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Chapter 1 : Group Formation - Sports Psychology - IResearchNet

*Relationship between group cohesion and final standing of open-league softball teams / Author: by Bobby L. Sanders.
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The top line is from , a season which has put Arrieta within shouting distance of a Cy Young award. No other pitcher has had a surge like this after floundering so badly for his first four years, but even before , Arrieta was traveling through a baseball landscape witnessed by very few humans. The list is here. Beside Arrieta, just two of the 26 had successful major-league careers as starters: Bullet Joe Bush and Camilo Pascual. Arrieta came up in to participate in two loss Orioles seasons, but the Birds were taking flight, and in they would win 93, before slipping to 85 wins in . These front-line starter numbers were buried by his 6. The Orioles understood that beneath the ERA there was progress, and did not trade him. In , Arrieta gave most of his gains back. The strikeouts remained, but he began walking the house. Even FIP began to have doubts, and on June 17 they shipped him to the Cubs along with Pedro Strop , now a competent set-up man in exchange for backup catcher Steve Clevenger and 90 mediocre innings from Scott Feldman. It looks like a disastrous trade now, but at the time it seemed suicidal for a contender to hand Arrieta the ball every fifth day. Perhaps he developed a new pitch, or refined an old one. Maybe he needed a change of scenery. He brought the walks and homers with him in his carry-on luggage when he touched down in Chicago in late June. His strikeout rate actually dropped. But perhaps most importantly, his WHIP plunged, from over 1. But Arrieta took advantage of his luck, using the emotional breathing space the sudden drop in traffic provided to focus on developing his devastating sinkerslidercutterwhatever. In this case the change of scenery provided an immediate and positive, if accidental, dividend. Although no one on the List of 26 is really a comp for Arrieta, Pascual probably comes closest, thanks to his dominating stuff. Pascual had a quiet breakthrough in , his third year with the Senators. His strikeout rate spiked at 7. Victimized by a ghastly 33 homers, his ERA was awful, but there were signs of promise. In it all went backwards. His ERA peaked at an eye-watering 6. But the Senators did not blink. It was around this time, in the sweltering summer, that Camilo Pascual became Camilo Pascual. The strikeouts came back, the homers did not. He finished with a respectable 4. Pascual was only 23 during his Crossroads Year; Arrieta was 27, a much easier age for a team to give up on a player. Arrieta has Scott Boras as his agent; Pascual had the reserve clause as his ankle bracelet. Perhaps most importantly, the Senators were simply abominable. They would lose 99 games out of ! Pascual was very good for several years. Arrieta has been outstanding for two. His FIP has been very consistent in his two full years with the Cubs: Team cohesion has been shown to exist across multiple work group settings organizational, military and sport [2], as well as across multiple sports basketball, golf [3], softball, and baseball [4]. Perhaps more interestingly, cohesion has also been bi-directionally linked to performance: And while the research on this relationship is clear, it has mostly been conducted with non-professional teams. How can we measure team cohesion in professional sports? As researchers, we would normally use a validated survey to measure team cohesion â€” a survey that I could rely on to accurately measure team cohesion. The first step is to examine the literature; a few key findings are brought to light about indications of team cohesion: Team cohesion is related to the extent that members accept the roles on their team captain, motivator, leader, follower, etc. Charismatic leaders will refer to their teams more often than referring to themselves [7]. So, if I can somehow measure how often leaders refer to their teams vs. And if leaders are acting like leaders, they may also be helping to solidify roles within their team. Therefore we might expect that: As leaders reference their team more, we should see increased team cohesion â€” and as team cohesion increases, we should see better performance. A charismatic leader does not typically arise without a contextual or conditional trigger. Crisis often prompts the emergence of charismatic leadership â€” a setting that allows a charismatic leader to propose an ambitious goal [8]. Both the context and the charismatic leader influence one another, almost as if the leader requires crisis as an occasion to exemplify charismatic leadership [9]. Additionally, at the group level, team members have been shown to

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become more attached to the leader in times of crisis, prompting a greater presence of cohesion during times of crisis as followers rally around the charismatic leader [10]. In baseball, teams experience all types of crises throughout the long season, including injuries, losing streaks, playoff races, and team conflicts. Perhaps the most common and least contextual of these crisis is the race to the playoffs as the season comes to an end. With an understanding of how and when the playoff races begin to make an impression, I can expect to observe a temporal effect of charismatic leadership by using our previous indicator of team reference. The timing of when a team leader references his team can determine the effectiveness of his leadership. If there was more than one identified team leader, I randomly chose between the two. I tracked the quotes from 8 randomly selected baseball team leaders from 8 randomly selected teams across an entire regular season April 4th, to October 3rd. Statement settings included comments made in locker rooms after games, during the All-Star break, before a game started, or in any other setting. Any time the leader was documented as saying anything that appeared in the newspaper, that quote was documented for analysis. Leader quotes were qualitative coded independently between 3 different coders. Due to the disparity in responses, the sample was aggregated based on team leaders who played on teams that finished with a certain number of wins. Since , no AL team has made the playoffs with less than 86 wins [11]. During the same time period, no NL team has made the playoffs with less than 82 wins [12]. For this study, leaders were categorized based on how their teams finished the regular season 86 or more wins for AL teams and 82 or more wins for NL teams. Four teams in the sample met the HTL criteria and their combined record was . Not all HTLs were on teams that made the playoffs in , but each of the four teams were competing for a playoff spot in the months of August and September. Four teams in the sample met the LTL criteria and their combined record was . High or low team leader classification Team.

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Chapter 2 : teams in organizations: recent research on performance and effectiveness - [PDF Document]

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Chapter 3 : PSYCH Exam 2 | Essay Writing Service A+

2. Relationship between group cohesion and final standing of open-league softball teams: 2.

A negative correlation means that higher pay is associated with better league standing. Since the best league standing a club can obtain is number one, a lower number measured from 1 to 26 will indicate a better performance. A test of wage expenditures as independent variable and league standing as a dependent variable showed that the variation in wage expenditures explained When it comes to the Swedish clubs, the explanatory power was The regression analysis supported this claim. It showed that over the observed four-year period, the variation in club wage levels explained When it comes to the average numbers for the Swedish clubs, we found an increase in the correlation coefficient. The regression analysis shows that for the same four-year period in Sweden, the variation in club wage expenditures explained We found a significant positive although somewhat weak correlation between wage expenditures and cup results 0. In the case of Sweden we found a similar correlation coefficient of 0. A test of wage expenditures as independent variable and cup results as dependent variable provided an explanatory power of 6. For Sweden we found an explanatory power of 7. Using the data-set based on the average wage expenditures and sporting success of the clubs, we found a correlation of 0. Similarly, for Sweden, the average wage expenditures explained Finally, we will explain the tests of the relationship between wage expenditures and spectator attendance. The correlation between wage expenditures and spectators was 0. For Sweden, the corresponding number was 0. Wage expenditures explained In Sweden, we found an explanatory power of When we tested the relationships between average wage expenditures and spectators over the four-year period, we found similar results as those for annual observations for both Norwegian and Swedish clubs. The relationship between sporting success and spectator attendance The second research question concerns the correlation between spectator attendance and sporting success. The correlation between spectator attendance and league standing was The correlation between spectators and cup results was 0. The variation in Norwegian league standings explained In Sweden, this explanatory power was Again, we conducted tests to check how these variables were correlated over time. The correlation coefficients between spectator attendance and cup results were 0. The regression model with the same variables had an explanatory power of Differences between Norway and Sweden We discover large differences between Norway and Sweden when it comes to the relationship between wage expenditures and league standing. Over a four-year period, the variations in league standings are explained by the variations in club wage expenditures, with an explanatory power of When examining the same relationship for a given season, this explanatory power decreases somewhat. This indicates that higher wage expenditures contribute to better league standings over time than for just a single season. Although we detect a significant relationship between these variables, the observed relationship is weaker than what previous studies have discovered. One possible reason for the above findings might be that we include the top two divisions in both countries. By this, we mean that the variation in wage expenditures is far less in these divisions, compared to Tippeligaen and Allsvenskan. Although wage expenditure variations are smaller in these second-tier divisions, the variation in league standings is identical in all four divisions. From the season to the season, Rosenborg won Tippeligaen each and every year, as well as delivered relatively strong results in the Champions League. Can clubs with low wage expenditures achieve sporting success? These clubs had an average final league standing in Tippeligaen of 5. In Sweden we find no examples that are equally clear. Cup results and the luck factor Next, we will discuss the cup results and the role of the luck factor. But do smaller clubs with low wage expenditures really over-perform in the cup? When we examined the correlation between wage expenditures and cup results, we initially found a weak explanatory power. Such a weak explanatory power can be explained by three factors. First, it is possible that the larger clubs, based on wage expenditures, prioritize league matches over cup matches. In addition, the cup could mean relatively more for the smaller clubs, since the cup provides a rare opportunity for higher spectator attendance and higher revenues on match

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days. Secondly, it may be that the larger clubs underestimate their weaker opponents in cup matches, do not field their best players, or simply underperform due to low motivation. The last explanation is that the cup does not allow a club to recover from a single poor match performance. In the cup, however, a min poor performance could cause the club to get knocked out. This figure is double that of the result with annual observations. This indicates that those clubs with higher wage expenditures, compared to their competitors, will perform better in the cup over time. If a big club experiences an early exit in the cup one year, players could be extra motivated and better prepared in the following year. Viewed over several years, the luck component of the cup competition will become relatively less important. The results vary little between the different datasets. The lowest explanatory power between these variables is for annual observations from Sweden. The highest explanatory power is for Swedish clubs with average numbers. It is possible that clubs with high wage expenditures create higher expectations among their supporters. Supporters may expect the club to perform well since the club apparently has the financial muscles to attract high-quality players, and therefore they are drawn to the football arenas. This assumption partially contradicts our argument of measuring spectator attendance via capacity utilization, but it is not unreasonable. Another argument for why there is a direct correlation between wage expenditures and spectator attendance is that higher wage expenditures tend to be associated with better and more attractive players. If a club has strengthened its player squad with high-profile players, this can help attract fans. However, we believe that wage expenditures only have an indirect impact on spectator attendance. This claim is supported by the results for the second research question. Bandwagon supporters

When we investigate how league standing coincides with spectator attendance, we discover that there are differences between Norway and Sweden. When we look at this relationship over the observed four-year period, the explanation power increases to. In Sweden, we find a slightly lower explanatory power: The differences between countries may be due to a larger share of bandwagon supporters in Norway than in Sweden. Nevertheless, these findings show that when clubs perform well in the league competition, more tickets are sold. When we examine these relationships based on the average performance of the clubs, we find a significant increase in the explanation power. During the observed four-year period, the variation in the cup results explains. For the Swedish clubs this explanatory power is. This indicates that clubs performing well in the cup over time, tend to attract more fans to their matches. Success in the cup could foster a strong emotional connection with the club, which in turn, could increase their loyalty to the club. Our findings indicate that the spectator attendance figures of the clubs, and thus their capacity utilization, are mainly influenced by the sporting success. Against this background, we argue that it may be more appropriate to examine this relationship based on an extended model. After carrying out this study, we believe that an A-B-C relationship may be more realistic. Main findings

With respect to the first research question, we find that there is a significant correlation between wage expenditures and the sporting success measured in terms of final league standing and results in cup competitions. However, we find that the correlation between wage expenditures and final league standing is stronger than the correlation between wage expenditures and cup success. We also find a significant correlation between wage expenditures and spectator attendance. The findings reveal some interesting differences between the countries. For example, wage expenditures have stronger explanatory power in Sweden than in Norway. Generally, our findings indicate that wage expenditures seem to have a smaller impact on sporting success in Norway and Sweden than in the bigger European leagues e. England, France, Germany, Italy and Spain. Contributions

The study contributes with new insights into the economics of football in Norway and Sweden, which only to a limited extent has been examined and discussed in previous research. We examine the relationship between wage expenditures and different measures of sporting success. While previous studies focus on success only in league competitions, we attempt to measure sporting success in three different ways league results, cup results and spectator attendance. In our view, the current study has several strengths. First, our study is based on an extensive data material, including observations from four seasons in Norwegian and Swedish football. We also base the analysis on the same set of clubs throughout the four-year-period. By studying the top two divisions

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in both countries, we also include clubs with higher wage expenditures than some top-division counterparts. The Swedish club Hammarby is an illustrative example. Despite the fact that the club was in the Superettan during this period, the club had wage expenditures comparable to those found in Allsvenskan. Limitations and future studies Our current study also has some limitations, which means that some caution should be exercised when interpreting the results. For example, we lack data for some clubs in Norway. There is also some uncertainties related to some of the variables, such as Norwegian wage expenditures due to complicated company structures and attendance figures due to the season ticket holder issues. Keeping in mind these limitations, the study can be expanded in different ways. For example, researchers could gather primary data directly from the clubs. In this study we experienced some data accessibility problems. For example, some clubs were more willing to share such information than others.

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Chapter 4 : NHL - Why aren't the owners standing up for the fans of their teams?

The purpose of this study was to examine the relationship between group cohesion, group norms, and perceived social loafing among soccer players playing junior league in Norway.

This review examines recent research on groups and teams, giving special emphasis to research investigating factors that influence the effectiveness of teams at work in organizations. Several performance-relevant factors are considered, including group composition, cohesiveness, and motivation, although certain topics e. Also actively researched are certain types of teams, including flight crews, computer-supported groups, and various forms of autonomous work groups. Evidence on basic processes in and the performance effectiveness of such groups is reviewed. Also reviewed are findings from studies of organizational redesign involving the implementation of teams. Findings from these studies provide some of the strongest support for the value of teams to organizational effectiveness. The review concludes by briefly considering selected open questions and emerging directions in group research. Guzzo and Marcus W. Several performance-relevant factors are considered, including group composition, cohesiveness, and motivation, although certain topics e. Also reviewed are findings from studies of organizational redesign involving the implementation of teams. Teams in the Cockpit Chapters in previous Annual Review of Psychology volumes have considered group research e. Wilpert , but this chapter is unique because of its special focus on team performance in organizational contexts, especially in work organizations. The literature reviewed considers, among other emphases, research conducted in organizational settings with groups or teams that must meet the demands of producing goods or delivering services. Although we review some research conducted in other than organizational settings, we emphasize studies in which the dependent variables were clearly indicative of performance effectiveness rather than studies on intragroup or interpersonal processes in groups e. We also include studies of interventions made to test the efficacy of techniques intended to improve team effectiveness. Such interventions may be targeted at individual team members e. Thus, research on larger-scale organizational change efforts of which the implementation or enhancement of teams are one part of an overall change strategy is included. Lastly, we emphasize research in the s, though we do refer to earlier works. Is this a mere matter of wording or are there substantive differences between groups and teams? We use the terms interchangeably as a convenience. We prefer to define it broadly, as have Hackman and Sundstrom et al Research that assesses one or more of these three aspects of effectiveness is of primary interest in this review. Framework for the Review We begin with recent research on several long-standing issues relevant to work-group effectiveness, including team cohesiveness, team composition and performance, leadership, motivation, and group goals. They are generic issues in the sense that they pertain to almost all teams doing almost all kinds of work. Although not the only performance-relevant research topics, they are the ones most actively investigated in recent years. We then consider research on the performance of different kinds of groups, including cockpit crews and electronically mediated groups, as well as groups created to solve problems quality circles, task forces and autonomous work groups. The final section offers selected conclusions and flags open questions and new directions for future research. The section concludes with a brief discussion of points of leverage for effecting change in teams. The former review found a substantial positive association between cohesion and performance while the latter offered a more qualified conclusion. Smith et al report a positive correlation between a cohesiveness-like measure of top management teams in small high- technology firms and firm financial performance. Zaccarro et al reported that highly task-cohesive military teams under high temporal urgency performed as well on a decision task as did either high task-cohesive or low task-cohesive teams under low temporal urgency, suggesting that task cohesion can improve team decision making under time pressure. The topic of cohesiveness is still very much an unsettled concern in the literature. It is certainly related to issues of familiarity, which are discussed at other points in the chapter. Group Composition Group composition refers to the nature and attributes of group

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members, and it is one of the most frequently studied group design variables. Most of the empirical research on composition and work-group performance in recent years has investigated variables associated with team effectiveness without intervening or experimenting to affect those variables. The typical model of study has been to assess the performance of existing groups or teams in organizations over time and to relate that performance to measured aspects of group composition. Other studies investigated group composition as one of several possible design variables for groups. Studies conducted with teams in organizational settings are of particular interest here. One study that related team effectiveness to composition and other potential design variables was reported by Campion et al. Here the focus was on factors that contribute to the successful implementation of team-based employee-involvement programs and the longer-term effective performance of teams in such programs. Through teams employees have voice in organizational affairs, gain access to information and address problems previously reserved for management, and take on new and varied responsibilities. They then obtained additional data and examined relationships between these factors and effectiveness for 72 teams in two manufacturing firms. They found that larger team size, greater within-team heterogeneity in terms of the kinds of jobs team members held, and greater access to information were positively associated with team effectiveness. The implications of these findings for designing and implementing employee involvement teams are straightforward. Jackson et al., in their paper on diversity in organizations, reviewed and summarized empirical evidence from a number of related disciplines about the link between diversity that is, within-group heterogeneity and team effectiveness. Their reading of the literature is that heterogeneity is positively related to the creativity and the decision-making effectiveness of teams. Note that heterogeneity is broadly defined here and refers to the mix of personalities, gender, attitudes, and background or experience factors. The processes cognitive, social through which heterogeneous group compositions have their effect on team performance are far from fully specified, though Jackson et al. explore possible mediating processes. Heterogeneity of members also appears to have other, performance-related consequences. Jackson et al. reported that heterogeneity among members of top management teams in bank holding companies was positively related to turnover in those teams. Turnover is usually thought of as dysfunctional for team effectiveness, though it is possible that the consequences of losing and replacing members could work to the advantage of teams in some circumstances. Results indicated that lower levels of familiarity were associated with lower levels of productivity. Watson et al. studied groups who spent more than 30 hours in decision-making tasks and found that group decision-making effectiveness relative to individual decision-making effectiveness rose over time, a finding they attribute at least in part to the effects of increased familiarity among members. Thus, some evidence indicates that teams composed of individuals who are familiar with one another carry out their work with greater effectiveness than teams composed of strangers. However, one should bear in mind that some older evidence indicates that there may be a point, perhaps two or three years after a group is formed, at which group longevity and member familiarity become detriments to group performance. Katz. In the later section on cockpit crews we provide further discussion of team member familiarity. The groups were platoons in the Israeli Defense Forces in training that lasted 11 weeks. Platoons training under leaders who held high expectations performed better on physical and cognitive tests at the end of training than did comparison platoons. This research extends prior work on the effects of expectations on performance. Eden and indicates that such expectancy effects occur in the absence of any lowered expectations for comparison groups. They examined the effects of managers after controlling for other variables on the won-lost record of professional baseball teams over two decades and found it was possible to identify superior managers. Superior managers were effective through at least two possible processes: Motivation and Group Performance. In recent years motivation in groups has received more theoretical rather than empirical attention. Much of this attention is devoted to understanding motivation at a collective group, team level rather than to strictly confining the motivation construct to an individual level of analysis. For example, Shamir analyzed three different forms of collectivistic work motivation: Each orientation is considered viable in different circumstances. They differentiated the construct from other related constructs e.

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Guzzo et al maintained an interest in motivation at the group level of analysis, not at the individual level of analysis. Individual motivation within groups also has received attention, especially as individual motivation is related to group-level factors. Earley provided empirical evidence on the role of individualism-collectivism a culture-based individual difference in shaping the impact of motivational self-efficacy training for individuals. Group-focused training was found to have a stronger impact on collectivist individuals, and self-focused training was found to have a greater impact on individualists. For Earley, a central research question was how individual motivation is affected by the match of motivational training to the individual values of trainees. Sheppard offered an interpretation of individual task-performance motivation in groups that drew heavily on expectancy theory e. Vroom, reinterpreting within the expectancy theory framework evidence on individual motivational deficits in the form of social loafing and free-riding in groups. Group Goals Related to issues of group motivation are issues of group goals and goal-setting. Goals for group performance can take many forms: That is, goals for quantity tend to raise quantity, goals for speed tend to raise speed, and so on. There are occasional reports of failures of group goals to induce performance effects see Fandt et al for an example. Despite the exceptions, there does appear to be a strong evidentiary basis for the performance effects of goals. In light of this, research has been redirected toward understanding the processes through which goals have their effects. Weingart, for example, examined in a laboratory experiment member effort and planning, two possible mediators of goal effects, and found evidence indicating that member effort mediated the impact of goal difficulty on performance. The quality of the planning process also affected group performance in the expected direction but was not observed to be a result of goal levels. When group and individual goals conflict, dysfunctions can result. However, it is not necessarily the case that even when group and individual goals are compatible the presence of both results in levels of performance higher than when either goal type exists alone. Self-efficacy has also been explored in this context, with Lee showing that team goal-setting mediated the relationship between team-member self-efficacy and winning percentage among several female field hockey teams. Other Issues Other issues of long-standing interest because of their relationship to group performance effectiveness include feedback and communication in groups. The performance effects of feedback were investigated in a study of railway work crews by Pearson, who found small but statistically significant increases in productivity over time as a consequence of receiving performance feedback. The effect of task-performance feedback also was investigated by McLeod et al. However, they found no significant change in task performance effectiveness attributable to such goal-referenced feedback. They also investigated the effects of feedback that concerned interpersonal processes in groups and did detect a change in the dominance behavior of individuals attributable to it. Issues such as composition, motivation, and leadership are of near-universal importance to groups. They are relevant to many types of teams in many kinds of settings. In this section we consider recent research on particular types of groups. Many classifications of groups into types have been offered. In this section we, too, specify different kinds of groups on the basis of the work they do. We do not offer the following categories as a typology that we expect to have value outside of the confines of this review. Instead, the categorizations defined below are a matter of convenience for organizing recent research literature. Instead, the majority of the research examines the effects of CRM training on process variables. Effective crew coordination is in large part a function of effective crew communication, and so we note research by Stout et al, though not quite a CRM-based study.

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Chapter 5 : October | Community " FanGraphs Baseball

Relationship between group cohesion and final standing of open-league softball teams / by Bobby L. Sanders. HM S Personal growth and interpersonal relations / [by] Leda Saulnier [and] Teresa Simard.

Learn how to forge a group of people to act as a single unit to achieve your organizations goals. What are teams and team building? What are the advantages and disadvantages of teams? When should you build teams? What makes a good team? How do you build a team? However, other teams with equally good players regularly finish far from the top, and some teams with only average players nonetheless become champions. Part of the secret is teamwork: Successful community leaders often have good teams behind them. Working on a successful team is an important learning experience for future leaders. It demonstrates that not everything can be done by one person, and shows them what it takes to create a team. One of the most important tasks of leadership, in fact, is being able to put together a good team and to support its members in doing their best. This section will provide a guide for assembling and building teams that can help your organization or initiative be effective What are teams and team building? What is a team? Everyone knows what a team is: Well, yes and no. A team is a group with a common goal, but lots of groups have a common goal. And a team works together, but lots of groups work together. The members of the United States Congress work together toward a common goal making the laws that are best for the country , but each member has her own private interests and beliefs -- her own agenda. A team is a group of people with a commitment to one another, to the team, to a high level of achievement, to a common goal, and to a common vision. They understand that team success depends on the work of every member. A good team functions as a single organism. Not only do members work together toward a common goal, but they complement and support one another so that their work seems effortless. Compare that soccer team of six-year-olds and their individual agendas with the Brazilian national team in its heyday. Everyone seemed to know not only what all his teammates were doing, but what they were going to do. Passes always hit their mark, as if there were some sort of mysterious force among team members that directed their kicks. Obviously, their "magic" was the result of endless practice, but it was also the result of a shared passion for accomplishment and a shared vision of just that effortless, automatic play that made all other teams look clumsy. So a team has a shared interest in accomplishment and a shared vision, both of which are different from a shared goal. The need for accomplishment provides a driving force. The vision provides not only a goal, but directions and a compass for reaching it. It keeps everyone moving in the same direction, at the same speed, working together to create as little friction and as efficient a journey as possible. The whole becomes greater than the sum of its parts: What is team building? So how do you create that kind of team, a group of individuals that functions as a single unit, even if each has a different task? There are really two ways to look at team building. The first is putting together a team from scratch for a specific purpose. That purpose may be for the short term e. Members of teams need three kinds of skills: All are obviously important. Effectively accomplishing the tasks of the team requires technical and functional skills; approaching those tasks in a reasonable way calls for a high level of problem-solving skills; and keeping the work of the team from being derailed by internal conflict, jealousy, or other similar issues demands a great deal of sensitivity and interpersonal skill. In addition to looking for skills, you have to find the right people for the right jobs on the team, and assemble a group that fits together well. Judging how people will fit in with one another is a matter, to some extent, of following hunches, listening to what your instincts tell you about personalities and the ways people present themselves, the kinds of words they use, their body language, etc. These are often as important as their backgrounds and training for determining whether they would be good additions to a particular team. Jon Katzenbach and Douglas Smith, in *The Wisdom of Teams*, specifically advise choosing people for their skills, rather than for their personalities. For an industrial production team, this may well be sound advice, but community work requires a different mindset. Personality, both as it relates to team "fit" and to the contact of team members with others in the

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organization and in the community, is in fact extremely important. So much of the success of community work relies on relationships -- with participants, with colleagues, with officials, with the community at large -- that personality and personal style cannot be ignored here. There may be long-standing antagonism or conflict between some of the people involved, or some may be difficult personalities to deal with. Building a team in this second sense takes strong leadership and a vision that the team can buy into. In addition to trying to help team members learn to work together as a unit, you have to find ways to build commitment to the idea of a team and to the team itself, as well as to meeting the challenge the team has been given. Sometimes, an existing group is already a team, or almost a team. They may already share a vision, and have some idea about how to realize it. Putting together a team of skilled people may be the best choice for accomplishing a particular task. Like most other ways of addressing tasks, teams have advantages and disadvantages. Some of their strong points include: A team broadens what individuals can do. A good team supports and enhances the skills and learning of its members, and brings out the best in them. Try killing and butchering a mammoth single-handedly. Several heads mean a wider range of ideas. Teams can be more imaginative than individuals, and come at things from a larger number of perspectives. Teams can have a greater array of talents and skills than can be found in a single individual. That obviously increases both their effectiveness and the variety of what they can address. Team members learn new skills from their colleagues. Teamwork is more efficient than a number of individuals working solo. Teamwork provides relief when someone is having a problem. No one wants to let others down, or to be seen as the weak link. Good teams can build leaders. A shared vision keeps everyone moving forward. Team decision-making takes longer than individual decision-making, and can be a great deal more difficult. Depending upon the task or problem, team effort can be wasted effort. Some things can be more easily dealt with by individuals. It may be harder for a team than for an individual to get back on a better track. Especially at the beginning when members are still getting familiar with one another, the work of teams can bog down in interpersonal issues, resentments, and blame. Individuals on the team may lose motivation because of the lack of individual recognition for the value of their work. The balance between team effort and individual recognition is a delicate one. A question that could be asked here is "Why build teams, as opposed to groups? Its members may have very little connection to one another, may care little or nothing about actually accomplishing the goal, and may have no interest in the goal itself or its implications. A group becomes a team when it has created a commonly-held vision, developed a sense of itself as a team, dedicated itself to the quality of its accomplishment, embraced mutual accountability, and become invested in its goal and purpose. And it is that commitment that can create some of the greatest benefits a team can offer. From these observations have come some general guidelines for when a team is likely to be more effective than an individual. Some of the most important are: The people in the team, in general, have the skills to tackle the task at hand. The task requires the complementary skills of a number of people. The task specifically requires several people moving a piano, for instance. The success of the task is not based on the performance of the weakest team member. Team members have experience working in teams. The perceived importance of the task is high. Group commitment to the task is high. Not all of these conditions need to be obtained for a team to be a good choice, but some should. The more of them that are present, the more likely that a team will be successful. By the same token, the negatives of these guidelines e. Given those guidelines, a team can be used in almost any situation that requires the work of several people. There are, however, some particular times when teams might work especially well. Creating a strategic plan for addressing community issues. A participatory approach to planning would involve building a community team to develop a strategic plan. Starting up a new organization or initiative. You might form a community team to plan for a new entity. Starting a new program or intervention within an organization or initiative. A community team might plan or begin to implement a new intervention.

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Chapter 6 : Measuring Team Chemistry with Social Science Theory | Community "FanGraphs Baseball

-moderates the relationship between individual self-determination and team cohesion and is the aggregate of the summed individual self-determination between two members of a dyadic team team efficacy shared feeling of confidence enjoyed by a team as a whole.

Schulz who, by the by, was a devout hockey fan was the interaction between the Peanuts gang and adults. The teachers always made a "mawwmwawwmwamwmwaaaa" sound in the strip, denoting the kind of disconnect that often exists between adults and kids. The players want the owners to live by the contracts they signed with the players. The fans want their beloved game back after watching an entire season slip away just eight years ago. What is strange about the owners acting the part of the Peanuts gang is that it belies the humanity of the men and women who actually own these teams. Wirtz is part of an ownership group that remains muted and cocooned as it engages in yet another great stare-off with the players. What about Mike and Marian Ilitch? The Ilitches are icons in Detroit for their unwavering support of the beleaguered city. When it was first proposed that the Red Wings host the Winter Classic -- an event that looks more and more like it will be a casualty of this battle of stupidity -- the Red Wings insisted that the bulk, if not all, of the events take place in Detroit, as opposed to Ann Arbor, where the game is set to take place at Michigan Stadium. Yet they, too, remain mute, quietly complicit in the potential destruction of another season. In a blue-collar community that has been hit as hard by the recession as any in the U. In general, fans and, for the most part, the media, remain perplexed as to how two sides with so much at stake and with so much going for them could allow this to happen. Certainly the players are not immune from blame in this dispute. They received too much of a share of league revenues -- 57 percent -- last time, and need to move closer to a split. Although the owners have at least moved off their opening position, no matter how odious it was to the players, the players have been reluctant to take a leadership role in getting a deal done. As the first games of the regular season were going by the boards, deputy commissioner Bill Daly was beseeching the players to come up with another proposal in the hopes of moving the process forward. Still, the relationship between fans and players will always be different than the relationship between fans and owners. Players are more transient but owners and fans are like neighbors who have to get along if the relationship is going to flourish. Ted Leonsis is among the most accessible of owners in the NHL and has presided over a remarkable renaissance of his own, the fans having made Washington one of the best markets on the NHL circuit. During Caps games, Leonsis always gets a rousing ovation when his visage appears on the video scoreboard. Leonsis, like all owners or league personnel, is forbidden from talking during this dispute, but one wonders how his relationship with his devoted fan base will be altered if an entire season is wiped out. How can he in good conscience expect the same support, having been part of a group that betrayed his own fan base? Yet those relationships seem insignificant in the face of financial expediency. In the end, as we lament the limp passing of what would have been the first day of the regular season, one wonders whether at some point down the road these owners will regret having sold off part of their humanity, what they have strived for in their communities, for a bigger financial payday. Seems like a perilously high cost for a part of your soul.

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A significant and positive relationship between team cohesion and athletic performance is most likely to occur with Interactive teams Paivio clarified that imagery has both _____ and _____function.

The four stages include: The norming stage is also characterized as a period of cooperation, clarification of individual member roles within the group, and development of group cohesion. In performing, the group becomes more stable as group members display a clear understanding and acceptance of their roles. An example would be during tryouts for a sport team when new players are vying for a spot on the team. This may be in the form of an athlete seeking out validation from the coach, fellow teammates, or others for performance. The group may experience a number of cycles while together. Conversely, a linear perspective would not describe the team as cycling back to early stages in group development during the preseason. The robust equilibrium perspective is characterized by group development e. If the group can work through the conflict with open communication, the group can foster commitment and trust, and progress to the third stage, trust and structure. In sum, sex composition does not appear to influence group developmental patterns. Time, change, and development: The temporal perspective on groups. Small Group Research, 35, 73â€” Group dynamics in sport 4th ed. Group dynamics 5th ed. Journal of Sport Behavior, 18, 58â€” Stages in small group development revisited. Group and Organizational Studies, 2, â€” Developmental patterns in same-sex and mixed-sex groups. Small Group Research, 23 3 , â€” Group size, group development, and group productivity. Small Group Research, 40 2 , â€” Validation studies of the group development questionnaire. Small Group Research, 27, â€” Link between faculty group development and elementary student performance on standardized tests. The Journal of Education Research, 98 6 , â€”

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Past research in sport has identified a relationship between communication as a social property (i.e., acceptance, distinctiveness, positive conflict, and negative conflict) and task cohesion.

A group may also be defined as two or more individuals, interacting and interdependent, who have come together to achieve particular objectives. Groups can be either formal or informal. In formal groups, the behaviors that one should engage in are stipulated by and directed toward organizational goals. The three members making up an airline flight crew are an example of a formal group. In contrast, informal groups are alliances that are neither formally structured nor organizationally determined. These groups are natural formations in the work environment that appear in response to the need for social contact. Three employees from different departments who regularly eat lunch together are an example of an informal group.

Why Groups Are Formed Following are some of the reason for the formation of groups: For example, students living in the same hostel room may form a group or people having desks close to each other in the office may get together as an informal group. When people go together for lunch in the organization, they interact with each other and share the sentiments. This sharing of sentiments and interaction between individuals results in the formation of a group. When people have similar ideas and think alike, they tend to gel together. For example, religion, lifestyles, work, etc. When people find some sort of a reward from interaction with others, they tend to be together which results in formation of groups. People feel stronger, have fewer self-doubts, and are more resistant to threats when they are part of a group.

Stages of Group Development From the mid-1930s, it was believed groups pass through a standard sequence of five stages. These five stages have been labeled forming, storming, norming, performing, and adjourning.

Forming Members are testing the waters to determine what types of behaviors are acceptable. This stage is complete when members have begun to think of themselves as part of a group.

Storming The storming stage is one of intra-group conflict. Members accept the existence of the group, but resist the constraints the group imposes on individuality. Further, there is conflict over who will control the group. When this stage is complete, a relatively clear hierarchy of leadership exists within the group.

Norming This third stage is one in which close relationships develop and the group demonstrates cohesiveness. There is now a strong sense of group structure identity and camaraderie. This norming stage is complete when the group structure solidifies and the group has assimilated a common set of expectations of what defines correct member behavior.

Performing The fourth stage is performing. The structure at this point is fully functional and accepted. Group energy has moved from getting to know and understand each other to performing the task at hand. For permanent VU work groups, performing is the last stage in their development. However, for temporary committees, teams, task forces, and similar groups that have limited tasks to perform, there is an adjourning stage.

Adjourning In this stage, the group prepares for its disbandment. Instead, attention is directed toward wrapping up activities. Responses of group members vary in this stage.

Types of Groups Following are some types of groups in addition to formal and informal groups discussed above: These are groups in which members have face to face interaction. For example, a family, group of friends, etc. It is the group to which an individual feels, he or she belongs. For example, his friends, his organization, etc. It is the group which is opposing the primary group. It is the group to which a person yearns to belong to. For example, a group of high achievers, a project team working on an important assignment, etc.

Group Dynamics The performance of any group is affected by several factors other than its reasons for forming and stages of its development. Several additional factors may also account for this accelerated performance. In order to understand group dynamics, three studies need to be viewed: These studies, originally begun in 1924 but eventually expanded and carried on through 1927, were initially devised by Western Electric industrial engineers to examine the effect of various illumination levels on worker productivity. Control and experimental groups were established. Later the engineers asked Harvard professor Elton Mayo and his associates in to join the study as consultants. These conclusions lead to a new emphasis on

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human factor in the functioning of organizations and the attainment of their goals. Stanley Schachter Study
The classic study by Schachter showed the relationship between cohesiveness, induction and productivity. Cohesiveness was defined as the average resultant force acting on members in a group. Induction on the other hand is supervision. In other words, it refers to how group members are induced. The Shachter studies showed the following results: