

7. Group & Team

HOW GROUPS CAN HELP ORGANIZATIONS

- Groups are good for people.
- Groups can improve creativity.
- Groups can make better decisions.
- Groups can increase commitments to decisions.
- Groups help control their members.
- Groups help offset large organization size.

Figure 2.5

Five stages of group development.

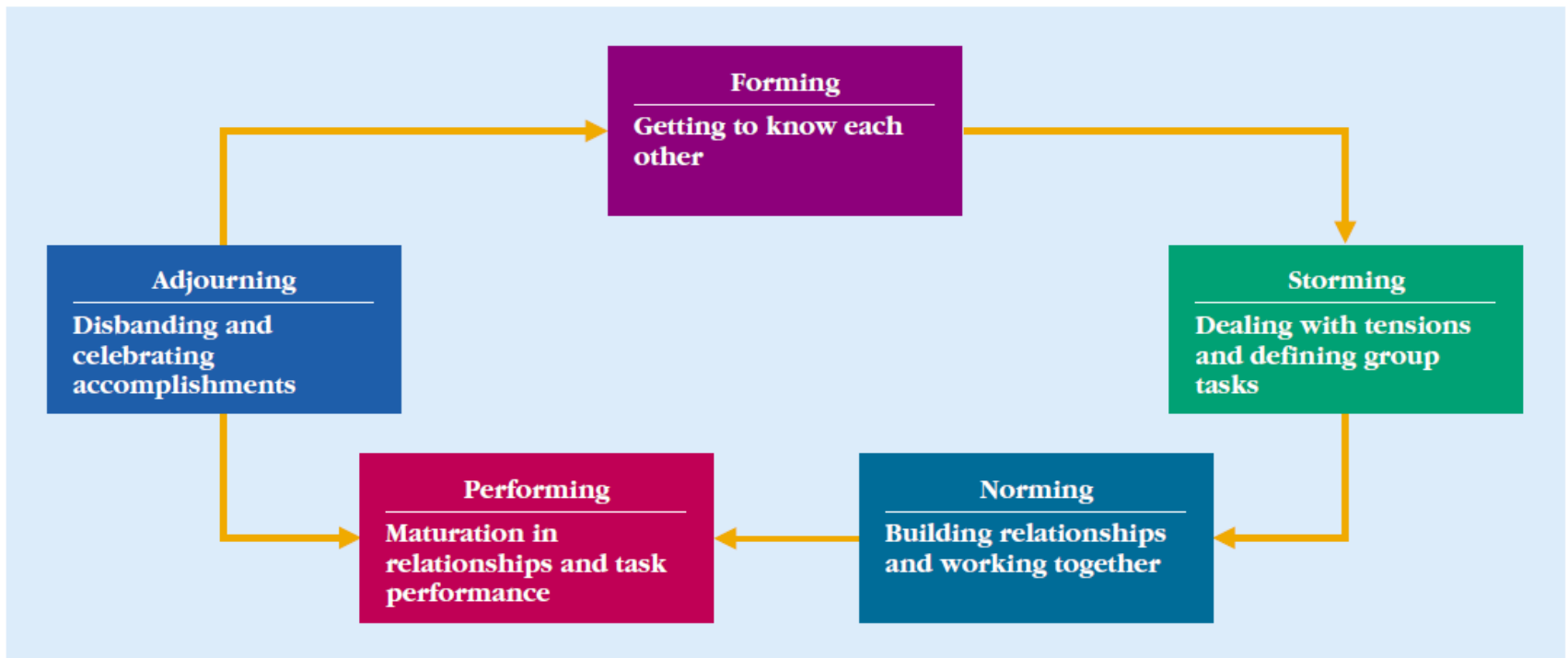


Figure 2.6

Ten criteria for measuring the maturity of a group.

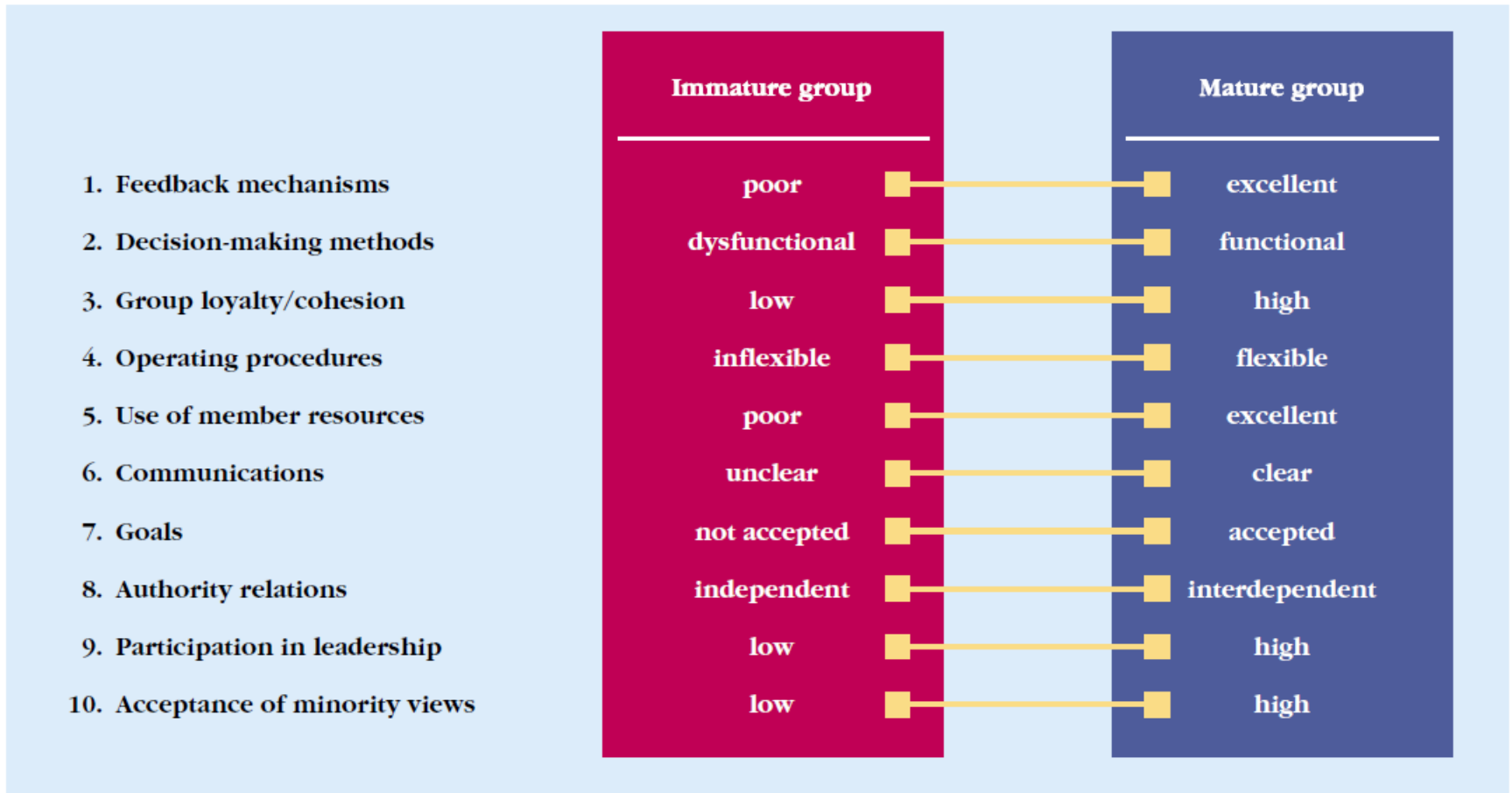
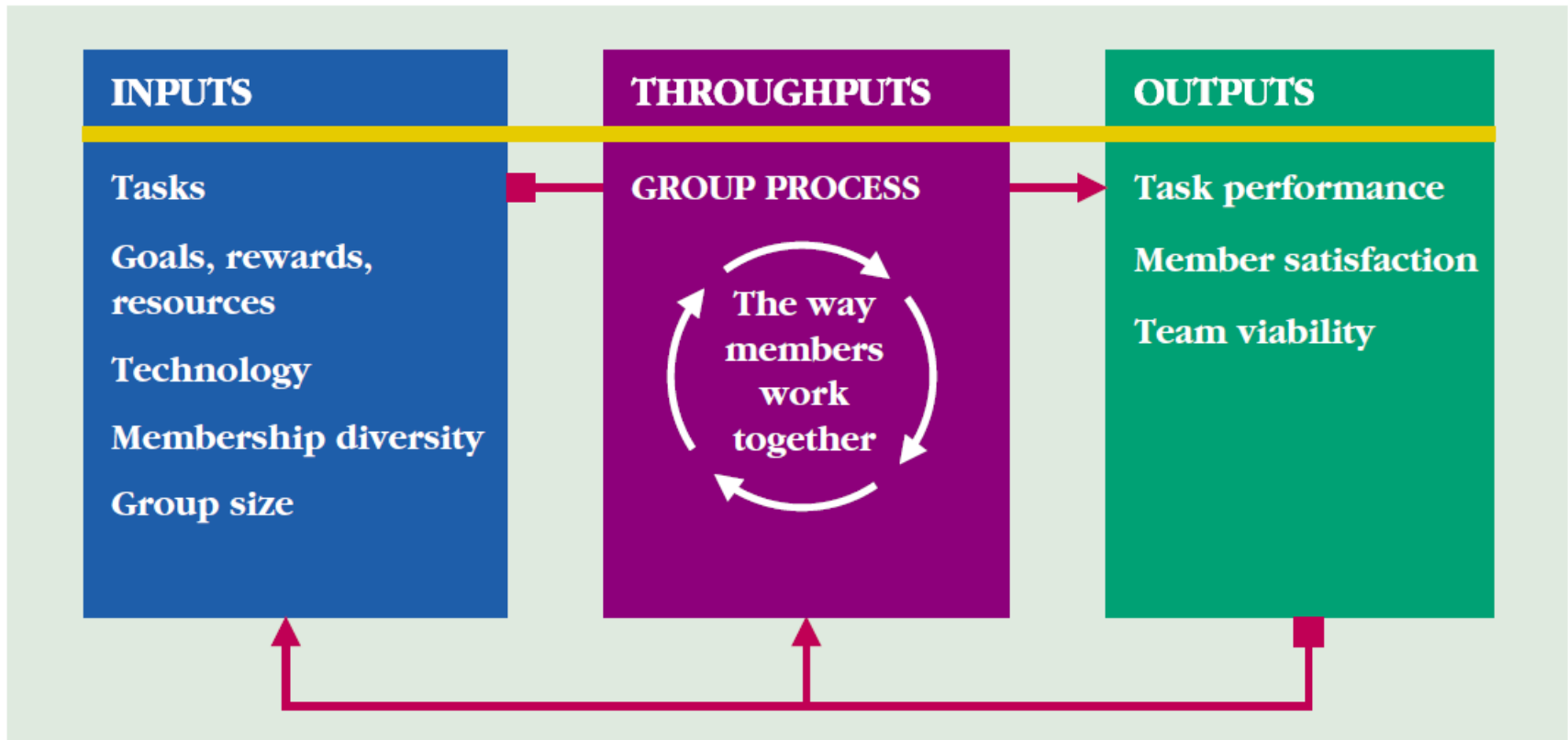


Figure 2.7

The work group as an open system transforming resource inputs into product outputs.



HOW TO CREATE A HIGH-PERFORMING TEAM

- Communicate high-performance standards.
- Set the tone in the first team meeting.
- Create a sense of urgency.
- Make sure members have the right skills.
- Establish clear rules for team behavior.
- As a leader, model expected behaviors.
- Find ways to create early "successes."
- Continually introduce new facts and information.
- Make sure members spend a lot of time together.
- Give positive feedback and reward high performance.

Figure 2.8

The team-building process.

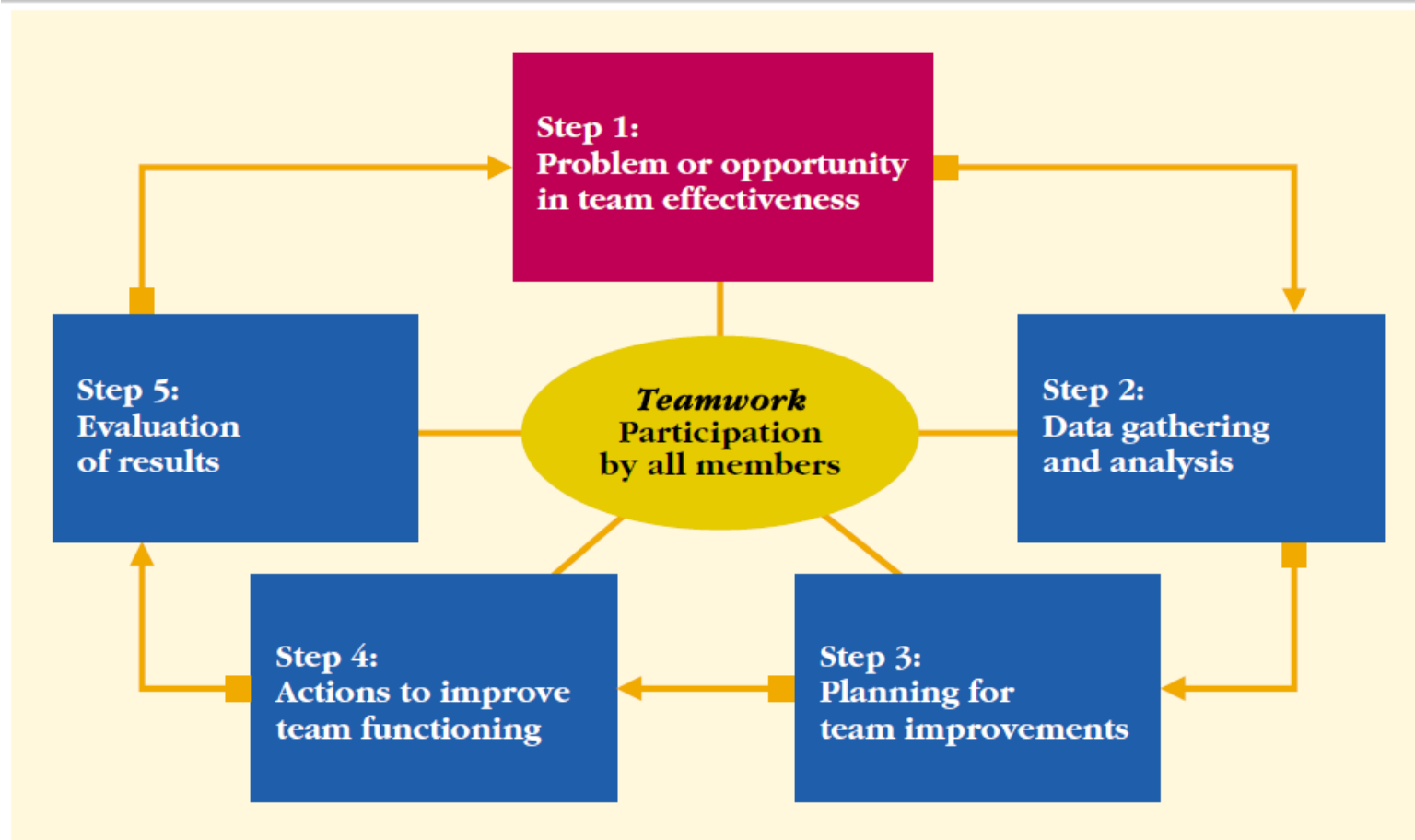


Figure 2.9

Task and maintenance leadership in group team dynamics.



Figure 2.10

A sample role negotiations agreement.

ROLE NEGOTIATIONS

Issue Diagnosis Form

**Messages from Jim
to Diane**

If you were to do the following, it would help me to increase my performance:

- **Be more receptive to my suggestions for improvement**
- **Provide help when new software is installed**
- **Work harder to support my staffing request**
- **Stop asking for so many detailed progress reports**
- **Keep providing full information in our weekly meetings**
- **Keep being available when I need to talk with you**

SEVEN STEPS TO POSITIVE NORMS

1. Act as a positive role model.
2. Hold meetings to agree on goals.
3. Select members who can and will perform.
4. Provide support and training for members.
5. Reinforce and reward desired behaviors.
6. Hold meetings for feedback and performance review.
7. Hold meetings to plan for improvements.

Figure 2.11

How cohesiveness and conformity to norms affect group performance.

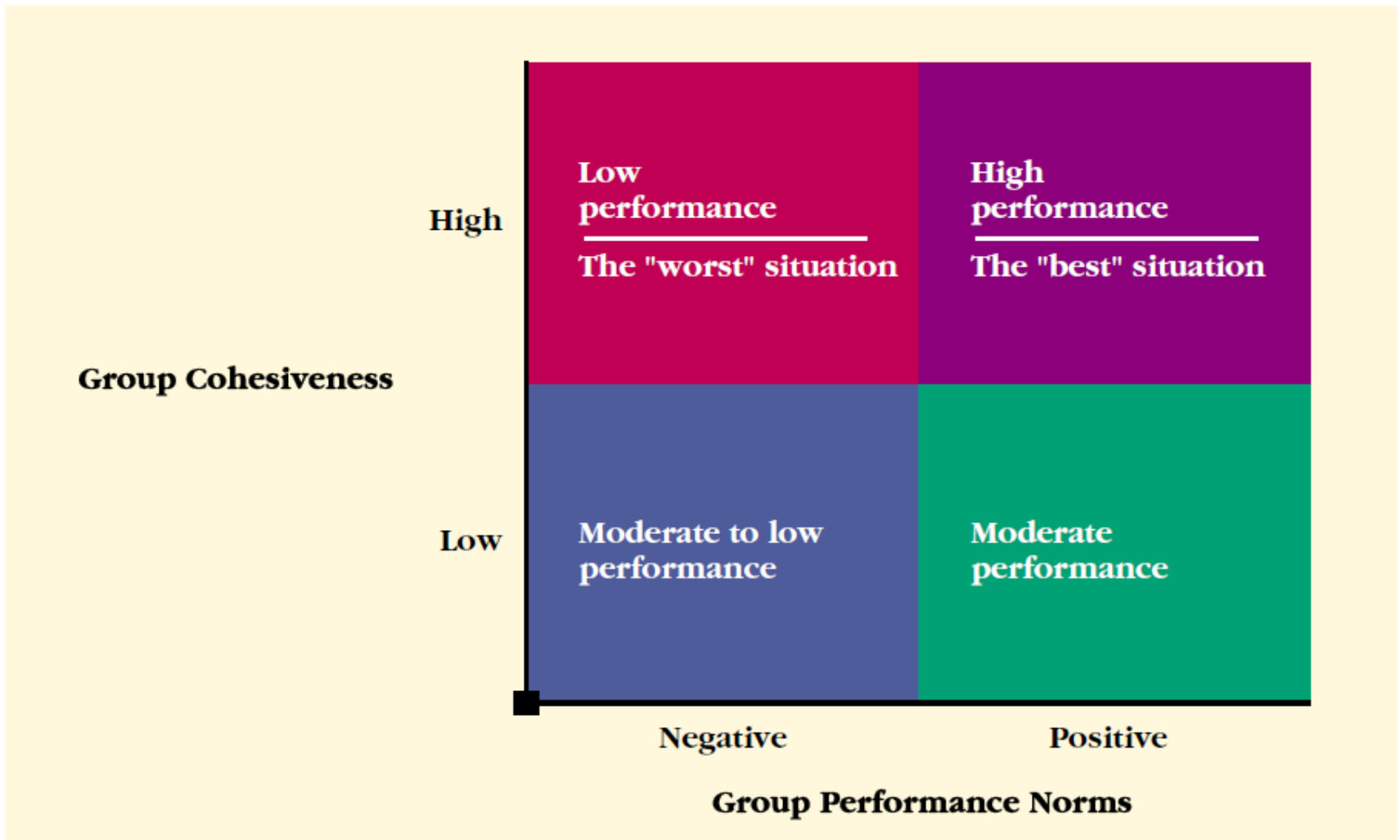


Figure 2.12

Ways to increase and decrease group cohesiveness.



Figure 2.13

Organizational and management implications of self-managing teams.

