

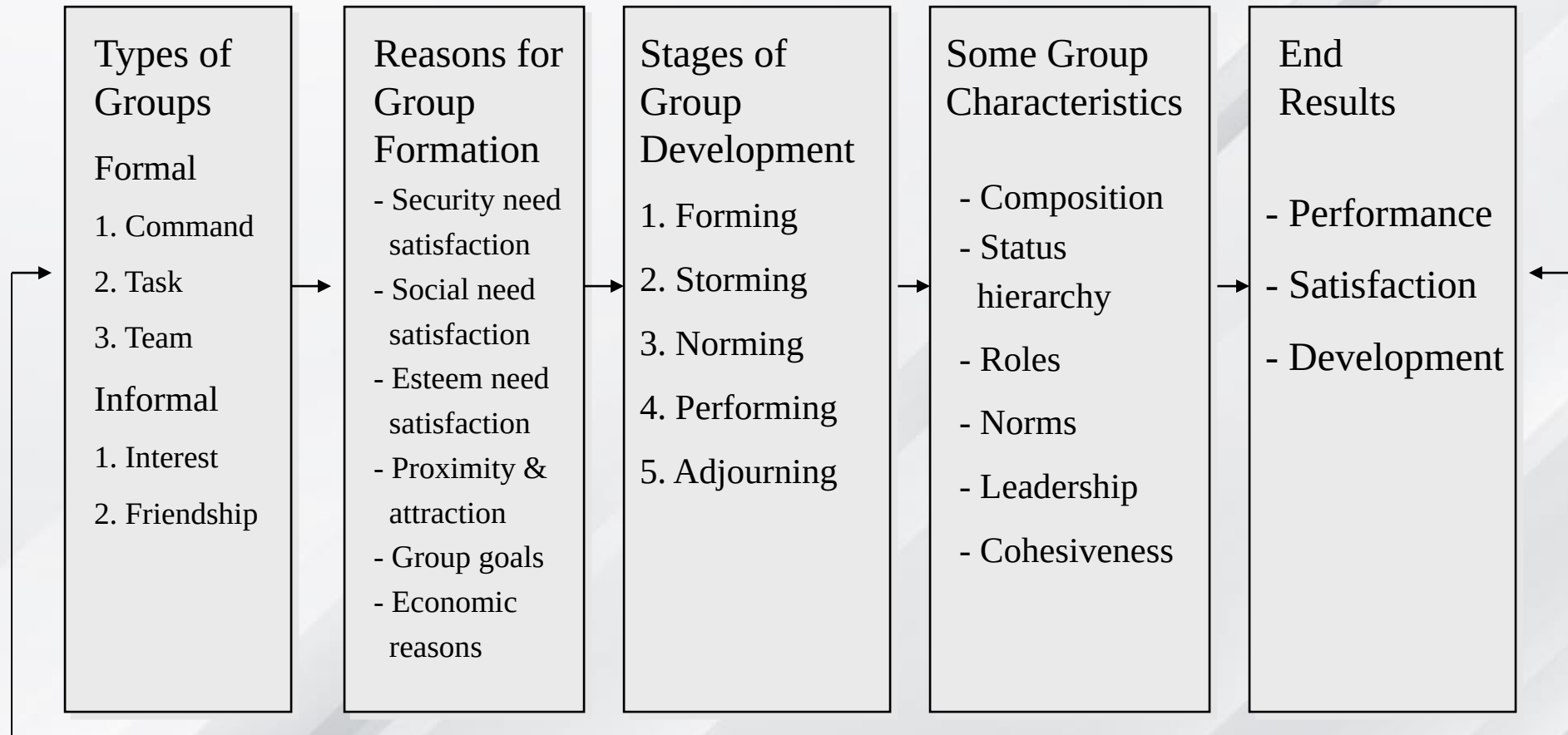
Foundation of Group Behaviour In Decision Making

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Lecture 7



A Model of Group Formation and Development



Defining and Classifying Groups

Group(s)

Two or more individuals interacting and interdependent, who have come together to achieve objectives.

Formal Group

A designated work group defined by the organization's structure.

Informal Group

A group that is neither formally structured nor organizationally determined; appears in response to the need for social contact.

Defining and Classifying Groups (cont'd)

Formal Group

Command Group

A group composed of the individuals who report directly to a given manager.

Task Group

Those working together to complete a job or task.

Informal Group

Interest Group

Those working together to attain a specific objective with which each is concerned.

Friendship Group

Those brought together because they share one or more common characteristics.

Why People Join Groups

- Security
- Status
- Self-esteem
- Affiliation
- Power
- Goal Achievement



Why People Join Groups

- **Security** – by joining a group, individuals can reduce the insecurity of “standing alone”.
- **Status** – inclusion in a group that is viewed as important provides recognition & status for its members.
- **Self-esteem** – groups can provide people with feelings of self-worth.
- **Affiliation** – groups can fulfill social needs.
- **Power** – what cannot be achieved individually often becomes possible through group action. There is power in numbers.
- **Goal Achievement** – when it takes more than one person to accomplish a particular task – there is a need to pool talents, knowledge, or power in order to complete a job. In such cases, management will rely on formal groups.

Why People form Groups

Slide 1 of 2

Need Satisfaction

Social Needs

Security Needs

Esteem Needs

Proximity & Attraction

Proximity is the physical distance between employees. Attraction is typically engendered by similarities in attitudes, performance or motivations.

Why People form Groups

Slide 2 of 2

Achievement of Group Goals

Group goals, if clearly understood, can be a reasons why people are drawn to a group.

Economic Benefits

In many cases, groups form because people believe they can derive greater economic benefits from their jobs if they organize.

The Five-Stage Model of Group Development

Forming Stage

The first stage in group development, characterized by much uncertainty.

Storming Stage

The second stage in group development, characterized by intragroup conflict.

Norming Stage

The third stage in group development, characterized by close relationships and cohesiveness.



...Group Development (cont'd)

Performing Stage

The fourth stage in group development, when the group is fully functional.

Adjourning Stage

The final stage in group development for temporary groups, characterized by concern with wrapping up activities rather than performance.



The Five-Stage Model of Group Development

Forming Stage

The first stage in group development, characterized by much uncertainty about the group's purpose, structure, & leadership.

- Members are "testing the waters" to determine what types of behavior are acceptable.
- People tend to be polite during this stage and will defer to the existing authority of a formal or informal leader who must provide an initial set of rules & structures for interaction.
- Members experience a form of socialization as they try to find out what is expected of them & how they will fit into the team/group.

The Five-Stage Model of Group Development

Storming Stage

The second stage in group development, characterized by intragroup conflict.

- Members accept the existence of the group, but there is resistance to the constraints that the group imposes on individuality.
- There is a conflict over who will control the group.
- This stage is marked by interpersonal conflict as members become proactive & compete for various group roles.
- Coalitions may form to influence the team/group's goals & means of goal attainment.
- Members try to establish norms of appropriate behavior & performance standards. This is a tenuous (weak) stage in the team's development.

...Group Development (cont'd)

Norming Stage.

The third stage in group development, characterized by close relationships and cohesiveness.

- There is now a strong sense of group identity.
- During this stage the group develops its first real sense of cohesion as roles are established & a consensus forms around group objectives.
- Members develop common expectations & assumptions about how the team's goals should be accomplished.

...Group Development (cont'd)

Performing Stage

The fourth stage in group development, when the group is fully functional.

- The structure at this point is fully functional & accepted.
- Group energy has moved from getting to know & understand each other to performing the task at hand.
- Group members have learned to coordinate & resolve conflicts more efficiently.
- There is a climate of mutual support in which team members feel comfortable about taking risks, making errors, or asking for help.

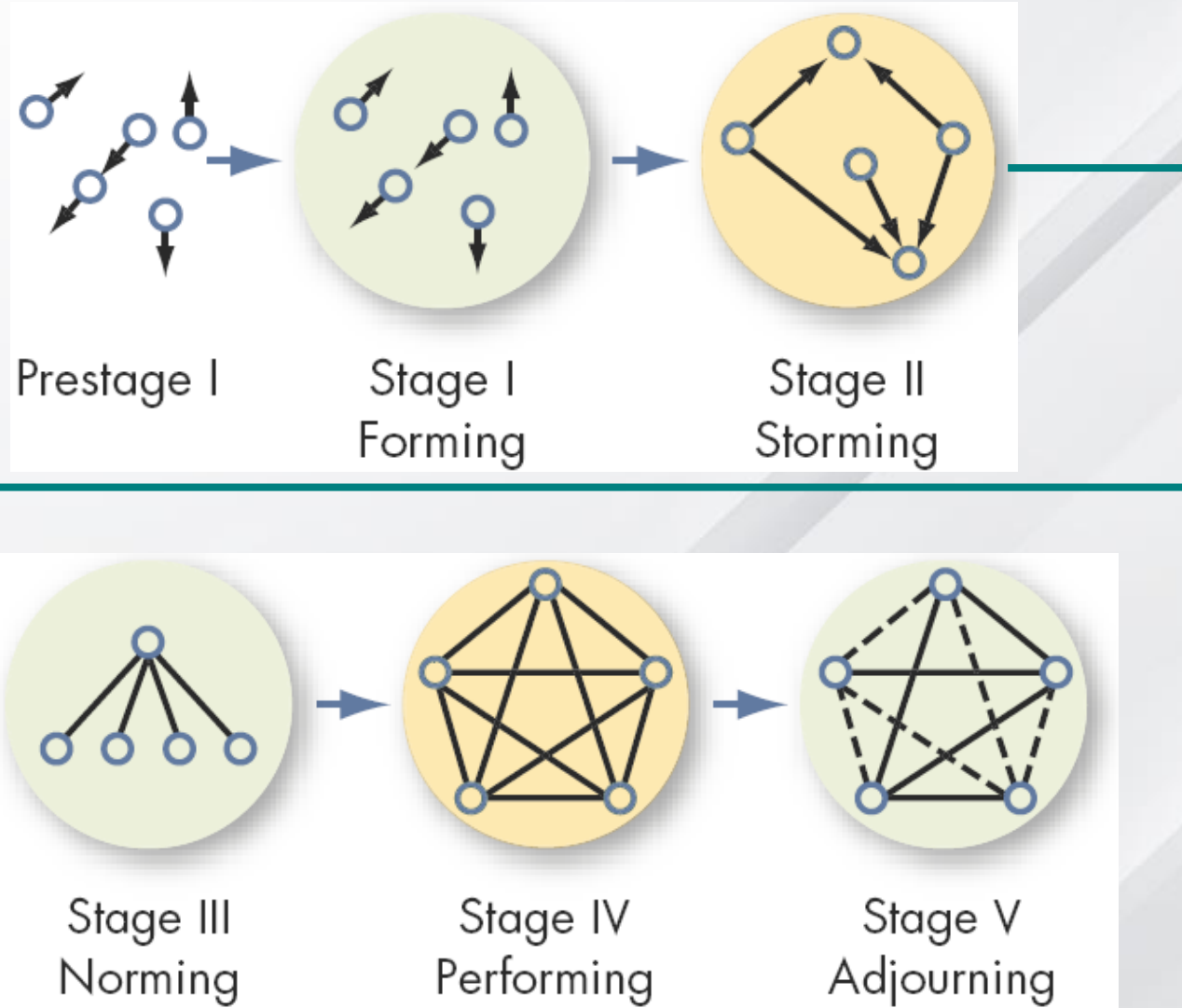
...Group Development (cont'd)

Adjourning Stage

The final stage in group development for temporary groups, characterized by concern with wrapping up activities rather than performance.

- For permanent work groups, performing is the last stage in their development.
- Temporary groups, task forces & similar groups prepare for disbandment, in this stage.
- Attention is directed toward wrapping up activities.
- In this stage, some members may be basking in the group's accomplishments while others may be depressed/sad over the loss of relationship/friendship.

Stages of Group Development



An Alternative Model: Temporary Groups with Deadlines

Punctuated-Equilibrium Model

Temporary groups under time constrained deadlines go through transitions between inertia and activity---at the half-way point, they experience an increase in productivity.

Sequence of actions:

1. Setting group direction
2. First phase of inertia
3. Half-way point transition
4. Major changes
5. Second phase of inertia
6. Accelerated activity

The Punctuated-Equilibrium Model

Temporary groups with deadlines do not seem to follow the five-stage model.

- Their first meeting sets the group's direction.
- This first phase of group activity is one of inertia
- A transition takes place at the end of this first phase, which occurs exactly when the group has used up half its allotted time
- A transition initiates major changes
- A second phase of inertia follows the transition , and
- The group's last meeting is characterized by markedly accelerated activity.

Group Development compared

- **Punctuated-Equilibrium Model** characterizes groups as exhibiting long periods of inertia interspersed (things scattered or placed at intervals) with brief revolutionary changes triggered primarily by their members` awarness of time & deadlines.
- If compared with **Five-stage** group development model, the group begins by combining the **forming & normring** stages, then goes through a period of low performing, followed by **storming**, then a period of high performance, and , finally, **adjourning**.

Group Properties



Group Properties - Roles

Role(s)

A set of expected behavior patterns attributed to someone occupying a given position in a social unit.

Role Identity

Certain attitudes and behaviors consistent with a role.

(promotion to the next higher rank may invoke certain attitudes & behaviors)

Role Perception

An individual's view of how he or she is supposed to act in each situation.



Group Properties - Roles (cont'd)

Role Expectations

How others believe a person should act in each situation.
(e.g., an Imam selling a concert tickets)

Psychological Contract

An unwritten agreement that sets out what management expects from the employee and vice versa.

Role Conflict

A situation in which an individual is confronted by divergent role expectations.

Group Properties - Norms

Norms

Acceptable standards of behavior within a group that are shared by the group's members.



Classes of Norms:

- Performance norms
- Appearance norms
- Social arrangement norms
- Allocation of resources norms

Common Class of Norms

- Performance Norms: Work groups typically provide their members with explicit cues on how hard they should work, how to get the job done, their level of output, appropriate levels of tardiness, and the like. These norms are extremely powerful in affecting an individual employee's performance.
- Appearance Norms: This includes things like appropriate dress, loyalty to the work group or organization, when to look busy etc. Some organizations have formal dress codes.
- Social Arrangement Norms: These norms come from informal work groups and primarily regulate social interactions within the group. With whom group members eat lunch, friendships on & off the job, social games, and the like are influenced by these norms.
- Allocation of Resources Norms: These norms can originate in the group or in the organization & cover things like pay, assignment of difficult jobs, and allocation of new tools & equipment.

Group Properties – Common Classes of Norms

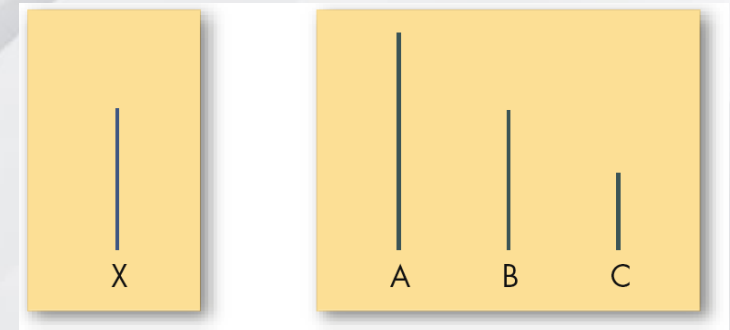
Conformity

Adjusting one's behavior to align with the norms of the group. (When an individual's opinion of objective data differs significantly from that of others in the group, he or she is likely to feel extensive pressure to align his/her opinions to conform with those of the others)

Reference Groups

Important groups to which individuals belong or hope to belong and with whose norm's individuals are likely to conform.

Asch Study



Group Properties - Norms (cont'd)

Deviant Workplace Behavior

Antisocial actions by organizational members that intentionally violate established norms and result in negative consequences for the organization, its members, or both.

Group norms can influence the presence of deviant behavior.

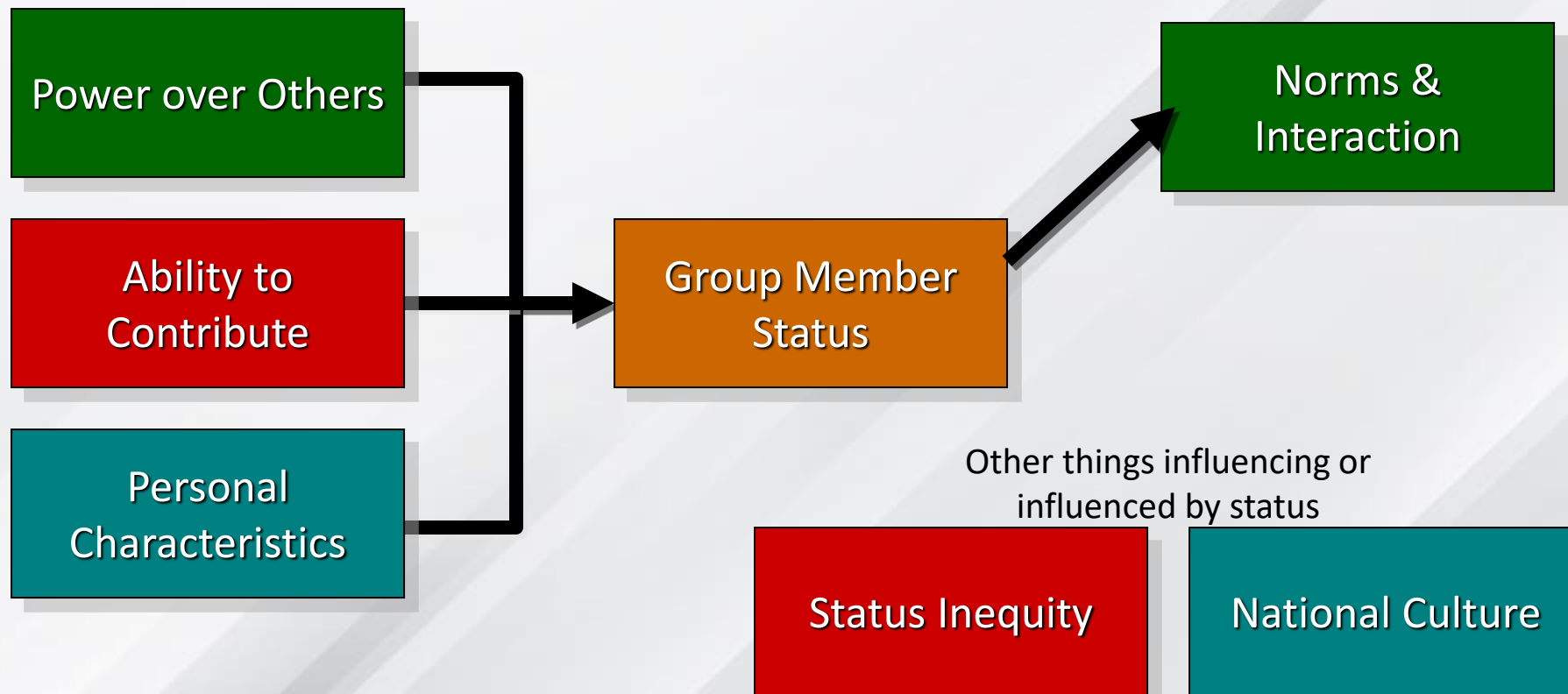


Typology of Deviant Workplace Behavior

Category	Examples
Production	Leaving early Intentionally working slowly Wasting resources
Property	Sabotage Lying about hours worked Stealing from the organization
Political	Showing favoritism Gossiping and spreading rumors Blaming coworkers
Personal Aggression	Sexual harassment Verbal abuse Stealing from coworkers

Group Properties - Status

Status: A socially defined position or rank given to groups or group members by others.



Group Properties - Status

Status:

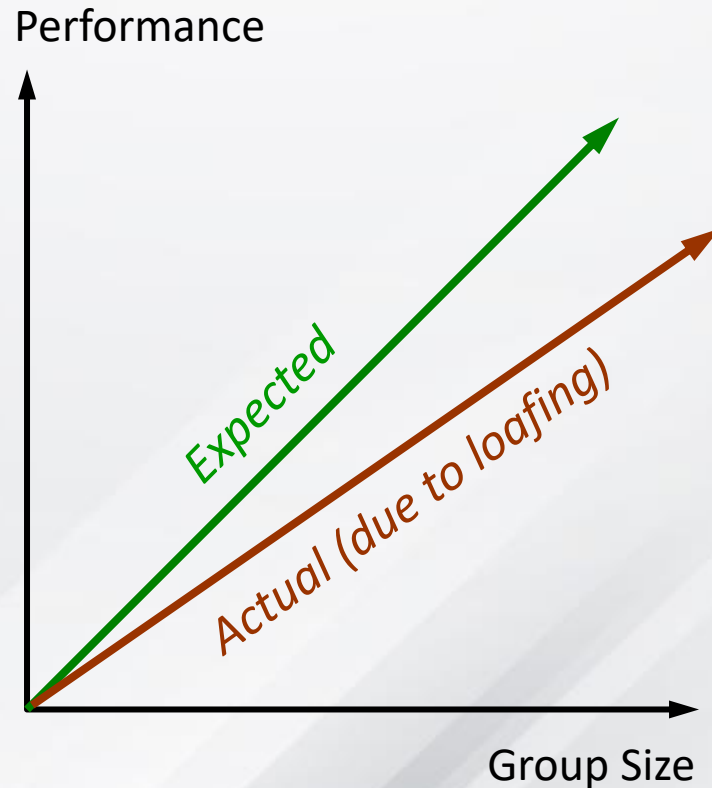
A socially defined position or rank given to groups or group members by others.

- Status has some interesting effects on the power of norms & pressures to conform.
- For example, high status members of groups often are given more freedom to deviate from norms than are other group members.
- High-status people also are better able to resist conformity pressures than their lower-status peers.

Group Properties - Size

Social Loafing

The tendency for individuals to expend less effort when working collectively than when working individually.



Other conclusions:

- Odd number groups do better than even.
- Groups of 5 to 7 perform better overall than larger or smaller groups.

What causes Social Loafing effect?

- It may be due to the belief that others in the group are not carrying their fair share. If you see others as lazy or inept, you can reestablish equity by reducing your effort.
- Dispersion of responsibility. Because the results of the group cannot be attributed to any single person, the relationship between an individual's input & the group's output is clouded. (free-rider)
- In other words, there will be a reduction in efficiency where individuals think that their contribution cannot be measured.

Group Properties - Cohesiveness

Cohesiveness

Degree to which group members are attracted to each other and are motivated to stay in the group.

Increasing group cohesiveness:

1. Make the group smaller.
2. Encourage agreement with group goals.
3. Increase time members spend together.
4. Increase group status and admission difficulty.
5. Stimulate competition with other groups.
6. Give rewards to the group, not individuals.
7. Physically isolate the group.

Relationship Between Group Cohesiveness, Performance Norms, and Productivity

		Cohesiveness	
		High	Low
Performance norms	High	High productivity	Moderate productivity
	Low	Low productivity	Moderate to low productivity

Group Decision Making

Decision-making

- **Large groups facilitate the pooling of information about complex tasks.**
- **Smaller groups are better suited to coordinating and facilitating the implementation of complex tasks.**
- **Simple, routine standardized tasks reduce the requirement that group processes be effective for the group to perform well.**

Group Decision Making (cont'd)

- Strengths

- More complete information
- Increased diversity of views
- Higher quality of decisions (more accuracy)
- Increased acceptance of solutions

- Weaknesses

- More time consuming (slower)
- Increased pressure to conform
- Domination by one or a few members
- Ambiguous responsibility

Group Decision Making (cont'd)

Groupthink

Phenomenon in which the norm for consensus overrides the realistic appraisal of alternative course of action.

Groupshift

A change in decision risk between the group's decision and the individual decision that member within the group would make; can be either toward conservatism or greater risk.

Group Decision-Making Techniques

Interacting Groups

Typical groups, in which the members interact with each other face-to-face.

Nominal Group Technique

A group decision-making method in which individual members meet face-to-face to pool their judgments in a systematic but independent fashion.



Nominal Group Decision-making Technique

1. Members meet as a group but, before any discussion takes place, each member independently writes down his/her ideas on the problem.
2. After this silent period, each member presents one idea to the group. Each member takes his/her turn, presenting a single idea until all ideas have been presented & recorded. No discussion takes place until all ideas have been recorded.
3. The group now discusses the ideas for clarity & evaluates them.
4. Each member silently & independently rank-orders the ideas. The idea with the highest aggregate ranking determines the final decision.

Group Decision-Making Techniques

Brainstorming

An idea-generation process that specifically encourages all alternatives, while withholding any criticism of those alternatives.

Rules of Brainstorming:

Do not criticize ideas. Provide as many ideas as possible. Say all ideas that come to mind, no matter how wild. Combine & improve ideas suggested by others.

Electronic Meeting

A meeting in which members interact on computers, allowing for anonymity of comments and aggregation of votes.

Evaluating Group Effectiveness

TYPE OF GROUP

Effectiveness Criteria	Interacting	Brainstorming	Nominal	Electronic
Number and quality of ideas	Low	Moderate	High	High
Social pressure	High	Low	Moderate	Low
Money costs	Low	Low	Low	High
Speed	Moderate	Moderate	Moderate	Moderate
Task orientation	Low	High	High	High
Potential for interpersonal conflict	High	Low	Moderate	Low
Commitment to solution	High	Not applicable	Moderate	Moderate
Development of group cohesiveness	High	High	Moderate	Low



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