

Organizational Processes for TPP

Session 7:

Team Processes

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Key Group Processes

1. Attending to Task Requirements
2. Attending to Maintenance Functions
3. Using Appropriate Decision-Making Processes
4. Facilitating Communications
5. Using Influence
6. Managing Conflict
7. Managing the Group Atmosphere
8. Managing Emotions

1. Task Functions

Organizing to get the task accomplished

- Initiating
- Seeking information / opinions
- Providing information or opinions
- Clarifying
- Elaborating
- Summarizing
- Consensus Testing

2. Maintenance Functions

Holding the group together so that its members can continue to get along

- Harmonizing
- Compromising
- Gatekeeping
- Encouraging

3. Decision-Making

- Does the group follow the four key steps in decision-making?
 - Identifying the problem, Analyzing the problem, Proposing and evaluating solutions, Implementing decisions
- Does one person make the decision for everyone?
 - How many people actively participate in decision-making?
- Does the team vote and let majority rule?
 - Does the team strive for consensus?
- Does the team encourage minority opinions?

4. Communication

- Who are the most frequent communicators?
 - What is the effect of their participation?
- Who are the least frequent communicators?
 - What is the effect of their lack of participation?
- Are there shifts in participation/communication?
 - What causes this?
- Who talks to whom? Who responds to whom?
Who triggers whom?
- How are “silent” and “noisy” members handled?

5. Influence

- How does the formal leader exert influence?
 - How strongly does he/she influence the group?
- Who has the most impact on the group's actions and decisions?
- Whose ideas are ignored?
 - What is the result?

5. Influence (cont.)

- What influence tactics are group members using?

Rational persuasion

Consultation

Personal appeals

Coalition tactics

Legitimizing tactics

Inspirational appeals

Ingratiation

Exchange / reciprocity

Pressure / intimidation

- Is there rivalry in the group?
 - What effect does it have?

6. Conflict

- How often do members disagree about the work to be done?
- To what extent are there arguments about how to do the task?
- To what extent do people in the group take arguments personally?
- How often do members get angry with one another?
 - How is that handled by the group?
- Are conflicts resolved or simply “buried”?

7. Group Atmosphere

- Would you characterize the environment as:
 - Supportive?
 - Empathy, Equality, Spontaneity, Problem orientation
 - Defensive?
 - Evaluation / judging, Control, Stratagems / “games”, Superiority, Dogmatism?
- Are people friendly and open or very formal with each other?
- Are people involved and interested?
 - Is there an atmosphere of work? Play? Competition?

8. Managing Emotions

- Is there an attempt to avoid or engage difficult emotional issues?
 - Are there “hidden” emotions beneath the surface interactions?
 - Are there visible emotional outbursts?
 - Are emotions effectively surfaced, channeled, and controlled?
- Is there evidence of disruptive emotional behaviors, including:
 - fighting and controlling
 - withdrawing
 - dependency (waiting passively for a leader to emerge) OR
 - counterdependency (opposing or resisting anyone in the group who represents authority)?

Team Processes: Summary Points

- Managing Generic Group Processes is Critical to Achieving a “High Performance” Team
- Requires Conscious Effort and Practice in Day-to-Day Group Interactions
- Skill Building Requires Clear, Honest Feedback
- Use the Tools!