



***Programme: Certificate of Higher Education
Employability Skills Module: Effective
Teamworking and Communication***

Name: Michal Pompa

Lecturer: Melanie Square

Student number: 2320764

Module Code: BMSW4009

Part 1: Written Report 1000 words

Executive Summary

The subsequent study has examined the effect of team-based models on the approaches towards teamwork. This has been done with the help of Belbin and Tuckman models. Using these frameworks, the natural roles have been stated while gaining insights to balance the roles for operational performance. Additionally, it offered a structured knowledge of the team formation phases, enabling to make behaviour adaptations accordingly. Lastly, the report has offered some necessary actions that are required to solidify adaptability with communication to ensure continuous success as a team member.

Table of Contents

Introduction	4
Findings.....	5
Belbin's Team Role Theory	5
Tuckman's Stages of Group Development	6
Conclusion	8
References.....	9

Introduction

Teamwork can be defined as the collaborative efforts that are given by a group of people to achieve a common goal. It includes open interaction, fostering mutual respect and shared duties such that the special strengths and skills of team members can be improved (Adair, 2015). Whenever any team settings come, I undertake the role of facilitator as I become comfortable to coordinate tasks, connect gaps among teammates and make sure everyone is heard. My role also aligns with various theories such as Belbin and Tuckman to keep a better focus and structure as it improves complete team efficiency and synergy.

Findings

Belbin's Team Role Theory



Figure: Belbin's Team Role Theory

Source: (belbin, 2023)

The theory has helped me to grow my awareness of various roles found in a team setting which can let me know regarding my natural tendencies as a team member (Belbin et al., 2010). As stated by Belbin, any team can become very effective when people start to undertake complementary roles to offer their unique skills. These roles have made me realise how each person brings a special value in teamwork, making it crucial to balance the roles for the most effective performance (bitesizelearning, 2023).

Example - For example, while working in a recent job, I saw that discussions are very important to plan ahead. Sometimes, these discussions went off-topic since different people offered advice based on their perspectives. As I exhibited coordinator traits, I was responsible to guide back the conversation back to our set goals (Belbin, 2010). I also encouraged everyone to share their own thoughts, ensuring that we respected everyone's contribution and stayed dedicated to deliverables. Further, this framework also assisted me to acknowledge and appreciate the roles which others have played (Harris, 2023). There was one person who kept coming with new ideas that aligned with the 'plant' role. Whereas another member paid constant attention to details which were the traits of a 'complete-

finisher.’ Thus, knowing that these roles enabled me to build better collaboration, I know exactly when to come forward and when to step back so that others can lead (Tannenbaum & Salas, 2021). For example, whenever the team faced any unpredictable issue with a project, I had faith in our ‘complete-finisher’ to take charge. That person was able to ensure better quality and helped me to put my focus on another project coordination (Oliver-Quellenec et al., 2022).

Tuckman’s Stages of Group Development



Figure: Tuckman’s Stages of Group Development

Source: (businessballs, 2023)

Aside from Belbin, there was another model that was impactful for my team settings and that is Tuckman’s stages of group development. Over time, the model has offered me vital knowledge regarding team dynamics. It has also taught me to bring adjustments in my behaviour as per each stage for best results. Knowing these phases has enabled me to predict and handle my emotional and interpersonal characteristics which teams face. This resulted in fostering a supportive and efficient work atmosphere.

Example - Forming - While we were in the forming stage, the members were initially polite and reserved as everyone was understanding about the project. Here, I have found it quite beneficial that I used my coordinator role to help in setting clear goals and fostered open communication (Quintanilla & Wahl, 2020). Regarding a recent project, the team was hesitant to openly express their ideas initially. Understanding

that we were in the forming phase, I started informal discussions, ice-breaking activities and clarified project outcomes (freshbooks, 2024).

Storming - After that in the storming stage, some conflicts started to arise as everyone offered various perspectives and desired approaches. This model gave me a good knowledge that such conflicts are part of a team instead of dysfunctionality. For instance, there was a clash in the prioritisation of few features of others in a project (Stadler, 2019).

Norming - Common rules and regulations are established in this stage and it taught me the significance of adaptability. During this time, I found myself stepping behind slightly so that any other person can undertake more responsibility to support the team (Duck & McMahan, 2021). For instance, a new marketing strategy was built in our project and I started to transition from starting conversations to helping the roles of every person. This factor allowed the team to operate in a more cohesive manner (Robb, 2022).

Performing - Lastly, the performing phase has focused operationality of teams at its highest productivity. In this case, I have focused on building motivation and morale to make sure that all individuals feel heard and valued for their own contributions. I kept praising the work of team members and later reminded them of the effect of their individual efforts (Rojas, 2021).

Conclusion

The above report has briefly shed light on Belbin's Team Role Theory and Tuckman's Stages of Group Development that has improved my knowledge of team roles and settings. It can be seen that Belbin's model has guided me to acknowledge the unique contributions of each member. The role has taught me to lead as a coordinator and give others more opportunity. Similarly, Tuckman phases has provided me with a framework to make necessary adjustments to my approaches as per team development stages. Therefore, I will now focus on maintaining open communication and adapting my role as required so that a positive team atmosphere can be built.

References

Adair, J.E., (2015). *Effective teambuilding: how to make a winning team* (revised.edition). London: Pan Books.

belbin, (2023). *The Nine Belbin Team Roles*. [Online]Available at: <https://www.belbin.com/about/belbin-team-roles> [Accessed 20 October 2024].

Belbin, R. M & Belbin, R. Meredith, (2010). *Management teams why they succeed or fail* 3rd ed., Amsterdam ; Oxford: Butterworth-Heinemann.

Belbin, R. M., (2010) *Team roles at work*, (2nd edition). London: Routledge

bitesizelearning, (2023). *Belbin team roles, explained*. [Online]Available at: <https://www.bitesizelearning.co.uk/resources/belbin-team-roles-explained> [Accessed 21 October 2024].

businessballs, (2023). *Tuckman: Forming, Storming, Norming, Performing model*. [Online]Available at: <https://www.businessballs.com/team-management/tuckman-forming-storming-norming-performing-model/> [Accessed 23 October 2024].

Duck, S. & McMahan, D.T., (2021). *Communication in everyday life : a survey of communication* (4 th Edition), Los Angeles : SAGE

freshbooks, (2024). *Tuckman's Theory: Five Stages of Team Development*. [Online]Available at: https://www.freshbooks.com/hub/other/tuckmans-theory?srsId=AfmBOoqC7S9-luPP_KR91Gjr_nBl1LhDgtBukvUGZgce6Sm37baPGcMK [Accessed 24 October 2024].

Harris, S.G.K.R., (2023). The role and development of self-regulation in the writing process. In *Self-regulation of learning and performance* (pp. 203-228). Routledge.

Oliver-Quelennec, K., Bouchet, F., Carron, T. and Pinçon, C., (2022), June. Understanding online collaboration through speech acts associated to Belbin profiles. In *CSCL 2022-15th International Conference on Computer-Supported Collaborative Learning* (pp. 324-327).

Quintanilla, K.M. & Wahl, S.T., (2020). *Business and professional communication: KEYS for workplace excellence* (4 th edition). Los Angeles : SAGE ©2020

Robb, M.A., (2022). Stages of Group Development and Group Preparation. *Group Art Therapy*, pp.107-115.

Rojas, R.R., (2021). Enhancing Organizational Workgroups: A Relational View of Tuckman's Team Development Model. *Organizational Cultures*, 21(2), p.103.

Stadler, S., (2019). *Conflict, Culture and Communication*, Milton: Routledge.

Tannenbaum, S.I. & Salas, E., (2021). *Teams that work:the seven drivers of team effectiveness*, New York:Oxford University Press