

Module 4.

From team to group. New framework for relationships

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New competences for new business management models
in metal sector



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Module overview

Learning objective:

Provide the student with the necessary knowledge to identify the new relationship framework between and within business which the implementation of a shared and participatory management model implies.

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Estimated time to complete the module:



5-6 hours

Competencies:

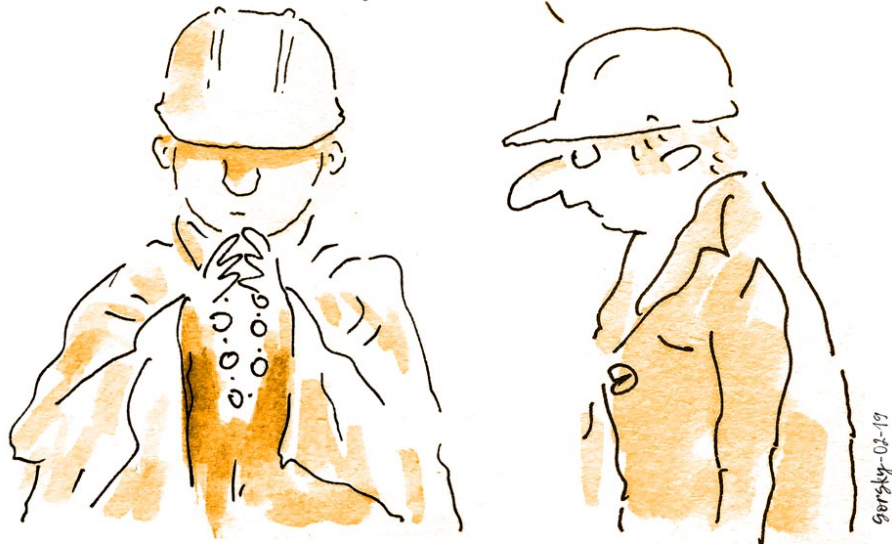
- Identify the characteristics that define the team in a shared and participatory management model.
- Get to know the steps to manage a team in a suitable manner in a shared and participatory management model.

Abilities and attitudes:

- Ability to analyse the role a team plays in a business model managed with a shared and participatory management approach.
- Ability to identify and analyse in a critical way the management of a team in a shared and participatory management model.
- Ability to manage the resources to manage in an effective and efficient manner teams according to a shared and participatory management model.

4.1: Introduction

*I really appreciate your desire for self-improvement
but could you do some work as well?*



For most companies, the development of competencies is mainly focused on finding and improving employees' weaknesses. This traditional style of management and accompanying motivational methods have led to widespread lack of motivation, wasting energy and talents, and the fact that for many staff members work has become a "an unpleasant" duty but not a challenge, achieving the set goals has become necessity but not our own ambitions realization.

The share responsibility model changes this approach and introduces a new model for organizing teamwork, which is based on three pillars:

- self-management,
- striving for fullness,
- an evolutionary goal

In the new model, all tasks are elements of the obligations of each team member. Employees' relations are built on honesty, acting in accordance with a common system of values and trust. The employee has the feeling that he is doing something important and necessary and can be proud of it. He works in conditions that release his creativity. He

gets the right to make decisions. He has an impact on the surrounding reality. He feels that the success of the company is also his individual success.

Work teams is widespread in all types of organizations throughout the world. The work teams have an advantage over the work of individuals because each member can offer new ideas, talent and viewpoints. In addition, work teams predictably execute strategy, meet goals and need little management oversight because they are empowered and responsible for their functional activity and accountable for performance.

How to develop and maintain a work team based on the above values and rules?

Here you can find some useful information in these aspects.

4.2. The team and the group



Work teams are the backbone of contemporary work life. They are the basic link connecting modern organizations.

A team is a group of people who work together to accomplish something beyond their individual self-interests.

Not all groups are teams however every team is a group.

A simple definition of what is meant by “a team” comes from Jon R. Katzenbach and Douglas K. Smith’s book, *The Wisdom of Teams: Creating the High-Performance Organization*:

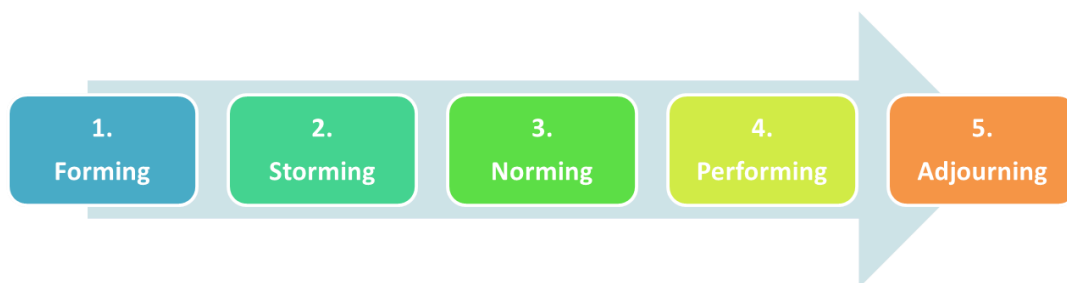
“A team is a group involved in common works whose members display mutually complimentary auxiliary skills that are necessary in achieving a pre-defined goal”

The work teams are essential to the way organizations – working based on the share responsibility model – organize and carry out their work, resulting in superior performance, which translates into a significant competitive advantage. Effectively operating work teams are a guarantee of achieving the set goals.

4.3. How to develop an effective work team?

The work teams have a variable and dynamic character – each team during its functioning goes through several stages. Each stage results from the previous one and is built on it. Skipping or passing too quickly any of the stages has a negative impact on the team's ability to operate effectively.

Stages of team development according to B.W. Tuckman and M.A.C. Jensen



Characteristics of each stage of the team's presents below.

Forming

This is early stage of the work team development. In this stage members of the group – still individuals – are trying to get to know each other. Contact between members are superficial, they not much listening to each other, not revealing feelings. There are uncertainty and dependence on the boss. Members of the group try to recognize the behaviours and rules that will apply in the team.

Storming

This stage is emotionally exhausting, but extremely important. The group may not develop further unless the decision-making mechanisms are determined.

In this stage conflicts can appear between team members. Team members may challenge the leader and each other, undermine decisions or procedures. Leader is assessed and criticized. This is a stage with fight for power.

Norming

The work team begins to develop after individuals have worked through conflicts. The team members begin to appreciate their differences and start to work together. The leader begins to serve as a facilitator, offering encouragement and guidance. Begins common expectations regarding the work performed, the more commonly are used word “we”. The team begins to identify with the group’s norms and rules. The level of trust increases. There are more compliance and more flexibility in performing tasks.

Performing

At this stage, the team is fully functional. Team members know what they can count on. They are working together on task implementation as well as the well-being of individuals. Members are able to manage their relationships and work toward shared goals. Team members feel accepted and communicate openly with the leader. The leader focuses on delegating responsibilities and must identify when the team is moving into a different stage. The work of the team characterised with high task efficiency, joint control of activities and partnership.

Adjourning or Transformation

At this stage, the team resolves when goals are achieved or members leave or begin to redefine and create new goals, change team tasks (planning the future). The relations begin loosening. It may be necessary to go through the previous phases again.

The transition of the team through the various stages depends on:

- the level of mutual dependencies between the team members (if the work of one of the employees influences the work of the other, then there is a greater need to work as a leader, coordinating meetings, assigning tasks, etc.)
- the team size
- the level of self-sufficiency of the team
- the level of change and technical experience and skills (the most important are technical, administrative, interpersonal skills and decision making and problem solving).

4.4. Stages of team development

In the share responsibility model departs from the traditional style of leadership in favour of a participatory style. What is most important in the work of a team leader is a conscious choice of the way of making decisions.

At each stage of the team's development it is necessary to change the way of making decisions and presenting the decisions to the team members.

Stages of team development and leadership styles

These are the characteristics of leadership styles depending on the stage of team development:

FORMATING

Output team

DIRECTING STYLE

- Leader provides support in defining a common goal and approach to its achievement
- Leader sets simple tasks
- Leader actively participates in the work of the team – performs the same amount of work as the other team members
- Leader inspires confidence and commitment
- Leader encourages taking risks, learning and development
- Leader underlines the importance of cooperation

STORMING

Transaction team

COACHING STYLE

- Leader shows his commitment and positive attitude
- Leader coordinates individual skills and activities

- Leader acquires resources for the team
- Leader maintains relations with the surroundings
- Leader gives the team more responsible tasks
- Leader solves the conflicts in an open manner

NORMING

Experienced team

SUPPORTING STYLE

- Leader confers with the employees and supports them in their work
- Leader supports employees in their participating in the decision-making process,
- Leader gives the confidence to the employee

PERFORMING

Mature team

DELEGATING STYLE

- The leader, if necessary, provides support directly or from external resources
- The leader strengthens mutual trust and commitment

4.5. Roles in the team



Teamwork diagnosis can be used both to build a new team, involve the right person in the team, increase the effectiveness of team activities, as well as manage the career according to individual talents (predispositions).

The role can be changed along with gaining new professional experience and conscious development of one's personality.

Team role according to Meredith Belbin

(so-called the nine Belbin Team Roles)

Each team needs access to each of the nine Team Role behaviours to become a high performing team. However, this doesn't mean that every team requires nine people! Most people will have two or three Team Roles that they are most comfortable with, and this can change over time. Each Team Role has its strengths and weaknesses, and each has equal importance. However, not all are always required at the same time – it is important to first look at the team objectives, and work out which tasks need to be undertaken. Once this has been done, discussions can take place regarding which and when each Team Role behaviour should be utilised.

Tasks-oriented roles

Shaper

Role description

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 done.

Implementer

Role description

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

Role description

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.

Roles focused on people

Co-ordinator

Role description

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.

Team worker

Role description

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.

Resource Investigator

Role description

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.

Intellectual roles

Plant

Role description

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

Role description

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

Role description

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.

In order to be able to carry out their tasks effectively, the team needs optimal role diversity.

4.6. The successful team work – factors

The successful team work is a team in which team members:

- understands the goals and is committed to attaining them are comfortable taking reasonable risks in communicating, advocating positions, and taking action.
- feel free to express their thoughts, opinions, and potential solutions to problems.
- have a strong sense of belonging to the group.
- are viewed as unique people with irreplaceable experiences, points of view, knowledge, and opinions to contribute.
- are encourage to be creativity, innovation, and different viewpoints are expected and encouraged.
- is able to constantly examine itself and continuously improve its processes, practices, and the interaction of team members.
- has agreed upon procedures for diagnosing, analysing, and resolving teamwork problems and conflicts.
- Participative leadership is practiced in leading meetings, assigning tasks, recording decisions and commitments, assessing progress, holding team members accountable, and providing direction for the team.
- Members of the team make high quality decisions together and have the support and commitment of the group to carry out the decisions made.

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