



Groups & Teams: Increasing Cooperating, Reducing Conflict

Chapter Thirteen

Major Questions You Should Be Able to Answer

- 13.1** How is one collection of workers different from any other?
- 13.2** How does a group evolve into a team?
- 13.3** How can I as a manager build an effective team?
- 13.4** Since conflict is a part of life, what should a manager know about it in order to deal successfully with it?

The Challenge of Managing Virtual Teams

- ✦ Take baby steps and manage by **results**
- ✦ State expectations
- ✦ **Write** it down
- ✦ Communicate, but be considerate
- ✦ Be aware of **cultural differences**
- ✦ Meet regularly

Why Teamwork is Important

Table 13.1

The Improvements	Example
Increased productivity	At one GE factory, teamwork resulted in a workforce that was 20% more productive than comparable GE workforces elsewhere.
Increased speed	Guidant Corp., maker of lifesaving medical devices, halved the time it took to get products to market.
Reduced costs	Boeing used teamwork to develop the 777 at costs far less than normal.
Improved quality	Westinghouse used teamwork to improve quality performance in its truck and trailer division and within its electronic components division.
Reduced destructive internal competition	Men's Wearhouse fired a salesman who wasn't sharing walk-in customer traffic, and total clothing sales volume among all salespeople increased significantly.
Improved workplace cohesiveness	Cisco Systems told executives they would gain or lose 30% of their bonuses based on how well they worked with peers and in three years had record profits.

Groups & Teams

◆ Group

↳ two or more freely acting individuals who share collective norms, collective goals, and have a common identity



Groups & Teams

★ Team

- ↳ small group of people with complementary skills who are committed to a common purpose, performance goals, and approach for which they hold themselves mutually accountable

Various Types of Teams

Table 13.2

Continuous improvement team	Volunteers of workers and supervisors who meet intermittently to discuss workplace and quality-related problems; formerly called quality circle
Cross-functional team	Members composed of people from different departments, such as sales and production, pursuing a common objective
Problem-solving team	Knowledgeable workers who meet as a temporary team to solve a specific problem and then disband
Self-managed team	Workers are trained to do all or most of the jobs in a work unit, have no direct supervisor, and do their own day-to-day supervision
Top-management team	Members consist of the CEO, president, and top department heads and work to help the organization achieve its mission and goals
Virtual team	Members interact by computer network to collaborate on projects
Work team	Members engage in collective work requiring coordinated effort; purpose of team is advice, production, project, or action (see text discussion)

Formal versus Informal Groups

★ **Formal group**

- ↳ established to do something productive for the organization
- ↳ headed by a leader

★ **Informal group**

- ↳ formed by people seeking friendship
- ↳ has no officially appointed leader, although a leader may emerge

Example: Informal Groups & Informal Learning

- ★ Siemens employees gathered often in the lunchroom
- ★ More work than chit-chat
- ★ Siemens managers placed overhead projectors and notepads in the lunchroom to facilitate the exchange of information

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Work Teams for Four Purposes

★ **Advice teams**

- ↳ created to broaden the information base for managerial decisions
- ↳ Committees, review panels

★ **Production teams**

- ↳ responsible for performing day-to-day operations
- ↳ Assembly teams, maintenance crews

Question?

A stakeholder group who provides reactions to new curriculum proposals by a university faculty is an example of a(n):

- A. Production team
- B. Project team
- C. Action team
- D. Advice team

Work Teams for Four Purposes

★ **Project teams**

- ↳ work to do creative problem solving, often by applying the specialized knowledge of members of a cross-functional team
- ↳ Task forces, research groups

Work Teams for Four Purposes

★ **Action teams**

- ↳ work to accomplish tasks that require people with specialized training and a high degree of coordination
- ↳ Hospital surgery teams, airline cockpit crews, police SWAT teams

Self-Managed Teams

★ Self-Managed teams

- ↳ groups of workers who are given administrative oversight for their task domains



Ways to Empower Self-Managed Teams

Table 13.3

1. Managers should make team members accountable for their work, allow them to set their own team goals, and let them solve their own work-related problems.
2. The team should work with a whole product or service (not just a part), assign jobs and tasks to its members, develop its own quality standards and measurement techniques, and handle its own problems with internal and external customers.
3. Team members are cross-trained on jobs within their (and other) teams; do their own hiring, training, and firing; do their own evaluations of each other; and are paid (at least in part) as a team.
4. The team has access to important information and resources inside and outside the organization, is allowed to communicate with and draw support from other teams and departments, and sets its own rules and policies.

Five Stages of Group and Team Development

Figure 13.1



Stage I: Forming

★ **Forming**

↳ process of getting oriented and getting acquainted

★ Leaders should allow time for people to become acquainted and socialize

Stage 2: Storming

★ Storming

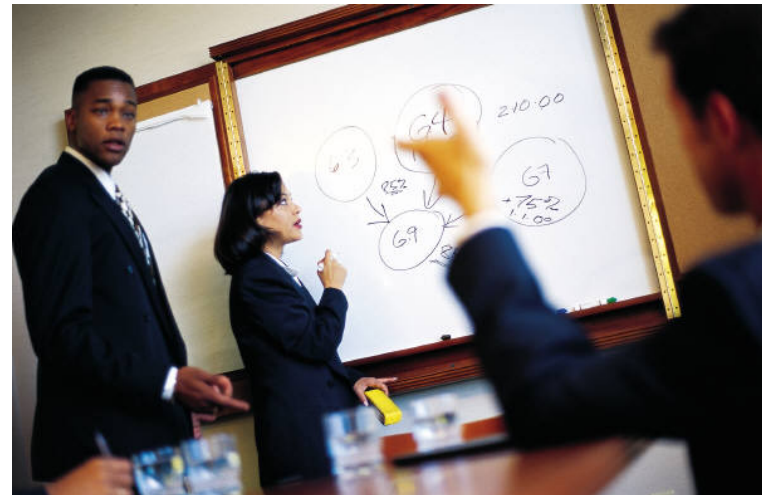
↳ characterized by the emergence of individual personalities and roles and conflicts within the group

★ Leaders should encourage members to suggest ideas, voice disagreements, and work through their conflicts about tasks and goals

Question?

Jeff's workgroup is having a lot of disagreement over the direction the group should take. They are involved in the _____ stage of group development.

- A. Forming
- B. Storming
- C. Norming
- D. Performing



Stage 3: Norming

★ Norming

↳ conflicts are resolved, close relationships develop, and unity and harmony emerge

↳ Group cohesiveness

★ Leaders should emphasize unity and help identify team goals and values`

Stage 4: Performing

★ **Performing**

↳ members concentrate on solving problems and completing the assigned tasks

★ Leaders should allow members the empowerment they need to work on tasks

Stage 5: Adjourning

★ Adjourning

↳ members prepare for disbandment

★ Leaders can help ease the transition by rituals celebrating “the end” and “new beginnings”



Building Effective Teams

Cooperation

Trust

Cohesiveness.

**Performance
goals and
feedback**

**Motivation
through mutual
accountability**

Size

Roles

Norms

**Awareness of
groupthink**

Building Effective teams

★ **Cooperating**

↳ efforts are systematically integrated to achieve a collective objective.

★ **Trust**

↳ reciprocal faith in others' intentions and behaviors

★ **Cohesiveness**

↳ tendency of a group or team to stick together

How to Enhance Cohesiveness in Teams

Table 13.5

1. Keep the team small.
2. Encourage members' interaction and cooperation.
3. Emphasize members' common characteristics.
4. Strive for a favorable public image to enhance the team's prestige.
5. Give each member a stake in the team's success—a "piece of the action."
6. Point out threats from competitors to enhance team togetherness.
7. Ensure performance standards are clear, and regularly update members on team goals.
8. Frequently remind members they need each other to get the job done.
9. Direct each member's special talents toward the common goals.
10. Recognize each member's contributions.

Size: Small Teams or Large Teams?

★ **Small teams: 2-9 members**

- ↳ better interaction

- ↳ better morale

★ **Disadvantages**

- ↳ Fewer resources

- ↳ Possibly less innovation

- ↳ Unfair work distribution

Size: Small Teams or Large Teams?

★ Large Teams: 10-16 members

- ↳ More resources
- ↳ Division of labor

★ Disadvantages

- ↳ Less interaction
- ↳ Lower morale
- ↳ Social loafing



Example: Team Size

- ✦ At [Amazon.com](https://www.amazon.com), there is a “two pizza” rule – if a team can’t be fed by two pizzas it’s too large
- ✦ Harvard professor thinks there should be no more than six
- ✦ Many companies have their own ideal sizes



Roles & Norms

★ Roles

- ↳ a socially determined expectation of how an individual should behave in a specific position
- ↳ Task roles, maintenance roles

★ Norms

- ↳ general guidelines that most group or team members follow

Question?

Layla works during her meeting to pull together the ideas of her committee members into a coherent whole. Layla is performing a _____ role.

- A. Maintenance
- B. Relationship-oriented
- C. Task
- D. Social

Why Norms are Enforced

- ★ To help the group **survive**
- ★ To **clarify** role expectations
- ★ To help individuals avoid **embarrassing** situations
- ★ To emphasize the group's important values and **identity**

Cohesiveness & Groupthink

★ **Groupthink**

↳ a cohesive group's blind unwillingness to consider alternatives

Symptoms of Groupthink

- ★ Invulnerability, inherent morality, and **stereotyping** of opposition
- ★ Rationalization and **self-censorship**
- ★ **Illusion** of unanimity, peer pressure, and mindguards
- ★ Groupthink versus “the **wisdom** of the crowds”

Results of Groupthink

- ✦ Reduction in alternative ideas
- ✦ Limiting of other information

Preventing Groupthink

- ✦ Allow criticism
- ✦ Allow other perspectives



The Nature of Conflict

★ **Conflict**

↳ process in which one party perceives that its interests are being opposed or negatively affected by another party

The Nature of Conflict

★ **Dysfunctional conflict**

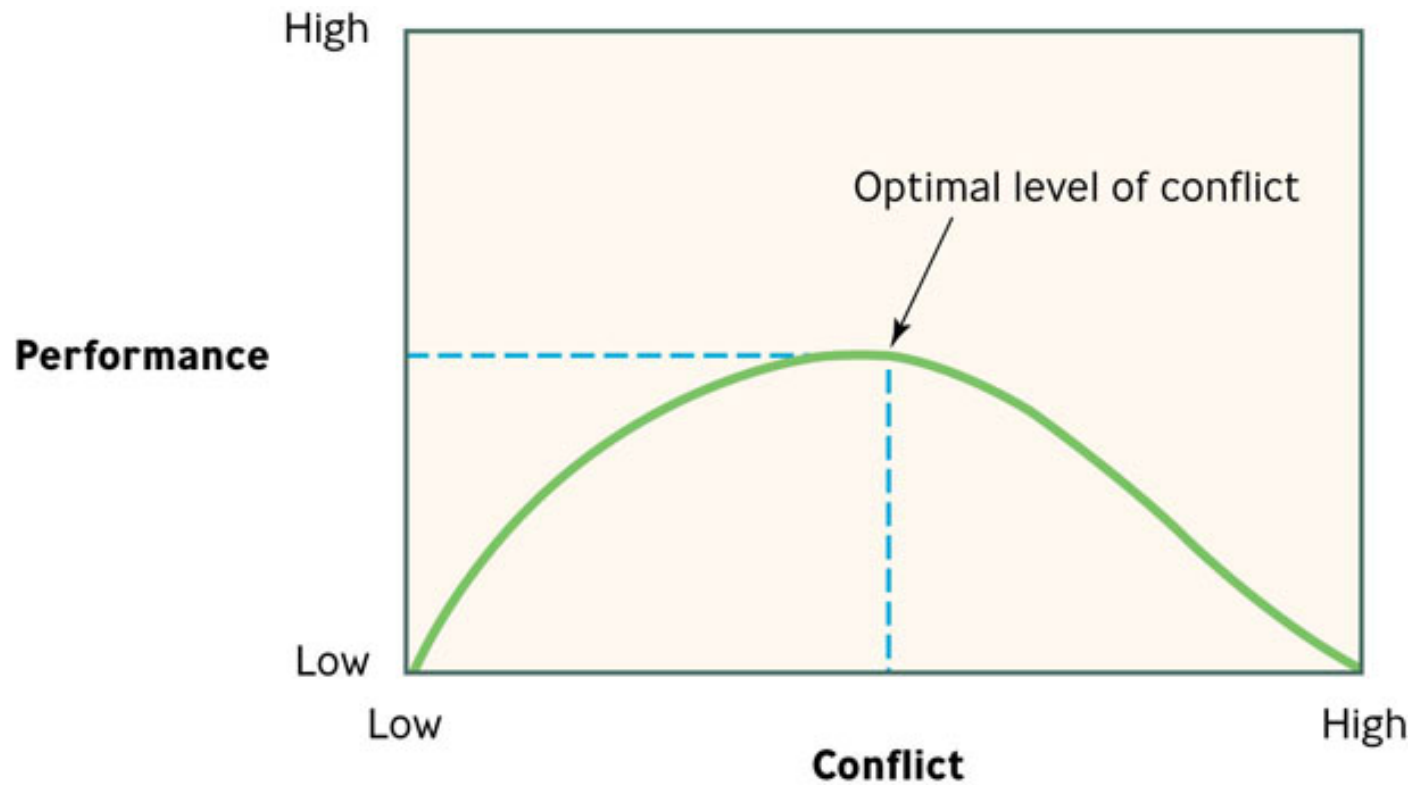
↳ conflict that hinders the organization's performance or threatens its interest

★ **Functional conflict**

↳ conflict that benefits the main purposes of the organization and serves its interests

Relationship Between Level of Conflict and Level of Performance

Figure 13.2



Three Kinds of Conflict

★ **Personality conflict**

- ↳ interpersonal opposition based on personal dislike, disagreement, or differing styles
- ↳ Personality clashes, competition for scarce resources, time pressure, communication failures



Three Kinds of Conflict

★ **Intergroup conflicts**

↳ Inconsistent goals or reward systems, ambiguous jurisdictions, status differences

★ **Multicultural conflicts**

Five Conflict-Handling Styles

- ✦ **Avoiding** - “Maybe the problem will go away”
- ✦ **Accommodating** – “Let’s do it your way”
- ✦ **Forcing** – “You have to do it my way”
- ✦ **Compromising** – “Let’s split the difference”
- ✦ **Collaborating** – “Let’s cooperate to reach a win-win solution that benefits both of us”

Devices to Stimulate Constructive Conflict

1. Spur **competition** among employees
2. Change the organization's **culture** & procedures
3. Bring in **outsiders** for new perspectives
4. **Use** programmed conflict

Programmed Conflict

★ Devil's advocacy

↳ process of assigning someone to play the role of critic to voice possible objections to a proposal and thereby generate critical thinking and reality testing

★ Dialectic method

↳ process of having two people or groups play opposing roles in a debate in order to better understand a proposal