

Topic 5

Individual and Group Behaviour

Session Objectives

- Describe the main characteristics of individual and group behaviour
- Outline the contributions of individuals and teams to organisational success
- Identify individual and team approaches to work



People in the Process

- People are an organisation's most important assets.
- Poor people management is an important contributor to project / organisational failure.

People Management Factors

- Consistency
- Respect
- Inclusion
- Honesty

Factors Affecting Individual and Group Behaviour

- Motivation level
 - Physical and working conditions
 - Safety
 - Monetary rewards
 - Recognition
- Perception
 - Identifying with a role
 - Perception of other people
 - Interaction with other people
- Attitudes
- Personality

Types of Behaviour

- Assertive
- Aggressive
- Passive

Synergy

- Teams facilitate synergy.
- Synergy is the simultaneous joint action of separate parties which, together, have greater total effect than the sum of their individual effects.

Working in Teams

- Work is faster, efficient and of quality
- A mix of skills can be used
- Reduces negative competition between individuals
- Certain activities cannot be done alone

Advantages of Cohesive Groups

- Improves communication
- Encourages teamwork
- Produces high levels of creativity
- Increase individual support
- Fulfills social needs
- Facilitates conflict resolution

Factors Required to Make Cohesive Groups

- Leaders
- Defined objectives
- Goal commitment
- Balance of skills
- Team identity and solidarity

Individual Role in a Team: Concepts

- **Role Ambiguity**
 - When an individual himself or the others in the group are not clear about the role of the individual
- **Role conflict**
 - A conflict among the roles corresponding to two or more statuses adopted by an individual

Individual Role in a Team: Concepts

- **Role incompatibility**
 - When external expectations from individuals role are different from their own role expectation
- **Role signs**
 - Visible indications of the role e.g. Uniform

Individual Role in a Team: Concepts

- **Role set**
 - A supportive role facilitating work of a lead person in a major role
- **Role behaviour**
 - Behaviour that can be associated with a specific role in an office

Sample Exam Question

- Which of the following describes an organisational team?
 - A. A social group
 - B. An informal group
 - C. A formal group
 - D. All of the above

Answer

- C
- A team is a formal group or a group of people. The team members should relate to each other in a notable manner to accomplish shared objectives.

Sample Exam Question

- John is a senior manager in his company. He has been approached by his company to resolve a conflict situation among two line managers. What form of John's behaviour is more likely to resolve the conflict?
 - - A. Assertive
 - B. Aggressive
 - C. Passive

Answer

A

- Assertive behaviour is more likely to resolve a conflict situation than aggressive or passive.