

Groups and Teams in Organizations

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Groups Versus Teams

- Positive synergy
- Coordinated effort
- Team performance greater than the summation of the individual members together (*The Gestalt Philosophy*)

Stages of Group Development

- Forming
- Storming
- Norming
- Performing
- Adjourning

Forming

Team acquaints and establishes ground rules. Formalities are preserved and members are treated as strangers.



Storming

Members start to communicate their feelings but still view themselves as individuals rather than part of the team. They resist control by group leaders and show hostility.



Norming

People feel part of the team and realize that they can achieve work if they accept other viewpoints.



Performing

The team works in an open and trusting atmosphere where flexibility is the key and hierarchy is of little importance.



Adjourning

The team conducts an assessment of the year and implements a plan for transitioning roles and recognizing members' contributions.



Forming

- Uncertainty about a groups purpose structure and leadership
- Once people start thinking of themselves as part of the group this stage is complete

Factors affecting the forming stage

- **Personality-** introverts versus extroverts
- **Relationality:** values, attitudes emphasizing and facilitating establishing and maintaining connections to others
- **Attachment styles-** secure, avoidant, anxious
- **Social Motivation:** Need for affiliation (inclusion), intimacy (affection) and power (control)
- **Previous experience**
- **Social anxiety / shyness**

Storming

Resistance to the constraints imposed by the group, who will control the group?

At the end there is a clear hierarchy of leadership

Norming

- Structure put in place : **Norms, Roles, Leadership**
- **Norms:** A common set of expectations of correct member behavior
- **Roles** specify the types of behaviors expected of individuals who occupy particular positions within the group
- Slowly status, attraction and **communication networks** emerge
- Overtime the role activities become patterned into task and relationship roles

Roles

- **Role Identity:** Attitudes and behaviors consistent with a role
- **Role Perception:** our interpretation of how we are supposed to act in the role, we develop these perceptions from stimuli around us
- **Role expectations:** How others believe you should act in a given situation
- **Role conflict-** meeting with divergent role expectations
- **Role ambiguity:** behaviors associated with the role are poorly defined

- **Performing:** performing the task at hand, last stage for permanent work groups
- **Adjourning:** for temporary task groups, wrapping up activities

Evaluation

- Group formation more complex than this
- Movement from one stage to another is generally not this smooth
- Many stages go on simultaneously
- Regression to previous stages also happens
- Avoids organizational context

Why use teams?

- More flexible and responsive to change
- Democratize management and increase employee motivation
- More outputs with no increase in inputs

Virtual Teams

- Use of computer technology
- Need not necessarily be due to geographical remoteness
- Sharing of information affected- highly virtual low sharing

How to make them effective?

- Trust
- Visibility
- Continuous Monitoring

- Direction
- Supportive Context
- Strong Structure
- Shared Mindset

How to increase cohesiveness?

- Competition with other groups
- Time spent together
- Physically isolation
- Group rewards
- Status and difficulty in attaining membership
- Size