

ORGANIZING AROUND TEAMS

Chapter 13

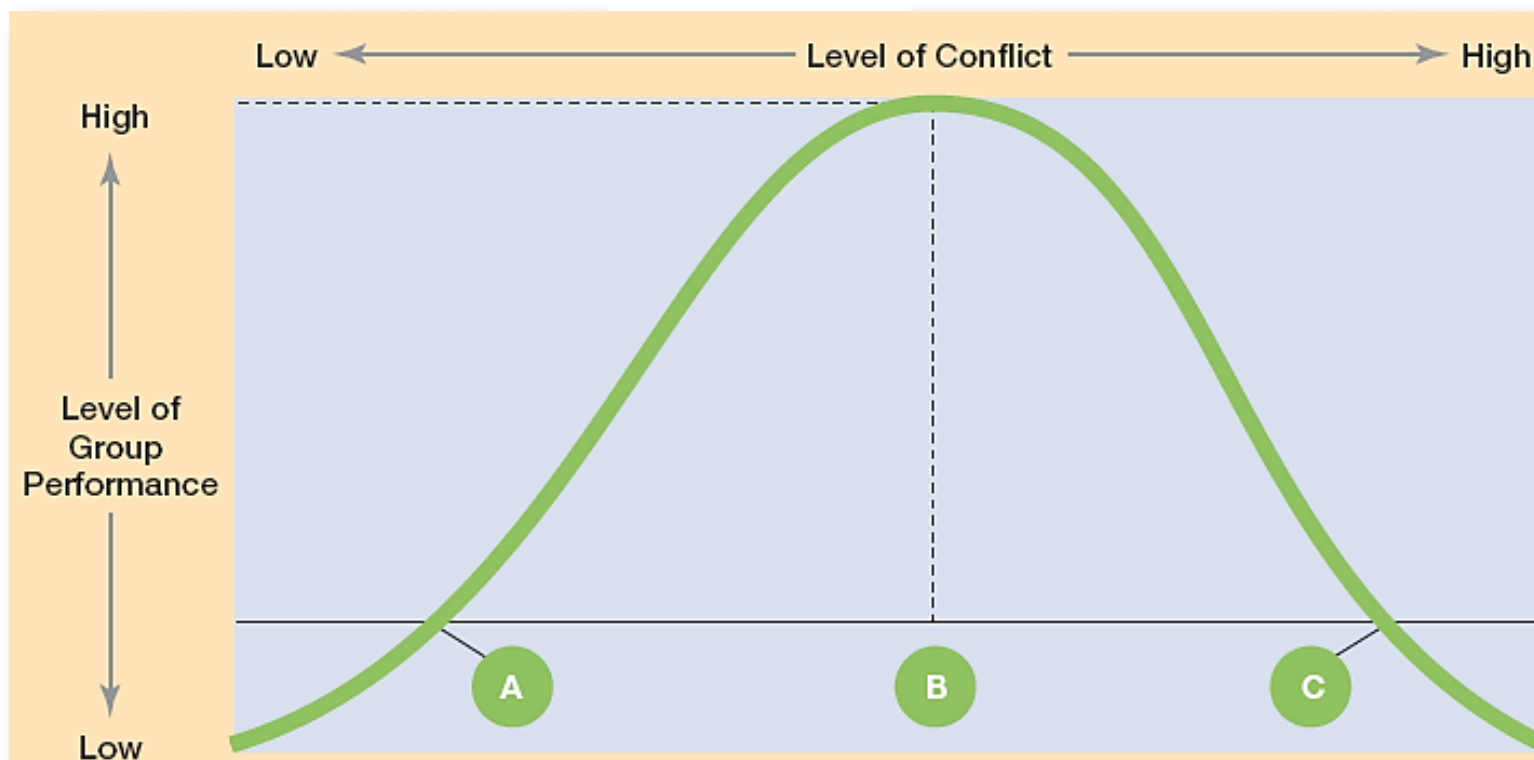
Group Processes: Conflict Management

- **Conflict:** perceived incompatible differences that result in interference or opposition
 - **Traditional view of conflict:** the view that all conflict is bad and must be avoided
 - **Human relations view of conflict:** the view that conflict is a natural and inevitable outcome in any group

Interactionist *View* of Conflict

- **Interactionist view of conflict:** the view that some conflict is necessary for a group to perform effectively
 - **Functional conflicts:** conflicts that support a group's goals and improve its performance
 - **Dysfunctional conflicts:** conflicts that prevent a group from achieving its goals

Conflict and Group Performance



Situation	A	B	C
Level of Conflict	Low or none	Optimal	High
Type of Conflict	Dysfunctional	Functional	Dysfunctional
Group's Internal Characteristics	Apathetic Stagnant Unresponsive to Change Lack of New Ideas	Viable Self-Critical Innovative	Disruptive Chaotic Uncooperative
Level of Group Performance	Low	High	Low

Types of Conflict

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

Group Tasks

- It's the complexity and interdependence of tasks that influence a group's effectiveness.

The Difference Between Groups and Teams

- **Work teams:** groups whose members work intensely on a specific, common goal using their positive synergy, individual and mutual accountability, and complementary skills

Groups Versus Teams

Work Teams

- Leadership role is shared
- Accountable to self and team
- Team creates specific purpose
- Work is done collectively
- Meetings characterized by open-ended discussion and collaborative problem-solving
- Performance is measured directly by evaluating collective work output
- Work is decided upon and done together
- Can be quickly assembled, deployed, refocused, and disbanded

Work Groups

- One leader clearly in charge
- Accountable only to self
- Purpose is same as broader organizational purpose
- Work is done individually
- Meetings characterized by efficiency; no collaboration or open-ended discussion
- Performance is measured indirectly according to its influence on others
- Work is decided upon by group leader and delegated to individual group members

Types of Work Teams (1 of 2)

- **Problem solving team:** a team from the same department or functional area that's involved in efforts to improve work activities or to solve specific problems
- **Self-managed work team:** a type of work team that operates without a manager and is responsible for a complete work process or segment

Types of Work Teams (2 of 2)

- **Cross-functional team:** a work team composed of individuals from various functional specialties
- **Virtual team:** a type of work team that uses technology to link physically dispersed members in order to achieve a common goal

Creating Effective Work Teams (1 of 2)

- Clear goals
- Relevant skills
- Mutual trust
- Unified commitment

Creating Effective Work Teams (2 of 2)

- Good communication
- Negotiating skills
- Appropriate leadership
- Internal and external support

Characteristics of Effective Teams



GLOBAL TEAM

“A global team is a group of employees selected from **two or more country (cultures) who are brought together to coordinate, develop, or manage same aspect of a firm’s global operations. Cultures exist among people who share the same nationality, the same organizational affiliation, the same function or even the same gender. Members of the same culture share common views and they likely to interpret and evaluate situational events and management practices in similar ways. In contrast, members of different cultures are more likely to respond differently to the same event or managerial approach” (Stan, 2010).**

Reference

Stan, A.S. (2010). Managing Global Teams. *Studies and Scientific Researches, Economics Edition*, 15, 473-479.

Retrieved from <ftp://ftp.repec.org/opt/ReDIF/RePEc/bac/pdf/2010/20101576.pdf>

Managing Global Teams

- Group member resources in global teams
- Group structure
- Group processes
- Manager's role

Global Teams

Drawbacks

- Dislike of team members
- Mistrust of team members
- Stereotyping
- Communication problems
- Stress and tension

Benefits

- Greater diversity of ideas
- Limited groupthink
- Increased attention on understanding others' ideas, perspectives, etc.

Building Team Skills

- In building team skills, managers must view their role as more of being a coach and developing team members in order to create more committed, collaborative, and inclusive teams.

Understanding Social Networks

- **Social network structure:** the patterns of informal connections among individuals within a group

- <https://www.youtube.com/watch?v=sMM4yAffHew>

Thank You!