

12

Chapter

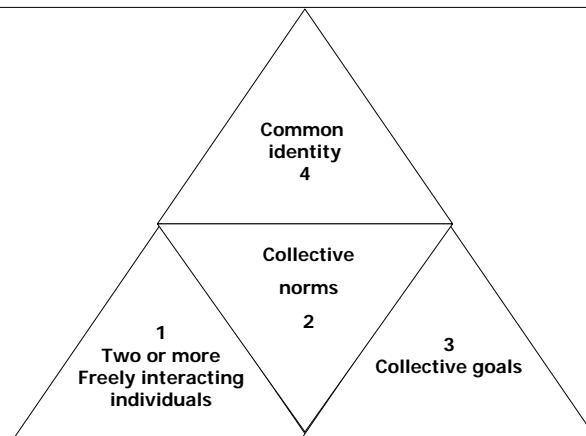
Group Dynamics

- Groups and Social Exchanges
- The Group Development Process
- Roles and Norm: Social Building Blocks for Group & Organizational Behavior
- Group Structure and Composition
- Threats to Group Effectiveness

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Figure 12-1

Sociological Criteria of a Group

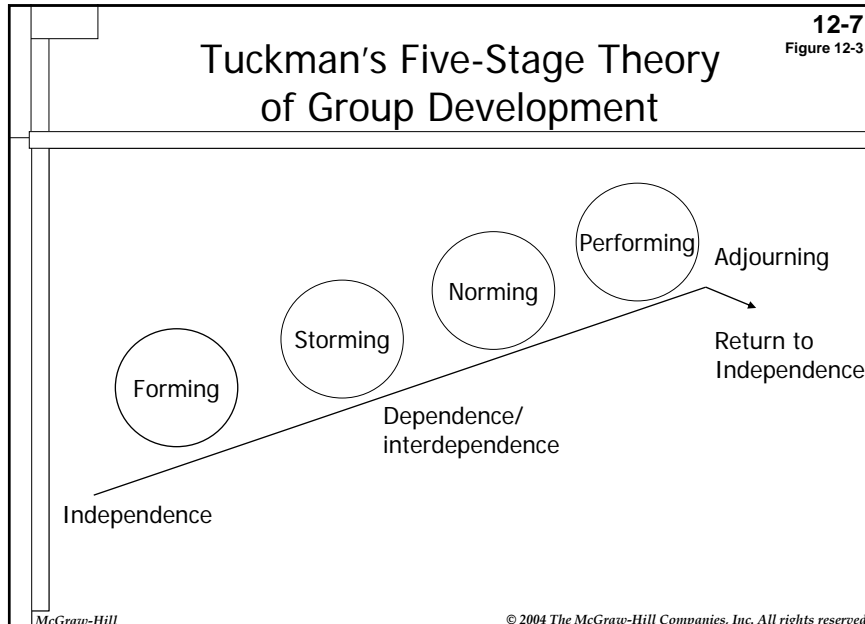


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12-4 Table 12-2
Formal Groups Fulfill Organizational Functions
<ol style="list-style-type: none"> 1) Accomplish complex, independent tasks beyond the capabilities of individuals 2) Generate new or creative ideas or solutions 3) Coordinate interdependent efforts 4) Provide a problem-solving mechanism for complex problems 5) Implement complex decisions 6) Socialize and train newcomers
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12-5 Table 12-2 cont.
Formal Groups Fulfill Individual Functions
<ol style="list-style-type: none"> 1) Satisfy the individual's need for affiliation 2) Develop, enhance and confirm individual's self-esteem and sense of identity 3) Give individuals an opportunity to test and share their perceptions of social reality 4) Reduce the individual's anxieties and feelings of insecurity and powerlessness 5) Provide a problem-solving mechanism for social and interpersonal problems
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Figure 12-3 cont.

Tuckman's Five-Stage Theory of Group Development

	Forming	Storming	Norming	Performing
Individual Issues	"How do I fit in?"	"What's my role here?"	"What do the others expect me to do?"	"How can I best perform my role?"
Group Issues	"Why are we here?"	"Why are we fighting over who's in charge and who does what?"	"Can we agree on roles and work as a team?"	"Can we do the job properly?"

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Group Development: Research and Practical Implications

- **De-Norming** as the project evolves, there is a natural erosion of standards of conduct—group members drift in different directions their interests and expectations change
- **De-Storming** an undercurrent of discontent slowly comes to the surface—individual resistance increases and cohesiveness declines
- **De-Forming** group falls apart as subgroups battle for control—pieces of the project not claimed by individuals or subgroups are abandoned—group members isolate themselves from one another and performance declines rapidly

Norms

- **Norm** shared attitudes, opinions, feelings, or actions that guide social behavior

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How Norms are Formed

- 1) **Explicit statements by supervisors or coworkers**
- 2) **Critical events in the group's history**
- 3) **Primacy**
- 4) **Carryout behaviors from past situations**

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Table 12-4

Why Norms are Enforced

- **Group/organization survival**
- **Clarification of behavioral expectations**
- **Avoidance of embarrassment**
- **Clarification of central values/unique identity**

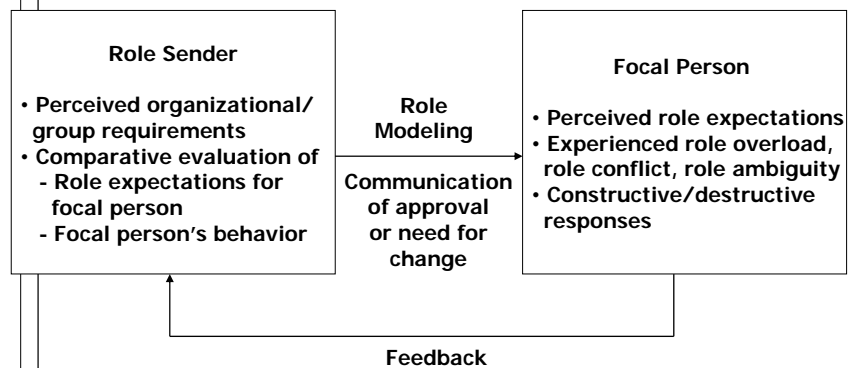
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Roles Defined

- **Role** expected behaviors for a given position

A Role Episode



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Role Outcomes

- **Role Overload** others' expectations exceed one's ability
- **Role Conflict** others have conflicting or inconsistent expectations
- **Role Ambiguity** Others' expectations are unknown

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Table 12-5

Task Roles

- **Initiator** suggests new goals or ideas
- **Information seeker/giver** clarifies key issues
- **Opinion seeker/giver** clarifies pertinent values
- **Elaborator** promotes greater understanding through examples or exploration of implications
- **Coordinator** pulls together ideas and suggestions

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Table 12-5 cont.

Task Roles

- **Orienter** keeps group headed toward its stated goal(s)
- **Evaluator** tests group's accomplishments with various criteria such as logic and practicality
- **Energizer** prods group
- **Procedural technician** performs routine duties
- **Recorder** performs a "group memory" function by documenting discussion and outcomes

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Table 12-5 cont.

Maintenance Roles

- **Encourager** fosters group solidarity by accepting and praising various points of view
- **Harmonizer** mediates conflict through reconciliation or humor
- **Compromiser** helps resolve conflict by meeting others "half way"
- **Gatekeeper** encourages all group members to participate
- **Standard setter** evaluates the quality of group processes
- **Commentator** records and comments on group processes/dynamics
- **Follower** serves as a passive audience

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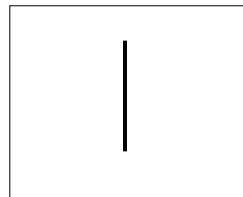
Individual Roles

- Avider remains apart from others
- Blocker resists stubbornly; negative
- Clown continuously jokes and attempts to distract group
- Dominator manipulates group; interrupts others
- Recognition Seeker calls attention to self by boasting, bragging, acting superior

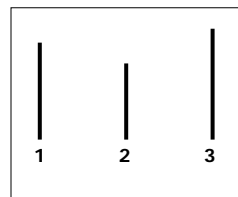
Threats to Group Effectiveness: The Asch Effect

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Figure 12-5

Standard Line Card



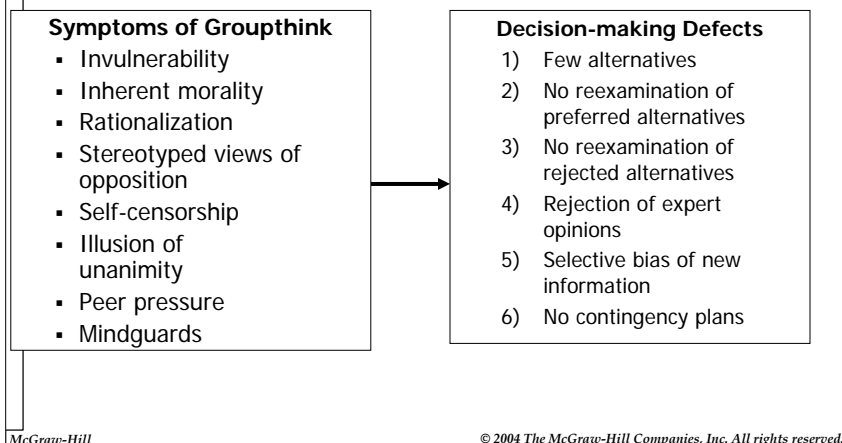
Comparison Lines Card



Threats to Group Effectiveness: Groupthink

- **Groupthink** term for a cohesive in-group's unwillingness to realistically view alternatives
- **Symptoms:**
 - **Invulnerability**
 - **Inherent morality**
 - **Rationalization**
 - **Stereotyped views of opposition**
 - **Self-censorship**
 - **Illusion of unanimity**
 - **Peer pressure**
 - **Mindguards**

Symptoms of Groupthink Lead to Defective Decision Making



Preventing Groupthink

- 1) **Each member of the group should be assigned the role of critical evaluator**
- 2) **Top-level executives should not use company policy committees to rubber-stamp decisions that have already been made**
- 3) **Different groups with different leaders should explore the same policy questions**

Preventing Groupthink Cont.

- 4) **Subgroup debates and outside experts should be used to introduce fresh perspectives**
- 5) **Someone should be given the role of devil's advocate when discussing major alternatives**
- 6) **Once a consensus has been reached, everyone should be encouraged to rethink their position to check for flaws**

Social Loafing

- **Social Loafing** decrease in individual effort as group size increases
 - Equity of effort
 - Loss of personal accountability
 - Motivational loss due to sharing of rewards