Chapter Six: Diagnosing Groups and Jobs

Thomas G. Cummings
Christopher G. Worley

Learning Objectives for Chapter Six

- To clarify the concepts of group and job level diagnosis
- To define diagnosis and to explain how the diagnostic process discovers the underlying causes of problems at the group and job level of analysis
- To present an open systems diagnostic model for group and job levels

Group-Level Diagnostic Model

Inputs
- Organization Design

Design Components
- Goal Clarity
- Task Structure
- Group Composition
- Group Functioning
- Performance Norms

Outputs
- Group Effectiveness
Group-Level Design Components

- **Goal Clarity**
  - extent to which group understands its objectives
- **Task Structure**
  - the way the group’s work is designed
- **Team Functioning**
  - the quality of group dynamics among members
- **Group Composition**
  - the characteristics of group members
- **Performance Norms**
  - the unwritten rules that govern behavior

Group-Level Outputs

- **Product or Service Quality**
- **Productivity**
  - e.g., cost/member, number of decisions
- **Team Cohesiveness**
  - e.g., commitment to group and organization
- **Work Satisfaction**

Individual-Level Diagnostic Model

**Inputs**
- Organization Design
- Group Design
- Personal Traits

**Design Components**
- Skill Variety
- Task Variety
- Task Identity
- Task Significance
- Autonomy
- Feedback about Results

**Outputs**
- Individual Effectiveness
**Individual-Level Design Components**

- **Skill Variety**
  - The range of activities and abilities required for task completion
- **Task Identity**
  - The ability to see a “whole” piece of work
- **Task Significance**
  - The impact of work on others
- **Autonomy**
  - The amount of freedom and discretion
- **Feedback about Results**
  - Knowledge of task performance outcomes

**Individual-Level Outputs**

- **Performance**
  - e.g., cost/unit, service/product quality
- **Absenteeism**
- **Job Satisfaction**
  - e.g., internal motivation
- **Personal Development**
  - e.g., growth in skills, knowledge, and self