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Module: BMSW4002 -
EFFECTIVE TEAM WORKING
AND COMMUNICATION
SKILLS

Effective Team Work and Communication

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Effective Team Work and Communication

1.Executive Summary

The purpose of this chapter is to make the reader to understand the importance of effective team and communication skills in nowadays. This essay will begin by discussing about teamwork, the skills we need to perform, the difficulties and conflicts may arise in a team. It will also discuss the importance of communication, either verbal or non-verbal. The text will be based on quotes, also will include an example of the importance of communication in nowadays life at the workplace.

This topic is important because help him to understand the characteristics for a good teamwork and the way we need to communicate, evolve, shows us what we need to be improved, will help him to grow personally.

2. Team-definition

A team is defined as a group of people , who work together and have complementary and appropriate skills, which help them to achieve a clear and identifiable set of goals. As Sundstorm, DeMeuse and Futrell (1990) says "An effective team is often characterized by productive output, personal satisfaction and an increased capacity of members to adapt and learn."

2.1 Creating a team - what we need

Strategy and resources are needed to create a successful work team. For the team to be a success, there are some principles that can help it. The first important

thing in forming a team is to have respect among its members, but at the same time they must be helped and supported by their boss. One of those is expertise, can be obtained by training or by contacting appropriate specialists. The team has to be provided with resources they need, these include the time it takes for team building.

The right people to be included in a team they need to have following competence as Adair (1986) thinks:

- Desirable individual properties
- Technical or expert skills
- Ability to complete the role of colleague

Not the last row, there is still a very important attribute, their soft abilities.

2.2 The role and importance of each member in a team

For the best team, there is needed different types of people, as Belbin (2000) founds nine roles:

1. Specialist- the one with the least common skills, he is not good at communication
2. Implementer-turn ideas into manageable tasks, can be inflexible
3. Completer-finisher – focus on details and deadlines
4. Team worker – focus on process and sensitive, may be indecisive and he does not like conflicts
5. Monitor-evaluator – less imaginative but critical and analytical
6. Resources investigators - he is less original but relaxed and extrovert
7. Plant – careless of details but intelligent and imaginative
8. Shaper – impatient and intolerant but task minded and dynamic
9. Coordinator - clarify goals and promotes decision makings, he is good communicator and good chairperson

Geller and Yuki argue that two types of leaders are needed:

- ❖ Participative leadership-This is the kind of leader that makes it so that the other people on the team can fend for themselves, by the simple fact, that he share his responsibilities with them.
- ❖ Transformational leadership-The kind of leader who inspires workers to have a clear perspective on the future.

It found that most companies want to have more small teams than one big team which is more complex.

2.3 Skills for teamwork

Teamwork skills are essential to success at workplace, no matter your industry or job title. Team members use working skills to cooperate with each other to achieve common goals, also that help them to be an organized group.

➤ Communication

Communication is the way to express ourselves so that we can be understood by others. Everyone should have a sense of security to express their opinion in a team.

➤ Listening

Listening abilities are fundamental to understanding and learning.

"We have two ears and one mouth, so we should listen more than we say."(Zeno of Citium)

➤ Conflicts

Conflicts are part of the efforts of the members, the fierce are inevitable. Important is how they are resolved, and in what manner. They can be both beneficial (making them want to advance in the field, acquiring knowledge) but crucial for team members (To dismantle the team)

➤ Decision-making

Making a decision in a team is not an easy thing, because we have no way of knowing if it can lead to success or make you lose. However, even unpleasant decisions need to be taken, whether it is to our liking or not.

➤ Problem-solving

The general thought behind sorting out a group is to take care of an issue. That is the reason critical thinking aptitudes are central for every single colleague. The capacity to take a gander at an issue from various edges and designate time and exertion based on singular colleague's abilities drive the whole group's exhibition and achievement.

➤ Organizational and planning skills

The organization is based on a plan, each member will be able to follow what he has to do. The plan is designed to be understood by everyone.

➤ Persuasion and influencing skills

Perseverance is more applied to the leader by example of team members, and they are eager to want to achieve their goals.

➤ Respectfulness

Being aware towards others doesn't mean you need to like them or concur with them. Show your regard by not underestimating anybody and tuning in to them effectively.

➤ Tolerance

The ability to be open to other ideas, different from yours, or even not to crunch into causes when something bothers you.

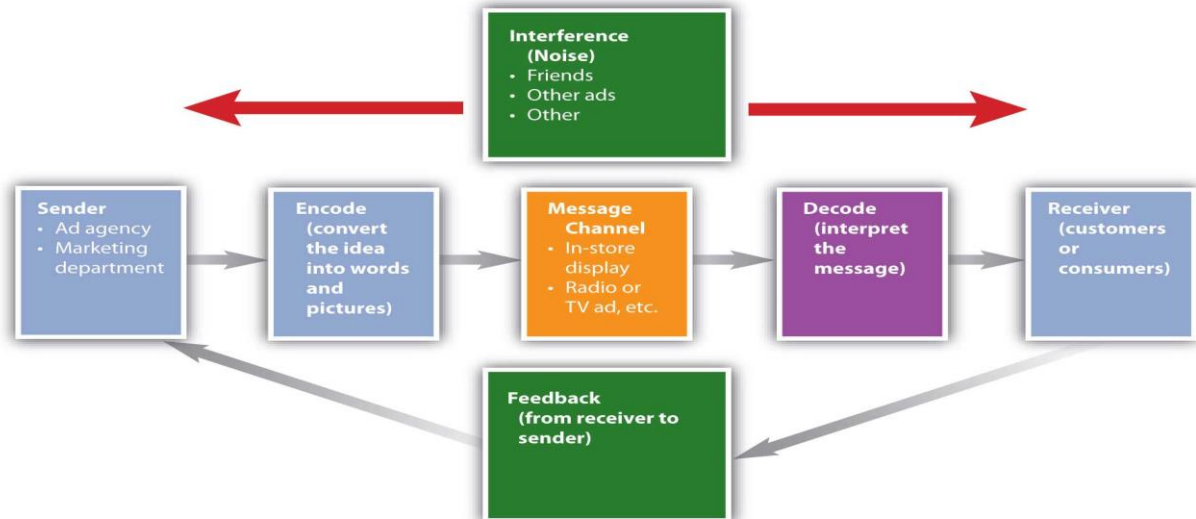
These are just some of the important skills that a team must have.

3. Communication – definition

Communication is the vital process of maintaining human relationships. As DeVito said, "Communication refers to the action, with one or more people sending and

receiving messages that can be deformed by noise, takes place in a context, assumes certain effects and provides feedback opportunities” (DeVito).

3.1 Classic scheme of communication and components



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- **Sender**-The person or a group of people who send a message.
- **Encode**- it represents the transformation of thoughts and feelings into a message. The way we send the message.
- **Message**-what we have to send to the receiver(words, feelings, thoughts, etc)
- **Decode**-the way we receive the message.
- **Receiver**-is our audience and he will receive what we send (the message).
- **Feedback**-the receiver confirm the message, affirmative or negative.
- **Noise(Interferences)**-the distruction (everything what intrerupt the conversation).
- **Channel**-can be verbal(face to face, telephone ,internet, etc) or non-verbal(facial expression, tone and pitch of voice, etc) and media(radio, tv, newspaper, etc)

There are 2 types of communication verbal and non-verbal communication, both are important and can say different things.

Verbal communication-the message is transmitted by your audience. The most important thing, when we use verbal communication, are the manners (behaviour). That represent non-verbal communication:

- a) Posture
- b) Gesture and Movement
- c) Eye contact
- d) Facial Expressions
- e) Dress

3.2 Theories of communication

There are three theories of communication-Shannon and Weaver model

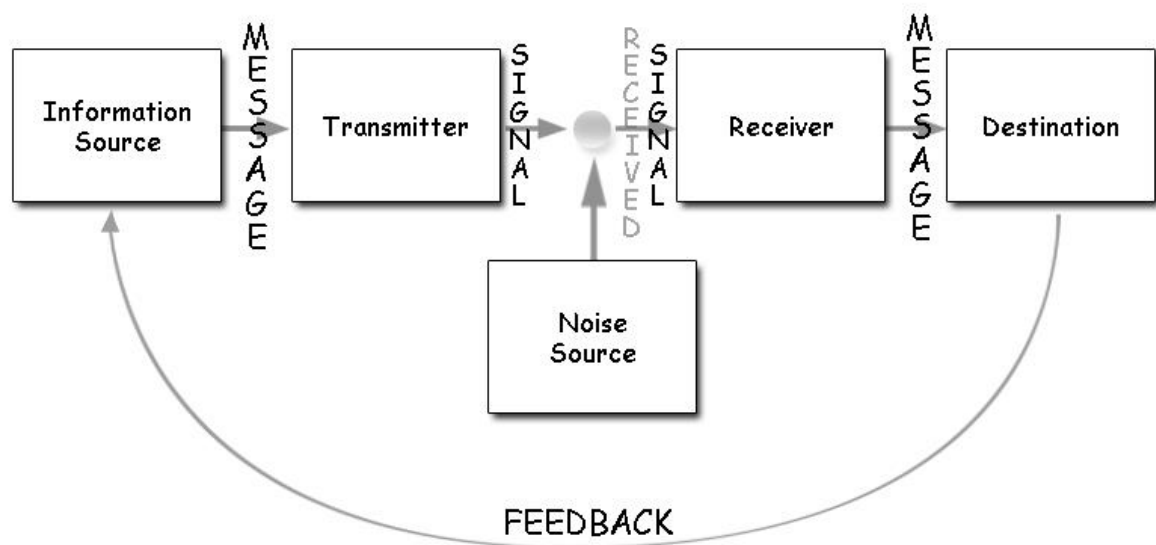
Berlo's model

Schramm's model.

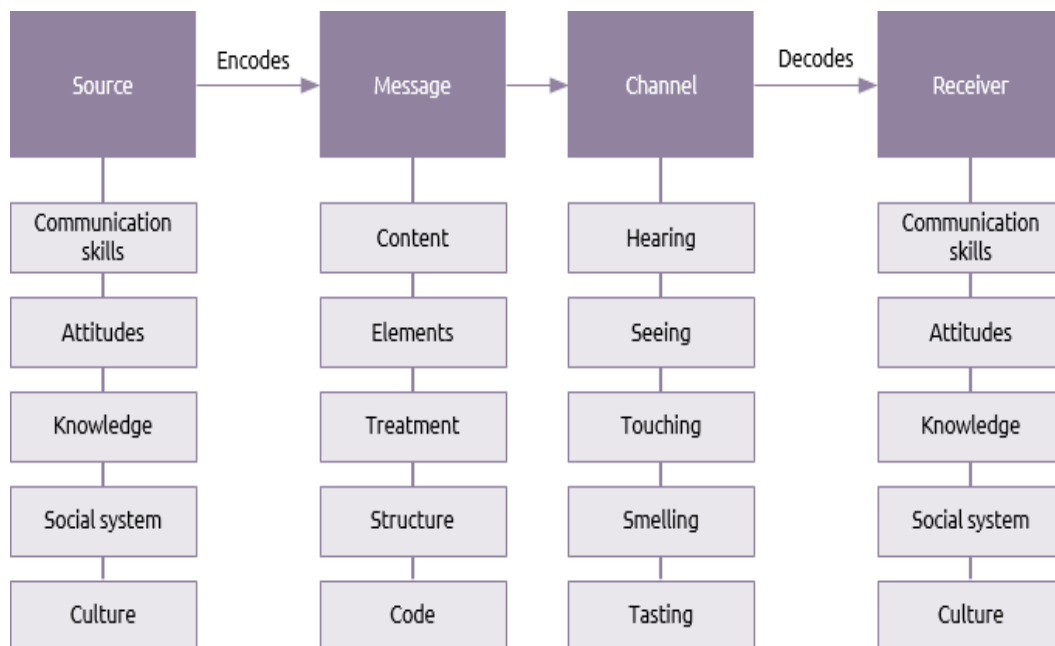
3.2.1 Shannon and Weaver model of communication

This model is specially designed to develop the effective communication between sender and receiver. There was discovered factors which are influencing the correspondence procedure called "Noise". This is the simplest model of communication which is used most of the time. "Shannon and Weaver's "transmission" model of the communication process has long been recognized as inadequate for describing the complex process of human communication exception the limited context of radio-telephone communication for which it was originally

developed.” (Brown and Targowski (1987))



3.2.2 Berlo's model of communication



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Berlo's model is "successful approaches to solving the problems may be determined from this model. Modern management theory based upon human behavior can reach into the "real world" by using this model as a basis for problem discussions during management conferences."(Stead 1972). This model comprises several elements:

❖ Source – is the sender which depends on few factors:

- Communication skills-the ability the person possess. For example: read , speak, listen, write.
- Attitudes - The attitude he must present it. Example: doctors are to help people, and the patient go to the hospital to be helped by doctors, and also to do what he say.
- Knowledge - the person must be informed, to know what he is talking about. Example: teachers need to know the subject what they explain to students.
- Social system – where the communication takes place.
- Culture – people culture, ethnicity of each person.

❖ Message -> message types:

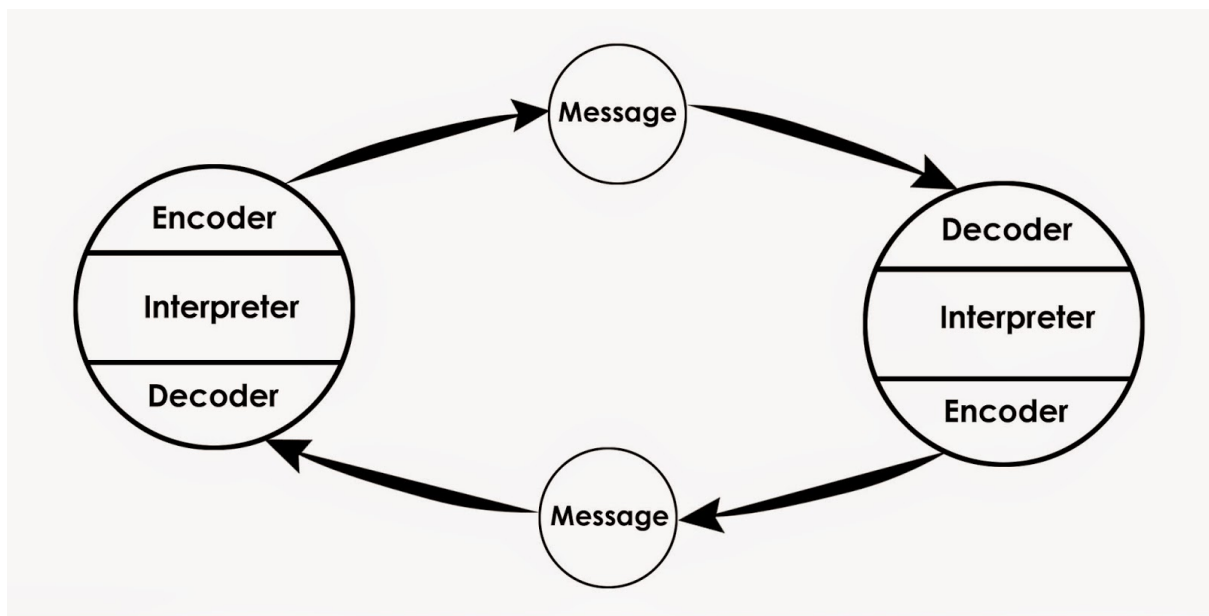
- Content – body of message
- Elements – it includes: languages, gestures, body languages
- Treatment – refers to the packaging of the message and the way it is send
- Structure- how it is arranged
- Code - refers to the way the message is expressed (body languages , writing , speaking)

❖ Channel – that includes the senses Berlo named above:

- Hearing
- Seeing
- Touching
- Smelling
- Tasting

❖ Receiver – the one who receive the message in the manner it was send.

3.2.3 Schramm's model of communication



This model of communication is different from the others because it has interpreter. That is the person trying to understand the message ,either from sender or receiver.

3.3Communication at the workplace

So far, this essay was looked at the theory about teamwork and communication, definition and types. However, we must also consider communication at workplace, so the next section will focus on characteristics of communication and its skills that

we must possess. "Communication as illustrated here is not a static, one-way transmission, but a transaction. The individuals involved are simultaneously the source and the receiver. To demonstrate the transactional nature of the communication process, the model shows two individuals transmitting cues to and concurrently receiving cues from the Perceptual Field."(Baskin and Bruno 1977).

Any communication involves exchange of meanings. It is not enough for us to talk, to communicate our ideas, communication means much more than that, it means listening to others who have to say, to let them to understand what we said, to ask questions and answer them. Thomas Hora said "We are constantly tested and challenged by communication. In order to understand ourselves, we need to be understood by others; in order to be understood by others, we need to understand others. "

Almost every job requires workers to use verbal communications skills. Communication is a soft skill and it is very important if you want to be employ, but the words are not enough, gestures and posture, along with mimicry, eye contact, body touch, clothing, tone of voice, representation of time , sometimes replace the words.

A writer said "Unspoken communication has much more power than more words because it is ambiguous. If a Narcissist says you did something wrong, you can at least disagree. If he only hints at it, you are left wondering if what you're seeing really means what you think it does, or if the whole thing is somehow your fault, or whatever else you might be imaging. ... Translate then pointing the finger. This is the tricky part because it is subtle, but it will make all the difference. An unsubstantiated accusation of an internal state, like, "You keep looking at the clock; I'm assuming you're bored." Is much harder to deny. "(Bernstein, Emotional Vampires: Dealing with people who drain you dry)

There is no workplace in which not to communicate. It is absolutely necessary for employees to communicate with each other, this leads to good coordination and also maintains the efficient working relationship. But we must take into account that any conversation can arise and conflicts. Conflicts can be taken as beneficial in some cases, motivating us to make changes. With them we can improve and identify problems and solutions. A businessman named Mireille Guiliano said: "Intelligence,

knowledge or experience are important and might get you a job, but strong communication skills are what will get you promoted".

In keeping with Guiliano's words, we need to consider a few things about workplace communication:

- ✓ Be clear and transparent - whatever we want to say must be explained very well in order to be understood.
- ✓ Be well prepared - we need to be documented about what we are talking about, otherwise we risk losing the trust of others in us.
- ✓ Be precise - do not waste the time of others, we must communicate briefly on the subject.
- ✓ Encouraging in two ways - this means giving the other a chance to talk, to present their ideas.

Such a conversation is the basis of efficient communication.

4.Example

Having said that, I could give an example of the importance of communication skills in the workplace.

In my experience, I could say that I worked as a nanny for 2-3 years taking care of several children. This job involves a lot of patience, because children ask a lot of questions, they want to know as much about everything as possible. I had to be patient and calm no matter what happens. I had to maintain a good communication relationship with the child and the parents in order to request and give correct, complete and timely information on the problems arising in the activities of the day with children. And yet children make great use of non-verbal communication. Many of their gestures say mule, even the opposite of their words. As a nanny you need to realize what the child wants when he or she does not want to communicate verbally. Besides many others, communication is the basis of every job.

5. Conclusion

In conclusion , in this chapter I tried to summarise the theory what I studied with an example from my life. I wanted to highlight the teamwork and communication skills that are the basis of any organization, and their importance for the workplace. Communication models also have an important role in this chapter, helping us to easily understand how to communicate and its components.

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Student Name: Rusu ANDREEA LENUA

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Time allocated: 1 hour. Please return your paper to the lecturer upon completion. It will be returned to you at the next session. You will need to include a scanned copy of this exercise in the form of an appendix together with your Task 1 (part of the Assignment for this module).

Ex.1. Read the following brief and write a business email according to the instructions.

You are the Director of Communications at your company and you would like a Supervisor, Mary December, to go on a training course in non-verbal communication because you have observed that her non-verbal skills sometimes send the wrong message.

- Tell Mary why you are writing
- Say what you have observed about her communication skills
- Tell her how you think this course would improve her skills and her relationship with her fellow workers.

from: Director of Communication
to: Mary December

Dear Miss Mary December,

I'm writing to you, because I want to advise you and also, as ~~I like to be a director for that company, I would like you to have a~~ go on a training course in non-verbal communication to improve those.

I observed that, your non-verbal communication sometimes send the wrong message to the employees/workers, also that doesn't match with what you say.

That course will help you to help improve your skills. There you will learn what important is the dress code, management gestures ~~and how you have to address talk with the workers.~~ to make you to be listened, more confident.

All those and much more will make you to be a good Supervisor. Communication is very important at for the workplace, help us to avoid conflict and to make us to be understood properly.

For more information about that course don't hesitate to contact me on 02230 6781 the department for communication.

Yours sincerely
Director of Communication
Andreea Rusu

Lecturer's signature: _____

Date: 12/11/2019