

Organizational Human Behavior management

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Lecture 9

Understanding Work Groups

Learning Outcomes

- Learn why work teams are popular in organizations
- Review the five stages of team development
- Compare work groups and work teams
- Identify four common types of work teams

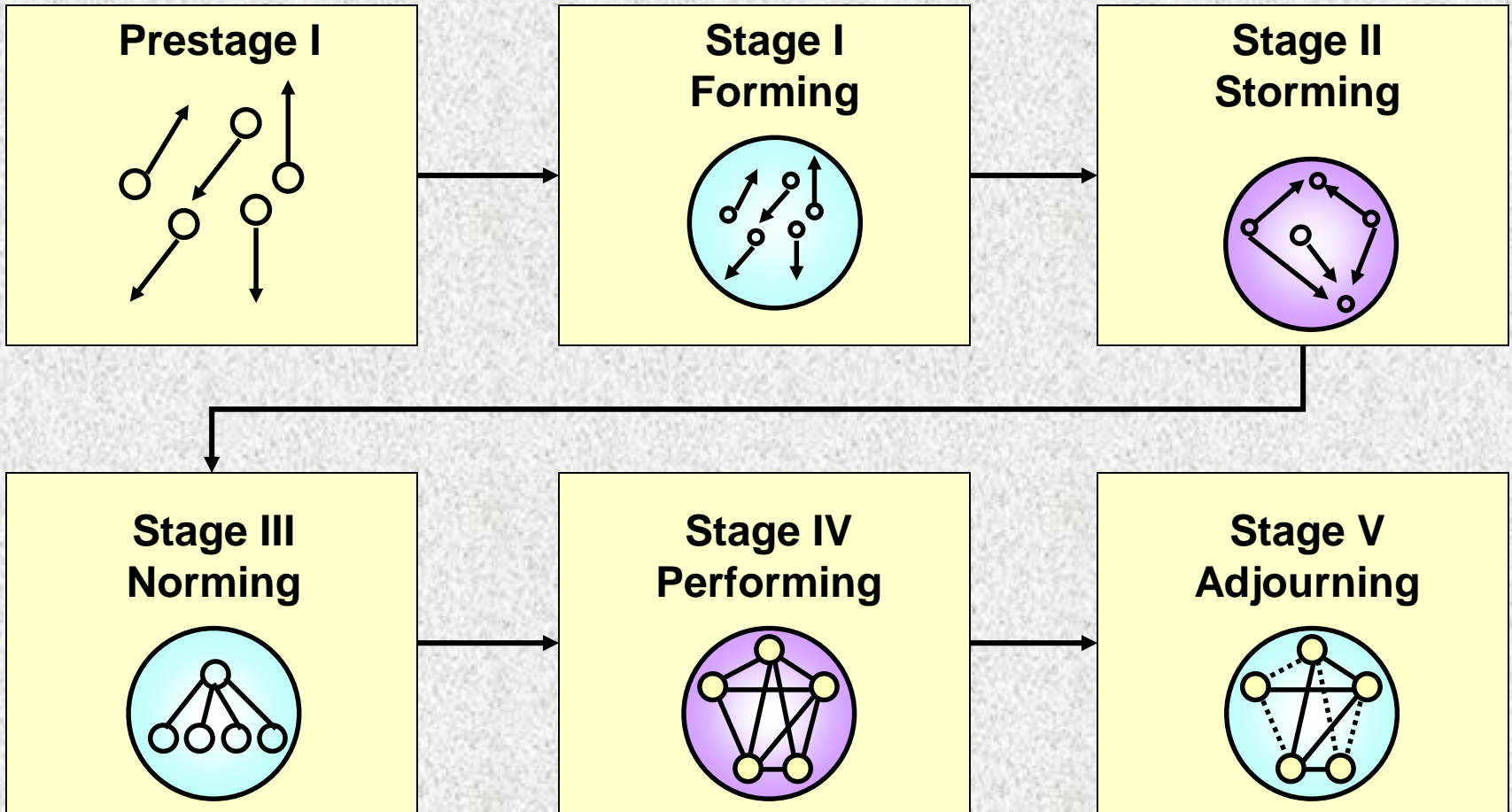
Learning Outcomes

- List the traits of high-performing work teams
- Learn how organizations create team players
- Explain how management can keep teams from becoming stagnant
- Analyze the role of teams in continuous process improvement programs

The Popularity of Teams

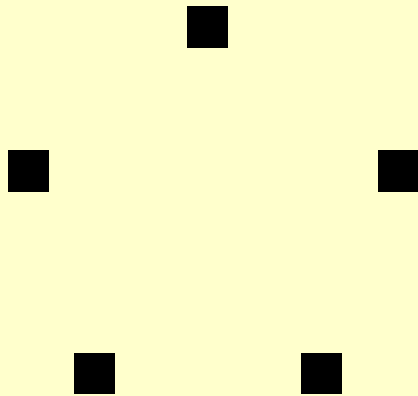


Stages of Team Development

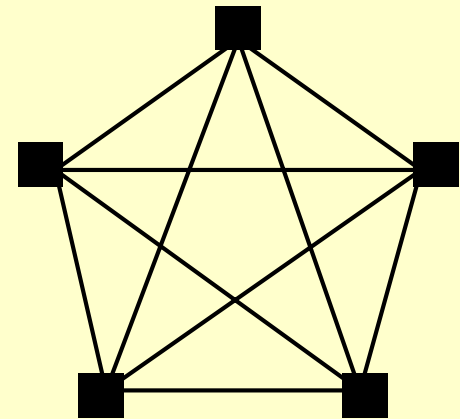


Comparing Work Groups and Work Teams

Work Groups



Work Teams



Share information

← Goal →

Collective performance

Neutral (may be negative)

← Synergy →

Positive

Individual

← Accountability →

Individual and mutual

Random and varied

← Skills →

Complementary

Types of Work Teams

- Problem-solving
- Functional
- Self-managed
- Cross-functional
- Virtual



Effective Teams



Clear Goals

Unified Commitment

Good Communication

Relevant Skills

Mutual Trust

Negotiating Skills

Effective Leadership

Internal Support

External Support



Challenges of Creating Team Players

Individual
Preferences

National
Culture

Work
Environments

Key Roles on Teams

Adviser

Linker

Creator

Promoter

Assessor

Organizer

Producer

Controller

Maintainer

Shaping Team Behavior

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graph TD; A(Shaping Team Behavior) --- B(Selecting); A --- C(Rewarding); A --- D(Training);
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Selecting

Rewarding

Training

Reinvigorating Mature Teams

Preparation

**Refresher
Training**

**Advanced
Training**

**Constant
Learning**

Contemporary Team Issues

**Continuous
Improvement**

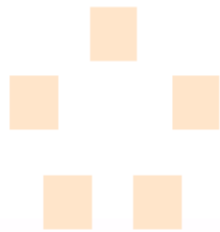
**Workforce
Diversity**

Why Have “Teams” Become So Popular in the Workplace?

- Teams typically outperform individuals when tasks require multiple skills, judgment and experience.
- Teams use employee talents better.
- Teams are more flexible and responsive to changes in the environment.
- Teams facilitate employee involvement.
- Teams are an effective way to democratize an organization and increase motivation.

Work Groups vs. Work Teams

Work groups



Share information

Neutral (sometimes negative)

Individual

Random and varied

Goal

Synergy

Accountability

Skills

Work teams



Collective performance

Positive

Individual and mutual

Complementary

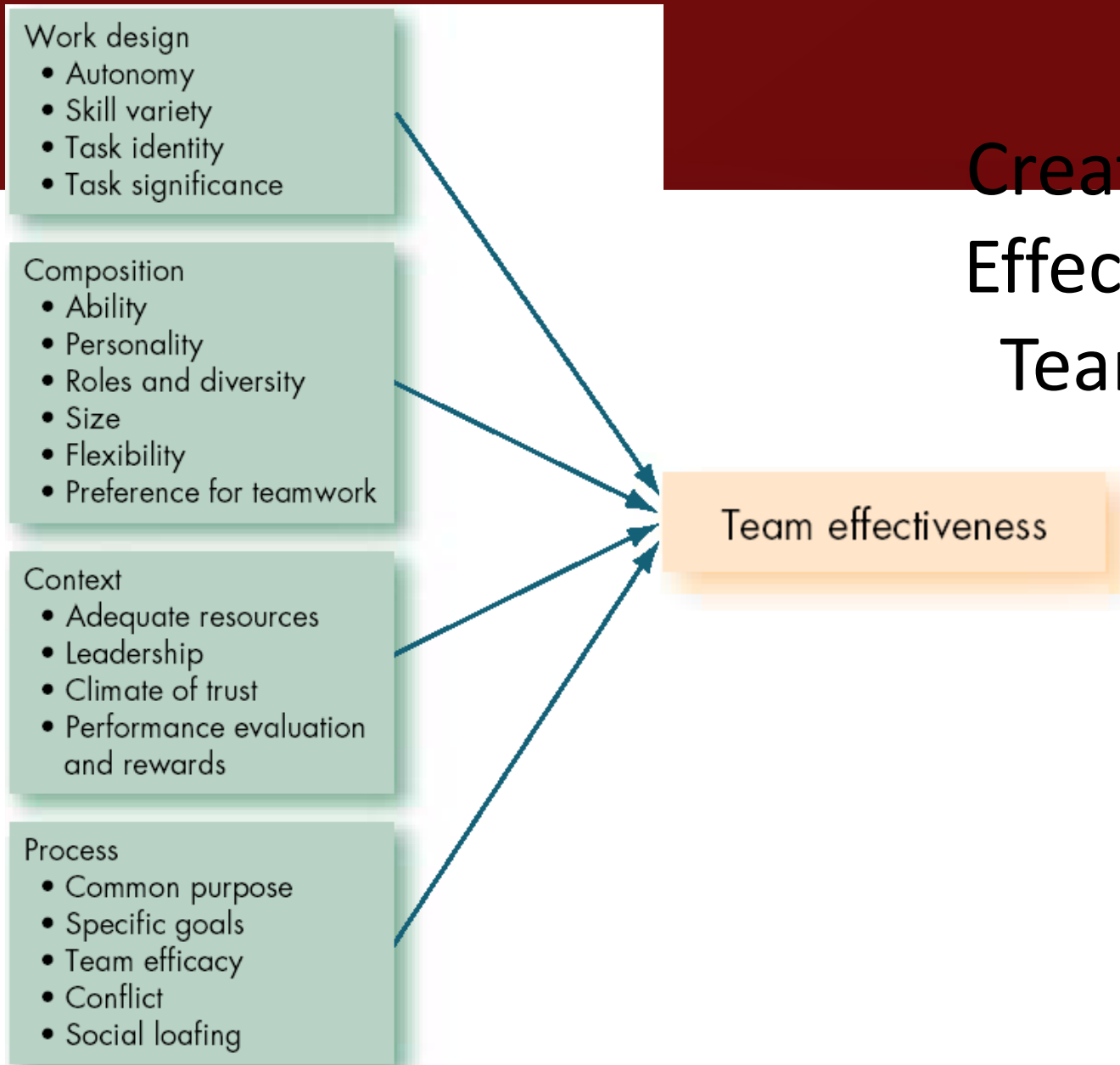
Four Types of Teams

- **Problem-solving teams** - usually 5-12 members from same department meeting to improve quality, efficiency and work environment
- **Self-managed work teams** - usually 10-15 members who take on responsibilities usually associated with management

Four Types (cont)

- **Cross-functional teams** - members come together from different work areas or departments to accomplish a task
- **Virtual teams** – use on-line technology to tie together members in different geographic areas. They are made up of physically dispersed employees who use computer technology to achieve a common goal.

Creating Effective Teams



Turning Individuals Into Team Players

- The Challenges
 - Overcoming individual resistance to team membership.
 - Countering the influence of individualistic cultures.
 - Introducing teams in an organization that has historically valued individual achievement.
- Shaping Team Players
 - Selecting employees who can fulfill their team roles.
 - Training employees to become team players.
 - Reworking the reward system to encourage cooperative efforts while continuing to recognize individual contributions.

Teams & Quality Management

- Team Effectiveness and Quality (TQM) Management Requires That Teams:
 1. Are small enough to be efficient and effective.
 2. Are properly trained in required skills.
 3. Allocated enough time to work on problems.
 4. Are given authority to resolve problems and take corrective action.
 5. Have a designated “champion” to call on when needed.

Beware: Teams Aren't Always the Answer!!

- Ask these questions to see if a team fits the situation:
 - Can the work be done better using more than 1 person?
 - Does the work create a common purpose or set of goals for the group that is larger than the aggregate of the goals for individuals?
 - Are members of the group involved in interdependent tasks?

Characteristics of a Well-Functioning, Effective Group

Relaxed, comfortable, informal atmosphere

Task well understood & accepted

Members listen well & participate

People express feelings & ideas

Characteristics of a Well-Functioning, Effective Group

Conflict & disagreement center
around ideas or methods

Group aware of its operation & function

Consensus decision making

Clear assignments made & accepted

Group Behavior

Norms of Behavior - the standards that a work group uses to evaluate the behavior of its members

Group Cohesion - the “interpersonal glue” that makes members of a group stick together

Social Loafing - the failure of a group member to contribute personal time, effort, thoughts, or other resources to the group

Loss of Individuality - a social process in which individual group members lose self-awareness & its accompanying sense of accountability, inhibition, and responsibility for individual behavior

Group Formation

Formal Groups -
official or assigned
groups gathered to
perform various tasks

- need ethnic, gender, cultural, and interpersonal diversity
- need professional and geographical diversity



Informal Groups - unofficial or emergent groups that evolve in the work setting to gratify a variety of member needs not met by formal groups



Stages of Group Formation



Mature Group Characteristics

Purpose and Mission

- May be assigned or may emerge from the group
- Group often questions, reexamines, and modifies mission and purpose
- Mission converted into specific agenda, clear goals, and a set of critical success factors



Mature Group Characteristics

Behavioral Norms - well-understood standards of behavior within a group



Productivity Norms - may be consistent or inconsistent, supportive or unsupportive of organization's productivity standards

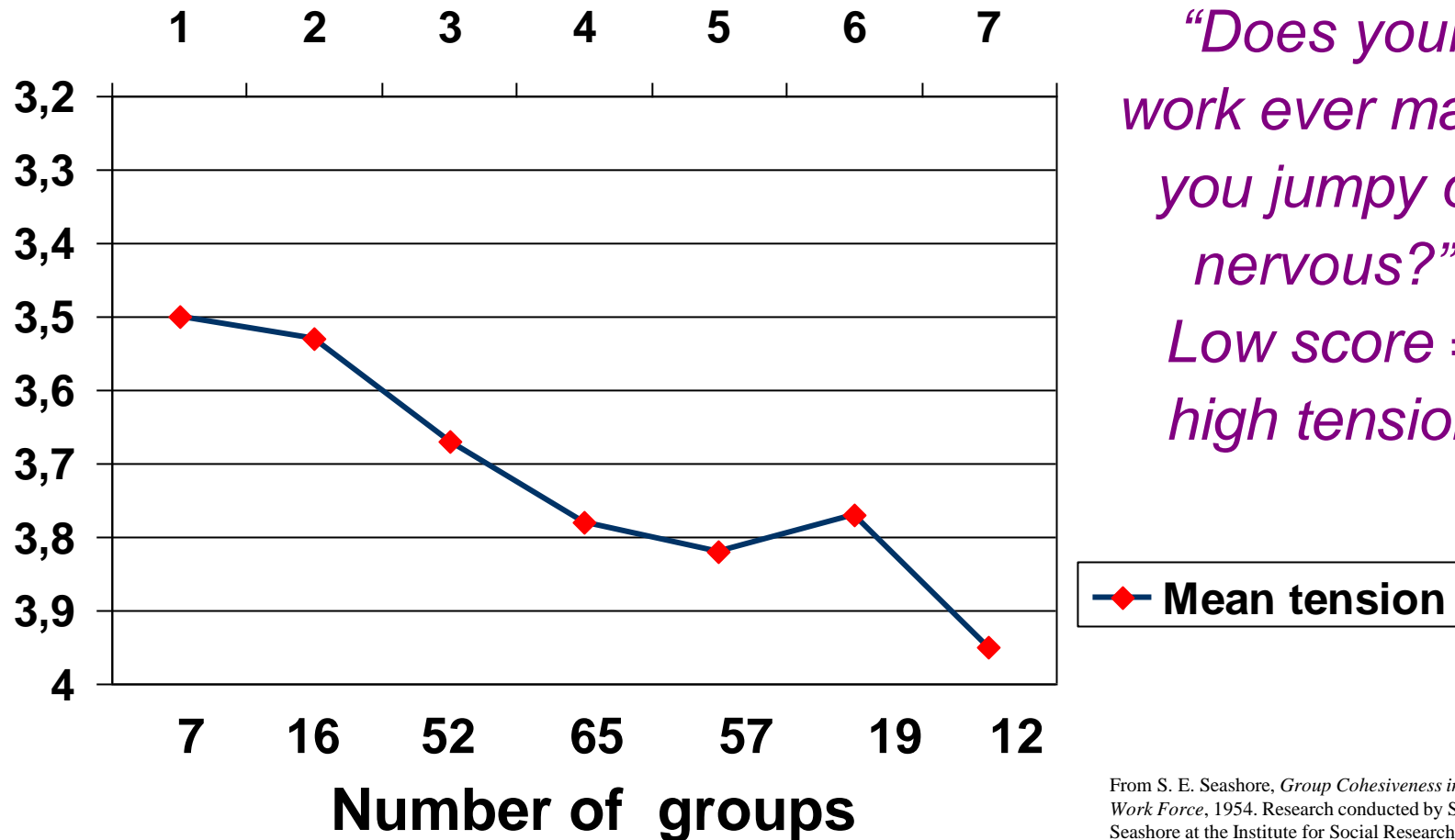
Mature Group Characteristics

Group Cohesion - interpersonal attraction binding group members together

- Enables groups to exercise effective control over the members
- Groups with high cohesiveness
 - demonstrate lower tension & anxiety
 - demonstrate less variation in productivity
 - demonstrate better member satisfaction, commitment, & communication

Cohesiveness & Work-Related Tension

Group Cohesiveness from low to high



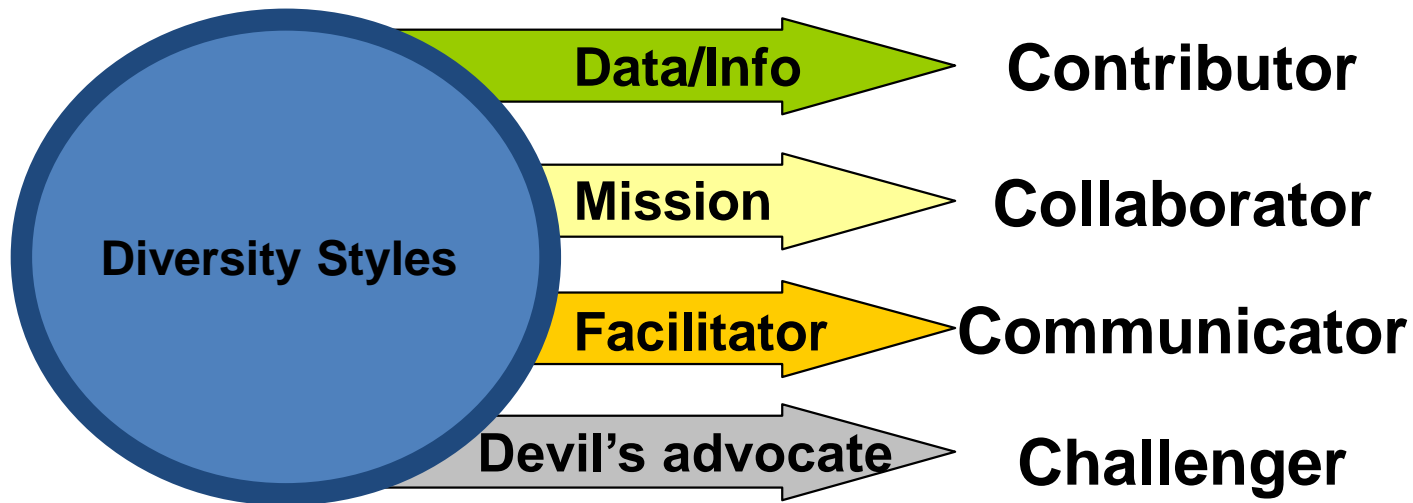
“Does your work ever make you jumpy or nervous?”
Low score = high tension

—◆— Mean tension

Mature Group Characteristics

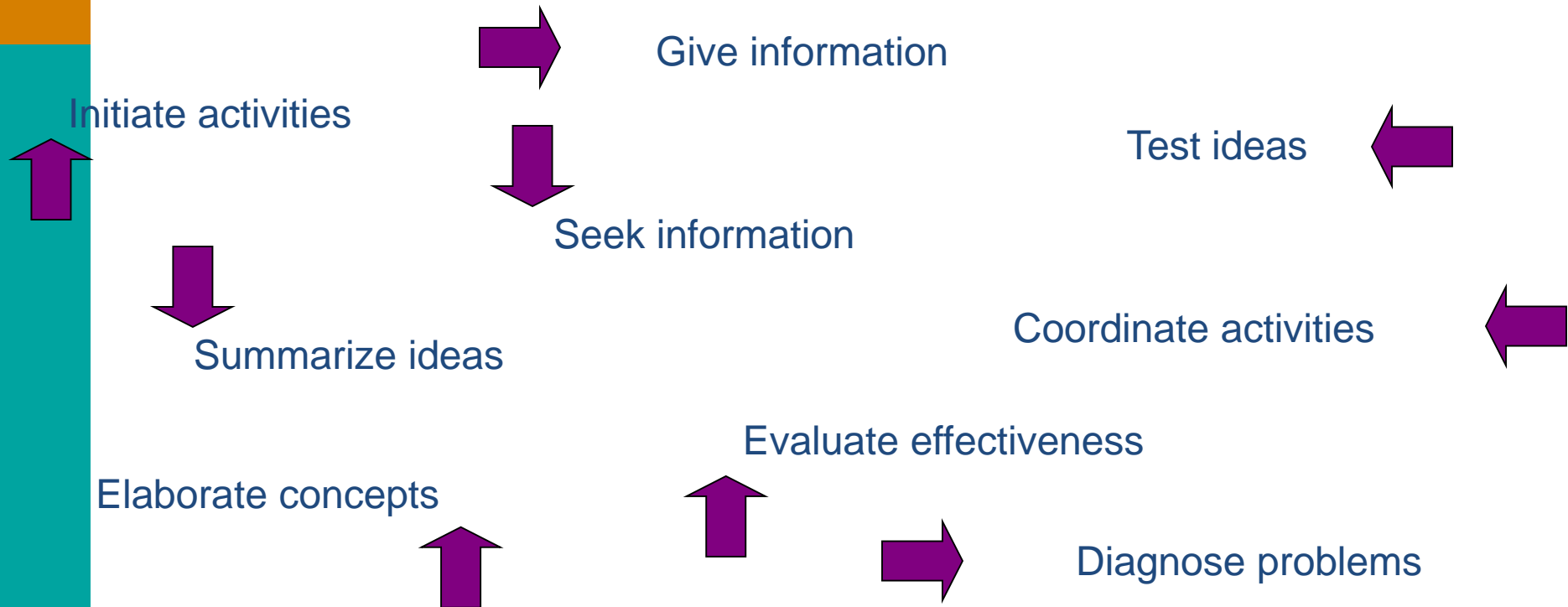
Status Structure - the set of authority & task relations among a group's members

- Hierarchical or egalitarian
- Often leadership is shared



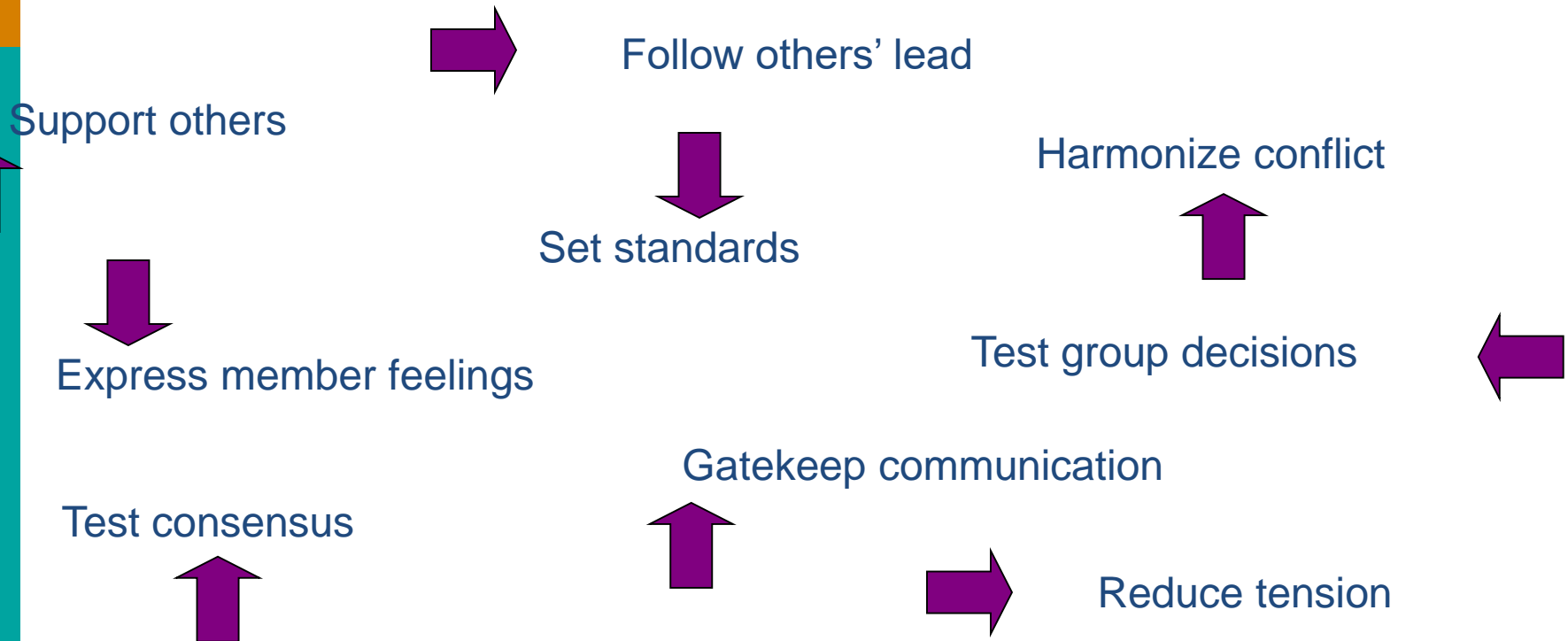
Team Task Functions

Task Functions - those activities directly related to the effective completion of the team's work



Team Task Functions

Maintenance Functions - those activities essential to the effective, satisfying interpersonal relationships within a team or group



Why Teams?

- Good when performing complicated, complex, interrelated and/or more voluminous work than one person can handle
- Good when knowledge, talent, skills, & abilities are dispersed across organizational members
- Empowerment and collaboration; not power and competition
- Basis for total quality efforts



New vs. Old Team Environments

New Team Environment	Old Work Environment
Person generates initiatives	Person follows orders
Team charts its own steps	Manager charts course
Right to think for oneself. People rock boat; work together	People conformed to manager's direction. No one rocked the boat.
People cooperate using thoughts and feelings; direct talk	People cooperated by suppressing thoughts and feelings; wanted to get along

Quality Circles & Teams

Quality Team - a team that is part of an organization's structure & is empowered to act on its decisions regarding product & quality service

Quality Circles (QC) - a small group of employees who work voluntarily on company time, typically one hour per week, to address work-related problems

QC's deal with substantive issues

- Do not require final decision authority
- QC's need periodic reenergizing

Social Benefits of Teams



Psychological Intimacy - emotional & psychological closeness to other team or group members

Integrated Intimacy - closeness achieved through tasks & activities



Foundations for Empowerment



Empowerment

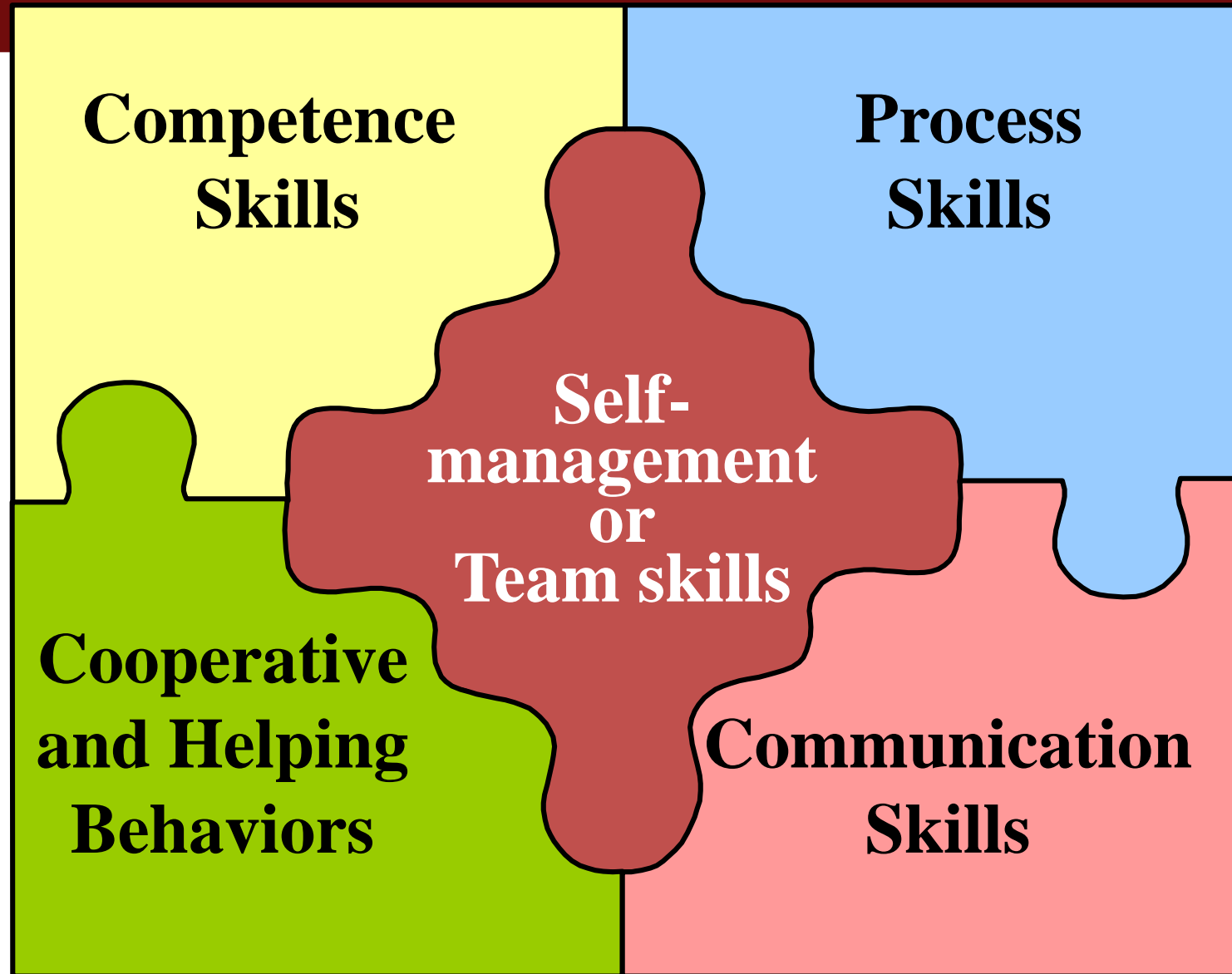
An attribute of a person or of an organization's culture

Encourages participation

Preparation & careful planning focuses empowered employees

Solve specific and global problems

Empowerment Skills



Self-Managed Teams

Self-Managed Teams - teams that make decisions that were once reserved for managers

How does an organization capitalize on the advantages and avoid the risks of self managed teams?



Upper Echelons: Teams at the Top

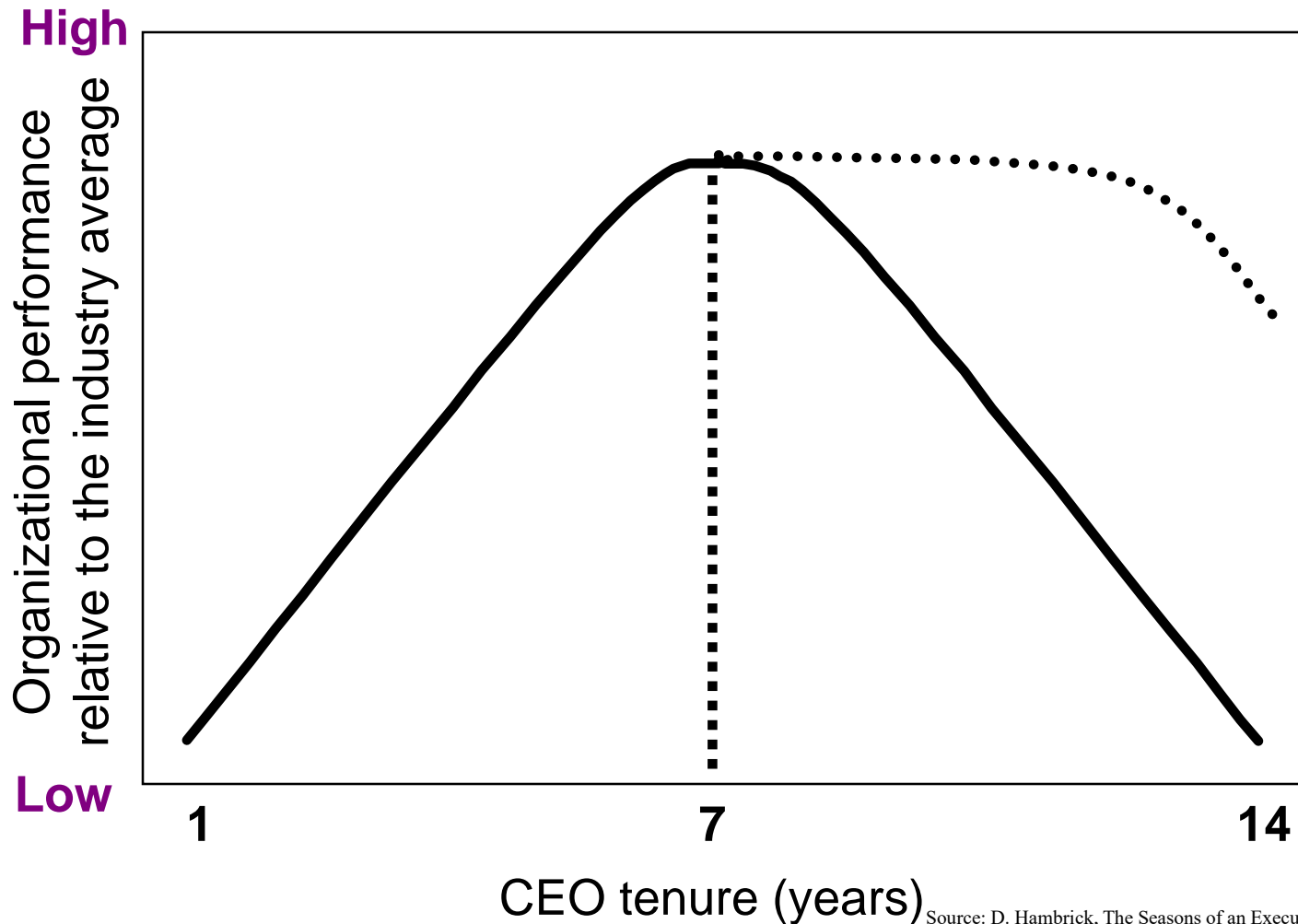
Upper Echelons -
A top-level executive team
in an organization

Top management's
background characteristics
predict organizational
characteristics

Organization reflects
top management's
values, competence,
ethics, & unique characteristics

Management team's
leadership, composition, &
dynamics influences the
organization's performance

Executive Tenure & Organizational Performance



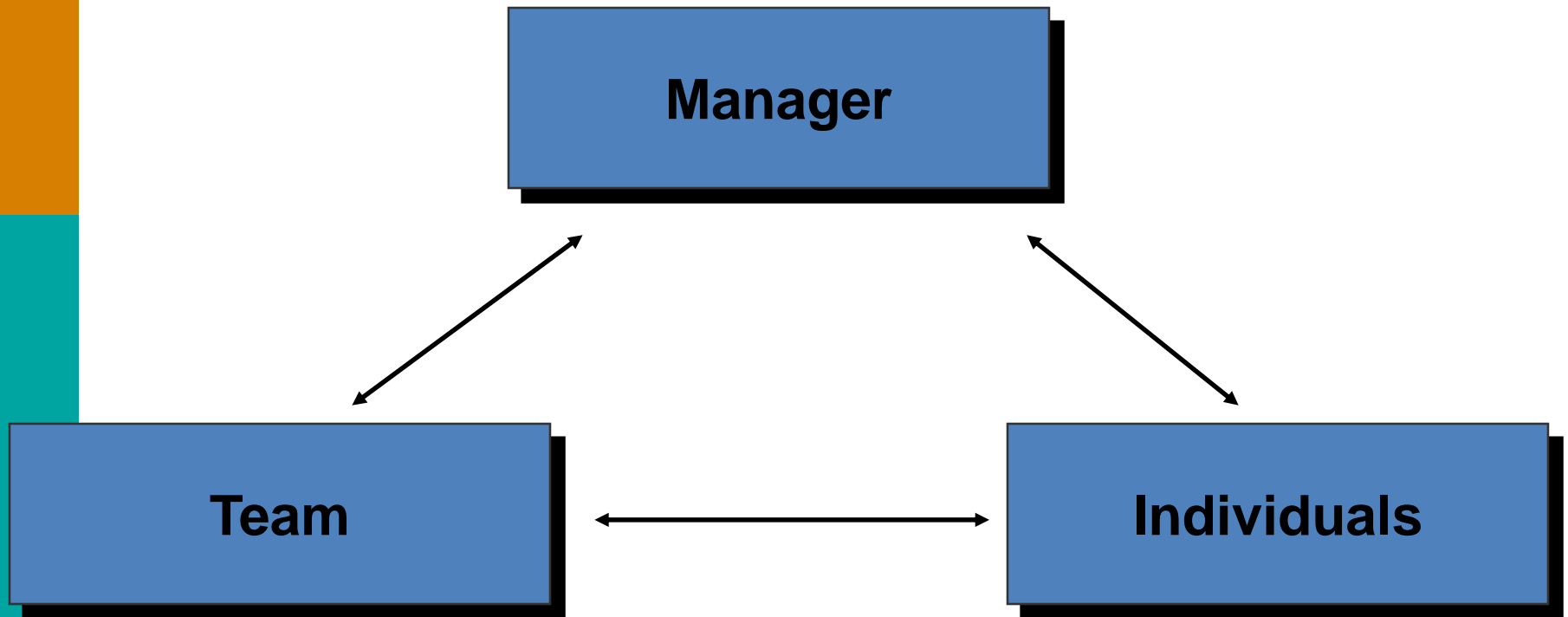
Source: D. Hambrick, The Seasons of an Executive's Tenure, keynote address, the Sixth Annual Texas Conference on Organizations, Lago Vista, Texas, April, 1991.

Multicultural Teams

Multicultural groups represent three or more ethnic backgrounds. Diversity may increase uncertainty, complexity, & inherent confusion in group processes. Culturally diverse groups may generate more & better ideas & limit groupthink.



Triangle for Managing in the New Team Environment



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