Human Relations in Organizations

Chapter Eleven

- Team Dynamics, Creativity and Problem Solving, and Decision Making

Teamwork

- **Teamwork involves working together to achieve something beyond the capabilities of individuals working alone**

  - The common organizational structure is based on teams

Teamwork

- Job recruiters ranked ability to work well within a team as the second most sought after skill in new employees.

  - Communication and Interpersonal Skills are the foundation for team skills

Teamwork

- Teams are often asked to solve problems and make decisions
- Personality behavior affects the decisions people make
- People behave differently in teams

The Team Performance Model

- **The Team Performance Model is a function of:**

  - <u>Team Structure + Team Dynamics+ Team Development Stage</u>
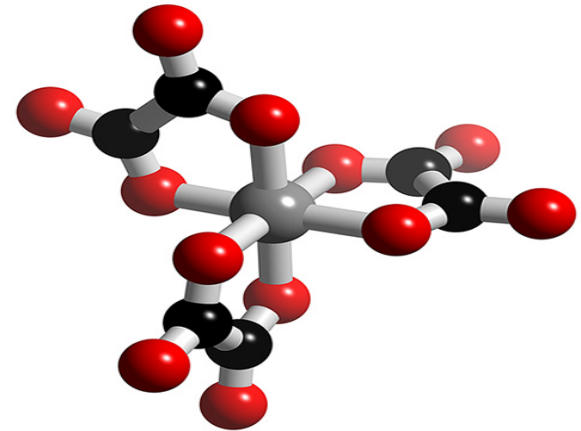
Team Structure

- There are four team structure components that, along with team dynamics and development, affect team performance:

  1. Conflict
  2. Leadership
  3. Composition
  4. Creative Problem-Solving and Decision-Making

Team Dynamics

- Team dynamics refers to the patterns of interactions that emerge as groups develop – group processes

- <u>Six components of team dynamics</u>:

  1. Objectives
  2. Team Size
  3. Team Norms
  4. Group Cohesiveness
  5. Status within the Team
  6. Group Roles
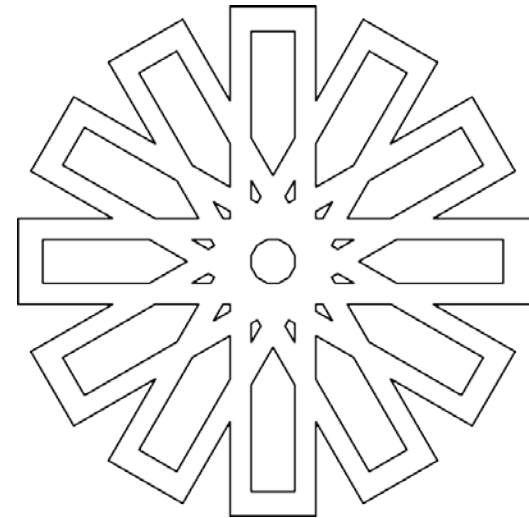
Team Development

- The following are the Five Stages of Team Development:
  - Not all groups progress through all the stages, or they get stuck in one stage and never reach the group's full potential.

1. Orientation
2. Dissatisfaction
3. Resolution
4. Production
5. Termination

Group Roles

- <u>Task Roles</u>
  - Focus on getting the job done, and influencing others to help

- <u>Maintenance Roles</u>
  - Things members do and say to develop and sustain group dynamics
  - Focus on people working effectively together, and influencing others to work as team members

- <u>Self-Interest Roles</u>
  - Things group member do and say to meet their own needs or objectives at the expense of the team

Group Roles

- <u>Implications for Leaders:</u>

  - To be effective, a team must have members who play task roles and maintenance roles, while minimizing self-interest roles

Leadership Skills

- **With the trend toward teams, today there are typically more meetings in the workplace**

  - You need meeting leadership skills for career success

Planning Meetings

- There are six areas in which planning a meeting is needed:

1. Objectives
2. Participants and Assignments
3. Agenda
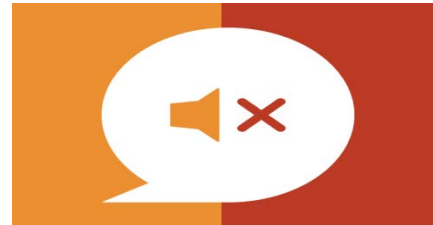4. Date, Time, and Place
5. Leadership
6. The Written Plan

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Handling Problem Team Members
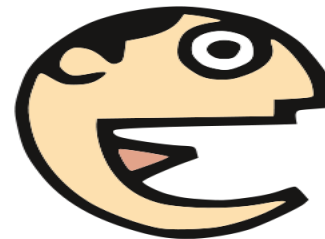## Improving Efficiency

- ## The Silent Member
  - Encourage the silent member to participate

- ## The Talker
  - Slow down the talkers, don't shut them up, and don't let them dominate the group

- ## The Wanderer
  - Keep the group on track – cut-off unwanted conversation

- ## The Bored Member
  - Keep members motivated – assign tasks

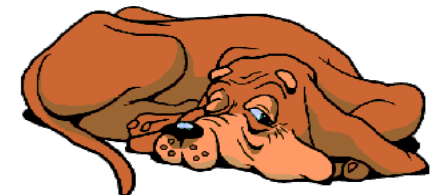- ## The Arguer
  - Resolve the conflict, but not in an argumentative way

- ## The Social Loafer
  - Use peer pressure to get them to do their work
  - Confront social loafers assertively

Conclusion in Handling Problem Members

- **When you work in a team, do not embarrass, intimidate, or argue with any members, no matter how much they provoke you…**

  - If you do, the result will make martyrs of them and a bully of you.

RESPECT
To get it, you must give it.

RUMORS
teasing
leaving somebody out
GOSSIPING
threats
hitting
BULLYING
mean words
name-calling
kicking
stealing
pushing
damaging property

Problem-Solving and Decision-Making

- Problem-solving and decision-making are an important part of group structure, affecting behavior, human relations, and performance.

  - Decision-making separates successful teams from failing teams.

Problem-Solving and Decision-Making

- ## Problem-Solving
  - The process of taking corrective action in order to meet objectives

- ## Decision-Making
  - The process of selecting an alternative course of action that will solve a problem
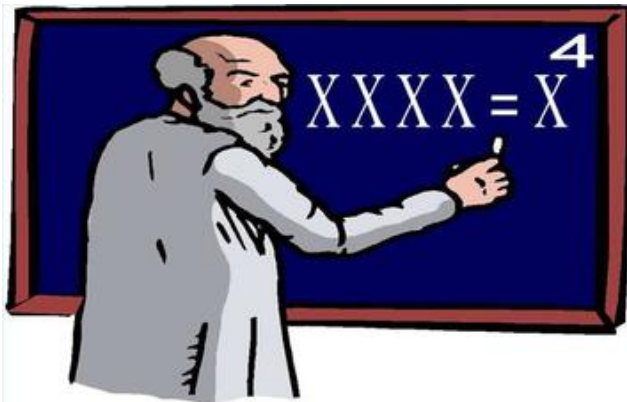
Decision-Making Styles

- ## Reflexive Style
  - A reflexive decision maker likes to make quick decisions ("to shoot from the hip"), without taking the time to get all the information that may be needed and without considering all alternatives

- ## Reflective Style
  - A reflective decision maker likes to take plenty of time to make decisions, taking into account considerable information and an analysis of several alternatives

- ## Consistent Style
  - A consistent decision maker makes decisions without rushing or wasting time – knows when they have enough information and alternatives to make a sound decision – and have the most consistent record of good decisions

Decision-Making Model

- We all like to think that we are rational and have great intuitive judgment when making decisions – however, research reveals that:
  - People are far from rational and often act against their best interests
  - Intuitive judgment is often flawed and doesn't help us make good decisions

Decision-Making Model

1. Define the Problem
2. Set Objectives and Criteria
3. Generate Alternatives
4. Analyze Alternatives and Select One
5. Plan, Implement the Decision, and Control

- <u>The five steps in the Decision-Making Model do not simply go from start to end – at any step, you may have to return to a previous step to make changes</u>
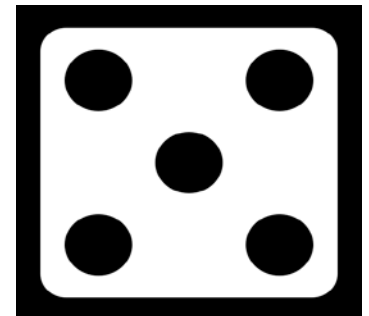
Creativity

- Creativity and innovation go together, but they are different:
  - Creativity is the ability to develop unique alternatives to problem solving
  - Innovation is the organizational implementation of the creative ideas
    - Innovation is important to organizational success

The Creative Process

- For a company to be creative, managers need to support and promote creativity
  - Set creativity work goals and make creativity a job requirement
- To improve your creativity, focus on thinking about new products, processes, and procedures that are designed to be useful, in both your personal and professional lives
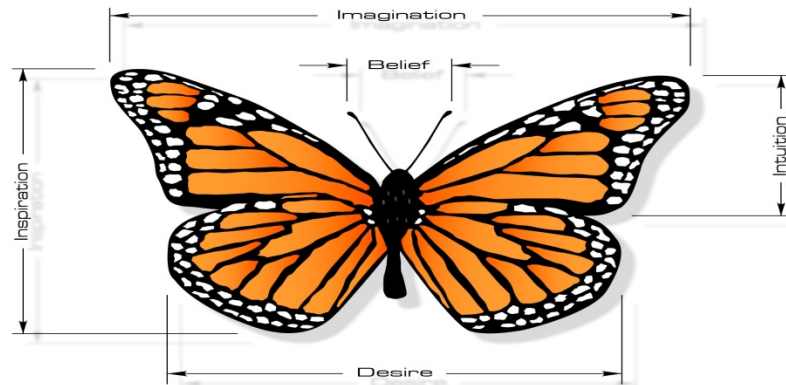
Stages in the Creative Process

1. ## <u>Preparation</u>
   - You must become familiar with the problem

2. ## <u>Possible Solutions</u>
   - Generate as many possible creative solutions as you can think of, without making any judgments

3. ## <u>Incubation</u>
   - After generating alternatives, take a break – during this time you may have an insight into the problem's solution

4. ## <u>Evaluation</u>
   - Before implementing a solution, you should evaluate the alternative to make sure the idea is practical – evaluating through feedback often leads to more creativity

Responses that Kill Creativity

- It isn't in the budget
- We're doing fine now, so why change?
- It costs too much
- We don't have the time
- We've never done it before
- It won't work in our company/industry
- That's not our problem or responsibility
- It can't be done
- Let's form a committee…

← DEAD END

Brainstorming

- <u>**Brainstorming is the process of suggesting many alternatives, without evaluation, to solve a problem**</u>

  - <u>Quantity</u>
    - Team members should generate as many ideas as possible
  - <u>No Criticism</u>
    - Team members should not criticize or evaluate ideas in any way during the solution-generation phase
  - <u>Freewheel</u>
    - You can't think outside the box when you are in it – you have to see things from new angles or perspectives
  - <u>Extend</u>
    - Team members should try to build on ideas of others and even take them in new directions
  - <u>Brainwriting</u>
    - Brainwriting is a variation of brainstorming – to eliminate the influence of team peer pressure and other members' suggestions, participants write their own ideas down

Advantage/Disadvantage

- ## There are advantages and disadvantages of using groups to make decisions
    - Synergy occurs when the group's solution to a problem or opportunity is superior to all individual's
    - Unfortunately, research indicates that people often choose inferior alternatives when choosing in groups

Advantages

- <u>Better Decisions</u>
  - With synergy, including avoiding errors with the help of the devil's advocate technique

- <u>More Alternatives</u>
  - More people provide diverse ideas

- <u>Acceptance and Commitment</u>
  - People tend to accept and be more committed to implement decisions they help make

- <u>Morale</u>
  - Participants have more job satisfactions

Disadvantages

- <u>Time</u>
  - It takes a long time to make group decisions
- <u>Domination</u>
  - Powerful individuals or a coalition may actually make the decision
- <u>Conformity of Groupthink</u>
  - Members may go along with the suggested decision without questioning when they disagree with it to avoid conflict and keep social solidarity
- <u>Responsibility and Social Loafing</u>
  - No one individual is accountable for the decision, so people don't take it as seriously and some don't do their fair share of the work

THE END