



Organisations and behaviour



Lecturer: Judith Robb-Walters

Lesson 10



ORGANISATIONS AND BEHAVIOUR

- LO 4 : Understand mechanisms for developing effective teamwork in organisations
- October – November 2014

The Basic Syllabus



- - Understand the relationship between organisational structure and culture
- - Understand different approached 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. 2 Discuss factors that may promote or inhibit the development of effective teamwork in organisations.



OVERVIEW

- According to Psychology Campus, a group of people that share and work toward accomplishing a common goal are referred to as a team. The dynamics of a team depend on each team member. Unseen forces that exist in a team between different people or groups are called team dynamics and can strongly influence how a team reacts, behaves or performs. Many factors influence team dynamics, such as personalities of team members, how the team operates, how the team views itself and the team's organization.

Group Norms



A work group establishes norms or acceptable levels and methods of behaviour, to which all members of the group are expected to conform. This group attitude will have a negative effect on an organisation if it sets unreasonably low production norms. Groups often apply unfair treatment or discrimination against others who break their rules.

Norms are partly the product of role and role expectations of how people in certain positions behave, as conceived by people in related positions.

Decision-making behaviour



- Behavioral decision theory or theories for judgment and decision making evaluation which emphasize individuals' subjective expected utilities, personal utility functions, and personal probability analyses.
- Behavior decision theory as pioneered by Edwards (1954) provides a systematic approach for describing how individual decision makers' values and beliefs are incorporated into their decisions as well as for prescribing courses of action which reflect closely the values and beliefs of decision makers.

Decision-making behaviour



- Explicit in the theoretical approach is the view that decision makers are able to express preferences given alternatives, where such preferences are able to be systematically evaluated with consideration of subjective expected utilities.

Dysfunctional teams



- A dysfunctional team is a group in which the members do not work effectively together toward a common goal. Sometimes a dysfunctional team may not have constructed a common goal. In other cases, one or more team members DO NOT
 - Contribute toward the goal
 - Support other team members in achieving the goal
 - Realize that they must work together in order to achieve the goal
 - Feel a sense of commitment to one another
 - Have a sense of interdependence

Dysfunctional teams



- Examples of dysfunctional behaviors that might lead to the destruction of a team include:-
 - • Dominating the group, personally attacking other members, being overly aggressive
 - • Refusing to compromise, no matter what
 - • Polarizing discussions, creating win-lose alternatives
 - • Introducing or arguing for ideas related to personal interests, biases, or feelings
 - • Disrupting discussions or work sessions with clowning, joking, or other behaviors that interfere with the concentration of the team (as distinct from appropriate and even helpful amounts of spirited good humor that can be very constructive in maintaining team morale and energy), excessive side conversations
 - • Withdrawing, acting indifferent or passive about participation in the team, and letting others carry the load
 - • Promising results and not delivering

cohesiveness



- Sharing a common set of core values helps employees work together toward the same goals. It is management's responsibility to define, communicate and implement values in the workplace. The specific set of values management instills in the work environment depends on the type of business. However, values that foster teamwork, motivate employees, encourage innovation and decrease workplace politics improve the cohesiveness of the workplace.

cohesiveness



- **Teamwork**
- A work environment that strongly values teamwork helps employees come together to solve problems. Employees working together toward a common goal makes the unit more cohesive and efficient. Management needs to define the goal, provide the tools for employees to reach it, and encourage employees to collaborate.

cohesiveness



- Motivation
- Values such as honesty, integrity and a strong work ethic motivate employees to do their best. Individuals who believe in what they are doing and take pride in their work will make significant contributions to a business. When workers feel their actions contribute to the greater good, they are more willing to put forth the effort required to reach goals without complaints or dissension. According to a paper published by Sigma Assessment Systems, motivated employees are more likely to be satisfied with their jobs, leading to less turnover. Less turnover leads to less disruption.

cohesiveness



- **Innovation**
- Innovation is closely tied to creative thinking and organizational learning. If management emphasizes these attributes in the workplace, more efficient business processes will be discovered. The workplace will function better because employees are improving their communication skills and learning from each other while they work to implement their ideas.

cohesiveness



- **Politics**
- Another important value that affects team cohesiveness is diplomatic relations. Management should discourage workplace politics and encourage employees to practice diplomacy and professionalism in their relations with each other. This will make it less likely that the workplace will be disrupted by gossip and cliques. When there are cliques, those in the clique may not share important information or equipment and may refuse to help someone from outside the group. All of this leads to poor morale and high turnover. Practicing diplomacy and professionalism will help the team function better as a whole.

REVIEW QUESTIONS



- 1.In which order does a team ordinarily progress through Tuckman's stages of development?
 - A) Norming, storming, forming, performing
 - B) Storming, forming, norming, performing
 - C) Forming, storming, norming, performing
 - D) Norming, forming, storming, performing
- 2.When one party perceives its interests are being opposed or set back by another party, this is known as:
 - A) functional conflict
 - B) conflict
 - C) dysfunctional conflict
 - D) equity

REVIEW QUESTIONS



- 3. Frederick Taylor believed _____ conflicts ultimately threatened management's authority and thus had to be avoided or quickly resolved.
 - A) some
 - B) a lot
 - C) a majority
 - D) all
- 4. Functional conflict is commonly referred to as:
 - A) good conflict
 - B) manageable conflict
 - C) constructive conflict
 - D) none of the above



REVIEW QUESTIONS

- 5. Two team processes are team norms and team cohesiveness.
 - A) True
 - B) False
- 6. Smaller teams tend to be more cohesive than larger teams.
 - A) True
 - B) False
- 7. External threats and inter-team rivalries tend to reduce a team's cohesiveness.
 - A) True
 - B) False

FURTHER READING



- ACCA BPP –F1
- ACCA GLOBAL
- What Is Team Dynamics? By Kerry L Williams
- Marketing 91- Hitesh Bhavin
- www.foundationcoalition.org.
- How Do Values Affect the Cohesiveness of the Workplace? by Rena Dietrich
- <http://highered.mheducation.com/>