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Module: EFFECTIVE TEAM WORKING AND COMMUNICATION

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Report on effective teamworking for business success

Introduction:

This report will discuss effective teamworking for business success. Considering the case study given different tasks will have to be completed throughout this report. It will be discussed how to develop an effective team and what team development stages model can be used. Moreover, this report will discuss what team roles are needed to create an effective team. The benefits of teamwork will be stated and what are the barriers to effective teamwork identified in the scenario.

The case study given is:

Amazon a global e-commerce giant has set an ambitious target of opening three large warehouses across major cities in Europe: London, Paris, and Berlin. This ambitious project aims to foster fast and reliable delivery services across Europe and is led by Tom Jackson. Tom is required to build a team before embarking on this project and to divide tasks and obligation for all members of the team to achieve. But it is evident that some aspects of the interaction between Tom and the rest of the team is flawed. As team members are not able to get over some differences that has led to so much conflict and disagreement from the early stages of the project. There were issues with team formation as Tom's approach was poorly constituted. There was no suitable channel of communication used which impacted the way the team members communicated on the project.

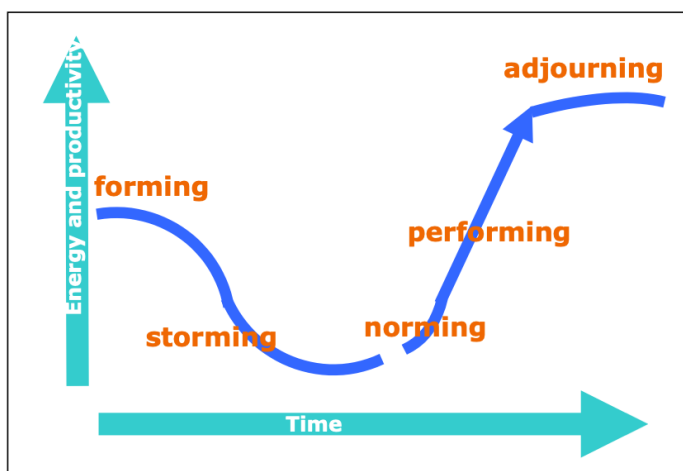
Commitment was also a major problem for the team. As two members of the team (Mihaela and Spencer) were not committed to the achievement of the team's objectives. They were rather interested in what they were going to get and what they were going to gain from the project. Should these issues persist, the success of the project could be compromised. Therefore, requiring Tom to seek advice

from your consultancy firm on possible solutions that will enhance collaboration and teamwork for successful delivery of the project.

How to develop an effective team and what team development strategy model can be used?

As mentioned in the case study above, Tom is required to build a team for an important project. Tom's recent approach was poorly constituted, according to other team members, therefore it is required to discuss some important team development strategy models that could potentially help Tom and his teammates. Harvard Business School (2020) mentions that team members can monitor progress toward targets by using a strategic plan that has been put in place. The success of the company can be directly impacted by each department's and team's progress when they are aware of the company's overall plan, resulting in a top-down approach to tracking key performance indicators. Developing a team development strategy allows a team to set up a sense of direction, increases operational efficiency and also helps to increase market share and profitability (Cara Ong, 2015).

The team development strategy model advised to use is Bruce Tuckman's forming, storming, norming and performing team development model.



This model outlines the stages that teams typically go through from the beginning of the project to its successful conclusion and identifies the potential failure points for both the team and the project. The team development team strategy model

focuses on helping teams perform better together. It is stated that the concept of Forming, Storming, Norming, Performing and Adjourning refers to the four psychological stages a team goes through as they work on an assignment or project. Teams progress through each stage as they overcome obstacles, develop teamwork skills, and eventually concentrate on achieving a common objective (Six Sigma Daily, 2020).

The team development strategy model suggested will help Tom develop an effective team. This is because Bruce Tuckman's class model has been delivering new perspectives to managers who are either trying to run a team or make it function. Bruce believed that in order for an organisation to function and be successful, it really depends on how the relationship between the people within the organisation.

According to Tuckman's model, relationships form when a team grows in maturity and ability and the leader adapts their leadership style. Initially adopting a directing style, they then transition to mentoring, participate, and finally distribute, at which time they become almost detached. At this moment, the group may elect a new leader, and the outgoing leader may form a new group.

As Tom is looking for a new approach in order to make his team work better, he could follow the following stages from Bruce Tuckman's team development strategy model:

The four stages of the team development strategy are:

1. Forming

This stage involves high dependence of team members on the leader or manager. There is also little agreement on team objectives other than those given by the leader and individual tasks and roles are not clear and defined.

2. Storming

There is not enough agreement at this point when it comes to group decision-making. The leader may face challenges from the team as individuals attempt to establish themselves and their role in relation to them and the other team members. The objectives of the team slightly improve but there's still uncertainties.

3. Norming

At this point, the team basically comes to an understanding and an agreement and is open to the leader's guidance. Finally, roles and responsibilities are understood and acknowledged. Unity and commitment are strong at this stage. The group may take part in enjoyable and sociable activities. Lastly, the team is able to discuss and develop its processes and working style.

4. Performing

The team's increased strategic understanding defines this stage. Now it is obvious why the team is acting in the way that it is. The team's common vision is now independent and does not require the leader's intervention or involvement. During this stage, the team members look out for one another. It is not necessary to instruct or support the team. Team members may approach the team leader for advice on how to improve their interpersonal and personal development.

5. Adjourning

The adjourning stage, which looks at the group from a perspective beyond the objectives of the previous four stages, is perhaps more of an adjunct to the original four-stage model than an extension. The adjourning phase is definitely important for the group members and their wellbeing, but it has less to do with the four initial stages' primary goal of managing and building a team.

(Bruce Tuckman, 1965)

It is important for Tom to note some limitations in terms of the team development strategy model developed by Bruce Tuckman. The first limitation is that not all teams get through all the five stages and some stay stuck at stage 1 and 2. Moreover, the team development strategy model developed by Bruce Tuckman does not explain how teams can successfully progress through stages and

Tuckman doesn't actually discuss what team leaders such as Tom must do to successfully get the team to the performing stages.

What team roles are needed to create an effective team?

Teams function more effectively when they have a clear understanding of their roles and responsibilities. Additionally, being aware of their positions will inspire and motivate team members to do their respective jobs. For a team to succeed, leaders must know how to create the assigned responsibilities (Jennifer Herrity, 2019). Therefore, this section will allow Tom to understand the importance of assigning team roles and what team roles are required to create an effective team. In order to identify the team roles needed to create an effective team, Belbin's model will be used. Belbin claims that by being aware of one's role in a particular team, a person can increase their ability to contribute to the team by enhancing their strengths and managing their weaknesses. The Belbin model is frequently used by team builders and team leaders to help in forming more evenly matched teams.

Belbin believes that a team's composition, which takes into account each member's capacity to carry out various team responsibilities, is essential to the organisation's success. Belbin (1981) stated that teams with a diversity of all the ideal role tendencies demonstrate superior team balance.

Belbin came up with the idea that for a team to be effective, there needs to be a balance of personalities and roles. There are nine roles divided in three categories.

Categories and roles:

1. Action-oriented roles

- Shaper
- Implementer
- Completer/finisher

2. People-oriented roles

- Coordinator
- Team worker
- Resource Investigator

3. Thought-oriented roles

- Plant
- Monitor-evaluator
- Specialist
-

In order for Tom to create an effective team for the important project coming up, he will need to create assigned responsibilities and give everyone the roles and tasks that suits them best.

What are the benefits of teamwork?

Some people are made for working in a group and others aren't. However, most of the times, working in a group is much better than working individually and this section will highlight the benefits of teamwork. Research demonstrates that group problem-solving produces better outcomes. If they have a team behind them, people are more inclined to take calculated risks that result in innovation. Working in a team encourages development of the individual, improves job satisfaction, and reduces stress (Tracy Middleton, 2022).

Teamwork is beneficial because it is simpler to distribute the workload when working in teams. With more participants, tasks are accomplished more quickly and effectively, increasing productivity. Teamwork will also provide a support network because team members will help each other and rely on each other's for support on different projects and tasks. Moreover, there will be more guidance and exchange of ideas when working in a group. Multiple viewpoints, skills, and competencies will result in the production of better ideas since teamwork encourages innovation. In the workplace, it is especially true that two heads are better than one. Teams are more likely than individuals to come up with original, creative, and useful solutions to challenges. Additionally, working in a group

improves motivation because the workload is shared, therefore team members can feel a greater sense of accomplishment when a project is completed.

What are the barriers to effective teamwork identified in this scenario?

As mentioned in the case study provided, Tom will be leading an important project. However, there were issues with team formation and there was no suitable channel of communication used which had a negative impact on the team. Moreover, commitment was also an issue because some team members were not committed, and they were only interested in what they were going to get.

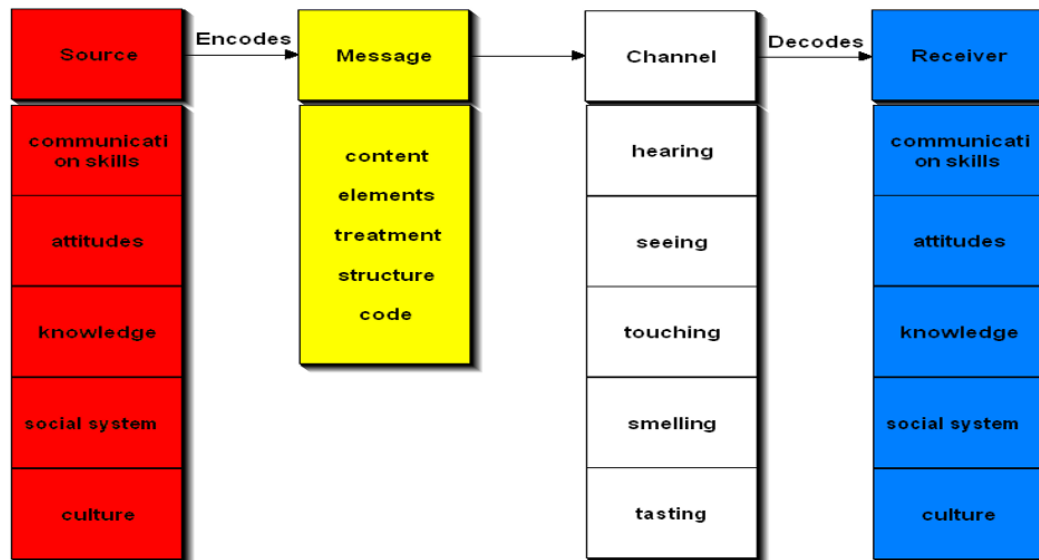
Therefore, there are a few barriers to effective teamwork that Tom has come across on which are team formation, communication, commitment, and teamwork.

In terms of team formation, Tom could use Belbin's team roles model. Belbin believes that a team's composition, which takes into account each member's capacity to carry out various team responsibilities, is essential to the organisation's success. Belbin (1981) stated that teams with a diversity of all the ideal role tendencies demonstrate superior team balance. Tom would have to give each team member the required role and responsibility based on what category they fall under.

In terms of the barrier regarding communication, Tom could focus on Berlo's model of communication. Berlo discussed the elements that affect each part of communication and improve its effectiveness. The model also emphasises encoding and decoding, which take place prior to the message being sent and received, respectively. Four essential components make up Berlo's Model, which describes the communication process. Sender, message, channel, and receiver are the four components. Moreover, there are also different barriers to communication which Tom needs to identify in order to make the model work.

Some of these barriers include: national culture, language, filtering, emotions, information overload (Jijo's Skill Factory, 2020).

Berlo's Model of Communication



A Source encodes a message for a channel to a receiver who decodes the message:
S-M-C-R Model.

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