

Chapter Review

8

Groups and Group Behaviour

Objectives...

- 1 identify Tuckman's five stages of group development
- 2 identify categories of group behaviour
- 3 list characteristics of effective teamwork
- 4 discuss Belbin's eight team roles

Key Terms

group

An association of two or more individuals who have a shared sense of identity and who interact with each other in structured ways on the basis of a common set of expectations about each other's behavior

Team

Implies a small, cohesive group that works effectively as a single unit through being focused on a common task.

In this chapter we recognised the important role of groups in helping organizations attain their goals but argued that not all groups are effective; they need to work at developing cooperative structures. Stages of development, group structures and dynamics were considered alongside tools to classify certain types of group behaviour and the roles group members may adopt. Aside from considering within group issues we also considered the challenges associated with inter-group working. We closed with a discussion about teams, recognising there to be many types of team. More recently, as a result of social and technological forces, organizations have given increased attention and made greater use of virtual and multicultural teams.