

# Fawlty Towers

Organisation and Management Presentation



# Introduction

- Teams can be created in many different settings and for many different reasons either formally or informally. The following presentations will look at the creation of an informal team within a formal management structure and will look at the individual roles within this team which may appear chaotic but in reality results in effective team working.
- *“ Teams occur when a number of people have a common goal and recognise that their personal success is dependent on the success on others. They are all interdependent. In practice, this means that in most teams people will contribute individual skills many of which will be different. It also means that the full tensions and counter balance of human behaviour will need to be demonstrated in the team”.*

***(Cranier cited in Mullins 2005 p519)***

# Teamwork - Theories

These are some key theories identified relating to the Fawlty Towers Clip

- ***Tuckman (1965)***

Throughout the episode the characters are constantly moving through Tuckman's stages of development.

Can you see the following stages in the clip?

- Stages of team development.
- Stage 1- Forming – The clip
- Stage 2- Storming
- Stage 3- Norming
- Stage 4- Performing
- Stage 5- Adjourning

- ***Belbin (1981)***

- The co-ordinator
- The shaper
- The plant
- The monitor/Evaluator
- The implementer
- The Team worker
- The Resource investigator
- The completer
- The Specialist

- ***Honey (2001) built upon Belbin's theory to include:***

- Co-ordinator
- Challenger
- Doer
- Thinker
- Supporter

# Leadership Theories

These are some key theories identified relating to the Fawltly Towers Clip

- **Transactional Leadership** – this form of leadership is based on legitimate authority within an hierarchical structure. Based on exchange process – “I will give you this, if you do that” (*Hartley & Bennington, 2010*)
- **Transformational Leadership** – this form of leadership is based on creating motivation and commitments amongst the followers. Leader seeks the admiration and loyalty of their team. (*Hartley & Bennington, 2010*)
- **Emergent Leadership** – whereby an individual who is not assigned a leadership, will gradually emerge as a leader naturally and according to the needs of the group. This process happens with the support of their fellow team members. (*Sudweeks, 2005*)

# Basil Fawlty



- Basil is a Transactional leader because he owns the Hotel “I’ll give you this if you do that for me” (*Hartley and Bennington, 2010*)
- **Theory X (McGregor, 1987)** States that people need to be coerced, and therefore leaders use threats as a motivator for staff, due to people having a natural dislike for work.
- Landale states that a leader requires emotional intelligence in order to generate effective team performance(cited in Mullins, p363). Basil is the antipathy of this and demonstrates no emotional intelligence at all. Seemingly he is unaware of how his team is functioning as he is so wrapped up in his own world (*Goleman, 1995*)

# Sybil Fawlty



- Sybil is a Transformational leader she relies on the positive feelings of the followers, gaining their trust and loyalty, which motivates them to complete the task (**Hartley and Bennington**).
- Transformational leaders also become supporters which eases tensions and maintains a harmonious working relationships.
- Sybil does however undermine Basil's leadership and when she becomes the supporter it is usually at the detriment of Basil.

# Polly



- Mullins stated that often individuals can operate in a leadership role without being clearly defined as a leader (Mullins, . Belbin (1997) states that people can have leadership qualities without having a hierarchical leadership position
- Polly shows aspects of both a leader and a manager however, as Basil sees her as a 'silly woman' her attempts often fail.
- Polly is a Transformational leader which leadership style women often take, where as Basil takes a Transactional approach which is more typical of men (**Rosener, J**)
- Polly fails in her approach as the team generally operates in a Transactional environment and this is why the conflict is created.

# Manuel



Manuel's character appears to constantly change roles, he is:

- **The Motivator:** For Polly as she wants to protect him and her actions appear to reflect this.
- **The Plant:** He gives ideas but these are often unrealistic and ineffective.
- **The Team Worker:** This is his characters main role however this also fails as he interacts with individuals not the team as a whole.
- **The Completer:** Manuel completes his ideas but again does not engage the team so this is ineffective.

Manuel's character highlights that individuals can change roles within a team, however negotiating this without creating problems for the team as a whole can be problematic

# What Roles do you think these Characters play?



[http://www.youtube.com/watch?v=K\\_q4S7lZeik&NR=1&feature=fvwp](http://www.youtube.com/watch?v=K_q4S7lZeik&NR=1&feature=fvwp)

# References

- Mullins, L.J. (2010) *Management and Organisational Behaviour* 9<sup>th</sup> Edition. Harlow: Pearson Education Ltd.