Student Name

**Sample Executive Summary: Group and Teams Processes**

**Chapter 14: Selecting an Appropriate Communication Medium**

Information richness is the amount of information that can be understood between a receiver and sender. The common understanding of the information that is being communicated is the biggest key to understanding each other in a work environment. If there is not an understanding of one another’s communication, then there is a communication breakdown leading to failure of goals. There are many different ways of communicating within an organization. Selecting a way of communication can be very difficult for an organization, especially if the employees all have different ways of communicating. An organization can have guidelines about communication within the corporate structure, but even then groups within the organization have specific ways of communication.

There are four different ways of communication that vary in information richness which can be used throughout an organization. The first and most information filled is face to face communication. Face to face communication has the greatest degree of information richness because of the physical reactions that are able to be perceived and understood by all parties. Nonverbal reactions give each party additional information that can be translated and understood in part of the verbal communication. Face to face communication also allows instant feedback between the receiver or sender. Not only can they get instant feedback, the two parties are able to further elaborate on that idea or be able to communicate for effectively. Any suggestions, new ideas, or more elaborate questions would be able communicated right away and not wait on the feedback. The second most information rich way to communicate is verbal communication. Talking to someone on the phone gives each party instant feedback and be able to keep a line of communication open. Verbal communication does not allow the receiver or sender to be able to look at the nonverbal actions whether it be facial or body actions. Personally addressed written communication is the third most information rich way of communicating. It acknowledges that the sender is writing specifically to the receiver but does not allow instant feedback nor understanding of nonverbal actions by both parties. Not having instant feedback might be an advantage in dealing with a customer, or fellow employee because it gives the receiver time to think about how to react to the message of the sender. The most least information rich way to communicate is impersonal written communication. This would be a memo that would be sent out to the entire organization. It rarely needs to be responded back to by the receiver. In a group, team, or organization there needs to be a set of guidelines on how to communicate with fellow employees and or management. Understanding how much information to communicate and how that information is translated by the recipient, is very important to ensure that goals are clearly understood and each member of the team understands his/her role in achieving those goals.

**Chapter 13: Sources of Individual Power**

There are two ways of obtaining individual power within an organization. Formal individual power is the authoritative power given to the individual by the organization that is linked to the position the individual holds within the hierarchy of the company. On the other hand, there is informal individual power which originates from the individual’s personal characteristics. Formal power of a manager or leader is manifested in four possibly ways: legitimate, reward, coercive, and information. Legitimate power is the legal authority given by the organization to the manager or leader which is used to accomplish goals. The organizational hierarchy structure creates the base of legitimate power and is directly linked to the individual’s position in the hierarchy. The CEO has power over upper management and lower management but lower management only has legitimate power over subordinates. Reward power is the power to raise or lower salary, give promotions, and or give other praise and recognition to subordinates. This is very important for the manager to influence and promote high performance levels which translates into success in their goals. Coercive power is the power to give or withhold negative consequences. Punishments such as being fired, suspended, or demoted all have a drastic impact on how why employees perform. Rewarding or coercive power must be based on merit and a set of standards that give the manager the right to punish or reward the subordinate. Information power is power that comes from the access to and control of information in the organization. The more information that the manager possesses, the more subordinates need to rely on the manager to complete their goals. If the manager did not have the necessary information to give to the subordinates, then there would be no reason for the manager to work with the subordinate. There are three types of powers that stem from the personal characteristics of the manager, expert, referent, and charismatic. Expert power is based off of expertise or superior ability of a specific task or goal. Because that person has had previous success subordinates look for guidance from that leader or manager to lead them to success again. When leaders and managers are perceived as experts they are looked upon by the subordinates for advice and answers. Referent power is seen as someone is who liked, admired, and respected within the organization. People who have high referent power are more outgoing, empathetic, and has a consciousness of being admired by others within an organization. Employees who sacrifice for their fellow employees or managers are often liked more by their colleagues than employees who do not care for their coworkers. Charismatic power is the individual’s unique personality, physical strengths, or other abilities that make people follow or believe in that person. Charismatic power is the ability to inspire others to follow their beliefs. Using these three informal sources of power often has more impact on a leader’s ability to influence others than the use of a leader’s position power with the organization.

**Chapter 10: Groups**

There are two major points that define a group. First, individuals of a group need to interact with each other and what one person does affects the entire group. Secondly, there needs to be common goals that all the team members believe in. When all of the members believe in a common goal the chances of accomplishing that goal becomes much greater. The group goal is one of the most important parts of creating a group. Groups need to learn to work together to accomplish the goal that has been decided upon by the majority of the group. There are different ways in creating groups within an organization. Formal work groups are formed to help achieve the organizations goals, which is determined not by the group but by the organization itself. There are many different formal work groups that are created within an organization. A command group is a group of individuals that all report to the same manager or supervisor. The manager must achieve the command groups goals because these command groups are the basis of accomplishing the organizational goals as a whole. A task force is a group that works on a specific goal. Once the goal is met the task group is disbanded. A team is a high intense, high performing group that works together to accomplish a goal. This team can be comprised of experts from many different areas of the company to create something new and accomplish a goal that would be much harder than other goals set within the organization. The main difference between a group and a team is the intensity of interaction with one another and the ability to really focus on the main goal. A group doesn’t have to work together as a team to accomplish a simple task, but a team has to work hand in hand with one another to accomplish a goal that is much more demanding. A self-managed work team does not have a leader or manager and are responsible for ensuring that the team accomplishes their goals, assigning tasks, handing out consequences and or rewards. Self-managed work teams have become more and more useful within an organization because it allows the freedom and creativity of the employees to reach the common goal. Informal work groups emerge naturally within an organization because employees tend to work together outside of the formal work groups to obtain success of the organizational goals. A friendship group is a group of individuals that like to be in company of one another and socialize outside of the organization. The more friendship groups emerge among the employees of the organization the more success the organization will experience. Encouraging friends at work creates commitment to the organization as well as to the teams to which each individual is a member.

**Chapter 15: The Decision-Making Process**

The classical decision-making model describes how decision should be made by the manager, leader, or employee of an organization. There are two expectations of the decision maker. Firstly, the person has access to all of the information that is needed to make the decision. Secondly, the decision-maker chooses the best possible solution to the problem or opportunity. Understanding these two necessities will make the decision-maker make the best possible decision. There are four ways to help a decision maker decide on what is the best way to handle the situation. List all of the possible alternative courses action that can solve the problem. Trying to figure out a solution by other means could possibly be the best decision to make, depending of the alternative outcome and the best possible outcome. This will give the decision maker a better idea of how to handle the opportunity or problem because it will give them all of the scenarios of how it will work out. Listing all of the consequences of the possible decisions give the decision maker the ability to weigh out the number of different outcomes from the decision. Now that the decision maker understands the different outcomes and consequences of those outcomes, the decision maker needs to rank the more preferred decisions based on personal preferences. If the decision maker has the same goals in mind as the organization, then the preferences of the decision maker will align with the organization therefore making the best possible decision for the organization as well as the employee. The last step of decision making process in selecting the decision and going through with it. Using these four steps to identify the optimal decision by employees, managers, and leaders of an organization will contribute to the ability of individuals and teams to achieve important organizational goals.