

EFFECTIVE TEAM WORKING AND COMMUNICATION



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Benefits of Team Working

■ What is team work?

Team work is when a group of people come together to work towards a common purpose and help to develop one another.





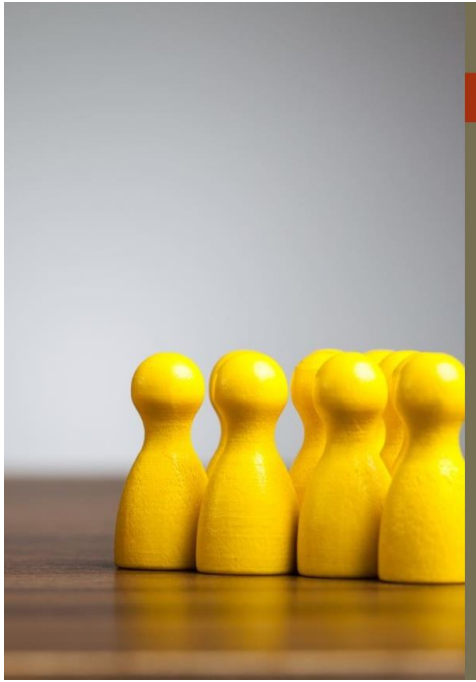
Benefits of Team Working

1. Builds trust.
2. Encourage risk taking.
3. Improves understanding.
4. Fosters creativity.
5. Fun.



Benefits of team working

6. Improves motivation.
7. Teaches conflict resolution skills.
8. Makes the team strong.
9. Promotes a positive working environment.
10. Achieve new goals.



Stages of Team Development(Tuckman)

- Tuckman`s original work described the way he had observed groups.
- Tuckman identified 5 stages of team development: forming, storming, norming, performing and adjourning.

Forming, Storming and Norming Stage

- Forming stage is the process of putting the structure of the team together (team members look to a group leader for guidance).
- Storming stage begins to occur as the process of organizing tasks and processes surface interpersonal conflicts (get members to assume more task responsibility).
- Norming stage- team members are creating new ways of doing and being together.

Performing and Adjourning Stage

- Performing- true independence is the norm of this stage of group development (personal development and creativity, provide information, positive reinforcement and support).
- Adjourning- team members are ready to leave (course termination).



Team Roles(Belbin)

- Belbin defines 9 team roles.
- Belbin`s team roles can be categorised into 3 groups:
 1. Action oriented roles.
 2. People oriented roles.
 3. Thought oriented roles.





Action Oriented Roles

- Shaper- usually fulfilled by extroverts who are confident in challenging other members of the team to improve.
- Implementer- “doer”, someone who doesn’t mind getting their head down and working hard to complete the task that’s been set for them.
- Completer- “finisher”, perfectionists by nature, they ensure that each job is completed in a timely and professional manner.



People-Oriented Roles

- Coordinator- similar to a traditional leader.
- Team worker- excels in helping colleagues to overcome differences and avoid conflict while striving towards a common goal.

Thought-Oriented Roles

- Plant- typically introverted, produce interesting and original ideas for the benefit of the team.
- Monitor-evaluator- they enjoy gathering data and evidence to consider the advantages and disadvantages of every option.
- Specialist- acting as the authority on all technical and practical considerations relating to their topic.

Leadership Role (Hersey and Blanchard)

- What is considered Leadership role?
- What is considered Situational Leadership?





Situational Leadership style

- Developed by author Paul Hersey and leadership expert Ken Blanchard.
- Managers adapt their leadership style to tasks and relationships in the workplace.
- Leadership styles are related directly to the different maturity categories of followers or employees.

Situational Leadership Theory

- | | |
|--|---|
| ■ D1. Least experienced workers. | ■ S1. (Telling)- Little interaction of working together. |
| ■ D2. Keen to work on a job without help. | ■ S2. (Selling)- More interaction working together. |
| ■ D3. Have most of the skills they need. | ■ S3. (Participating) - Might even share decision-making. |
| ■ D4. Completely capable of handling a task. | ■ S4. (Delegating)- Members are most experienced. |

Managing conflict

What is conflict?

Conflict is a situation where someone's concerns or desires differ from another person

It's best to handle any conflict straight away, because anything left not handled properly could have the potential to explode into something huge.

(Thomas, K. W., and Kilmann, 1974)

How does conflict happen ?

- **NEEDS:** When individuals fight for limited resources, there is a risk of conflict.
- **Cooperation:** When someone has an uncooperative attitude, a conflict arises.
- **Dominate and win-lose:** When individuals try to dominate and compete to win can cause conflict.

(Thomas, K. W., and Kilmann, 1974)

- **GOALS:** When individuals are in charge of separate tasks in order to achieve the similar aims, a conflict could arise.
- **POOR COMMUNICATION:** When different persons have a lack of communication between them, conflict could arise.

(Your Article Library, 2019)

Solutions to manage conflict

According to **Thomas and Kilmann** There are **5 simple steps** we can take to manage conflict.

- 1) Competition
Have enough resources to avoid competition, work towards goals without seeking cooperation.
- 2) Collaboration
Working together to meet the same goals. It's a win-win situation.
- 3) Compromise
Sacrifice from both sides. It's a lose-lose situation.
- 4) Avoidance
Not reacting to issues.
- 5) Accommodation
Priorities on other goals instead of yours.

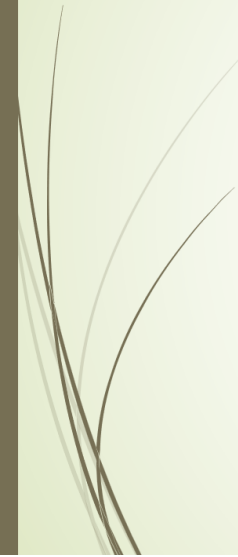
(Thomas, K. W., and Kilmann, 1974)



Successful team development



A successful team is a team that works well together to accomplish a goal quickly and easily.



How to build a successful team?

- Set SMART goals.
- Define each role.
- Create the opportunity to experiment.
- Embrace diversity.
- Create a shared culture.
- Hold the team accountable.
- Establish lines of communication.
- Set expectations for feedback.
- Reward good work.



What are some team-building skills?

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- Communication.
 - Motivation.
 - Leadership.
 - Delegation.
 - Empathy.
 - Reliability.
 - Patience.
 - Resource allocation.

Conclusion

- We think that to be a successful team, everybody need to participate and contribute with individual's skills.



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Questions & Answers

