• Group Work

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Management course material- Chapter 4.-5. page 24.-33.

Group Work

Outline

❑ **Groups and Teams - The Concept**

❑ **Reasons for Joining Groups**

❑ **Types of Groups**

❑ **Stages in Group Development**

Why?

- Entering into an organization…. department, colleauges…
- Interaction, interaction everywhere!

Groupwork, teamwork vs. individual work

Buzzword, like „multitasking"

Group

Group: two or more people who interact with each other, share certain common beliefs, and view themselves as being members of a group.

<u>Members:</u>

- interact on a **continuing basis**;

- have **common beliefs** (that impel people to band together);

- have **shared values**;

- (will come to see themselves as **belonging to a distinct entity**.)

Team

Team: a group whose members interact to achieve a common purpose or goal.

- Special form of task group.

- **So, every team is a group, but not every group is a team.**

Reasons for joining groups

Reasons for joining groups

Two main reasons:

(1) to accomplish a task or goal

(2) to satisfy their social needs

- Interpersonal attraction (towards each other)
- Group activities (soccer, jogging, etc)
- Group goals (fund-raising)
- Instrumental benefits (golf club, professional associations)
- Need satisfaction (Facebook, newly divorced club)

Self-actualization

Esteem needs

Social needs

Safety needs

Physiological needs
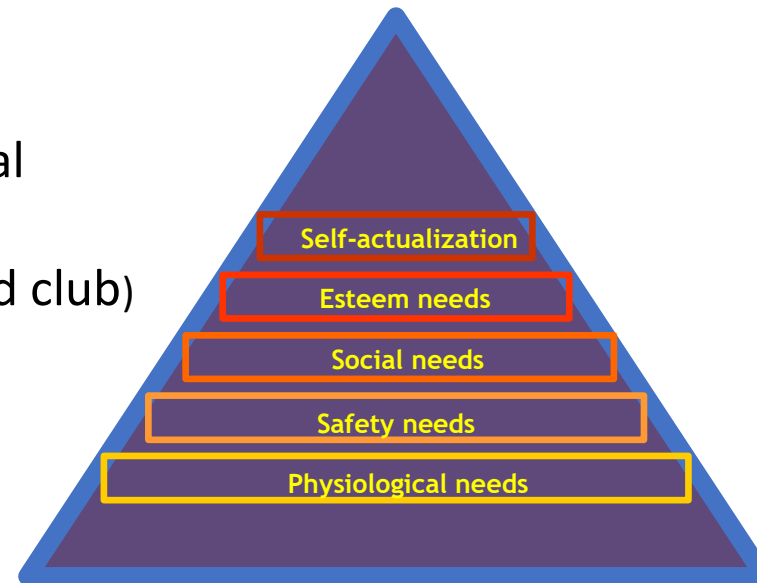
Possible Categorization of Groups

(1) Formal vs. Informal

(2) Command vs. Task vs.
    Interest vs.
    Friendship

(3) Open vs. Closed

Types of Groups (1)

Dimension	Formal	Informal
(1) Major objectives	profit, efficiency, service	member satisfaction, member security
(2) Origin	planned by organization	spontaneous
(3) Influence on members	position authority, monetary rewards	personality, expertise
(4) Communication	flows from top down, uses formal channels	grapevine, person-to-person, using all channels
(5) Leader	appointed by organization	emerges from group
(6) Interpersonal relations	established by job and workflow pattern	developed spontaneously
(7) Control	reliance on threat, use of monetary rewards	strong social sanctions

Types of Groups (2)

Command Group	Represented in the org. chart as subordinates who report directly to a given supervisor.
Task Group	Employees who work together to complete a project or job.
Interest Group	Workers who organize to present a united front on a particular issue - members joined to achieve some common objective.
Friendship Group	Based on common characteristics (e.g., having coffee @ 10 a.m.). Such groups extend their interaction and communication to off-the-job activities.

Types of Groups (3)

Open Groups:

- frequently changes its members
- fluctuation on dimensions of individual power and status
- more subject to disruption because of changing membership
- more adaptable to change
- better for developing new ideas

Closed Groups:

- relatively stable membership
- well-established status relationships
- stronger commitment
- focus is more on the long-term issues, more effective for long-range planning

Size

Has **detectable effects on performance**.

Larger groups: individuals' contribution are somehow diminished (total resources are increased).

Groups of 5-7: most problem-solving tasks

Larger groups:

- Authoritarian leadership is more accepted.
- More likely to have formalized rules & set procedures.
- Job satisfaction is lower.
- Productivity may reach a point of diminishing returns
- the average productivity per group member decreases as the size of the group increases - group's effort is less than the actual sum of contributions.

Just a little sidelook – inside a committee

- The more difficult the topic, the easier is to done with it. Why?

- Nuclear power plant vs. bicycle storage

- (of course these are just examples…
  Nucl. Power plant can be: the strategy of the company, models and calculations of digital transformation, etc

- Bicycle storage can be: cleaning of the corridor, behaviour of the security man, etc)
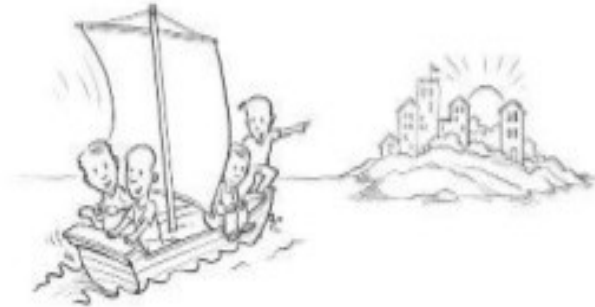
Stages in Group Development

Forming

Storming

Norming

Performing

Stages in Group Development

Groups are not static but **change and develop over time**:

Stages (Tuckman)	
Forming	Testing of (un)acceptable actions. Problems associated with starting a group are also part of this stage.
Storming	Involves intragroup conflict - members wrestle with how power and status will be divided.
Norming	Feelings of cohesiveness develop - cooperation and a sense of shared responsibility are primary themes.
Performing	The group has established a flexible network of relationships that aids task accomplishment. The group's energy is focused on successful performance.

Stages in Group Development
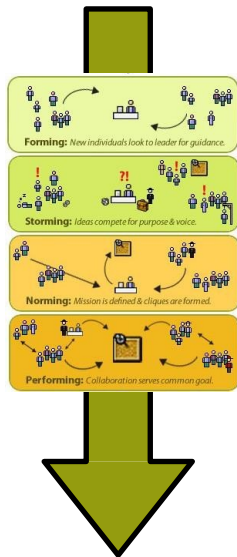
Stages	Concerns
Forming	Testing & Dependency
Storming	Division of Power
Norming	Rule Making
Performing	Accomplishing Goals
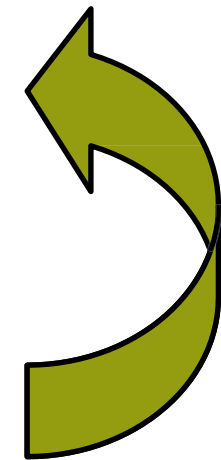
New task

+5th stage: Adjourning

- **Summing up the results,**
- **Evaluating the performance**

- **https://www.youtube.com/watch?v=2QbXc6E08H4**

Facts to clarify

- **Status**
- **Norms**
- **Cohesiveness**

Status

Status is the social ranking or social worth of an individual because of the position s/he fulfills in a group.

- Status is made up by **numerous factors**: salary, title, seniority, power.

- **Status incongruence** – some of the factors above that are being perceived: **not in sync**

Norms

Norms are **standards of behavior** that the group accepts and expects from its members. (written & unwritten)

Primary purposes of norms:

(1) To give members a useful frame of reference for explaining and comprehending their group

(2) To identify the appropriate and inappropriate conduct

Cohesiveness is…

... the extent to which members are attracted to a group and desire to remain in it.

... the sum of all forces acting on individuals remain in the group.

Sharing work within a team

Ability to perform

Low ⟶ High

Willingness to perform

Failure	Low Performance
Risk	Success

High
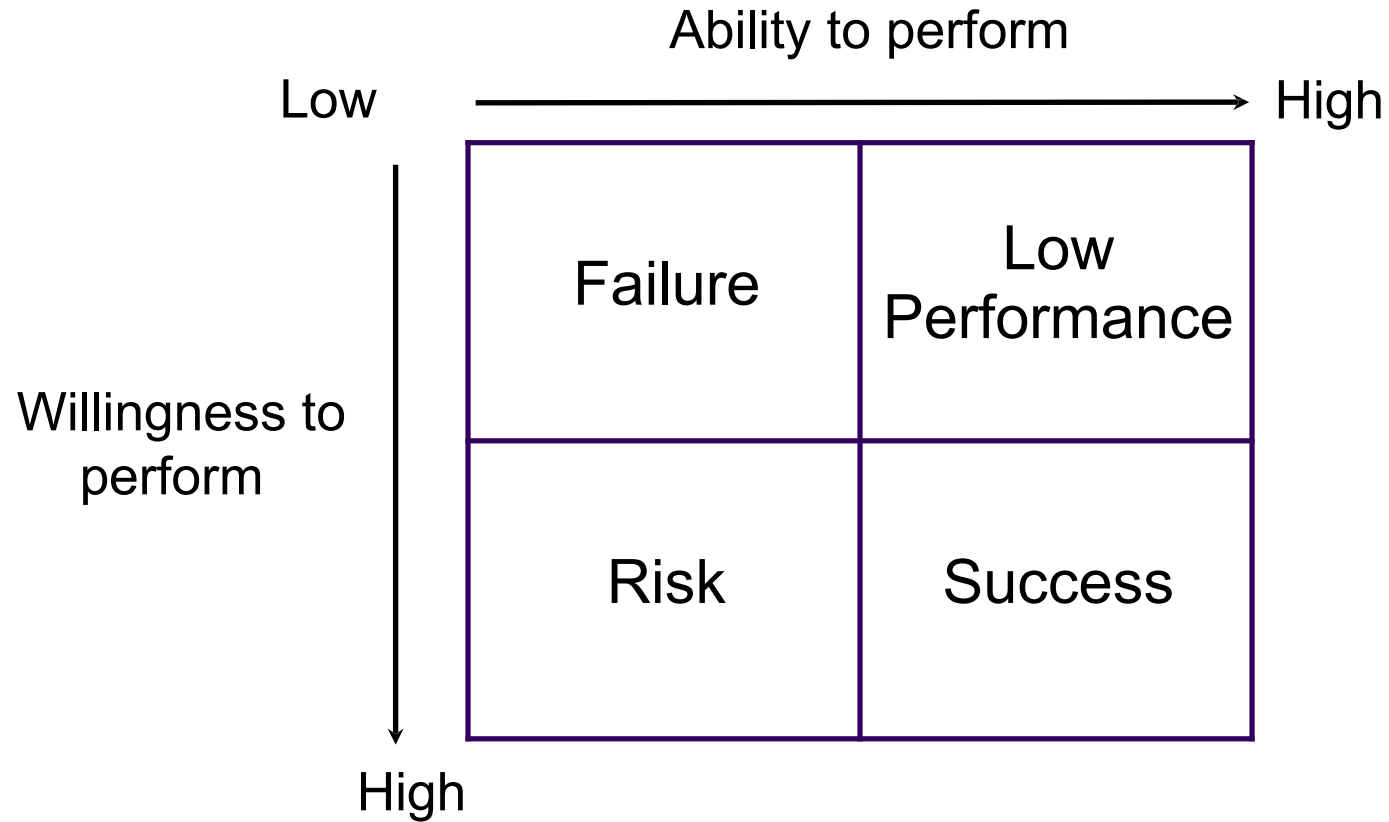
Brainstorming

- At the **divergent** phase of the problem-solving thinking
- **HAS TO BE SEPARATED FROM THE CONVERGENT PHASE! (So, the idea-generation and the evaluation has to be separated.)**
- 6-12 members
- Facilitator (writes to a flipchart, table, etc)
- Say your ideas loud and clear
- One idea leads to another
- Diverse: mixed by age, gender, profession + 1-2 not competent person (1 question from a non-prof can be more useful, than the opinion of 10 experts)
- BUT homogeneus: the status should be ….. equal.

Brainstorming

Brainstorming

FLIP CHART, CAPITAL LETTER

Brainstorming

FLIP CHART, CAPITAL LETTER
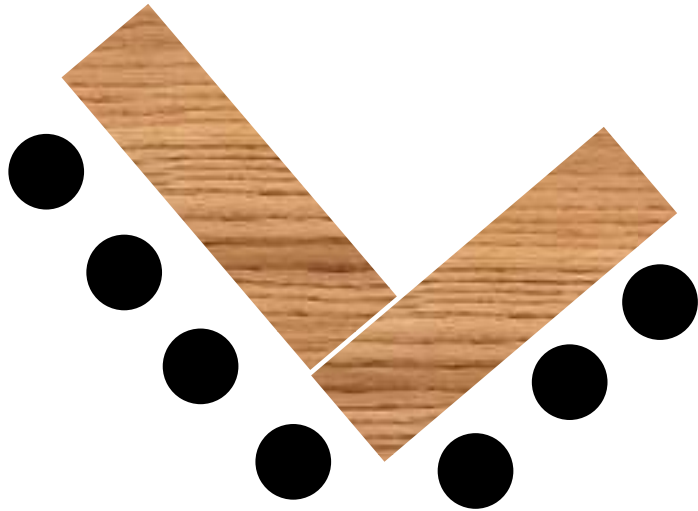
In reality

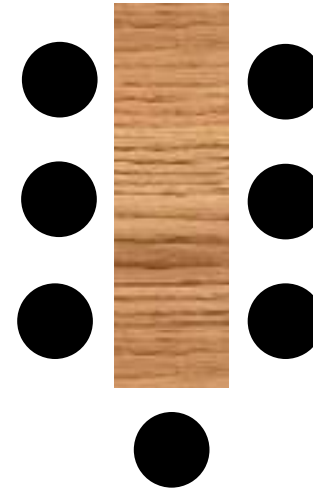# BRAINSTORMING
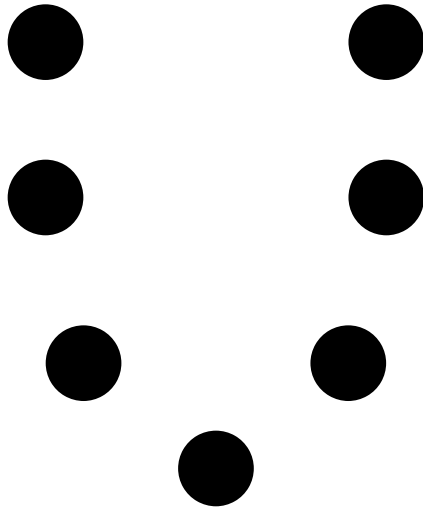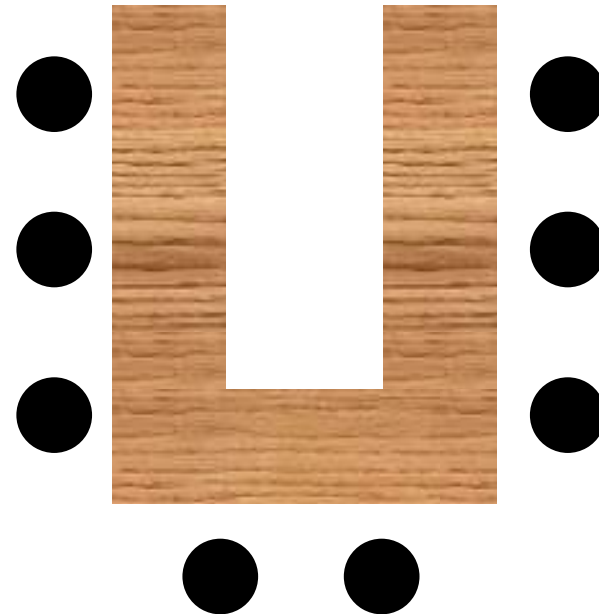
BRAINSTORMING

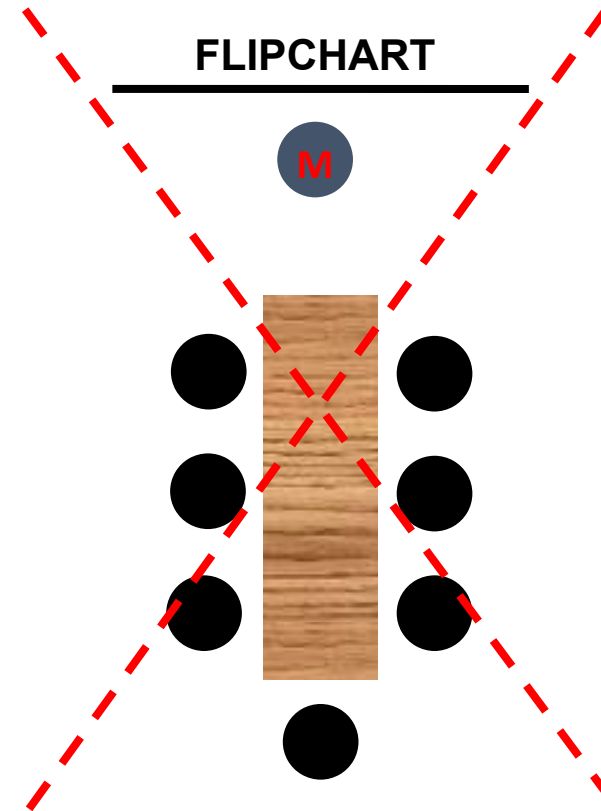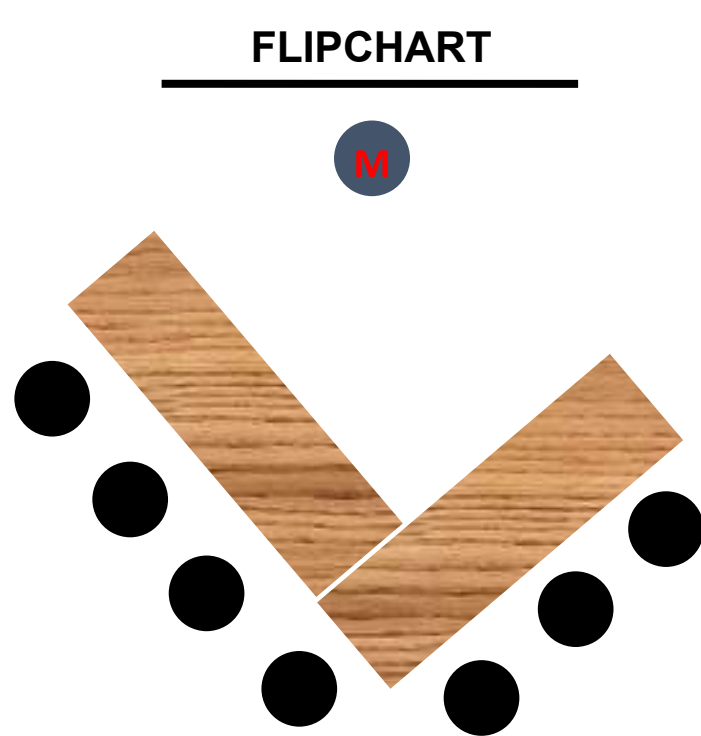**FLIPCHART**

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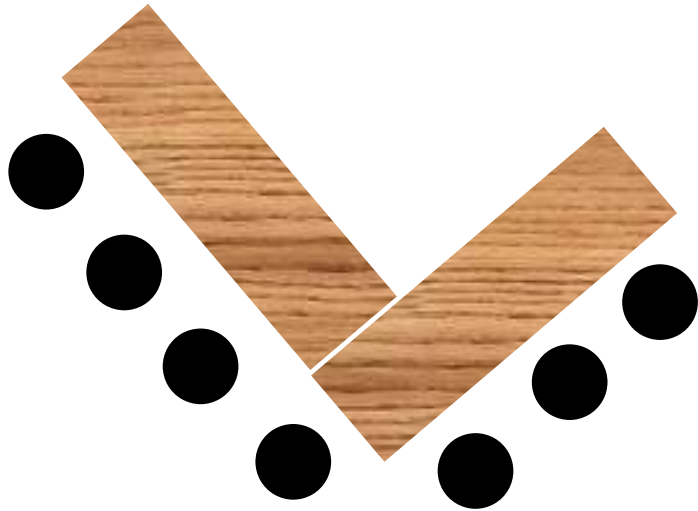
BRAINSTORMING

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RULES

1. Do not criticize!

BRAINSTORMING

RULES

1. **Do not criticize!**

2. **Let your imagination fly!** (a bad idea also can create a good

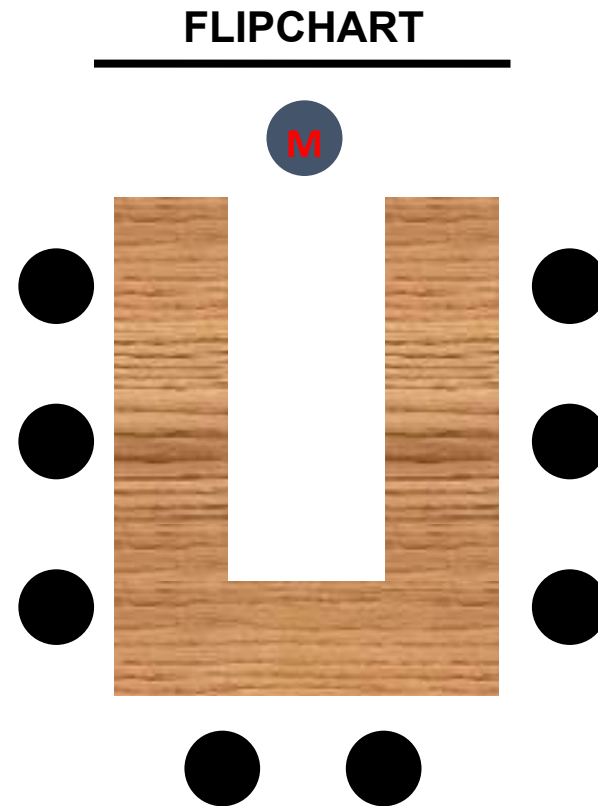   one)

BRAINSTORMING

RULES

1. **Do not criticize!**

2. **Let your imagination fly!** (a bad idea also can create a good one)

3. **Focus on the quantity!** („quantity creates quality")

4. **Find the opportunities in combining and developing**!

BRAINSTORMING

Hard to handle colleauges:
- Shy
- Loudmouthed

ELECTRONIC BRAINSTORMING

ELECTRONIC BRAINSTORMING

Obstacles to overcome:

—**PRODUCTION BLOCKING**

ELECTRONIC BRAINSTORMING

Obstacles to overcome:

—**PRODUCTION BLOCKING**

—**FEAR OF BEING EVALUATED**

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