Human Relations in Organizations
Applications and Skill Building

Robert N. Lussier
Chapter 12

Team Dynamics and Leadership

Human Relations in Organizations

Applications and Skill Building

Robert N. Lussier
Teamwork involves working together to achieve something beyond the capabilities of individuals working alone.
Introduction (1 of 2)

- Much of the work in organizations is completed through teamwork.
- Effective team members behave differently than ineffective members.
- Understanding group process can improve your team behavior and performance.
- The foundation of team performance is interpersonal skills.
Introduction (2 of 2)

- Organizations expect teams to achieve higher levels of performance in less time with fewer resources.
- Firms need to select team leaders and members who have the balance of *technical* and *interpersonal* skills.
The Team Performance Model

**Team Performance** is a function \( f \) of its structure, dynamics, and development:

- To have high levels of performance team must:
  - Have an effective structure for working together as a team
  - Good dynamic human relations
  - Develop its ability to work as a team
Types of Teams

- **Formal Groups**
  - Sanctioned by the organization

- **Informal Groups**
  - Developed spontaneously when members join together voluntarily because of similar interest

- **Ongoing Groups**
  - Without ending or temporary discontinuing after the objective is met
Formal Groups

Functional Groups
- Formal ongoing teams
- Comprised of managers and their employees
- Each work unit / department is a functional group
- Some are called *self-directed* or *self-managed* because team leadership is shared

Task Groups
- Comprised of functional team members who work on specific tasks
  - With members of other functional teams
  - Commonly cross-functional
- Often called *committees*
  - *Ad hoc committee* or *task force*
  - *Standing committee*
Team Structure Components

- Leadership
- Composition
- Problem Solving and Decision Making
- Conflict

Team structure components affecting behavior, human relations, and group performance

Exhibit 12.2
Team Dynamics

- Refers to the patterns of interactions that emerge as groups develop
- Also called group process
- Team success is dependent upon the process team members use to interact with each other to accomplish work

Components of Team Dynamics

- Objectives
- Size
- Norms
- Cohesiveness
- Status
- Roles
<table>
<thead>
<tr>
<th>Components of Team Dynamics: Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>To be effective, teams must:</td>
</tr>
<tr>
<td>- agree on clear objectives</td>
</tr>
<tr>
<td>- be committed to achieving them</td>
</tr>
<tr>
<td>Leader should allow the group to have input in setting objectives</td>
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</tbody>
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<table>
<thead>
<tr>
<th>Implications for Managers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managers should be certain that their functional groups:</td>
</tr>
<tr>
<td>- have measurable objectives</td>
</tr>
<tr>
<td>- know priorities</td>
</tr>
<tr>
<td>Team objectives should be coordinated with organization goals</td>
</tr>
</tbody>
</table>
Components of Team Dynamics: Size

- Ideal team size varies, depending on the team’s purpose
- No consensus on the ideal size for groups
- Team size affects leadership, members, and its process of getting the job done

Implications for Managers

- Usually managers have no say in the size of their functional groups
- The appropriate leadership style may vary with team size
Components of Team Dynamics: *Norms*

- **Norms** – the group’s shared expectations of its members’ behavior
- Norms determine what should, ought, or must be done in order for the group to maintain consistent and desirable behavior
- Developed spontaneously as group members interact through team routine

**Implications for Managers**
- Managers should be aware of their group’s norms
- They should work toward maintaining and developing positive norms
- Managers should confront groups with negative norms and try to work out agreeable solutions
How Teams Enforce Norms

- Ridicule
- Ostracism
- Sabotage
- Physical Abuse
Components of Team Dynamics: **Cohesiveness** (1 of 2)

- **Group cohesiveness** – the attractiveness and closeness group members have for themselves and the group.
- The more cohesive the group, the more it sticks together as a team.
- The more desirable group membership is, the more willing members are to behave according to team norms.

**Factors Influencing Cohesiveness**

- Objectives
- Size
- Homogeneity
- Participation
- Competition
- Success
Components of Team Dynamics:

*Cohesiveness* (2 of 2)

**How Cohesiveness Affects Team Performance**
- Cohesive teams tend to have a higher level of success at achieving their objectives with greater job satisfaction
- Cohesive team members:
  - miss work less often
  - are more trusting
  - have less tension and hostility

**Implications for Managers**
- Managers should strive to develop cohesive groups that accept their level of productivity
- Participation helps develop cohesiveness
- Managers should focus on *inter-group* competition
Components of Team Dynamics: Status

- **Status** – the perceived ranking of one member relative to other members of the group
- Group status depends upon the groups objectives, norms, and cohesiveness
  - Status congruence
- High-status members have a major impact on the group’s performance

Implications for Managers

- To be effective, the manager needs to have high status within the functional group
- The manager should maintain good human relations with the group
- Managers should be aware of conflicts resulting from lack of *status congruence*
Components of Team Dynamics: *Roles* (1 of 3)

- **Roles** – are shared expectations of how group members will fulfill the requirements of their position.
- People develop their roles based on:
  - their own expectations
  - the organizational expectations
  - the group’s expectations

- People often have multiple roles within the same position.
- Group roles may be classified as:
  - task roles
  - maintenance roles
  - self-interest roles
### Components of Team Dynamics: Roles

**(2 of 3)**

#### Task Roles

- *Task roles* – things group members do and say that directly aid in the accomplishment of its objectives
  - Objective Clarifiers
  - Planners
  - Organizers
  - Leaders
  - Controllers

#### Maintenance Roles

- *Maintenance roles* – things group members do and say to develop and sustain group dynamics
  - Formers
  - Consensus seekers
  - Harmonizers
  - Gatekeepers
  - Encouragers
  - Compromisers
Components of Team Dynamics: *Roles*  
(3 of 3)

**Self-Interest Roles**
- *Self-interest roles* – things members do and say in order to meet their own needs / objectives at the expense of the team
  - Aggressors
  - Blockers
  - Recognition Seekers
  - Withdrawers

**Implications for Managers**
- To be effective, a team must have members who play task roles and maintenance roles, while minimizing self-interest roles
- Managers should make the group aware of the need to play these effective roles
Components of Team Dynamics: Summary

Effective groups should have:

- Clear objectives with agreement and commitment to those objectives by its members
- Appropriate group size to achieve its objectives
- Positive norms
- Cohesiveness
- Status congruence
- Members who play task and maintenance roles while minimizing self-interest roles
Team dynamics components affecting behavior, human relations, and performance of groups

Exhibit 12.3
Team Development

- Team development affects team dynamics, satisfaction, effort, and performance
- All teams are unique with dynamics that change over time
Team Development Stages

- Orientation (1)
- Dissatisfaction (2)
- Resolution (3)
- Production (4)
- Termination (5)
# Team Development Stages

<table>
<thead>
<tr>
<th>Stage 1: Orientation</th>
<th>Forming stage</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Characterized by low development level (D1), high commitment, and low competence</td>
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</table>

<table>
<thead>
<tr>
<th>Stage 2: Dissatisfaction</th>
<th>Storming stage</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Characterized by moderate development level (D2), lower commitment, and some competence</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Stage 3: Resolution</th>
<th>Norming stage</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Characterized by high development level (D3), variable commitment, and high competence</td>
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</tbody>
</table>
## Team Development Stages (2 of 2)

| Stage 4: Production | Performing stage  
Characterized by outstanding development level (D4), high commitment, and high competence |
|---------------------|--------------------------------------------------|
| Stage 5: Termination | Adjourning stage  
Not reached unless there is some drastic reorganization  
Does occur in task groups |
# Group Situational Supervision

<table>
<thead>
<tr>
<th>Group Development Stage (D)</th>
<th>Supervisory Styles/Roles (S)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Low Development (D-1)</strong></td>
<td><strong>Autocratic (S-A)</strong></td>
</tr>
<tr>
<td>- High commitment / low competence</td>
<td>- High task / low maintenance</td>
</tr>
<tr>
<td><strong>Moderate Development (D-2)</strong></td>
<td><strong>Consultative (S-C)</strong></td>
</tr>
<tr>
<td>- Low commitment / some competence</td>
<td>- High task / high maintenance</td>
</tr>
<tr>
<td><strong>High Development (D-3)</strong></td>
<td><strong>Participative (S-P)</strong></td>
</tr>
<tr>
<td>- Variable commitment / high competence</td>
<td>- Low task / high maintenance</td>
</tr>
<tr>
<td><strong>Outstanding Development (D-4)</strong></td>
<td><strong>Laissez-Faire (S-L)</strong></td>
</tr>
<tr>
<td>- High commitment / high competence</td>
<td>- Low task / low maintenance</td>
</tr>
</tbody>
</table>
Meeting Leadership Skills

- Planning Meetings
- Conducting Meetings
- Handling Team Problem Members

The success or failure of meetings rests primarily with the leader and interpersonal communications.
Planning Meetings

- Objectives
- Participants and assignments
- Agenda
- Date, time, and place
- Leadership
- The written plan
Conducting Meetings

- First meeting: orientation stage
- Three parts of the meeting:
  - Objectives
  - Agenda
  - Summarize and review assignments
- Leadership, group structure and dynamics, and emotions
Handling Team Problem Members

Some of the problem members in a team are:

- The silent member
- The talker
- The wanderer
- The bored member
- The arguer
**The Team Performance Model Components**

*Team Performance* is a function \( f \) of its structure, dynamics, and development:

- **Team Structure**
  - Leadership
  - Composition
  - Problem solving & decision making
  - Conflict

- **Team Dynamics**
  - Objectives
  - Size
  - Norms
  - Cohesiveness
  - Status
  - Roles

- **Team Development Stage**
  - 1. Orientation
  - 2. Dissatisfaction
  - 3. Resolution
  - 4. Production
  - 5. Termination
Global Team Differences

Level of teamwork varies

- Asian countries (including Japan):
  - teamwork is considered very important
  - leadership and decision making are participative
  - group composition is not very diversified with shared norms and cohesiveness
  - less conflict than within the U.S. and many European countries

- U.S. and many European countries:
  - there are fewer status differences