

# MNG2602 STUDY GUIDE SOLUTION

## LEARNING UNIT 10 – GROUPS AND TEAMS

### CROSSWORD

#### **Across:**

2. Norming
3. Synergy
4. Formal
5. Time
6. Group

#### **Down:**

1. Finisher
3. Structure

### CASE STUDY QUESTIONS

1. **The Putco team is going through various stages on its way to become a fully functional team. At which stage of group development do you think they are at present?**

Storming stage – the team is characterised by conflicts and disagreements.

2. **Would you classify the Putco employees described in the case study as a group or a team? Substantiate your answer.**

Group – as the team has not passed the norming stage of group formation it must still be regarded as a group not a team. Only once it adheres to all the characteristics of a team can it be regarded as such.

**3. Identify the team role of each of the employees described in the case study by using the Belbin Method.**

Team member can be classified as follows:

**The Chairman - Dougie.** He is the one who presides over the team and coordinates its efforts. He need be in no sense brilliant or creative, but would rather be called disciplined, focused and balanced. He talks and listens well, is a good judge of people and of things: a man who works through others.

**The Shaper - Sihpo.** The shaper is highly strung, outgoing and dominant. He is the task leader and in the absence of the chairman would leap into that role, even though he might not do it any too well. His strength lies in his drive and in his passion for the task, but he can be over-sensitive, irritable and impatient. He is needed as the spur to action.

**The Plant - Kate.** Unlike the shaper, the plant is introverted but is intellectually dominant. He is the source of original ideas and proposals, being the most imaginative as well as the most intelligent member of the team. He can, however, be careless of details and may resent criticism. He needs to be drawn out or he will switch off.

**The Monitor-Evaluator - Wian.** The monitor-evaluator is also intelligent, but it is an analytic rather than a creative intelligence. His contribution is the careful dissection of ideas and the ability to see the flaw in an argument. He is often less involved than the others, tucked away with his data, aloof from the team, but necessary as a quality check. He is dependable but can be tactless and cold.

**The Resource-Investigator - Mari.** This is the popular member of the team, extrovert, sociable and relaxed. He it is who brings new contacts, ideas and developments to the group, the salesman, diplomat or liaison officer. He is not himself original or a driver, and therefore needs the team to pick up his contributions.

**The Company Worker - Karen.** The company worker is the practical organizer. He it is who turns ideas into manageable tasks. Schedules, charts and plans are his thing.

Methodical, trustworthy and efficient, he is not excited by visions and can be unexciting himself. He does not lead, but is adept at administering.

- 4. The Putco team lacks certain role players, according to the roles Belbin identifies as crucial to include in an effective team. Advise the Putco management on what type of people they should add to the team.**

The following team members must be added to the team to achieve a balance:

**The Team Worker.** The team worker holds the team together in another way, by being supportive to others, by listening, encouraging, harmonizing and understanding. Likeable and popular but uncompetitive, he is the sort of person you do not notice when he's there but miss when he isn't.

**The Finisher.** Without the finisher the team might never meet its deadlines. He it is who checks the details, worries about schedules and chivvies the others with his sense of urgency. His relentless follow-through is important but not always popular.