

ORGANIZATIONAL BEHAVIOR EXAM 3

CHAPTER 10: GROUP DYNAMICS

-Top 2 reasons why managers fail in the face of rapid change are ineffective communication skills/practices and poor work relationships/ interpersonal skills

-Managers need to build social capital with **4 key social skills: social perception, impression management, persuasion and social influence and social adaptability**

- **Social perception:** ability to perceive accurately the emotions, traits, motives and intentions of others
- **Impression management:** tactics designed to induce liking and a favorable first impression by others
- **Persuasion and social influence:** ability to change other's attitudes or behavior in desired directions
- **Social adaptability:** ability to adapt to or feel comfortable in a wide range of social situations

-**Group:** two or more freely interacting people with shared norms and goals and a common identity

- **Formal group-** if the group is formed by a manager to help the organization accomplish its goals; typically wear such labels as work group, project team, committee, corporate board, task force

- o Formal groups fulfill 2 basic functions:

organizational and individual

- Organizational functions- 1- accomplish complex. Interdependent tasks that are beyond the capabilities, 2-generate new or creative ideas and solutions 3- provide a problem solving mechanism for complex problems requiring varied information and assessments 4-coordinate interdepartmental efforts 5- implement complex decisions 6- socialize and train newcomers

- Individual functions- 1- satisfy the individual's need for affiliation 2- develop, enhance and confirm the individual's self esteem and sense of identity 3- give individuals an opportunity to test and share their perceptions of social reality 4- reduce the individual's anxieties and feelings of insecurity and powerlessness 5- provide a problem solving mechanism for personal and interpersonal problems
- **Informal group**- members overriding purpose of getting together is friendship or common interests
- Formal and informal groups may or may not overlap in the workplace
- Networking has gone hyper and global due to Internet tools like email, blogs, Facebook, LinkedIn, Twitter
- Social networking site (SNS)**: a web-enabled community of people who share all type of information
 - Members of an SNS may or may not know each other of a face to face basis, SNS use is dominated by young people

Group Development Process Explained

1. Tuckman's Model: Five Stages

- *Stage 1- Forming*- ice breaking stage, group members are anxious and uncertain about their roles, group's goal, mutual trust is low, if the formal leader does not assert their authority, an emergent leader will eventually step up, teambuilding can give new groups a helpful running start
- *Stage 2-Storming*- time of testing leader's policies and assumptions as they try to determine how they fit into the power structure, subgroups take place
- *Stage 3- Norming*- questions about authority and power are resolved through unemotional matter of fact group

discussion. Team spirit is experienced since members have found their roles. **Group cohesiveness** “we feeling” that binds members of a group together is the principal by product of stage 3

- *Stage 4- Performing*-activity during this vital stage is focused on solving task problems, climate of open communication, cooperation, helping behavior. Conflicts are handled constructively and efficiently. Cohesiveness and personal commitment to group goals help the group achieve more than any one individual could acting alone
- *Stage 5- Adjourning*- the work is done, time to move onto other things, members feel a sense of loss, return to independence can be eased by celebrating the end and new beginnings. Leaders need to emphasize valuable lessons learned in group dynamics to prepare everyone for future group and team efforts

2. **Group Decay**

- [Groups observed actually shifting into reverse once Tuckman's performing stage was reached]
- *De-norming*- group members drift into different directions as their interest and expectations change
- *De-storming*- an undercurrent of discontent slowly comes to the surface during the de-storming stage. Individual resistance increases and cohesiveness declines
- *De-forming*- work group literally falls apart as subgroups battle for control- group members being isolating themselves from each other and from their leaders. Performance declines rapidly because the whole job is no longer being done and group members little care what happens beyond their self-imposed borders
- ****Post marketing stage*→ constructive steps need to be taken to reinforce norms, bolster cohesiveness and reaffirm the common goal- even when work groups seem to be doing their best