CB2300
Managing Teams

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專業 創新 胸懷全球
Professional·Creative
For The World

Fortunately, your group have…

10 Items Available for Survival

1. First Aid Kit

2. Portable Transistor Radio

3. Disposable Cigarette Lighter

4. Seven Large Green Garbage Bags

5. Bottle of Liquor "G1 Type" Insect Repellent (2 oz.)

6. Machete

7. Snake Bite Kit

8. OneQuart of Rum

9. One Box of Granola Bars

10. Plastic "Space Blanket"(7' x 5.5')

Team Effectiveness

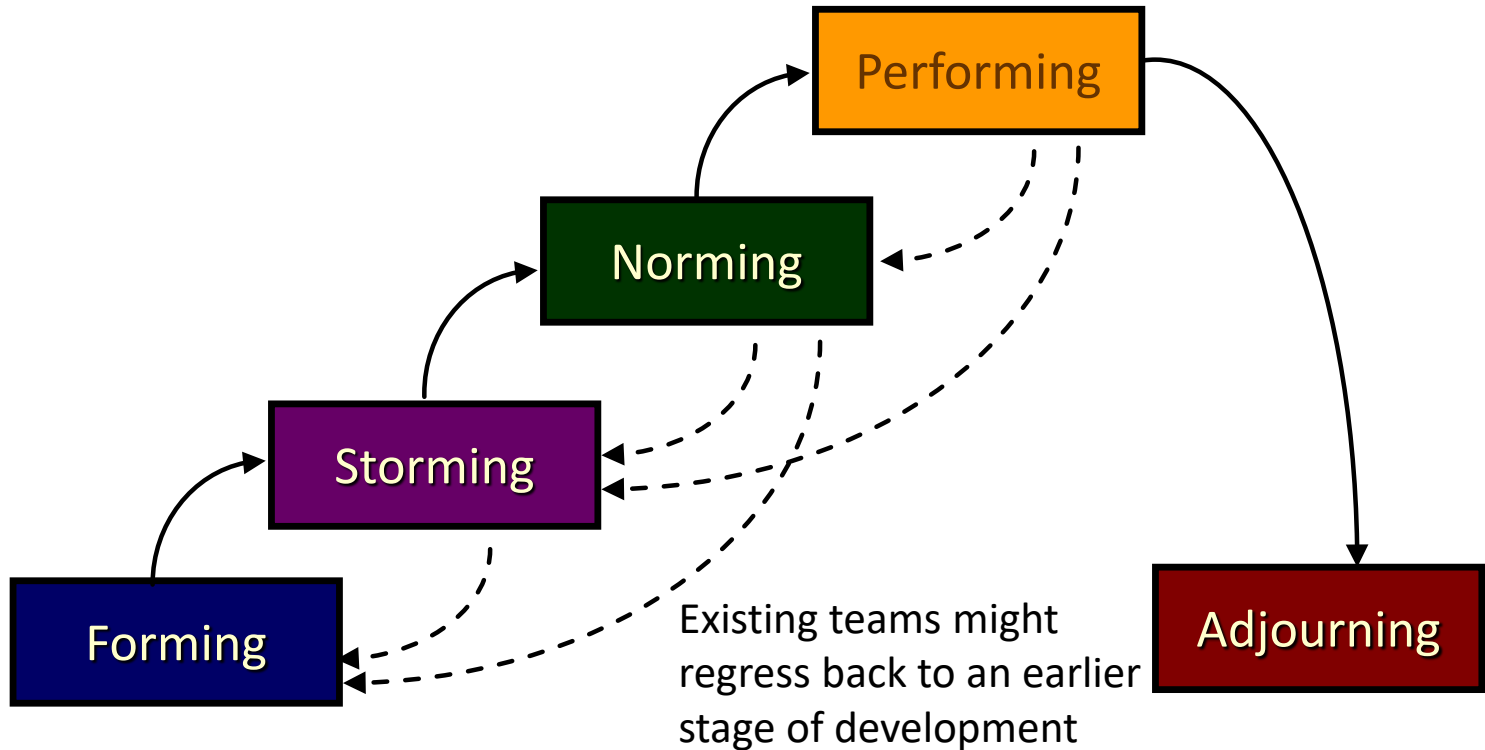- Is team decision making always better than individual decision making?

What is a Group?

Group – two or more interacting and interdependent individuals who come together to achieve specific goals.

- Formal groups
  - – Work groups defined by the organization's structure that have designated work assignments and tasks

- Informal groups
  - – Groups that are independently formed to meet the social needs of their members

Stages of Group Development

Performing

Norming

Storming

Forming

Adjourning

Existing teams might regress back to an earlier stage of development

Stages of Group Development

- **Forming**
  - Group members get to know each other and reach common understanding

- **Storming**
  - Group members experience conflict because some members do not wish to submit to demands of other group members

- **Norming**
  - Close ties and consensus begin to develop between group members. Establishing relationships

Stages of Group Development

- Performing
  - A fully functional group structure allows the group to focus on performing the task at hand.

- Adjourning
  - The group prepares to disband and is no longer concerned with high levels of performance.

What are the factors you need to consider to build effective teams?

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- What is the ideal size of the team?

- What will be the composition of the team? Age, gender, education, culture, expertise?

- What are some possible challenges that the team will encounter?

Group Size

- Small vs large
- Which one is better?

Group Size

- **Advantage of small groups**
  - Interact more with each other and easier to coordinate their efforts
  - More motivated, satisfied, and committed
  - Easier to share information
  - Better able to see the importance of their personal contributions

Group Size

- **Advantages of large groups**
  - More resources at their disposal to achieve group goals
  - Enables managers to obtain division of labor advantages

- **Disadvantages of large groups**
  - Problem of communication and coordination
  - Lower level of motivation
  - Members might not think their efforts are really needed

Group Diversity

- Diversity is beneficial?

- Surface level – Demographics
  - Age, gender, race, education
  - Faultline theory !!

- Deep level – values & beliefs
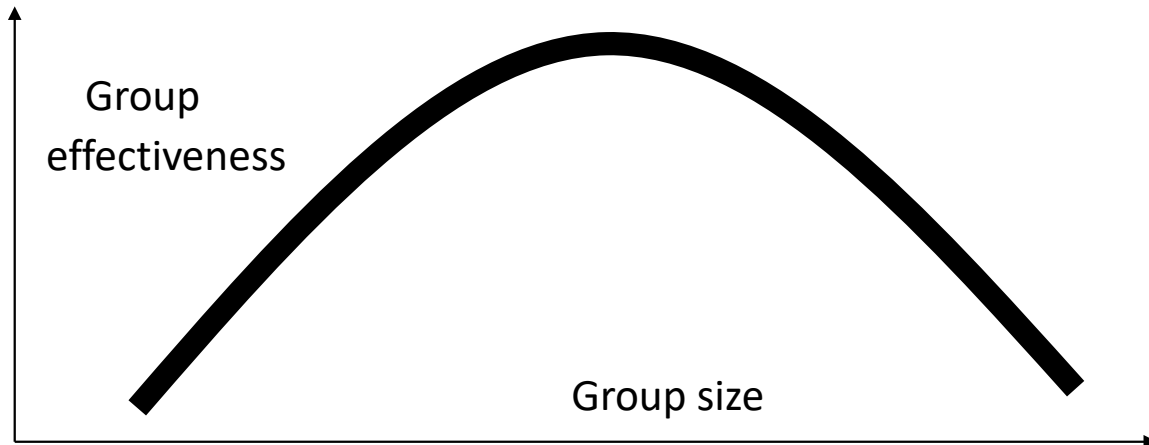
Group Diversity

- Group diversity is a double-edged sword
  - People with different backgrounds or experience may bring new ideas and creative solutions to the group

  - However, diversity often leads to conflicts
    - Task conflict
    - Relational conflict
    - Negative impact on group cohesion (The degree to which members are attracted to their group)
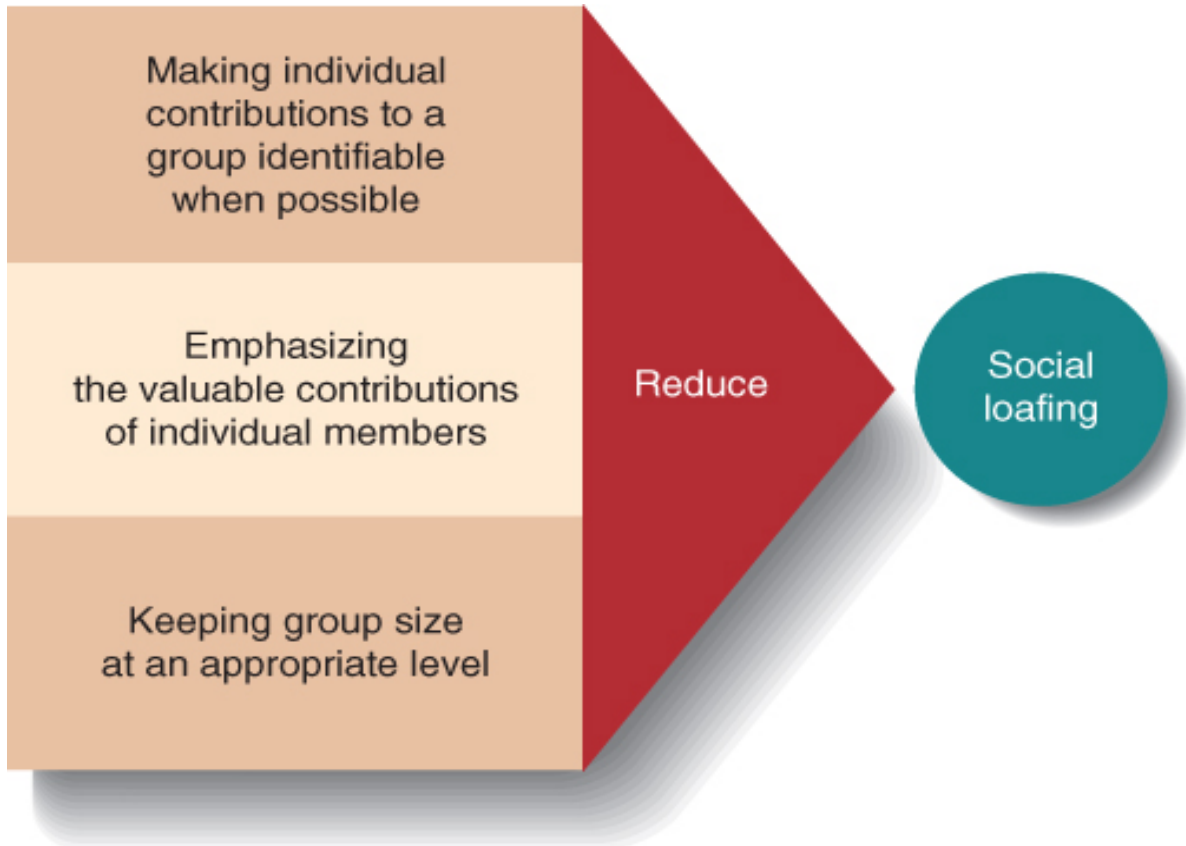
Potential limitations of teams

- **Social loafing** – the tendency of group members to do less than they are capable of individually, resulting in an inverse relationship between group size and individual performance
- **Groupthink** (Janis, 1972)
- **Task/Relational Conflict**

Group size – social loafing

- Number of members in a group is linked to performance effectiveness
  - Inverted U-shape link between size and performance
  - Too large - communication and coordination problems, satisfaction decreases; absenteeism and turnover increases
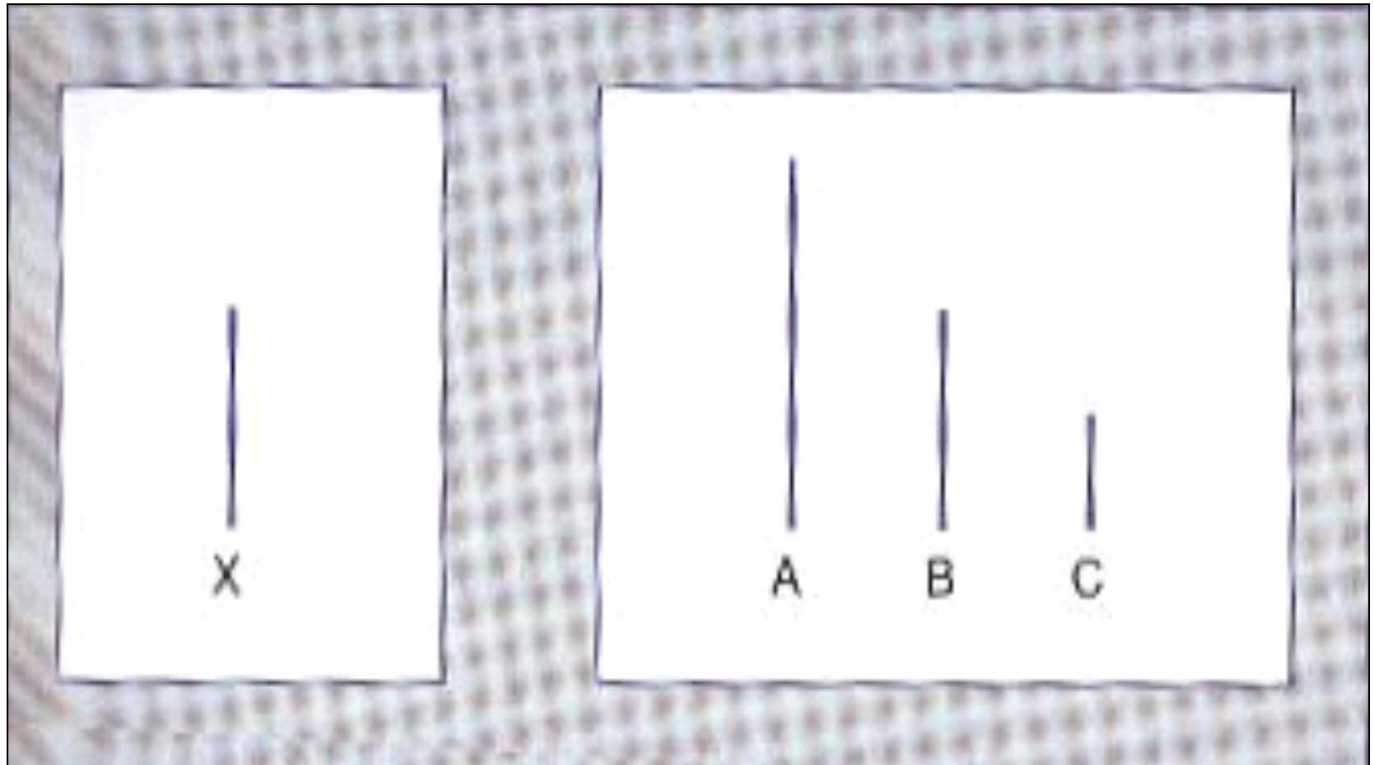 - 5-7 members seem optimal

Group effectiveness

Group size

Three Ways to Reduce Social Loafing

Making individual contributions to a group identifiable when possible

Emphasizing the valuable contributions of individual members

Keeping group size at an appropriate level

Reduce

Social loafing

Conformity and Groupthink (Asch's study): Video

Groupthink and decision-making (Janis, 1971)

- The tendency of members in highly cohesive groups to lose their critical evaluation capabilities

- Related to norms of conformity in groups - desire to conform and avoid unpleasant disagreements lead to an overemphasis on concurrence and an under-emphasis on realistically appraising alternative courses of action

Conflict Management

- **Conflict –** perceived incompatible differences that result in interference or opposition.

- **Conflicts are all bad?**

Conflict Management

- **Conflict –** perceived incompatible differences that result in interference or opposition.

- **Traditional view of conflict –** the view that all conflict is bad and must be avoided.

- **Interactionist view of conflict –** the view that some conflict is necessary for a group to perform effectively.

Is Conflict Good or Bad?:
Pre 1970s View

Historically, experts viewed conflict as dysfunctional

- Undermined relations
- Wasted human energy
- More job dissatisfaction, turnover, stress
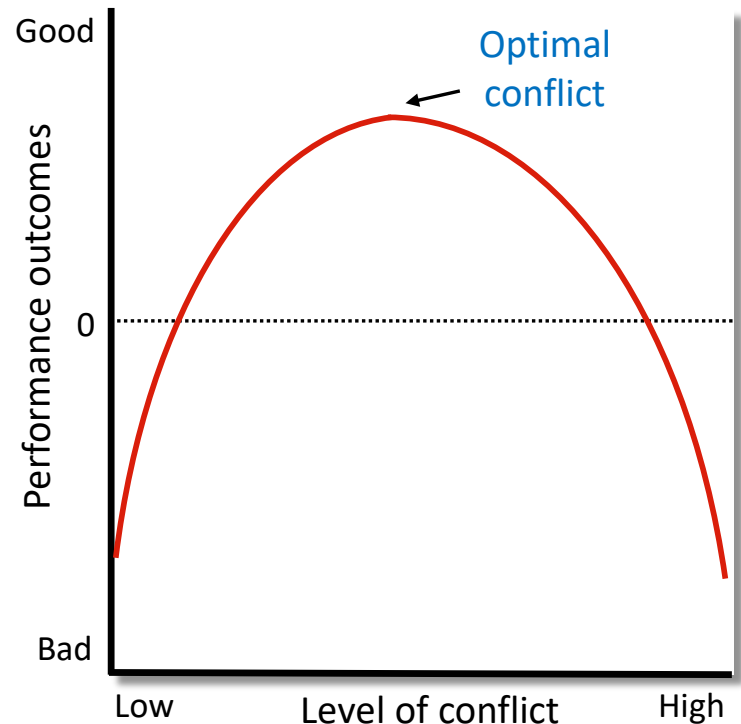- Less productivity, information sharing
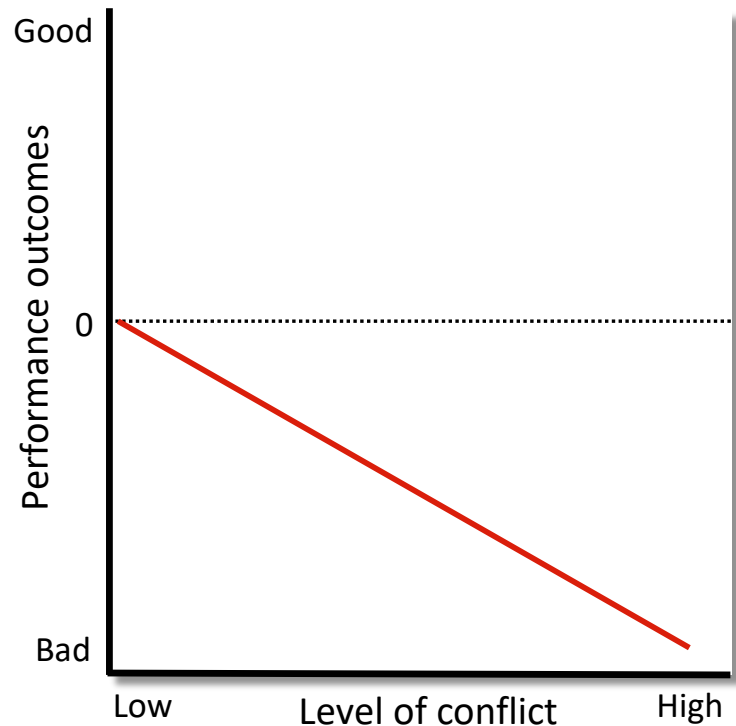
Is Conflict Good or Bad?: 1970s-1990s View

1970s to 1990s – belief in an optimal level of conflict

Some level of conflict is good because:

- –Energizes debate
- –Reexamines assumptions
- –Improves responsiveness to external environment

Types of conflict

- **Functional conflicts –** conflicts that support a group's goals and improve its performance.

- **Dysfunctional conflicts –** conflicts that prevent a group from achieving its goals.

- **Task conflict –** conflicts over content and goals of the work.

- **Relationship conflict –** conflict based on interpersonal relationships or personality issues

- **Process conflict –** conflict over how work gets done.