

Effective Team Working and Communication

BMSW 4002

Component 1 – Report on Effective Team Working for business success

Student name- Bogdan Alexandru Mihaiu

Student number- 2126934

Module code- BMSW 4002

Lecturer's name- Akash Puranik

Executive Summary

The report focuses on a teamwork conflict and ineffectiveness scenario on a team led by Tom Jackson. Based on this context, the entire report concentrates on advising the best possible approaches and measures to Tom to develop team effectiveness, understand the stages of team development, and the roles that are necessary for the formation and success of an effective team. The report consists of the benefits of teamwork that could help the team of Tom to increase their productivity and achieve better problem-solving abilities. Moreover, they could also gain enhanced flexibility and increased personal growth. Finally, there is also the facilitation of trust that can further help the team. However, barriers such as lack of communication and commitment have been identified that can prohibit effective teamwork.

Table of Contents

Introduction	4
Development of an effective team and utilisation of appropriate Team Development Model	5
Team roles required to create an effective team	6
“Benefits of teamwork”	7
“Barriers to effective teamwork identified in this scenario”	9
Conclusion	10
References	11

Introduction

As per Tripathy (2018), good teamwork and collaboration play a significant role in the success of projects along with several other assignments and works within academic and professional settings. Teamwork is the process or context within which two or a group of members work together for the completion of specific tasks and the achievement of shared goals. Similarly, effective collaboration leads to the improvement of the approaches adopted by the members for working together and solving problems effectively. In this context, the following report will identify a range of theories and models and approaches for advising Tom (from the case study) on how to develop an effective team so that he can synergise and connect with his team members. It will also briefly discuss the roles required for the creation of an effective team including the benefits of teamwork and the potential barriers that can prevent effective teamwork. The overall discussion and its findings will be related to the case study scenario of Tom Jackson provided for the study.

Development of an effective team and utilisation of appropriate Team Development Model

Effective teamwork can be understood as a team with high synergy between the team members that includes a heightened commitment of the members working collaboratively for maximising each others' strengths (Azarova *et al.*, 2022). It is described experts that the unity of team members with the vision and mission of the project can result in motivating them to turn them into reality. Effective and ineffective teams differ on several grounds which can include aspects from the basic form of the teams like trust, supportive environment, conflict ratio, and so on. In terms of the situations faced by Tom's team, the issues of lack of communication, the poor commitment of team members, and a poor approach to the team's constitution have been identified (Landon *et al.*, 2018). These issues can be resolved effectively with the help of team effectiveness and team development theories that have been proven effective by experts.

The Lencioni Model: It is one of the most beneficial models developed by Patrick Lencioni in 2005 for assisting in increasing the effectiveness of a team to work effectively and achieve goals efficiently (Clutterbuck, 2019). This model helps individuals to base the formation of their teams based on the key causes of conflicts, political manoeuvring, dysfunctions, and similar situations. It maps out dysfunctions related to the five core qualities that effective teams must address carefully. These are:

- The absence of trust within a team must be addressed by the team leader by establishing proper relationships and an environment for the team members to interact and support each other.
- Fear of conflicts among the members must be reduced or erased by engaging them in multicultural activities before starting the project.
- The lack of team members' commitment should be considered carefully so that the team does not include people with less potential for effective contribution.
- Issues related to team members' avoidance of their irrespective accountabilities should be addressed carefully by ensuring they understand the need and importance of holding accountability (Clutterbuck, 2019).
- The inattention of the team towards the results of their work can result in increasing the focus of team members towards their personal success rather than the success of the project at hand.

The **Tuckman's Team Development Model** can be applied to the development of this team from scratch so that any existing and potential issues regarding their teamwork can be resolved appropriately. This model presents four key stages that the team members experience throughout the process of their development (Serenhov and Kaldera Holhu Pathiranaage, 2021). In this context, **forming** is the first stage wherein members are chosen

and brought together to interact and know more about each other. Application of this model and creating a team through the forming stage can allow Tom to ensure the development of politeness; tentative joining, team orientation, and avoidance of controversies are achieved. Then, the **storming** stage is where the members can learn about each other's personalities, differences, and interpersonal conflicts can occur when the tasks are organised (Soboleva and Karavaev, 2020). Then comes the **Norming** stage where the team members settle down as the leader and they themselves understand the pressure of their work. They also understand their shared goals and the initial role they need to play for the team's success. Here, cohesion between the members developed successfully (Serenhov and Kaldera Holu Pathirana, 2021). After the team and its overall effectiveness are developed successfully, the **Performing** stage is where they are required to put in their collective efforts by performing their respective tasks effectively. Application of all these stages along with Lencioni's team effectiveness model can provide Tom with direction and suggestions on how to compose his team and how to ensure that his team members understand the importance of their roles.

Team roles required to create an effective team

Different teams are formed using different roles and the effectiveness of different teams depends on how they are led and directed to perform their tasks. The key roles of Facilitator, Coach, Leader, and Mentor are the primary components described within various studies that help in developing effective teamwork. Also, the concept of "**Honey's Five Team Roles**" describes the key roles that can lead a team to become a high performing and more effective when conducting their tasks and achieving projected outcomes (Kholed *et al.*, 2019). Although a range of models on team roles are proven highly helpful for the cases like Tom's team, this model seemed to be relating more to the requirements of this team. These roles include:

- **Leader:** The leader plays the core role of ensuring that the members are provided with clear objectives and are engaged from the beginning of the team development.
- **Challenger:** Tom's team must have a challenge as it will drive the team members to deal with the questions on their effectiveness while driving their focus on the results.
- **Doer:** They encourage the team's overall progress while taking practical jobs.
- **Thinker:** These members produce relevant and required ideas for the success of the team's project.
- **Supporter:** They address their responsibilities of easing tensions while promoting harmony throughout the team and teamwork.

“Benefits of teamwork”

Teamwork and collaboration can provide several benefits in the form of improved productivity, better problem-solving, enhanced flexibility, the building of trust and so on (Driskell *et al.*, 2018). These benefits have been elaborated further to understand the importance of teamwork.

Improved productivity: Working together for a common purpose enables the teammates to effectively execute tasks and objectives. Team working provides the members with increased opportunities for communication. This allows the teammates to understand each other's strengths as well as weaknesses and work accordingly to complete the tasks in the most efficient manner (Lacerenza *et al.*, 2018). Thus, the productivity of the members as well as the overall team increases significantly. Improved productivity will boost the confidence of Tom and his team members resulting in a significant increase in their performance.

Better problem solving: When individuals work together they engage in increased forms of communication to effectively realise their goals and objectives. When problems and difficulties arise, the members have each other to rely on. They can share their difficulties and ask for suggestions and advice. In case of an issue that is faced by the whole team, they can work together to solve it (AXCEL, 2019). This significantly reduces the time needed for solving the problem compared to when someone individually tries to solve a problem. Thus, teamwork results in better problem-solving abilities in the team members which will enable Tom and his teammates to resolve their issues and conflicts.

Enhanced flexibility: Team working provides individuals with the opportunity to delegate roles and responsibilities depending on their abilities and skills. Moreover, if a member is not able to execute a certain task they can seek help from other members (Mobolade and Akinade, 2021). Thus, working in a team provides a better work environment that also facilitates motivation and enhances flexibility. This can further result in preparing the individuals to take on new challenges and improve their skills and abilities. Thus, the skills and abilities of Tom and his team members will also be improved due to enhanced flexibility.

Enhanced personal growth: When individuals work together in a team they can learn and improve their knowledge. The changes in working methods and advancements in technologies are making the work environment complicated and it is not possible for a single individual to know everything and execute tasks on their own (Driskell *et al.*, 2018). Thus, team working provides huge potential for the members to learn from each other and gain the knowledge and ability to perform several tasks. This enhances their personal growth and competency and further establishes them as complete team members and employees. The members Mihaela and Spencer can benefit from teamwork by gaining personal growth which can enable them to work in the common interest of the team.

Building of trust: Teamwork expands the horizon of the members and allows them to collaborate with a wide range of individuals. These individuals possess a variety of attitudes and behaviours which cannot be trusted right away. However, while working in a team, members frequently contact each other, spend time together and understand their positive as well as negative aspects (Lacerenza *et al.*, 2018). This results in the building of trust among the team members. Tom can use teamwork to facilitate trust and build a strong connection with Mihaela and Spencer. This can enable them to work for the team instead of seeking personal gain.

“Barriers to effective teamwork identified in this scenario”

The barriers to teamwork that can be identified from the working of Tom's team are as follows;

Lack of suitable channels of communication: Communication is one of the most significant aspects of teamwork without which a team cannot function efficiently. The team members need to have regular conversations and also engage in other modes of communication to clear any doubts or issues (Morrison-Smith and Ruiz, 2020). There needs to be a defined channel or multiple channels of communication and the team needs to ensure that every member has access to those channels. These can be emails, messaging applications such as Whatsapp, video conferencing applications such as Zoom and more (Etherington *et al.*, 2021). However, Tom's team lacked a defined channel for communication with the team members. This interrupted the flow of information within the team resulting in miscommunication, confusion and failure at the work.

Lack of commitment: This is another barrier to teamwork that can be identified in the case study of Tom's team. The personal goals and objectives of the members of a team need to be aligned with the eventual team objectives to execute effective teamwork and achieve the intended outcomes (Hazrati *et al.*, 2021). However, this aspect was missing from Tom's team as Mihaela and Spencer were more interested in their personal gains rather than the project itself. This lack of commitment prohibited all the team members to be on the same page and work collectively to complete the project.

Conflicts: The members of the team were not able to get over their differences leading to frequent conflicts and a lot of disagreements as soon as the team was formed. The lack of proper communication and commitment among the team members was a major reason behind these conflicts (Etherington *et al.*, 2021). As the team was surrounded by disputes and other issues, they could not focus on the task ahead. Thus, the conflict also acted as a major barrier to teamwork having a significant negative impact on the work output. The team also lacked strong and decisive leadership to resolve their issues and problems and guide them toward success. This also affected their performance and productivity.

Conclusion

This report provides a detailed analysis of the “Lencioni model for effective teamwork” as well as “Tuckman’s team development model”. These two models have been utilised to discuss the development of an effective team for Tom and his teammates to efficiently carry out their tasks. It also determines the team roles needed for the development of an effective team. Tom’s team will have increased productivity, problem-solving, flexibility, personal growth and trust if they indulge in teamwork. However, their team is lacking proper channels of communication, and commitment; some members also have disputes and disagreements. These aspects need to be addressed for effective teamwork and accomplishment of the tasks.

References

- AXCEL, J.I., 2019. TEAMWORK IN THE INTERNSHIP MOVIE DIRECTED BY SHAWN LEVY.
- Azarova, M., Hazoglou, M. and Aronoff-Spencer, E., 2022. Just slack it: A study of multidisciplinary teamwork based on ethnography and data from online collaborative software. *New Media & Society*, 24(6), pp.1435-1458.
- Clutterbuck, D., 2019. Towards a pragmatic model of team function and dysfunction. In *The practitioner's handbook of team coaching* (pp. 150-160). Routledge.
- Driskell, J.E., Salas, E. and Driskell, T., 2018. Foundations of teamwork and collaboration. *American Psychologist*, 73(4), p.334.
- Etherington, C., Burns, J.K., Kitto, S., Brehaut, J.C., Britton, M., Singh, S. and Boet, S., 2021. Barriers and enablers to effective interprofessional teamwork in the operating room: A qualitative study using the Theoretical Domains Framework. *PloS one*, 16(4), p.e0249576.
- Hazrati, H., Arabshahi, S.K.S., Bigdeli, S., Behshid, M. and Sohrabi, Z., 2021. A qualitative approach to identify barriers to multi-professional teamwork among medical professors at Iranian teaching hospitals. *BMC health services research*, 21(1), pp.1-12.
- Kholed, S.N.S., Hassan, N.M. and Maon, S.N., 2019. The elements of organizational factors n inter-professional teamwork and inter-professional collaboration practice. *International Journal of Academic Research in Business and Social Sciences*, 8(12), pp.1652-1662.
- Lacerenza, C.N., Marlow, S.L., Tannenbaum, S.I. and Salas, E., 2018. Team development interventions: Evidence-based approaches for improving teamwork. *American psychologist*, 73(4), p.517.
- Landon, L.B., Slack, K.J. and Barrett, J.D., 2018. Teamwork and collaboration in long-duration space missions: Going to extremes. *American Psychologist*, 73(4), p.563.
- Mobolade, G.O. and Akinade, M.E., 2021. TEAM BUILDING AND TEAMWORK IN ORGANIZATIONS: IMPLICATIONS TO MANAGERS AND EMPLOYEES IN WORK PLACES. *INTERNATIONAL JOURNAL OF MANAGEMENT, SOCIAL SCIENCES, PEACE AND CONFLICT STUDIES*, 4(1).
- Morrison-Smith, S. and Ruiz, J., 2020. Challenges and barriers in virtual teams: a literature review. *SN Applied Sciences*, 2(6), pp.1-33.
- Serenhov, O. and Kaldera Hollu Pathiranage, P.P., 2021. Team Development in Global Virtual Teams: Application of Tuckman's Team Development model.
- Soboleva, E.V. and Karavaev, N.L., 2020. Characteristics of the Project-Based Teamwork in the Case of Developing a Smart Application in a Digital Educational Environment. *European Journal of Contemporary Education*, 9(2), pp.417-433.

Tripathy, M., 2018. Building quality teamwork to achieve excellence in business organizations. International research journal of management, IT and social sciences, 5(3), pp.1-7.