

CHAPTER NO. 7: PDS- GROUP DYNAMICS AND TEAM BUILDING



SUMMARY

Introduction

Human beings are always found in groups in organizations. No institution is an exception. It is very evident that even though an individual's needs and motivations do not change, the existence of groups influences the behavior of individuals in organizations. Organizational behaviour is neither the sum nor the product of individual's behavior. The group is a very significant element in the phenomenon of Organizational Behavior.

Team

Groups of two or more people

Interact and influence each other

Are mutually accountable for achieving common objectives

Perceive themselves as a social entity

Types of teams

Permanent teams

Team-based departments

Self-directed teams

Task forces

Temporary teams that investigate a problem

Skunkworks

Temporary teams

Formed spontaneously, using borrowed resources, to develop products or solve problems

Team effectiveness.

The Trouble with Teams

- Individuals better/faster on some tasks
- Process losses — cost of developing and maintaining teams
- Companies don't support best work environment for team dynamics
- Social loafing

Conditions for Social Loafing

- Low task interdependence
- Individual output not visible
- Routine, uninteresting tasks
- Low task significance
- Low collectivist values

Team-Building

- If we are to be a successful TEAM, and not simply a Group, we need to find ways to
- Communicate (verbal, non-verbal, & listening)
- Set real goals (and steps to achieve them)
- Recognize our own and each others strengths
- Agree on standards
- Work together