# Effective Teamwork Through Communication Roles and Performance

Posted on September 29, 2018

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## Types Of Teams

*Single-function team*

Team members come from one functional area, which can be a natural work unit. Membership is free, and the team is constantly updated.

*Multifunctional team*

Team members come from dissimilar functional areas and meet up to work on opportunities to improve quality, which can be found at the intersection of various areas in the work. As in the single-function team, membership is free, and the team is constantly updated.

*Team for task execution*

Members of this team also come from one or more functional areas. The team is formed in order to resolve an exact job or group of tasks, after which it disbands. Members enter into the team, relying on their knowledge and experience of the task to be accomplished. Members of the team and the tasks for this team are usually offered by the leaders (Lead Team).

*Leading team*

The lead team acts as a management committee, developing plans, making general calculations, and providing communications between the teams working under its direction. One of the main responsibilities of the Lead Team is the support and supervision of teams to improve quality.

## Team Formation

In the literature, one can often find the point of view according to which the formation of a team is one of the styles of organizational counseling. At the same time, three styles of the process of forming teams are distinguished:

1) individual counseling, i.e., management of difficult problems arising from the existence in the

organization;
2) directly forming the team – active team inclusion in the planning of organizational changes;
3) building inter-team relationships (in the case of several separate teams in the organization, counseling is directed to both the process of forming teams and establishing the relationship between them).

Team building, or team building, is a term commonly used in the context of a business and applied to a wide range of activities to create and improve team performance. Team building is an important factor that ensures the best quality of services and, at the same time, preserves healthy competition (Klein et al., 2009).

# Team Members

To create an effective team, it is necessary to unite people with *equal role characteristics* in order to distribute functional and psychological roles, support the interest of team members in each other, use the whole range of types of thinking and approaches to solving problems, and keep the team for the entire duration of the goal.

Members of the team in the performance of work, in addition to functional roles, depending on the competence in a certain area, also play social roles that determine how this member of the team affects the process of performing the work. One of the first who drew attention to this distinction of roles was the English researcher Belbin, who singled out nine social roles for the team members:

*The thinker* has imagination and is characterized by increased creativity; the performer translates ideas into practical actions and brings order to the actions of the team;

*The door closer* ensures that the tasks are carried out in full and on time;
*the appraiser* performs an impartial, critical analysis of the situation;
*The* resource *researcher* owns the art of negotiation and effective communication;
*the educator is* guided by the solution of the task and encourages colleagues to work more intensively;
*The collectivist* harmonizes relations in a team and eliminates differences;
*the coordinator* clearly articulates goals and is a social leader; the specialist has rare skills and abilities.
The same person can play several roles at the same time. The broader the range of roles that he is able to play in a team, the better a team player he is.

# Communications

# Communication Styles

Communication can be viewed in various styles. Everything depends on what is taken as a basis. That is why there are many classifications of styles of communication.

The following styles of communication are distinguished:

Macro-level (a person communicates with other people according to traditions, customs, and social relations that have developed);
Meso-level (communication takes place in the context of a meaningful topic);
Microlevel (this is an act of contact: a question and an answer).

Each of these styles can manifest itself in different situations and in different spheres: business, interpersonal, role-playing, etc. In particular, it is one thing when partners act as equal participants in communication and quite another if one of them feels a certain dependence, especially if unequal treatment begins in the form of pressure, aggression, intimidation, etc. (Tseng & Yeh, 2013; Nemiro et al., 2008).

## Team Decision Making

In practice, the decision point floats or is absent altogether. As a result, someone starts to embody, in his opinion, the decision already made, while the other members of the team look with perplexity and think, “I did not subscribe to it.” There is also something else – what I call silent consent. At the end of the meeting, the manager gets up and says: Well, as far as I understand, everyone agrees with this proposal and has no more objections. So, in fact, in response, there is only an indistinct murmur; the decision is accepted. The meeting comes to an end.

Often, teams use only one rule by default – the majority rule, without even thinking about the fact that this rule can do more harm than good when considering some issues where the support of the greater part of the team is needed. So, the rules of decision-making are important. They give transparency and clearly divide the world of decision-making from the world of discussion. Let’s try to understand how they can be properly used.

## Team Interactions

Creating an effective team is a complex process that requires long and painstaking work. And even when you manage to collect a dream team and build an interaction within it, the work cannot be considered complete. Algorithm, tools, and simple ideas for team building – we’ll talk about this.

A serious task stimulates the good teamwork of people. Begin to build effective relations in the department with the formulation of the mission. Write down why your company exists so that

employees understand why they need to work for you. Any real team needs a leader. We must not forget that the leader will always look back at you and to some extent reflect your management style; that's why it's very important to broadcast your principles to the team as quickly as possible. Then the leader will pick them up, and you will ensure a reliable rear. Of course, good teamwork cannot exist without discipline. No matter how creative your employees are, each of them should clearly understand what he is doing and what he is responsible for in his work.

But the most important thing is you yourself. The success of the team begins with the manager. Your employees will take an example from you, and if you allow yourself to violate discipline and do not develop, then there can be no question of any good teamwork.

# Team Development

## Structures And Skills

Those methods of recruiting employees that worked earlier are no longer relevant. It is not enough simply to place on the site an announcement about opening a vacancy with a standard description of duties and selection criteria. Think of something interesting that meets the spirit of your company. As an example, we launched an advertisement with a photograph of the employee and one phrase: Do you want to work with her? We did not have such a response for a long time. At the casting came 50 people, which for today is an incredible result.

When you find really worthwhile employees, do not leave them unattended, especially at first. The adaptation stage is necessary for the new person to become familiar with the company and begin to feel part of it. Immediately make it clear to the new employee that he is important to others and to the company as a whole, that he has been expected here for a long time and that everyone is very happy about his appearance.

### Managing Performance

The basic concepts of the process of managing the performance of the team are based on the elements of managing performance and planning activities in the field of managing performance in the team. Labor productivity, management, elements of management, planning. In modern conditions of the development of the market economy, one of the main problems of enterprise management practices is performance management. At enterprises, very little attention is paid to the indicator of team performance. As a rule, no one is engaged in its analysis, control, planning, or forecasting. This is explained either by an elementary misunderstanding of the importance of the priority of the problem, by the reluctance to understand this importance, or by the unwillingness to spend time and money to solve it. However, the experience of the industrially developed countries of the world and the leading corporations in them says that they spare neither time nor money for finding and realizing

the reserves of team performance growth, and subsequently, this results in a reduction in production and non-production costs, in profit growth, and in competitive successes on the world market (Widmeyer & Ducharme, 1997).

## Development Processes

By forming people into a team, you can face resistance. Especially often, this happens when the club or studio is already working, and there comes an understanding that there is not enough team interaction. The first reason there may be resistance is the lack of confidence in the advantages of the team. The task of the manager, in this case, is to convey to each employee why teamwork is effective not only for the club but for every individual. The second reason is personal discomfort: every person can have his own motives to avoid teamwork, and here it is necessary to connect his managerial skills and motivate each individual employee. The third reason is poorly developed ethics of efficiency. It's not uncommon when in the club it's simply not common to interact with each other. If this is your case, then collect all your strength and patience and introduce such a practice.

# References

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