



Topic 6

Team Formation, Development and Management

Session Objectives

- Explain the differences between a group and a team
- Define the purposes of a team
- Explain the role of the manager in building the team and developing individuals within the team
 - Belbin's team roles theory
 - Tuckman's theory of team development



Session Objectives

- List the characteristics of effective and ineffective teams
- Describe tools and techniques that can be used to build the team and improve team effectiveness.



What is a Group

- A group is a collection of people with a purpose, a sense of identity, loyalty and leadership

What is a Team

- A team is a formal group or a group of people who must significantly relate with each other in order to accomplish shared objectives.
- Teams:
 - Share a common goal and enjoy working together
 - Have a commitment to achieve goal
 - Have a loyalty to the project and attain a team spirit

Difference between Team and a Group

○ Formation:

- **Group:** Based on a certain commonality. It is not particularly difficult, although the effectiveness may be variable.
- **Team:** Selected for their complementary skills, not a single commonality.

Difference between Team and a Group

- **Strength:**
 - **Group:** May come from sheer volume or willingness to carry out a single leader's commands
 - **Team:** Depends on the commonality of purpose and interconnectivity between individual members

Difference between Team and a Group

○ Others:

- **Group:** Have people accommodating and negotiating with each other, objectives that can be modified, covert process issues, high in politics and commitment.
- **Team:** Has more openness and trust, common objectives, decisions by consensus, process issues as part of work and high commitment.

Belbin Theory of Group Roles

- Belbin theory indicates that there are 9 team role types.
- Each type has a typical behavioural strength and a characteristic weakness. “Allowable weaknesses” are the negative side of the positive strength.
- A team needs to balance the roles to be effective

Belbin Theory of Group Roles

Role	Contribution to Team	Allowable Weakness
Plant	Creative, Solves difficult problems Thoughtful, Thought Provoking, Ideas Person	Loses touch with everyday realities
Resource Investigator	Enterprising, Quick to explore opportunities Extrovert, <u>Networker</u> , Looks for alternative solutions	Weak in follow through
Co-ordinator or Company worker	Makes good use of group activities, administrator, <u>organise</u>	Manipulative
Shaper	Driving and challenging, Promotes activity, dominant and extrovert	Provocative, Aggressive

Belbin Theory of Group Roles

Role	Contribution to Team	Allowable Weakness
Monitor Evaluator	Discerning and Objective	Uninspiring, Slow-moving
Team worker	Co-operative, Averts friction	Indecisive
Implementer	Disciplined, Efficient, Practical	Slow to see new possibilities
Completer-Finisher	Painstaking, Conscientious, progress chaser	Anxious, Reluctant to delegate
Specialist	Single-minded, Professionally dedicated	Limited in Interests

Belbin Theory of Group Roles

- Action-oriented roles
 - Shaper, Implementer & Completer Finisher
- People-oriented roles
 - Co-ordinator, Teamworker & Resource Investigator
- Cerebral roles
 - Plant, Monitor Evaluator & Specialist

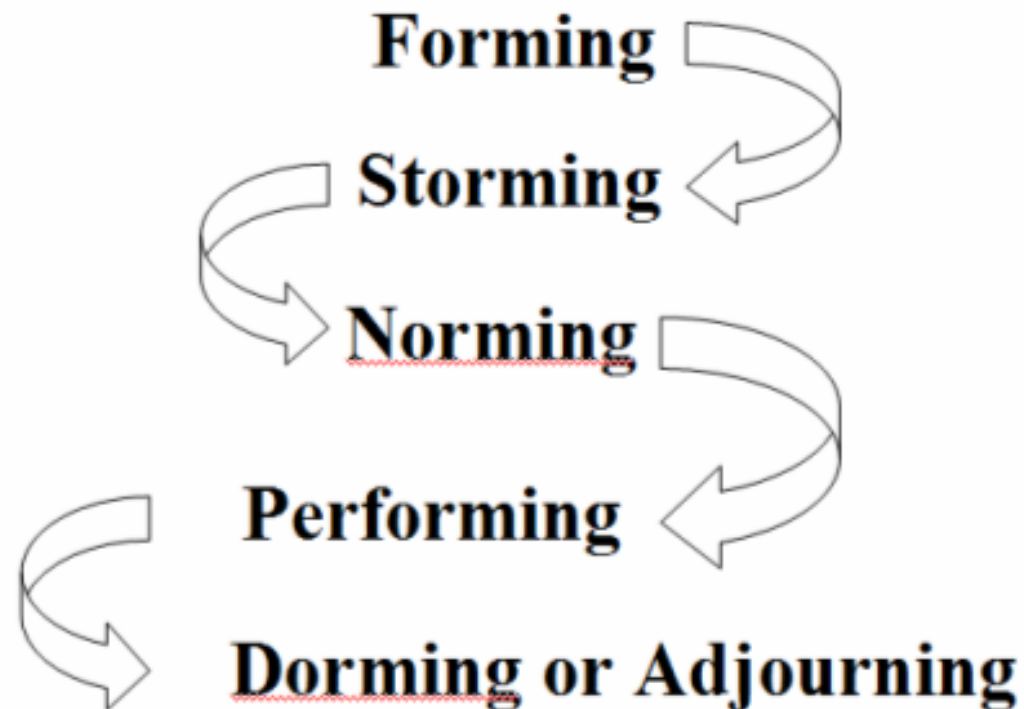
Strengths of Belbin's Theory

- Helps in realising strengths & weaknesses
- If a role is absent, it helps suggest alternative
- Groups can be formed deliberately with team role theory

Weaknesses of Belbin's Theory

- Individuals may not be true to role in all circumstances
- Overpowering leader syndrome
- Organisational politics and culture may impact roles

Tuckman's Stages of Group Development



Forming

- Team building takes place:
 - Define team
 - Determine individual roles
 - Develop trust and communication
 - Develop norms

Storming

- 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

Norming

- Members accept:
 - Their team
 - Team rules and procedures
 - Their roles in the team
 - The individuality of fellow members
- Team members start helping each other

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 conflicts and resolve differences
 - Developed a close attachment to the team

Dorming or Adjourning

- The team may become dormant if performing stage continues for long.
- Groupthink is required to make the team aware of the changing circumstances.

Effective Team: Characteristics

- Good leadership
- Qualified membership
- Constructive climate
- Clear objectives
- High level of achievement

Effective Team: Characteristics

- Effective work methods
- Sufficient Openness
- Developed individuals
- Creative capacity
- Constructive relationship between members

Successful Task-force Teams (Peters & Waterman)

- Number should be small
- Team should be of limited duration
- Membership should be voluntary
- Communication should be informal and unstructured
- Action Oriented

Sample Exam Question

- Which of the following has been identified as a stage of group development by Tuckman?
 - A. Conforming
 - B. Pre-forming
 - C. De-forming
 - D. Forming

Answer

- Answer: D
- The stages identified by Tuckman in his group development model are Forming, Storming, Norming, Performing, Adjourning or Dorming.

Sample Exam Question

- Which one of the following characteristics in a team differentiates it from a group?
 - A. Members can modify objectives
 - B. Members accommodate and negotiate roles and positions
 - C. Decisions are taken by consensus

Answer

- Answer: C
- Team members share a trust relationship and have common objectives. Decisions are taken by consensus and process issues as part of work and high commitment. In contrast, groups have people accommodating and negotiating with each other, objectives that can be modified, covert process issues, high in politics and commitment.