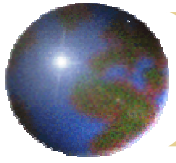


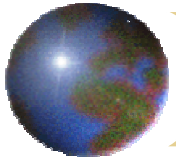
Team Spirit & Work Groups





Groups, Teams and Effectiveness

- ⊕ ***Group or team:*** two or more people who interact with each other to accomplish a goal.
- ⊕ ***Team:*** group who work intensively with each other to achieve a specific common goal.
 - ⊕ All teams are groups, BUT, not all groups are teams.
- ⊕ Teams often are difficult to form.
 - ⊕ Takes time for members to work together.
 - ⊕ Teams can improve organizational performance.

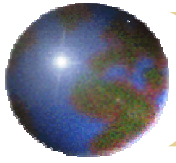


Groups, Teams and Effectiveness

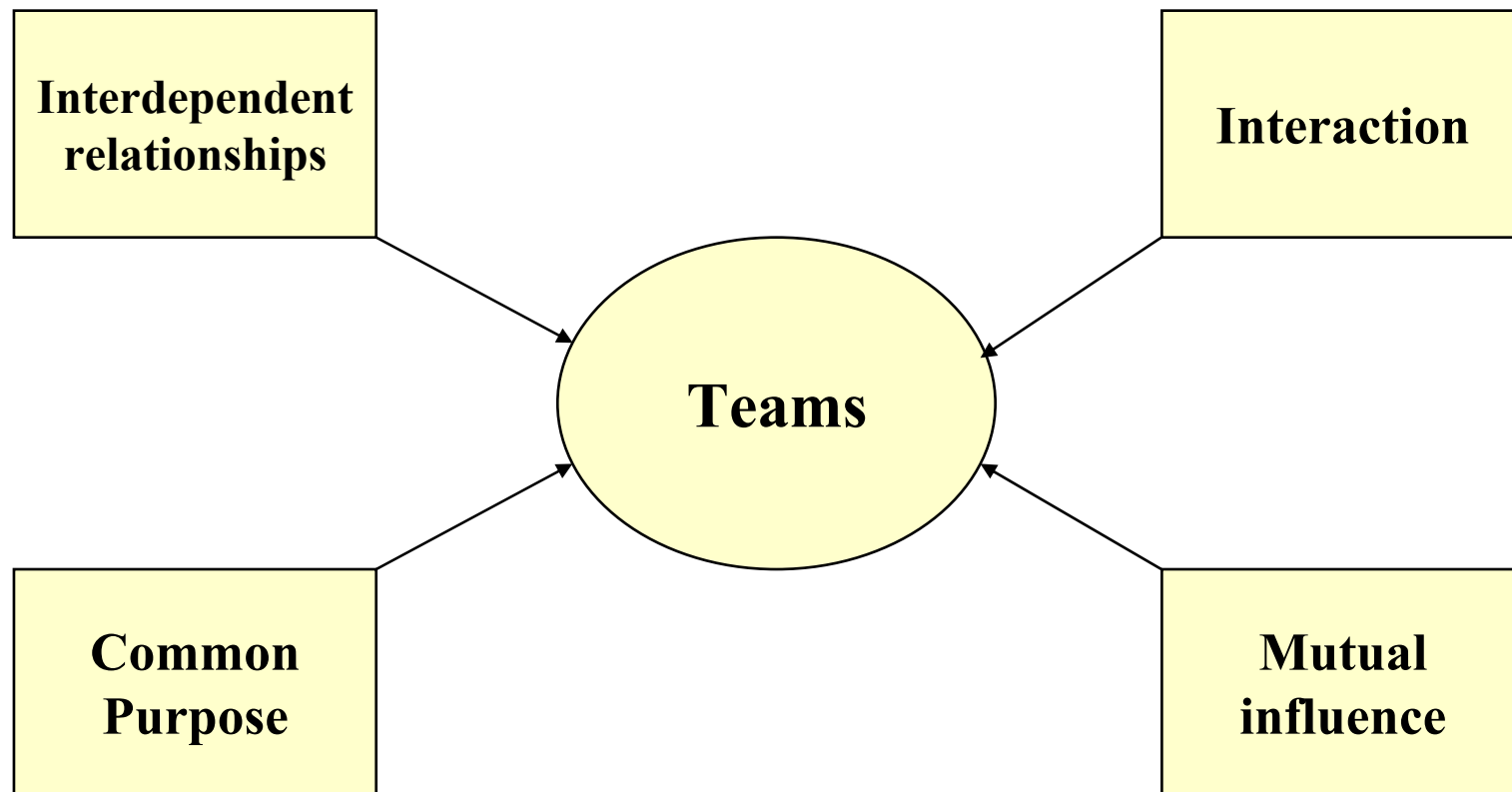
⊕ Note that:

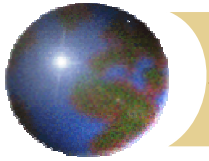
- ⊕ A team can involve as few as two people.**
- ⊕ A team is not a mere aggregate of individuals.**
- ⊕ A team success depends on the interdependent and collective efforts of various team members.**
- ⊕ Team members are likely to have significant impacts on one another as they work together.**

See Assignment (1) page: 7



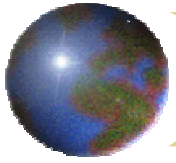
Requirements of a Team





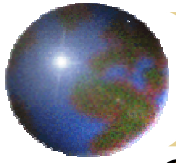
The differences between teams and Groups

	Work Group	Work Teams
Goal	Share information	Collective performance
Synergy	Neutral	Positive
Accountability	Individual	Individual and mutual
Skills	Random and varied	Complementary



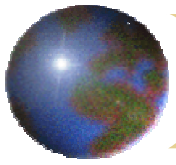
Team importance in nowadays organizations

- ✦ ***Firstly***, the motivational aspect of participating in the decision will clearly enhance its implementation.
- ✦ ***Secondly***, there may well be factors, which the implementer understands better than the single person who could supposedly have decided alone.
- ✦ More indirectly, if the lowest echelons of the workforce each become trained, through participation in team decision-making, in an understanding of the companies' objectives and work practices, then each will be better able to solve work-related problems in general. Further, they will also individually become a safe recipient for delegated authority, which is exemplified in the celebrated right of Japanese car workers to halt the production line.

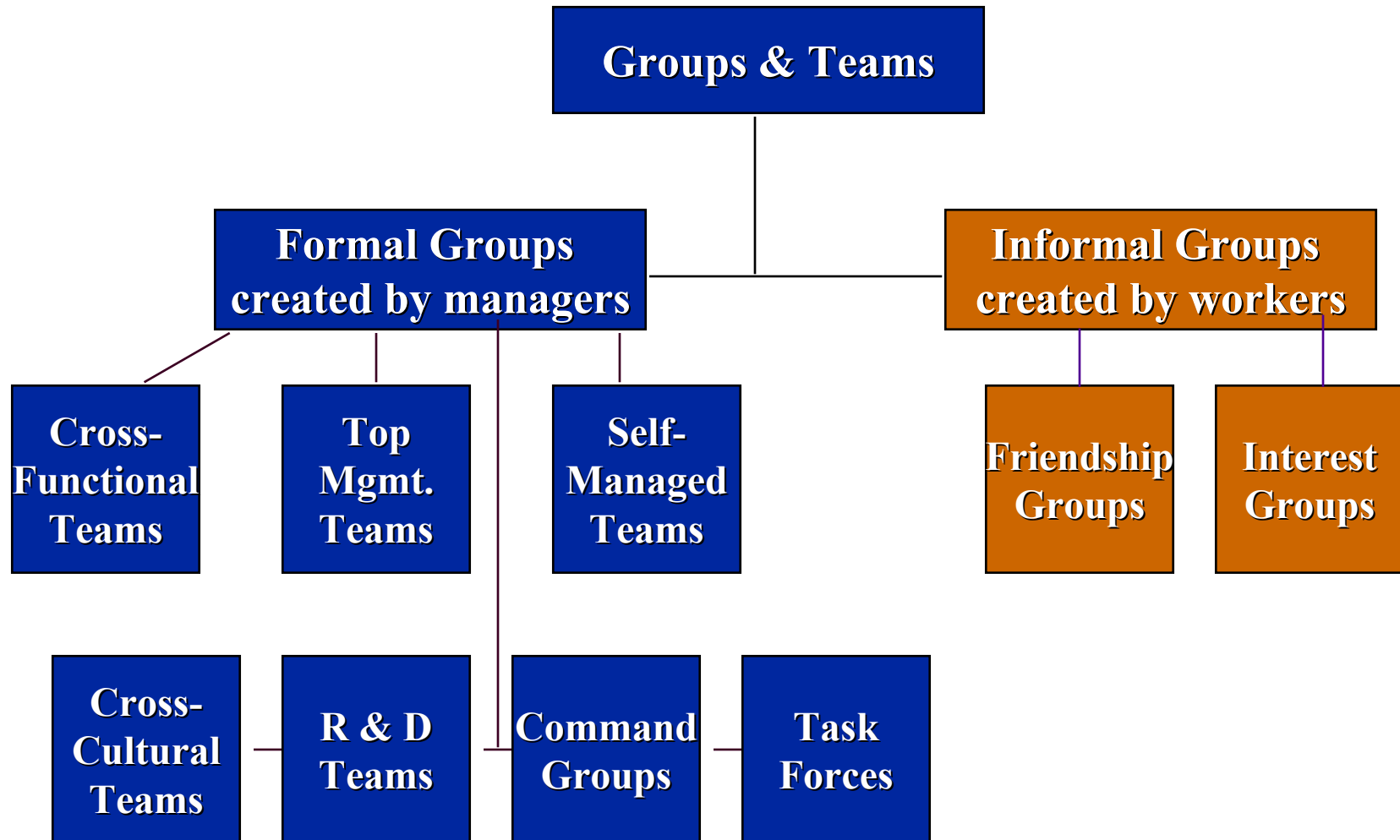


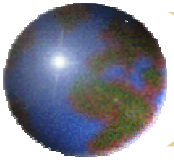
Competitive Advantage with Groups & Teams

- ✦ **Performance Enhancement: Make use of synergy**
- ✦ **Workers in a group have the opportunity to produce more or better output than separate workers.**
- ✦ **Members correct other's errors and bring new ideas to bear.**
- ✦ **Managers should build groups with members of complimentary skills**
- ✦ **Responsive to Customers: Difficult to achieve given many constraints.**
- ✦ **Safety issues, regulations, costs.**
- ✦ **Cross-functional teams provide the wide variety of skills needed.**
- ✦ **Teams consist of members of different departments.**
- ✦ **Innovation: individuals rarely possess the wide variety of skills needed.**
- ✦ **Team members also uncover flaws and develop new ideas.**
- ✦ **Managers should empower the team for the full innovation process.**
- ✦ **Motivation: members of groups, and particularly teams, are often better motivated and satisfied than individuals.**
- ✦ **It is fun to work next to other motivated people.**
- ✦ **Team members see their contribution to the team.**
- ✦ **Teams also provide social interaction.**

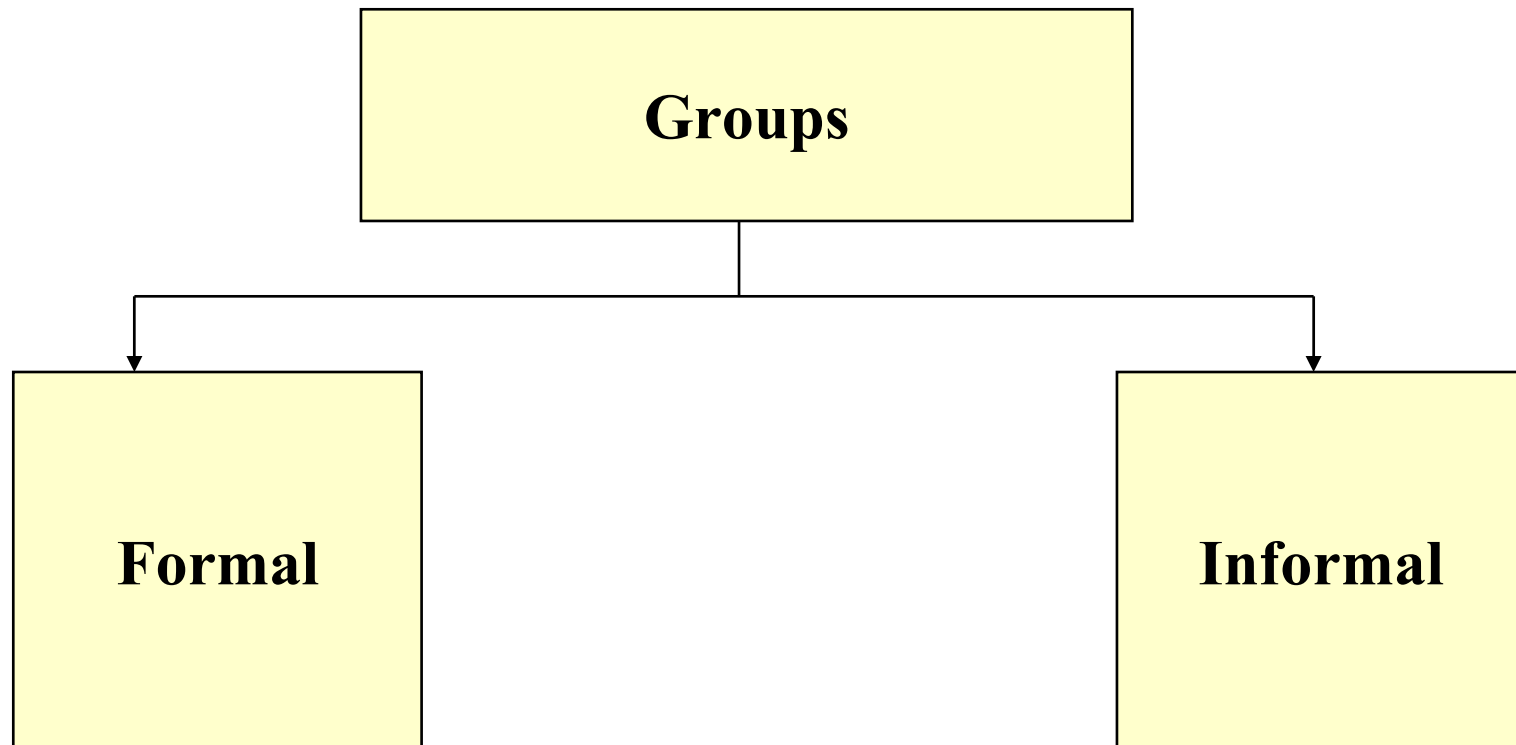


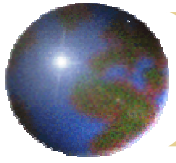
Types of Groups and Teams





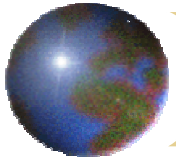
Formal and Informal Groups





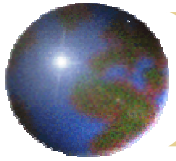
Formal Groups & Teams

- ✦ Created by manager to meet the firm's goals.
 - Cross-functional:** members of different departments.
 - Cross-cultural:** members of different cultures.
 - Research and Development Teams:** Create new products.
 - Top Management team:** help develop firm's direction.
 - Important to have diversity in it to avoid group think.
 - Command Groups:** members report to same manager.
 - Task Force:** created to meet a given objective.
 - Standing committees are permanent task forces.
 - Self-Managed Teams:** members are empowered to complete some given work.
 - Team decides how to do the task.



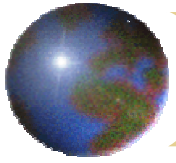
Types of Teams

- 1. Problem solving teams.**
- 2. Self-managed teams.**
- 3. Cross-functional teams.**
- 4. Virtual teams.**

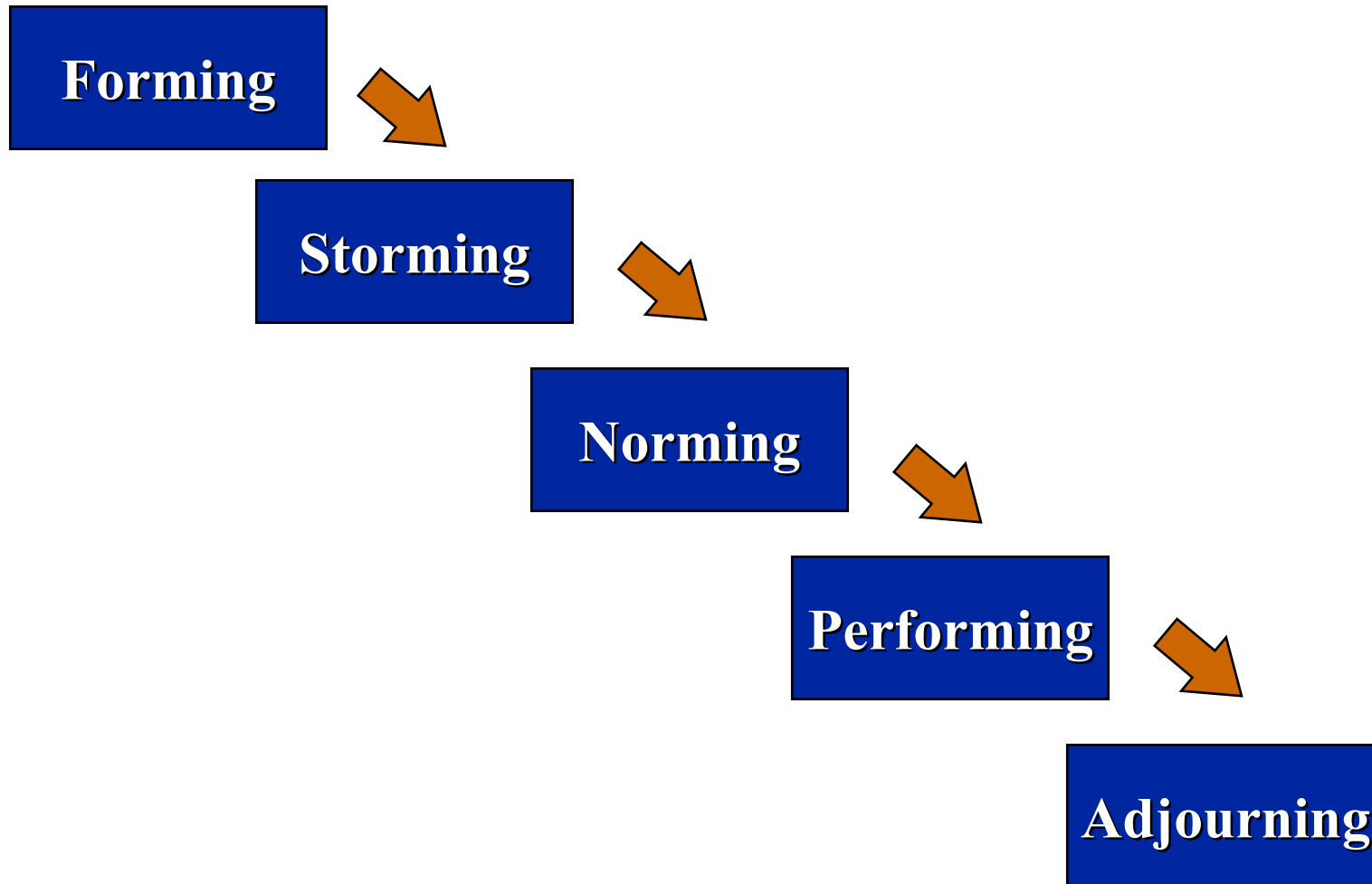


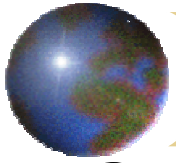
How to Build a Good Team

Always	Never
1. Deliver on time and alert team ASAP when unexpected delays occur.	1. Tell your teammates or leader how much time and effort you are putting into your assignment.
2. Attend all team meetings on time.	2. Assume the roll of resident critic and complainer.
3. Speak up, Speak out, and interact at all team meetings.	3. Wait for someone to tell/ ask you what to do next.
4. Take personal interest in planning and problem solving.	4. Delay actions and make excuses.
5. Look for ways to go-the-second-mile on your own.	5. Isolate yourself from the others.



Stages of Group Development

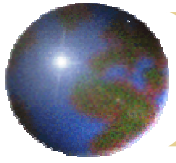




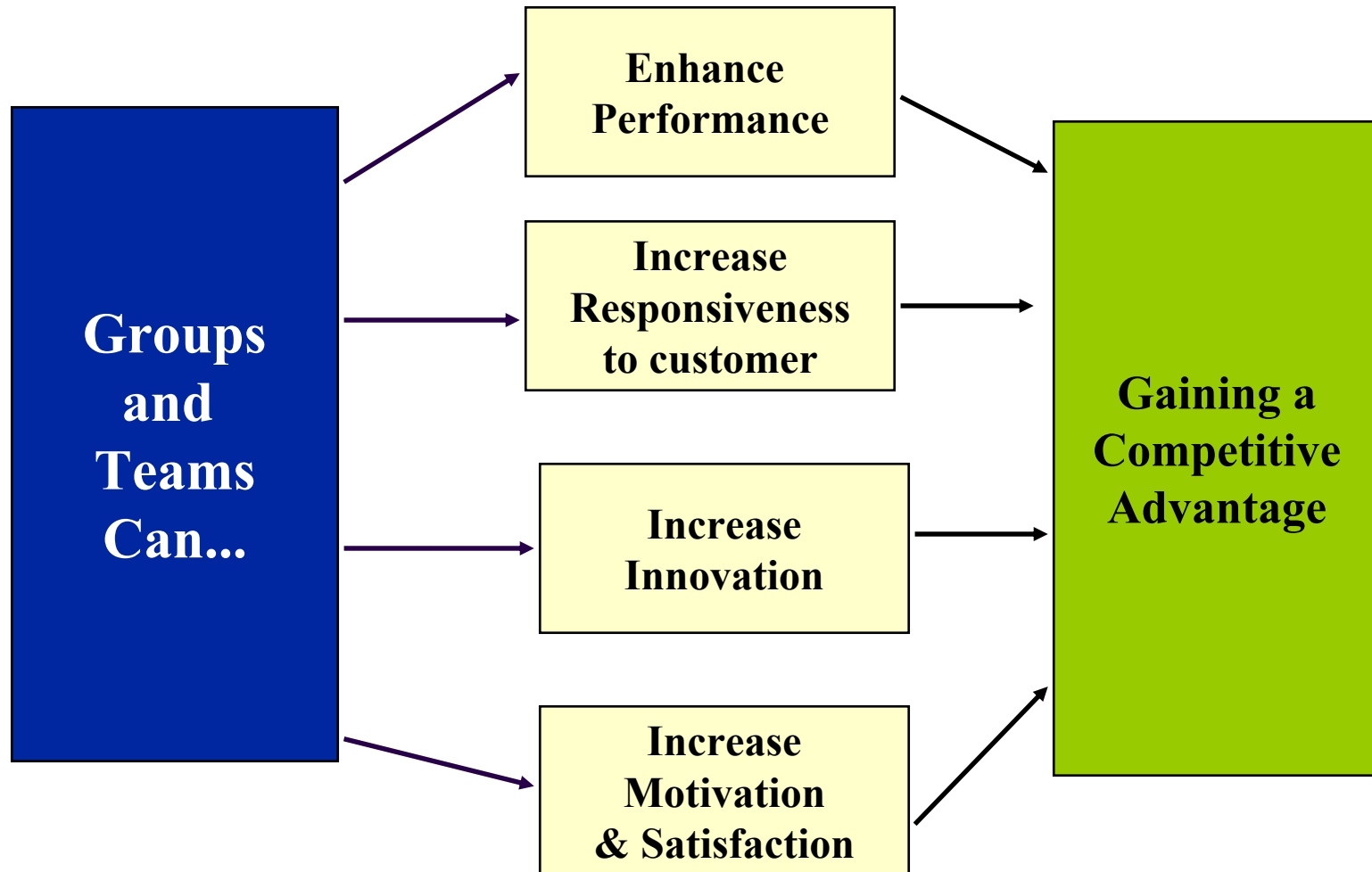
Stages of Group Development

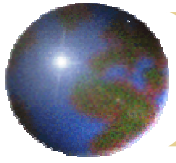
- 1) **Forming**: members get to know each other and reach common goals.
- 2) **Storming**: members disagree on direction and leadership.
 - Managers need to be sure conflict stays focused.
- 3) **Norming**: close ties and consensus begin to develop between members.
- 4) **Performing**: group does its real work.
- 5) **Adjourning**: only for task forces that are temporary.

❏ Note that these steps take time!



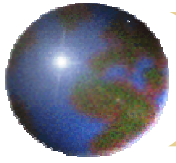
Groups & Teams Impact Effectiveness





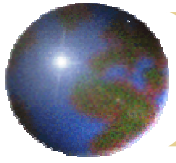
Competitive Advantage with Groups & Teams

- **Performance Enhancement:** Make use of synergy
 - Workers in a group have the opportunity to produce more or better output than separate workers.
 - Members correct other's errors, bring new ideas to bear.
 - Managers should build groups with members of complimentary skills.
- **Responsive to Customers:** Difficult to achieve given many constraints.
 - Safety issues, regulations, costs.
 - Cross-functional teams provide the wide variety of skills needed.
 - Teams consist of members of different departments.



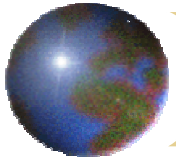
Competitive Advantage, Cont.

- ❑ **Innovation:** individuals rarely possess the wide variety of skills needed.
 - Team members also uncover flaws and develop new ideas.
 - Managers should empower the team for the full innovation process.
- ❑ **Motivation:** members of groups, and particularly teams, are often better motivated and satisfied than individuals.
 - It is fun to work next to other motivated people.
 - Team members see their contribution to the team.
 - Teams also provide social interaction.



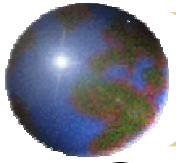
Self-Managed Work Teams

- ❑ Keys to effective self managed teams:
 - Give the team enough responsibility and autonomy to be self-managing.
 - The team's task should be complex enough to include many different steps.
 - Select members carefully. Look for diversity, skills, and enthusiasm.
 - Manager should guide and coach, not supervise.
 - Determine training needs and be sure it is provided.
- ❑ Teams may have trouble with performance reviews of members.



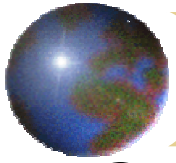
Informal Groups and Teams

- ❁ Created by the workers to meet their needs.
 - ❁ **Friendship group:** made up of employees who enjoy each other's company.
 - Satisfy the need for human interaction and social support.
 - ❁ **Interest Groups:** Workers seek to achieve a common goal based on their membership in the organization.
 - Managers should observe interest groups to learn what employees see as important.



Group Dynamics

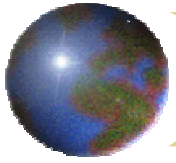
- ✦ Dynamics affect how a group or team functions.
 - ✦ **Group size:** affects how a group performs.
 - Normally, keep group small (2 to 9 members).
 - Small groups interact better and tend to be more motivated.
 - Use large groups when more resources are needed.
 - Division of labor is possible with large group.
 - ✦ **Group Tasks:** impacts how a group interacts.
 - Task interdependence shows how work of one member impacts another.
 - As interdependence rises, members work closer together.



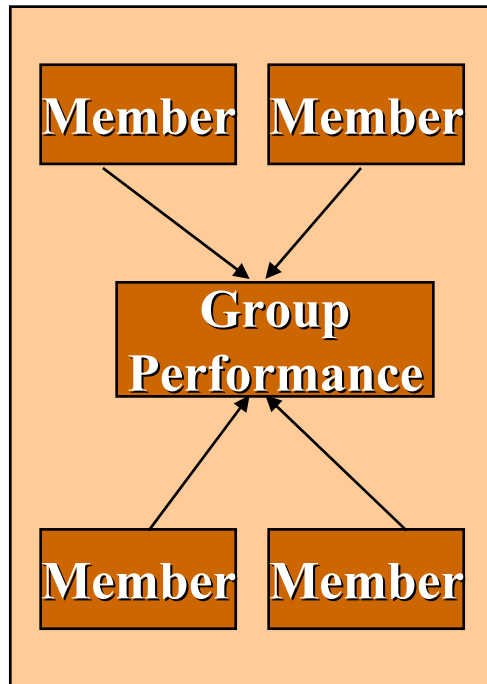
Group Dynamics

❑ Task interdependence types:

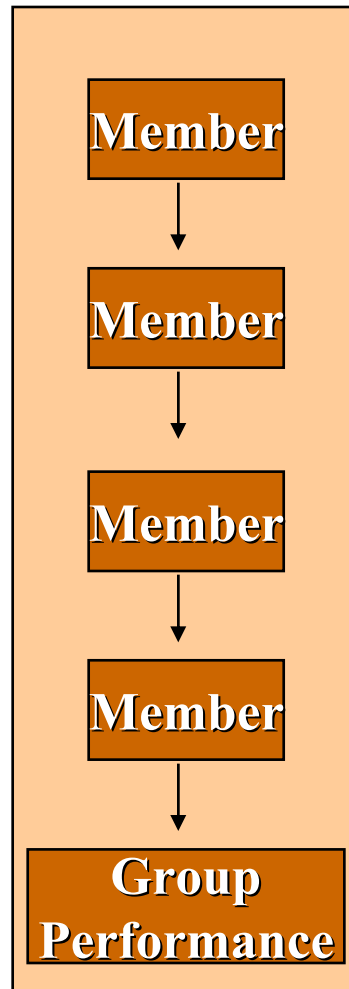
- **Pooled Task Interdependence:** members make separate, independent contributions to group.
 - Group performance is the sum of member contributions.
- **Sequential Task Interdependence:** members perform tasks in a sequential order.
 - Hard to determine individual performance since one member depends on another.
- **Reciprocal Task Interdependence:** work performed by a member is dependent on work by others.
 - Members share information and work closely together.



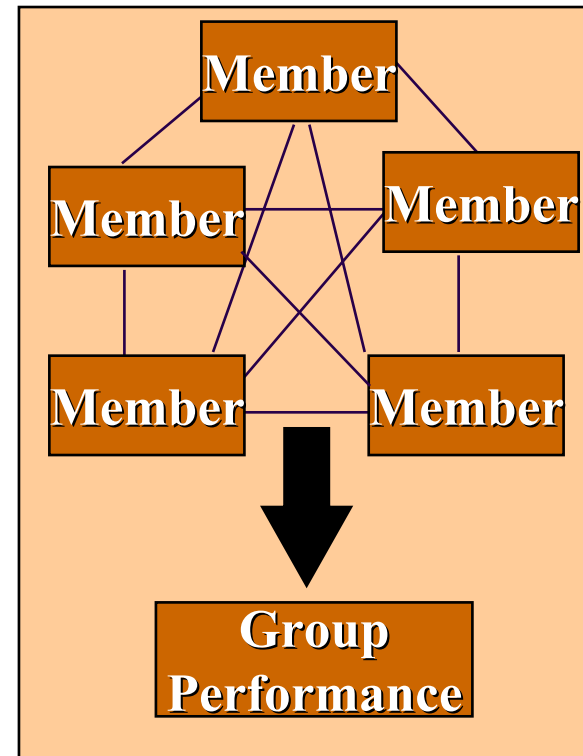
Group tasks



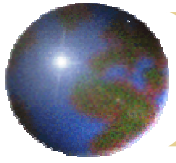
Pooled Task Interdependence



Sequential Task Interdependence

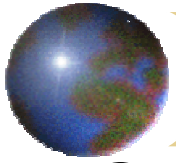


Reciprocal Task Interdependence



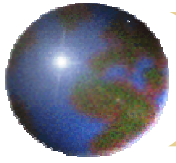
Group Roles

- **Role:** set of behaviors a group member is expected to perform because of their position in the group.
 - In cross-functional teams, members perform roles in their specialty.
 - Managers need to clearly describe expected roles to group members when they are assigned to the group.
 - Role-making occurs as workers take on more roles as group members.
 - Self-managed teams may assign the roles to members themselves.

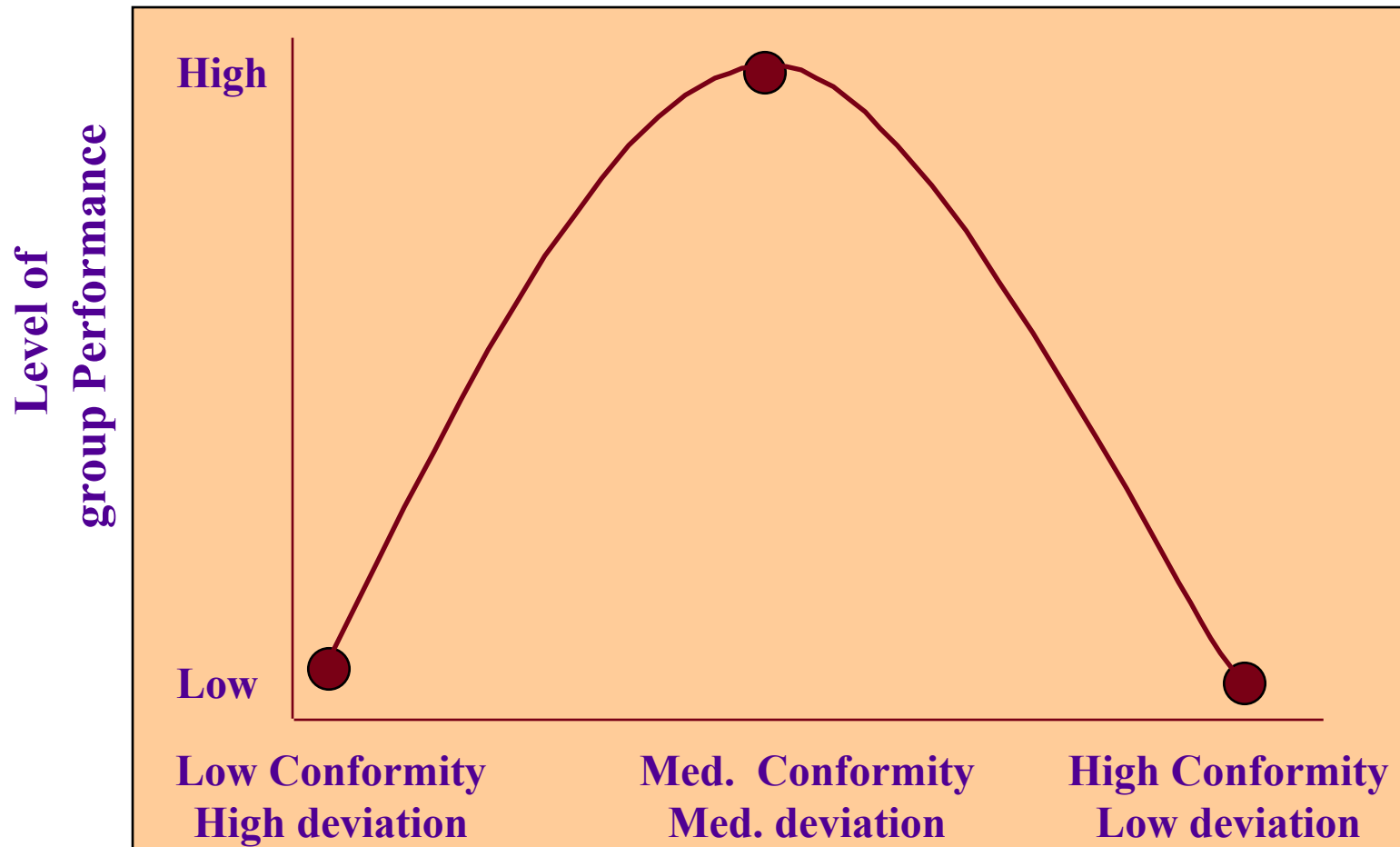


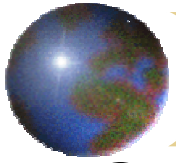
Group Dynamics

- ❑ **Group Norms:** shared rules that members follow.
 - Groups may set working hours, behavior rules, etc.
- ❑ **Conformity & Deviance:** members conform to norms to:
 - Obtain **rewards**, imitate respected members, and because they feel the behavior is right.
 - When a member deviates, other members will try to make them **conform**, **expel** the member, or **change the group norms** to accommodate them.
- ❑ Conformity and deviance must be balanced for high performance from the group.
 - Deviance allows for new ideas in the group.



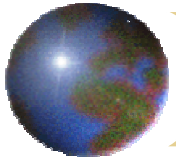
Balancing Conformity and Deviance



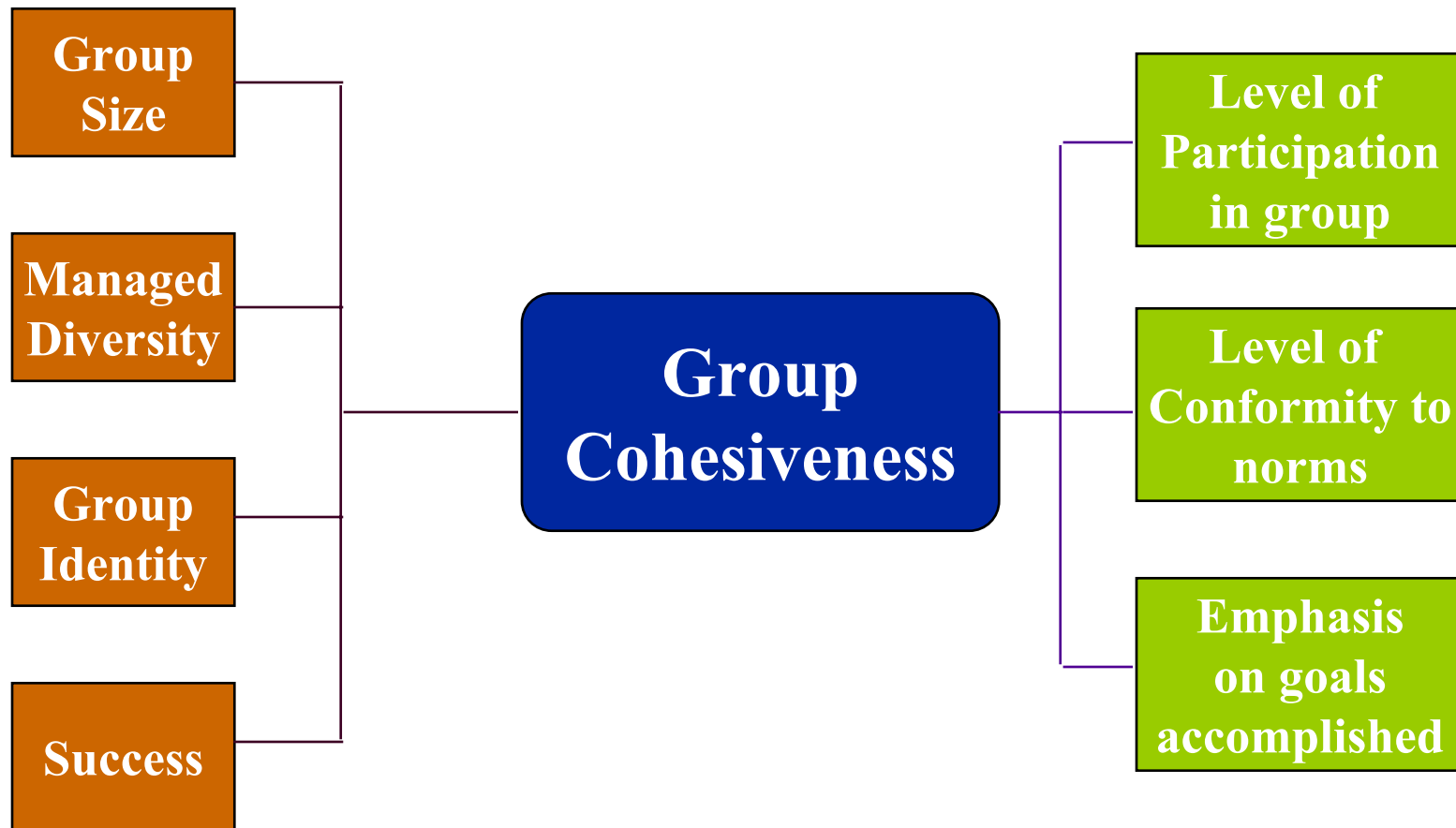


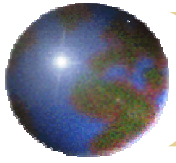
Group Cohesiveness

- ❑ **Group cohesiveness:** measures the loyalty to the group by its members.
 - **Level of Participation:** as cohesiveness rises, so will participation.
 - Participation helps get members actively involved, but too much can waste time.
 - **Level of Conformity:** as conformity rises, so does cohesiveness.
 - With too much conformity, performance can suffer.
 - **Level of Group Goal Accomplishment:** as cohesiveness rises, the emphasis on group accomplishment will rise.
 - High levels of cohesiveness can cause the group to focus more on itself than the firm.



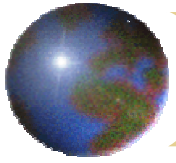
Group Cohesiveness



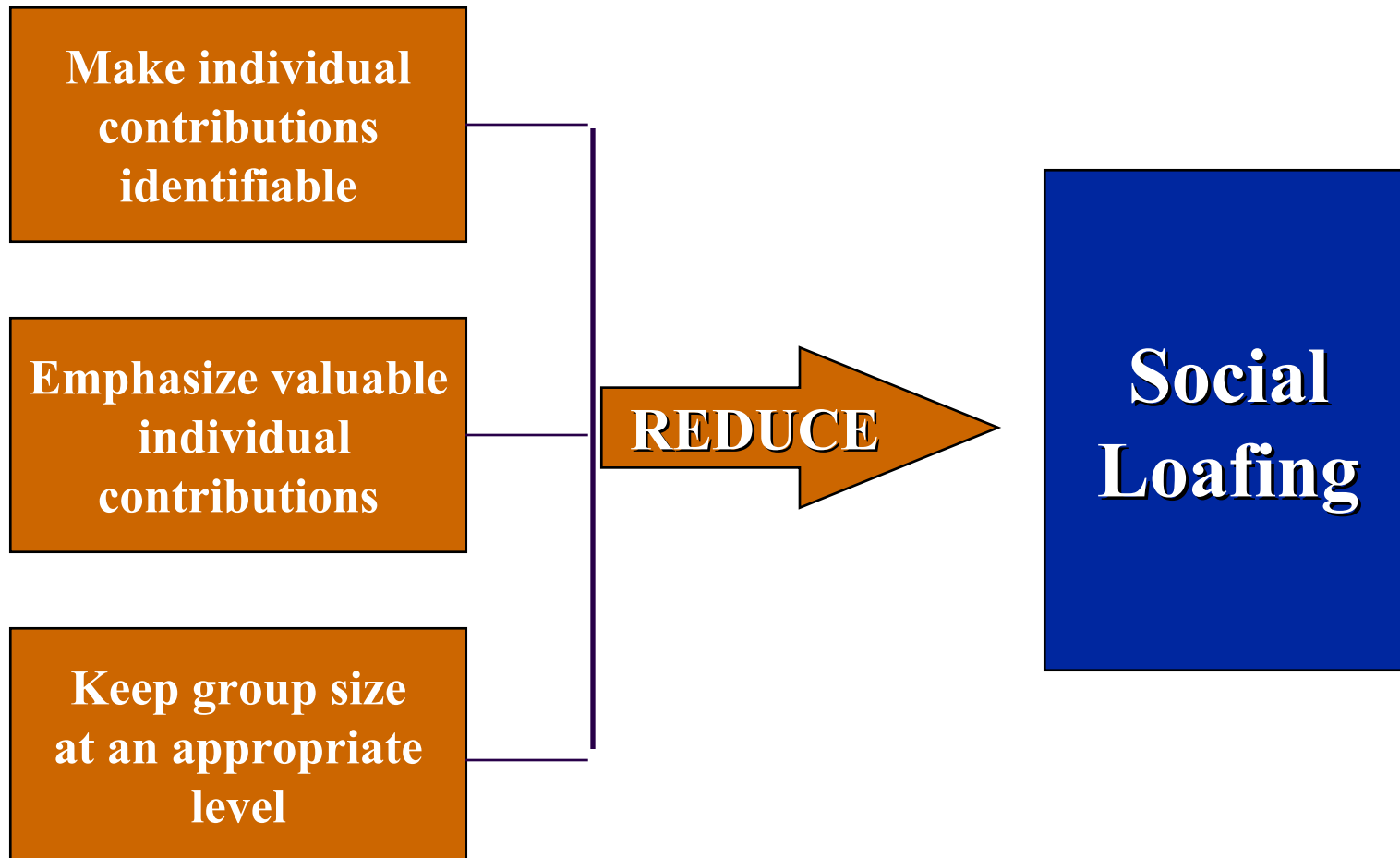


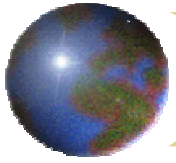
Cohesiveness

- ❖ **Determinates of cohesiveness:** can be altered to change cohesiveness levels in a group.
 - **Group Size:** small groups allow high cohesiveness.
 - Low cohesiveness groups with many members can benefit from splitting into two groups.
 - **Managed Diversity:** Diverse groups often come up with better solutions.
 - **Group Identity:** When cohesiveness is low, encourage a group to adopt a unique identity and engage in healthy competition with others.
 - **Success:** cohesiveness increases with success.
 - Look for a way for a group to find some small success.



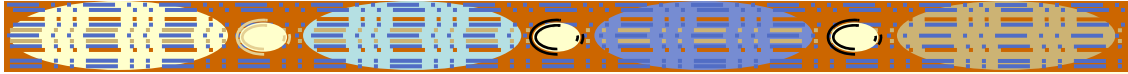
Reducing Social Loafing



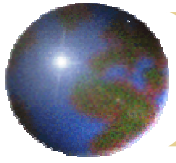


Managing for Performance

- **Motivate groups to achieve goals:**
 - Members should benefit when the group performs well.
 - Rewards can be monetary or in other forms.
- **Reduce social loafing: human tendency to put forth less effort in a group than individually. To eliminate:**
 - Make individual efforts identifiable and evaluated.
 - Emphasize individual efforts to show they count.
 - Keep group size at a small number.
- **Help groups manage conflict.**
 - All groups will have conflict, managers should seek ways to direct it to the goals.

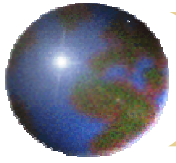


Team Communication



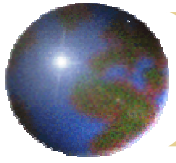
Importance of Good Communication

- ❖ Good Communication allows a firm to
 - ❖ **Learn** new skills and technologies.
 - ❖ Become more **responsive** to customers.
 - ❖ **Improve Quality** of their product or service.
 - ❖ **Foster innovation**
- ❖ Effective communication is needed by all Managers.



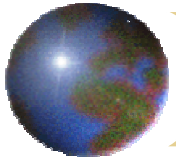
Importance of Good Communication

- ❖ Good Communication allows a firm to
 - ❖ **Learn** new skills and technologies.
 - ❖ Become more **responsive** to customers.
 - ❖ **Improve Quality** of their product or service.
 - ❖ **Foster innovation**
- ❖ Effective communication is needed by all Managers.



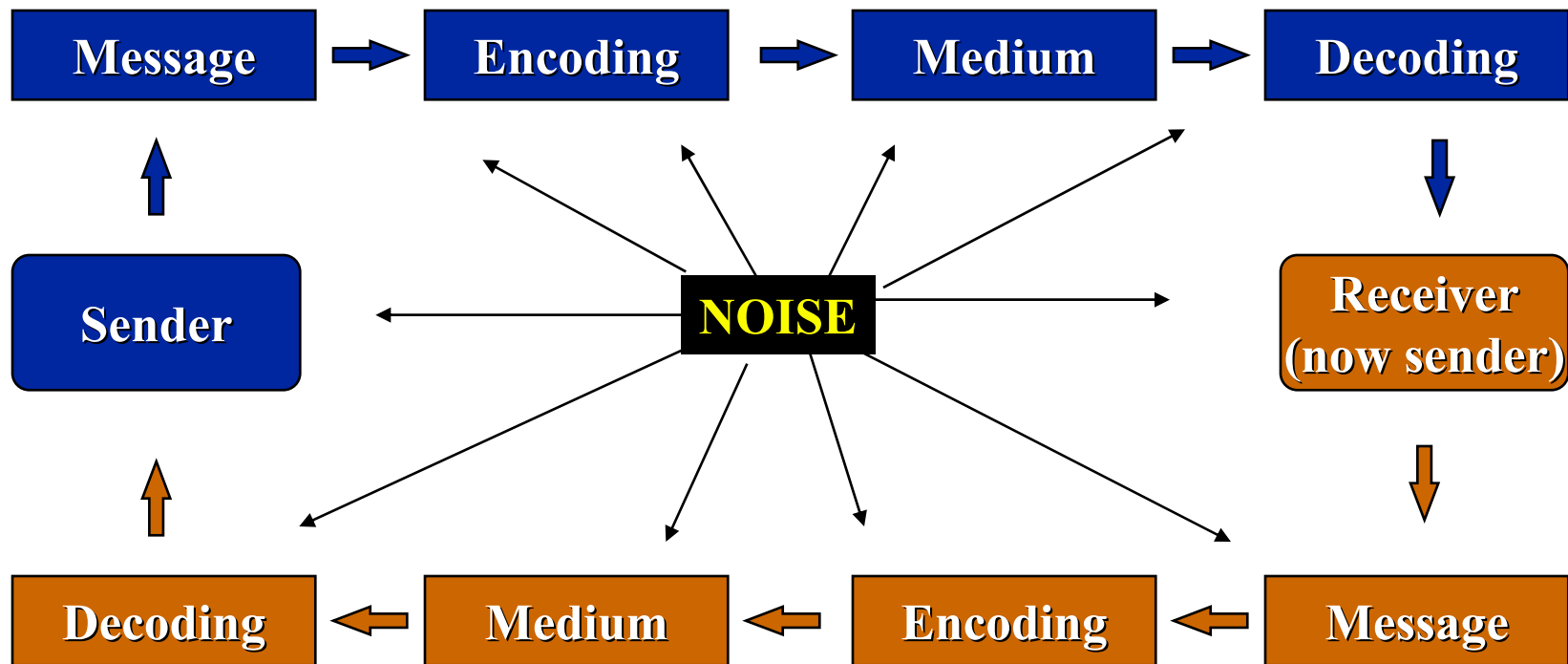
The Communication Process

- ❑ Communication consists of two phases:
 1. **Transmission phase:** information is shared by 2 or more people.
 2. **Feedback phase:** a common understanding is assured.
 - ❑ Starts with the **Sender** who wants to share information.
 - Sender must decide on a message to share
 - Sender also puts the message into symbols or language, a process called encoding.
- Noise:** anything harming the communication process.

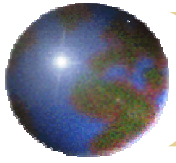


The Communication Process

Transmission Phase

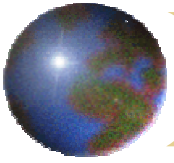


Feedback Phase



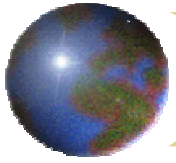
The Communication Process

- ❏ Messages are transmitted over a **medium** to a receiver.
 - **Medium:** pathway the message is transmitted on (phone, letter).
 - **Receiver:** person getting the message.
- ❏ Receiver next **decodes** the message.
 - **Decoding** allows the receiver to understand the message.
 - This is a critical point, can lead to mis-understanding.
- ❏ **Feedback** is started by receiver and states that the message is understood or that it must be re-sent.



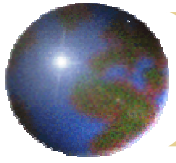
Communication Issues

- ❑ **Encoding** of messages can be done verbally or non-verbally
 - **Verbal:** spoken or written communication.
 - **Nonverbal:** facial gestures, body language, dress.
- ❑ Sender and receiver communicate based on their **perception**.
 - Subjective perception can lead to biases and stereotypes that hurt communication.
 - Effective Managers avoid communicating based on a pre-set belief.

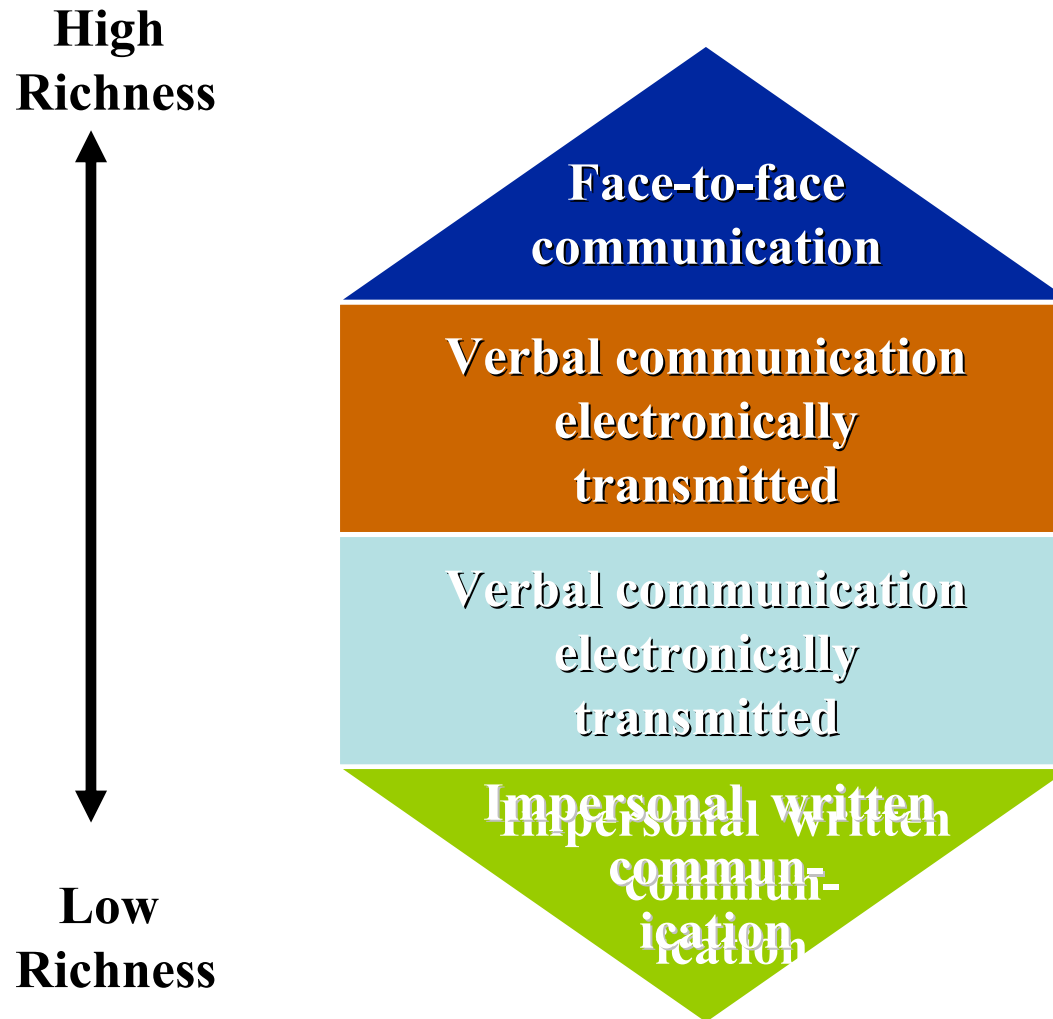


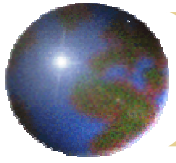
Dangers of Ineffective Communication

- ❑ Managers spend most of their time communicating so both they and the subordinates must be effective communicators. To be effective:
- ❑ Select an **appropriate medium** for each message.
 - There is no one “best” medium.
 - Consider **information richness**: the amount of information a medium can carry.
 - Medium with high richness can carry much information to aid understanding.
 - Is there a need for a **paper/electronic trail** to provide documentation?



Information Richness and Media Type





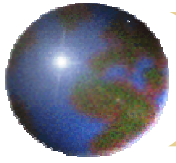
Communication Media

Face-to-Face: highest information richness.

- Can take advantage of verbal and nonverbal signals.
- Provides for instant feedback.
 - Management by wandering around takes advantage of this with informal talks to workers.
- **Video Conferences:** provide much of this richness.
 - Reduce travel costs and meeting times.

Verbal Communication electronically transmitted: has next highest richness.

- Phone conversations, but no visual nonverbal cues.
 - Do have tone of voice, sender's emphasis and quick feedback.



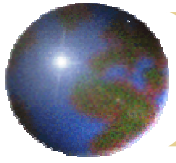
Communication Media

Personally Addressed Written Communication: lower richness than the verbal forms, but still is directed at a given person.

- Personal addressing helps ensure receiver reads it.
 - Letters and e-mail are common forms.
- Cannot provide instant feedback to sender but can get feedback later.
 - Excellent for complex messages needing follow-up.

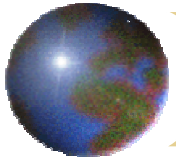
Impersonal Written Communication: lowest richness.

- Good for messages to many receivers. Little feedback is expected.
 - Newsletters, reports are examples.



E-Mail Trends

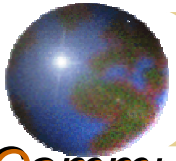
- ❖ **E-mail** use is growing rapidly in large firms, and there are even special e-mail etiquette:
 - Words in all **CAPITALS** are seen as “screaming” at the receiver.
 - **Punctuate your messages** for easy reading and don't ramble on.
 - Pay **attention to spelling** and treat like a written letter.
- ❖ E-mail has allowed **telecommuting**, where workers can work from home and be in touch with e-mail.



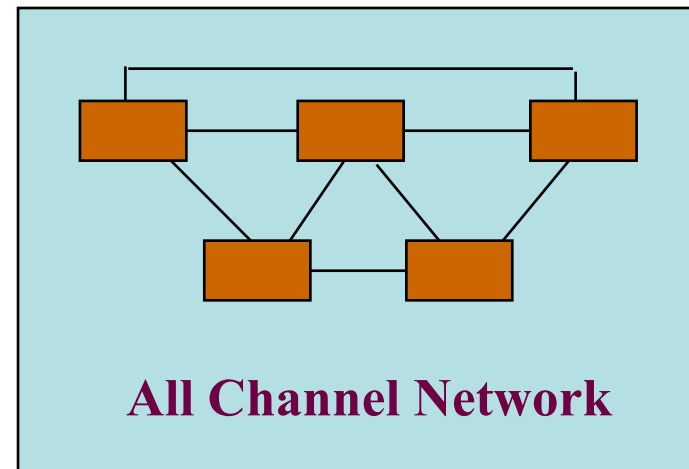
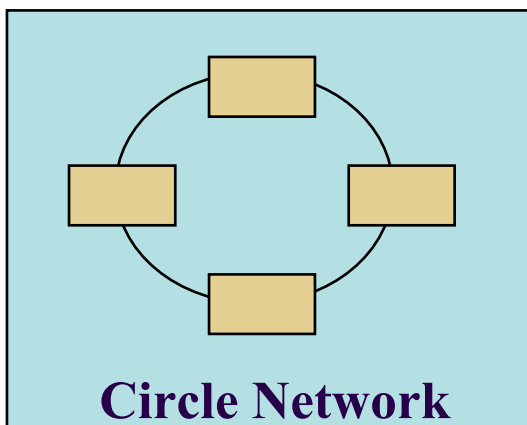
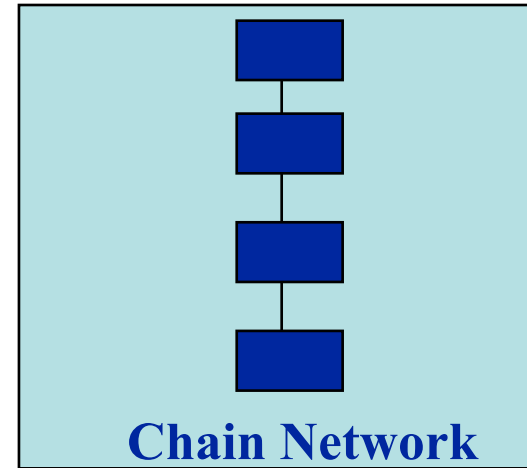
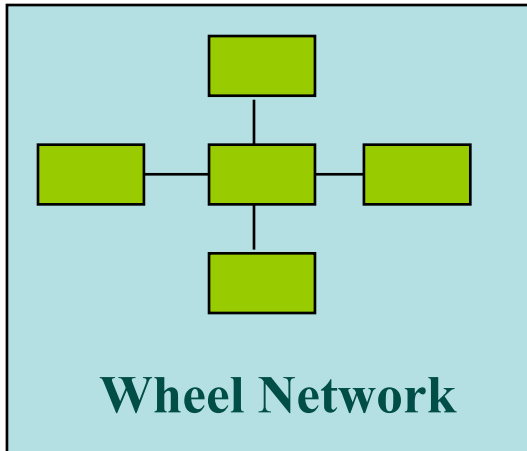
Communication Networks

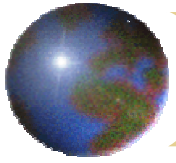
Networks show information flows in an organization.

- **Wheel Network:** information flow to and from one central member.
- **Chain Network:** members communicate with people next to them in sequence.
 - Wheel and Chain networks provide for little interaction.
- **Circle Network:** members communicate with others close to them in terms of expertise, office location, etc.
- **All-Channel Network:** found in teams, with high levels of communications between each member and all others.



Communication Networks in Groups & Teams

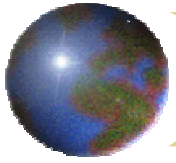




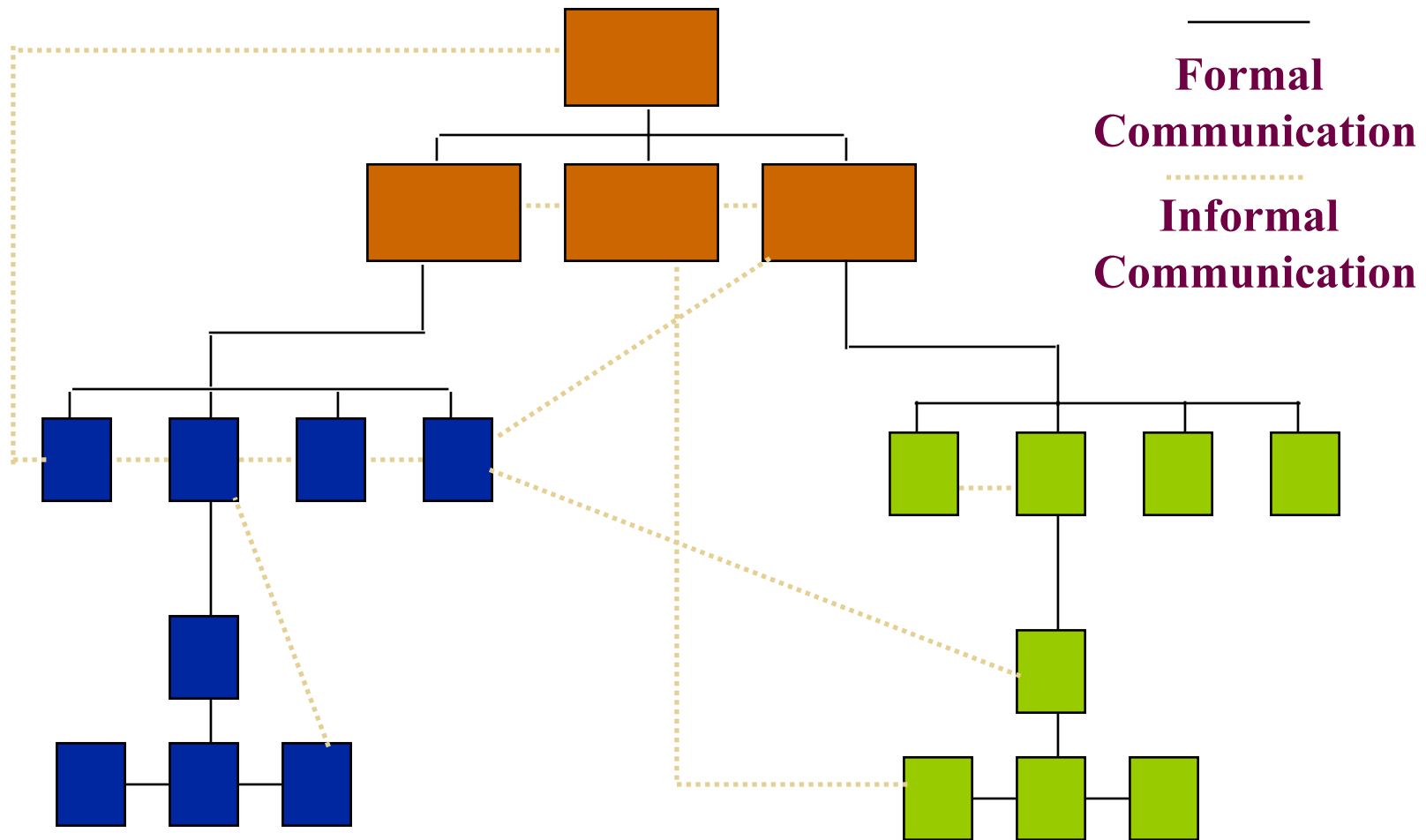
Organization Communication Networks

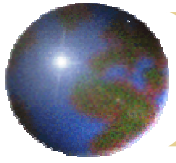
Organization chart depicts formal reporting channels.

- **Communication is informal** and flows around issues, goals, and projects.
- **Vertical Communication:** goes up and down the corporate hierarchy.
- **Horizontal Communication:** between employees of the same level.
 - Informal communications can span levels and departments.
- **Grapevine:** informal network carrying unofficial information through the firm.



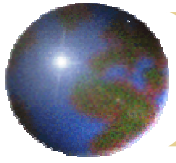
Organizational Communications Network





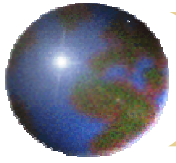
Technological Advances

- ◆ **Internet:** global system of computer networks
Many firms use it to communicate with suppliers.
- ◆ **World Wide Web (WWW):** provides multimedia access to the Internet.
- ◆ **Intranets:** use the same information concepts as the Internet, but keep the network inside the firm.
- ◆ **Groupware:** software designed to let workers share information and improve communication.
Best for team oriented support.



Communication Skills for Managers as Senders

- ◆ Send **clear and complete** messages.
- ◆ **Encode messages** in symbols the receiver understands.
- ◆ Select a **medium appropriate** for the message AND monitored by the receiver.
- ◆ **Avoid filtering** (holding back information) and distortion as the message passes through other workers.
- ◆ **Ensure a feedback** mechanism is included in the message.
- ◆ **Provide accurate information** to avoid rumors.



Communication Skills for Managers as Receivers

- **Pay Attention** to what is sent as a message.
- **Be a good listener:** don't interrupt.
 - Ask questions to clarify your understanding.
- **Be empathetic:** try to understand what the sender feels.
- **Understand linguistic styles:** different people speak differently.
 - Speed, tone, pausing all impact communication.
 - This is particularly true across cultures.
 - Managers should expect and plan for this.