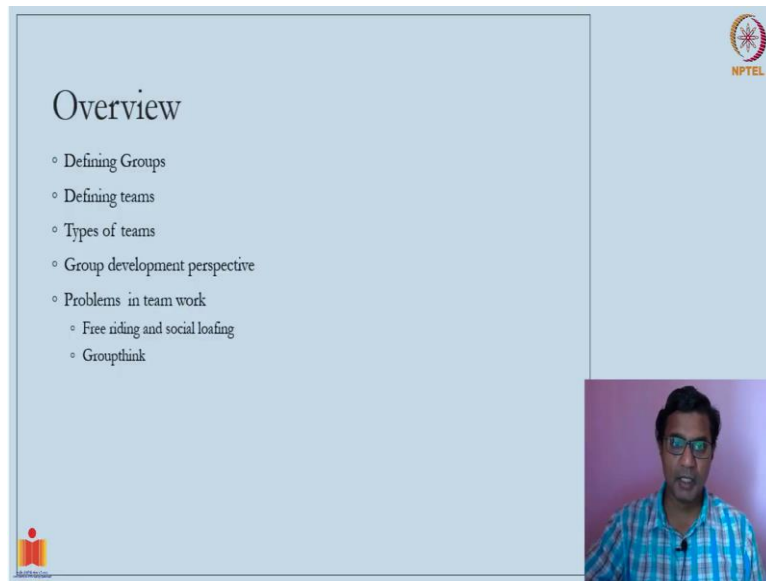


Organizational Behaviour
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Lecture – 50
Group Dynamics - Part 3

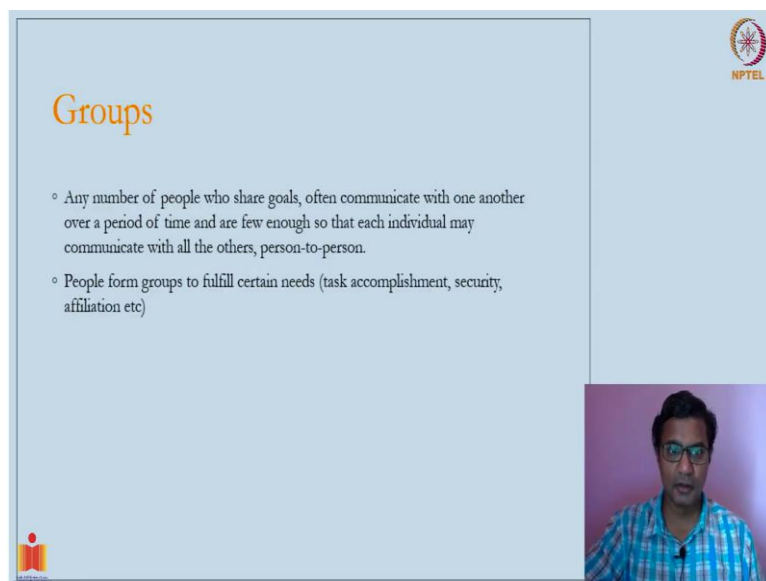
Warm welcome to this lecture series on Organizational Behaviour. We are in the chapter on Group Dynamics.



The slide is titled "Overview" and contains a bulleted list of topics. In the top right corner, there is an NPTEL logo. In the bottom right corner, there is a video inset showing the lecturer, Dr. M. P. Ganesh, wearing glasses and a blue and white checkered shirt. In the bottom left corner, there is a small logo of an open book.

- Defining Groups
- Defining teams
- Types of teams
- Group development perspective
- Problems in team work
 - Free riding and social loafing
 - Groupthink

I will quickly summarize what happened in the previous lecture.






The slide is titled "Groups" and contains two bullet points. In the top right corner, there is an NPTEL logo. In the bottom right corner, there is a video inset showing the lecturer, Dr. M. P. Ganesh, wearing glasses and a blue and white checkered shirt. In the bottom left corner, there is a small logo of an open book.

- Any number of people who share goals, often communicate with one another over a period of time and are few enough so that each individual may communicate with all the others, person-to-person.
- People form groups to fulfill certain needs (task accomplishment, security, affiliation etc)

We defined what is meant by a group. We also looked at the definition of a team.

What is a team?




- Group of people working together cooperatively.
- A special type of group in which people work interdependently to accomplish a goal.
- Two or more people who must coordinate their activities to accomplish a common goal.
- A work team is an interdependent collection of individuals who share responsibility for specific outcomes for their organizations.



We also looked at the differences between team and a group.

Differences between team and group

- Distinction is not clear cut.
- Different view points
 - Teams are groups in work settings.
 - Teams are structured groups of people working on defined common goals that require coordinated interactions to accomplish the task.
 - Teams have more accountability.
 - Teams have high level of synergy.
 - Teams are usually are parts of larger organization.
 - Specific assigned roles (members have specialized knowledge, skills and abilities).
 - Limited size



So, the major difference being teams are more structured and formal than groups. And teams are also in the context of work or organizations. Groups can be in other context as well. And usually teams are seen as subset of groups.

Types of teams

- Production groups: usually semi-autonomous and supervisor-led.
- Service groups: airline attendant teams, maintenance groups and customer service/sales teams.
- Management teams: involved in management functions.
- Project teams: usually cross functional
- Action and performing teams
- Advisory teams
- Self-managing teams



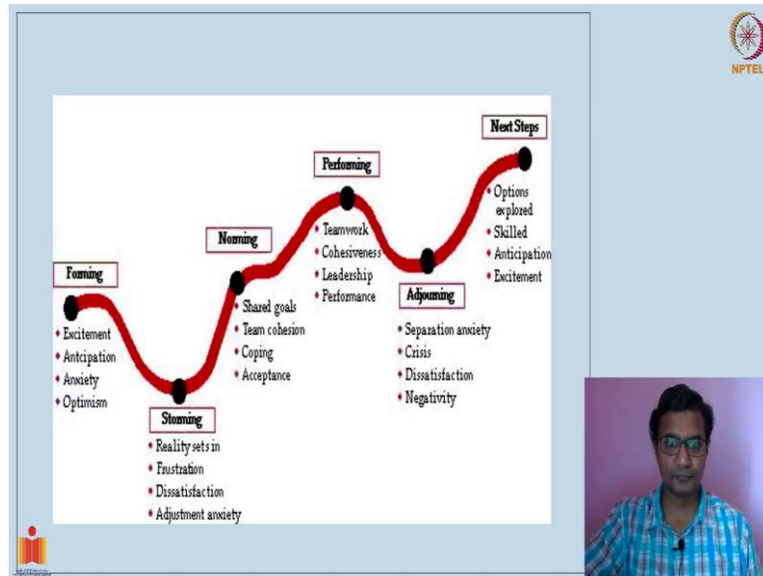
We also looked at different types of teams and their characteristics.

Group development perspective

- ⊙ Tuckman and Jensen (1977) model
- ⊙ Forming
 - > Orientation: members getting to know one another
- ⊙ Storming
 - > Conflict: disagreement about roles and procedures
- ⊙ Norming
 - > Structure: establishment of rules and social relationships
- ⊙ Performing
 - > Work: focus on completing the task
- ⊙ Adjourning
 - > Dissolution: completion of task and end of the group



We also looked at a very important perspective on group development which talks about how team dynamics evolved over a period of time in teams.



So, this is kind of a life cycle model, where we look at performance and cohesiveness in teams over a period of time across various stages.

Problems in team work

- Free Riding and Social Loafing
- Groupthink

We also looked at some of the problems which may happen in teamwork. So, two major problems we looked at or we wanted to look at is free riding and social loafing and groupthink.

Free riding and Social loafing



The slide features a light blue background. At the top left, the title "Free riding and Social loafing" is written in orange. In the top right corner, there is a circular logo with a gear and the text "NPTEL". In the center, there is a photograph of a snail carrying another snail on its back, with the text "veedook.com" above it. In the bottom left corner, there is a small logo with the text "NPTEL". In the bottom right corner, there is a video inset of a man with glasses and a blue and white checkered shirt.

So, that is a very minor difference between social loafing and free riding. Social loafing is being in a group people tend to not work or not exert that much of an effort because they feel they are all very less chances that they will be identified. Free riding is taking advantage of others effort in the group. So, somebody does not work in the group because he or she knows others will work. So, that is free riding.

Reasons for free-riding

- Diffusion of responsibility
 - Deindividuation
- Sucker aversion



The slide features a light blue background. At the top left, the title "Reasons for free-riding" is written in orange. In the top right corner, there is a circular logo with a gear and the text "NPTEL". In the center, there is a list of reasons for free-riding. In the bottom left corner, there is a small logo with the text "NPTEL". In the bottom right corner, there is a video inset of a man with glasses and a blue and white checkered shirt.

So, we looked at some of the reasons for free riding. It can be both one reason is people think they cannot be identified, so they may not work. The second reason is people may think if they work too much others will take advantage of them others in the group will take advantage of them and give them more work. So, that can also be a possible reason.

The slide features a light blue background. At the top right is the NPTEL logo. The title 'Conditions for social loafing' is in orange. Below it is a bulleted list of conditions. In the bottom right corner, there is a small video inset showing a man with glasses and a blue plaid shirt speaking. In the bottom left corner, there is a small logo of an open book.

Conditions for social loafing

- Large team size
- Perceived low instrumentality
- Low trust
- Perceived low/negative valence
- Presence of an “eager beaver”!
- Mundane task
- Cultural and individual factors

Some of the conditions for social loafing, in what conditions social loafing can happen. One, when the team size is very large. So, when team size is large, the identity of the person is lost in the group the individual identity or the individual ownership of a person to fulfill the task is reduced.

Also, when the teams are large it can also lead to less work for individuals. So, individuals in the team might think I do not have to contribute to the group because anyway there are many people in the group to contribute. So, that can reduce the ownership of individuals in the group.

And also people may perceive low instrumentality that can lead to social loafing. When I say instrumentality you would remember the motivation chapter. So, when people feel even if they contribute they will not be able to achieve the results. So, they feel their presence is not important or they feel you know my effort will not lead to performance increase in performance in the group.

So, if people perceive that way it can increase social loafing. Especially, when there are lack of resources available for the team or there is no enough support for the team from others in the organization; members may feel, they have low instrumentality.

Low trust between team members can also be a reason for social loafing because when people feel others in the group will take advantage of them or their efforts will not be recognized sufficiently or people may not acknowledge their contributions in the group.

So, if those things can lead to low trust and that can lead to reduced effort of individual team members in the group. So, the role of the leader is very important here.

The roller should, the leader should ensure that the performer the members who perform are acknowledged and recognized in the team. And also if there are clear cut prescriptions in terms of who has to do what, and accountability in terms of how to evaluate individual and group performance, it can increase, it can it can reduce social loafing.

Perceived low or negative valence: when the group members feel the goal which they going to achieve or the rewards which they are going to get for achieving theirs goals are not very important. Then, they may not perform well in the group.

And also, when the group has an eager beaver. Eager beaver in the sense somebody who is very enthusiastic and somebody who is like willing to take all the responsibilities and perform. Others will think anyway there is one person who is doing everything, so why do we need to contribute, because they feel their contribution is not required because there is someone who is willing to take all the responsibilities and do all the task.

And also, if the task is very mundane very boring kind of you know very routine task, people may not have motivation to perform those task. They may feel that the task is not very interesting. So, why should I do this somebody else will do this.

Sometimes cultural and individual factors may also play a role. For example, in certain cultures unless and until others ask them to contribute people may not contribute, because they feel why should I unnecessarily intervene in the group function or in in others work. But in some cultures you are expected to contribute even if others do not ask you to do.

Similarly, in some cultures people may feel you know it is not their responsibility to help others because there are structures in place, people will be able to take care of themselves. But in some cultures even if it is not asked from you individuals may feel I have to intervene and help.

So, these kind of cultural factors can also play a role in social loafing or depending on the culture you might be perceived as someone who is involved in social loafing, but you are doing it because it is not part of your cultural value system.



The slide is titled "Tackling social loafing" in orange text at the top left. In the top right corner, there is a circular logo with a star and the text "NPTEL". The main content is a bulleted list of strategies:

- Increase identifiability
 - Weekly reporting
- Promote involvement
 - Interesting and challenging jobs
 - Pride in membership
- Reward team members for performance
 - Symbolic rewards
- Strengthen team cohesion

In the bottom right corner, there is a small video inset showing a man with glasses and a blue and white checkered shirt speaking.

So, how to tackle social loafing? A very important way in which social loafing can be reduced is increase identifiability which means increase accountability of individuals and also have mechanisms where individual effort is identified and may be rewarded. We will talk about problems in rewarding individual performance in groups later, but at least some form of accountability and reward mechanisms for individual should be there in the team, should exist.

So, like things like weekly reporting instead of like waiting for members to be evaluated at the end of the project, it is important to evaluate at shorter durations or continuous evaluations will help. So, weekly, the team manager or the project leader should meet team members and ensure how much they contributed what are the problems they are encountering and things like that.

And also, promoting involvement through having tasks which are interesting and challenging. And also, if members feel that they are part of the team and you know they feel proud about the membership in the team they tend to contribute more to the group which reduces social loafing.

Like I said, rewarding individuals will help, but if you reward with monetary rewards or material rewards it may lead to competition within the team members. You know within

the team members, will compete it will lead to decreased performance of the group. So, instead of rewarding material rewards or monetary rewards we can use symbolic rewards.

Symbolic rewards can be appreciation, certification or you know a group meeting where people verbally congratulate or you know thank the good performer and things like that. So, symbolic rewards are more effective than materialistic rewards in the group context. If you are going to reward individuals in a group, it is better to use symbolic rewards.

And also strengthen the group cohesion. So, strengthening the group cohesion will improve trust in the team. So, when people feel trusted and also people feel others are trustworthy they tend to work better and contribute more to the group.



The slide features a light blue background. At the top left, the title "Tackling social loafing...." is written in a brown, serif font. Below the title is a bulleted list of five strategies: "Increase personal responsibility", "Setting own performance goals", "Use team contracts", "Provide internal feedback reviews", and "Maintaining the 'right size'". In the top right corner, there is a circular logo with a red and white design and the text "NPTEL" below it. In the bottom right corner, there is a small video inset showing a man with glasses and a blue plaid shirt speaking. In the bottom left corner, there is a small logo with a red and yellow design and the text "NPTEL" below it.

And also increase personal responsibility, instead of having group goals group goals, obviously, it will exist in the group; we should also have individual goals which will align with the group goals. So, having individual goals will also help the manager evaluate individuals in terms of how much they contributed. So, when setting individual goals, it is always better to ask the individual how much are you going to contribute.

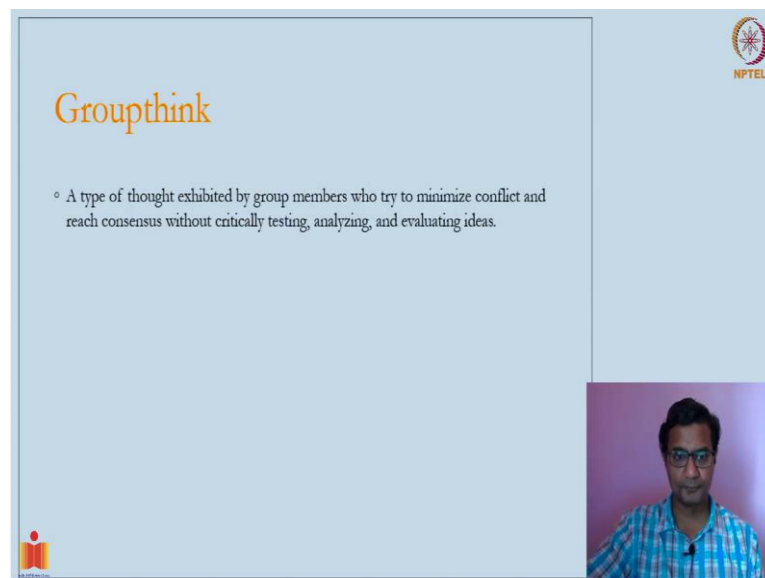
So, the individuals in the team can be asked to set their own goals. One important reason is it will bring in a sense of ownership to what they are committing to instead of the manager saying you do this. This is a larger organizational or team goal, part of it, you should do it instead of manager saying that when members said their own performance

goal in consultation with the team manager they will feel more sense of ownership and responsibility.

And also, have team contracts, team contracts mean unwritten rules where members meet in regular intervals, and say ok, this is what I am committing to the group. This is what I can do to the group, I will do it in this duration and you know this is how you can judge whether I have done it correctly or not. So, this is like setting one performance goals, but here they do it to the group. They are setting or they are setting targets or they are committing themselves to all the team members instead of just to the manager.

And also, having internal feedback reviews. So, once continuous evaluation in terms of all the team members meeting and trying to understand how each other's performance influence the other person in the group and also, how they feel their needs and their expectation from the other team members are fulfilled. So, having an open meeting within the team for internal feedback reviews will also help.

And also like I said earlier large team sizes, it can lead to, it can increase social loafing. So, teams with right size are very effective in reducing social loafing. So, when we say right size usually like I said earlier 8 to 15 members maximum, ok.



The slide features a light blue background. In the top right corner, there is a circular logo with a gear-like pattern and the text 'NPTEL' below it. The word 'Groupthink' is written in a large, orange, serif font. Below it, a bullet point reads: '◦ A type of thought exhibited by group members who try to minimize conflict and reach consensus without critically testing, analyzing, and evaluating ideas.' In the bottom left corner, there is a small icon of an open book. In the bottom right corner, there is a video inset showing a man with glasses and a blue and white checkered shirt speaking.

So, we are going to look at the next concept, next problem which teams might encounter more frequently in organizations is groupthink. We have spoken about groupthink in one of those early chapters on decision making.

So, groupthink is a type of thought exhibited by group members which the purpose of this is to reduce group conflict. And instead of arriving at the right decision, using rational methods, people tend to make decisions in order to satisfy others in the group. In simple words, instead of right taking the right decision you are taking a decision, so that others in the group will not get dissatisfied.

So, you are trying to bring in consensus in order to reduce conflict in the group. By doing this you might be taking or the group might be taking a wrong decision, ok. So, this is like, this is like placing more importance on group cohesion or relationship in the group than the right decision, ok. If you remember we spoke about it in our decision making chapter.



The slide features a light blue background. At the top right is the NPTEL logo. The title 'Characteristics of groupthink' is written in orange. Below it is a bulleted list of seven characteristics. In the bottom right corner, there is a small video inset showing a man with glasses and a blue checkered shirt speaking. In the bottom left corner, there is a small logo of an open book.

Characteristics of groupthink

- Illusions of invulnerability
- Collective rationalization
- Unquestioned belief
- Stereotypical views
- Direct pressure
- Self censorship
- Shared illusion of unanimity

There are some symptoms which will show that there is a potential for group thinking or groupthink might happen in the group. There are chances that groupthink might happen in the group. So, what are the symptoms?

The first symptom is the group might feel they are invulnerable, which means they are the best. You know when groups feel they are for many years they are experts and this group is unbeatable. So, if they have such a kind of feeling there are more chances they will have groupthink.

So, even sports teams, teams which are like you know very good very successful over a period of time they may lose to small or newer teams, you know sports teams. So, for example, in cricket there are like these super capable teams like Australia or maybe India

at some point, they have lost to smaller teams or they have lost to very young teams like Afghanistan or even to Zimbabwe and teams like that.

Why? Because when these teams feel they are invulnerable, you know they are like nobody can defeat them there are more chances they will get defeated. Similarly, groupthink also when groups feel they are the best they may take wrong decisions because there will be over confidence in decision making.

And also collective rationalization which means when teams fail at smaller levels they tend to justify it. They tend to say you know it is not a big failure. You know this is like a small failure or this failure is not because of us this is because of some other reason external reason.

And also unquestioned belief, these teams which are highly cohesive they tend to feel that nobody can question that belief. You know if there is a critical voice within the team or from outside the team they tend to crush that voice. So, what happens because of that when some team members feel you know this decision we are going to take is not correct, they may not open their mouth. So, all these critical voices are silenced in these kind of teams.

And also these teams have stereotypical viewpoints, which means members are very biased in their opinion they tend to look at things in a very haphazard manner. They do not actually use rational methods for decision making. Why? Because many a times these teams are very successful over a period of time; so, they feel we know better and this is how things happen here which may not be true.

Sometimes direct pressure, pressure in terms of making quick decisions. When there is lot of pressure on the team to make immediate decisions, members will be pressurized to take decisions without consulting with others or with proper discussion. So, that can lead to groupthink.

Self censorship, so there is lot of pressure within the group in terms of what to say, what not to say, in terms of what is allowed, what is not allowed and there is strict hierarchy in the group it can lead to minority voices being not heard in the group.

And also when the group members feel there is very high cohesion, they feel we all are same, you know we all are very cohesive in the group. So, it is that kind of a you know illusion of high levels of cohesiveness exist people may not open their mouth because they feel if I give a different opinion then others in the group might feel I am an outsider. So, why to challenge others? So, these kind of conditions can lead to groupthink.



The slide features the NPTEL logo in the top right corner and a small icon of an open book in the bottom left corner. The main content is a bulleted list of remedies:

- Organizational remedies
 - Multiple groups examine same issue
 - Training
- Leader oriented remedies
 - Encourage critical thinking
 - Outsiders to evaluate ideas critically
 - Assign devil's advocate
 - Remain objective

A small video inset in the bottom right corner shows a man with glasses and a blue plaid shirt speaking.

So, how to overcome groupthink in organizations? There are two levels of or in fact, many levels of interventions or practices which will reduce groupthink. The first practice is organizational remedies. You can, so they can be a they can be an external auditor, to evaluate decisions, when the group take decisions there can be an external member who can sit and observe.

There can also be multiple groups examining the same issue. So, instead of one group may taking the decision you give the problem 2 to 3 groups, and see how they take decisions. Because when there are different decisions made, then you will know there is some problem in one of those groups.

We can also train members. So, when groups are formed you can train members for sensitizing them to issues like group thing. So, when members know that there is a possibility of groupthink they may be aware and be opened in group decision making. So, they might open they can openly criticize or they can you know come up with their

own ideas in the group. So, you train people to be very open in the group and also sensitize them to groupthink.

The role of the leader is also very important. The leaders should encourage critical thinking. So, many a times how leader opens a problem, instead of saying I think this is right when decision making is made when leaders open the statement like, I have an idea can we discuss instead of saying that let us discuss with each other's idea and then evaluate.

So, instead of coming up with a solution, the leader should encourage critical thinking which also involves creating an environment, where everybody feels secure enough to share their opinions and ideas without being judged by others or without being considered as an outsider by others in the group. And also, like I said earlier outsiders can evaluate the ideas. You can have a outsider just as an observer to see how decisions are made in the organization.

There is another interesting idea called devil's advocate role where you assign a particular member in the group and the role of that member is to question the ideas in the group, even if there is no logic. You know devil's advocate is someone who represents the devil or the tabooed idea. So, this person his or her role for the sake of asking questions they should ask questions. You know they should challenge even if the idea seems to be the best idea.

Why to do that? Because the devil's advocate will represent people who are not open enough to voice out their opinions or devil's advocate will feel I am not challenging it, but because my role is this I am challenging it. So, there is no sense of guilt or sense of inhibition to challenge the idea because your role is that people have assigned you that role to ask questions.

And also remain objective, the leader should remain objective the leader should not become biased. So, every time the leader should ask himself or herself whether he or she is getting biased about some members in the team or some ideas in the team or towards a certain kind of a process. So, the leader should be unbiased in terms of processes in decision making members or ideas. The leader should try to be more objective.

The slide features a light blue background. At the top right is the NPTEL logo. The title 'Remedies to overcome groupthink' is in orange. Below it is a bulleted list of remedies. In the bottom right corner, there is a video inset showing a man with glasses and a blue checkered shirt speaking. In the bottom left corner, there is a small logo of an open book.

Remedies to overcome groupthink

- Member oriented remedies
 - Evaluate all ideas before taking a decision
 - Share ideas with outsiders
- Process oriented remedies
 - Use subgroups to develop alternatives
 - Compare other organizations' solutions
 - Hold a second chance meeting

In terms of members, members should evaluate all the ideas before taking decision. So, member should not like, majorities thinking like this I should you know I should also agree. They should listen and then they should evaluate each other's idea.

And also they should share the ideas with outsiders, like external expert you can share your ideas with outs people outside the team, so that they will be able to view it objectively. And also in terms of process, we can have sub groups to develop alternative. So, the large group can create smaller groups, so that each of those groups can approach the problem from a different perspective.

Especially, when the group size is large group thing might be more because you know some people may think, majority is making decision why should I voice out my opinion. So, instead of having large groups making decision, the group can have sub groups and each of the groups can come up with their own perspective on the problem, and also compare other organizations solutions, how other organizations are handling groupthink.

And there is a very important and interesting idea which is called second chance meeting, which means once the decisions are made, even if the decisions are finalized you should have a second chance meeting, which means decisions are made, but relook at the idea once again, relook at the solution once again. Because sometimes conditions would have changed when you made decisions conditions are different.

Now, probably conditions are new the context might have changed. So, having a second look will help evaluate the problem and the solution objectively. And also when you take

or when you do a second chance meeting, you do not have much pressure on you to finalize the decision because in the first time when you make decision there is lot of pressure on you to come up with the solution as a team.

But the second chance meeting already you have made a decision there is no pressure on you to decide something, the pressure or the role is or the task at hand is to evaluate just to relook at it. So, that reduces the pressure on you to make decision which gives you enough comfort to evaluate the decision in a very objective manner. So, this is the end of the chapter. Next chapter we will look at organizational culture.

And till then take care. We will meet in the next lecture.