

Unit 3: Organisation and Behaviour

Lesson 10&11

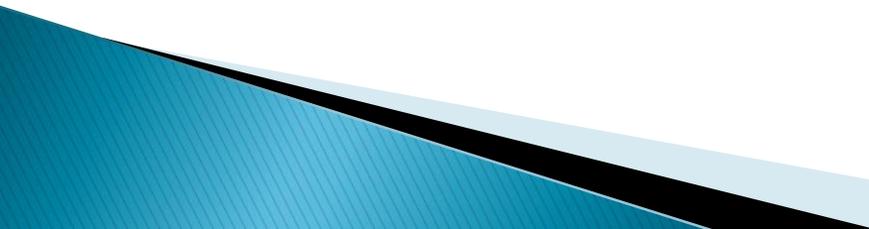
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Learning Outcome 2

- ▶ Learning Objectives:
- ▶ LO 4 Understand mechanisms for developing effective teamwork in organisations:
 - 4.1 Explain the nature of groups and group behaviour within organisations
 - 4.2 Discuss factors that may promote or inhibit the development of effective teamwork in organisations
 - 4.3 Evaluate the impact of technology on team functioning within a given organisation.

In This Session

- ▶ LO 3 Understand ways of using motivational theories in organisations
 - AC 4.1 Explain the nature of groups and group behaviour within organisations
 - AC 4.2 Discuss factors that may promote or inhibit the development of effective teamwork in organisation
 - ▶ Assessment Criteria
 - ▶ Review Questions
 - ▶ References
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Assessment Criteria: 4.1

Explain the nature of groups and group behaviour within organisations

Introduction

- ▶ According to Chaneta (2016) groups and teams are a major feature of organisational life. The work organisation and its sub–units are made of, are groups of people. Most activities of the organisation require at least some degree of co–ordination through the operation of groups and teamwork.
 - ▶ An understanding of the nature of groups is vital if the manager is to influence the behaviour of people in the work situation.
 - ▶ Stephen Robbins defines a group “as two or more individuals, interacting and interdependent, who have come together to achieve particular objectives.”
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Essential Features of Groups

- ▶ According to Chaneta (2016) group members must regard themselves as belonging to the group. A group is defined as any number of people who:
 - interact with one another;
 - are psychologically aware of one another; and
 - perceive themselves to be a group.

- ▶ A work group is a collection of people who share most, if not all, of the following characteristics:
 - a definable membership;
 - groups consciousness;
 - a sense of shared purposes;
 - interdependence; and
 - ability to act in a unitary manner.

Formation of Groups

Step 1: Forming

- This refers to initial formation of the group where tasks have to be understood, resources and information acquired, individuals have to get to know one another and there is considerable reliance on the leader.

Step 2: Storming

- It represents the period when problems begin to be faced more openly than in the earlier stage. Individuals begin to question or challenge the task and have to confront emotional issues between and among themselves.

Step 3: Norming

- This period of relative upheaval moves into a more considered stage where conflicts are settled, new standards are developed and owned by the members. Cooperation really takes off.

Step 4: Performing

- This stage opens the way for the most productive moment when the group is working effectively both in terms of goals and its internal relationships. Teamwork develops and solutions are found.

Step 5: Adjourning

- This stage underlines the fact that a group's life will eventually come to an end as people move on elsewhere in the organisation or as original purpose is attained and the job is completed.

Tuchman (1965) Group Formation

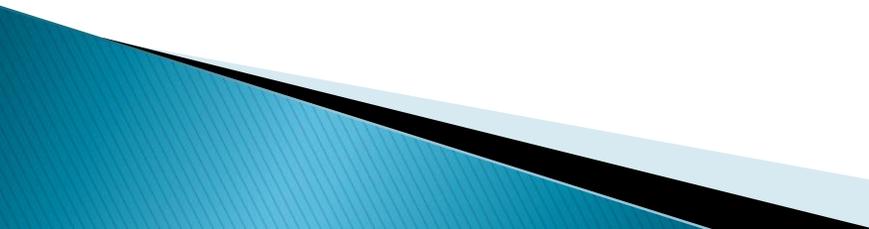
TYPES OF GROUPS

- ▶ Most individuals belong to various types of groups, broadly classified in two types:
 - {1} FORMAL GROUPS: these groups are consciously created to serve an organizational objective. The crew of an airline flight is an example of a formal group.
 - Formal groups can be further divided into different types.
 - They are official in the sense that they have appropriate authority and they are provided with financial and physical resources (Chaneta, 2016). The groups are to:
 - further the aims and objectives of the organisation as laid down in mission statements, policies and routine procedures;
 - think of organisations being mainly composed of such formal groups.

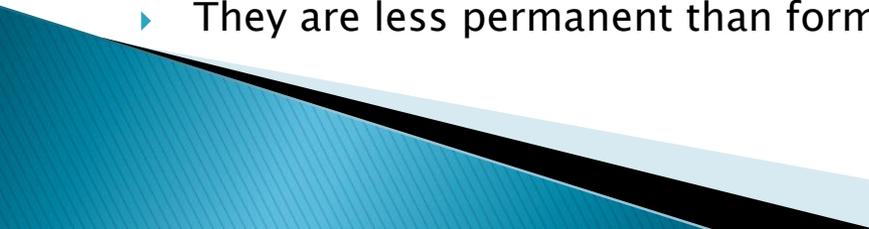
Formal Group in Organisation

- ▶ These are the units that are established by management as part of an organisational structure. They are defined in terms of their purpose and roles.
 - a) **Command group**: It is a group determine by the connection between individual who are a formal part of the organization. For eg, the marketing department comprising of the general manager and the other marketing staff.
 - b) **Task group**: A task group is created by the management to accomplish certain organizational goals. It is specifically created to solve the problem or preform a defined task.

Informal Group

- ▶ Groups that develop naturally among people, without any direction from the organization within they operate (Lafond, 2012). They are formed spontaneously and are based on personal relationships or specific interests.
 - ▶ Lafond (2012) identify the different types of informal groups as:
 - a) **Interest groups**: Interest groups consist of person who share common interests. They may be job related interest, or such as sports, national politics or religion.
 - b) **Friendship groups**: friendship group consist of individual who come together because they share one or more common characteristics. They consist of people with natural affinities for one another.
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Characteristics of Informal Group

- ▶ They draw their norms (rules) of behaviour from amongst themselves;
 - ▶ Their first loyalty tends to be towards their fellow group members rather than to the organisation as a whole.
 - ▶ Their goals are decided more by what they feel is right for them rather than by what is laid down for them by the management;
 - ▶ Their behaviour is derived more from interpersonal relationships than by any role allocated by the management.
 - ▶ Their behaviour may or may not be in line with what their organisation expects;
 - ▶ They generally meet social and security needs before other needs;
 - ▶ Group leadership is exercised on a charismatic basis rather than by legitimate authority;
 - ▶ They are less permanent than formal groups
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Group Norms

- ▶ Norms are the standards adopted by a group. Most of these standards will be contained in written policies and operating manuals. They will also be emphasized by the personal behaviour of managers and supervisors. The role of the managers is to insist on adherence to official norms.
- ▶ However management cannot stop unofficial norms from developing but what they can do is to: –
 - recognise them when they arise;
 - encourage them if they are in line with organisational interests;
 - aim to transform them if they appear to be working against the organisation's interests. Ultimately management has the power to disband and reform groups, if they appear to be getting too far out of line.

ROLES WITHIN GROUPS

- ▶ Roles are parts that individual members of a group play. The parts are determined partly by the expectation of the management through job descriptions and partly by the expectations of the others in the group. In formal groups, parts are mostly allocated in conjunction with job functions.
 - ▶ In informal groups, roles are likely to spring from: –
 - the relevant knowledge or skills possessed by individuals.
 - personal qualities that have a stronger influence on informal groups where for example, a natural leader may emerge.
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Belbin Role and Belief Description

	Belbin roles	Description
Doing / acting	Implementer	Well-organized and predictable. Takes basic ideas and makes them work in practice. Can be slow.
	Shaper	Lots of energy and action, challenging others to move forwards. Can be insensitive.
	Completer/Finisher	Reliably sees things through to the end, ironing out the wrinkles and ensuring everything works well. Can worry too much and not trust others.
Thinking / problem-solving	Plant	Solves difficult problems with original and creative ideas. Can be poor communicator and may ignore the details.
	Monitor/Evaluator	Sees the big picture. Thinks carefully and accurately about things. May lack energy or ability to inspire others.
	Specialist	Has expert knowledge/skills in key areas and will solve many problems here. Can be disinterested in all other areas.
People / feelings	Coordinator	Respected leader who helps everyone focus on their task. Can be seen as excessively controlling.
	Team worker	Cares for individuals and the team. Good listener and works to resolve social problems. Can have problems making difficult decisions.
	Resource/investigator	Explores new ideas and possibilities with energy and with others. Good networker. Can be too optimistic and lose energy after the initial flush.

Adopted from Dr. Meredith Belbin Team role.

Group Dynamics

- ▶ **FACTORS INFLUENCING WORKING OF GROUPS** Each group has its own unique personality. This is because several factors affect the working of groups. The different factors that influence group dynamics can be classified in to:
 1. External factors
 2. Group resources
 3. Group structure
 4. Group process
 5. Group tasks
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Assessment Criteria: 4.2

Discuss factors that may promote or inhibit the development of effective teamwork in organisations

Introduction

- ▶ 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.
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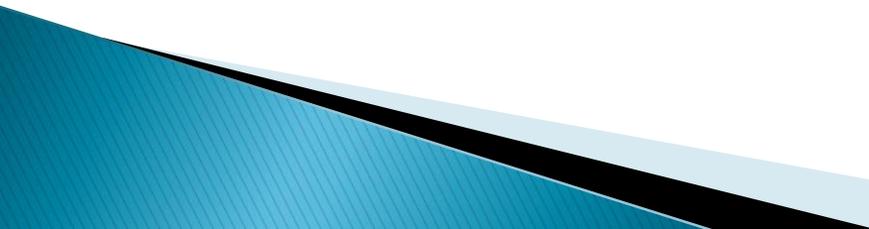
Composition of a Team

- ▶ There are often dozens of internal and external factors that separate effective and ineffective teams(Wolski, 2016). Moreover, what makes some teams strong, be it competitiveness, toughness or high energy levels, can make other teams weak; these traits may benefit sports and sales teams, but they are not what you look for in a doctor or nurse.
- ▶ Wolski (2016) notes that there are a few factors of effective teamwork that are common to teams of all types. He however identify four Factors.

Diversity

- ▶ Effective teams embrace and are constituted by a diversity of cultures, talents and personalities.
 - ▶ Diversity can promote creativity and innovation, and raise awareness of and respect for differences, which will support effective teamwork.
 - ▶ By contrast, teams that lack diversity can find it difficult to solve particular problems; it is much harder to find innovative solutions when all of the team members think about problems in the same way, draw on similar experiences for support and come to the same conclusions.
 - ▶ The merits of diversity noted, difference also raises the potential for conflict within teams, which can be harmful if not managed properly.
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Communication

- ▶ Effective teamwork is facilitated by clear and open communication. All team members should be on the same page with respect to targets, responsibilities and timelines. This cohesion is facilitated by effective communication.
 - ▶ Academic commentators such as Sarah Holland, Kevin Gaston and Jorge Gomez have suggested that consistently effective communication is supported by the prevalence of organizational protocols which determine particular methods and mediums of communication in specific circumstances (emails, one-to-one meetings, group talks, etc.).
 - ▶ All team members should feel comfortable asking questions regarding the clarification of jobs and responsibilities, and they should feel free to make suggestions when they feel they can advance the team's objectives.
 - ▶ When a challenge or conflict arises, effective teams will engage and overcome it with effective communication, rather than avoiding the issues or participating in gossip.
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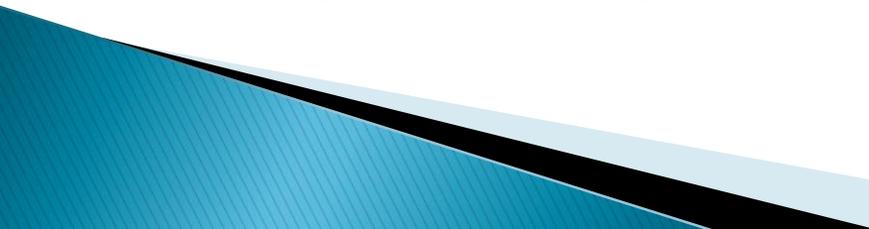
Leadership

- ▶ Teamwork is supported by effective leadership. All teams benefit from one or several sources of inspiration and direction.
 - Leaders can support collaboration by coordinating the efforts of team members and encouraging team members to speak their minds during team meetings. Leaders
 - Leaders ensure the team's projects stay on track by checking in with different contributors and measuring daily/weekly progress against overall timetables and objectives.
 - Leaders work to motivate and discipline team members to ensure that everyone is performing to their highest potential.

Leadership

- ▶ According to Gary Yukl, professor of management and leadership at the State University of New York, questions of the desirable traits of leaders in business have been a popular source of research since the 1950s, and the common characteristics of effective leaders highlighted by contemporary studies are:
 - assurgency, conscientiousness, agreeableness, adjustment and intelligence.
 - Importance of energy levels, stress tolerance, self-confidence, internal control orientation, emotional maturity and integrity.

Team-Building Exercises

- ▶ Effective teamwork is developed through shared experiences and practice. The use or avoidance of team-building activities can be an important factor in determining the development of effective teams; in the age of advanced technology and fast-paced business environments, some team members would never see one another face to face if they did not make a point to do so.
 - ▶ Team-building exercises can be targeted to improve particular aspects of team performance such as communication, problem-solving or creativity.
 - ▶ Games and drills are an effective way to bring people together to build relationships, boost morale and promote mutual understanding of interests, personalities, strengths and weaknesses.
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Decision Making Behaviour

- ▶ Behavioural decision theory or theories for judgment and decision making evaluation which emphasize individuals' subjective expected utilities, personal utility functions, and personal probability analyses.
 - ▶ Behaviour 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.
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Other Factors

- ▶ Plowman (2015) provide another perspective:
 - Homogeneity
 - Group thinking
 - Role Identity
 - Communication
 - Stability
 - Team size
 - Cohesiveness

Other Factors

- ▶ **Homogeneity:** is the extent to which members are similar or different to one another. The difficulty for most project managers is finding the right balance between overly homogenous and overly heterogeneous teams. One should consider similarities and differences in personal characteristics, education, skills, abilities, generational backgrounds, cultural background, and income levels.
 - ▶ **Group thinking:** Groupthink is a tendency for decision-making teams to suppress opposing viewpoints in order to preserve group harmony. This can occur because individual team members have an overwhelming desire to be accepted and teams want to minimize conflict.
 - ▶ **Role Identity:** the extent to which members are capable of assuming different roles throughout the team structure, thus diversifying efforts and developing subject matter experts. The diverse skills and knowledge that members bring to a team provide a large range of capabilities necessary to achieve a goal.
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Other Factors

- ▶ **Stability:** Teams that have lower turnover rates experience higher levels of group cohesion, better communication methods, and more effective role identity.
 - ▶ **Team size:** The greater number of members within a team the more resources available to achieve a goal. However, as team size increases, so does the number of conflicts resulting in decreased levels of cohesion and inefficient productivity. To evaluate whether a team is too large or small, managers must consider how effectively and harmoniously members work together and whether the required tasks are being efficiently accomplished by all members of the team.
 - ▶ **Cohesiveness:** Once a team is highly cohesive, a member's commitment and willingness to strive for excellence thrives. Team cohesion affects the extent to which members like one another, get along with each other, and trust and respect one another's abilities and opinions.
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Assessment Criteria

- ▶ To discuss in Class

Review Questions

1. Discuss the process for team formation.
 2. Explain the factors that may prevent teams members from being high performance team?
 3. Discuss any two of factors that influence group dynamics.
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Further Reading

- ▶ <http://smallbusiness.chron.com/factors-promote-effective-teamwork-1932.html>
- ▶ <http://www.brighthubpm.com/monitoring-projects/62415-seven-factors-of-effective-team-performance/>
- ▶ http://ir.uz.ac.zw/bitstream/handle/10646/653/group_&_group_s_behaviour.pdf;jsessionid=0834C871C89FDF2B69D322C3439F8E3B?sequence=1
- ▶ <http://www.yourarticlelibrary.com/management/5-factors-affecting-team-effectiveness-in-an-organisation/3490/>
- ▶ www.wiley.com/college/schermerhorn/.../ch09.ppt

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- ▶ Wolski, Chris (2016) Factors that promote effective Teams retrieved from <http://smallbusiness.chron.com/factors-promote-effective-teamwork-1932.html>