

ORGANIZING AROUND TEAMS

Chapter 13

Learning Objectives

13.1 Define groups and the stages of group development.

13.2 Describe the major components that determine group performance and satisfaction.

13.3 Define teams and best practices influencing team performance.

Know how to maximize outcomes through effective negotiations.

Develop your skill at coaching team members.

13.4 Discuss contemporary issues in managing teams.

What is a Group?

- **Group:** two or more interacting and interdependent individuals who come together to achieve specific goals
- Formal groups
- Informal groups



Formal Group



Informal Group

Stages of Group Development (1 of 2)

1. **Forming:** the first stage of group development in which people join the group and then define the group's purpose, structure, and leadership
2. **Storming:** the second stage of group development, characterized by intragroup conflict
3. **Norming:** the third stage of group development, characterized by close relationships and cohesiveness

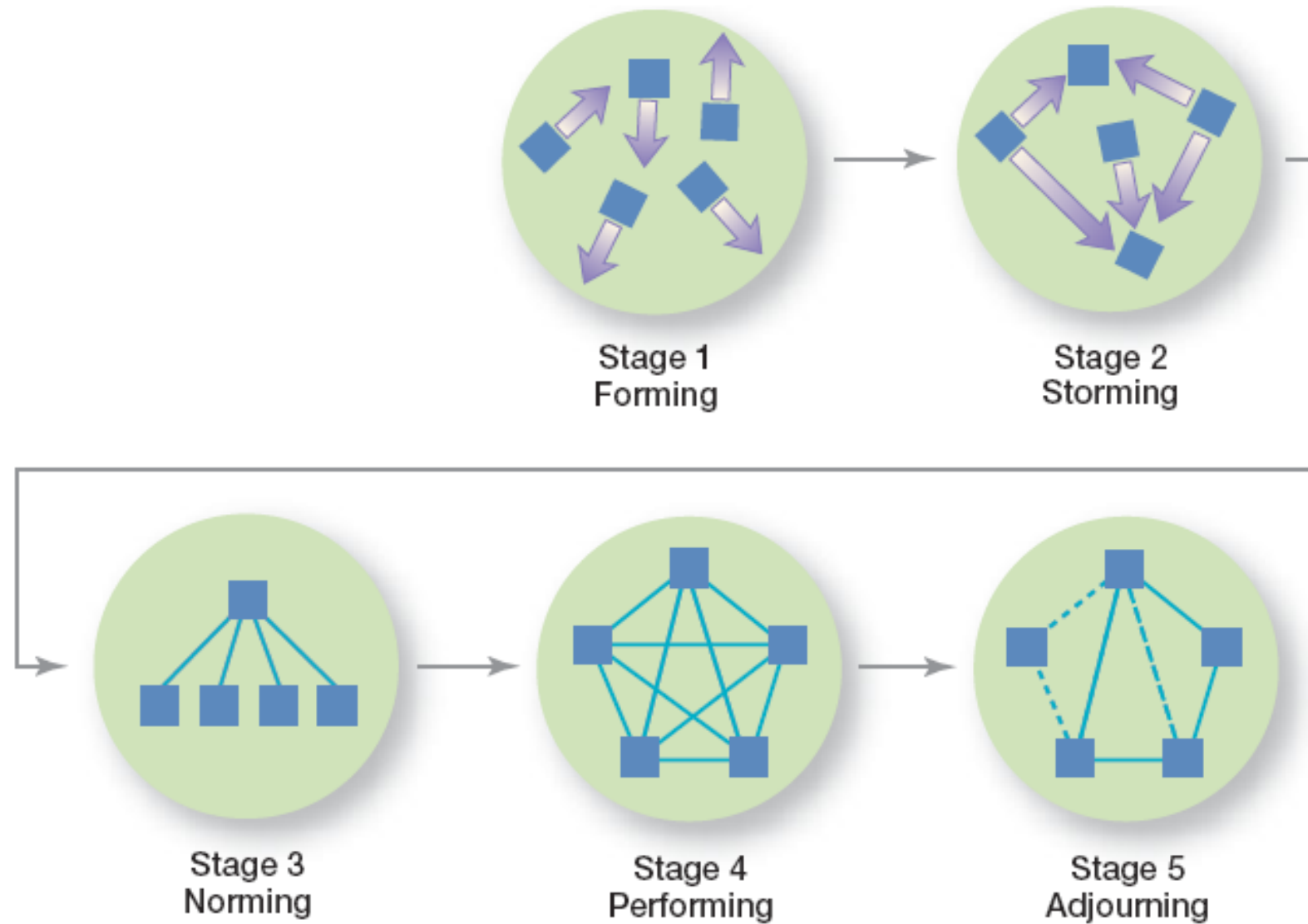
Stages of Group Development (2 of 2)

4. **Performing:** the fourth stage of group development when the group is fully functional and works on group task
5. **Adjourning:** the final stage of group development for temporary groups during which group members are concerned with wrapping up activities rather than task performance

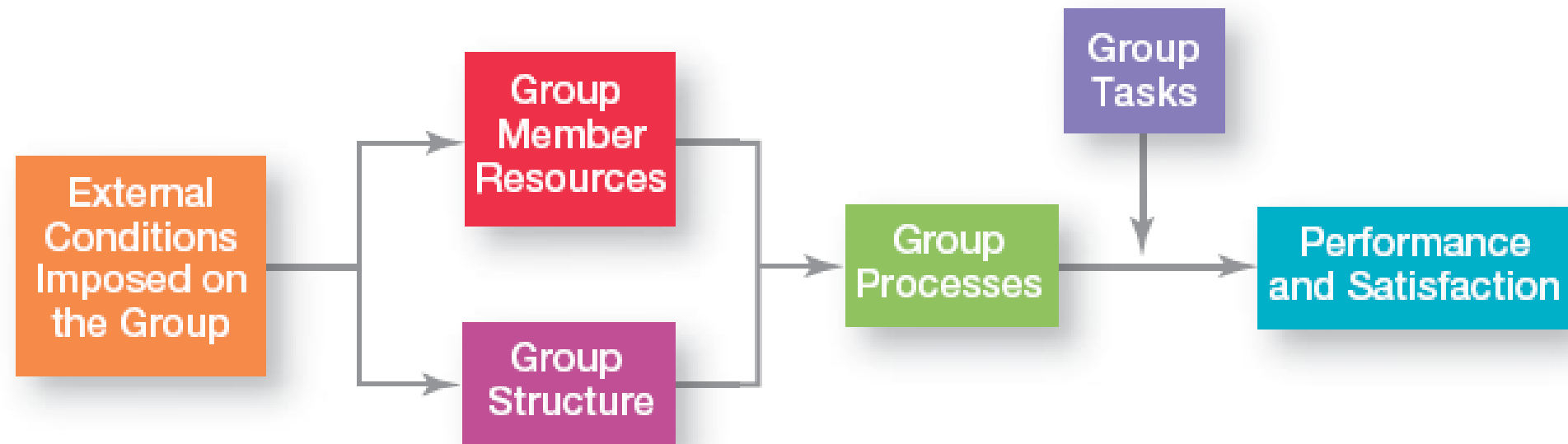
REMEMBER THE TITANS

- <https://www.youtube.com/watch?v=hEJaz3sinEs>

Stages of Group Development



Group Performance/Satisfaction Model



External Conditions Imposed on the Group

- External conditions include:
 - Organization's strategy
 - Authority relationships
 - Formal rules and regulations
 - Availability of resources
 - Employee selection criteria

Group Member Resources

- Knowledge
- Abilities
- Skills
- Personality traits

Group Structure (1 of 2)

- **Role:** behavior patterns expected of someone occupying a given position in a social unit
- **Norms:** standards or expectations that are accepted and shared by a group's members
- **Conformity:**
 - **Groupthink:** when a group exerts extensive pressure on an individual to align his or her opinion with others' opinions

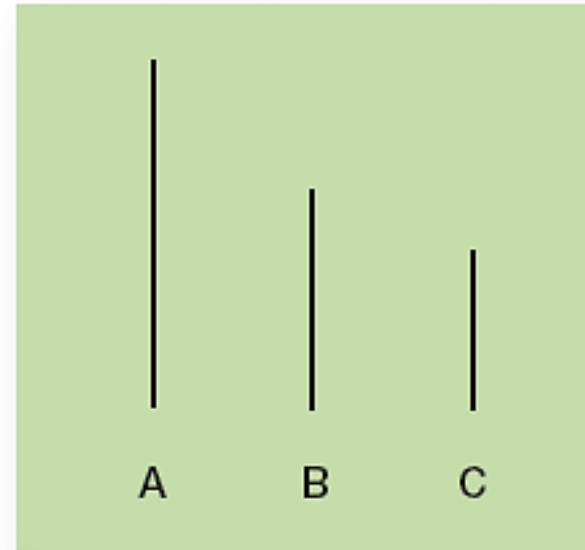
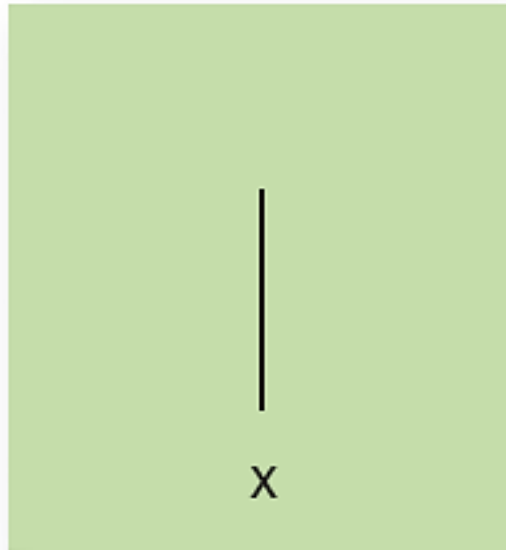
Group Structure (2 of 2)

- Status systems:
 - **Status:** a prestige grading, position, or rank within a group
- Group size:
 - **Social loafing:** the tendency for individuals to expend less effort when working collectively than when working individually
- **Group cohesiveness:** the degree to which group members are attracted to one another and share the group's goals

A STUDY OF CONFORMITY - SOLOMON E. ASCH

<https://www.youtube.com/watch?v=rPEDS-0jMgs>

Examples of Asch's Cards



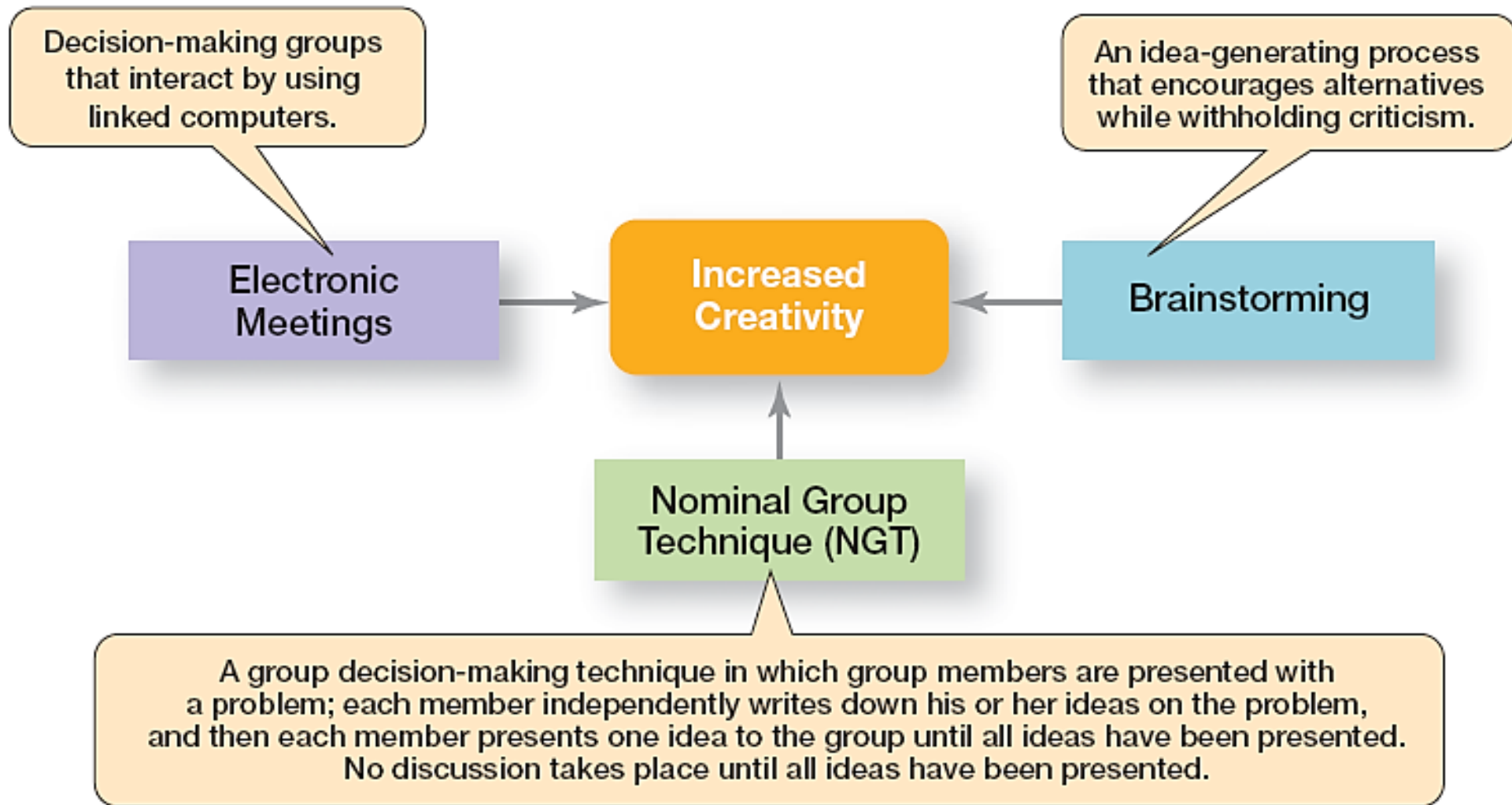
Group Cohesiveness and Productivity

		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 Processes: Decision-Making

- Advantages:
 - Generate more complete information and knowledge
 - Increase acceptance of a solution
 - Increase legitimacy
- Disadvantages:
 - Take more time
 - A dominant minority can unduly influence outcome; groupthink
 - Individual responsibilities are ambiguous

Creative Group Decision Making



Thank You!