



Effective Team working

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What is a Team ?

- **Team is a group of people working together to achieve a certain goal. Mostly, working as a team is the heart of any company or organisation.**



More productivity

- **Teams who work together are much more motivated rather than individually and they follow a better success of what they've achieved**





Benefits of Team working

Teams are more productive

They create **synergy**

More ideas

They socialize

Build trust

Find conflict resolutions

They create Synergy

- **Synergy is the power created by combining the skills of every single team member. When they start communicating and exchanging more ideas the team can create greater things.**





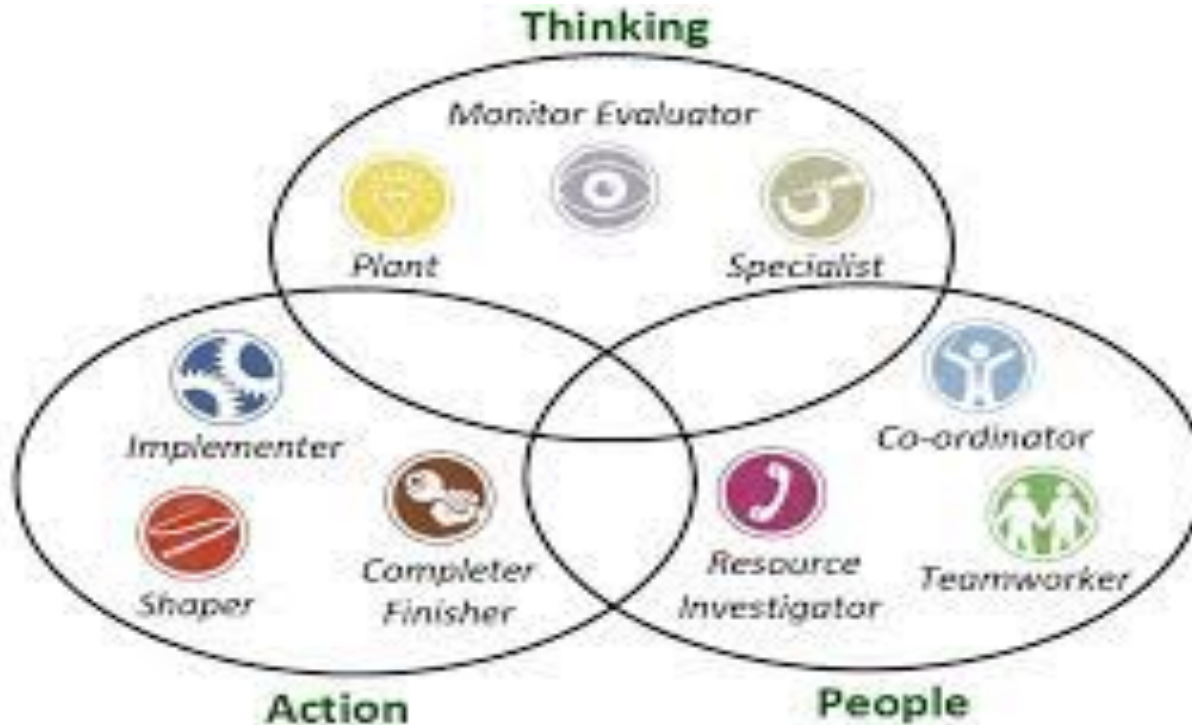
More ideas

- **Good ideas can come at any time at any place. Having them discussed with the other members can expand the vision of the**

Socializing and trust building

- **Socializing is an important aspect of the team creation. Maybe you want a different role in the group or to be a leader ? Then your opinion needs to be outspoken. And this is the first step of the process. Building trust comes immediately when the roles are set in place .**

BELBIN'S TEAM ROLES



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BMSW4002 Effective team work and communication

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What is a team role?



According to **Dr. Meredith Belbin**, one of the leading experts about teamwork theories, team members interpret peculiar "**team roles**" intended as "**a tendency to behave, contribute, and interrelate with others in a particular way**" (Belbin, 2010).

Belbin's team roles model

Belbin grouped **9 team roles** (linked to a bundle of behavioral and interpersonal skills) into **3 categories**:

- **Action roles**
- **Social roles**
- **Thinking roles**

Belbin's 9 Team Roles

Action Roles

- 1) **Shaper (SH)**: encourages team improvement.
- 2) **Implementer (IMP)**: deals with the realization of practical work
- 3) **Completer/Finisher (CF)**: in charge of good time management

People Roles

- 4) **Coordinator (CO)**: the actual team leader
- 5) **Team worker (TW)**: ensures support to optimize the team work
- 6) **Resource Investigator (RI)**: Manages and finds reliable resources, options and contacts needed

Thought Roles

- 7) **Plant (PL)**: Proposes different ideas and approaches
- 8) **Monitor/Evaluator (ME)**: Briefs procedures and ideas
- 9) **Specialist (SP)**: Ensures true knowledge of the subject

Using Belbin's Team Role Model

Belbin's model is essential for:

- 1)** Identification of interpersonal/behavioral strengths and weaknesses in the workplace
- 2)** Creation of deep working connections
- 3)** Configuration of reliable teams
- 4)** Empowering of the ability of each team member
- 5)** Balancing of team's energies and resources

TEAM MEMBERS



Team Roles/ Leadership Roles

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What is a Leadership role?

- A leadership role is a position that will require you to coordinate people, situations and elements.
- A leadership role can be formal (is effective for managing others and achieving results) and informal (usually comes in the form of favors and is valuable to increase efforts).
- Leaders are people who have the power to influence others with the ability, influence and title to succeed in a project or to help a company.
- A leadership role can help you apply and hone your soft skills (Teamwork skills) and useful interpersonal skills (Responsibility, Active listening) for success in both personal life and in the professional one.



Hersey-Blanchard Model (')



- The Hersey-Blanchard Model conveys that no one leadership style is superior to one more.
- The model suggests modifying their leadership style to tasks and relationships in the company.
- This model was developed by author Paul Hersey and Leadership expert Ken Blanchard, author of "*The One Minute Manager*". The model allows the manager to adapt to the administration style.
- Hersey and Blanchard developed four category of leadership styles: **Delegating** style, **Participating** style, **Selling** Style and **Telling** Style.
- **Delegating style:** A low-task (**low-relationship**)- the leader allows the classification to take control for task resolutions. It is best used with high maturity followers.
- **Participating style:** A low-task(**high-relationship**)- this style point up common plans and decisions. This style can be used with experienced followers, but they may not have the confidence to do the assigned tasks.
- **Seeling style:** a high-task(**high-relationship**)- the leader tries to sell the group's ideas by explaining the directions of the tasks in a convincing way. These followers have the capacity, but they are not willing to cooperate.
- **Telling style:** A high-task(**low-relationship**)- the leader gives clear directions and supervises work closely. This style is adapt towards low maturity followers.

Advantages and Disadvantages of the Hersey-Blanchard Model



Advantages

- It enables them to introduce the best in their followers and allow them the very best likelihood of achieving success.
- The leadership has gained popularity over the years
- Circumstantial leadership addresses each worker's capacity level and impulse which is useful to delegate responsibilities at a given time to get the job done.
- The leader can make employees feel agreeable and accepted, they try to understand each employee differently yet equally.

Disadvantages

- The Leader may frequently use their attitude to serve everyone's needs, it may cause indecision and may not be helpful to build long-term work culture.
- Not all leaders are able to assess an employee's level of maturity, so sometimes a style is applied that is not appropriate for some employees.
- Leadership can be challenging and tiring for some leaders. If leaders fail to assess the situation, it can have negative results.

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Conflict resolutions

- **Creativity evolves contrast. This can lead naturally to a conflict of interests. Resolving it's possible by using communication, including third party's voice and brainstorming possible decisions.**



Stages of team development

Daniel Genev

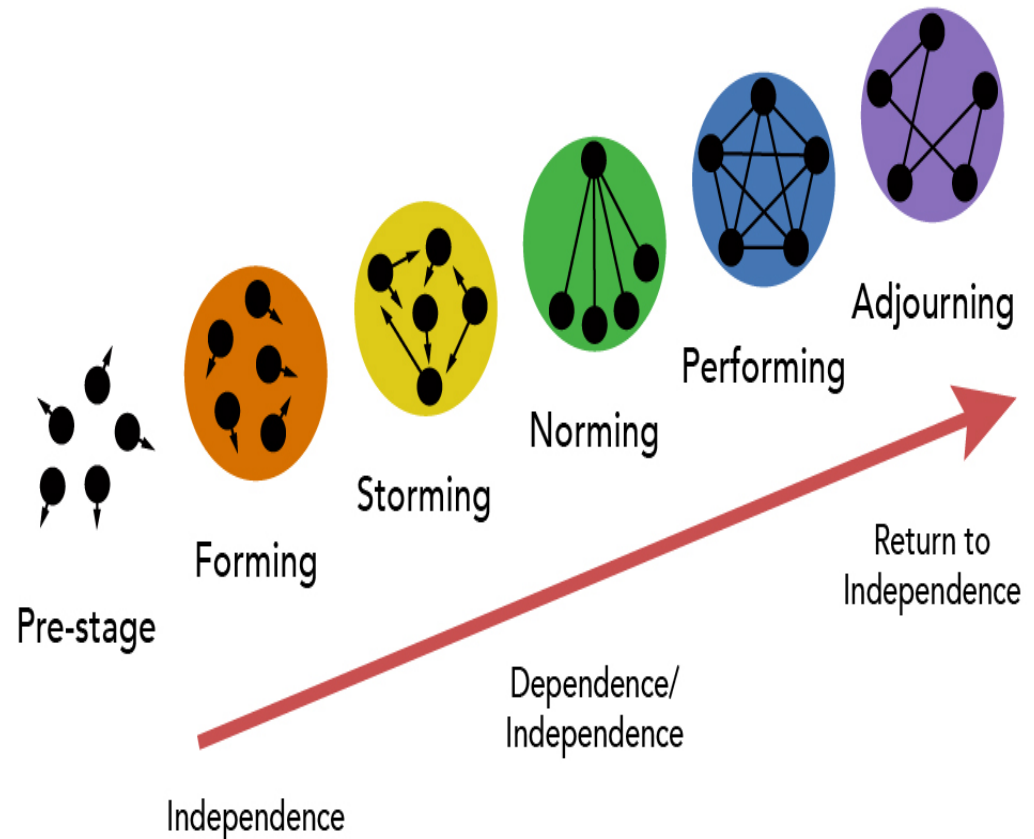
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**BMSW4002- Effective team
work and communication**

Lecturer's name: Toyin ADISA

Considerations and steps for effective team working:

1. Forming
2. Storming
3. norming
4. Performing
5. adjourning



Forming

- ***Dependence***
- ***Main function- orientation***

Storming

- Task conflict
- People possess to mold and bend their ideas, beliefs , attitudes, and feelings, in order to suit the companies of a group
- silent and dominant members

Norming

- interpersonal relations characterized by cohesion
- Shared leadership

Performing **ADJOURNING**

Norming to Performing

- Praise each other
- Share responsibility
- Delegate freely within the team
- Communicate and keep every team member up-to-date
- Share success
- Commit time to the team
- Evaluate their performance and strive to achieve more challenging objectives
- Share leadership based upon individual skills sets
- Are selective when recruiting new team members
- Work to maintain team spirit.



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Managing Conflict

Conflict is defined as disagreement, discord, and tension that arise when one or more members of a group's behaviour or beliefs are unacceptable to and opposed by other members of the group (Griffith, 2014).

What can cause conflict?



Sources of conflict

Disagreements

Behaviour issues

Different styles in work or personality

Bullying and harassment

Poor skills like time keeping or attendance

Problem with drinking or drugs

Communication and listening skills

- Incomplete transfer of information
- Lack of listening skills

Structural factors

- Level of participation
- Size of a team
- Different opinions

Personal factors

- Values and culture
- Self esteem
- Attitudes and behaviour

Managing Conflict

According to Thomas and Kilmann there are 5 ways to use to deal with conflict: competing, compromising, collaborating, avoiding and accommodating.

Competing:

focuses on power and authority in which everyone wants to win at any costs and is unconcerned about the failure of others.

Avoiding:

Conflict is not addressed as people involved are trying to get away from the situation

(Griffith and Dunham, 2014)

Managing Conflict

Accommodating:

a person is not thinking of himself and is sacrificing for others
afraid of failing and confrontations

Collaborating:

trying to meet everyone's needs for the best result by
attempting to solve the problem in the most efficient way

Compromising:

is a loose-loose situation where no one is happy because
everyone needs to give in to solve the issue

(Griffith and Dunham, 2014)

Managing Conflict

You need to: **listen** to others and understand what is going on,

acknowledge their view even if it is not right,

respond positively to conflict resolution,

This is how you can **resolve** the differences in a conflict.

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Successful team development

Introduction

- ❑ The teams are considered as the major aspect of organisations for being responsible for:
 - ❑ Effectiveness,
 - ❑ Success
 - ❑ Problem-solving in an organisation.
- ❑ literature on team development.



Important factors

- ❑ Team goals
- ❑ Range of activities
- ❑ Team Building
- ❑ Organizational culture
- ❑ Change in behaviors
- ❑ Communication





- ☐ Change and consideration of different challenges.
- ☐ Lengthy process
- ☐ Enormous benefits

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