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PMG 671 Leadership & Organizational Behavior

Lecture 5

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This chapter will enable you to:

1. Define groups, and differentiate between different types of groups.
2. Identify the five stages of group development.
3. Show how role requirements change in different situations.
4. Demonstrate how norms and status exert influence on an individual's behavior.
5. Show how group size affects group performance.

This chapter will enable you to:

6. Contrast the benefits and disadvantages of cohesive groups.
7. Contrast the strengths and weaknesses of group decision making.
8. Compare the effectiveness of interacting, brainstorming, nominal, and electronic meeting groups.
9. Evaluate evidence for cultural differences in group status and social loafing, and the effects of diversity in groups.

Defining and Classifying Groups

Group:

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

Formal Group:

Defined by the **organization's structure** with designated work assignments establishing tasks

Informal Group:

Alliances that are neither formally structured nor organizationally determined

Appear naturally in response to the need for social contact

Deeply affect behavior and performance

Sub Classifications of Groups

Formal Groups

- 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 in an organization but not limited by hierarchical boundaries.
 - It is a unit or formation established to work on a single defined task or activity. Committee formed for a specific task or objective, and dissolved after the completion of the task or achievement of the objective.

Informal Groups

Interest Group

Members work together to attain a specific objective with which each is concerned

Friendship Group

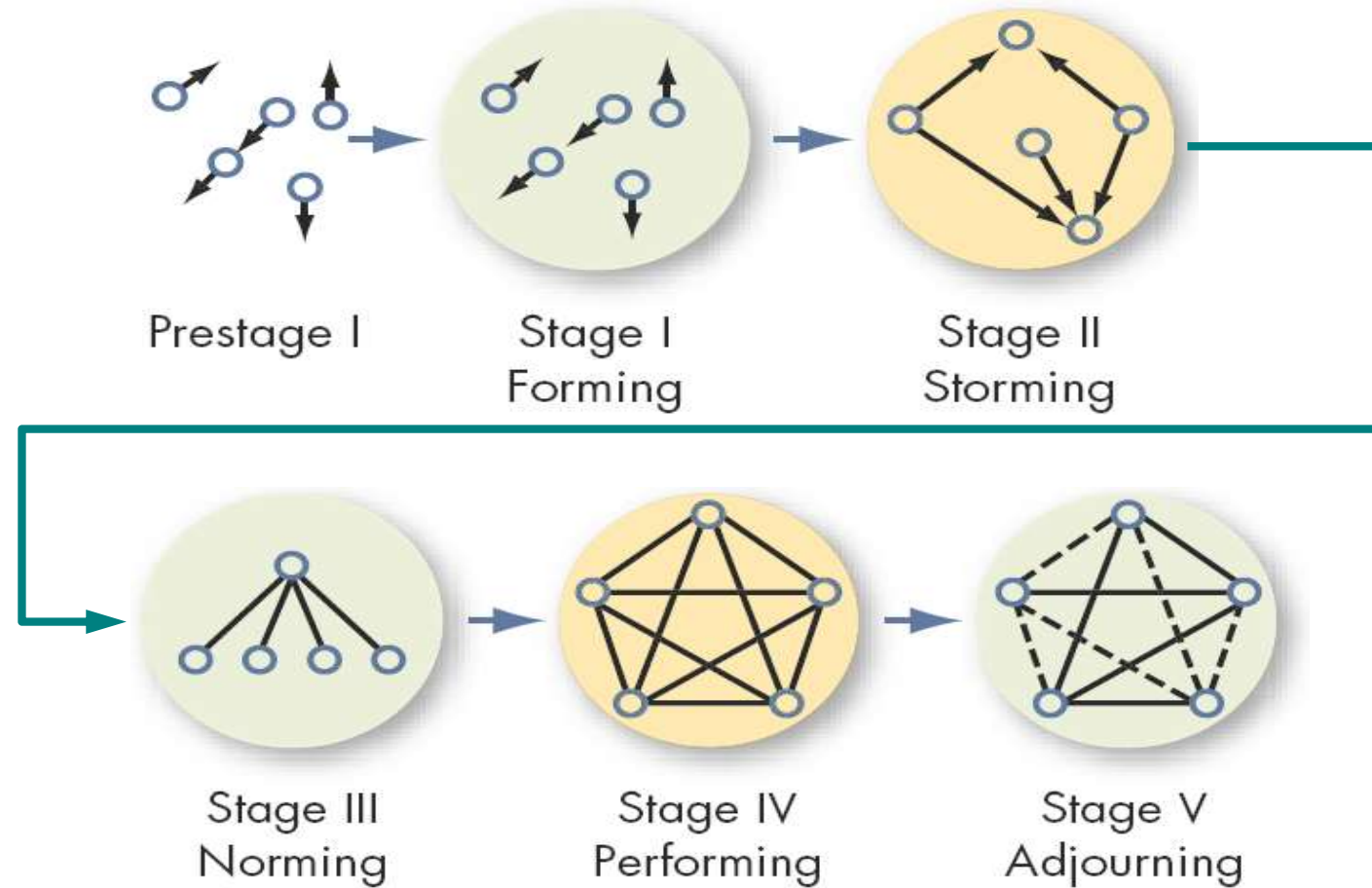
Those brought together because they share one or more common characteristics

Why people Join Groups?

Security
Status
Self-esteem
Affiliation
Power
Goal Achievement



Five Stages of Group Development Model



The Five Stages of Group Behavior

In 1965, psychologist Bruce Tuckman proposed his original model of group development. This model suggests that groups and teams move through a series of stages in order to achieve their peak level of performance. The first five stages of the model are:

1. Forming

Members feel much uncertainty. At this stage, the group witnesses orientation and ice-breaking.

2. Storming

Lots of conflict between members of the group. At this stage, the group is addressing its conflicts and disagreements.

The Five Stages of Group Behavior

3. Norming Stage

Members have developed close relationships and cohesiveness. They resolved their conflicts and reached a consensus on how the group will function

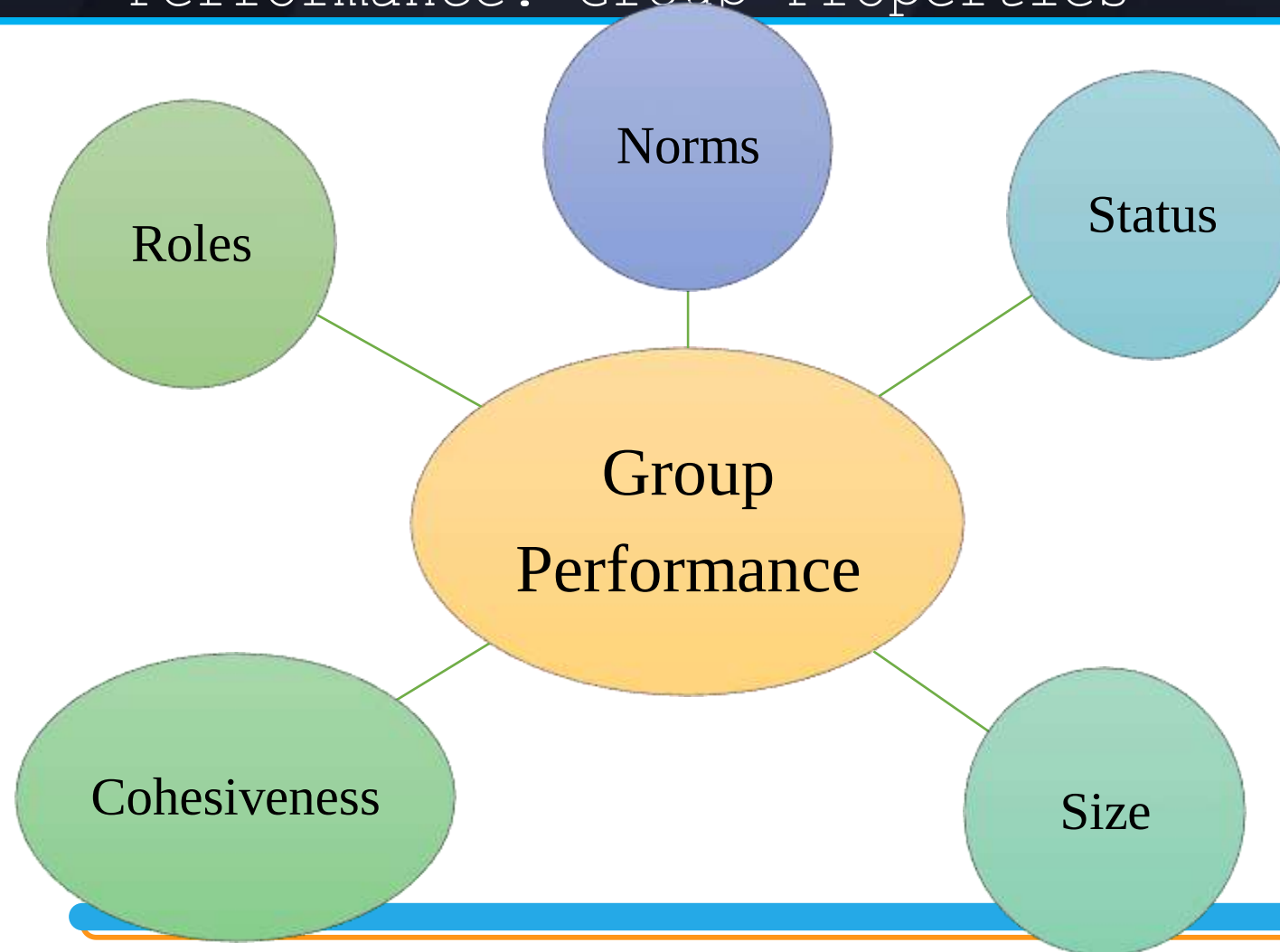
4. Performing Stage

The group is finally fully functional.

5. Adjourning Stage

In temporary groups, the group wraps up its work and then dissolves.

What Do Effect Groups' Performance? Group Properties



Group Property 1: Roles

Role

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

Role Identity

Certain attitudes and behaviors consistent ثابتة with a role

Role Perception

An individual's view of how he or she is supposed to act in a given situation – received by external stimuli

Role Expectations

How others believe a person should act in a given situation

Psychological Contract: an unwritten agreement that sets out mutual expectations of management and employees

Group Property 2 : Norms

Norms

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

Classes of Norms

Performance norms - level of acceptable work

Appearance norms - what to wear

Social arrangement norms - friendships and the like

Allocation of resources norms - distribution and assignments of jobs and material

Group Property 3: Status

A socially defined position or rank given to groups or group members by others – it differentiates group members

Important factor in understanding behavior

Significant motivator

Status Characteristics Theory

Status derived from one of three sources:

Power a person has over others

Ability to contribute to group goals

Personal characteristics

Status Effects

On Norms and Conformity

High-status members are less restrained by norms and pressure to conform

Some level of deviance is allowed to high-status members so long as it doesn't affect group goal achievement

On Group Interaction

High-status members are more assertive

Large status differences limit diversity of ideas and creativity

On Equity

If status is perceived to be inequitable, it will result in various forms of corrective behavior.

Group Property 4: Size

Group size affects behavior

Size:

Twelve or more members is a “large” group

Seven or fewer is a “small” group

Best use of a group:

Attribute	Small	Large
Speed	X	
Individual Performance	X	
Problem Solving		X
Diverse Input		X
Fact-finding Goals		X
Overall Performance	X	

Issues with Group Size

Social Loafing

The tendency for individuals to expend less effort when working collectively than when working individually
Caused by either equity concerns or a diffusion of responsibility (*free riders*)

Managerial Implications

Build in individual accountability

Prevent social loafing by:

- Setting group goals

- Increase intergroup competition

- Use peer evaluation

- Distribute group rewards based on individual effort

Group Property 5: Cohesiveness

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

Managerial Implication

To increase cohesiveness:

- Make the group smaller.

- Encourage agreement with group goals.

- Increase time members spend together.

- Stimulate competition with other groups.

- Give rewards to the group, not individuals.

Group Decision Making Vs Individual Choice

Group Strengths:

- Generate more complete information and knowledge
- Offer increased diversity of views and greater creativity
- Increased acceptance of decisions
- Generally more accurate (but not as accurate as the most accurate group member)

Group Weaknesses:

- Time-consuming activity
- Conformity pressures in the group
- Discussions can be dominated by a few members
- A situation of ambiguous responsibility

Group Decision Making Phenomena

Group think : Groupthink is a psychological phenomenon that occurs within a group of people, in which the desire for harmony or conformity in the group results in an irrational or dysfunctional decision-making outcome. Group members try to minimize conflict and reach a consensus decision without critical evaluation of alternative viewpoints, by actively suppressing dissenting viewpoints, and by isolating themselves from outside influences.

Group Decision Making Phenomena

Group shift : is a phenomenon in which the initial positions of individual members of a group are exaggerated toward a more extreme position. When people are in groups, they make decisions about risk differently from when they are alone. In the group, they are likely to make riskier decisions, as the shared risk makes the individual risk less.

Group Decision Making Technique

Made in interacting groups where members meet face-to-face and rely on verbal and nonverbal communication.

Brainstorming

- It is a [group creativity technique](#) by which efforts are made to find a conclusion for a specific problem by gathering a list of ideas spontaneously contributed by its members.

Nominal Group Technique (NGT)

Works by restricting discussion during the decision-making process. Participants are asked to write their ideas anonymously. Then the facilitator collects the ideas and the group votes on each idea.

Electronic Meeting

It is a type of [computer software](#) that facilitates [creative problem solving](#) and decision-making of groups within or across organizations.

Global Implications

Status and Culture

- The importance of status varies with culture
- Managers must understand who and what holds status when interacting with people from another culture

Social Loafing

- Most often in Western (individualistic) cultures

Group Diversity

- Increased diversity leads to increased conflict
- May cause early withdrawal and lowered morale
- If the initial difficulties are overcome, diverse groups may perform better
- Surface diversity may increase openness

Summary & Managerial Implications

Performance

Typically, clear role perception, appropriate norms, low status differences and smaller, more cohesive groups lead to higher performance

Satisfaction

Increases with:

High congruence لتطابق between boss and employee's perceptions about the job

Not being forced to communicate with lower-status employees

Smaller group size

After studying this chapter, you should be able to:

1. Analyze the growing popularity of teams in organizations.
2. Contrast groups and teams.
3. Compare and contrast four types of teams.
4. Identify the characteristics of effective teams.
5. Show how organizations can create team players.
6. Decide when to use individuals instead of teams.
7. Show how our understanding of teams differs in a global context.

Differences Between Groups and Teams

Work Group

A group that interacts primarily to share information and to make decisions to help each group member perform within his or her area of responsibility

No joint effort required

Work Team

Generates positive synergy through **coordinated effort**.
The individual efforts result in a performance that is greater than the sum of the individual inputs

Comparing Work Groups & Work Teams

Work groups



Share information

Neutral (sometimes negative)

Individual

Random and varied

Work teams



Collective performance

Positive

Individual and mutual

Complementary

Goal

Synergy

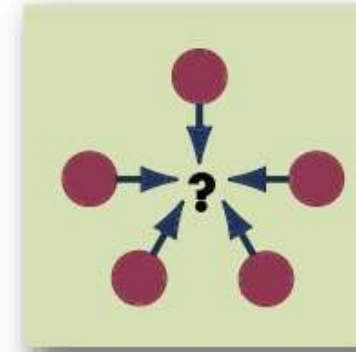
Accountability

Skills

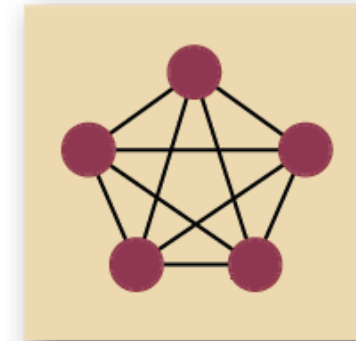
Types of Teams

Problem-Solving Teams

Groups of 5 to 12 employees from the **same department** who meet for a few hours each week to discuss ways of improving quality, efficiency, and the work environment



Problem-solving



Self-managed

Self-Managed Work Teams

Groups of 10 to 15 people who take on the responsibilities of their former supervisors

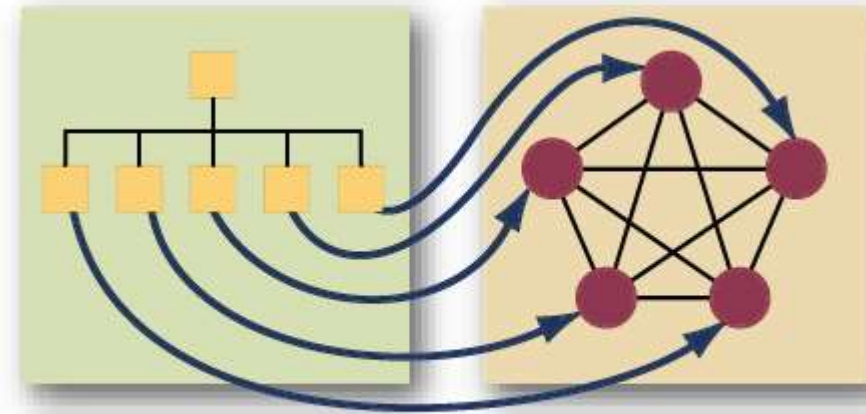
Cross-Functional Teams

Employees from about the same hierarchical level, but from **different work areas**, who come together to accomplish a task

Very common

Task forces

Committees



Cross-functional

A Final Type of Team

Virtual Teams

Teams that use computer technology to tie together physically dispersed members in order to achieve a common goal

Characteristics

- Limited socializing

- The ability to overcome time and space constraints

To be effective, needs:

- Trust among members

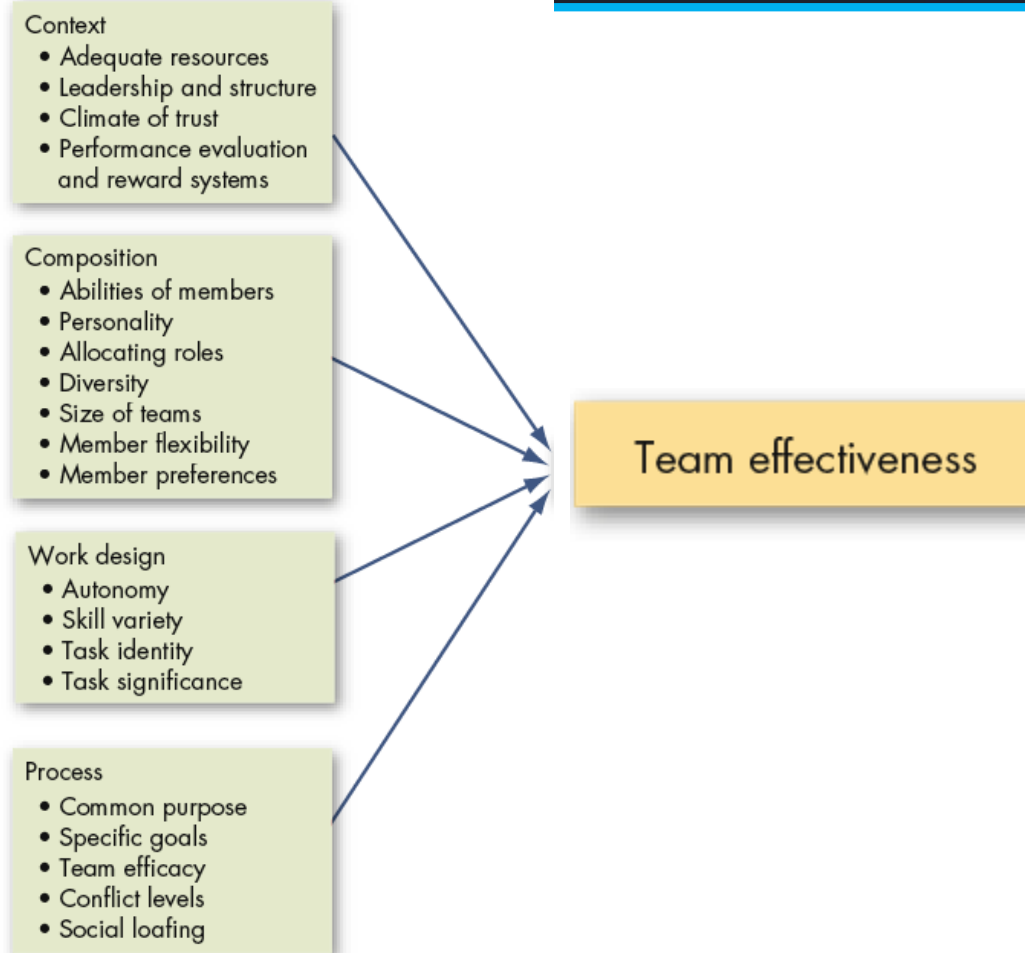
- Close monitoring

- To be publicized

Why Have Teams Become So Popular?

1. Great way to use employee talents.
2. Teams are more flexible and responsive to changes in the environment.
3. Can quickly assemble, deploy, refocus, and disband.
4. Facilitate employee involvement.
5. Increase employee participation in decision making.
6. Democratize an organization and increase motivation.

A Team Effectiveness Model



Caveat 1: This is a general guide only.

Caveat 2: The model assumes that teamwork is preferable to individual work.

Key Components of Effective Teams

- 1.Context
- 2.Composition
- 3.Work Design
- 4.Process Variables

Creating Effective Teams: Context

Team Adequate Resources

Need the tools to complete the job

Team Effective Leadership and Structure

Agreeing to the specifics of work and how the team fits together to integrate individual skills

Even “self-managed” teams need leaders

Leadership especially important in multi-team systems

Team Climate of Trust

Members must trust each other and the leader

Team Performance and Rewards Systems that Reflect Team Contributions

Cannot just be based on individual effort

Creating Effective Teams: Composition

Abilities of Members

Need technical expertise, problem-solving, decision-making, and good interpersonal skills

Personality of Members

Openness to experience, and relate any achieved success to team performance

Allocating Roles and Diversity

Many necessary roles must be filled

Diversity can lead to lower or high performance

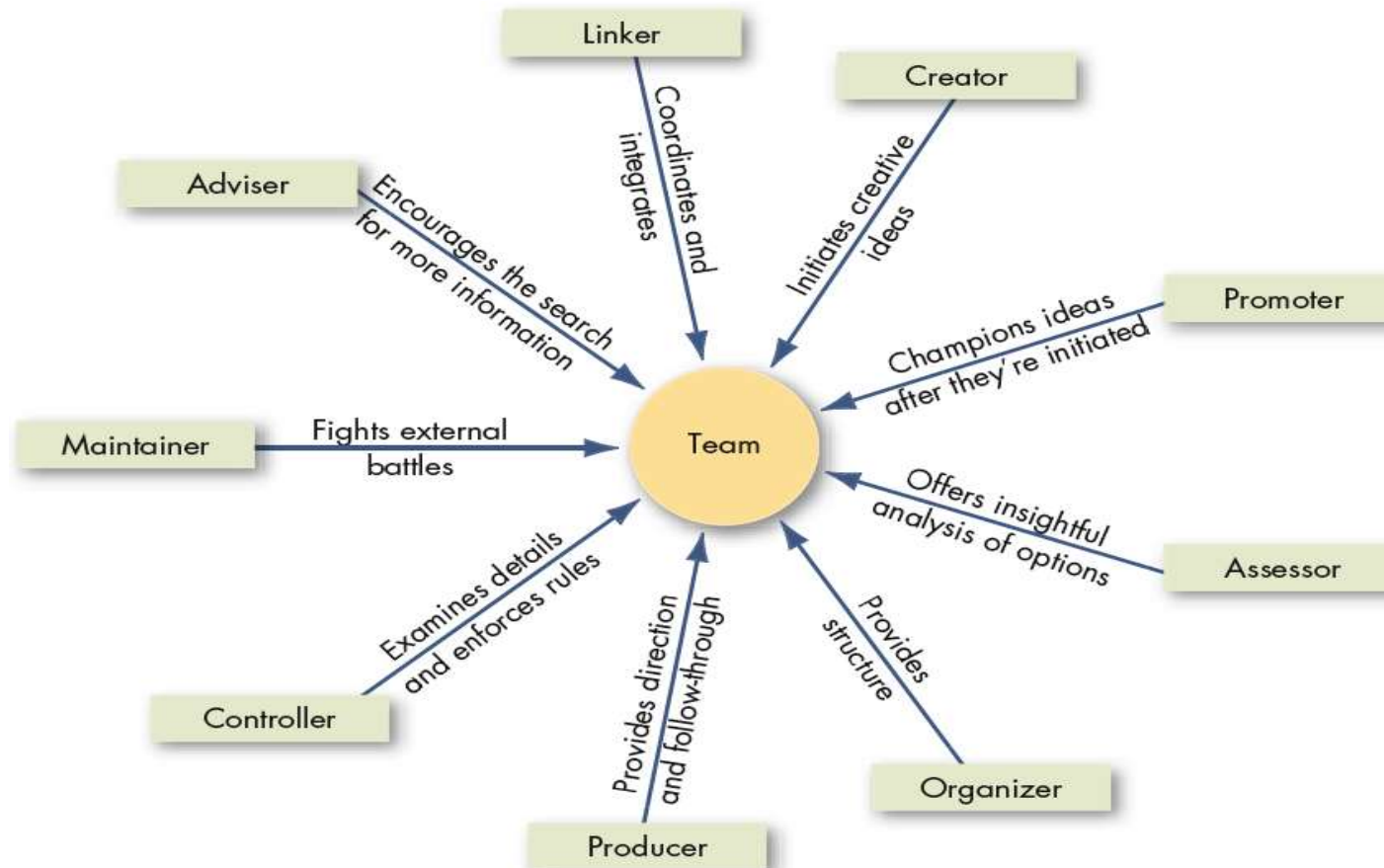
Size of Team

The smaller the better: 5 to 9 is optimal

Member's Preference for Teamwork

Do the members want to be on teams?

Key Roles on Teams



Key Roles on Teams

Linker: Coordinates and integrates
Creator: Indicates creative ideas
Promoter: Champions ideas after they are created
Assessor: Offers insightful analysis of options
Organizer: Provides structure
Producer: Provides direction
Controller: Examines details and enforces rules
Maintainer: Fights external battles
Advisor: Encourages the search for more information

Creating Effective Teams: Work Design

Team Freedom and Autonomy

- Ability to work independently

Team Skill Variety

- Ability to use different skills and talents

Team Task Identity

- Ability to complete a whole and identifiable task or product

Team Task Significance

- Working on a task or project that has a substantial impact on others

Creating Effective Teams: Process

Commitment to a Common Purpose

- Create a common purpose that provides direction

- Willing to adjust plan if necessary

Establishment of Specific Team Goals

- Must be specific, measurable, realistic, and challenging

Team Efficacy

- Team believes in its ability to succeed

Mental Models

- Have an accurate and common mental map of how the work gets done

A Managed Level of Conflict

- Task conflicts are helpful; interpersonal conflicts are not

Minimized Social Loafing

- Team holds itself accountable both individually and as a team

Turning Individuals into Team Players

Selection

Make team skills one of the interpersonal skills in the hiring process.

Training

Individualistic people can learn

Rewards

Rework the reward system to encourage cooperative efforts rather than competitive (individual) ones

Continue to recognize individual contributions while still emphasizing the importance of teamwork

Beware , Teams are not always the answer

Teams take more time and resources than does individual work.

Three tests to see if a team fits the situation:

1. Is the work complex and is there a need for different perspectives: will it be better with the insights of more than one person?
2. Does the work create a common purpose or set of goals for the group that is larger than the aggregate of the goals for individuals?
3. Are members of the group involved in interdependent (depending on each other) tasks?

Extent of Teamwork

Other countries use teams more often than does the U.S.

Self-Managed Teams

Do not work well in countries with low tolerance for ambiguity and uncertainty and a high power distance

Team Cultural Diversity and Team Performance

Diversity caused by national differences interferes with team efficiency, at least in the short run

After about three months the differences between diverse and non-diverse team performance disappear

Summary and Managerial Implications

Effective teams have common characteristics:

- Adequate resources

- Effective leadership

- A climate of trust

- Appropriate reward and evaluation systems

- Composed of members with correct skills and roles

- Are smaller

- Do work that provides freedom, autonomy, and the chance to contribute

- The tasks are whole and significant

- Has members who believe in the team's capabilities

Managers should modify the environment and select team-oriented individuals to increase the chance of developing effective teams.