

**Bilkent University**  
**Department of Industrial Engineering**  
**IE477 Production Systems Design-Synthesis 2008**

**Team Dynamics and Group Decision  
Making Workshop**

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# Objectives of the Workshop

- **Teams versus Groups**
- **Importance & Power of Teamwork**
- **Team Formation**
- **Team Roles**
- **Decision Making & Effectiveness of Teams**
- **Desert Survival Exercise**

# Why Have Teams Become So Popular

- **Teams typically outperform individuals.**
- **Teams use employee talents better.**
- **Teams are more flexible and responsive to changes in the environment.**
- **Teams facilitate employee involvement.**
- **Teams are an effective way to democratize an organization and increase motivation.**

# Synergy

## **synergy**

An action of two or more substances that results in an effect that is different from the individual summation of the substances.

➤ **Synergy: The whole is greater than the sum of its parts**

Or

➤  **$1+1>2$**

# Exercise

- Toy car
- Ceramic egg
- Ruler
- Floppy disk
- Yellow marker
- Photo of teacher
- Dart
- Perfume
- Elephant statue
- Calculator
- Ring
- School calendar
- Refrigerator magnet
- Id card
- Pair of glasses
- Plastic Fork
- Small Turkey flag
- Job application
- Battery
- Scissors

# Team Versus Groups: What's the Difference

## **work group**

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

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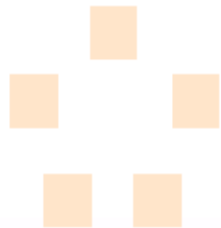
## **work team**

A group whose individual efforts result in a performance that is greater than the sum of the individual inputs.



# Comparing Groups and Teams

## Work groups



Share information

Neutral (sometimes negative)

Individual

Random and varied

Goal

Synergy

Accountability

Skills

## Work teams



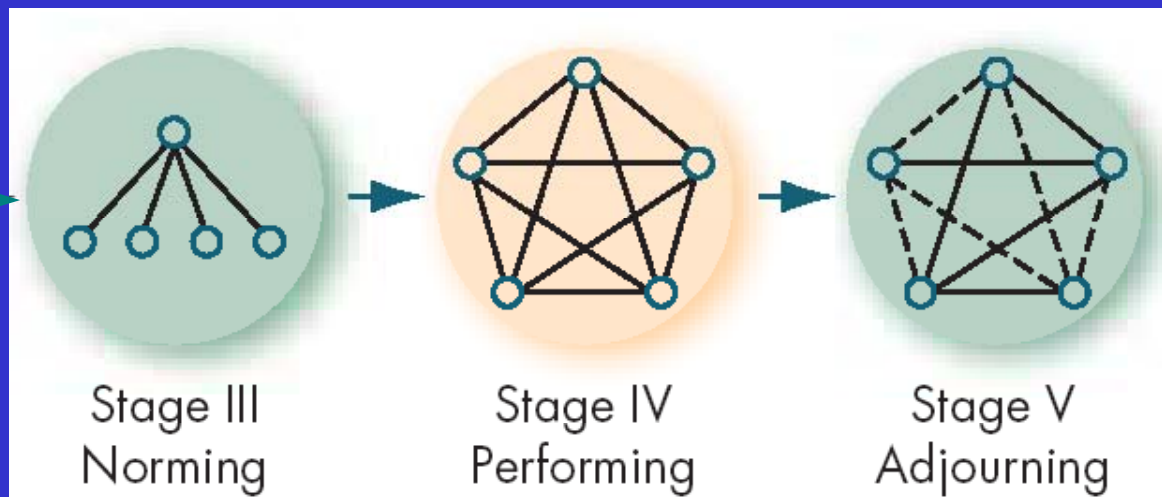
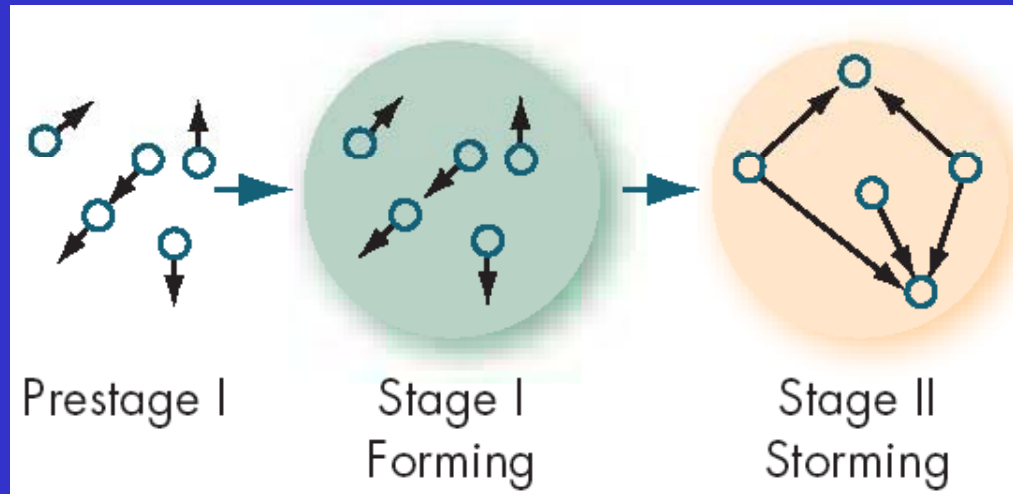
Collective performance

Positive

Individual and mutual

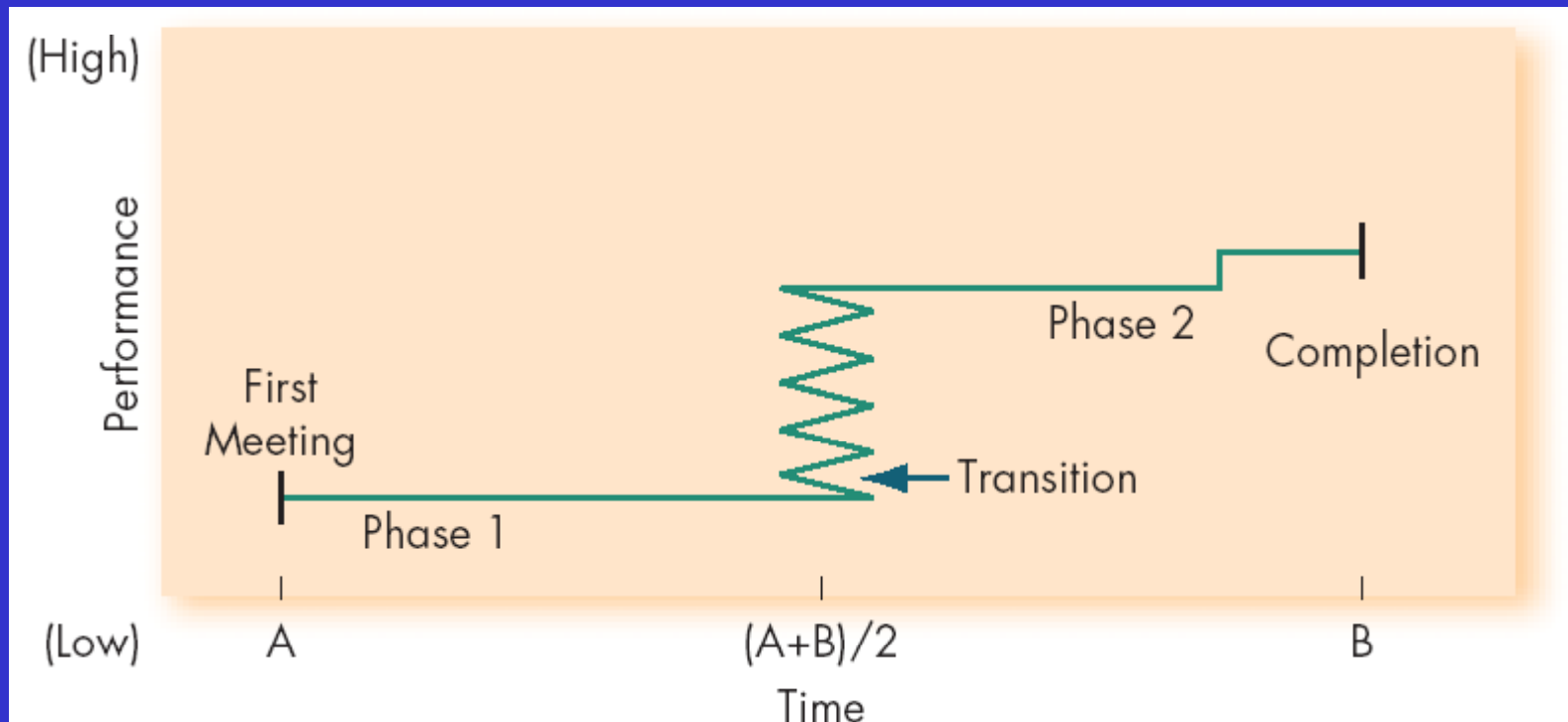
Complementary

# Stages of Team Development





# An Alternative Model for Temporary Teams: The Punctuated-Equilibrium Model



# Mid-Point transitions

- **Sense of urgency**
- **New perspectives and processes**
- **Awareness of external constraints**
- **Implementation focus**

# Teams in Balance

## ➤ Strengths

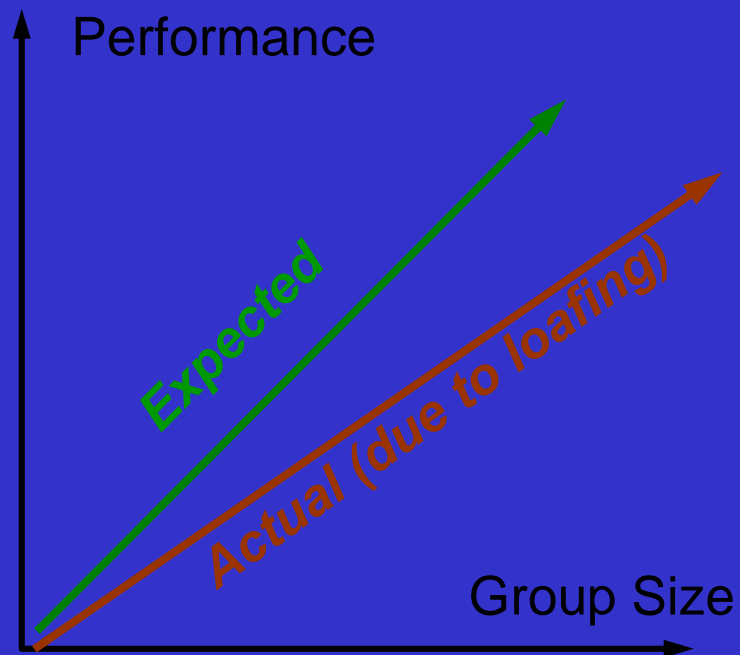
- More complete information
- Increased diversity of views
- Higher quality of decisions
- Increased acceptance of solutions
- **Potential** for creativity and quality
- Commitment

## ➤ Weaknesses

- More time consuming (inefficiency)
- Increased pressure to conform
- Domination by one or a few members
- Ambiguous responsibility
- **Potential** for lack of creativity

# Creating Effective Teams

- **Main problems:**  
Process losses: e.g. social loafing, groupthink



## **social loafing**

The tendency for individuals to expend less effort when working collectively than when working individually.

## **groupthink**

Phenomenon in which the norm for consensus overrides the realistic appraisal of alternative courses of action.

# Consequences of Groupthink: Poor decision making

- **Poor information gathering**
- **Selective information processing**
- **Development of few alternatives**
- **Failure to consider risk fully**
- **Failure to reevaluate decision and alternatives**
- **Failure to develop contingency plans**

# How to Minimize Groupthink

- **Assign group members the role of critical evaluator**
- **Bring in outsiders with differing opinions**
- **Create subgroups and rotate membership among them**
- **Assign several devil's advocates**
- **Provide clear rules to encourage disagreement and constructive conflict**
- **Encourage an open climate through nondirective leadership**

# A Team-Effectiveness Model

## Team Design

- Autonomy
- Skill variety
- Task identity
- Task significance

## Composition

- Ability
- Personality
- Roles & diversity
- Size

## Processes

- Team Member Relationships:  
Cohesiveness
- Common purpose
- Specific goals
- Team efficacy
- Conflict
- Team roles: Task- &  
Relationship-Oriented

# Team Roles

## **Task Performance Roles**

- Analyzing the problem or task structure
- Suggesting solutions
- Asking for information
- Summarizing
- Delegating
- Refocusing team on task
- Pushing for a team decision

## **Maintenance (interpersonal) Roles**

- Telling a joke
- Mediating a conflict between team members
- Encouraging all to participate
- Showing approval
- Suggesting a break from work
- Reminding members of norms for cooperation
- Encouraging and modeling positive affect for team members



# Characteristics of Effective Teams

- **Clear unity of purpose**
- **Clear performance goals**
- **An informal, comfortable, relaxed atmosphere**
- **Participative discussion**
- **Freedom of feelings and ideas**
- **Positive perceptions of disagreement**
- **Frequent, frank and comfortable criticism**
- **Shared leadership**

# Team Effectiveness

**Effective teams:**

**fulfill objectives, meet member needs and survive**

**What determines whether your team works well or not?**

- **Team design**
- **Composition**
- **Processes**