Group Dynamism and Team Building
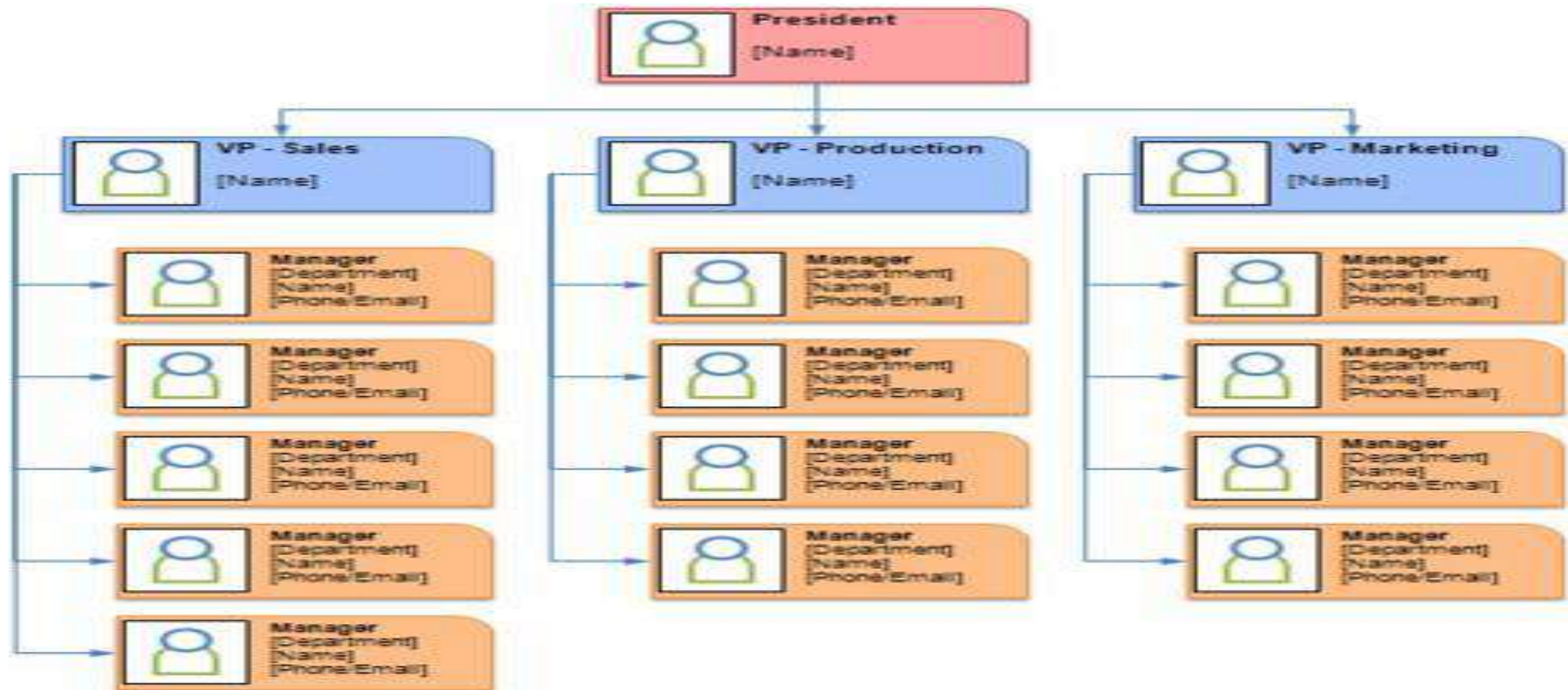
Introduction

Formal Organization Structure

Company Organizational Chart

President
[Name]

VP - Sales
[Name]

VP - Production
[Name]

VP - Marketing
[Name]

Manager
[Department]
[Name]
[Phone/Email]

Manager
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Infomal organizational structure

Informal Organization:

Group Dynamics

- Social needs are among the most powerful and compelling on the job motivating sources

- In order to fulfil their social needs, workers form small group on the job itself

- Hawthorne Experiment: "People behave as members of a group and their membership of group helps shape their work Behaviour and attitudes towards the organization"
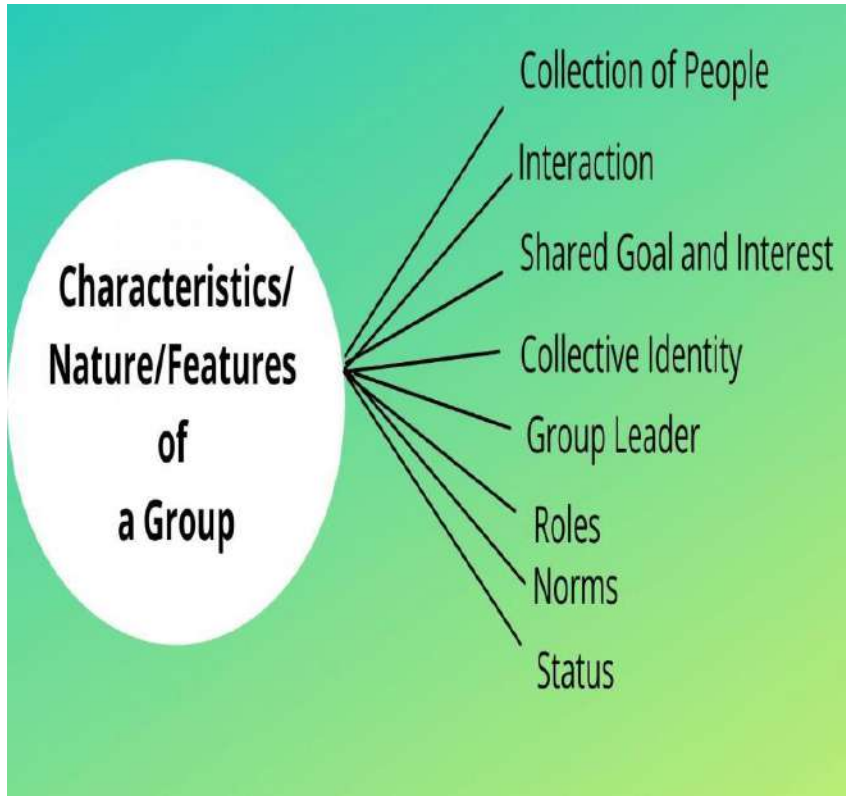
- Likert: "Organization will function best when its personnel function not as individuals but as members of highly effective work groups with high performance goal".

- Group dynamics is the social process by which people interact face to face in small groups is called group dynamics.

- Group dynamics – "teamwork where in small group are constantly in contact with each other and share common ideas to accomplish the given tasks"

- The group develops its goal clearly and furnishes suggestions to its members for the accomplishment of goal

- Every group choose its leader (whom may be called informal leader as he is not recognized in the formal structure) who may effectively coordinate the group to achieve objectives.
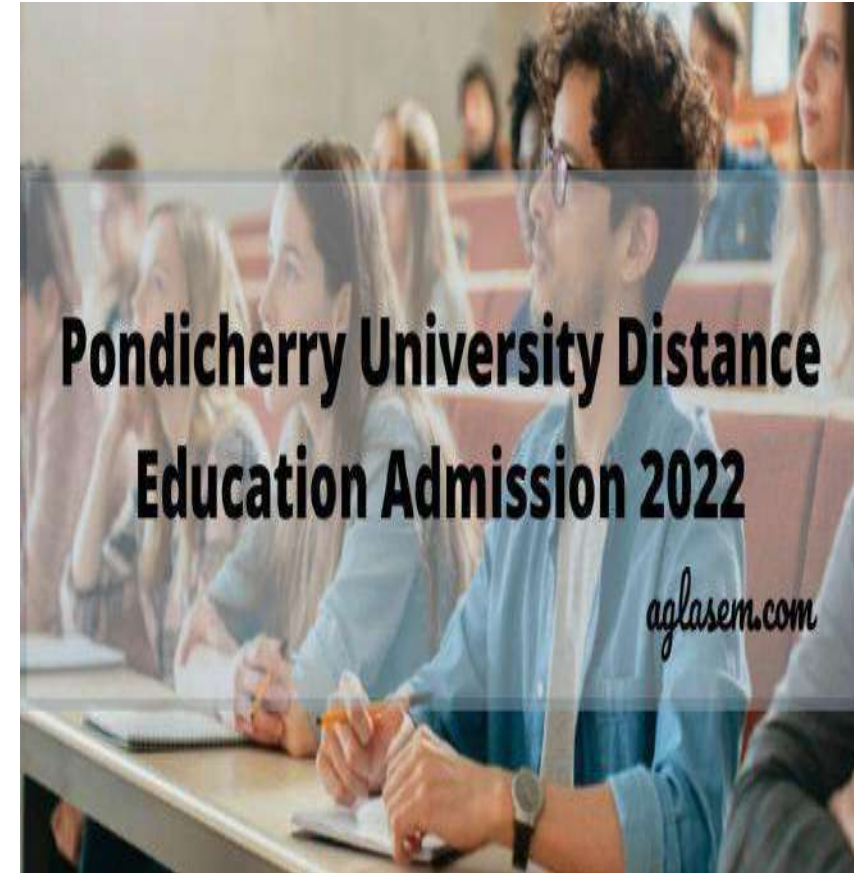
Nature of Groups

Characteristics/ Nature/Features of a Group
- Collection of People
- Interaction
- Shared Goal and Interest
- Collective Identity
- Group Leader
- Roles
- Norms
- Status

- A group consists of two or more persons who interact with each other consciously for the achievement of certain common objectives"

- Group:

  -People interact with one another

  -People must be psychologically aware of one another

  -people should perceive themselves to be a group

  -People should make impact through behaviour /attitude/relationship/ easy work/objective etc.,

- Family Members (As Group)

- MBA – DDE Students

People sitting and Cinema Hall or Waiting for Staff Bus cannot be called as Group

Types of Groups

- **Formal Group**

- They are in part of Organizational structure – created deliberately by the management- to perform duties

- Example: Work Group, Task Force, Committees, Quality Team etc.,

- Group have clear cut authority – responsibility – rules and regulations – integral part of organization.
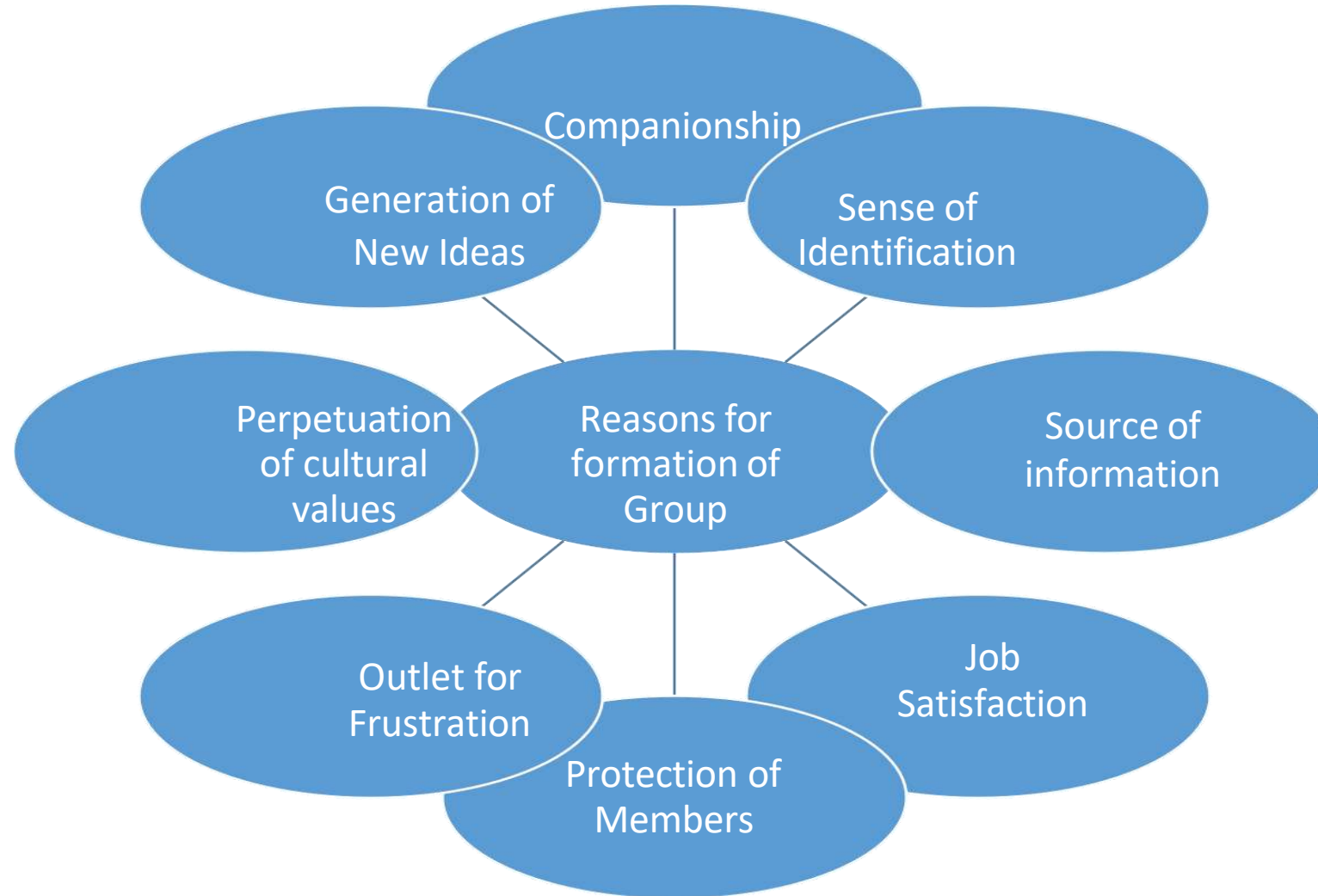
- Informal Group:

- It arise spontaneously in the organization – because of social interaction between people.
- Created by individual rather than management – natural grouping of people – based on common interest: language, taste, caste, religion background etc.,
- Not officially planned – informal groups collectively referred as informal organization.
- It focuses on person rather than position – every group regulate norms for its functions – they represent human side of the organization (formal group technical side of the organization)

Styles: Classification of Groups

Classification of Group	Special Features
Apathetic Group	Low paid, Low skilled, Low in unity, cannot pressurize, non acceptable by leader
Erratic Group	Semi workers, considerable unity, lack of consistently in Behaviour
Strategic Group	Prepare strategy – skilled- leader – create problem - key in their plan
Conservative Group	Professionals – highly skilled – display considerable confidence – strong and stable among informal groups – exercise restrained pressure for highly specified objectives

Reasons for formation of Groups

Importance of Groups to the Organization

- Filling in Gaps in Manager abilities
- Solving Work Problems
- Better Coordination
- Channel of Communication
- Restraint of Managers
- Better Relation
- Norms of Behaviour (Certain norms create good or bad)
- Satisfied Workforce
- Developing future executives

Problems created by Informal Groups

- Negative Attitude of informal leader
- Conformity (Strong pressure on its group members)
- Resistance to Change (maintain status ego)
- Rumor (raise rumor)
- Role Conflict (formal vs. informal group)

Dealing with Informal Groups

Functional/ Dysfunctional

Support and Create problems to the organization

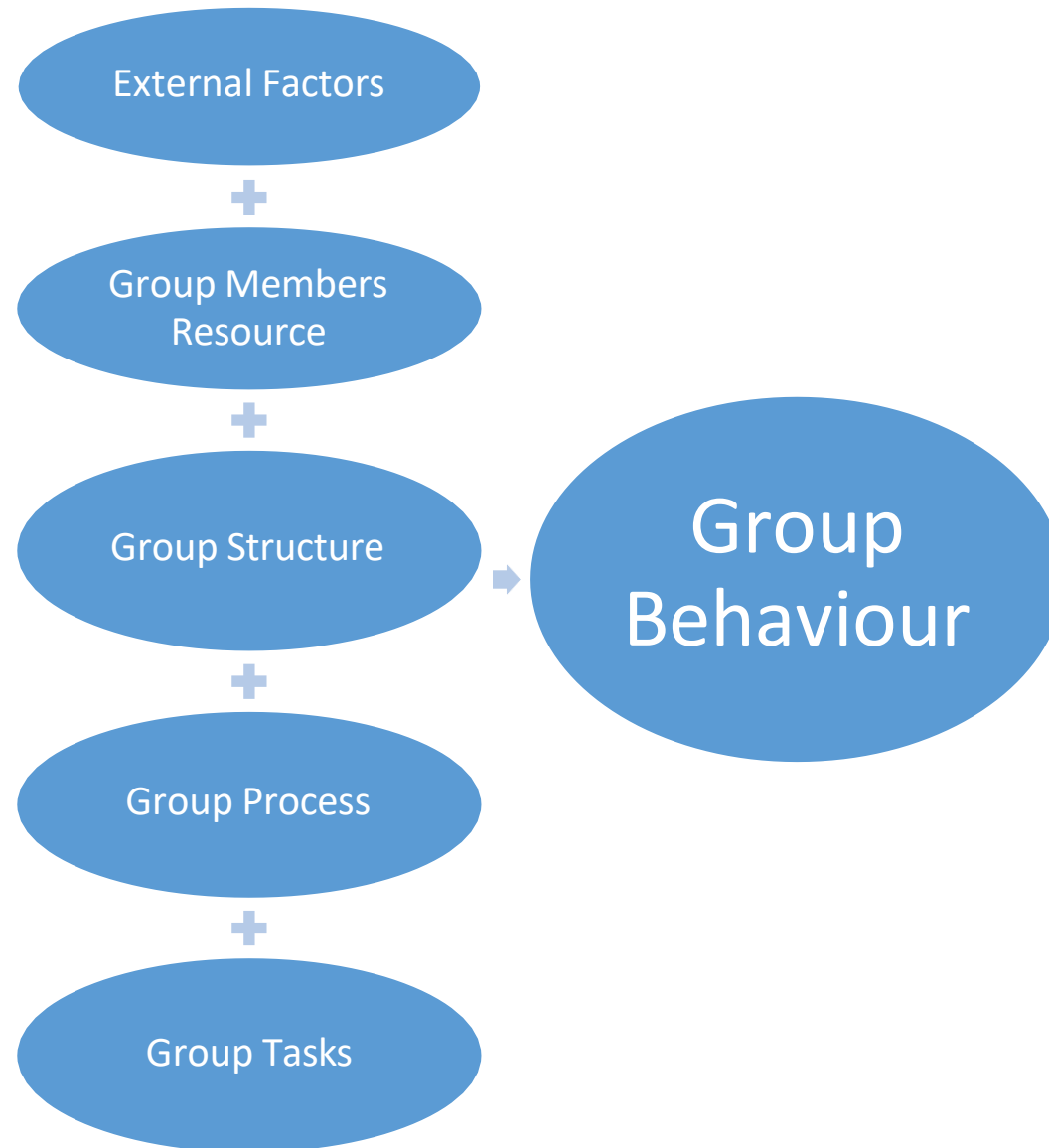Management cannot remove their existence/unavoidable

Identify the informal groups direct them towards objectives

Group is small – difficulty to find out leaders – each individual act as leaders

Leadership is based on seniority, job, dominant, personality, special capability, physical strength etc.,

Recognize – use for management consolation – build management communication etc.,
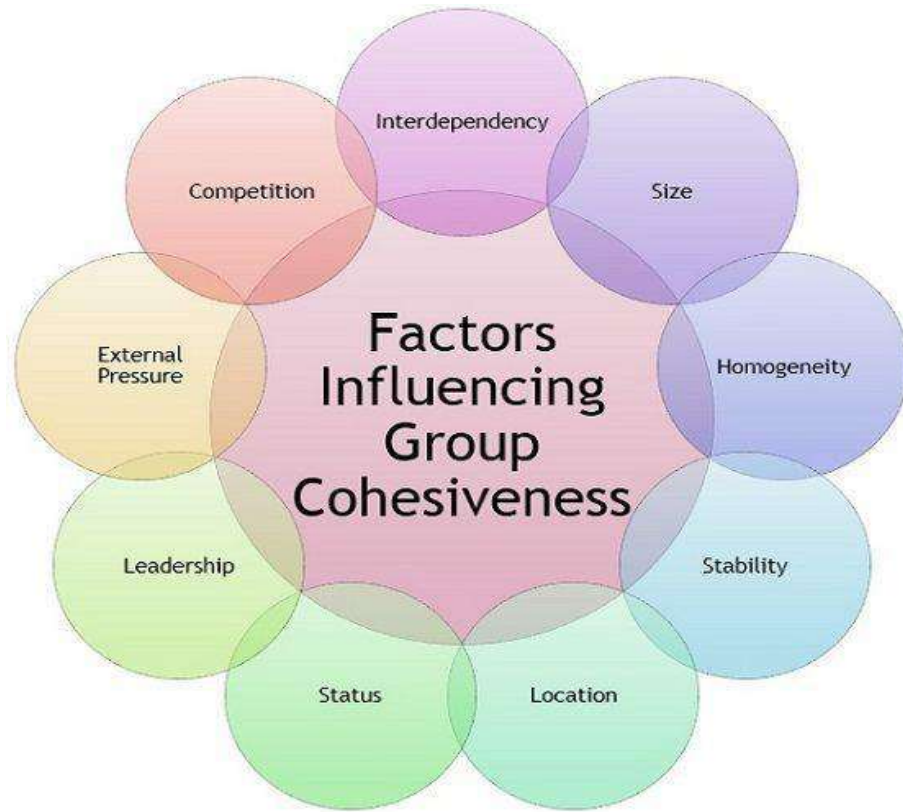
Determinants of Group Behaviour

Group Cohesiveness

- Group cohesiveness means "the degree of attachment of the members to their group"

- Members of the cohesive group strongly share the goal of the group and are attached to one another

- Greater the attachment – the greater is the likelihood following group standards

- Cohesiveness is powerful – the members act unitedly - face threat from external source

Cohesive Group Possesses the following Attributes / Characters

Factors Influencing Group Cohesiveness

Interdependency
Competition
Size
External Pressure
Homogeneity
Leadership
Stability
Status
Location

- Members share the group goal and have common interest and background

- The number of members relatively small

- Members have constant touch with each other through communication

- Group loyalty among the members is high – because high status enjoyed by the group

- Members stand united – to face threats

- The cohesive group has a success in the past – they feel their social and economic needs will be satisfied by the group

Factors influencing Group Cohesiveness