

# Group Dynamics and Communication

Organizational Behavior by *Stephen P. Robbins, Timothy A. Judge*, 15<sup>th</sup> Edition (Chapter 11, 12)

# What is Group?

Two or more individuals interacting and interdependent, who have come together to achieve particular objectives.

## Formal Group

A designated work group defined by the organization's structure.

**Example:** Project team, Scrum team.

## Informal Group

A group that is neither formally structured nor organizationally determined; appears in response to the need for social contact.

**Example:** Lunch buddies, gaming friends.

# Classification of Groups

## **Command Group**

A group composed of the individuals who report directly to a given manager.

## **Task Group**

Those working together to complete a job or task.

## **Interest Group**

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

## **Friendship Group**

Those brought together because they share one or more common characteristics.

## Types of Group



# Why People Join Groups?

## Security

Groups provide safety, confidence, and support.

## Status

Membership adds recognition and prestige.

## Self-Esteem

Increases self-worth and personal confidence.

## Affiliation

Fulfils social and emotional needs for belonging.

## Power

Collective strength gives greater influence.

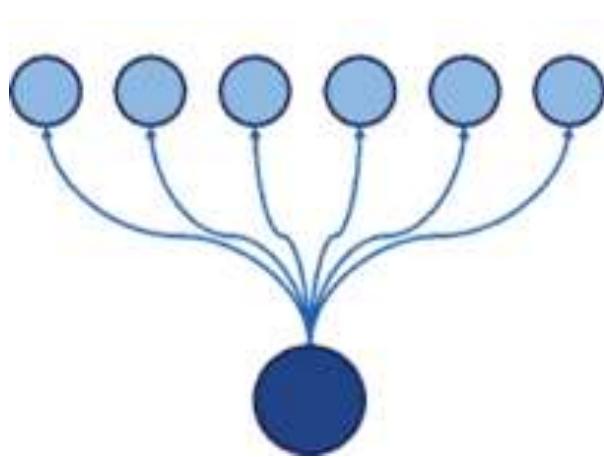
## Goal Achievement

Combines skills to accomplish shared objectives.

# Difference between a Group vs. Team

## Group

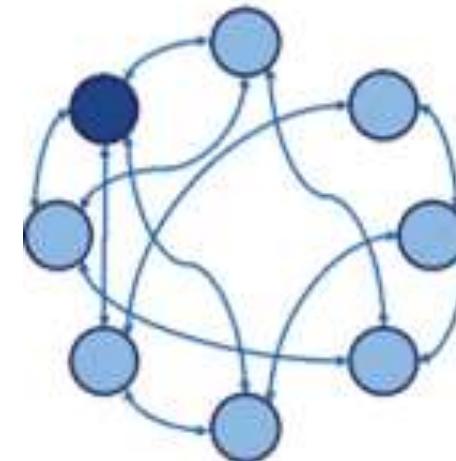
A **group** is a collection of two or more individuals who interact primarily to **share information, coordinate efforts, or pursue individual goals**.



People working towards a goal whose work is coordinate by someone else for them e.g Manager

## Team

A **team** is a group of people who work **interdependently** and are **collectively accountable** for achieving a **shared objective or outcome**.



People who coordinate and work amongst themselves toward a common goal

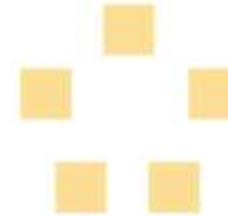
Feature	Work Group	Team
Goals	Individual goals that contribute to the group's overall purpose	Shared, common goals that require collective effort
Accountability	Individual accountability for tasks and results	Individual and mutual accountability for results
Leadership	A single, dominant leader who assigns tasks	A facilitator or shared leadership, with a focus on empowering members
Interdependence	Members are independent of each other	Members are interdependent and rely on each other to complete work
Contribution	Members contribute their own work to the collective effort	Members contribute to the collective outcome through collaboration and mutual support
Collaboration	Less emphasis on collaborative work and trust	High emphasis on collaboration, communication, and trust
Success/Failure	Success or failure is often measured on an individual basis	Success or failure is a collective outcome for the entire team

# Comparing Work Groups and Work Teams

## Work Group

A group that interacts primarily to share information and to make decisions to help each group member perform within his or her area of responsibility.

### Work groups



Share information

Neutral (sometimes negative)

Individual

Random and varied

## Work Team

A group whose individual efforts result in a performance that is greater than the sum of the individual inputs.

### Work teams



Collective performance

Positive

Individual and mutual

Complementary

Goal

Synergy

Accountability

Skills

→

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BELBIN.

Third Edition

# Management Teams

Why they succeed or fail



R. Meredith Belbin





Shaper

Implementer

Completer  
Finisher

Coordinator

Team Worker

Resource  
Investigator

Plant

Monitor-Evaluator

Specialist

## Action oriented Roles

Shaper

Implementer

Completer  
Finisher

## People oriented Roles

Coordinator

Team Worker

Resource  
Investigator

## Thought oriented Roles

Plant

Monitor-Evaluator

Specialist



Each role had clear behavioural and interpersonal strengths as well as weaknesses



## Action oriented Roles

Shaper

Implementer

Completer  
Finisher

## People oriented Roles

Coordinator

Team Worker

Resource  
Investigator

## Thought oriented Roles

Plant

Monitor-Evaluator

Specialist

## Resource Investigator

Energetic, charismatic, and adaptable

**Strengths:** Extroverted, enthusiastic, and excellent communicators  
**Weaknesses:** Optimistic, unrealistic expectations and over-commitment

## Teamworker

Patient, good-natured, and diplomatic

**Strengths:** Supportive, empathetic, and cooperative  
**Weaknesses:** Assertiveness, challenge others, seek consensus

## Co-ordinator

Confident, decisive, and goal-oriented

**Strengths:** Delegating tasks, setting objectives, and team focus  
**Weaknesses:** Overly controlling, manipulative and focus on detail

## Shaper

Energetic, assertive, and goal-oriented

**Strengths:** Dynamic, outcome driven, and highly motivated  
**Weaknesses:** Confrontational, patience and immediate action

## Implementer

Dependable, systematic, detail-oriented

**Strengths:** Practical, organised, and methodical  
**Weaknesses:** Overly rigid, inflexible and struggle with innovation

## Completer Finisher

Diligent, exacting, and quality-focused

**Strengths:** Meticulous, thorough, and highly conscientious  
**Weaknesses:** Overly perfectionistic, delegation and control

## Plant

Imaginative, original, and unorthodox

**Strengths:** Creative, imaginative, and innovative  
**Weaknesses:** Practically, isolation and detachment

## Monitor Evaluator

Rational, discerning, and judicious

**Strengths:** Analytical, objective, and critical thinkers  
**Weaknesses:** Critical or pessimistic, hard to inspire others

## Specialist

Knowledgeable, dedicated, proficient

**Strengths:** Deep knowledge, commitment, pride in their work  
**Weaknesses:** Overly focused, reluctant to step outside comfort zone

# What is Communication?

Communication is the process of **transmitting information and understanding** from one person to another to achieve shared meaning and coordinated action.



# Importance/Function of Communication

## Control

Guides behavior through policies, rules, and feedback.

## Motivation

Helps people understand goals and how their work contributes.

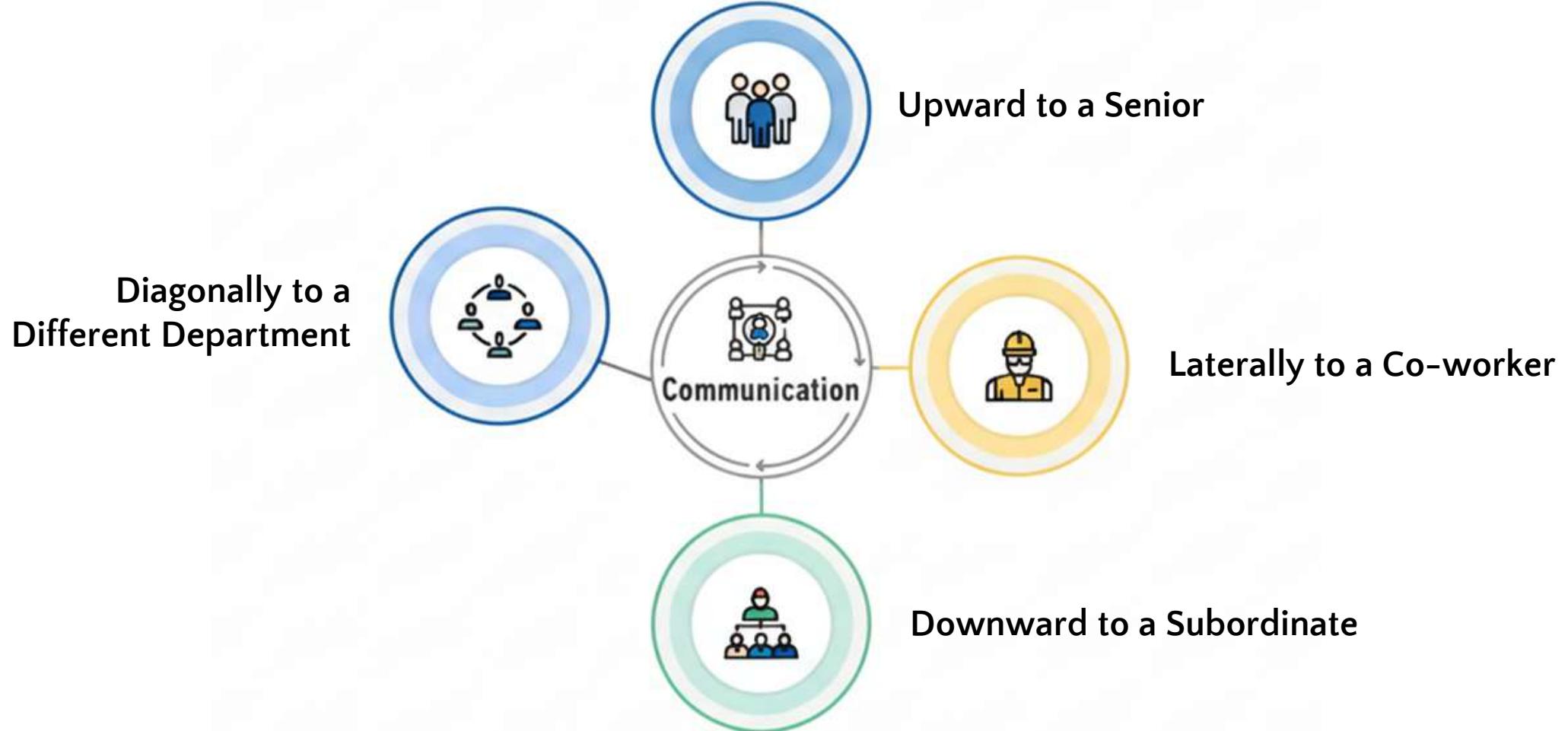
## Emotional Expression

Allows people to share feelings and build trust.

## Information Exchange

Supports decision-making through clarity and feedback.

# Directions of Communication



# Types of Interpersonal Communications

## **NONVERBAL COMMUNICATION**

Nonverbal communication refers to any form of communication that is not transmitted through spoken word.

## **VERBAL COMMUNICATION**

Verbal communication is any form of communication that occurs through spoken word.

## **VISUAL COMMUNICATION**

Visual communication means the transfer of information to a person in a format that can be read or viewed.

## **WRITTEN COMMUNICATION**

Written communication involves the use of words, sentences, and paragraphs in order to communicate.

# Nonverbal Communication

**Includes body movements, the intonations or emphasis we give to words, facial expressions, and the physical distance between the sender and receiver.**

Every time we deliver a verbal message, we also impart a nonverbal message.  
Sometimes the nonverbal component may stand alone.

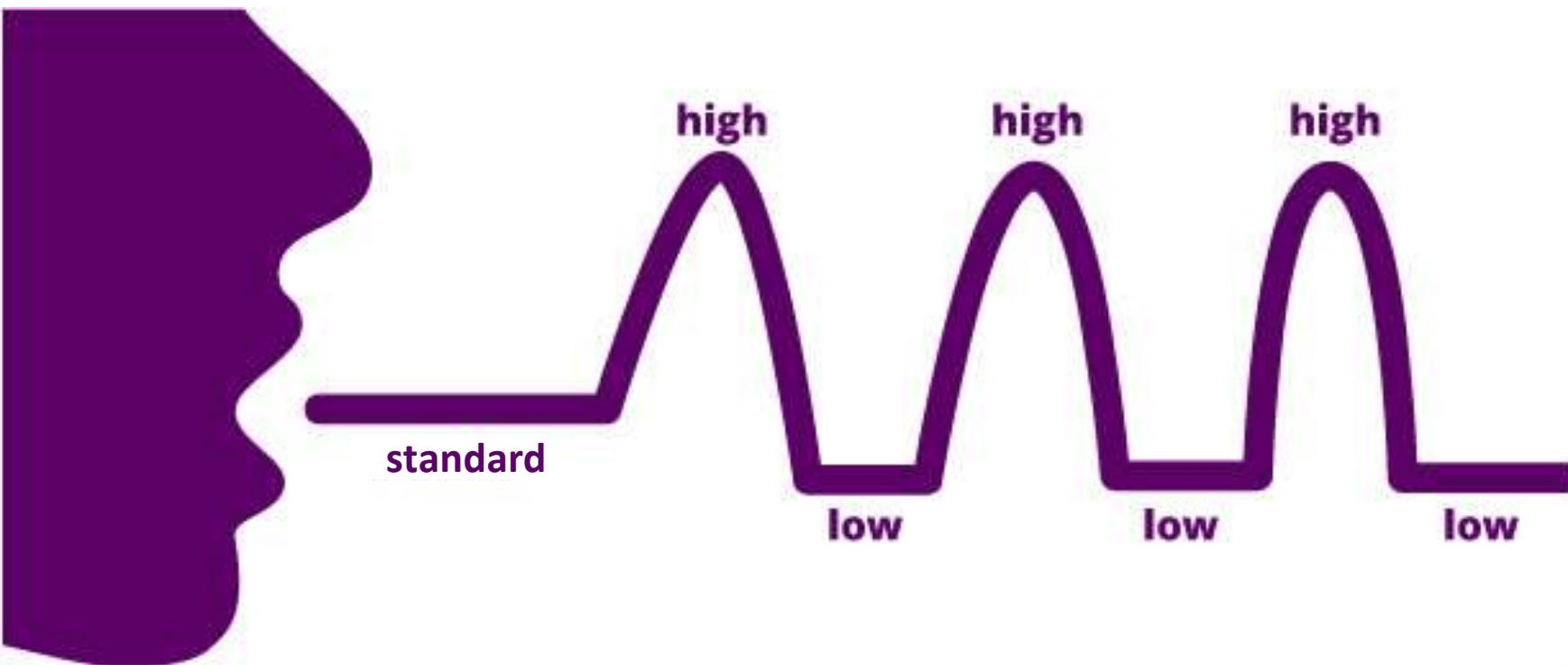
## **Some common nonverbal communications**

- We lift one eyebrow for disbelief
- We rub our noses for puzzlement
- We clasp our arms to isolate ourselves or to protect ourselves
- We shrug our shoulders for indifference
- Wink for intimacy
- Tap our fingers for impatience
- Slap our forehead for forgetfulness

## **The two most important messages body language conveys are**

1. The extent to which we like another and are interested in his or her views
2. The perceived status between a sender and receiver

# Intonations: It's The Way You Say It!



## INTONATION

*Make your voice go up, go down,  
become louder or become softer.*

# Intonations: It's the Way You Say It!

Change your tone and you change your meaning:

## Placement of the emphasis

Why don't I take **you** to dinner tonight?

## What it means

I was going to take someone else.

Why don't **I** take you to dinner tonight?

Instead of the guy you were going with.

Why **don't** I take you to dinner tonight?

I'm trying to find a reason why I shouldn't take you.

**Why** don't I take you to dinner tonight?

Do you have a problem with me?

Why don't I **take** you to dinner tonight?

Instead of going on your own.

Why don't I take you to **dinner** tonight?

Instead of lunch tomorrow.

Why don't I take you to dinner **tonight**?

Not tomorrow night.

# Comparison of Types of Communication

Type	Advantages	Disadvantages
Oral Communication	<p>Speed and feedback.</p> <ul style="list-style-type: none"><li>- It is often tangible and verifiable</li><li>- It can be stored and referenced for indefinite period</li><li>- Well thought out, logical and clear</li></ul>	<p>Distortion of the message. (If the message passes through many people)</p> <ul style="list-style-type: none"><li>- Time consuming</li><li>- Lack of a built-in feedback mechanism</li></ul>
Written Communication	<p>Supports other communications and provides observable expression of emotions and feelings.</p>	<p>Misperception of body language or gestures can influence receiver's interpretation of message.</p>
Nonverbal Communication	<p>Easy to understand and visually engaging.</p>	<p>May be misunderstood without context.</p>
Visual Communication		



# 110 STEPS™ OF COMMUNICATION

NERVOUSNESS		VOICE		BODY LANGUAGE						FACIAL EXPRESSIONS		LANGUAGE		ULTIMATE LEVEL												
1	Swaying	7	Register / Pitch	16	Up-Down talk	25	Filler sounds	33	Confident posture	42	Shrugging shoulders	51	Pointing	60	Progression	69	Horizontal movement	76	Neutral	85	Adapted	94	Hexacolon	103	Loves presenting	
2	Squirming	8	Slow pace	17	Volume increase	26	Prosody	34	Neutral Posture	43	Intensity variation	52	Volume/Size	61	Empowering head angle	70	Bent knees	77	Matching	86	Flow	95	Tricolon	104	Role playing	
3	Irrational movement	9	Fast pace	18	Volume decrease	27	Melody	35	Base Pace	44	Functional	53	Regulators	62	Unfunctional head angle	71	Amplification	78	Dramatising	87	Strong rhetorics	96	Repetition	105	Total intensity transition	
4	Stroke / Figdet	10	Base pace	19	Unfunctional pauses	28	Articulation	36	Affect	45	Smooth	54	Rhythm of speech	63	Standard head angle	72	General eye contact	79	Mouth	88	Filler words	97	Anaphora	106	Acts out the obvious	
5	Flight / Freeze	11	Timbre	20	Relaxation pause	29	Voice climax	37	Feet	46	Distinct	55	Signs	64	Amplifying head movement	73	Sweeping	80	Eyebrows	89	Negations	98	Epiphora	107	Present and authentic	
6	Unbalanced feet	12	Emphasis	21	Strategic pause	30	Dramatising	38	Hips	47	Adapted size	56	Imaginary props	65	Stage Presence	74	Focus	81	Forehead	90	Repetitive words	99	Alliteration	108	Synchronisity	
		13	Playful emphasis	22	Effect pause	31	Language change	39	Angle	48	Standard pace	57	Drawings	66	Anchoring	75	Attire	82	Eyes	91	Absolute words	100	Correction	109	Contrast	
		14	Base volume	23	Vocal Fry	32	Sound effects	40	Relaxed	49	Adapted pace	58	Affect display	67	Vertical movement				83	Self laugh	92	Strategic	101	Climax	110	Visualisation
		15	Varied volume	24	Elongated vowels			41	Dramatizing	50	Full out	59	Sounds	68	Power areas				84	Straight face	93	Valued	102	Anadiplosis		

# **Organizational Communication**

**Organizational Communication** is the process by which information, ideas, and meaning are **created, exchanged, and interpreted** among individuals and groups within an organization to achieve **common goals** and ensure **coordination and understanding**.

# Organizational Communication

Exhibit 11-3

Three Common Small-Group Networks

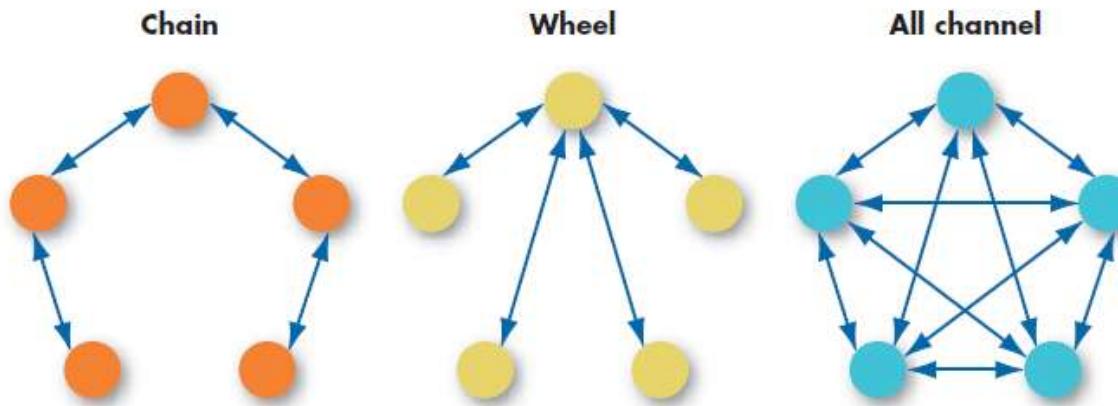


Exhibit 11-4

Small-Group Networks and Effective Criteria

Criteria	Chain	Wheel	Networks All Channel
Speed	Moderate	Fast	Fast
Accuracy	High	High	Moderate
Emergence of a leader	Moderate	High	None
Member satisfaction	Moderate	Low	High

# **Organizational Communication**

## **Knowledge Management (KM)**

A process of organizing and distributing an organization's collective wisdom so the right information gets to the right people at the right time.

### **Knowledge Management is Important Because:**

- Intellectual assets are as important as physical assets.
- When individuals leave, their knowledge and experience goes with them.
- A KM system reduces redundancy and makes the organization more efficient.

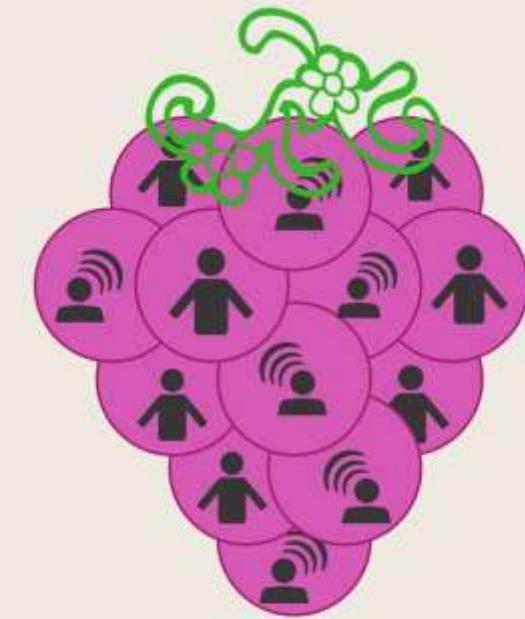
# Organizational Communication

## The Grapevine

The informal communication network in a group or organization is called the grapevine.

- Rumors emerge as a response to situations that are important to us, when there is ambiguity, and under conditions that arouse anxiety.
- It gives managers a feel for the morale of their organization, identifies issues employees consider important, and helps tap into employee anxieties.
- The grapevine also serves employees' needs: small talk creates a sense of closeness and friendship among those who share information.

THE  
GRAPEVINE  
EFFECT  
WORD-OF-MOUTH COMMUNICATION



*metaphor:*  
TO LEARN OF SOMETHING INFORMALLY,  
USUALLY BY WORD-OF-MOUTH  
*ex. I heard that Dan is getting fired.*

# Organizational Communication

## The Grapevine

- Can managers entirely eliminate rumors?
  - Answer is “No”
- What should they do?
  - Minimize the negative consequences of rumors by limiting their range and impact

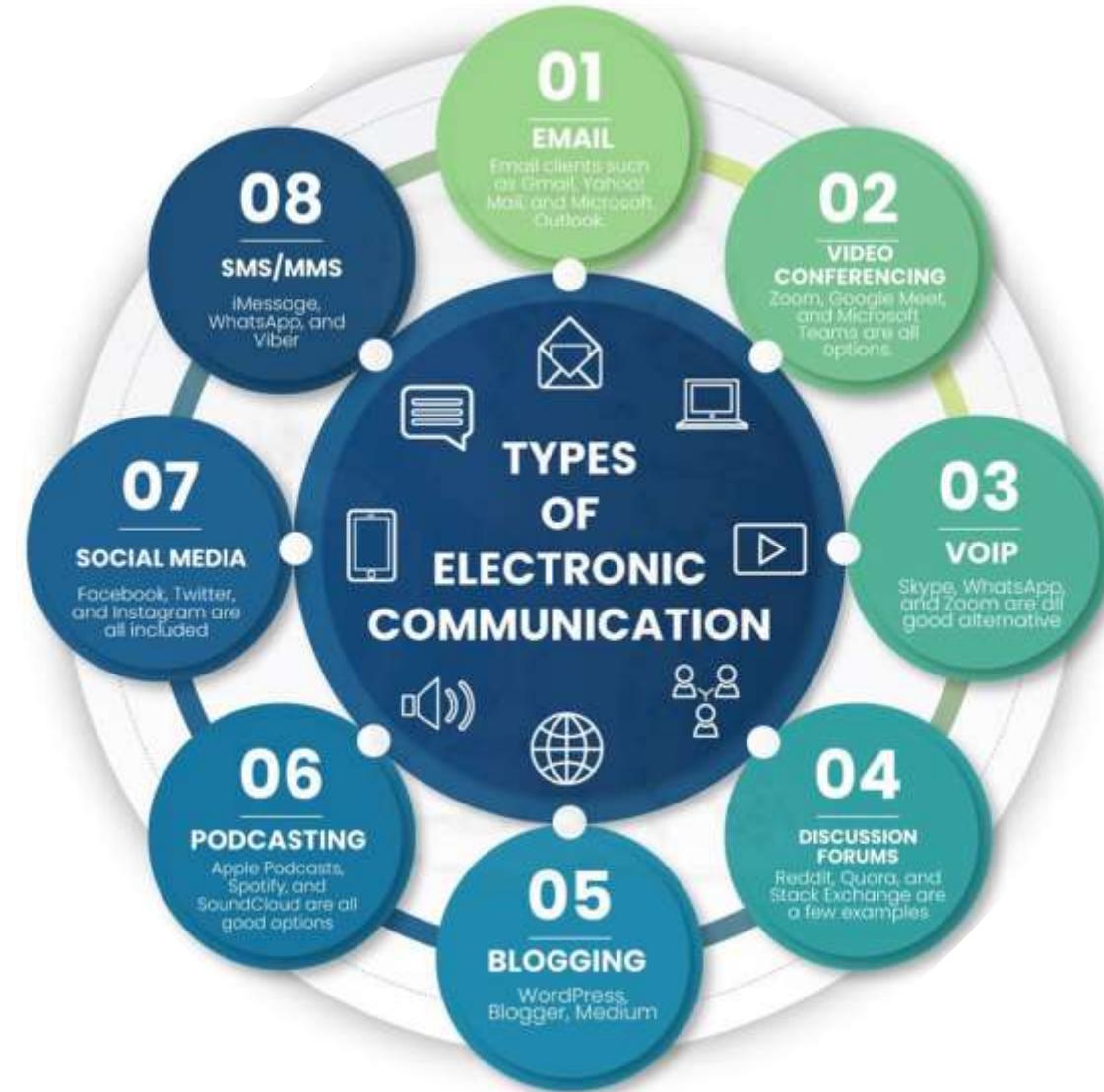
### Exhibit 11-5

#### Suggestions for Reducing the Negative Consequences of Rumors

1. Provide information—in the long run, the best defense against rumors is a good offense (in other words, rumors tend to thrive in the absence of formal communication).
2. Explain actions and decisions that may appear inconsistent, unfair, or secretive.
3. Refrain from shooting the messenger—rumors are a natural fact of organizational life, so respond to them calmly, rationally, and respectfully.
4. Maintain open communication channels—constantly encourage employees to come to you with concerns, suggestions, and ideas.

Source: Based on L. Hirschhorn, "Managing Rumors," in L. Hirschhorn (ed.), *Cutting Back* (San Francisco: Jossey-Bass, 1983), pp. 54–56.

# Electronic Communication



# Electronic Communication

## E-mail

**Risks:** Misinterpretation, time-consuming, privacy issues, poor for negative messages

### Tips to Manage Overload:

- Don't check in the morning
- Check in batches
- Unsubscribe
- Stop unnecessary emails
- Declare email bankruptcy

**Limits:** Emotion expression, tone misread

## Instant & Text Messaging

**Pros:** Quick, real-time, informal

**Risks:** Distraction, lack of record, tone misread

**Best Use:** Urgent or short updates

## Social Media & Blogs

**Social Networking:** Builds engagement but risks oversharing

**Blogs:** Not all opinions belong online, employees remain responsible for content

**Twitter (Microblog):** Public visibility, instant reach, reputational risk

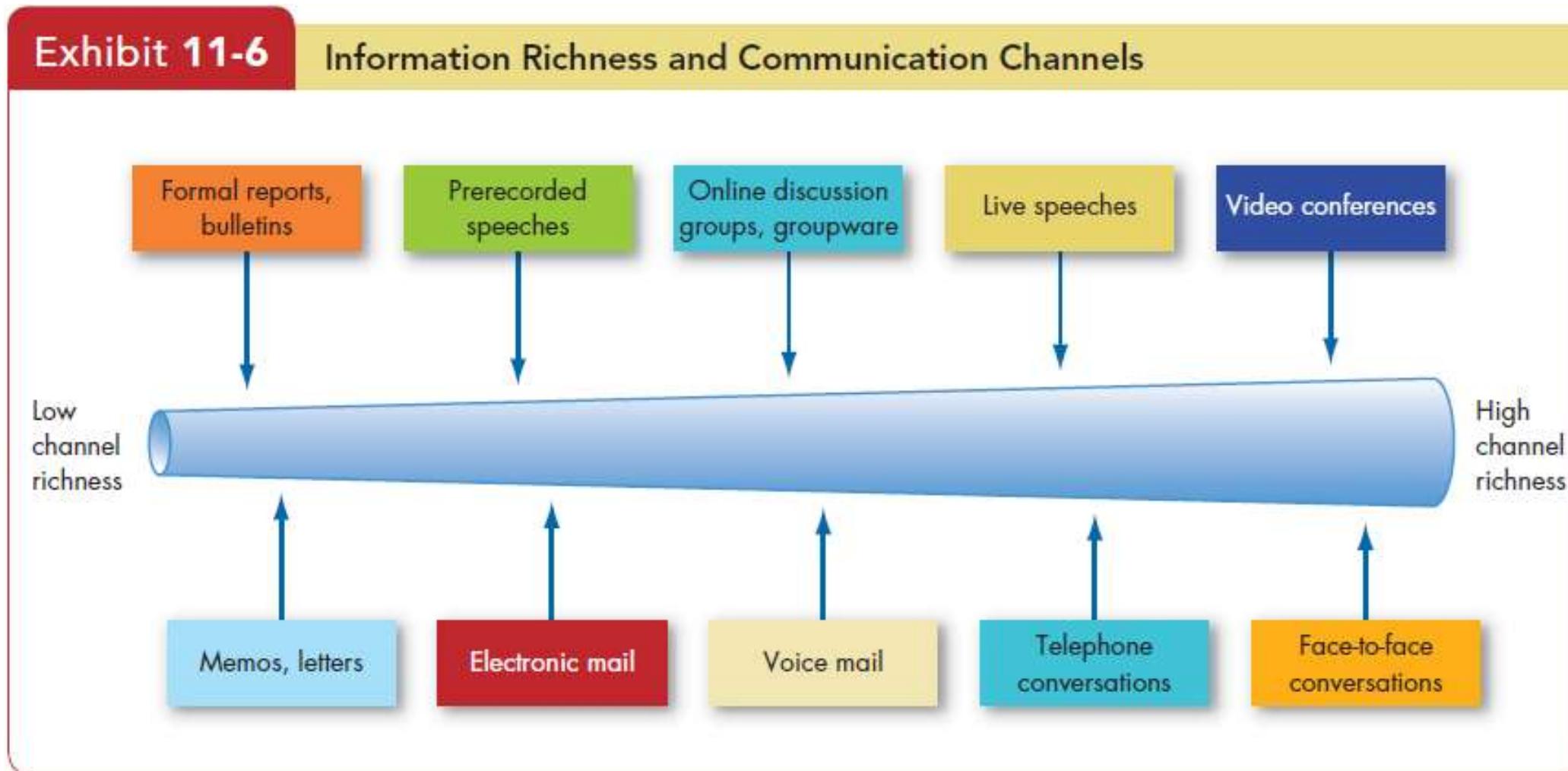
## Video Conferencing & Webinars

**Online Calls:** Enables real-time collaboration and virtual sessions across locations

**Webinars:** Includes webinars for knowledge sharing and audience engagement

**Maintain etiquette:** clear visuals, minimize noise, respect time zones

# Channels of Communication



Source: Based on R. H. Lengel and R. L. Daft, "The Selection of Communication Media as an Executive Skill," *Academy of Management Executive* (August 1988), pp. 225-232; and R. L. Daft and R. H. Lengel, "Organizational Information Requirements, Media Richness, and Structural Design," *Managerial Science* (May 1996), pp. 554-572. Reproduced from R. L. Daft and R. A. Noe, *Organizational Behavior* (Fort Worth, TX: Harcourt, 2001), p. 311.

# Barriers to Effective Communication

Personal & Psychological Barriers	Organizational & Structural Barriers	Semantic & Language Barriers	Physical & Environmental Barriers		
<b>Selective Perception:</b> People interpret messages based on their beliefs, experiences, or biases.	<b>Information Overload:</b> Too much data overwhelms the receiver, leading to missed or ignored messages.	<b>Language Differences:</b> Same words may carry different meanings depending on age, culture, or context.	<b>Noise and Distractions:</b> Background noise, interruptions, or poor infrastructure (e.g., connectivity issues).		
<b>Emotions:</b> Emotional states (anger, stress, excitement) distort how messages are sent or received.	<b>Silence:</b> Employees withhold feedback or concerns, leaving management unaware of real issues.	<b>Jargon &amp; Ambiguity:</b> Overuse of technical or vague terms can confuse the receiver.	<b>Geographical Distance:</b> Distributed teams may struggle with time zones or lack of nonverbal cues.		
<b>Communication Apprehension:</b> Fear or anxiety during speaking or writing hinders clarity.	<b>Status &amp; Power Differences:</b> Hierarchies may discourage honest communication or feedback.	<b>Filtering:</b> The sender manipulates information to make it more acceptable to the receiver.	<b>Cultural Barriers</b>		
<b>Lying / Lack of Trust:</b> Reduces credibility and damages open communication.	<b>Poor Channel Selection:</b> Choosing the wrong medium (e.g., email for emotional topics) limits effectiveness.	<b>Cultural Differences:</b> Values, norms, and nonverbal cues differ across regions.			
<b>Assumptions &amp; Stereotypes:</b> Misinterpretation due to cultural bias or lack of cultural awareness.					

**Thank You**