

Effective Team Work and Communication



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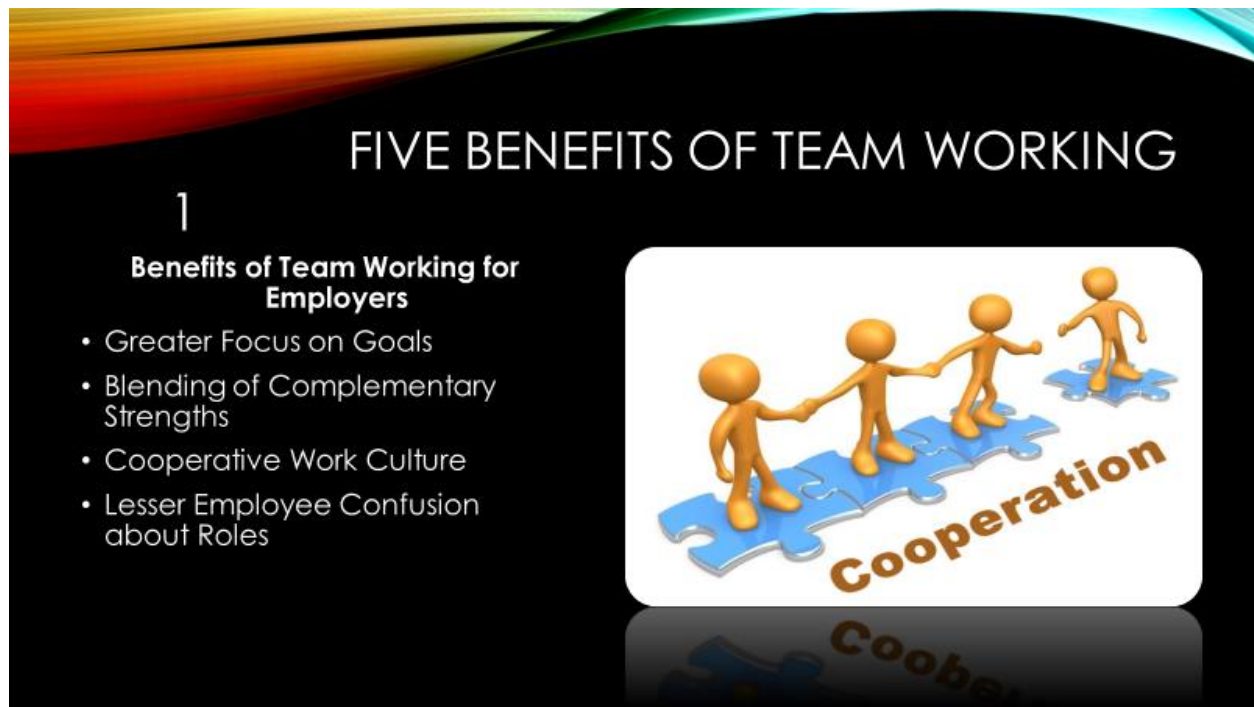
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Introduction

A team can be defined as a group of individuals working together to achieve commonly targeted goals and objectives. Teamwork within organisational context can be referred to the process of executing specific functional areas and meeting specific business goals and objectives through dividing workforce into specific teams rather than engaging individual employee efforts. The presentation is going shed light on different aspects of team working including team development and formation process, fabrication of team roles, benefits of teamwork, management of conflicts in team and development of effective teamwork culture.



Benefits of Team Working



Benefits of Team Working for Employers

The culture and process of teamwork in modern generation organisational context can offer variety of beneficial advantages to both employer and employees. Some of the most important benefits of team working for modern generation organisational context have been reflected in the above given slide.

Greater Focus on Goals – Teamwork enables organisational leaders to set organisational goals and performance objectives on teams rather than individual staffs and subsequently better orientation can be achieved (Oskarsson, 2017).

Blending of Complementary Strengths – Formation of teams through including staffs with respect to distinct team roles and subsequent skill requirements is beneficial for a business entity

to minimise skill deficiencies of individual staffs through providing them with team roles as per individual capabilities (Ruch et al., 2018).

Cooperative Work Culture – Task and knowledge sharing between team members within workplace can also deliver a business entity positive and cooperative work culture.

Lesser Employee Confusion about Roles – Teamwork involves clear definition of individual team roles to individual team members and subsequently confusion about individual roles in operation system can be minimised (Reyes et al., 2018).



Better Scope of Creativity and Innovation – Teamwork can also enrich strategic think-tank and creativity potential through bringing innovative ideas from different team members in the team based decision making process (Oskarsson, 2017).

Better Workforce Responsiveness to Problems – Rather than individual staffs, a team within an organisational context could response to challenges with greater efficiency due to diversity of ideas (Pessagno, 2020).

Effective Operational Coordination – Task allocation on teams can also enhance operational coordination within an organisational context through minimising the hazards of discrete work efforts by individual staffs (Ruch et al., 2018).

Fostered Learning – Knowledge and experience sharing among team workers with different level of expedience can foster better learning ambience for staffs within an organisation as well.

Boosted Productivity and Quality Performance – Joint efforts of staffs in a team can also offer an organisation with better productivity and performance depending on their collaborative and cooperative work efforts (Reyes et al., 2018).



BENEFITS OF TEAM WORKING

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Benefits of Team Working for Employers

- Boosted Employee Morale and Motivation
- Encouragement for Healthy Risk Taking
- Cost Effective Reward System
- Lesser Risks of Workplace Discrimination



Lesser Decision Making Conflicts – Teamwork culture usually prioritises team based decision making process which can also reduce individual decision making conflicts among staffs (Oskarsson, 2017).

Boosted Employee Morale and Motivation – Team based reward system can ensure uniformity of employee motivation due to equal recognition of their contribution in overall team success (Pessagno, 2020).

Encouragement for Healthy Risk Taking – A team within an organisational context can take healthy risks towards innovative work rather than risky decision making stress faced by individual staffs (Reyes et al., 2018).

Cost Effective Reward System – Team based reward system rather than paying individual rewards to staffs could be cost effective option of employee motivation for organisations.

Lesser Risks of Workplace Discrimination – Teamwork culture builds better respect and trust among team members which also reduce workplace differences and subsequent risks of discrimination (Ruch et al., 2018).



Benefits of Team Working for Employees

It has already been mentioned that team working in organisations can also offer employees with effective beneficial advantages and some of the most important benefits have been illustrated through the above and following slide.

Positive Work Environment – Cooperative working and better understanding with team members can offer individuals with a positive environment to work (Pessagno, 2020).

Lesser Work Stress – Responsibility sharing with teammates and cooperative working can also mutually reduce work load and stress on individual staffs within workplace.

Knowledge Sharing and learning – Having team members with different set of skills and experience can also enhance learning opportunity for staffs through sharing knowledge and experience with each other (Oskarsson, 2017).



Greater Sense of Ownership – Sense of contributing in team success rather than meeting personal performance targets can provide individuals with greater sense of achievement and ownership within workplace (Pessagno, 2020).

Better Utilisation of Individual Ability and Skills Specialisations – In case of allocation of team roles, people gets responsibilities and team tasks as per own specialised skills and abilities and subsequently better utilisation of professional competencies can be made for driving better performance.

Boosted Work Motivation & Job Satisfaction – Positive work environment, team rewards, recognition by other team members and involvement in team based decision making process can

also boost work motivation and job satisfaction level of individual team players (Ruch et al., 2018).

Stages of Team Development



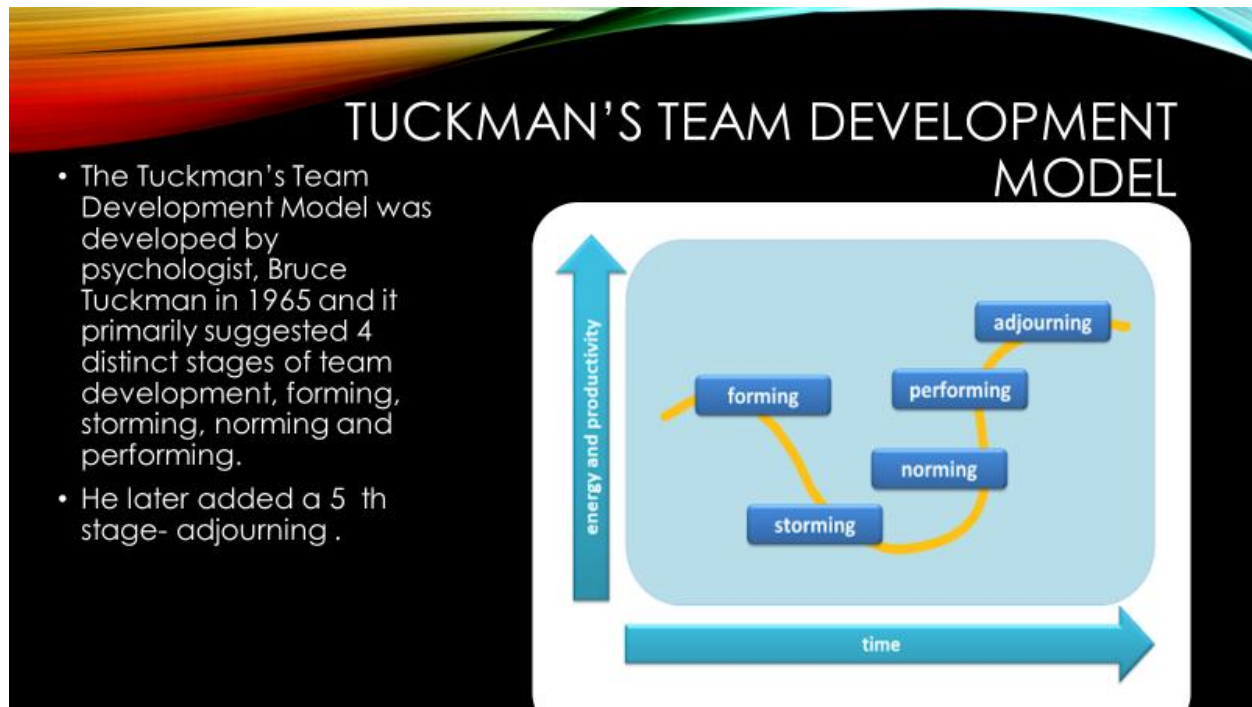
Types of Team Formed in Organisations

To realise stages of team development, first types of teams that can be formed within an organisational context should be discussed. There are two types of teams that can be formed in organisations, formal and informal teams.

Formal Team: Formal team can be referred to staff teams formed by management authorities within an organisation through involving specifically skilled staffs and individuals for meeting a particular organisational objective or goal (Natvig & Stark, 2016).

Informal Team: Informal teams are group of staffs formed through their friendly interactions. Mutual understanding and cooperative behaviour of staffs with each other in this type of teams

enables organisations to get better productivity through assigning them with specific team tasks (Kiweewa et al., 2018).



Tuckman's Team Development Model

In case of informal staff teams, individuals in a team have readily available understanding and cooperative behaviour with each other for being utilised by management in a productive manner. However, formation of formal teams in organisations requires following certain stages that can be effectively explained depending on the theoretical concept of Tuckman's Team Development Model (Pessagno, 2020). The Tuckman's Team Development Model was developed by psychologist, Bruce Tuckman in 1965 and it primarily suggested 4 distinct stages of team development, forming, storming, norming and performing. Latterly the 5th stage adjourning was added to the theory for prioritising team motivation and reward. The significance and functions

of each of these team development stages have been discussed through the following slides (Kiweewa et al., 2018).



Significance of Team Development Stages: Forming and Storming

Forming – It is the stage when a staff team is formed within an organisational context for meeting a particular organisational or functional goal (Natvig & Stark, 2016). The main purpose of this team formation stage is to ensure formation of a suitable staff team with justified skills and abilities for meeting its actual functional purposes.

Storming – It is the stage in which members in a staff team start communising with each other and share individual perceptual differences with each other. The main purpose of this team formation stage is to minimise differences of perception among team members depending on interactions and exchange of views so that they could build better understating with each other to work for common goals (Pessagno, 2020).



SIGNIFICANCE OF TEAM DEVELOPMENT STAGES: NORMING, PERFORMING AND ADJOURNING

- **Norming** – Team shows readiness to work.
- **Performing** – Team actually executes team tasks and activities.
- **Adjourning** – Stage for team success rewards and motivation.

Significance of Team Development Stages: Norming, Performing and Adjourning

Norming – It is the stage which a team shows readiness to work as a team through eliminating individual differences. In this stage, members in a staff team achieve strong understanding with each other while keeping personal differences aside (Kiweewa et al., 2018). Team leader plays key role in this stage to assign team members with individual responsibilities for further minimisation of conflicts.

Performing – In this stage when a staff team actually executes team tasks and activities for meeting targeted team goals. In this stage, collaborative and cooperative work behaviour of team members plays crucial roles for driving overall team success (Natvig & Stark, 2016).

Adjourning – This is an additional stage of team development that recognises the need of team rewards and motivation. In this stage, an organisation needs to provide a team with justified

rewards for their successful achievement of targeted team goals. It further adds to team motivation for putting greater team efforts for future projects and tasks (Pessagno, 2020).

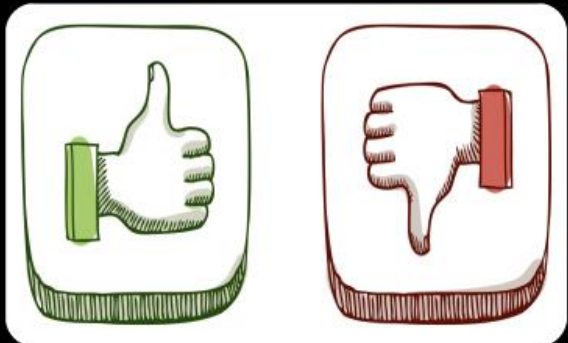
ADVANTAGES AND DISADVANTAGES OF TUCKMAN'S MODEL

Advantage

- Strong understanding among team members
- Minimisation of conflicts
- Recognises the need of team reward and motivation

Disadvantage

- Does not provide strategy for conflict management
- Longer process of team formation

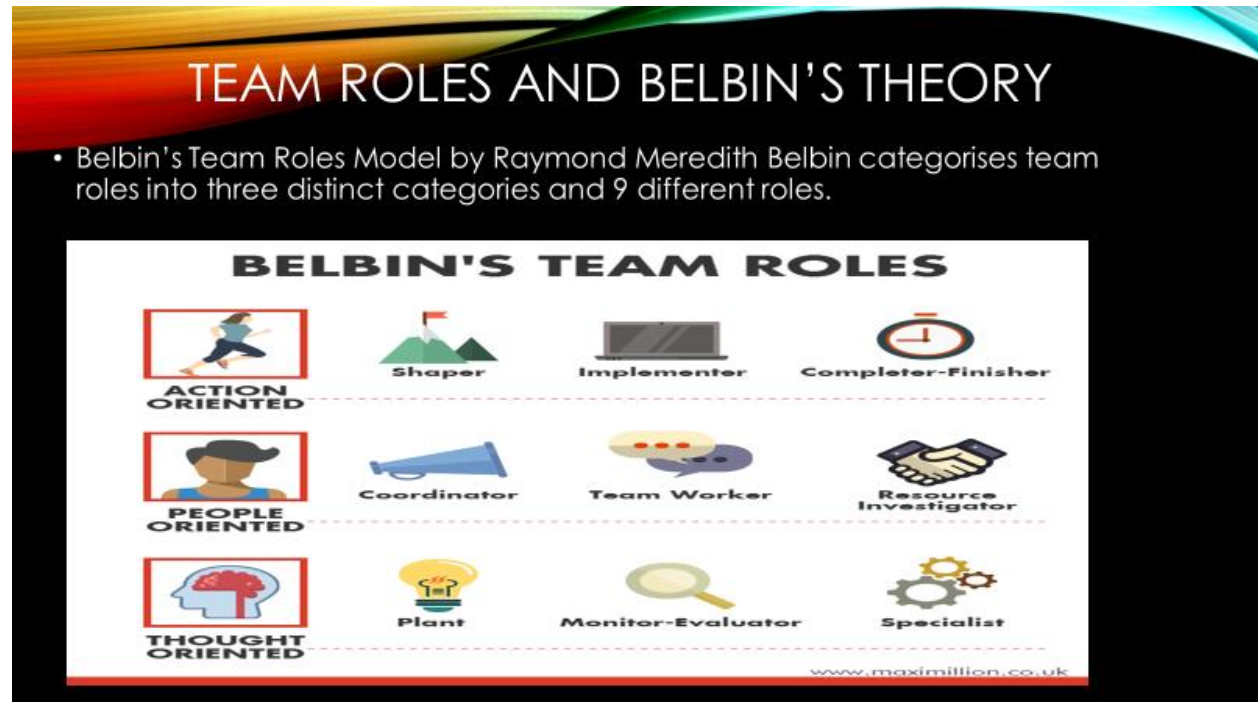


Advantages and Disadvantages of Tuckman's Model

The Tuckman's Model acts as a strong guideline towards team formation in modern generational context due to several of beneficial advantage. It ensures development of teams with strong understanding among team members rather than pushing an unprepared team directly into work (Natvig & Stark, 2016). It also shows the way for minimisation of conflicts among team members depending on exchange of views in storming stage. The model also highly recognises the need of team reward and motivation which could lead to sustainable culture of teamwork in organisations (Kiweewa et al., 2018). Although having several advantages, the Tuckman's theory also has certain limitations as well. It does not provide any certain strategy for assured minimisation of conflicts among team members in storming stage. It also follows a longer

process of team formation which is not suitable for urgent team formation and functional needs in organisations (Pessagno, 2020).

Team Roles



Team Roles and Belbin's Theory

It has to be mentioned that one of the most essential requirement for minimisation of conflicts among members in a team is clear realisation of their individual roles in the team. Until the members in a team are being completely aware of their individual roles, decision making confusions and interference in each others' work can lead to conflicts (Oskarsson, 2017). One of the most important theoretical concepts that can be mentioned here for addressing typology of team roles is the Belbin's Team Roles Model by Raymond Meredith Belbin. The theory



The Belbin's Theory divides team roles into three distinct categories which are thought, action and people oriented roles. This slide sheds light on the thought oriented team roles that refers to individuals in a team that provide strategic directions to the team activities (Ruch et al., 2018). Belbin's team roles that fall in this category are –

- **Plant:** Team role talking the responsibility for planning team activities for better coordination and timely execution (Lacerenza et al., 2018).
- **Monitor-Evaluator:** Team role that takes the responsibility for monitoring resource usage by team and evaluate subsequent performance to ensure justified team productivity.

- **Specialist:** Team role that provides specialist solution to specific team tasks or issues depending on own distinct set of skills and strategic thinking ability (Oskarsson, 2017).



Action Oriented Roles

Action oriented roles in the Belbin's model refers to team roles that take the responsibility for execution of primary team activities and tasks. Job roles involved in this category are responsible for practical execution of plans and strategic approaches determined by team players in thought oriented roles (Ruch et al., 2018).

- **Shaper:** Team roles that reshape resources and activities as per plan for making justified improvements in task execution process (Lacerenza et al., 2018).
- **Implementer:** Perform team tasks for accurate practical implementation of teamwork plan.

- **Completer-Finisher:** Rechecks team outcomes and makes justified improvements to ensure desired level of team outcomes (Oskarsson, 2017).



People Oriented Roles

It refers to team roles responsible for managing people and coordinated work relation in a team for management of effective teamwork environment. This category of team role is responsible for managing cooperative bonding among the members in a team.

- **Coordinator:** Maintains communicational coordination among team members and coordination of tasks for smoother functioning of the overall team (Ruch et al., 2018).
- **Team Worker:** Team members flexibly work to support staffs in different roles for maintenance of cooperative work environment.
- **Resource Investigator:** Explores improvement areas and brings innovative ideas for ensuring better coordination of team members and activities (Oskarsson, 2017).

TEAM ROLE IS IMPORTANT



ADVANTAGE AND DISADVANTAGES OF BELBIN'S THEORY

Advantage

- Effective fabrication of team tasks
- Effective planning of team activities

Disadvantages

- Limited application in large projects
- Can affect responsibility sharing

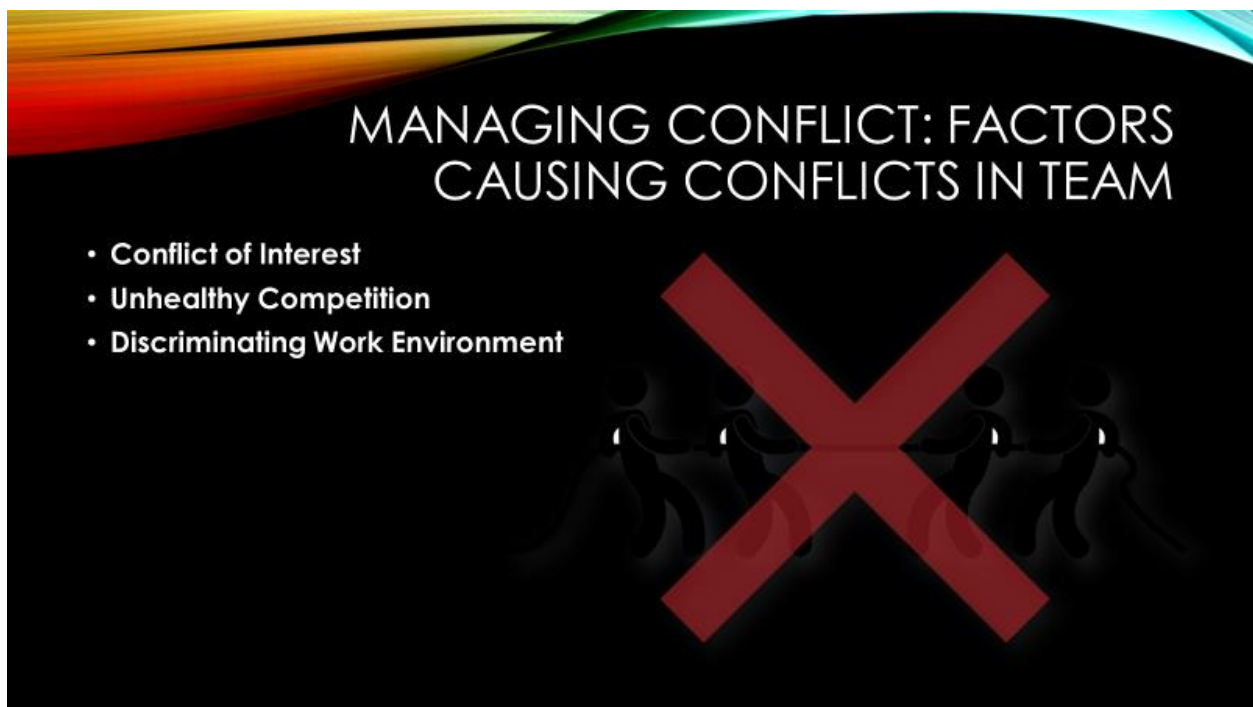


Advantage and Disadvantages of Belbin's Theory

The Belbin's theory could be a perfect guideline for organisations towards effective fabrication of tasks among team members to avoid their conflict with each other and confusion about individual responsibilities in team (Ruch et al., 2018). The theory makes logical fabrication of team roles and tasks which can also be helpful towards effective planning of team activities. Though and people oriented roles in the theory could also contribute effective monitoring and management of productivity and coordination through a teamwork project cycle (Lacerenza et al., 2018).

There are also certain limitations with the Belbin's Theory. First of all, it has limited application large scale teamwork projects where staffs are grouped for individual team functions. Sharp divisions of tasks can affect cooperative work behaviour of members in a team (Oskarsson, 2017

Managing Conflict



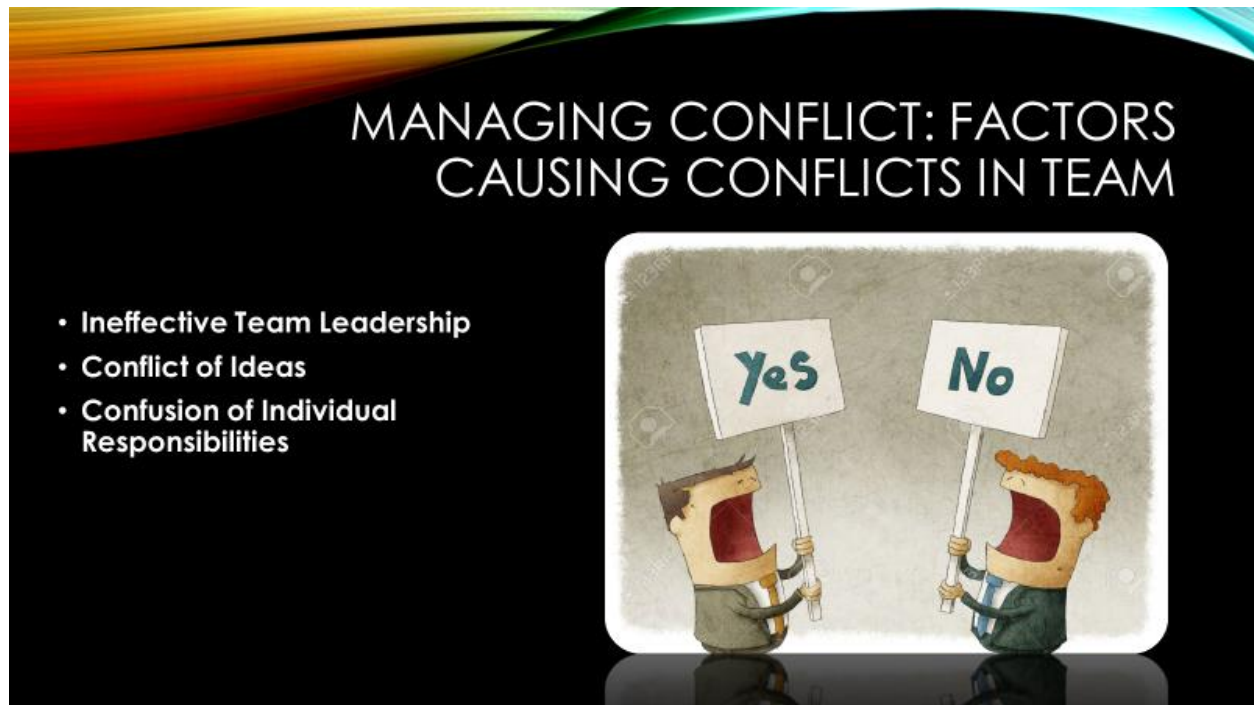
Factors causing Conflicts in Team

Conflicts among team members are unavoidable parts of teamwork based operations because it is not necessary for each member in a team to have similar perceptions and thinking viewpoint with others. Thus, management of conflicts in a team is also a primary requirement for getting desired productivity and performance. Some of the most implicating factors that could cause conflicts in a team are discussed through the above and following slides.

Conflict of Interest: Differences of interests among team members and prioritisation of their personal benefits over team goals can lead to severe team conflicts through diverting individual efforts (Lacerenza et al., 2018).

Unhealthy Competition: Unhealthy competition among team members to prove their individual capabilities can also lead to team conflicts through eliminating cooperative work behaviour.

Discriminating Work Environment: Discriminating behaviour team members to each other based on cultural, demographic and other factors can cause conflicts through affecting their cooperation to each other (Reyes et al., 2018).



Ineffective Team Leadership: If a team does not have an effective leader they conflicts could easily affect team working environment due to lack of direction to team members and activities (Natvig & Stark, 2016).

Conflict of Ideas: Culture of teamwork prioritises team based decision making process and too much diversity of ideas among team members can also lead to decision making conflicts (Lacerenza et al., 2018).

Confusion of Individual Responsibilities: Lesser clarification of individual responsibilities in team can cause conflicts in a team through interference by team members into each other's work.



Lack of Communication: Poor communication within a team can also lead to conflicts through affect coordination among team members about individual and task progress (Natvig & Stark, 2016).

Competition over Resources: Competition among team members about using available resources for individual task and responsibilities can also create conflicts as well.

Skill Differences: Skill deficiencies of one team member can build pressure on others and subsequently it can also lead to conflicts as well (Reyes et al., 2018).



Strategies towards Effective Conflict Management

Some of the most important strategies that can be useful for minimisation of conflicts in teams have been discussed through the following slides.

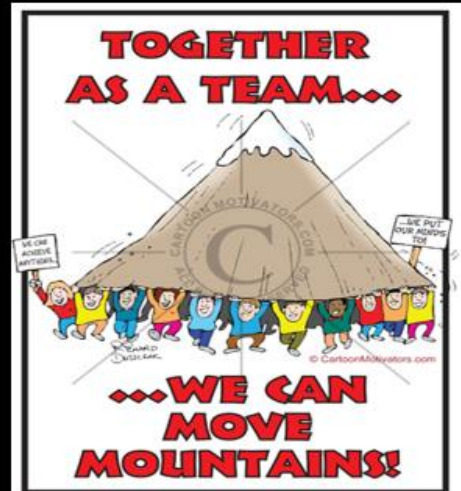
Effective Team Communication: To minimise coordination management conflicts among team members, a team must have strong internal communication for facilitating exchange of progress report and ideas (Lacerenza et al., 2018).

Team Based Reward System: To minimise conflict of interest among team members they can be inspired to work together depending on team based reward system.

Decision making based on majority Views: To avoid decision making conflicts, team decisions should be taken based on majority views towards proposed strategic actions (Reyes et al., 2018).

STRATEGIES TOWARDS EFFECTIVE CONFLICT MANAGEMENT

- Predefined Resource and Task Allocation
- Clear Conveyance of Roles and Responsibilities
- Strict Team behavioural Policies



Predefined Resource and Task Allocation: To avoid conflict over resource usage and individual roles, tasks and resources should be divided among team members in the forming stage (Reyes et al., 2018).

Clear Conveyance of Roles and Responsibilities: To avoid conflicts created through confusion of staffs about individual responsibilities, clear conveyance of roles and responsibilities is highly important.

Strict Team behavioural Policies: To resist conflicts driven through discrimination, a team must have string equality focus and behavioural policies for all team members (Lacerenza et al., 2018).

Successful Team Development



There are several factors that can control and influence successful team development within an organisational context and some of the most important factors have discussed through the following slides of this presentation.

As per the concept of Tuckman's model, the initial phase of team development is forming which involves formation of a team for a targeted organisational or functional purpose. The most essential requirement in this stage is accurate recognition of skill requirements to successfully execute the targeted team goals and functional objectives (Kiweewa et al., 2018). Organisation needs to link individual staff skills with specific team roles and objectives so that the most suitable team members according to task requirements can be included (Natvig & Stark, 2016).

SUCCESSFUL TEAM DEVELOPMENT

- Clear conveyance of team goals and objectives
- Clear understanding of individual responsibilities



Formation of a potential team within an organisational context requires strong goal orientation of team members. Thus, clear conveyance of team goals and objectives to each team members is also an essential need for successful team development. Moreover, the concept of Belbin's Team Roles Model clarifies the need of clear division of tasks among team members so that successful team performance can be driven through their clear understanding of their responsibilities (Lacerenza et al., 2018).

SUCCESSFUL TEAM DEVELOPMENT

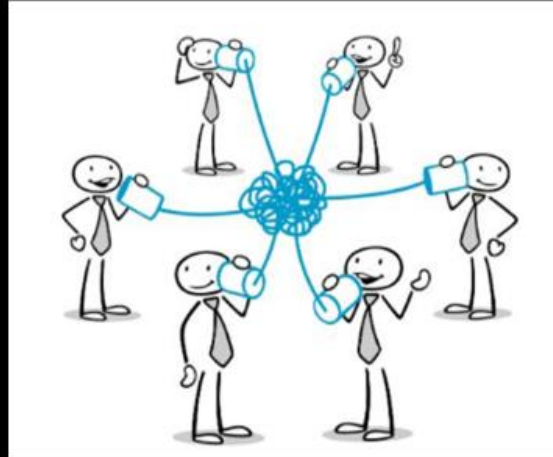


- A team leader with essential leadership qualities like goal orientation, motivational qualities, charisma and communicational abilities are required (Reyes et al., 2018).

Another significant requirement of successful team development in organisations is a strong team leader with greater focus on participative leadership style. A team leader could play crucial roles towards directing staffs in a team towards common team goals and objectives for which essential leadership qualities like goal orientation, motivational qualities, charisma and communicational abilities are required (Reyes et al., 2018). Moreover, a leader must be participative in nature so that he could work side by side with subordinate team members and act as the centre of coordination to them.

SUCCESSFUL TEAM DEVELOPMENT

- Strong team communication for coordination management and knowledge sharing.



Another essential requirement for effective team development in organisations is strong communicational system. Strong team communication is an essential need not only for coordination management but also facilitating knowledge and experience sharing as well (Natvig & Stark, 2016). Moreover, strong communication among members in a team is the key factor to help staffs for sharing individual perceptions and subsequently building mutual understanding.



SUCCESSFUL TEAM DEVELOPMENT

- Justified time allocation in formation of teams with better understanding.
- Adequate rewards for a team and individual members.

TEAMWORK
coming together is a beginning
keeping together is progress
working together is success

- Henry Ford

Finally it should be mentioned that formation of successful teams in organisations should be given with justified times instead of engaging a newly formed team into specific tasks. Minimisation of individual differences and developing of mutual bonding among members of a team is an essential need for complementing productivity from their coordinated work efforts (Reyes et al., 2018). Moreover, there must be adequate rewards for a team and individual members that can encourage them to put greater work efforts for working as a team and meeting team goals as well as personal responsibilities in the team (Kiweewa et al., 2018).

CONCLUSION

- The above presentation provides an in-depth insight of different important aspects of teamwork and it also gives conclusive facts on formation of successful teams within modern generation organisational context. Thus, the overall is expected to provide an in-depth illustration of necessary aspects of teamwork culture in organisational context.



Conclusion

The above presentation provides an in-depth insight of different important aspects of teamwork and it also gives conclusive facts on formation of successful teams within modern generation organisational context. Thus, the overall is expected to provide an in-depth illustration of necessary aspects of teamwork culture in organisational context.

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