

PRENTICE HALL  
*essence of management*  
SERIES

工商管理精要系列·影印版

# 群体与团队管理

## MANAGING GROUPS AND TEAMS

汉克·威廉姆斯 著

Hank Williams



中国人民大学出版社



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SERIES

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- 如何为团队提供其所需要的领导者？
  - 如何管理自己的团队，以使人们富有建设性和高效地一起工作？
  - 如何发挥自己对团队的影响力，确保得到最大限度的支持与合作？
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本书对上述问题及其他有关问题作了清楚而确切的解释。对于那些接受短期培训的管理者、MBA，以及想迅速了解这一问题核心内容的教师和学生来说，都不失为极具价值的参考书。它还可以作为管理人员的藏书，以及那些有抱负的管理人员完善自己知识和技能的参考资料。

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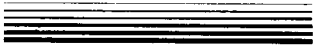


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# 《工商管理精要系列·影印版》

## 出版说明

《工商管理精要系列·影印版》是中国人民大学出版社和西蒙与舒斯特国际出版公司继《工商管理经典译丛》之后，共同合作出版的一套大型工商管理精品影印丛书。

本丛书由欧洲著名管理学院和管理咨询公司的教授和专家撰写，它将90年代以来国际上工商管理各专业的最新研究成果，分门别类加以精练浓缩，由享誉世界的最大教育图书出版商 Prentice Hall 出版公司出版。每一本书都给出了该专业学生应掌握的理论框架和知识信息，并对该专业的核心问题和关键理论作了全面而精当的阐述。本丛书虽然篇幅不长，但内容充实，信息量大，语言精练，易于操作且系统性强。因此，自90年代初陆续出版以来，受到欧洲、北美及世界各地管理教育界和工商企业界读者的普遍欢迎，累计发行量已达数百万册，是当今国际工商管理方面最优秀的精品图书之一。

这套影印版的出版发行，旨在推动我国工商管理教育和 MBA 事业的发展，为广大师生和工商企业界读者，提供一套原汁原味反映国外管理科学研究成果的浓缩精品图书。有助于读者尽快提高专业外语水平，扩大知识面，掌握工商管理各专业的核心理论和管理技巧。

本丛书可作为管理院校的专业外语教材和各类企业的培训教材，对于那些接受短期培训的企业管理者、MBA 学生，以及想迅

速了解工商管理各专业核心领域的师生来说，本丛书更是极具价值的藏书和参考资料。

为了能及时反映国际上工商管理的研究成果，中国人民大学出版社今后将与 Prentice Hall 出版公司同步出版本丛书的其他最新内容并更新版本，使中国读者能借助本丛书，跟踪了解国际管理科学发展的最新动态。

1997 年 8 月

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# Introduction

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## The aim

*The Essence of Managing Groups and Teams* is a handbook for managers which helps you to think about and improve the way you manage the groups of people you lead.

It is the companion book to *The Essence of Managing People*, which focuses on the management of individuals and the one-to-one interaction. *The Essence of Managing Groups and Teams* focuses on the management of groups and the one-to-group interaction. The two books complement and build on each other. Together they provide you with an invaluable resource for developing your people-management skills.

The management of groups is a large subject which can be addressed in many different ways. Most of my involvement with groups and teams now is in the capacity of an external facilitator, brought in to help groups achieve specific tasks or to improve their effectiveness generally and to help teams to work well together or to resolve specific difficulties. So in this book, the approach I am taking is to explain the processes I use when I am facilitating groups and teams. There are two reasons for this choice:

1. It provides a coherent and immediate structure for exploring the central issues which underpin effective teamwork.
2. It encourages and enables you to think of yourself as an *internal* facilitator, and this is the role that managers and team-leaders are increasingly being expected to perform.

One consequence of this approach is that this book is only concerned with the *management* of groups and teams. There is nothing here about

selection, for example, because I am never involved in deciding the composition of the teams I facilitate. And it is possible that there are other issues which you might expect this book to address which in fact it does not. I hope that there is enough in what is here to compensate for these omissions.

Another consequence is that I am describing *my* processes for facilitating groups and teams. There are other processes and other ways of working. I lay no claim to my way being better than any other. It is just the way I know best because I developed it myself, on the job. So this book will not describe any other processes that exist, not because I disagree with them, but simply because I don't use them. There may be other models and approaches that you are familiar with which are not referred to directly. Having said that, the differences between the various processes and models that exist are often much slighter than I like to imagine and I am sometimes distressed to realize that what I thought of as an original idea is actually only my way of expressing someone else's model!

## The focus

*The Essence of Managing Groups and Teams* focuses on two key aspects of group management and explores these aspects in detail. They are:

- **Group process:** Understanding the processes which determine group behaviour and effectiveness; actively facilitating these processes to ensure that groups work well together.
- **Interactive skills:** Understanding the verbal behaviours which underpin interaction; managing your own behaviour and influencing the behaviour of others to ensure effective communication.

The book is based on the principle that we make choices all the time about how we manage and interact with others. Some of these choices are conscious decisions. Many are not: they are instinctive responses to people and situations which are influenced by our needs, values, preferences and habits. The work you will be doing as you read the book is to:

- Reflect on and evaluate the choices you make.
- Explore alternatives.
- Identify practical steps you can take at work that will make you a more effective manager and leader.

## The reader

*The Essence of Managing Groups and Teams* will be most relevant and useful to you if you are currently leading a team or managing a group of people. The exercises and activities are based on the assumption that this is the case. It is appropriate for all managers, whatever their experience: you will find it helpful if you have been managing groups for six months or for twenty years.

The book will also be useful to you if you are preparing to become a supervisor or manager for the first time. It will help you to think through the kind of manager you want to be and to reflect on your likely strengths and weaknesses. Although many of the exercises and activities will be impractical unless you know the people you will be managing, you can use them when you become a manager to help you decide your leadership style and behaviour.

The book will also be of use to people who, although they don't lead or manage groups, spend some or all of their time facilitating groups and teams led by others.

The issues addressed in the book apply to almost all situations where someone is responsible for leading a group or team. This might be a multinational corporation, a small company, a local government department or a voluntary organization. Although your work setting has an impact, many of the underlying issues of group management are the same.

## The reading

*The Essence of Managing Groups and Teams* covers a wide range of issues in a lot of detail. It also has a large number of exercises and activities which could take up a substantial amount of your time. So you need to think carefully about how best to use it in order to meet your needs. Here is some information that might help you to do this.

## Sequence

The book is divided into three Parts:

**Part 1. Identity:** Looks at some of the key identity issues of group management: the strategic choices you make about how you maximize the resources within the group and the style of leadership you provide.

**Part 2. Process:** Helps you to understand the ways in which the group you manage works together (group process), to identify areas of current or potential problem and to manage group process effectively. The exercises and activities in Part 2 help you to reflect on and improve your skills as a 'process manager'.

**Part 3. Behaviour:** Helps you to improve the way you interact with your people. It focuses on the behavioural skills required to effectively manage formal and informal group discussion. The exercises and activities in Part 3 give you the opportunity to reflect on how you manage interactions at the moment and to identify how to develop your skills further.

The three Parts are interlinked, building on and referring back to each other. So, unless you have a strong reason not to, it will probably be better for you to work through the book in the sequence in which it has been written. However, each Part is free-standing, so if you have a particular interest in behaviour, for example, you could read that part of the book first.

### *Activity*

There are two kinds of activity in the book. These are:

- **Exercises**, which ask you to reflect on your experience to date, either as a way of introducing a concept or as a way of helping you to relate the concept to real life.
- **Activities**, which ask you to plan steps or actions you will take at work to apply concepts that have just been covered or generally to improve your performance.

You must decide the extent to which you want these exercises and activities to become integral to your reading of the book. You may prefer not to do them at all, in order to get through the book more quickly. You may prefer to devise your own ways of actively using the book.

A word of warning: it is easy to assume that because we have understood something we are able to apply it. This is rarely the case. The development of your skills and abilities as a manager will only happen if you consciously reflect on and practise applying the things you have learnt from this book that you find valuable.

### *The words*

There are some words that are used frequently which need some explanation. They are:

- **Leader** and **manager** have been used interchangeably, mainly to avoid repetition. They have been used to describe anyone who is responsible for managing the performance of a group of other people. This includes people who may not be referred to as managers in their organization, such as supervisors.
- **Group** and **team** have been used interchangeably to describe the group of people that you manage, even though you may not regard them as a team in the strict sense of the word. The distinction between group and team is explored in Chapter 1.
- **Organization** has been used to refer to the setting in which you work, even though you might not use that word to describe it.
- **Them/they** has been used frequently to avoid specific gender-referencing.

## My background

I am a director of the Learning Curve network and a management consultant who works with commercial organizations to help them develop the performance of their people, both as individuals and as groups and teams. This involves consultancy interventions to develop values and systems and training and coaching managers to develop skills and capabilities. I work with multinationals and with UK companies.

I have been facilitating groups and teams for the past fourteen years: this has involved both team-building and crisis intervention. I have worked closely with several companies to help them develop the capability of their managers to manage groups and teams effectively. This has brought me into contact with hundreds of managers and the issues they face. *The Essence of Managing Groups and Teams* is based on these experiences.

I have also managed people myself, recruiting and developing a team of training consultants for a consultancy company. Before joining the private sector, I worked extensively with local government and voluntary organizations.

## Influences

There have been two key influences that have informed the writing of this book and that I would like to acknowledge:

- The material on motivation and self-management in Parts 1 and 2 is based on the work of the Pellin Institute, run by Peter Fleming. In a broader

sense, my involvement with Pellin has contributed significantly to my own development as a person and as a people worker.

- Much of Part 3 is based on the work of Huthwaite Research Group and their behavioural approach to interactive skills. I worked for Huthwaite for four years, developing interactive skills training programmes for managers. Although I have not used their systems or research explicitly, they underpin the sections of Part 3 which deal specifically with behaviour.

# **Part 1**

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## **Identity**

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Part 1 explores issues of identity. It helps you to reflect on your role and contribution as manager and team-leader from three perspectives: the requirement of the group or team; your own strategic choices; and the aspects of your personality that influence these choices. The exercises and activities in Part 1 enable you critically to review the way you currently lead your group or team.



