



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

Principles of Managing Organisations

Lecture 12:

Groups and Teams 2



NEW Deadline Assignment 1

Gates closing on:

Wednesday
14 March 10am



Personal Tutorials continue today in AS306

By next Monday



Form a group of up to 4 people to work together on Assignment 2 which is about teamwork

You will be allocated to a group if you don't do this by Monday's class

Decide on.....

- Who's in your group
- Team Leader
- Team Secretary
- A team name
- A possible organisation to audit
(see module handbook)



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Last time we.....



1. Explained the meaning and importance of work groups and teams
2. Distinguished between them, formal & informal
3. Explained the main reasons why they are needed
4. Examined what affects how they perform
5. Analysed role relationships and conflict
6. Understood what makes a work group effective
7. Evaluated the importance of groups and teams for effective organisational performance



<http://youtu.be/jop2I5u2F3U>



Today's objectives



1. To explain how a group's members interact and how membership can make teams successful
2. To consider how people contribute or team roles
3. To contrast the different ways of communicating within small work groups
4. To examine ways of analysing the behaviour of individual team members and how these are used
5. To distinguish between different group functions and member roles
6. To evaluate individual and team performance
7. To consider how/why successful teamwork matters

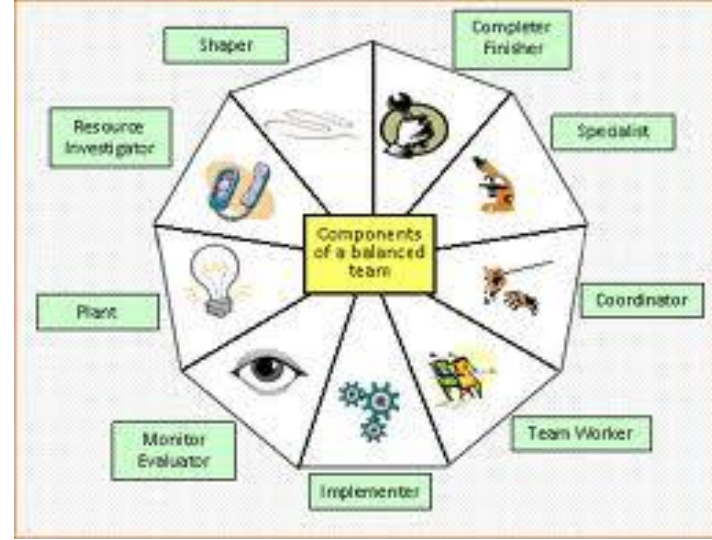
The importance of team development



‘To remain competitive organisations need to make optimum use of equipment and people if they are to thrive or even survive....

In a general sense people talk of teamwork when they want to emphasise the virtues of co-operation and the need to make use of the various strengths of employees.’

Belbin's team-roles



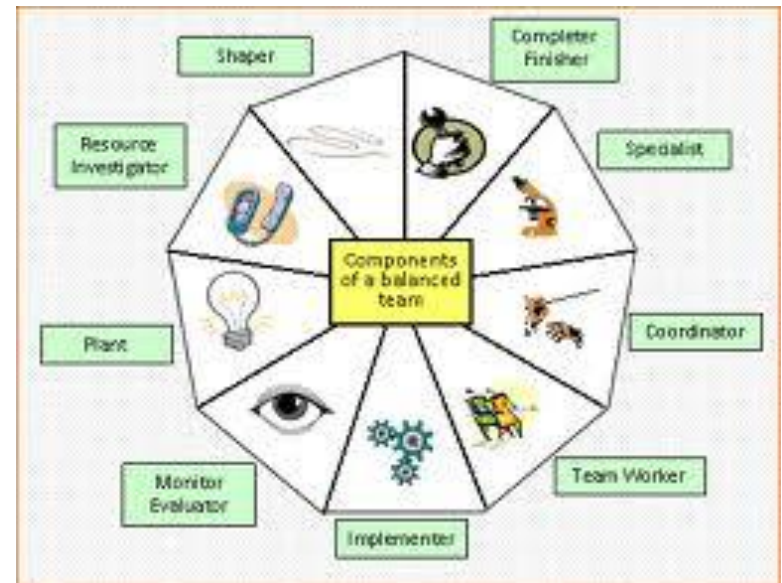
A team-role is a pattern of behaviour, characteristic of the way in which one team member interacts with another whose performance serves to facilitate the progress of the team as a whole.

"No one's perfect, but a team can be"

"There's no 'i' in team"

Belbin's nine team-roles

- Plant
- Resource investigator
- Co-ordinator
- Shaper
- Monitor-evaluator
- Teamworker
- Implementer
- Completer
- Specialist



1: The plant

Team-role contribution

- Creative
- Imaginative
- Unorthodox
- Solves difficult problems

Allowable weaknesses

- Ignores details
- Too preoccupied to communicate effectively



2: The resource investigator

Team-role contribution

- Extrovert
- Enthusiastic
- Communicative
- Explores opportunities
- Develops contacts

Allowable weaknesses

- Over-optimistic
- Loses interest once enthusiasm has passed



3: The co-ordinator

Team-role contribution

- Mature
- Confident
- A good chairperson
- Clarifies goals
- Promotes decision-making
- Delegates well

Allowable weaknesses

- Can be seen as manipulative
- Delegates personal work



4: The shaper

Team-role contribution

- Challenging
- Dynamic
- Thrives on pressure
- Has the drive and courage to overcome obstacles

Allowable weaknesses

- Can provoke others
- Hurts others' feelings



5: The monitor - evaluator

Team-role contribution

- Sober, strategic and discerning
- Sees all options
- Judges accurately

Allowable weaknesses

- Lacks drive and ability to inspire others
- Overly critical

Source: Belbin, R.M., *Team Roles at Work*, Belbin Associates (1993), p.23



6: The teamworker

Team-role contribution

- Co-operative
- Mild
- Perceptive and diplomatic
- Listens
- Builds
- Averts friction
- Calms the waters

Allowable weaknesses

- Indecisive in crunch situations
- Can be easily influenced



7: The implementer

Team-role contribution

- Disciplined
- Reliable
- Conservative and efficient
- Turns ideas into practical actions

Allowable weaknesses

- Somewhat inflexible
- Slow to respond to new possibilities



8: The completer

Team-role contribution

- Painstaking
- Conscientious
- Anxious
- Searches out errors and omissions
- Delivers on time

Allowable weaknesses

- Inclined to worry unduly
- Reluctant to delegate
- Can be a nit-picker

Source: Belbin, R.M., *Team Roles at Work*, Belbin Associates (1993), p.23



9: The specialist

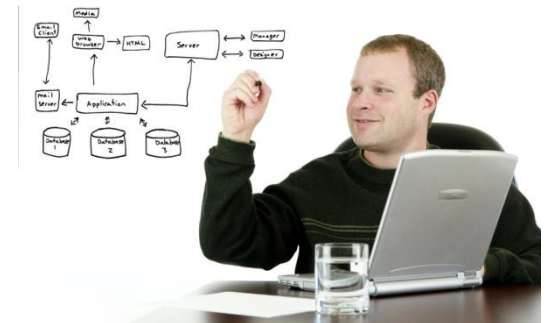
Team-role contribution

- Single-minded
- Self-sharing
- Dedicated
- Provides knowledge and skills in rare supply

Allowable weaknesses

- Contributes on only a narrow front
- Dwells on technicalities
- Overlooks the 'big picture'

Source: Belbin, R.M., *Team Roles at Work*, Belbin Associates (1993), p.23



Roles and descriptions – team-role contribution		Allowable weaknesses
Plant	Creative, imaginative, unorthodox. Solves difficult problems.	Ignores details. Too preoccupied to communicate effectively.
Resource investigator	Extravert, enthusiastic, communicative. Explores opportunities. Develops contacts.	Over-optimistic. Loses interest once initial enthusiasm has passed.
Co-ordinator	Mature, confident, a good chairperson. Clarifies goals, promotes decision-making. Delegates well.	Can be seen as manipulative. Offloads personal work.
Shaper	Challenging, dynamic, thrives on pressure. Has the drive and courage to overcome obstacles.	Can provoke others. Hurts people's feelings.
Monitor-Evaluator	Sober, strategic and discerning. Sees all options. Judges accurately.	Lacks drive and ability to inspire others.
Teamworker	Co-operative, mild, perceptive and diplomatic. Listens, builds, averts friction.	Indecisive in crunch situations.
Implementer	Disciplined, reliable, conservative and efficient. Turns ideas into practical actions.	Somewhat inflexible. Slow to respond to new possibilities.
Completer	Painstaking, conscientious, anxious. Searches out errors and omissions. Delivers on time.	Inclined to worry unduly. Reluctant to delegate.
Specialist	Single-minded, self-sharing, dedicated. Provides knowledge and skills in rare supply.	Contributes on only a narrow front. Dwells on technicalities.

Table 9.1 Belbin's evolved nine team roles

Source: Belbin, R. M. *Team Roles at Work*, Butterworth-Heinemann (a division of Reed Elsevier UK Ltd) and Belbin Associates (1993), p. 23. Reproduced with permission

Activity

- Watch clip and review Belbin's team roles
- Which one best describes you in a team?

<http://youtu.be/B5oB8PhS64Q>

Back-up and functional roles

- **Back-up Roles:**

- Team members may be able to play more than one of Belbin's Roles.
- These back-up roles can come into play if particular roles are missing from the team.

- **Functional Roles:**

- These are the roles played by members in relation to specific technical needs.
- Functional roles are based on experience and knowledge, not on team-role characteristics.

Analysis of individual behaviour

‘Teamwork does not, of course, guarantee in itself good results. As in sport, there can be good teams and poor teams. And as in sport, it all depends on how the players play together.’

Belbin

Examples of poorly performing teams which looked good on paper?



Task and maintenance functions

Task Functions

Activities **within** a group directed towards

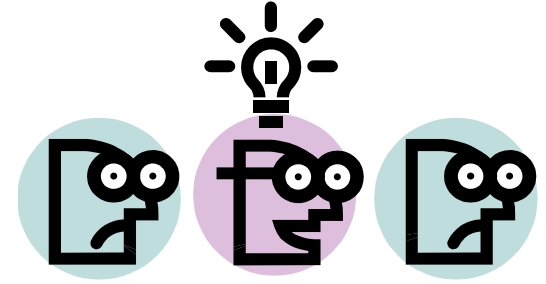
- Problem solving
- The accomplishment of the tasks of the group
- The achievement of its goals
- Production activities

Maintenance Functions

Concerned with the **emotional life** of the group

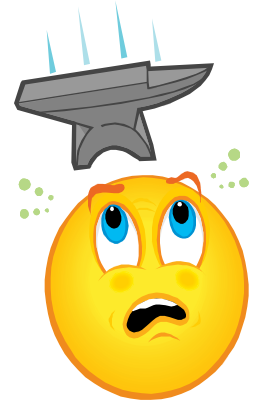
- Building and maintaining the group as an effective working unit
- Concerned with relationships among members
- Giving encouragement and support
- maintaining cohesiveness
- Resolving conflict

Individual v. Group performance



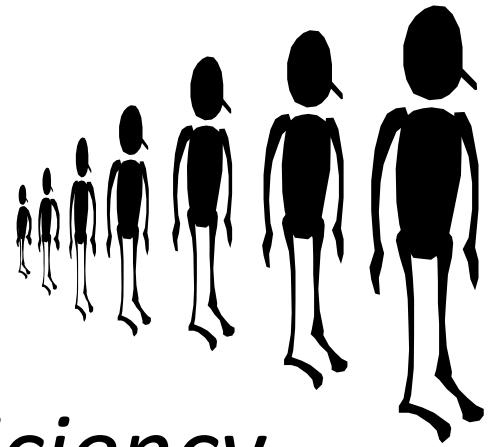
- **Social loafing** – the tendency for individuals to expend less effort when working as a member of a group than as an individual. (Ringelmann)
- Teams can be elevated into a ‘**silver bullet**’ – a magic solution to all business problems. ‘Teams are not always the answer to a problem’. (Hall)
- The **collective power** of a group can outshine individual performance. (Guirdham)
- Decision-making can reflect **compromise**. (Kogan and Wallach)

The risky-shift phenomenon



- Instead of taking fewer risks and making safer or more conservative decisions, the reverse is often the case.
- Preferences for conformity means that there is a tendency for groups to make more risky decisions than the individual members would.

Groupthink



‘A deterioration of mental efficiency, reality testing, and moral judgment that results from in-group pressures.’

Janis

Group tends to just drift along

Often seen where important decisions needed

Symptoms of groupthink

- Illusion of invulnerability
- Rationalisation
- Inherent morality of the group
- Negative stereotyping
- Pressure on individual members to conform and reach consensus
- Self-censorship
- Illusion of unanimity
- Emergence of 'mind guards'



Group or individual decision?

When should you make a decision on your own and when in a group?

Misselhorn's model:

- The **competence** of the people to make the decision
- The **context** in which they are working
- The **commitment** to the decision



Brainstorming

Brainstorming or 'thought showers' involve the group adopting a

'freewheeling attitude and generating as many ideas as possible, the more wild or apparently far-fetched the better'.

Osborn



Procedures for brainstorming

- Maximum freedom of expression and informality.
- Initial emphasis is on the quantity of ideas, not their quality.
- No individual ideas are criticised or rejected in the first stage.
- Members are encouraged to elaborate or build on ideas expressed by others.
- No evaluation of any particular idea until all ideas have been generated.



Activity - Brainstorming

Work in small groups



Follow the rules for brainstorming

You have 2 minutes to identify as many possible uses as possible for a:

Rubber Band

Self-managed work groups



Emerged from work redesign and job enrichment.

Key features:

- Specific goals are set but the group decides on the means of achieving them.
- Group members have freedom of choice and discretion over the planning and execution of work.
- Collectively members have the necessary expertise to succeed in the task.
- The level of external supervision is reduced.
- Feedback and evaluation are related to the performance of the group as a whole.

Building successful teams



Who builds/designs teams? **Managers**

- Clarification of objectives and resources
- Organisational processes and clarification of roles
- Empowerment, decision-making and channels of communication
- Patterns of interaction, task and maintenance functions
- Social processes and the informal organisation
- Management systems and leadership style
- Training and development

Skills for successful teamwork



- Self management
- Communication
- Leadership
- Responsibility
- Supportiveness of diversity
- Feedback and evaluation
- Strategic planning
- Shaping successful meetings
- Resolving conflicts

And.....

- **Enjoyment**
Have fun!



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<http://youtu.be/pGFGD5pj03M>



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Tutorial:
1-1 meetings assignment drafts

Next week:
Motivation

