

Group Dynamics and Communication

Organizational Behavior by *Stephen P. Robbins, Timothy A. Judge*, 15th 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.



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

Fulfills social and emotional needs for belonging.

Power

Collective strength gives greater influence.

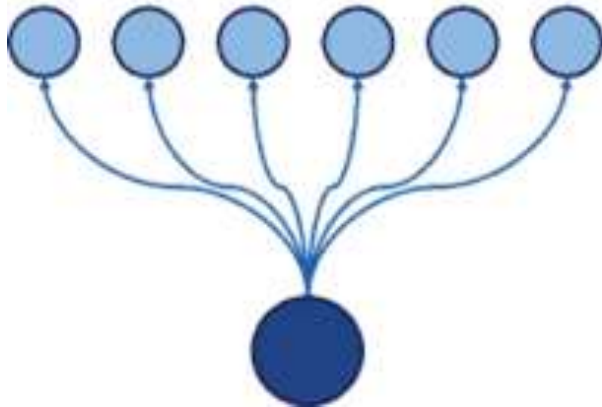
Goal Achievement

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

Goal

Synergy

Accountability

Skills

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

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

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Specialist

PEOPLE ORIENTED

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

ACTION ORIENTED

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

CEREBRAL ROLES

Plant

Imaginative, original, and unorthodox

Strengths:

Creative, imaginative, and innovative

Weaknesses:

Practicality, 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.

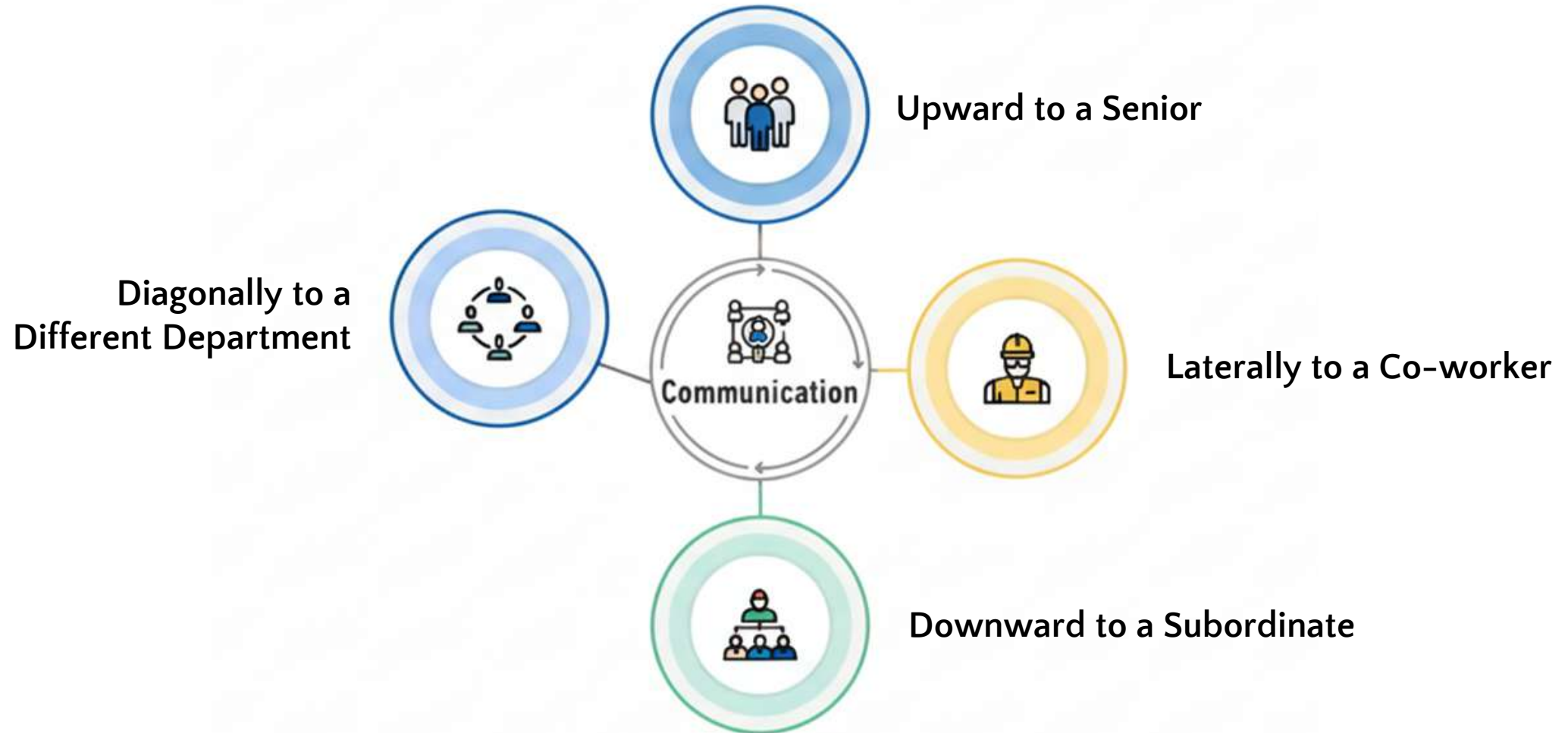
Emotional Expression

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.

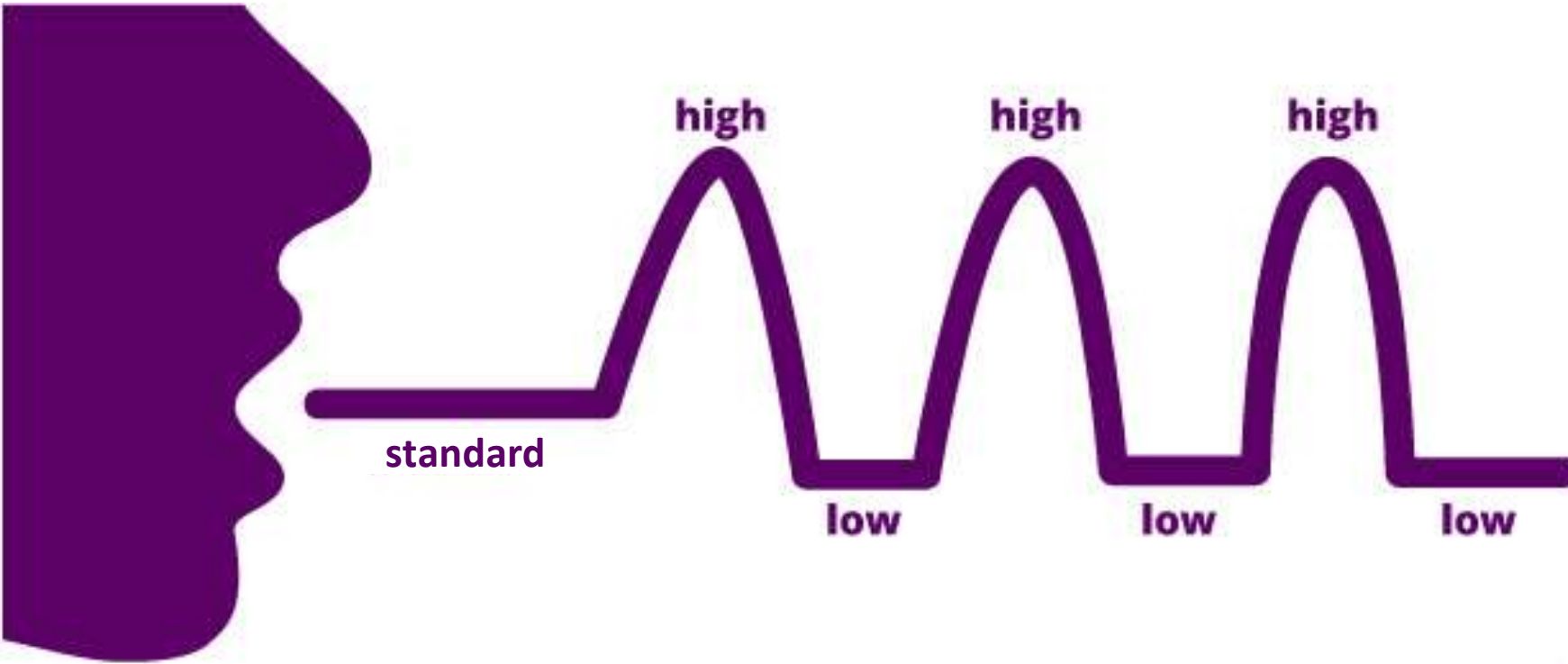
Some common nonverbal communications

- 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?

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

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

Why don't I take you to dinner tonight?

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

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

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

What it means

I was going to take someone else.

Instead of the guy you were going with.

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

Do you have a problem with me?

Instead of going on your own.

Instead of lunch tomorrow.















































































































Not tomorrow night.

Comparison of Types of Communication

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



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  Synchronicity		
	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  Correctio	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

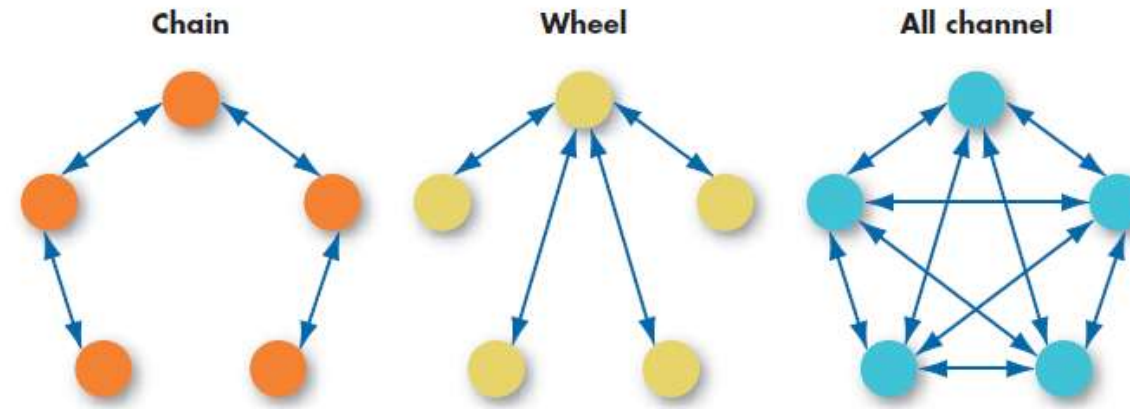


Exhibit 11-4

Small-Group Networks and Effective Criteria

Criteria	Chain	Networks Wheel	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:

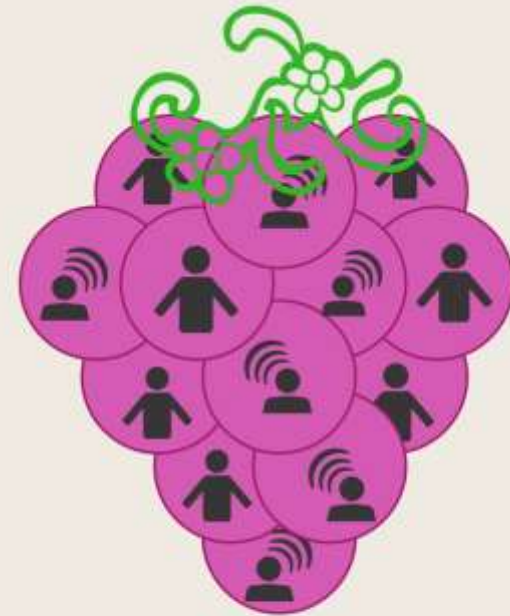
- Intellectual assets are as important as physical assets.
- When individuals leave, their knowledge and experience goes with them.
- A KM system reduces redundancy and makes the organization more efficient.

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.



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

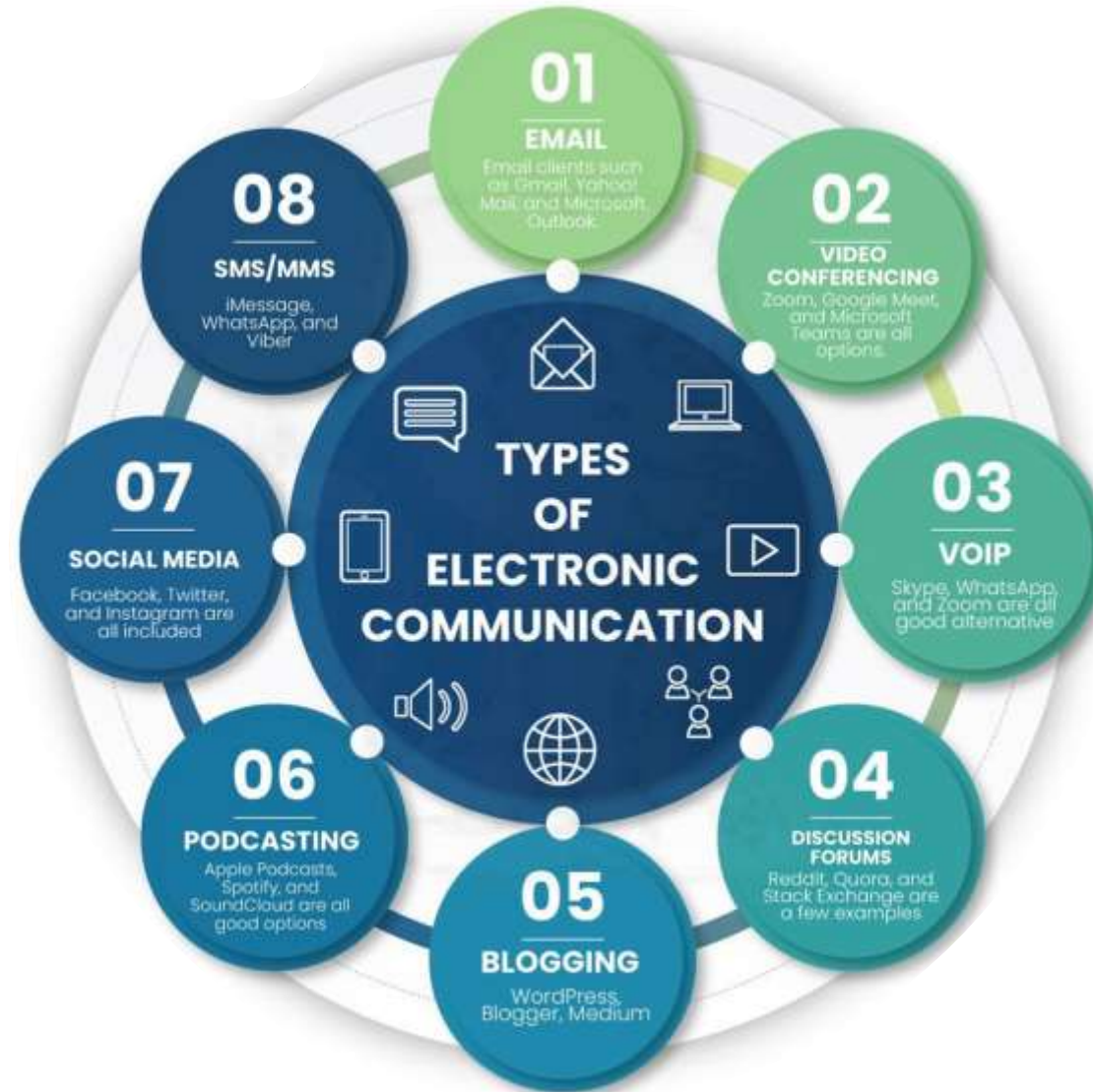
Exhibit 11-5

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

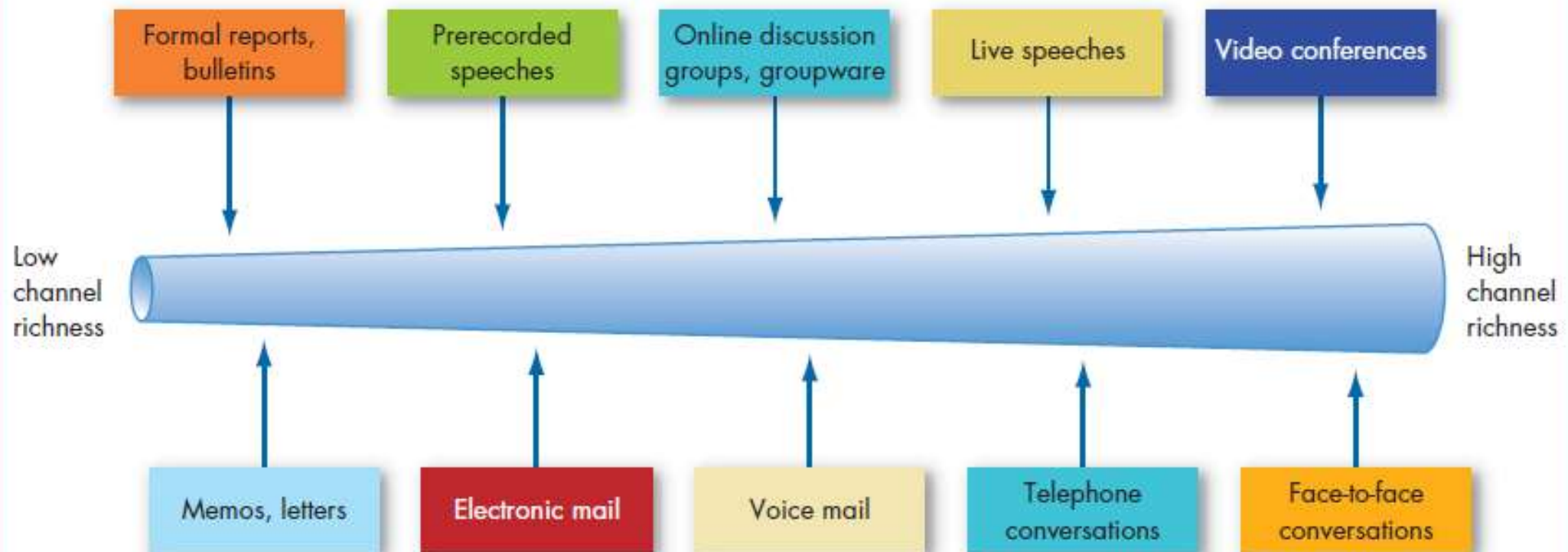
Webinars: Includes webinars for knowledge sharing and audience engagement

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

Channels of Communication

Exhibit 11-6

Information Richness and Communication Channels



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

Thank You