

GHANA
INSTITUTE OF
MANAGEMENT
AND PUBLIC
ADMINISTRATION



GROUP DYNAMICS AND TEAM BUILDING

Introduction



- The very highest leader is barely known by men.
- Then comes the leader they know and love.
- Then the leader they fear.
- Then the leader they despise.
- The leader who does not trust enough will not be trusted.

Introduction Cont'd.



- But of the best, when their work is done, the people all remark 'We have done it ourselves'.
- Translated from Lao Tzu, Chinese Taoist philosopher, 6 BC

Definition



- Two or more individuals interacting in which the existence of all (the existence of the group as a group) is necessary for the needs of the individual group members to be satisfied (Hersey, Blanchard & Johnson, 1998)
- Two or more persons who are interacting with one another in such a manner that each person influences and is influenced by each other person (Shaw, 1981:8)

Definition CONT'D...



- Any number of people who:
 - interact with one another
 - are psychologically aware of one another - perceive themselves to be a group
- A group is different from a mere collection of individuals, be they a crowd, a rabble or some random gathering, who have no real interaction between them and consider themselves more as individuals within a group rather than as members of a group

Classification Of Groups

- a. **FORMAL GROUPS**
- A designated work group defined by the organisation's structure:
- established by management
- defined in terms of their purpose and roles
- official in that they have appropriate authority and are provided with financial and physical resources



Classification Of Groups CONT'D...

• b. **INFORMAL GROUPS**

- A group that is neither formally structured nor organisationally determined;
- appears in response to the need for social contact
- they draw their own norms (rules) of behaviour from among themselves
- their first loyalty tends to be towards their fellow group members rather than to the organisation as a whole;



Classification Of Groups CONT'D...

- their goals are decided more by what they feel is right for them rather than by what is laid down for them by the management;



Classification Of Groups Cont'd



- their behaviour is derived more from interpersonal relationships than by any role allocated by the management
- their behaviour may or may not be in line with what their organisation expects;
- group leadership is likely to be exercised on a charismatic basis rather than on legitimate authority and power rather than authority is more influential;

Classification Of Groups Cont'd

- informal groups generally meet social and security needs before other needs;
- informal groups are likely to be less permanent than formal groups



Classification Of Groups Cont'd



- **Open Groups:** These groups are very open where joining is relatively easy. Such groups can be 'online communities' and whether you interact daily, monthly or occasionally does not matter. E.g.. Facebook, LinkedIn
- However, membership can be limited in terms of available and accessible technologies and same interests.

Classification Of Groups Cont'd



- **COMMAND GROUP**

- A manager and his or her immediate subordinates.

- **TASK GROUP**

- Those working together to complete a job task.

- **INTEREST GROUP**

- Those working together to attain a specific objective with which each is concerned.

Classification Of Groups Cont'd

- **FRIENDSHIP GROUP**
- Those brought together because they share one or more common characteristics



Why Do People Join Groups?



- There is no single reason; different groups provide different benefits for their members. Most popular reasons are related to our needs for:

1. SECURITY

There is strength in numbers; we can reduce the insecurity of standing alone. We feel stronger, have few doubts and are more resistant to threats. This often explains the appeals for unions.

Why Do People Join Groups?

Cont'd

2. **STATUS**

Groups can promote prestige, recognition and status.

3. **SELF - ESTEEM**

Groups can provide people with feelings of self-worth.

4. **AFFILIATION**

People enjoy the regular interaction that comes with group membership. Work groups significantly contribute to fulfilling the needs for friendship and social relations



Why Do People Join Groups?

Cont'd

5. POWER

- one of the appealing aspects of groups is that they represent power. What often cannot be achieved individually becomes possible through group action;
- informal groups additionally provide opportunities for individuals to exercise power over others;
- groups can offer power without a formal position of authority in the organisation.



Why Do People Join Groups?

Cont'd

6 GOAL ACHIEVEMENT

- There are times when it takes more than one person to accomplish a particular task- there is a need to pool talents, knowledge, or power in order to get a job completed. In such instances, management will rely on the use of a formal group



Groups



- The principal elements of a group are individuals in membership. A group is a set of people, there is a psychological contract and mutual accountability between members of a group. For a set of people to qualify as a group, they must be related to one another in some definite way.

Groups cont'd



- The group has a purpose which is clear and understood by all. It has its own goals and is committed to them.
- There is group identification where members feel they are equally valued with a focus on group rather than individual performance. There must be results from working together as a group which could not be achieved by members working on their own.

Groups cont'd



- A group would have clear and common goals and hold themselves mutually accountable. An arbitrary collection of people such as individuals crossing a road at the same time, do not constitute a group.
- It is not similarity or dissimilarity that decides whether two individuals belong to the same group but rather it is social interaction and some form of interdependence.

Groups cont'd



- A group therefore is a collection of individuals who have relation to one another that make them interdependent to some significant degree.
- Groups share norms about something. There is therefore a deeper rather than a transitory relationship of interaction and communication.

TEAMS AND GROUPS

A *Team* refers to

- Two or more people psychologically contracted together to achieve common goals
- Individuals involved share responsibility and accountability for outcomes

A *Group* is similar to a team except

- No psychological contract is involved
- No interdependency is assumed
- However, the two can be used interchangeably.



GROUP DYNAMICS



- Concerned with how groups form, their structure, processes, and how they function as a unit.
- Concerned with the study and analysis of any form of interaction that occurs within group contexts

WHY WE FORM DIFFERENT TYPES OF GROUPS

■ Safety:

*- the notion of safety in numbers.
Being part of a group is critical to our survival*

■ Belongingness:

Being part of a group is necessary for healthy psychological development and identity because it provides a sense of self beyond our physical life



WHY WE FORM DIFFERENT TYPES OF GROUPS cont'd

–In-Group and Out-Group



In-group Bias: this phenomenon occurs where one's own group members are perceived to possess qualities and attributes not possessed by out-group.

WHY WE FORM DIFFERENT TYPES OF GROUPS cont'd



- Such bias can be between groups (favouring members of your own group) and even within groups (favouring selected members of your group over other members)
- Creating or reinforcing an 'us' and 'them' distinction has often been used as a way of uniting teams towards performance especially by getting a team to compete against 'other teams' thus creating strong identification with one's own team or in-group.

WHY WE FORM DIFFERENT TYPES OF GROUPS cont'd



- However, strong identification with a team over time can lead to some problematic relations such as prejudice, distrust, hatred and anger towards members of different out-groups.

GROUP PROPERTIES AND PROCESSES



- Social Impact and Group size
- Social facilitation
- Conformance and obedience
- Groupthink
 - Harmony?
- Social loafing
 - The withdrawal of effort

GROUP PROPERTIES AND PROCESSES cont'd



- ***Social Impact:*** Refers to the
 - Strength of ties between individuals interacting in a group.
 - The spatio-temporal closeness of the individuals
 - The size of the group.
 - It is an important factor in the richness and quality of communication between people interacting in the group together.

GROUP PROPERTIES AND PROCESSES cont'd



- Social Impact theory is concerned with how a social system influences people to behave and think in certain ways.
- How people perform in the group is a function of how well they know each other and trust each other.

GROUP PROPERTIES AND PROCESSES cont'd



- The size of a group is a critical component in how groups perform.
- The larger the group, the lower the social impact.
- An online group like (Facebook, Twitter) would be perceived to have a low social impact and is therefore usually seen as unable to get complex tasks completed because they lack close ties, are spatio-temporally distant and lacking the closeness in a small group to perform tasks.

GROUP PROPERTIES AND PROCESSES cont'd

- ***Conformity and Obedience:***
Certain spoken or unspoken rules are set in the group and members are expected to conform.
- This explains why people tend to follow or conform blindly to the group even when what the group is doing is clearly wrong.



GROUP PROPERTIES AND PROCESSES cont'd



- ***Groupthink:*** Similar to conformity, it is a term coined by Irving Janis who was intrigued by how teams arrive at devastating decisions.
- When this occurs, the team reinterprets information so that members can avoid any thinking that might disrupt the team culture, sometimes leading to a belief that, together, the team can overcome any obstacle faced

GROUP PROPERTIES AND PROCESSES cont'd



- ***Social Loafing:*** Also known as shirking, free riding or laziness. It refers to a situation in which members of a group exert less work effort than their peers.
- One reason for this is that, people feel less accountable for their behaviors when they know other people will pick up the slack.
- In such situations, it is more effective to use individuals in competition with each other rather than a team that relies on cohesion and the equal input of many individuals.

The stages of group development by Bruce W. Tuckman

1st stage: Forming

- In this first stage, individuals strive to be accepted by each other. Conflict or controversy is often avoided.
- Major feelings and related issues are also avoided.



1st stage



- People within the group are focused on creating routines such as the organizational structure of the team, who is responsible for what, when the team will meet, the location that they'll meet, etc.
- Additionally during this stage, individuals are taking in information and creating impressions of each other.

1st stage cont'd



- This is also being done for the task to be accomplished.
- During this time, not much is accomplished in terms of driving towards the goal (the task the group was created to complete).

2nd stage

2nd stage: Storming

- During the 2nd stage, individuals begin to challenge each other in an effort to start addressing issues.
- There will be minor arguments but they will pass rather quickly.
- The subjects of the confrontations are likely to be related to the work of the group or even responsibilities within the group.



2nd stage cont'd



- Select members may stress the importance of attacking the real issues at hand while others may wish to remain in the comfort of stage 1 (forming) .
- Depending on the culture of the organization and individuals, conflict will likely be suppressed but will be there under the surface.

2nd stage cont'd

- To settle conflict, individuals may believe that they are losing or winning battles and will cite rules or instructions to minimize the constant conflict.



3rd stage

3rd stage: Norming

- In stage 3, the group begins to “come together.”
- The “rules of engagement” are established and the group’s responsibilities or tasks have been clearly defined and agreed upon.



3rd stage cont'd



- Now past their arguments, members now understand each other, and have an appreciation for each other's skills. Individuals now support each other—that is they feel that they are now part of a cohesive and effective group.
- Any pressure for additional change at this point may be faced by resistance for fear of the group dissolving or regressing to the storming stage (2nd stage).

4th stage

4th stage: Performing

- The fourth stage can be described by a state of flexibility and a state of interdependence.
- Not all groups are able to reach this stage.
- Members of the group now understand each other very well and have a sense of trust.



4th stage cont'd



- Roles and responsibilities change as needed, almost seamlessly.
- Group morale, identity, and loyalty are at an all time high. As members are now people-oriented and task-oriented, the energy of the group can now be directed toward completion of the task(s).

5th stage



- **5th stage: Adjourning**
- Bruce W. Tuckman added a fifth stage known as “Adjourning.” This stage refers to the dissolving of the group, likely after it has completed its task(s) and hence fulfilled its purpose.
- Some teams such as project teams only adjourn in the sense that they have completed their given task, but remain a formal team that goes on to work on new projects.

The operation of the team



- 3. There is a focus on achieving results.
- 4. The atmosphere is open and supportive, with a focus on learning. Humour is widely used to lighten the mood, create energy and relieve tensions.
- 5. The team is able to develop many alternatives when problem solving.
- 6. Members feel that they are equally valued.
- 7. There is a focus on team, rather than individual performance.

The operation of the team contd.

- There is diversity among the membership.
- 9. Relationships between members are strong.
- 10. Communication between team members and with those outside is frequent and effective.
- 11. Team members work with an appropriate amount of information. This avoids arguments rooted in ignorance and enables the team to focus on facts and issues rather than personalities.



The operation of the team contd.



- 12. All members participate and are listened to; no one dominates.
- 13. Ideas and behaviors are challenged, in order to get better results.
- 14. Leadership is shared and moves around the team members - each taking a lead on particular things.

The operation of the team contd.

- 15. Issues of power and control have been openly discussed and resolved. Initially this is through seeking consensus. If this fails the most relevant senior manager makes the decision guided by input from the rest of the group or through putting the matter to a vote.

