

# Handout #1

## Three Types of Groups

### Definition of a Group

- ❖ Two or more people
- ❖ Work together for a purpose

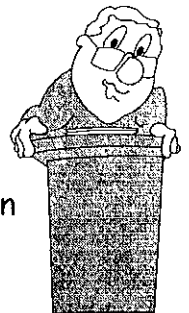


### Three Types of Groups

1. Formal Group
2. Semi-formal Group
3. Informal Group

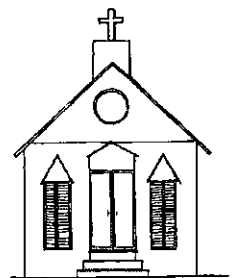
### Formal Group

- Purpose - carry out a task or goal
- Control of group and choice of leadership determined from above
- Symbols of power - management and managers
- Group must follow behavior and rules handed down
- Membership in the group - partly voluntary and may be based on selection
- Contact among group members is limited
- Example of this type of group - the work organization



### Semi-formal

- Formal structure.
- Membership - voluntary, but may need to be approved by others
- Members may achieve fame and status
- Structured and pre-planned activities
- Objectives and goals are rigid
- Often, leader has direct control over choice of replacement
- Expected standards of behavior and rules - determined by the group
- Examples - churches, PTAs, country clubs, social clubs.



## Informal

- Informal structure
- Rules and behaviors - group does not have to follow written rules, but follows unwritten rules, standards of acceptable behavior of members, and strong code of ethics
- Group purpose - is purely practical and has very basic objectives
- Duties - group assigns duties to members based on qualifications
- Leaders - easily replaced when mistakes are made
- Maintenance - harmony and group friendship are needed
- Group members - talk and relate to each others at will
- Examples - friendship groups, hobby groups, groups that have a useful purpose (carpool).



## Handout #2 Team Building

### Definition of a Team

Working group that has

- ❖ A stable membership;
- ❖ A common purpose; and
- ❖ Adequate resources



### Two Types of Groups

1. Collegial Team
2. Hierarchical Team

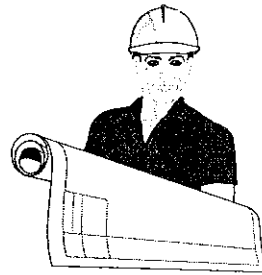
#### Collegial Team

- ❖ Members relate to each other as equals
- ❖ Members are recognized based on their contribution to the team
- ❖ Example - an interdisciplinary team is made up of people from different professions and may include:
  - a pharmacist
  - social worker
  - physician
  - nurse
  - dietician

#### Hierarchical

- ❖ Members relate to each other based on status and position.
- ❖ Members are not treated equally and recognition is based on status.
- ❖ Example - a nursing team is made up of people at different levels within the same profession and may include:
  - RNs
  - LPNs
  - NAs

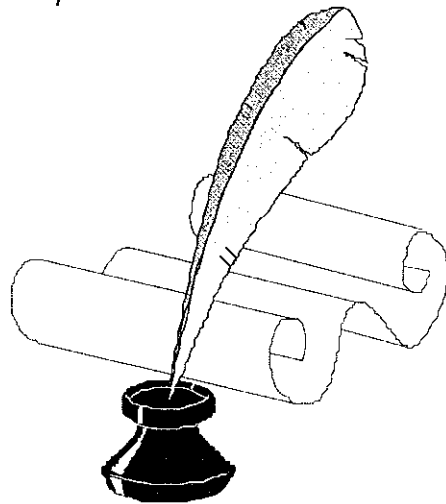
## Steps to Build a Successful Team



- ❖ Select team members. People chosen based on
  - Ability to perform tasks;
  - Ability to work with others;
  - Level of education;
  - Stable work history; and
  - Desired mix of people (numbers of RNs, LPNs, and NAs).
- ❖ Set goals that clearly define the purpose.
- ❖ Define roles - people are told exactly what is expected of them as members of the team.
- ❖ Develop team identity and cohesiveness
  - People told about the team (its purpose and its function)
  - People introduced to other team members.
  - Teamwork, commitment, and identity with the team encouraged.
  - Increased contact with each other on team increases cohesiveness, shared spirit, and a feeling of enthusiasm.
  - Team area is established where the team will function and meet.

## Open Written and Verbal Communication

- ❖ Communicating team assignments
  - Ensures that each team member knows what to do.
  - Members will know what is expected of them and how to plan work schedules.
- ❖ Verbal assignment - allows for clarification and questions.
- ❖ Written assignment - may be used for later reference and evaluation, used as a reminder.



## Stages of Team Development

### ❖ Orientation

- Members seek to be accepted and look for ways of how they are alike and how they are different from each other.
- Anxiety is high.
- Group is viewed as a group of individuals, rather than a group as a whole.
- Members feel unsure, unfamiliar, insecure, and do not trust others.
- Team's mission and purpose are defined.

### ❖ Forming

- Members begin to accept each other.
- Communication skills learned.
- Period of high energy and motivation.
- Taking part in the team encouraged.

### ❖ Storming

- Team spirit and trust developing.
- Conflict may arise.
- Members may be impatient and frustrated.
- Goals and objectives set up.
- Most stressful and unpleasant for everyone.
- Member decides if he/she wants to stay in the group.
- Power struggles may occur.

### ❖ Norming

- Increased comfort among members.
- Effective team interaction.
- Responsibilities identified.
- Conflicts resolved.
- Plans are made.
- Interactions are practical.
- Progress is made toward goals.

## ❖ Performing

- Clear purpose.
- Members are unified and hang together.
- Group solves problems and works together.
- Members act as a team.
- Increased responsibility is encouraged.
- Members carry out their part of the tasks or job.
- Members talk out disagreements.
- Group functions as a whole.
- Climate is open, pleasant, and relaxed.
- Trust is high and individual members are valued.

# Overhead Transparencies