

**Postgraduate Diploma: Managing
People 41 940
Group Behaviour and Teamwork**

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A group is any number of people who:

- **Interact with one another**
- **Are psychologically aware of one another**
- **Perceive themselves to be a group**

The importance of groups

- **perception**
- **behaviour**
- **productivity**
- **absenteeism**
- **job satisfaction**
- **ability and willingness to change**
- **sense of identity**

Muzafer Sherif

Group experiments using the *Autokinetic Effect*

- **A point of light which, viewed in darkness, appears to move**
- **When the individuals were put into groups their judgments tended to converge**
- **The convergence was even closer when they worked in a group without first having the opportunity to make individual judgments**
- **People adjust their judgments in the light of the judgments of others**

Group norms

- **Shared ways of behaving**
- **Shared attitudes and beliefs**
- **Shared ways of feeling and perceiving**
- **Agreement on how to do things and how to behave**

Group norms

- *Work*
- *Attitudes and beliefs*
- *Interpersonal behaviour*
- *Clothes*
- *Language*

Compliance

Internalisation

What do groups do for the individual?

- **Help satisfy affiliation needs**
- **Provide sense of identity and self-esteem**
- **Help to establish and test a version of reality**
- **Provide security**
- **Help solve problems and perform tasks**

What do groups do for the organisation?

- **Work performance**
- **Control of work**
- **Problem-solving**
- **Information-processing**
- **Co-ordination and liaison**
- **Negotiation and conflict resolution**
- **Commitment and involvement**

Possible problems with groups (1)

- **“A camel is a horse designed by a committee.”**
- **Vested interests**
- **Consensus**
- **Time**
- **Pro-management or anti-management**
- **Risk-taking**

Possible problems with groups (2)

- **Individuals may produce more ideas but groups are better at evaluation**
- **Pressure to conform**
- **Disregarding of contrary evidence**
- **Suppression of dissent**
- **“Is he one of us?”**

The importance of teamwork

All teams are groups

Not all groups are teams

Characteristics of good teamwork

Common identity

Common objectives

Willing participation

Contributions valued

Open discussion of disagreements and conflicts

Shared responsibility

Members enjoy being in the team

Clarity of roles and relationships

Voting is rarely used

Time is spent reflecting on the team's performance

How do we achieve teamwork?

With difficulty

Through reflection

With an awful lot of talking

**Through goodwill, patience and honourable
conduct**

**By thinking how we contribute, in our different
and essential ways, to the working of the
team**

The “rediscovery” of groups

- **Global competition**
- **The Japanese “example”**
- **Complexity of modern organisations**
- **Recognised need for commitment through involvement**

Belbin's Team Roles

Co-ordinator

Shaper

Specialist

Plant

Monitor- Evaluator

Resource Investigator

Teamworker

Implementer

Completer-Finisher