

EFFECTIVE TEAMWORK AND COMMUNICATION

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Introduction

This report discussed a lot about the team as a whole; but hasn't addressed much about the individuals that make up the squad. They liken it to discussing a vehicle without considering its technical qualities and just based on its manufacturer, model, and colour. The outside elements are what we engage with and can see, but the inside traits are what allow anything to work. Teams' internal characteristics include how members engage with one another and with other team members. In order to accomplish their goals, teams must be able to work together as a unit, which calls on team members to be cooperative. But it takes time for the squad to come together; it doesn't just happen (Mounika et al. 2021). They most likely have had the experience of working in a group to complete a job or project for their organisation. Once the team initially gets together, people probably just stand about and look at each other. As they get to know one another better, then figure out how to split up the work, assign roles, and coordinate combined efforts. They also learn what to expect from one another.

Stages of Team Development

Discovering successful collaboration strategies is the process of team growth. The research has outlined several unique phases of team development. An educational psychologist named Bruce Tuckman created a five-stage growth method that most teams use to achieve high performance. "Forming, storming, norming, performing, and adjourning" were the terms he used to describe them (Chen et al. 2021). Team development theory hasn't seen much change since it was initially conceived. In both big and small businesses, teams are formed. Forming, storming, norming, and performing are the four steps listed in Tuckman's paradigm. The team-building process begins with the formation phase, when participants get together to work toward a common goal. These persons may have worked together as a group in the past.



Figure 1: Stage of team development.

Sources: (Googleusercontent.com, 2022)

Forming Stage

According to Kamath (2018) discussion, the period of formation includes a phase of orientation and getting to know someone. People are seeking leadership and authority currently when uncertainty is at an all-time high. One might anticipate that a leader will emerge who demands respect or demonstrates expertise. Once the team first forms, the forming process gets started. One of the first things the team does is introduce itself and start getting to know one another. Employees commonly go through a phase such as this when they feel both excited and anxious. The chance to learn more about each other's histories, skills, and interests should be utilised by employees. The team leader must communicate the project's goals and deadlines (Seaman and Bowman, 2022). Along with outlining each team member's responsibilities and roles, the team leader should. Effective, open communication should be promoted, as should a regular schedule for team meetings.

- It is one thing for each member of the squad to play a certain role. Executing the duties that each team member is charged with is much different from knowing exactly what they are and how they fit into the overall goal. full recognition of the talents each person

contributes, whether they are in development, web design, marketing, or product expertise (Elder, 2019). This knowledge will make it easier to deliver the appropriate information to the appropriate person on the first attempt, which will speed up the resolution of issues.

- People need to be aware of both what is required of them and where they fit into the larger picture. Give examples of what is required at intermediate deadlines, such as when they must collect and evaluate new user data, when to do A/B website testing, or when to conduct a soft launch to test enhancements.

Finally, make sure that everyone on the team can see the project schedule by making it public. You may set deadlines for each component by breaking the project up into manageable pieces (Volpe and Boland, 2022). For instance, the research stage may be completed in a week or two, while the interface adjustments could take a month. Ensure that they are aware of the responsibilities that must be fulfilled at each stage.

Storming stage

The storming stage is both the most difficult and important to complete. Conflict and competition are common during the creation of distinct personalities. Teamwork may suffer during this time as a result of the energy being spent on useless tasks (Santos et al. 2019). There may be disagreements among team members over their goals, and subgroups or cliques may form around powerful figures or areas of consensus. In order to go through this stage, team members must overcome challenges, put up with personal differences, and find common ground on opposing perspectives regarding team activities and goals. Teams might grind through this phase (Bukhari, 2019). Inability to settle disputes may result in long-term problems. At this stage of the team-building process, there may be some conflict between the workers. Various issues, especially those relating to the project's approach, might come up during the storming phase. It's common that this is caused by differences in working styles and personalities. Interactions between teammates can cause annoyance. In the observation of Valenti (2022), team leaders must encourage their colleagues to resolve conflicts amicably, nevertheless. The role of the team leader is to provide support to teammates who might be having trouble and to clarify any misunderstandings (Xu and Zhang, 2022). Nevertheless, team members and leaders should appreciate and cherish each other's differences. In order to embrace constructive conflict and deal with these differences in a way that maintains trust and commitment to the group's objectives, the group must develop the necessary abilities.

Norming stage

Teams who make it through the storming stage can resolve disputes and come to some sort of unification. At this time, everyone agrees over both who the leader or leaders will be and what each member's duties will be (Abhinaya, 2019). A feeling of coherence and community develops when interpersonal conflicts begin to be resolved. Participants begin working together and focus more intently on the team's objectives during this phase, which boosts team effectiveness. The group's mental stability, though, is precarious, and storming may restart if disagreements reappear. The "getting into the swing of things" phase can also be used to describe this period of team development (Ray et al. 2019). Once the company team has reached the norming phase, employees will be aware of one another's strengths. During this period, workers will also begin to get more familiar with the tasks performed by their peers. The results indicate that socialisation among employees will likely grow at this period. It may also be easier for the team members to provide advice or criticism. Leaders must work hard to resolve any problems that may have been previously suppressed in order to prevent any simmering tension. Goals and deliverables must be communicated, and leaders must be informed about project developments.

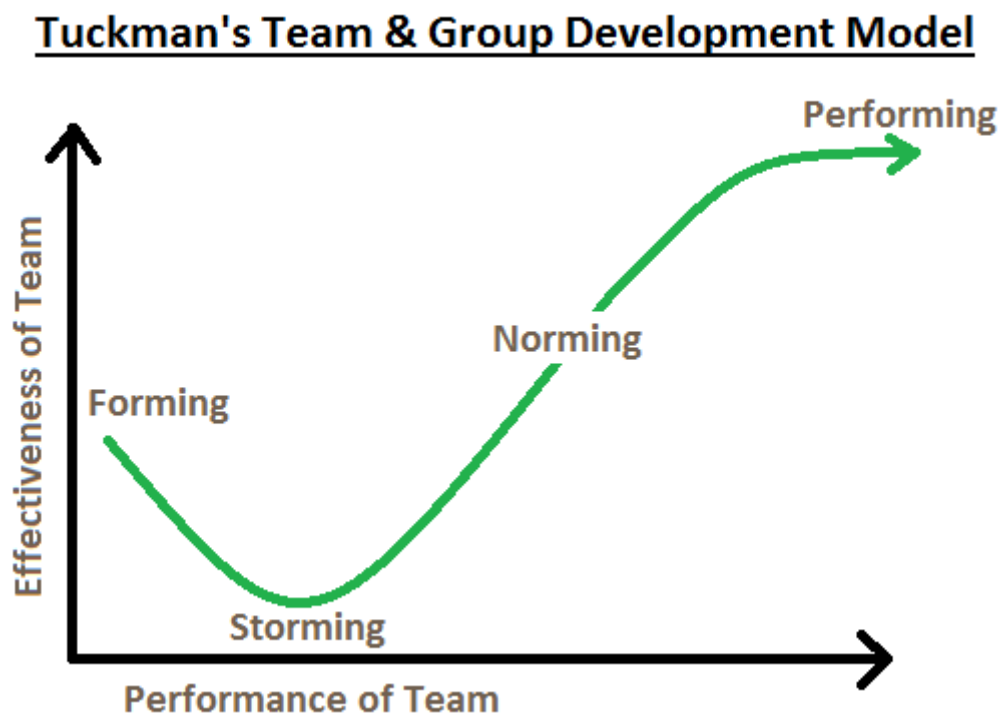


Figure 2: Tuckman's team development theory.

Sources: (Thecoachingtoolscompany.com, 2020)

Performing stage

At this point in its performance, the team is composed, efficient, and organised. Also firmly entrenched are consensus and cooperation. The team's objective is shared by all members, and a solid foundation is in place (Xie and Cooke, 2019). They are, however, dealt with in a helpful manner. There are still issues and conflicts. The team's top priority includes addressing issues and attaining goals as a group.

Adjourning stage

The adjournment stage saw most of the team's goals accomplished. Keep track of the work and outcomes, as well as finish any last-minute chores, are the main considerations. As the workload decreases, certain team members could be transferred to other teams, which would result in the dissolution of the team (Kalyani, 2018). Given the possibility of regret after the team's dissolution, it may be useful to express gratitude in writing for the team's efforts and successes. When members of a team are changed, the team will start the development process anew from the formation or storming stage because it is a permanent committee with continuous duties.

The model was developed by Tuckman after studying the dynamics of group interaction. Tuckman found that groups are cohesive and focused on completing the project by Stage 4 of the process. Tuckman and Jensen developed the sixth stage after reviewing many studies (Hodge, 2021). Tuckman and Jensen claim that everyone involved finds the process' adjourning phase to be the most difficult since workers usually experience a feeling of loss at this stage. Small groups that work on projects follow a certain technique to develop group dynamics.

Team Norms and Cohesiveness

Teams frequently create norms that guide team members' behaviour. Each team member is expected to follow a set of guidelines that outline what constitutes appropriate behaviour, attitude, and performance. Rules and norms are both types of uncodified standards. However, they are implicitly known to every member of the team (Smith, 2018). Rules work because they may be enforced through social pressure or other means when they are breached because team members want to support one another and keep relationships. Norms are established while a team interacts while developing a product. The criteria for attendance and commitment are the primary focus of norms during the phases of shaping and storming. Norms focus on

interpersonal interactions and performance levels in the latter stages of norming and performing.

Performance expectations are essential because they define the standards and level of effort necessary to accomplish the team's objectives. As one might imagine, leaders play a critical role in creating positive norms by serving as role models and encouraging preferred behaviours. As per Tsybulsky (2019) discussion, the only way for norms to control behaviour is if they are accepted by the entire team. The level of group cohesiveness has a major impact on whether team members accept and adhere to norms. Durdubas and Koruc (2022) state that team cohesiveness is the strength of the bonds that bind members together and motivate them to continue with the group. Teams with members that have a high level of cohesion are committed to working together, value their contributions, and take pleasure in their successes.

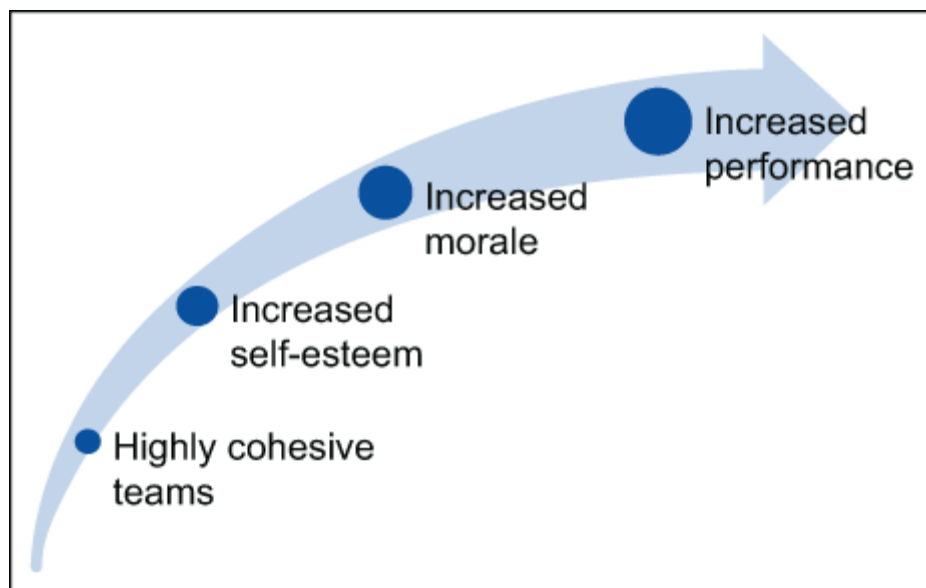


Figure 3: Team Norms and Cohesiveness

Sources: (Wp.com, 2022)

The Walmart Group's team development methodology is built around the Tuckman model, and they utilise it to help their customers establish teams and quicken the transition to high performance (Sebastian, 2020). They can help leaders use the Tuckman model to further the team-building process by helping them get a solid knowledge of the five phases and the cumulative advantages of good collaboration. They provide them with the tools they require at every stage of team development so they can set acceptable expectations and objectives and so develop powerful, independent teams. In order to provide a solid foundation for team development, leaders must have the knowledge and attitude required to effectively manage team growth and ensure smooth transitions between stages (Hammond and Kedrowicz, 2021). A team's development takes time, which leaders must realise. In order to go through each of

the five phases and establish trusting relationships with their co-workers, team members must put in the necessary time, patience, and focus. Those in positions of leadership who are well-versed in the Tuckman model can put their teams in the most favourable growth environments and ensuring that real progress is being made (Andersén and Ljungkvist, 2021). As necessary, the team leaders will work with its staff of coaches and advisors.

Conclusion

This study's participants believed that profitable teams have a positive impact on business profitability, which is one of its findings. Humans are recognised for their social nature. This much was accepted for a very long time. People usually work separately and in silos rather than collaboratively since many companies fail to take this fact into account. As more organisations realise the value of teamwork and how essential it is to success, the creation of collaborative workplaces is more crucial than ever. Nearly half of CEOs surveyed by Walmart believed that better collaboration would enable organisations to keep more employees. The most important result of efficient team development is that it aids team members in gradually getting to know one another, developing their capacity to carry out important work together and finally accomplishing a common set of objectives. Creating personal chemistry among team members is an essential first step to a productive team. Without the personal ties that might complement their professional ones, teams are more prone to face friction, conflict, and failure.

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