

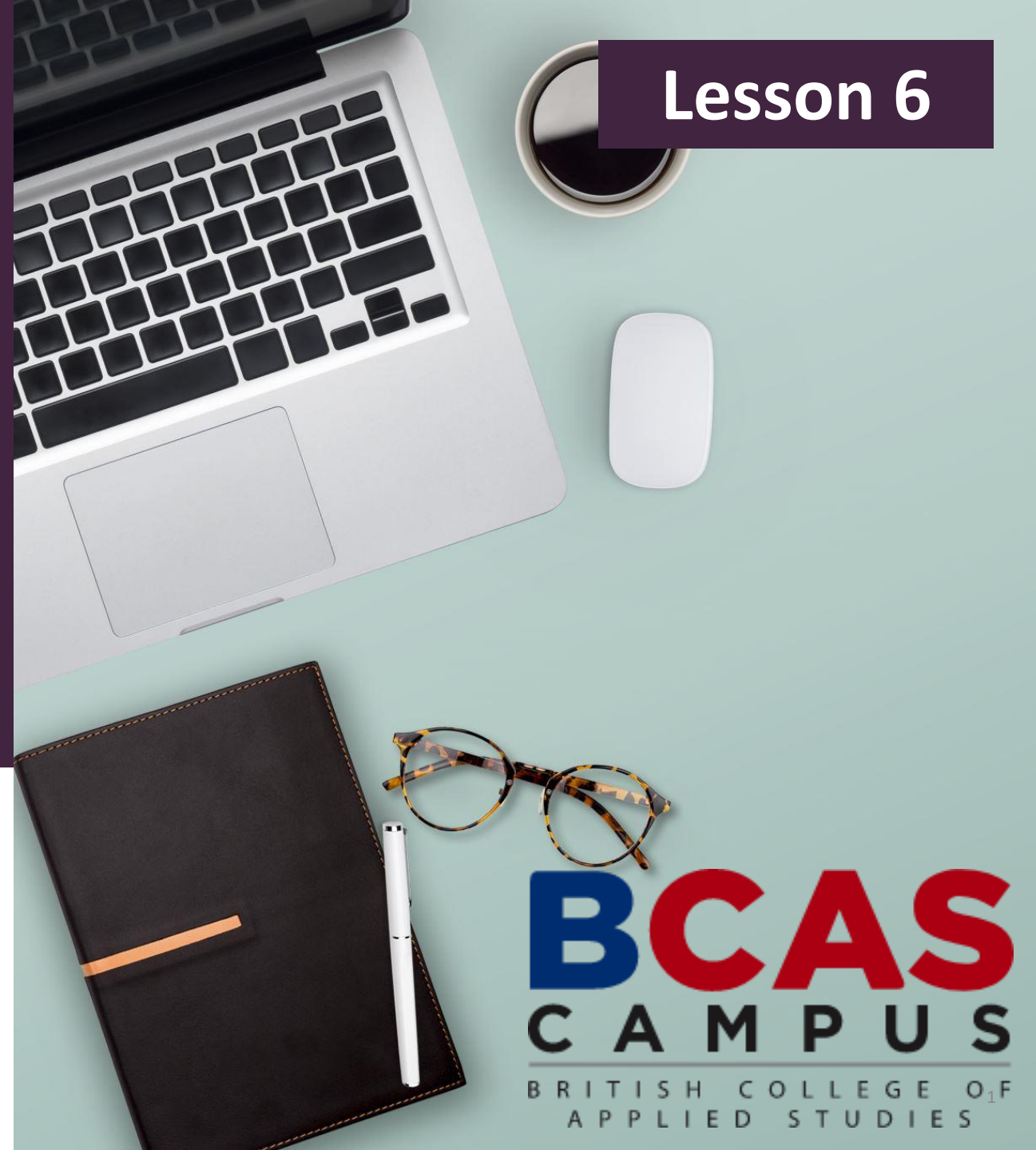
Unit 03

Professional Practice

HND in Computing

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Lesson 6





LO3: Discuss the importance and dynamics of working within a team and the impact of teamwork in different environments

What is a Team ?

A group working towards a defined or shared set of objectives. The essence of a team is the shared commitment by the members to their collective performance.



What is a group ?

Any number of people who interact with each other, are psychologically aware of one another and perceive themselves to be a group



So why are we working in groups to achieve the task?

- Learn from those with different backgrounds
- Jointly discover research resources & methods
- Discuss & build on ideas to come up with better, more creative solutions
- Develop skills in cooperation, compromise, delegation, time management, etc.
- Have fun!!!!!!! Make new friends.



Why is team working important?

- Some modules use team working for assessment
- It broadens the learning experience & helps skill development
- Effective team working is an essential business skill which our research shows is much valued by prospective employers



In class exercise.(20 minutes)

- Talk to the person next to you and discuss the question below.
- What problems do you think you may encounter during team work??
- Capture your thoughts by taking notes and prepare to feedback to tutor.



Possible problems with team working?

- Lack of fair sharing of the workload
- You might not like everyone in your team
- Disagreements
- You might feel that your ideas are foolish
- Submissiveness of team members
- Attitude



There are no easy solutions, but

- Look for negotiations to settle disagreements, or get another group member to arbitrate
- Be bold and express your ideas sometimes the most “crazy” idea is the best!
- Be respectful of others and let them have their say
- Remember to try to balance the task, individual and group needs



Three needs teams for effective teams

1. The need to achieve a common task
 2. The need for group unity
 3. The needs the individual brings to the situation
- The three aspects need to be held together through leadership!!!!



What makes an effective team?

- Shared aims
- Commitment
- Acceptance of group values
- Trust
- Participation
- Sharing
- Solve conflict
- Productive



Be an effective group member

- Be encouraging
- Listen to others
- Help the flow
- Build on other's ideas
- Include everyone
- Indicate when you agree/disagree
- Honour commitments/admit mistakes
- Offer information/make suggestions
- Be aware of body language



Types of team

Self-managed work team

- A formal group of employees who operate without a manager and are responsible for a complete work process or segment.

Cross-functional team

- A work team composed of individuals from various functional specialities.

Types of team

Project team

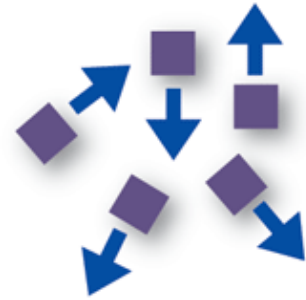
- A small group of employees working temporarily to accomplish a particular goal.

Virtual team

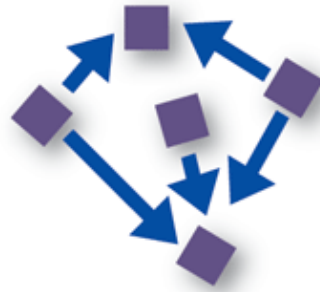
- A team that uses technology to link physically distant members to achieve a common goal.

Informal groups

- Groups that occur naturally in the workplace through the interaction of workers.
- Informal groups typically satisfy a social or recreational purpose.



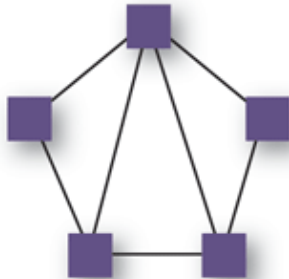
Stage I
Forming



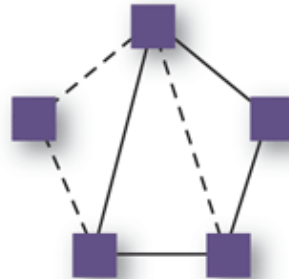
Stage II
Storming



Stage III
Norming



Stage IV
Performing



Stage V
Adjourning

Stages of group development

Stages of group development

Stage 1 – Forming

- People join the group
- Define the group's purpose, structure, and leadership

Stage 2 – Storming

- Conflict arises over the control of the group and its purpose.
- The group has a relatively clear leadership hierarchy and there is agreement on the group's direction.

Stages of group development

Stage 3 - **Norming**

- Close relationships develop.
- Strong sense of group identity and cohesiveness
- The group has a common set of expectations regarding member behaviour.

Stage 4 - **Performing**

- The group operates as a unit
- Uses the group structure to complete the tasks

Stages of group development

Stage 5 - **Adjourning**

- Final stage for temporary groups
- The group prepares to disband
- More focus on wrapping up activities than high task performance

Discussion

Think of an occasion when you were a part of a team.

- What were the advantages of being in the team?
- Were there any disadvantages of being a team member?



Group decision making

Advantages

- Generate more complete information and knowledge
- Generate more diverse alternatives
- Increase acceptance of a solution
- Increase the legitimacy of decisions

Disadvantages

- Time-consuming
- Minority domination
- Pressures to conform
- Ambiguous responsibility



Characteristics of a successful team

- Sets goals as a group
- Individual team members have goals that match the overall team goals
- Sets timelines for objectives
- Has a leader who generates motivation and enthusiasm
- Has members with clear roles and responsibilities



Characteristics of a successful team

- Communicates openly
- Makes group decisions after discussion
- Manages conflict positively
- Appreciates individual differences
- Values ideas, innovation, change, risk-taking
- Has balance between task and team-related roles



Unsuccessful team characteristics

- Wastes time trying to persuade other team members of own view
- Has difficulties in making decisions
- Focuses on individual interests and ignores team goals
- Lack of leadership or poor leadership
- Unclear team roles
- Lacks motivation
- Lacks clear goals or has conflicting goals
- Poor communication



Conflicts

- Conflict is perceived as incompatible differences resulting in some form of interference or opposition.
- Types of conflicts
 - **Task conflict** relates to the content and goals of the work.
 - **Relationship conflict** focuses on interpersonal relationships.
 - **Process conflict** refers to how the work gets done.



Belbin's Team roles

- Belbin's Team Roles is a model developed by Dr. Meredith Belbin to identify the roles people play in teams.
- It categorizes nine different roles that individuals may assume within a team, each contributing in distinct ways to the team's overall performance.

Belbin's Team Roles



Action-Oriented Roles

1. Shaper
2. Implementer
3. Completer/Finisher



People-Oriented Roles

1. Coordinator
2. Team Worker
3. Resource Investigator



Thought-Oriented Roles

1. Plant
2. Monitor-Evaluator
3. Specialist

Action-Oriented Roles

- **Shaper:**

Drives the team forward and thrives on challenges.

- **Implementer:**

Turns ideas into practical actions and plans.

- **Completer Finisher:**

Ensures tasks are completed thoroughly and on time.

People-Oriented Roles

- **Coordinator:**
Clarifies goals and delegates tasks effectively.
- **Teamworker:**
 - Supports team members and promotes harmony.
- **Resource Investigator:**
 - Explores opportunities and develops contacts outside the team.

Thought-Oriented Roles

- **Plant:**

Generates innovative ideas and solves difficult problems.

- **Monitor Evaluator:**

Analyzes options and makes impartial judgments.

- **Specialist:**

Provides in-depth knowledge and expertise in specific areas.

Any Questions ??



Activities

- Self-assess on **Belbin team roles** and evaluate whether team members were played the roles-based Belbin roles. Team Discussion on roles of members based on Belbin.

Thank you ...
