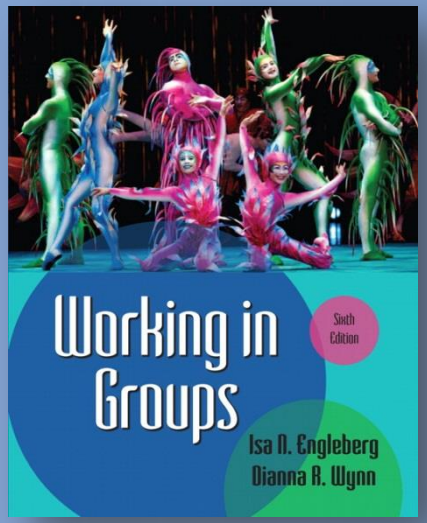
Working in Groups *6th edition*



Isa N. Engleberg
Prince George's Community College

Dianna R. Wynn
Nash Community College

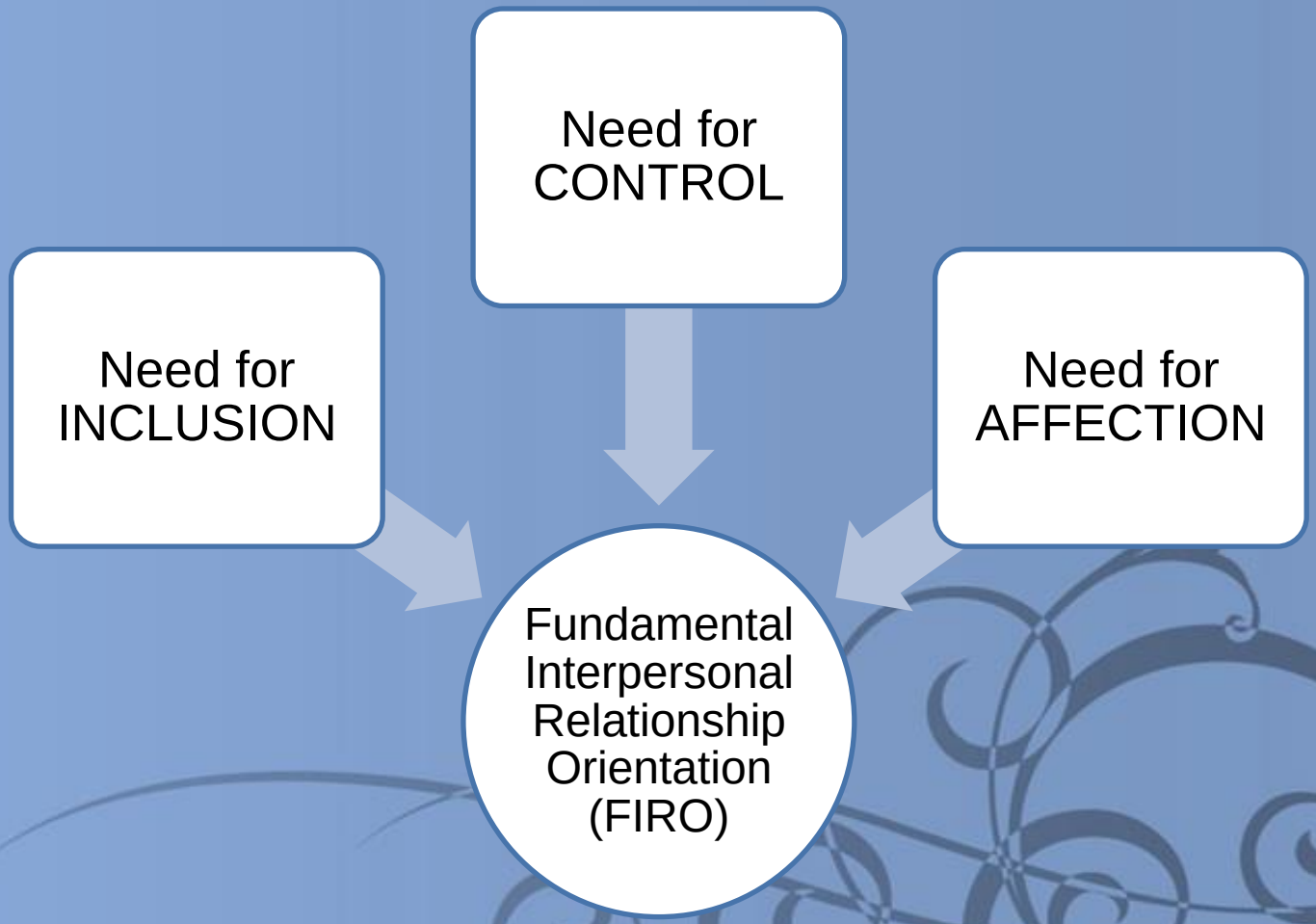
This multimedia product and its contents are protected under copyright law. The following are prohibited by law:
- any public performance or display, including transmission of any image over a network;
- preparation of any derivative work, including the extraction, in whole or in part, of any images;
- any rental, lease, or lending of the program.

Group Membership

Chapter Three

Copyright ©2013, 2010, 2007 Pearson Education, Inc. All rights reserved.

Schutz's Theory of Interpersonal Needs

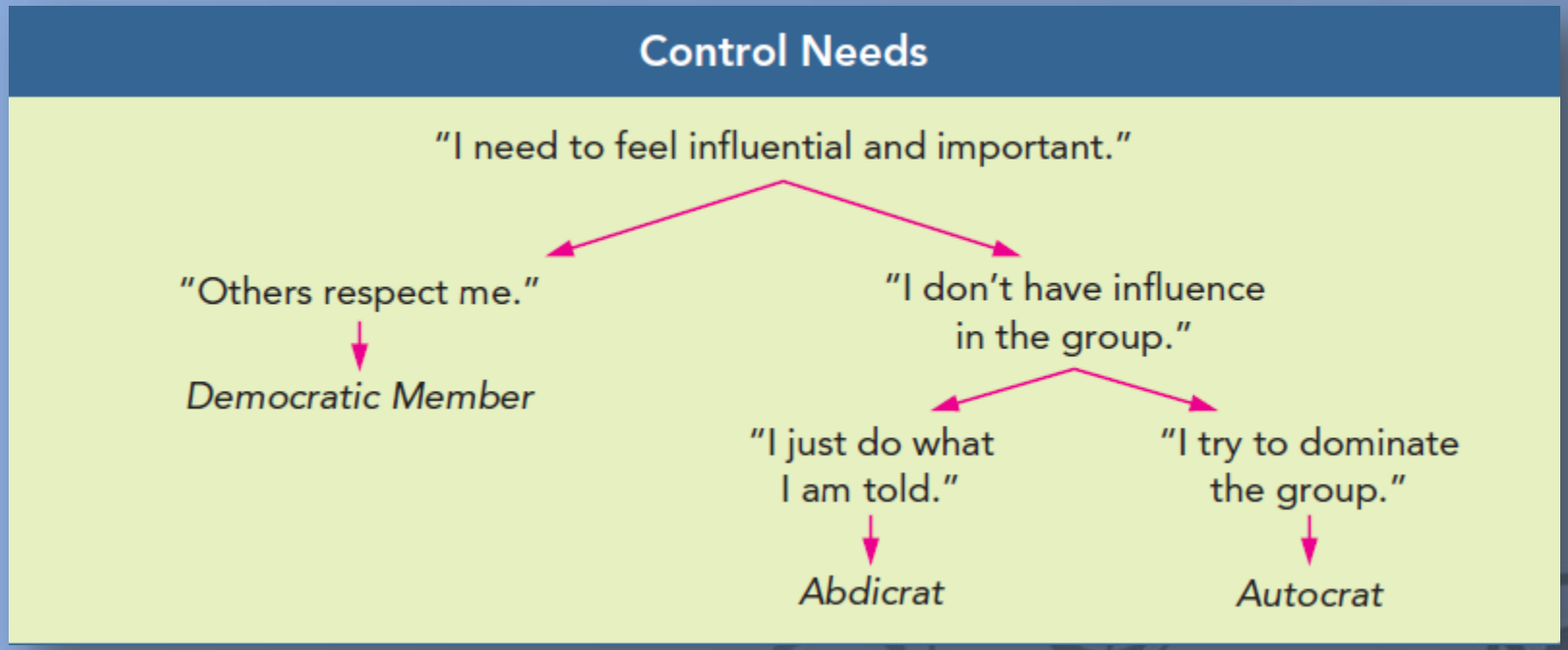


Copyright ©2013, 2010, 2007 Pearson Education, Inc. All rights reserved.

Inclusion Needs

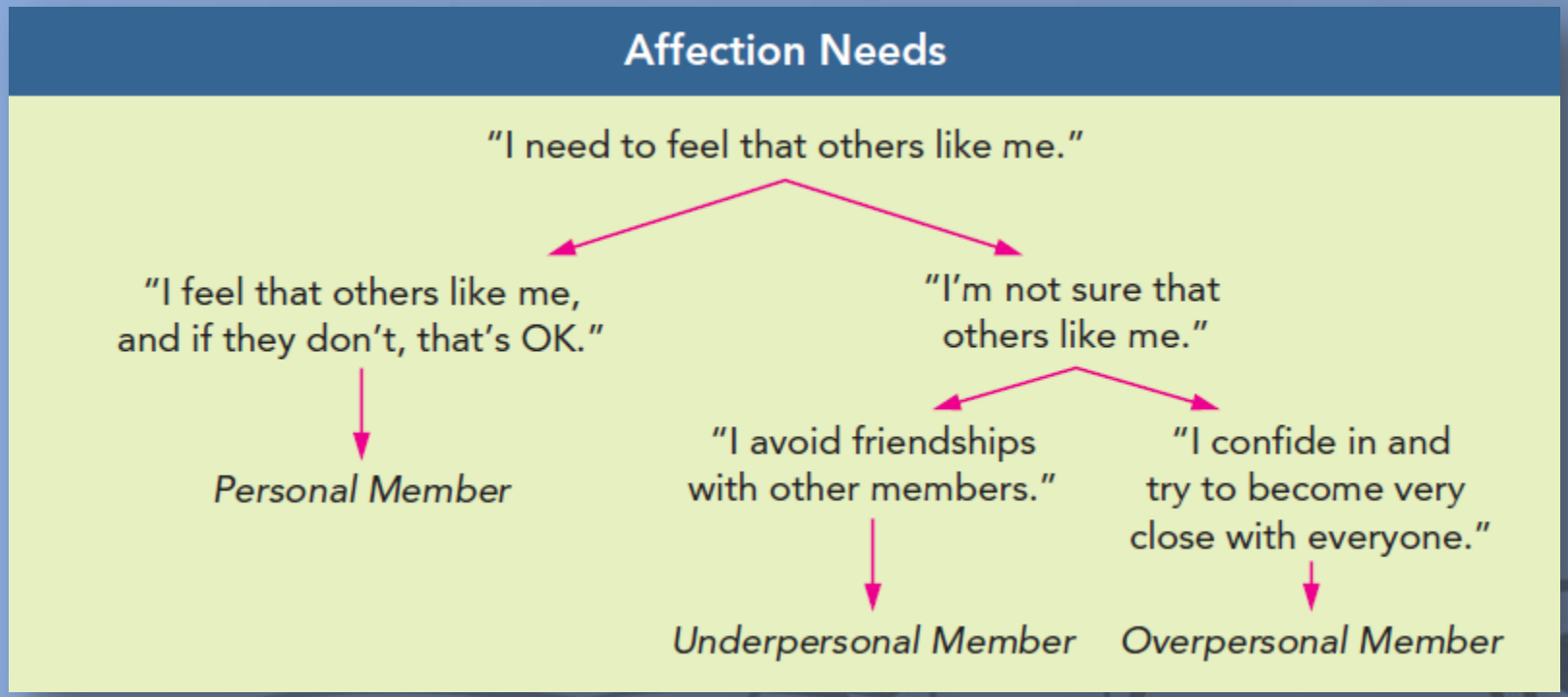
Copyright ©2013, 2010, 2007 Pearson Education, Inc. All rights reserved.

Control Needs



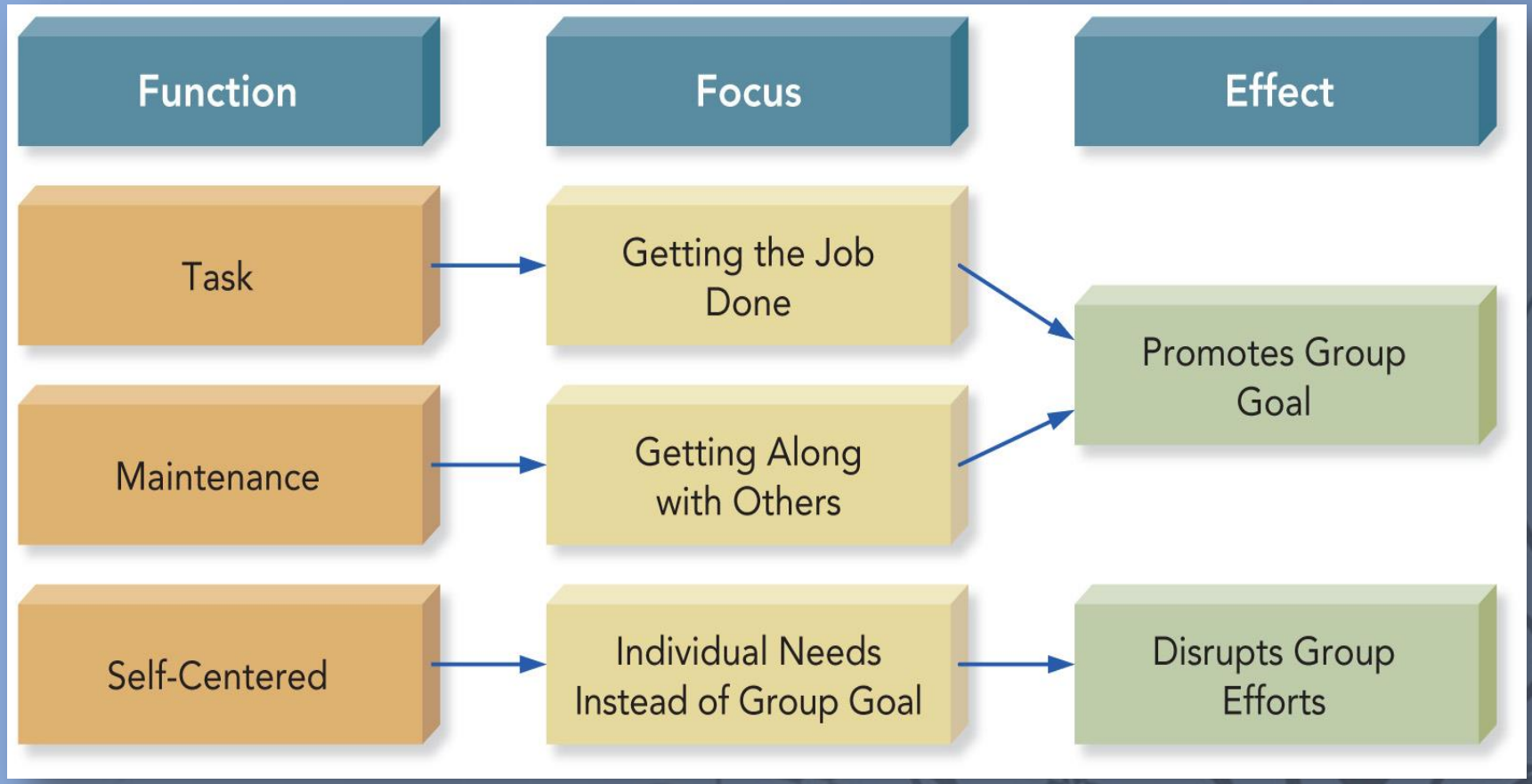
Copyright ©2013, 2010, 2007 Pearson Education, Inc. All rights reserved.

Affection Needs



Copyright ©2013, 2010, 2007 Pearson Education, Inc. All rights reserved.

Group Role Categories



Copyright ©2013, 2010, 2007 Pearson Education, Inc. All rights reserved.

Benne and Sheats' Group Task Roles

1	• Initiator
2	• Information Seeker
3	• Coordinator-Chairperson
4	• Information Giver
5	• Opinion Seeker
6	• Opinion Giver
7	• Clarifier-Summarizer
8	• Implementer-Completer
9	• Evaluator-Critic
10	• Energizer
11	• Procedural Technician
12	• Recorder-Secretary

Copyright ©2013, 2010, 2007 Pearson Education, Inc. All rights reserved.

Benne and Sheats' Group Maintenance Roles

1	• Encourager-Supporter
2	• Harmonizer
3	• Compromiser
4	• Tension Releaser
5	• Gatekeeper
6	• Observer-Interpreter
7	• Follower

Copyright ©2013, 2010, 2007 Pearson Education, Inc. All rights reserved.

Benne and Sheats' Self-Centered Roles

1	• Aggressor
2	• Blocker
3	• Dominator
4	• Recognition seeker
5	• Clown
6	• Deserter
7	• Self-confessor
8	• Help-seeker
9	• Special interest pleader

Copyright ©2013, 2010, 2007 Pearson Education, Inc. All rights reserved.

PowerPoint Quiz

"Maria, we haven't heard from you yet and want to make sure that everyone gets a chance to weigh in on this issue" would most likely be said by a group member assuming the role of a(n):

- a. Harmonizer
- b. Standard monitor
- c. Observer-interpreter
- d. Gatekeeper
- e. Procedural technician

Copyright ©2013, 2010, 2007 Pearson Education, Inc. All rights reserved.

Group and Member Confidence

Members who lack confidence are less likely to share what they know or voice their opinions.

Confident members are more effective group members.

Confident groups are more likely to succeed.

Copyright ©2013, 2010, 2007 Pearson Education, Inc. All rights reserved.

Communication Apprehension

Virginia P. Richmond and James C. McCroskey,
Communication: Apprehension, Avoidance, and Effectiveness

- "An individual's level of fear or anxiety associated with either real or anticipated communication with another person or persons."
- About 20 percent of the general population experiences very high levels of communication apprehension.

Copyright ©2013, 2010, 2007 Pearson Education, Inc. All rights reserved.

How Confident Are You?

Are you comfortable participating in group discussions?

Do you like to get involved in group discussions?

Are you afraid to express yourself at meetings?

Are you relaxed when answering questions at a meeting?

Copyright ©2013, 2010, 2007 Pearson Education, Inc. All rights reserved.

High Apprehensives

Avoid participation	Talk less often	Agree with others
Smile or giggle inappropriately	Fidget	Use awkward fillers phrases, e.g. “uh”
	Have difficulty following a discussion	

Copyright ©2013, 2010, 2007 Pearson Education, Inc. All rights reserved.

Low Apprehensives

Initiate discussion

Speak more often

Assert themselves

Are more likely to become leaders

Choose when to speak or be silent

Appear confident

May dominate discussion

Copyright ©2013, 2010, 2007 Pearson Education, Inc. All rights reserved.

Constructive Feedback

Guidelines for providing constructive feedback to enhance member confidence:

- Focus on the behavior, not the person.
- Describe rather than judge behavior.
- Provide observations rather than opinions.
- Choose an appropriate time and place for feedback rather than ignoring the situation.
- Give feedback to help others rather than to meet your own needs.

Copyright ©2013, 2010, 2007 Pearson Education, Inc. All rights reserved.

If you are a low apprehensive . . .

Supportive highly apprehensive group members by:

providing constructive feedback.

_____.

_____.

Copyright ©2013, 2010, 2007 Pearson Education, Inc. All rights reserved.

Assertiveness

Speaking up and acting in your own best interests without denying the rights and interests of others

Copyright ©2013, 2010, 2007 Pearson Education, Inc. All rights reserved.

Assertive Group Members

Appear confident, honest, open, and cooperative	Volunteer ideas and opinions	Ask and answer questions without fear or hostility
Stand up for their beliefs, even when others disagree	Express their feelings openly	Respect and defend the rights and opinions of others

Copyright ©2013, 2010, 2007 Pearson Education, Inc. All rights reserved.

Balancing Passivity and Aggression

Passive members

- often lack confidence.
- are reluctant to express their opinions and feelings, fear criticism, and usually do what they are told

Aggressive members

- act in their own self-interest at the expense of others.
- are critical, insensitive, combative, and even abusive

Copyright ©2013, 2010, 2007 Pearson Education, Inc. All rights reserved.

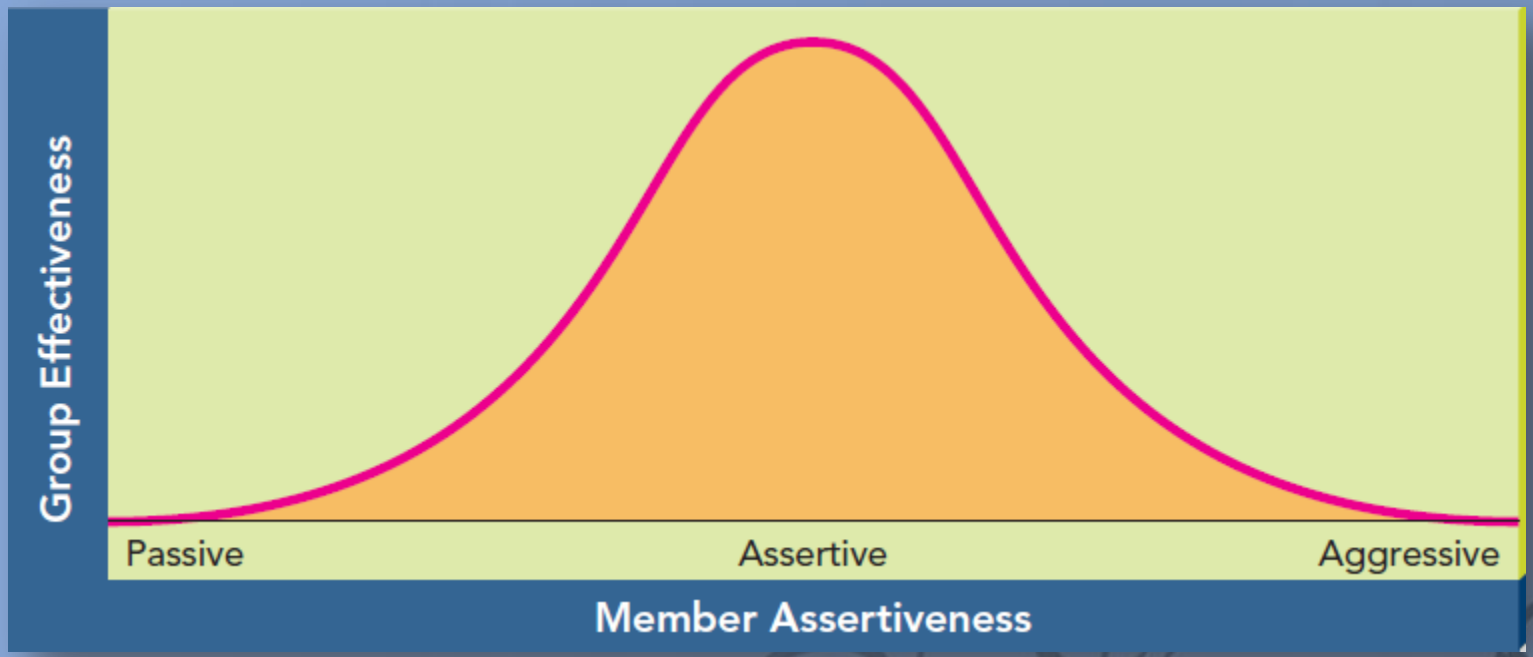
Passive-Aggressive Members

Passive-aggressive members mask aggression by appearing passive or cooperative.

- They rarely exhibit aggressive behavior.
- They do not respect the rights of others.
- They often get what they want by
  - undermining others behind their backs.
  - deceiving others about their intentions.

Copyright ©2013, 2010, 2007 Pearson Education, Inc. All rights reserved.

Group Effectiveness and Member Assertiveness



Copyright ©2013, 2010, 2007 Pearson Education, Inc. All rights reserved.

Assertiveness Skills in Groups

- Devote time to preparing for meetings.
- Ask a colleague to help you get a chance to speak.
- Express your opinions clearly.
- _____.
- _____.
- _____.
- _____.

Copyright ©2013, 2010, 2007 Pearson Education, Inc. All rights reserved.

Assertiveness Skills in Groups

Devote time to preparing for meetings.

Ask a colleague to help you get a chance to speak.

Express your opinions clearly.

Maintain direct eye contact.

Assume an assertive body posture.

Express your feelings as well as thoughts.

Speak expressively (volume, pitch, rate).

Copyright ©2013, 2010, 2007 Pearson Education, Inc. All rights reserved.

Match the Need to the Group

Need	Group
A. Physiological	___ police force
B. Safety	___ family
C. Belongingness	___ garden society
D. Esteem	___ adult literacy group
E. Self-Actualization	___ sorority/fraternity
	___ executive club
	___ pro basketball team

Copyright ©2013, 2010, 2007 Pearson Education, Inc. All rights reserved.

Identify Roland's Role(s)

Roland expresses his personal opinions and feelings. He summarizes group progress and draws conclusions. When group members argue, he mediates conflict and paraphrases what others say.

___ Compromiser
___ Gatekeeper
___ Harmonizer
___ Observer-Interpreter
___ Evaluator
___ Clarifier-Summarizer
___ Energizer
___ Opinion Giver
___ Recognition Seeker
___ Follower

Copyright ©2013, 2010, 2007 Pearson Education, Inc. All rights reserved.

PowerPoint Quiz

Highly apprehensive group members . . .

a. are less intelligent than other members.

b. are less hard-working than other members.

c. are more intelligent and creative than other members.

d. are more likely to be seen as leaders.

e. can successfully participate in group discussions.

Copyright ©2013, 2010, 2007 Pearson Education, Inc. All rights reserved.

Strategies for Coping with Communication Apprehension

- Strategy: Know that you are not alone.
- Strategy: _____.
- Strategy: _____.
- Strategy: Learn communication skills.
- Strategy: _____.
- Strategy: _____.
- Strategy: _____.

Copyright ©2013, 2010, 2007 Pearson Education, Inc. All rights reserved.