



Class: TY BSc

Subject : Psychology of Human Behaviour at Work

Subject Code:

Chapter: Unit 3 Chp 1

Chapter Name: Understand work teams

Today's Agenda

1. Definition of work group
 1. Definition of work team
 2. Difference between work group & work team
2. Types of teams
 1. Creating effective teams

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Definition of work group

Definition of group:



Two or more individuals interacting and interdependent who work together to achieve particular objectives.

Definition of work group:



A group that interacts primarily to share information and to make decisions to help each group member perform within his or her area of responsibility.”

1.1 Definition of work team



A group whose individual efforts result in a performance that is greater than the sum of those individual inputs

- Through extensive use of teams, organisations create the potential to produce greater outputs without any increase in inputs.

1.2 Difference between work group & work team

The important difference between work group and work team are:

1. Synergy

WORK GROUP – There is no positive synergy. It is at best neutral but it can be sometimes negative. Work groups do not engage in collective work that requires joint efforts.

WORK TEAM – A work team generates a lot of positive synergy. A work team is a coordinated effort.

2. Performance

WORK GROUP – The performance of the work group is merely the sum of each individual group member's contribution.

WORK TEAM – The efforts of the individual members results in a performance that is greater than the sum of the individual inputs.

3. Goal

WORK GROUP – The basic goal of a work group is to share information.

WORK TEAM – The primary goal of a work team is collective performance.

1.2 Difference between work group & work team

4. Skill

WORK GROUP – In a work group, members possess random and varied skills.

WORK TEAM – In a work team, skills of the members are complimentary.

5. Rewards

WORK GROUP – Although members pool their resources together to attain the goal, it is individual performance that is taken into account while giving rewards.

WORK TEAM – Rewards are shared by the team.

6. Accountability

WORK GROUP – Individual members are responsible only for their performance. Members do not consider themselves accountable for any results other than their own.

WORK TEAM – The team works together to produce an outcome and each team member is responsible for the outcome.

2 Types of teams

The 4 types of teams that are most commonly seen in organization are:

1. PROBLEM-SOLVING TEAMS

PROBLEM-SOLVING TEAMS are usually “*groups of 5 to 12 employees from the same department who meet for a few hours each week to discuss ways of improving quality, efficacy, and the work environment.*”

ROBBINS AND JUDGE, 2013

- Members of the team share ideas and offer suggestions on how work processes and methods can be improved.
- Problem-solving teams have a very limited authority to implement their suggestions. They have to consult higher authorities before implementing their solutions.

2 Types of teams

2. SELF-MANAGED WORK TEAMS

SELF-MANAGED teams are “*groups of 10-15 people who take on responsibilities of their former supervisors.*”
ROBBINS AND JUDGE, 2013

- Self-managed teams are given the authority to implement their solutions and are held responsible for the outcome of their decisions.
- Some self-managed teams are given the freedom to select members of the team and evaluate their performance.
- The role and importance of a supervisor decreases substantially and eventually the position may be eliminated altogether.

2 Types of teams

2. SELF-MANAGED WORK TEAMS

The task of a self-managed team includes:

- Planning and scheduling of work
- Assigning work to members
- Making operating decisions
- Identifying and solving problems
- Dealing with suppliers and with customers

2 Types of teams

2. SELF-MANAGED WORK TEAMS

Some negative aspects of self-managed teams are:

- Conflict

Self managed teams are unable to manage conflicts well.

- Cooperation

Members of Self-managed teams stop cooperating with each other when there are disputes amongst them.

- Power Struggle

There is sometimes a power struggle and this can cause the performance of the group to go down.

- Absenteeism and turnover

Self managed teams often have higher levels of absenteeism and employee turnover rates.

Positive aspect of self-managed teams is that the members have higher levels of job satisfaction.

2 Types of teams

3. CROSS-FUNCTIONAL TEAMS

“Employees from about the same hierarchical level from different work areas come together to accomplish a task.”
ROBBINS AND JUDGE, 2013

- Cross-functional teams usually compose of people from different speciality areas across the organisation who cooperate with each other on diverse tasks in order to complete large and complex projects.
- Cross- functional teams are in some ways similar to social networking groups.

2 Types of teams

4. VIRTUAL TEAMS

“Teams that use computer technology to tie together physically dispersed members in order to achieve a common goal.”

ROBBINS AND JUDGE, 2013

- In virtual teams communication takes place online in form of E-Mails or video conferencing.
- Challenges faced by virtual teams are:-
 - There is less social rapport in virtual teams.
 - While virtual teams are good in sharing unique information, overall they share less information.

2 Types of teams

- Measures to improve the effectiveness of virtual teams are:-
 - Create trust among team members.
 - Monitor the progress of the team closely and ensure that the team does not lose sight of its goal.
 - Publicising the efforts and outcomes of the team so that the team does not remain invisible.

2.1 Creating effective teams

According to Robbins and Judge the key factors that contribute to team effectiveness are broadly divided into three broad categories:

1. Context
2. Composition
3. Process

2.1 Creating effective teams

1. Context

The four major contextual factors that influence team effective and its performance are:-

1) ***Adequate resources***

- *A team is only a small part of a larger organisation and therefore dependent on resources outside the group but within the organisation.*
- *With the right staff, timely information, administrative assistance and encouragement – the team will be able to perform effectively.*
- *Without adequate resources, it will not be able to perform to reach its goals.*

2.1 Creating effective teams

II) Leadership and structure

- Team members should have proper and clear understanding about their role in the team as well as that of other team members in order to attain team goals.
- Such clarity let's a team member act immediately without waiting for instructions.
- Sharing the workload and specification of each members work. Is very important for the team to be effective.
- Leadership plays an important role in ensuring. That individual efforts and skills are integrated with the larger interest of the team.
- In Multi-Team systems, the leader plays the role of a facilitator to ensure that the different teams work towards the common cause rather than working against each other.

III) Climate of trust

- Trust among team members and trust in the leader is crucial for a team to be effective.
- Interpersonal trust among team members have a lot of benefits:
 - It leads to greater cooperation.
 - There is lesser need to monitor the work and behaviour of team members.
 - Team members start believing that other members will not take advantage of them.
 - Members are willing to take greater risk.
 - Members are willing to show their vulnerability or weakness if they have faith in their team members.

2.1 Creating effective teams

IV) Performance evaluation and reward system

- Performance evaluation and reward system that focuses only on the individual affects team effectiveness.
- A hybrid system that recognises the outstanding contribution of individual members and also rewards the entire group for good performance leads to a cooperative attitude amongst team members rather than a competitive one.
- Profit sharing, gain sharing, appraisal based on group performance are some of the measures that managements can take to make the team more effective.