



Prifysgol Cymru

Y Drindod Dewi Sant

University of Wales

Trinity Saint David

Effective Team Working and Communication **(BMSW4002 LON) TERM 2**

Lecturer: Joanna Walsh

Students:

Meliha Drenk (1922136)

Ivelina Parker (1921483)

Lesly Osaretin (1921669)

Magnus Amadi (1921681)

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Introduction



What comes to your mind when you hear the word Team?

“A team is a group of people who are mutually dependent on one another to achieve a common goal” (Biech, 2007, p. 5).

Benefits of team working



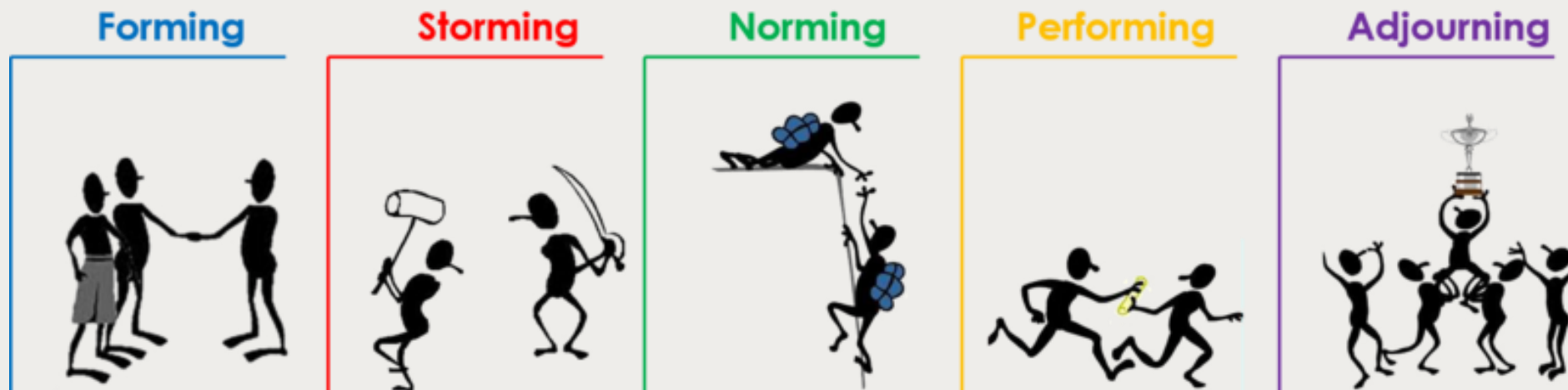
- Productivity is one of the main advantages of team working.
- Support- all team members have to value each other for their unique ideas and perceptions.
- Flexibility is when members of the team are able to cover each other.

Benefits of team working

- Experience - teamwork improves and obtains your skills and knowledge.
- Better ideas and decisions - two people think better than one (ability to make innovative and original ideas).
- Job satisfaction - feeling appreciation and delight from the end results.
- Collective effort - working in a team is better than working independently.

Stages of team development

Tuckman's Stages of Team Development



Forming

- Time to break the ice.
- Feelings of uncertainty.
- Communication is formal and short.
- There is a high dependence on the leader for guidance and direction (Chapman, 2017).
- The importance of having a strong leadership.

Storming

- This stage is known for conflict, and the team members begin to resist group influence (Smith, 2005).
- Disagreements occur within the team.
- Feelings of anger and frustration.
- The leader continues to guide and unite the team.

Norming

- Worried about being too different, team members want to be part of the team (Nestor, 2013, pp.1-2).
- The team starts to mature.
- Differences are put aside and the focus is on the task.
- The team members feel relaxed and more confident.
- Respect for the leader and for each other has grown (Chapman, 2017).

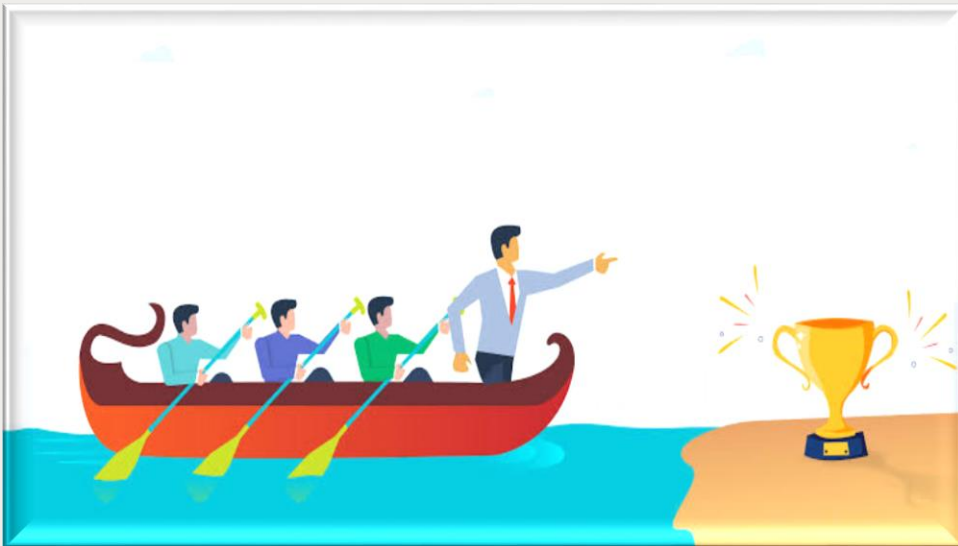
Performing

- Feelings of trust and unity.
- It is much easier for the team to solve any problems, because they know how to work together (Nestor, 2013, pp.1-2).
- Leadership involvement can be relaxed at this stage.

Adjourning

- The task is completed and the team breaks up.
- Feelings of achievement and success.
- Strong emotional bonds have formed, so letting go of the team has been described by some commentators as 'mourning' (Smith, 2005).

Team roles (Belbin) / Leadership roles (Hersey & Blanchard)



Leadership

- Leadership is the act of guiding an individual or a team to achieve a certain goal.
- Good leaders exhibit courage, passion, confidence, commitment, amongst others. They nurture the strengths and talents of their followers, and build teams committed to achieving common goals.

Team roles / Leadership roles

Teamwork

- Teamwork is often described as a collective effort that is impossible to be given by an individual, but given by a group of people (i.e. a team).
- A team is a congregation of individuals, each of whom has a role which is understood by other members. Successful teams are made up of diverse mix of behaviors.

Belbin Team Roles

Dr. Meredith Belbin and his team discovered that there are nine clusters of behavior - these were called '**Belbin Team Roles**'. The nine roles identified were:

- Plant
- Shaper
- Coordinator
- Team worker
- Implementer
- Specialist
- Completer finisher
- Resource investigator
- Monitor evaluator

Leadership roles

The Situational Leadership Model is a model created by ***Paul Hersey and Ken Blanchard***, which is used to explain leadership roles. Its fundamental principle is that there is no single "best" style of leadership.

- The Situational Leadership Model has two fundamental concepts: leadership style and the individual or group's performance readiness level or development level.

Leadership roles

- **Hersey and Blanchard** characterized leadership style in terms of the amount of task behavior and relationship behavior that the leader provides to their followers. They categorized all leadership styles into four behavior styles:
- Directing (S1), coaching (S2), supporting (S3), and delegating (S4).
- Effective leadership is task-relevant.

Conflict management



A conflict is a different perception of view to an issue or situation (Barash and Webel, 2002).

https://d2osdnqd2igqfx.cloudfront.net/AcuCustom/Sitename/DAM/160/iStock-1142717501_Converted.jpg

Causes of conflict

There are various ways by which conflict can erupt in teams, they can be classified into three parts. Poor communication, structural factor, personal element (Varney, 1989).

- Poor communication
- Personal elements
- Structural factors

Conflict management styles - Thomas – Kilmann

- Competitive
- Accommodating
- Avoiding
- Collaborating
- Compromise

Benefits of positive conflicts or constructive conflict

- Promotes new ideas
- Problem solving
- It promotes innovative thinking
- It promotes cohesiveness among team members.

Conflict management resolution

- Active listening
- Acknowledge
- Reply
- Settle dispute

Successful team development

Druskat and Wolff (2001, quoted in Maund, 2017, p. 8) have recognised three conditions for successful team:



- Trust among the members
- Sense of team identity
- Sense of team efficacy

Successful team development

- According to Doney, Cannon and Mullen (1998, quoted in Maund,2017,p.8) Trust is the willingness to rely upon others.
- Team identity – Teams that spend more time together usually develop unique identity and loyalty.
- Team efficacy- when members are self-assured that they can complete the tasks, their chances of success are higher (Katz-Navon & Erez,2005, quoted in Maund,2017,p.10).

Successful team development



<https://www.live.org.uk/creative-opportunities/children-young-people/teachers-cpd-inset>

Ideas

- Board for employees
- Teacher of the week/month
- Courses
- Financial backup – bonuses
- Common bond exercise
- Fact bag

Conclusion

In conclusion, teamwork is considered a strong asset when striving to achieve a goal.

Strong leadership, open communication and listening are the key factors in developing a successful and productive team. If you apply the models and ideas from this power point, you will be on the right path of reaching an effective team working and communication.

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