

Groups and Teams in Organizations

Presented by: Mohan Bhandari

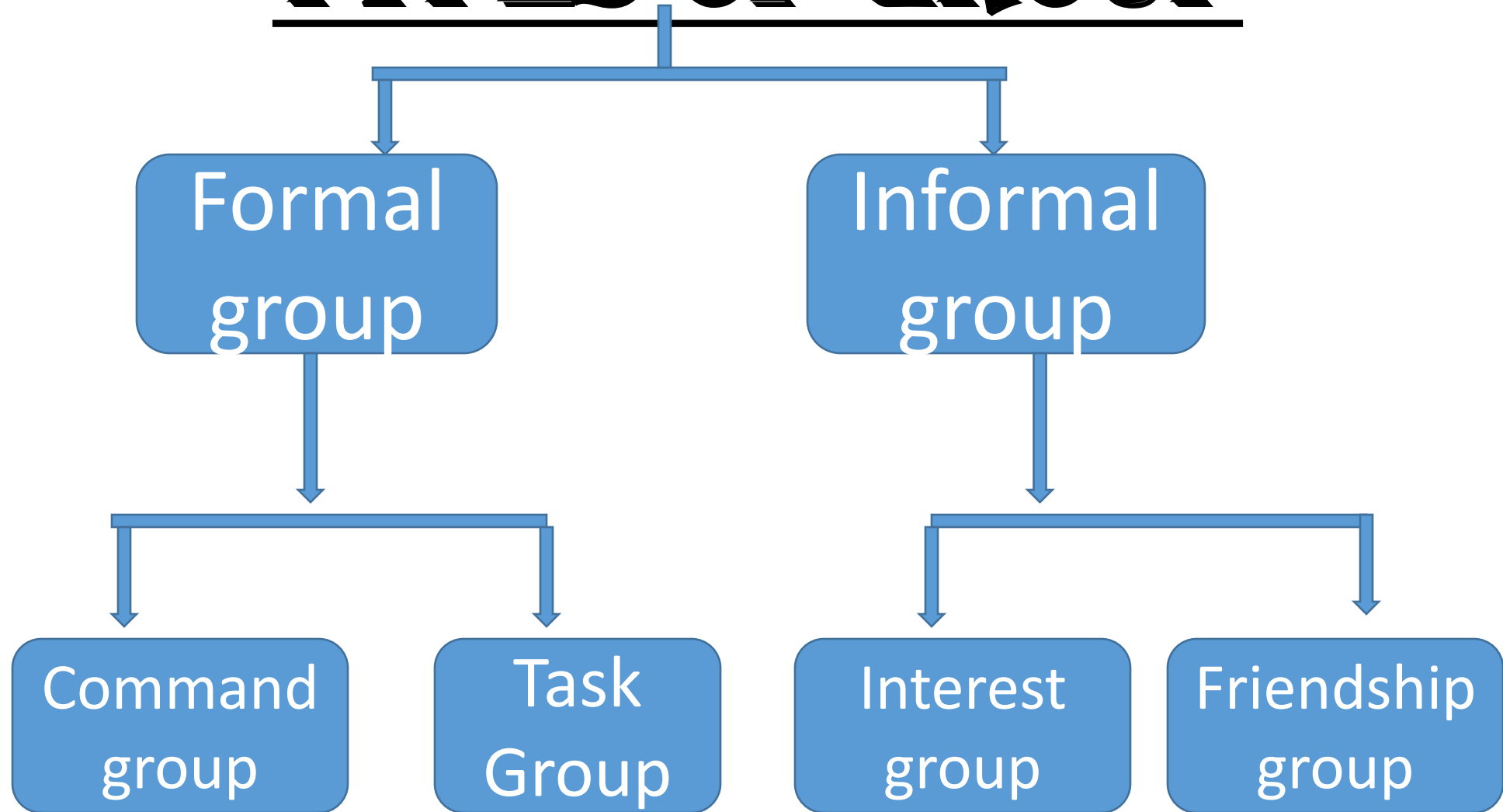
GROUP

- Two or more individuals who routinely function like a team, are interdependent in achievement of a common goal, and may or may not work next to one another or in the same department.
- Group is a collection of people trying to do a task to achieve a goal.
- The group members regularly interact with each other and depend upon each other to do their task.
- The group may be:
 - Formal
 - Informal

Group Dynamics

- The term ‘group dynamics’ means the study of forces within a group.
- Since human beings have an innate desire for belonging to a group, group dynamism is bound to occur.
- In an organization or in a society, we can see groups, small or large, working for the well-being.
- The social process by which people interact with one another in small groups can be called group dynamism.
- A group has certain common objectives & goals. Because of which members are bound together with certain values and culture.
- Group dynamics deals with the attitudes and behavioral patterns of a group. Group dynamics concern how groups are formed, what is their structure and which processes are followed in their functioning. Thus, it is concerned with the interactions and forces operating between groups.

TYPES OF GROUP



1. FORMAL GROUP

a) Command Group:

- The group consist of a manager and a set of his/her immediate subordinates directly reporting to him/her.
- The group is specified by organizational hierarchy.
- It is a group consisting of individuals who report directly to the manager.
 - Example – A group of workers working on a project and reporting to the same manager is considered as a command group.

1. FORMAL GROUP

b) Task Group:

- Task groups consist of people who work together to achieve a common task.
- Members are brought together to accomplish a narrow range of goals within a specified time period.
- Task groups are also commonly referred to as task forces.
- The organization appoints members and assigns the goals and tasks to be accomplished.

2. INFORMAL GROUP

a) Interest Group:

- Interest group are formed to share a common interest in some job related event.
- There are common interest of employees in different areas like, holidays, sports, library, overtime facility etc.
- Interest Group is a community within a larger organization with a shared interest in advancing a specific area of knowledge, learning or technology where members cooperate to affect or to produce solutions within their particular field, and may communicate, meet, and organize conferences.

2. INFORMAL GROUP

b) Friendship Group:

- The group formed due to social affiliation needs of the members such as needs for belonging, for affiliation, acceptance etc.
- Employees having common characteristics such as age, ethnic background, political sentiment etc.
- Such groups frequently extend their interaction and communication.

STAGES OF GROUP FORMATION

- Forming
- Storming
- Norming
- Performing
- Adjourning

Stage 1. Forming

- This is the first stage of a team coming together; a group of people have come together to accomplish a shared purpose and the results can be unpredictable.
- At the beginning, anxiety is high, people are uncertain and they are overly polite and pleasant.
- This stage can last a while as people get to know each other and the teams success at this stage depends on their familiarity with each others work styles, their experience with prior teams and clarity of assigned tasks.

Stage 2. Storming

- This is the hardest stage in the development of any team, and undoubtedly your team will be at its least effective here.
- This stage is marked by conflict and competition as personalities and working styles begin to evolve and the members of the team are unfamiliar on how to communicate with each other.
- Teams may also disagree on goals and subgroups may form.
- Many teams often fail at this stage so it is important to reduce and address this conflict so that problems do not occur later on.

Stage 3: Norming

- The team will begin to resolve their interpersonal differences, appreciate others and form working relationships.
- There is a sense of cohesion and unity and this allows for the team to work functionally together towards the end goal.
- At this point, performance increase as the team begins to cooperate and focus on the goals.

Stage 4: Performing

- At this point, relationships are formed and there is a clear and stable structure.
- The team is mature, organized and has a sense of consensus and cooperation.
- Problems and conflict, of course, do still arise, but they are dealt with effectively.
- The prime focus of the team is on problem solving and meeting goals; effectiveness is at its peak.

Stage 5: Adjourning

- This is the point where the project comes to an end and the team separates and goes their separate ways.
- Some team members may find this hard because they liked the routine of the group, have made close friendships or if the future, after leaving this team.

The Dynamics of Informal Group

1. Concept and Features of Informal Groups
 - a) Informal relations are unplanned.
 - b) Formation of informal group is natural process
 - c) Informal group reflect human relationships
 - d) Informal groups are based on common taste, problem, language, religion, culture etc.
 - e) The membership of informal group is voluntary
2. Special kinds of Norms and Roles seen in Informal Groups
 - a) Informal roles (Rules of conduct that is established by group members)
 - b) Informal norms (Set of expected behaviour pattern)
3. Informal organization
 - a) Functional (makes for more effective total system, fills in gap in managers abilities, improves communication)
 - b) Dysfunctional (resistance to change, conflicting objectives, restriction of output)

CONCEPT AND NATURE OF TEAMS

- A team is a cooperative group whose members interact with each other towards the accomplishment of special objectives. In many organizations, employees work in regular small groups called teams where their efforts must fit together like the pieces of a picture puzzle. When their work is interdependent, they act as one and seek to develop a cooperative state called teamwork.
- **According to Katzenbach and Douglas Smith** “It is a small number of people with complementary skills who are committed to a common purpose, set of performance goals and approach for which they hold themselves mutually accountable”.
- **According to Stephen P. Robbins** “A work team is a collection of people whose individual efforts result in a level of performance which is greater than the sum of their contributions”.

NATURE OF TEAMS

- **Clear Direction:** Clear direction means that the teams are given a clear and distinct goal. The teams may be empowered to determine how to achieve that goal, but management, when forming the team, generally sets the goal. A clear direction also means that term outcomes are measurable.
- **Clear Responsibilities:** Clear responsibilities mean that each team member understands what is expected of her or him within the teams. The role must be clear and interesting to the team members.
- **Knowledgeable Members:** An effective team will be comprised of individuals who have the skills and knowledge necessary to complete the team's task. Cooperation is essential at an early stage in inventorying the skills and knowledge each member brings to the teams and working to determine how to utilize those skills to accomplish the team's task.
- **Reasonable Operating Procedures:** It needs a set of rules by which it operates.
- **Interpersonal Relationship:** They are composed of diverse individuals, Each of whom comes to the team with his or her own set of values. Understanding and celebrating this diversity helps to make stronger, more effective teams.
- **Sharing Success and Failures:** Everyone wants to feel appreciated. Within a team, members should be willing to express their appreciation, as well as their criticisms, of other's efforts.

IMPORTANCE OF TEAMS

- Improved Employee Motivation.
- Positive Synergy.
- The satisfaction of Social Needs.
- Commitment to Teams Goals.
- Improved Organizational Communication.
- Benefits of Expanded Job Training.
- Organizational Flexibility.

Types of Teams

- **#1: Functional Teams**
- Functional teams are permanent and include members of the same department with different responsibilities. A manager is responsible for everything and everyone reports to them. This is the typical top-down management approach that you'll see in most organizations. Across all organizational teams, it's important to prioritize workplace culture; the foundations of which are communication and trust.
- **#2: Cross-Functional Teams**
- Cross-functional teams are made up of individuals from various departments. These teams tackle specific tasks that require different inputs and expertise. This can happen when various teams need to work on a project together to get the best outcome. It's crucial that the different personalities and perspectives are embraced, and that everyone in the cross-functional team are working to their strengths.

Types of Teams

- **#3: Self-Managed Teams**
- Generally, individuals in self-managed teams are employees of the same organization who work together. Even though they may have a wide array of objectives, their aim is to reach a common goal. They operate without managers and are relatively autonomous, sharing responsibility and leadership. High-performing teams can often fall into this category.
- People working in startups or small businesses may also find themselves in this type of team dynamic. It can be difficult for people who have worked in other types of teams for most of their career to adjust to this way of working, so there will likely be an adjustment period of sorts.
- **#4: Virtual Teams**
- Virtual teams are made up of individuals who work in different physical locations and who use technology and collaboration tools to achieve a common goal. With more employees looking for work from home opportunities, virtual teams will become much more common in the future of work. You may even have a few remote team members in your organization right now who need to collaborate within a functional or cross-functional team.

Team Processes

- Team processes refer to the actions team members take to combine their **individual resources, knowledge, and skill** to resolve their task demands and achieve collective goals.
- These are distinct from team emergent states which refer to characteristic levels of feelings or thoughts among team members.
- The distinguishing feature between team processes and emergent states is that team processes represent actions team members take, whereas emergent states represent team member attitudes, values, cognitions, and motivations.
- Both team processes and emergent states are conceptually dynamic and can vary as a function of the other. Conceptual clarity regarding the nature of team processes has developed only in the prior two decades.
- Team processes have occupied the mediating role in traditional input-process-outcome (IPO) models.

Team Processes

- However, these models have evolved to position team processes within a larger category of mediating mechanisms in organizing frameworks of overlapping domains capturing team structural features, team compositional features, and mediating mechanisms, all embedded within organizational structure and culture.
- Team processes are increasingly recognized as having taskwork and teamwork dimensions, with taskwork being represented as creative behavior, decision-making, and boundary spanning; and teamwork being represented by transition, action, and interpersonal processes.
- The subject of team processes has been represented in nearly all general reviews of small groups and teams, in many primary studies that examine both general and specific team processes, and in several meta-analyses. The fundamental conclusion of this body of research is that teams can learn how to have more effective processes, and teams with more effective processes exhibit higher performance.

Thanks for Active Listening