

Effective Management

BMGM4000

Week 3: Communication and Characteristics

Ben Chong

k.chong@uwtsd.ac.uk

Table of Content

1. Importance of Teamwork
2. Case Study – Hell's Kitchen
3. BELBIN's Theory
4. MBTI Personality Test

What we have done last week

- The function of management
- 5 levels of Leadership
- MBO
- Hell's Kitchen Case study

Why Teamwork is so Important?

Conditions for Effectiveness

- **Compelling Direction** – Common Goal?
- **Strong Structure** – Right People?
- **Supporting Context** – Enough Resources?
- **Shared Mindset** – Shared Information?

(Haas and Mortensen, 2016)

Activity – Group Discussion

The Role of Manager

- If you were the manager / executive chef, what will you do and what should you do?



Communication

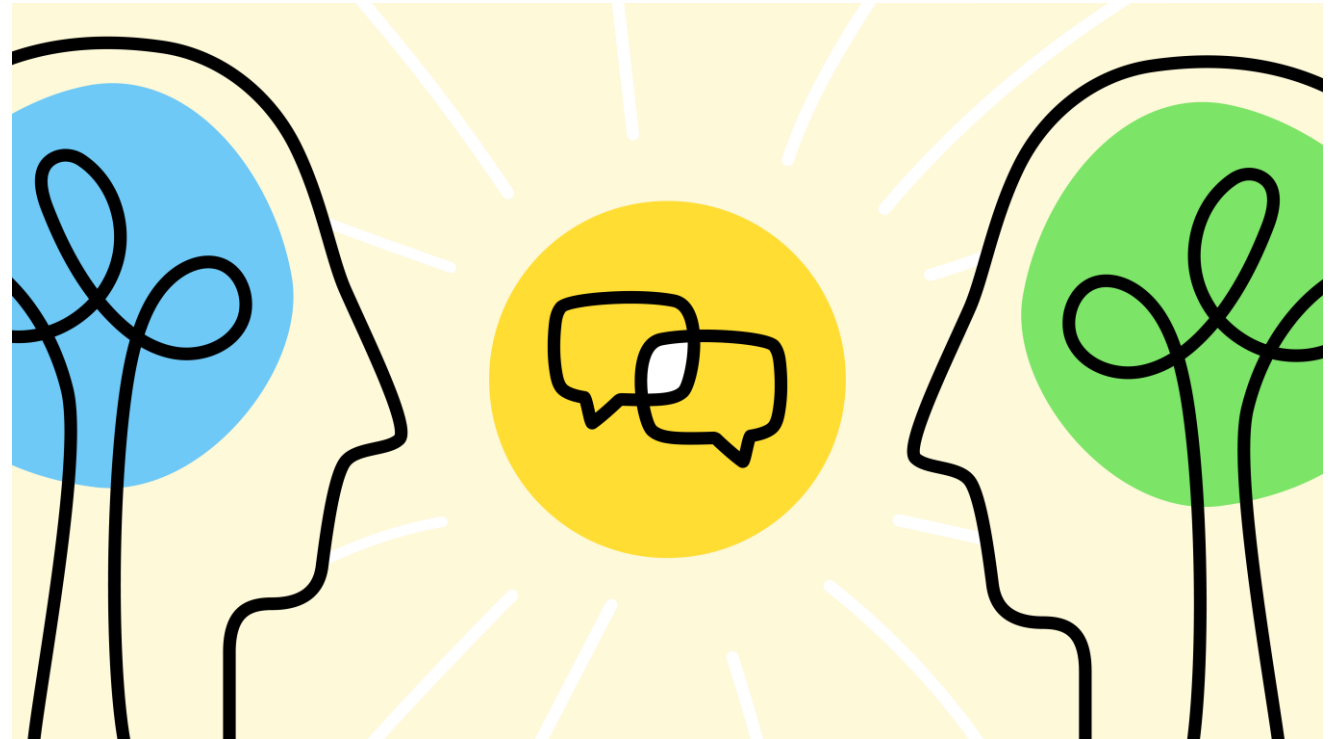
Top Skills Employer Look For

- Communication skill & Interpersonal skill
- Time management skills
- Problem-solving skill
- Teamwork skills
- Digital skills
- Initiative
- Project management skills
- Emotional intelligence

(Indeed Editorial Team, 2023)

Communication

- Verbal Communication
- Non-Verbal Communication
- Written Communication
- Visual Communication



Communication

- Do you think team communication is essay?
- Why employer / university keep emphasizing communication skills?



Case Study - The Service Where NOTHING Was Served | Hell's Kitchen





HELL'S KITCHEN

What interesting points you have figured out?



4937 9404



Key Focus – Hell's Kitchen Season 12 Episode 1

- Communication
- Teamwork
- Follow the recipe
- Food Safety
- Customer Service
- Professionalism - e.g., Conflict in front of the customers
- The Role of Manager (Front House)

Example 1 - Recipe

Do you remember what we have learnt on lesson 1?



Example 2 - Hygiene

Would you do the same thing?

What is the reason behind?

Cultural Diversity



Communication Game - Draw & Guess

Go to gartic.com

Wait for instruction



What have you learnt from the game?

Only one layer in the game

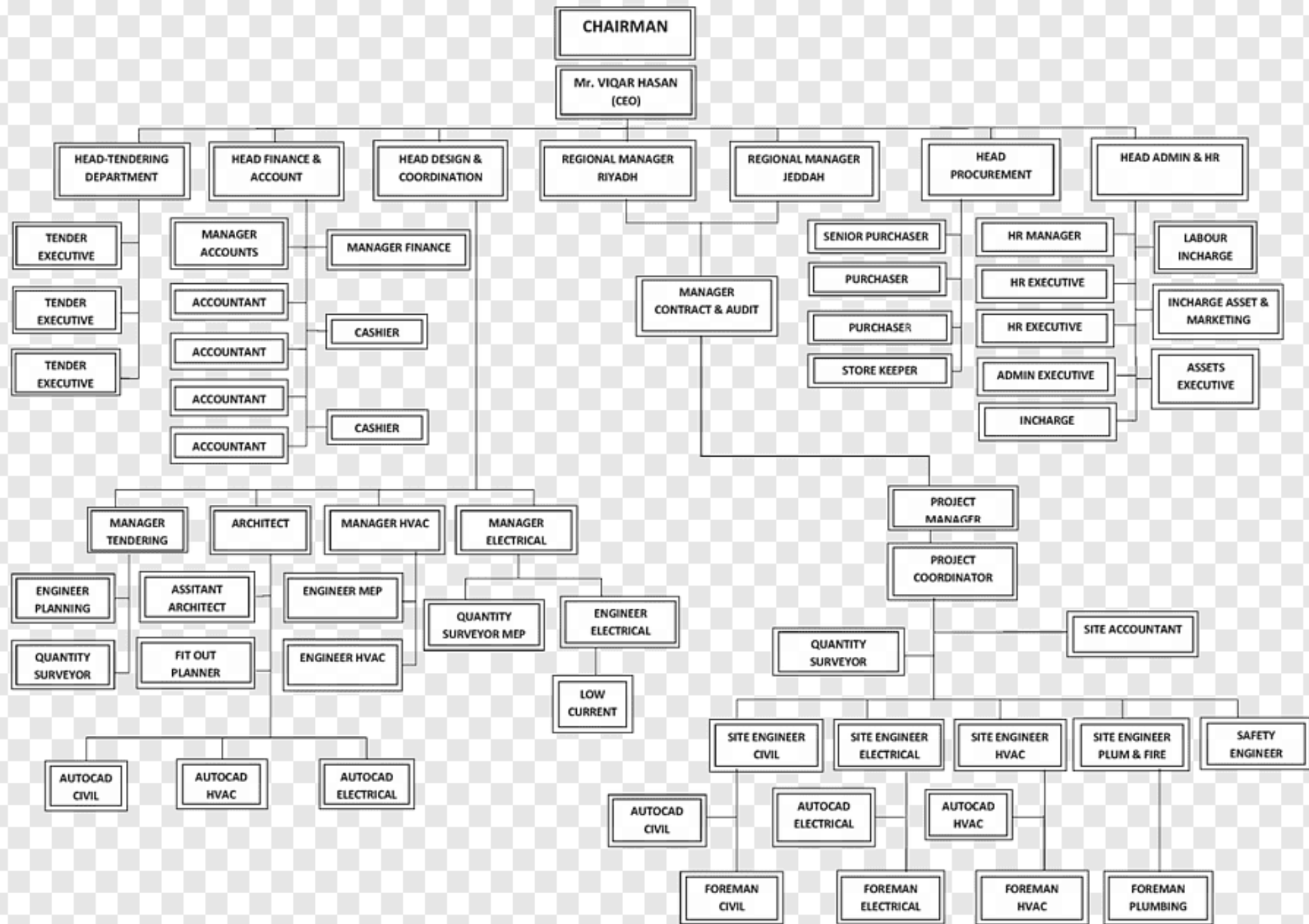
Is the message clear enough?

Communication is not Easy!

Ket Points



And... How about this?





Understand Yourself and Your Team

1. Know Your Team

2. Assign the Tasks

3. Complete the Work



Effective Management

How to analyse your team?

Belbin's Theory

The types of behaviour in which people engage are infinite. But the range of useful behaviours, which make an effective contribution to team performance, is finite. These behaviours are grouped into a set number of related clusters, to which the term 'Team Role' is applied.”

(Belbin, 2010)

The Nine Belbin Team Roles

- *Resource* Investigator
- Teamworker
- Co-ordinator
- Plant
- Monitor Evaluator
- Specialist
- Shaper
- Implementer
- Completer Finisher

Resource Investigator

Uses their inquisitive nature to find ideas to bring back to the team.

Strengths: Outgoing, enthusiastic. Explores opportunities and develops contacts.

Allowable weaknesses: Might be over-optimistic, and can lose interest once the initial enthusiasm has passed.

Don't be surprised to find that: They might forget to follow up on a lead.

(Haas and Mortensen, 2016)

Teamworker

Helps the team to gel, using their versatility to identify the work required and complete it on behalf of the team.

Strengths: Co-operative, perceptive and diplomatic. Listens and averts friction.

Allowable weaknesses: Can be indecisive in crunch situations and tends to avoid confrontation.

Don't be surprised to find that: They might be hesitant to make unpopular decisions.

Co-ordinator

Needed to focus on the team's objectives, draw out team members and delegate work appropriately.

- **Strengths:** Mature, confident, identifies talent. Clarifies goals.
- **Allowable weaknesses:** Can be seen as manipulative and might offload their own share of the work.
- **Don't be surprised to find that:** They might over-delegate, leaving themselves little work to do.

Plant

Tends to be highly creative and good at solving problems in unconventional ways.

- **Strengths:** Creative, imaginative, free-thinking, generates ideas and solves difficult problems.
- **Allowable weaknesses:** Might ignore incidentals, and may be too preoccupied to communicate effectively.
- **Don't be surprised to find that:** They could be absent-minded or forgetful.

Monitor Evaluator

Provides a logical eye, making impartial judgements where required and weighs up the team's options in a dispassionate way.

- **Strengths:** Sober, strategic and discerning. Sees all options and judges accurately.
- **Allowable weaknesses:** Sometimes lacks the drive and ability to inspire others and can be overly critical.
- **Don't be surprised to find that:** They could be slow to come to decisions.

Specialist

Brings in-depth knowledge of a key area to the team.

- **Strengths:** Single-minded, self-starting and dedicated. They provide specialist knowledge and skills.
- **Allowable weaknesses:** Tends to contribute on a narrow front and can dwell on the technicalities.
- **Don't be surprised to find that:** They overload you with information.

Shaper

Provides the necessary drive to ensure that the team keeps moving and does not lose focus or momentum.

- **Strengths:** Challenging, dynamic, thrives on pressure. Has the drive and courage to overcome obstacles.
- **Allowable weaknesses:** Can be prone to provocation, and may sometimes offend people's feelings.
- **Don't be surprised to find that:** They could risk becoming aggressive and bad-humoured in their attempts to get things done.

Implementer

Needed to plan a workable strategy and carry it out as efficiently as possible.

- **Strengths:** Practical, reliable, efficient. Turns ideas into actions and organises work that needs to be done.
- **Allowable weaknesses:** Can be a bit inflexible and slow to respond to new possibilities.
- **Don't be surprised to find that:** They might be slow to relinquish their plans in favour of positive changes.

Completer Finisher

Most effectively used at the end of tasks to polish and scrutinise the work for errors, subjecting it to the highest standards of quality control.

- **Strengths:** Painstaking, conscientious, anxious. Searches out errors. Polishes and perfects.
- **Allowable weaknesses:** Can be inclined to worry unduly, and reluctant to delegate.
- **Don't be surprised to find that:** They could be accused of taking their perfectionism to extremes.

What is the purpose of Belbin's Theory

- Identify
- Right People for the Right job
- Maximize the productivity and minimize the risk

Why do we need diverse team?

If Your Team Agrees on Everything, Working Together Is Pointless
(Davey, 2017)

Therefore, if Brigade system is good at kitchen?

MBTI - 16 Personality Test

The MBTI (Myers & McCaulley, 1985), a short form of Myers-Briggs Type Indicator is based on a theory of psychological “types” developed by the Swiss psychologist Carl Jung.



NERIS Analytics Limited

Activity – You are ‘I’ or ‘E’?

*80% fortune 500 use MBTI
(Psychology Today)*

(Dattner, 2008)

MBTI

- This is only an insight, not 100% correct
- You may agree or disagree
- Hopefully, it can give you some ideas what you want to do in the future

Conclusion

- Importance of Teamwork
- The Role of Manager
- Communication
- BELBIN's Theory
- MBTI Personality Test

Next Week...

- The 4 Fundamentals of Content Marketing
- Importance of Market Research
- Market Research Methods

List of Reference

Haas, M. and Mortensen, M. (2016) The Secrets of Great Teamwork, *Harvard Business Review*. United States: Harvard Business School Press, pp. 70–76.



Thank you!

