

EFFECTIVE TEAM WORKING FOR TEAM SUCCESS

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Lecture: Akash Puranik

Executive summary

This report is focused on discussing the need for coordination and cooperation in a team. As Next Plc is launching a new product for children and it is found that it is facing different challenges in managing the teams effectively, the implementation of effective strategies of the effective team will help in enhancing performance and productivity of the team. This report has focused on various strategies through which an effective and productive team can be built. It has illustrated various strategies like right leadership, effective communication, and autonomy to the team members, that have helped in building a strong team. It has also illustrated Tuckman's theory of team development that Next Plc can opt for. It has also been observed from the report about the various barriers that the team members faced during teamwork that can affect the fulfilment of the shared business objective.

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Introduction

A team that works together with each other leads to the success of an organisation. People working in a group together offers creative idea and solutions to business problems. An effective team is seen to be motivating each other and working together to efficiently meet the objectives of the team. Next Plc has planned to launch a new line of children's wear in its 189 stores across the world and facing teamwork and communication challenges. In this study, the issues faced by Next Plc will be discussed along with integrating strategies that can be beneficial in overcoming challenges faced by the teams. This study aims towards discussing the importance of effective teamwork in the success of a project along with ways of managing an effective team.

Effective team development strategies and model

An effective team in a business organisation is very crucial to lead the business towards fulfilling the organisation's aim and objective and making a significant position in the global market. An effective team in an organisation aid in increasing productivity with utmost efficiency sustains harmony in the organisation, stimulates learning and creativity, and also improves the company culture. It has also been perceived that an effective team unlocks many opportunities for innovation and development that benefit the business organisation. In the case study, it has been noticed that Next Plc has planned for a launch of children-wear stores, and to effectively manage the launch, employees from different cultures and backgrounds are assigned. However, because of different cultures and backgrounds, issues have been seen in sustaining the team together due to misapprehension of information that led to team conflict. To prevail over the issues, Next Plc can use various strategies through which a team can be built effectively in a business organisation are;

Right leader- It has been observed that a team is guided by a leader on the path that satisfies the need and objectives of the organisation. An effective and suitable leader aid the team members to understand the vision of the organisation and also aids in effective and clear communication of information while decision making. The right leader aids in building the team by yielding trust and comfort among the team members which also aids in employee retention in the organisation (Gavelintl.com, 2022). This is one of the main strategies in effective team building.

Autonomy to team members- This can be considered a strong strategy in having an effective team builder because employees feel empowered and valued in the organisation which aids them to put forward their best performance. Providing independence to the team members

ensures trust and also increases the ability to make decisions (Moran, 2022). This also reflects the opportunity for innovation.

Training and development- Training the team members not only aids them to sharpen their skills but also acts as a fundamental requirement in team building during the training period, with the help of various group activities that ensure the creation of good relationships among the team members (Karanjgaokar, 2022). The training needs to provide a clear goal and objective for the team. This aids in building up professional development in the organisation.

Open-door policy- It has been perceived over the years that oftentimes team members feel that their voice is not heard by the HR department and their hard work is not being appreciated. Thus, having an open-door policy in a business organisation helps continuous communication and the employees are heard, understood, and develop a steady emotional tie (Khan and Wajidi, 2019). This strategy also reflects various new ideas and conceptions, and immediate action in case of any malpractice within the organisation.



Figure 1: Tuckman's team development theory

(Source: Peralta *et al.* 2018)

In this case, Next Plc can utilize **Tuckman's model of team development** to create effective team building. There are *five stages* in Tuckman's model for team building that is; **Forming** is the first stage where the team members get to know one another in the team. This stage focuses on building responsibilities, roles, and goals that serve the best interest of the business organization' objective that reduces the chance of having a conflict within the team. **Storming** is the second stage where conflicts may arise in meetings and primarily focuses on providing attention to the thoughts and feelings of the team members (Peralta *et al.* 2018). Then comes the **Norming** stage, where the conflicts are mostly solved and the leaders focus on developing a sense of belonging among the team members that increases the confidence and aids in decision making. The **Performing stage** in this model focuses on the understanding of the role and the rate of efficiency and productivity increases that aids in the execution of the project effectively. And the last stage is **Adjourning** which focuses on providing collective learning that aids in the completion of the project productively and efficiently.

Discussion of the roles associated with creating an effective team

An effective team is found to be comprised of a group of individuals where each person is committed to working towards sharing a common goal. The main feature of an effective team is that it has members who specialise in different roles which makes the team effective and productive. The different roles of an effective team are discussed below;

Leader: It is found that the role of a leader in a team is to provide direction, vision, and motivation to the team. The leaders are also found to be responsible for building team skills and setting ground rules for team members to work together (Salas *et al.* 2019). The ultimate role of a leader in an effective team is to make team members work together to complete the objectives of the team by understanding their roles and responsibilities. It is the leader who fixes the goal, communicates, and clarifies the goals to team members. They also conduct regular conducting and prepare regular team meetings to analyse the performance of the team.

Creative director: It is found that the success of a team depends upon the creative energy of the team. Each team requires a person in the team who can think out of the box and introduce new concepts and ideas to the team (Hoever *et al.* 2018). The creative director is seen to prevent shunted development in the team and help the team in working for enhancement. They also support the team to maintain progressive energy and involve every member to work towards their achievements. It is found that in case an approach is not working for a team, creative directors shift the focus of the team to different approaches.

Facilitator: It is found that role of a facilitator in a team is to make the decision. It is found that a leader can be a facilitator in a team. In the case of a leader being a facilitator is the job of supporting the team members to take necessary steps (Sørensen *et al.* 2018). A facilitator

has also the job of precisely logging every happening to the team. They are also seen to be responsible for helping team members to understand objectives and in achieving goals.

Coach: The role of a coach in an effective team is found to be providing one-to-one training to team members after training. Coach is the properly trained professional in a team and they are responsible for addressing the issues faced by individuals and making the functioning of the team efficient (Hastings and Pennington, 2019).

Impact of effective teamwork in enhancing the success

Effective team working is found to be essential for the success of an organisation as people working together in a group bring their best out and contribute to the success of the team. A successful team directly contributes to achieving the business goals and objectives of an organisation. Effective teamwork enables team members in solving problems by working together with each other. Effective team working is seen to be beneficial in fostering ***creativity and learning*** as an effective team is diversified and people come up with new ideas, sit together, and brainstorm ideas to come up with effective solutions (Yoo *et al.* 2019). It is found that teamwork also enhances the chances of learning in a team as team members can learn from each other experiences. Team members working together in a team increases the enthusiasm of the team to come up with new effective ideas and foster individual as well as team knowledge. Working together in a team is also seen to be beneficial in ***sharing workload*** by team members as helping each other in sharing the workload enhances the overall productivity of the team (Wiratmo *et al.* 2022). In an effective, it is found that a lot amount of hard work is required and delegating the task according to the strengths of team members helps in ensuring maximum input and high-quality output.

People working in an effective team go through a series of group discussions and interactions that helps the team in gaining ***different perspectives*** to analyse different situations (Lacerenza *et al.* 2018). Effective teamwork provides an opportunity where the team becomes more open to different things such as getting new ideas and learning new things from team members. In an effective team, it is also found that tasks are assigned to team members based on their strengths and capabilities. This helps in enhancing the ***efficiency and productivity*** of the team to finish the projects on time and get the desired output. The focus of team members on their

tasks and their personalities creates a positive environment for the team (O'Neill and Salas, 2018). Therefore, it can be seen that bringing people having different skill sets and experiences into a team and working together in achieving common goals and objectives can be beneficial for an organisation as having effective teams helps a business in boosting productivity and achieving business goals.

Barriers integrated into teamwork

The obstacles that create challenges and difficulties in the team for achieving the desired goal and objective of the business organisation are called the barriers in teamwork. There are many barriers that the team members can face while working together that are;

Ineffective leadership- A team is abided by a strong leader who is supposed to show the right path to fulfilling the organisation's objective. However, an ineffective leader can lead to unmotivated and disconnected team members where communication gaps can be observed. This can lead to conflict among the team members.

Communication gap- Strong communication in a team aid in creating a connection with the members and conveying productive work within the given time span. Thus, one of the biggest barriers to teamwork is the communication gap that can lead to misinterpretation of the information and affect the project and decision-making process (Chron, 2020). This can lead to unproductive work and unfulfillment of the business organisational goal and objective.

Team size- It has been observed that teams of three to six members have better efficiency in their teamwork than a bigger number of groups. This is because, the greater the number of team members, the greater the variation of people holding different cultures and backgrounds which can bring conflicts in the team and affect productivity.

Lack of trust- In order to work together in a team successfully, trust among the team members along with the leader is very crucial. Lack of trust can make the employees uncomfortable and conflict may arise. Insufficient trust can also lead to miscommunication

and misinterpretation of information that results in conflict among the team members (Salih and Draucker, 2019). This acts as a barrier to building an effective team.

Accountability issues- It has been perceived that, when the team members underperform regularly and refuse to take responsibility, the team can face some accountability issues that can affect the progress of the team (Van Den Ouweland *et al.* 2019). Team members are seen to feel more valued and validated with a greater amount of accountability. Thus, it is important to overcome this barrier to have an effective and productive team where all the team members are equally accountable.

Conclusion

From the study, it can be seen that integrating a collaborative approach helps teams in coming up with better outcomes. It is also seen that working together in a team turns out to be useful to facilitate creativity and innovation which provides a unique solution to any issue. People from different background brings uniqueness to a team as they provide a different perspective to the team which can be beneficial in solving business problems. The implementation of Tuckman's model of group development can be beneficial for Next Plc in building an effective team that will enhance the collaboration of team members and in the successful delivery of the new product launch.

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