



Effective Team Working

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Effective Team Working & Communication
BMSW4002

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Session objectives



Benefits of
team-working



Stages of Team
Development-
Tuckman



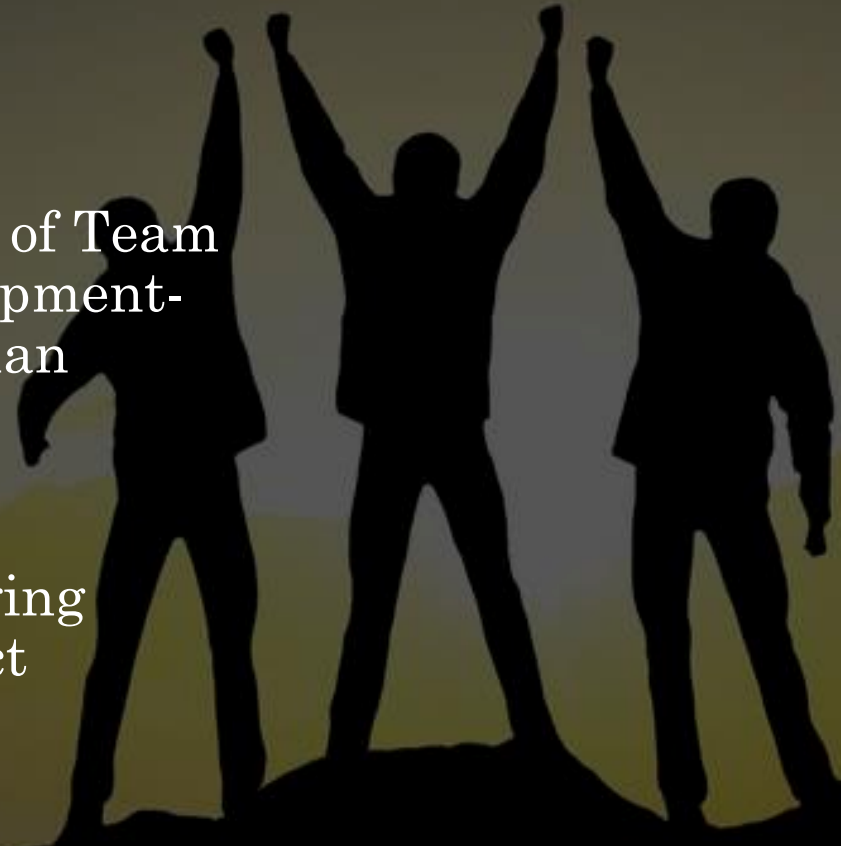
Team Roles



Managing
Conflict

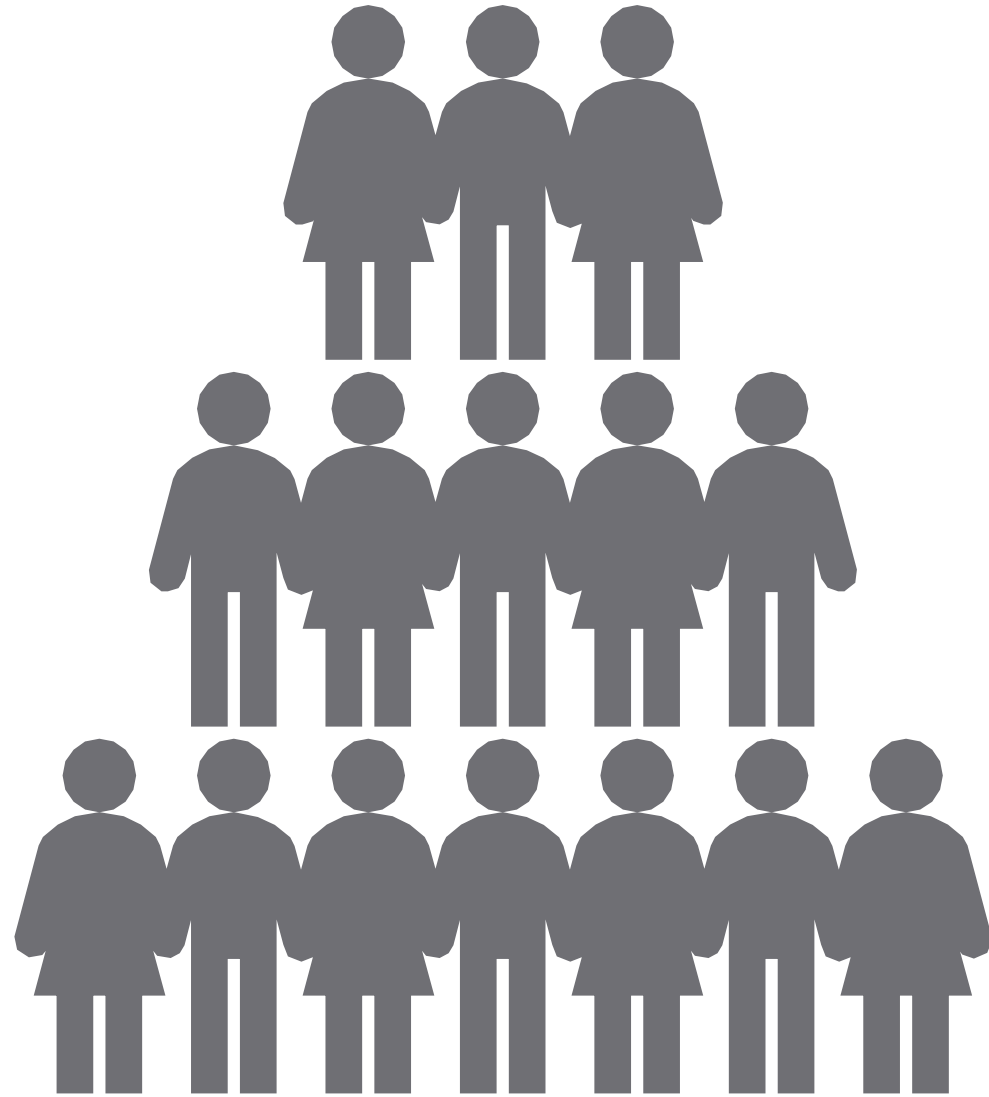


Successful Team
Development



Teamwork

“Teamwork is the collaborative effort of a group to achieve a common goal or to complete a task in the most effective and efficient way” Cooke and Rosen (2008)



Benefits of team-working

“It is the long history of humankind (and animal kind, too) that those who learned to collaborate and improvise most effectively have prevailed.” – Charles Darwin

INCREASING
PRODUCTIVITY

FOSTERS
CREATIVITY
AND LEARNING

DEVELOPING
CONFLICT
RESOLUTION
SKILLS

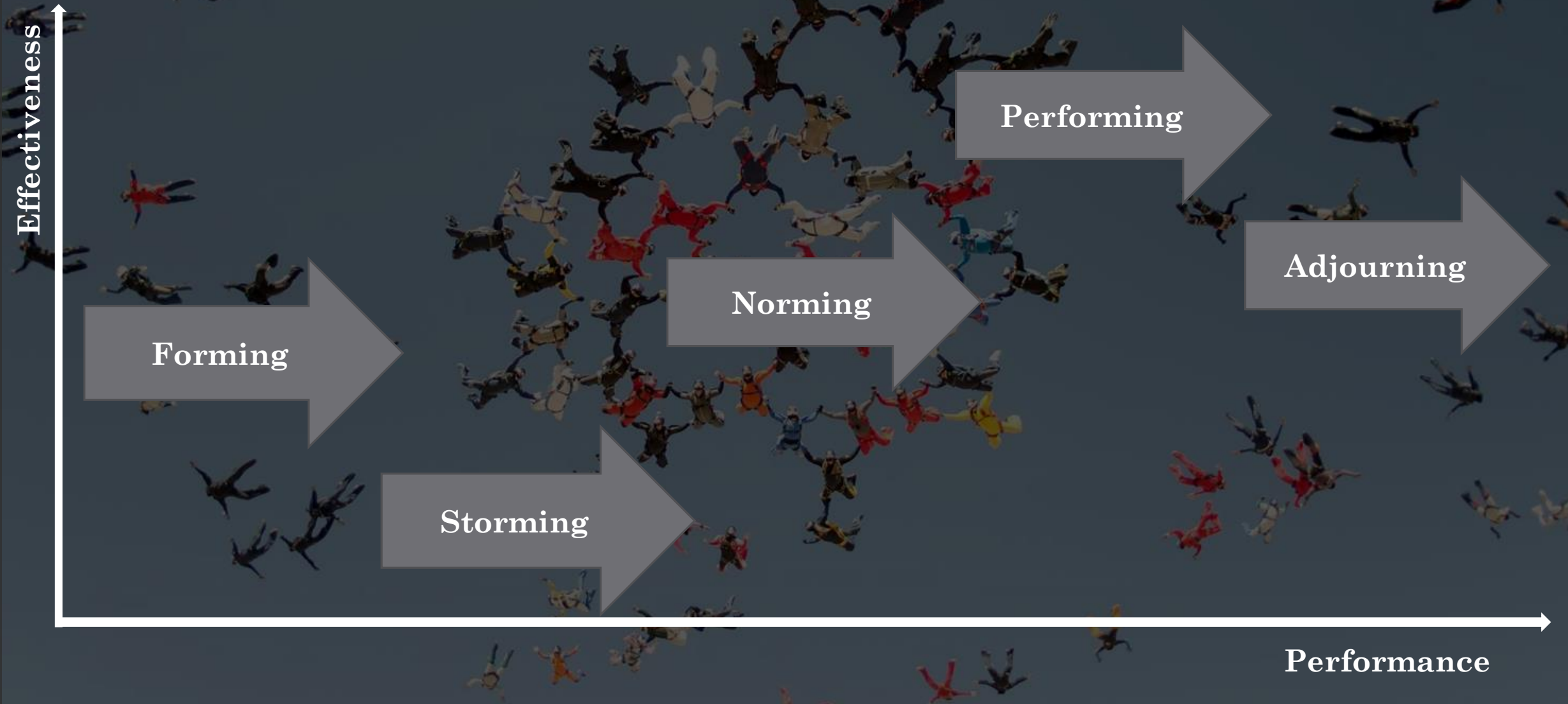
ENCOURAGES
HEALTHY RISK-
TAKING

BUILDS
TRUST



Tuckman's stages of group development

Stages of Team Development





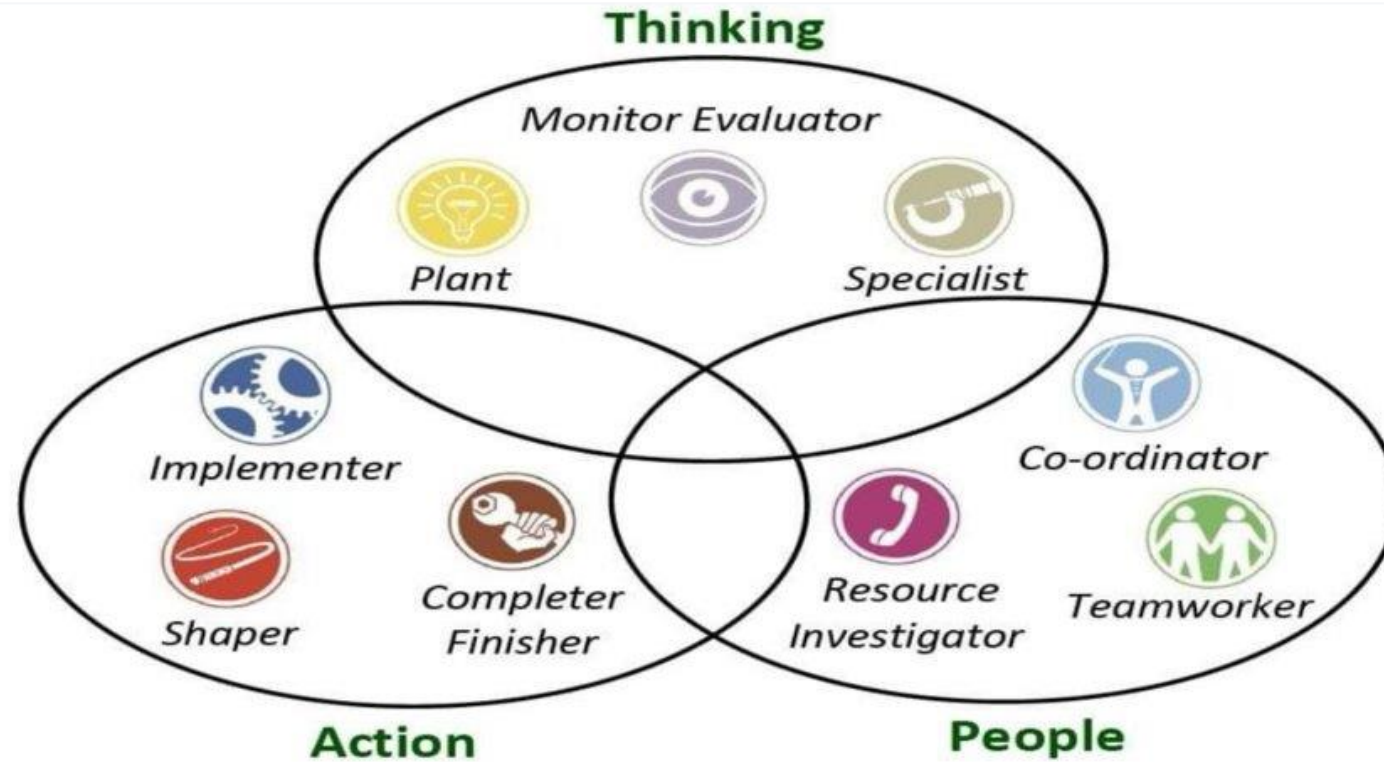
Belbin team role's theory



DR R MEREDITH BELBIN
HAS DEVELOPED A TEAM
ROLE METHOD
THAT ASSESS THE
TYPICAL BEHAVIOR OF
TEAM MEMBERS

IN HIS BOOK
“MANAGEMENT TEAM”
RELEASED IN 1981
HE CAME UP WITH THE
TEAM ROLE METHOD
ALSO KNOWN AS BELBIN
TEAM INVENTORY

THE MODEL DESCRIBE
THE BEHAVIOR OF TEAM
MEMBERS IN
RELATIONSHIP WITH
ONE ANOTHER



The roles can be divided in three categories :



The plant: Innovators & ideas. Prefer to work alone.



The monitor/evaluator:
Separate the
good idea from the bad



Specialist: Skills in a
specialist job

Three thinking
oriented roles



Shaper: challenge norms,
take lead, push team



Implementer: executors
of plans



Completer/Finisher:
Complete the fine details

Three **action**
oriented roles



Coordinator : natural
team leaders



Team worker: diplomat,
keep team cogs turning



**Resources
investigator:** Find
external Resources

**Three people
oriented roles**

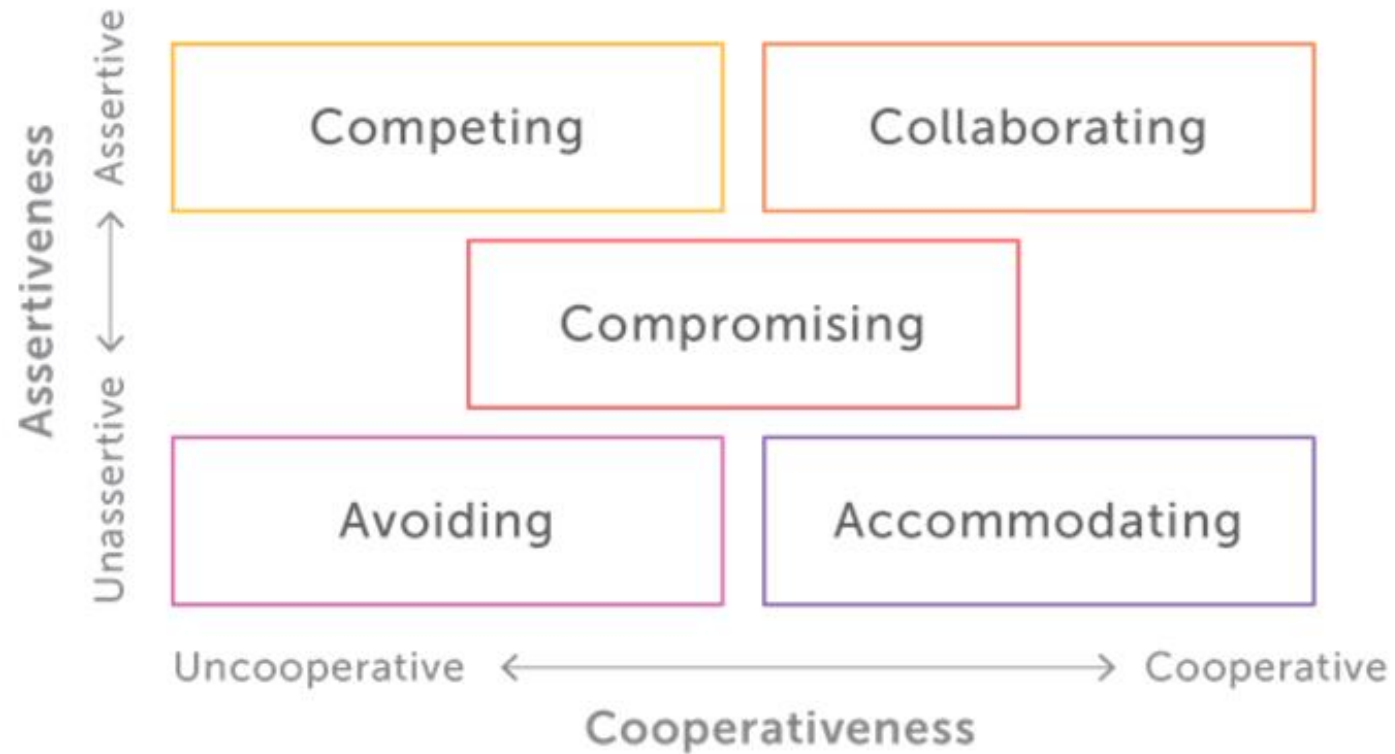
Conflict management



Definition of Conflict Management



Conflict management is the process of limiting the negative aspects of conflict while increasing the positive aspects of conflict. The aim of conflict management is to enhance learning and group outcomes, including effectiveness or performance in an organizational setting. Properly managed conflict can improve group outcomes.



Thomas and Kilmann Conflict Mode Instrument

Conflict response

People
respond
in
different
ways:

Guarded

Self-defensive

Angry

Argumentative

Avoiding

The conflict in vision on
our human being is
associates with pain,
fear and anger

Conflict management skills

Learning to recognize your own emotional reaction to conflict is one of the first steps in developing conflict management skills

Learning to recognize your own lack of knowledge is the second steps in developing conflict management skills

The important skills to manage the conflict they are:

Nonverbal
Communication

Written and Verbal
Communication

Creative Problem
Solving

Empathy

Emotional Intelligence

Nonverbal Communication



FACIAL
EXPRESSIONS



BODY
MOVEMENT
AND POSTURE



GESTURE



EYE CONTACT



TOUCH



SPACE



VOICE

Written and Verbal Communication

Quickly
Addressing
Problems

Understanding

Active
Listening

Mediating

Meeting with
Parties

Modelling
Reasonable
Dialogue

Nonverbal
Communication

Open Dialogue

Suppressing
Conflict

Provoking
Behaviours

Teaching
Positive
Behaviours

Written
Communication

Creative Problem Solving

Conflict
Analysis

Brainstorming
Solutions

Collaborating

Verbal
Communication

Creativity

Decision
Making

Sense of
Humour

Goal
Integration

Monitoring
Compliance

Reconfiguring
Relationships

Fair Resolution

Empathy

Asking for Feedback

Building Trust

Showing Compassion

Embracing Diversity and Inclusion

Giving Constructive Feedback

Handling Difficult People

Managing Emotions

Identifying Nonverbal Cues

Recognizing Differences

Understanding Different Viewpoints

Ability to Recognize Problems

Good Self-Control

Ability to Embrace Different Opinions

Emotional Intelligence

Being Adaptable

Being Analytical

Asserting
Feelings

Compromising

Showing Curiosi
ty

Helping Others

Identifying
Triggers

Recognizing
Improvements

Showing Respect

Modifying
Behaviour

Being Motivated

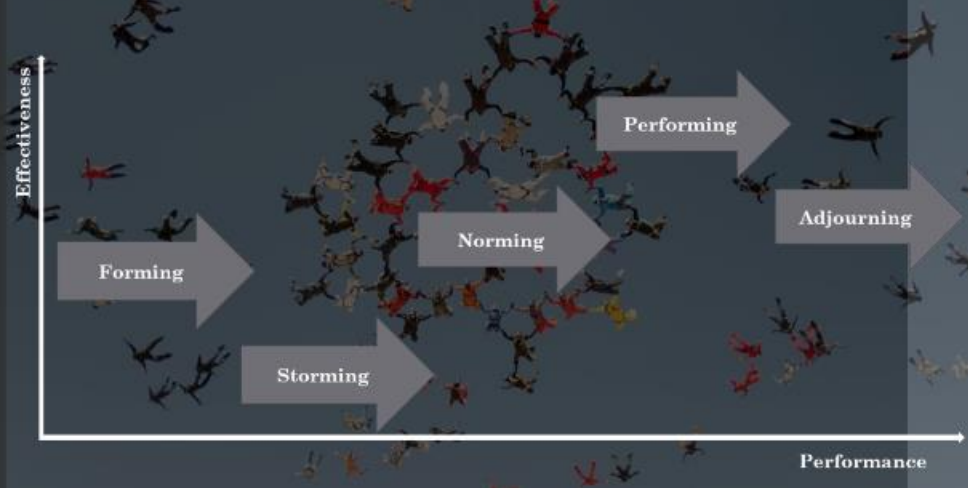
Being Optimistic

Being Self-
Aware

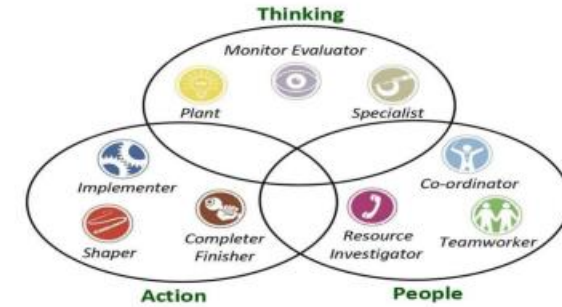
Successful Team Development



Stages of Team Development



Implement
what's above



The roles can be divided in three categories :



Thomas and Kilmann
Conflict Mode Instrument

Everyone must:

UNDERSTAND
THEIR
RESPONSIBILITIES

HAVE COMMON
GOAL

DEAL WITH
CHANGE

DEAL WITH
CONFLICT

SHARE
INFORMATION

SHARE IDEAS

DEVELOP TRUST

SOCIALISE

Some other problems

DAY TO DAY
ROUTINE

NOT
UNDERSTANDING
STRATEGY AND
VISION

FEAR OF
CONFLICT

LACK OF
COMMITMENT

AVOIDANCE OF
ACCOUNTABILITY

INATTENTION TO
RESULTS

Some other problems

- The leader should encourage diversity of opinions
- Prevent artificial harmony
- People must disagree from time to time in order to achieve the best decision.

FEAR OF
CONFLICT

INATTENTION TO
RESULTS

Four Disciplines of Execution

1

Focus on the
wildly
important

2

Act on the
lead measures

3

Keep a
compelling
scoreboard

4

Create a
cadence of
accountability

1

Focus on the
wildly
important

- Choose a maximum number of 2 WIGs
- Everything else will be secondary
- How to choose a WIG:
 - Ask the question: If everything else performed the same as now, what is the one or two things that would make a major difference if achieved?
- Structure: From X to Y by Z
- Avoid the temptation to saying YES to everything

2

Act on the
lead measures

- Lag measures: A result will be seen in a long period of time.
- Lead measures:
 - Small actions that can be easily quantified
 - Tracked every day
 - Updated every time something changes

3

Keep a compelling scoreboard

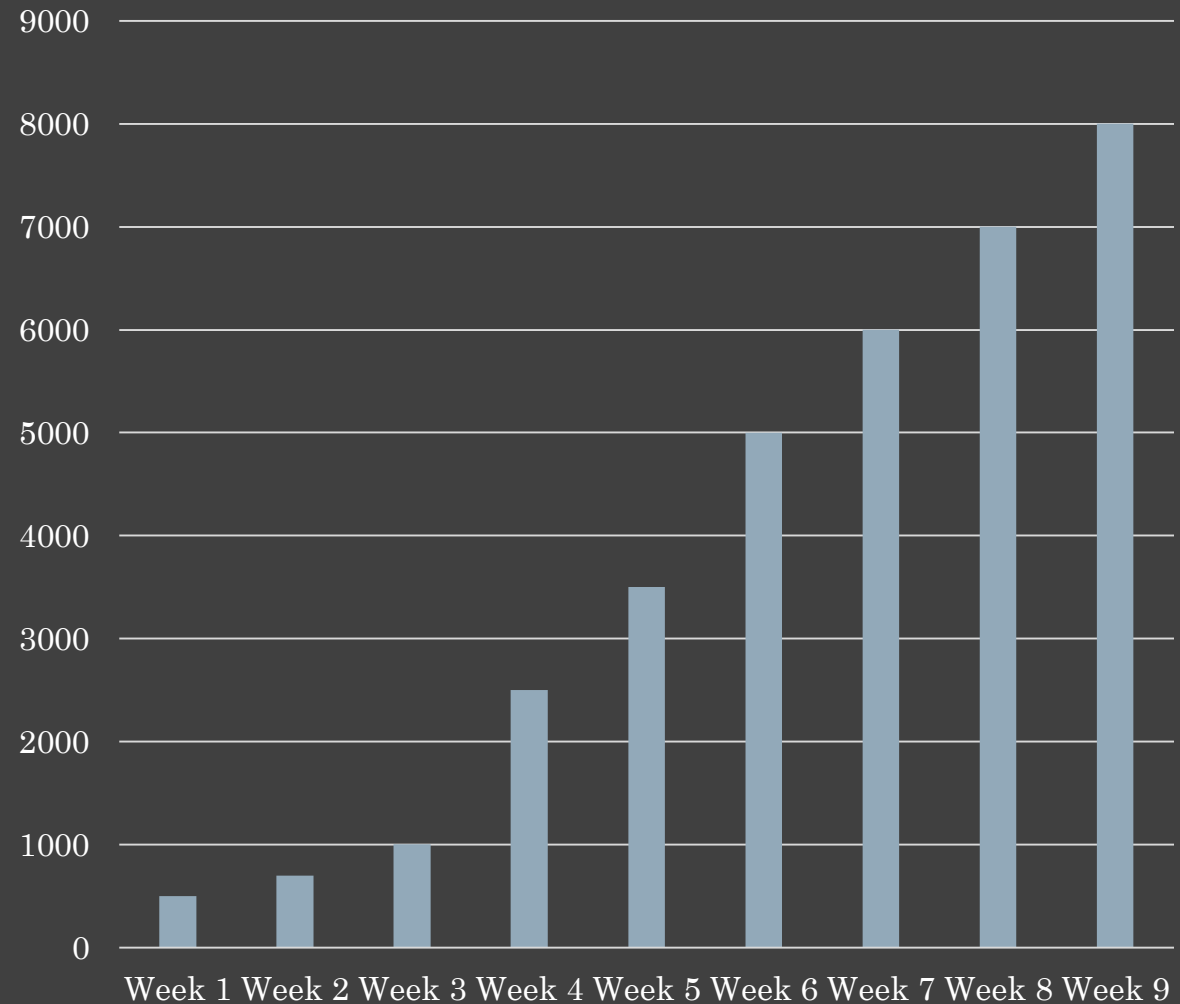
Wildly important goal:

Finish group assignment by the end of the 9th week (8000 words)

Lag:

Number of chapters finished

Lead – Number of words



4

Create a cadence of accountability

- Each member of a team should choose his own goal to achieve and commit to it
- Weekly accountability talks in which every member says:
 - What they said would do
 - What they actually did
 - What will do before the next meeting
- Team mates will support but also hold each other accountable

Conclusion



Teams perform at different levels of efficiency depending on which stage they are on.



When all roles are occupied adequately, the activity of the team is optimal.



In order to assure team effectiveness one must follow proven strategies.



Having a visual way of tracking goal achievement is essential.



Team members have to be divided according to their strengths.



Conflict can make or break a team depending if it is constructive or destructive.

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A group of people in an office setting are celebrating. In the foreground, a man and a woman are high-fiving. The man is wearing a white t-shirt and glasses, and the woman is wearing a dark top. In the background, other people are visible, some sitting at desks and others standing. The office has large windows and a modern, open-plan layout. The text "Thank you!" is overlaid in a large, white, serif font.

Thank you!