Groups, Teams, and Teamwork

Module Learning Outcomes

Explain group and team dynamics within organizations

1.1: Describe common group behaviors that can help or hurt organization goals

1.2: Describe the types of teams found in business organizations

1.3: Describe common techniques used to build effective teams

1.4: Describe the five stages of team development

1.5: Describe common types and causes of conflict that arise within teams

Learning Outcomes: Common Group Behaviors

1.1: Describe common group behaviors that can help or hurt organization goals

    1.1.1: Discuss social cohesion, social loafing, and collective efficacy

Understanding Common Group Behaviors

- Team: Involves two or more people, people on team share goal, and they hold each other mutually accountable for performance of team

- Common behaviors: If team is successful, individuals may not be recognized

- Social Cohesion: Willingness of members of a society to cooperate with each other to survive and prosper—social and emotional bonds

- Social Loafing: When one or more group members fail to do their fair share of work within the group

- Collective Efficacy: Belief that it is capable of organizing and working together to reach goals

Practice Question 1

The major difference between a group and a team is:

1. A group involves over 25+ members while a team usually has less than 10 persons.
2. A team is a more motivated collection of individuals than a group.
3. A team has both a common purpose and shared accountability.
4. A group is more diverse in culture and skill set.

Learning Outcomes: Types of Teams

1.2: Describe the types of teams found in business organizations

- 1.2.1: Describe the advantages of teams
- 1.2.2: Describe the disadvantages of teams
- 1.2.3: Differentiate between task forces and cross-functional teams
- 1.2.4: Differentiate between virtual teams and self-managing teams

Advantages and Disadvantages of a Team

- Advantages:
  - Teams can be trained to deal with specific customer needs
  - Improve product and service quality
  - Efficiency in product development
  - Develop relationships to people from other business areas
- Disadvantages:
  - When companies don't make efforts to build and support strong teams, employees may become discouraged and leave firm
  - Ineffective when they lack leadership, members don't feel accountable

Different Types of Teams

- Cross-functional

- Task force

- Virtual
  - Working with other cultures can be challenging due to different leadership styles

- Self-Managing
  - Responsible for all or most aspects of producing a product or delivering a service

Practice Question 2

The difference between a virtual team and a cross-functional team is:

1. A virtual team is not really a team with dedicated team members.
2. A cross-functional team is comprised of only co-located members.
3. A virtual team can be cross-functional and a cross-functional team can be virtual.
4. A virtual team is more like a group than a cross-functional team.

Class Activity: Which Type of Team?

Given the four team type—cross-functional, virtual, task force, and self-managing—which one would potentially be the best fit for these projects and why?:

1. Political campaign
2. Non-profit effort to feed low-income children
3. New supply chain/logistics software application
4. New real estate and development project.

Learning Outcomes: Building Effective Teams

1.3: Describe common techniques used to build effective teams

    1.3.1: Explain the importance of communication in teams

    1.3.2: Explain how team goals and accountability differ from individual goals and accountability

    1.3.3: Summarize common techniques for team building

    1.3.4: Evaluate the advantages and disadvantages of large and small teams

Characteristics of Effective Teams

- Clarity of Purpose
- Good Communication
- Positive Role for Conflict
- Accountability and Commit
- Shared Leadership
- Positive Group Dynamics

Common Techniques for Team Building

- Set team goals and priorities
- Team selection process
- With determination, anyone can learn to function on a team
- Experience and ability levels of members should be balanced
- Team diversity represents mix of skills and experiences but also different cultures, ethnicity, race, or gender
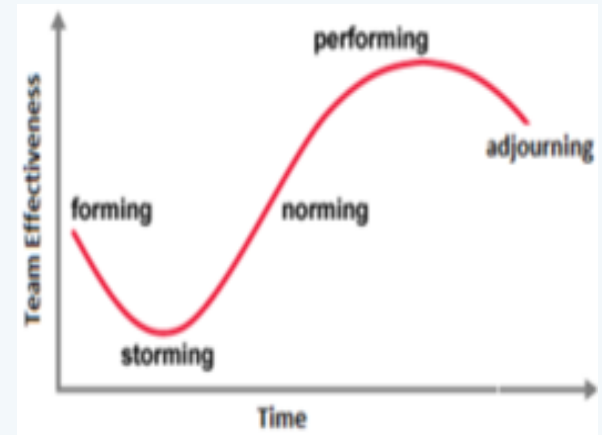- Optimal team size: no correct size (ideal is 5–9 people)

Learning Outcomes: The Five Stages of Team Development

1.4: Describe the five stages of team development

1.4.1: Describe the five stages of team development

1.4.2: Explain how team norms and cohesiveness affect performance

Understanding the Five Stages of Team Development

- Forming stage: Period of orientation and getting acquainted

- Storming stage: Most difficult and critical stage to pass- period marked by conflict and competition as individual personalities emerge

- Norming stage: If team gets through storming stage, conflict is resolved and unity emerges- consensus develops around who leaders are and roles

- Performing stage: Consensus and cooperation are well-established and team is mature, organized, and well-functioning

- Adjourning stage: Most of team's goals have been accomplished

Team Norms and Cohesiveness

- Norms result from interaction of team members during development process
  - Set standard for behavior, attitude, and performance
  - Team members implicitly understand them
- Norms are only effective in controlling behaviors when they are accepted by team members
  - Cohesiveness level determines whether team members accept and conform to norms

Learning Outcomes: Conflict Within Teams

1.5: Describe common types and causes of conflict that arise within teams

   1.5.1: Describe common types and causes of conflict that arise within teams

   1.5.2: Describe common causes of conflict that arise within teams

   1.5.3: Explain how conflict can be beneficial to teamwork

   1.5.4: Describe common approaches to conflict resolution

Common Types of Conflict Within Teams

- Substantive (task):
  - Conflicts that arise over things such as goals, tasks, and allocation of resources- Will arise if neither party is willing to compromise
- Emotional (relationship):
  - Are over things such as jealousy, insecurity, annoyance, envy, or personality conflict- When two people always find themselves with opposing views

Benefits of Conflict

- Eustress is positive reaction to stress that generates desire to achieve and overcome challenges
- Conflicts spark new ideas and generate creativity
- If there is too much cooperation, best ideas may never get shared and team effectiveness is sacrificed for sake of efficiency

Common Causes of Conflict

- Arises when team members focus on personal issues rather than work issues

- Competition over resources such as information, money, supplies, or access to technology

- Communication breakdowns and misunderstandings

- External work conditions such as downsizing rumors or fears of competition

Common Approaches to Conflict Resolution

- Each approach combines degree of cooperation and some might not be effective
    - Avoiding Approach (no way) - ignore conflict
    - Dominating (my way)- take charge of conflict
    - Compromising (half way) - when arguments are equally rationale, when people are equal in status, when both sides or willing, factor of time
    - Accommodating (your way) - when you agree team member is, in fact, right
    - Collaborating (our way) - negotiation and mediation

Quick Review

- Please describe common group behaviors that can help or hurt organization goals.

- Can you describe the types of teams found in business organizations?

- Are you able to describe common techniques used to build effective teams?

- What are the five stages of team development?

- Please describe common types and causes of conflict that arise within teams