

# Chapter 7

# Groups and Teams

# Learning Objectives

- **Define groups and teams**
- **Understand the elements of group structure**
- **Know two models of group development**
- **Discuss group processes, including decision making and social loafing**

# Learning Objectives (cont.)

- **Explain the differences between groups and teams**
- **Appreciate the influences of differences in group and team composition on organizational behavior**
- **Know how groups function in different cultures**

# Group

**A plurality of individuals who are in contact with one another who take one another into account, and who are aware of some significant commonality**

# Elements of Group Structure

- **Rules and Norms**
- **Roles and Status**
- **Leaders and Followers**
- **Formal and Informal Groups**

# Group Development

- **The Five-Stage Model**

- **Forming**
- **Storming**
- **Norming**
- **Performing**
- **Adjourning**

- **The Punctuated Equilibrium Model**

# Group Processes

- **Communication**
- **Group Culture**
- **Decision Making**
  - Individual Vs. Group
  - “Groupthink”
- **Participation and Social Loafing**
  - Are these culturally specific?

# Team

**A small number of people with complementary skills who are committed to a common purpose, set of performance goals, and approach for which they hold themselves mutually accountable**



# Types of Groups

- **Homogeneous**
- **Token**
- **Bicultural**
- **Multicultural**

# How Teams Differ from Groups

- **Shared Leadership**
- **Accountability**
- **Purpose**
- **Work Products**
- **Communication**
- **Effectiveness**
- **Work Style**

# Typical Difficulties

- Dislike and Mistrust
- Unsophisticated Stereotyping
- Lack of Cohesion
- Miscommunication
- Overall Decreased Effectiveness

# Some Solutions

- Recognize Differences
- Selection by task-related ability, not culture
- Negotiate Roles
- Establish Norms
- External Vision/Focus
- Group Success
- Work together
- Give Feedback

# Advantages and Disadvantages of Group Diversity

## *Advantages*

### *Diversity Permits Increased Creativity*

Wide range of perspectives

More and better ideas

Less “groupthink”

### *Diversity Forces Enhanced Concentration to Understand Others’*

Ideas

Meanings

Arguments

## *Disadvantages*

### *Diversity Causes Lack of Cohesion*

Mistrust

Lower interpersonal attractiveness

Stereotyping

More within-culture conversations

Miscommunication

Slower speech: Non-native speakers

Less accurate communication

Stress

More counterproductive behavior

Less agreement on content

Tension

# Advantages and Disadvantages of Group Diversity (cont.)

## *Advantages*

### *Increased Creativity Can Lead to*

**Better Problem definitions**

**More alternatives**

**Better solutions**

**Better decisions**

### *Groups Can Become*

**More effective**

**More productive**

## *Disadvantages*

### *Lack of Cohesion Causes Inability to* **Validate ideas and people**

**Agree when agreement is needed**

**Gain consensus on decisions**

**Take concerted action**

### *Groups can Become*

**Less efficient**

**Less effective**

**Less productive**

# Is Seeing Culture Illegitimate?

- Some people associate recognizing culture with simplistic and immoral ways of thinking
- Recognition is not the same as judging people from one culture to be superior or inferior to those of another
- Cultural blindness limits our ability to benefit from diversity.
  - Blindness leads to “like me” fallacies: I.e believing people are basically the same as you, and have the same needs.

# Diversity and Consensus

- Fiol and Lyles found that consensus can be reached in diverse groups without everyone agreeing.
- These groups tended to have high performance
- Group has to interact to the point that each member understands the other's perspectives and opinions.
- They can then agree to disagree and move on



# Strategies for Managing Cultural Diversity

- Parochial: Cultural blindness/avoidance
  - Homogeneity or Similarity myths
- Ethnocentric
  - Cultural Dominance
- Combine
  - Compromise or Accommodate
- Synergistic
  - Often discussed and promoted, rarely achieved

# Convergence or Divergence?

- **Trend toward using group-oriented management techniques in individualistic societies**
- **Introduction of market-based principles in collective societies leading to more individualism**
- *Continuing tensions among cultures*
- *Multiculturalism threatens dominant groups*
- *Some societies remain homogeneous*

# Implications for Managers

## ● **Managing Groups**

- **Give organizational objectives precedence over multicultural considerations**
- **Emphasize clear vision/superordinate goal**
- **Create equal power among group members**
- **Avoid ethnocentrism**
- **Learn how to diagnose group behavior in other cultures**

# Implications for Managers (cont.)

- **New uses of groups and teams**
  - **Groups and teams may replace traditional organizational structures**
  - **Use of teams may increase in cross-cultural negotiations**