

BUSINESS COMMUNICATION

TEAM COMMUNICATION

February,18,2022

Professor Maxim Kiselev, CEI

Skoltech



The Four Communication Skills



Today

EQ Summary

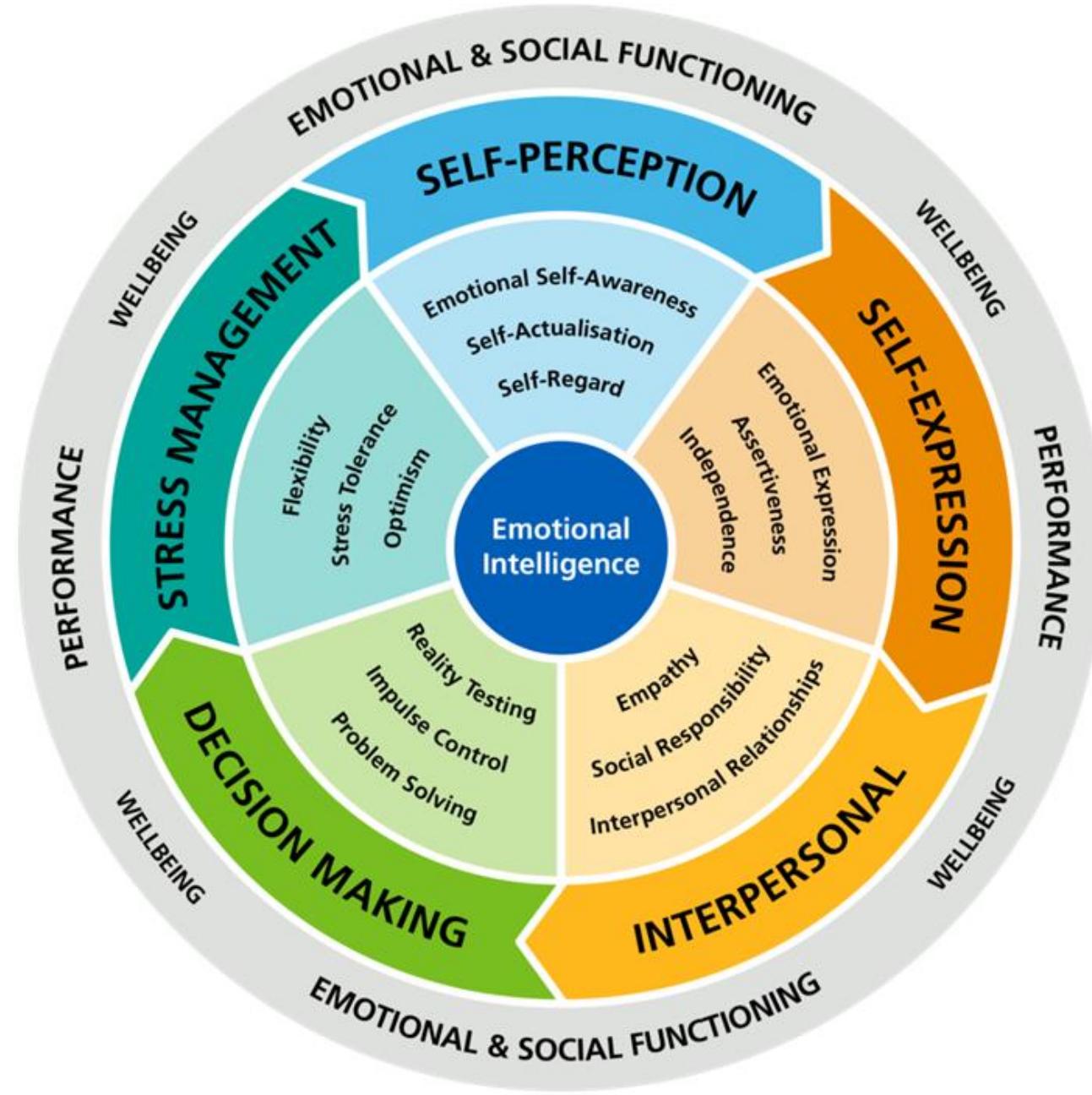
What Is Team?

Team and Group

Teamwork

Teambuilding

Summing Up



What Is Team?



Why Team?



Group and Team

→ What's the difference between "team" and "group"?



Team and Group: What's the Difference?

Never doubt that a small group of thoughtful, committed people can change the world: indeed it is the only thing that ever has.

Margaret Mead



Innovation is simply group intelligence having fun



Tom Peters

Why?

TEAM

T

TOGETHER

E

EVERYONE

A

ACHIEVES

M

MORE



Group

A collection of two or more interacting individuals with a stable pattern of relationships among them, who share common interests and who perceive themselves as being a group.

Essentials of a group

1. Social interaction
2. Stable structure
3. Common interests
4. Perceive themselves as part of group

Team

A team is a small number of people with complementary skills who are committed to a common purpose, performance goals, and approach for which they hold themselves mutually accountable.

- **Small number** – five to ten people
- **Complementary skills** – appropriate balance or mix of skills and traits
- **Commitment to a common purpose and performance goals** – specific performance goals are an integral part of the purpose.
- **Commitment to a common approach** – team members must agree on who will do a particular job & develop a common approach.
- **Mutual accountability** – at its core, team accountability is about the sincere promises we make to others & ourselves – commitment & trust.

Size

Group

Medium or large

Team

Limited

Selection

Immaterial

Crucial

Leadership

Solo

Shared or Rotating

Perception

Focus on leader

Mutual knowledge and
understanding

Style

Convergence conformism

Role spread / Co-ordination

Spirit

Togetherness / Persecution
of opponents

Dynamic interaction

Group vs. Team

Group

Members perceive to be grouped together for some purpose

Lack engagement and communication with other members

Random and varied

Distrust on the motives of other group members

Conflicts usually unwelcome and may have negative implications

Point of difference

Understanding

Ownership

Skills

Trust

Conflicts

Team

Interdependence and need for mutual support is understood by members

Greater sense of ownership for job and unit

Complimentary

High level of trust among team members

Conflicts are perceived as normal aspect of teamworking

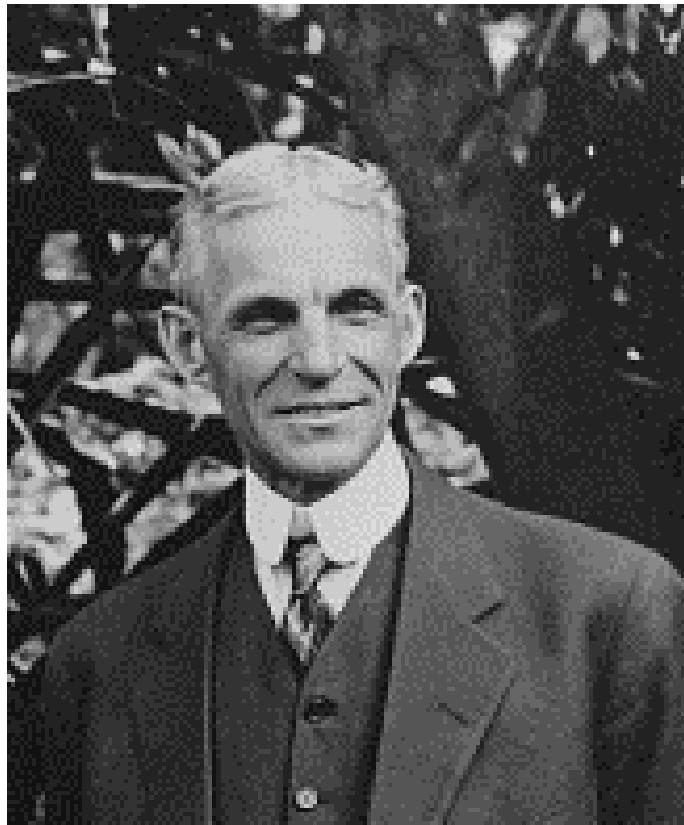
work group vs. work team

Work group	Work team
Individual accountability	Individual and mutual accountability
Come together to share information and perspectives	Frequently Come together for discussion, decision-making, problem-solving and planning
Focus on individual goals	Focus on team goals
Produce individual work products	Produce collective work products
Define individual roles, responsibilities and tasks	Define individual roles, responsibilities and tasks to help team do its work; often share and rotate them
Concern with one's own outcome and challenges	Concern with outcomes of everyone and challenges the team faces
Purpose, goals, approach to work shaped by manager	Purpose, goals, approach to work shaped by team leader with team members

Value of the Team

**IF EVERYONE IS MOVING
FORWARD TOGETHER,
THEN SUCCESS TAKES
CARE OF ITSELF.**

HENRY FORD



**“Great things
in business
are never done by
one person.
They’re done
by a team
of people.”**

- Steve Jobs



What Makes a Good Team?



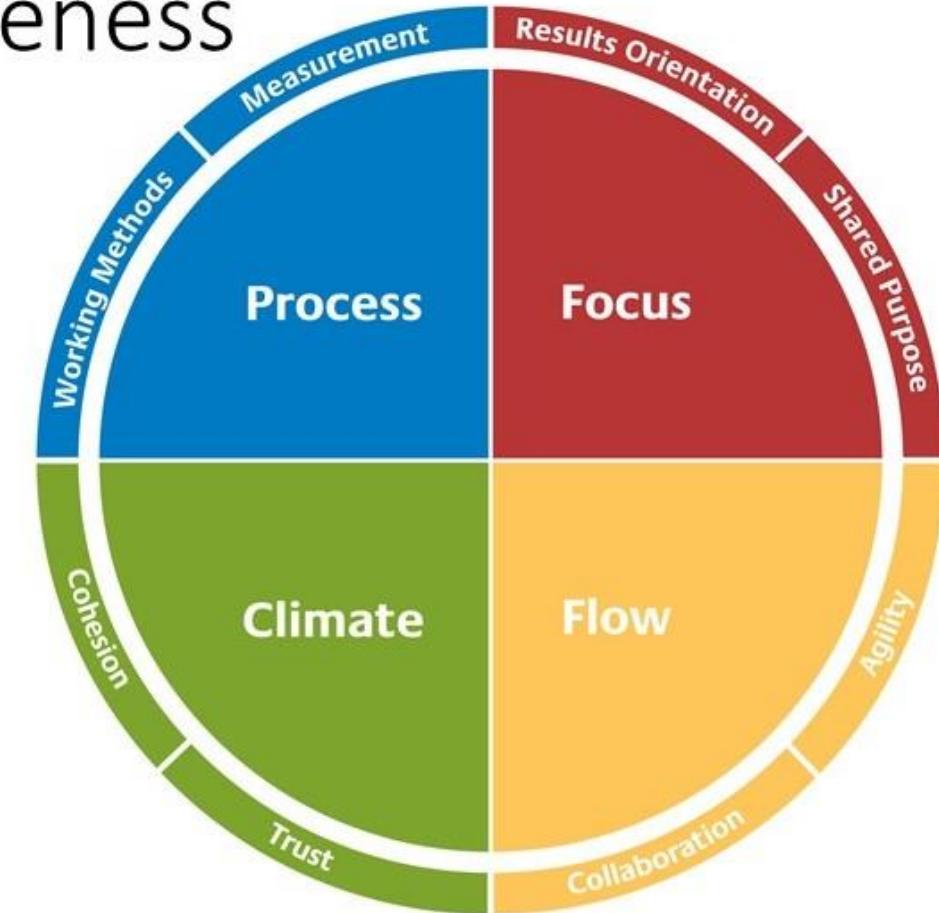
The capacity to creatively improvise is an important factor that differentiates successful companies - or teams - from those that are not successful.

John Kao



Team Effectiveness

Team Effectiveness Model



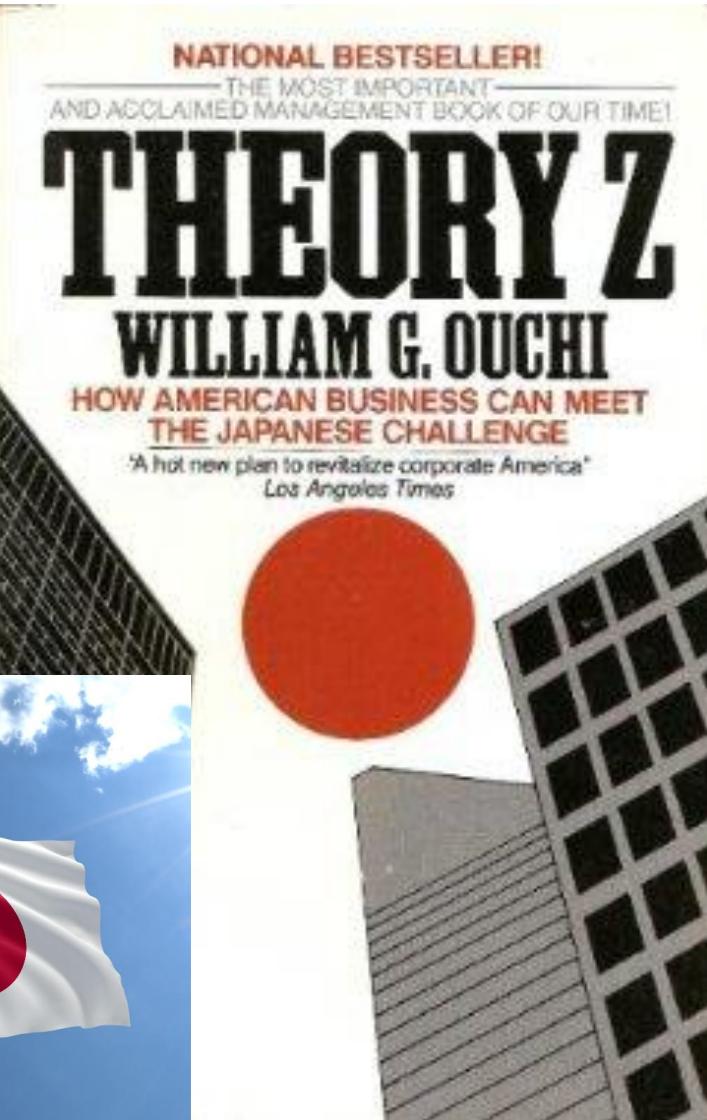
Team Effectiveness



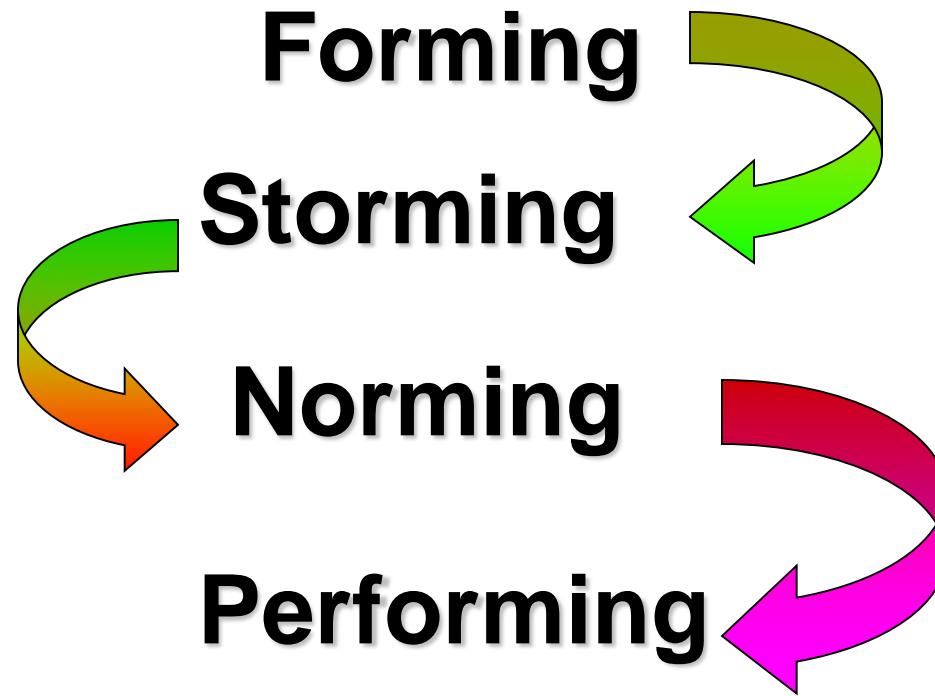
Key Elements



Teambuilding: Where Comes From



Stages in Team Building



Stage 1: FORMING

The Team

- defines the problem**
- agrees on goals and formulates strategies for tackling the tasks**
- determines the challenges and identifies information needed**
- Individuals take on certain roles**
- develops trust and communication**

Stage 2: STORMING

During the Storming stage team members:

- realize that the task is more difficult than they imagined
- have fluctuations in attitude about chances of success
- may be resistant to the task
- have poor collaboration

Storming Diagnosis

- Do we have common goals and objectives?
- Do we agree on roles and responsibilities?
- Do our task, communication, and decision systems work?
- Do we have adequate interpersonal skills?



Stage 3: NORMING

During this stage members accept:

- their team
 - team rules and procedures
 - their roles in the team
 - the individuality of fellow members
-
- Team members realize that they are not going to crash-and-burn and start helping each other.



Behaviors

- Competitive relationships become more cooperative.
- There is a willingness to confront issues and solve problems.
- Teams develop the ability to express criticism constructively.
- There is a sense of team spirit.



Stage 4: PERFORMING

Team members have:

- ✓ gained insight into personal and team processes
- ✓ a better understanding of each other's strengths and weaknesses
- ✓ gained the ability to prevent or work through group conflict and resolve differences
- ✓ developed a close attachment to the team

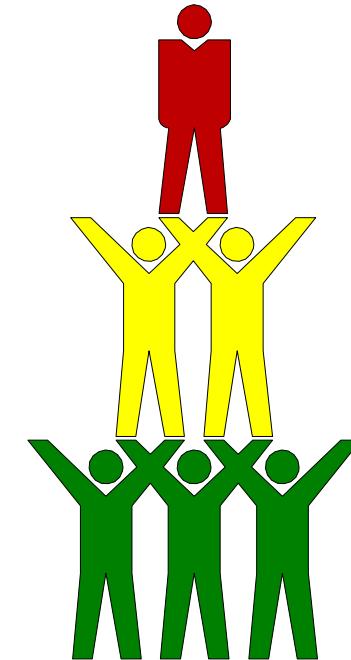
Recipe for Successful Team

- Commitment to shared goals and objectives
- Clearly define roles and responsibilities
 - ✿ Use best skills of each
 - ✿ Allows each to develop in all areas

Recipe for Successful Team

Effective systems and processes

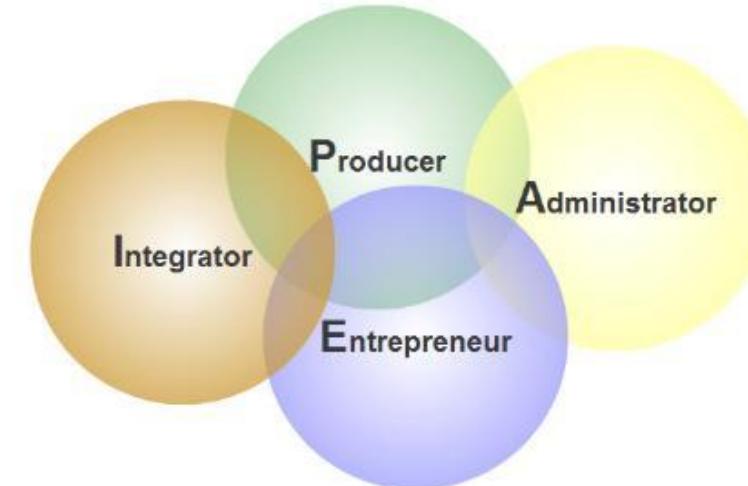
- Clear communication
- Beneficial team behaviors; well-defined decision procedures and ground rules
- Balanced participation
- Awareness of the group process
- Good personal relationships



Team Roles



PAEI Management Roles (Adizes)



ADIZES PAEI CODE



		Effective	Efficient
Short-term	Producing	Administrating	
	Entrepreneuring	Integrating	
Long-term			

<https://www.youtube.com/watch?v=obVFglp2Oh4> What is the Definition of a Leader? -
What is REAL Leadership? Ichak Adizes (16'30")

Belbin team roles theory

Team role is a tendency to behave, contribute and interrelate with others in a particular way.

<http://www.belbin.com/rte.asp>

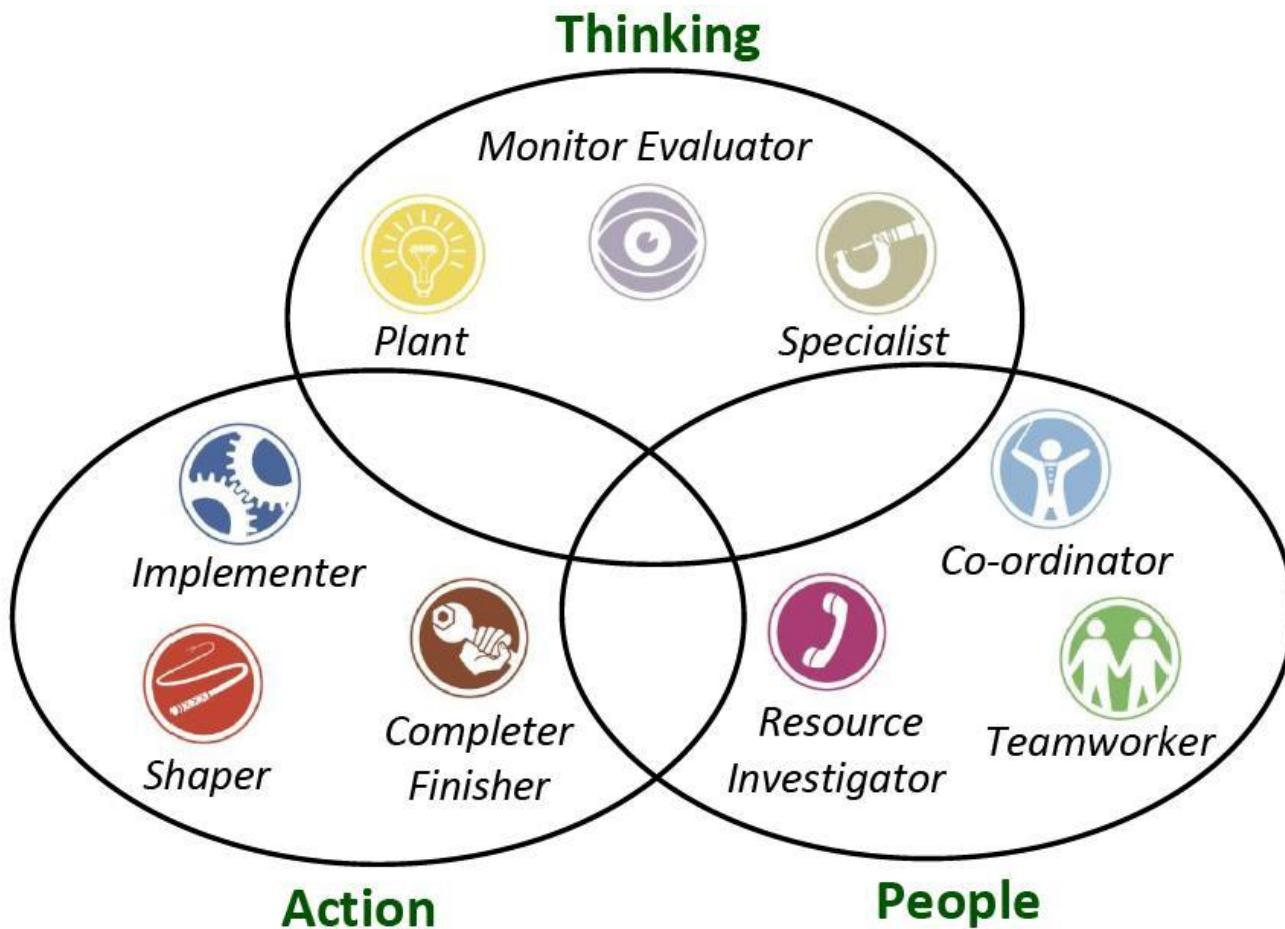
Teams should be selected to get a good mix of team roles.

! BALANCE is a key
To take one team from start to finish each type of team role should be present and be in balance.



Meredith Belbin

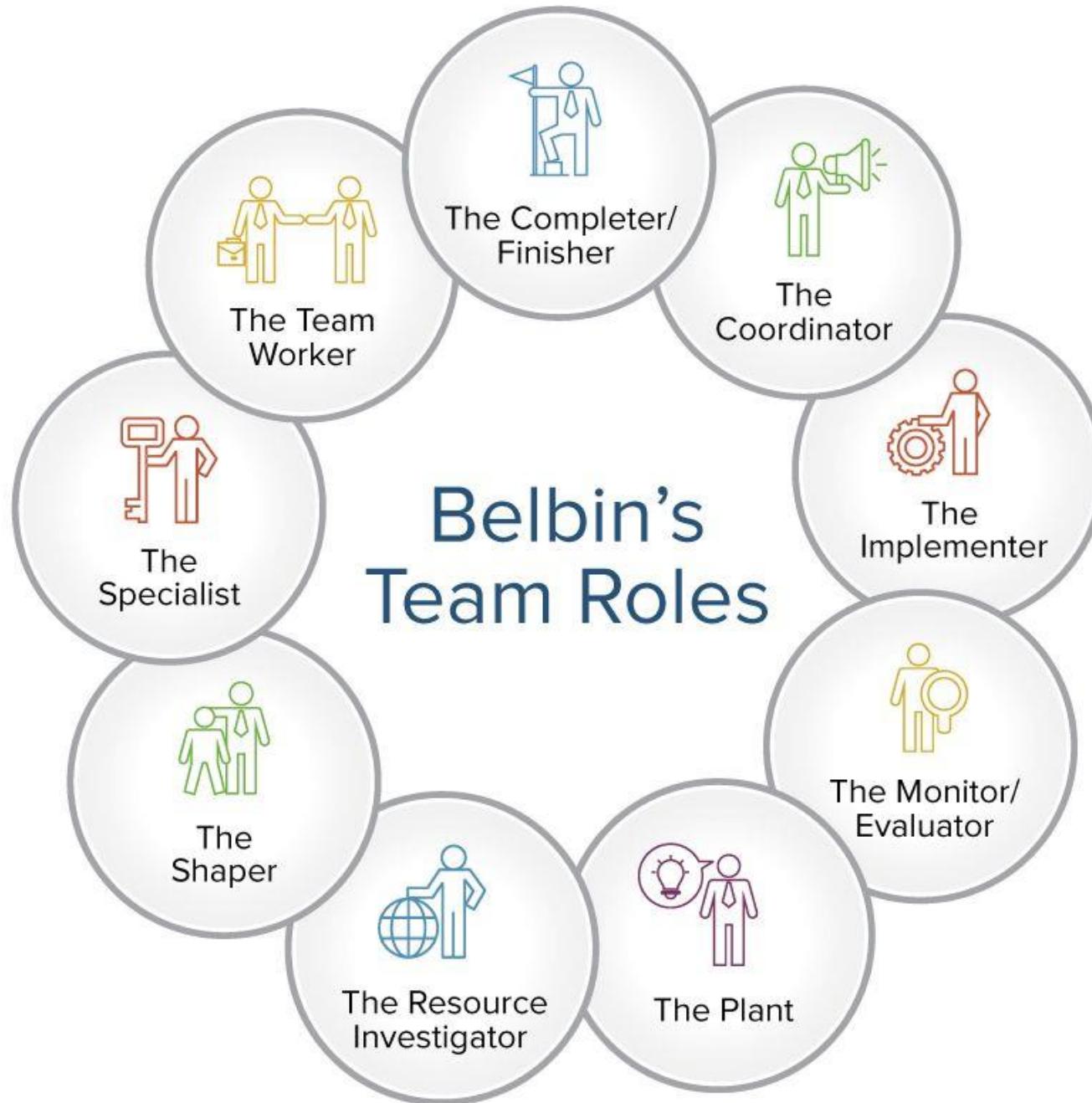
The Nine Belbin Team Roles



Team Role	Contribution	Allowable Weaknesses
Plant	 <p>Creative, imaginative, free-thinking. Generates ideas and solves difficult problems.</p>	Ignores incidentals. Too preoccupied to communicate effectively.
Resource Investigator	 <p>Outgoing, enthusiastic, communicative. Explores opportunities and develops contacts.</p>	Over-optimistic. Loses interest once initial enthusiasm has passed.
Co-ordinator	 <p>Mature, confident, identifies talent. Clarifies goals. Delegates effectively.</p>	Can be seen as manipulative. Offloads own share of the work.
Shaper	 <p>Challenging, dynamic, thrives on pressure. Has the drive and courage to overcome obstacles.</p>	Prone to provocation. Offends peoples feelings.

Monitor Evaluator		Sober, strategic and discerning. Sees all options and judges accurately.	Lacks drive and ability to inspire others. Can be overly critical.
Teamworker		Co-operative, perceptive and diplomatic. Listens and averts friction.	Indecisive in crunch situations. Avoids confrontation.
Implementer		Practical, reliable, efficient. Turns ideas into actions and organises work that needs to be done.	Somewhat inflexible. Slow to respond to new possibilities.
Completer Finisher		Painstaking, conscientious, anxious. Searches out errors. Polishes and perfects.	Inclined to worry unduly. Reluctant to delegate.
Specialist		Single-minded, self-starting, dedicated. Provides knowledge and skills in rare supply.	Contributes only on a narrow front. Dwells on technicalities.

Belbin's Team Roles



Margerison and McCann Model

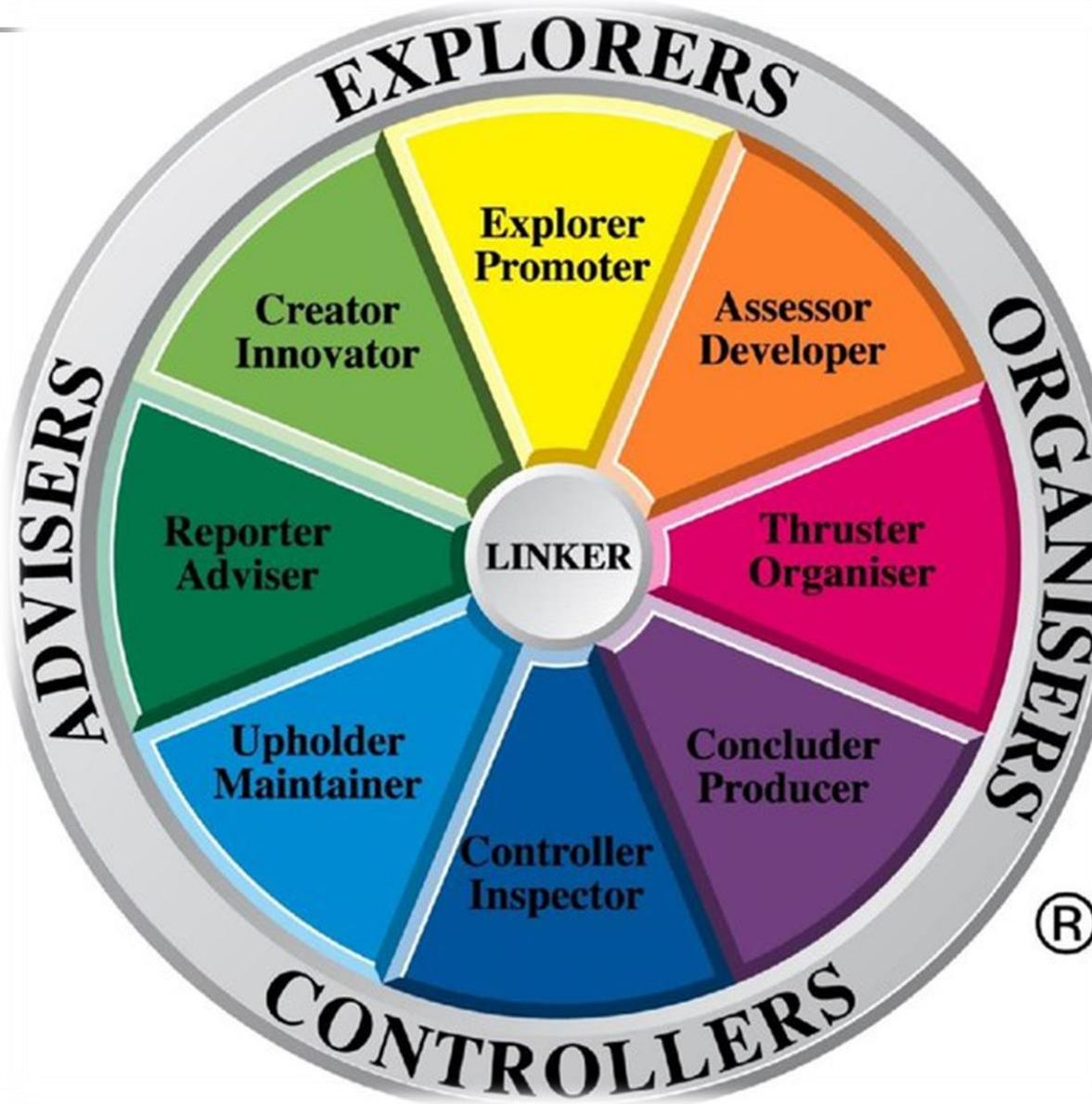


Identified 9 potential team roles

Successful work teams have people
to fill all 9 roles.

Roles are given based on **skills and
preferences**

Team roles in Margerison and McCann Model



**WE ARE NOT
A TEAM**

**BECAUSE WE
WORK TOGETHER.**

WE ARE

a team because

WE RESPECT,

trust, and care

for each other.





thx.



Skoltech