

Discussion on how group effectiveness and wellbeing of employees can be improved in an organisation.

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Executive Summary

This report provides a complete analysis of the John Lewis Partnership's (JLP) management of group effectiveness and employee wellbeing, showcasing its alignment with established group theories and wellbeing frameworks. Through inspecting JLP's practices against theories like Tuckman's stages of group development and Belbin's team roles, strengths and areas for improvement were identified. Recommendations have been proposed to enhance institution group cohesion, satisfaction of employees, and organizational performance, consisting of cantered team-building activities, position readability enhancement, resilience training, and technology leveraging. Implementing these recommended suggestions could significantly improve JLP's operational efficiency and set new benchmarks in retail area control, emphasizing the important position of non-stop improvement in retaining top industry leadership.

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Introduction

The importance of creating a positive work environment and encouraging group dynamics cannot be understated in the constantly changing workplace. The ability of organizations to maintain productivity and cohesion as they deal with technological advances and changes in work environments is crucial (Tripathy, 2018). The purpose of this report is to explore the ways in which employee well-being and group effectiveness can be improved within an organizational context. In this report, John Lewis Partnership is the chosen organization. It's a UK-based company that has a well-known employee-owned model and demonstrates exemplary commitment to wellbeing and employee engagement (John Lewis, 2022). This unique organization model is a great place to examine the relationship between employee satisfaction and group dynamics. This report will analyse John Lewis Partnership's current practices for managing group effectiveness, and nurturing employee well-being, and identifies areas of strength, and further opportunities to improve. The results of this exploration will be used to make recommendations that aim to boost the performance of the company through improved group dynamics and enhanced employee wellbeing.



Figure: Logo of John Lewis Partnership, **Source:** (John Lewis, 2022)

Definitions of groups and theoretical Frameworks

Within the framework of an organization, a "group" can be defined as a collection of people who work together for the purpose of attaining a common aim or purpose. The definition of a group is not only by the grouping of people and their belonging, but also by the feeling of belonging, a shared goal, and a framework which governs their interaction (Tripathy, 2018). In organizational behaviour, a group is two or more individuals, interacting and interdependent, who have come together to achieve particular objectives. The groups can be formal having defined duties and roles set by the group, or informal and based on relationships between the members (Hall, 2018). These groups' dynamics have a significant impact on the performance of an organization. Understanding and managing these interactions essential to the success of an organization.

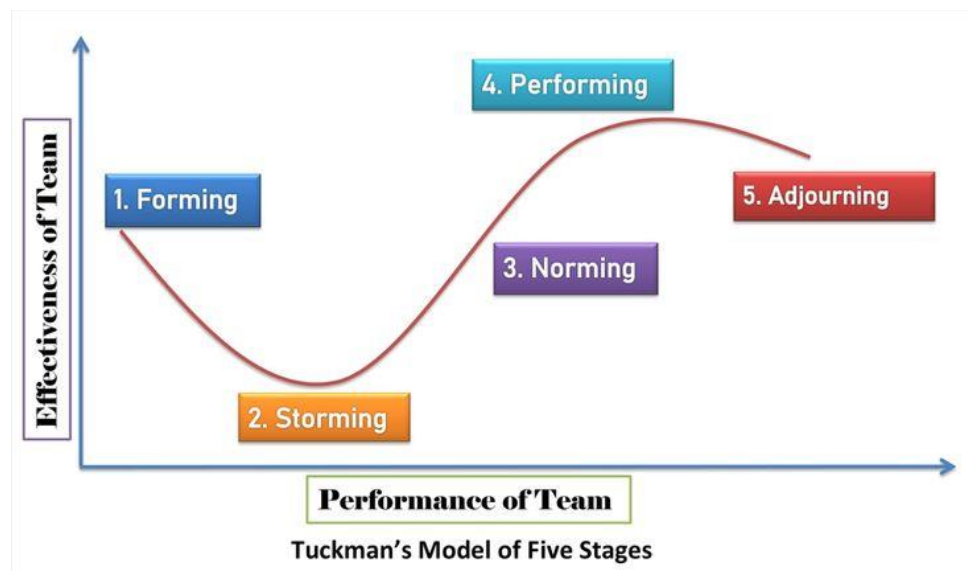


Figure: Tuckman's stages of group development, **Source:** (Vaida and Şerban, 2021)

Bruce Tuckman's stages of group development offer a fundamental model that explains how groups change and develop into productive (Vaida and Şerban, 2021). The model is based on five distinct phases that include forming, storming, norming, performing and adjourning. In the initial formation stage, the group members meet to discuss their purpose and the boundaries of the group as they remain polite and unfriendly. After that, the storming phase begins. It is marked by tension and rivalry in which individuals challenge the boundaries set during the formation stage (Senaratne and Gunawardane, 2013). This is a crucial time when clear leadership and responsibility are vital to progress. Once the group is in the norming stage, people start to work out their disagreements and appreciate the strengths of colleagues and respect authority. the roles and norms become clearer and more recognized. The performance

stage is the signpost of the complete transformation of the group into a solid unit. participants are enthusiastic, educated and are able to work as a team and independently towards the goals of the group (Ritchie, 2012). The last stage is adjourning. It involves an end to the group following achievement of its goals. This is often followed with reflections on the group's achievements as well as experiences.



Figure: Belbin's Team roles, **source:** (Belbin, 2010)

The theory of team roles developed by Belbin enhances the theory of the dynamics of groups by the identification of nine roles team people tend to play in a group and each one with its own strengths as well as potential weak points (Belbin, 2010). These roles include Plant (creative innovator) and Resource Investigator (extroverted and enthusiastic) as well as Coordinator (confident as a leader of the team), Shaper (challenging, energetic) Monitor Evaluation (strategic and discerning) teamworker (cooperative and diplomatic) Implementer (reliable effective, reliable) Completer Finisher (meticulous diligent, meticulous) as well as Specialist (dedicated and knowledgeable). According to Belbin, in order for a group to function effectively there must be a balance between the tasks. Teams with a lack of diversity might face issues, because the presence of a lot of similar strengths could result in problems in other fields (Guest, 2017). A well-balanced group is able to cover every aspect of their task including idea creation to careful execution, providing complete problem solving and efficiency (Belbin, 2010). Learning and applying these skills will allow teams to make the most of their strengths and minimize the

weaknesses and creating the environment in which diverse skills can work together to accomplish the same goals.

The theories and concepts provided offer a basis for analysing the complicated mechanisms that support the dynamics of groups and their effectiveness within organizational contexts. They emphasize the significance of roles, structure, identification, and developmental stages for group development and function. Utilizing these theories organisations can improve the management of their teams, which will result in better performance, improved employee satisfaction as well as organizational performance.

Managing Groups and Employee well-being in John Lewis Partnership

Group Effectiveness

John Lewis Partnership (JLP), the renowned retailer based in the UK, is a standout in its method of managing the effectiveness of groups that is based on its employees-owned structure. The unique model of governance creates a belief in ownership and commitment to its employees or "Partners" who are the name they're given within the business, directly contributing to the efficiency of teams and groups throughout the entire organization (John Lewis, 2022). JLP utilizes a variety of key strategies for managing group efficiency that include team-wide meetings regularly as well as collaborative project management tools as well as a strong internal communications system. The practices are developed to make sure that each of the Partners have a clear understanding of the goals of the business, know the role they play within their team and can be effective in completing group projects. In order to support these principles, JLP invests in extensive programmes of training and development that concentrate on teamwork, leadership and interpersonal skills (johnlewispartnership.co.UK, 2023). The programs are designed to aid Partners in all positions improve their capacity to function effectively as a team, deal with conflict constructively and manage with empathy and respect. JLP also stresses the importance of providing feedback and encouraging employees to participate regularly in review meetings in which they share their insights as well as celebrate their successes and discover areas to improve. A culture of learning continuously and open communications significantly helps to improve the efficiency of the teams within JLP and allows the company to quickly adapt to market trends and work more effectively in the development of innovative initiatives (Hall, 2018).

Employee wellbeing

Along with ensuring group well-being, JLP places a strong importance on the development of employee wellness. JLP offers an extensive well-being program which includes wellness support, physical health initiatives, and financial well-being tools (Wood, 2012). The support for mental health comes by accessing counsellors as well as mental health first aid services as well as wellbeing seminars that are designed to assist Partners deal with stress, develop resilience and keep the balance between work and life. Health initiatives for physical health include subsidised exercise memberships, health checks as well as wellness challenges to help Partners to be active and in good health (johnlewispartnership.co.UK, 2023). The financial wellbeing of the company is bolstered by high-quality salaries, generous bonuses and an extensive benefit package which include discounts on items and services, pension contribution and a profit-sharing scheme. This program particularly helps to increase the sense of belonging for Partners since they directly contribute to the success of the business (Senaratne and Gunawardane, 2013). The strategies together make a workplace that makes employees feel appreciated as well as supported and encouraged to be the best they can at what they do. The evidence for the effectiveness of these strategies is evident by JLP's consistent high employee satisfaction levels and low rates of turnover. For instance, in their annual Partner survey, JLP often reports above-industry-average scores in areas related to team collaboration, job satisfaction, and wellbeing (Wood, 2012). Additionally, JLP's capacity to keep its performance high within the aggressive retail market is usually attributable to the high level of productivity and engagement within its workforce. The collective projects of this organization including the launching of new products or the introduction of sustainable initiatives demonstrate its ability to foster innovative teamwork and creativity (johnlewispartnership.co.UK, 2023).

Analysis of Effectiveness of various theories and approaches

Considering the management of groups and employee wellbeing, John Lewis Partnership (JLP) is a perfect example to analyse. By applying various theories and approaches, the business practices of John Lewis Partnership (JLP) analysed and discussed below:

JLP's practices for managing groups focus on sharing goals, open communication and shared problem-solving follow closely Tuckman's stages of development for groups (John Lewis, 2022). Regular team meetings as well as feedback sessions illustrate the performing and norming stages that resolve conflicts and a high standard of efficiency is attained (Vaida and Şerban, 2021). These activities highlight the importance to move through the stages of Tuckman in order to build a cooperative and productive team environment. But there could be possibilities to allow JLP to place more focus on the facilitation of transitions between these stages, specifically transitioning from norming to storming in which additional guidance and support can help groups navigate conflict better.

In the same way, JLP's use of Belbin's team role within their teams suggests an understanding of the significance of roles that are diverse to achieve the balance and efficiency within teams. Through recognizing and harnessing the strengths of teammates, JLP will likely benefit from improved problem solving and creativity (Belbin, 2010). But JLP might be able to improve its performance by regularly analysing and aligning team compositions to Belbin's mission and ensuring that teams are able to have an equal mix of tasks essential for effective performance.

Concerning employee health JLP's approach to employee wellbeing is comprehensive and demonstrates the understanding of the many-faceted aspect of well-being, including physical, mental as well as financial factors (johnlewispartnership.co.UK, 2023). The holistic approach is in line with the latest wellbeing theories which stress the need to address the entirety of an individual's daily life in order to improve the overall health of employees and improve productivity. Offering psychological health and health-related initiatives for physical well-being demonstrates an adherence to Social Identity Theory, fostering the sense of identity and belonging within the workplace. Yet, JLP might explore deeper integration of wellbeing programs with groups, since the interaction between group performance and personal wellbeing is an essential aspect of successful organization. As an example, more specific initiatives that focus on the unique difficulties and stresses that come with various stages of development can further improve the effectiveness of groups and individuals' wellbeing.

Although JLP's methods are generally efficient, there are still gaps in completely integrating the theoretical framework into the operations. An area that could be improved is taking into account the adjournment stage of the Tuckman model. Groups are disbanded after they have achieved their objectives. While minimizing any negative effects on well-being and ensuring groups' cohesion throughout the course, the rules and regulations of structured support and reflection occasions during this phase can help employees move more effortlessly into new projects or roles (Hall, 2018). In addition, although JLP is able to successfully apply certain aspects of Belbin's team-based roles as well as his Social Identity Theory, a more consistent and clear use of these principles can further improve the effectiveness of groups (Senaratne, S. and Gunawardane, 2013). As an example, having open discussions about group roles and identity within the group could encourage an increased awareness of self and a greater understanding between team members and lead to greater co-operation and better resolution of conflicts (Nielsen et al., 2017).

Recommendations for future improvement

Based on the above analysis of the John Lewis Partnership's (JLP) strategies for controlling group efficiency and employees' wellbeing, a number of suggestions are made that can enhance JLP's practices. These suggestions are rooted in the theories of group and research, with the goal of improving JLP's management approach for organizational change.

- ❑ First, to deal with the challenges of transitioning in Tuckman's different stages of group growth, JLP could implement structured group-building exercises that are tailored to the stage. In the period of chaos, the workshops on conflict resolution could aid in smoother transitions from norming. The workshops can incorporate simulation scenarios, as well as mediation methods to provide teams with the skills needed for effective conflict resolution (Vaida and Șerban, 2021). As per the study of Podsakoff, and MacKenzie (2014), teams who engage with specific developmental tasks that are tailored to their specific stage show better cohesion and perform.
- ❑ Furthermore, increasing the usage of the Belbin team's roles in corporations can similarly enhance team effectiveness. JLP ought to recall engaging in regular group evaluations of roles and facilitating conferences to study the ones roles in a team setting. It will help ensure a healthy group composition but would also encourage the understanding of participants of the contribution they make to the overall success of the

team. The research suggests that teams that have clear knowledge of their members' duties and strengths experience more engagement and efficiency.

- ❑ In order to improve the integration of the wellbeing of employees with dynamics in groups, JLP could introduce resilience education programs that concentrate on ways to manage the demands of group work. They could incorporate the practice of mindfulness, stress-management strategies, as well as exercises to build resilience specifically addressing issues that are identified in different phases of the development process. Research has shown that these programmes significantly improve the wellbeing of individuals and also the performance of groups.
- ❑ JLP could benefit from having a formal method for adjourning the part of the process for group development. The team's accomplishments as well as providing opportunities to reflect can ease the transition of group members who are moving on to different assignments or positions. The creation of alumni networks for former team members could help facilitate ongoing connections and information sharing, which is suggested from research that has proven the long-term advantages of acknowledgement of group dissolution process (Podsakoff, and MacKenzie, 2014).
- ❑ By leveraging Ing technology, this organization named JLP could increase group efficiency and overall wellbeing. Digital platforms that allow instant feedback, virtual team building exercises, as well as online wellness tools could provide an array of flexible and accessible options to every employee (Ritchie, 2012).

Conclusion

The report thoroughly analysed the John Lewis Partnership's (JLP) technique of managing the effectiveness of groups and employees' well-being and has highlighted its strengths in addition to identifying areas that might be improved. JLP's strategies reveal a strong base within the theory of groups as well as a dedication to the wellness of employees. By enforcing the suggested recommendations, rooted on empirical facts and theoretical understandings, JLP could further refine the strategies it employs. Implementing these guidelines will improve group cohesion, growth the satisfaction of personnel, as well as improve efficiency of the company. These improvements are not just beneficial to JLP's immediate employees, but they can also establish a model in the industry for the best methods.

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Appendix

This is a group task done by Md Abidur Rahman (1815081), Claudiu Adrian Pindici (2246687) and Vasile Duman (2245195). The very first two parts and last part, Executive summary, Introduction and Conclusion are done by sitting together and with discussion.

``Definitions of groups and theoretical Frameworks`` and `` Managing Groups and Employee well-being in John Lewis Partnership`` parts are analysed and written by me, Md Abidur Rahman.

``Analysis of Effectiveness of various theories and approaches`` part is generated and written by Claudiu Adrian Pindici.

`` Recommendations for future improvement`` part is designed and modified by Vasile Duman.

To generate the best output we support each other willingly.