

Organisations and behaviour



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Lesson 9



ORGANISATIONS AND BEHAVIOUR

**LO 4: Understand mechanisms
for developing effective
teamwork in organisations
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The Basic Syllabus



- - Understand the relationship between organisational structure and culture
- - Understand different approaches to management and leadership
- Understand ways of using motivational theories in organisations
- - Understand mechanisms for developing effective teamwork in organisations

LEARNING OBJECTIVES



- At the end of the class, students should be able to:
- 4.1 explain the nature of groups and group behaviour within the organisations

OVERVIEW



- Team building is a process that develops cooperation and teamwork within a work unit. To constitute an effective team, its members must share a common goal, have respect for each other, and be motivated to use the strengths of each member to achieve their objectives. Current corporate philosophy stresses that each member of a team plays an integral part in the success of the company.

Groups and Teams



As an employee your relationship with the organisation is as an individual: the employment contract is with you as an individual, and you are recruited as an individual. In your working life, though, you will generally find yourself working as part of a group or team. If you are a supervisor or a manager, you may direct a team.

What are groups?

A group is a collection of individuals who perceive themselves as a group. It thus has a sense of identity.

A group is any collection of people who perceive themselves to be a group.

Groups have certain attributes that a random crowd does not possess.

(a) A sense of identity. There are acknowledged boundaries to the group which define who is in and

who is out, who is us and who is them.

(b) Loyalty to the group, and acceptance within the group. This generally expresses itself as conformity or the acceptance of the norms of behaviour and attitudes that bind the group together

and exclude others from it.

(c) Purpose and leadership. Most groups have an express purpose, whatever field they are in: most

will, spontaneously or formally, choose individuals or sub-groups to lead them towards the fulfilment of those goals.

Why form groups?



- Why form groups?
- Any organisation is composed of many groups, with attributes of their own. People in organisations will be drawn together into groups by a variety of forces.
 - A preference for small groups, where closer relationships can develop
 - The need to belong and to make a contribution that will be noticed and appreciated
 - Familiarity: a shared office or canteen
 - Common rank, specialisms, objectives and interests
 - The attractiveness of a particular group activity (joining an interesting club, say)
 - Resources offered to groups (for example sports facilities)
 - Power greater than the individuals could muster alone (trade union, pressure group)
 - Formal directives

Formal and informal groups

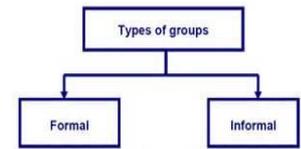


Figure 2.4: Types of groups

- **Informal groups** will invariably be present in any organisation. Informal groups include workplace cliques, and networks of people who regularly get together to exchange information, groups of 'mates' who socialise outside work and so on. They have a constantly fluctuating membership and structure.
- **Formal groups** will be intentionally organised by the organisation, for a task which they are held
- responsible – they are task oriented, and become teams. Although many people enjoy working in teams,
- their popularity in the work place arises because of their effectiveness in fulfilling the organisation's work.

Purpose of teams



- The purpose for creating teams is to provide a framework that will increase the ability of employees to participate in planning, problem solving and decision making to better serve customers. Increased participation promotes:
 - - better understanding of decisions,
 - - more support for and participation in implementation plans,
 - - increased contribution to problem solving and decision making, and
 - - more ownership of decisions, processes, and changes.

Purpose of teams



- In order for teams to fulfill their intended role of improving organizational effectiveness, it is critical that teams develop into working units that are focused on their goal, mission, or reason for existing.

Selecting team members



- Assembling a team to complete a particular work project is a critical task. If you get it right, you can immeasurably improve both the efficiency of the project and its outcome. You need the right mix of skills and of personalities to ensure the task gets done with the minimum friction and the maximum effectiveness. Be methodical as you select your project team members.

Selecting team members



- Step 1
- Analyze the project task and break it into its component steps. Note down each of the work skills necessary to complete these tasks.

- Step 2
- Think about any particular requirements you will have on this project, such as the ability to work to tight deadlines or an availability to put in overtime.

Selecting team members



- Step 3
- Speak to your human resources professional or to the employees' direct supervisors for guidance on which workers in your company have the relevant skills.

- Step 4
- Ask supervisors also for a rating on these employees of their communications skills and ability to work cooperatively with others.

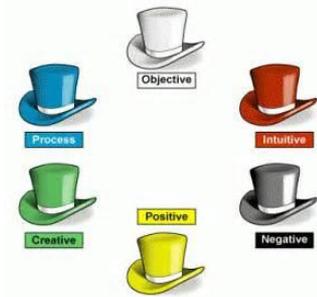
- Step 5
- List out several potential team members under the heading of each skill.

Selecting team members



- Step 6
- Pick out those employees who have the right mix of skills and personal attributes. If you are not sure about a particular choice, conduct an informal interview with the potential candidates to get a sense of what kind of commitment they would have to the project if they were chosen.
- Step 7
- Analyze your potential team to make sure you have the right mix of “idea” people and “detail” people. You need both inspirational team members and team members who know how to implement.
- Step 8
- Avoid personality clashes. Even if you believe the individuals concerned are both skilled in the right areas, if they won't work well together, you will waste time and energy on needless conflict.

Team roles



- R Meredith Belbin (1981) researched business game teams at the Henley Management College and drew
- up a widely-used framework for understanding roles within work groups.
- Belbin insisted that a distinction needs to be made between:
 - (a) Team (process) role ('a tendency to behave, contribute and interrelate with others at work in certain distinctive ways'), and
 - (b) Functional role ('the job demands that a person has been engaged to meet by supplying the requisite technical skills and operational knowledge')

Belbin identifies nine team roles.



Belbin Team Role Type	Description & Contribution	Allowable Weaknesses
RESOURCE INVESTIGATOR	Extrovert, enthusiastic, communicative. Explores opportunities. Develops contacts.	Over-optimistic. Loses interest once initial enthusiasm has passed.
COORDINATOR	Mature, confident, a good chairperson. Clarifies goals, promotes decision-making, delegates well.	Can often be seen as manipulative. Delegates personal work.
TEAMWORKER	Co-operative, mild, perceptive and diplomatic. Listens, builds, averts friction, calms the waters.	Indecisive in crunch situations. Can be easily influenced.
PLANT	Creative, imaginative, unorthodox. Solves difficult problems.	Ignores details. Too pre-occupied to communicate effectively.
SHAPER	Challenging, dynamic, thrives on pressure. Has the drive and courage to overcome obstacles.	Can provoke others. Tends to hurt people's feelings
MONITOR EVALUATOR	Sober, strategic and discerning. Sees all options. Judges accurately.	Lacks drive and ability to inspire others. Overly critical.
IMPLEMENTER	Disciplined, reliable, conservative and efficient. Turns ideas into practical actions	Somewhat inflexible. Slow to respond to new possibilities.
COMPLETER	Painstaking, conscientious, anxious. Searches out errors and omissions. Delivers on time.	Inclined to worry unduly. Reluctant to delegate. Can be a nit-picker.
SPECIALIST	Single-minded, self-starting, dedicated. Provides knowledge and skills in rare supply.	Contributes only on a narrow front. Dwells on technicalities. Overlooks the 'big picture'

STAGES IN TEAM DEVELOPMENT



- Four stages in group development were identified by Tuckman (1965).
- **Step 1 Forming**
- The team is just coming together. Each member wishes to impress his or her personality on
- the group. The individuals will be trying to find out about each other, and about the aims
- and norms of the team. There will at this stage probably be a wariness about introducing
- new ideas. The objectives being pursued may as yet be unclear and a leader may not yet
- have emerged.

STAGES IN TEAM DEVELOPMENT



- **Step 2 Storming**
- This frequently involves more or less open conflict between team members. There may be changes agreed in the original objectives, procedures and norms established for the group.
- If the team is developing successfully this may be a fruitful phase, as more realistic targets are set and trust between the group members increases.
- **Step 3 Norming**
- A period of settling down: there will be agreements about work sharing, individual requirements and expectations of output. Norms and procedures may evolve which enable methodical working to be introduced and maintained.
- **Step 4 Performing**
- The team sets to work to execute its task. The difficulties of growth and development no longer hinder the group's objectives.

STAGES IN TEAM DEVELOPMENT



- Later writers added two stages to Tuckman's model.
- **(a) Dorming.** Once a group has been performing well for some time, it may get complacent, and fall
- back into self-maintenance functions, at the expense of the task.
- **(b) Mourning/adjourning.** The group sees itself as having fulfilled its purpose – or, if it is a temporary group, is due to physically disband. This is a stage of confusion, sadness and anxiety as the group breaks up. There is evaluation of its achievements, and gradual withdrawal of group members. If the group is to continue, going on to a new task, there will be a re-negotiation of aims and roles: a return to the forming stage.

TEAM BUILDING



- **Issues**

- Team identity

- Team solidarity

- Shared objectives

Comments

Get people to see themselves as part of this group.

Encourage loyalty so that members put in extra effort for the sake of the team.

Encourage the team to commit itself to shared work objectives and to co-operate willingly and effectively in achieving them.

TEAM IDENTITY

Team Identity



- A manager might seek to reinforce the sense of identity of the group. Arguably this is in part the creation of boundaries, identifying who is in the team and who is not.
- (a) Name. Staff at McDonald's restaurants are known as the Crew. In other cases, the name would be more official, describing what the team actually does (eg Systems Implementation Task Force).
- (b) Badge or uniform. This often applies to service industries, but it is unlikely that it would be applied within an organisation.
- (c) Expressing the team's self-image: teams often develop their own jargon, especially for new projects.
- (d) Building a team mythology – in other words, stories from the past ('classic mistakes' as well as successes).
- (e) A separate space: it might help if team members work together in the same or adjacent offices, but this is not always possible. (A team intranet page may perform this function for a virtual team.)

TEAM LOYALTY



- Loyalty is the foundational quality that gets teams through tough times and is the component that drives teams toward great achievements. A team that is loyal to one another can maintain focus through critical times and has a common bond like no other. No one person or team will ever be successful without loyalty.

TEAM LOYALTY



- Model behavior you expect. If you want your team to be composed during tough times, then you need to be composed. If you want your team to have the "Never give up" attitude, then they need to see your competitive spirit.
- Establish a solid foundation of core values. Give staff a true sense of ownership and purpose. This will help build trust between workers and with the managers.
- No "I" in team. We all have heard this statement.. Do not boast in the teams success alone, share those moments with the team.
- Influence workers strengths. You might see something in the worker that he/she does not see.
- Embrace positive manners. This shows you care about the core values of the team. Workers s have a tendency to react in a positive matter when their mangers takes time to use teachable moments to define loyal and disloyal behavior.

TEAM LOYALTY



- **How to Build Loyalty in Your Teammates**
- Encourage your teammates' strengths and good performances. Be a cheerleader for each other. Always encourage the best effort out of your teammates.
- Enable others success. You know your teammates strengths and weaknesses. Playing to their strengths will not only bring success to your teammate but to your team as a whole.
- Be someone that your teammate can count on. We need to know we can count on each other. When we know this, we are more willing to dig deep when times are hard and go the extra mile. The same is true when we get into a bind, our teammates are willing to help us out.
- Build on your own character. Be a leader for your team. Do not be disloyal to your teammates. Be someone that you can be proud of.

Commitment to shared beliefs



- These are established by the organisation and all persons employed in the are committed to this belief.
- For example at Deloitte they are committed to the following shared beliefs:-
 - Outstanding Value to clients
 - Commitment to Each Other
 - Integrity
 - Strength from cultural diversity

Multi-disciplinary teams



- A multidisciplinary team is a group of workers from different professional backgrounds or work disciplines that collaborate on specific projects or on an ongoing basis. This type of work team is common in an office setting because of its value in discussing problems or challenges with varied perspectives.

Multi-disciplinary teams



- **Teamwork Basics**
- Teamwork is common in many companies. Companies with a work team structure recognize the value in having multiple perspectives and voices sharing in decision-making and problem-solving. While teams may take longer in some cases to come to resolutions, they tend to generate ideas and broader perspectives. Some work teams function within the same department, function or discipline, while others are cross-function or multidisciplinary in nature.
- **Examples**
- Hospitals and medical practices often use multidisciplinary teams so that doctors from various backgrounds can collaborate in providing complete care to a given patient. In social work, professionals from various disciplines may collaborate to help clients get the best help in finding assistance programs and community support. Businesses often use multidisciplinary teams for diversity councils, enterprisewide projects such as customer relationship management systems, and with types of committees.

Multi-disciplinary teams



- **Benefits**
- The basic premise of a multidisciplinary team is to get different vantage points on a situation or problem. A hiring committee often includes professionals who have backgrounds that cause them to interact in different ways with the new hire. This setup allows each professional to share his opinion and perspective and learn about those of others. Similarly, other types of multidisciplinary teams can discuss the various positive and negative ways in which decisions or activities affect each department or professional within an organization.
- **Drawbacks**
- A key concern with multidisciplinary teams is they can significantly delay decisions. Teams take time to discuss ideas, but with multidisciplinary teams, you normally have more perspectives and potential points of conflict. Some employees may feel uncomfortable being assigned to a team with professionals outside the normal scope of people with whom they work. You have to weigh the potential improvements in discussion and decisions against the increased time involvement.

REVIEW QUESTIONS



- What groups are you a member of in your study or work environment(s)? How big are these groups? How does the size of your class, study group, work team – or whatever:
 - (a) Affect your ability to come up with questions or ideas?
 - (b) Give you help and support to do something you couldn't do alone.

REVIEW QUESTIONS



- The following phrases and slogans project certain team roles: identify which. (Examples are drawn from Belbin, 1993.)
- (a) The small print is always worth reading.
- (b) Let's get down to the task in hand.
- (c) In this job you never stop learning.
- (d) Without continuous innovation, there is no survival.
- (e) Surely we can exploit that?
- (f) When the going gets tough, the tough get going.
- (g) I was very interested in your point of view.
- (h) Has anyone else got anything to add to this?
- (i) Decisions should not be based purely on enthusiasm.

REVIEW QUESTIONS



- Read the following descriptions of team behaviour and decide to which category they belong (forming, storming, norming, performing, dorming).
- (a) Two of the group arguing as to whose idea is best
- (b) Progress becomes static
- (c) Desired outputs being achieved
- (d) Shy member of group not participating
- (e) Activities being allocated

REVIEW QUESTIONS



- Why might the following be effective as team-building exercises?
- (a) Sending a project team (involved in the design of electronic systems for racing cars) on a recreational day out karting.
- (b) Sending two sales teams on a day out playing 'War Games', each being an opposing combat team trying to capture the other's flag, armed with paint guns.
- (c) Sending a project team on a conference at a venue away from work, with a brief to review the past year and come up with a vision for the next year.
- (These are actually commonly-used techniques. If you are interested, you might locate an activity centre or company near you which offers outdoor pursuits, war games or corporate entertainment and ask them about team-building exercises and the effect they have on people.)

FURTHER READING



- ACCA BPP –F1
- ACCA GLOBAL
- What is Team Building?- Written By: Cathy Rogers
- What Is the Purpose of a Team? - Susan M. Heathfield
- How to Pick Project Team Members
- by Beth Winston,
- nbccamps.com

FURTHER READING



- www.deloitte.com
- Multidisciplinary Teams & the Importance of Teamwork by Neil Kokemulle