



IIT ROORKEE



NPTEL ONLINE
CERTIFICATION COURSE

LEADERSHIP AND TEAM EFFECTIVENESS

LECTURE - 34

Introduction to Groups and Teams

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- Characteristics and Functions of Group
- Groups found in Organization
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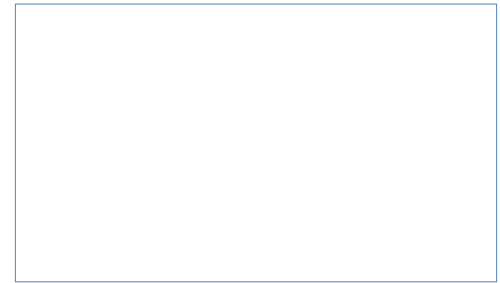


Group

- Two or more individuals, interacting and interdependent, who have come together to achieve particular objectives.
- Group can be defined as a collection of individuals who have regular contact and frequent interaction, mutual influence, the common feeling of camaraderie, and who work together to achieve a common set of goals.
- A group behavior can be stated as a course of action a group takes as a family.



Image Source: <https://www.mymembersoftware.com/images/groups.jpg>



Definitions of Groups

Author	Definition
Wendell L. French	A group is a number of persons, usually reporting to a common superior and having some face to face interaction, who have some degree of interdependence in carrying out tasks for the purpose of achieving organizational goals.
G. S. Gibbard, J. J. Hartman, and D. Mann	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.
Doubloon R. Forsyth	Two or more individuals who are connected to one another by social relations.

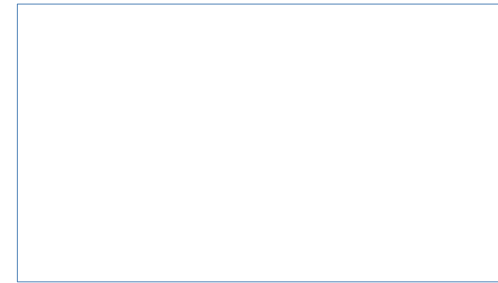
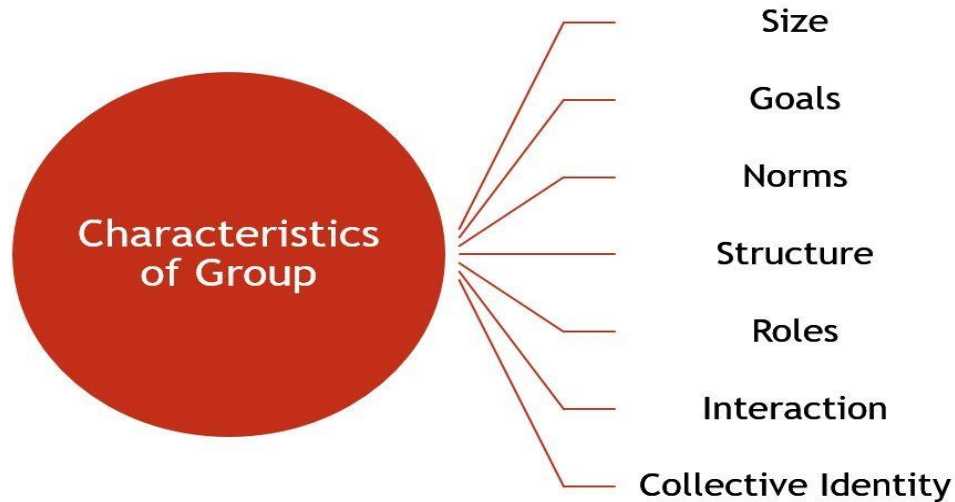


Source: <http://bankofinfo.com/what-is-the-meaning-of-group/>



Characteristics of Groups

- **Size:** To form a group, it must be having at least two members. Practically, the number of group members ranges from 15 to 20. The more the members in the group, the more complex it is to manage.
- **Goals:** Every group has certain goals, that are the reasons for its existence.



<https://businessjargons.com/wp-content/uploads/2018/07/characteristics-of-group.jpg>

Characteristics of Groups(Cont.)

- **Norms:** A group has certain rules, for interacting with the group members.
- **Structure:** It has a structure, based on the roles and positions held by the members.
- **Roles:** Every member of a group has certain roles and responsibilities, which are assigned, by the group leader.
- **Interaction:** The interaction between the group members can occur in several ways, i.e. face to face, telephonic, in writing or in any other manner.
- **Collective Identity:** A group is an aggregation of individuals, which are separately called as members, and collectively called as a group.



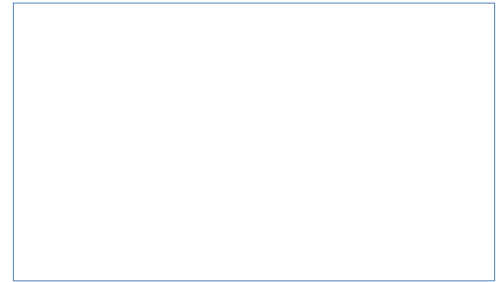
<https://businessjargons.com/group.html>



Functions of Groups

Some functions include the following:

- Working on a complex and independent task that is too complex for an individual to perform and that cannot be easily broken down into independent tasks.
- Generating new ideas or creative solutions to solve problems that require inputs from several people.
- Serving liaison or coordinating functions among several workgroups whose work is to some extent independent.
- Facilitating the implementation of complex decisions.
- Serving as a vehicle for training new employees, groups teach new members methods of operations and group norms.



<https://www.iedunote.com/group>

Groups Found in an Organization

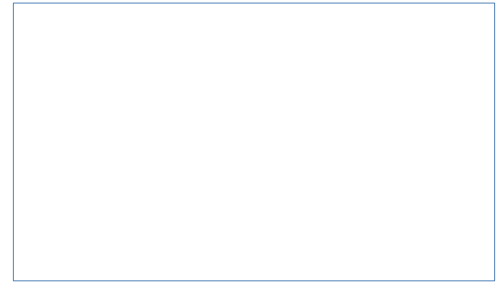
There are four types of Groups found in an organization:

1. Formal group:

This group is defined by the organizational structure. After planning, organizations group the activities and put those under a formal structure, deciding their goals and objectives and strategies to achieve the same. Formal group members report to their superiors and interact with each other to achieve the common goals.

2. Command group:

This group is also known as task group. A task is defined as cross-functional activities, carried out by group members to accomplish a common goal. A team represents the nature of a command group. A command group can be formed by drawing members from various formal groups.

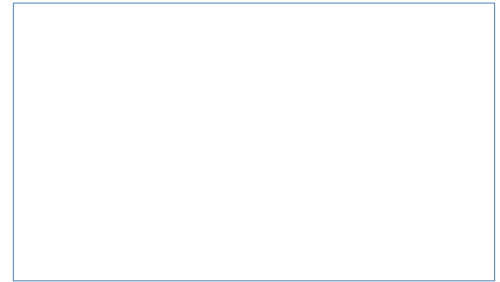


3. Committees

To achieve results, organizations often form permanent or temporary committees, drawing members from various formal groups. Committees also represent the presence of cross-functional members. While for a command group, goals may be specific, for committees, it is varied.

4. Informal groups:

Informal groups are formed within a formal organizational structure. Informal group members primarily meet the social or affiliation needs sharing their common interests. Thus informal groups are not organizationally determined; the members themselves form such groups to fulfil their needs for social interaction.

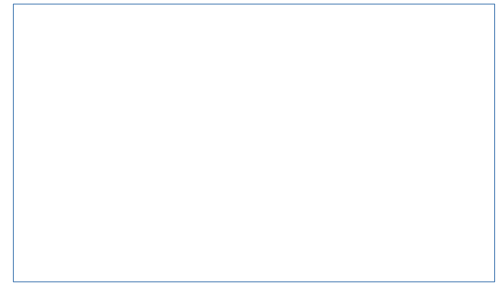


<https://www.yourarticlelibrary.com/organization/groups-found-in-an-organisation-4-types/44999>

Why Do People Join Groups

The following points help us understand the need of joining a group by individuals –

- **Security mirrors strength in numbers.** Status pinpoints a prestige that comes from belonging to a specific group. Inclusion in a group is considered as important because it provides recognition and status.
- **Self-esteem transmits people's feelings of self-worth.** Membership can sometimes raise feelings of self-esteem like being accepted into a highly valued group.
- **Affiliation with groups can meet one's social needs.** Work groups significantly contribute to meet the need for friendships and social relations.



Why Do People Join Groups(cont.)

- **Groups represent power.** What mostly cannot be achieved individually becomes possible with group effort. Power might be aimed to protect themselves from unreasonable demands. Informal groups provide options for individuals to practice power.
- **People may join a group for goal achievement.** Sometimes it takes more than one person to accomplish a particular task.



https://www.tutorialspoint.com/organizational_behavior/organizational_behavior_groups.htm

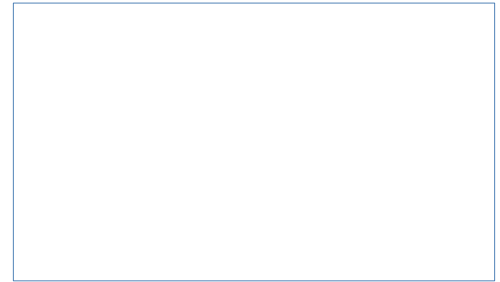


Teams

- A group whose individual efforts result in performance that is greater than the sum of the individual inputs.
- A team becomes more than just a collection of people when a strong sense of mutual commitment creates synergy, thus generating performance greater than the sum of the performance of its individual members.
- A team is a group of people who collaborate on related tasks toward a common goal.

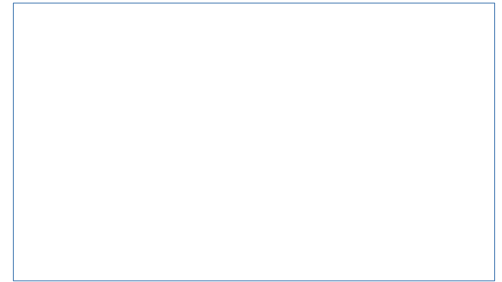


<https://infolific.com/images/project-management/team-work.jpg>



Definitions Teams

Authors	Definitions
Katzenbach, J.R. and Smith	A team is a small group of people with complementary skills committed to a common purpose and set of specific performance goals
G. Moorhead and R.W. Griffin	A small number of people with complementary skills who are committed to a common purpose, common performance goals, and an approach for which they hold themselves mutually accountable.
W. Dyer	A team is a work group that must rely on collaboration if each member is to experience the optimum success and achievement



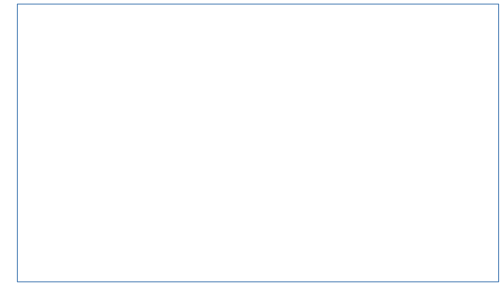
Characteristics of a Team

There are some of the significant characteristics of a team that discriminates it from a group:

- **Common Goal:** The members work to achieve a particular team objective.
- **Team spirit:** The enthusiasm of the members to reach out the team goal is always high.
- **Trust:** In a team, individuals believe and rely on each other's capabilities and skills.
- **Leadership:** There is a clear leadership within a team, and the selected team leader heads the activities.



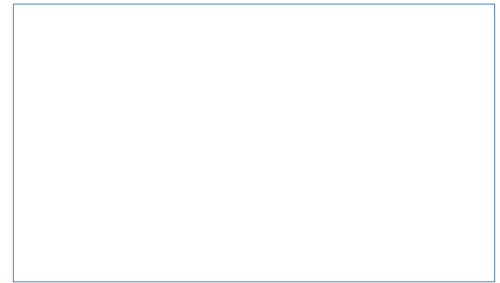
<https://theinvestorsbook.com/wp-content/uploads/2019/12/Characteristics-of-a-Team.jpg>



Characteristics of a Team(Cont.)

- **Mutual Accountability:** Each individual is equally responsible for the underperformance and failure of the team.
- **Interdependency:** The actions of the members within a team are jointly dependent on that of other members.
- **Defined Roles:** Every individual in a team, has been allocated specific roles or responsibilities to accomplish.
- **Streamline Direction:** The team leader is the one who shows the way to the members and monitors their operations.
- **Collaboration:** There is a high degree of synergy or coordination among the team members.

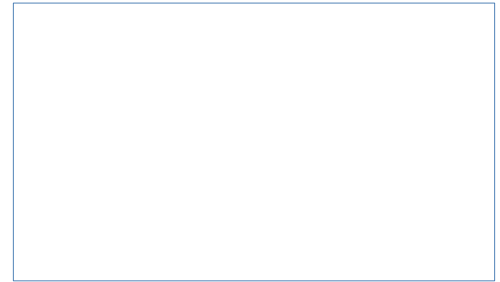
<https://theinvestorsbook.com/group-vs-team.html>



Common Barriers Faced by High-Performance Work Teams

There are some common characteristics seem to be strong indicators of a team that is not functioning at its peak or that needs intervention:

- **Nonparticipating leadership.** Team members fail to use a democratic leadership style that involves and engages team members.
- **Poor decision-making.** Team members make decisions too quickly without a blend of rational and intuitive decision-making methods.
- **Infrequent communication.** Lines of communication are closed and infrequent.
- **Lack of mutual trust.** Team members do not fully trust each other or the team as an entity.



Cont.

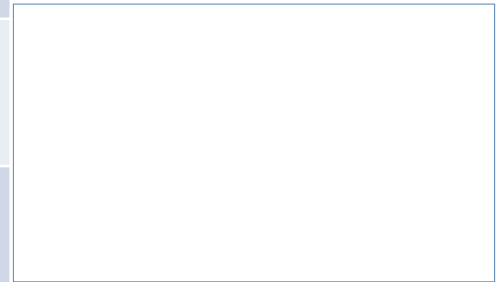
- **Diversity not valued.** Team members do not value the diversity of experience and backgrounds of their fellow team members.
- **Inability to manage conflict.** Not dealing with conflict openly and transparently and allowing grudges to build up can destroy team morale.
- **Lack of goal clarity.** Team members are unsure about their roles and the ultimate team goals, resulting in a lack of commitment and engagement.
- **Poorly defined roles and responsibilities.** Team members are not clear about what they must do and what they must not do.
- **Negative atmosphere.** An overall team culture that is not open, transparent, positive and future-focused results in a failure to perform at high levels.

Source: <https://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/developingandsustaininghigh-performanceworkteams.aspx>



Groups Vs Teams

Basis	Groups	Teams
Meaning	A collection of individuals who work together in completing a task.	A group of persons having collective identity joined together, to accomplish a goal.
Leadership	Only One Leader	More than One
Members	Independent	Interdependent
Focus on	Accomplishing individual goals	Accomplishing Team goals
Work Products	Individual	Collective



Ingredients for creating effective teams:

- Ideal Size and Membership.
- Fairness in Decision-Making.
- Creativity.
- Accountability.
- Purpose and Goals.
- Action Plans.
- Roles & Responsibilities.
- Information Sharing.
- Good Data.
- Meeting Skills and Practices.
- Decision Making.
- Participation.
- Ground Rules.
- Clear Roles.
- Accepted Leadership.
- Effective Processes.
- Solid Relationships.
- Excellent Communication.



What Makes a Team Effective

Here focus on 4 major factors of an effective team:

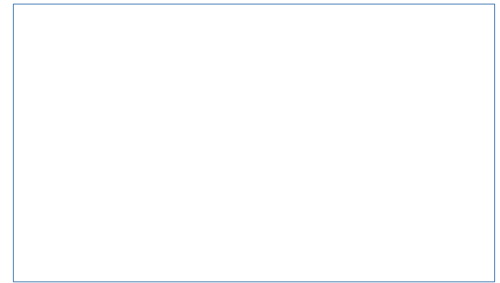
1. Supportive Environment

Teamwork is most likely to develop when management builds a supportive environment for it. Creating such an environment involves encouraging members to think like a team, providing adequate time for meetings, and demonstrating faith in members' capacity to achieve.

2. Skills and Role Clarity

Team members must be reasonably qualified to perform their jobs and have the desire to cooperate.

Beyond these requirements, members can work together as a team only after all the members of the group know the roles of all the others with whom they will be interacting.



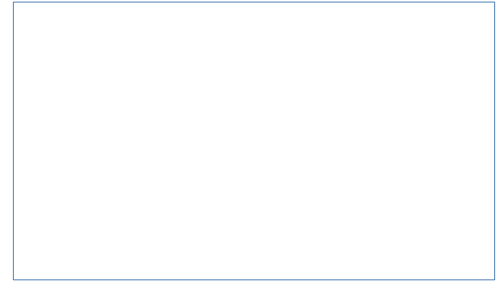
3. Super Ordinate Goals

A major responsibility of managers is to try to keep the team members oriented toward their overall task. Sometimes, unfortunately, an organization's policies, record-keeping requirements, and reward systems may fragment individual efforts and discourage teamwork.

4. Team Rewards

Another element that can stimulate teamwork is the presence of team rewards. These may be financial, or they may be in the form of recognition. Rewards are most powerful if they are valued by the team members, perceived as possible to earn, and administered contingent on the group's task performance.

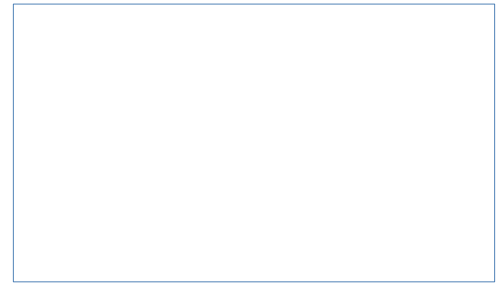
Source: <https://www.iedunote.com/team>



Case Study: The Calamities of Consensus

When it is time for groups to reach a decision, many turn to consensus. Consensus, a situation of agreement, seems like a good idea. To achieve consensus, groups must cooperate and collaborate, which ultimately will produce higher levels of camaraderie and trust. In addition, if everyone agrees, then the prevailing wisdom is that everyone will be more committed to the decision.

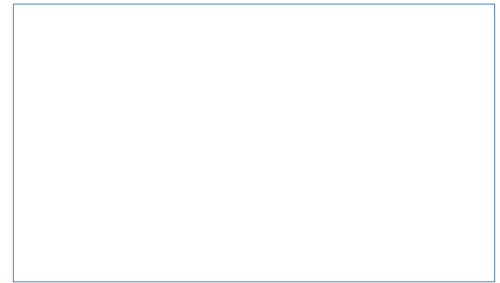
However, there are times when the need of consensus can be detrimental to group functioning. consider recent" fiscal cliff " faced by the U.S. Government toward the end of 2012. The white house and congress needed to reach a deal that would reduce the swelling budget deficit. However, many Republicans and Democrats stuck to their party lines, refusing to compromise.



Case Study: The Calamities of Consensus

Many viewed the end product that achieved consensus as a less than optimal solution. The public gave congress an approval rating of only 13 percent, expressing frustration with the lack of compromise, but the group may not have been able to function well partly because of the need of consensus. If the consensus is reached, does that mean the decision is the right one? Consider the supreme court's recent ruling to uphold "Obamacare". In the days leading up to the decision, the general consensus was that the law requiring U.S. citizen to purchase health care insurance would be deemed unconstitutional. Ultimately, that consensus proved to be wrong.

Critics of consensus-based methods argue that any decisions that are ultimately reached are inferior to decision using other methods such as voting or having a team members provide input to their leader,

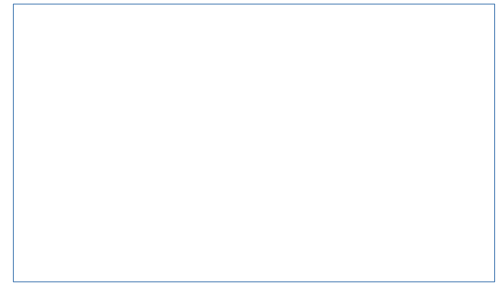


Case Study: The Calamities of Consensus

Who then makes the final decision. Critics also argue that because of pressure to conform, groupthink is much more likely, and decision reached through consensus are simply those that are disliked the least by everyone.

Questions:-

1. Is consensus a good way for groups to make decisions? Why or Why not?
2. Can you think of a time where a group of which you were part relied on consensus? How do you think the decision turned out?
3. Martin luther king jr. Once proclaimed," A genuine leader is not seeker of consensus but a modeler of consensus. " What do you think he meant by that statement? Do you agree with it? Why ir why not?



Open creative workspaces impacts for new product development team creativity and effectiveness



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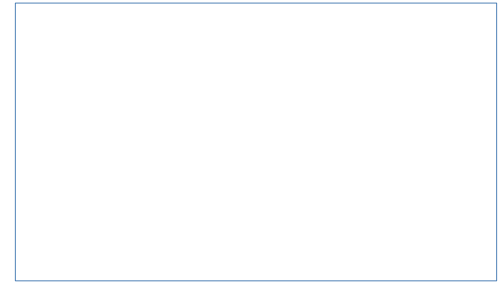
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Purpose

The purpose of this paper is to further explore the relationship between new product development project teams and their workspace regarding the impact of the physical (space variety, indoor environmental quality, large meeting room, workstation) and sociotechnical environments (project commitment, IT environment) on their creativity and effectiveness.

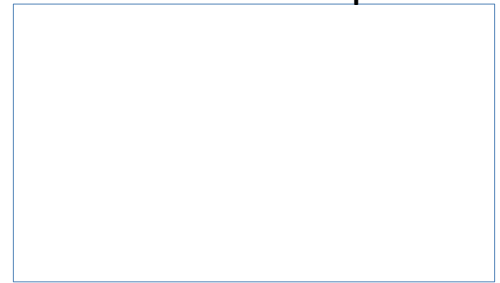


Design/methodology/approach

The authors gathered data on an enterprise's ten multidisciplinary teams operating in diverse workspaces by four means: over 40 interviews and four months of observation, secondary data and a survey with 645 responses.

Findings

For teams co-located on site and abroad, employees express that proximity in open space is paramount even considering the augmented density. The relationship between team effectiveness and team creativity is strong and bidirectional (correlation $\beta = 0.40^{***}$), but the patterns of relationship between these two variables and certain dimensions of the physical and sociotechnical environment are different. There is a positive and direct impact on team effectiveness, but to a lesser degree on creativity which, in turn, positively influences team effectiveness. Moreover, creativity intervenes (mediator variable) between project commitment, satisfaction with large meeting rooms and the IT environment on their relationship with team effectiveness.



Research limitations/implications

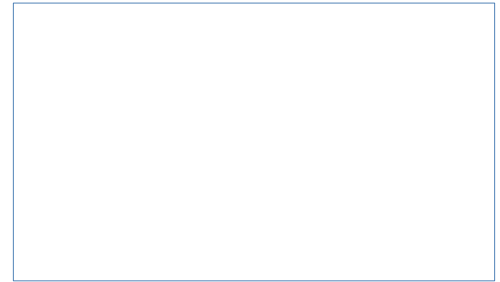
The scope of the data is somewhat limited by the time that the company and its teams could allocate to this paper.

Practical implications

The arrangement of space reinforces employees' sense of belonging to their team as measured by project commitment which along with satisfaction with the large meeting rooms and IT environment influence both team effectiveness and creativity. Managers could consider these three elements as levers for action. Space variety (or balanced layout) is also a way to support team creativity.

Originality/value

Even if open spaces are frequently used, the literature on creative spaces is dedicated mainly to an individual. This paper delivers some results and evidence on the concrete and simultaneous impacts of the workspaces on creativity and effectiveness of multidisciplinary new product development (NPD) team.



Research limitations/implications

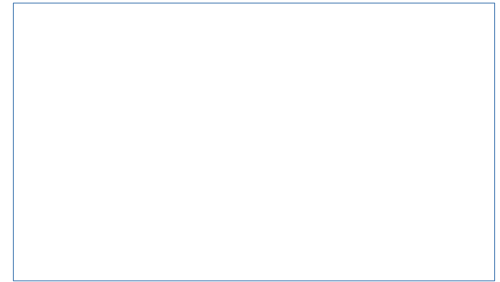
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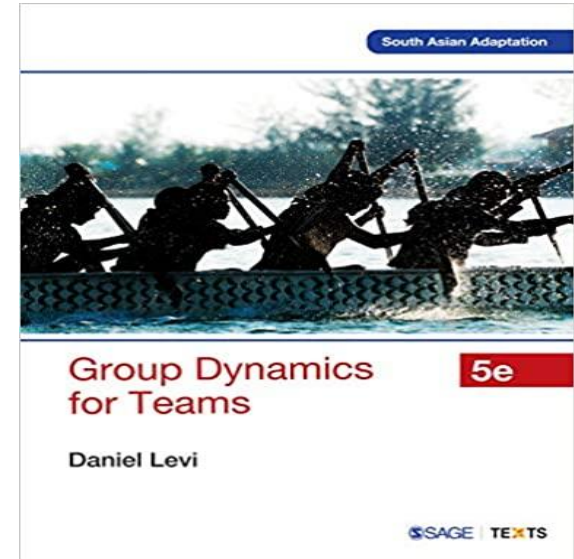
Even if open spaces are frequently used, the literature on creative spaces is dedicated mainly to an individual. This paper delivers some results and evidence on the concrete and simultaneous impacts of the workspaces on creativity and effectiveness of multidisciplinary new product development (NPD) team.



Book Recommendation

Group Dynamics for Teams

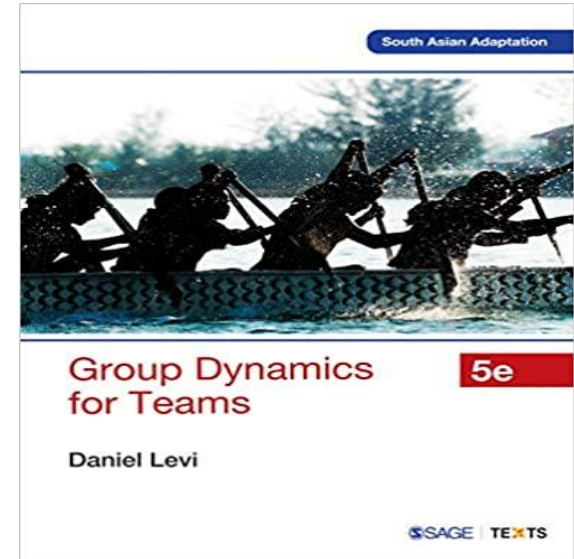
Publisher: SAGE Publications
Authors: Daniel Levi
Language: ENGLISH
Paperback: 352 Pages
•ISBN-10 : 9353885396
•ISBN-13 : 978-9353885397



https://www.amazon.in/Group-Dynamics-Teams-Daniel-Levi/dp/9353885396/ref=sr_1_1?dchild=1&keywords=groups+and+teams&qid=1628370266&s=books&sr=1-1

Book Recommendation

This book helps readers to understand and more effectively participate in teams. Group dynamics for teams integrates research and theories of group dynamics in order to apply this information to the ways in which teams operate in organizations. **Key features:** provides a framework for teaching about teams and improving how teams function. Material offering practical advice on techniques and activities to help improve the team's performance special pedagogical features like leading virtual teams, team leader's challenge, psychological surveys, and teamwork activities robust companion website containing discussion questions, Class activities, text Bank, PowerPoint slides, and multimedia links for classroom teaching.



https://www.amazon.in/Group-Dynamics-Teams-Daniel-Levi/dp/9353885396/ref=sr_1_1?dchild=1&keywords=groups+and+teams&qid=1628370266&s=books&sr=1-1



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- <https://theinvestorsbook.com/group-vs-team.html>
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- <https://www.iedunote.com/team>



Thank You

