

BMSW4002

Effective Team Working and Communication

Component 1 Report

Effective Team working for team success

Module Title: Effective Team Working and Communication

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Introduction

For a team to properly function and yield the best outcomes, there is no alternative to teamwork. For effective teamwork, communication is extremely important. Every organization values a team that has good teamwork and can deliver effective results (Wysocki, 2019). To form an effective team, some things have to be considered. In a team, every member has a role they play. As long as they properly carry out the roles assigned to them, the success of the team is guaranteed. A team that has cohesion, trust, and cooperation among themselves is considered an effective team.

How can you develop an effective team and what theoretical model can be used?

A team refers to a group of people working together with unity and bringing out the best outcomes. The overall success of a team completely depends on the individual team members. Everyone has to contribute fairly to make their aim a success (Salas, Fiore and Letsky, 2013). To do that, communication is the key. Communication is the most important tool to make a team effective. To ensure success and consistency throughout the team developed a functional team has to be made.

While assembling a team, the team members have to be chosen wisely. The establishment of an effective team will successfully boost productivity and credibility and allow satisfaction in doing the job. That's why a team has to be assembled by reviewing and monitoring the team to fine-tune their overall performance.

To make an effective team, Bruce Tuckman did strenuous research and gave a theoretical model. This model is better known as Tuckman Model. He believes that for a group to become an effective team it needs to evolve constantly. His model identified five stages that can ensure the establishment of an effective team. Firstly, the step that has to be followed before all is forming. A team must be formed before it can be made an effective one. While forming the team the founder must be wise and pick the member after much consideration. After forming comes storming. Right from the start, the issue of integration has to be applied. The group should be restructured by dividing into smaller cross-functional teams that will break down different cliques (Lovelace, 2018). Reliability between the team members has to be ensured from the start. Only by relying on each other and working together, they will be able to work as a proper team. The storming stage will end once everyone is assigned their work and given focus. The third stage of the Tuckman Model is norming. The performance of those smaller teams has to be observed and the member should be reassigned according to their performance. It should be continued until the perfect team has been created where everyone is assigned work they know best. The fourth stage is performing. It can be said that the team was in the performing stage even before being deployed. But strictly speaking, it would be incorrect. Adjourning is the last step of the model. Despite it being sad, it is a given that after the team achieves its motives, it will be adjourned and the team members will leave to join other teams (Landon, Salas and Vessey, 2017). There exist many theoretical models out there for establishing an effective team. Tuckman's model is appreciated the most because of its storming stage where after understanding the differences and work performance the team members are assigned a role that is best suited for them.

What are the types of roles that are needed to create an effective team?

In a team, each member has a distinctive set of skills that separates him from the others in the team. To make an effective team, the key is to learn what skills the team members have and assign them to work accordingly. In a team, all the members contribute to the role and have a certain role to play. There are essentially nine key roles to building an effective team. The first is the shaper. A shaper is a person who drives the team to go ahead and move forward (Hunsaker, Alessandra and Hunsaker, 2008). They are born leaders and are action-oriented. They motivate themselves and everyone around them to give their best despite the problems they might face on the way. For instance, in the given case study, the person who has been assigned to set up the team and lead it is considered the shaper of the team. Shapers are extroverts and socialize with everyone making sure everyone feels included. They drive the team member to challenge themselves and get better results. Due to their contribution, it is easier for them to quickly move upward in the company. Next, comes the implementer. Similar to shapers they are also action-oriented (The 9 Belbin Team Roles (With Examples) | Indeed.com, 2022). They are practical and try to find a solution to any problem. They are very disciplined and maintain the overall discipline of the team. They are considered the backbone of a team. They are the ones who implement strategies and ensure that all work is done properly and on time. They are a realistic and extremely diligent team member who ensures that the team goal is achieved.

Then comes the completer or finisher. They are also very action-oriented like the shaper and implementer. They do justice to their name and are always striving for perfection. They might be introverted but perform quality assurance during key stages of a project. They notice the smallest of details and can scrutinize errors and mistakes. They produce very high-quality work and are valuable in the fields that adhere to deadlines and perfection. Another role is the plant. They are the creative thinkers of the team. They prefer to work alone but still bring valuable input to the team. They don't have to be outspoken to contribute to the team. Plants are the ones who do innovative and free-thinking. They brainstorm and come up with original ideas and recommend creative ways of doing things. They might not fit in the traditional concept of a team member but they are an important member of the team like every other member (Emmitt and Gorse, 2007). Similar to the plants, a monitor evaluator is also an innovative thinker. They think rationally and do not let emotions cloud their judgment. This role requires advanced knowledge and strategic planning. By critically evaluating an issue or topic they assess ideas to decide if they are possible and then take necessary measures to apply them. They are usually serious individuals whose decisions are always based on facts and rational thinking. They are seen to be loners and like to

maintain some distance from their coworkers. They prefer keeping their personal and professional life strictly separated. They consider all facts, possibilities, and angles before devising an insightful solution (Vytrov, 2021).

A specialist is also a thought-oriented team member. They possess in-depth knowledge of their field and provide insightful analysis. They provide work of expertise and specialize in what they do and thus earning their name. They work best alone and follow a thoughtful pattern to deliver their work. Even though their role is more independent they are a valuable asset to the team. The technical knowledge that they provide is very hard to come by (Cook, 2009). Even though they find it difficult to work in a team setting, they are very engaged and helpful when it matters. They are not stingy in sharing their knowledge with the team. A coordinator is a people-oriented team role. They often assume a leadership position and are seen promoting collaboration and communication among the team members. The other members of the team look to him while making a decision. They can manage a team with expertise and possess great interpersonal communication skills. They prefer a more democratic approach while making a decision and give value to everyone's opinion. They are very good at identifying talents and utilizing them. they have broad perspectives and are a valuable asset to the team.

Like coordinators, team workers are also people-oriented. They have extroverted personalities which allow them to quickly become a part of the team (2022). They are always the first to create harmony when a problem arises. They are adaptable to changes and are quick to pick up a new skill. They offer support and help to their fellow team members and help lessen their burden of work. They are natural collaborators and extremely versatile and easily cope with any situation. They are an indispensable part of the team and help the team function as one. Last but not least, there is the resource investigator. They are extroverts with a rare talent for networking. They love to explore new scopes. They are optimists and always see the good even in the bad. They are skilled at making new business contacts and carrying out negotiations. These nine roles are usually needed to make an effective team as they created a perfectly balanced team.

What type of impact can effective teamworking have on team success?

For a team to function, teamwork is the precondition of it. Every individual on a team has a unique gift and talent. The skills he possesses cannot be replaced by another member. In a team, the individuals work together and bring out the best of themselves. They can reach their full potential by cooperating and working together. Teamwork is very important (The Impact of Teamwork on an Organisation, 2022). Teamwork enables the team to solve

problems and disputes and come up with a better solution. It is said that behind every genius there exists a team. Only by working together can anyone achieve the best outcome. Teamwork ensures an increased potential for innovation. Success is a hard journey. When people of different views and characteristics come together and work as a team, innovative ideas are created. As everyone has a different perspective there exists a broad option of solutions and ideas. Teamwork keeps the members of the team happier. It creates an environment of harmony and positiveness. Without a positive environment, the work results will never be satisfactory (The benefits of teamwork (as proven by science) - Work Life by Atlassian, 2022). Teamwork also enhances personal growth. An individual learns about his strengths and shortcomings while working in a team. As he successfully manages to identify the problem, he can work on them and hone his skills. Teamwork causes less burnout. As teamwork can provide emotional support to the team members it allows them to destress and in turn results in less burnout. It also allows more growth opportunities. Teamwork also helps in taking smarter risks. It is common to be hesitant on taking risks when working alone as the burden of failure has to be carried solely by that person (Gluyas, 2015). But when working in a group, they are less hesitant in taking risks and usually take risks that are worth it and most times ensure success. It expands creativity and the team makes fewer mistakes. As they are all supervising each other's work and working together, the number of errors lessens. But most importantly, teamwork can boost productivity.

The barriers to effective teamworking identified in the scenario

In a team, people with contrasting views, personalities, and perspectives come together. Often disputes arise due to this difference in opinion. In the given scenario, the team is facing communication challenges. The reason behind this is some members of the team are reluctant to speak up and some are busy expressing their dominance (Dirks, 2019). It led to a team conflict by creating misunderstanding, misinterpretation, and background conversations. It resulted in the team being ineffective and their goal being compromised. To get through this barrier, the first task to be done is to establish proper communication. It has to be ensured that every member gets the opportunity to put forth their opinion. Trust and reliability have to be created and the team members should be assigned to roles they are best suited for.

Conclusion

The above report successfully analysis the elements needed to build an effective team, the roles in an effective team, and how to manage them expertly (Cook and Poole, 2011). To establish an effective team, proper communication has to be practiced. Help can be taken on how to form an effective team from the theoretical models presented after doing research. Henceforth, for reaching a goal, an effective team and communication are essential.

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