

BMTP4004

Manging Tourism, Leisure and Events Organisations

Groups and Teams



HOSPITALITY
AND
TOURISM
MANAGEMENT



*Man Geni Addysg Uwch yng Nghymru
Where Higher Education Began in Wales*



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

Today's Objectives

1. To explain the meaning and importance of work groups and teams
2. To distinguish between them, formal & informal
3. To analyse role relationships and conflict
4. Belbin's Team Roles



What is a group?

A group is a **collection of individuals** who may work together but don't necessarily have a **shared goal**.

In an organisation, there are two main types of groups:

- **Formal Groups:** Created by the organisation for a specific purpose.
- **Informal Groups:** Formed naturally based on personal relationships or shared interests.

In both types, members **collaborate**, **share responsibilities**, and **contribute** to the organisation's success.



Formal Groups - Example

Task: Cross Departmental Employee Group

Purpose:

- A group of employees from different departments who meet occasionally.
- Discuss company-wide updates and share information.

Key Characteristics:

- Each employee works towards their own department's goals.
- No direct collaboration on tasks or outcomes.

Meeting Focus:

- Sharing updates and relevant information.
- No collaboration on specific department tasks.



Informal Groups

An informal group forms naturally through **personal connections** and **shared interests**, focusing on social, emotional, or support needs rather than work tasks.

- **Purpose:** Based on social connections, support, or common interests.
- **Structure:** No formal roles or hierarchy.
- **Leadership:** Driven by personal influence, not formal authority.
- **Communication:** Informal channels like conversations or messages.
- **Duration:** Can be short-term or long-term, depending on relationships.



Major functions of informal groups

Informal groups in organisations play **key roles**, even though they are not officially created!

How so?

- **Social Interaction:** Builds personal relationships and camaraderie.
- **Emotional Support:** Offers peer support for stress and challenges.
- **Information Sharing:** Shares updates and feedback informally.
- **Problem Solving:** Collaborates on work issues outside formal teams.
- **Job Satisfaction:** Enhances satisfaction by meeting social and emotional needs.

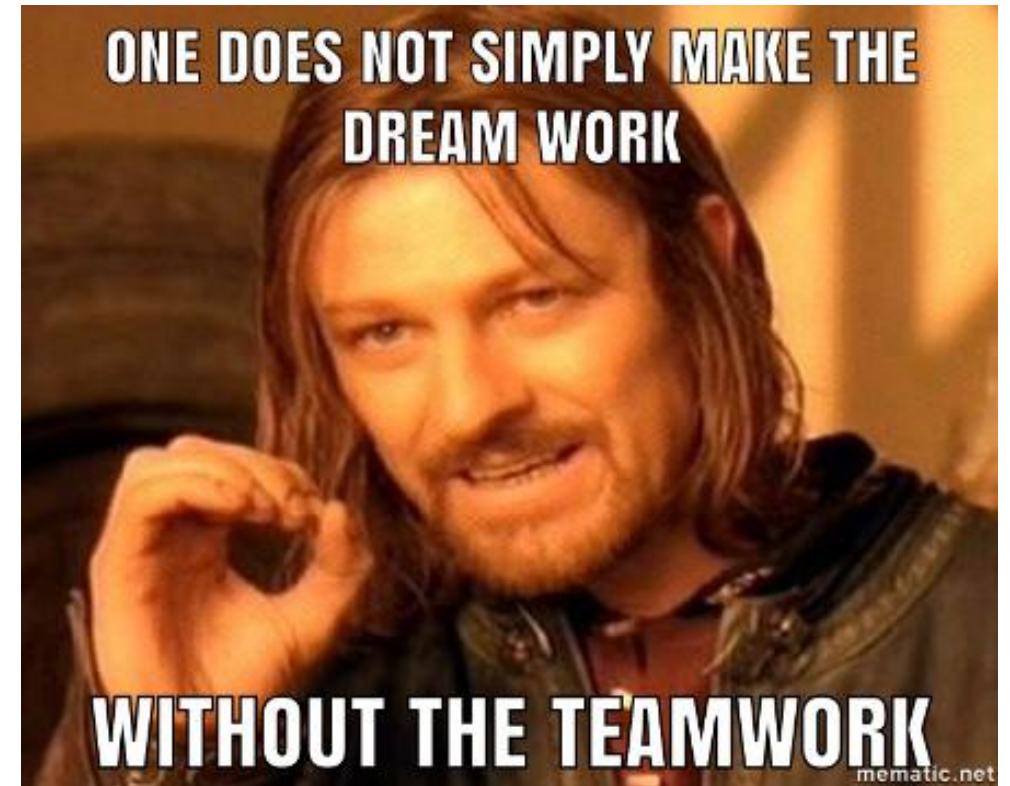


What is a team?

A team in an organisation is a group working together with a common purpose, share responsibilities, and rely on each others' contributions to achieve success.

Key features of a team include:

- **Shared Goal:** Everyone works towards the same objective.
- **Collaboration:** Members communicate and work together regularly.
- **Different Roles:** Each member brings unique skills or knowledge.
- **Responsibility:** The team shares responsibility for the result, with everyone contributing to success or failure.



What is the difference between a team and a group?

The main difference is the level of **collaboration** and **shared responsibility**!

A **team** works towards a shared goal, collaborating, communicating, and using their skills. Everyone shares responsibility for the outcome.

For example:

- A project team formed to launch a new product.
- Team consists of members from marketing, design etc.
- They work together, share responsibility and depend on each other's expertise to bring the product to market successfully.



What is the difference between a team and a group?

The main difference is the level of **collaboration** and **shared responsibility**!

A **group** is a collection of individuals who work independently on their **own tasks**. They share a common purpose but have **less collaboration**.

For example:

- In the same organisation, a group could be employees from different departments working on separate tasks for the betterment of the organisation (e.g. improving sales).
- They **share a goal** but don't **collaborate as closely** as a team or depend on each other's work.



Reasons for forming groups and teams

- **Achieving Goals:** Groups and teams work together to reach specific objectives.
- **Efficiency:** Dividing tasks speeds up work.
- **Sharing Knowledge:** Members share expertise, aiding problem-solving.
- **Better Decisions:** Different perspectives lead to smarter decisions.
- **Creativity:** Collaboration sparks new ideas.
- **Support:** Teams offer emotional support, boosting morale.



Membership Factors

Membership Factors are the elements that affect how a group works and how well its members get along and cooperate.

Size of the group

- Ideal size appears to be up to 12 members.

Compatibility of members

- Shared attitudes and values help promote cohesiveness.

Stability

- Cohesiveness develops better if changes occur slowly.



Work Environment Factors

These following terms refer to different factors that influence how a group works and how effectively they can complete tasks together.

Physical setting

- Physical proximity

Communications

- Ease of communication

Technology

- Nature of technology, task and skills



Organisational Factors

This refers to various factors that can influence the dynamics, motivation, and success of a group or organisation.

Management and leadership

- The importance of fostering mutual trust

Success

- As a positive motivator

External threat

- May cause internal cohesiveness



Group Development and Maturity Factors (Tuckman)

Group Development and Maturity Factors refers to the stages that groups typically go through as they form, develop, and mature.

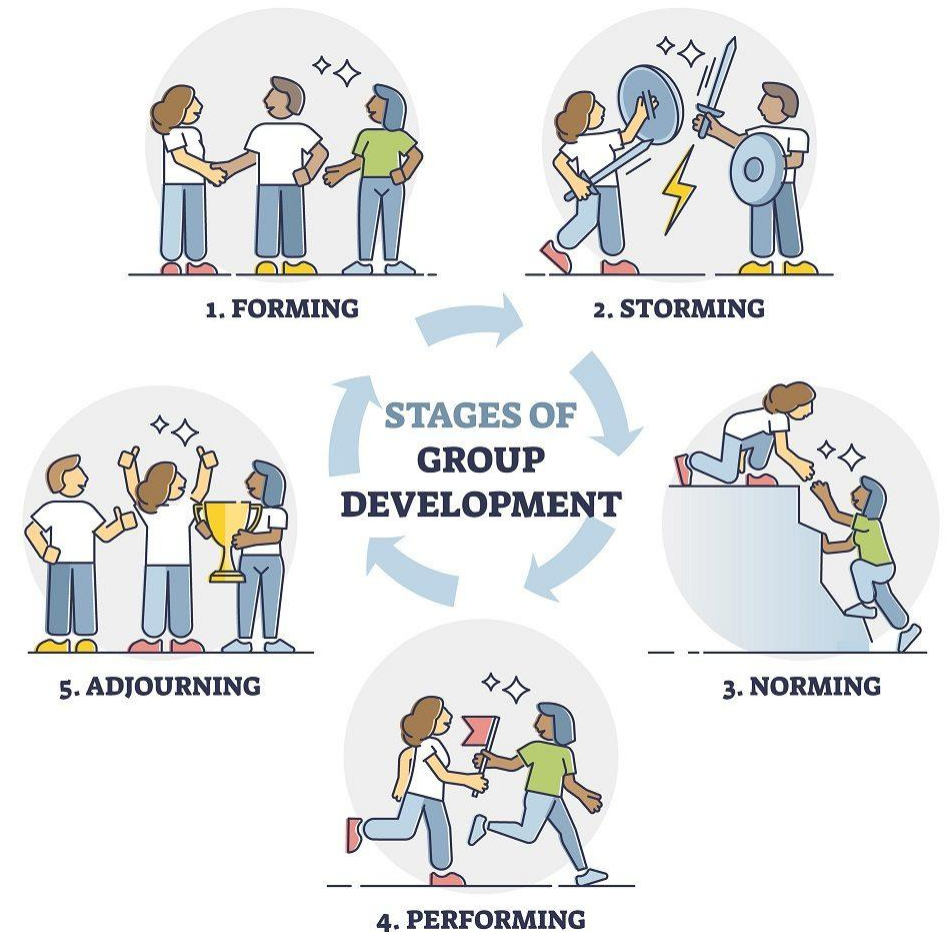
The model was developed by **Bruce Tuckman** in 1965 and identifies five key stages of group development.

1. **Forming:** The group is just coming together. Members are polite, unsure, and figuring out their roles.
2. **Storming:** Conflicts and disagreements happen as people start to express their opinions. Tension can arise.



Group Development and Maturity Factors (Tuckman)

3. **Norming:** The group starts to get along better, roles become clearer, and people begin working together more smoothly.
4. **Performing:** The group works well together, focusing on tasks and achieving goals with little conflict.
5. **Adjourning:** Once the task is completed, the group disbands. Members may feel sad or nostalgic.



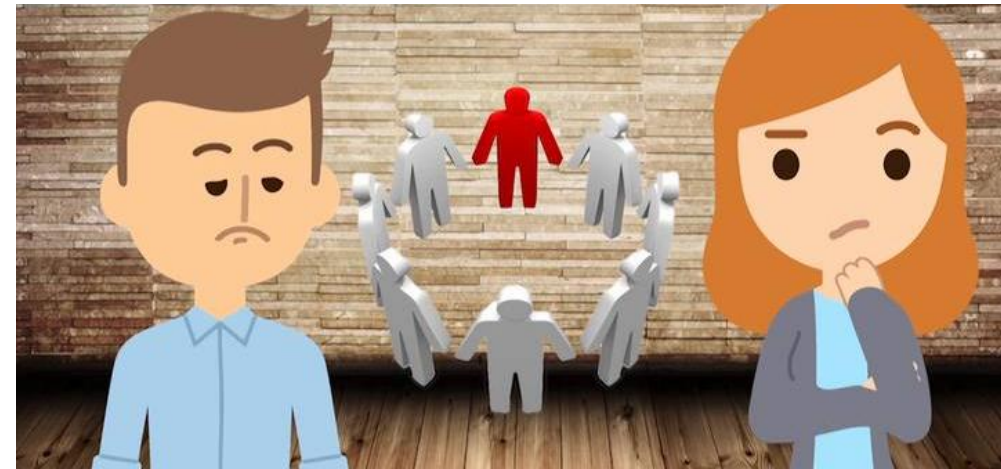
Strong Groups: Advantage or Problem?

- **Better Collaboration:** Effective communication and trust lead to improved teamwork and productivity.
- **Higher Morale:** Supportive groups boost job satisfaction and motivation.
- **Better Problem-Solving:** Diverse skills help tackle challenges creatively.
- **Faster Decision-Making:** Trust leads to quicker, expert-driven decisions.
- **Resilience:** Strong groups adapt and face challenges together, increasing resilience.



Strong Groups: Advantage or Problem?

- **Groupthink:** Too much focus on harmony can stifle challenges, leading to poor decisions.
- **Exclusion of New Ideas:** Strong groups may become cliques, limiting fresh contributions and causing stagnation.
- **Over-reliance on the Group:** Members may lose independence, stifling creativity.
- **Conflict with Outsiders:** Strong groups may resist outside opinions, hindering collaboration.
- **Overemphasis on Cohesion:** Focusing too much on harmony can ignore problems, weakening the group.



Groupthink

Groupthink occurs when a group values harmony over making the best decisions, causing members to avoid raising concerns or questioning ideas.

What does groupthink lead to?

- It leads to a lack of open discussion, with risks and alternative ideas often ignored.

What is the result of groupthink?

- The group may make poor decisions without considering all options or consequences, sacrificing critical thinking just to maintain peace.



Group Think

[ˈgrʊp-,θɪŋk]

Opting to conform with the consensus view rather than engage in critical thinking.

Characteristics of an effective work group

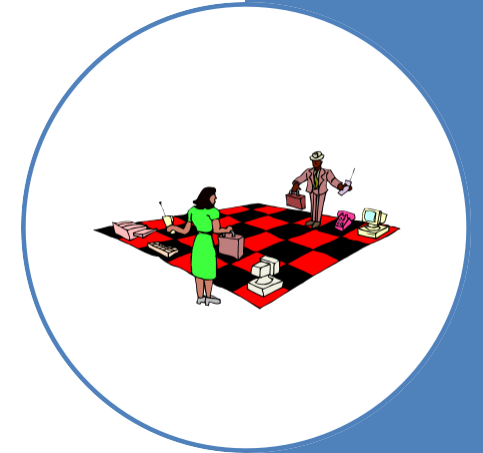


- Shared aims and objectives.
- A sense of belonging.
- Acceptance of group values and norms.
- Mutual trust and dependency.
- Full participation in decision-making.
- Open communication and information flow.
- Open expression of feelings and disagreements.
- Effective conflict resolution.
- Low staff turnover and absenteeism.

Role Relationships

The roles that an individual plays with a group is influenced by a combination of:

- Situational factors: requirements of the task
- Personal factors: such as values, attitudes, motivation, ability, etc.
- Role set – In a group or team, a role set refers to the different roles members take, like leadership or problem-solving, defining how they contribute to the team's goals.



Role set as a student

Communicator (with
teachers and peers)

Being a learner



Team member

Leader or collaborator
(group project)

Factors Affecting Roles

Several factors can have an impact on the successful performance of individuals in their roles:

- Role mismatch
- Role conflict
- Role overload
- Role underload
- Role stress



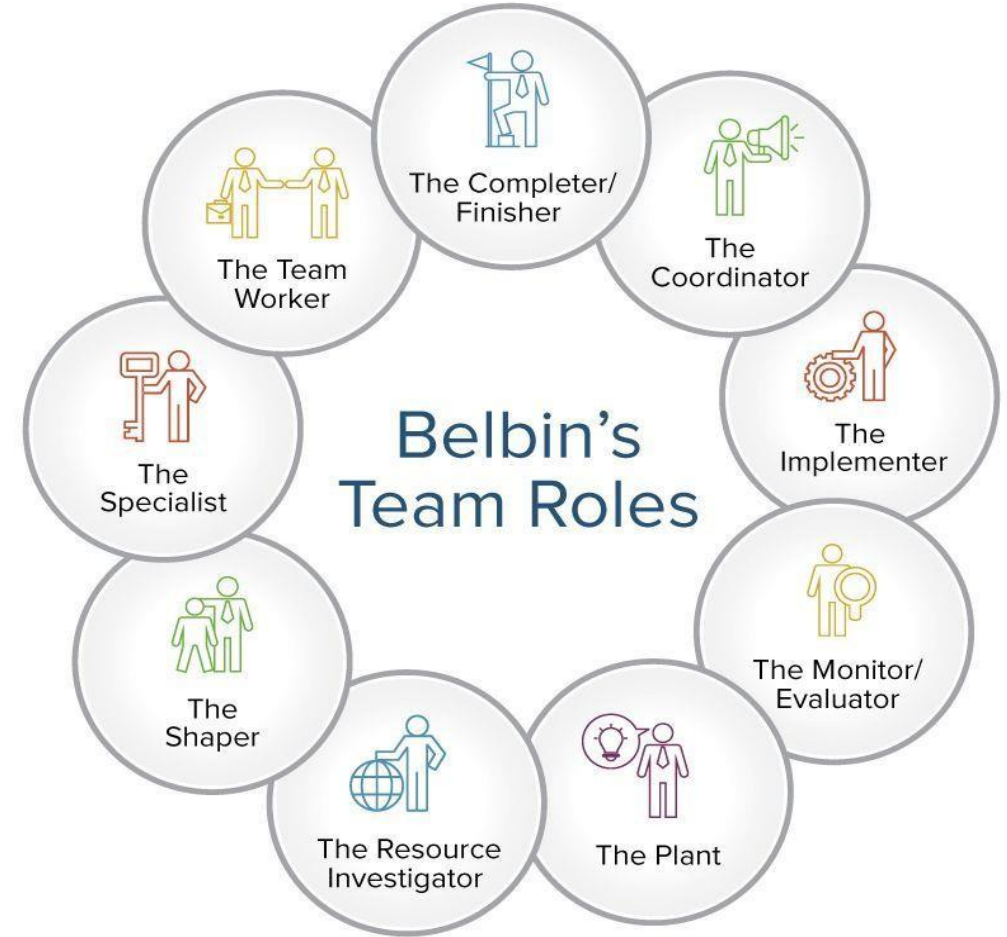
How can we avoid role stress?

- Clarify role expectations so everyone knows their responsibilities.
- Improve recruitment to match people with the right roles.
- Provide training and career development for growth.
- Conduct health screenings to spot stress early.
- Restructure roles and tasks to balance workloads.
- Give advanced notice of changes to reduce uncertainty.
- Focus on improving team collaboration.
- Review structures and communication to enhance efficiency.



Belbin's 9 Team-Roles

- **Belbin's Team Roles theory**, developed by Dr. Meredith Belbin in the 1970s, identifies nine roles people naturally take on in teams.
- Each role has its own strengths, weaknesses, and behaviours, contributing to the team's overall dynamic.
- The theory suggests that having a mix of these roles in a team leads to better performance and collaboration.



1. *The Shaper*

The Shaper is a goal-driven team member who pushes the team forward, keeps them on track, and thrives on challenges, ensuring obstacles don't prevent progress.

- **Driven:** Brings energy and urgency, inspiring the team.
- **Results-Focused:** Focuses on achieving goals and pushing progress.
- **Challenging:** Questions the status quo to improve performance.
- **Thrives Under Pressure:** Stays calm and solves problems under stress.
- **Competitive:** Motivates the team to strive for success.



2. *The Implementer*

The **Implementer** is the practical, organised team member who turns ideas into action, breaking down plans into manageable steps to ensure everything runs smoothly and on time.

- **Practical:** Turns ideas into actionable steps with clear plans.
- **Organised:** Sets up systems and routines to keep the team on track.
- **Reliable:** Consistently follows through and delivers results.
- **Efficient:** Focuses on getting things done quickly and improving processes.
- **Disciplined:** Sticks to the plan and avoids distractions, making only necessary changes.



3. *The Completer*

The Completer-Finisher ensures everything is done right, focusing on details, double-checking work, and delivering high-quality results without leaving anything unfinished.

- **Detail-Oriented:** Spots and fixes errors before they're noticed.
- **Perfectionist:** Strives for flawless work, going above and beyond.
- **Reliable:** Delivers tasks with precision and care.
- **Deadline-Focused:** Ensures work is finished on time without sacrificing quality.



4. *The Plant*

The Plant is the creative thinker in the team, generating big ideas and solving problems in unique ways, offering fresh perspectives when the team is stuck.

- **Creative:** Generates new ideas and innovative approaches.
- **Innovative:** Finds original solutions to challenges.
- **Independent:** Prefers working alone or in quiet spaces for idea flow.
- **Big-Picture Thinker:** Focuses on long-term goals and sees missed opportunities.
- **Problem-Solver:** Offers inventive solutions to move the team forward.



5. *The Specialist*

The Specialist is the team's expert in a specific area, offering essential knowledge and solving complex problems, though not involved in every task.

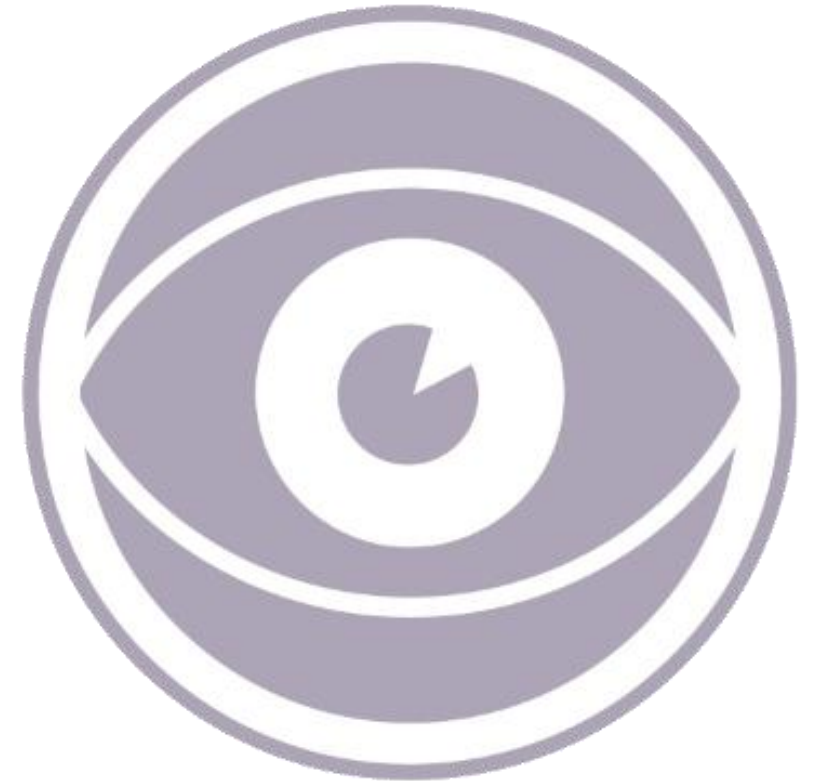
- **Expert Knowledge:** The go-to person for in-depth knowledge in their field.
- **Focused:** The team's authority on their area of expertise.
- **Committed:** Passionate and continuously learning to stay current.
- **Problem-Solver:** Provides solutions and guidance when challenges arise.



6. *The Monitor/ Evaluator*

The Monitor/Evaluator is the team's logical thinker, offering calm, objective insights. They analyse options, weigh pros and cons, and ensure decisions are based on facts.

- **Analytical:** Breaks down complex situations and assesses every angle.
- **Objective:** Provides impartial views, focusing on logic over emotion.
- **Critical Thinker:** Offers well-considered opinions on the best course of action.
- **Strategic:** Keeps the bigger picture in mind, anticipating challenges and staying on track.



7. *The Teamworker*

The Teamworker keeps the team united by fostering a supportive, harmonious environment. They build relationships, resolve conflicts, and ensure smooth communication and collaboration.

- **Cooperative:** Thrives in team settings, always ready to help.
- **Supportive:** Offers encouragement, ensuring everyone feels included.
- **Good Communicators:** Listens well and ensures all voices are heard.
- **Diplomatic:** Mediates tensions and helps keep the team united.



8. *The Co-ordinator*

The Coordinator provides direction, ensuring everyone understands their role and stays focused. They organise tasks, balance strengths, and guide the team toward shared goals.

- **Organised:** Sets clear goals and breaks them into actionable steps.
- **Delegator:** Assigns tasks based on team members' strengths.
- **Supportive:** Provides guidance without taking control, encouraging ownership.
- **Confident:** Manages the team's needs calmly under pressure.
- **Great Communicator:** Keeps everyone aligned and informed.



9. *The Resource Investigation*

The Resource Investigator connects the team to new opportunities and solutions. Outgoing and curious, they excel at networking, building relationships, and bringing creativity to the group.

- **Curious:** Always exploring new ideas and perspectives.
- **Outgoing:** Enjoys meeting new people and building connections.
- **Innovative:** Brings creative solutions and fresh approaches.
- **Energetic:** Inspires and motivates others with enthusiasm.
- **Skilled at Networking:** Leverages external sources for valuable insights.



Questions

1. Which role do you feel you naturally gravitate toward in a team?
2. How did the roles complement each other in the examples shared?
3. What might happen if a team didn't have one of the key roles?



Action Plan for the Week Ahead

- Next Week (Week 4), we will be looking at “Leadership”.
- For this week, please do some light reading on leadership.
- Key Reading Suggestions;
 - **Book:** Northouse, P (2022). *Leadership: theory and practice*. 9th Ed. London: SAGE
 - **Article:** Haile, G (2023). ‘Organizational leadership: How much does it matter?’, *British journal of industrial relations*, Vol. 61(3), pp.653-673. Available at: <https://research-ebsco-com.ezproxy.uwtsd.ac.uk/c/onvpsy/viewer/pdf/uw53yb5msv?route=details> (Accessed 18th February 2025)
 - **Website:** Pontefract, D (2014). *Leadership in Liminal Times*. Available at: <https://hbr.org/2014/10/leadership-in-liminal-times> (Accessed 18th February 2025)

I look forward to seeing you next week.

If you have any questions, please contact me
on Teams or through email

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