

Effective Team Work and Communication (BMSW4002)

EFFECTIVE TEAMWORK AND COMMUNICATION

ASSESSMENT 1

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Executive summary

The main focus of the report is to develop a proper understanding related to various models of communication and their effective implementation in the workplace environment. This report examines various nuances of interactions in order to develop relevance towards effective communication strategies. This report also provides elaborate details about nature of communication that takes place among individuals and impacts generated from personal viewpoint. Various flaws in the processes of communication are reflected upon in the report, along with their respective improvements with the use of relevant theories/models.

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Introduction

Communication serves as one of the most vital components in the process of carrying out daily activities by individuals. The methods and techniques that are used by individuals for the purpose of starting conversations and communicating ideas significantly impact the outcome of such activities. A variety of factors and elements influence communication style that is adopted by individuals in respect to specific scenarios.

1. Own understanding of the models of communication by referring to taught case studies

1.1 Tuckman's Team Development

One of the communication models, which I found most interesting and applicable in the context of the workplace environment, can be attributed to the **Tuckman's team development model**. The team development model was developed by Bruce Tuckman in 1965 for the purpose of formulating core ***ethics*** and modes ***behaviour*** to achieve maximum efficiency in the team environment (Jones, 2019). The team development model is classified into five stages:

Forming: Creation of team-based objectives and respective individuals roles

Storming: Decision-making within the group to achieve objectives in an error free manner

Norming: Development of certain ethical principles and modes of understanding within the group

Performing: Carrying out the allotted tasks as per the guidance of the team leader in a strategic manner

Adjourning: Division of the group on the basis of the tasks to achieve optimal performance

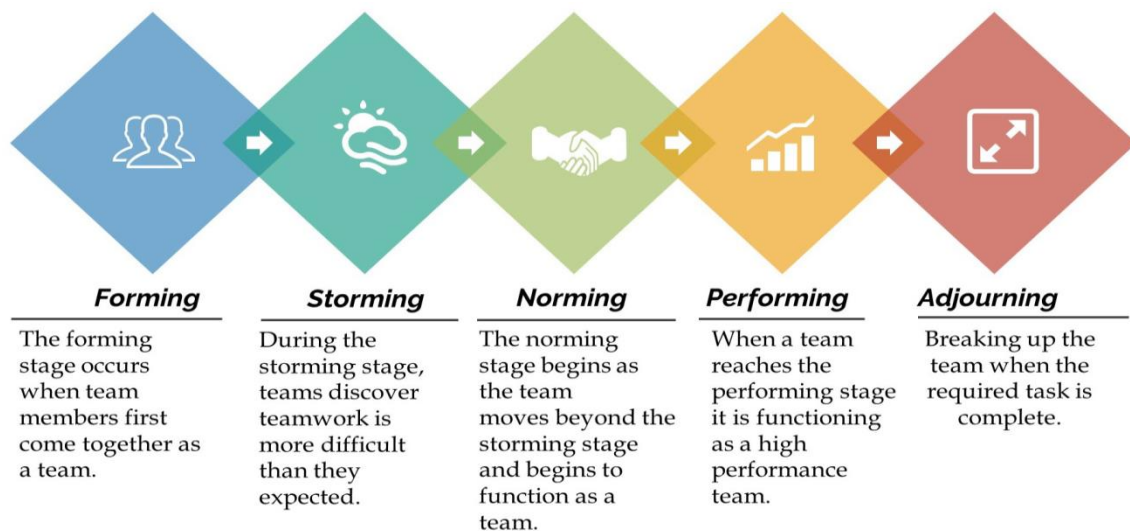


Figure 1: Tuckman's Team Development model

(Source: Influenced by Jones, 2019)

The understanding of Tuckman's team development theory has allowed me to operate in a team environment with an increased level of confidence and enthusiasm. I am able to develop proper understanding related to tasks that are allotted to me and consult with the group members on major decisions. I am also able to seek the guidance of the team leader on the tasks that are required to be performed by me to avoid any complexities.

1.2 Belbin's Team Roles Model

I found **Belbin's team role model** to be extremely vital for the purposes of enhancing my personal contributions towards achieving work objectives in a team environment. As per Bednár and Ljudvigová (2020), The Team roles model was formulated by R. Meredith Belbin for developing importance towards **individual contributions** and ensuring overall success of a team activity. This model is able to assess potential of an individual based on **dominance, intelligence, interaction mechanism, and mental state**. Some of the types of team roles based on individual quality that were formulated by the Belbin's model include **Coordinator, Evaluator, Completionist and Shaper** (Bednár and Ljudvigová, 2020).



Figure 2: Belbin's Team Roles Model

(Source: Influenced by Bednár and Ljudvigová, 2020)

The role of shaper requires an individual to portray high levels of socialisation and transform new ideas into executive actions within the team environment (García-Ramírez, 2021). The problem related to my inability to understand main tasks of my role as Team Leader had emerged, which led to drawbacks in terms of guiding my team members by acknowledging internal conflict. To overcome this, I utilised Belbin's role model to improve my quality of work. This allowed me to make complex decisions by carefully listening to their problems, prioritizing areas of conflict and accordingly, developing a conflict management plan. This has been possible due to my shaper role.

1.3 Situational leadership Model

The Situational leadership model is associated with examining different types of leadership styles for the purpose of achieving the tasks in particular workplace scenarios. The Situational leadership model or the "**Hersey-Blanchard model**" was co-developed by Paul Hersey and Ken Blanchard for crafting an effective **management technique** to improve relationships with employees (Wartningsih *et al.* 2018). The main focus of the Situational leadership model is to analyse the manner of communication, which is able to derive maximum **productivity** and **idea-generation** from the employees.

There are mainly 4 types of leadership styles formulated under the Situational leadership model which can be classified as **Delegative**, **Participatory**, **Telling style** and **selling style** (Raza and Sikandar, 2018). I initially faced the problem of understanding conflicting situations faced by my team members in the workplace, leading to their poor performance and lack of direction. I found the *Telling style of leadership* within the Hersey-Blanchard

model most suitable for rectifying the above problem in the workplace environment. This leadership style is associated with providing elaborate directions in which work is to be performed and it's monitoring (Hingston, 2018). This style provided me adequate opportunities to improve quality of work of employees under my jurisdiction through proper instructions and improve their individual skill sets.

1.4 The Shannon-Weaver Model

The Shannon-Weaver mathematical model was able to generate a significant level of interest within me to examine its practical application. The Shannon-Weaver model was developed in 1948 for describing the flow of information between a **sender** and a **receiver** (Miazga and Królikowska, 2020). This model places a significant level of emphasis over the procedures of speaking and listening that is carried out by individuals. I found the Shannon-Weaver model to be extremely relevant in correlation to the case study of Maria and Pedro.

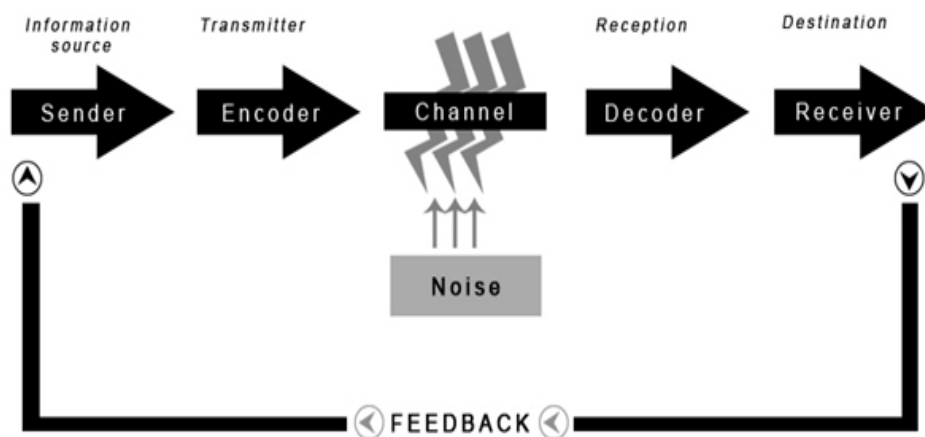


Figure 2: Shannon-Weaver model

(Source: Influenced by Miazga and Królikowska, 2020)

The major source of confusion which was presented in the above case study can be attributed to misinterpretation of information over the phone call between **Maria** and **Pedro**. The main cause of improper information over conversations as identified by this model is noise (Onobrakpor, 2019). Presence of significant **noise** during a conversation is a major barrier over flow of information. The Shannon-Weaver model has allowed me to effectively carry out important discussions with my team-mates in a noise free environment. I also re-verify information which has been interpreted by me from the sender during group discussion.

1.5 Berlo's Model of Communication

Berlo's model of communication emphasises upon the factor of the emotional significance that is derived from the message that is delivered to the audience. The understanding of Berlo's communication model has also played an essential role by allowing me to portray efficiency in communicating messages. This model relies on the factors of **SMCR** which stands for "**Source**", "**Message**", "**Channel**" and "**Receiver**" respectively (Hagiu and Bortos, 2021). The "Source" factor deals with the approach undertaken by the speaker in terms of knowledge and attitude of presentation of information. The "Message" factor emphasises on the content of information provided by speaker and quality of facts presented.

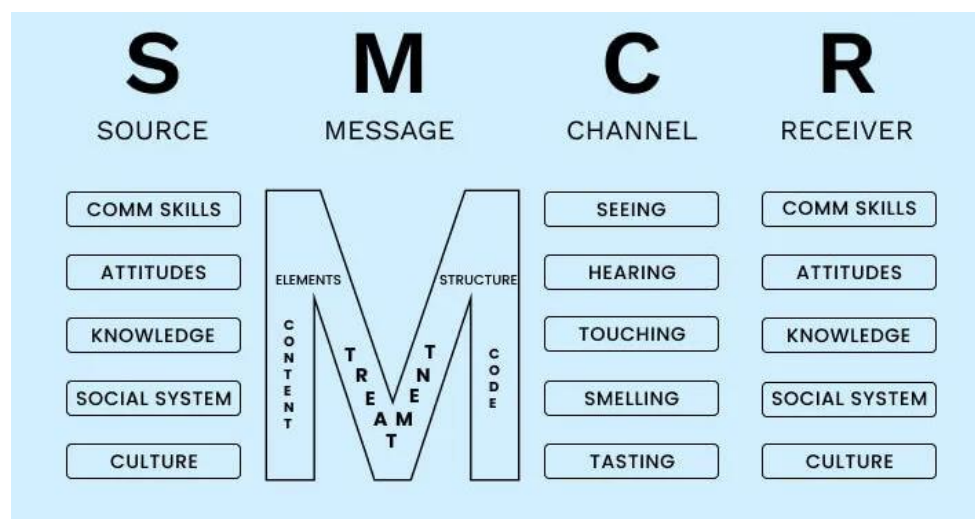


Figure 3: Berlo's Communication Model

(Source: Influenced by Hagiu and Bortos, 2021)

The "Channel" factor is associated with the mode of receiving information by the audience through senses such as hearing and seeing, while the "Receiver" factor relates to the method of interpreting information by the audience. The application of Berlo's model in the workplace environment has allowed me to get my message across my peers in a more effective manner and develop adequate channels of communication with my superiors

1.6 Schramm's Model of Communication

One of the major elements which have captured my interest towards applying the Schramm's communication model is related to its ability to portray the cyclic nature of interactions. The Schramm's model was formulated by Wilber Schramm, which portrayed the circular nature in which communication takes place within the practical environment (Lin. and Lin, 2020). There are mainly three elements associated with Schramm's model related to the "**Encoder**", "**Decoder**" and "**Interpreter**". Needless to mention that the "Encoder" sends the message, The 'Decoder' receives the message, while the "Interpreter" derives meaning

from the message (Kuznar and Yager, 2020). I utilised Schramm's model in the workplace environment in a manner in which I used less complex or technical terminologies whenever I interacted with my peers. On the other hand, I crafted my words formally and in a business-like manner in the process of communicating with my superiors and the executive leadership of my company.

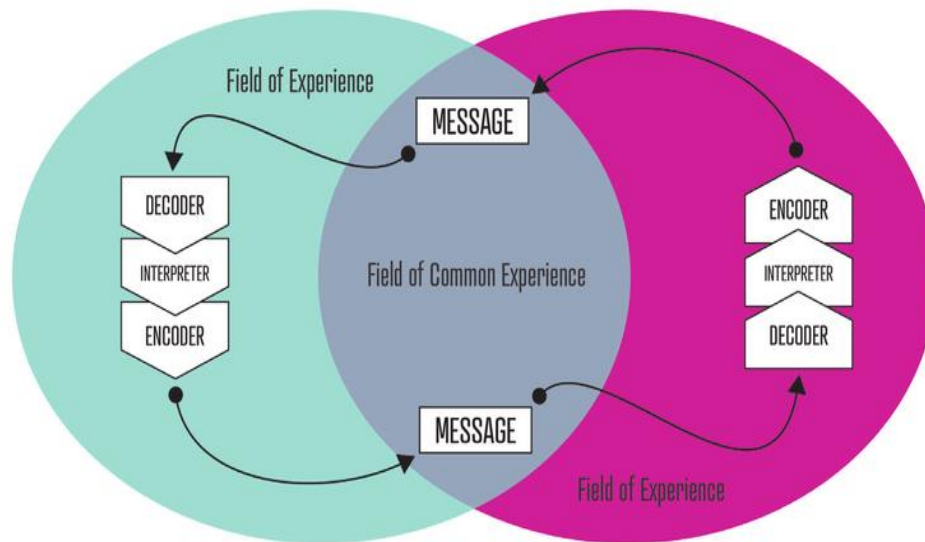


Figure 4: Schramm's Communication Model

(Source: Influenced by Lin. and Lin, 2020)

2. Techniques and skills of Communication discussed in class in reference to case studies

2.1 Listening skills

The practice of listening serves as one of the most important skills that are required for the purpose of achieving success in the Professional environment. As per Jack *et al.* (2022), the process of listening determines the effectiveness in terms of the outcomes generated through communicative activities. I place a significant level of focus over my ability to listen to my peers in order to understand their core necessities and contribute towards a healthy generation of ideas. I am able to listen to the **feedback** and **information** that is provided by peers in a manner such that I am able to avoid **interrupting** their conversation and develop significant understanding. My usage of active listening techniques contributes towards enhancement of productivity and collaboration in team environments and to avoid misunderstandings with my superiors.

2.2 Conflict management

Specialised communication methods are essential for the process of reducing the occurrence of ***misunderstandings*** and conflicts that emerge in the workplace environment. One of the key strategies that are essential for the prose of mitigating conflicts can be attributed to Employee engagement. According to Ababneh (2021), ***Employee engagement*** strategies encourage the leaders to develop multiple areas of interaction with the employees to understand their potential and requirements. I envisage the usage of direct ***face-to-face interactions*** with my peers such that I am able to properly portray my opinion on various tasks and effectively solve differences. I also carry out meetings with my superiors on a weekly basis such that they are up-to-date about the latest developments in terms of employee behaviour.

2.3 Non-verbal communication

I have discovered that non-verbal means of communication serve as the most interesting style of interactions within the workplace environment. Non-verbal mechanisms of communication rely on the element of ***body-language*** for the purpose of portraying a variety of messages depending on the context (Paranduk and Karisi, 2020). The relevance of non-verbal means of communication is exemplified through the case study of ***Mark***, in which improper evaluation of body language of the ***CEO*** proved disadvantageous. I always maintain a proper decorum in terms of my posture and method of speaking whenever I am in the professional environment and speaking to my superiors. The friendly approach of the CEO ***Mrs Brown*** made Mark adopt an ***inappropriate body posture*** and mode of interaction, which I plan on avoiding while carrying out conversations.

2.4 Written Communication

Majority of the communication that takes place within the workplace environment is carried out through methods of written communication. The major means of carrying out written communication within the workplace environment take the form of ***letters***, ***emails*** and ***reports*** (Coffelt et al. 2019). I focus on avoiding certain set of ***informal terminologies*** on my written communication materials and always sue proper forms of salutation in the form of ***“Sir”***, ***“Mr/Mrs/Miss”***, and ***“Madam”***. It is vital to make written communication crisp, short and to-the-point, which is maintained by me in every letter and email. I also emphasise in the usage of ***proper tone*** such that there is a sense of positivity enshrined in the written means of communication.

3. Impact of communication technologies

There has been a significant level of advancements that have been noticed in the space of communication technologies and their usages. The history of communication technologies commencing from **telegraph** and **telephones** has shifted to **smartphones** in present days. Excessive use of **Internet** reflects the growing importance for digital communication (Dores et al. 2020). The advent of modern **social media platforms** has revolutionised the way in which I interact with my peers in the workplace. I am able to carry out meetings through video conferencing platforms, such as “**Google meet**” and “**Zoom**”, and monitor the activities of my juniors and co-workers on their workstations through “**Team-viewer**”. However, modern communication technologies have resulted in a significant breach of **personal privacy** and **reduction in face-to-face interactions**. I also develop a significant strain in my retina due to the constant need to look at computer screens for initiating communication.

Conclusion

It can be concluded that communication models and their respective techniques play a major role in the process of influencing the patterns of interactions that are carried out among individuals. The usage of various manners and mechanisms of communication determines the message that is able to be conveyed to the audience. The usage of appropriate communication strategies results in the creation of improved team-understanding and a positive workplace environment. Therefore, it is essential to utilise a proper mode of communication in different situations and respective needs.

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