



MODULE NAME: EFFECTIVE TEAM WORKING AND COMMUNICATION

MODULE CODE: BMSW4002

NAME OF LECTURER: HUSSAM HELMI

SUBMISSION DATE: 6TH MAY 2020

ASSIGNMENT TITLE: INTRODUCING EFFECTIVE TEAM-WORKING IN AN ORGANISATION.

GROUP MEMBERS:

DENIS AKWANGA - 1807935

MAURA PONTES - 1809187

BENSON BECHEMAYOR - 1909011

Amma-Harar Russell Young -1808757

OMAH HUNTER -



TABLE OF CONTENT

1. Introduction..... Side 3
2. Benefits of Team Working.....Slide 4-5
3. Stages of Team development.....Slide 6-7
4. Team roles.....Slide 8-17
5. Managing conflicts Slide 18-20
6. Successful Team development Slide 21
7. References.....Slide 22

INTRODUCTION

By

Denis Akwanga -1807935



www.royalmail.com

- ❖ Teamwork is a word derived from two words: Team and work.
- ❖ According to Kozloswki (2003), team is defined as “group of people who exist to perform organisationally relevant task and share one or more common goals”.
- ❖ According to Muchinsky (2003), a team consists of individuals working together to accomplish something. Work on the other hand can be defined as doing something to achieve a set goal.
- ❖ Teamwork refers to two or more people working together as one to accomplish an identified task. According to (Maud et al 2017), teamwork can be defined as working together as one to derive a solution to a given task.

BENEFITS OF TEAM- WORKING

By

Maura Pontes - 1809187



- According to Michael West (2004) when we work in teams we catch more wildebeest, feel safe and have more fun.
- The benefits are thus both hard and soft.

Hard benefits

- More teams, better efficiency.
- Autonomy for teams.
- Quicker learning.

BENEFITS OF TEAM- WORKING

By

Maura Pontes - 1809187



Soft benefits

- Lower stress level.
- Sense of community.
- Confidence among team members.

STAGES OF TEAM DEVELOPMENT

By
Omah Hunter -



DID NOT SUBMIT HIS PART FOR COMPILING

STAGES OF TEAM DEVELOPMENT

By
Amma-Harar Russell Young -1808757



The Five stages of team development are;

- **Forming** - Creating the team.
 - **Storming** - Misunderstandings develops.
 - **Norming** – misunderstanding resolved.
 - **Performing** – Team starts working productively.
 - **Adjourning** – Evaluation of goals.
- For teams to fulfil their intended role of improving organizational effectiveness, it is vital they develop into working units.
- They do this by effectively progressing through the stages of development.

TEAM ROLES

By
Denis Akwanga -1807935



- According to research, successful teams are made up of varied behavioural characters.
- Belbin defined these characters as roles in a team and uses nine specific names to describe each of these roles.
- These are; Implementer, Shaper, Plant, Team-worker, Specialist, Completer Finisher, Monitor evaluator, Coordinator and Resource Investigator

TEAM ROLES

By
Denis Akwanga -1807935



THE IMPLEMENTER

Strength

- Disciplined, systematic, practical, loyal, reliable, conservative, efficient and possesses common-sense.

Allowable weaknesses:

- Lack of flexibility.
- Resistant to change.

Behaviours to avoid:

- Arrogant or patronising.
- Obstructing change.
- Unconstructive criticism of other team members' ideas

TEAM ROLES

By
Denis Akwanga -1807935



THE CO-ORDINATOR

Strength;

- Confident, calm and controlled.
- Tend to present a mature outlook and approach.
- Delegates responsibilities and promotes decision-making.

Allowable weaknesses;

- Appears to manipulative.
- Manipulative.
- Low creativity

Behaviours to avoid;

- Taking the credit for group successes or blame for failures.
- Being deceptive or hypocrite

TEAM ROLES

By
Denis Akwanga -1807935



THE SHAPER

Strength;

- Assertive, outgoing, challenging and dynamic.
- Thieves under pressure,

Allowable weaknesses;

- Offends people's feelings.
- Prone to provocation.
- Can be blunt and impatient with other team members
- may be easily irritated.

Behaviours to avoid;

- Steam-rolling other team members.
- Authoritarian.

TEAM ROLES

By
Denis Akwanga -1807935



THE PLANT

Strength;

- Creative, innovative, and unorthodox.
- Solves challenging problems.

Allowable weaknesses;

- Ineffective communication.
- Down playing incidences.
- Over reliance on concepts than practicality.

Behaviours to avoid;

- Being temperamental when ideas are rejected by the team.
- Ignoring team members' input.

TEAM ROLES

By
Denis Akwanga -1807935



THE RESOURCE INVESTIGATOR

Strength;

- Enthusiastic, communicative and extrovert.
- Good networker (creating contacts) and adventurous.

Allowable weaknesses;

- Butterfly mind (Losing interest quickly).
- Unrealistic, Short attention span.
- Undisciplined.

Behaviours to avoid;

- Selfishness.
- Over relaxed when things are moving well.

TEAM ROLES

By
Denis Akwanga -1807935

THE MONITOR EVALUATOR

Strength;

- Makes accurate judgements.
- Strategic and sober.
- Foresighted

Allowable weaknesses;

- Lack of self esteem.
- Lack inspiration.

Behaviours to avoid;

- Too critical of others ideas.
- Extreme negativity which demoralizes team members.



TEAM ROLES

By
Denis Akwanga -1807935



THE TEAM WORKER

Strength;

- Diplomatic, Co-operative and intuitive.
- Good listener, developmental and foresighted.

Allowable weaknesses;

- Indecisive when faced with a difficult situation.
- Sluggish problem-solving skill or ability.

Behaviours to avoid;

- Avoid making difficult decisions.
- Avoid favouritism and biasness.
- Avoid creating cliques.

TEAM ROLES

By
Denis Akwanga -1807935



THE COMPLETER FINISHER

Strength;

- Attention to detail.
- Delivers on time.

Allowable weaknesses;

- Does not like delegating.
- Inclined to worry unnecessarily.

Behaviours to avoid;

- Refusing to delegate even when over loaded with tasks.
- Being overly anxious at the expense of the team's morale.

TEAM ROLES

By
Denis Akwanga -1807935

THE SPECIALIST

Strengths;

- Dedicated, self-motivated and single-minded.
- Provides knowledge and skills where there is a knowledge gap.

Allowable weaknesses;

- Dwells on the technicalities.
- Complements only on narrow fronts.

Behaviours to avoid;

- Overly critical of others ideas.
- Extreme negativity which demoralizes team members.





MANAGING CONFLICTS

By

Benson Bechemayor -1909011

- Kenneth Thomas and Ralph Kilmann(1974) conflict is the condition in which people's concerns are incomparable. If the things which two people care about are opposed, then there is conflict.
- Conflict resolution is an agreement between two or more parties to find a peaceful solution to their disagreement. This could be personal, professional, financial or political. It could also be emotional.
- Conflict can be associated to battling, shouting, blaming, arguments and disagreements over policies, opinions or strategies.
- There is always a positive side to conflicts which is debating, questioning and challenging the status quo. According to Haresh Sippy. (Oct 2017).
"Conflict and resolution are two sides of the same coin. (competition, collaboration, compromise, avoidance and accommodation)

MANAGING CONFLICTS

By

Benson Bechemayor -1909011



The following points were the causes of conflict in the Royal Mail, leading to workers strike.

- Bullying and harassment of workers
- Poor relationship among employees
- Lack of collaboration between Supervisor and Employees
- Gender inequality
- Amending workers Pension and working hours



Suggested Resolution For Solving The problem Between The Royal Mail And Employees.

- In the case of Bullying I suggest the interference of CBI (Confederation of British Industries) to mediate. I will call for an immediate stop to all forms of bullying and culprits shall be criminalised and persecuted. Suspension may follow.
- For poor relationship among employees, employees should know that professionalism and teamwork are the keys to a healthy working environment. Michael Jordan (June 2018) "Talent wins games, but teamwork and intelligence win championship". Improvement in communication in and out of the workplace.
- Where there is lack of collaboration between Supervisors and employees, supervisors should undertake effective conflict and resolution strategies training.
- In the case of Gender inequality, there should be equal opportunities for all Gender. (remuneration, working hours and classification and job promotion).
- Amending pension and working hours, employees are to according to the specify working hours as prescribed by law. Overtime must be remunerated as specified by the law. The retirement age must be respected and pension paid as due and specified.

TEAM ROLES

By
Denis Akwanga -1807935



SUCCESSFUL TEAM DEVELOPMENT

How Royal mail managed to create a winning team that has seen it dominate the mail and parcel delivery service in UK.

- Every one in the team understands their responsibilities and what is expected of them.
- Each team member embraces the same goals and objectives.
- They are prepared for any eventuality that could require a change of direction or plan.
- They have laid down strategy to deal with conflicts that may arise within the team in the course of executing their tasks.
- There is transparency and clarity when conveying information amongst team members

REFERENCES

- Haresh K. Sippy. (Oct 2007). Tweet. Online. <https://twitter.com>. Accessed 03rd May 2020.
- Haresh Sippy. (Oct 2017). Tweet. Online. <https://twitter.com>. Accessed 01st May 2020.
- Kenneth Thomas and Ralph Kilmann. (1974). Definition of Conflict. <https://researchgate.net>. Accessed 02nd May 2020.
- Kozlowski, J. and Bell, S. (2001), Work Groups and Teams in Organizations, Cornell University, bb92@cornell.edu
- Maud A., Schreik M. and Tinkler P.K (2017), Certificate in Higher education: skills for the work place student year book, Sage Publication, London.
- Michael Jordan. (Aug 2018). Quotes that celebrate hard work. Online. <https://blog.hubspot.com>. Accessed 02nd May 2020.
- Morgan P. (2017), The business student's guide to study and employability, Sage Publication, London.

THANK YOU FOR LISTENING

ETW - PRESENTER'S NOTES

DENIS AKWANGA

INTRODUCTION

- Team-work derived from 2 words;
 - ✓ Team = 2 or more people working together to accomplish something.
 - ✓ Work = doing something to achieve a goal.

It is a vital aspect of Royal mail's productivity and success.

TEAM ROLES

- Belbin's 9 behavioural character / roles.
- These are; Implementer, Shaper, Plant, Team-worker, Specialist, Completer Finisher, Monitor evaluator, Coordinator and Resource Investigator.
- Strengths and allowable weaknesses for each character

the implementer

- a person who plans how ideas will be turned into workable concepts.
- function is to convert theoretical ideas and plans into a practical concept and then systematically mould it.
- Strength
- Allowable weaknesses:
- Behaviours to avoid:
- Top tips for Implementers as managers.
 - ✓ Endeavour to focus on your strength for clarifying objectives in practical terms and to achieve a balance between perseverance and adaptability.

the co-ordinator

- one who focuses on the team as a whole and how everyone is working together to achieve the team's shared goals.
- main contribution is the ability to control and organise the team in a way that gets the best collective performance using the available resources.
 - Strength;
 - Allowable weaknesses;
 - Behaviours to avoid;
- Top tips for Co-ordinators as managers;

- ✓ Employ your talents overtly to get the best out of your team.
- ✓ Ensure clarity when communicating objectives and monitor progress regularly so that you don't lose sight of the task.

the shaper

- highly motivated people with a strong desire to achieve and most likely the member of a team that can make things happen.
- main contribution is to give shape and form to the team's activities so as to achieve the project outcome.
 - Strength;
 - Allowable weaknesses;
 - Behaviours to avoid;
 - Top tips for Shapers as managers;
 - ✓ Allow time for reasonable discussion and debate before making a decision on the way forward.
 - ✓ Impose some direction or pattern on the team's activities so as to successfully achieve the projected outcomes in the most effective and efficient way.

the plant

- highly creative, individualistic, and unorthodox people with innovative ideas from which major developments arise, as well as solution to complex problems.
- main contribution of a Plant is to act as a prime source of ideas and innovation for the team by generating new proposals and solving complex problems.
 - Strength;
 - Allowable weaknesses;
 - Behaviours to avoid;
 - Top tips for Plants as managers;

the resource investigator

- enthusiastic, curious, adventurous and optimistic people.
- major contribution in a team is to explore resources available and to develop networks that may be useful to the project team.
 - Strength
 - Allowable weaknesses
 - Behaviours to avoid

- Top tips for Resource Investigators as managers;

the monitor evaluator

- focused and prudent people.
- Always anxious to ensure that the result of any decision are well thought through.
- main contribution is to evaluate the practical value of concepts, its feasibility and views emerging from both within and outside the project team.
- Strength;
- Allowable weaknesses;
- Behaviours to avoid;
- Top tips for Monitor Evaluators as managers;

the team worker

- the catalyst of a team.
- They are the most supportive members of a team, sociable and generally sensitive.
- main contribution is to assist individual members to attain and maintain effectiveness in the team.
- Strength;
- Allowable weaknesses;
- Behaviours to avoid;
- Top tips for Team Workers as managers;
 - ✓ Be a mentor.
 - ✓ Always delegate responsibilities.
 - ✓ Always remember that it is not possible please every one all the time.

the completer finisher

- strict, detailed, orderly, and conscientious people with immense capacity to follow through events.
- main contribution is to ensure that all team members execute their tasks are as perfect as possible.
- Strength;
- Allowable weaknesses;
- Behaviours to avoid;
- Top tips for Completer Finishers as managers;

- ✓ Strike a balance between the need for perfection and a more practical expectation from the team.
- ✓ Avoid overloading yourself by delegating responsibility effectively.
- ✓ Clearly point out your expectations and let the team get on with the tasks at hand.

the specialist

- brings a specific skill set to the team but does not greatly impact on the team dynamics.
- Strengths;
- Allowable weaknesses;
- Behaviours to avoid;
- Top tips for Monitor Evaluators as managers;
 - ✓ Avoid being overly dominant because it can stifle creativity.
 - ✓ Be accommodative to alternative views while maintaining high critical thinking.
 - ✓ Strike a balance between the need for perfection and a more practical expectation from the team.

When putting together a team, Belbin suggests the following key factors;

- Aim for a wide coverage of all the key team roles.
- Select people based on the nature of the task, for example, Shaper and Completer Finishers for projects with deadlines.
- Secure a good match between functional role and team role, for example, use a Coordinator or Shaper in leadership roles

MAURA PONTES

The more teams, there are in the company the further smoother the system will ultimately become. Real team work involves giving teams autonomy and power to make the most successful decision before doing the job and that involves less leadership positions. Actions could be reached immediately, While navigating via the websites in a huge systematic network. Moreover, team based companies will adapt fast and actively in the high-changing conditions currently faced by most companies. Teams will produce and deliver services effectively. For example, in team-based car factories, employees work as a team from beginning to end, to manufacture a car at a time.

Staff will support each other during difficult times if we collaborate in coordination in this form. It corresponds with assembly line processes which are just as powerful as their weakest link: when one cycle falls in the system, production is halted for all

.Team helps companies to learn more quickly (and maintain learning), so when one individual leaves ,the team is knowledge is not missed.

Cross-functional teams encourage better control of quality. Even though a mixture of multiple perspectives between colleagues (knowledge, experience, skills) can relate to challenging how well a product or service is as reliable as it is.

This cross-fertilisation of theories enhances creativity and innovation as well.

Team work also provides financial benefits, such as those arising from improved productivity.

Research investigation of the total overall results of 131 organisational progress studies undertaken in the United States in 1993 showed that, of all efforts to increase business performance, those with the greatest positive impact on financial statements used to be team-development strategies and self-development.

Another study of 12 wide-scale surveys and 185 case studies of management activities performed in the US in 1994 shouted that team-based research resulted in organisational performance gains on both productivity and quality levels.

Changing in an organisation is often more successful when collaboration is either present or is a component of the transition it is easier to carry out transition by ten teams of six people working together than by 60 individuals. Teams are much willing to adapt the change in a fair and equitable sort of manner, rather in a peculiar manner.

The more teams, there are in the company the further smoother the system will ultimately become. Real team work involves giving teams autonomy and power to make the most successful decision before doing the job and that involves less leadership positions. Actions could be reached immediately, While navigating via the websites in a huge systematic network. Moreover, team based companies will adapt fast and actively in the high-changing conditions currently faced by most companies. Teams will produce and deliver services effectively. For example, in team-based car factories, employees work as a team from beginning to end, to manufacture a car at a time.

Staff will support each other during difficult times if we collaborate in coordination in this form. It corresponds with assembly line processes which are just as powerful as their weakest link: when one cycle falls in the system, production is halted for all

.Team helps companies to learn more quickly (and maintain learning), so when one individual leaves ,the team is knowledge is not missed.

Cross-functional teams encourage better control of quality. Even though a mixture of multiple perspectives between colleagues (knowledge, experience, skills) can relate to challenging how well a product or service is as reliable as it is.

This cross-fertilisation of theories enhances creativity and innovation as well.

Team work also provides financial benefits, such as those arising from improved productivity.

Research investigation of the total overall results of 131 organisational progress studies undertaken in the United States in 1993 showed that, of all efforts to increase business performance, those with the greatest positive impact on financial statements used to be team-development strategies and self-development.

Another study of 12 wide-scale surveys and 185 case studies of management activities performed in the US in 1994 shouted that team-based research resulted in organisational performance gains on both productivity and quality levels.

Changing in an organisation is often more successful when collaboration is either present or is a component of the transition it is easier to carry out transition by ten

teams of six people working together than by 60 individuals. Teams are much willing to adapt the change in a fair and equitable sort of manner, rather in a peculiar manner.

BENSON BECHEMAYOR

According to Rd. Kenneth Thomas and Ralph Kilmann (1974) "conflict is the condition in which people's concerns are incomparable. If the things which two people care about are opposed, then there is conflict". A conflict resolution is an agreement reached between two or more person, seeking a peaceful solution their disagreement or point of conflict. Their point of conflict may be personal or work related. It could also be political or financial, and it could be emotional. They may also disagree in an adopted policy or strategy in carrying out a particular task at work or anywhere else. According to K. Thomas and R. Kilmann, though conflicts consist of shouting and screaming and even imposing of one owns will over many, there is always something very positive about it.

According to Thomas k and Ralph K. there are two dimensions to which our behaviours influences a conflict. This could be assertive or cooperative. In this case the conflict could be resolve through Competing, Collaborating, compromising, Avoidance or Accommodating. These are the principle that will be adopted in my case study.

Case Study: The Royal Mail.

In December 2019 the was a conflict at the Royal Mail in the United Kingdom that called for workers strike. The above listed problems were the cause of the situation and the employees wanted them redressed otherwise they will not be working during the Christmas season 2019.

1. There was gross dissatisfaction within the workforce. Employees complained of being bullied and harassed by their supervisors.
2. There was poor communication and a complete lack of collaboration among the staff.
3. There was a bridge also of communication between the supervising staff and the employees.
4. There were complaints of gender inequality among female and male staff.
5. There was advocation the amendment of pension and payment of overtime.

The following points my proposed solutions to be adopted between The Royal Mail and the employees. As mediator between both parties The CBI (Confederation of British Industries) and CIPD (Chartered Institute of Personnel and Development) and members of the British press core should invited.

The following resolutions should be adopted.

1. A partnership agreement between The Royal Mail and its Employees should be adopted punishing any sort of Bullying and harassment of colleagues both in and outside the Company, and an immediate stop to all sorts of Bullying and harassment. Any culprit as from hence should persecuted and criminalised.
2. Poor conducts against fellow employs shall be punished with suspension without pay. The application of seasonal training program on human relationship, communication and teamwork for all personnel. As motto

workers should note that professionalism and teamwork are the keys to a healthy working environment.

3. All supervisors should and must undergo a conflict and resolution strategies training at least once each year. This will foster a better and warmer relationship between supervisors and employees.
4. A resolution of gender equality must be adopted and implemented immediately. The adoption of equal pay for equal work to all gender.
5. Adoption of a resolution implementing the right retirement age to all workers due for retirement and the full and complete payment of retirement benefits and pensions. The implantation of the regulated working hours as by law and overtime working hours paid accordingly as stipulated by the law.

AMMA-HARAR RUSSELL YOUNG -1808757

A team leader must adapt to the changing and developing needs of the group. Being An effective team leader is to understand how to support the team at each stage for it to succeed.[HYPERLINK "https://www.thebalancecareers.com/how-to-become-a-manager-employees-want-to-follow-1918777"](https://www.thebalancecareers.com/how-to-become-a-manager-employees-want-to-follow-1918777)

Dr Bruce W. Tuckman, a professor of educational psychology at The Ohio State University, researched the theory of group dynamics he published this theory in 1965 called Tuckman's Stages of Group Development this started off with four stages.

Then In 1977 he added a fifth stage called Adjourning. Tuckman's five stages of team development include suggested actions to [best support](#) a team.

There are five important stages of team development which are:

Forming: Is when a group of people comes together to execute a shared purpose. Their success will be based on their familiarity with each other's work style and their observation of teams and the precision of their assigned labour.

As a supporter, your role is to help your team members get to know each other whether it's through team building activities or just a [listening ear](#).

Storming: Is a Disagreement about tasks and [visions](#) and the ways you can approach the problem or assignment.

This scuffle is made up of the fact that team members are still getting to know each other. Learning to work with others and increase familiar movement and communication of group members.

As a supporter help your team leader explain each of these assignments for the team to succeed.

Norming: Is when the team is aware or unaware of founding working relationships that are allowing progress on the team's goal.

Team members have consciously or unconsciously established to follow by certain group rules, and they are becoming practical at working together.

As a sponsor, ask for regular updates from the team. Frequently check the team's progress and critical steps on the path to a successful conclusion.

Performing: Is about Relationships, team processes, and the team's productiveness in working on its purpose to bring a successfully thriving team.

This is the stage the real work of the team is progressing. As a sponsor, ask for regular updates from your team.

This will Help to solve problems and provide necessary input as needed. It's important for team members to communicate with all the other appropriate parties in the workplace.

Adjourning: Is when the team has finalised its mission or purpose and now it's time for team members to follow other goals or projects.

As a contributor, make sure the team schedules an ending gathering. Whether they question the plan of action and discuss how the team could have been more successful you should make a clear ending to the team or project.

The reason for creating teams is to provide a framework that will improve the ability of employees to take part in planning, problem-solving, and decision making to greater serve customers.

For teams to fulfil their intended role of improving organisational effectiveness, it is vital they develop into working units such as [their goal](#) or mission. They do this by effectively progressing through the stages of development.