



EFFECTIVE TEAMWORK AND COMMUNICATION BMSW4002

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OVERVIEW

- Benefits of team working - Andreia Buliga
- Stages of team development - Raluca Diana Goga
- Team roles - Madalina - Oana Dumitrache
- Managing conflict - Oana Gabriela Cirstea
- Successful team development - Mirela Lavinia Matasa
- Conclusion
- References

BENEFITS OF TEAM WORKING

According to Kozlowski and Bell (2003), a team is a group of people 'who exist to perform organizationally relevant tasks, share one or more common goals, interact socially, maintain and manage boundaries...' (p334).

- Working in a team increases productivity
- It Provides a Support Network
- It Encourages Innovation (two heads are better than one)



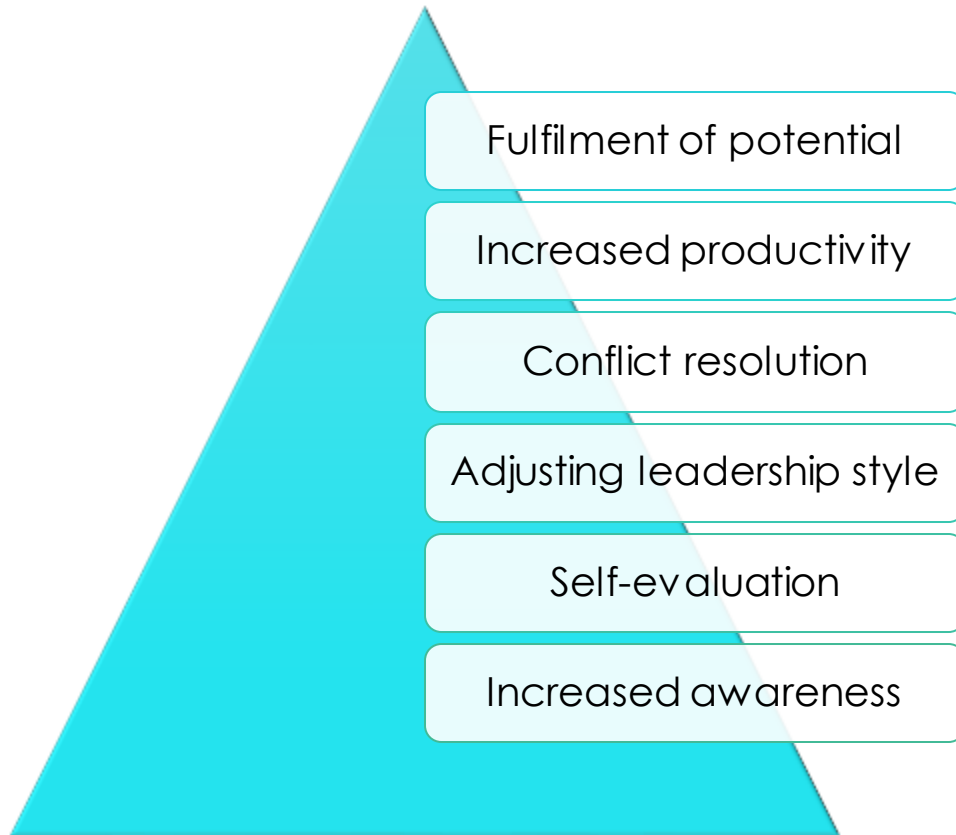
BENEFITS OF TEAM WORKING (CONTINUED)

- Advances the Individual's Career
- Team members commit to support each other ideas and opinions
- Growing as individual members and learning from others
- Conflict resolution
- Sharing workload



STAGES OF TEAM DEVELOPMENT

Bruce Tuckman's framework



- Considered one of the most helpful and elegant theories on group dynamics
- Developed in 1965
- 4 stages of team development, each described through feelings, behaviours, tasks and leadership style
- A 5th stage (Adjourning or Mourning) was introduced in 1970 (Stein, 2019; Chapman, 2021).

Bruce W. Tuckman (November 24, 1938 – March 13, 2016) was a successful American researcher and educational psychology professor emeritus (Inspire Archive, n.d.).

STAGES OF TEAM DEVELOPMENT

For better understanding of Tuckman's framework, consider the following analogy:



Forming - childhood

- dependent on leader
- unknown role
- high hopes and expectations
- Unproductive



Storming – adolescence

- strong feelings of frustration and confusion
- conflict
- starting to develop an identity
- high need for clear goals



Norming – adulthood

- increased comfort and confidence
- responsibilities accepted
- good communication
- high productivity



Performing – maturity

- high group awareness
- highly effective
- highly competent
- independent

TEAM ROLES

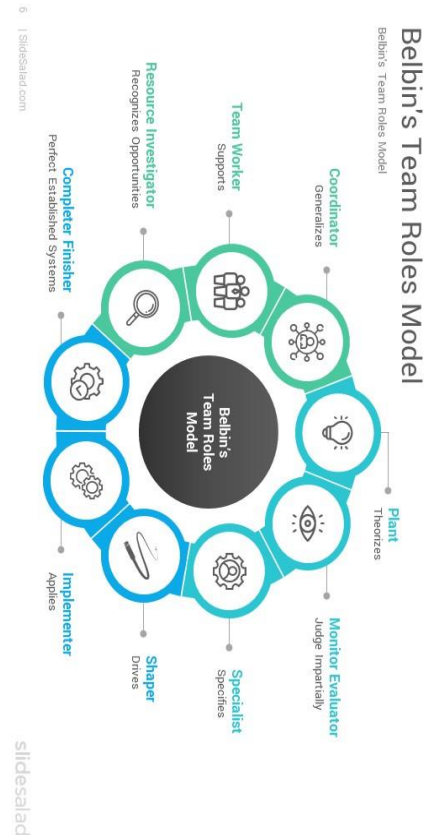


- Meredith Belbin father of team roles theory considered that any individual's potential contribution to a team could be assessed according to the following traits: dominance, extroversion / introversion and stability / Anxiety .
- He identified 8 distinct team roles:
Coordinator, Implementer, Plant , Monitor / Evaluator,
Resource Investigator , Team Worker, Shaper , Completer / Finisher

TEAM ROLES

Contribution

Mature, confident, identifies talent	2. Practical, reliable, efficient
3. Creative, imagination, free-thinking	4. Sober, strategic and discerning
5. Explores opportunities and develops contacts	6. Co-operative, diplomatic and perceptive
7. Challenging, dynamic	8. Single-minded, self-starting



Weaknesses

1. Can be seen as manipulative
2. Somewhat inflexible
3. Lacks drive and ability to inspire others
4. Too preoccupied to communicate effectively
5. Indecisive in crunch situations
6. Loses interest once initial enthusiasm has passed
7. Prone to provocation
8. Contributes only on a narrow front

MANAGING CONFLICT

Conflict between individuals at work can occur in different ways. Obvious sources of conflict at work include:

- any form of bullying behaviour or harassment
- any form of discriminatory behaviour
- poor performance
- poor attendance and time-keeping
- unacceptable language
- excessive personal use of the internet or email
- theft
- drink or drug problems

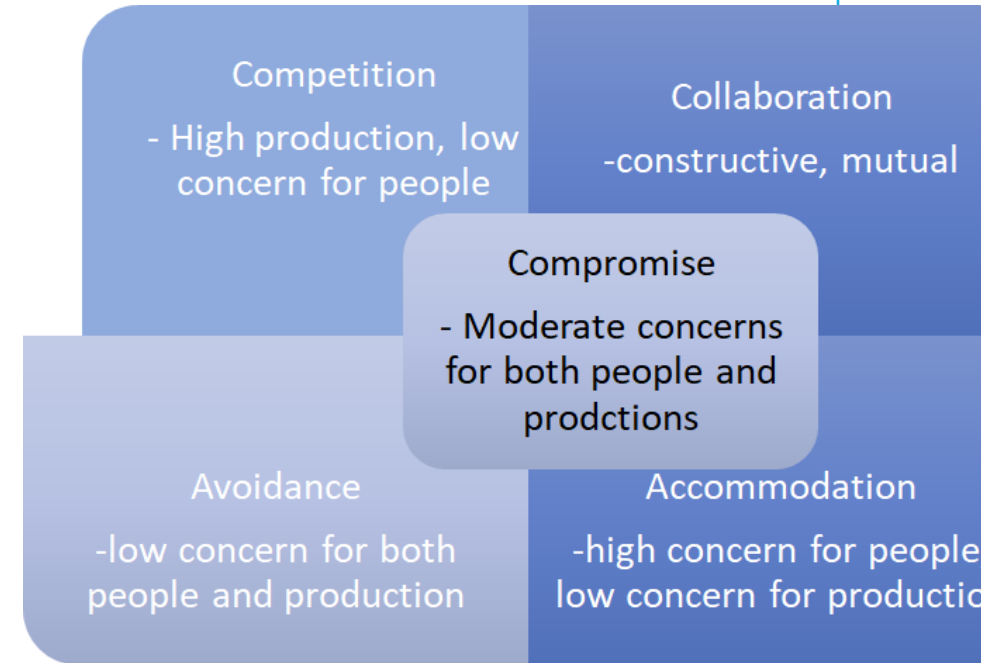


MANAGING CONFLICT

Bellow we can see few actions to be taken to manage a conflict:

Conflict can be Managed by: 5 STYLES FOR CONFLICT HANDLING (THOMAS, 1976)

- - *Competition*
 - - *Collaboration*
 - - *Compromise*
 - - *Avoidance*
 - - *Accommodation*
- Speak to each team member individually.
 - Encourage people to talk. Listen carefully to their concerns.
 - Avoid taking sides or making judgements and listen to everyone's views and concerns.
 - Bring the parties together and act as an objective facilitator to find common ground.



SUCCESSFUL TEAM DEVELOPMENT

A team should operate as a mosaic whose unique strengths and differences convert into a powerful united force.

Steps in building a strong team:

- Consider each employee's ideas as valuable
- Understand responsibilities
- Have common goals
- Deal with change
- Deal with conflict
- Develop trust
- Socialize



CONCLUSION

Leaders are only as successful as their teams and the great ones know that with the right team dynamics, decisions and diverse personalities, everyone wins in the end. (G,Llopis, 2012)

It is important that this team works as one, that everyone has the same end goal and are helping each other to reach the goal.



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**Thanks for your
attention!**

Any questions?