

# Effective Team Work and Communication

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BMSW4002\_ETW\_A2\_Group 3

| Student Name       | Student ID | Topic                                      |
|--------------------|------------|--------------------------------------------|
| Sekou Traore       | 1816874    | Introduction , Benefits of team work       |
| Dionisie Sauciuc   | 1816175    | Stages of team development                 |
| Wisdom Olympio     | 1816877    | Team role                                  |
| Deepinder Singh    | 1813078    | Managing Conflicts                         |
| Raul Marian Obreja | 1816173    | Team Development , Conclusion , References |

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## **Introduction**

According to Kozlowski and Bell (2003), a team is a group of people “who exist to perform organisationally relevant tasks, share one or more common goals, interact socially, maintain and manage boundaries”. According to Morgan *et al.*, 2015, team is defined as a “number of individuals working as one to achieve a particular goal to which they are mutually committed.” In this way, a team may be viewed as different from a group in that the latter may meet simply because they have a common interest.

In the following study, the major benefits of team work have been discussed. The team work consists of several stages which have been discussed with great details.

## **Benefits of team work**

Team working is highly beneficial. The major benefits of team work are as follows:

- a) Exchange their ideas and see problems from different perspectives.
- b) It helps in accomplishing tasks, which is not possible for an individual. It however requires many skills and it is in the best interest to handle more complicated and large-scale problems.
- c) It also helps different members to understand each other well. The several questions and ideas can be freely exchanged among members of the team (Brinkley *et al.*, 2017). Moreover, the ideas and questions can be better understood by accepting the feedback from other companies.
- d) Team work leads to better synergy in situation where the whole is more important than the combination of the sum.
- e) It boosts productivity and thereby reduces workload considerably.

The productivity of members in a team increases since each member is focused on goals and therefore finish projects successfully. The teamwork also offers better support and the environment can rely for providing support and guidance (Bikfalvi *et al.*, 2014). The entire projects can be accomplished more efficiently because teamwork supports networks. The most important aspect of the teamwork lies in the fact that it persuades innovative thoughts to prosper. In teamwork, the entire global workforce helps in attracting talent and it is a stated fact that collaboration is preferred over competition. Teamwork is the best way to attract talent and it also the most lucrative way of rewarding it. The company culture in most

organisations encourage team spirit to prosper and by doing so helps to retain and persuade the most talented of all individuals.

In a team, the workload is considerably reduced due to the better collaboration levels among members. It is inevitable that the sense of accomplishment is achieved than by working alone. The sense of belonging, recognition and appreciation dramatically improves after the onset of unity among team members. It is less likely for employees working in a team to feel less stressed out and have lower levels of job satisfaction. Therefore, companies employing team spirit often have lesser attrition rates. The major benefits of team work also lies in the fact that it facilitates learning and encourages free exchange and application of talent and ideas. In a team, the employees considerably reduce a workload due to the sharing of efforts. The fact is more teamwork can lead to better relations between the team members.

### **Stages of team development**

Bruce W. Tuckman has developed the team development in 1965. The whole concept was called “Tuckman’s Stages of Group Development”. There were four stages initially and Mary Ann Jensen and Bruce Tuckman added a fifth stage. Forming, storming, norming, performing and adjourning are the main stages of team development.

#### ***Forming***

In this context there are five team members involved. The stage usually begins when the members meet with one another for the first. It is expected that the team members are positive, anxious, polite, happy and excited (Natvig *et al.*, 2016). The stage is often characterised by confusion, unpredictability, and situational assessment, goal defining, acquainting, establishing rules, testing ground rules and feeling out for others.

#### ***Storming***

This is the most critical phase in the concept of team development. In this phase, many team members fail and as a result, a conflict arises between the working styles of team members. The different work style leads to unforeseen changes and many become disappointed. In this stage, the team members meet and discuss the issues like member skills, background, and interest and ground rules.

#### ***Norming***

In this stage, the team effectiveness is expected to rise at a remarkable pace. This obviously can be thwarted through successful completion. Unlike the first two stages, there are several changes that occur among the attitude of the team members. The team members shed their shy outlook and begin to socialise with each other. In this stage, constructive feedbacks are sometimes exchanged and it is necessary to notice more respect in authority. The stage involves steady progress towards goal fulfilment. This stage is characterised by consensus, leadership changes, trust established, standards set, new stable roles and cooperation.

### ***Performing***

This is often regarded as the most positive stage in the team. Most outstanding issues in a team are effectively resolved and the entire team dedicates itself to understand the project goals and the organisational objectives. In this stage, there is a high possibility that the members may start creating new relationships with one another (Donia *et al.*, 2018). They may also socialise with one another and exchange constructive feedback. The commitment levels towards both the team and the team members rise considerably in this stage. In this stage, performing helps in maximisation of efficiency and efficacy. This stage is characterised by successful performance, increased flexibility, task roles, openness and helpfulness. However, the stage can also be marred by delusions, disillusionment and acceptance.

### ***Adjourning***

This stage was later added in the model. In this stage once the project's life term ends, permanent teams are broken up. Every project has to accept this stage because no project is permanent. The working members of the team find it quite difficult because the project's future comes to an end (Seck *et al.*, 2014). This stage is characterised by disengagement, separation anxiety, positive feeling towards leader success, sadness and self-evaluation.

### **Team Roles**

**Resource investigator-** The major strengths of resource investigators lie in the fact that they happen to be explorative, motivational and outgoing. It also develops contacts. The major weaknesses of the resource investigators are lack of realism and excessive optimism.

**Team worker-** The major strengths of team worker is that they tend to cooperative, perceptive and diplomatic. They often avoid friction and happen to be listeners. The major weaknesses

are that they happen to be indecisive in complicated situations and often avoid confrontations. In some cases, they might just adhere to unpopular decisions.

**Coordinator-**The notable strengths of coordinators is that they have a knack for identifying talent and they clarify goals. In some situations, they are sometimes manipulative and might offload their own share of the work.

**Plant-** The several strong points of plant are generating ideas, freethinking, imaginative and creative. It also tends to solve problems. The major weaknesses are that they are absent minded and ignore incidentals at times.

**Monitor Evaluator:** Under the category of thought focussed team role, the next vital team role is that of a monitor or evaluator. However, people playing this role within the organisation are often defined as being serious as well as prudent. They consider themselves liable for looking through the facts and consider that all the actions must take after extensive thought processing. They actively participate in the analysing the problems and screening the best options based on the associated pros and cons. The main strengths of these individuals are sober, strategic as well as discerning. However, they suffer from certain weaknesses. They lack the capability to motivate others. Moreover, they may be also slow in taking decisions.

**Specialist:** The next significant role is that of a specialist. Individuals under this category have an in depth knowledge about a particular area. They are associated with a number of benefits. These chief one is that they are single minded, self starting as well as dedicated. However, the weakness that prevails among the people entrusted with this role is that they have least contribution on the narrow front. Further, they tend to overload others with their information.

**Shaper:** Individuals displaying the characteristics of a shaper are assertive in nature and highly motivated. These people have a strong desire to achieve their aims and with their strong will make things possible (Belbin, 1981). The strengths associated with this role is that they are challenging, dynamic and have the courage to overcome the obstacles. However, they can be prone to provocation and offend the feelings of others.

**Implementer:** People playing the role of an implementer are practical and systematic. They are endowed with copious amount of common sense. Thus, they are actively involved in making strategic plans. The key strengths associated with implementer are they are reliable,

efficient and have the capability to turn ideas into actions. However, they often display inflexibility and respond slowly to the new possibilities.

**Completer/Finisher:** The main role of the people under this category is to finish the task. They are also liable to scrutinise the work to make it error-free. The strengths associated with implementer are that they are painstaking, anxious and Conscientious. Contrarily, the weaknesses associated with them are that they are prone to worry for unduly reasons and are often reluctant towards delegation.

In this regards, situational leadership style (Telling, selling, participating and delegating) is crucial in the development of the team (Hershey and Blanchard, 1969).

### **Managing Conflicts**

Conflicts have been the part of the teams. In a team, members having diverse thoughts and beliefs come together to work on a project. These differences result in the creation of the conflicts. In a team, it is crucial that every member needs to support the other member but often the issue related to ego lead to occurrence of the conflict within the organisation. It is essential that the conflicts must be managed within the organisation such that it becomes possible to alleviate the level of productivity. Conflicts within an organisation can be managed with the aid of the widely accepted Thomas-Kilmann model. The diverse resolutions associated with these models are as follows:

**Competition:** This option is considered to take assertive along with uncooperative approach in the process of resolving the conflict. This includes that a person is concerned with his own interest without considering the interest of the other.

**Collaboration:** It is both assertive and co-operative. In this approach, people are involved in working together such that interests of all the individuals are satisfied (Thomas and Kilman, 1974).

**Compromise:** It is the intermediate of assertiveness and cooperativeness. In this resolution, mutual solutions are found for the existing issue.

**Avoidance:** It is unassertive and uncooperative approach. In this the persons in the team tend to avoid the conflict without addressing it. Thus, the person takes a diplomatic approach.

**Accommodation:** It is an unassertive but cooperative approach. In this resolution, an individual neglects his or her own concerns for satisfying the interest of the other person.

However, in this process, it is essential that the team members must have qualities to listen, acknowledge, respond and resolve the differences for managing the conflicts.

### **Successful team development**

The success of an organisation depends on the teamwork. In this context, it is crucial that there should be open communication along with proper monitoring of the activities. In this regards, a leader plays a significant role. For the proper development of the team, a leader should carry out varieties of activities that are as follows:

1. **Understand the responsibilities:** Leaders should clearly state the responsibilities that are to be carried out by the team members.
2. **Have common goals:** The leader should make sure that all the team members must have common goal.
3. **Deal with change:** The team members must be prepared to deal with the worst scenario.
4. **Deal with conflict:** the leaders must have the ability to deal with conflict such that the productivity of the team is not harmed (Raes *et al.*, 2015).
5. **Share information:** It is essential that the information must be shared with the team members. This will help them to understand each other along with the circumstances that the team is going through. It will increase the success rate of the team (Dong *et al.*, 2017).
6. **Share ideas:** The ideas must be shared with the entire team member so that an environment of innovation could be built. This will help to bring greater success to the team.
7. **Develop trust:** in the absence of trust between the team members, it will be very difficult for the team to succeed. Thus, a leader should try hard to develop trust among the team members.
8. **Socialise:** provision should be provided so that the team members are able to meet outside the workplace.

## **Conclusion**

Team development is crucial for the success of the organisation. As in a team, diverse members play a significant role that helps the organisation to achieve competitive advantage. In this regards, leaders play a vital role to aid the team members to work in a conducive environment.

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## Appendix

# PRESENTANTION OF TEAM WORK

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## Effective Team Work and Communication



# INTRODUCTION

According to Kozlowski and Bell (2003), a team is a group of people “who exist to perform organisationally relevant tasks, share one or more common goals, interact socially, maintain and manage boundaries”.



## SESSION OBJECTIVES

After the session delivery the audience would be able to secure knowledge about:

- ☐ Benefits of Team Working
- ☐ Stages of Team Development
- ☐ Team Roles
- ☐ Managing Conflict
- ☐ Successful Team Development

## Benefits of team work

- Exchange their ideas and see problems from different perspectives.
- It helps in accomplishing tasks which is not possible for an individual
- It also helps different members to understand each other well.



## Benefits of team work

- In a team, the workload gets considerably reduced due to the better collaboration levels among members.
- It is inevitable that the sense of accomplishment is achieved than by working alone.



## **Benefits of team work**

It is less likely for employees working in a team to feel less stressed out and have lower levels of job satisfaction.



## Stages of team development

- *Forming*
- *Storming*
- *Norming*
- *Performing*
- *Adjourning*



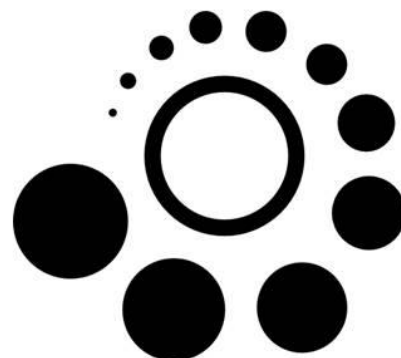
## Stages of team development

- ***Forming***

The stage is often characterised by confusion, unpredictability, and situational assessment, goal defining, acquainting, establishing rules, testing ground rules and feeling out for others.

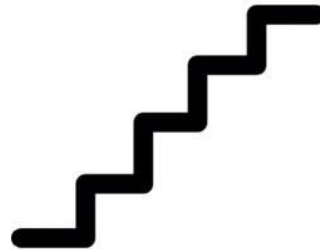
- ***Storming***

The team members meet and discuss the issues like member skills, background, and interest and ground rules.



# Stages of team development

- **Norming**- This stage is characterised by consensus, leadership changes, trust established, standards set, new stable roles and cooperation
- **Performing**- This stage is characterised by successful performance, increased flexibility, task roles, openness and helpfulness.

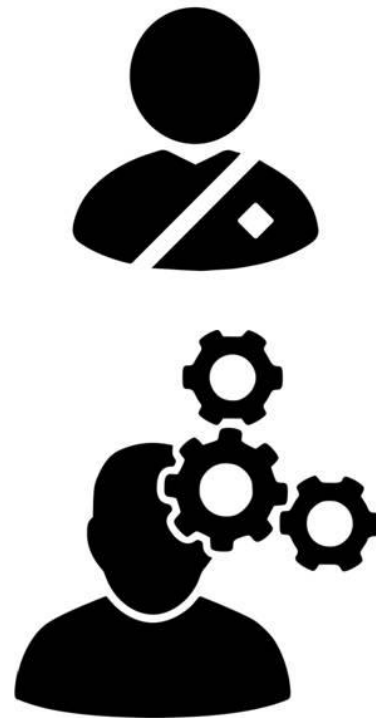


## Team role



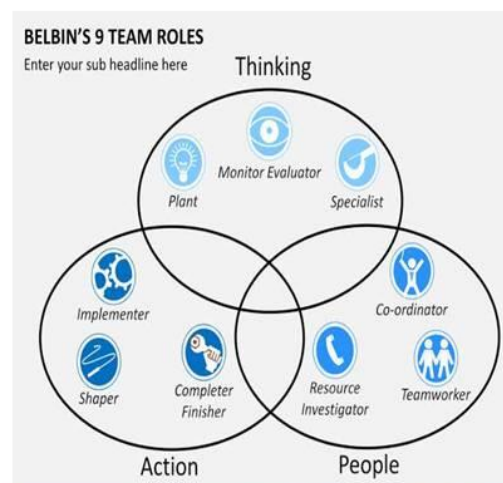
## Team role

- **Monitor Evaluator:** Under the category of thought focussed team role, the next vital team role is that of a monitor or evaluator.
- **Specialist:** The next significant role is that of a specialist. Individuals under this category have an in depth knowledge about a particular area.



## Team role

- Monitor Evaluator
- Specialist
- Shaper
- Implementer
- Completer/Finisher

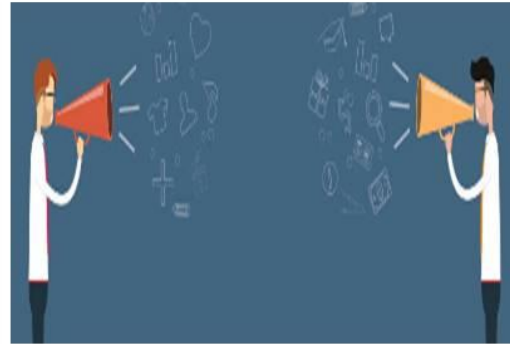


# Managing Conflicts



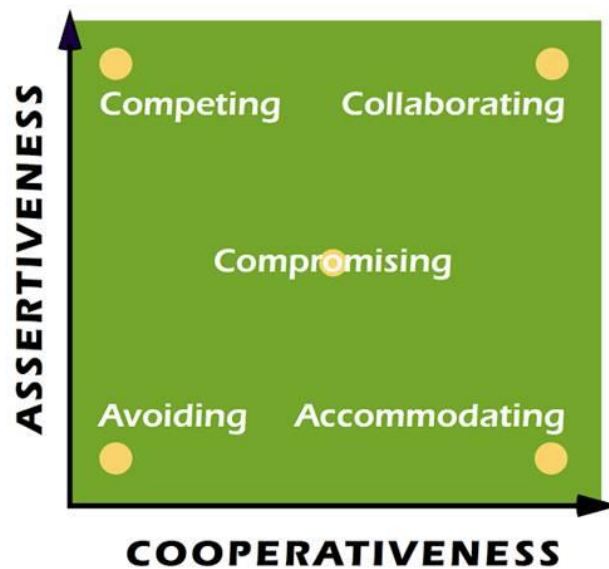
## Managing Conflicts

- Conflicts are common in organisation
- Leaders should manage to deal conflicts
- Thomas-Kilmann model



## Managing Conflicts

- Competition
- Collaboration
- Compromise
- Avoidance
- Accommodation



## **Successful team development**



## Successful team development

- Understand the responsibilities
- Have common goals
- . Deal with change
- Deal with conflict



## Successful team development

- Share information
- Share ideas
- Develop trust
- Socialise



## Conclusion

- Team development leads to
- Organisational success'
- Increase in productivity



## Reference list

- Bikfalvi, A., Jäger, A. and Lay, G., 2014. The incidence and diffusion of teamwork in manufacturing—evidences from a Pan-European survey. *Journal of Organizational Change Management*, 27(2), pp.206-231.
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