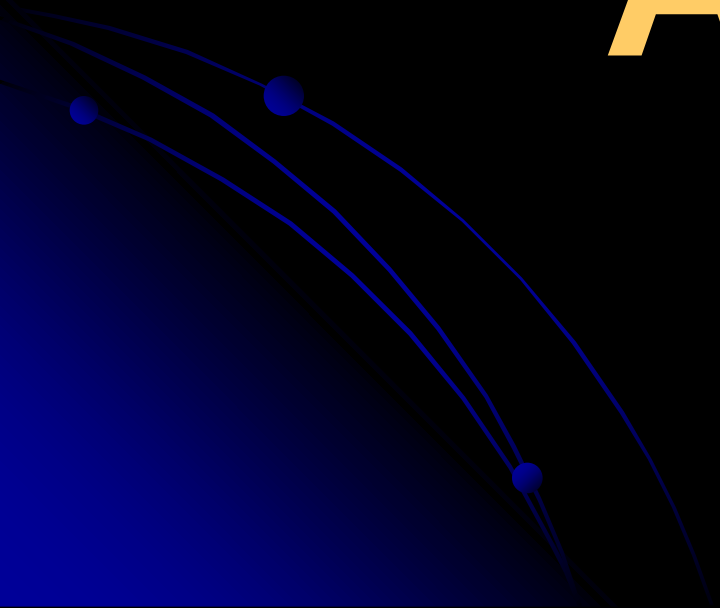
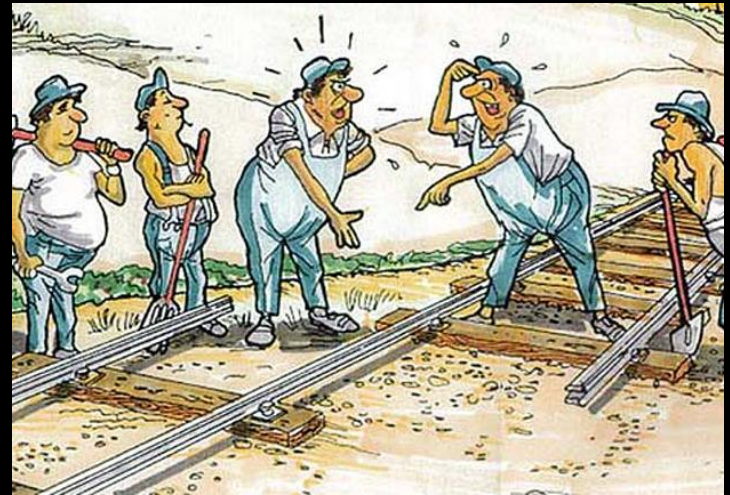


Understanding Work Groups And Teams



Evidence tells us that....

“...teams typically outperform individuals when the tasks being completed require multiple skills, judgement and experience.”



S P Robbins (1994)

Groups

Difference?

Teams



Work Group

Employees who interact to

- Share information
- Make decisions
- Help one another perform

Output = Sum of Individuals' Efforts

Mullins (2004)

Work Team

- Generates positive synergy
- Efforts are co-ordinated

Output = Sum of Individuals' Efforts
Plus...efforts created through synergy

= MORE EFFORT – MORE OUTPUT!

WORK Groups

- ☐ Share information
- ☐ No positive synergy
- ☐ Skills are varied and random

WORK TEAMS

- ❑ Collective goals
- ❑ Positive synergy
- ❑ Use complimentary skills

Teams can...



- Increase output with few new inputs
- Promote positive synergy
- Creates potential
- Allow innovation to flourish
- Motivate and stimulate

**Just calling a group ‘a team’ will
not automatically unlock potential**



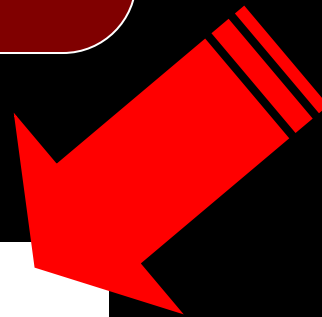
**High performing teams have
common characteristics**

- Adequate resources
- Leadership
- Trust
- Evaluation and reward
- Structure

- Autonomy
- Skill Variety
- Task Identity
- Task Significance

- Common Purpose
- Specific Goals
- Appropriate Conflict
- Social Interaction

- Abilities of members
- Personality
- Roles
- Diversity
- Size
- Member flexibility
- Member preferences



**TEAM
EFFICIENCY**

S P Robbins (2003)

“One of the most important characteristics of an effective team is the support it receives from the organisation...”

S P Robbins 1994

TEAM DEVELOPMENT



Fully effective Team

B

A formed Group

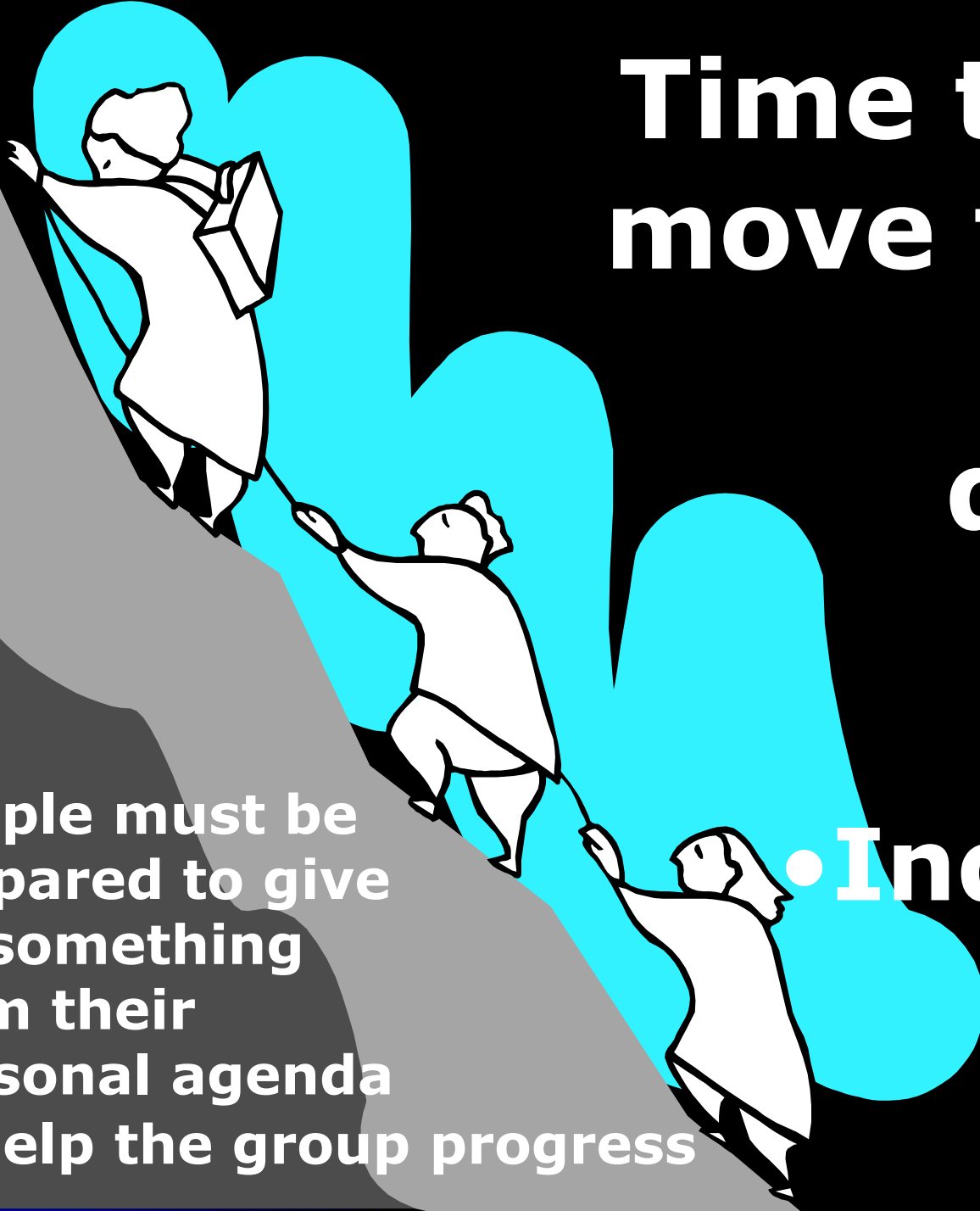
A

Journey from **A**
to **B** goes
through stages
and steps

Time taken to move through stages depends upon:

- **Individuals**
- **Tasks**
- **Leader**

**People must be
prepared to give
up something
from their
personal agenda
to help the group progress**



Group Development

Tuckman's Two Dimensions



Personal Dimension

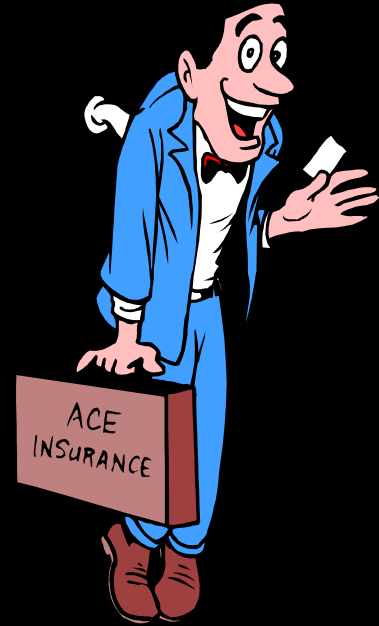
Group relations
Expectations
Assumptions
Personality Clashes

Task Dimension

Groups understanding
of how do or finish the
task they've been
given

Five Stages of Group Development (Tuckman)

FORMING



- Little sign of structure or involvement
- Members worried about task
- Members a bit distant and cautious
- Members test limits
- Communication is superficial
- "Who is the real boss?"

Five Stages of Group Development (Tuckman)

Storming



- Group show competitive behaviour
- Members seem to get irritated
- Communication is one way
- One or two attempt to dominate
- Sub-groups and alliances start to form

• <http://uk.youtube.com/watch?v=r7BBV2y0ipQ&feature=related>

• <http://uk.youtube.com/watch?v=Td26KjzIElg&feature=related>

Five Stages of Group Development (Tuckman)

Norming



- Members avoid conflict
- Members wish to conform
- Members start to trust others
- Members concerned with needs of the rest of the team

Five Stages of Group Development (Tuckman)

Performing

- Working towards goal
- Communication is open
- Individuals – self assured
- Increase in skills
- Group is more productive
- Both dimensions are focussed upon



Five Stages of Group Development (Tuckman)

Adjourning



- **Work is complete**
- **Group disbands**
- **Functional / Dysfunctional end**

**“Peak
performance
emerges as a
team discovers its
soul.”**

Deal & Bolman (1993)



Remember ...
There's no I in Team!

Belbin's Team Roles

“ A group of the
brightest isn't
always the best!”

1981 – Eight Ideal Team Roles

1993 – Nine Ideal Team Roles

He added one!!

Belbin's Team Roles

- ☐ Chairman
- ☐ Shaper
- ☐ Plant
- ☐ Monitor-Evaluator
- ☐ Resource Investigator
- ☐ Company Worker
- ☐ Team Worker
- ☐ Finisher
- and then...
- ☐ The Specialist

**Nine Team
Roles**

Magerison and McCann

Team Management Systems

Reporter-Advisor

- Enjoys giving and gathering info

Creator-Innovator

- Likes coming up with new ideas
- Introduces new ways of looking at things

Explorer - Promoter

- Looks for new opportunities

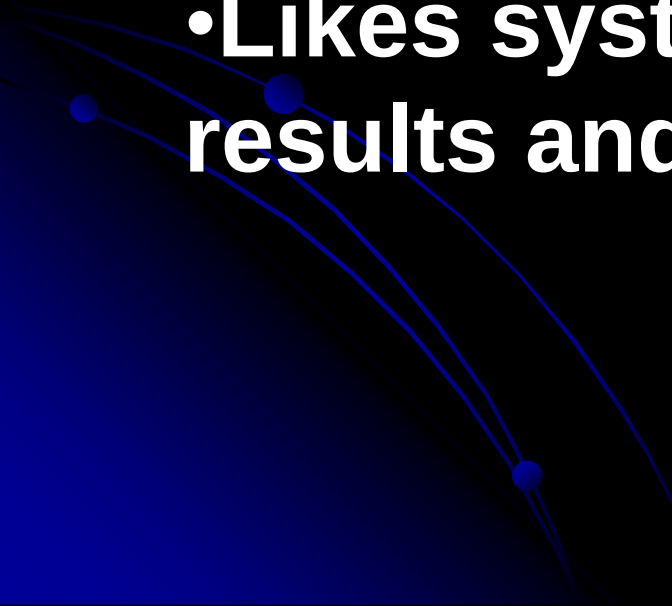
Assessor-Developer

- Likes to analyse alternatives
- Judges whether ideas are practical

Thruster-Organiser

- Enjoys getting results

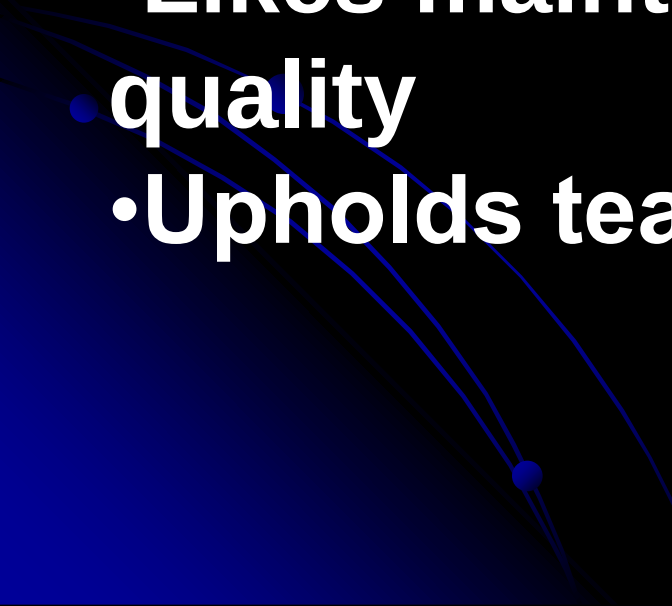
Concluder-Producer

- Likes systematic approach to get results and outputs
- 

Controller-Inspector

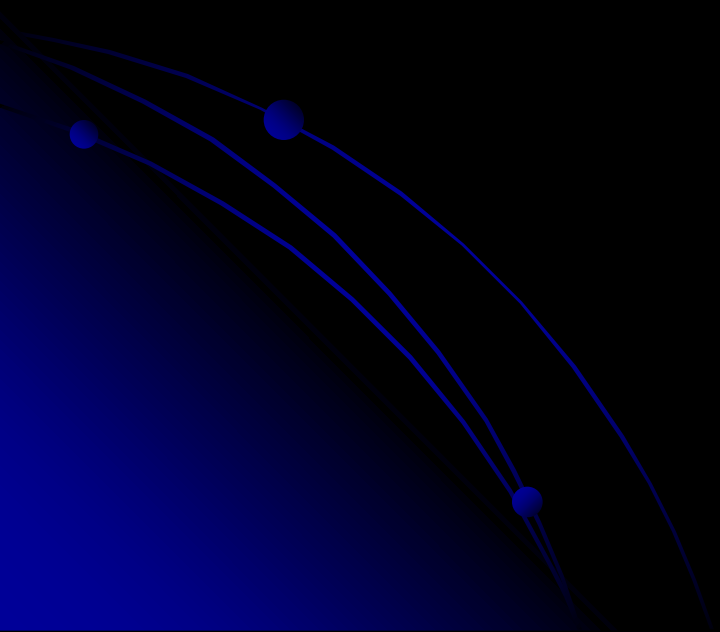
- Enjoys focussing on detail

Upholder-Maintainer

- Likes maintain standards and quality
 - Upholds team's values
- 

Linking

- **Co-ordinating and integrating the work of the team**



MacMillan, The Performance Factor: Unlocking the Secrets of Teamwork(Nashville, T N: Broadman & Holman, 2001); E Salas, C A Bowers and E Edens

The Organisational Benefits of Teams, Human Relations, February 2002, pp.225-50

