Unit-2

Group and Team dynamics

Group dynamics

Groups are important for organisational life. Managers spend substantial time in managing groups and teams so that groups contribute to organisational and group goals. How effectively a manager plans, organises, staffs, leads and controls depends upon how effectively he manages the groups. A group means "two or more people who interact with one another, are psychologically aware of one another, perceive themselves to be members of the group, and work towards a common goal."

Group dynamics studies the nature, formation and reasons for forming the groups. It studies how groups affect the behaviour and attitude of members and the organisation. It is a process by which people interact with each other. If groups are effectively managed, they contribute a lot to organisational goals.

Types of groups

A group is defined as two or more individuals, interacting and interdependent, who have come together to achieve a particular objective. Groups are either formal or informal. A formal group is a designated work group, one that is defined by an organization based on its hierarchical structure, with designated tasks related to its function. In the workplace, that might be the finance group or the human resources group.

Some major types of groups are discussed here

1. Primary Secondary

2. Membership reference

3. IN Out

4. Interest friendship

5. Open closed

6. Formal Informal

7. Temporary Permanent

8. Nominal Non-Performing

Primary & secondary types of group

Primary groups are the groups were in members have regular face to face interactions. Members in the group have a close interpersonal relationship. Family is the best example for

the Primary group. In the case of the organization, the Quality circle is the best example.

Secondary Groups are such groups were members come together to earn money and transact goods and services.

the emotions love anger disappointment can be shared in the primary group whereas in a secondary group it is restrained

Membership & Reference

Membership groups are the group which requires formal registration and members need to obtain card or certificate. AIMA All India Management Association is an example of a membership group.

Reference groups are such groups by which the individual wants to identify himself as a member or to which group he wants to belong. Family is an example of a Reference group.

To be simple membership groups are which the individual actually belongs and reference groups are which the individual wants to belong

IN and OUT types of groups

In group is the group in which individuals hold powerful values and it plays a vital role in social functioning example Family, service organisation etc…

OUT groups are the groups which do not share any social value.

In another dimension In group is in which the individual is a member and out-group is in which he is not a member. And the members of in-group have enmity wit the outgroup

Interest and friendship Group

Interest groups are formed by individuals who have a common interest in achieving a particular task eg. Group coordinating any social gathering.

Friendship group is formed by members having one or more common features. Generally, people speaking the same language, belonging to the same place will become a part of a friendship group.

Open & closed Types of Groups

An open group is such group were in the membership is keep on changing that is any new member can join and existing member can leave the group. As the members are kept on changing the group will get new ideas and the same time perspective is limited to the near future.

A closed group are a group where the membership is closed it can be said as constant.

Temporary & Permanent Group

Temporary groups are formed for a particular purpose. When the task for which the group is formed is completed the group will be separated.

A permanent group are a group which is not task-based. Which will keep on go

Nominal & Non-Performing Group

The nominal group are groups which have problems to be solved tasks are undertaken by members. Have a structured way of performing. Suggestions of members will be taken in a written format.

A non-Performing group are a group which is only on paper are for show purpose. Which will not have any specific function to perform

Formal & Informal Types of Groups

Formal Groups are such groups which are formed generally by the organisation. There exist a structure and hierarchy among the members. These formal groups are formed basically from the organisational chart itself.

Command group and task group are examples of Formal groups

Informal type Groups

Informal groups are formed by the people voluntarily based on their interest. When people with similar interest within the organisation come together and form a group is called an informal group.

There won't be any structure for such groups. Generally, people from this group for their social need within the organisation.

Group Development

The Group Development means, forming the association of people to work as a group and direct their actions towards the accomplishment of a common goal. The jobs of each group member are interdependent and hence the performance of one will affect the entire group's performance. It is often called as a team building or team development.

Stages of Group development

Forming: At this stage, the formation of a new group begins, wherein the members come together and get to know each other through the interactions. Here the individuals are excited

and anxious to know about the scope of the task and the ways to approach it. Generally, the individuals come with a desire to get accepted by others and avoid controversy or conflicts.

Storming: Once the forming stage is over, the individuals will start interacting with each other in the context of the task to be achieved. The conflict and competition among the group members will be highest at this stage.

The most dominant group members come in the front while the confrontational members remain silent and continue to be in the security or calm stage (forming). The issues related to the leadership, responsibility, strategies, rules, authority, evaluation, reward system etc. arises at the storming stage.

Norming: Once the role of every member is cleared along with the authority and responsibility of each, the team members start settling in a group. Here, everybody works cohesively towards the target and appreciate each other's experience and skills.

Performing: At this stage, synergy gets created between the team members, where everyone works towards the accomplishment of a goal. This stage is characterized by flexibility and interdependence. The team members know each other so well that they can handle any complex problem that comes before the team.

Also, the roles and responsibilities of member changes according to the situation frequently, because at this stage everyone is equally a task-oriented and people-oriented and thus can perform efficiently.

Adjourning: This is the last stage of group development, where the group is terminated, and the group members are separated from each other. Every group is created for a purpose, and once the purpose is fulfilled the group is adjourned.

Some authors call this stage as "mourning or deforming," because, the sense of loss is felt by the group members, at the time of separation from each other.

Determinants of Group behaviour.

1. Size: The sizes of the group will affect how the group works together and tasks completed.

2. Leadership /management style :It can affect the performance of the group -It involves the organization and directions' of the group to achieve its goals.

3. Cohesiveness :If the group is not cohesive it will tend to be ineffective.

4. Motivation of group members :The commitment of members to the goals and tasks of the group are a key determinant of successful performance.

5. Norms of groups :This includes belief systems, attitudes and values of the group, that influence behaviour.

6. Group /team roles: Effective groups need members to carry out a variety of roles in order that goals and tasks of group many be achieved.

7. The environment :The work environment will have a direct bearing on the group and its performance.

8. **The group task :**This includes the task that groups are asked to complete, how important they are and how urgent and how the results help the company achieve its objectives.

Team Dynamics

Team dynamics describes the behavioral relationships between the members of a group. The dynamic between them includes how they interact, communicate and cooperate.

Types of Teams.

Functional teams

Functional teams include members of the same department. When working within these teams, you share different responsibilities than other members. Functional teams have leaders or supervisors to whom members report and who designate responsibilities. Organizations commonly use functional teams, which require communication and trust. This type of team may be beneficial to contribute to and prioritize workplace culture.

Cross-functional teams

Cross-functional teams share similarities with functional teams, with the primary difference being that team members come from various departments. These teams are useful for jobs and projects that require different expertise and viewpoints. These teams function best when supervisors and team leaders prioritize communication. Leaders typically delegate responsibilities to members depending on their individual skill sets.

Self-managed teams

In self-managed teams, employees working within the same organization collaborate to accomplish a common goal. These teams are autonomous and don't need the same supervision as other types of teams. Self-managed teams share both leadership and responsibilities. Startup companies and small businesses often use self-managed teams. When engaging in a self-managed team, you may find it helpful to provide constructive feedback to team members.

Troubleshooting teams

When issues arise within an organization, troubleshooting teams find solutions for those issues. Their goal is to improve processes for organizations. These teams require strong

communication skills to discover solutions for complex obstacles. These teams make recommendations to affected departments, who then implement their recommendations.

Project team

Project teams work on specific projects for their employers. Members of project teams typically come from several departments and perform tasks depending on their abilities. These teams have project leaders who assign responsibilities and monitor work.

Task-force teams

Organizations need task force teams when emergencies arise. These teams comprise the most efficient employees within an organization. In task-force teams, employees work exclusively on their tasks within the team. This differs from other teams, which frequently combine an employee's regular caseload with that of the team. The goal of the task force is to complete projects quickly and efficiently.

Conflicts.

Organizational conflict refers to the condition of misunderstanding or disagreement that is caused by the perceived or actual opposition in the needs, interests and values among people who work together. Organizational conflict may also be termed as workplace conflict.

Sources of conflicts.

.Six Sources of Conflict

Here are six common sources within an organization that may lead to interpersonal conflict:

1. Lack of role clarification

Conflict can emerge when it is unclear who is responsible for what task or what part of a project. Clear job descriptions and expectations can reduce this contributor to conflict.

2. Poor processes

Often poorly constructed processes and procedures can create conflict. To avoid this pitfall, it is helpful to regularly review your procedures and policies to ensure they support teamwork and collaboration.

3. Communication problems

This is a common contributor to conflict and can occur among all levels of staff. Keeping communication channels open and having a culture where questions are welcomed will go a long way in mitigating this contributor to conflict.

4. Lack of performance standards

When performance and quality standards are not clear, individuals quickly sort out their own personal expectations around work quantity and quality. This can put them at odds with others whose standards are different. Leadership and management should be fair, clear, and consistent in articulating performance standards.

5. Lack of resources

If employees have to compete for resources, whether it's managerial support, tools, equipment, or financial resources, the stage is set for competition and conflict. Asking employees what's needed and then providing it (if possible) will build a spirit of collaboration rather than competition.

6. Unreasonable time constraints

Workplace conflict can occur when coworkers are not aware of the steps involved and the time others need to complete their portion of a task or project. As a result, they may expect more of each other than is reasonable. Taking time to consider job design and cross-training employees can work to mitigate this contributor to conflict.

Ways of resolving conflict

1.Clarify what is the source of conflict

The first step in resolving conflict is clarifying its source. Defining the cause of the conflict will enable you to understand how the issue came to grow in the first place. Additionally, you will be able to get both parties to consent to what the disagreement is. And to do so, you need to discuss the needs which are not being met on both sides of the issues. Also, you need to warranty mutual understanding. Ensure you obtain as much information as possible on each side's outlook. Continue asking questions until you are confident that all the conflicting parties understand the issue.

2. Find a safe and private place to talk

Before trying to resolve any issue, find a safe and private place to talk. Do not choose the office of either party or a location near them. And while at this place, ensure that each party gets enough time to air out their views regarding the matter.

3. Listen actively and let everyone have their say

After getting both parties to meet in a secure and private place, let each of them have the opportunity to air out their views and perceptions regarding the issue at hand. Give each party equal time to express their thoughts and concerns without favoring the other. Embrace a positive and assertive approach while in the meeting. If necessary, set ground rules. Taking this approach will encourage both these parties to articulate their thoughts in an open and honest manner as well as comprehend the causes of the conflict and identify solutions.

4. Investigate the situation

After listening to the concerns of both parties, take time, and investigate the case. Do not prejudge or come up with a final verdict on the basis of what you have. Dig deeper and find out more about the happenings, involved parties, the issues, and how people are feeling. Have an individual and confident conversation with those involved and listen in a keen manner to ensure you comprehend their viewpoints. You can do so by summarizing their statements and replicating them back to them. Also, try finding any underlying conflict sources which may not be evident or noticeable at fast.

5. Determine ways to meet the common goal

When managing conflict processes, you need to have a common objective, which is resolving the issue and ensuring it does not resurface. And to solve any problem, you need to be aware of the different stages of conflict. This will enable you to look for the ideal ways to meet the common goal. After clarifying the source of conflict, talking to both parties, and investigating the situation, you need to sit down with both parties and discuss the common ways you can execute to meet the common goal, which is managing and resolving the matter at hand. Listen, communicate and brainstorm together until you exhaust all options. According to the team lead of Edu Jungles writing company — Kevin Smith, find the source of conflict is the main step to solve any problem.

6. Agree on the best solution and determine the responsibilities each party has in the resolution

Managing and resolving conflict leaps model of communication. Employees will find it easy to interact with another as they understand that they have one goal, which is meeting the company's objectives. So, after investigating the situation and determine ways through which you can resolve the issue, both parties need to develop a conclusion on the best solution for the problem. And to agree on the best, you need to identify the solutions which each party can live with. Find common ground. Afterward, determine the responsibilities each party has in resolving the conflict. Also, it is crucial to use this chance to identify the root cause and ensure this issue will not come about again.

7. Evaluate how things are going and decide preventative strategies for the future

Never presume that the issue is resolute. Effective communication ought to dominate in the business. So, ask yourself, "What is the second step of effective communication?" Knowing this will help you ensure that the employees are working together to meet the organizational goals. So, continue keeping an eye on the issue and assess if the solution is effective. If the issue resurfaces, take necessary action.

Managing Interpersonal relationships

An association between individuals working together in the same organization is called

interpersonal relationship. An individual spends around seven to eight hours at his workplace and it is practically not possible for him to work all alone. One needs people to talk to and discuss various issues at the workplace. Research says productivity increases manifold when individuals work in groups as compared to an individual working alone.

Ways of improving interpersonal relationships

1. Employees must communicate with each other effectively for a healthy relationship. Remember a problem shared is a problem halved.

2. Interact with your co workers more often. Discussions must be on an open platform where every individual has the liberty to express his/her views and opinions. Written mode of communication is one of the effective ways of communicating at the workplace. Make sure your emails are self explanatory and do mark a cc to all related employees. Ignoring any of your co-workers might hurt him and spoil your relationship with the individual concerned. Avoid hiding things from your fellow workers.

3. Team leaders and supervisors should conduct morning meetings with their team members. Do not make the meeting too formal. The employees should be allowed to bring their coffee mugs. Let them interact with each other. Morning meetings go a long way in breaking the ice among employees and improving interpersonal relationships at workplace.

Do not favour any employee just because he is your relative or you know him personally. Favouritism spoils the relationship between superiors and subordinates.

4. Take your team out for lunch, picnics or get together once in a while. Let the employees bring their families as well. Ask your team members to exchange contact numbers amongst themselves for them to interact with each other even after work.

5. Greet your colleagues on their birthdays or anniversaries. Send them a nice e-card and do ask for a treat. Such small initiatives go a long way in strengthening the bond among fellow workers. Important festivals must be celebrated at workplace for employees to come closer to each other.

6. Individuals should be motivated to work in teams. Work must be equally allocated to team members to expect the best out of them. No employee should be overburdened. People working in teams are friendlier and adjust with each other better.

7.Avoid being jealous. Leave your ego behind the moment you enter the workplace. Appreciate if someone has performed exceptionally well. Remember only hard work and nothing else pays in the long run.

8. Stand by your colleagues when needed. It is only you who can create a healthy atmosphere at the workplace.