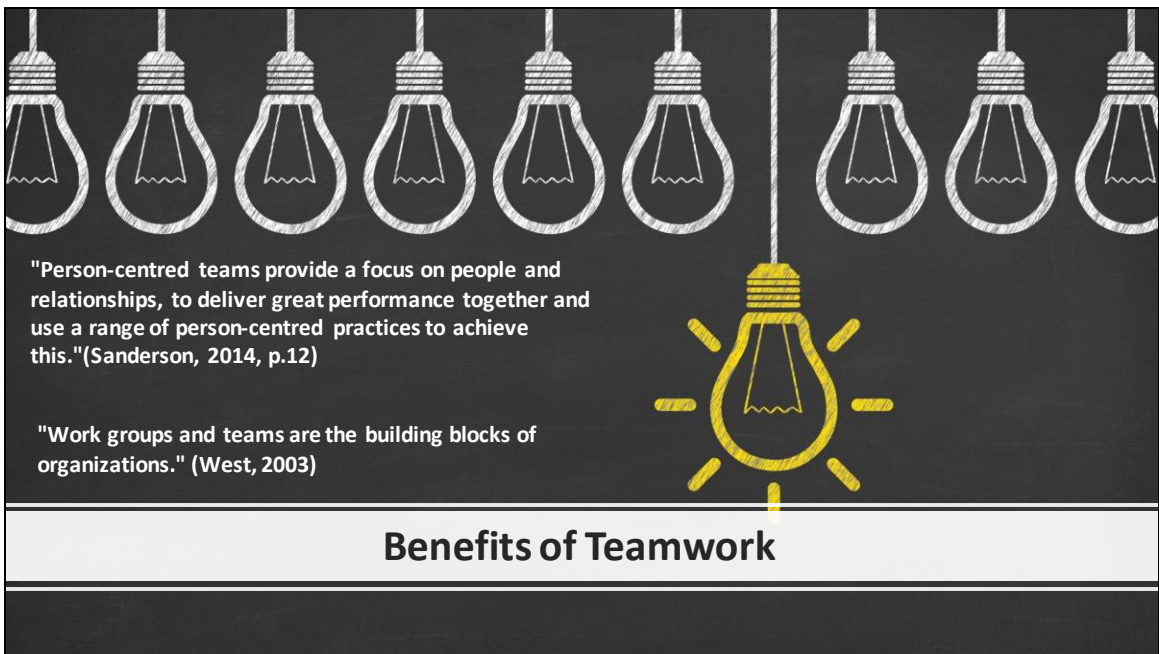


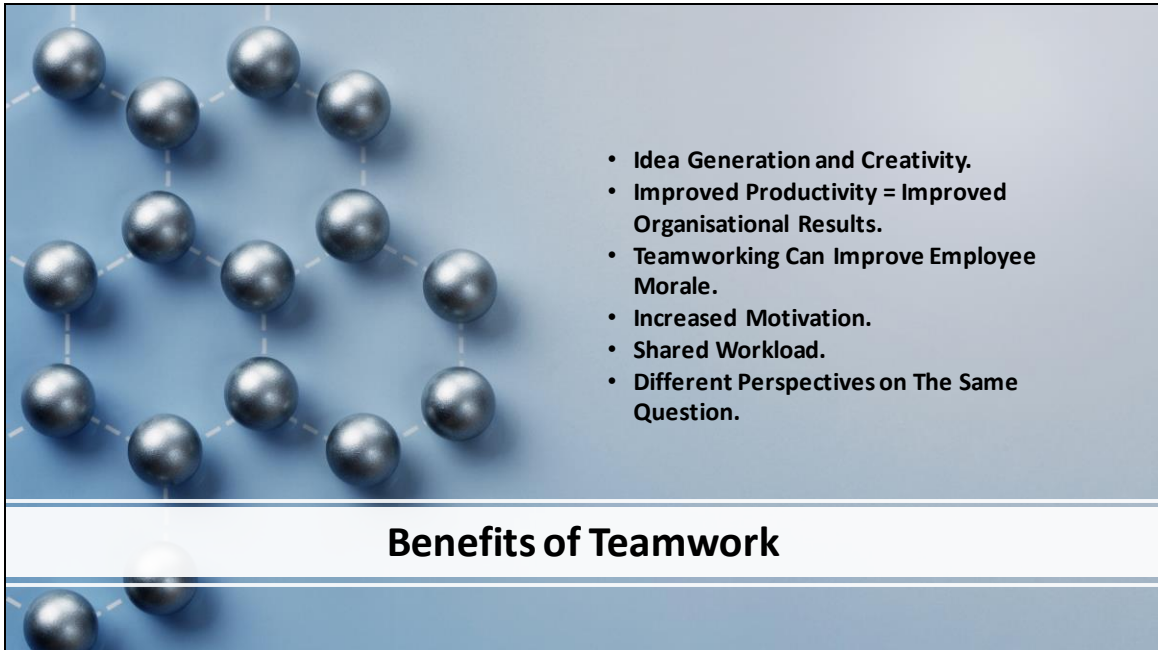


Effective Teamwork and Communication

Hello, my name is Donika Fidanova and I will be presenting this presentation about Effective Teamwork and Communication within an organisational structure. The presentation considers benefits of team work, stages of team development, successful team development, team roles and conflict management.



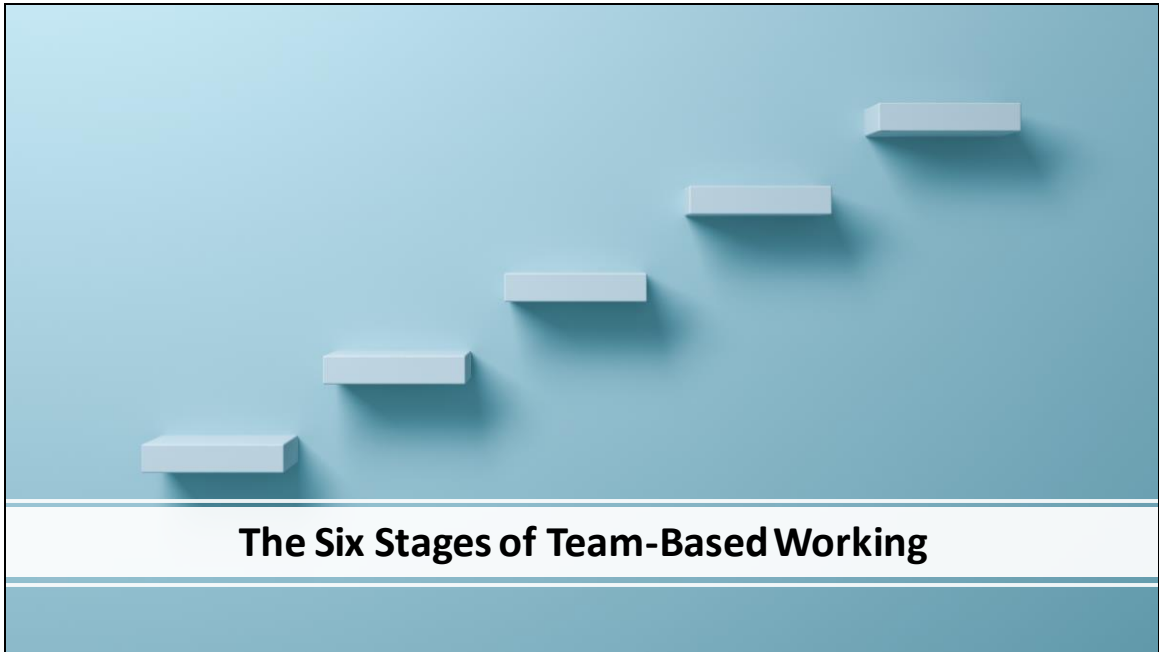
As West says, teams make the basis of organisational activity, as without manpower no organisation will be able to function no matter large or small. Whilst in the past organisations had tended to overlook the importance of team work, nowadays it is becoming a normality for a team to be given more responsibility than an individual. While working in team might seem difficult due to existing hardships, it's important to also notice the benefits of teamwork to organisational success. Prior to examining the benefits of teamwork, it's necessary to mention that management of the team, the department, branch or organisation is the one responsible for the setting of a certain organisational culture. He/she is the leader that sets an example for employees to follow, therefore he/she has the power to affect a team positively, or in turns create further issues.



Teamworking is considered the "activity of a group of people working cooperatively to achieve shared goals via differentiation of roles and using elaborate systems of communication." (West, 2008). Considering past and current social beliefs, working in teams can lead to effective and sustainable results on the goal being chased, or the project being created. The advantages for the organisation, as well as for the team include improved productivity of individuals working in teams, due to the increase in idea generation and increased motivation. Moreover, the fact that different perspectives are being shared for the same purpose leads to better ideas for the resolution of the issue or the project. While it has been noticed that individual work sometimes achieves great results, teamwork produces improved results due to the better employee engagement and productivity. Lastly, individuals a part of a team are further motivated because of the shared workload, their work is equally as important as others and they are not alone in the execution of tasks. All of these advantages have proven worthy in organisational settings where teamwork has been implemented.



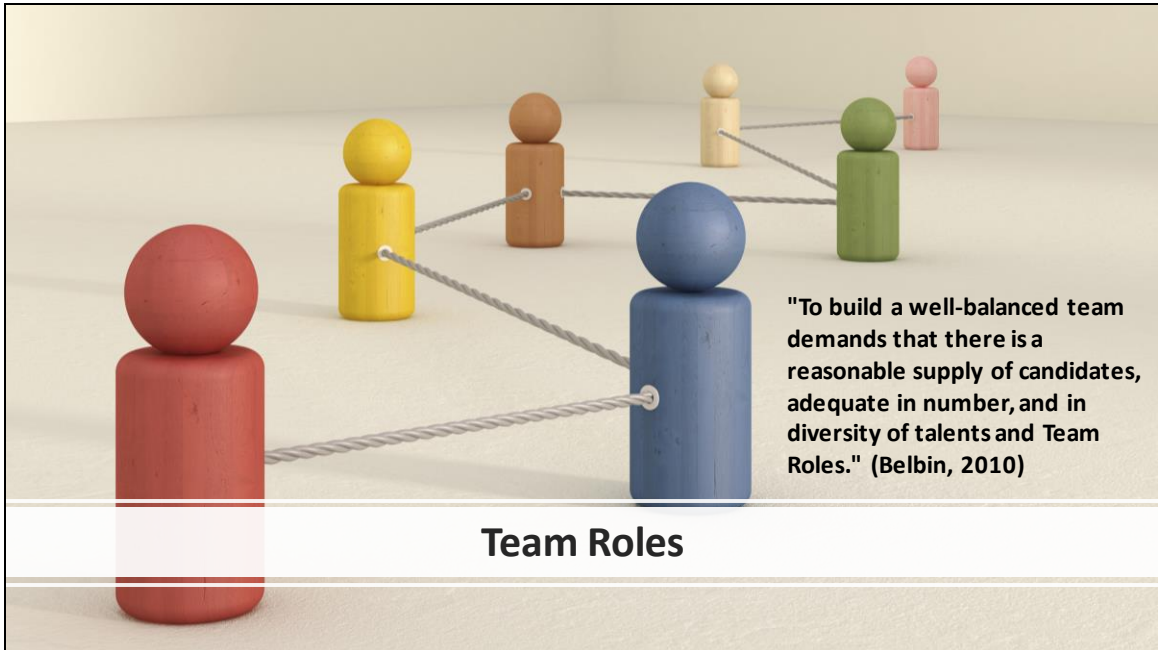
Whether the team is being created as a new tool for organisational development, or the team is already existent, however is not performing to expectations, team development requires certain steps for effectiveness. The reasons for failed teams can include both cooperative team failure or individual failure, which then leads to project failure. This can be the setting of the wrong aims and objectives for the project, the inability to formulate a solution for the set aims and objectives, therefore rendering the project unsuccessful and more.



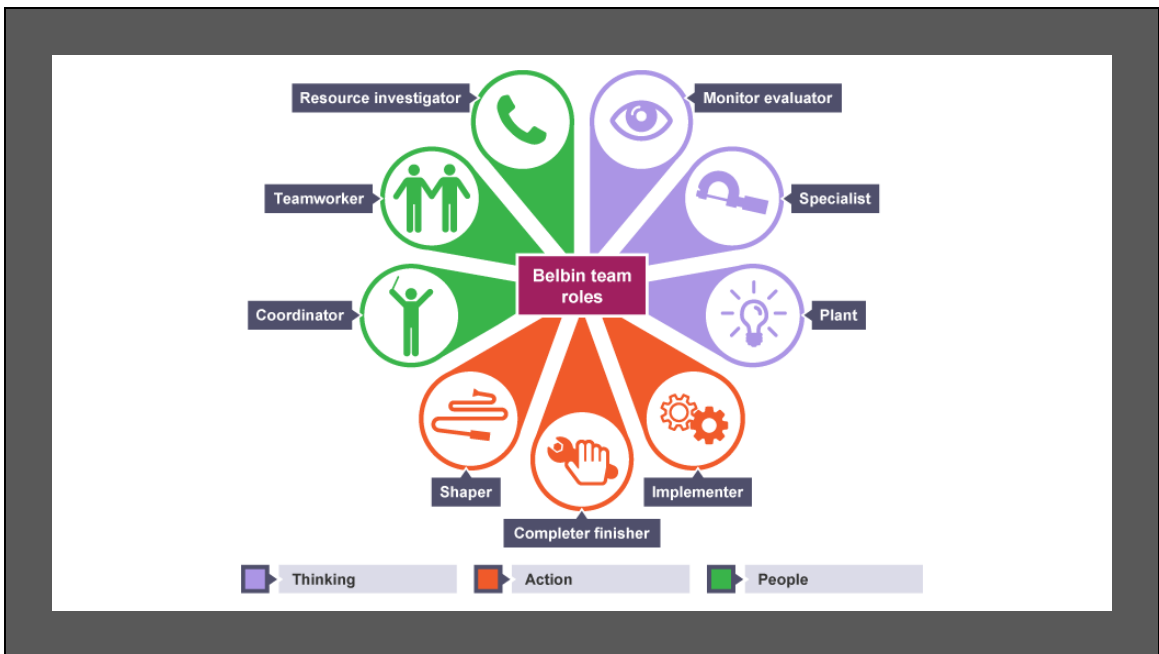
According to Belbin, 2010 the six stages of team-based working and development include:

1. The identification of needs and the understanding of the value and benefits of team-based working and team development in the organisational setting. Prior to introducing teams, it is important to be aware of the current structure, culture and attitude towards team-working.
2. The second stage requires the development of team-work support systems, including but not limited to training, communication, reward systems, inter-team relations and the accurate planning for team development.
3. The third stage of development embodies the establishment of the team leader and team members selection, as well as the implementation of appropriate recruitment and selection processes. The training of the team leaders is vital, as they are the example being set on other team members.
4. The understanding and development of team processes are the fourth stage, which is a part of objective-setting, division of roles, communication of plans and the decision-making processes required.
5. Stage five encompasses the sustaining of team effectiveness, where teams must be coached to set criteria for team performance evaluation and adjustments must be made where necessary for the improvement of performance.

6. The final stage of team development involves an evaluation of team-based working and its contribution to the effectiveness and productivity of the organisational structure. After the evaluation, any necessary changes must be made for the optimal performance of organisations.



The differentiation of team roles and responsibilities within a project is necessary for the optimal effectiveness of each separate individual, as well as the team. For this purpose well-defined roles which are balanced between knowledgeable individuals are required and implemented into each team-based project. In this way not only are responsibilities clear, but the productivity of the individuals is increased. In some cases, where an individual is not satisfied with their role, this can cause negative implications on the project, therefore, prior to the start the team leader and the members must be advised and communicated with to evaluate roles.



According to Belbin there are three categories of team roles, and each of them include three different roles which serve the purpose of the project.

The first category is "People", which includes the resource investigator, teamworker and coordinator. The resource investigator is responsible for the research and proposition of different inquisitive ideas to the team. They are usually enthusiastic, however at times they might forget to follow on a lead due to too many ideas. The teamworker is an individual who helps the team come together and whenever there are any tasks, which need to be done, the teamworker takes responsibility on that. They can sometimes be indecisive and afraid to share an opinion. The coordinator is the one focused on team objectives and delegating responsibilities amongst the group.

The second group is the thinking group which includes a plant, a specialist and a monitor evaluator. The plant is the team individual which is highly creative and can solve problems in a creative and unusual ways. Their creativity however can have an impact on their ability to communicate. The specialist is one that brings important knowledge about certain areas to the team and helps them make decisions based on this knowledge. This individual can sometimes focus too much on one area and forget the bigger picture. The monitor evaluator is a team member which provides evaluative information through observation, which makes him a strategist in the

team. Because of this they can sometimes be slow with decision-making. The last group is the action group which includes the shaper, implementer and completer finisher. The shaper is the individual which provides continuous momentum and motivation to the team for the achievement of objectives on time. This can sometimes be de-motivating to some group members, due to the pressure created. The implementer, is also a strategy creator, however they follow the strategy for the efficient outcomes of projects. This can make them not flexible for new project opportunities. Lastly, the completer finisher is used at the end of tasks for the polishing of tasks, as well as finding and resolving problems which hadn't been seen before. They are necessary for the final project to be satisfactory and to bring organisational results.



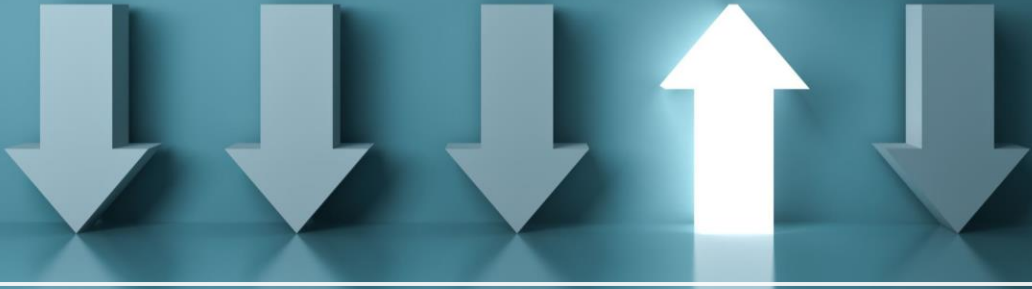
Conflict management is required in any organisational setting and especially in environments where more people are working together. There are different conflict management styles which can be adopted including accommodating conflict, avoiding conflict, compromising, competing or collaboration.

1. Where accommodating conflict is adopted, this means that the members of the team which are having a conflict are allowed to 'win' and have their way, therefore the manager ensures they have whatever they need to decrease the conflict.
2. Avoiding conflict means that managers ignore conflict by removing parties which are in conflict from the project and implement new individuals into the team. While this provides opportunities, it's also risky, as some individuals might be more knowledgeable on a subject and if they are removed from a project their expertise is lost.
3. The compromising style is exemplary as it searches for common ground between the conflicted parties and allows for communication to resolve any existing issues. Even though, this style is humane and empathic, much time can be lost while waiting for team members to compromise.
4. Competing means that a manager or team leader doesn't give in to the wants of individuals in a conflict. Therefore, in this style one party is always firm and doesn't back down from their original decision. This gives managers authority but might

sometimes affect team members badly.

5. The best long-term results happen through collaboration in conflict, however this is the most time-consuming approach a manager or team leader can have. However, in this manner all wants and needs are considered equally and there is search for the best possible way of resolution.

**"Senior management needs to demonstrate its endorsement of teamwork by instituting reward systems that acknowledge the importance of working in teams. Managers need to take the recommendations of teams into serious consideration."
(Sanderson, 2014)**



Successful Team Development

Team development can be a hard, but rewarding task in an organisational structure. One of the best possibilities for a leader and a manager is to create a well-oiled engine of a team, where the organisational effectiveness is being improved and the use of teamwork is beneficial and reward-reaping. However, in every organisation the ability to create a well-working team is subjective to the people of the organisation, the purpose of the organisation, as well as the purpose of the team being created. It's beneficial for organisations to view teamwork as a daily tool for organisational success, as in this matter there will be increased trust within the organisation, as well as outside. Once an employee views his workplace as a pleasurable environment to be in, due to increased communication between departments or individuals, their productivity will increase and the operational success will exist sustainably.

- **"Socioemotional relations among team members and a positive interpersonal environment may enhance team creativity." (Han,2019)**



Successful Team Development

For the successful development of a team, it is necessary to realise that socioemotional relations amongst team members are important and can have a positive impact on the team creativity and overall productivity. For any organisation to create successful teams, there needs to be increased awareness on what a great team is and how it can be achieved. This includes the clear objectives of the project, the clearly defined goals of each team member, the ability to communicate without difficulty amongst each other and the ability to cooperate with different individuals in the team. Lastly, successful teams present individuals with the opportunity to not only bring success to the team, but to develop their individual strengths and weaknesses and improve their abilities through team-based work. Furthermore, the successful team development requires a strong leader, who will not only delegate responsibilities, but be the first point of contact whenever a team member is experiencing an issues, or better creative breakthroughs. The most important part of successful team development is the provision of an open environment, where subjective judgement does not occur, but on the contrary advice is offered on the basis of the project, and not on the basis of personal opinions of just one team member. Individuals flourish in environments where they are able to express their creativity and knowledge without being limited due to certain opinions and beliefs.

conclusion

- "In addition to being technically able to perform their assignments, team members must also demonstrate teamwork competencies and leader capabilities, and the team as a whole must engage in effective interpersonal and team processing." (Lacarenza, 2018)

Overall, effective teamwork and communication are vital for the development of an organisational structure. Even a sole trader, requires external communication with concerned stakeholders such as suppliers, which make a team of people who are working for the production of the sole trader's product or service. Therefore, team work exists in all types of organisations, both small and large. There are many benefits of teamwork for organisations and they are responsible for the successful team development and its implementation within daily operations. One of the most important tools of the team development would be the leader, however each team member has equal importance in the production of the final aims and objectives. Teamwork must be considered as a urgent tool within organisations where productivity is decreasing and motivation is non-existent, as it allows individuals to come together and work collaboratively for the success of a project.

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