

Respondent: **Rebecca Stewart** Submitted on: Monday, 3 June 2024, 9:13 AM

Test

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Case Study A: Hollyfield Abbey Ltd

Hollyfield Abbey Ltd is a SME with a turnover of £3million in the last tax year, with a £600,000 profit reported. The company employs 15 people and provides transport services to local vulnerable people. Five members of the team are bus drivers, five are bus guides (providing navigation and support onboard the buses) and five members of the team are administrators (booking jobs, dealing with customer queries, producing rotas and completing payroll). In April this year, six members of staff were dismissed for misuse of social media. The company is now using agency staff to fill to gaps in staffing whilst new employees are recruited. The six dismissed staff were found to have used the Facebook messenger app to co-ordinate their work, sharing details of customer addresses and transport needs. The staff dismissed were: two drivers, two bus guide staff, two administrators.

The company is planning to have a recruitment event in June and want in involve the nine existing members of permanent staff.

Question 1 -

Based on your understanding of team roles, what type of team role would fit in well to the administration team of this company?

I think that a completer/finisher would be most effective as someone with this role would care about the details of a project or task and always ensure that the task gets completed on time. An alternative could be monitor /evaluator as this role would be focus on the task and not be distracted by the personalities involved. You need someone that will be able to have the basic skills to type, use excel and work with others as this company is very busy with bookings for transport and uses confidential information.

2 *

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Question 2

When recruiting the new members of staff into the team, what stages of development will the team be likely to go through before performing effectively?

The new staff members will need to find their space and role within the existing team, therefore the whole team with probably go through the stages of development described by tuckman of Forming, storming and norming before they reach their full performing stage.

1. Forming Each member of the team focuses on the leader, accepting only the leader's guidance and authority and maintaining a polite but distant relationship with the others. During this stage the leader must be seen to be open with information and ready to answer the many questions that will come her or his way; boundaries, strengths and weaknesses will be tested, including those of the leader. There is likely to be some baggage regarding the way people have been treated in the past, which might result in some clinging to the old ways, if their experience was positive, or suspicion and apathy if it left scars

3 *

Reflection Question 1

What team role do you tend to be when working in a team? Why do you think this is?

I find that I tend to take a specialist role and focus very closely on one particular area of specialism, I think this is due to my academic background and the fact that I do not enjoy leading teams or ignore the details. Instead, I prefer to look at the issues that arise and face them head on so that processes work more effectively in future. I also find that when I have become interested in a topic, I get very tunnel vision about it and can become completely absorbed in completing this.

4 * Reflection Question 2

Which approach to decision making do you feel is most effective when making day-to-day decisions in a team at work? Why do you think this?

I think either brainstorming or nominal decision making would be the most useful ways to make decisions at work, this is because they do not take up much time and you can do these methods with a small or a large group of staff.

Brainstorming technique involves a group of people, usually between five and ten, sitting around a table in a classroom setting generating ideas in the form of free association. The primary focus of the brainstorming technique is more on 'generation of ideas', rather than on 'evaluation of ideas', the idea being that if a large number of ideas can be generated, then it is likely that there will be a unique and creative solution among them.

All these ideas are written on the blackboard with a piece of chalk so that everybody can see every idea and try to improve upon them. The leader of the group defines and explains the nature of the problem to the group members and the rules to be followed.