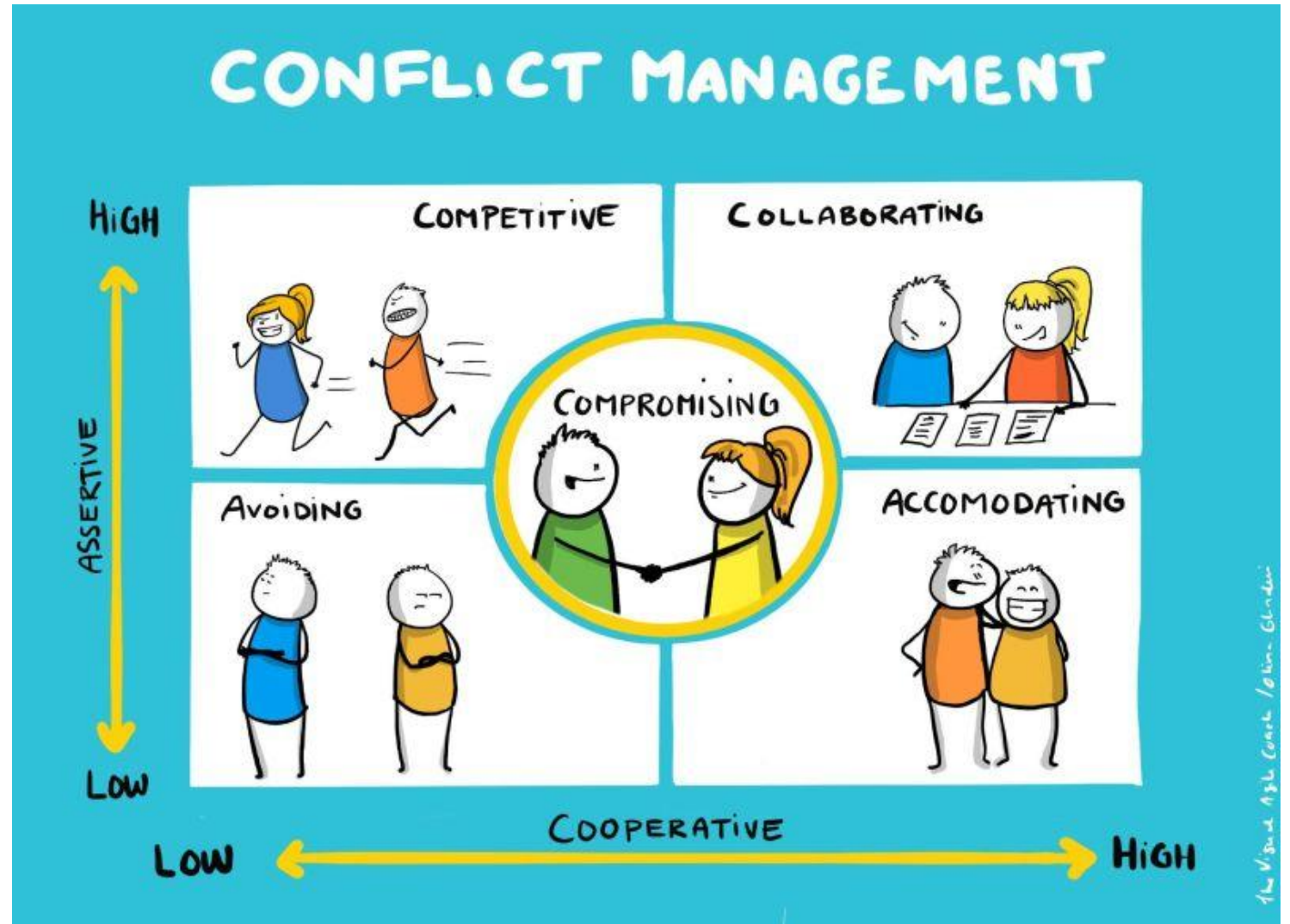
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**How can a leader
ensure effective
conflict
resolution?**

**Let's
discuss...**

Strategies

The Thomas Kilmann Conflict Model



The Visual Agile Coach, (2025)

A successful leader should...

- Address issues early – conflict is unlikely to disappear, get ahead of it before you have a bigger issue. Create a culture where the team can safely speak up.
- Listen actively – do not interrupt, do not judge, consider points fairly and fully. Consider paraphrasing comments to confirm understanding.
- Identify why as well as what – Don't focus on what the conflict is, but why it has arisen. Identifying the why will assist in finding a solution.
- Remain neutral – deal in facts, do not allow personal opinions to interfere.
- Bring in another neutral party if required – e.g. HR to help facilitate discussion and aid with brainstorming solutions.
- Clarify – conflict can arise from confusion, reestablish facts.
- Follow up – revisit conversations to ensure resolution remains in place.



Activity

Watch the video and answer the questions below:

- What went wrong?
- How was the conflict handled? Was it ineffective, effective, or both?
- Was there a resolution? If so, what was it?
- What needs to happen moving forward?



Any Questions?



Financial Terminology

- Introduction to Hospitality Financial Terminology
- Recognising your Marketplace



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