

# Management

tenth edition

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Chapter  
**11**

**Managing  
Teams**

# Learning Outcomes

*Follow this Learning Outline as you read and study this chapter.*

## 11.1 Groups and Group Development

- Define the different types of groups.
- Describe the five stages of group development.

## 11.2 Work Group Performance and Satisfaction

- List the major components that determine group performance and satisfaction.
- Describe how external conditions and group member resources affect group performance and satisfaction.
- Discuss how group structure influences group performance and satisfaction.
- Describe how group processes and group tasks influence group performance and satisfaction.

# Learning Outcomes

## 11.3 Turning Groups Into Effective Teams

- Compare groups and teams.
- Describe the four most common types of teams.
- List the characteristics of effective teams.

## 11.4 Current Challenges In Managing Teams

- Discuss the challenges of managing global teams
- Explain the role of informal (social) networks in managing teams

# Groups and Group Development

- **Group**

- Two or more interacting and interdependent individuals who come together to achieve specific goals.
- Formal groups
  - ❖ Work groups defined by the organization's structure that have designated work assignments and tasks.
    - Appropriate behaviors are defined by and directed toward organizational goals.
- Informal groups
  - ❖ Groups that are independently formed to meet the social needs of their members.

## Exhibit 11–1 Examples of Formal Groups

- **Command Groups**

- Groups that are determined by the organization chart and composed of individuals who report directly to a given manager.

- **Task Groups**

- Groups composed of individuals brought together to complete a specific job task; their existence is often temporary because once the task is completed, the group disbands.

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## Exhibit 11–1 Examples of Formal Groups (cont'd)

- **Cross-Functional Teams**

- Groups that bring together the knowledge and skills of individuals from various work areas or groups whose members have been trained to do each others' jobs.

- **Self-Managed Teams**

- Groups that are essentially independent and in addition to their own tasks, take on traditional responsibilities such as hiring, planning and scheduling, and performance evaluations.

# Stages in Group Development

- **Forming**

- Members join and begin the process of defining the group's purpose, structure, and leadership.

- **Storming**

- Intragroup conflict occurs as individuals resist control by the group and disagree over leadership.

- **Norming**

- Close relationships develop as the group becomes cohesive and establishes its norms for acceptable behavior.

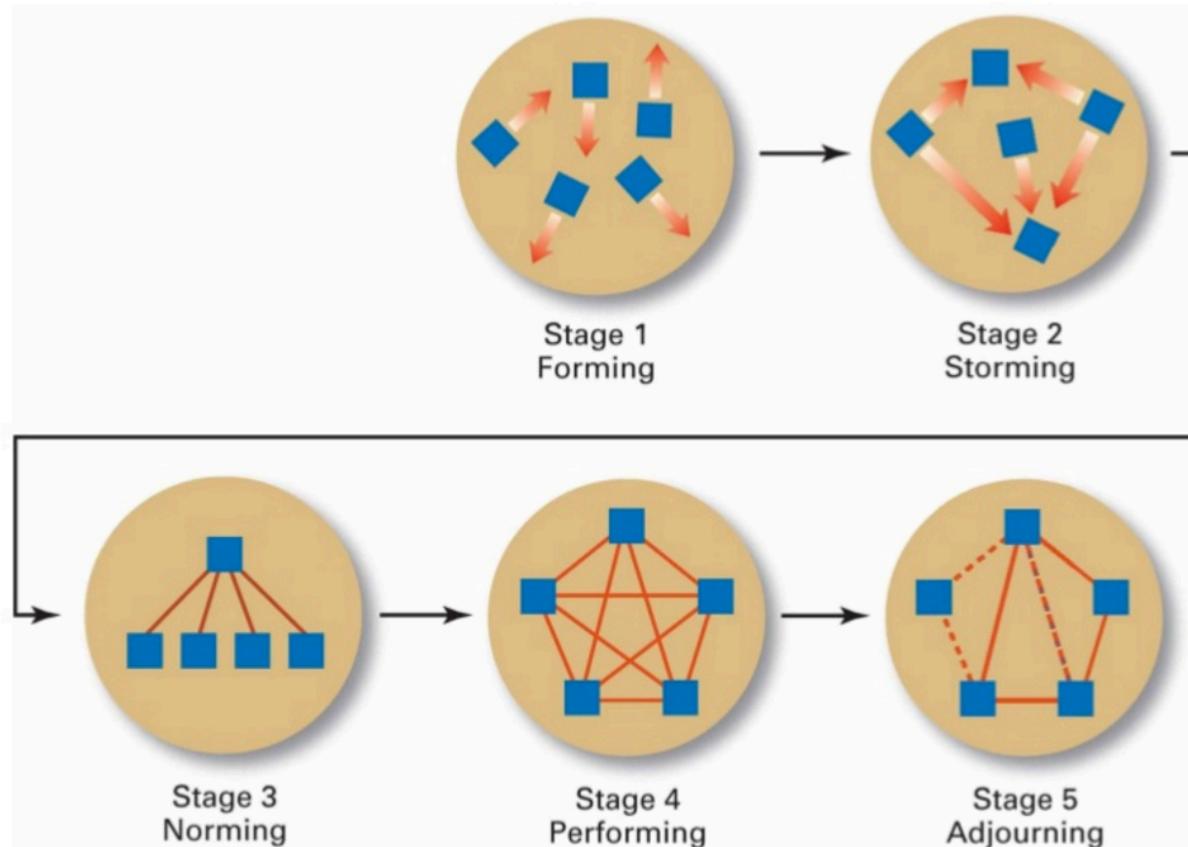
- **Performing**

- A fully functional group structure allows the group to focus on performing the task at hand.

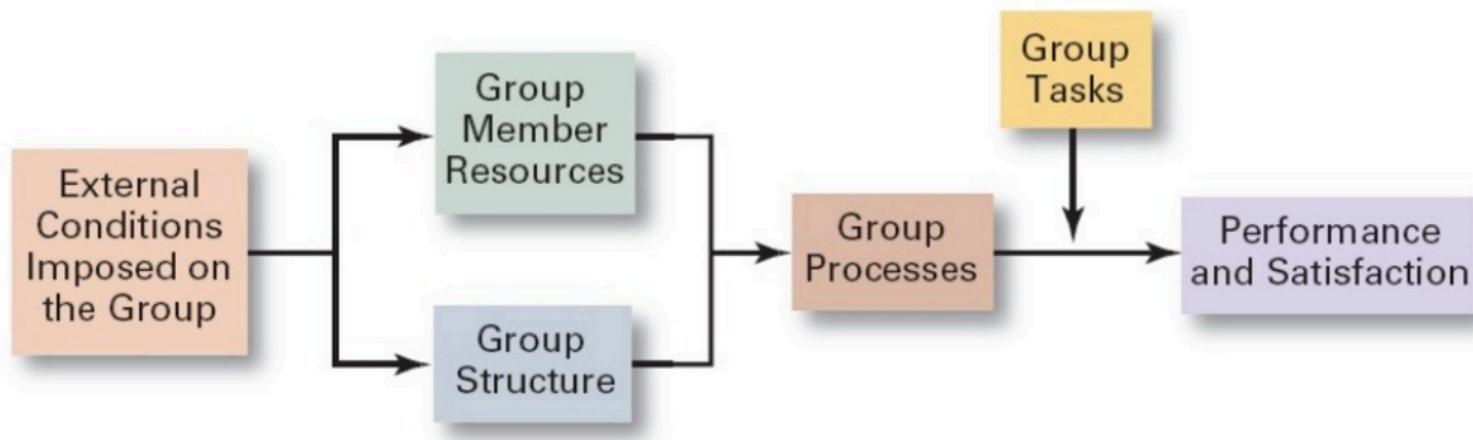
- **Adjourning**

- The group prepares to disband and is no longer concerned with high levels of performance.

## Exhibit 11–2 Stages of Group Development



## Exhibit 11–3 Group Performance Satisfaction Model



# External Conditions Imposed on the Group

- Organization's strategy
- Authority relationships
- Formal regulations
- Available organizational resources
- Employee selection criteria
- Performance management (appraisal) system
- Organizational culture
- General physical layout of work space

# Group Member Resources

- **Knowledge**
- **Skills**
  - Interpersonal skills such as conflict management and resolution, collaborative problem solving, and communication determine how effectively members perform in a group
- **Abilities**
  - Determine what members can do
- **Personality traits**
  - Positive traits tend to be positively related to group productivity and morale

# Group Structure

- **Role**

- The set of expected behavior patterns attributed to someone who occupies a given position in a social unit that assists the group in task accomplishment or maintaining group member satisfaction.
- Role conflict: experiencing differing role expectations
- Role ambiguity: uncertainty about role expectations

# Group Structure (cont'd)

- Norms

- Acceptable standards or expectations that are shared by the group's members.

- Common types of norms

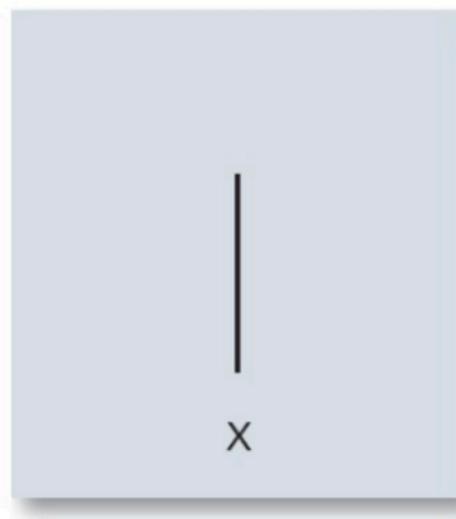
- Effort and performance
  - ❖ Output levels, absenteeism, promptness, socializing
- Dress
- Loyalty

# Group Structure (cont'd)

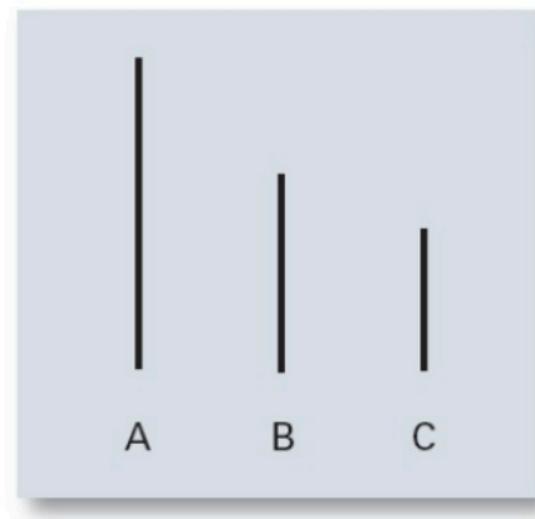
- **Conformity**

- Individuals conform in order to be accepted by groups.
- Group pressures can have an effect on an individual member's judgment and attitudes.
- The effect of conformity is not as strong as it once was, although still a powerful force.
- **Groupthink**
  - ❖ The extensive pressure of others in a strongly cohesive or threatened group that causes individual members to change their opinions to conform to that of the group.

## Exhibit 11–4 Examples of Cards Used in the Asch Study



X



A

B

C

# Group Structure (cont'd)

- **Status System**

- The formal or informal prestige grading, position, or ranking system for members of a group that serves as recognition for individual contributions to the group and as a behavioral motivator.
  - ❖ Formal status systems are effective when the perceived ranking of an individual and the status symbols accorded that individual are congruent.

# Group Structure: Group Size

- **Small groups**

- Complete tasks faster than larger groups.
- Make more effective use of facts.

- **Large groups**

- Solve problems better than small groups.
- Are good for getting diverse input.
- Are more effective in fact-finding.

- **Social Loafing**

- The tendency for individuals to expend less effort when working collectively than when working individually.



# Group Structure (cont'd)

- **Group Cohesiveness**

- The degree to which members are attracted to a group and share the group's goals.
  - ❖ Highly cohesive groups are more effective and productive than less cohesive groups when their goals aligned with organizational goals.



## Exhibit 11–5 The Relationship Between Cohesiveness and Productivity

		Cohesiveness	
		High	Low
Alignment of Group and Organizational Goals	High	Strong Increase in Productivity	Moderate Increase in Productivity
	Low	Decrease in Productivity	No Significant Effect on Productivity

# Group Processes: Group Decision Making

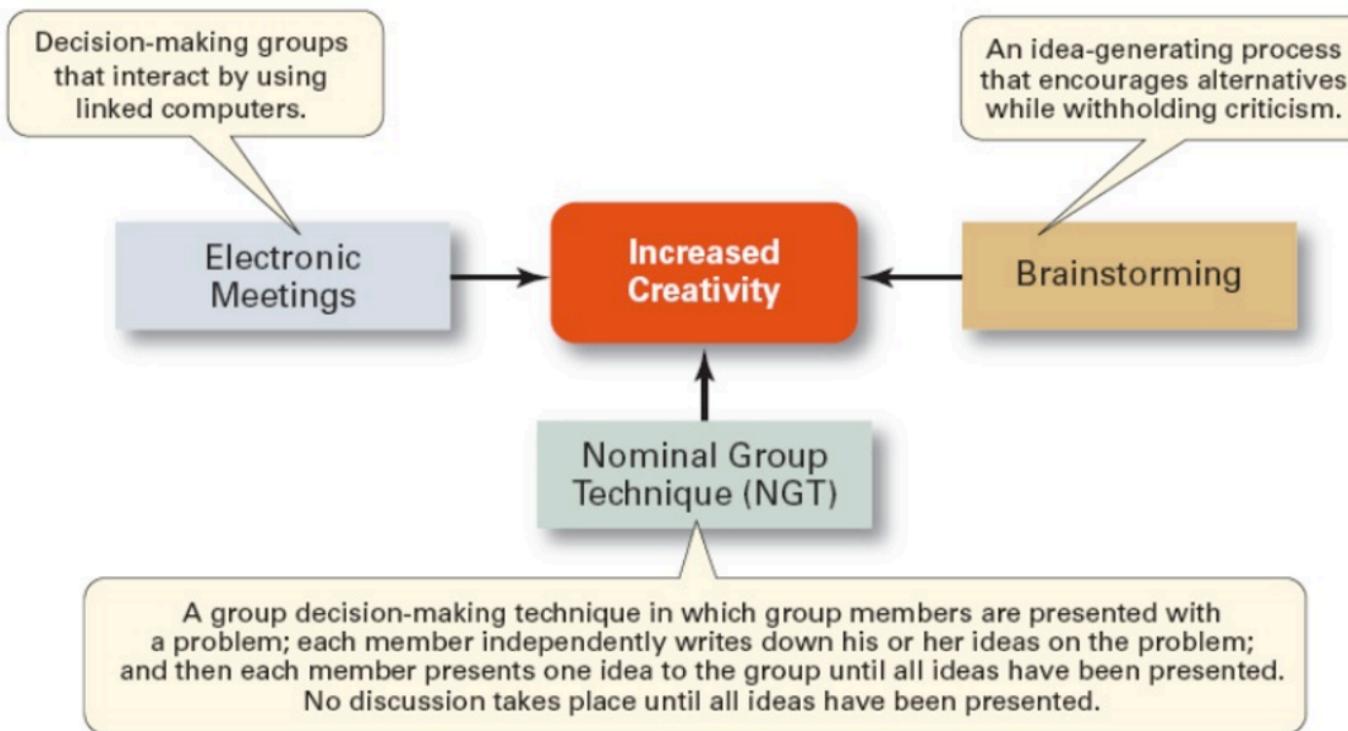
- **Advantages**

- Generates more complete information and knowledge.
- Generates more diverse alternatives.
- Increases acceptance of a solution.
- Increases legitimacy of decision.

- **Disadvantages**

- Time consuming
- Minority domination
- Pressures to conform
- Ambiguous responsibility

## Exhibit 11–6 Techniques for Making More Creative Group Decisions



# Group Processes: Conflict Management

- **Conflict**

- The perceived incompatible differences in a group resulting in some form of interference with or opposition to its assigned tasks.
  - ❖ **Traditional view:** conflict must be avoided.
  - ❖ **Human relations view:** conflict is a natural and inevitable outcome in any group.
  - ❖ **Interactionist view:** conflict can be a positive force and is absolutely necessary for effective group performance.

# Group Processes: Conflict Management (cont'd)

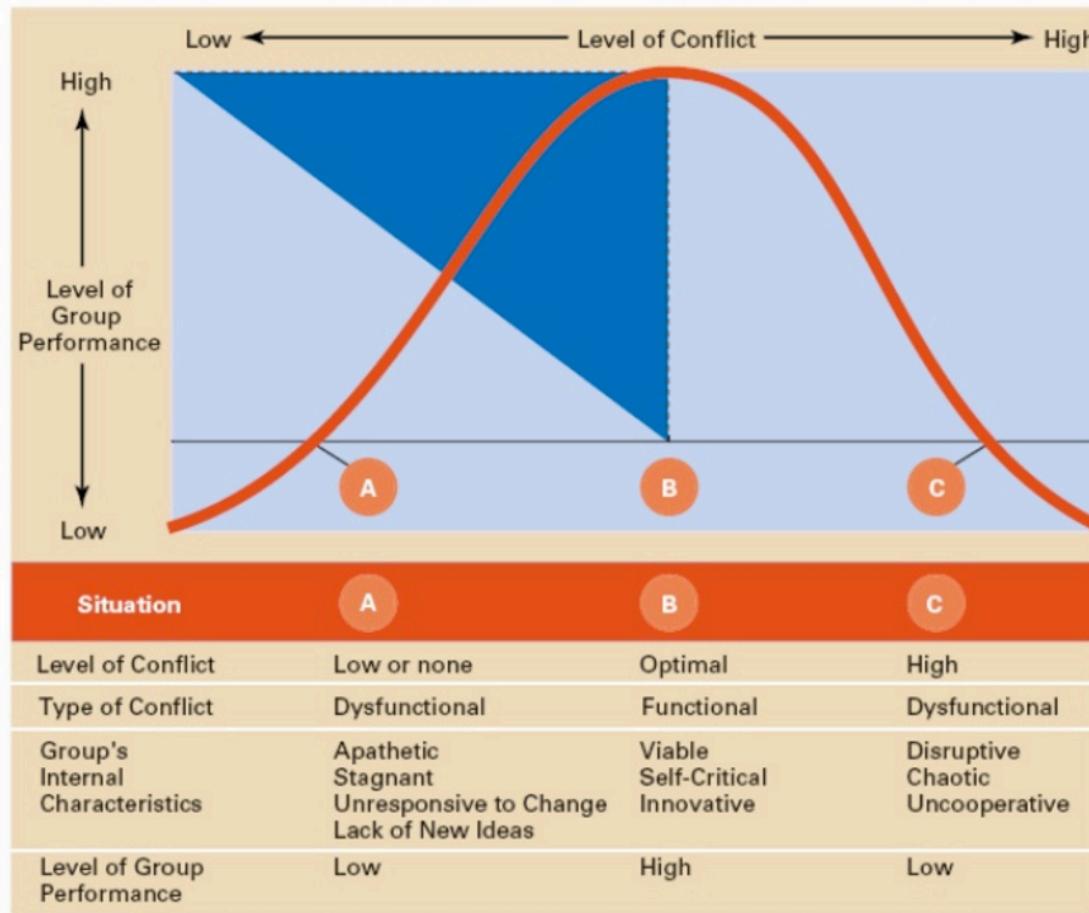
- Categories of Conflict

- Functional conflicts are constructive.
- Dysfunctional conflicts are destructive.

- Types of Conflict

- Task conflict: content and goals of the work
- Relationship conflict: interpersonal relationships
- Process conflict: how the work gets done

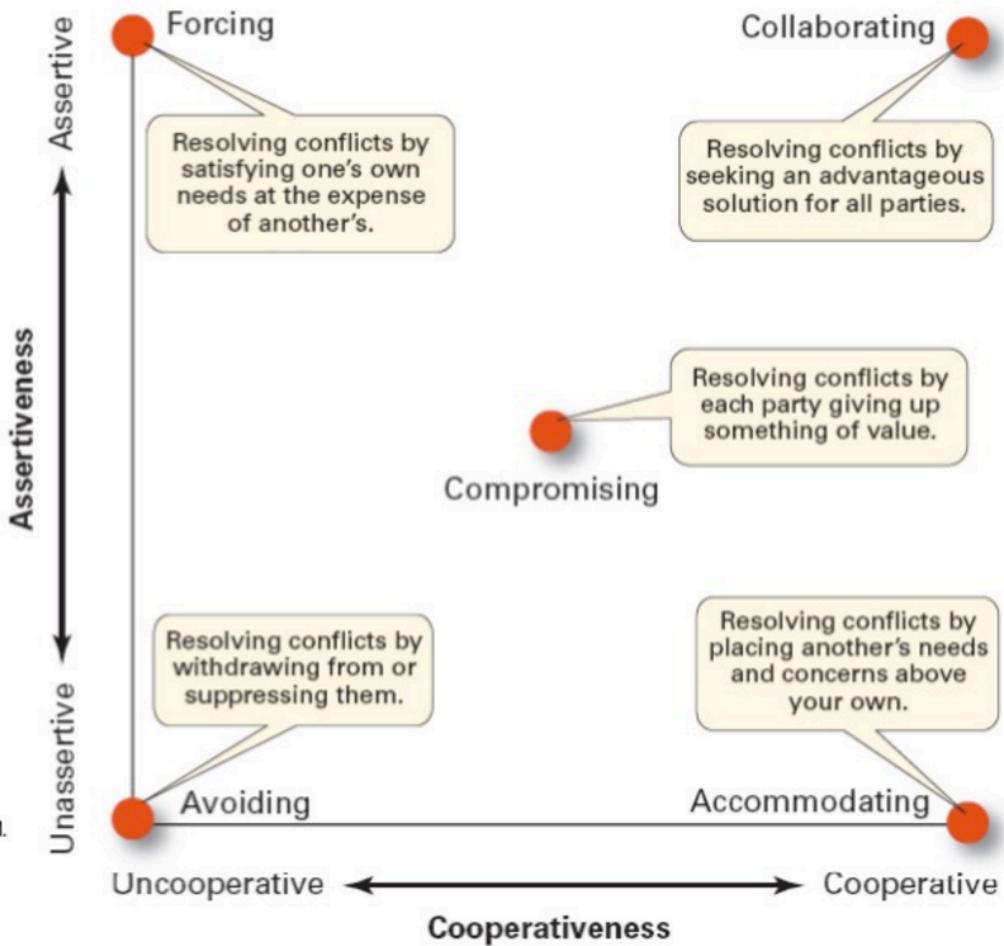
## Exhibit 11–7 Conflict and Group Performance



# Group Processes: Conflict Management (cont'd)

- **Techniques to Manage Conflict:**

- Avoidance
- Accommodation
- Forcing
- Compromise
- Collaboration

**Exhibit 11–8****Conflict-Management Techniques**

**Source:** Adapted from K.W. Thomas, "Conflict and Negotiation Processes in Organizations," in M.D. Dunnette and L.M. Hough (eds.) *Handbook of Industrial and Organizational Psychology*, vol. 3, 2d ed. (Palo Alto, CA: Consulting Psychologists Press, 1992), p. 668. With permission.

# Group Tasks and Group Effectiveness

- Highly complex and interdependent tasks require:
  - Effective communications: discussion among group members.
  - Controlled conflict: More interaction among group members.

# Advantages of Using Teams

- Teams outperform individuals.
- Teams provide a way to better use employee talents.
- Teams are more flexible and responsive.
- Teams can be quickly assembled, deployed, refocused, and disbanded.



# What Is a Work Team?

- **Work Team**

- A group whose members work intensely on a specific common goal using their positive synergy, individual and mutual accountability, and complementary skills.

- **Types of Teams**

- Problem-solving teams
- Self-managed work teams
- Cross-functional teams
- Virtual teams

## Exhibit 11–9 Groups versus Teams

Work Teams	Work Groups
<ul style="list-style-type: none"><li>• Leadership role is shared</li><li>• Accountable to self and team</li><li>• Team creates specific purpose</li><li>• Work is done collectively</li><li>• Meetings characterized by open-ended discussion and collaborative problem-solving</li><li>• Performance is measured directly by evaluating collective work output</li><li>• Work is decided upon and done together</li></ul>	<ul style="list-style-type: none"><li>• One leader clearly in charge</li><li>• Accountable only to self</li><li>• Purpose is same as broader organizational purpose</li><li>• Work is done individually</li><li>• Meetings characterized by efficiency; no collaboration or open-ended discussion</li><li>• Performance is measured indirectly according to its influence on others</li><li>• Work is decided upon by group leader and delegated to individual group members</li></ul>

Source: J. R. Katzenbach and D. K. Smith, "The Wisdom of Teams," *Harvard Business Review*, July–August 2005, p. 161.

## Exhibit 11–9 Groups Versus Teams

Work Group	Team
<ul style="list-style-type: none"><li>• Strong, clearly focused leader</li><li>• Individual accountability</li><li>• The group's purpose is the same as the broader organizational mission</li><li>• Individual work products</li><li>• Runs efficient meetings</li><li>• Measures its effectiveness indirectly by its influence on others (such as financial performance of the business)</li><li>• Discusses, decides, and delegates together</li></ul>	<ul style="list-style-type: none"><li>• Shared leadership roles</li><li>• Individual and mutual accountability</li><li>• Specific team purpose that the team itself delivers</li><li>• Collective work products</li><li>• Encourages open-ended discussion and active problem-solving meetings</li><li>• Measures performance directly by assessing collective work products</li><li>• Discusses, decides, and does real work</li></ul>

# Types of Teams

- **Problem-Solving Teams**

- Employees from the same department and functional area who are involved in efforts to improve work activities or to solve specific problems.

- **Self-Managed Work Teams**

- A formal group of employees who operate without a manager and responsible for a complete work process or segment.

## Types of Teams (cont'd)

- **Cross-Functional Teams**

- A hybrid grouping of individuals who are experts in various specialties and who work together on various tasks.

- **Virtual Teams**

- Teams that use computer technology to link physically dispersed members in order to achieve a common goal.

## Exhibit 11–10 Characteristics of Effective Teams



# Characteristics of Effective Teams

- Have a clear understanding of their goals.
- Have competent members with relevant technical and interpersonal skills.
- Exhibit high mutual trust in the character and integrity of their members.
- Are unified in their commitment to team goals.
- Have good communication systems.
- Possess effective negotiating skills.
- Have appropriate leadership.
- Have both internally and externally supportive environments.

# Current Challenges in Managing Teams

- **Getting employees to:**
  - Cooperate with others
  - Share information
  - Confront differences
  - Sublimate personal interest for the greater good of the team



# Managing Global Teams

- **Group Member Resources**
  - Unique cultural characteristics of team members
  - Avoiding stereotyping
- **Group Structure**
  - Conformity—less groupthink
  - Status—varies in importance among cultures
  - Social loafing—predominately a Western bias
  - Cohesiveness—more difficult to achieve
- **Group processes—capitalize on diverse ideas.**
- **Manager's role—a communicator sensitive to the type of global team to use.**

## Exhibit 11–11 Drawbacks and Benefits of Global Teams

Drawbacks	Benefits
<ul style="list-style-type: none"><li>• Dislike team members</li><li>• Mistrust team members</li><li>• Stereotyping</li><li>• Communication problems</li><li>• Stress and tension</li></ul>	<ul style="list-style-type: none"><li>• Greater diversity of ideas</li><li>• Limited groupthink</li><li>• Increased attention on understanding others' ideas, perspectives, etc.</li></ul>

Source: Based on N. Adler, International Dimensions in Organizational Behavior, 4th ed. (Cincinnati, OH: South-western Publishing, 2002), pp. 141–147

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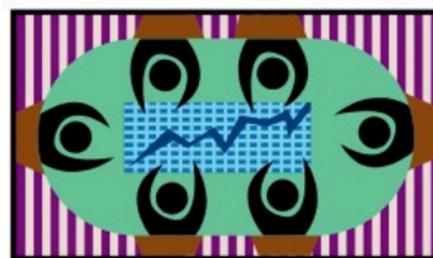
# Understanding Social Networks

- **Social Network**

- The patterns of informal connections among individuals within groups.

- **The Importance of Social Networks**

- Relationships can help or hinder team effectiveness.
- Relationships improve team goal attainment and increase member commitment to the team.



# Terms to Know

- group
- forming stage
- storming stage
- norming stage
- performing stage
- adjourning stage
- role
- norms
- groupthink
- status
- social loafing
- group cohesiveness
- conflict
- traditional view of conflict
- human relations view of conflict
- interactionist view of conflict
- functional conflicts
- dysfunctional conflicts
- task conflict
- relationship conflict
- process conflict
- work teams
- problem-solving team
- self-managed work team
- cross-functional team
- virtual team
- social network structure



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