

Communication and In-group Working Skills



1

Defining teams and groups

○ LEARNING OBJECTIVES

- 1. Defining Teams and Groups
 2. Define “cooperation”
 3. Distinguish between different social value orientations
 4. Influences on cooperation
 5. Explain methods psychologists use to research cooperation

○ 1. Defining Teams and Groups

● **Formal groups** are used to:

- Organize and distribute work
- Pool information
- Devise plans
- Coordinate activities
- Increase commitment
- Negotiate
- Resolve conflicts and conduct inquests



1. Defining teams and groups

- **Formal groups** are used to:
 - organize and distribute work
 - pool information
 - devise plans
 - coordinate activities
 - increase commitment
 - negotiate
 - resolve conflicts and conduct inquests.

- Informal groups** are used to:
 - Satisfy needs of affiliation
 - Act as a forum for exploring self-concept as a means of gaining support
 - Have an important effect on formal work tasks:

For example by exerting subtle pressures on group members to conform to a particular work rate, or as 'places' where news, gossip, etc., is exchanged.

- 1. Defining teams and groups



Teammmmm.....!

What is a team?

- What is a team?



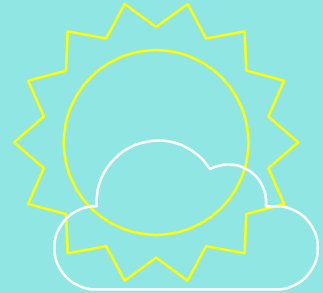
○ ACTIVITY 1



NOW IT'S YOUR TURN



A team: as a particularly cohesive and purposeful type of work group

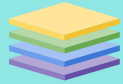




TEAM CHARACTERISTICS

- **A Definable Membership:** a collection of three or more people identifiable by name or type;
- **A Group Consciousness or Identity:** the members think of themselves as a group;
- **A Sense Of Shared Purpose:** the members share some common task or goals or interests;





TEAM CHARACTERISTICS (cont.)

- **Interdependence:** the members need the help of one another to accomplish the purpose for which they joined the group;
- **Interaction:** the members communicate with one another, influence one another, react to one another;
- **Sustainability:** the team members periodically review the team's effectiveness;
- **An ability to act together.**



○ ACTIVITY 2



Let choose the most characteristics with your team and explain to us why.



“

*People are more willing to support
and defend work they helped
create.*

○ ACTIVITY 3



Now, let's discuss about risks associated with working in teams.



When to work alone, in groups or in teams?

When to work alone or in groups...

- For simple tasks or problems
- When cooperation is sufficient
- When minimum discretion is required
- When fast decisions are needed
- When few competences are required
- When members' interests are different or in conflict
- When an organization credits individuals for operational outputs
- When innovative responses are sought

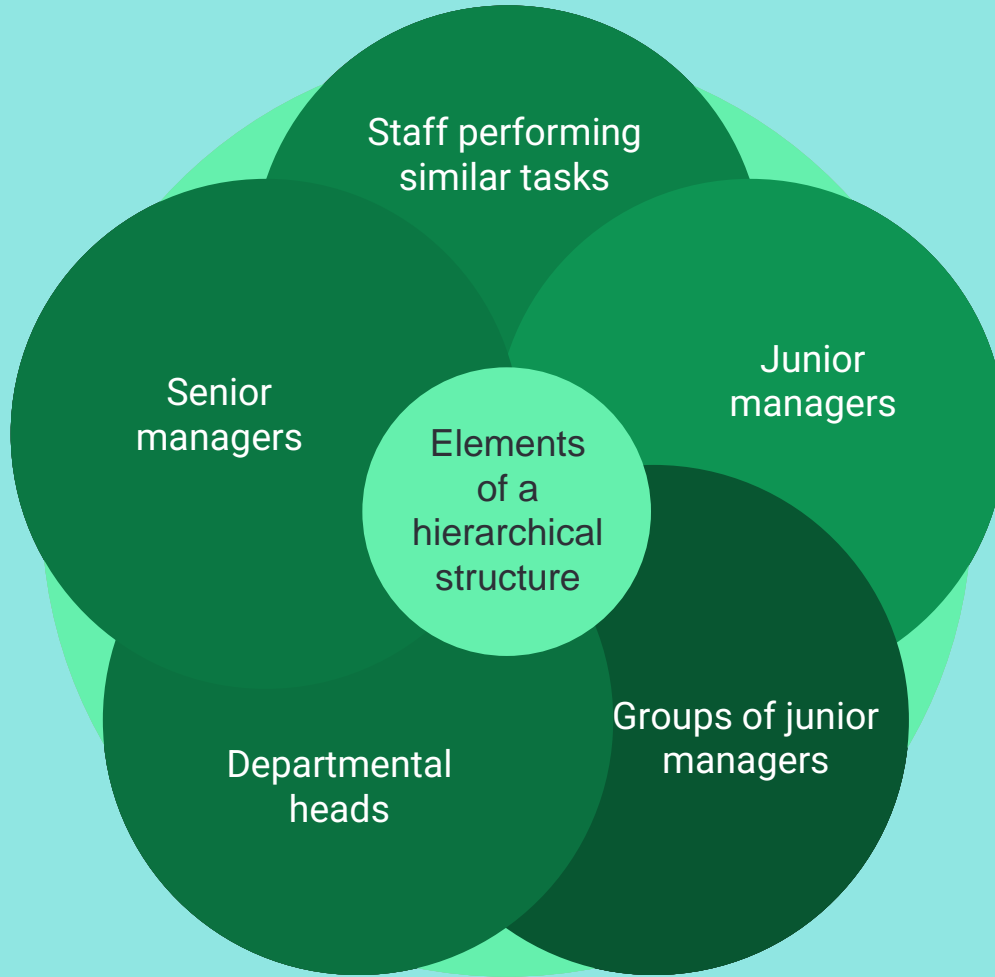


When to work alone, in groups or in teams?

When to build teams...

- For highly-complex tasks or problems
- When decisions by consensus are essential
- When there is a high level of choice and uncertainty
- When high commitment is needed
- When a broad range of competences and different skills are required
- When members' objectives can be brought together towards a common purpose
- When an organization rewards team results for strategy and vision building
- When balanced views are sought

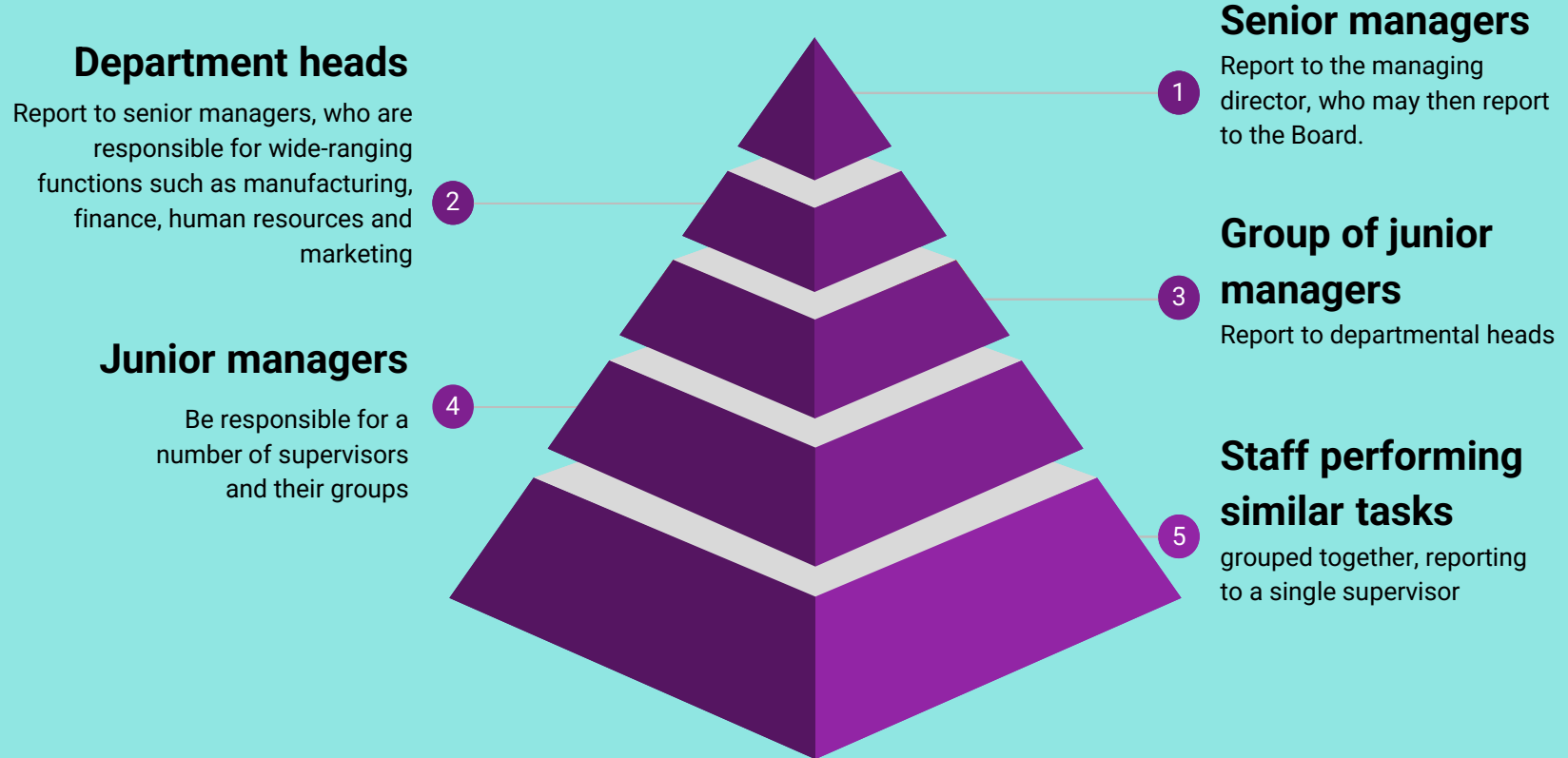
Elements of a hierarchical structure



TRADITIONAL HIERARCHICAL STRUCTURE OF ORGANIZATIONS

- **Staff performing similar tasks** - grouped together reporting to a single supervisor;
- **Junior managers** – responsible for several supervisors and their groups;
- **Groups of junior managers** – reporting to departmental heads;
- **Departmental heads** – reporting to senior managers, who are responsible for wide-ranging functions such as manufacturing, finance, human resources and marketing;
- **Senior managers** – reporting to the managing director, who may then report to the Board.

TRADITIONAL HIERARCHICAL STRUCTURE OF ORGANIZATIONS



TRADITIONAL HIERARCHICAL STRUCTURE OF ORGANIZATIONS

Senior managers
(wide-ranging functions)

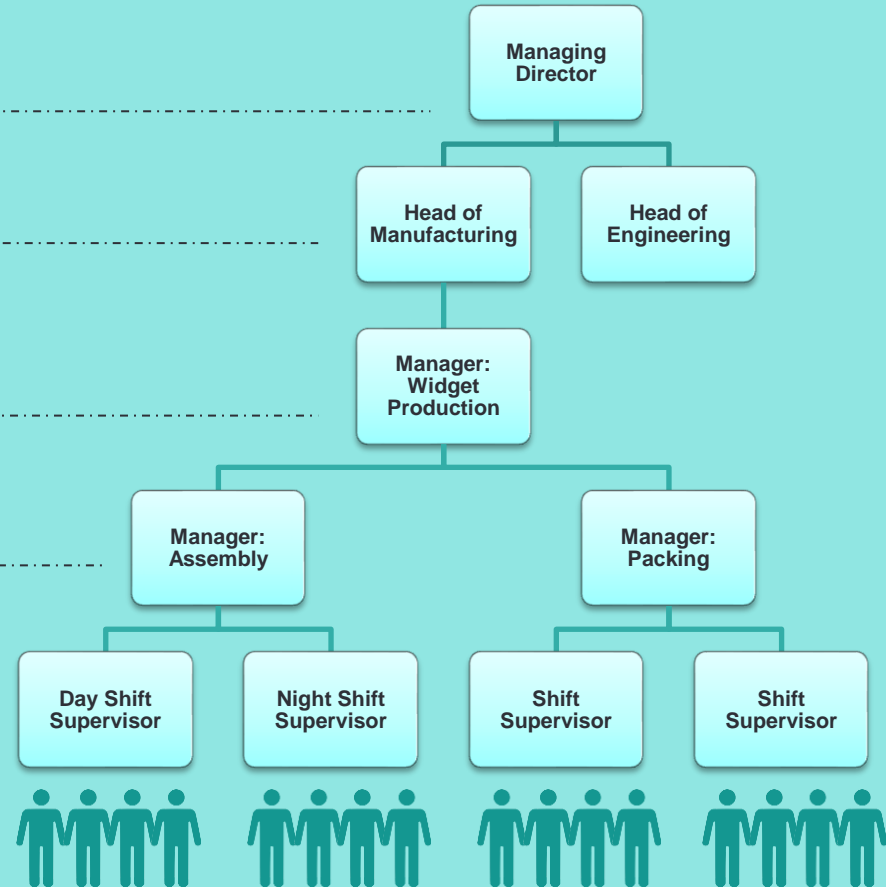
Department/Unit Leads

Junior Managers


Supervisors

Staff performing
similar tasks

Line operator



Team Size – Group Size



A diagram with a light blue background. On the left, a vertical line has a black dot. To the right of the dot are two overlapping ovals. The left oval is red and contains the text 'Team: 5 → 7 people'. The right oval is teal and contains the text 'Group: 10 → 20 people'.

Team:
5 → 7
people

Group:
10 → 20
people

- THE FUNCTIONAL TEAM

- **Functional lines:** people working together carry out the same or similar functions.

A functional team: a team in which work is carried out within such a functionally organized group.

- The functional team

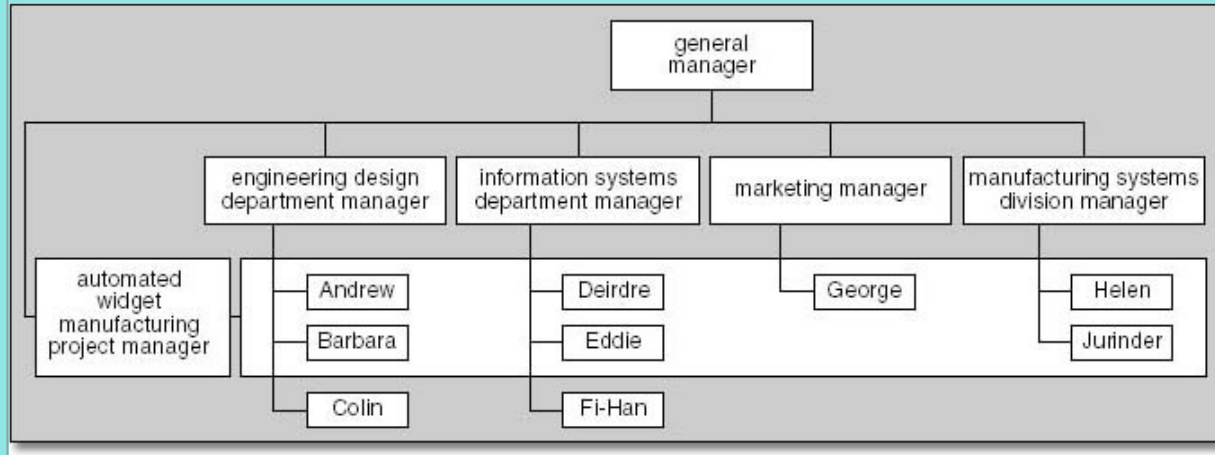
- **The project (single) team**

- The project, or single, team consists of a group of people who come together as a distinct organizational unit in order to work on a project or projects.
- The team is often led by a project manager, though self-managing and self-organizing arrangements are also found.

○ The functional team

● The Matrix team

- In a matrix team, staff report to different managers for different aspects of their work. Matrix structures are often, but not exclusively, found in projects.



- Matrix structures are more common in large and multinational organizations.

The matrix team

For a matrix team, it is important to overcome the problems staff might have with the dual reporting lines (*the 'two-boss' problem*).

This requires building good interpersonal relationships with the team members and regular, effective communication.



- The functional team

- **The Contract team**

- Is brought in from outside in order to do the project work.
- The client will judge the success of the project.
- A variant of this is the so-called “outsourced supply team”: the team is physically situated remotely from the project manager.

- The functional team

- **Mixed-structure Team**

- Some members may be employed to work full time
- Others may work part time
- Some may be part of a matrix arrangement
- Some others may be part of a functional hierarchy

○ ACTIVITY 4 - DISCUSSION



- Which team model is the best for a large and complex problem?
- Which team model is normal for a straightforward task?
- What are some of the relative benefits and drawbacks to some of these team configurations?

- The Modern Teams

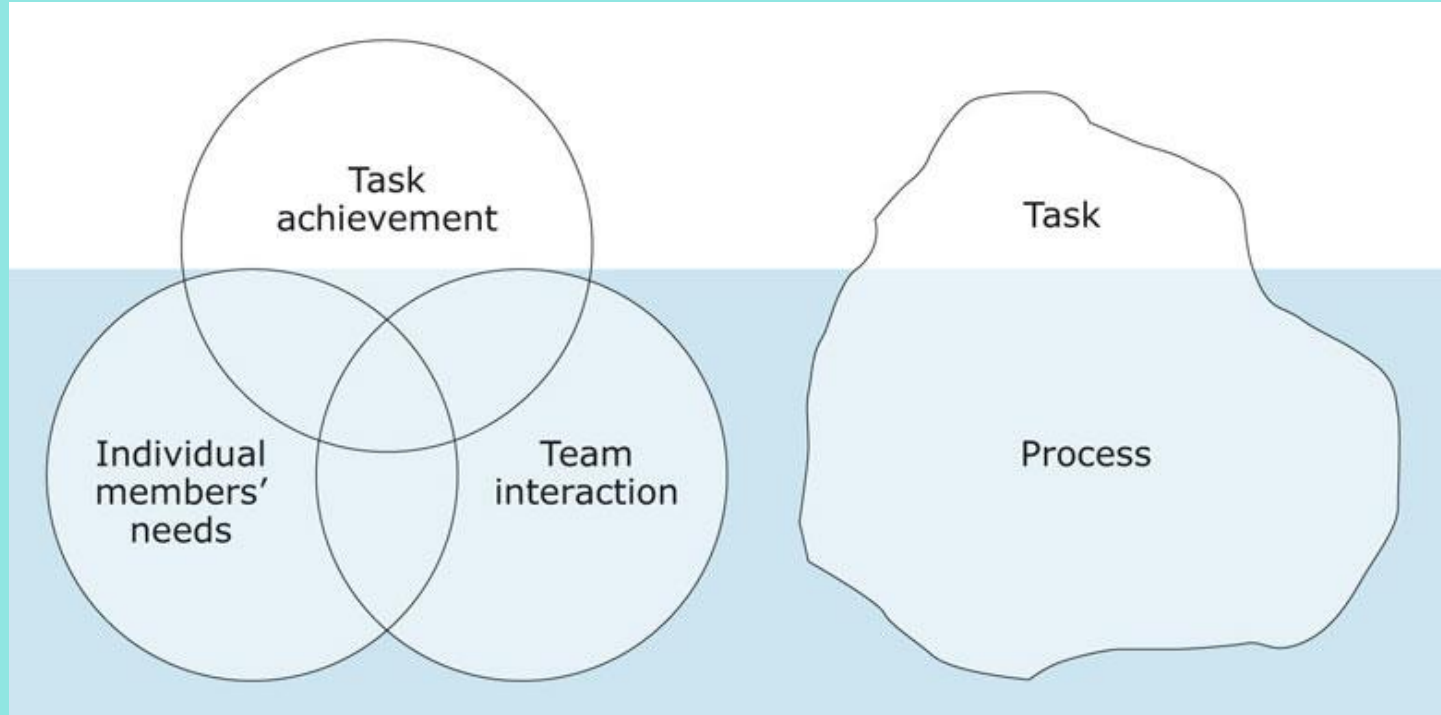
- 03 other important types of team:

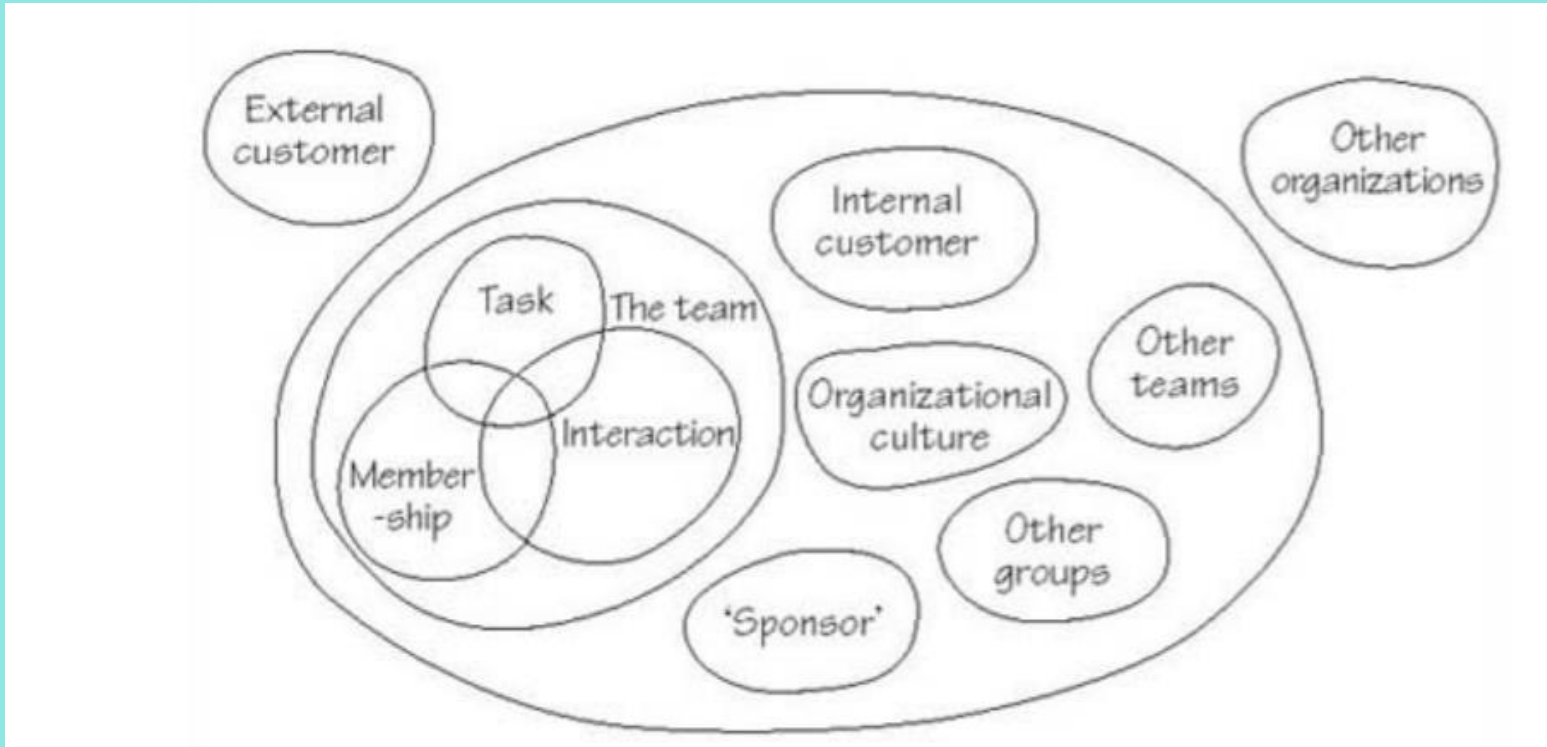
- **“Self-managed teams”**
- **"Self-organizing teams"**
- **"Dispersed Virtual teams".**

Comparing Self-managed and Self-Organizing Teams

Self-managed team	Self-organizing team
Usually part of the formal reporting structure	Usually outside the formal reporting structure
Members usually selected by management	Members usually self-selected volunteers
Informal style of working	Informal style of working
Indirectly controlled by senior management	Senior management influences only the team's boundaries
Usually a permanent leader, but may change	Leadership variable – perhaps one, perhaps changing, perhaps shared
Empowered by senior management	Empowered by the team members and a supportive culture and environment

Why do (only some) teams succeed?





Systems map showing components influencing team effectiveness

• Q&A

