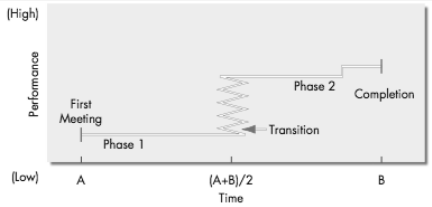
Groups and Group Identity

Social identity theory	A perspective that considers when and why individuals consider themselves members of groups
Ingroup favoritism	Perspective in which we see members ofour ingroup as better than other people, and people not in our group as all the same.
Outgroup	The inverse of an ingroup; an outgoup can mean anyone outside the group, but more usually it is an identified other group.

Punctuated-equilibrium model



Temporary groups with finite deadlines pass through, punctuated-equilibrium model, a unique sequencing of actions (or inaction)

Stages of Group Development

The first meeting sets the group's direction

The first phase of group activity is one of inertia and thus makes slower progress.

A transition takes place exactly when the group has used up half its allotted time.

This transition initiates major changes

A second phase of inertia follows the transition

The group's last meeting is characterized by markedly accelerated activity

STRENGTHS AND WEAKNESS OF GROUP DECISION MAKING

Strength	generate more complete information and knowledge. increased diversity of views acceptance of a solution
Weakness	time-consuming conformity pressures ambiguous responsibility

Creating Effective Teams

Team context	Adequate resources Leadership and Structure Climate of Trust Performance Evaluations and Reward systems
Team composition	Abilities of members Personality of members Allocation of roles Diversity of Members Cultural differences Size of teams Member preferences
Team Processes	Common Plan and Purpose Specific Goals Team efficacy Team identity Team cohesion - Mental models conflict levels social loafing

Three key components of effective teams: (1) resources and other contextual influences (2) team's composition. (3) process variables

Types of Teams

Problem-solving teams	Groups of 5 to 12 employees from the same department
Self-managed teams	Groups of 10 to 15 people who take on responsibilities of their former supervisors
Cross-functional teams	Employees from about the same hierarchical level, but from different work areas
Virtual teams	Remote workers
Multi-team system	A collection of two or more interdependent teams that share a superordinate goal; a team of teams

Differences Between Groups and Teams

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

Work team - A group whose individual efforts result in performance that is greater than the sum of the individual inputs

Barriers to effective communication

Filtering	A sender's manipulation of information so that it will be seen more favorably by the receiver
Selective perception	Receivers selectively see and hear based on their needs.
Information overload	A condition in which information inflow exceeds an individual's processing capacity

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Barriers to effective communication (cont)

Emotions	Interpret message differently depending on moods
Language	Words mean different things to different people
Silence	Non-interest or inability to deal with a topic
Communication apprehension	Undue tension and anxiety about oral communication, written communication or both
Lying	Misrepresentation of information

Nominal Group Technique

A group decision-making method in which individual members meetface to face to pool their judgments ina systematic but independent fashion.
1. Before any discussion takes place, each member independently writes down ideas about the problem.
2. After this silent period, each member presents one idea to the group. No discussion takes place until all ideas have been presented and recorded
3. The group discusses the ideas for clarity and evaluates them.
4. Each group member silently and independently rank-orders the ideas. The idea with the highest aggregate ranking determines the final decision.

Group Properties (6)

Role

Norms

Status

Size

Cohesiveness

Diversity

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