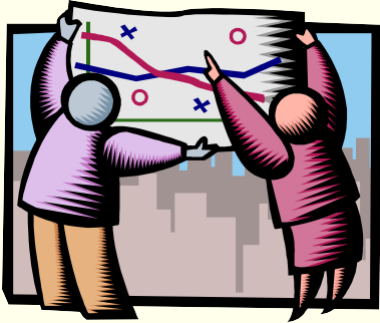
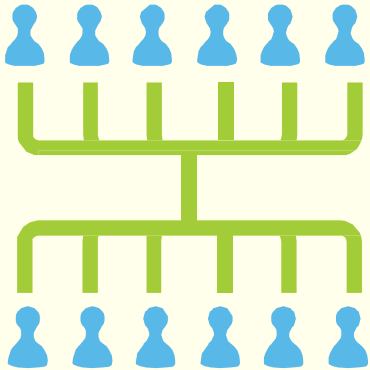


Lecture will start at 1pm



Management and Organisational Behaviour

Working in Groups & Teams

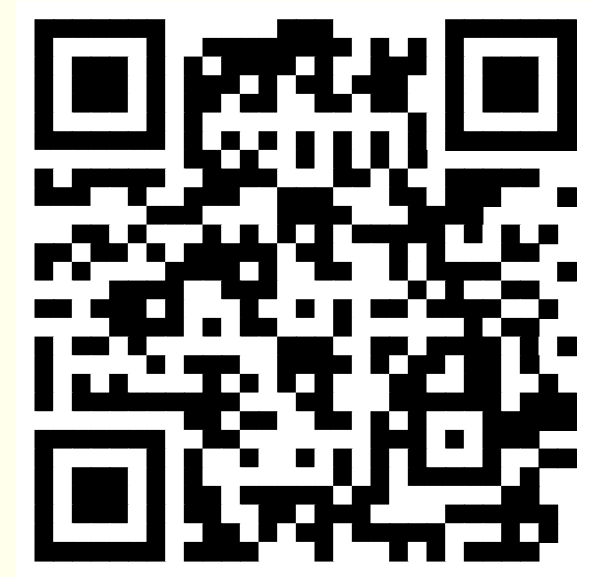


Join the Vevox session

Go to **vevox.app**

Enter the session ID: **116-849-020**

Or scan the QR code





Organisational change can be best described as:

A process where an organisation moves from one state to another.

0%

A sudden improvement in performance.

0%

A change in leadership only.

0%

A response limited to internal factors.

0%



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0%

RESULTS SLIDE





Which of the following is an *external* trigger of organisational change?

Poor staff morale

0%

Lack of employee skills

0%

New technology entering the market

0%

Revised internal job responsibilities

0%



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RESULTS SLIDE



Which of the following is an *internal* trigger of organisational change?

Changes in government legislation

0%

Advances in new technology

0%

Increased competition in the market

0%

Poor staff morale and high employee turnover

0%



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RESULTS SLIDE



Resistance to change may occur because employees:

Do not like teamwork

0%

Fear losing something of value

0%

Want more responsibility

0%

Always disagree with management

0%



Resistance to change may occur because employees:

Do not like teamwork



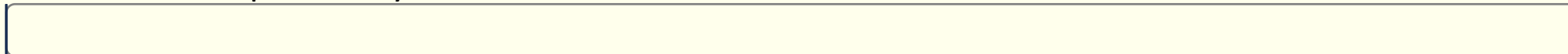
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0%

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0%

Always disagree with management



0%

RESULTS SLIDE





Low tolerance to change is linked to:

Poor training

0%

Strong leadership

0%

Desire for stability and predictability

0%

Financial rewards

0%



Low tolerance to change is linked to:

Poor training



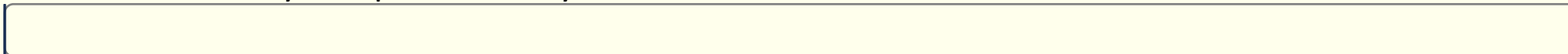
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Strong leadership



0%

Desire for stability and predictability



0%

Financial rewards



0%

RESULTS SLIDE





What can organisations do to reduce resistance to change?

Avoid involving employees in decision-making

0%

Implement change as quickly as possible with minimal communication

0%

Ignore employee concerns once the change is decided

0%

Communicate openly and involve employees early in the change process

0%



What can organisations do to reduce resistance to change?

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RESULTS SLIDE

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. To understand what makes a work group effective
5. To evaluate the importance of groups and teams for effective organisational performance

Let's Start With Your Experience

**Can you think of a time you
worked in a really good (or
bad) team?**

What made it that way?

Discussion

**What is a
group?**

**Are they
different?
If so, how?**

**What is
a team?**

Definition of a 'group': Schein

Any number of people who:

- Interact with one another
- Are psychologically aware of one another
- Perceive themselves to be a group



Group characteristics: Adair

A collection of people who share most of the following characteristics:

- A definable membership
- Group consciousness
- A sense of shared purpose
- Interaction
- Ability to act in a unitary manner



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.
- 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.

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

“Collaboration, working together is the keynote of a team activity” (Adair, 1986).

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, 2010

Activity

Research Belbin's 9 team roles and answer the following questions:

1. What are the strengths of each role?
2. What contribution does each role make within a team?
3. What are the acceptable weaknesses of each role?
4. Which Belbin role best represents you, and why?

BELBIN'S TEAM ROLES



Mini Scenario: Launch a New Eco-Hotel

Instructions:

In small groups, assign Belbin roles among yourselves. Your task is to plan a mini launch event.

- Who does what?
- How do you ensure good communication?
- What challenges might arise?
- Present a 1-min summary of your plan

Now that we understand what a group and a team are, let's explore how they differ in behaviour, structure and goals.

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

Belbin, R. M., *Beyond the Team*, Butterworth-Heinemann, (2000). Copyright © 2000, reproduced with permission from Elsevier Ltd.

Formal and Informal Groups

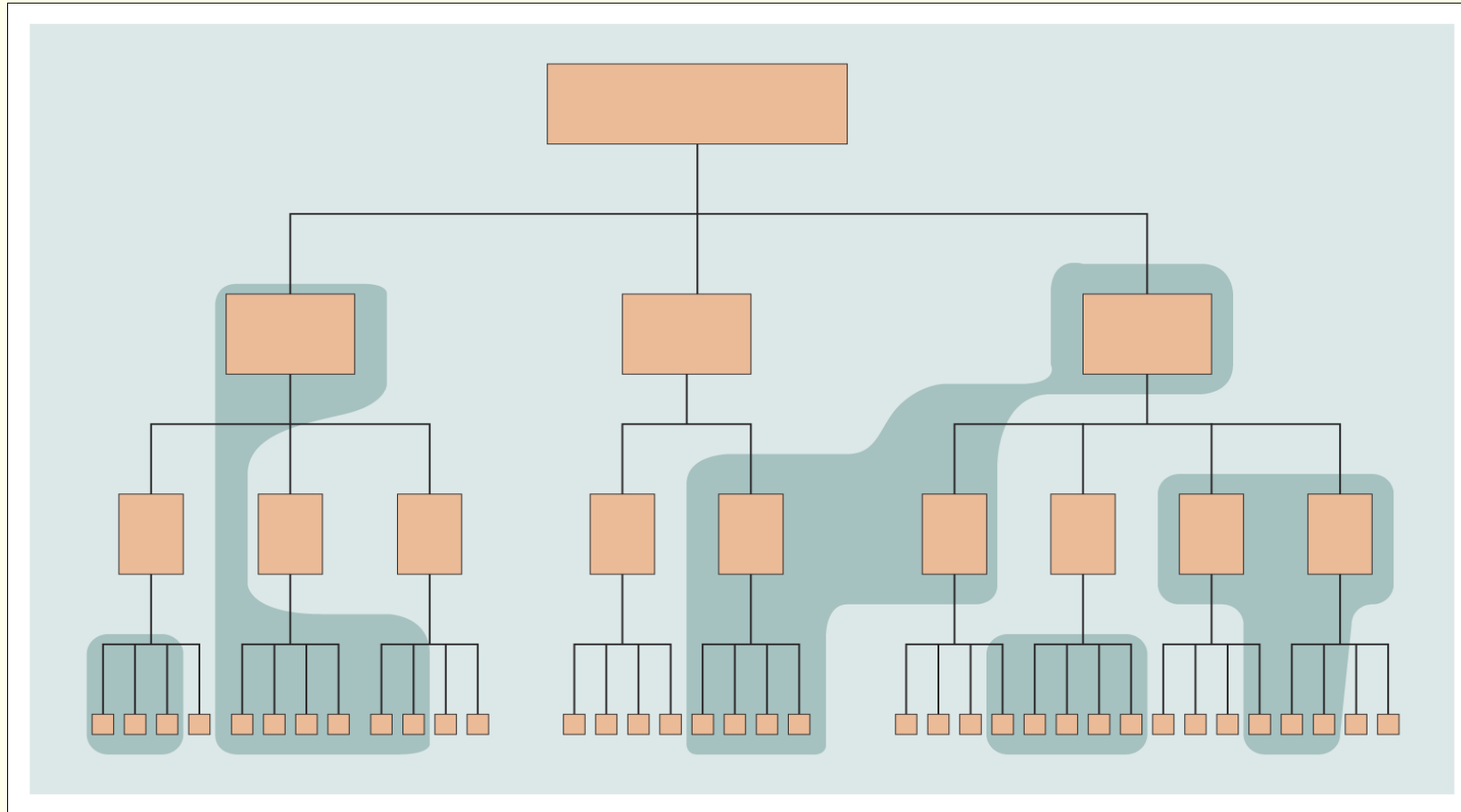
Formal Groups

- Are created to achieve **specific organisational objectives** and are concerned with the **co-ordination** of work activities
- Group members have **defined roles** and the nature of work tasks to be undertaken is a predominant feature of the group
- Tend to be relatively **permanent**, although there may be a change in the membership of the team

Informal Groups

- 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

Examples of informal groups within the formal structure of an organisation

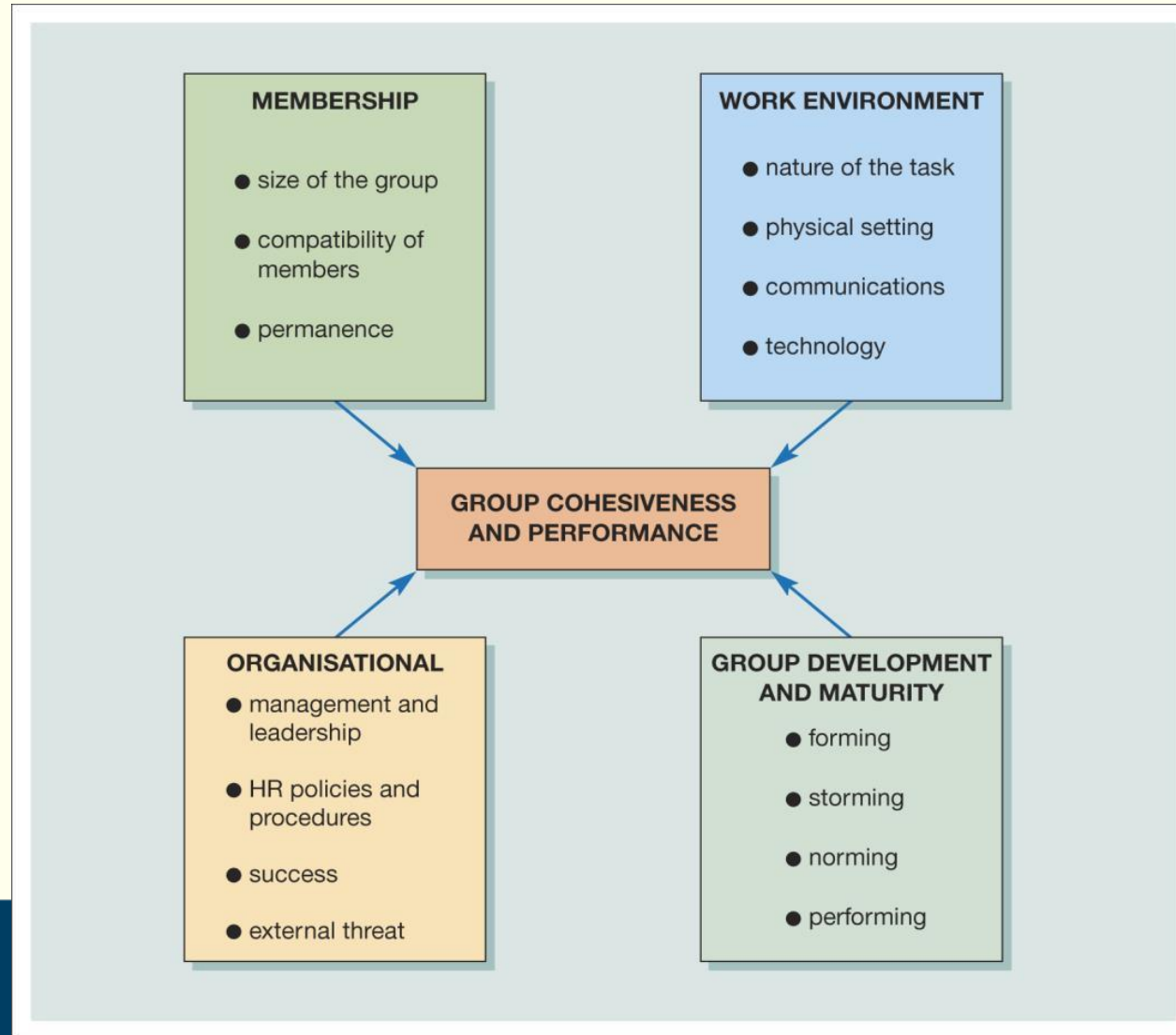


Reasons for forming groups or teams

- Certain tasks can be performed through the combined efforts of a number of individuals working together.
- Collusion between members, e.g. to share unpopular tasks and aid creativity and initiative.
- Companionship, mutual understanding and support.
- Provide a sense of belonging, identity and status.
- Provide guidelines on generally acceptable behaviour.
- Offer protection for its membership.



Factors contributing to group cohesiveness and performance



Membership Factors

- **Size of the group**
 - Ideal size appears to be up to 12 members.
- **Compatibility of members**
 - Shared attitudes and values help promote cohesiveness.
- **Permanence**
 - Cohesiveness develops better if changes occur slowly.

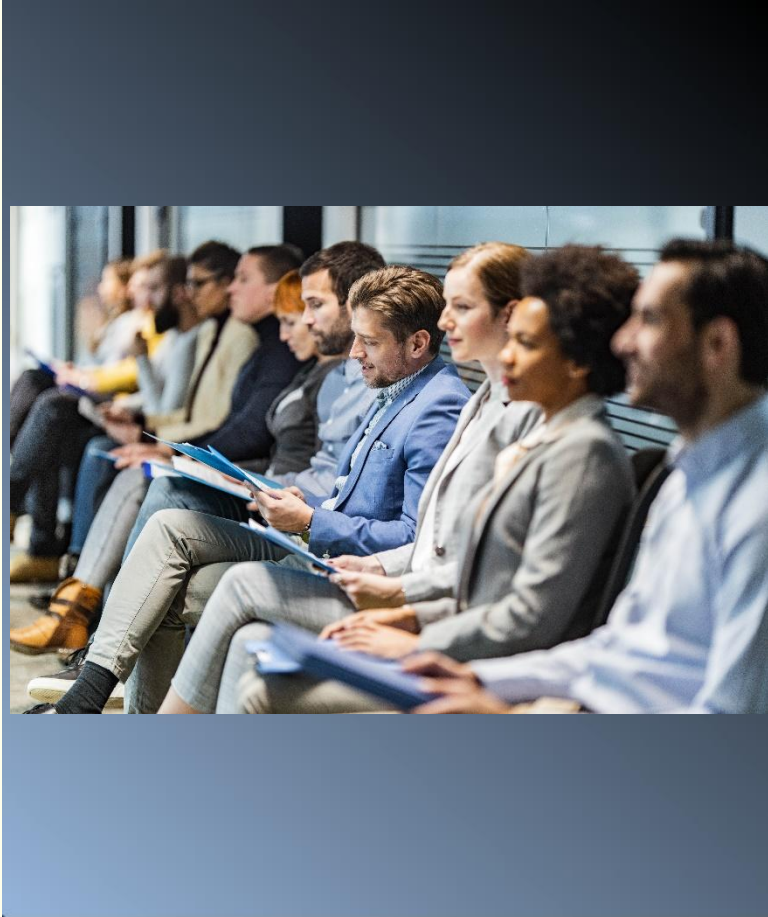


Work Environment Factors



- **Nature of the task**
 - Similarity of tasks or problems
- **Physical setting**
 - Physical proximity
- **Communications**
 - Ease of communication
- **Technology**
 - Nature of technology, task and skills

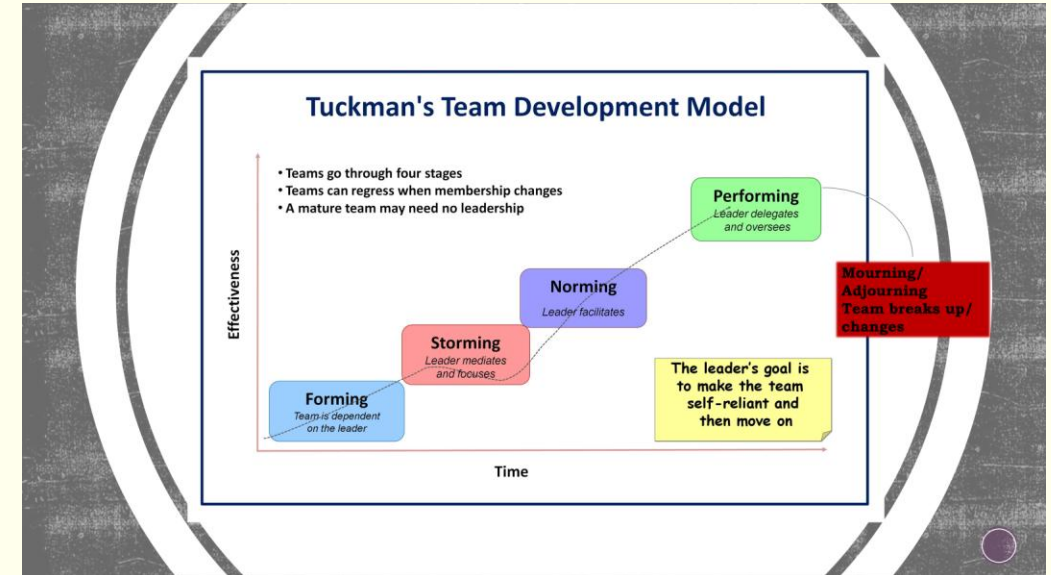
Organisational Factors



- **Management and leadership**
 - The importance of fostering mutual trust
- **Human Resources (HR) policies and procedures**
 - Equity and fairness
- **Success**
 - As a positive motivator
- **External threat**
 - May cause internal cohesiveness

Group development and maturity factors (Tuckman)

- **Forming**
 - Initial formation: the 'polite' stage
- **Storming**
 - Testing the group: power struggles and conflict
- **Norming**
 - Consolidating: standards and guidelines are set
- **Performing**
 - The effective operating stage
- **Adjourning**
 - *Disbanding once the task is complete*



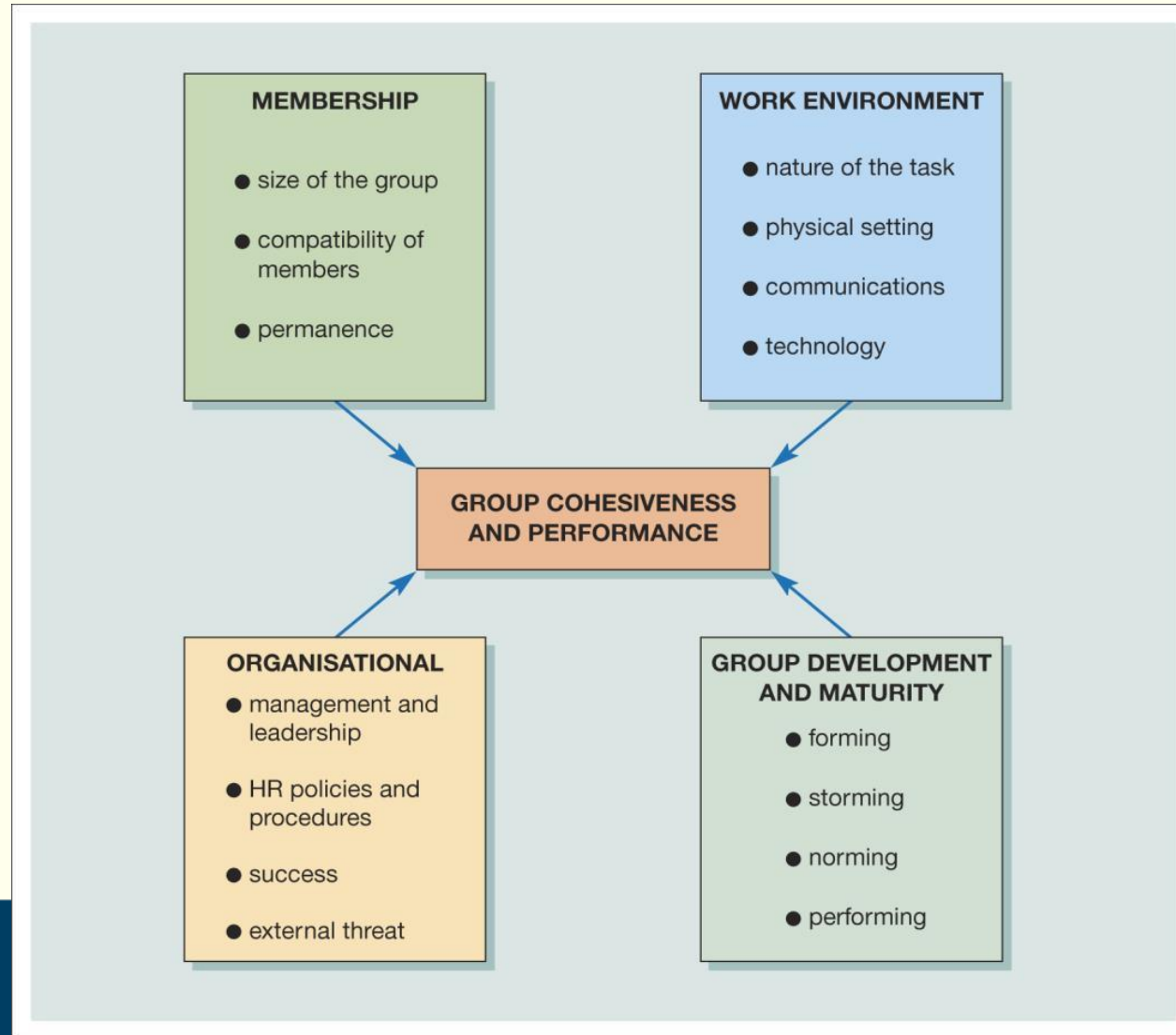
Tuckman's Stages of Team Development

1. Forming
2. Storming
3. Norming
4. Performing
5. Adjourning

Access: [Tuckman's Model](#)



Factors contributing to group cohesiveness and performance



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
- Open expression of feelings and disagreements
- Conflict resolution within the group
- Low levels of staff turnover, absenteeism etc.
- A free flow of information and communication

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, 1953)



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 (mind mapping)

Compile a list.

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

- 1. Rubber Band**
- 2. Mobile phone**
- 3. Piece of paper**

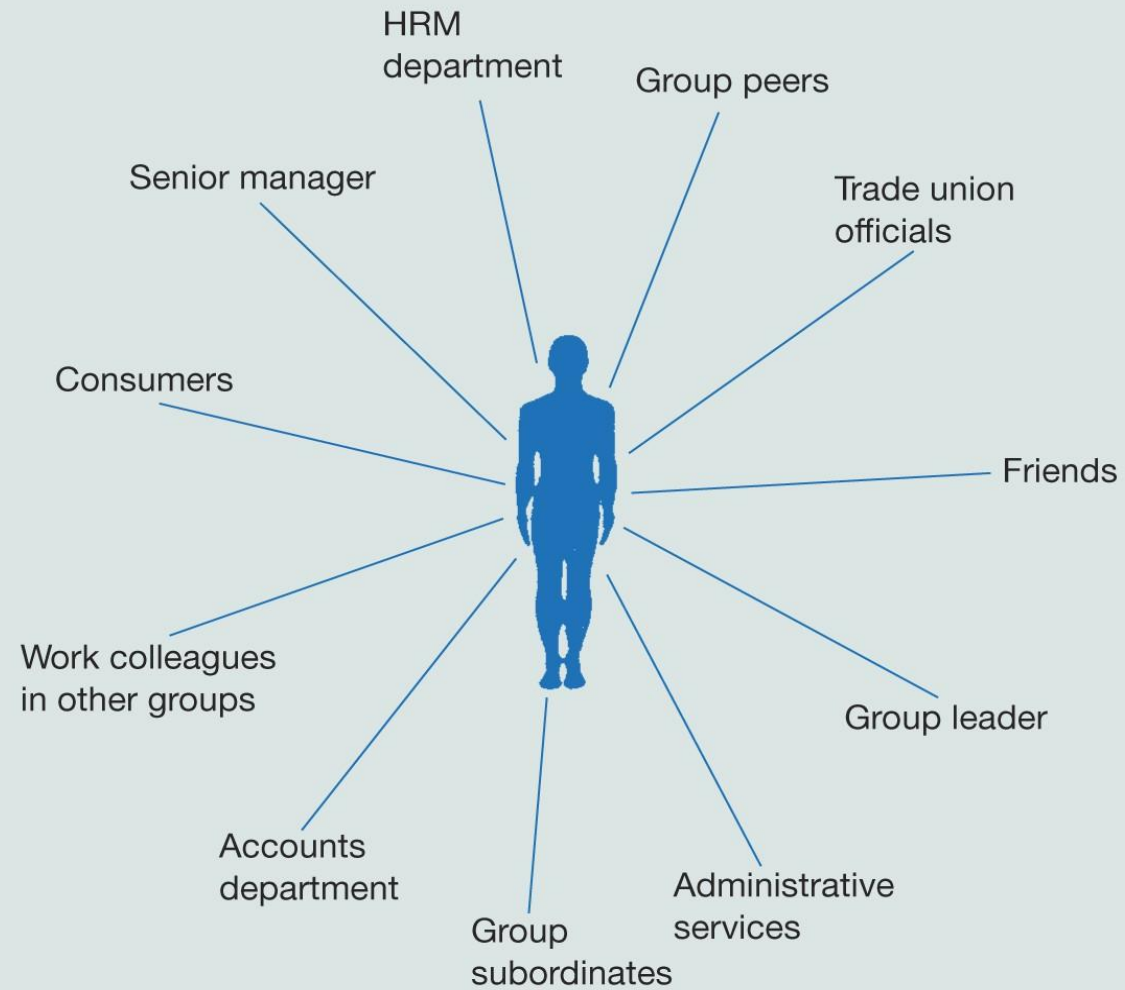


Role relationships

- The roles that an individual plays within 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

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
- Role conflict
- Role incompatibility
- Role overload
- Role underload
- Role stress



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

Teamwork increases organisational competitiveness by:

- Improving productivity
- Improving quality and encouraging innovation
- Taking advantage of opportunities provided by technological advances
- Improving employee motivation and commitment

Today's Recap

1. Explained the meaning and importance of work groups and teams
2. Distinguished between them, formal & informal
3. Analysed role relationships and conflict
4. Understood what makes a work group effective
5. Evaluated the importance of groups and teams for effective organisational performance

Reference List

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I look forward to seeing you next time.

**If you have any questions in the
meantime, please send an email from
your student account.**

I.bassler@uwtsd.ac.uk