Roadmap

Introduction to Groups And Teams

- Group
  - Is a collection of two or more people who share a common interest or association (affinity).
- Team
  - Is a collection of people who work interdependently as a unit, share common goals for which they are accountable to one another to achieve.
Table 16.1: Typical Characteristics of Groups and Teams

<table>
<thead>
<tr>
<th>Group</th>
<th>Team</th>
</tr>
</thead>
<tbody>
<tr>
<td>Informational formal</td>
<td>Formal</td>
</tr>
<tr>
<td>Share common goals</td>
<td>Work interdependently toward common goals</td>
</tr>
<tr>
<td>Affiliation oriented</td>
<td>Achievement oriented</td>
</tr>
<tr>
<td>Size or larger in size</td>
<td>Generally, small in size</td>
</tr>
</tbody>
</table>

What Do You Think: What Makes an Effective Student Team?

- In what ways was your “teams” really teams or how were they more like groups?
- What were the characteristics of the “effective” team experiences?
- What were the characteristics of “ineffective” team experiences?
- In future teams, what characteristics or behaviors can you model or promote to improve your chances of having an effective team experience?

Table 16.2: FIT for Each Stage of Team Development

<table>
<thead>
<tr>
<th>Brief Description of Stage</th>
<th>Feeling Members Are Experiencing</th>
<th>Task Members Are Experiencing</th>
<th>Technical Managers Can Use to Help</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stage 1: Team is formed</td>
<td>Excitement of new possibilities</td>
<td>What will team do? Why is it important?</td>
<td></td>
</tr>
<tr>
<td>Stage 2: Differentiation</td>
<td>Frustration</td>
<td>Can we do it? What about human and technical resources?</td>
<td></td>
</tr>
<tr>
<td>Stage 3: Roles are established</td>
<td>Optimism about ability acceptance of team members</td>
<td>Are we able to deliver? What barriers remain?</td>
<td></td>
</tr>
<tr>
<td>Stage 4: Team needs</td>
<td>Pride in accomplishment</td>
<td>What is new? What is different?</td>
<td>Share information, issues, feedback and rewards.</td>
</tr>
</tbody>
</table>
What Do You Think?
Is Cohesion a Good Thing?

• What might contribute to the teams being more or less socially cohesive?
• What might contribute to more or less task cohesion within the team?
• What do you recommend a professor might do to increase social or task cohesion?
• Have the student teams you have worked in had social or task cohesion? Why or why not? And how did it contribute to your performance as a team?

Four Stages of Mainstream Team Development (cont’d)

• Storming
  – Conflict
    • Is a real or perceived difference in interests between two or more individuals, groups, or organizations.
    • Can have functional and dysfunctional effects.
  – Sources of Conflict
    • Individuals struggling to maintain independence
    • Uncertainty about team capability and progress

Four Stages of Mainstream Team Development (cont’d)

• Storming (cont’d)
  – Focus for the Mainstream manager:
    • Acting to resolve conflict among team members.
    • Developing commitment to shared goals.
    • Promoting a shared belief that progress is possible.
Digging Deeper: Group Think
A Case of Too Much Agreement

- Groupthink
  - The tendency of cohesive group members to strive for and maintain unanimity on a decision rather than thoroughly considering alternatives.
- Remedies for Groupthink
  - Devil’s advocate
  - Dialectical inquiry
Table 16.3: Causes of and Cures for Conflict

<table>
<thead>
<tr>
<th>Causes</th>
<th>Cures (Techniques)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scarce resources</td>
<td>Increase resources</td>
</tr>
<tr>
<td>Task interdependence</td>
<td>Redesign structures and systems</td>
</tr>
<tr>
<td>Conflicting goals</td>
<td>Appeal to separating goal</td>
</tr>
<tr>
<td>Personal conflict rules</td>
<td>Help members work out issues</td>
</tr>
</tbody>
</table>

Four Stages of Mainstream Team Development (cont’d)

- **Norming**
  - **Norms**
    - Are shared beliefs about social and task behavior in a group—mental models of the best ways to complete tasks and appropriate ways to interact.
    - Can be informal and formal.
  - **Critical team norms:**
    - Workload sharing—avoiding free-riding and “sucker effects”
    - Information sharing— withholding and satisficing

Four Stages of Mainstream Team Development (cont’d)

- **Performing**
  - Rewarding and providing feedback:
    - Focus on team contributions and achievement
    - Focus on individual contributions and achievement
  - Focusing on team performance emphasizes outcome interdependence—the situation where “team members share a common fate.”
Management in Practice: Middle Management Teams

<table>
<thead>
<tr>
<th>Stage</th>
<th>Reasons for lack of front-line management teamwork</th>
<th>Ways to improve front-line management teamwork</th>
</tr>
</thead>
<tbody>
<tr>
<td>Forming</td>
<td>Lack of role identity (38%)</td>
<td>Establish a common vision and superordinate goals (36%)</td>
</tr>
<tr>
<td></td>
<td>Conflicting goals (27%)</td>
<td></td>
</tr>
<tr>
<td>Storming</td>
<td>Personality conflicts (37%)</td>
<td>Promote team skills development at all levels (30%)</td>
</tr>
<tr>
<td></td>
<td>Poor teamwork skills (27%)</td>
<td></td>
</tr>
<tr>
<td>Normaling</td>
<td>Deficient top management modeling and emphasis on the importance of teamwork (36%)</td>
<td>Ensure top management communicates importance of teamwork in word and deed (31%)</td>
</tr>
<tr>
<td></td>
<td>Deficient superordinate and organizational politics (26%)</td>
<td></td>
</tr>
<tr>
<td>Performing</td>
<td>Performance based on individual performance (31%)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>System and structural barriers to cooperation (29%)</td>
<td></td>
</tr>
</tbody>
</table>

Four Stages of Multistream Development (cont’d)

- Multistream Team Leadership
  - Leadership is considered to be critical.
  - Leadership does not have to come from a formal role or a narrowly defined position.
  - What is valued as leadership behavior is broadly defined.
  - Concertive control through peer expectations and shared outcomes keeps team members in line.

Four Stages of Multistream Development (cont’d)

- Originating
  - Is developing a shared understanding of the team’s sense of place and purpose in the organization.
- Multistream Manager’s Function:
  - Explain purpose of team and its role.
  - Ask the right questions.
  - Help set the team’s ground rules.
Four Stages of Multistream Development (cont’d)

• Elaborating
  – Is a group process of exploring and enhancing awareness of the tasks and roles needed to fulfill the shared goals of the team.
• Multistream Manager’s Function:
  – Promote role awareness, understanding and appreciation for diverse perspectives
  – Reframe conflict to positive approaches

Four Stages of Multistream Development (cont’d)

• Collaborating
  – Working together effectively and maintaining the priority of shared interests over any conflicts due to personal interests.
• Multistream Manager’s Function:
  – Affirming collaborative norms and rejecting competitive norms.
  – Emphasizing interdependency, common ground, and collaborative links.

Four Stages of Multistream Development (cont’d)

• Disseminating
  – The diffusion of information about team accomplishments and learning throughout the organization and beyond.
• Multistream Manager’s Function:
  – Maintain an invisible attention to the tasks and socioemotional processes of the team.
  – Serve as a boundary spanner to diffuse information.