CHAPTER 14
Exploring Individual Differences and Team Dynamics

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Individual Differences

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Personality …

…… is the enduring, organized, and distinctive pattern of behavior that describes an individual’s adaptation to a situation.
Self-Esteem

- Enhancing performance.
- Increasing the likelihood of success.
- Fueling motivation.

Locus of Control

- Internal locus of control
- External locus of control

Personality Types

- Type A Personality
- Type B Personality
Resilience …

… is the ability to absorb high levels of disruptive change while displaying minimal dysfunctional behavior.

Self Monitoring (SM)

- High SM scores
- Low SM scores

Authoritarianism

- Prefers power and status
- Respect for titles and rank
- How they expect subordinates to behave
Myers-Briggs Type Indicator (MBTI)

- Preferred way of . . .
  - Acting
  - Thinking
  - Feeling

MBTI Dimensions

- Introvert or Extrovert
- Sensing or Intuitive
- Feeling or Thinking
- Perceiving or Judging

The “Big Five” Personality Model

<table>
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<tr>
<th>Extroversion</th>
<th>Assertive, gregarious and sociable</th>
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<tr>
<td>Agreeableness</td>
<td>Agreeable, warm and cooperative</td>
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<tr>
<td>Conscientiousness</td>
<td>Organized, dependable and responsible</td>
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<tr>
<td>Emotional Stability</td>
<td>Calm, self-confident and secure</td>
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<tr>
<td>Openness to Experience</td>
<td>Creative, curious and intellectual</td>
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RIASEC Personality Types

Perception

- Stereotyping
- Halo and Horn Effect
- Selective Perception

Attitudes

Relatively lasting beliefs, feelings, and behavioral tendencies held by a person about specific objects, events, groups, issues, or persons.
Cognitive Dissonance

- Inconsistency
  - The factors
  - The influence
  - The rewards

Job Satisfaction

- How individuals feel about their jobs
- Job Descriptive Index (JDI)

Job Description Index (JDI)

- Characteristics
  - The work itself
  - Pay
  - Relations with coworkers
  - Quality of supervision
  - Promotional opportunities
### Ability

- Capacity to perform
- Mental, mechanical, and psychomotor
- Key determinant – behavior & performance

### Difference Between . . .

- Group
- Team

### Elements for Effective Teams

- Interdependent relationship
- Intersection
- Common purpose
- Mutual influence
### Group Categories
- Formal Groups
- Informal Groups

### Roles
- **Task-oriented**
  - Instrumental
  - Manager
  - Complain
  - Teamworker
  - Companion
- **Relationship-oriented**
  - Task-oriented roles
  - Instrumental
  - Manager
  - Complain
  - Teamworker
  - Companion
- **Self-oriented**
  - Task-oriented roles
  - Instrumental
  - Manager
  - Complain
  - Teamworker
  - Companion

### Team Diversity
- **Homogeneous**
  - A team is considered *similar* or homogeneous when it is composed of individuals having group-related characteristics, backgrounds, interests, values, and attitudes that are alike.
- **Heterogeneous**
  - When the individuals are *dissimilar* with respect to group-related characteristics, backgrounds, interests, values, and attitudes, the group is diverse and is referred to as heterogeneous.
### Group Size

- Human resources
- Communication and coordination
- Freeriding

### Team Goals

- Provide a direction
- Performance

### Team Development

- Forming
- Storming
- Norming
- Performing
- Adjourning