

Masters in Management

COURSE: ORGANISATIONAL CULTURE AND BEHAVIOUR

PROFESSOR: Jorge F.S. Gomes

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1

1

Contents

1. Individual work, group work, and team work
2. A model of small group performance
3. About high performance teams
4. Teams and... age, size, and diversity
5. Stages of group development

2

2




Task: Group decision making

1. Examine the list of occupations in the next slide. Evaluate each of them on the basis of the amount of occupational prestige you think each one has. In the first column, rank order them from 1 to 10 (1=highest, 10=lowest) according to your estimate of their general status in the population today.
2. In groups, develop a consensus rank order (column 2) from 1 to 10 and enter those numbers in the second column.
3. You may now examine the actual rankings as generated by sociologist Donald Tieman (UCLA) from his data.
4. Calculate your group's mean "Individual accuracy" score by computing the *absolute difference* (ignoring pluses and minuses) between your individual answers and the key, and adding them up. Share your personal accuracy score with the other group members, and compute a mean individual accuracy score for your group.

Task: Group decision making

5. Calculate the "Group accuracy" score by computing the *absolute difference* between the consensus ranking and the key, and adding the ten difference scores (ignoring pluses and minuses) to obtain a total.
6. Compare the "Individual accuracy" and "Group accuracy" scores. Which is better (lower)? If the group score is lower, explain why the discussion process apparently improved the decision's quality. If the group score is the same or worse, examine why the group did not make the best use of its resources.
7. Compare your results with those of other groups. Was there a consistent pattern? How can you explain the differences observed?




Occupation	Individual ranking				
Accountant					
Farmer					
Flight attendant					
University professor					
High school teacher					
Police officer					
Lawyer					
Member of clergy					
Nurse					
Model					

Observe this list of occupations. Evaluate each of them on the basis of the amount of occupational prestige you think each one has. Rank order them from 1 to 10 (1=highest, 10=lowest) according to your estimate of their general status in the population today.

Pág. 5

5



Task: Group decision making

8. Now think in groups:
 - What are the differences between working individually versus working in groups?
 - What are the differences between groups and teams?
9. Finally, be ready to provide an oral report about how your group essay is progressing. The lecturer will ask ALL groups in class.

Pág. 6

6

1. Individual work, group work, and team work

Leader is a person
 Individual accountability
 Group follows the organisation purpose
 Individual work products
 Runs efficient meetings
 Performance measured indirectly (e.g. financial performance of business)
 Discusses, decides, delegates



GROUP



TEAM

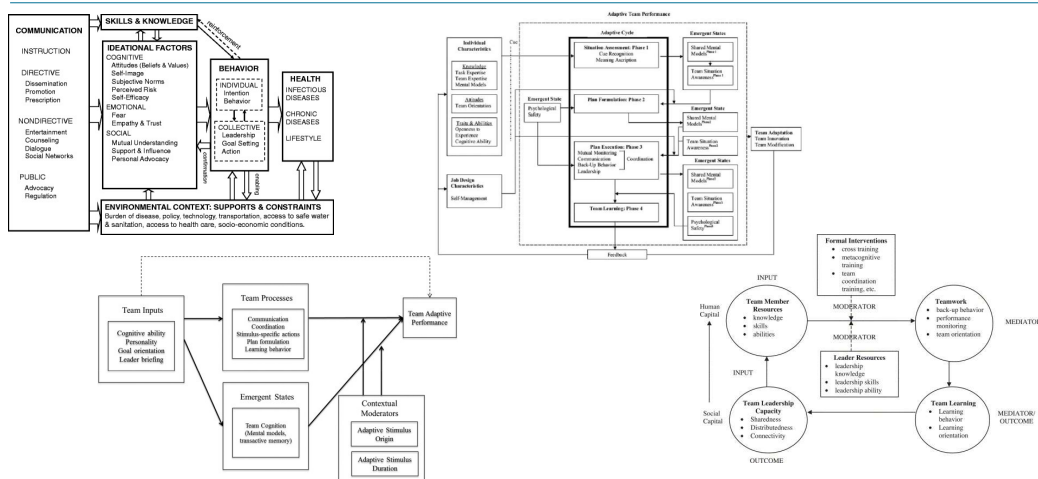
Leadership often shared
 Individual and mutual accountability
 Often the team has its own purpose
 Collective work products
 Open-end discussions and active problem-solving meetings
 Performance measured directly (e.g. accessing collective work products)
 Discusses, decides, and does real work together

All teams are groups. Some groups are not teams

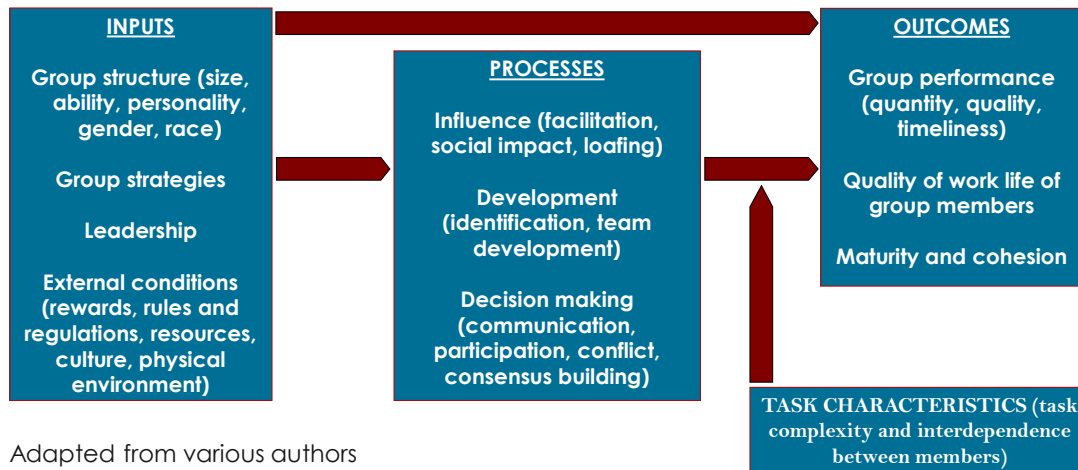
Based on Katzenbach & Smith (1993). The discipline of teams. HBR

Teams: 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 accountable (Katzenbach & Smith, 2005)

2. A model of small group performance



2. A model of small group performance



9

9

3. High performance work teams (HPWT)

Watch the following movie (Human Towers in Tarragona, Catalonia, Spain): <https://www.youtube.com/watch?v=SQM4gbwyxCM>

1) What is required to build such towers?

2) When asked why is he a Casteller de Vilafranca, Michael Entecott answers "you can't explain it, it's impossible to explain. You have to feel it. If you feel it, you understand it". What does he mean?



A short text on 10 attributes of a HPWT (How would you put these attributes in practice?)

https://www.goiam.org/images/articles/headquarters/departments/hpwo-partnerships/ten_characteristics_hpwteam.pdf

10

10

3. High performance work teams (HPWT)

Common features of HPWT:

- Composed of people with special skills
- Members commit to a common purpose
- Team establishes SMART goals
- They possess leadership and structure to provide focus and direction
- Members are accountable at both the individual and team levels
- Conflict plays a crucial role. It is even stimulated and nurtured
- High mutual trust among members

- Some HPWT teams follow the GROWTH strategy!!!



11

11

4. Teams and... age, size and diversity

- Established teams generally outperform new teams
- Larger (versus smaller) groups:
 - Are slower at completing tasks
 - Are better at problem solving
- Groups of around 7 are better at implementing, taking action
- Increases in group size are inversely related to individual performance
- Diversity promotes conflict, which stimulates creativity, which leads to improved decision making
- Many other consequences: individual motivation, power relations, etc.

12

5. Stages of group development: Classic model

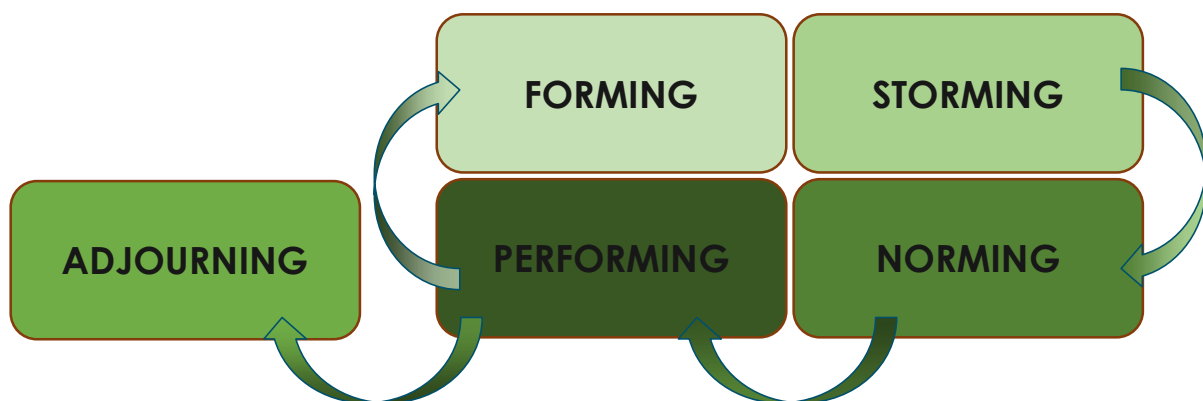
Most groups pass through a standard sequence of phases:

- **Stage 1, Forming:** Uncertainty about team structure, purpose, and leadership, with "testing the waters"
- **Stage 2, Storming:** Intragroup conflict, including over goals and leadership of team
- **Stage 3, Norming:** Improved relationships, increased cohesiveness, and common expectations
- **Stage 4, Performing:** The team comes together, the structure is functional and accepted, and significant task accomplishment achieved
- **Stage 5, Adjourning:** The group prepares for disbanding, and focuses on wrapping up, rather than on task achievement

It's when the group actually starts working towards goals

13

5. Stages of group development: Classic model



Pág. 14

14

5. Stages of group development: Punctuated Equilibrium model (Gersick, 1988)

Temporary groups with deadlines go through the following stages

- **Phase 1, Inertia:** The team's direction is set, and team becomes locked into fixed course of action. Low state of performance, but little adjustment made
- **Phase 2, Work completion:** Started (at ½ way point) by concentrated burst of changes, leading to increased performance
- **Final burst of activity** (at enhanced productive level) to complete activity