

Essentials of
**Contemporary
Management**

Fourth Edition



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WORK GROUP DYNAMIC

Learning Objectives

- LO1** Explain why groups and teams are key contributors to organizational effectiveness.
- LO2** Identify the different types of groups and teams that help managers and organizations achieve their goals.
- LO3** Explain how different elements of group dynamics influence the functioning and effectiveness of groups and teams.

Learning Objectives

- LO4** Explain why it is important for groups and teams to have a balance of conformity and deviance and a moderate level of cohesiveness.
- LO5** Describe how managers can motivate group members to achieve organizational goals and reduce social loafing in groups and teams.

Groups, Teams and Organizational Effectiveness

- **Group**

- Two or more people who interact with each other to accomplish certain goals or meet certain needs

- **Team**

- A group whose members work intensely with each other to achieve a specific, common goal or objective



Groups, Teams and Organizational Effectiveness

Groups and teams can help an organization gain a competitive advantage because they can:

- 1) enhance its performance
- 2) increase its responsiveness to customers
- 3) increase innovation
- 4) increase employees' motivation and satisfaction

Groups and Teams as Performance Enhancers

- **Synergy**
 - performance gains that result when individuals and departments coordinate their actions
- **Performance Enhancement**
 - Making use of the synergy from employees in a group producing more or better output than employees working separately.

Groups and Teams as Performance Enhancers

Factors that contribute to synergy

1. Ability to bounce ideas off one another
2. Correct each other's errors
3. Bring more new ideas to bear on problems
4. Accomplish projects beyond the scope of individuals

Groups' and Teams' Contributions to Organizational Effectiveness

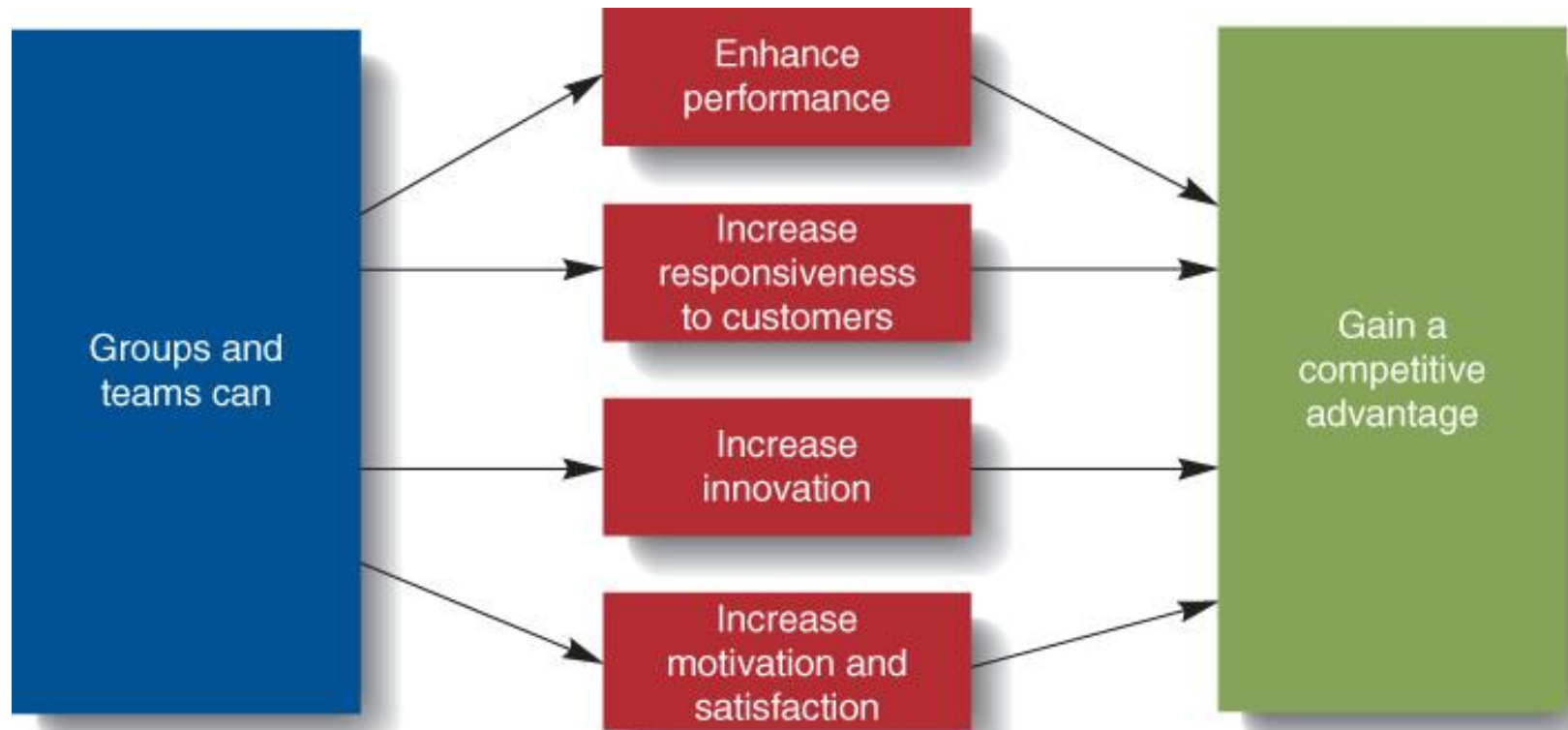


Figure 11.1

Teams and Innovation

- **Innovation**
 - The implementation of creative ideas for new products, new technologies, new services, or even new organizational structures essential for gaining and maintaining a competitive advantage

Groups and Teams as Motivators

- Team members are more motivated and **satisfied** than if they were working alone.
- Team members can see the effect of their **contribution** to achieving team and organizational goals.
- Teams provide needed social interaction and help employees **cope** with work-related stressors.

Types of Groups and Teams



Figure 11.2

Types of Groups and Teams

- **Formal Group**
 - A group that managers establish to achieve organization goals.



Question?

What type of group do employees form to help achieve their own goals ?

- A. Formal group
- B. Informal group
- C. Command group
- D. Task group

Types of Groups and Teams

- **Informal Group**

- A group that managers or nonmanagerial employees form to help achieve their own goals or to meet their own needs.

Types of Groups and Teams

- **Top-management team**
 - A group composed of the CEO, the president, and the heads of the most important departments
- **Research and Development team**
 - A team whose members have the expertise and experience needed to develop new products

Types of Groups and Teams

- **Command Groups**

- A group composed of subordinates who report to the same supervisor, also called a department or unit

Types of Groups and Teams

- **Task Forces**

- A committee of managers or non-managerial employees from various departments or divisions who meet to solve a specific, mutual problem; also called an “ad hoc” committee

Types of Groups and Teams

- **Self-Managed Work Team**
 - A group of employees who supervise their own activities and monitor the quality of the goods and services they provide

Types of Groups and Teams

- **Virtual Team**

- A team whose members rarely meet face-to-face
- Interact by using various forms of information technology
- Email, computer networks, telephone, fax, and videoconferences

Types of Groups and Teams

- **Friendship Groups**
 - An informal group composed of employees who enjoy one another's company and socialize with one another



Types of Groups and Teams

- **Interest Groups**
 - An informal group of employees seeking to achieve a common goal related to their membership in an organization

Group Dynamics

- **Group Dynamics**
 - The characteristics and processes that affect how a group or team functions.
 - Group size affects how a group performs.

Group Dynamics

- Normally, small groups (2 to 9 members) interact **better** and tend to be more **motivated**
- Larger groups can be used when **more resources** are needed and division of labor is possible.

Group Dynamics

- **Division of labor**
 - splitting the work to be performed into particular tasks and assigning tasks to individual workers



Group Roles

- **Group Roles**
 - The set of behaviors and tasks that a group member is expected to perform because of his position in the group
- **Role making**
 - taking the initiative to modify an assigned role by assuming additional responsibilities

Stages of Group Development

- **Forming**
 - Group members get to know each other and reach common goals.
- **Storming**
 - Group members disagree on direction and leadership. Managers need to be sure the conflict stays focused.

Stages of Group Development

- **Norming**
 - Close ties and consensus begin to develop between group members.
- **Performing**
 - The group begins to do its real work.
- **Adjourning**
 - Only for task forces that are temporary.
 - Note that these steps take time!

Discussion Question

Which stage is most important in group development?

- A. Forming
- B. Storming
- C. Norming
- D. Performing
- E. Adjourning

The Stages of Group Development



Figure 11.3

Group Norms

- **Group Norms**
 - Shared guidelines or rules for behavior that most group members follow



Conformity and Deviance

- Members **conform** to norms to obtain rewards, imitate respected members, and because they feel the behavior is right.
- Conformity and deviance must be balanced for **high performance** from the group.
- Deviance allows for **new** ideas in the group.

Balancing Conformity and Deviance in Groups

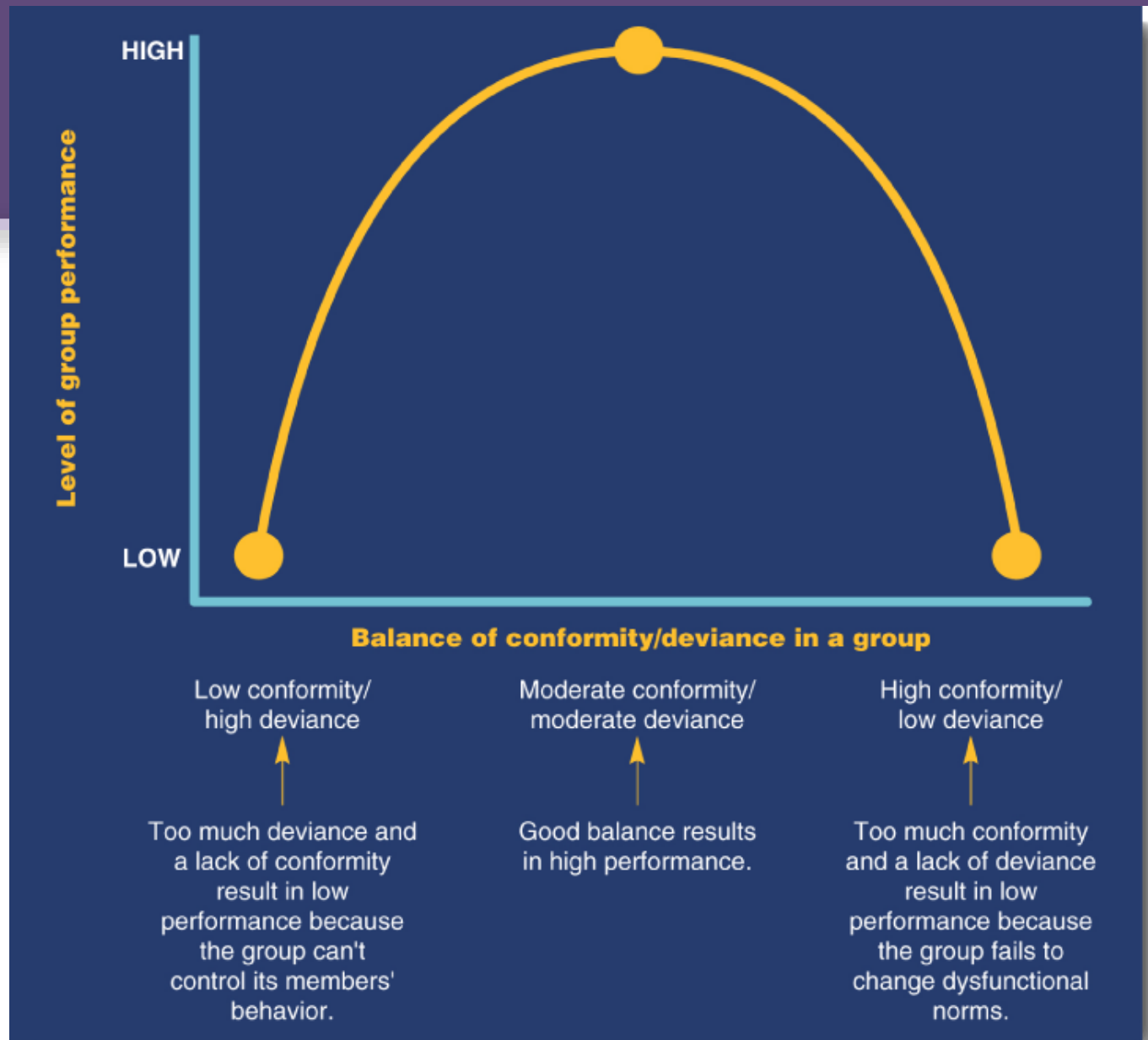


Figure 11.4

Group Cohesiveness

- **Group Cohesiveness**
 - The degree to which members are attracted to their group
- **Three major consequences**
 - Level of participation
 - Level of conformity to group norms
 - Emphasis on group goal accomplishment

Sources and Consequences of Group Cohesiveness

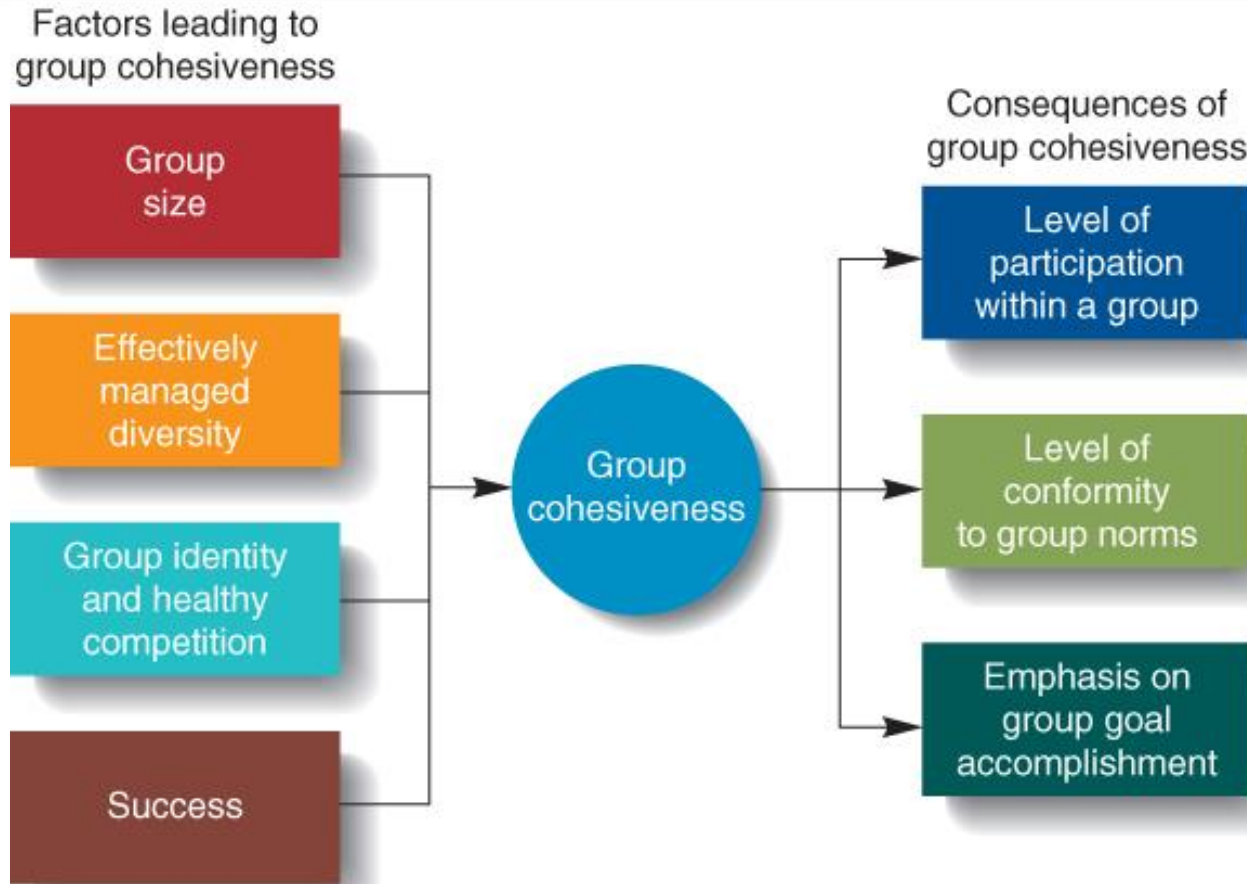


Figure 11.5

Factors Leading to Group Cohesiveness

Factor	
Group Size	Smaller groups allow for high cohesiveness; Low cohesiveness groups with many members can benefit from splitting into two groups.
Effectively Managed Diversity	Diverse groups often come up with better solutions.
Group Identity	Encouraging a group to adopt a unique identity and engage in competition with others can increase cohesiveness.
Success	Cohesiveness increases with success; finding ways for a group to have some small successes increases cohesiveness.

Managing Groups and Teams for High Performance

- **Motivating group members to achieve organizational goals:**
 - Members should benefit when the group performs well—rewards can be monetary or in other forms such as special recognition.
 - Individual compensation is a combination of both individual and group performance.

THANK YOU