



مجموعة جامعة
الجميع الذكية
للتعليم القابضة

MIDOCEAN
UNIVERSITY

MGM332

Fundamentals of Organizational Communication

Prepared by Dr. Ibrahim Aboelseod

Lecture # 6

Fundamentals of
**Organizational
Communication**

UPDATED NINTH EDITION



Pamela S. Shockley-Zalabak

**Shockley-Zalabak,
9e Update**

Pamela S. Shockley-Zalabak

Chapter 6
Groups in Organizations

كيف يفكر صانع القرار في تحقيق الأهداف ؟





Learning Objectives (1 of 2)



- 6.1** Characteristics of an effective team
- 6.2** Practice effective group participation
- 6.3** Identify types of groups in organizations
- 6.4** Describe the team-based organization
- 6.5** Describe group processes
- 6.6** Describe working in groups
- 6.7** Describe positive and negative participation behaviors

Introduction: Groups in Organizations

Objective 6.1 Characteristics of an effective team

Characteristics Of An Effective Team?



Types of Groups

Objective 6.3 Identify types of groups in organizations

6.2 Small-Group Experiences

Different types of organizational groups

- Formal groups have well-defined objectives, regulations, processes
- Examples of formal groups include sales teams, quality teams, problem-solving groups
- Informal groups have a mix of social and task functions
- Examples of informal groups include groups coming together for social events, athletic competitions, coffee breaks
- Other groups have solely social support purposes



Formal vs Informal Communication

FORMAL COMMUNICATION



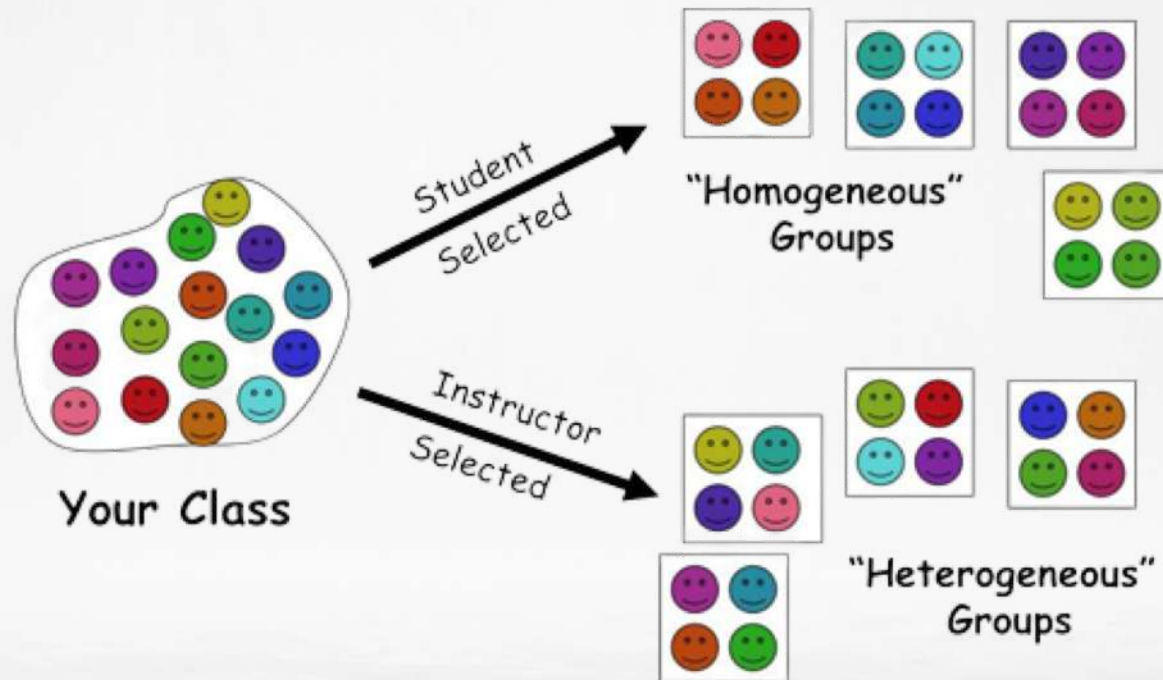
VS

INFORMAL COMMUNICATION



Homogeneous Vs Heterogeneous Groups In Communication

Forming Groups Homogeneous vs. Heterogeneous



Self-managing teams



Point 4 – **Self-managing teams**

- Members are provided additional responsibility, authority, accountability
- Result in reducing management layers
- Typified by various question-and-answer combinations, conversational elaboration, lack of managerial orders and commands

Project teams

Point 2 – Project Teams

- Formed for a fixed period of time
- Aim to achieve particular goals
- Members selected from similar or varied organizational groups



6.3 Types of Groups (1 of 10)



Primary Work Teams

Point 1 – Long-standing teams

- Roles gradually change with time
- Team membership remains fairly steady
- Structured organizational functions

Point 3 – Prefab group

- Members have no prior experience working with each other
- Developed to simply produce predictable production levels
- Well-defined behavioral guidelines set

6.3 Types of Groups (2 of 10)



Directional Groups

Point 1 – Overview

- Comprised of numerous organizational and extra-organizational constituencies
- Decisions often made epitomizing differing viewpoints
- Require effective leadership
- Depend on information-seeking and communication processes
- Referred to as cross-functional groups or executive leadership teams

Point 2 – Functioning

- Review performances of other organizational groups
- Form policies and develop vision of the organization

Point 3 – Examples

- Management teams
- Standing committees
- Boards of directors

6.3 Types of Groups (3 of 10)



Quality Teams

Point 1 – Overview

- Primary purpose of problem solving
- Meet on a regular basis
- Managed by supervisor or elected member
- Members **belong to one particular area of expertise** and work with the same technology

Point 2 – Functioning

- Identify and propose solutions to problems
- Resolve quantity or quality issues
- Solve problems highlighted by management
- Members are trained in group dynamics, problem solving, communication, quality control

6.3 Types of Groups (4 of 10)

Example



Task Force Groups

Point 1 – Overview

- Established with respect to the members' technical specialties
- Face challenges regarding organizational versus subgroup goals
- qualified employees from various levels of the organization

Point 2 – Functioning

- Aim to finish a particular task or project
- Strategize about initiating project-level or organizational changes
- Analyze the process of restructuring organizational roles

6.3 Types of Groups (5 of 10)

Steering Committees

Point 1 – Overview

- Give direction to the advancement of a goal, plan, issue, program
- Members need to have authority and a willingness to take responsibility

Point 2 – Functioning

- Execute proposed plans of task force groups
- Effect the implementation of organizational plans, processes, or change
- Supervise the progress of new plans

Name/ Stakeholder group	Member role
Name of Member, Chief Product Officer	Chairperson of the Committee
Name of Member, Project Management	Project Manager
Name of Member, Product Management	Member
Name of Member, Website Design	Member
Name of Member, User Design, and Interface	Member
Name of Member, Information Technology	Member
Name of Member, Cybersecurity	Member
Name of Member, Marketing	Member
Name of Member, Sales	Member
Name of Member, Finance	Member
Name of Member, Customer Support	Member

Example

6.3 Types of Groups (6 of 10)

Focus Groups

Point 1 – Overview

- Consist of individuals who are aware of specific problems

Point 2 – Functioning

- Discuss problems; come up with effective solutions
- Gather information and quickly get feedback on planned strategies
- Analyze employee satisfaction, recommend policy changes, reveal ineffectively defined issues



6.3 Types of Groups (7 of 10)

Geographically Diverse Teams

Point 1 – Overview

- Referred to as networked or virtual teams
- Members are connected across time zones, distance, language
- Members interact with each other via networked computers, audio, video links
- Depend heavily on technology

Point 2 – Functioning

- Solve complicated problems without face-to-face interactions
- Employ a healthy mix of human and technological competencies
- Used in sales, transaction processing, manufacturing, service support functions



6.3 Types of Groups (8 of 10)

Social Support Groups

Point 1 – Overview

- Established to discuss task considerations
- Subgroups of larger task groups among members with similar organizational interests
- Interlinked with organizational communication and satisfaction and competency
- Members typically possess relatively high levels of communication competencies

Point 2 – Functioning

- Provide informal social support to group members
- Stimulate trust and cohesiveness among members; thus, leading to task accomplishment

Point 3 – Examples

- Work teams
- Quality teams
- Task forces
- Steering committees
- Focus groups



6.3 Types of Groups (9 of 10)

Point 3 – Functioning

- Work on extensively diverse issues on the governments' behalf
- Organizations with a variety of specialties contribute to one goal

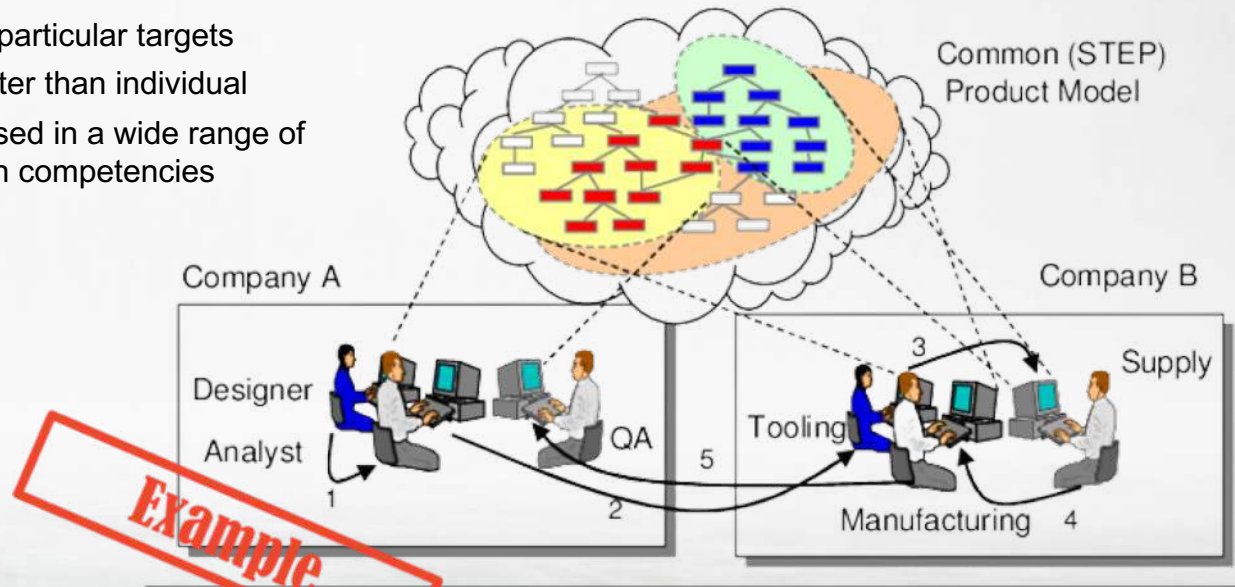
Interorganizational Groups

Point 1 – Overview

- Established to accomplish particular targets
- Collective performance better than individual
- Members must be well-versed in a wide range of technical and communication competencies

Point 2 – Tensions

- Relationship
- Structural



6.3 Types of Groups (10 of 10)



Communities of Practice

Point 1 – Overview

- Sometimes structured; mostly informal
- Came into prominence through software techies
- Voluntary development; can have intra- and/or inter-organizational involvement
- Provide cutting-edge technologies to individuals as well as organizations

Point 3 – Functioning

- Stimulate innovation and provide professional development
- Use proficiencies within and outside organizations
- Emphasize learning and problem solving processes

The Team-Based Organization

Objective 6.4 Describe the team-based organization

6.4 The Team-Based Organization

High-Reliability Organizations

Point 1 – Overview

- Explain organizations in high-risk industries
- Impact of work is all-pervasive
- Use simulations to practice implementation of communication strategies
- Regularly review tactics and plans of action
- Communication protocols relatively formal

Point 2 – Examples

- Police department
- Fire department
- Security agencies
- Relief teams

Point 3 – Functioning

- Focus on what can go wrong
- Bring order out of chaos during natural and human disasters
- Form redundancy in communication strategies, technologies, tactics
- Avoid oversimplification of facts and interpretations

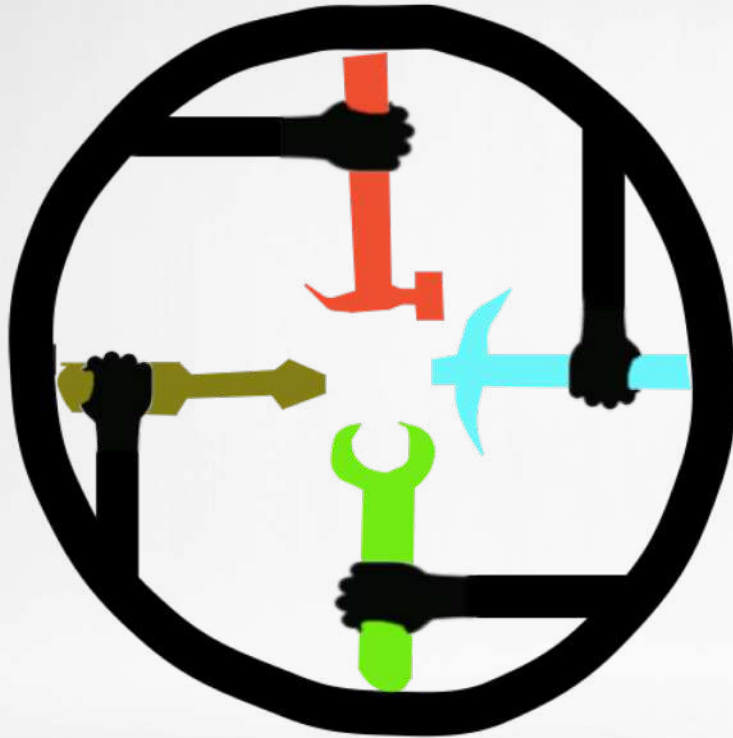


Group Processes

Objective 6.5 Describe group processes

6.5 Group Processes (1 of 2)

Workplace Democracy



Point 1 – Individual objectives

- Equitable remuneration
- Pursuit of fulfilling work
- Right to express oneself

- المكافأة العادلة
- السعي لإنجاز العمل
- الحق في التعبير عن نفسه

Point 2 – Organizational issues

- Effectiveness
- Efficiency

Point 4 – Factors that improve workplace democracy

- Employee-owned organizations
- Worker cooperatives
- Globalization
- Employee stock ownership plans
- Innovation

- المنظمات مملوكة للموظفين
- تعاونيات العمال
- العولمة
- خطط ملكية الأسهم للموظفين
- ابتكار

6.5 Group Processes (2 of 2)

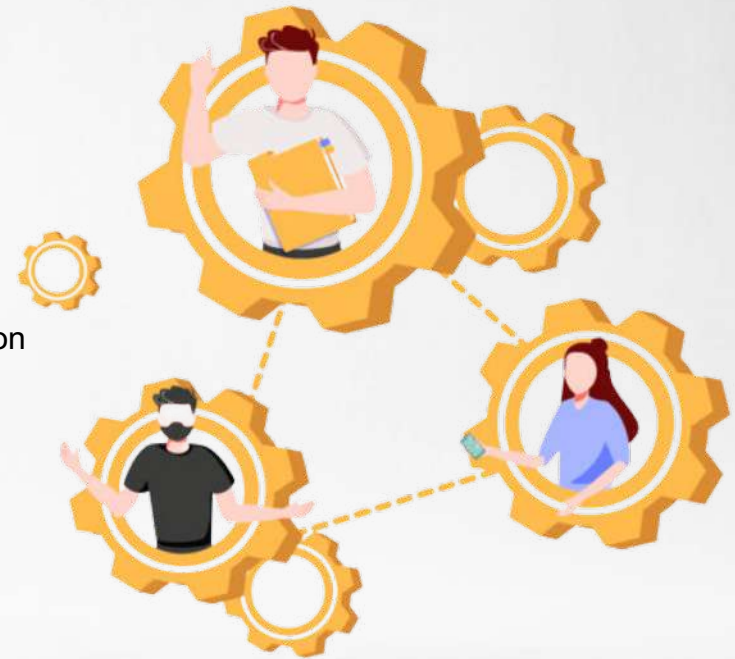
Group Norms And Communication Roles

Point 1 – Group norms

- Unwritten behavior guidelines
- Cultural beliefs about effectiveness or appropriateness
- General as well as role-specific
- Norms apply to individual roles such as leader, secretary, information collector, critic

Point 2 – Communication roles

- Classified into group task roles, group maintenance roles, self-centered roles
- Assist teams in achieving objectives
- Develop social support among teammates
- Support individual objectives; may or may not be compatible with overall group objectives



Working in Groups

Objective 6.6 Describe working in groups

6.6 Working in Groups (1 of 3)

Diverse Work Groups

Point 1 – Overview

- Gender and racial and ethnic identity affect organizational experience
- Affected by members' approaches and communication roles
- Social category diversity positively impacts group morale
- Informational diversity hampers group morale
- Members' individual competencies more challenged



6.6 Working in Groups (1 of 3)



Creativity and Collaboration

Point 1 – **Overview**

- Necessary for effective group performance
- Development of novel and useful ideas
- Necessary for all types of innovation
- Members may or may not possess creativity

Point 2 – **Threats to creativity**

- Social loafing
- Conformity
- Production blocking
- Downward norm setting

Point 3 – **Steps to enhance group creativity**

- Effective collaboration processes
- Achieved through group transparency, overall group synergy, high mindfulness levels
- Use of commonly accepted information boosts members' overall influence

6.6 Working in Groups (2 of 3)

Virtual Groups

Point 1 – Overview

- Members temporarily or permanently work together
- Linked by technology across time and space
- Workers sometimes called “day extenders”
- Members work for additional time after traditional hours

Point 2 – Advantages

- Quality of life enhanced
- Easier management of work-life responsibilities
- Reduction in commuting times
- Increased flexibility
- Reduction in real-estate costs and overhead

Point 3 – Disadvantages

- Organizational invisibility of members
- Unsuitability of working in isolated environments
- Decreased taking up of personal responsibility
- Reduction in trust among members

Point 4 – Requirements

- Members open to working 24x7
- Members possessing specific technical specialties
- State-of-the-art IT infrastructure
- Innovative skill required of managers

Point 5 – Barriers to global virtual group interactions

- Autonomy-connectedness
- Inclusion-exclusion
- Empowerment-disempowerment
- Technological differences
- Time zone variations



Increasing Group Participation Effectiveness

Objective 6.7 Describe positive and negative participation behaviors

6.7 Increasing Group Participation Effectiveness (1 of 2)

Negative Participation Behaviors

Point 1 – Overview

- Almost every group member displays them at some time or another
- Hamper group productivity and effectiveness

Point 2 – Examples

- Stubbornness
- Suppression of differences of opinion and conflict
- Working for quick agreements
- Using power and authority



