



Welcome

EFFECTIVE TEAM-WORKING
AND COMMUNICATION

TESCO PLC

FANTASTIC 4

MEMBER 1



Andrei Stafi
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MEMBER 2



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HR Consultants

Topics of Presentation



- Team Roles Composition
- Teamwork theories and models
- Teamwork challenges
- Teamwork strengths
- How to overcome the challenges
- Leadership theories
- How to monitor performance
- How to improve performance
- Both virtually and in person

ANDREI STAFI**MEMBER 1**

- Team Roles Composition.
- Group Dynamics.
- The Difference Between Groups and Teams.
- Tuckman Theory

RABIUL ALI**MEMBER 2**

- Belbin's Team Roles.
- The Lencioni Model
- The LaFasto and Larson Model.

SHIKDER SUJAN**MEMBER 3**

- Characteristic & benefits of effective team.
- Effective conflict handling and delegation.
- Reward and recognition.

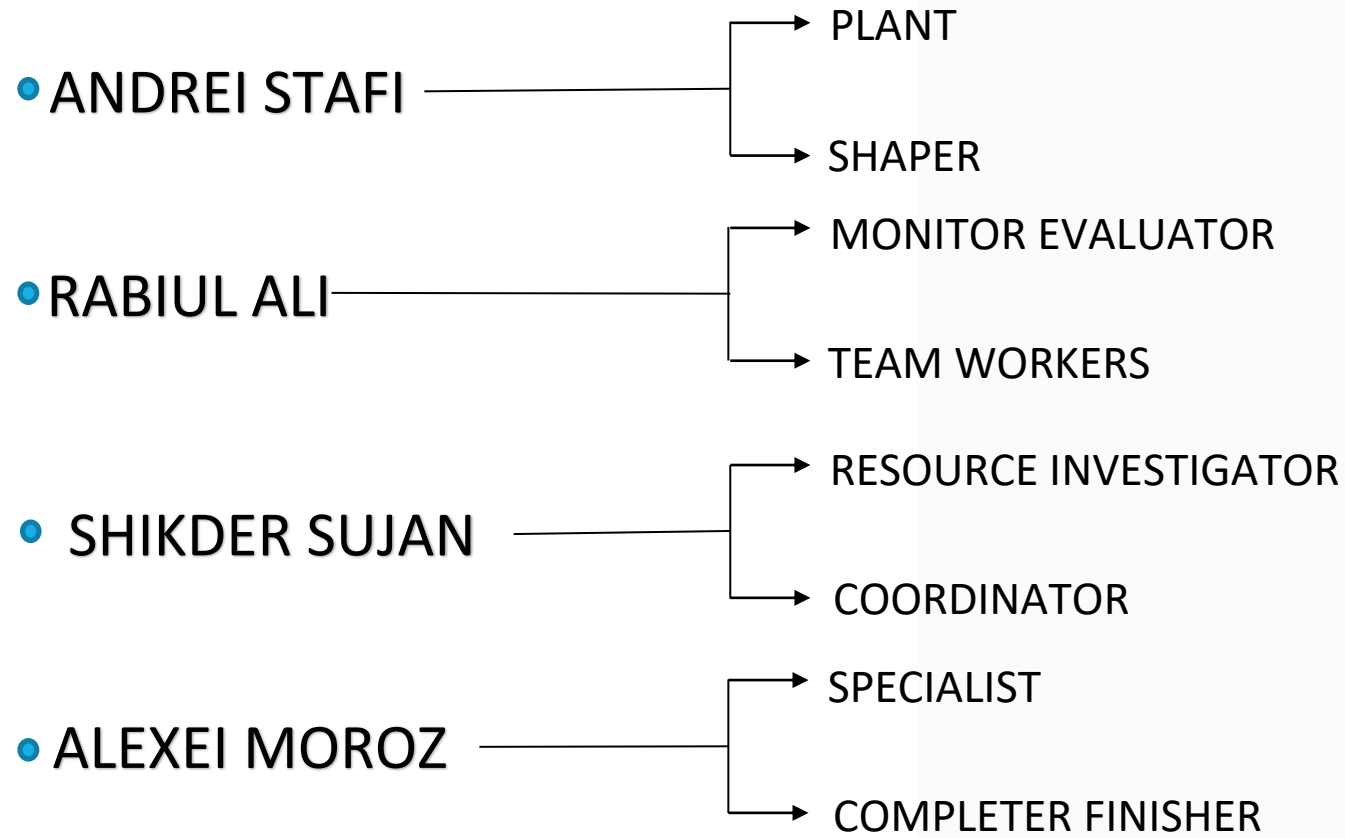
ALEXEI MOROZ**MEMBER 4**

- How to overcome the Challenges
- Key Leadership Theories.
- Monitor.
- Improvements
- Takeaways



AREA OF PRESENTATION

Team Roles Composition





Group Dynamics

What are group dynamics?

- Development
- Types (Forsyth, 2018)
- Structure
- Roles

The Difference Between Groups and Teams

- Leadership
- Members
- Process
- Work
- Focus (Paulus and Zee, 2014)
- Accountability

For example, Tesco plc has many groups according to their needs in different sectors such as finance, marketing, accounting, and so on. However, if they ask a group of people to attain particular goals, that is a team.



Tuckman's Theory

5 Stages

1 Forming

Team formation
Task allocation

2 Storming

Tasks starting
Conflicts

3 Norming

Work together
Cooperation

4 Performing

Familiarity
Coordination

5 Adjourning

Affection
Disband
(Smith, 2019)

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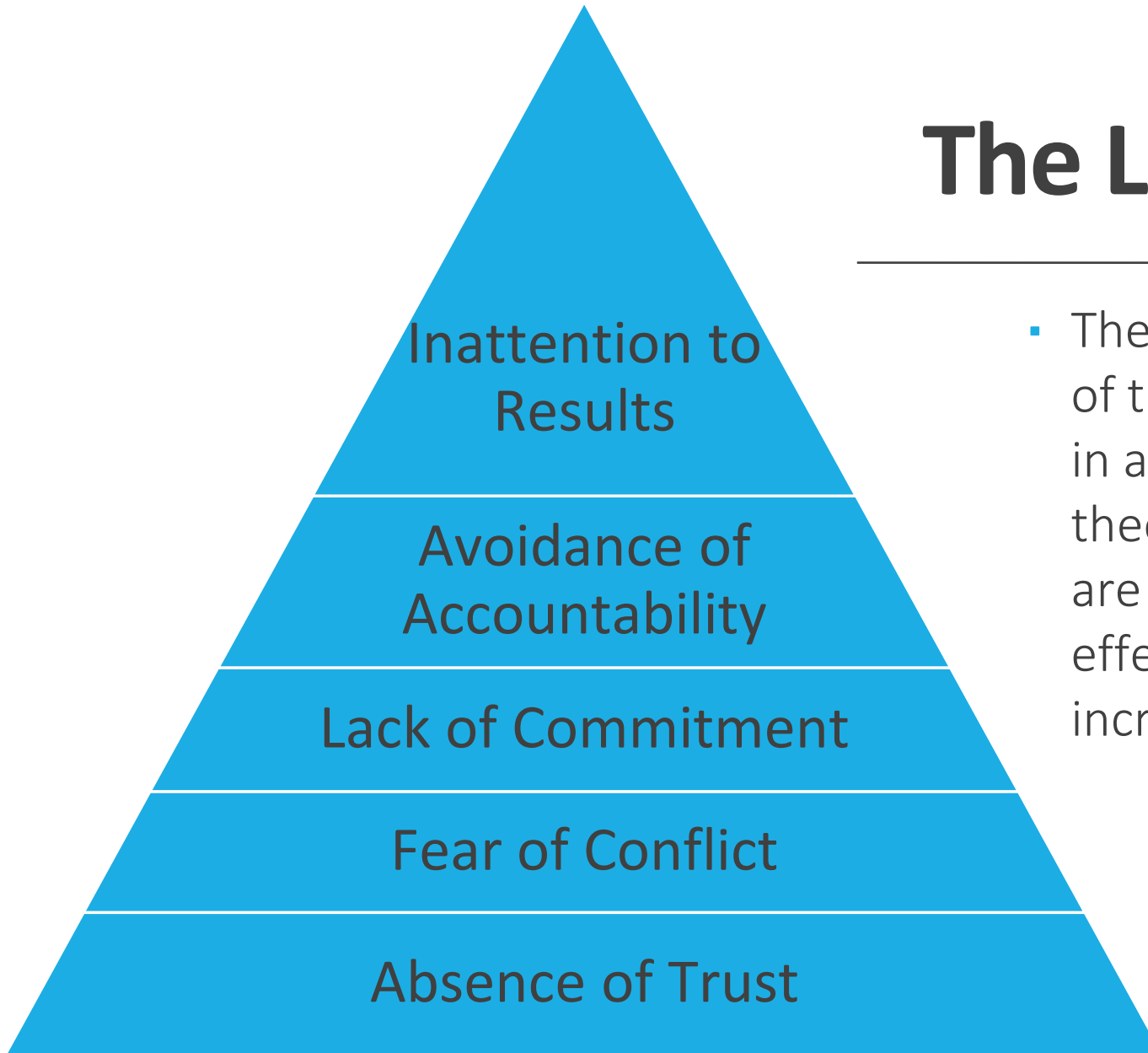


- Smith, J., 2019. *Apprenticeship Team Leader*. 7th ed. Harlow, United Kingdom: Pearson Education Limited.
- Paulus, P. and Zee, K., 2014. Should there be a difference between teams and groups?. *Journal of Occupational and Organizational Psychology*, 77(4), pp.475-480.
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Belbin's Team Roles

Understanding how it works

Action-oriented	People-oriented	Thought-oriented
Shaper	Coordinator	Plant (Garner, 2015)
Implementer	Team Worker	Monitor Evaluator
Completer Finisher	Resource Investigator	Specialist



The Lencioni Model

- The Lencioni Model talks about five of the most common dysfunctions in a team (Lencioni, 2016). The theory suggests if the dysfunctions are addressed and solved, the effectiveness of a team highly increases.

The LaFasto and Larson Model



TEAM MEMBER
(WEST, 2014)



TEAM
RELATIONSHIPS



TEAM PROBLEM
SOLVING



TEAM
LEADERSHIP



ORGANIZATION
ENVIRONMENT

REFERENCES



- Garner, H., 2015. Teamwork models experience in education. 6th ed. Boston: Allyn & Bacon.
- Lencioni, P., 2016. Overcoming the five dysfunctions of a team. 4th ed. San Francisco: Jossey-Bass.
- West, M., 2014. The secrets of successful team management. 3rd ed. London: D. Baird.

The Characteristics of Effective Teams

Purpose	Listening	Participation	Communication
Roles	Accountability	Collaboration	Cooperation
Leadership	Coordination	Contribution	Harmonious

The Benefits of Effective Teams

Creativity	Productivity	Support	Synergy
Innovation	Engagement	Flexibility	Trust (Wilde, 2017)

The benefits got Tesco plc to achieve their goals. For example, Tesco plc has accomplished many of its goals by being an effective team with a clear purpose in mind. One of them is the self-service checkouts in their stores.

Effective Conflict Handling and Delegation



LISTEN

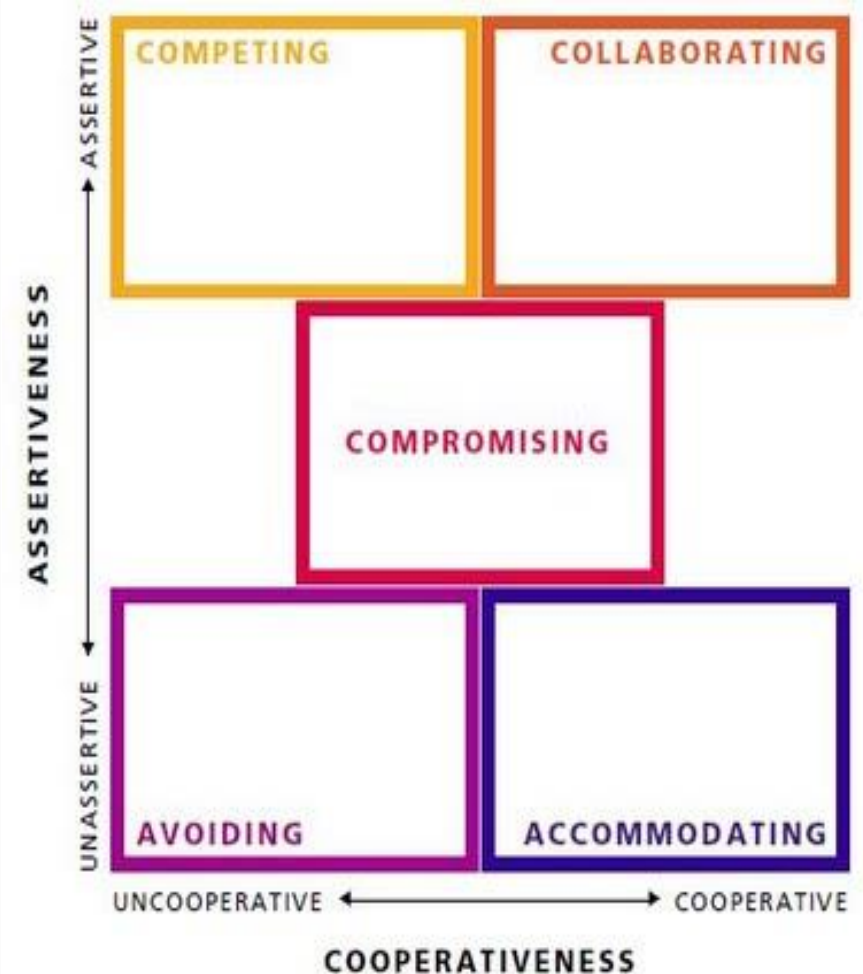


PRIORITIZE



RESOLVE

According to Thomas and Kilmaan (1974)- by competing, collaborating, compromising, avoiding, and accommodating we can handle conflict.



Reward and Recognition



- Acknowledgement
- Appreciation
- Celebration (Speck, 2014)

For example, Tesco plc has the culture to reward and recognize their employees accordingly.

REFERENCES



- Speck, R., (2014). Recognizing Outstanding Employees. Compensation & Benefits Review, 26(5), pp.25-27.
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How to Overcome the Challenges



- Building trust
- Communicating effectively
- Setting goals
- Increasing engagement
- Bringing coordination
- Knowing teammates
- Supporting each other

Key Leadership Theories

Trait Theory	Great Man Theory	Behavioral Theory	Situational Theory
Physiological	Charisma	Technical	Goals
Demographics	Intellect	Human (Kriek, 2019)	Tasks
Intelligence	Confidence	Conceptual	Followers

Key Leadership Theories (Cont'd)



TRANSACTIONAL



TRANSFORMATIONAL
(FIELD ET. AL., 2012)



CONTINGENCY

Monitor

- Real-time monitor
- Visible monitor (Treat, 2013)
- Leverage technology

For example, Tesco plc does visible monitoring both virtually and in person because the company wants its employees to perform better. They also incorporate advanced technologies like artificial intelligence in their operations.



Improvements



GRATITUDE



DIVERSITY



VULNERABILITY



NETWORK

(GAGNÉ, 2012)



TECHNOLOGY



CULTURE

For example, Tesco plc has diversity in the workplace as the company operates worldwide.

Takeaways

- Trust
- Communicate
- Cooperate
- Thrive





Summary

Tesco plc is one of the world's largest companies that operate in many countries around the world. As a result, they have many small and large goals to accomplish daily. However, their teams are larger than usual; thus, sometimes they fail to operate properly. The most common challenge that they face is coordination among team members. In this case, they can communicate with each other whenever they feel like they lack coordination. This can help them understand each other's viewpoints for a better result.

REFERENCES



- Field, K., Holden, P. and Lawlor, H., 2012. Effective subject leadership. 6th ed. London: Routledge.
- Gagné, R., 2012. What should a performance improvements professional know and do?. Performance + Instruction, 24(7), pp.6-7.
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Andrew Carnegie

TEAMWORK IS THE ABILITY TO WORK TOGETHER TOWARD A COMMON VISION. THE ABILITY TO DIRECT INDIVIDUAL ACCOMPLISHMENTS TOWARD ORGANIZATIONAL OBJECTIVES. IT IS THE FUEL THAT ALLOWS COMMON PEOPLE TO ATTAIN UNCOMMON RESULTS.



- Field, K., Holden, P. and Lawlor, H., 2012. *Effective subject leadership*. 6th ed. London: Routledge.
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References



Andrei Stafi



Rabiul Ali



Shikder Sujan



Alexei Moroz

Thank you

QUESTIONS?

ANDREI STAFI

1. Welcome to our presentation
2. Our team consists of 4 members.
3. The topics of our presentation are teamwork theories and models that can help Tesco make effective teams.
4. The area of presentation for each member:
I will discuss about the Team Roles Composition, What are group dynamics, The Difference Between Groups and Teams and the five stages of Tuckman Theory.
Rabiul Ali it will present Belbin’s Team Roles, The Lencioni Model and The LaFasto and Larson Model.
Shikder Sujan, will present the characteristics & benefits of an effective team., Effective conflict handling and delegation and Reward and recognition.
Alexei Moroz: How to overcome the Challenges, Key Leadership Theories, Monitor, Improvements and takeaways.
5. Our team role compositions are as follows:
Me: As a plant and shaper I have created the ideas of our presentation and also taken the challenges to improve our teamwork.
Rabiul Ali: As a Monitor evaluator he was evaluating the ideas of the team and as a team worker he combined his skills for the development of the project.
Shikder Sujan: As a Resource Investigator he was collecting information from different sources and as a coordinator, he was coordinating them for the development of the project.
Alexei Moroz: As a Specialist, he was matching PowerPoint knowledge and as a completer finisher he has done a summary of the project and real life.
So, as a team, we all worked together and combined our team roles in creating this presentation.
6. What are group dynamics?
When two or more people stick together to do something together, a group is formed. Each group has its unique characteristics and behaviours, those are called group dynamics (Forsyth, 2018). How a group is developed, what type it is, what its structure is, and what the members’ roles are, all of these are considered group dynamics that make a proper group.
7. Groups and teams are not the same things, they are different in many ways. Group means when some individuals stick together to do something together like a task, but at self-benefit. Whereas, team means when some people work together toward a defined common goal. In groups, there is one leader and the others are subordinate and in teams, one or more leaders are there to lead the others (Paulus and Zee, 2014). The members in a group are independent and can focus on themselves, on the other hand, the members in a team are interdependent and focus on the goal instead. However, the process of both groups and teams’ function is similar except teams take instant action and groups forward it to the leader. Group work is individual and teamwork is collective. Lastly, groups members are individually accountable and team members are mutually accountable.
Groups are formed without any force in the workplace, whereas, teams are formed to accomplish some specific goals. For example, Tesco plc has many groups according to their needs in different sectors such as finance, marketing, accounting, and so on. However, if they ask a group of people to attain particular goals, that is a team.
8. Tuchman’s theory is one of the most famous theories for developing an effective team in 5 stages. The first stage is called forming, the team members are strangers in this stage as the team is just formed. Forming a team by setting some rules, in the beginning, is the first step (Smith, 2019). The second stage is called storming, when the members start communicating and showing their feelings, they tend to disagree on topics. As being at an early stage, they are still focusing on individuality rather than the team. In the third stage, which is norming, team members start feeling like they are a part of the team; thus, they start being cooperative and understanding each other's thoughts and feelings. The next and fourth stage is performing, despite the leaders, everyone in the team starts working with flexibility as an equal part of the team. This increases the team’s coordination and as a result, also efficiency. In the fifth and final stage, the team recognizes each member’s contribution to its success and disbands because the goal is achieved. Each of the five stages is important to make a team effective.
9. References:
Forsyth, D., 2018. *Group Dynamics*. 5th ed. Mason, OH: Cengage.
Paulus, P. and Zee, K., 2014. Should there be a difference between teams and groups?. *Journal of Occupational and Organizational Psychology*, 77(4), pp.475-480.
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10. Belbin's team role models are one of the most famous and effective models to create an effective and efficient team. There are three orientations in this model, those are active, people thought. The roles within the model are action-oriented, people-oriented, and thought-oriented (Garner, 2015). The action-oriented roles are shaping a plan, implementing the plan, and evaluating the results of the task that the plan required for implementation. The people-oriented roles are coordinating the tasks among team members, working as a part of the team, and investigating the available opportunities and options to thrive more. The thought-oriented roles are effectively solving problems, monitoring and evaluating performances for better results, representing the state of the team to the team members in detail. The team consists of members that each holds one of these roles and fulfils them accordingly. It brings out the best outcome from the team.

Shaper is where people challenge a team to improve.

Implementer is where things get done and organised. Completer finisher is where they make sure the work is finalised. Coordinator is where a member of the team takes a team leading role. Team worker is where a team supports a team working together.

Resource investigator is where they get information and contacts.

Plant is where a member of the team creates ideas.

Monitor evaluator is where they evaluate ideas from the team.

Specialist is where they use their knowledge to get the job done.

11. Most of the teamwork models and theories talk about how a team can do better in steps, however, the Lencioni model is different. It talks about five of the most common dysfunctions in a team. The theory suggests that if the dysfunctions are addressed and solved instead of avoiding them, the effectiveness of a team can highly increase (Lencioni, 2016). The most common dysfunctions in a team are lack of trust, chances of conflict, lack of commitment, lack of accountability, and inattention to results, and these dysfunctions are in a pyramid, where they are related to one another from the bottom to the top. Team members are bound to address these and work on them to overcome them.

Trust is at the base of the Pyramid, you need trust to make progress into the team.

Conflict is a hit or miss into a team as it can lead to upset from negative feedback to make the team better.

Commitment is where the team gives what they know of and accepts the good and bad.

Accountability is where one individual takes control of the team and manages them.

Results are where the team all achieve their role and goals to be successful.

12. The LaFasto and Larson model suggest that an effective team can be made in the beginning when team formation happens. Firstly, choosing the right team member is the most important step. Then, behaving in a manner that builds good relationships among team members is required. When there is a good relationship among members, they can easily solve problems (West, 2014). Team leaders are needed to be chosen according to the goal of the team because the right leaders can heavily help get to success. Lastly, building the culture of the organization in a way that the environment can affect the performance of the teams positively.

Team Member: more successful teams are made up of individuals, individuals who are mainly capable of doing a role they are more able to work with and easy for them to work with and easy to solve problems.

Team Relationships: you must have a team that can accept positive and negative feedback who can also understand their team in an agreement or disagreement in a heated debate.

Team Problem Solving: is where you work in a team to solve problems that can be hard to solve yourself and also working as a team to come out with a good outcome to solve the problem with everyone in the team's feedback.

Team leadership: is where one member in the group takes control of the feedback and listens to everyone and then makes a decision on everyone's feedback, also they make a goal to hit and succeed to make the group better for the future.

Organizational Environment: if we're working in a positive mindset and you don't allow any bad behavior or negative members in the group .

13. References:

Garner, H., 2015. Teamwork models experience in education. 6th ed. Boston: Allyn & Bacon.

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14. Effective teams have many characteristics that reflect in their behavior and attitude. The first and most important characteristic of an effective team is a clear purpose. The team members listen to each other's opinions. They participate in the teamwork equally and the communication among the members is easy and flexible. Team members know each other's talents and qualities; thus, they can easily divide the roles. They are accountable for each other and the goals of the team. Moreover, there is collaboration and cooperation among the members of an effective team. The leader of the team is chosen accordingly and by the members, as well as the leader is well accepted and followed by the members. The members can contribute to the team with coordination. Lastly, there is harmony among the members and they can comfortably work together.
15. An effective team is very important for an organisation. An effective team is needed to fulfil the mission / vision of the organisation. Not only the organisation but also every team members can be benefited from an effective team. An effective team always brings many benefits to the organization. Creativity and productivity are the most welcomed and appreciated benefits from an effective team to the organization. Effective teams are creative when it comes to brainstorming ideas and they are productive to implement them in the workplace (Wilde, 2017). The members in an effective team support each other which creates a synergy among them. They can be part of the innovations that the organization is proud of. Because of the easy communication in an effective team, there is engagement. There is also flexible because the members are well known to each other. Lastly, there is trust among members and it is important to reach the goals.
- The benefits got Tesco plc to achieve their goals. For example, Tesco plc has accomplished many of its goals by being an effective team with a clear purpose in mind. One of them is the self-service checkouts in their stores.
16. There are conflicts among the team members and this kind of conflict is seen in every organisation. Team leaders play an important role in resolving such conflicts among team members. Teams need mediation strategies to manage conflict and avoid its destructive interference (West, 1994). A competent team-leader always adopts strategies and policies to resolve conflicts. Firstly, a team-leader listen the causes of the conflict from both sides, then reviews the causes on a priority basis and applies some strategies and policies to resolve those conflicts. When there is conflict, the team faces the most dangerous challenge. This can be handled in three steps and they are listening to the members, prioritizing their feelings, and as a result, resolving the conflicts. Tesco plc tends to go in this way whenever any conflict occurs. According to Thomas and Kilmaan (1974)- by competing, collaborating, compromising, avoiding, and accommodating we can handle conflict.
- Competing: Its assertive and not cooperative,
Collaborating: Its assertive and cooperative,
Compromising: Its in the middle on both dimensions,
Avoiding: Its neither assertive nor cooperative,
Accommodating: Its cooperative and not assertive,
17. Personality conflicts can be delegated with reward and recognition as well (Speck, 2014). Acknowledging team members' contribution, appreciating their work, and celebrating by giving them presents. This helps motivate them to feel they are worthy to work in the team.
- For example, Tesco plc has the culture to reward and recognize their employees accordingly.
- Now I am going to talk about what I have learned from Belbin & Tuckman theories:^{[1][2][3][4][5][6][7][8][9][10]}
- From Belbin's model I learned what we have applied to the work of our team members. We first find out what kind of qualities each member has and give them that role accordingly. After that we have done the specified work and at the end of all our joint efforts we have successfully completed the work.
- From the Tuckman model, me and my team have shaped our teamwork.^{[1][2]} Firstly, we meet and formed our team and explained everyone's task;
- Secondly, we have begun to work on resolving our own conflicts;
- Thirdly, we have united to help each other to solve our tasks;
- Fourthly, we have given our best performance for success in our work; and Finally, completion of our tasks, good feelings about achievements and recognition.
18. References:
- Speck, R., 2014. Recognizing Outstanding Employees. *Compensation & Benefits Review*, 26(5), pp.25-27.
- Thomas, K. W., and Kilmann, R. H., 1974. *Thomas-Kilmann Conflict Mode Instrument*, Mountain View, CA: Xicom, a subsidiary of CPP, Inc.
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Alexei Moroz

19. To recap, there can be a few steps that Tesco plc follow to overcome the teamwork challenges. Building trust among the members is the first step. Through being communicative, setting goals, increasing engagement, bringing coordination, knowing team members, and supporting each other, a team can perform as it expects and excel at its work.
20. Some key leadership theories can help leaders lead their teams more effectively and efficiently. Trait theory is a leadership pattern that includes the leader's physiological attributes, demographics, and intelligence factors. The name suggests it all because these are the categories of a human's traits (Kriek, 2019). The Great Man theory explains that a leader is born and not made, meaning the leaders are born with leadership skills and qualities. They have the charisma, intellect, and confidence inherently to become a leader. The Behavioral theory is opposite to the trait theory or the great man theory. It says that the traits or inborn characteristics are not enough, rather the behaviour of the leader determines the leadership. However, the Situational theory suggests that leadership is dependable on situations. The situations are related to the team like the goals, tasks, and the members. A situational leader does what the situation requires.
21. Some other key leadership theories are transactional, transformational, and contingency theories. Transactional leadership is being strict to the followers and commanding them the tasks when the leader makes all the decisions. Transformational leadership is being cooperative and affectionate to the team members, working together, and also making decisions together (Field et. al., 2012). The Contingency theory suggests that there is no specific leadership pattern, rather it is decided on the type of team. Hence, contingency leadership can form according to the need of particular teams.
22. Regardless of the type of leadership style that the leader may practice, it can equally affect the performance when comes to monitoring them properly. A leader can monitor the subordinates in a few ways. Real-time monitoring is observing the team's performance and evaluating it right away so that they can make improvements instantly (Treat, 2013). Visible monitoring, on the other hand, is a trick to let the followers know they are being monitored. This results in better performance by them because they know they are being evaluated all the time. However, leverage technology is not a type of monitoring but increasing the efficiency of the team by incorporating more techs into the organization. For example, Tesco plc does visible monitoring both virtually and in-person because the company wants its employees to perform better. They also incorporate advanced technologies like artificial intelligence in their operations.
23. By monitoring the performance, a leader can help his or her team make improvements. Just like that, there are a few other factors that are not related to monitoring but still enforce improvements (Gagné, 2012). Showing gratitude and vulnerability to the members are the most effective gestures as a leader. Getting the team used to technology and working with them, networking and bringing diversity to the team, and building an organizational culture to be followed by everyone are the other ways to make improvements in the performance. For example, Tesco plc has diversity in the workplace as the company operates worldwide.
24. Takeaways from this presentation are that team members need to trust each other, communicate with each other, cooperate, and thrive together.
25. Tesco plc is one of the world's largest companies that operate in many countries around the world. As a result, they have many small and large goals to accomplish daily. However, their teams are larger than usual; thus, sometimes they fail to operate properly. The most common challenge that they face is coordination among team members. In this case, they can communicate with each other whenever they feel like they lack coordination. This can help them understand each other's viewpoints for a better result.
26. References:
Field, K., Holden, P. and Lawlor, H., 2012. Effective subject leadership. 6th ed. London: Routledge.
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