

EFFEECTIVE TEAM WORKING AND COMMUNICATION

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INTRODUCTION

Team work is a great way of get things done. It is something very powerful to connect people on same page with shared objectives and goals. However this is a very daunting task because of its magnitude. Cohen et al., defined teamwork as “a group of agents having shared objectives and shared mental-state.” Team effectiveness is the capacity of the people working in group or team with complementary skills towards the goals set by the leader or organization. Furthermore, the models of team effectiveness helps in understanding the management techniques employed by the organization or leaders to get optimal performance of team. Team leaders and managers should be aware of the unique group dynamics and relationship within the team in order to constantly, consistently and efficiently improve team and hence organization performance. (Long et al., 2003)

Effective communication and teamwork will help organization or business maintain a positive work environment and permeates through all areas of business operation ensuring positive work place hence more team cohesion and their positive interaction with public or consumer.

Paris et al., set out the eight parameter influencing the teamwork which are;

Socio-psychological approaches – this shows how team members interact and relate with each other

Social-technical approaches – this reflects the work related implications of team members

Ecological approaches – this shows how organizational and working environment effects team-work

Human-resources approaches – this shows how capabilities and talents of members is utilized in teamwork

Lifecycle approach – it shows how team performance is evolved during its lifecycle

Task oriented approaches – these are team roles, tasks etc.

Cannon-Bowers et al., further divides team-work into 3 dimensions such as cognition, skills and attitudes. The cognition have knowledge regarding teams' mission, aim, objectives, problems and resources. Skills in teamwork signifies behavior such as “adaptability, leadership, communication patterns and interpersonal coordination.” Attitude defines individually feeling about team such as trust, cohesion and importance of teamwork.

GROUP DYNAMICS

The effective teamwork is an important aspect in teambuilding and in organization it require the understanding of group dynamics both in team and individually. And how such models can be applied to achieve the optimal working of team members and effectively manages crisis in an organization.

Tuckman team Model was given by the psychologist Bruce Tuckman in 1965, defines the 4 stages of team development. Tuckman's stages of Group development includes **forming**, **storming**, **norming** and **performing**. According to McCahan et al., the stages of development move from organizing to producing and particularly move in a linear form and may move to previous stage depending upon the event that influences the team and their communication strategies. The

forming is a preliminary stage where boundaries and expectations are set both at interpersonal and professional level. Team members get to know each other and team's strength and weaknesses are underline. The **storming** stage is characterized by conflict in group. Its where initially set standards and boundaries are challenged, group member learn about each other more and determine their roles. (Nancarrow et al., 2013) During the norming stage the conflicts are resolved. And proves to be flexible their role in project is define and they often work independently in this stage but reach out to other team member so as to efficient and effective teamwork is ensured. In performing stage the team has worked on several projects. They have developed systems and synergy for smooth and efficient working on different projects. And less time is required to form, storm and team members quickly move to task at hand in performing stage. (Morris et al.,2008)

GRIP MODEL

This model was developed in 1972 by Richard Beckhard and is widely divided into four major components;

Goals; everyone must have the understanding of their goals in team and in the organization and they must be aligned towards a common set goal in order to establish trust and get desired outcomes.

Roles; every team member should be aware of their role in team and will be held responsible and accountable for it.

Interpersonal; communication is the key to carry out the smooth and effective working. Team member should have healthy, professional and flexible relationship

among them. Collaboration is required to foster trust among them. And this creates the atmosphere that promotes team hence organization productivity.

Process; it defines how decisions are made, problems are solved and conflicts are addressed and resolved. And defines the procedures and work-flow required to complete the project. (Doyle et al., 2008)

EFFECTIVE TEAM COMMUNICATION

Communication is the exchange of ideas among different team members in an organization. It is how team members will interact with each other and interaction between manager and members, their accepted behavior and communication methods. Good communication is critical in developing teamwork and team building. (Butchibabu et al., 2016)

CASE STUDY ORGANIZATIONAL CHANGE AND COMMUNICATION

In today's turbulent business atmosphere change is now synonymous to standard business practice. Irrespective of firm size it undergoes change all the time in order to stay relevant, survive and remain competitive. Effective communication is considered highly important for the implementing change in a way of announcing, explaining and preparing members for the change and its positive and negative effects. The case study regarding the change introduced in Florida medical facility where the medical staff is required to go paperless within six months. The goal of the program was the transition of documentation from traditional paper work to an electronic medical record. A great deal of research reflects implementing change is no easy task as it encounters constant opposition as it leads to uprooting of routine tasks with uncomfortable tasks for organizational

member. Redrafting of psychological and social agreements represents the change. Hence effective communication is a tool for the motivation of employees, to overcome resistance, preparing them for the addition and losses of the change and is critical for implementation from start. (Llenza et al., 2006)

Change and reduction in Uncertainty – a change lead to change in routine often associated with increase overload of work effective communication leads to understanding reduces uncertainty and hence reduce resistance towards the initiative.

Open communication and feedback – this allows the member to discuss problems and resolve them by offering constructive criticism. Among team member open dialogue is valued and can be express non-defensively. Communication is open about all aspects of the project.

Face to face communication – this clear the ambiguities. Face to face communication in group can be powerful in implementing of change successfully. The communication should be two way and opportunity for feedback should be given to employees.

Manager or Supervisor as Key communicator – in the hierarchy chain the supervisor is in direct commination with the member so dissenting a change requires supervisor provides information so as to supervisees invoking the principles of redundancy and face to face communication and keeping the first level well informed about the progress in organizational changes.

Internal communication – it is linked to the employee motivation in an organization undergoing change. And it bridges the gap between manager and employee. (Sandin et al.,2005)

POOR COMMUNICATION IN WORK PLACE

Poor communication drains the company of its valuable resources. One survey show for an organization as small as having 100 employees, poor communication costs about \$420,000/year. Other than profit loss it creates difficult environment to work in. So healthy communication is the key for running successful business, driving results and also creating positive work environment.

A friend of mine works at SMC a home improvement store has constantly complained about increasing low productivity and unmet work potential causes of which are often related to poor communication. Instead of relying on the interactive (feedback based communication in response to messages) or transaction (also feedback method where conversation carrying meaning and messages are conveyed rather than just computer based feedback mechanism) communication model they company employed on the principles of linear communication model where there is no communication between manager and employee hence creating job dissatisfaction. And creates an atmosphere of disregard for individual distrust, disrespect and devalues personal relations at workplace. (Santalova et al., 2018)

No open communication yields work place intimidation between co-workers working for the same promotion. And also led to bullying of employees as manager does not pay attention.

Poor leadership – Employees look to managers for direction and good leadership inspires individual to be productive and innovative. Poor and incompetent leaders are likely to be indecisive, does not show enough workplace involvement and unable to clarify points hence employees end up confused and frustrated.

Demoralized employees, despite have talents and capacity employees feel unvalued, unappreciated and hence becoming unproductive and irritable.

The effects of poor communication reduces the teamwork effectiveness thereby creating an unpredictable work environment. This might be due to unclear objective or workplace conflict between manager and employee or among coworkers. It is the responsibility of employer and employee to facilitate dialogue to resolve these issues and create stable workplace.

The effective teamwork is ensured when all members work coherently with designated task and active communication among them only then the efficient completion of task is ensured.

ADVANTAGES AND DISADVANTAGES OF ON TECHNOLOGY IN COMMUNICATION

ADVANTAGES

Keep in mind the aforementioned case study on how change in organization is facilitated by effective communication and teamwork we'll discuss here the advantages of technology in presenting and implementing that change coupled with some additional impacts of technological communication.

Effective communication is more than just providing information regarding change as people are resistant to change so its benefit needs to be sell off. For that strategy

should be developed reaching to everyone via different mediums such as email, workshops.

Internal communication can be done via;

Emails is the most common type of communication in an organization.

Company website it will have portal for internal communication on which the information regarding change updated.

Company database, employees will have access to it e.g. when dealing with the customer.

Phone communication is a form oral communication that allow inter organizational and intra organizational communication easier, efficient and low in cost.

Video conferencing – even if company has remotely working staff it can communicate new changes, products and services via webcams throughout the world.

Social media with its growing presence in everyday life new changes can be regulated on social media pages of that particular organization. In addition to that new products and services are purchased and sell throughout the world by having and retaining communication with the international customer.

Also in the given case which involves the Florida medical facility going paper less and moving towards electronic record keeping it not only requires providing information regarding the change but also;

Increasing the user (nurses doctors) knowledge of introduced computer program

Increasing the user's understanding & benefits of new program

Reducing the resistance among members concerning new program (Kharouf et al., 2018)

DISADVANTAGES

There's a downside of technology in communication are;

Loss of personal contact – personal contact is essential to communication. While communicating other person's reactions such as facial expression, body language, vocal notation are taken into account either when giving an information or try to resolve an issue making it more personal. But with use of email, messages the transactional communication model is eroded only linear and interactive communication model prevailing where there is not two way communication or is auto generated one. Face to face communication is key to solve all communication problems.

Theft of information – the online information is never safe and always at risk of being hacked by fraudsters. Thus loss of valuable information, money or property etc.

Lack of privacy – with always being exposed to online content and regularly updating it online makes online privacy an illusion.

Potential for misunderstanding – this could be the major problem rise from frequent dependency on technology as the sender and receiver of information lacking personal contact and relation when shared information could be misinterpreted thus giving rise to multiple issue such as workplace conflict etc.

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