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WORKPLACE WELLBEING



**Promoting
Teamwork in SMEs:
Towards Effective
Work Practices**

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“

Great things in business are never done by one person.

They are done by a team of people.

Steve Jobs

”

One vital ingredient to achieve effective teamwork is by building culture that allows team members to share their opinions on work-related matters without ridicule from team members or the threat of being sacked. In other words, they feel safe in their workplace. In psychology research, we term this ‘psychological safety’, that is, people feel open to share their thoughts without serious consequences. Below are some hints and tips around ways you can build psychological safety through leadership and disagreement resolution.



Leadership

The 3C's of leadership (**CONSIDER, CHALLENGE, CHARISMA**) transform team members from those going through the motions to members who actively engage and feel valued.

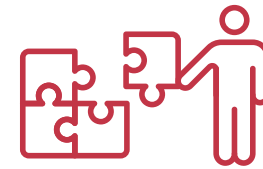
CONSIDER team members as individuals

- Take time to find out what motivates and inspires your team members.
- Do they respond well to constructive feedback? Do they feel they need feedback? Do they like to have guidance on tasks or prefer to be left alone? Do they have any non-work-related issues that may impact on their work?



CHALLENGE team members to problem solve

- Empower team members to resolve issues with certain tasks.
- Work with them to consider solutions, get them to weight of the pros and cons, and enable to make decisions based on their judgements.



CHARISMA

To make speeches and one-on-one conversations resonate with team members consider using the following:

1. Use anecdotes and personal stories to reinforce your vision or goals.
2. Use contrasts to show what should be done vs. should not be done e.g., You are not 'just' a receptionist, you are the heartbeat of the operation.
3. Rhetorical questions to stimulate thinking e.g., why are we here?
4. Three-part lists to reinforce your message e.g., adopt, adapt, and overcome.





Disagreement management

Personal

Disagreements between two or more team members may exist when they do not see eye-to-eye, there is a clash of personalities between the parties, or they do not agree with how the others act and react to decisions made in the team.

Strategies to mitigate personal disagreements:

- Encourage perspective-taking. Encourage team members to view the other's side of the argument. Mediate these discussions and find some common ground.
- Focus on task-oriented contributions for those team members who contribute good ideas but are disruptive, a suggestion could be to make efforts to focus on their task-oriented contributions.





Team outcomes

These disagreements centre around the content of each task and the outcome for the team. In some instances, this type of conflict can boost team performance.



Strategies to mitigate disagreements around group outcomes:

- Provide a space (i.e., meetings) for open debate that are facilitated by overarching rules. For example, leaders set rules to incorporate everyone's ideas into discussions and remind everyone that they can learn from one another.
- Make sure that everyone is aware that it is the ideas that are discussed and not the person proposing them.

Roles & responsibilities

These types of disagreements are a mix of the previous two. They refer to the mechanics of going about certain tasks; the how as opposed to the what.



Strategies to mitigate disagreements around roles and responsibilities:

- Introduce a set of core responsibilities and agree a set of responsibilities that are to be shared with team members. This will make things less ambiguous and reduce the misunderstandings on roles and responsibilities in the workplace.
- Rotate roles and responsibilities between team members. This can mitigate any long term resentment they may have about people in particular roles.



About CALIN

The Celtic Advanced Life Science Innovation Network (CALIN) connects business, academia and healthcare with experts from six leading universities across Ireland and Wales. It offers enterprises the opportunity to engage with leaders in health and wellbeing, advanced medical and pharmaceutical science, nanotechnology and biotechnology. The network provides access to technology, scientific expertise, and a network of life science innovators to support the development of products, processes and services.

Bangor University leads on the health and wellbeing theme for CALIN and looks to support small to medium enterprises (SMEs) working in the life sciences or health and wellbeing fields.

Find out more calin.wales

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