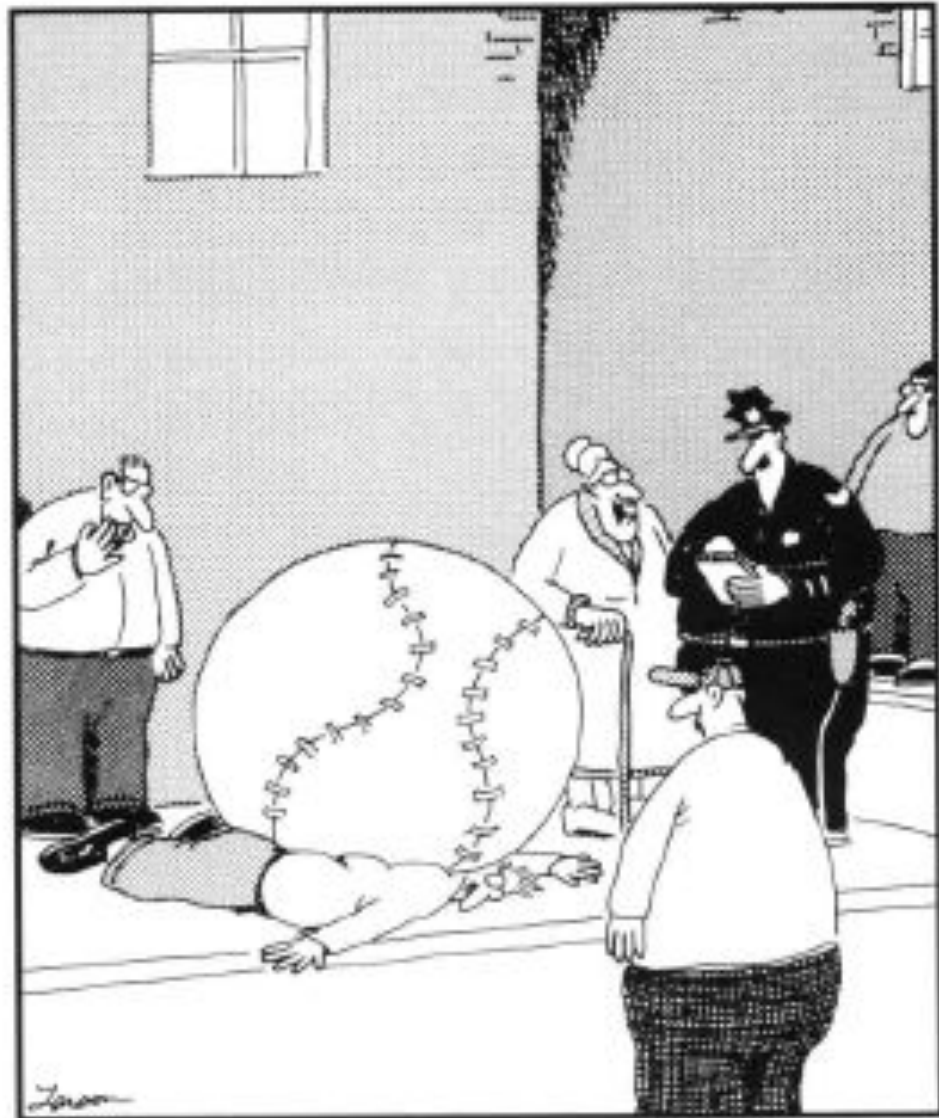


EPHE 575

Team Dynamics

To Do

9am Wednesday
Self Confidence



"And then wham! This thing just
came right out of left field."

What Is a Group?

Group: A collection of *interacting* individuals who share

- a collective identity,
- a sense of shared purpose or objectives,
- structured ways of communication,
- personal or task interdependence (or both)

Group Structure

Group roles

Behaviors required or expected of a person occupying a certain position.

Group Structure

Formal roles (e.g., coach, captain)

Informal roles (e.g., enforcer, mediator)

****Role clarity and role acceptance are critical for team success.****

Group Structure

Group norms

Leaders need to establish positive group norms or standards (especially standards of productivity).

All teams are groups, but not all groups
are teams.

The Four Stages of Group Development



The Group is not yet a Group but a set of individuals. Testing.

- Polite
- Impersonal
- Guarded
- Muted
- Watchful

Internal Conflicts and Infighting over initial definitions, leadership, norms.

- Confrontations
- Opting out
- Difficulties
- People leaving
- Demotivation
- Feeling Stuck

The Group establishes norms, rules of behaviour, and practices.

- Getting Organised
- Systems & Procedures
- Giving Feedback
- Confronting Issues

The Group becomes mature and capable.

- Closeness
- Resourceful
- Flexible
- Open
- Supportive
- Tolerant
- Sharing
- Effective

Creating an Effective Team Climate

Social support: Mutual respect and support enhances team climate.

Proximity: Closer contact promotes team interaction.

Distinctiveness: The more distinctive the group feels, the better the climate.

Creating an Effective Team Climate

Fairness: Fairness—or a lack of it—can bring a group closer together.

Similarity: Greater similarity = closer climate.

Defining Cohesion

Task cohesion

The degree to which group members work together to achieve common goals and objectives.

Social cohesion

The interpersonal attractions among group members.

Team Cohesiveness

“A dynamic process that is reflected in the tendency for a group to stick together and remain united in the pursuit of its instrumental objectives or for the satisfaction of member affective needs.”

Creating Team Cohesion

- **Focus on improving communication**
- **Respect and celebrate differences**
- **Use an inclusive process in developing team goals**
- **Create a vision of the team as greater than any individual**
- **Establish a positive-feedback environment to maximize learning.**

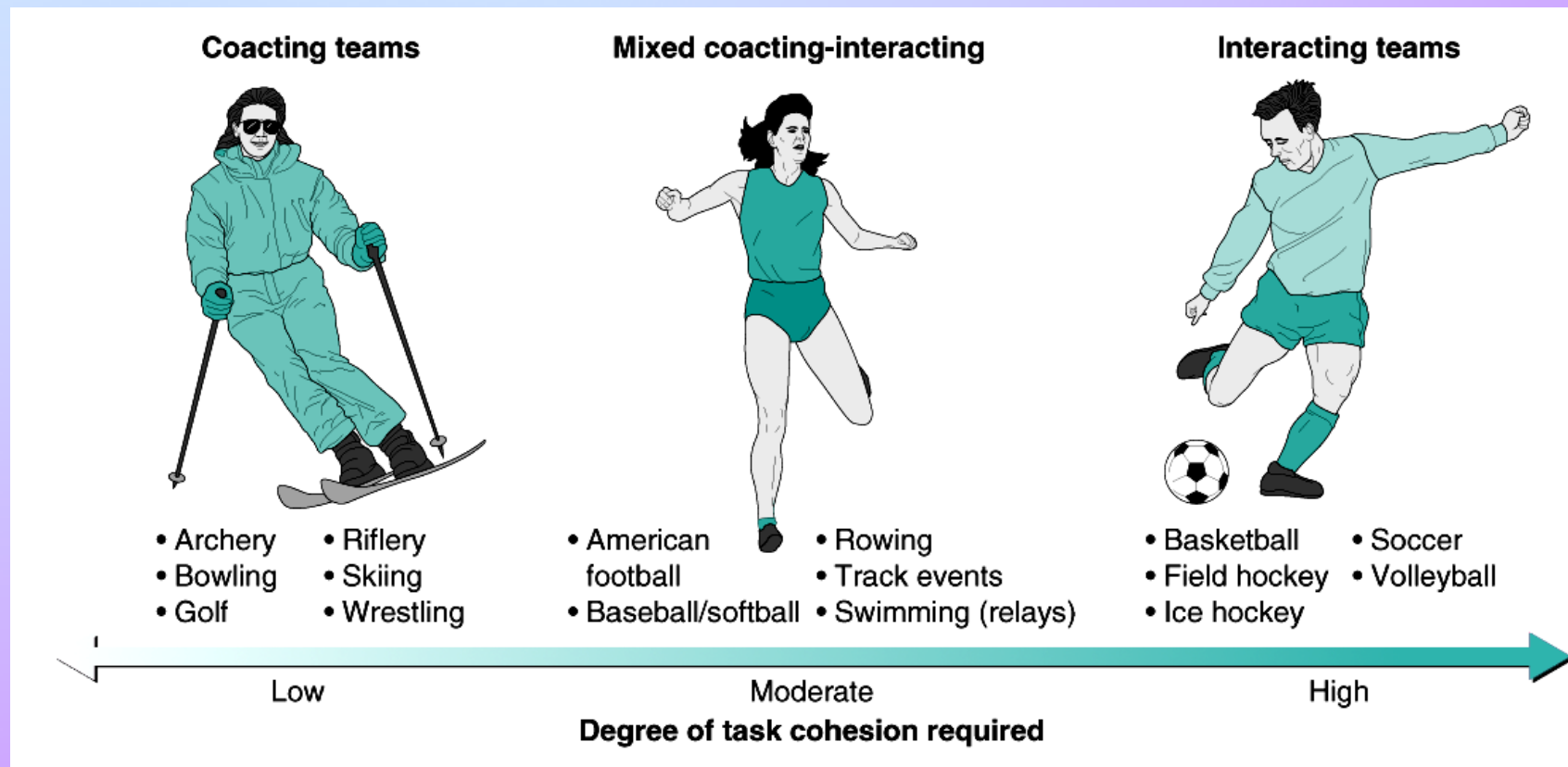
Creating Team Cohesion

- **Develop pride within subunits**
- **Establish clear expectations regarding roles**
- **Discourage formation of social cliques**
- **Avoid excessive turnover**

Clarify Definitions of Roles

- **Role expectations:** Clarify what each individual is responsible for doing.
- **Role conception:** What an individual thinks his or her particular job is on the team.
- **Role acceptance:** What an individual is willing to do and accept.
- **Role behavior:** What the athlete actually does.
- **Role efficacy:** How effective team members see other athletes as being in their team roles.

Task Demands and the Cohesion-Performance Relationship



Individual and Team Performance in Sport

Basic principle

While individual ability is important, the individual abilities of team members alone are not good predictors of how a team will perform.

Steiner's Model

$$\begin{array}{ccc} \text{ACTUAL} & = & \text{POTENTIAL} & - & \text{LOSSES DUE TO} \\ \text{PRODUCTIVITY} & & \text{PRODUCTIVITY} & & \text{FAULTY PROCESSES} \\ \text{(AP)} & & \text{(PP)} & & \text{(FP)} \end{array}$$

The team performance at any given time (due to successful interaction)

The maximum capability of the group when cohesiveness is strongest

Factors that go wrong in team performance which impede/ prevent group cohesion e.g. co-ordination losses & motivational losses

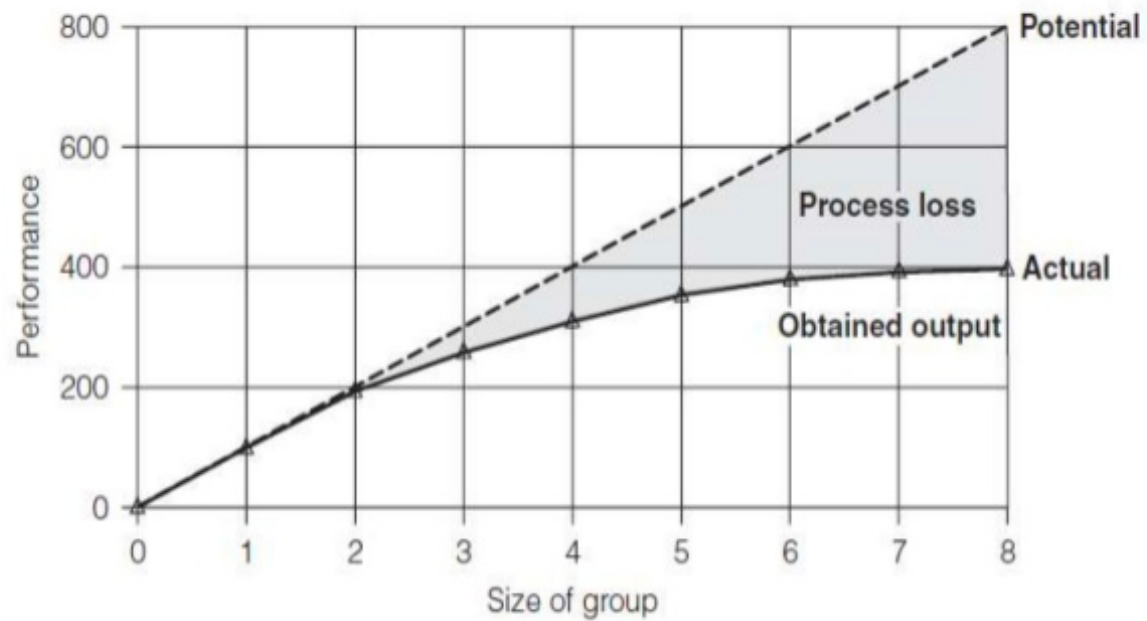
GROUP COHESION IS THE FORCE THAT BINDS A GROUP TOGETHER, HELPING TO PREVENT FAULTY PROCESSES.

How Individual Skills Relate to Group Performance

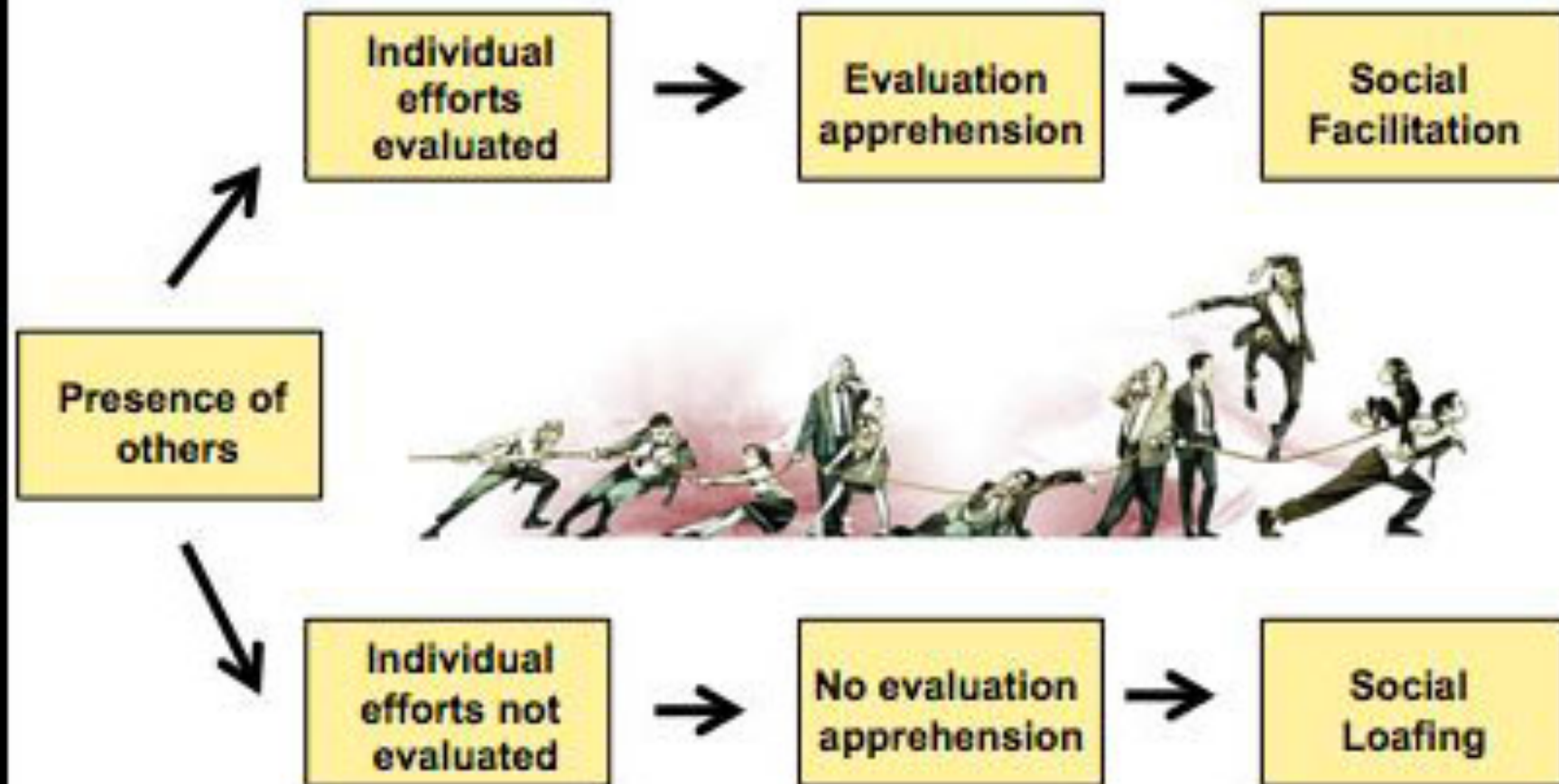
- The more that cooperation and interaction are necessary in a task, the more that the importance of individual ability decreases and the importance of group productivity increases.
- Teams with players of equal ability tend to play best.

Ringlemann effect

Ringelmann Effect



Facilitation vs. Loafing



Social loafing

the phenomenon of a person exerting less effort to achieve a goal when they work in a group than when they work alone.

Eliminating Social Loafing

- Emphasize the importance of individual pride and unique contributions.
- Increase identifiability of individual performances.
- Determine specific situations where social loafing occurs.

Eliminating Social Loafing

- Conduct individual meetings to discuss social loafing.
- Walk a mile in a teammate's shoes; switch off assignments.
- Break down the team into smaller units.