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attendance





Week 8 - Teams & Teams

The changing Business
Environment - BMBM4010



Today's objectives

- To explain the meaning and importance of groups and teams
- To distinguish between them - formal & informal
- To explain the main reasons why they are needed
- To examine what affects how they perform
- To analyse role relationships and conflict
- To understand what makes a work group effectively
- To evaluate the importance of groups and teams for effective organisational performance



Activity

- What is a group?
- What is a team?
- Are they different? If so, how?

Definitions of Groups

- Robbins and Judge (2016) - "A group is defined as two or more individuals, interacting and interdependent, who have come together to achieve particular objectives."
- Schien (1988) - "A group is a social phenomenon where two or more people interact, share ideas and perceive themselves as part of a group."
- Shaw (1981) - "A group is two or more people interacting in such a way that each person influences and is influenced by the others."
- Buchanan and Huczynski (2010) - Interpersonal behaviour builds up into group behaviour that in turn sustains and structures future interpersonal relations. The term GROUP is thus reserved for people who consider themselves to be part of an identifiable unit, who relate to each other in a meaningful fashion and who share dispositions through their shared sense of collective identity. Groups affect the behaviour of the individuals who compose them."



Group characteristics:

Adair (1973, 2009)

A collection of people who share most of the following characteristics to allow them to work productively and achieve organisational goals:

- Clear purpose or goals
- Defined roles
- Communication
- Cooperation and trust
- Leadership
- Group norms and standards
- Interdependence





Why are Modern Organisations creating Groups

1. Allow organisations to develop and deliver products and services quickly and cost-effectively while maintaining quality
2. Enable organisations to learn and retain that learning, more effectively
3. Cross functional groups promote improved quality management
4. Cross-functional design groups can undertake effective process reengineering
5. Production time can be reduced if task performed concurrently by individuals are performed concurrently by people in groups
6. Group-based organisations promotes innovation because of the cross-fertilisation of ideas
7. Organisations with flat structures can be monitored, co-ordinated and directed more effectively, if the functional unit is the group rather than the individual
8. Groups can better handle the rise in organisational information processing requirements caused by increasing complexity than individuals

(Mohrman et al 1995)

Definition of Teams

A team is more than just a group with a common aim.

It is a group in which the contributions of individuals are seen as complementary.

"Collaboration, working together is the keynote of a team activity" Adair (1986)

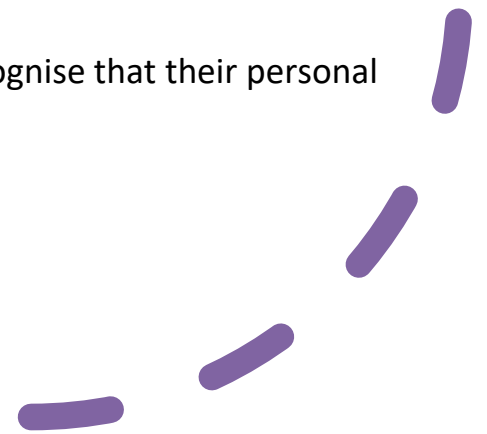
"A small number of people with complimentary skills who are committed to a common purpose, performance goals and working approach for which they hold themselves mutually accountable." Katzenbach and Smith (1993)

"In practice, this means that in most teams people will contribute individual skills many of which will be different." (Crainer 1998)

Hayes (1997) - "To an ever increasing extent, modern management has become focused on the idea of the team. Management Consultants propose organisational restructuring to facilitate team work; directors make policy statements about the importance of the team to the organisation; and senior managers exhort their junior staff to encourage team working in their departments."

Teams occur when a number of people have a common goal and recognise that their personal success is dependent on the success of others.

They are all interdependent.



Basis of Effective Teams

1. **Small Number** – Groups of more than 12 people have great difficulty operating as a coherent team. Most teams have between 2-10 people.
2. **Complimentary Skills** – benefit from having members with 3 types of skills between them:
Technical, functional or professional skills relevant to the groups work.
Problem solving and decision-making skills.
Interpersonal skills to hold it together as a human institution.
3. **Common Purpose** – teams cannot work to a common purpose unless members spend time and effort clarifying that purpose. Need to express clear performance goals.
4. **Common Approach** – need to decide on how they work together to accomplish their common purpose.
5. **Mutal Accountability** – Cannot work as one until its members willingly hold themselves to be collectively and mutually accountable for the results of the work.

Boddy (2005)



Differences between a team and a group

	 Team	 Group
Size	Limited	Medium or Large
Selection	Crucial	Immaterial
Leadership	Shared or rotating	Solo
Perception	Mutual knowledge understanding	Focus on leader
Style	Role spread co-ordination	Convergence conformism
Spirit	Dynamic interaction	Togetherness persecution of opponents

- Figure 8.1 Differences between a team and a group
- Source: Belbin, R. M., *Beyond the Team*, Butterworth-Heinemann, (2000). Copyright © 2000, reproduced with permission from Elsevier Ltd.

Formal and Informal Groups

- **Formal Group** – one that has been consciously created by management to accomplish a defined task that contributes to the organisational goals – Buchanan and Huczynski (2010)

Common Characteristics:

- Task orientation
- Tend to be permanent
- Formal structure
- Consciously organised by management to achieve organisational goals
- Activities contribute directly to the organisations collective purpose

- **Informal Group** – a collection of individuals who become a group when they develop interdependencies, influence one another's behaviour and contribute to mutual need satisfaction - Buchanan and Huczynski (2010)

- Serve to satisfy the psychological and social needs of group members not related necessarily to the tasks to be undertaken
- They are based on personal relationships and membership can cut across the formal structure of the organisation

Permanence and Physical Separation Groups

Permanence

2 different types of Permanence:

- **Permanent teams** – give shape to the structure of an organisation even though individual members come and go.
Functional or departmental teams are an example.
- **Temporary teams** – created to deal with one-off projects such as a new product, service or organisational restructure.

Physical Separation

- Modern communications and technologies enable and encourage people to create teams in which members are physically distant for most of the time.
- Growing internationalisation of management – work in teams across different nations and cultures.
- Working remotely – allows Hot desking to happen.
- Staff expected to communicate electronically or via telephone.
- Requires careful management to ensure benefits of teamworking are maintained.

Group discussion – Formal & Informal Groups

In a group chose a company that is big enough to have formal and informal groups

- Identify what the formal and informal groups are
- Why does each group exist
- What are the advantages and disadvantages – use a couple of each as examples to give
- Feed back to the group – 10-15 minutes

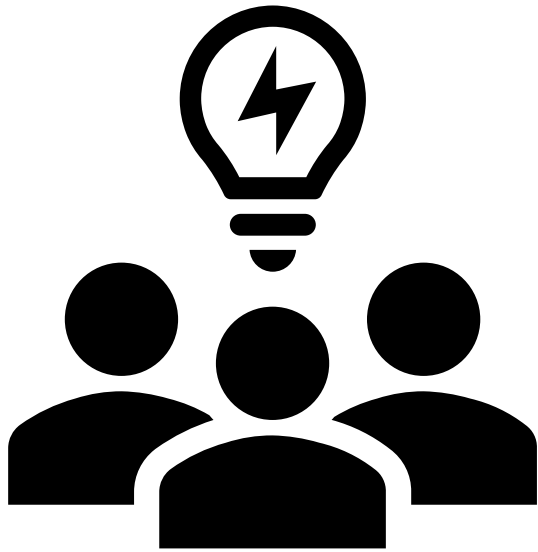


Major Functions of Informal Groups – Lysons (1996)

- **Maintaining a communication system** - helps employees stay informed
- **Social Satisfaction** - helps meet the social and emotional needs
- **Support & Security** - employees support each other when dealing with work pressures or problems
- **Influence on behaviour** - shared norms or expectations about behaviour at work
- **Problem solving** - help with solving work-related problems



Reasons for forming groups or teams



- Achieving Organisational Goals
- Sharing Knowledge and Skills
- Improving Productivity
- Better Problem Solving
- Employee Support and Motivation
- Co-ordination of Work
- Innovation and Creativity

Robbins and Judge (2016)

Factors contributing to group cohesiveness and performance

Schein (1988)

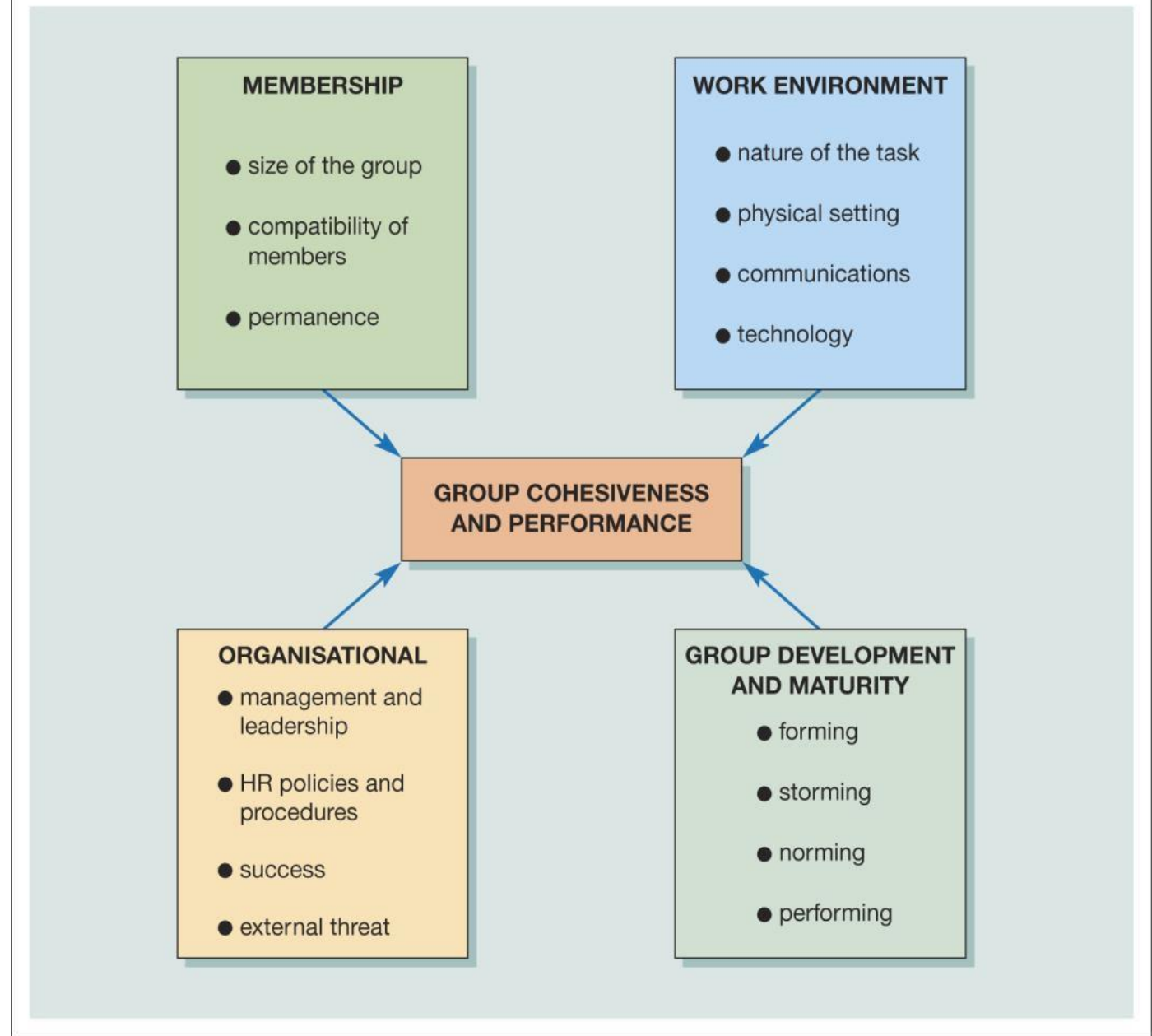


Figure 8.4 Factors contributing to group cohesiveness and performance

Membership factors

Refers to the **people who make up the group & their characteristics.**

- Groups with right mix of skills & personalities tend to work together more effectively.
- Conflict or lack of skills = decrease in group performance.
- Size – ideal is less than 12
- Similarity of values or goals
- Permanence – cohesiveness develops better if changes occur slowly



Work environment factors

The Environment in which the group operates affects how cohesive and productive it becomes

- Physical working conditions
- Communication systems
- Leadership style
- Availability of resources
- Nature of the task
- Technology

Supportive environment encourages collaboration and trust, which increases group cohesion and performance

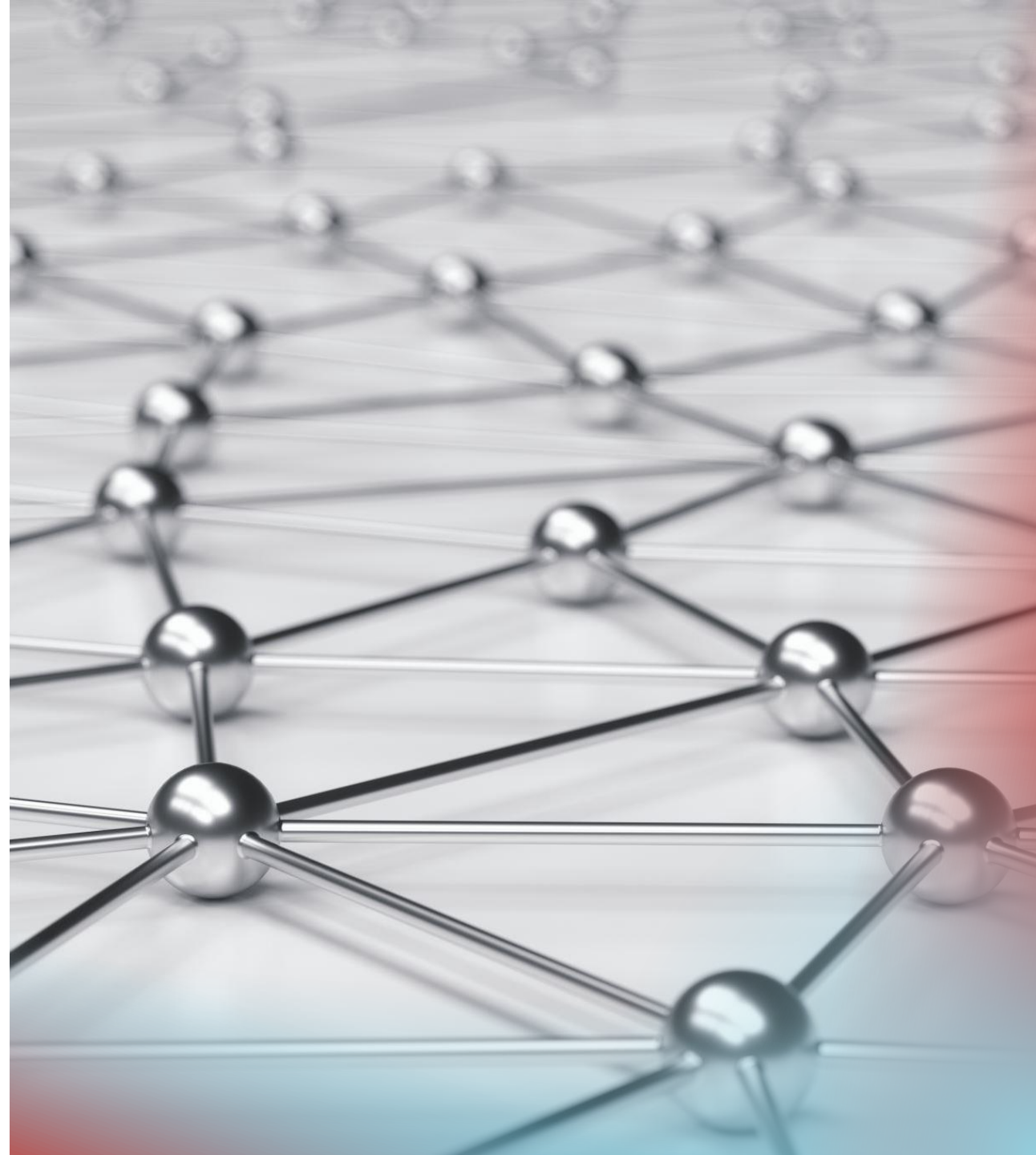


Organisational Factors

The wider organisation also influences group behaviour.

- Organisational culture
- Policies and procedures - HR
- Reward systems – benefits, annual leave, flexible working, bonuses
- Management support – leaders and managers
- External threats – can cause internal cohesiveness

If the organisation encourages teamwork and collaboration, groups are more likely to develop strong cohesion and perform effectively.



Group Development and Maturity

Groups change and develop over time as members learn to work together.

As groups mature they typically:

- Improve communication
- Develop trust between members
- Establish group norms
- Become more efficient at completing tasks

A newly formed group may struggle at first, but as it develops experience and relationships strengthen, performance usually improves.



Tuckmen & Jensen's Theory of Group Development (1977)

Stage	Characteristics
Forming	Members disclose information about themselves in polite but tentative interactions. They explore the purposes of the group and gather information about each other's interests, skills, and personal tendencies.
Storming	Disagreements about procedures and purposes surface, so criticism and conflict increase. Much of the conflict stems from the challenges between members who are seeking to increase their status and control the group
Norming	Once the group agrees on its goal, procedures, and leadership, norms, roles, and social relationships develop that increase the group's stability and cohesiveness.
Performing	The group focuses its energies and attention on its goals, displaying higher rates of task orientation, decision making, and problem solving.
Adjourning	The group prepares to disband by completing its tasks, reduces levels of dependency among members, and dealing with any unresolved issues.

Tuckmen &
Jensen's
Theory of
Group
Development
(1977)



**THE 5 STAGES
THAT EVERY
(GOOD) TEAM
GOES
THROUGH**

**TUCKMAN'S 5 PHASES OF TEAM
DEVELOPMENT**

Strong Groups – Advantages & Disadvantages

ADVANTAGES

Better
cooperation

Higher
motivation

Improved
communication

Greater
productivity

Support and job
satisfaction

DISADVANTAGES

Groupthink

Resistance to
change

Pressure to
conform

Conflict with
management

Exclusion of
others



Characteristics of an effective work group

- A belief in shared aims and objectives
- A sense of belonging to the group
- Acceptance of group values and norms
- A feeling of mutual trust and dependency
- Full participation and consensus in decisions
- A free flow of information and communication
- Open expression of feelings and disagreements
- Conflict resolution within the group
- Low levels of staff turnover, absenteeism etc.

Role Relationships



Understanding role relationships within teams and groups is key to effective teamwork and organisational performance.

These roles define how members interact, what responsibilities they hold and how they contribute to group objectives.

Role relationships describe how members relate to each other based on these roles, influencing collaboration and group effectiveness.

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

- **Situational factors** – requirements of the task, style of leadership
- **Personal factors** – such as values, attitudes, motivation, ability etc.

Role set – the range of associations or contacts with whom an individual has meaningful interaction

Role Set

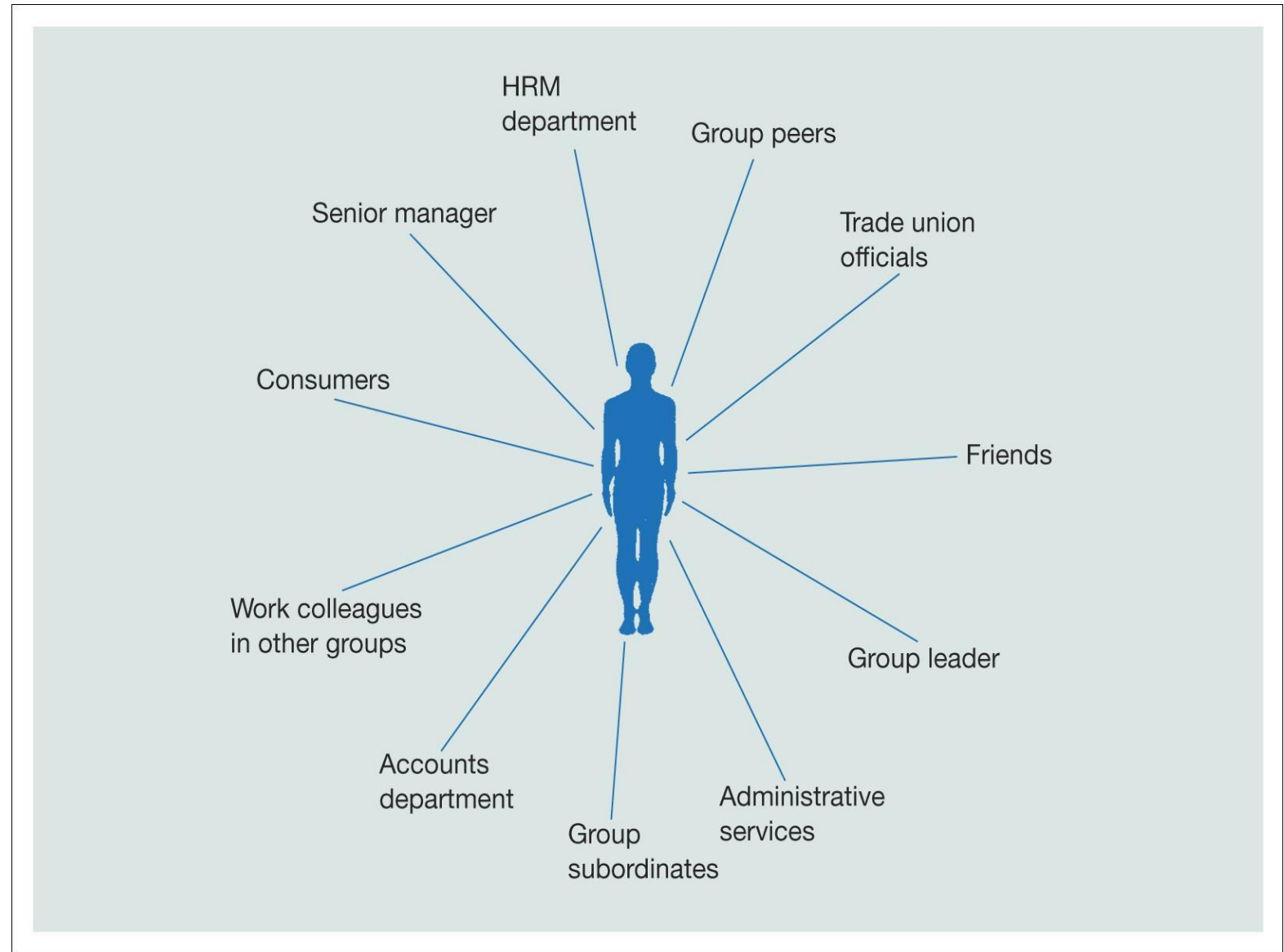


Figure 8.5 Representation of a possible role-set in the work situation

Factors affecting roles



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

- **Role incongruence** – misalignment between an individual's personal values, beliefs or self-image and their role expectations
- **Job Satisfaction**
- **Conflicts**
- **Training & Development**
- **Role incompatibility**
- **The right tools**
- **Physical and Digital work environment**
- **Workload and time management**
- **Clarity of roles and expectations**
- **Work based stress**
- **Access to relevant information**

Role Relationships

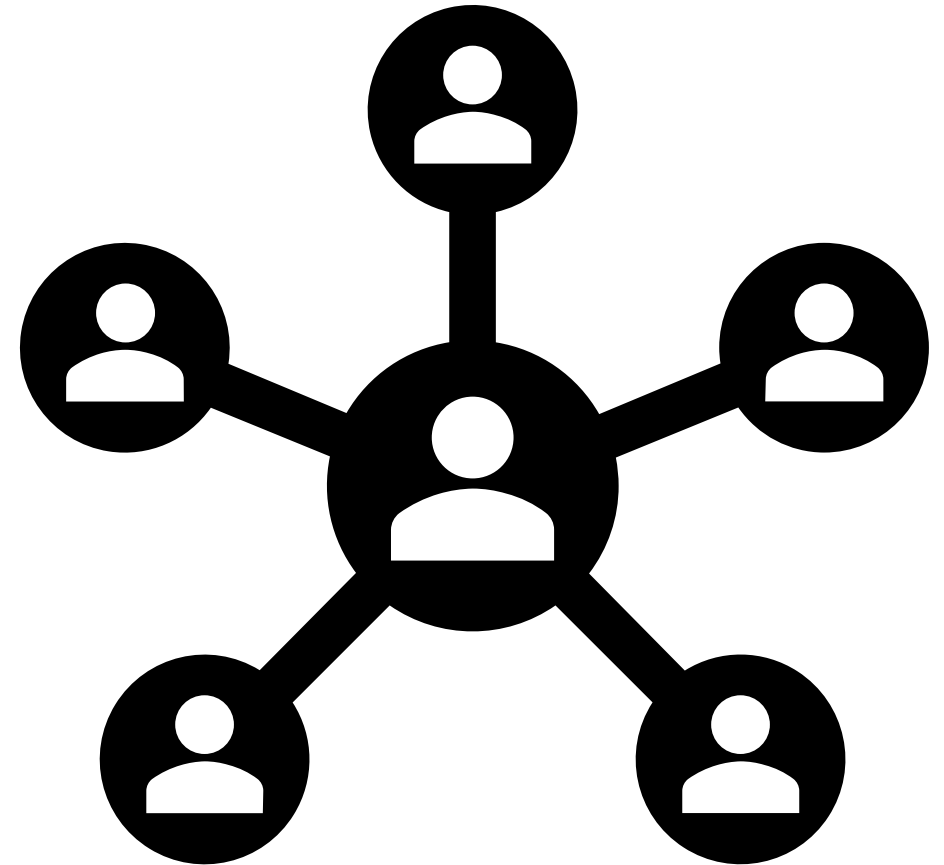
Role relationships describe **how individuals interact based on their assigned or assumed roles within a team or group.**

Positive role relationships support collaboration, clear communication and group cohesion.

Unclear or overlapping roles can lead to misunderstandings and conflict.

Types of Role Relationships

- **Task-focused relationships** – interactions centred on completing work objectives.
- **Maintenance-focused relationships** – interactions aimed at supporting group cohesion and morale.
- **Individual-focused relationships** – interactions based on personal agendas or behaviours, which may conflict with group goals.



Role Relationships and Conflicts



Conflict often arises when roles are unclear, overlapping or inconsistent with organisational expectations.

Common types include:

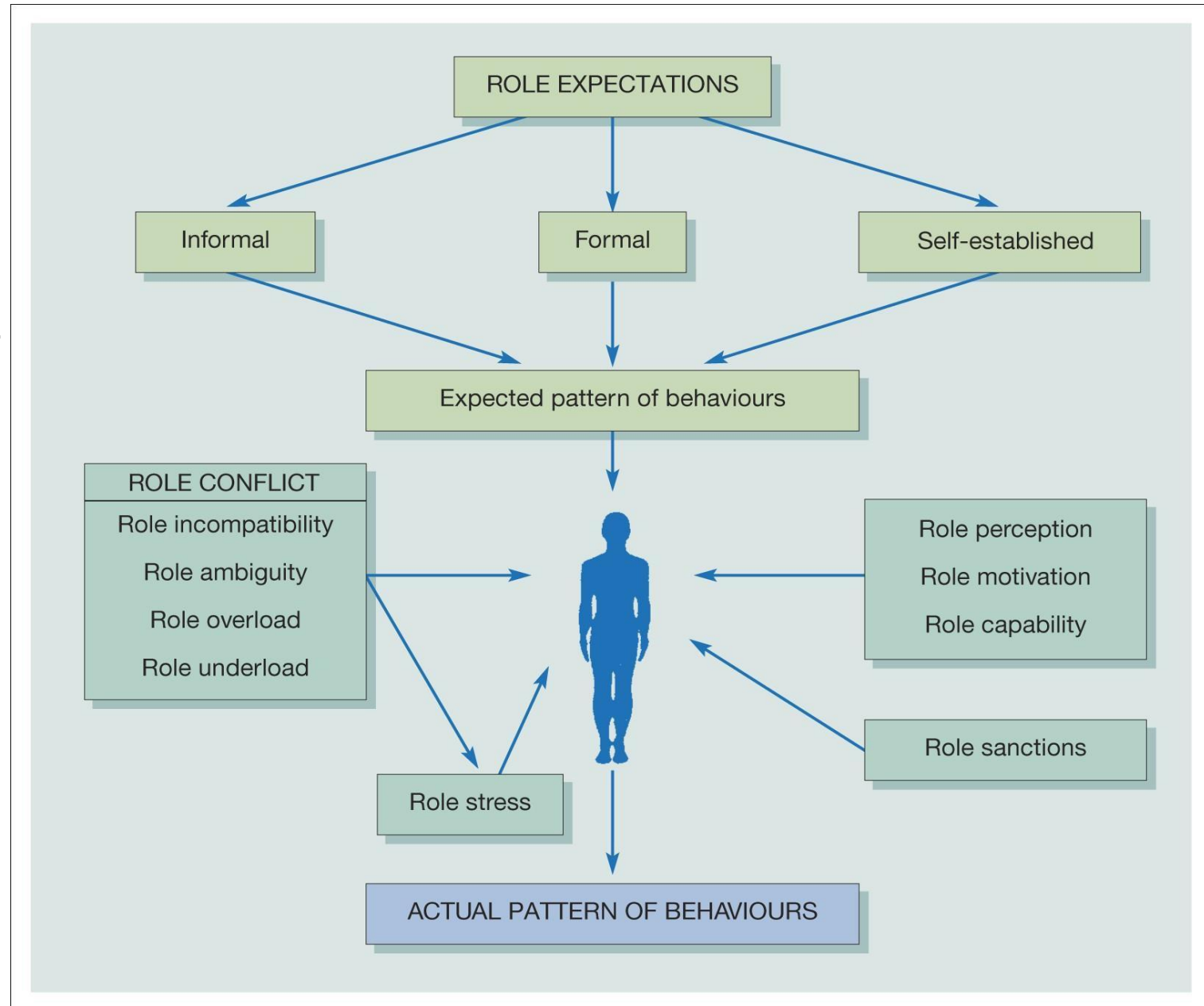
1. **Role Ambiguity** – employees do not understand their responsibilities or boundaries
2. **Role overload** – too many responsibilities
3. **Role Conflict** – incompatible demands from different roles or sources
4. **Interpersonal Conflicts** – role differences or unclear relationships lead to disagreement between team members

How to reduce conflict:

1. **Role clarity** – define responsibilities and expectations clearly.
2. **Communication** – maintain open dialogue to resolve misunderstandings.
3. **Training and support** – help members develop skills to handle multiple roles.
4. **Leadership** – leaders mediate conflicts and encourage cooperation.
5. **Team development** – allowing groups to mature (Tuckman's stages) helps stabilise roles.

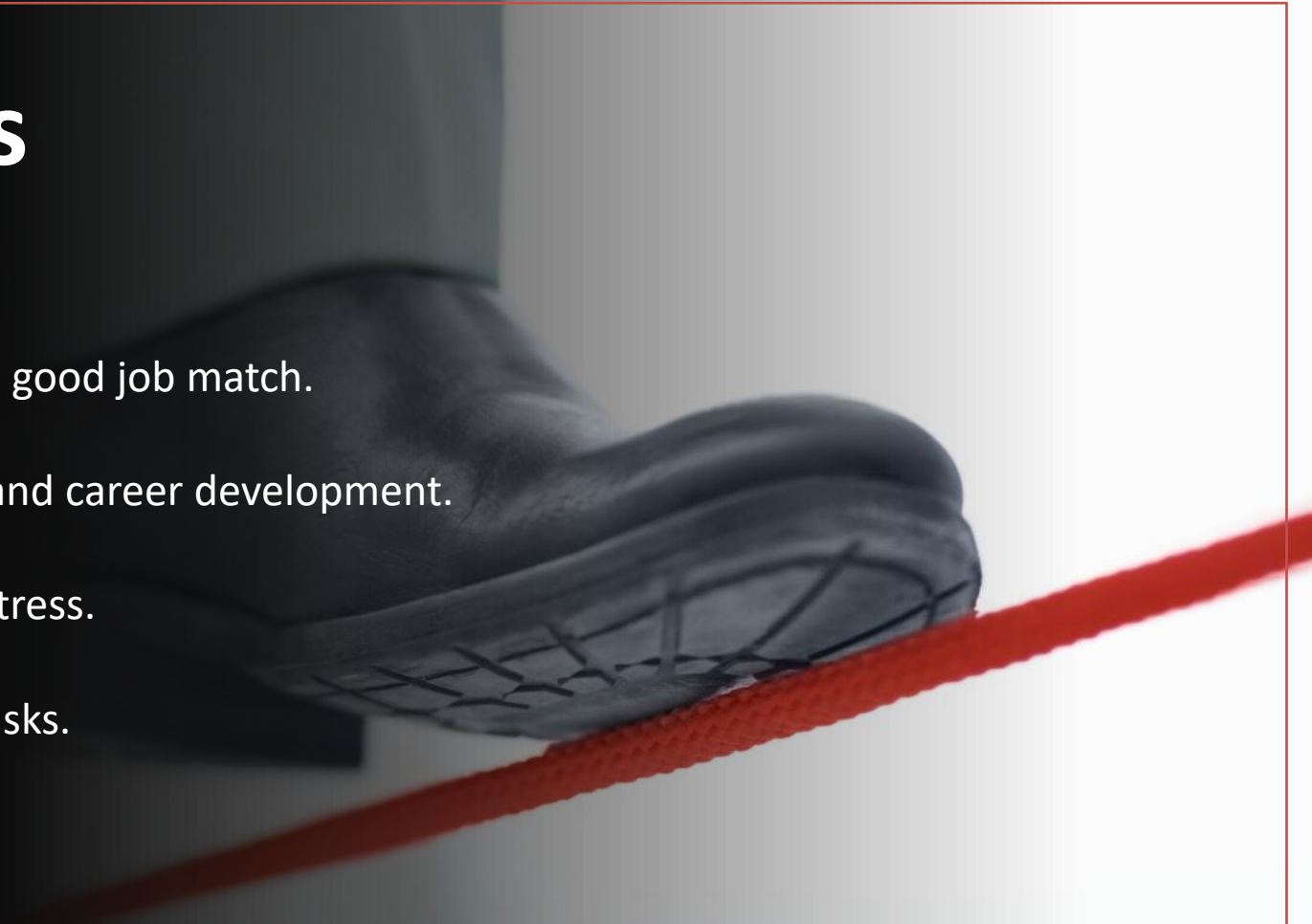
Role relationships and conflicts

- Figure 8.6 Role relationships and conflicts
- Source: Adapted from Miner, J. B., *Management Theory*, Macmillan (1971) p. 47



Avoiding role stress

- Increase the clarity of role expectations.
- Improve recruitment and selection to obtain good job match.
- Proper induction and socialisation, training and career development.
- Health screening for early warning signs of stress.
- Creation of new roles and restructuring of tasks.
- Advanced notice of problems or changes.
- Attention to factors that will improve cohesiveness.
- Review of organisational structures, information flows and communication networks.



The Importance of Teamwork

Achieving organisational goals

"Teams allow organisations to combine complementary skills and knowledge to achieve objectives that would be difficult for individuals to accomplish alone." Robbins and Judge (2016)

Enhancing Problem solving and decision-making

"Group decision-making improves problem-solving because it allows for multiple perspectives and collective evaluation." Tuckman (1965)

Supporting Employee motivation and satisfaction

"Working in teams provides **social support, a sense of belonging and recognition**, which improves motivation and job satisfaction." - Hackman (1987)

Improving Communication and collaboration

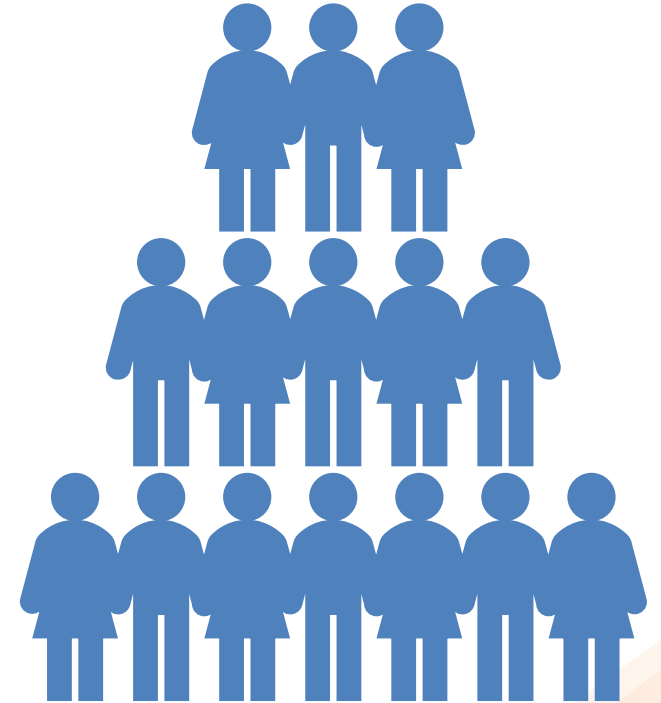
"Teamwork encourages **open communication and cooperation**, reducing misunderstandings and building trust." (Katzenburg and Smith (1993)

Fostering innovation and creativity

"Teams encourage members to share diverse perspectives, which can lead to more creative solutions and innovative ideas." Robbins and Judge (2016)

Developing skills and learning

"Teamwork allows employees to learn from each other, improve interpersonal skills, and develop leadership abilities."





**Any
questions?**

**Next lecture –
Monday 23rd March–
9.00 am**