



Teaming



Topic List

- Crowd, groups and teams
- The team performance curve
- Types of team
- Stages of Group Development
- Task and Maintenance Roles
- Belbin's Team Roles

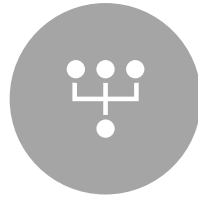
Learning Objectives

- To learn about Teaming and the effectiveness of teams.

Crowd, groups and teams



Crowd: A "crowd" is a large, often loosely organized collection of people.



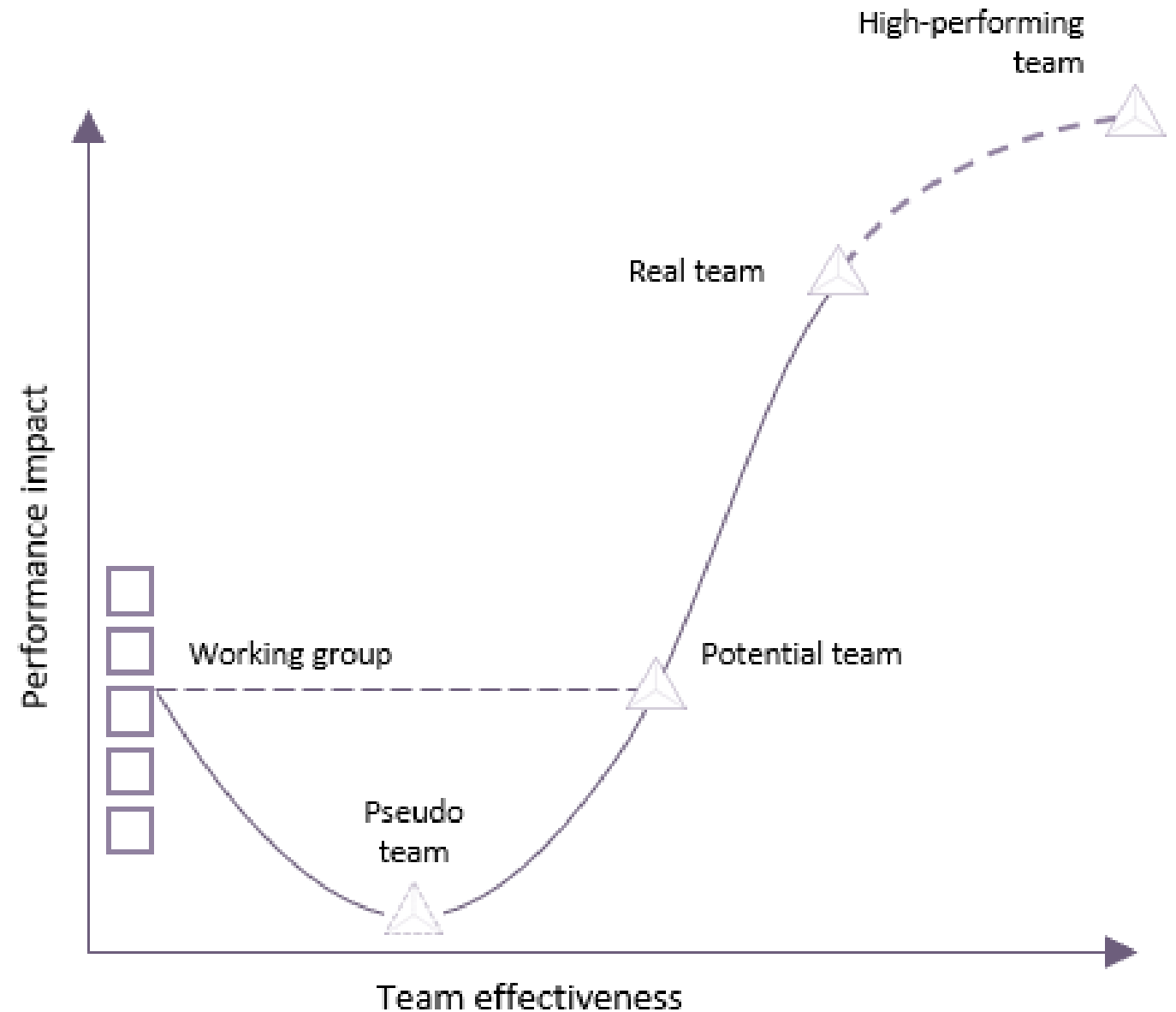
Group: A "group" is a smaller, more defined collection of individuals with some shared interest.



Team: A "team" is a group with a specific, common goal where members work collaboratively and hold mutual accountability to achieve it.

The team performance curve

Katzenbach and Smith (1993)



Description of the points on the Team Performance Curve

Working group

Pseudo team

Potential team

Real team

High performance team

The Hackman Model (1990)

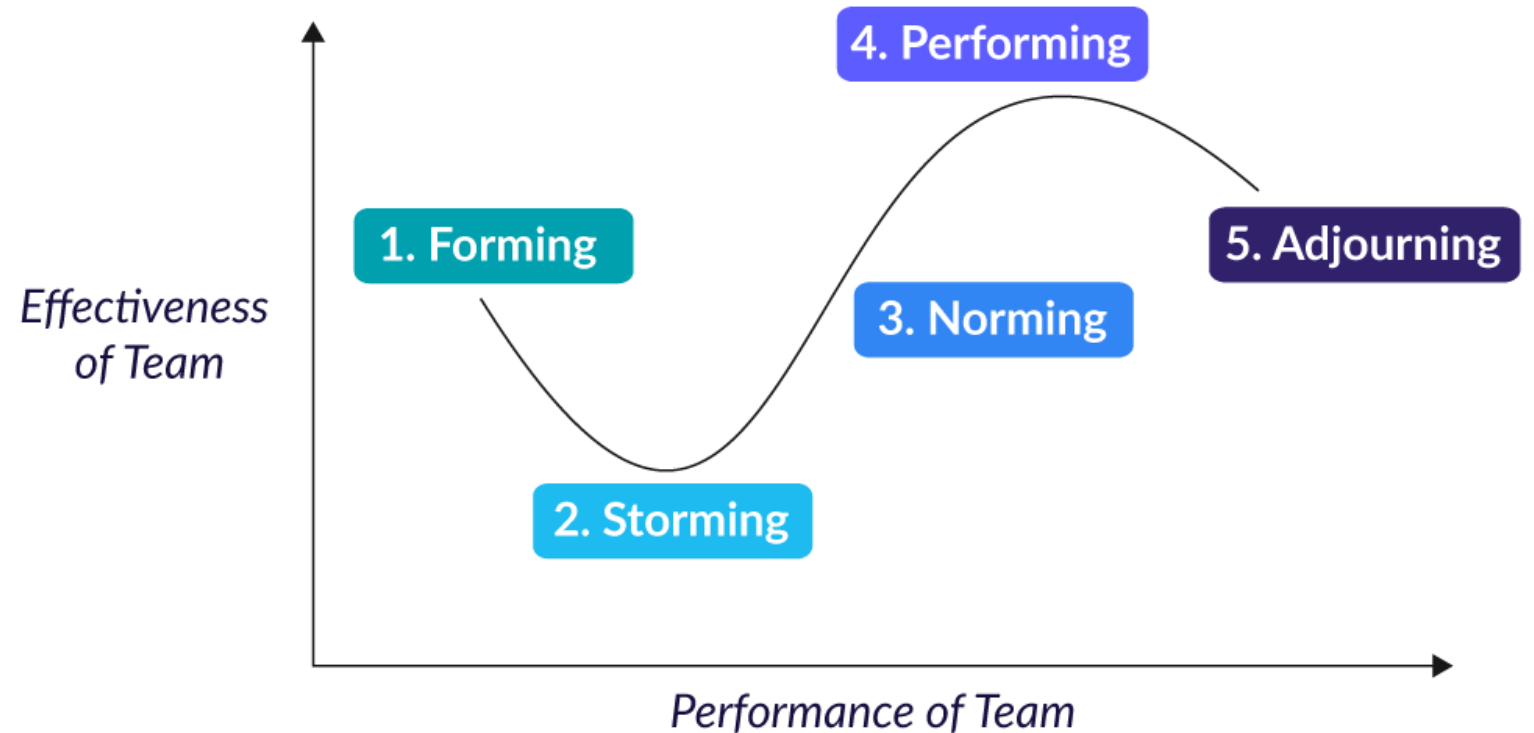
Types of Teams

- Top Management Teams: to set organisational directions.
- Task Forces: for a single unique project.
- Professional Support Groups: providing expert assistance.
- Performing Groups: playing to audiences.
- Human Service Teams: taking care of people.
- Customer Service Teams: selling products and services.
- Productive Teams: turning out the product.

Stages of Group Development

Tuckman (1977)

The Tuckman Model



Tuckman's FSNP model consisted of four stages that Bruce Tuckman suggests are the sequential stages in developing any team.

However, a decade after proposing his original model, he added a fifth stage, turning it into the FSNPA model:

Forming – When a team first meets and gets to know each other and agrees on objectives and goals.

Storming – Members begin to open up, share their preferred working styles, and build trust as they figure out how to work as a team.

Norming – Quirks are accepted and tolerated for the group's sake, and everyone starts to understand the importance of working toward the collective goal as a team.

Performing – Trust is built, and everyone is motivated to work together toward shared goals.

Adjourning – After the project is over, an assessment is performed to see how effective the team was, celebrate individual contributions, and make changes accordingly.

Task and Maintenance Roles

- Task-related group roles and behaviours contribute directly to the group's completion of a task or the achievement of its goal. These roles typically serve leadership, informational, or procedural functions and include the following: task leader, expeditor, information provider, information seeker, gatekeeper, and recorder.
- Maintenance group roles and behaviours function to create and maintain social cohesion and fulfil the interpersonal needs of the group members. To perform these role behaviours, a person needs strong and sensitive interpersonal skills. These roles include social-emotional leader, supporter, tension releaser, harmonizer, and interpreter.
- Negative role behaviours delay or distract the group. Self-centered role behaviours are those that seek to divert the group's attention to the group member exhibiting the behaviour. These roles include central negative, monopoliser, stage hog, egghead, self-confessor, and insecure compliment seeker. Unproductive role behaviours prevent or make it difficult for the group to make progress. These roles include blocker, withdrawer, aggressor, and doormat.

Summary of Task and Maintenance Roles

Emphasis on task

Initiator

Information seeker

Diagnoser

Opinion seeker

Evaluator

Decision manager

Emphasis on maintenance

Encourager

Compromiser

Peacekeeper

Clarifier

Summariser

Standard setter

Belbin's Team Roles

Meredith Belbin and his colleagues systematically observed several hundred small groups while they performed a task, and concluded that each person in a group tends to behave in a way that corresponds to one of nine distinct roles. The balance of these roles in a group effects how well or badly it performs.

Belbin's Team Roles



Resource Investigator

Uses their inquisitive nature to find ideas to bring back to the team.

Strengths: Outgoing, enthusiastic.

Explores opportunities and develops contacts.

Allowable weaknesses: Might be over-optimistic, and can lose interest once the initial enthusiasm has passed.

Don't be surprised to find that: They might forget to follow up on a lead.



Teamworker

Helps the team to gel, using their versatility to identify the work required and complete it on behalf of the team.

Strengths: Co-operative, perceptive and diplomatic. Listens and averts friction.

Allowable weaknesses: Can be indecisive in crunch situations and tends to avoid confrontation.

Don't be surprised to find that: They might be hesitant to make unpopular decisions.



Co-ordinator

Needed to focus on the team's objectives, draw out team members and delegate work appropriately.

Strengths: Mature, confident, identifies talent. Clarifies goals.

Allowable weaknesses: Can be seen as manipulative and might offload their own share of the work.

Don't be surprised to find that: They might over-delegate, leaving themselves little work to do.

Belbin's Team Roles



Plant

Tends to be highly creative and good at solving problems in unconventional ways.

Strengths: Creative, imaginative, free-thinking, generates ideas and solves difficult problems.

Allowable weaknesses: Might ignore incidentals, and may be too preoccupied to communicate effectively.

Don't be surprised to find that: They could be absent-minded or forgetful.



Monitor Evaluator

Provides a logical eye, making impartial judgements where required and weighs up the team's options in a dispassionate way.

Strengths: Sober, strategic and discerning. Sees all options and judges accurately.

Allowable weaknesses: Sometimes lacks the drive and ability to inspire others and can be overly critical.

Don't be surprised to find that: They could be slow to come to decisions.



Specialist

Brings in-depth knowledge of a key area to the team.

Strengths: Single-minded, self-starting and dedicated. They provide specialist knowledge and skills.

Allowable weaknesses: Tends to contribute on a narrow front and can dwell on the technicalities.

Don't be surprised to find that: They overload you with information.

Belbin's Team Roles



Shaper

Provides the necessary drive to ensure that the team keeps moving and does not lose focus or momentum.

Strengths: Challenging, dynamic, thrives on pressure. Has the drive and courage to overcome obstacles.

Allowable weaknesses: Can be prone to provocation, and may sometimes offend people's feelings.

Don't be surprised to find that: They could risk becoming aggressive and bad-humoured in their attempts to get things



Implementer

Needed to plan a workable strategy and carry it out as efficiently as possible.

Strengths: Practical, reliable, efficient. Turns ideas into actions and organises work that needs to be done.

Allowable weaknesses: Can be a bit inflexible and slow to respond to new possibilities.

Don't be surprised to find that: They might be slow to relinquish their plans in favour of positive changes.



Completer Finisher

Most effectively used at the end of tasks to polish and scrutinise the work for errors, subjecting it to the highest standards of quality control.

Strengths: Painstaking, conscientious, anxious. Searches out errors. Polishes and perfects.

Allowable weaknesses: Can be inclined to worry unduly, and reluctant to delegate.

Don't be surprised to find that: They could be accused of taking their perfectionism to extremes.



Thank You

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