What Makes a Group?

2 or more people

Interacting

Perceive themselves as a group

Share common goals

TEAMS

Groups whose members

- Have complementary skills
- Are committed to a common purpose
- Hold themselves mutually accountable

Benefits

Drawbacks

When to use teams

- Work requires a range of different skills, views, or expertise
- Different components of work are highly interdependent
- High need for innovation and coordination
- Sufficient time to organize & structure team effort
- Members can be trusted not to obstruct team effort

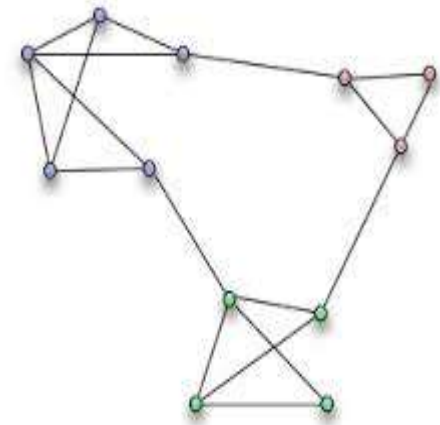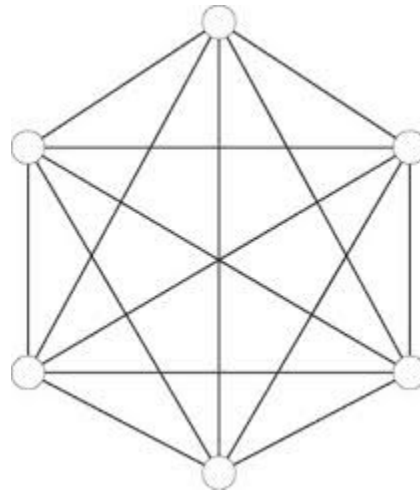# Characteristics of Groups &Teams

Formal vs Informal

Size

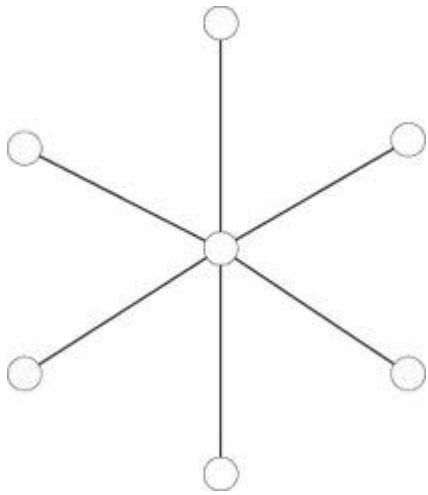Self Limiting Behavior

Norms

Composition/Diversity

Communication Patterns

Cohesiveness

Members are attracted to the group,
are motivated to remain in the group,
mutually influence one another

Potential Benefits

Potential Drawbacks

Relationship to Productivity

Building Cohesion

Value/attitude similarity

Team size

Opportunity for member interaction

Team success

External challenges/threats

Exclusive basis of membership

Psychological Safety

▸ **Shared belief that the team is safe for interpersonal risk taking.**

▸ **A sense of confidence that the team will not embarrass, reject, or punish someone for speaking up.**

▸ **Team climate characterized by interpersonal trust and mutual respect – people are comfortable being themselves.**

▸ **Supportive context→Team Psych. Safety → Team Learning Behaviors → Team performance (Edmondson, 1999)**

Outcomes & Antecedents

▸ Facilitates group learning behaviors

▸ Learning behaviors include seeking feedback, sharing information, asking for help, talking about errors, & experimenting.

▸ Facilitated by supportive context (team leader support; adequate resources, information, & rewards, empathy, conversational turn-taking)

Building Effective Teams

Compensation/Reward System

Compelling Direction for the team

Supportive Leadership

Team composition

Team identity (roles, team development)

Assessing Team Effectiveness

Team Productivity (Output) & Collaboration

Team Member Satisfaction

Stakeholder Satisfaction