

## **Effective Teamwork and Communication**

---

**Module Name:** Effective Team Working and Communication

**Lecturer Name:** Dr Gulnar Ali

**Student's Name:** Natalia-Antonia Baluta

**Student's ID:** 1811783

## **Executive Summary**

Having an effective level of communication and teamwork within the workplace of an organisation is essential in terms of dealing with workplace issues and conflicts. This report has been developed with the intention of gaining a better understanding of the issues and the ways in which these could be overcome. This report analyses different models and techniques that could be deployed in the workplace for meeting the requirements of the workplace. As a result, the theories will help the management to enhance their business outcomes in the workplace and make sure that they are being able to operate in the right manner.

## Table of Contents

|                                          |                                     |
|------------------------------------------|-------------------------------------|
| Introduction .....                       | 4                                   |
| Theories Relating to Group Dynamic ..... | 5                                   |
| Theories Relating to Team working.....   | 8                                   |
| Theories Relating to Communication ..... | 11                                  |
| Conclusion.....                          | 13                                  |
| Reference List.....                      | 14                                  |
| Appendix .....                           | <b>Error! Bookmark not defined.</b> |

## **Introduction**

Effective teamwork and communication are two of the major aspects that organisations are aspiring to achieve to meet with their business requirements in an authentic manner. Having these two prospects in the workplace allows the business owner to ensure that all the departmental activities are being done in the right way. In order to understand this, the implementation of different theories relating to team dynamics, team working, and communication has been used. This will guide the learners to gain a clear understanding of some of the most significant aspects of workplace operations. Moreover, with the help of effective teamwork in the workplace, the organisations are able to implement collaborative working amongst the employees, so that it helps them to achieve the set target in a hassle-free manner. In some cases, the citation of certain real-life incidents has been done for a proper understanding of their application within the workplace of any organisation.

## **Theories Relating to Group Dynamic**

Group dynamics can be regarded as one of the most important aspects of the employees that are functioning as a member of one group. The positive dynamics of the group is measured from the way employees portray their loyalty towards the functioning of the group as a whole. The members of the group function in accordance to one another, so that it helps them to achieve the set targets in an authentic manner. In order to develop the level of dynamics within the group members, it is important for the management of companies to implement certain important theories that will allow them to monitor the performance of the individuals within the group. There are certain minute aspects that determine the dynamics within the group in general. The relationship between the members of the group is important, as it will assist them to meet with the objectives of the group. *Tuckman's Theory of Group Dynamics* can be applied in this regard (Forsyth, 2018). The different stages of Tuckman's Theory have been discussed below in a detailed manner:

### ***Forming***

There is a lot of uncertainty and confusion that is associated with this particular stage. It was observed that some of the important objectives for the group have not been developed in this stage. There is no proper leadership for the group, and this makes it difficult for the team members to achieve their tasks in a better manner. As a result, this stage can be regarded as the orientation stage that allows the members of the group to get to know and interact with other members in the workplace. The members gradually come to know about the purpose of the existence of the group and they are informed about the rules and policies that are to be followed in the workplace (Levi, 2015). However, the roles and responsibilities of the members are not properly defined, and this creates confusion in the workplace.

### ***Storming***

Well, this stage mainly deals with the conflicts amongst the members of the group existing in the workplace. Members have a tendency to become quite challenging to the roles of the group and this creates hindrance in terms of performing the functions of the group in a better manner. Each members of the group aspire to be the leader and they strive to achieve tasks that have been allocated to them (Turner, 2014). The level of conflicts within the group increases and if these conflicts are not resolved, the overall performance of the group decreases and they are no longer effective in terms of addressing the organisational objectives.

### ***Norming***

This effective stage mainly depends on the way in which there is recognition for the individual difference that exists in the workplace. The members of the group share their expectations with one another, and this helps to develop peace and harmony amongst the members. As a result, the group members are able to develop their relationship with the other members and this increases the level of collaborative working amongst the team members. The members are completely aware of their roles and responsibilities in the workplace and they work according to the group's requirements.

### ***Performing***

The members of the group have inculcated a feeling of cohesiveness towards the different members of the group. They mainly focus on making rational decision based on the productivity of the group in the workplace. As a result, the main focus on the group shifts to the attainments of their aim and objectives in the organisation (Grusec and Hastings, 2014). All the previous conflicts amongst the group members are resolved and they are able to meet with the organisational requirements in an authentic manner.

### ***Adjourning***

Not all the groups face this stage in general. This stage takes place, when the members of the group decide to leave the group and work in accordance to their own methods. This stage mainly develops, when individuals look to achieve the assigned tasks in a better manner. In most of the cases, it has been observed that group members tend to feel sad, when they have to part ways with the other members of the group.

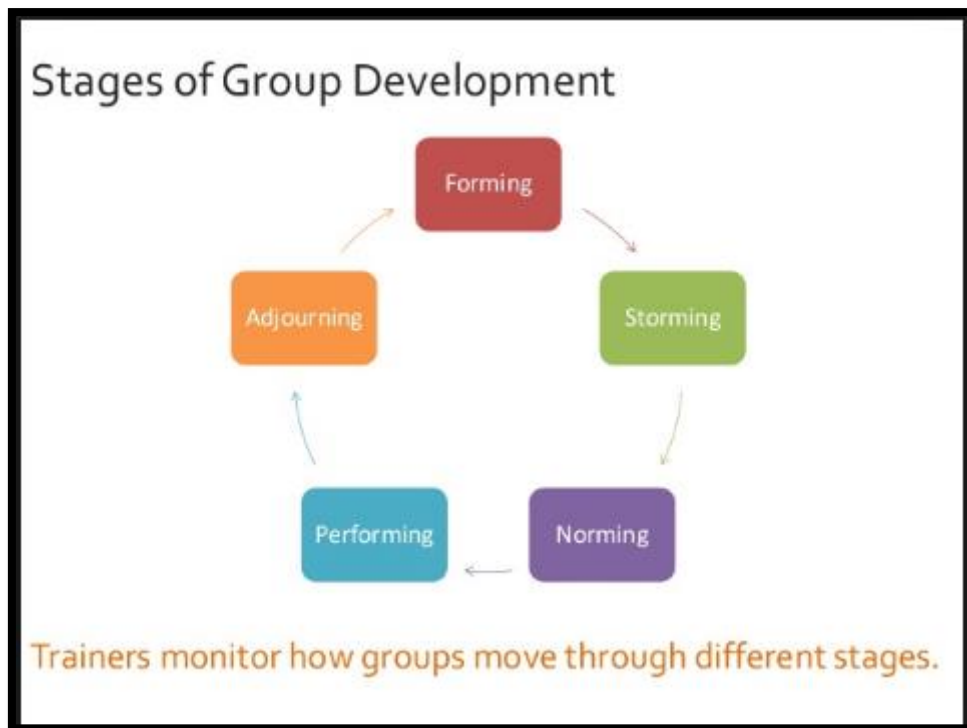


**Figure 1: Tuckman's Model**

(Source: Grusec and Hastings, 2014)

## **Theories Relating to Team working**

Team working is one of the most important aspects that allow the organisation to meet with their organisational requirements in the market. With the help of proper team work in the workplace, the process of achieving the business objectives is eased and individuals are able to enhance their performance as members of the team. In order to understand the importance of teamwork within the workplace, the application of *Belbin's Theory* has been done. The different stages of teamwork are as follows:

### ***Shaper***

The role of the shaper is to make sure that they are providing enough support to the team members by inspiring and motivating them. These members are quite extrovert and they mainly look to resolve the issues that have a negative impact on the functioning of the organisation. Besides this, the role of the shaper is to make sure that they are finding the best approach for the team to meet with the organisational requirements (Hogg, 2016).

### ***Implementer***

The main job of the implementer is to make sure that they are being able to implement important strategies in the workplace, so that the overall performance of the team could be enhanced. They mainly look to implement efficient and effective strategies in the workplace so that it helps them to achieve the business objectives in the market. However, there are times, when the implementers are unable to adapt to changes.

### ***Finisher***

This is one of the most important roles played by the finisher, as they look to make sure that all the set targets are being achieved in the right manner. The finishers' role is to understand the performance of the team and push them in such a manner that they are being able to meet with the requirements of the market in the best way possible. They also have to make sure that the members of the team are being able to meet with the deadlines of their projects.

### ***Coordinator***

The coordinator also plays the role of a team leader. Due to their role, they are able to guide the members of the team to make sure that all the business objectives are being achieved in the right manner. They listen to the views and perspectives of the team members and understand the role played by each member of the team in terms of developing their role in

the workplace. Besides this, they are responsible to allocate work to the team members in an effective and efficient manner (Humphrey and Aime, 2014).

### ***Team-worker***

The role of the team worker is essential concerning the development of the performance of the team in the workplace. It is important for the team-worker to make sure that they are highly flexible, so that it helps them to accept all the necessary changes in the workplace. Besides this, they will be able to allocate the right set of work to the employees and it eases their process of business in the market.

### ***Resource Investigator***

The resource investigator within the organisation is responsible for making use of the available resources in the market. This helps them to utilise the resources in such a manner that they are able to enhance the quality of their work within the organisation. They develop innovative ideas and techniques in the workplace that assists them to achieve the business objectives in a desired manner.

### ***Plant***

The individual playing the role of the plant is known for the newly developed ideas and methods that they develop in the organisation. They mainly work on the basis of the praise that they receive from the team. They are introvert and work apart from the functioning of the team. Besides this, their communication level in the workplace is poor and this creates hindrance for them to complete their work (Valentine *et al.*, 2015).

### ***Monitor-Evaluator***

The role of the monitor or evaluator is to make sure that they analyse the ideas that they receive from other people at work. This helps them to select from the best ideas and implement them in the workplace. This allows them to gain control over the employees and monitor their functions. They are able to guide them on the right track.

### ***Specialist***

They have special skills and abilities that are needed in order to perform a particular task. They are considered as experts in the team and their role is to make sure that all the team members are functioning in accordance to the requirements of the team. However, their

contribution to the team is limited and this could harm the progress of the team in a negative manner (Galegher *et al.*, 2014).

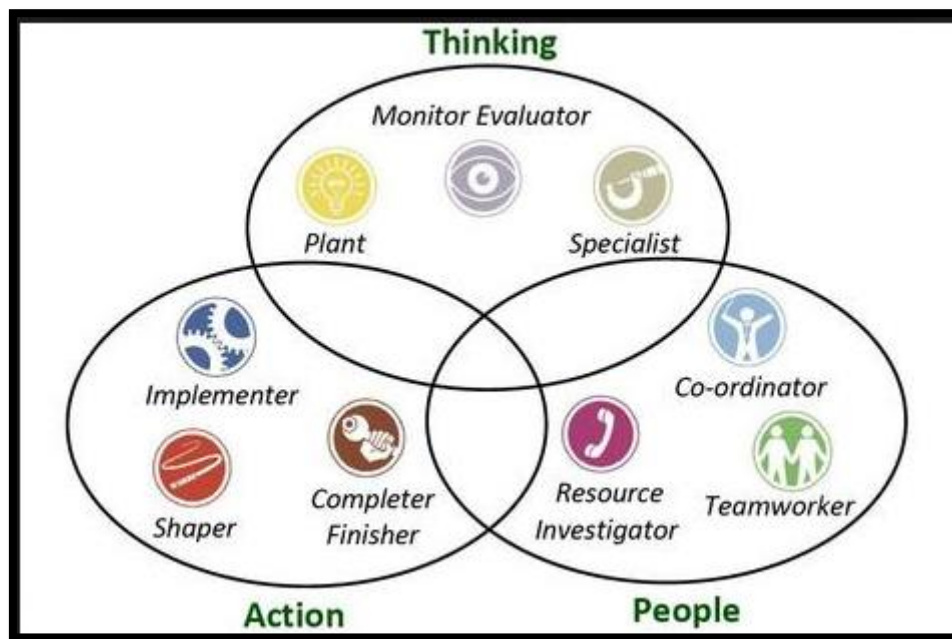


**Figure 2: Belbin's Model**

(Source: Valentine *et al.*, 2015)

## **Theories Relating to Communication**

Communication is regarded as one of the most important aspects within the workplace that allows the employees and the employer to stay connected with one another. It was seen that with the aid of proper communication amongst the members of the workplace, the process of achieving the business objectives becomes easier. It is imperative for the management of companies to make sure that they are able to implement effective theories of communication in the workplace. As a result, this section discusses the importance of *Aristotle's Communication Model*. Aristotle designated the theory before 300 BC (Vlăduțescu, 2014). The theory discusses the way in which role of the audience affects the functioning of the organisation. The different elements of the theory have been discussed below in a brief manner:

### ***Speaker***

The role of the speaker is quite important in terms of motivating and inspiring the employees to work in accordance to the business objectives. This allows the team members to make sure that they are being able to achieve the tasks that they have been assigned in the workplace. Therefore, the speaker should be a very effective public speaker and his or her words should reach the audience in a better manner.

### ***Speech***

The management authority of the organisation should be able to make sure that they prepare a proper speech, so that it allows the employees to have a clear idea about what is expected from them. As a result, they are able to know about their level of performance in the market (Waisbord, 2018). The speech is directed to the employees, as it will allow them to stay motivated in the workplace and they will be able to meet with the organisational requirements easily.

### ***Occasion***

The higher authority of the organisation should be able to make sure that they select the right occasion to motivate the employees and make them aware of the workplace requirements. As a result, the employees will be able to meet with the workplace requirements quite easily.

### ***Audience***

It is important for the management of the organisation to make sure that they are speaking to the right set of audience in terms of enhancing the overall performance of the workplace. As a result, this will enable the employees to get to know about the changes that have recently developed in the workplace (Shockley-Zalabak, 2014).

### ***Effect***

The effect of the speech can be measured by the outcomes of the teamwork. This will allow the employees to know about the importance of collaborative working in the organisation and they will be able to meet with the requirements of the company in an authentic manner.

## **Conclusion**

The study deals with the some of the most important theories relating to group dynamics, teamwork, and communication. The importance of these three aspects of the organisation could be seen in the way the theories have been applied. From the above discussion, it could be concluded that employees in the workplace should be capable of understanding the importance of collaborative working within the workplace. This will enable them to work in their team and achieve the business objectives without much difficulty. Therefore, the implementation of the discussed theories is important in terms of enhancing the outcomes of their business in the market.

## Reference List

- Forsyth, D.R., 2018. *Group dynamics*. Cengage Learning.
- Galegher, J., Kraut, R.E. and Egidio, C., 2014. Technology for intellectual teamwork: Perspectives on research and design. In *Intellectual teamwork* (pp. 15-34). Psychology Press.
- Grusec, J.E. and Hastings, P.D. eds., 2014. *Handbook of socialization: Theory and research*. Guilford Publications.
- Hogg, M.A., 2016. Social identity theory. In *Understanding peace and conflict through social identity theory* (pp. 3-17). Springer, Cham.
- Humphrey, S.E. and Aime, F., 2014. Team microdynamics: Toward an organizing approach to teamwork. *The Academy of Management Annals*, 8(1), pp.443-503.
- Levi, D., 2015. *Group dynamics for teams*. Sage Publications.
- Shockley-Zalabak, P., 2014. *Fundamentals of organizational communication*. Upper Saddle River, NJ: Pearson.
- Turner, M.E. ed., 2014. *Groups at work: Theory and research*. Psychology Press.
- Valentine, M.A., Nembhard, I.M. and Edmondson, A.C., 2015. Measuring teamwork in health care settings: a review of survey instruments. *Medical care*, 53(4), pp.e16-e30.
- Vlăduțescu, Ș., 2014. Uncertainty Communication Status. *International Letters of Social and Humanistic Sciences*, (21), pp.100-106.
- Waisbord, S., 2018. Family tree of theories, methodologies, and strategies in development communication. *Handbook of Communication for Development and Social Change*, pp.1-40.