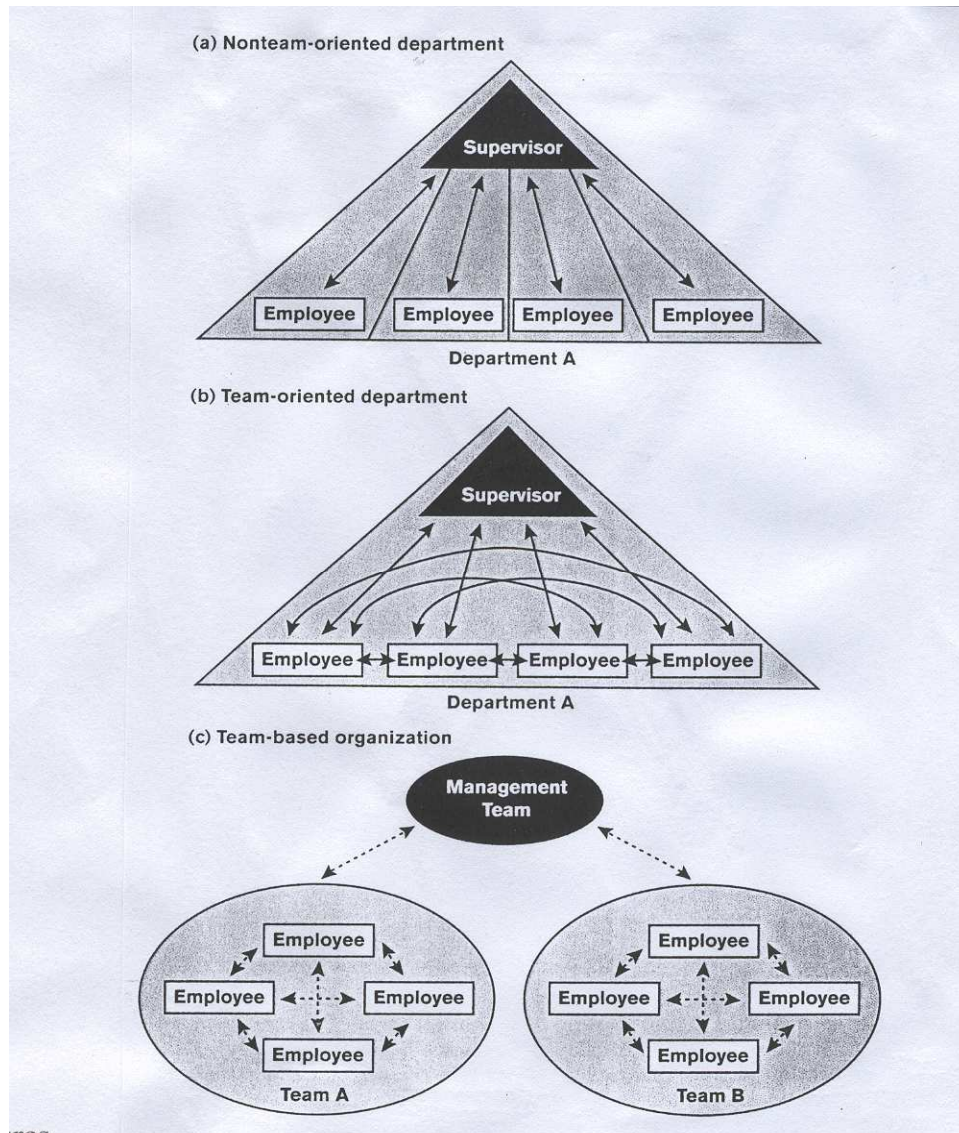


Lesson 7 – Managing Group and Teamwork

Group = two or more people with unifying relationship. BUT not all groups are teams!

Team = group of 2 or more people who interact and influence each other, are mutually accountable for achieving common objective and perceive themselves as a social entity.

- purposefulness = common objective / goal
- mutual accountability of members = interdependence
- self perception = “US” vs. “THEM”



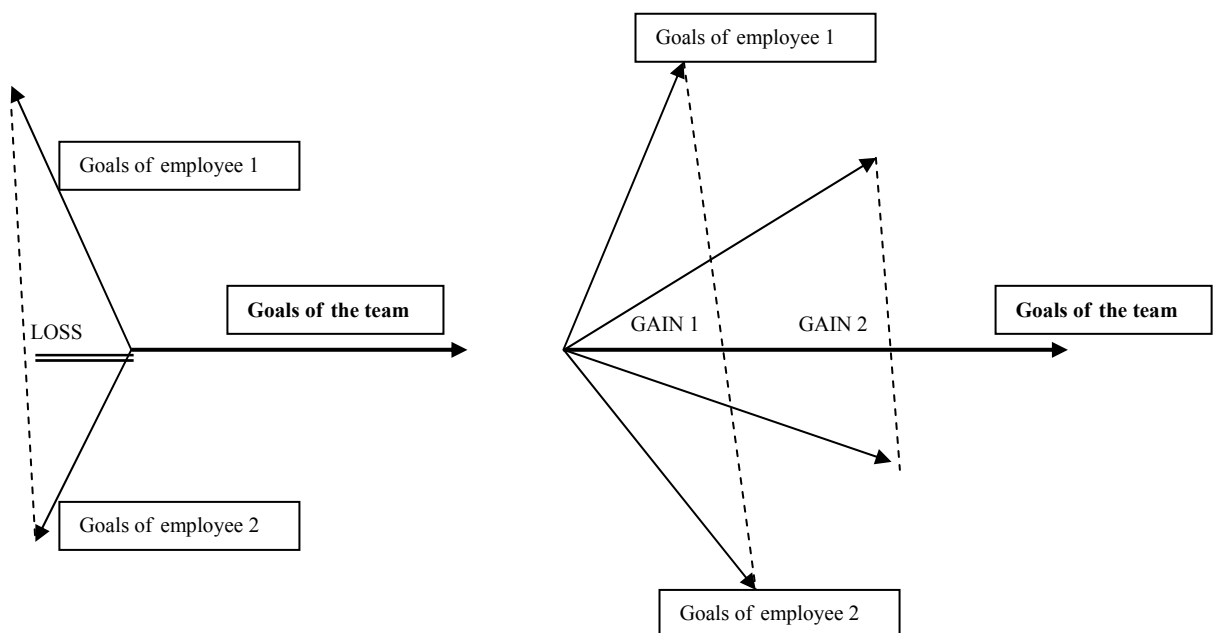
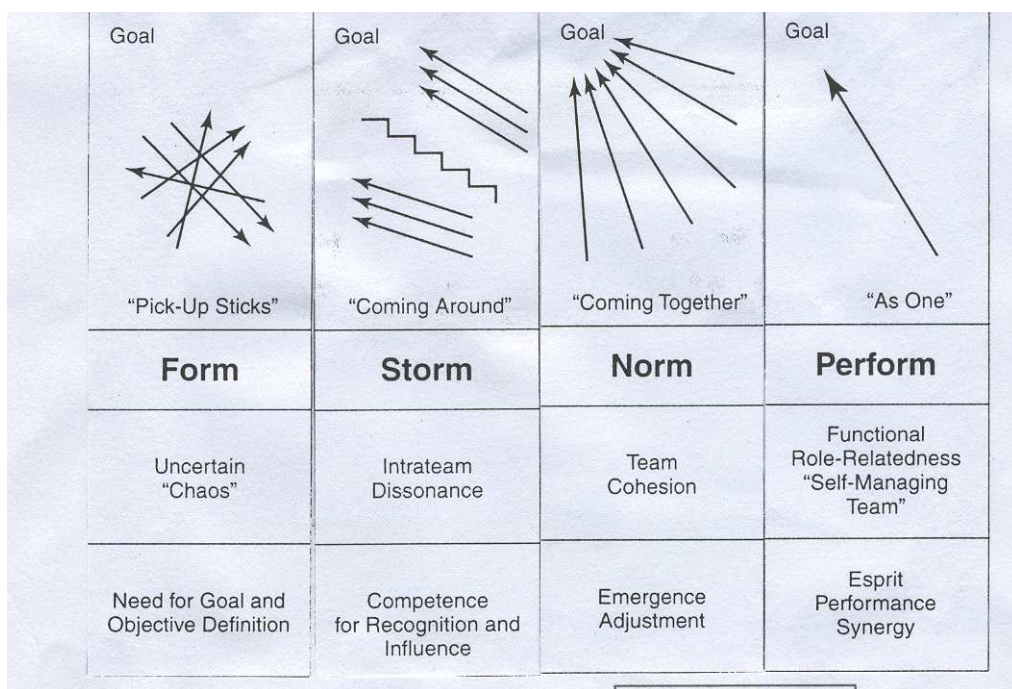
Team design features

- tasks
 - clear
 - easy to implement
 - interdependent
- size – number of members
- composition – motivation
 - motivation
 - competencies

⇒ team diversity (homogenous vs. heterogeneous teams)

Team development

Group	FORMING	= the process of socialization
	STORMING	= members compete for leadership and other roles in the teams = establishing norms of appropriate behavior and performance standards
Team	NORMING	= developing team cohesion = developing common knowledge structure to regulate behavior of team members.
Effective team	PERFORMING	= higher task orientation as relationships are already developed.



Team Cohesiveness

= the degree of attraction that members feel toward their team and their motivation to remain members of the team.

Employees feel cohesiveness when they believe, the team will help them achieve their personal goals, fulfill their need for affiliation or status, or provide social support during times of crises or trouble.

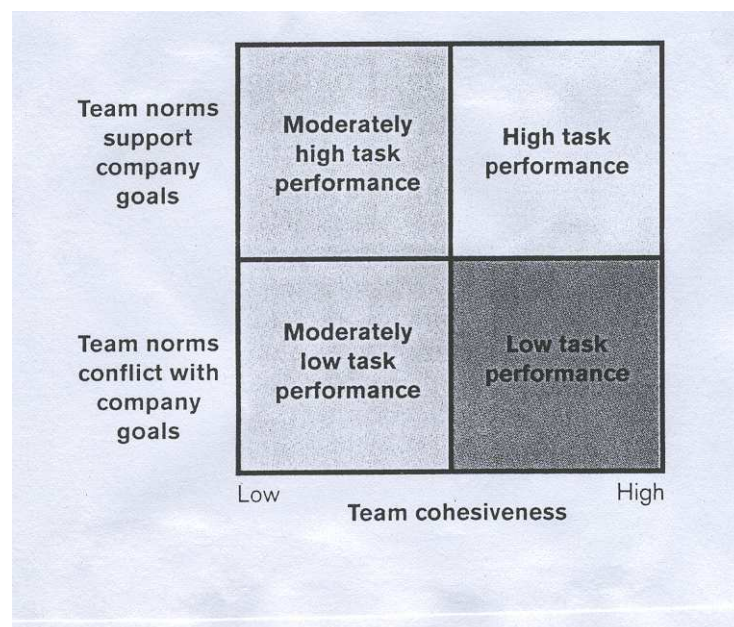
Cohesiveness ensures that members of the team fulfill their obligations.

Factors of team cohesiveness

Factors of team cohesiveness	MORE COHESIVE	LESS COHESIVE
- member similarity	homogenous	heterogeneous
- team size	small	large
- member interaction	interdependent tasks	independent tasks
- barriers to entry	some barriers	no barriers
- team success	success	failure
- external competition and challenges	high competition challenging tasks	low competition easy tasks

Consequences of team cohesiveness

- team cohesiveness has considerable impact on its performance.



Team Roles

= set of behaviors a member is expected to perform because he/she holds certain position in a team.

Role activities	Description	Example
<i>Task-building roles</i>		
Initiator	Identifies goals for the meeting, including ways to work on those goals.	"The main purpose of this meeting is to solve the problem our client is having with this product."
Information seeker	Asks for clarification of ideas or further information to support an opinion.	"Jane, why do you think the client is using the product incorrectly?"
Information giver	Shares information and opinions about the team's task and goals.	"Let me tell you what some of my clients did to overcome this problem . . ."
Coordinator	Coordinates subgroups and pulls together ideas.	"Susan, will you be meeting with Shaheem's group this week to review common issues with the client?"
Evaluator	Assesses the team's functioning against a standard.	"So far, we have resolved three of the client's concerns, but we still have a tough one to wrestle with."
Summarizer	Acts as the team's memory.	Person takes notes of meeting and summarizes the discussion when requested.
Orienter	Keeps the team focused on its goals.	"We seem to be getting off on a tangent; let's focus on why the product isn't operating properly for our client."
<i>Maintenance roles</i>		
Harmonizer	Mediates intragroup conflicts and reduces tension.	"Courtney, you and Brad may want to look at your positions on this; they aren't as different as they seem."
Gatekeeper	Encourages and facilitates participation of all team members.	"James, what do you think about this issue?"
Encourager	Praises and supports the ideas of other team members, thereby showing warmth and solidarity to the group.	"Tracy, that's a wonderful suggestion. I think we will solve the client's problem sooner than we expected."
Sources: Adapted from information in K. D. Benne and P. Sheats, "Functional Roles of Group Members," <i>Journal of Social Issues</i> 4 (1948), pp. 41-49.		

Team buildingTeam building

= any formal intervention directed toward improving the development and functioning of a work team.

Team building is an ongoing process.

Types of team building

- role definition
- interpersonal process activities
- goal setting
- problem solving

Assignment 7

Reading for Lesson 7:

ROBBINS, S. P. *Management*. 4th ed. New Jersey : Prentice Hall, 1994. (ORG 126)

- Chapter 14, pp. 413 - 433
- Chapter 15, pp. 439 - 459

Review questions for Lesson 7

1. What implications does cognitive dissonance theory have for managers?
2. How can managers use personality traits to improve employee selection?
3. What can managers do to reduce employees' perceptual distortion?
4. What are implications of social learning theory for managing people at work?

5. What is the relationship between a workgroup and the organization of which it is a part?
6. What is the difference between formal and informal groups?
7. What is the difference between a position within a group and a role within a group?
8. How can managers build trust within a group?
9. Why are teams more effective than other forms of organization of workers?