



Organizational Behaviour

Group Dynamics & Team management

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- ✓ “None of us is as smart as all of us” - Ken Blanchard
- ✓ TEAM: **T**ogether **E**veryone **A**chieves **M**ore
- ✓ “When it comes to high performance, talent matters, but teamwork matters more.” – Dave Ulrich



Group Dynamics



Defining and Classifying Groups

- ✓ A **group** is defined as two or more individuals, interacting and interdependent, who have come together to achieve particular objectives

- ✓ Groups can be either formal or informal
 - **Formal groups** – those defined by the organization's structure

 - **Informal groups** – alliances that are neither formally structured nor organizationally determined



Formal & Informal Groups

Formal Groups

Command Group

A group composed of the individuals who report directly to a given manager

Task Group

Those working together to complete a job or task in an organization but not limited by hierarchical boundaries

Informal Groups

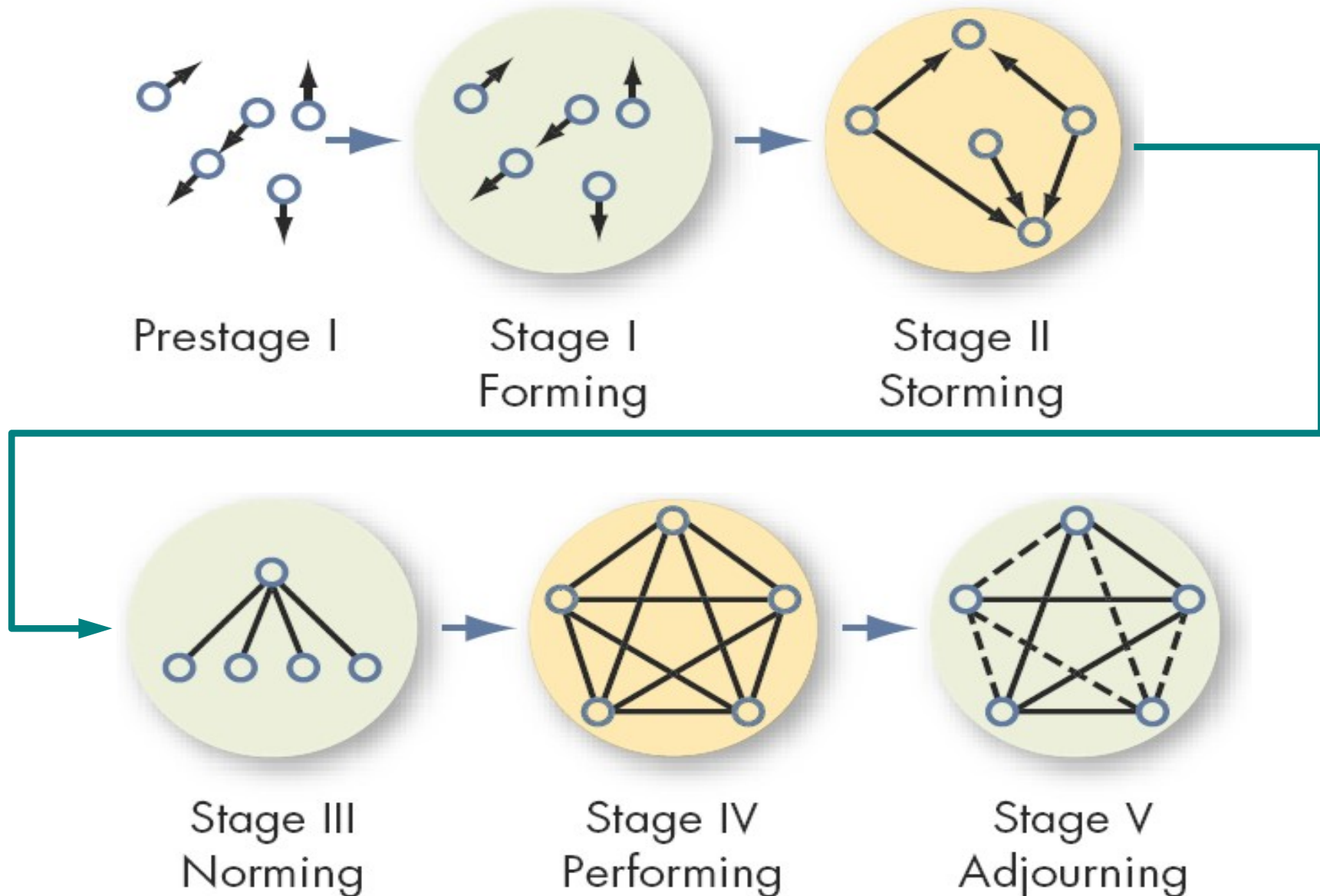
Interest Group

Members work together to attain a specific objective with which each is concerned

Friendship Group

Those brought together because they share one or more common characteristics

Five Stages of Group Development





Five Stages of Group Development

1. Forming

- ✓ Members feel much uncertainty

2. Storming

- ✓ Lots of conflict between members of the group

3. Norming Stage

- ✓ Members have developed close relationships and cohesiveness

4. Performing Stage

- ✓ The group is finally fully functional

5. Adjourning Stage

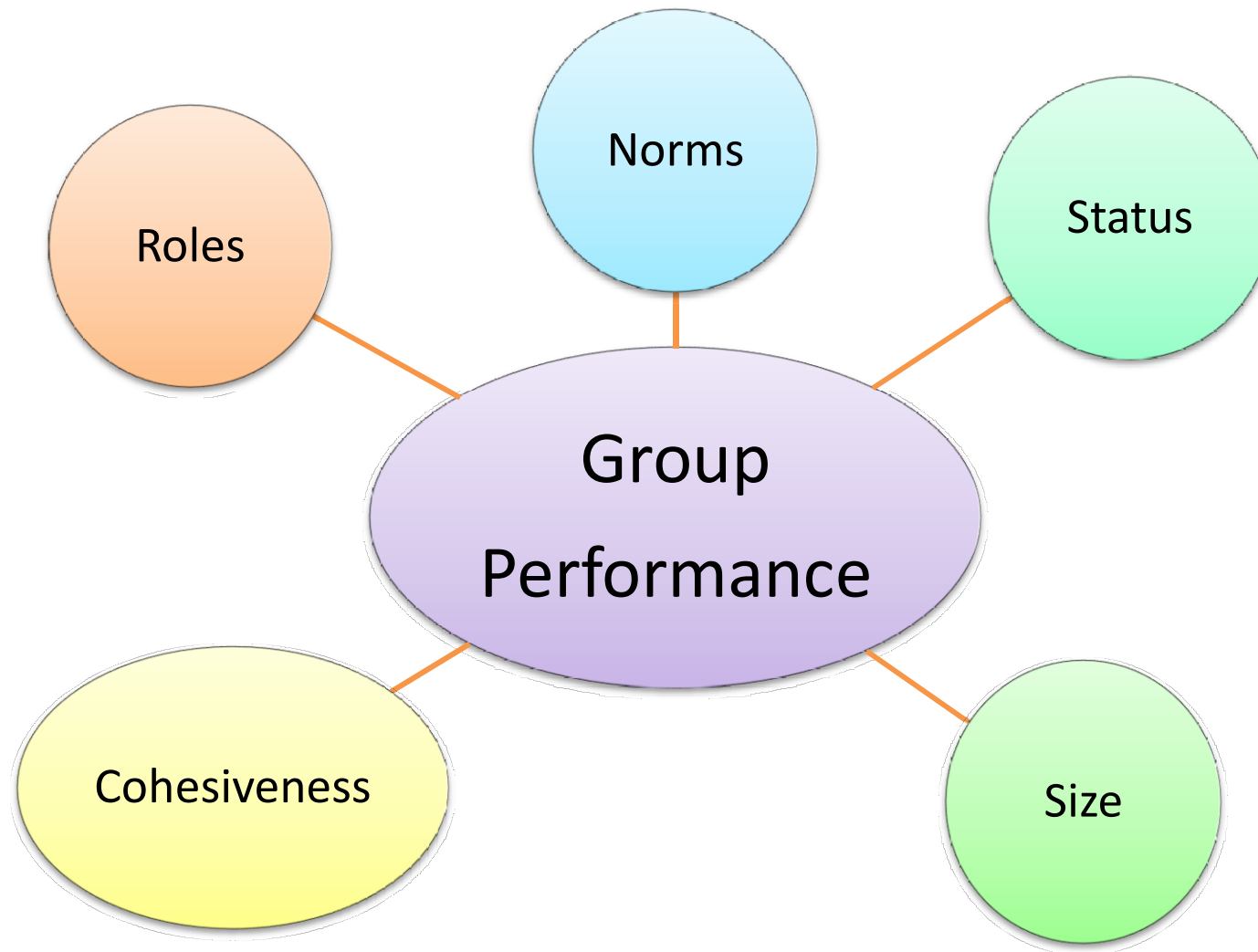
- ✓ In temporary groups, characterized by concern with wrapping up activities rather than performance



Five Stages of Group Development

- ✓ Assumption: the group becomes more effective as it progresses through the first four stages
 - Not always true – group behavior is more complex
 - High levels of conflict may be conducive to high performance
 - The process is not always linear
 - Several stages may occur simultaneously
 - Groups may regress
- ✓ Ignores the organizational context

Group Properties & Performance





Roles

A set of expected behavior patterns attributed to someone occupying a given position in a social unit

- Role Identity
- Role Perception
- Role Expectations (*Psychological Contract*)
- Role Conflict



Norms

Acceptable standards of behavior within a group that are shared by the group's members

- Performance norms
- Appearance norms
- Social arrangement norms
- Allocation of resources norms



Norms: Deviant Workplace Behavior

- ✓ Deviant Workplace Behavior:
 - Also called antisocial behavior or workplace incivility
 - Voluntary behavior that violates significant organizational norms and, in doing so, threatens the well-being of the organization
- ✓ Typology
 - Performance
 - Coming late or leaving early
 - Working slowly
 - Being careless and making mistakes that leads to losses



Status

A socially defined position or rank given to groups or group members by others – it differentiates group members

- ✓ Status Characteristics Theory - Status derived from one of three sources:
 - Power a person has over others
 - Ability to contribute to group goals
 - Personal characteristics



Size

Group size affects the group's overall behavior

- ✓ Large groups are good for gaining diverse input
- ✓ Smaller groups are better doing something with input

Social loafing – the tendency for individuals to expend less effort when working collectively than alone

Can be minimized by:

- Setting group goals
- Increase intergroup competition
- Use peer evaluation
- Distribute group rewards based on individual effort



Cohesiveness

Degree to which group members are attracted to each other and are motivated to stay in the group

Increase cohesiveness:

- Make the group smaller
- Encourage agreement with group goals
- Increase time members spend together
- Increase group status and admission difficulty
- Stimulate competition with other groups
- Give rewards to the group, not individuals
- Physically isolate the group



Group Decision Making Phenomena

✓ Groupthink:

- Situations where group pressures for conformity deter the group from critically appraising unusual, minority, or unpopular views
- Hinders performance

✓ Symptoms:

- Group members rationalize any resistance to the assumptions they have made
- Members apply direct pressures on those who express doubts
- Members who have doubts or differ, keep silent
- There appears to be an illusion of unanimity



Group Think

- ✓ Minimize Groupthink by:
 - Reduce the size of the group to 10 or less
 - Encourage group leaders to be impartial
 - Appoint a “devil’s advocate”
 - Use exercises on diversity



Groupshift

- ✓ When discussing a given set of alternatives and arriving at a solution, group members tend to exaggerate the initial positions that they hold
- ✓ This causes a shift to more conservative or more risky behavior



Organizational Behaviour

Team Management



Groups and Teams

✓ Work Group

- A group that interacts primarily to share information and to make decisions to help each group member perform within his or her area of responsibility
- Little joint effort required

✓ Work Team

- Generates positive synergy through coordinated effort. The individual efforts result in a performance that is greater than the sum of the individual inputs

Groups & Teams

Work groups



Share information

Neutral (sometimes negative)

Individual

Random and varied

Goal

Synergy

Accountability

Skills

Work teams



Collective performance

Positive

Individual and mutual

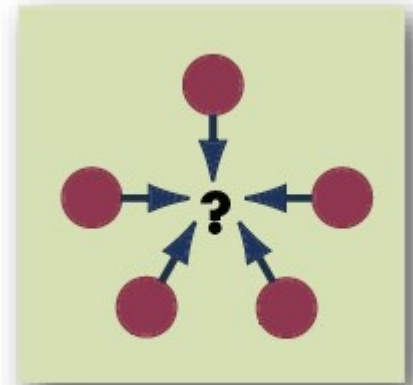
Complementary



Types of Teams

✓ Problem-Solving Teams

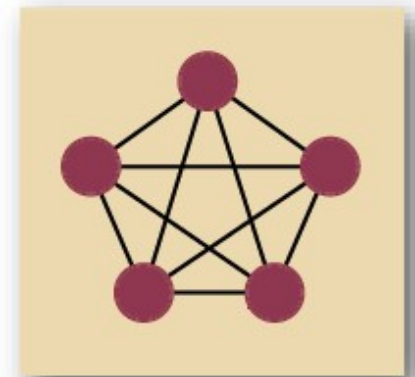
- Groups of 5 to 12 employees from the same department who meet for a few hours each week to discuss ways of improving quality, efficiency, and the work environment



Problem-solving

✓ Self-Managed Work Teams

- Groups of 10 to 15 people who take on the responsibilities of their former supervisors



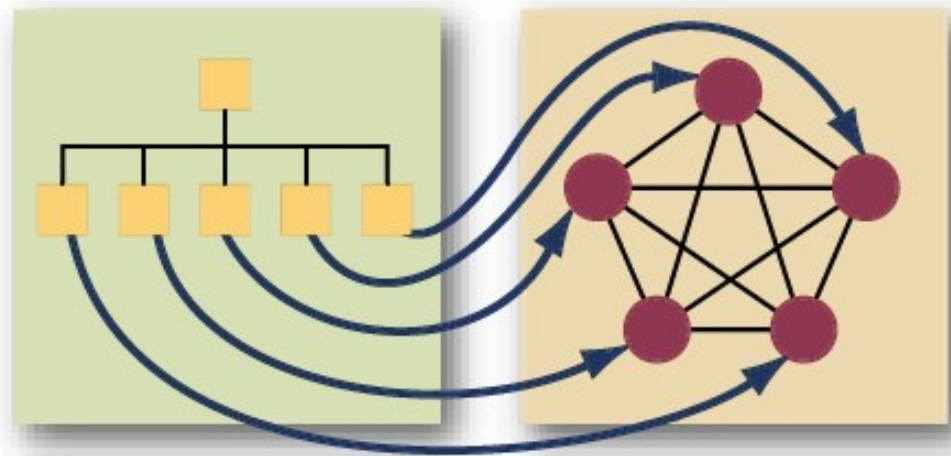
Self-managed

Types of Teams

✓ Cross-Functional Teams

- Employees from about the same hierarchical level, but from different work areas, who come together to accomplish a task

- Very common
- Task forces
- Committees



Cross-functional

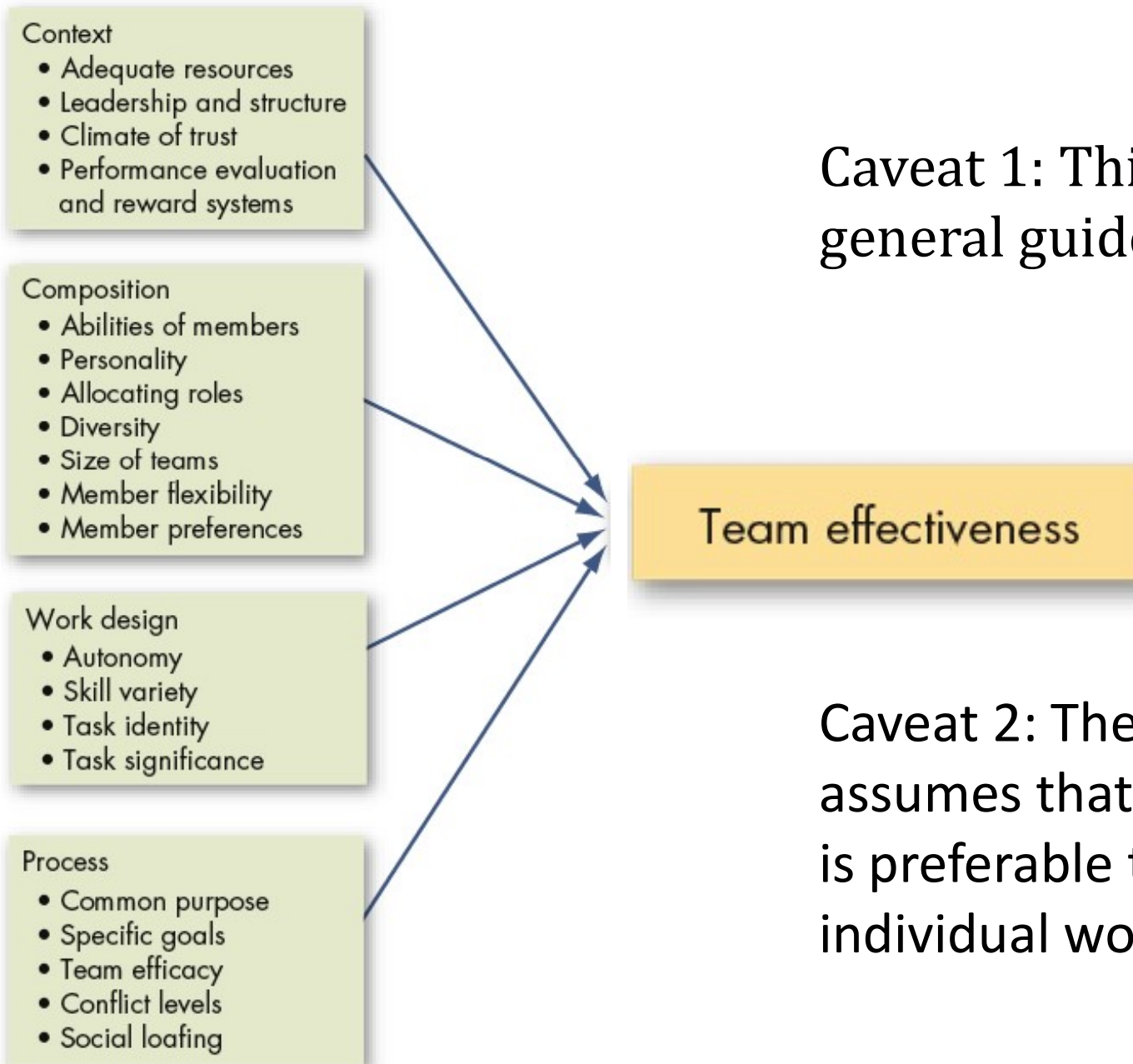


Types of Teams

✓ Virtual Teams

- Teams that use computer technology to tie together physically dispersed members in order to achieve a common goal
- Characteristics
 - Limited socializing
 - The ability to overcome time and space constraints
- To be effective, needs
 - Trust among members
 - Close monitoring

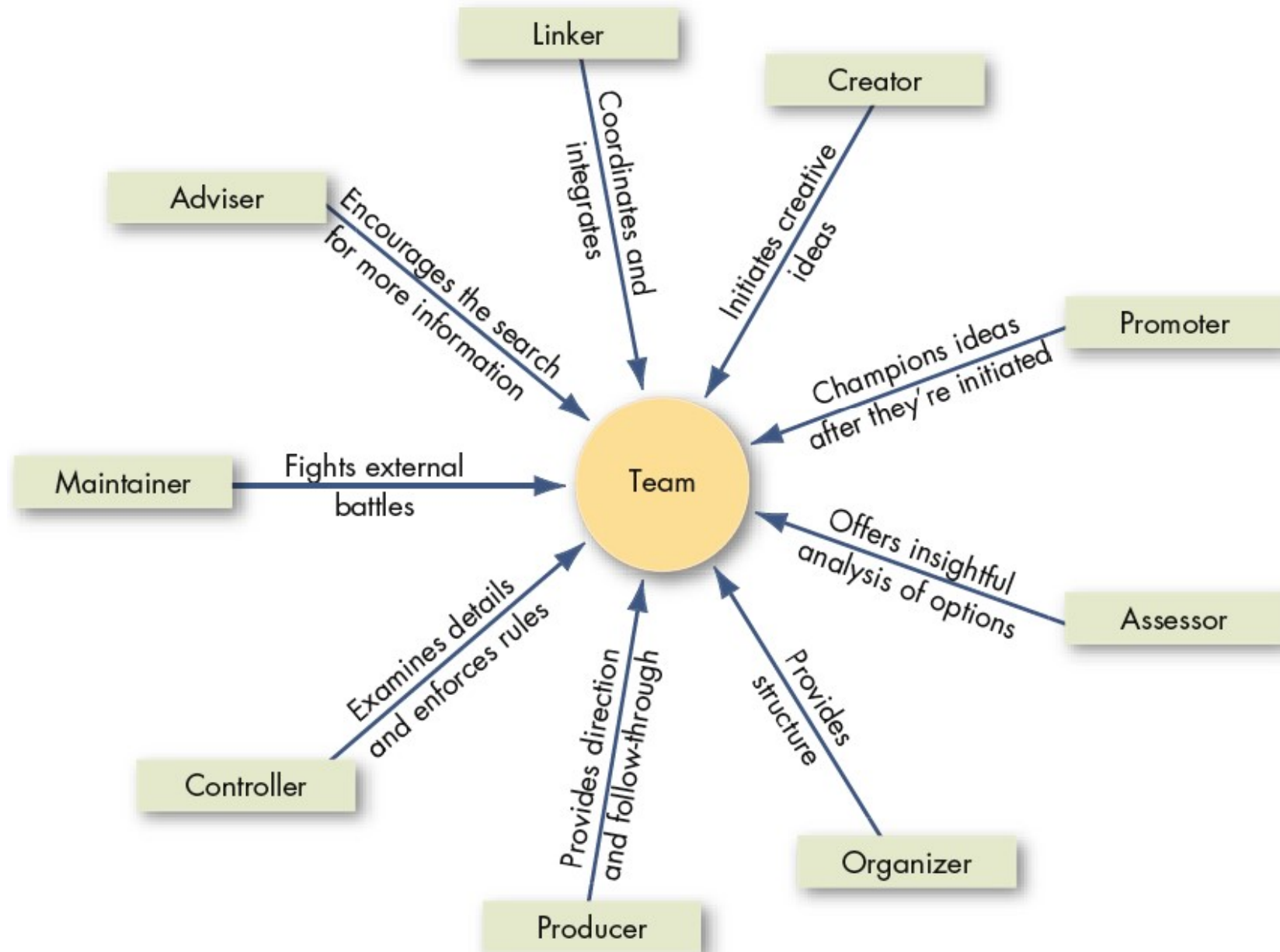
Team Effectiveness Model












Caveat 1: This is a general guide only.

Caveat 2: The model assumes that teamwork is preferable to individual work.

Key Roles in Teams



Belbin Team Roles Model

	Team role	Strengths	Allowable weaknesses
Action oriented roles	 Shaper	<ul style="list-style-type: none"> Challenging, dynamic, thrives on pressure The drive and courage to overcome obstacles 	<ul style="list-style-type: none"> Prone to provocation Offends people's feelings
	 Implementer (company worker)	<ul style="list-style-type: none"> Disciplined, reliable, conservative and efficient Turns ideas into practical actions 	<ul style="list-style-type: none"> Somewhat inflexible Slow to respond to new possibilities
	 Completer finisher	<ul style="list-style-type: none"> Painstaking, conscientious, anxious Searches out errors and omissions Delivers on time 	<ul style="list-style-type: none"> Inclined to worry unduly Reluctant to delegate
People oriented roles	 Co-ordinator (Chairman)	<ul style="list-style-type: none"> Mature, confident, a good chairperson Clarifies goals, promotes decision-making, delegates well 	<ul style="list-style-type: none"> Can often be seen as manipulative Upt loads personal work
	 Teamworker	<ul style="list-style-type: none"> Co-operative, mild, perceptive and diplomatic Listens, builds, averts friction 	<ul style="list-style-type: none"> Indecisive in crucial situations
	 Resource Investigator	<ul style="list-style-type: none"> Extrovert, enthusiastic, communicative Explores opportunities Develops contacts 	<ul style="list-style-type: none"> Over-optimistic Loses interest once initial enthusiasm has passed
Cerebral roles	 Plant	<ul style="list-style-type: none"> Creative, imaginative, unorthodox Solves difficult problems 	<ul style="list-style-type: none"> Ignores incidentals Too pre-occupied to communicate effectively
	 Monitor evaluator	<ul style="list-style-type: none"> Sober, strategic and discerning Sees all options Judges accurately 	<ul style="list-style-type: none"> Lacks drive and ability to inspire others
	 Specialist	<ul style="list-style-type: none"> Single-minded, self-starting, dedicated Provides knowledge and skills in rare supply 	<ul style="list-style-type: none"> Contributes only on a narrow front Dwells on technicalities



Creating Effective Teams

- ✓ Commitment to a Common Purpose
 - Create a common purpose that provides direction
 - Have reflexivity: willing to adjust plan if necessary
- ✓ Establishment of Specific Team Goals
 - Must be specific, measurable, realistic, and challenging
- ✓ Team Efficacy
 - Team believes in its ability to succeed
- ✓ Mental Models
 - Have an accurate and common mental map of how the work gets done
- ✓ A Managed Level of Conflict
 - Task conflicts are helpful; interpersonal conflicts are not
- ✓ Minimized Social Loafing
 - Team holds itself accountable both individually and as a team

Characteristics of High Performance Teams





Teams Aren't Always the Answer

✓ When not to use teams...

- Can the work be done better by one person?
- Does the work create a common goal or purpose?
- Are the members of the group interdependent?

Working in Cross-Generational Teams

5 Tactics for Working with Cross-Generational Teams

Rethink the Boring Stuff

Explore new technology offered up by tech-savvy younger employees to reduce repetitive and rote work for everyone.

Flex the Hours

No matter their age, employees want a life outside work, so balance off-hours coverage so no one has to work 24/7.

Help Them Learn

Older & younger employees can mentor each other in different ways (eg, being organizationally vs. technologically savvy).

Give Good Reasons

Don't insist on doing something just because that's the way it's always been done.

Learn From Each Other

Both age groups can offer wisdom to one another, if they're open to hearing it.





So, as a New Team Leader, What Should You Do?

1. Get to know your team
2. Communicate your values
3. Talk about how you want the team to work
4. Set clear goals
5. Score an early win
6. Over-communication is acceptable!



Managerial Implications

Effective teams have common characteristics:

- ✓ Adequate resources
- ✓ Effective leadership
- ✓ A climate of trust
- ✓ Appropriate reward and evaluation systems
- ✓ Composed of members with correct skills and roles
- ✓ Are smaller
- ✓ Do work that provides freedom, autonomy, and the chance to contribute
- ✓ The tasks are whole and significant
- ✓ Has members who believe in the team's capabilities



End!

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Any Questions?