Group Decision Making and Working in Team

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- Using divergent & convergent thinking

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Understanding the role of Teams in Organizations

Organizations use teams because:

- Teams can reflect the larger organizations
- Teams can complete projects that are too big for one person
- Teams can create a broad range of solutions
- Teams create a sense of obligation, commitment, and motivation
- Teams make decisions that others are willing to accept

Defining types of groups and teams

Basic Workgroups	These people often have similar job titles and responsibilities but work independently of each other.
Committees	Here a group of people discuss topics that matter to the whole organization
Project teams	They work on major tasks such as designing a new product
Task forces and ad hoc teams	They work on a single defined task or activity, such as solving a problem
Self-managed work teams	They have a common goal. They manage themselves without supervision
Special-purpose teams	They have a special purpose but are permanent groups that meet regularly. 'Quality Circles' is one such example who identify and solve work-related problems. Japanese firms introduced the idea of quality circles , and they became popular in American businesses in the 1980s.

Recognizing differences between Groups and Teams

Characteristic	Group	Team
Definition	Collection of individual	Unified group working together to meet common goals
Focus	Individual tasks and responsibilities	Shared tasks and responsibilities
Objectives	Differ from one member to another	Same for all members
Rewards	Based on individual accomplishments	Based on team accomplishments
Trust	Few chances to develop trust	Shared tasks offer many chances to develop trust
Decisions	Often not involved in decisions that affect the group	Make decisions or collaborate with a decision maker

Ensuring Team Success

- Discuss the team goals
- Clearly understand each member's roles and expectations (common roles include leader, creative thinker, facilitator, peacemaker, detail recorder, and specialist)
- Let a team member emerge as the leader
- Show respect for differences
- Create a sense of urgency

Empowering Teams

- Clarify the purpose and expectations
- Make sure decision makers support the team
- Communicate with managers
- Identify roadblocks and barriers
- Ask for authorization

Reasons organizations form teams

Produce Something	Generate ideas	Solve problems
Create a Web site	Write sales slogans	Identify problems
Design a plan	Suggest ways to serve customers	Suggest solutions
Construct a building	Think of product promotions	Evaluate actions
Write a handbook		Project potential problems

Earning Rewards for Team Effort

- Promote your team
- Review evaluations
- Encourage your team to exceed expectations
- Determine what type of recognition are rewarding to you
- Be generous with appreciation

Becoming a High-Performing Team

- Use the best ingredients
- Participate actively
- Emphasize cohesiveness (A cohesive team works closely together)
- Request information
- Recognize team contributions

Working with distributed teams

- A distributed team has members in different geographic locations.
- Recognize the difficulties in communication and coordination
- Use appropriate technology
- Attend occasional face-to-face meetings
- Use a coordinator
- Set and attend regular activities