



UNIVERSITY *of* NICOSIA

# Work Teams

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# Lecture's topics

- What is Organisational Behaviour?
- How is group behaviour different from individual behaviour?
- What are work teams?
- What are the characteristics of high-performance work teams?

# Organisational Behaviour

Organisational Behaviour (OB) is the study of the actions of people at work.

# Organisational Behaviour

Organisations are like icebergs, with both visible and invisible parts.

OB can help managers understand the hidden aspects of an organisation.



# Visible aspects

- objectives
- strategies
- structure
- chains of command
- policies & procedures
- technology
- etc.

# Invisible aspects

- attitudes
- perceptions
- informal interactions
- interpersonal & intergroup conflict  
etc.

# Organisational Behaviour

OB is concerned with:

- individual behaviour
- group behaviour

# Individual Behaviour

- based on the work of psychologists
- includes topics such as **personality** & **perception**



# Personality

Different people have different personalities.

Personality types need to be matched to compatible jobs to increase performance and job satisfaction.



This is particularly important in the selection of new employees.

# Perception

Different people have different perceptions.

For example, several people may look at the same thing, yet perceive it differently.

# Perception

Judging someone on the basis of our perception of a group to which they belong creates a **stereotype**.

# Perception

**Stereotyping** influences perception and could negatively affect people's judgment.

This can affect the outcome of decisions concerning people.

e.g. selecting new employees,  
promoting employees to the next rank etc.

# Group Behaviour

Individuals act differently in **groups** than they do when they are alone.



A group can be considered as a **system** with its parts (i.e. the group members) interacting with each other.

# Some questions

1. Do you prefer to work alone or as part of a team?
2. Are you a good team-player?
3. When you work with other people as part of a team, what characteristics in the behaviour of the other team members do you value most?

# Groups & Teams

In everyday conversation people typically use the words **group** and **team** to mean the same thing.

# Groups & Teams

A **group** is two or more interacting and interdependent individuals who come together to achieve particular objectives.

A **team** generates a positive synergy that would create an overall level of performance greater than the sum of the individual inputs.



# Groups & Teams

	<u>Individual input</u>	<u>Performance</u>
Work group:	1+1+1	3
Work team:	1+1+1	more than 3



‘The whole is more than the sum of its parts’.

# Work Teams

Work teams can be either vertical or horizontal.

# Vertical Teams

**Vertical teams** consist of a manager and his or her subordinates within a single department or function of the organisation.

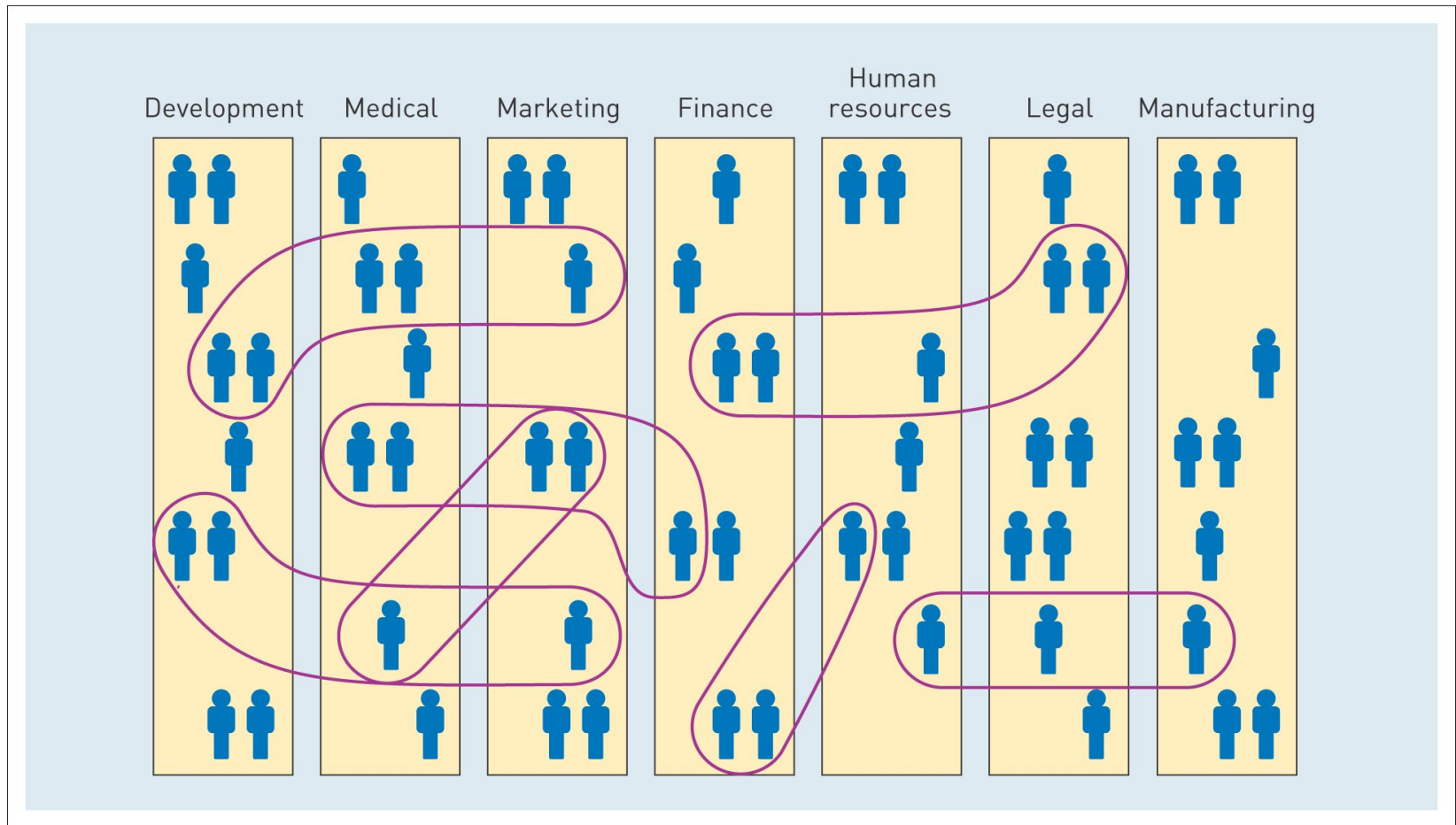
# Horizontal Teams

**Horizontal teams** consist of staff from roughly the same level but from different departments or functions of the organisation.

also known as cross-functional

They normally deal with non-routine problems that require several types of professional knowledge.

# Vertical & Horizontal Teams



High-performance Teams have

# Creating effective team-players

This could be achieved through:

# Group Work

In small groups discuss an experience that you had when you worked as part of a group. Was that a positive or a negative experience? To what extent did the main characteristics of high performance teams that were discussed in this lecture apply to your group and how did they affect the outcome of your work and your overall experience?