

Core Competences 1

For the degree program Business and Engineering

Success Factors for Teamwork

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1 Introduction

In most of our lives, we encounter situations where we need to do group work. At school, at work, or home. Due to the nature of human beings, the feeling of working and acting as a team is dominant. However, do we have the necessary knowledge and equipment for successful teamwork? Oftentimes, this ignorance leads to the failure of teamwork without being aware of it. Unfortunately, many organizations fail to grow on a personal level while also failing to contribute to the development of their team members. “Research shows that ineffective team member actions are stealing some 20–25% from your financial bottom line” (Cole, 2010, p.7). Employees that work together do things considerably faster and more efficiently than those who perform alone. Working on various tasks as a team minimizes pressures. Therefore, it's vital to take advantage of the variety of knowledge, talents, and capabilities available, especially in teams that bridge professionalism. Working in a group allows you to do more than you might on your own. “Teamwork has always proven to be a successful technique for achieving an organization's goals. This is due to its characteristics, which have an impact on the outcome and performance of the organization” (Subramaniam, Nakkeeran & Mohapatra, 2021, pp. 1-10).

No matter what business you work in or what job title you have, teamwork skills are critical to your success. Working well with customers, peers, bosses, and other co-workers can help you finish things more quickly while also creating a pleasant environment for yourself and others. Hence, a balanced, elevated workplace is often one that promotes good cooperation skills. “To build a well-balanced team demands that there is a reasonable supply of candidates, adequate in number, and in diversity of talents and Team Roles” (Belbin, 2010, p.102). So, what are the characteristics of effective teams? As a result, this paper will focus on the principles that are required for effective teamwork.

2 Success Factors for Teamwork

2.1 Revealing an individual's abilities

The first and one of the most critical components in revealing an individual's ability to create successful teamwork is defining responsibilities. To begin with, giving the right degree of responsibility to an employee brings self-awareness in teams. As a result, teams that understand their role experience fewer

disagreements. For example, identifying one's position and responsibilities creates a tremendous picture of potential transformation. "The easiest change to bring about in close interpersonal dealings is to clarify your own role position, which may not have been perceived through lack of interest on the part of others. It may even have been misperceived" (Belbin, 2010, p. 76). "Essentially, a greater understanding of the abilities of personnel is needed in order to ensure that the correct role is being assigned to each individual. Organizations then need to learn how to handle each of the Team Roles in terms of management, both giving them the right work and allowing them the right degree of latitude or support in each case" (Belbin, 2010, p.101).

Secondly, identifying whether the team has a suitable amount of versatility regarding personal styles. Belbin (2010, pp. 104-105) states nine different roles, Shaper, Coordinator, Plant, Resource Investigator, Monitor Evaluator, Specialist, Team worker, Implementer, Completer Finisher. A good technique to evaluate a team's merits and drawbacks. Aids the team in identifying areas where it may increase performance. Koch (2015, pp. 1-24) highlighted that when forming a team, it's critical to make sure that all team positions are filled and that all components of achieving successful team outcomes are addressed. A team member's role must match his or her personality; otherwise, the value of the function fulfillment can suffer. You must precisely describe the roles until you can connect your employee's skills and experience to a work position.

2.2 Organizational support

A theory that began at the end of the 1980s to transform human resources from a primarily administrative function to the given power with a new HR methodology. The goal of this model is to make HR services enhanced, agile, and transparent. For instance, strategic HR, improving HR effectiveness, and HR transformation are all terms used in HR organizations to imply the same thing. Such HR function removes hierarchical inequities in teamwork. E.g., there are leaders, not bosses anymore.

Essentially, it is the organization's responsibility that combines resources, competencies, abilities, and capacity to fulfill its goals. Human resources departments in businesses take big steps to promote commitment among their employees. As a result, an engagement is developed between the employer and the employee. To be engaged, an employee must be driven to work hard for a common purpose that is consistent with the company's vision. "Engaging your team early on in the planning process fosters collaboration, encourages individual ownership, and leverages diverse skill sets" (Maddux, Osgood & Wingfield, 2009, p.26).

Another important aspect of organizational support for successful team building is technology. Many changes adopted in workplaces. Although time and money expenditures are very significant in today's business world, organizations must invest in these developments. It is essential to adapt to new technologies for the teams. For example, human resources are now running their business in workplaces with the help of certain technologies. Data analysis, job applications, financial flow tracking. As an outcome, teams will be alert and responsive to advancements in technology, and virtual teams will be constituted. As Maddux and Osgood (2009, p.27) stated, you must organize three important components to get to the profitable stage: people, processes, and technology when developing a team. Understanding who is on your team, what their skill sets are, and how to inspire them are all part of organizing people. You'll need to organize the resources needed to coordinate service delivery and/or product creation. Organizing technology necessitates maximizing the benefits of advances that provide quality assurance, operational efficiency, and competitive advantages.

There's a mass of evidence that suggests that satisfied workers provide better results. Successful leaders typically provide monetary and continuous encouragement to their employees. "Successful managers understand that individual team members are responsible for their motivation. What the manager is responsible for is fostering an atmosphere where everyone feels recognized and valued for who they are and what they offer the team" (Maddux et al., 2009, p.28). Additionally, the creation of opportunities and providing feedback to employees is ongoing; development is not a destination, but rather a continuous state. Sutton and Chatham (2017, p.46) highlighted criteria for teams in the organizational matter; create possibilities for personal development, give them feedback, coach them, reward them.

2.3 Diversity

Even though today's organizational supports play an important part in teamwork, one of the most important components in successful teams is diversity. Human nature is varied and being able to form teams while being aware of this diversity in the workplace is quite advantageous. Research thus shows that in today's world, diversity is unavoidable in almost every organization, and diversity is inextricably linked to the agile technique. When it comes to human resource advancements, diversity in a team equals a more successful team. For this reason, in terms of HR, creating awareness for teamwork disputes is significant. Further, trying to raise awareness is a part of personal development, requires constant willingness and the ability to respond to diversity. For example, the desire of team members to share ideas and be open to each other can help inclusivity in the workplace. "Becoming consistently

more willing and able to respond (response-ability) to whatever happens in your life and work is the key to personal power and growth. It's also the key to productive relationships" (Avery, Murphy & Walker, 2001, p.30). The team's willingness to work together makes diversity a source of harmony. As Belbin (2010, p.76) stated, any progress toward improving a relationship in such situations is contingent on your desire to change. As a result, you'll have to figure out how to change your behavior. Also, in research from Avery, Murphy and Walker (2001, p.35), we've all been in circumstances where employees' actions seemed careless, in clear violation of a policy, or harmful to productivity. To get over this, we might opt to display our honest response towards irresponsibility by fostering real cooperation with others. Because provocation denotes honesty. Reliability is also what fosters trust among co-workers.

2.4 Motivation

Motivation is another crucial aspect of successful teams. Commitment leads to fulfillment, which boosts growth and learning, culminating in greater achievement. When your team is motivated, they are much more likely to put in extra work and time necessary to manage a successful company. Employees that are committed want to perform their best, motivating them even more and resulting in even better results. Therefore, a person's dedication to his social life is based on material or a person's inner motivation. This competency is sometimes attained by entrusting them with additional duties and by assuring their social and economic well-being. A person who is economically or morally insatiable cannot be motivated. "First, classical motives such as performance, power, and social connection must be addressed" (Lauer, 2021, p.111). "Every person gets inspired by one of six motivators: time, money, security, challenge, purpose, or positivity" (Caldwell, 2019, p.75). Caldwell (2019, p.76) again advises that do exercise with your teammates: write down the six motivators and rank them from most important to least important on a sheet of paper to understand. That way team members are able to understand their motivators.

According to several studies, there are two types of motivation. "Theories from the field of work motivation often differentiate among two distinct types of motivation by their source of origin, i.e. intrinsic and extrinsic motivation. Intrinsic motivation refers to activities where the origin of the motivation is driven by an internal force, which consequently returns spontaneous satisfaction to oneself from performing the activity itself. In contrast, extrinsic motivation leads to the satisfaction that is not

rooted in the activity itself, rather inseparable consequences of the activity, such as (monetary) rewards or the avoidance of punishment” (Naderi, 2018, p.9). In addition, as Naderi (2018) stated Intrinsic motivation refers to behaviors that are driven by internal motivation. Extrinsic motivation, on the other hand, results in a sense of fulfillment that is dependent on the profit generated rather than the activity itself. In addition, environmental consequences such as sufficient motivation energy created in the environment might be discussed. Ausperk (2021, p.230) advised that creating synergy is crucial because people will make new relationships when they could talk and get to know one another better. These ties will bring fresh ideas, which will result in better performance a bigger team.

It is undeniable that staff care plays a huge role in motivation. For example, feeling the value given to employees creates a motivating environment in the workplace. People who are valued tend to commit to better relationships and success. “The fact that a staff member has always to agree with a certain procedure or treatment is the golden rule of everything you want to implement in employee care. No individual staff member should be forced into something he/she disagrees with. If you do that, even the best initiative for improving the motivation of a group or a team member may backfire and lead to a catastrophe. While under pressure, the engagement of an employee tends to be rather nonexistent” (Peisert, 2015, p.4).

3 Self-Reflection

In my report, I will especially focus on the developing human resources profile and the success in teamwork that comes with it. Because change is the key to success. In my opinion, success in teams cannot be talked about where there is no change. Therefore, most people are very afraid of developing and stepping out of their comfort zone. But I am sure that this fear offers people very beautiful changes. Likewise, in today's megatrend technological changes, teamwork has moved to the next step, namely visual teamwork.

Before we get into this interaction, I made research on personalities and roles, as we also learned in the classroom, Herrmann (1979) pointed out, the HBDI is a tool for defining these cognitive and behavioral preferences. As a result, appreciation of these differences. According to Hermann (1979) personalities are divided into four stages. A: rational self, B: safety self, C: feeling self, D: experimental self. This test, for example, can be used to determine which components of one's personality are prominent. We were told during the lecture to choose the most appropriate definitions regardless of color, as there were four different colored green, blue, yellow, and red mixed stickers. Participants selected stickers that reflected their personalities while concentrating solely on definitions. Finally, we discovered that the colors, not the meanings, reveal our intellectual attitude. The goal of this experiment was to see if diverse teams can achieve better results in more difficult jobs. Because the presence of one person from each quadrant in the team is the determining factor in the team's completion. The color blue, Quadrant A, identifies personalities with stronger logical operations; these people are goal-oriented, computational, and problem-solvers. The personalities with more detailed operations are defined by the B quadrant, which is green in color. These individuals are more time-sensitive and arrive at their conclusions methodically and systematically. C quadrant, or the color red, denotes more emotional personalities; these people frequently act on their feelings; they should not be approached factually; instead, they should be handled on a more relational level. The yellow D quadrant represents more creative characters; these people frequently behave strategically and understand things from a greater perspective. As a result, it is critical to be mindful of our personalities and mentalities, as well as to form well-balanced teams. The more successful teams we can form, the more easily we will be able to achieve our objectives.

Conflicts, on the other hand, are unavoidable when forming a team. I'd like to discuss the communication strategies I learned in class as well as the various types of conflicts that might arise in teams.

During the lecture we defined four different kinds of conflicts. First, interpersonal conflict, or conflicts arising from interpersonal connections, is so defined. Secondly, substantive conflict refers to disagreements over assigned tasks. Third, intragroup disputes occur within a team. Last, intergroup conflicts occur between teams. As we defined the conflicts that may occur in teams. Accordingly, we can talk about how communication techniques should be to avoid these disputes.

During the lecture, we learned that a German psychologist, Friedemann Schulz von Thun (1981), first described the four-sides model, also known as the communication square. As a result, having our perceptions open on all four sides is the most accurate type of communication. For example, if we perceive something that is said to us at the factual level at the relationship level, we will add our feelings, so we may have misunderstood something that was factually meant. Most of the time, the things we say can be misunderstood. Therefore, communication is so important. Correct communication, therefore, requires asking questions, that is, actively listening. When we ask questions, we are freed from our pre-judgments. People are usually very judgmental, and everyone does this unconsciously. To give an example from my own life, I have done this a lot, especially in my relationships. To give an example from my own life, I have done this a lot, especially in my relationships. Waiting on the other side without saying something clearly "Why didn't you buy tomatoes on the way home, but you didn't tell me I should buy tomatoes?". She was right because I told her nothing. Because we don't communicate, we can end up in quite diverse positions in life. This is the source of all misunderstandings. At the workplace, we should open all our perceptions.

Tuckman (1977) emphasized team development stages in five levels. In the lecture, we looked at these five stages of Tuckman. Forming phase, Storming, Norming, Performing, and Adjourning (teamwork ends). After these balanced teams have been untied, the first phase of forming begins. As I mentioned in section 1.1, figuring out where you stand about other people, defining the responsibility of each team member is revealed in the second phase, storming. In the third phase, norming the final planning how to work as a team, which tasks are assigned to whom, how and where to work as a team is defined. In the fourth phase, the focus is on the objective, performance is high to achieve the goal. In the fifth phase, the team leaves, and the project is over. The most essential thing I get from this is that the team works together to achieve the goal step by step. Of course, the right team members are chosen in the first place with this specific intention. As a result, victory is a foregone conclusion.

4 Conclusion

According to the research and what we've learned in class, forming an effective team is a continuous effort. A good team requires correctly defining personal competencies, taking advantage of the organization's resources, having diversity in the team, and maintaining motivation. Good conflict, decision-making, communication, and interpersonal skills are required for effective teamwork. When there are disagreements, it is always vital to utilize appropriate communication techniques, be an attentive listener, and ask questions. When factual speaking is insufficient, a relational discussion should be initiated. Similarly, it must be always open in our other sense barrier. We talked about diversity to solve complex group tasks. In addition, we discussed how having synergy and required materials in the workplace can boost employee enthusiasm. The organization's impact on motivation is unavoidable. At the same time, we can find the essential source of inspiration within ourselves, and we can gain it more easily by understanding ourselves. When we combine all of these factors, the construction of a successful team is a certain conclusion. Of course, having sufficient knowledge and equipment to implement all of these is also critical. A well-informed society is always successful. Similarly, societies that are receptive to change progress. And change is the foundation of all achievement. Today's tiny steps will be appreciated tomorrow. That's how it works with teams, and then you can achieve success.

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Affidavit

I hereby declare in my word of honour

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- that I used no sources or resources other than those indicated.
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