

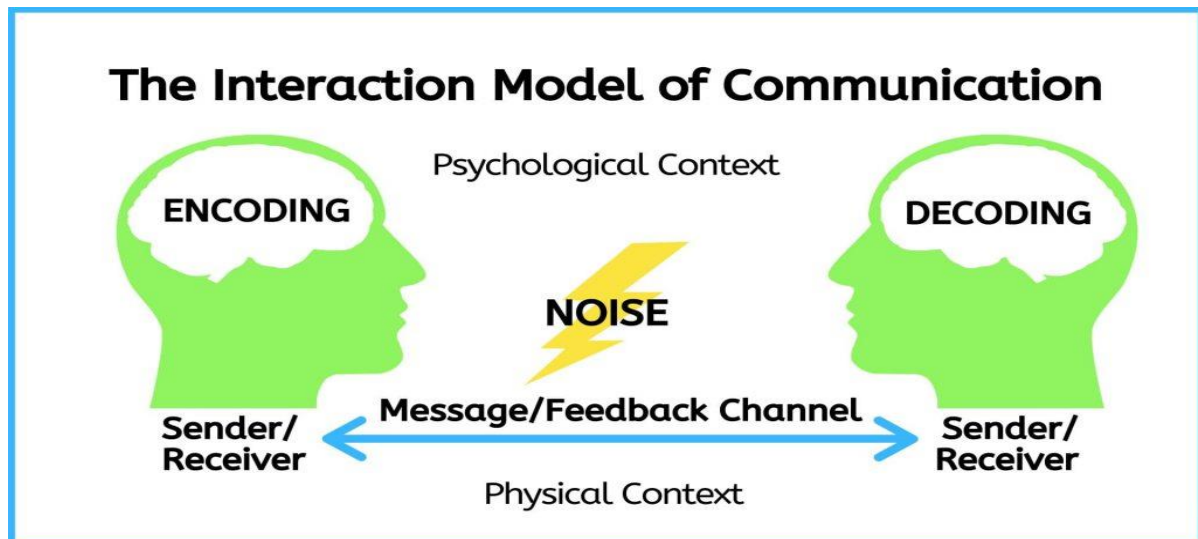
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Module: Effective Teamworking for business success

Module Code: BMSW 4002

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EFFECTIVE TEAMWORKING FOR BUSINESS SUCCESS

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Introduction

In any given organisation for it to succeed planned projects will from time to time require a collective workforce of individuals to come together to work effectively as a team to deliver productively and be cost-effective. This of course is not an easy task as one must have the right people for the job, this will require a group of skilled and knowledgeable individuals led by an effective team leader. Tom Jackson an employee for Amazon a global e-commerce giant has been handed a project which will require opening three large warehouses in Europe's major cities, London, Paris, and Berlin. But before Tom could undertake such a project, he must build a team to carry out the task to hand but there are a few problems within the team members that needs to be resolved and as Tom is not so equipped to iron out these conflicted disagreeable issues has appointed a consultancy firm to provide workable solutions that will enhance collaboration and teamwork for a successful delivery of the project. The written report is going to outline the problems suggestions and recommendations that will help Tom decide the best course of action in getting his team to collaborate effectively.

Overview of Team Working

According to (Morgan, 2017, p 204) "A group is usually defined as a number of people sharing something in common and meeting together in relation to their shared characteristics" this could be meeting at a social club or getting on the bus these examples are groups all doing the same thing but have one goal in common. He further states "A team is a number of individuals working as one to achieve a particular goal to which they are mutually committed" (Morgan, 20017, p 204) in this statement it is working effectively as a team contributing ideas to accomplish a task or project thus reaching a result. But to understand how groups are formed into teams (see Diagram I) demonstrates two types of groups formal and informal. The formal group within an organisation are already formed with planned objectives defined by their peers, whereas an informal group are individuals who are not structured but to perform tasks with set goals lead by a team leader or manager.

Types of Groups		
	Relatively Permanent	Relatively Temporary
Formal	Command group	Task group
Informal	Friendship group	Interest group

Diagram I

To define the difference between groups and teams (see Diagram II) will clarify how effective teams are derived from groups. The diagram is broken down to give a clearer understanding of how groups are formed to become part of an effective team member this will set the stage to collate individuals who have the capacity and ability to collaborate in sharing one thing in common achieving the same result according to (Maund et al 2017) "A team is a group of people who exist to accomplish specific tasks that are related to common goals" this further backs up my theory of what contributing factors are required in effective teamwork. Once the team of people have been formed the next step is to consider what attributes can they contribute as part of a team.

TEAMS	GROUPS
Collectively accountable	Individually accountable
Plan together collaborate, collectively decide on future actions	Share information and different perspectives
Focus on team goals and actions	Focus on individual goals and outcomes
Work together on collective task	Undertake individual task, which sometimes done in connection with others

Source: King and Lawley 2016

Diagram II

Models of Team Development

The process in the development of a team requires models to identify what criteria role best fits the individual by conducting behavioural techniques performed in various stages this will shape and determine the outcome of each exercise according to (Arrow et al 2004) stated: "Groups are dynamic social systems that changes over a time". To begin the process of team development it is advisable to use several models as this will help not only you but the team to formulate characteristics in accordance with one's role. (See Diagram IV) The framework itself comprises of the five stages outlined forming the initial phase of the group's interactions behaviours and progression as they evolve through each phase of the exercise will help the team leader and the team to understand the conduct of exercise.

Tuckman (1965)	Gersick (1988)	Wheelan (1999)
Forming	Phase 1 Stability	Dependency and Inclusion
Storming	Transition (Instability)	Counter Dependency and Fight
Norming		Trust and Structure
Performing	Phase 2 (Stability)	Work and Productivity
Adjourning		

Diagram IV

Tuckman's Model

Bruce Tuckman developed a framework for development the stages comprised of the following (see diagram V) You will see at the performing stage that collaboration shows the team are now comfortable and relaxed around each other contributes to efficiency in performance. Tuckman added an extra action to his model the adjourning stage as he later discovered there were outcomes after the completion of the exercise.

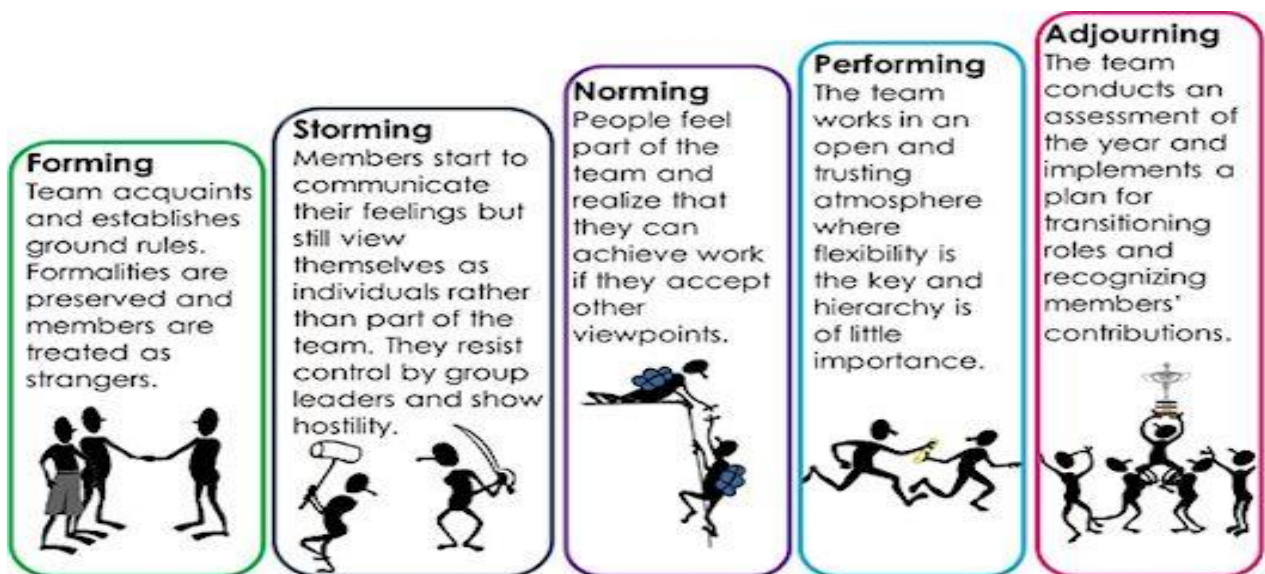


Diagram VI

Wheelan's Model 1999

Susan A Wheelan an author who has many years of consultancy experience with teams in the public and private sectors formulated a model like Tuckman's however in conducting her research she did not predict that all groups would behave in the same way on the basis that there was a light at the end of the tunnel only to resort back to the beginning. A firm believer of group evolving in a manner that would overtime be ground-breaking however, in some cases, there have been indications that not all groups do not reach the first hurdle of the group activity.

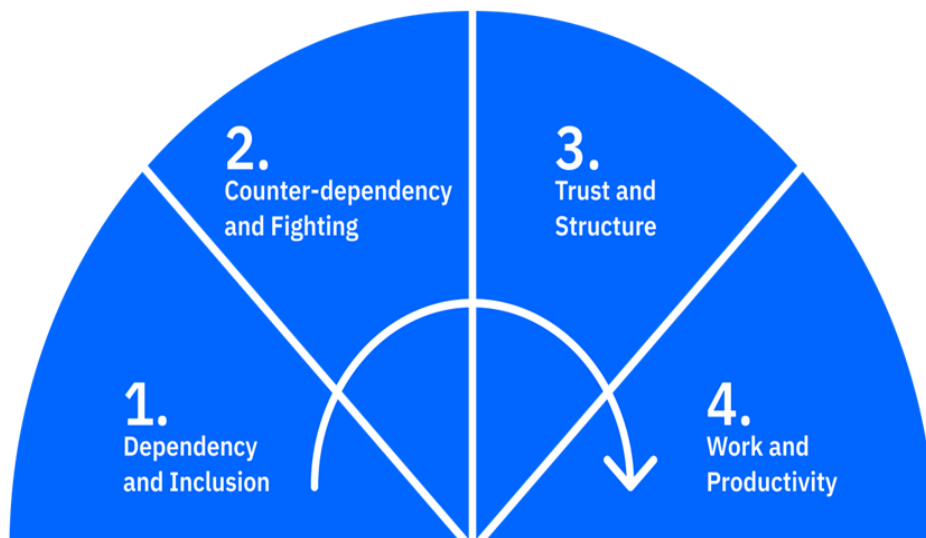


Diagram VI

Geswick Model

Connie Gerswick's approach to group development demonstrates the transition from performance view in relation as to how they interact within the group but through progression "punctuated equilibrium".(Gerswick, 1988) the stages of unpredictability resulting on groups becoming more aware of deadlines for example would hinder the process of the development of teams see (Diagram VII)

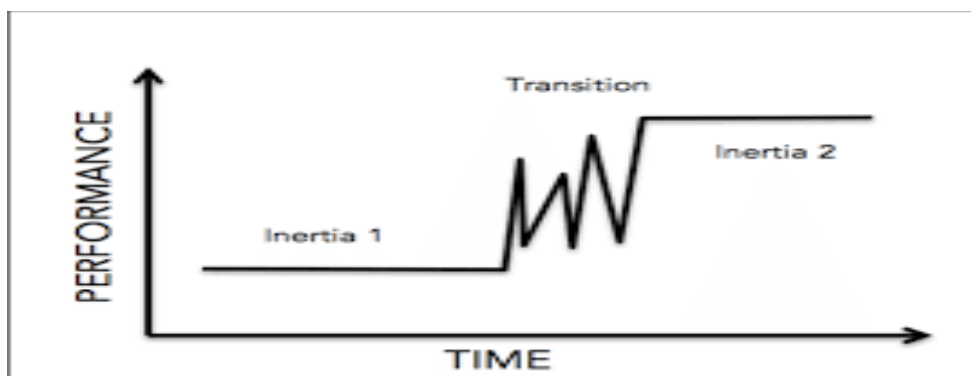


Diagram VII

Team Roles

A Team Role as defined by (Dr Meredith Belbin, 2015) is “A tendency to behave, contribute and interrelate with others in a particular way”. In retrospect its simply stating that to work collaboratively and effectively one must work collectively in a team setting role irrespective of one's background, intelligence, status to name but a few of the individual's character and personality in a work setting environment, particularly in teams. Belbin's theory sorts to getting the individual to acknowledge the benefits of self-inner understanding to adapt in accordance with the demands impact made by external scenarios. One author commented on Belbin's theory on the behaviour of people in team roles. Her interpretation merits Belbin's model by 9 behavioural clusters that are identifiable. She also states that “Part of your ability to create a high-performance team will be to understand better the roles that people take in a team” (S Cook, 2009)

Belbin's 9 clusters (Diagram VIII) of an individual/ team behaviour comprises of the following:

Action-oriented Roles:	Shaper	Implementer	Completer Finisher
People-oriented Roles:	Co-ordinator	Teamworker	Resource investigator
Thinking-oriented Roles:	Plant	Monitor Evaluator	Specialist

These clusters form individual's roles within a team focuses on their behaviour laying out an explanation of their meaning see (Diagram VIII). The diagram outlines the team role as action, people and thinking oriented constitutes the role they play to creates a cohesive and effective team. The table illustrates what key role would relate to the individual within the team by performing different exercises observing how they interact and perform that are identifiable to their key role. An explanation of each behaviour is broken down to correlate an understanding of its meaning demonstrated the researcher also provides the allowable weakness of individuals performance this by no way mean it is a negative behaviour it only builds up a picture to help understand who they are and what type of personality they present no matter what diverse background they are the outcome of the exercise will also result in possible 2 people with the same personality or similar this will define what the individual can bring to an effective team. The importance of team role will help to shape and define what an individual can present as a team player. They will need to have contributing attributes so that the flow and harmony will provide effective cohesive team working in the deliverance of any task they can tackle successfully.

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THE 9 BELBIN TEAM ROLES

			Team Role Contribution	Allowable Weakness
Thinking	Plant	PL 	Creative, imaginative, free-thinking. Generates ideas & solves hard problems.	Ignores incidentals. Too pre-occupied to fully communicate.
	Monitor Evaluator	ME 	Sober, strategic and discerning. Sees all options and judges accurately.	Lacks drive and ability to inspire others. Can be overly critical.
	Specialist	SP 	Single-minded; self-starting, dedicated. Provides rare knowledge and skills.	Contributes only on a narrow front. Dwells on technicalities.
Action	Shaper	SH 	Challenging, dynamic, thrives on pressure. Has drive to overcome obstacles.	Prone to provocation. Offends people's feelings.
	Implementer	IMP 	Practical, reliable, efficient. Turns ideas into actions and organizes tasks.	Somewhat inflexible. Slow to respond to new possibilities.
	Completer Finisher	CF 	Painstaking, conscientious, anxious. Finds errors. Polishes and perfects.	Inclined to worry unduly. Reluctant to delegate.
People	Coordinator	CO 	Mature, confident, identifies talent. Clarifies goals. Delegates effectively.	Can be seen as manipulative. Offloads own share of the work.
	Team Worker	TW 	Co-operative, perceptive and diplomatic. Listens and averts friction.	Indecisive in crunch situations. Avoids confrontation.
	Resource Investigator	RI 	Outgoing, enthusiastic, communicative. Explores opportunities, develops contacts.	Over-optimistic. Loses interest once initial enthusiasm expires.

Diagram VIII

Discussion

Leadership is not as straightforward for any manager according to authors (Sivasubramaniam, Murry, Avolio, & Jung, 2002) stating that "poor leadership can compromise the ability of teams to perform effectively." A manager to understand their team and to get the best out of them must be equipped with the right tools and knowledge to deal with these challenges and be abreast of any given situations that they will encounter for Tom he must address some of the issues that he is experiencing, which is hindering the project. Using the Tuckman model (Diagram IV) gauges these issues he must combat them head on if he is to resolve any ill feeling within the team. Outlined are contributing factors that will help to steer the group to work effectively as a team.

- Group individuals to form a cohesive effective team
- Identify and evaluate individuals' behaviour
- Team Leader participates teamwork training
- The ability to balance as a Team Leader/member will give scope to navigate within the team
- Need to know basis from the view of both Team Leader and team member
- Harmonious effect amongst team members



Diagram IX: Key factors to good Leadership

Tom should start by organising team training classes and participate in them a need-to-know basis is especially important in knowing your team as well as the team getting to know each other the initial stages in forming a team an icebreaker for example, getting to know who you are what job role would you be involved in within the project it is also to Tom's advantage that he starts by setting down some rules an indicator that he is their manager and earning their respect as a manager should be. Other factors of the initial stages would be advantageous to implement for example teambuilding exercises, team meetings and one to one meeting will help to develop the team in their work ethics for Tom it shows he is valuing his team and gaining their trust a way forward in getting them to perform well in their role. Additionally effective communication and support is another vital indicator in striving for the team to work harmoniously a manager who is supportive and encouraging displays excellent leadership skills so should there be conflict within the team through each stage of the project it could be dealt with in a professional manner from all counterparts. As a manager Tom should be able to motivate his team as at times the project could become mundane or stagnate the opportunity to organise external activities for example on a Friday the team finishes early, where everyone meet up at a public venue an opportunity to bring the team together cohesively where in a relaxed environment team talk would be the topic of conversation presents the norming and performing stages respecting each other's values creating a positive interaction within the team. Increased productivity of the project will emulate and enhance performances that unifies team cooperation. Importantly Tom should reward his team if he wants to get to the finishing line of the project this attribute encourages individuals' self-worth and the accomplishment in completing the task of the adjourning stage. Authors (Griffen and Dunham, 2014) exemplifies ineffective teamwork they stated that "Leadership is a delicate dance that both guides and empowers. There is no shortage of cases in which team members were so discontent with their leaders that they disengaged, resisted, or even sabotaged their own teams. Team leaders who do not balance members' need for structure with their need for autonomy will hinder performance."

Case study identified some of the key factors Tom faced.

- Lack of Trust
- Poor Communication
- Underlying Tension
- Minimum Interaction
- No Team Recognition
- Bad Management
- Conflicting Goal



Diagram X: Indicators of bad Leadership

Conclusion and Recommendations

To conclude the report a Team leader with the right skills and tools to oversee or initiate tasks must do so correctly the team under the guidance of its leader will therefore be cooperative in successfully accomplishing its goal. (Maud el al 2017) stated "A team is a group of people who exist to accomplish specific tasks that are related to common goals." in Tom's case to get his team to reach that common goal successfully and effectively he would need to gain their trust and respect. The next course of action is to build his team cohesively using one of the behavioural models Tuckman or Wheelan will assist him in the initial stages of the group exercise in the development of team transformation and as a project manager

get the team to work and focus in one direction with one goal in mind and that is to get the team to deliver as an effective team. (Belbin, 2015) theory “Nobody’s perfect, but a team can be.” In general, effective team working is the requirement to collectively emulate individuals so that they collaborate effectively within a team role will result in the production of the team's enhanced performance in delivering a project successfully.

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