

TOPIC

**GROUPS AND TEAMS IN THE
ORGANIZATION**

GROUP STRUCTURE

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Content

Group structure and teamworking – key terms and learning outcomes

- **Group structure and proces**
 - **Power, status, liking structure**
 - **Communication structure**
 - **Leadership structure**
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Learning outcomes

- **The six dimensions of group structure**
 - **The sources of power within the group**
 - **Communication network analysis, communication pattern analysis**
 - **Examples of three leadership styles identified by White and Lippitt**
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Why study group structure?

- An **individual from a function** like marketing **may be delegated to participate in various teams** which can be **face-to-face, project, ad hoc, virtual, cross-cultural, or a combination** of these.
 - A study by Pam Jones of teamworking in 600 organizations around the world revealed that **75 per cent** of them were dispersed **geographically**; **30 per cent** were spread **across time zones**; and **half were 'virtual'** and rarely met (Tieman, 2012).
 - **Companies' need for collaboration skills among employees** has heightened the search for the **team player**. This is the person who is humble, does not pursue personal glory, values the performance of the group over individual recognition, and is committed to a common goal and to achieving it selflessly.
 - **Team player** a person who works willingly in cooperation with others for the **benefit of the whole team**.
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Why study group structure?

Because so much work in organizations is now done in groups and teams, companies invest a **great deal of time and effort** during the selection process **to find applicants** who are good **‘team players’**.

Knowledge, skills, and abilities possessed by team players

Interpersonal KSAs

1. Conflict resolution
Recognizing the types and sources of conflict; encouraging functional and discouraging dysfunctional conflict; employing win-win negotiation strategies.
 2. Collaborative problem-solving
Identifying situations in which participative group problem-solving is appropriate; judging the appropriate degree of participation; overcoming obstacles to ensure it happens.
 3. Communication
Understanding and using decentralized communication networks; achieving consistency in verbal and non-verbal communication; correctly interpreting others' non-verbal communication.
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Self-management KSAs

4. Goal-setting and performance management
Establishing specific, challenging, and accepted team goals; evaluating progress towards them; providing feedback to members on their own and overall team performance.
 5. Planning and task coordination
Coordinating team members' activities and tasks; assisting them to establish individual tasks and role assignments, thereby balancing the workload between members.
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Team problem!!!

There were four team members named Everybody, Somebody, Anybody, and Nobody.

There was an important job to do and Everybody was asked to do it.

Everybody was sure Somebody would do it.

Anybody could have done it, but Nobody did.

Everybody was angry about that, because it was Somebody's job.

Everybody thought Anybody could do it, but Nobody realized that Everybody wouldn't.

In the end, Everybody blamed Somebody when Nobody did what Anybody could have done.

Group structure and process

- **Group structure** refers to the way in which members of a group relate to one another.
- The **formation of group structure** is one of the basic aspects of **group development**.
- **Group structure** the relatively stable pattern of relationships among different group members.
- **Differences between the members of a group** begin to occur as soon as it is formed.

A group's structure is determined by

- the **requirements** for efficient group performance;
 - the abilities and **motivations** of group members;
 - the psychological and **social environment** of the group.
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Group structure and process

The most important of these are

- power;
 - status;
 - liking;
 - communication;
 - role;
 - leadership.
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Why does a group have structure?

A group's structure will be affected by **group process**, which refers to the group activity which occurs over time, specifically to the **oral and non-verbal contributions** of group members. Examples of a group's process include

- **direction of communication** (who talks to whom);
 - **quantity of communication** (number of times each group member speaks);
 - **content of communication** (type of oral utterance made);
 - **decision-making style** (how decisions are made in the group);
 - **problem-solving style** (how problems are approached and solved).
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Power structure

- Individual members of a group differ in terms of how much **power** they each possess, and hence in their ability to direct the behaviour of other members.
 - For this reason, it becomes necessary for the group to have established control relations between members.
 - **Power** the capacity of individuals to overcome resistance on the part of others, to exert their will, and to produce results consistent with their interests and objectives.
 - **Power is an aspect not only in relationships between individuals within a group, but also in leadership relations and political issues.**
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Power structure

We can distinguished five types of power:

- **reward power**: the ability to exert influence based on the other's belief that the influencer has access to valued rewards which will be dispensed in return for compliance;
 - **coercive power**: the ability to exert influence based on the other's belief that the influencer can administer unwelcome penalties or sanctions;
 - **referent power**: the ability to exert influence based on the other's belief that the influencer has desirable abilities and personality traits that can and should be copied;
 - **legitimate power**: the ability to exert influence based on the other's belief that the influencer has authority to issue orders which they in turn have an obligation to accept;
 - **expert power**: the ability to exert influence based on the other's belief that the influencer has superior knowledge relevant to the situation and the task.
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Status structure

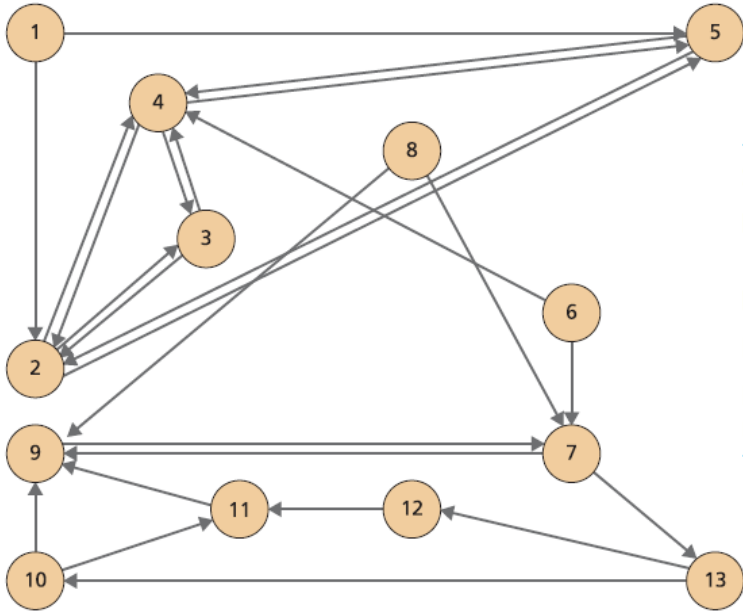
- **Status is a prestige ranking** within a group that is independent of formal status or position.
 - It is closely **related to leadership**, because if an individual's higher status is accepted by others within the group, they can influence, control, or command those around them.
 - Within the organization, **a value** is ascribed **by the formal organization to a position** such as chief executive officer, vice-president, or supervisor, and this can be labelled formal status.
 - **Formal status** the collection of rights and obligations associate with a position, as distinct from the person who may occupy that position.
 - **Social status** the relative ranking that a person holds and the value of that person as measured by a group.
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Liking structure

- Within any group, individual members **will like, dislike**, or be indifferent to other members, in varying degrees.
 - Their combined feelings towards each other represent their group's liking structure. This can be studied using the technique of **sociometry**.
 - **Sociometry maps the emotional relationships between individual members in a group** on the basis of their personal choices of selection and rejection of other group members using a few standard symbols.
 - **Sociogram** a chart which shows the liking (social attraction) relationships between individual members of a group.
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Liking structure

Sociogram



Sociometric positions within a group

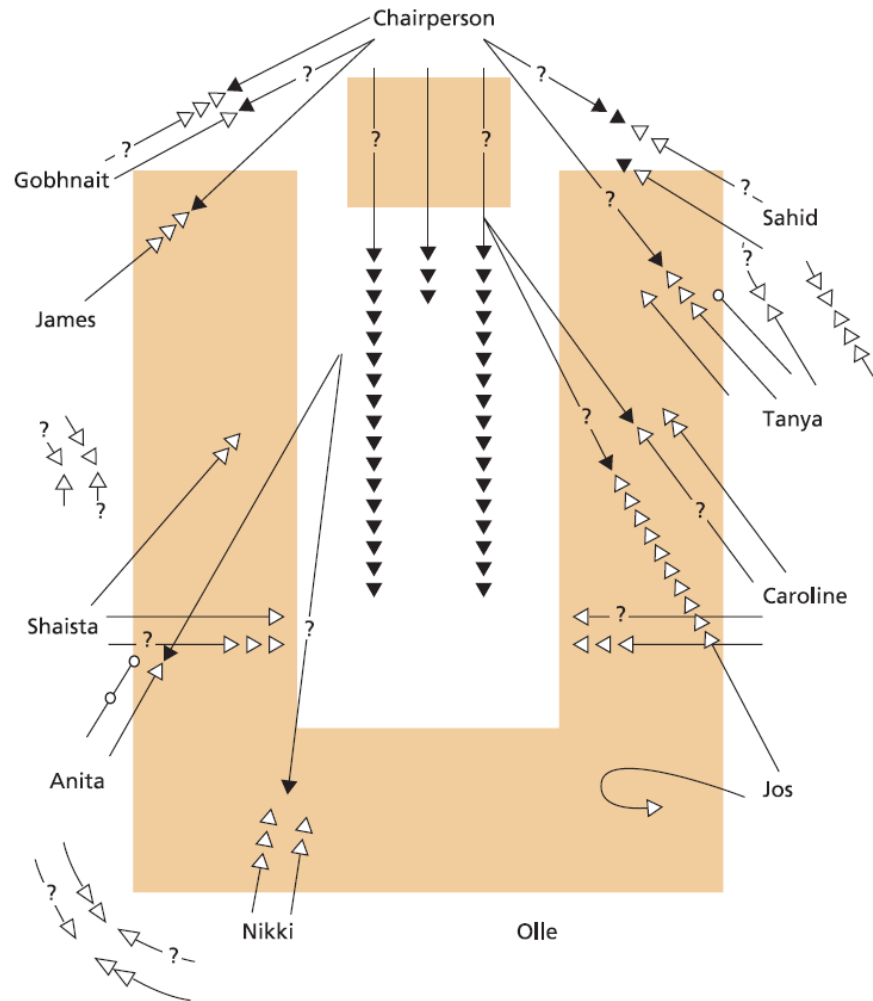
Star	Recipient of a large number of choices, sometimes described as 'over-chosen'
Isolate	Person who makes no choices at all and receives none, i.e., a relationship of mutual indifference to the remainder of the group
Neglectee	Person who, although he or she makes choices, receives none at all
Rejectee	Person who is not chosen by anyone and who is rejected by one or more persons
Mutual pair or mutual trio	Individuals who choose one another

Communication structure

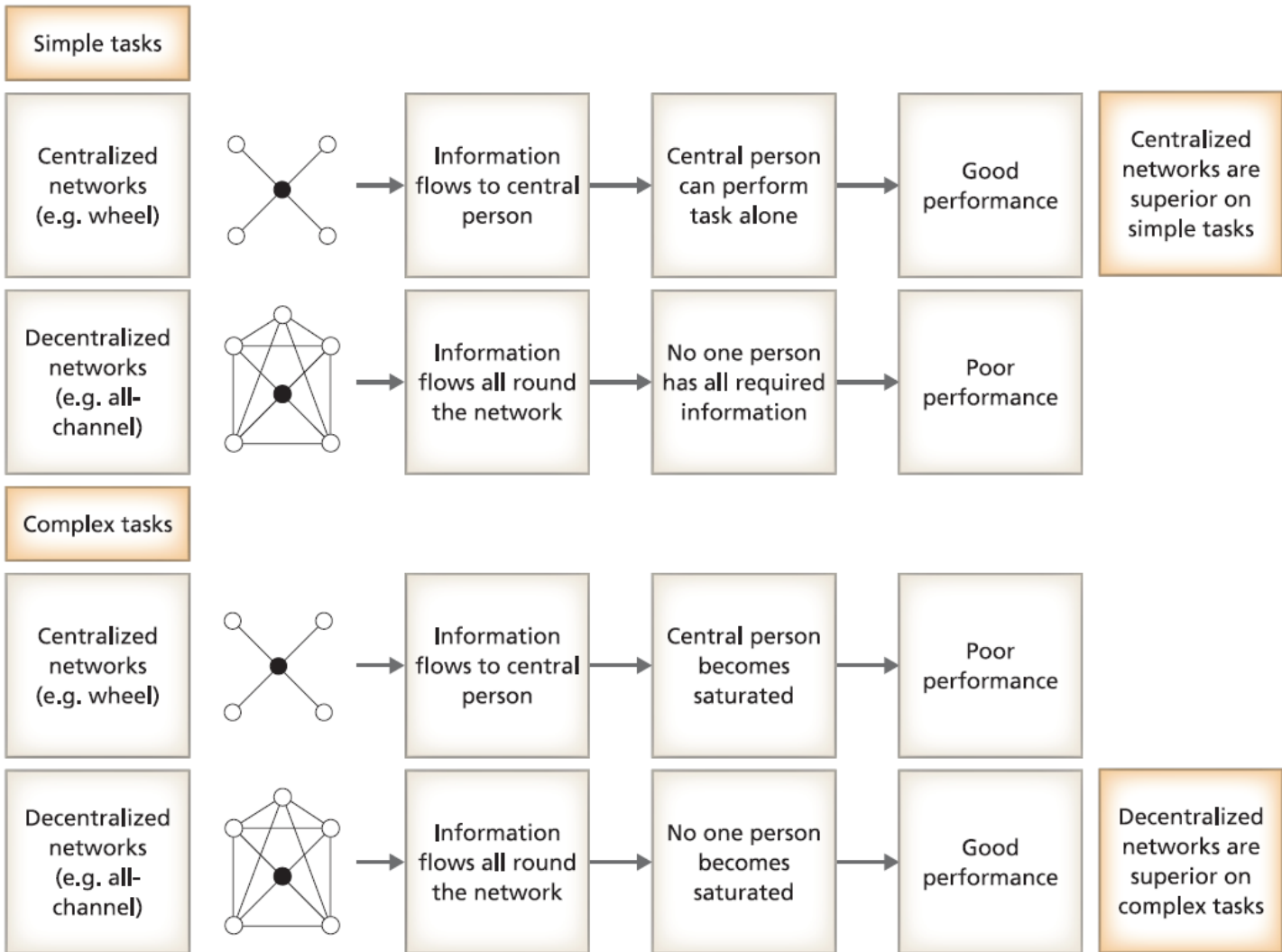
- To understand the **communication structure** of a group, it is necessary to know the **pattern of positions**, that is, **the role and status of every member**, and the **duration and direction** of communication from position to position.
 - Each group member depends on information provided by others. Solving a problem, making a decision, or reaching agreement all require information exchange between individuals.
 - The members of a group may work closely together, interacting frequently, and attending regular meetings.
 - The outcome is a **communigram** a chart that indicates the source, direction, and quantity of oral communication between the members during a group meeting.
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Communiagram showing participation at a meeting

- Key**
- ?→ Question
 - Statement
 - Attempt to speak not recognized
 - ⤵ Answered own question



Task type and communication network performance



Role structure

- **Social role** is the concept which relates the individual to the prescriptive dictates of the group.
 - People's behaviour within the organization is structured and **patterned** in various ways. An understanding of role helps us to see and **explain how this happens**.
 - Within a group activity, such as a staff meeting or a tutorial discussion, some people will show a consistent preference for certain oral behaviours and not for others.
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Task	Building and maintenance	Individual (self-interested)
Initiator-contributor	Encourager	Aggressor
Information seeker	Harmonizer	Blocker
Opinion seeker	Compromiser	Recognition seeker
Information giver	Gatekeeper and expeditor	Self-confessor
Opinion giver	Standard-setter	Playboy
Evaluator-critic	Observer and commentator	Dominator
Energizer	Follower	Help seeker
Procedural technician		Special interest pleader
Recorder		

Belbin's team roles

IMPLEMENTER
Practical thinker who turns theoretical ideas into workable solutions.
Disciplined, reliable efficient, and conservative. Produces processes and systems to meet team's needs.

TEAMWORKER
Looks after interpersonal relationships between team members; resolves conflicts; ensures team cohesion.
Cooperative, mild, perceptive, team diplomat; listens, sensitive to others, averts friction; is sensitive to team atmosphere; helps others

COMPLETER – FINISHER
Searches out errors and omissions; knows if team is on track; meets deadlines; ensures quality and timeliness.
The team's 'detail person'; painstaking, conscientious, anxious; possesses analytical and meticulous approach.

PLANT
Provides creative thinking, dispassionate analysis solves difficult problems.
Creative, imaginative, unorthodox.

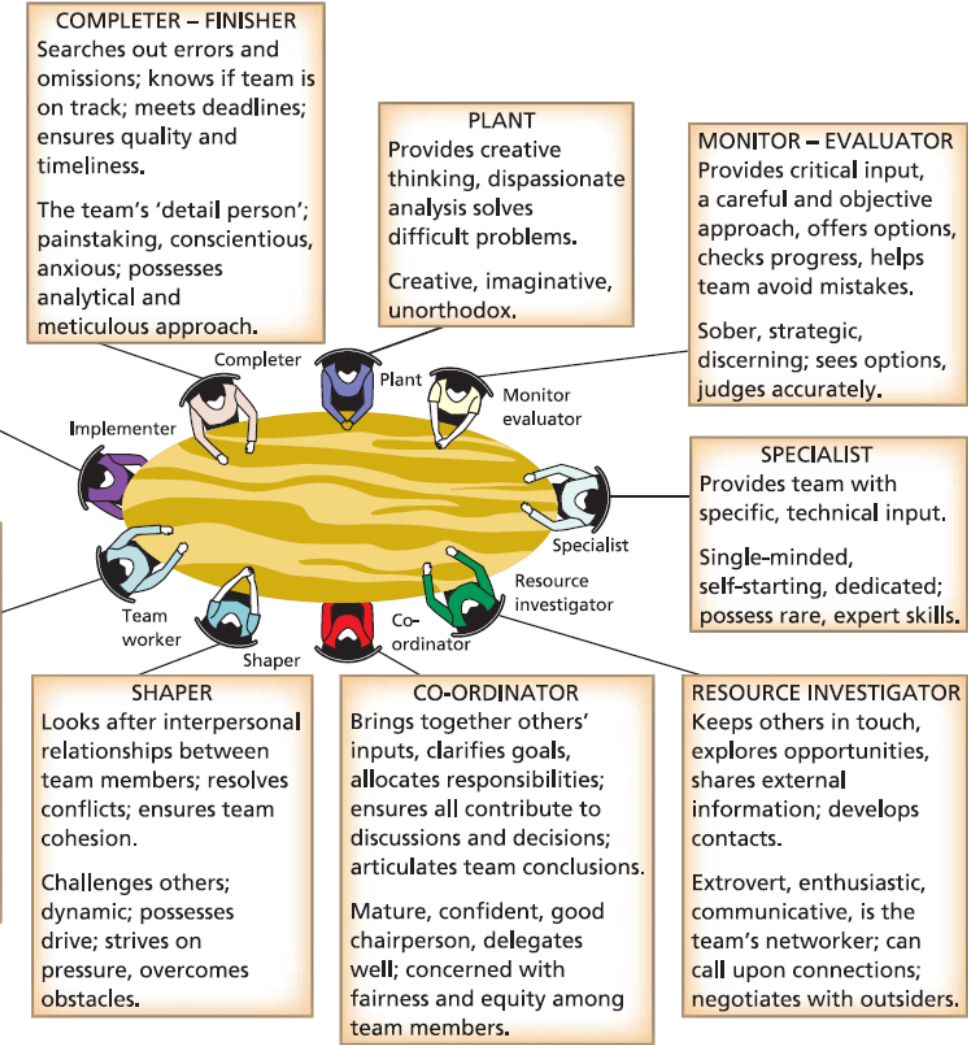
MONITOR – EVALUATOR
Provides critical input, a careful and objective approach, offers options, checks progress, helps team avoid mistakes.
Sober, strategic, discerning; sees options, judges accurately.

SPECIALIST
Provides team with specific, technical input.
Single-minded, self-starting, dedicated; possess rare, expert skills.

SHAPER
Looks after interpersonal relationships between team members; resolves conflicts; ensures team cohesion.
Challenges others; dynamic; possesses drive; strives on pressure, overcomes obstacles.

CO-ORDINATOR
Brings together others' inputs, clarifies goals, allocates responsibilities; ensures all contribute to discussions and decisions; articulates team conclusions.
Mature, confident, good chairperson, delegates well; concerned with fairness and equity among team members.

RESOURCE INVESTIGATOR
Keeps others in touch, explores opportunities, shares external information; develops contacts.
Extrovert, enthusiastic, communicative, is the team's networker; can call upon connections; negotiates with outsiders.



Leadership structure

- There are many jobs to be done in a group if it is to be both productive and satisfying for its members.
 - The **emergence of a leader within any group is a function of its structure.**
 - Usually, a **group makes a leader** of the person who has some **special capacity** for coping with the group's particular problems.
 - They may possess physical strength, shrewdness, or some other relevant attribute.
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Leadership structure

Leadership style	Effects		
	Liking for leader	Group atmosphere	Productivity
Autocratic	Liked less	Aggressive, dependent, self-oriented	High (leader present) Low (leader absent)
Democratic	Liked more	Friendly, group-centred, task-oriented	Relatively high (unaffected by presence or absence of leader)
Laissez-faire	Liked less	Friendly, group-centred, play-oriented	Low (increased in absence of leader)

Why study teamworking?

- **Teamworking** provides a mechanism to bring together different employee expertise and skills that are required to complete increasingly complex work tasks in ever shorter time frames.
 - There has therefore been a worldwide trend among firms to introduce newer forms of teamworking.
 - These include **global teams, possessing national, cultural, and linguistic heterogeneity** and operating within multinational organizations, often virtually; global virtual teams, which operate outside the formal organization structure, whose members reach across company boundaries to forge networks of connection hot groups, self-forming teams seeking to achieve groundbreaking and significant tasks.
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RECAP

- The six main dimensions along which the members of a group differ are power, status, liking, communication, role, and leadership. A person may be placed high on one dimension and simultaneously low on another.
 - There are five bases or types of power – reward, coercive, referent, legitimate, and expert.
 - The status structure of a group is determined by how much status an individual member possesses. There is formal status and social status.
 - The liking (emotional) structure of a group is revealed through the use of sociometry.
 - A communication network analysis maps the direction and quantity of oral communication in a group. It is depicted on a communigram.
 - The role structure of a group can differentiate those members who perform task-focused roles, relations-oriented roles, and self-oriented roles.
 - Meredith Belbin's team role theory distinguishes the roles played by the members of a team. They are plant, resource investigator, coordinator, shaper, monitor-evaluator, teamworker, implementer, completer-finisher, and specialist.
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**We can share our
thoughts and ask
questions**



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