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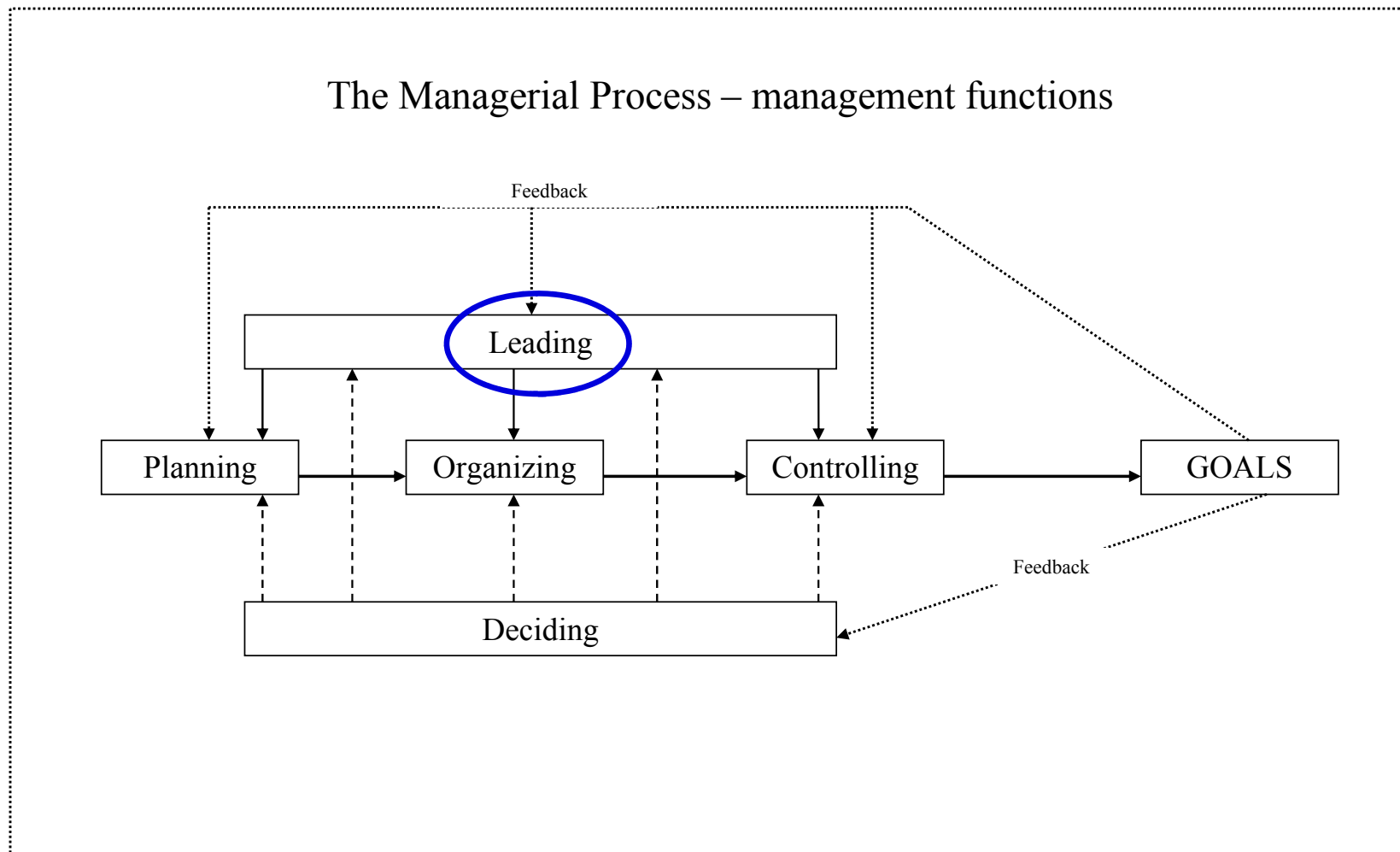
Managing Groups and Teams

Lecture 7

Agenda for today

- Groups vs. Teams
- Group work behaviour
- Creating effective teams
- Current challenges in managing teams

Where are we?



Groups vs. Teams (1/2)

Groups

Work Group

Two or more people interacting and interdependent individuals who come together to achieve specific goals.

Formal groups

Work groups defined by the organization's structure that have designated work assignments and tasks.

Appropriate behaviors are defined by and directed toward organizational goals.

Informal groups

Groups that are independently formed to meet the social needs of their members.

Teams

Work Team

A group whose members work intensely on a specific common goal using their positive synergy, individual and mutual accountability, and complementary skills.

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

Groups vs. Teams (2/2)

Work Group

- Strong, clearly focused leader
- Individual accountability
- The group's purpose is the same as the broader organizational mission
- Individual work products
- Runs efficient meetings
- Measures its effectiveness indirectly by its influence on others (such as financial performance of the business)
- Discusses, decides, and delegates together

Team

- Shared leadership roles
- Individual and mutual accountability
- Specific team purpose that the team itself delivers
- Collective work products
- Encourages open-ended discussion and active problem-solving meetings
- Measures performance directly by assessing collective work products
- Discusses, decides, and does real work

Types of groups / teams

Command Groups

Groups that are determined by the organization chart and composed of individuals who report directly to a given manager.

Task Groups

Groups composed of individuals brought together to complete a specific job task; their existence is often temporary because once the task is completed, the group disbands.

Cross-Functional Teams

Groups that bring together the knowledge and skills of individuals from various work areas or groups whose members have been trained to do each others' jobs.

Self-Managed Teams

Groups that are essentially independent and in addition to their own tasks, take on traditional responsibilities such as hiring, planning and scheduling, and performance evaluations.

Problem-solving Teams

Employees from the same department and functional area who are involved in efforts to improve work activities or to solve specific problems.

Self-managed Work Teams

A formal group of employees who operate without a manager and responsible for a complete work process or segment.

Stages in Group Development

Forming

Members join and begin the process of defining the group's purpose, structure, and leadership.

Storming

Intragroup conflict occurs as individuals resist control by the group and disagree over leadership.

Norming

Close relationships develop as the group becomes cohesive and establishes its norms for acceptable behavior.

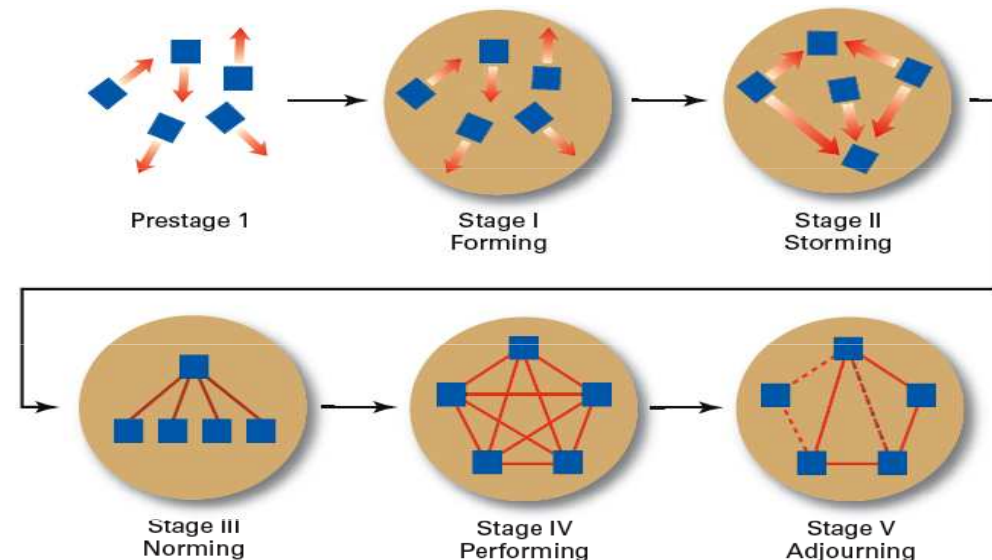
Performing

A fully functional group structure allows the group to focus on performing the task at hand.

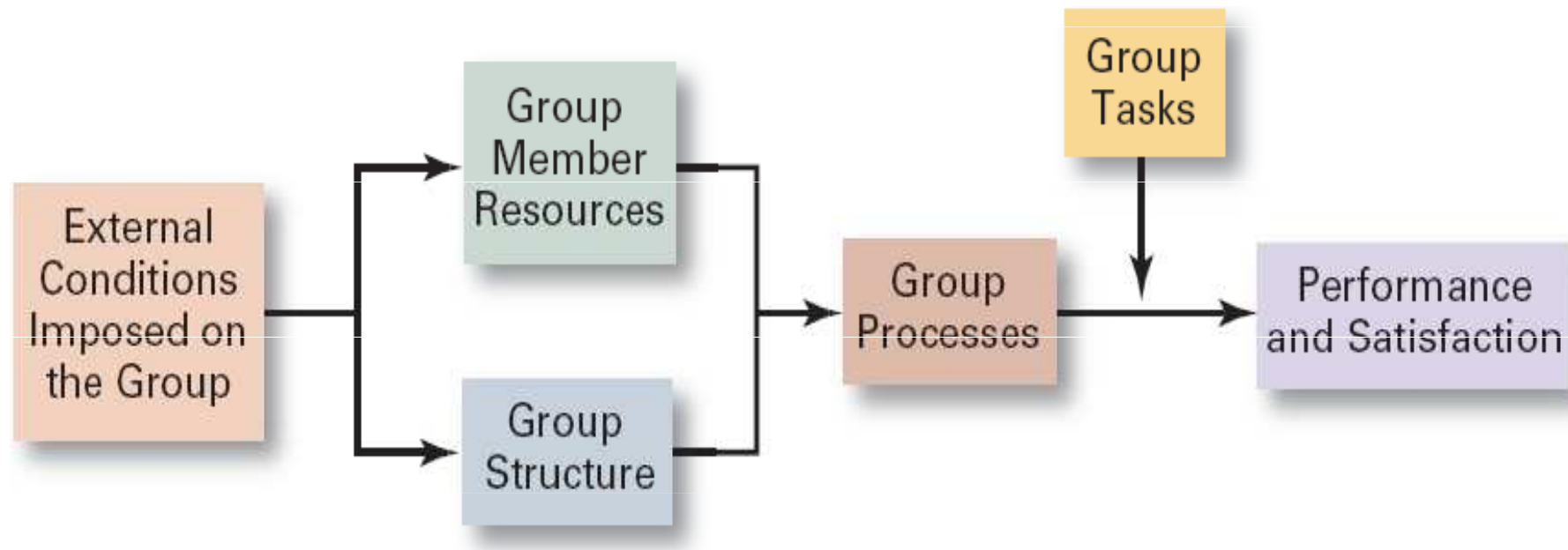
Adjourning

The group prepares to disband and is no longer concerned with high levels of performance.

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.



Group Behavior Model



Factors Affecting Group Behavior

External (Organizational) Conditions

- Overall strategy
- Authority structures
- Formal regulations
- Available organizational resources
- Employee selection criteria
- Performance management (appraisal) system
- Organizational culture
- General physical layout

Internal Group Variables

- Tasks -> individual competencies and traits of members
- Group structure
 - Roles
 - Norms
 - Cohesiveness
 - Level of (intragroup) conflict
 - Conformity
 - Status system
- Size of the group

Group Structure: Tasks

= a piece of work to be done or undertaken

- clear
- easy to implement
- Interdependent

- => KSA needed
- => team diversity (homogenous vs. heterogenous teams)

Highly complex and interdependent tasks require:

- Effective communications => discussion among group members
- Controlled conflict => more interaction among group members

Group Structure: Roles

Roles defined

The set of expected behavior patterns attributed to someone who occupies a given position in a social unit that assist the group in task accomplishment or maintaining group member satisfaction.

Role conflict: experiencing differing role expectations

Role ambiguity: uncertainty about role expectations

Team roles

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 building

Group Structure: Norms

= acceptable standards or expectations that are shared by the group's members.

Common types of norms:

- Effort and performance -> output levels, absenteeism, promptness, socializing
- Dress
- Loyalty

Group Structure: Conformity

Individuals conform in order to be accepted by groups.

Group pressures can have an effect on an individual member's judgment and attitudes.

The effect of conformity is not as strong as it once was, although still a powerful force.

Groupthink

The extensive pressure of others in a strongly cohesive or threatened group that causes individual members to change their opinions to conform to that of the group.

Group Structure: Status system

= the formal or informal prestige grading, position, or ranking system for members of a group that serves as recognition for individual contributions to the group and as a behavioral motivator.

Formal status systems are effective when the perceived ranking of an individual and the status symbols accorded that individual are congruent.

Cohesiveness

The degree to which members are attracted to a group and share the group's goals.

Highly cohesive groups are more effective and productive than less cohesive groups when their goals aligned with organizational goals.

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

		Cohesiveness	
		High	Low
Alignment of Group and Organizational Goals	High	Strong Increase in Productivity	Moderate Increase in Productivity
	Low	Decrease in Productivity	No Significant Effect on Productivity

Group Size

Small groups

Complete tasks faster than larger groups.

Make more effective use of facts.

Large groups

Solve problems better than small groups.

Are good for getting diverse input.

Are more effective in fact-finding.

Social Loafing

The tendency for individuals to expend less effort when working collectively than when work individually.

Group Processes: Conflict Management

Conflict = the perceived incompatible differences in a group resulting in some form of interference with or opposition to its assigned tasks.

Traditional view - conflict must be avoided.

Human relations view - conflict is a natural and inevitable outcome in any group.

Interactionist view - conflict can be a positive force and is absolutely necessary for effective group performance.

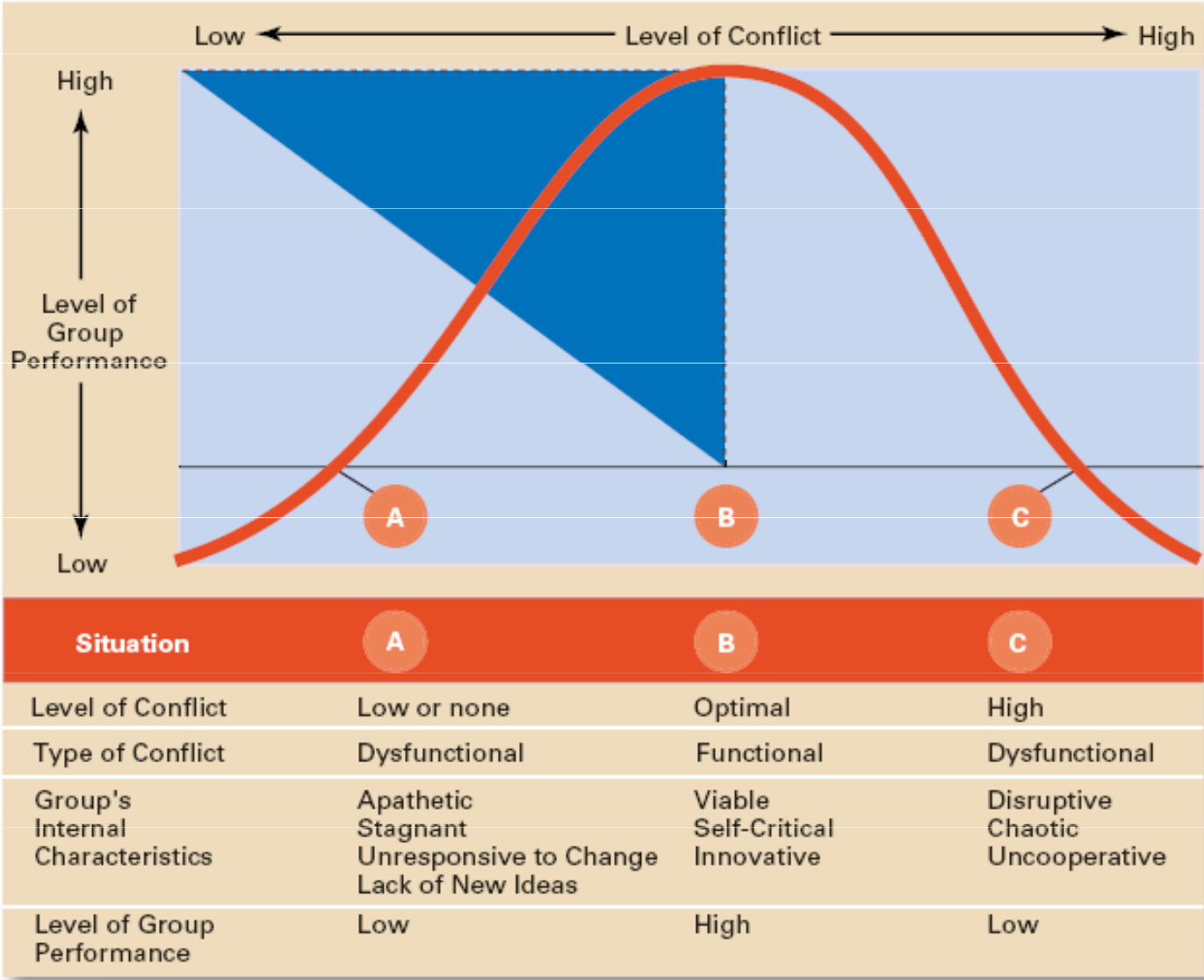
– Categories of Conflict

- **Functional** conflicts are constructive.
- **Dysfunctional** conflicts are destructive.

– Types of Conflict

- Task conflict: content and goals of the work
- Relationship conflict: interpersonal relationships
- Process conflict: how the work gets done

Conflict and Group Performance



Conflict Management Techniques

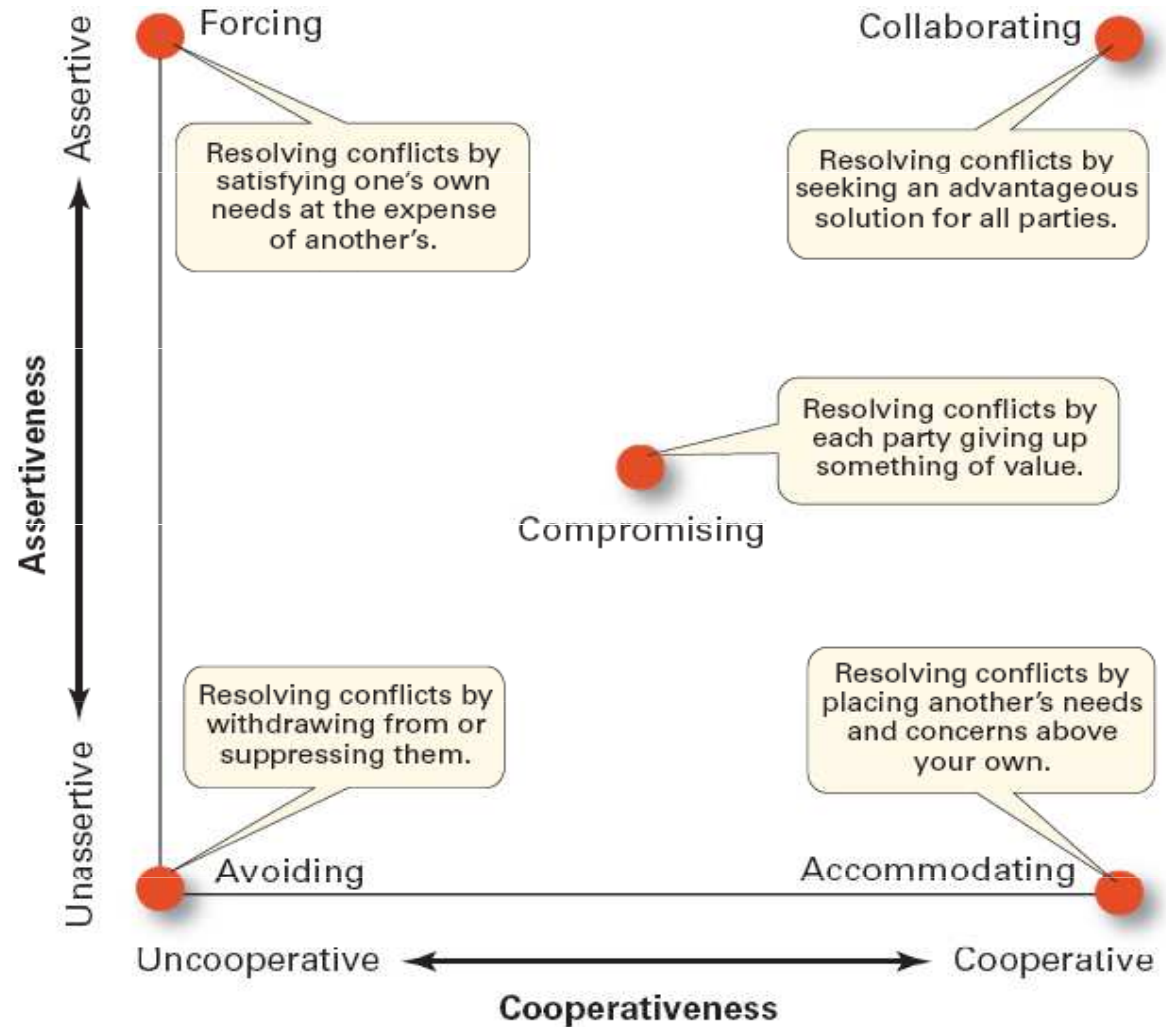
Avoidance

Accommodation

Forcing

Compromise

Collaboration



Advantages of Using Teams

- Teams outperform individuals.
- Teams provide a way to better use employee talents.
- Teams are more flexible and responsive.
- Teams can be quickly assembled, deployed, refocused, and disbanded.

Characteristics of effective teams

- Have a clear understanding of their goals.
- Have competent members with relevant technical and interpersonal skills.
- Exhibit high mutual trust in the character and integrity of their members.
- Are unified in their commitment to team goals.
- Have good communication systems.
- Possess effective negotiating skills
- Have appropriate leadership
- Have both internally and externally supportive environments

Current Challenges in Managing Teams

Getting employees to:

- Cooperate with others
- Share information
- Confront differences
- Sublimate personal interest for the greater good of the team

Informal groups and teams - understanding social networks

Social Network = the patterns of informal connections among individuals within groups

The Importance of Social Networks

- Relationships can help or hinder team effectiveness
- Relationships improve team goal attainment and increase member commitment to the team.

Terms to Know

group
forming
storming
norming
performing
adjourning
role
norms
groupthink
status
social loafing
group cohesiveness
conflict
traditional view of conflict

human relations view of conflict
interactionist view of conflict
functional conflicts
dysfunctional conflicts
task conflict
relationship conflict
process conflict
work teams
problem-solving team
self-managed work team
cross-functional team
virtual team
social network structure