



Effective Team Working and Communication

BMSW4002

Overview

1. Introduction
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3. Stages of team development (Tuckman)
4. Team roles (Belbin) and leadership roles (Hersey & Blanchard)
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Introduction



Team working and communications are the key fact for a business to grow



Benefits of teamwork



Stages of team development and managing conflict



NFT Distribution Holdings is a chilled food distributor and is part of the EV Cargo group

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Topic: Benefits of Team Working

Team

- ▶ The purpose of the term team is to bring together a group of people who carry ideas that are completely different from each other, with that this individuals will be able to see problems from another perspectives and try to pool ideas to solve any problem that they find in their work. Team isn't just a group work is a way for people to interact with each other and to know better the people that work with them every day, doing things in group provide more work efficiency and will not consume a lot of their time.



Team Working

- ▶ The purpose of team working is to get a group of people together to solve problems that can not be solve just by one individual. Each person in the group will be able to give their ideas to solve the problem and by putting all of the ideas together they will be able to find multiple answers that will fit to fix the problem. In this process everyone will be able to gain more knowledge working with other people and this will be good for all of them because in the future they will know how to work with teams.



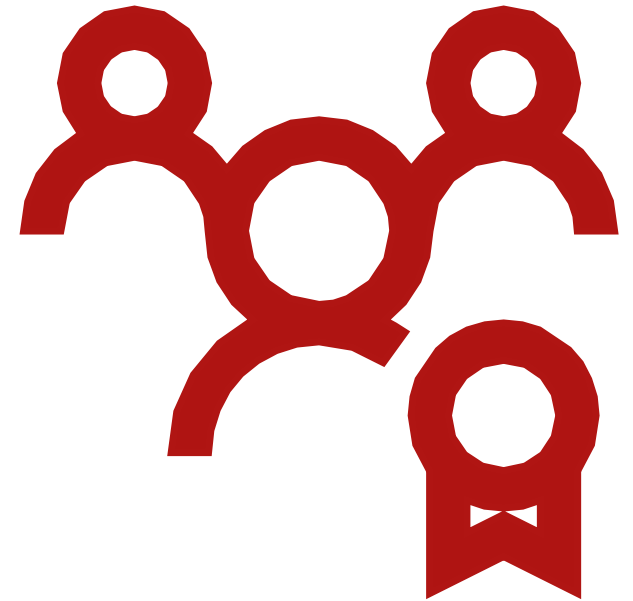
Benefits of team

- ▶ As a team you will be able to experience other people's ideas and receive more knowledge from what the other members of the group have already managed to have in their life. With this what I want to say is that was a team is not only just to solve problems, but also a way to gain knowledge from other people and that can be useful for us not only for the work but will be useful for our daily routine.



Benefits of team working

- ▶ Teamwork can be very beneficial for individuals who are in a group, because working together facilitates the generation of ideas and creativity and it can be a lot of fun to work with other people who do not think the same way as us and will be a good way to learn how to work in a group.



Efficient Team Working

- ▶ The efficiency of team working is that you will not consume all of your time doing one work and the stress that you gain daily will be gone because having a team they can support you with the work and even give some ideas for you to better manage your time daily. Team working is not just working together is the most efficient way for us to not stay alone because works are better when is to do with other people doing that you will be more happy and you will get knowledge that you never thought that you would learn one day. Team working is the most efficient thing that exist for us.



Definition of Team Development

- ▶ Team development is bringing out the talent of the people associated in a joint action making them more effective
- ▶ Individual development is the key to team development
- ▶ They are committed to a common goal

Tuckman Team Development

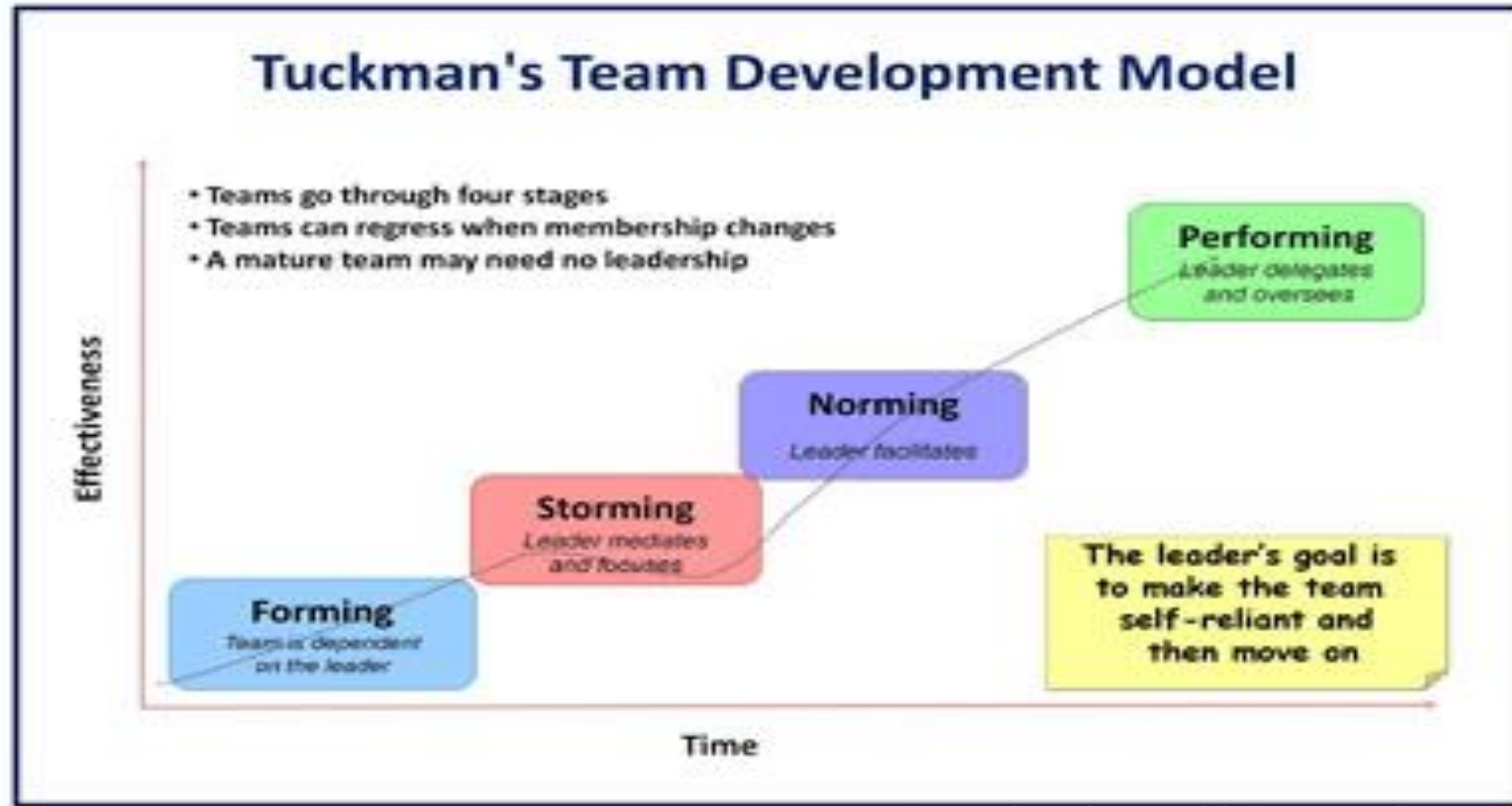


Figure 1. The Tuckman Model of Group Development⁽¹⁾

Tuckman Team development

Forming Stage

- This is a time of questions about purpose
- Small bond
- Guidance

Storming Stage

- Emerging boundaries become contested
- Conflicts occur
- Guidance by the leader, bargain compromises and delegate tasks

Tuckman Team Development

Norming

- Issues between members have been solved
- Clear roles and responsibility
- There is a greater 'we' feeling rather than 'I' feeling

Performing

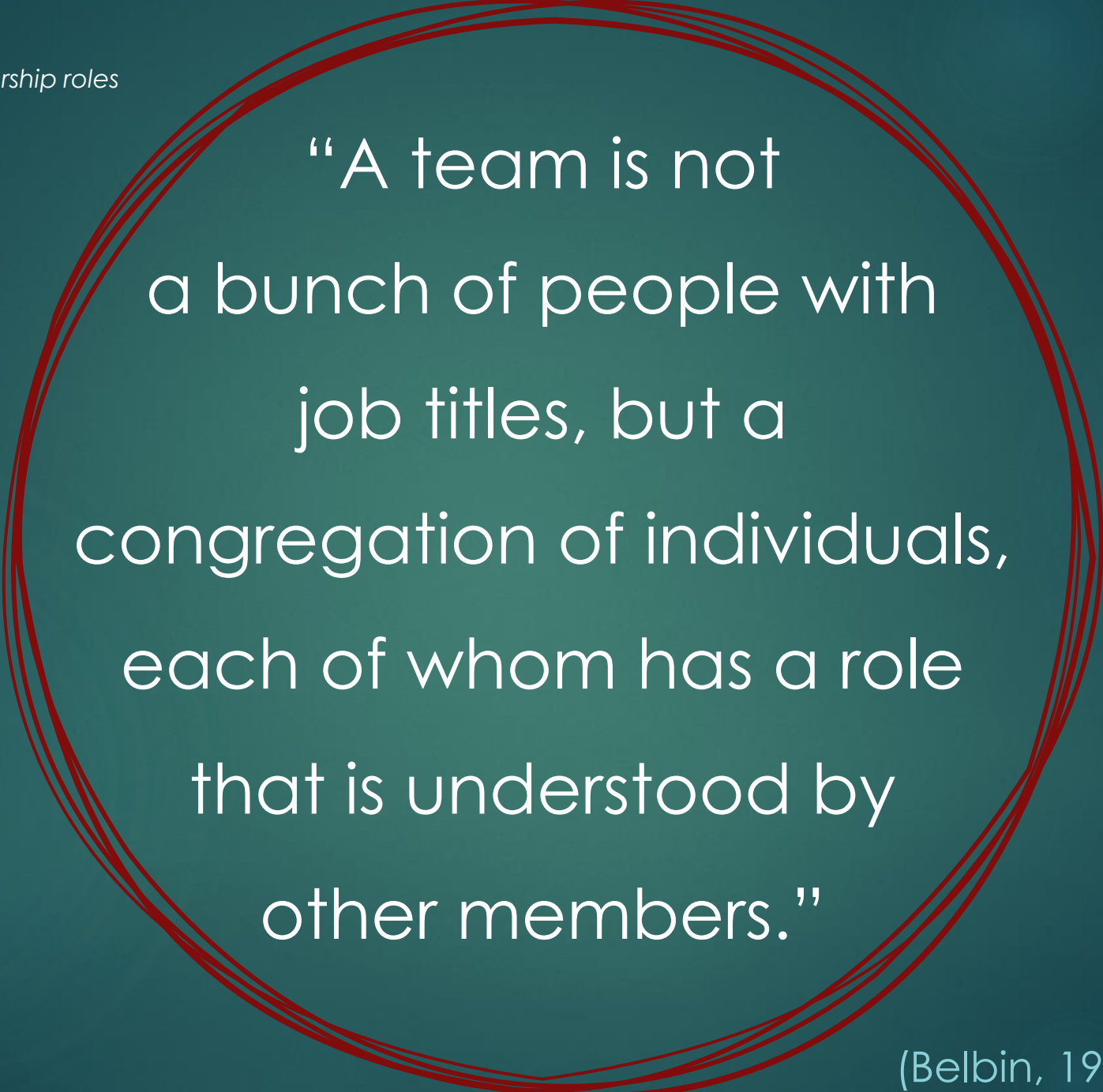
- Hard work goes hand in hand with satisfaction about the team's progress
- Problems are prevented or solved as they pop up
- The team is mature now

Tuckman Team Development

Conclusion

Tuckman model helps teams and groups accelerate through the group stages with awareness and compassion for each other
It is important to celebrate the team positive achievements
Finally improve team performance





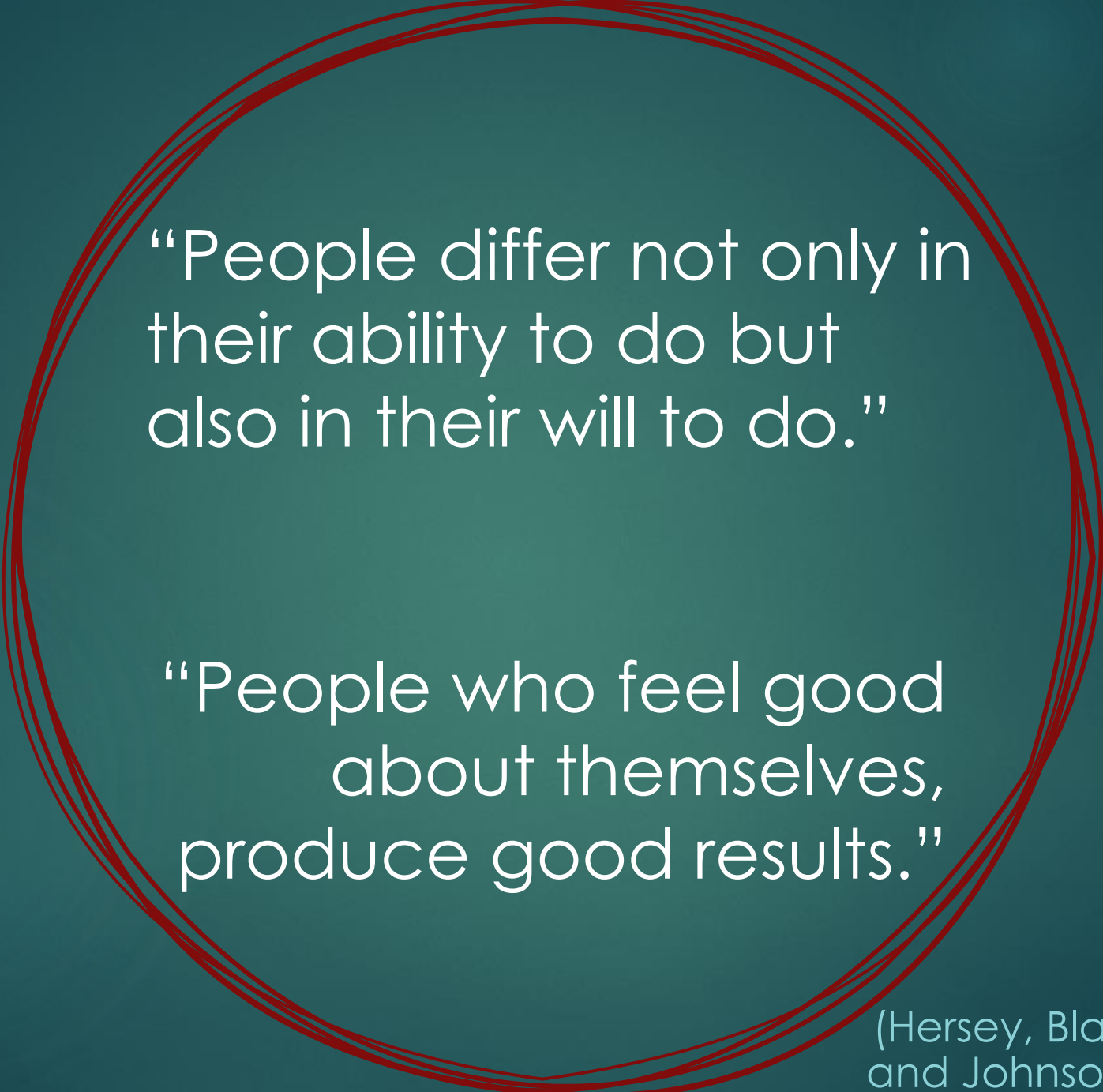
“A team is not
a bunch of people with
job titles, but a
congregation of individuals,
each of whom has a role
that is understood by
other members.”

(Belbin, 1993)

Team Roles (Belbin, 2010)

- Allows team members to **understand** and **talk** about their **behavioral strengths** (Fisher et al., 2000)
- Define **responsibilities** and provide a specific **objective**
- The model focuses on **personalities, abilities, strengths** and **weaknesses** (Swailes and McIntyre-Bhatty, 2002)
- Define **goals matched** with **specific tasks**





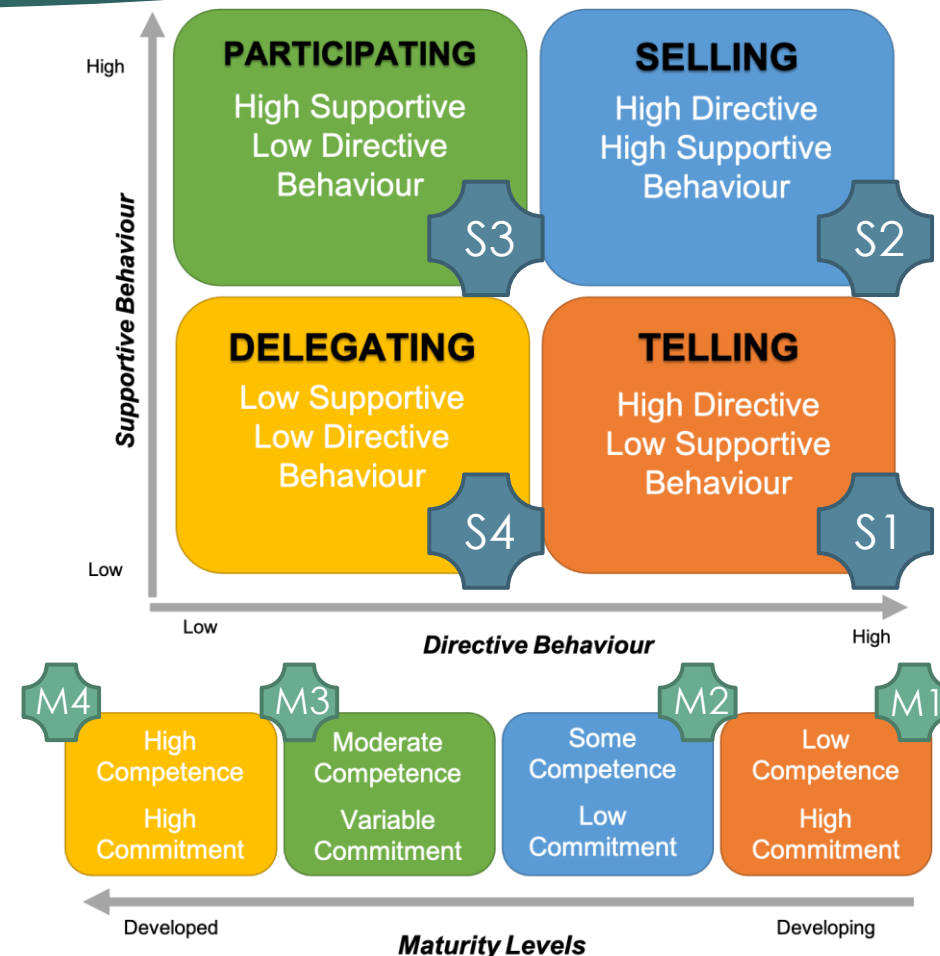
“People differ not only in
their ability to do but
also in their will to do.”

“People who feel good
about themselves,
produce good results.”

(Hersey, Blanchard
and Johnson, 2008)

Situational Leadership (Hersey, Blanchard and Johnson, 2008)

- Being a leader versus being a manager
- 2 Models with 4 leadership styles and 4 maturity styles
- Leaders must be **highly adaptable** to their team (Blank, Green and Weitzel, 1990)
- **Mismatch leadership with maturity** can lead to **conflict** within the team
- The models are **not flawless**
 - Place of employee
 - Communication of Leader (Thompson and Vecchio, 2019)





Effective
leadership begins
with effective
communication.

(Hayes, 2004)

Conflict Management

DEFINITION:

“TWO INDIVIDUALS, AN INDIVIDUAL AND A GROUP, OR TWO GROUPS, ARE SAID TO BE IN CONFLICT WHEN AND TO THE EXTENT THAT AT LEAST ONE OF THE PARTIES FEELS IT BEING OBSTRUCTED OR IRRITATED BY THE OTHER.”

Types of Conflict

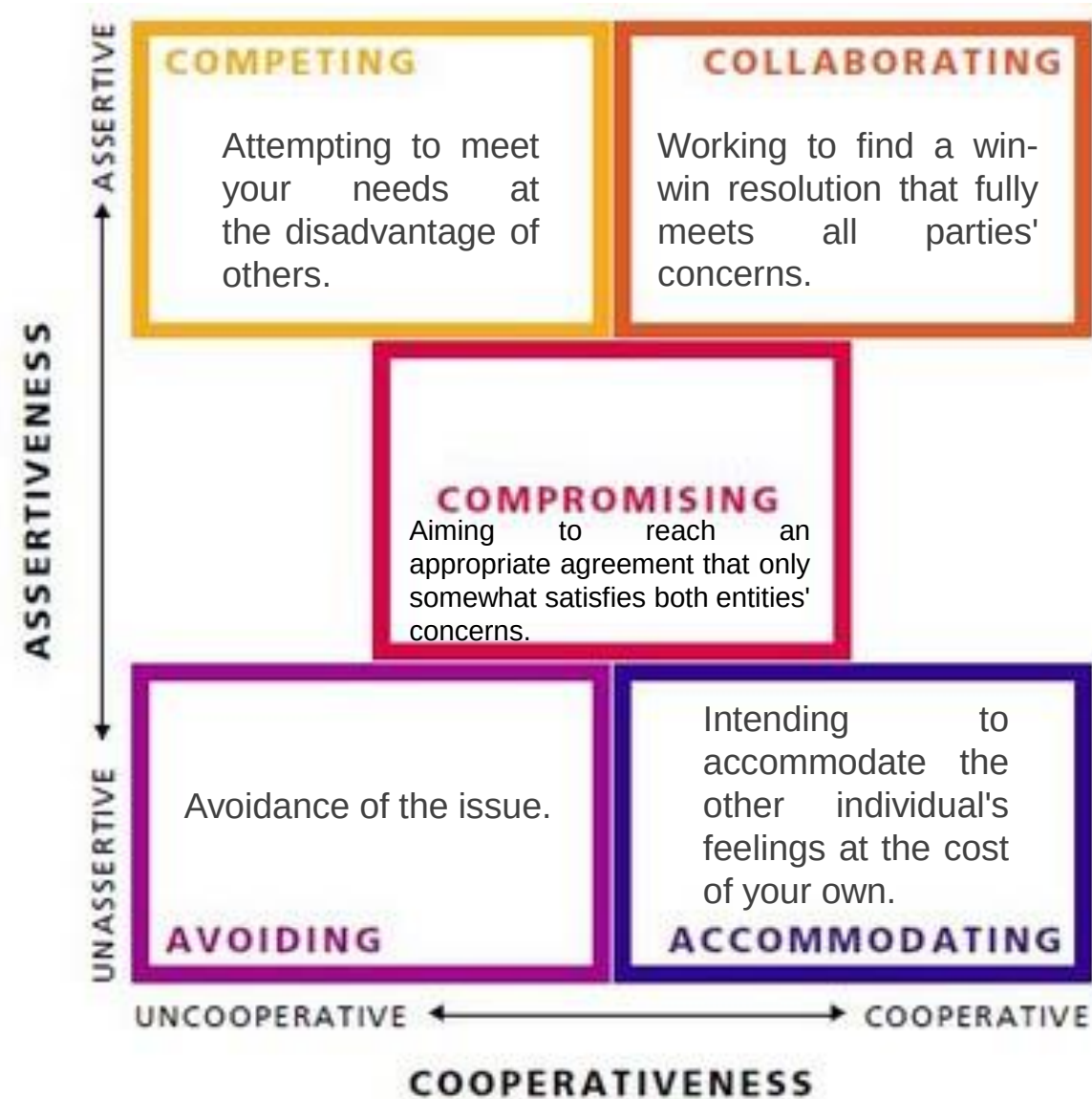
Task Conflict	Relationship Conflict
Team conflict	Interpersonal conflict
Constructive conflict	Negative conflict

(Flanagan and Ruden, 2008)

Causes of Conflict

- Unpredictable Policies
- Conflicting Goals
- Conflicting Needs
- Different Personal Values
- Conflicting Pressures
- Conflicting Perceptions

(Art Bell, 2002 & Brett Hart, 2000)



Thomas – Kilmann Conflict Instrument Model

Recommendations



- Build strong relationship with free space of speech
- Agree to disagree
- Recognize improvement and reward progress

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Topic: Successful team development

- ▶ **Successful teams** encourage team members to share ideas, consider solutions and solve problems together. Good teams benefit individual members by offering added support and opportunities for **development**.

Characteristics for successful teams

*Goal-oriented
mindset*

*Commitment to
their roles*

*Open to
learning*

*Diverse
perspectives
and
experiences*

Shared culture

*Responsibility
and
accountability*

*Clear
communication*

*An effective
leader*

How to build an effective team



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