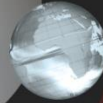


GLOBAL
EDITION



Management

THIRTEENTH EDITION

Stephen P. Robbins • Mary Coulter

CREATING AND MANAGING TEAMS

13

LEARNING OBJECTIVES

1. **Define** groups and the stages of group development.
2. **Describe** the major components that determine group performance and satisfaction.
3. **Define** teams and best practices influencing team performance.
 - **Know how** to maximize outcomes through effective negotiating.
 - **Develop your skill** at coaching team members.
4. **Discuss** contemporary issues in managing teams.



WHAT IS A GROUP?

- ▶ **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.
 - ▶ **Informal groups**
 - Groups that are independently formed to meet the social needs of their members.



EXHIBIT 13-1

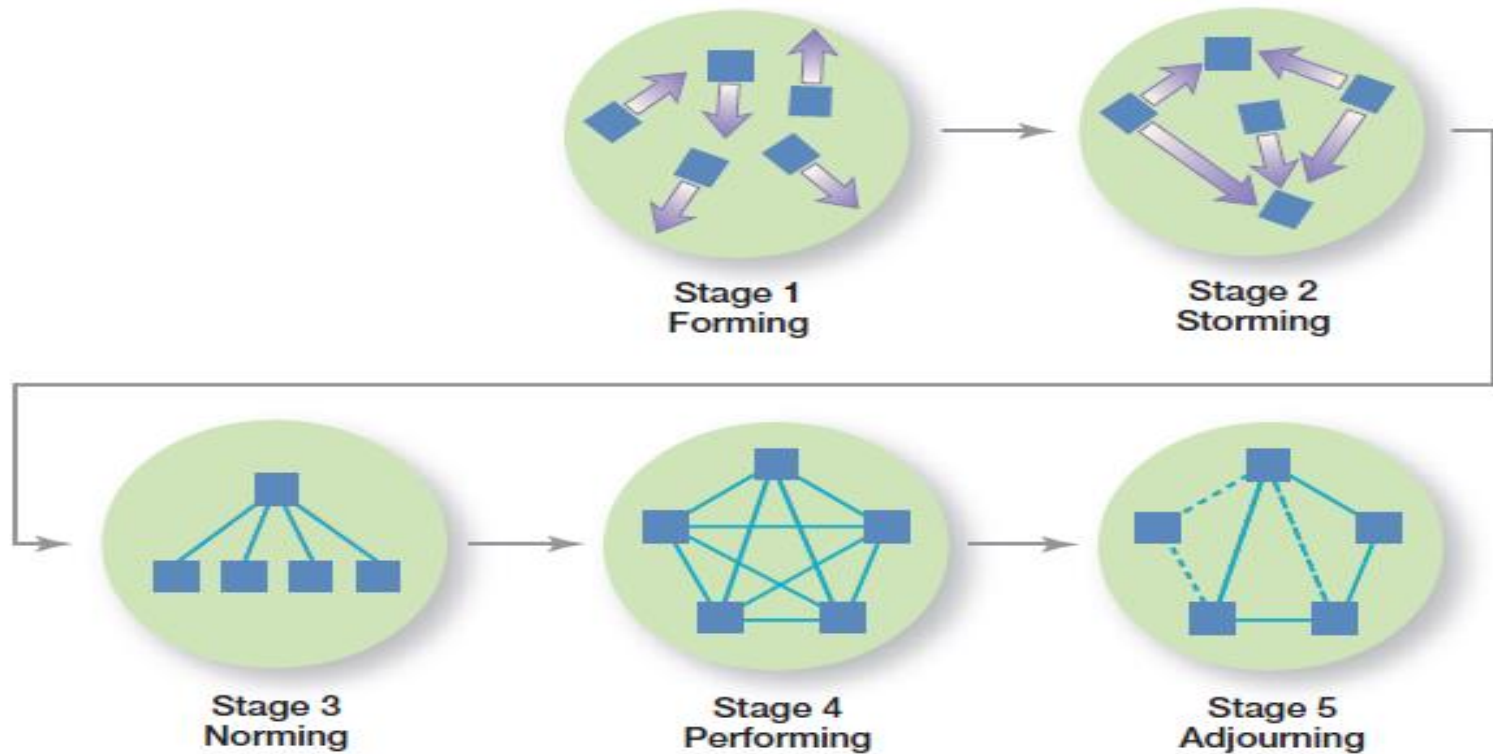
EXAMPLES OF FORMAL WORK GROUPS

- *Command groups*—Groups determined by the organizational 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 when the task is completed, the group disbands.
- *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 that, in addition to their own tasks, take on traditional managerial responsibilities such as hiring, planning and scheduling, and evaluating performance.

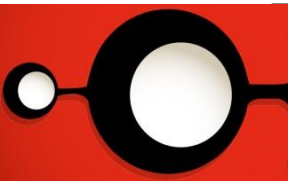
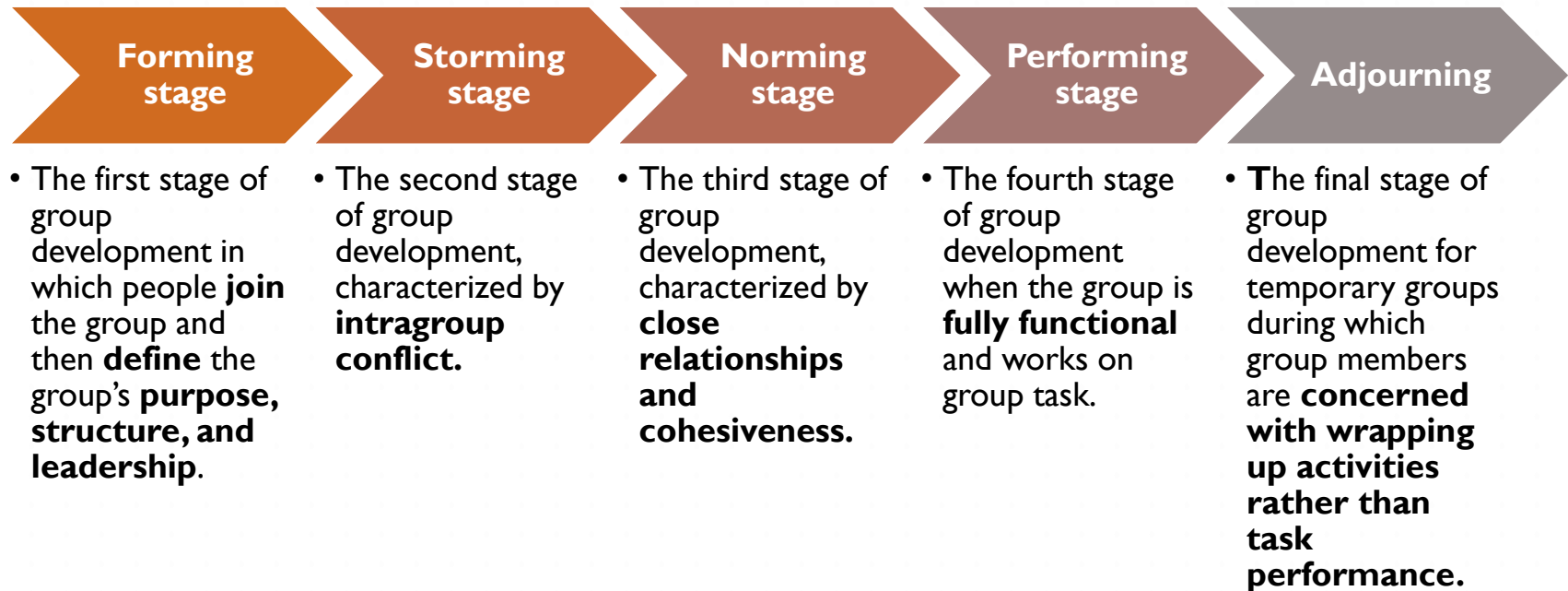


EXHIBIT 13-2

STAGES OF GROUP DEVELOPMENT



STAGES OF GROUP DEVELOPMENT



WORK GROUP PERFORMANCE AND SATISFACTION

► Why are some groups more successful than others?

The abilities of the group's members

The size of the group

The level of conflict

The internal pressures on members to conform to the group's norms

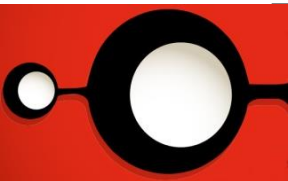
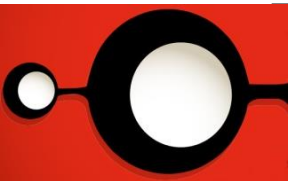
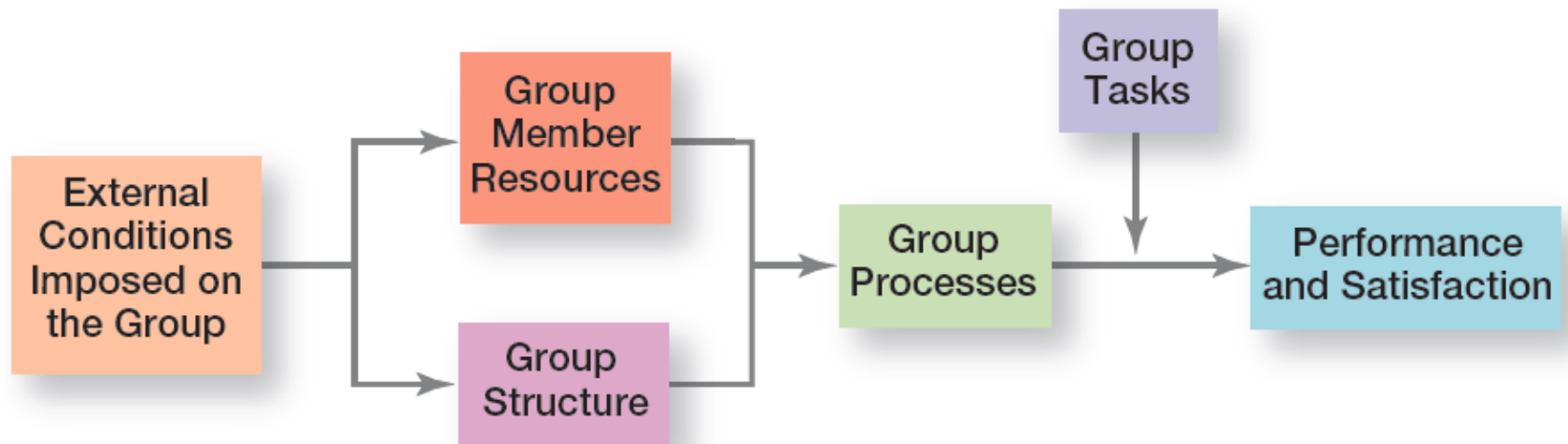


EXHIBIT 13-3

GROUP PERFORMANCE/SATISFACTION MODEL



EXTERNAL CONDITIONS IMPOSED ON THE GROUP

- ▶ Work groups are affected by the **external conditions** imposed on it:

The organization's strategy

Authority relationships

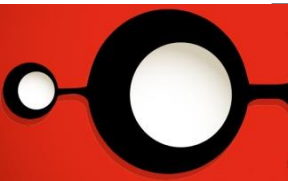
Formal rules and regulations

Availability of resources

Employee selection criteria

The performance management system and culture

The general physical layout of the group's work space



GROUP MEMBER RESOURCES

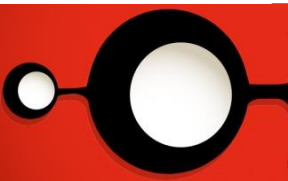
- ▶ A group's performance potential depends to a large extent on the resources each individual brings to the group, including:

Knowledge

Abilities

Skills

Personality
traits



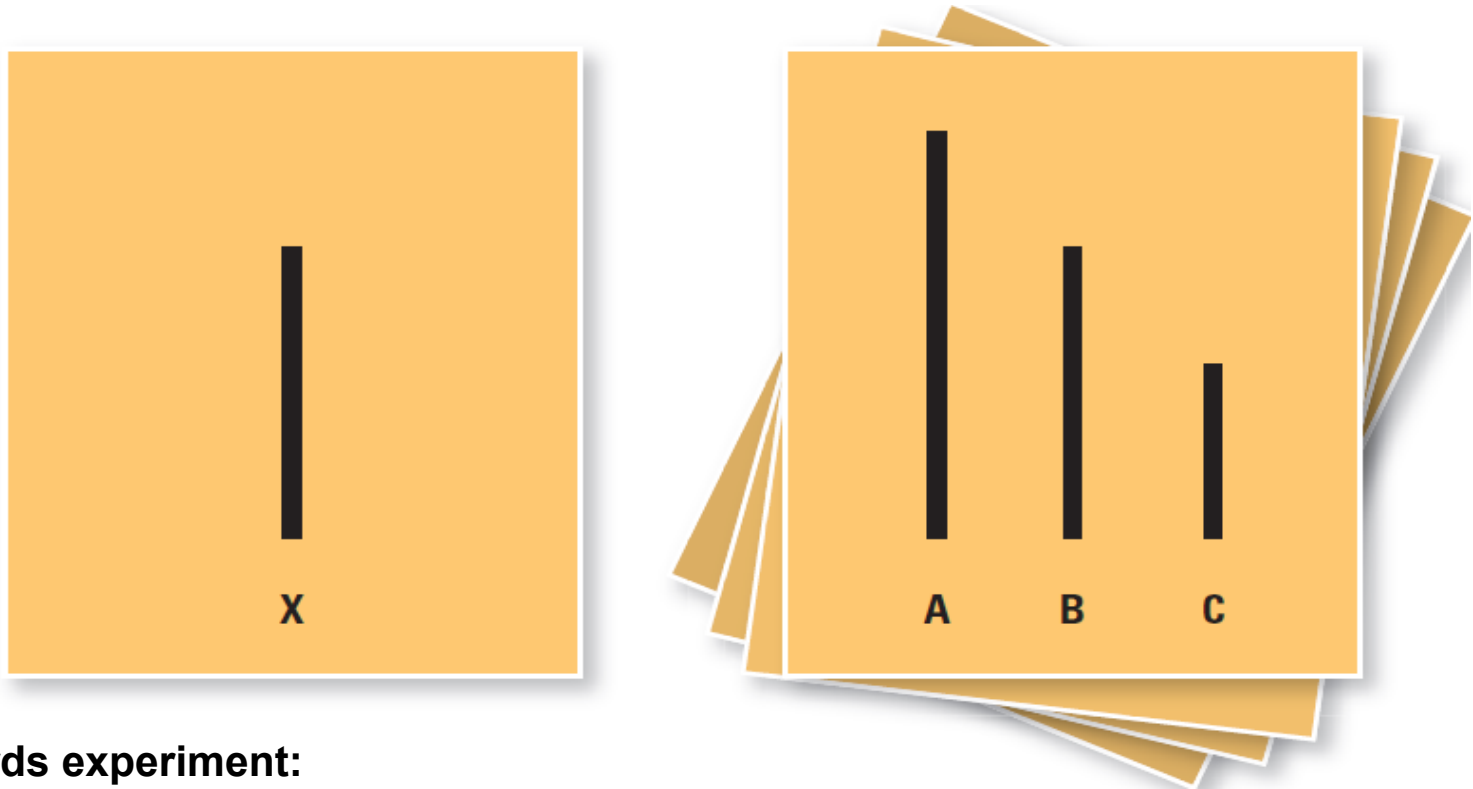
GROUP STRUCTURE

Role	<ul style="list-style-type: none">• Behavior patterns expected of someone occupying a given position in a social unit.
Norms	<ul style="list-style-type: none">• Standards or expectations that are accepted and shared by a group's members.
Groupthink	<ul style="list-style-type: none">• When a group exerts extensive pressure on an individual to align his or her opinion with that of others.
Status	<ul style="list-style-type: none">• A prestige grading, position, or rank within a group.
Social loafing	<ul style="list-style-type: none">• The tendency for individuals to expend less effort when working collectively than when working individually.
Group Cohesiveness	<ul style="list-style-type: none">• The degree to which group members are attracted to one another and share the group's goals.



EXHIBIT 13-4

EXAMPLES OF ASCH'S CARDS



Asch's cards experiment:

<https://www.youtube.com/watch?v=sno1TpCLj6A>

Other social experiment:

<https://www.youtube.com/watch?v=MEhSk71gUCQ>

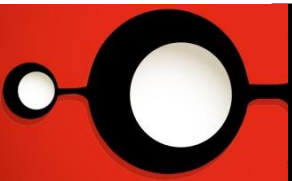


EXHIBIT 13-5

GROUP COHESIVENESS AND PRODUCTIVITY

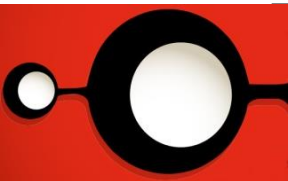
		Cohesiveness	
		High	Low
Alignment of Group and Organizational Goals	High	Strong Increase in Productivity	Moderate Increase in Productivity
	Low	Decrease in Productivity	No Significant Effect on Productivity



GROUP STRUCTURE (CONT.)

▶ Group Size

- ▶ Small groups are faster than larger ones at completing tasks
- ▶ Large groups consistently get better problem solving results than smaller ones
- ▶ Amazon founder and CEO Jeff Bezos uses a “two-pizza” philosophy; that is, a team should be small enough that it can be fed with two pizzas.



GROUP STRUCTURE (CONT.)

- ▶ **Group Processes** - processes that go on within a work group determines group performance and satisfaction, including:

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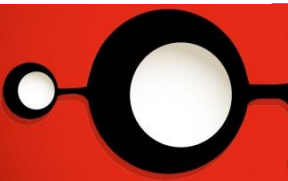
Communication

A brown rectangular box containing the words "Decision-making" in white text.

Decision-
making

A grey rectangular box containing the words "Conflict management" in white text.

Conflict
management



GROUP STRUCTURE (CONT.)

- ▶ **Group Decision-making** – most organizations use groups to make decisions.



Advantages of group decision-making

- More complete information and knowledge
- A diversity of experience and perspectives
- Increased acceptance of a solution

Disadvantages of group decision-making

- Groups almost always take more time to reach a solution
- Dominant and vocal minority can influence the decision
- Groupthink

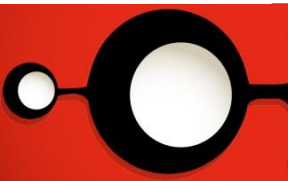
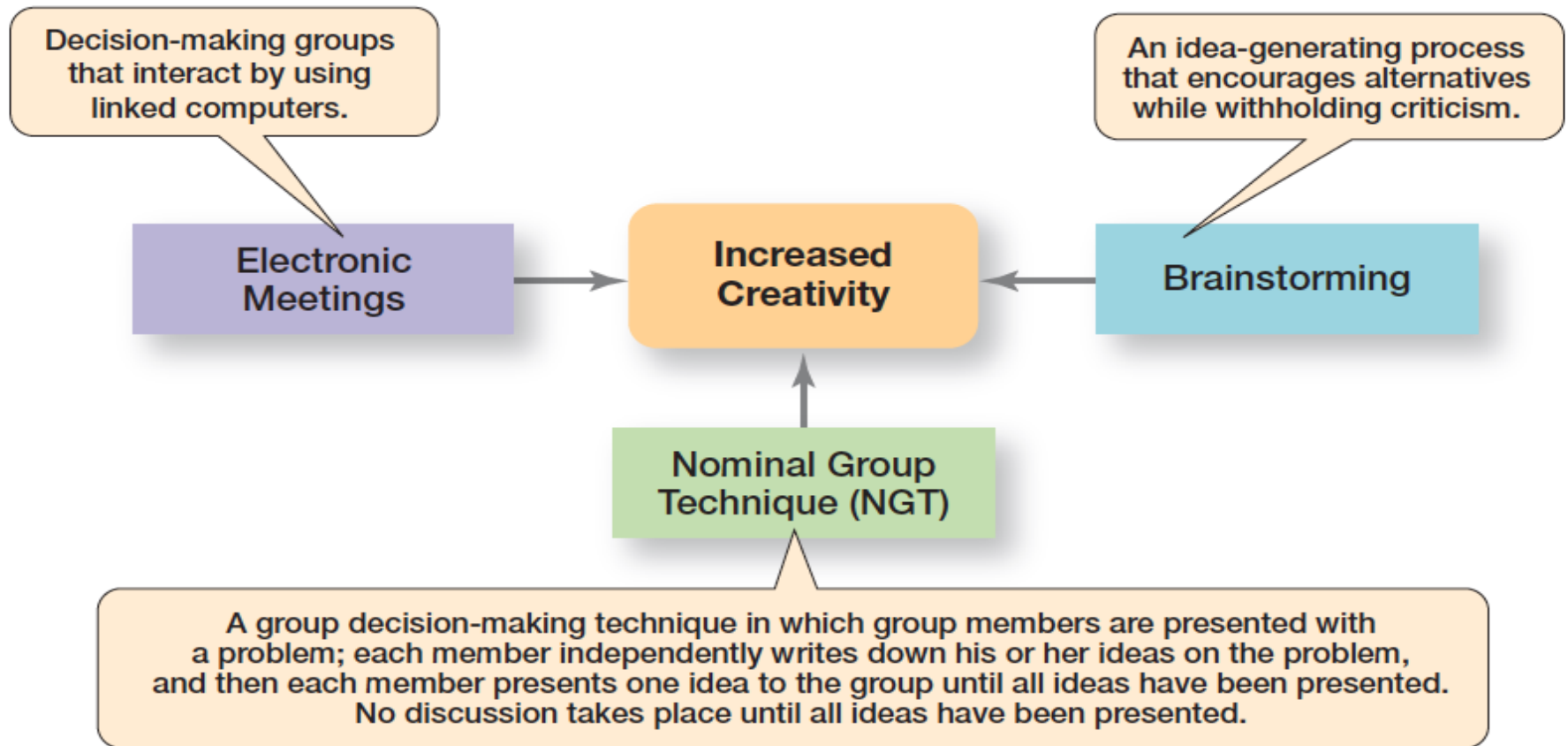


EXHIBIT 13-6

CREATIVE GROUP DECISION MAKING



CONFLICT MANAGEMENT

- ▶ **Conflict** – perceived incompatible differences that result in interference or opposition.

Three different views have evolved regarding conflict

Traditional view of conflict

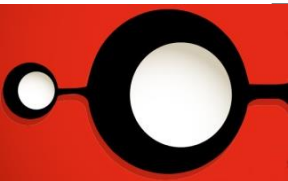
- The view that **all conflict is bad and must be avoided.**

Human relations view of conflict

- The view that **conflict is a natural and inevitable outcome in any group.**

Interactionist view of conflict

- The view that **some conflict is necessary** for a group to perform effectively.



CONFLICT MANAGEMENT (CONT.)

The interactionist view doesn't suggest that all conflicts are good

Functional conflicts – conflicts that **support** a group's goals and improve its performance.

Dysfunctional conflicts – conflicts that **prevent** a group from achieving its goals.

It depends on the type of conflict, such as >>

Task conflict

Relationship conflict

Process conflict

- Conflicts over content and goals of the work.

- Conflict based on interpersonal relationships.

- Conflict over how work gets done.

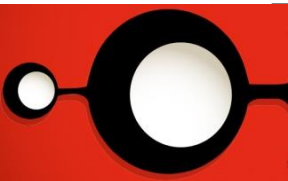


EXHIBIT 13-7

CONFLICT AND GROUP PERFORMANCE

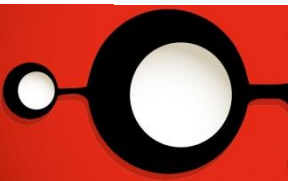
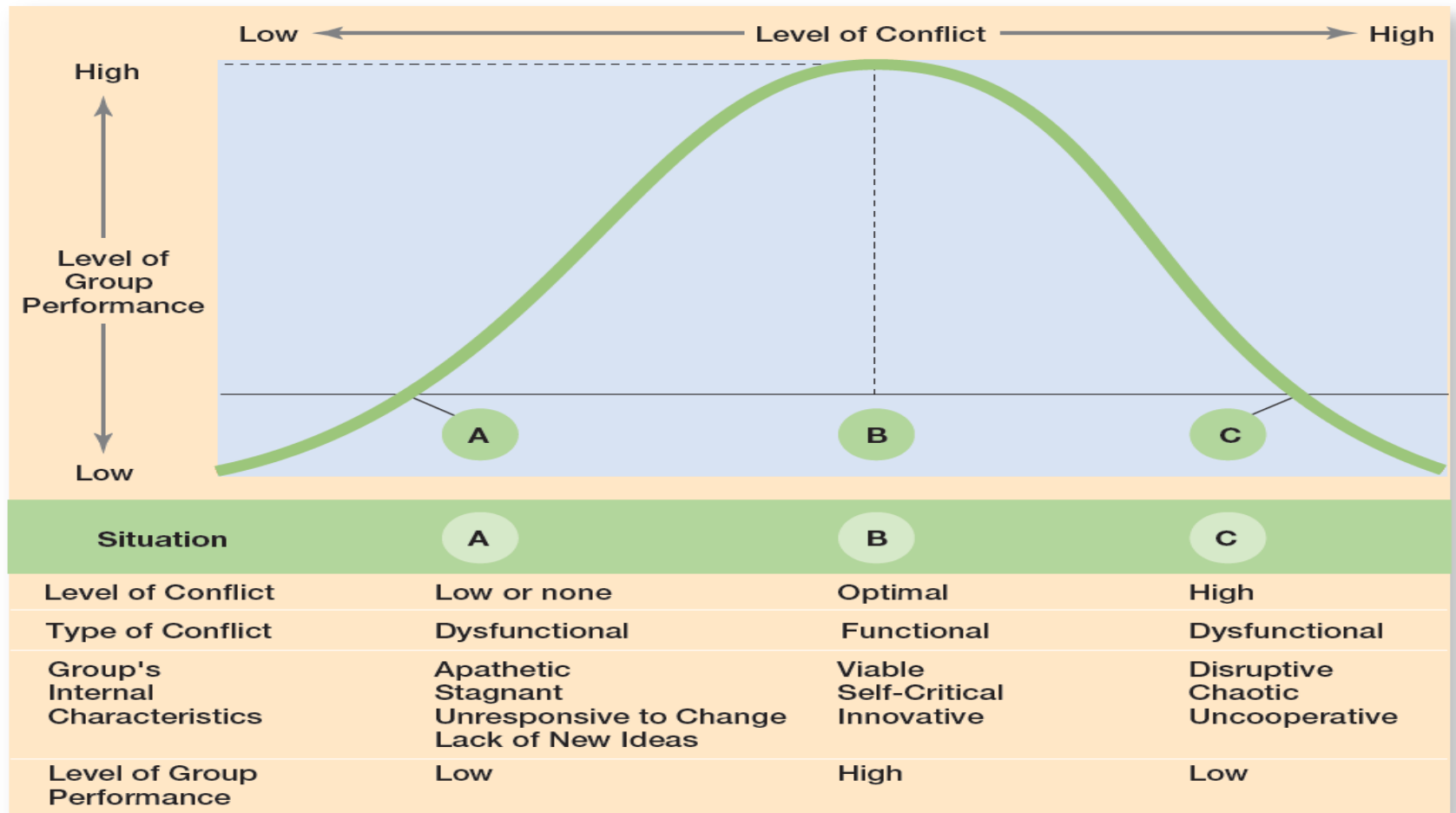
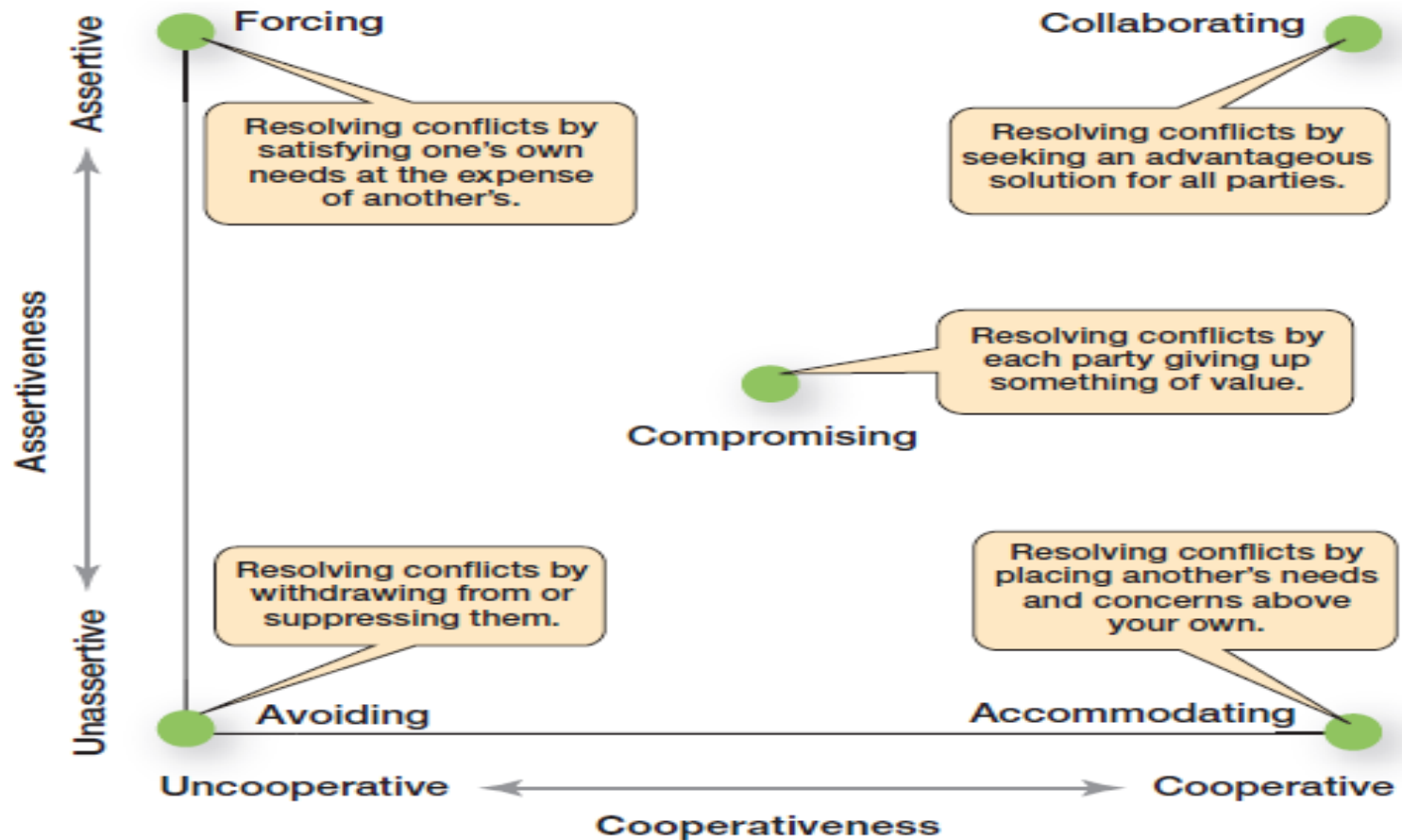


EXHIBIT 13-8

CONFLICT-MANAGEMENT TECHNIQUES



TURNING GROUPS INTO EFFECTIVE TEAMS

- ▶ **Work teams** – groups whose members work intensely on a specific, common goal using their positive synergy, individual and mutual accountability, and complementary skills.

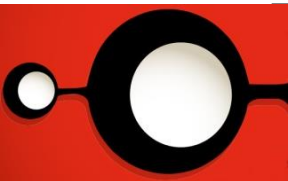


EXHIBIT 13-9

GROUPS VERSUS TEAMS

Work Teams

- Leadership role is shared
- Accountable to self and team
- Team creates specific purpose
- Work is done collectively
- Meetings characterized by open-ended discussion and collaborative problem-solving
- Performance is measured directly by evaluating collective work output
- Work is decided upon and done together
- Can be quickly assembled, deployed, refocused, and disbanded

Work Groups

- One leader clearly in charge
- Accountable only to self
- Purpose is same as broader organizational purpose
- Work is done individually
- Meetings characterized by efficiency; no collaboration or open-ended discussion
- Performance is measured indirectly according to its influence on others
- Work is decided upon by group leader and delegated to individual group members



TYPES OF WORK TEAMS

Problem-solving team

- A team from the same department or functional area that's involved in efforts to improve work activities or to solve specific problems.

Self-managed work team

- A type of work team that operates without a manager and is responsible for a complete work process or segment.

Cross-functional team

- A work team composed of individuals from various functional specialties.

Virtual team

- A type of work team that uses technology to link physically dispersed members in order to achieve a common goal.

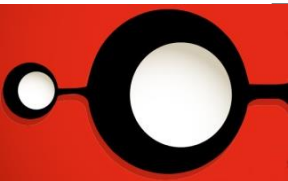
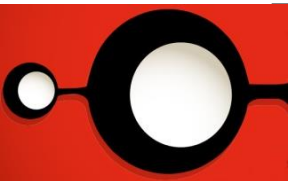
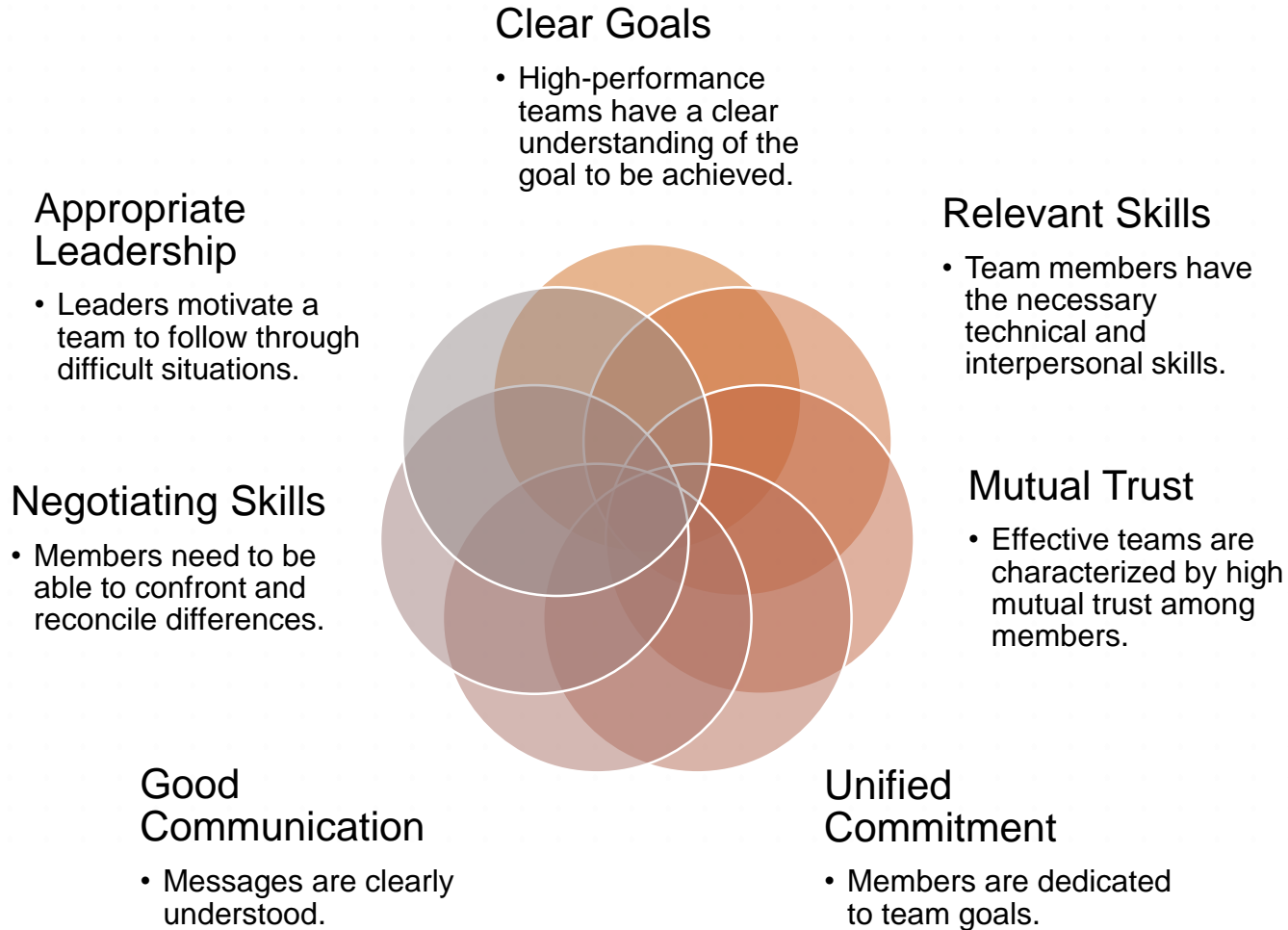


EXHIBIT 13-10

CHARACTERISTICS OF EFFECTIVE TEAMS



CREATING EFFECTIVE WORK TEAMS



CURRENT CHALLENGES IN MANAGING TEAMS

Managing Global Team

Group Member Resources in Global Teams

- Managers need to clearly understand the cultural characteristics of group members.

Group Structure

- Issues include conformity, status, social loafing, and cohesiveness.

Group Processes

- Multicultural global team is better able to capitalize on the diversity of ideas.

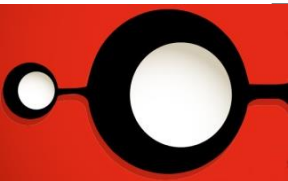


EXHIBIT 13-11

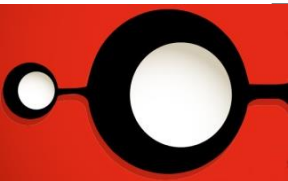
GLOBAL TEAMS

Drawbacks

- Dislike of team members
- Mistrust of team members
- Stereotyping
- Communication problems
- Stress and tension

Benefits

- Greater diversity of ideas
 - Limited groupthink
 - Increased attention on understanding others' ideas, perspectives, etc.
-



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.

