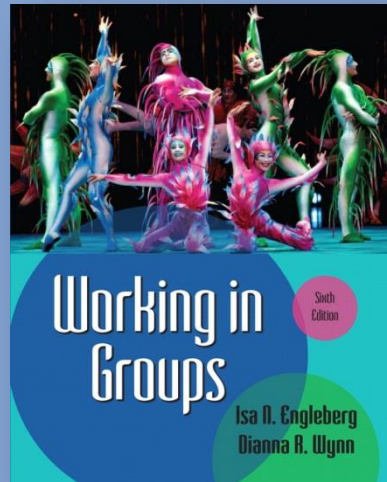


Working in Groups *6th edition*



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Group Development

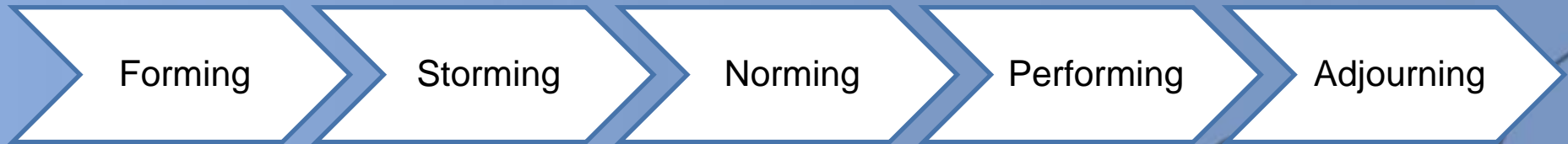


Chapter Two



Group Development Stages

Bruce Tuckman



Forming Stage

Members are socially cautious and polite.

Members learn about their tasks and test personal relationships.

Challenge:
Balancing
Individual and
Group Goals

Primary Tension

Bruce Boreman

The social unease that accompanies the getting-acquainted process in groups.

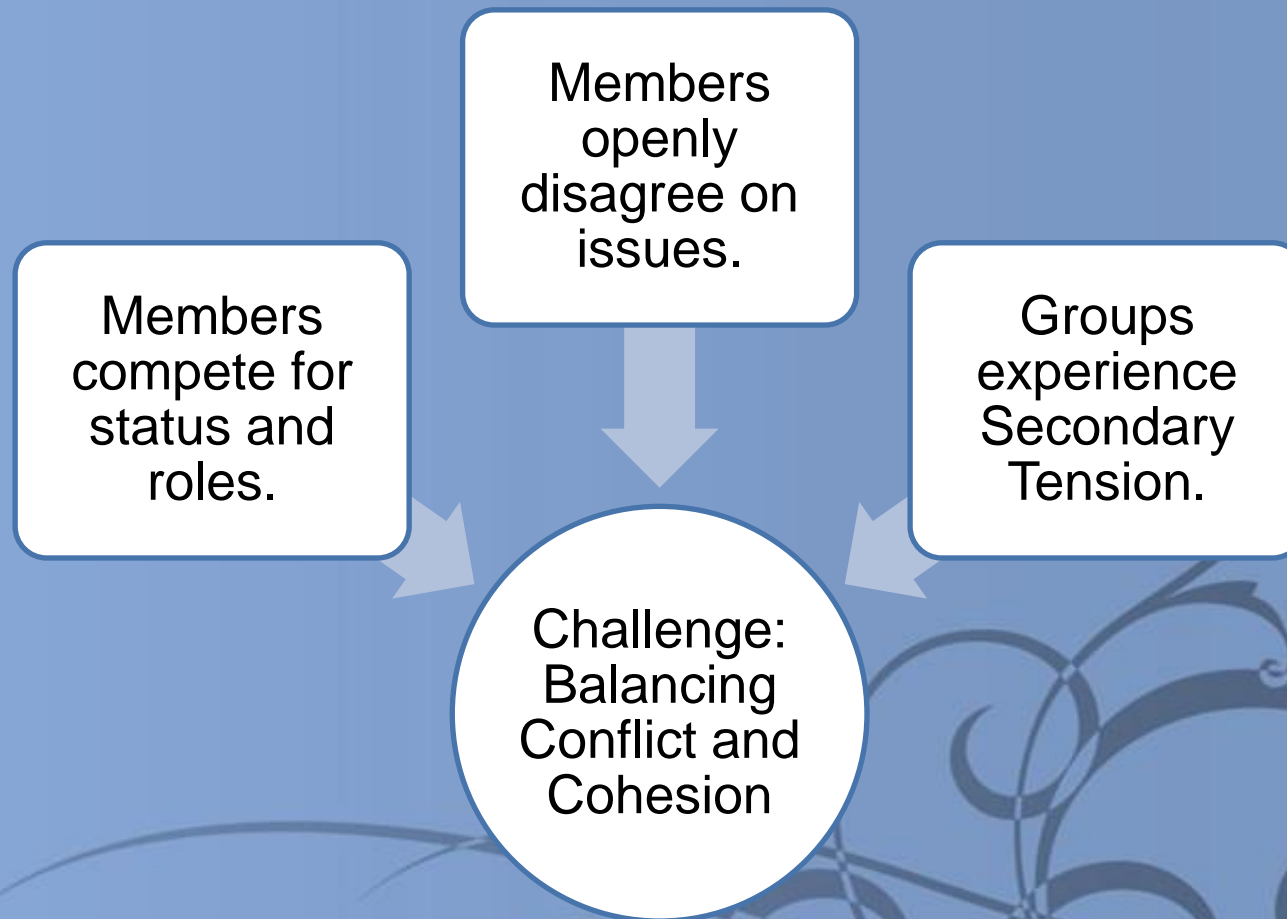
Resolving Primary Tension

Be positive and energetic.

Be patient and open-minded.

Be prepared and informed.

Storming Stage



Secondary Tension Boreman

The frustration and personality conflicts experienced by group members as they compete for acceptance and achievement

Norming Stage

Groups resolve primary and secondary tensions.

Groups develop norms or ground rules.

Challenge:
Balancing
Conformity and
Nonconformity

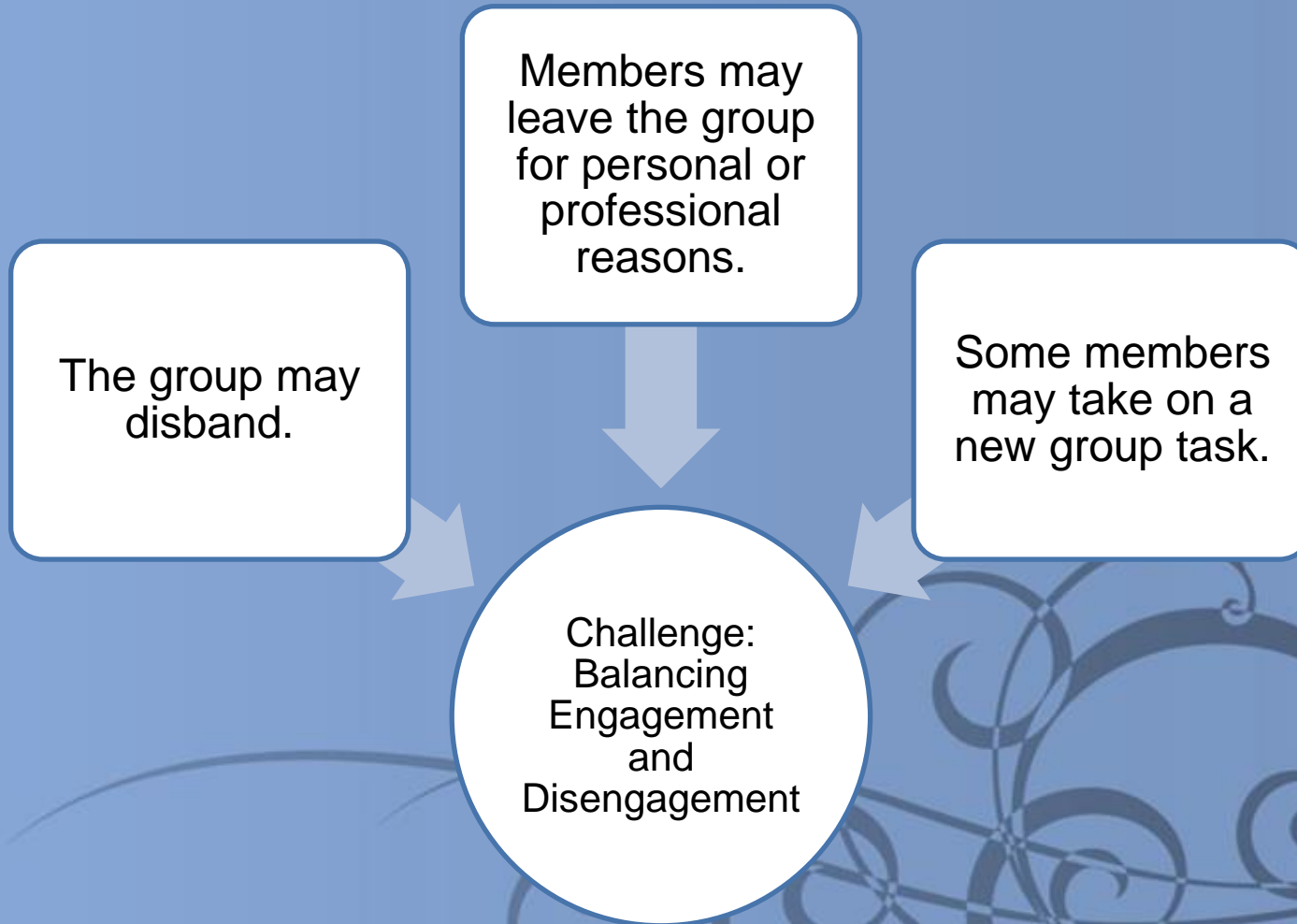
Performing Stage

Group focuses on productivity and member satisfaction.

Groups adapt and change if necessary.

Challenge:
Balancing
Task and
Maintenance
Dimensions

Adjourning Stage



Socializing New Members

- ***Antecedent phase** - Members will be influenced by each other's beliefs
- ***Anticipatory phase** – pre-expectations individuals form about group membership
- ***Encounter phase** - Group members come together for the first time

Socializing New Members

- ***Assimilation phase** - Members accept the established group culture and begin to identify with the group and its members
- ***Exit phase** - The end of the group task, or when individuals leave the group

Goal Setting

Effective group goals are:

- specific.
- challenging but realistic.
- accepted by group members.
- used to evaluate performance.
- linked to feedback and rewards.
- allow for member growth.

Setting Goals

Clarity

Is the goal clear, specific, and observable if achieved?

Challenge

Is the goal challenging, inspiring, and thought-provoking?

Commitment

Do members see the goal as meaningful, realistic, and attainable?

Setting Goals

Compatibility

Can *both* group *and* individual goals be achieved?

Cooperation

Does the goal require member cooperation?

Cost

Does the group have adequate resources (time, money, materials) to achieve the goal?

Hidden Agendas

Members' private goals
conflict with the
group's goals

Questions for Resolving Hidden Agendas

What is the group's common goal?

Does the leader have any personal concerns or goals that differ from member or group goals?

Do any members have any personal concerns or goals that differ?

Norms

- Patricia Andrews
 - Set of expectations held by group members concerning what kind of expectations held by group members concerning what kind of behaviors or opinions are acceptable or unacceptable, good or bad, right or wrong, appropriate or inappropriate

Why Norms?

- Express the values of the group
- Help the group function smoothly
- Define appropriate social behavior
- Help the group survive

Types of Norms and Examples

Explicit Norms

Put in writing or stated verbally; easy to recognize

Example:

Implicit Norms

Rarely discussed or openly communicated; not as easy to recognize

Example:

Conformity ↔ Nonconformity

Conformity

Choosing a course of action that group members favor and that is socially acceptable

Nonconformity

Choosing a course of action that does not meet the expectations of the group

Types of Nonconformity

Constructive nonconformity

Violating a norm while still supporting the group and its goal

Destructive nonconformity

Violating a norm that negatively impacts the group and its goal

Responses to destructive nonconformity:

- Accept
- Confront
- Exclude

Types of Norms

- Interaction Norms – dictate how group members interact with each other
- Procedural Norms – indicate how the group operates
- Status Norms – identify how the levels of influence among group members
- Achievement Norms – indicate the quality and quantity of work expected from group members

Strategies for Changing Norms

Fill in the Blanks:
Identify ways to change group norms

- Through suggestions or actions of high-status members or a leader

- _____

- _____

- _____

Motivation

Motivation

- The reasons we are moved to do something

Group Motivation

- Provides the inspiration, incentives, and reasons for members to work together to achieve a shared goal

Extrinsic and Intrinsic Rewards

Extrinsic Rewards

- Come from the external environment
- Examples:
 - Good pay
 - Good benefits
 - _____
 - _____

Intrinsic Rewards

- Anything satisfying and energizing in itself
- Examples:
 - Praise
 - _____
 - _____

Thomas's Intrinsic Motivators



Meaningfulness



Choice



Competence



Progress

Intrinsic Motivators

Sense of Meaningfulness:

Members
share a
commitment
to the goal.

Sense of Choice:

Members
have the
power to
make
decisions.

Sense of Competence:

Members
are capable
of achieving
the goal.

Sense of Progress:

Members
monitor and
celebrate
progress.

Kenneth Thomas, *Intrinsic Motivation at Work*

Match the Group Development Stages

Stage 1: Forming

Stage 2: Storming

Stage 3: Norming

Stage 4: Performing

Stage 5: Adjourning

- ___ Members focus energy on achieving group goals
- ___ Members compete for status and try to resolve conflict
- ___ Members become acquainted and consider their task
- ___ Members resolve conflicts and develop “rules of engagement”
- ___ Members achieve the group’s goal and may begin to disband

Match Group Stages and Dialectics

Which dialectic(s) operate during:

- A. Forming
- B. Storming
- C. Norming
- D. Performing
- E. Adjourning

- ___ Individual ↔ Group Goals
- ___ Conflict ↔ Cohesion
- ___ Conforming ↔ Nonconforming
- ___ Task ↔ Social Dimensions
- ___ Homogeneous ↔ Heterogeneous
- ___ Leadership ↔ Followership
- ___ Structure ↔ Spontaneity
- ___ Engaged ↔ Disengaged
- ___ Open ↔ Closed System

Socializing Newcomers

Describe each phase of the group socialization process:

- Antecedent: _____
- Anticipatory: _____
- Encounter: _____
- Assimilation: _____
- Exit: _____

Types of Norms

- Interaction Norms
- Procedural Norms
- Status Norms
- Achievement Norms

- Example _____
- Example _____
- Example _____
- Example _____