

Report on Effective Teamworking for business success

Name: Nerea Desiree Cuenca Rueda

Student Number: 2128829

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Module Lead: Dami Pokubo

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Introduction

This report will focus on giving an answer on how to develop a good group for work, all of this centered on the study and comparison of different team development models. Teamwork facilitates the achievement of objectives, increases motivation and creativity, and favors the social skills of each one. Teamwork is a highly valued skill in the labor market, and it is one of the characteristics most demanded by companies.

Amazon a global e-commerce giant has set an ambitious target of opening three large warehouses across major cities in Europe: London, Paris, and Berlin. This ambitious project aims to foster fast and reliable delivery services across Europe and is led by Tom Jackson. Tom is required to build a team before embarking on this project and to divide tasks and obligation for all members of the team to achieve.

But it is evident that some aspects of the interaction between Tom and the rest of the team is flawed. As team members are not able to get over some differences that has led to so much conflict and disagreement from the early stages of the project. There were issues with team formation as Tom's approach was poorly constituted. There was no suitable channel of communication used which impacted the way the team members communicated on the project. Commitment was also a major problem for the team. As two members of the team (Mihaela and Spencer) were not committed to the achievement of the team's objectives. They were rather interested in what they were going to get and what they were going to gain from the project. Should these issues persist, the success of the project could be compromised. Therefore, requiring Tom to seek advice from your consultancy firm on possible solutions that will enhance collaboration and teamwork for successful delivery of the project.

Working as a team is an opportunity for personal growth and a true social victory that facilitates individual improvement by helping others through the ability to deliver, integrate and tolerate. Only the people with whom we share our daily lives see us as we truly are and allow us to shape our character and personality.

In a group, problems are always an obstacle and take time to resolve. In a team, problems are challenges that stimulate growth. They are approached positively and given a quick solution. In short, teamwork increases productivity and efficiency to resolve correctly and the speed to obtain results.

Definition of Teamwork

A work team is a group of people who are organized in a certain way to achieve a common goal. Implicit in this definition are the three key elements of teamwork:

- **Group of people:** work teams are made up of people, who provide them with a series of differential characteristics (experience, training, personality, aptitudes, etc.), which will decisively influence the results obtained by these teams.
- **Organization:** there are various ways in which a team can organize itself to achieve a certain goal or objective, but, in general, in companies this organization implies some kind of division of tasks. This assumes that each team member performs a number of tasks independently, but is accountable for the overall results of the team.
- **Common objective:** we must not forget that people have a set of needs and objectives that they seek to satisfy in all areas of their lives, including work. One of the keys to the proper functioning of a work team is that personal goals are compatible with the team's objectives.

Teamwork has five main characteristics:

- **Complementarity.** Each member focuses on a certain area of the group project and will share it.
- **Coordination.** The group must act in an organized manner.
- **Dialogue, communication.** It is a learning method that allows the members of a team to open themselves to the flow of a broader intelligence, which requires an open mind in order to be able to exchange everything that the minds of individuals can generate. To do this, members must be willing and interested in learning to listen.
- **Confidence.** To follow their goals, they must use a series of social and small group skills: get to know each other, trust each other, accept each other, resolve conflicts that arise in a creative and constructive way.

- **Personal responsibility, individual commitment.** Each member undertakes to contribute the best of themselves to achieve the objectives of the entire team. It is therefore an individual commitment and a personal responsibility to achieve the team's objectives.

In summary, we could define teamwork as directed individual action, which by trying to achieve shared objectives, does not endanger cooperation and thereby strengthens the cohesion of the work team. Cooperation refers to the aspect that each member of the team contributes all of her personal resources to help achieve the common goal.

However, to improve your working relationships, it's important to understand the differences between a group and a team, and to know how to foster healthy communication styles at work.

GROUP	TEAM
Members work independently and are often not working toward the same goal.	Interdependent working members who work toward personal and team goals, and who understand that these goals are best achieved through mutual support.
Members focus primarily on themselves because they are not involved in planning their group's goals and objectives.	Members feel a sense of belonging to their role in the group because they are committed to the goals they helped create.
The members have their tasks and were told what to do, they are rarely asked for their opinion.	Members collaborate and use their talents and experience to contribute to the success of team goals.
Members are very cautious in what they say and are afraid to ask questions. They cannot fully understand what is going on in their group.	Members build their success on trust and encourage all members to express their opinions, different points of view and questions.

Members do not trust each other as they do not fully understand the role each member plays in their group.	Each member makes a conscious effort to be honest, respectful, and listen to each person's point of view.
Members may have a lot to contribute but are held back by a closed relationship with each member, no problem-solving support.	Members are encouraged to offer their skills and knowledge so that each member can contribute to the success of the group.
Members may not participate in collective decision making, and compliance is valued more than positive results.	Members participate equally in decision making, but each member understands that the leader makes the final decision if the team cannot reach a consensus agreement.

Regardless of whether you lead groups or teams, always remember to take into account the development of each member and encourage communication to improve productivity.

Main Body

Model of team development

There are various techniques for working in a group, in this section we will analyze the different models for developing an effective team within a business environment in relation to the case study.

Companies that embrace team dynamics tend to be more transparent and have fewer communication problems. This is because teams work together toward a shared goal and focus on solving problems together.

This makes the company have healthy behaviors and positive relationships of interdependence are generated. To go even further, Tom Jackson must keep collective goals in sight and empower his team to trust each other to achieve it together. Communicate both project goals and company goals to promote transparency and link work to relevant goals.

For Tom Jackson to improve the performance of his team, we will analyze two different models of team development which should be applied to his workers for a greater sense of belonging to the group.

Tuckman Model

The Tuckman Model designed in 1965 is divided into 5 phases and each of them corresponds to a specific stage of the maturation process of a team. All stages must be passed through to achieve the highest degree of performance possible, always under the direction of a leader who supervises and moderates the teams.



This model has 5 stages of development:

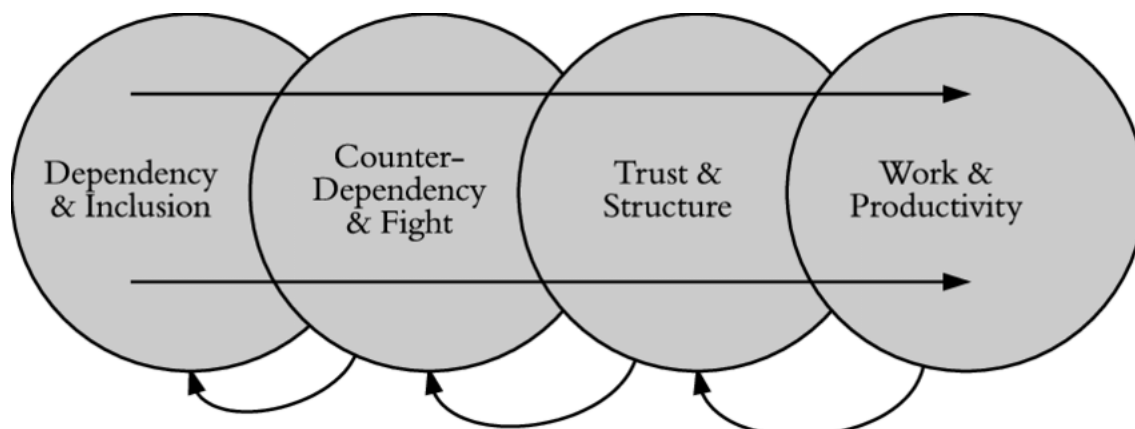
- **Forming (formation phase).** Initial stage where the members do not know each other and behavioral differences between individuals are manifested. The leader in this phase will detect the abilities and skills of the members and then establish the roles in the team.
- **Storming (conflict phase).** The members feel more confident when expressing their points of view, however disagreements occur, and the group can even disintegrate.

- Norming (normalization phase). Each member is aware of her role within the team and prioritizes collective objectives, leaving aside individual interests.
- **Performing (performance phase).** There is a considerable increase in team performance, confidence and coordination within the members have improved and the high-performance phase is reached.
- **Adjourning (dissolution phase).** Once it has reached maximum performance and has achieved all its objectives, it must be dissolved even though it may cost them a bit for the members.

As indicated, the Tuckman Model for team development helps to go through all the phases of the maturation process of high-performance teams. However, it happens that, in practice, each team is different and has its own needs. For this reason, there are times when the process is not linear, but rather the stages are repeated several times until the desired result is achieved.

Wheelan model

Wheelan's phased development model also points out the dynamic and continuous nature of development, helping to understand changes in the structure and processes of the group. According to its author, the groups will go through five stages, each characterized by a certain pattern of behavior and group processes. In general, groups can develop, regress or stop; and they can behave in a healthy and mature way or pathological and destructive. Following Wheelan's proposals (e.g., Wheelan, 2005, 2009; Wheelan and Hochberger, 1996).



- **Stage I:** Dependency and inclusion. The groups direct their energy primarily towards issues related to dependency, safety and inclusion. Often, its members feel tension, anxiety and insecurity, in relation to themselves, the group and its structure, due to the newness and lack of definition of the situation.
- **Stage II:** Counter-dependence and struggle. Members focus on conflict and counter-dependency issues. Disagreements between them and in relation to the leader, group goals, norms and procedures are frequent. They try to clarify their roles and the group looks for subgroups and coalitions.
- **Stage III:** Confidence and structure. The group focuses on establishing trust and group structure. Roles, aspects related to the organization and procedures to be followed are negotiated.
- **Stage IV:** Work. The group directs its energy fundamentally towards the achievement of tasks and goals, it is productive and effective. If production is low, it's probably because the group is stuck in one of the pre-development stages. Communication is more open and effective.
- **Stage V:** Completion. The work groups at the end of the assigned task come to an end, even though the members can then continue with other projects and form new teams. Here the functional groups tend to evaluate their work together, give feedback and express feelings towards the other members and towards the group.

This model offers a global and linear vision of the development of the team, it describes patterns of normative change that imply a progression of the proportion of time that a group invests in solving the characteristic aspects of each stage and independently of other characteristics of the group. This model also points out the dynamic and continuous nature of development, helping to understand the changes in the structure and processes of the group.

Team Roles

Each member of the team must have a role, which goes beyond their experience and knowledge, but is also defined by their personality and attitude, which, added to their knowledge, can generate the necessary passes for the projects to be developed with them. expected success.

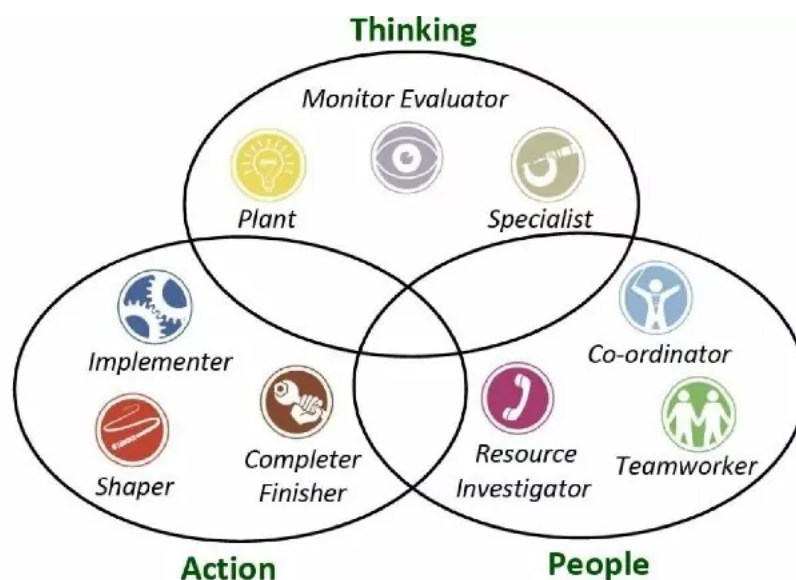
Belbin's methodology, which is perfectly applied to the world of project management, explains how to identify the roles of our team members.



The result of Belbin's research determined that team roles could be divided into 3 large groups:

- **Social:** Those responsible for the cohesion, coordination and contact of the group with the outside world.
- **Mental:** Those who have the knowledge, critical vision and creativity to do a task.
- **Action:** Those who deal with acting, carrying out and completing a task.

Among these previous groups, 9 specific roles are defined, which ideally should be given to every team:



Social Roles:

- Coordinator: It is the person who shows a mature behavior, great communicator and promotes decision making.
- Coherer: Person who ensures a good climate within the team. Empathetic and diplomatic profile. He is a good mediator in any conflict.
- Researcher of resources: He is a generally extroverted, communicative, enterprising person, with a commercial profile.

Mental Roles:

- Brain: It is the creative, imaginative profile. It is a source of ideas for the team.
- Specialist: Provides specific qualities and knowledge about a particular task.
- Assessor monitor: He is a good strategist, insightful and observant, he helps to make decisions from an objective point of view.

Action Roles:

- Implementer: Transforms ideas into actions, is disciplined, organized and efficient.
- Driver: Works under pressure and has a lot of initiative and proactivity, is challenging, not recommending more than one per team.
- Finisher: Responsible for things to be done on time and with the expected quality.

Benefits of Teamwork

The most significant impact of a team is in achieving more things together than individually. It gives empowerment to each of the members, removing the obstacles that can prevent them from doing their tasks correctly. Promotes more flexible work structures with less hierarchy. Among the essential advantages that teams present, both for individuals and for organizations, are:

For individuals

- You work with less tension.
- Responsibility is shared.
- It is more rewarding.
- Awards and recognition are shared.
- Can better influence others.

- You experience the feeling of a job well done.

For organizations

- Increases the quality of work.
- The collectivist spirit and commitment to the organization are strengthened.
- Research times are reduced.
- Institutional expenses decrease.
- There is greater knowledge and information.
- New ways of approaching a problem arise.
- Decisions are better understood.
- Viewpoints are more diverse.
- •There is a better acceptance of the solutions.

Based on the case study it is evident that the conflict and disagreement within Tom's team will greatly affect his project. One of the ways to increase the effectiveness of project teams is by increasing group development. In order to achieve effective project teams, it is necessary to achieve, beforehand, that the members interact regularly (designing frequent meetings of the whole group, for example), identify with the group (working on the generation of a specific social identity of the group), coordinate (designing interdependent tasks, for example) and direct their efforts towards the achievement of collective goals (rewarding these behaviors of interest to the whole group, for example). The design and development of teams, as a widely known tool (e.g., Salas, 2015; West, 2012), is key to generating successful teams.

Conclusions

- All of us have similar problems to work as a team, what makes us different is the way we deal with them. Working as a team implies intelligently applying our abilities, taking advantage of our own potential and that of our colleagues and the opportunity for personal and group growth.
- In a work team, communication must be fluid, spontaneous and natural. Feelings must be expressed with respect for the privacy and prestige of each member. The differences in style, the way of communicating, and the personal approaches, should not constitute an interference, but rather an opportunity to enrich the unity of the team.
- It is not enough for a leader to praise the work of his team, he must demonstrate with his actions and attitudes that he effectively believes and trusts in the management capacity of all his colleagues.
- Considering people in decisions that affect their own destiny and that of the unit is an excellent motivating factor. It must be understood that recognition and achievement unite the team, unite people and reaffirm that they belong to a successful organization.

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