

Group Dynamics



Why do people join group?

◆ **Security:**

Joining groups reduces insecurity of “standing alone”

◆ **Status:**

Inclusion in a group viewed important by others provides recognition and status to its members

◆ **Self-esteem:**

Groups can provide people with feelings of self worth.

◆ **Affiliation:**

Groups fulfill social needs through regular interaction.

◆ **Power:**

Group actions enable in achieving what one can't individually.

◆ **Goal Achievement:**

Pooling talent, knowledge and power is needed to accomplish particular tasks.

CONCEPT OF GROUP DYNAMICS

It was founded by Kurt Lewin to study group decision, group productivity, group interaction, group cohesiveness and group communication. The underlying assumption was that the laws of the group behavior can be established independently of the goals or specific activities of group irrespective of the structure of the group.

Group dynamics contains two terms: **group and dynamics**.

Group is basically a collectivity of two or more persons. Dynamics comes from Greek word meaning **FORCE**.

Thus, “Group dynamics is concerned with the interactions of forces among group members in a social situation.”

DEFINITION

- **It is the social process by which people interact face to face in small groups.**
- **A branch of social psychology which studies problems involving the structure of a group.**
- **It's an interaction that influence the attitudes & behavior of people when they are grouped with others through either choice or accidental circumstances.**

OBJECTIVES

- **Identify & analyze the social processes that impact on group development & performance.**
- **Acquire the skills necessary to intervene & improve individual & group performance in an organizational context.**
- **Build more successful organization by applying techniques by that provides positive impact on goal achievement.**

PRINCIPLES

- **The members of the group must have a strong sense of belonging to the group.**
- **Changes in one part of the group may produce stress in other person, which can be reduced only by eliminating or allowing the change by bringing about readjustment in the related parts.**
- **The group arises in functions owing to common motives.**
- **Group survives by placing the members into functional hierarchy & facilitating the actions towards the goals.**

Cont...

- The intergroup relations, group organization & member participation are essential for effectiveness of a group.
- Information relating to need for change, plan for change & consequences of changes must be shared by members of a group.



CURATIVE FACTORS OF GROUP DYNAMICS

- **Yalom (1985) identified 10 curative factors that individuals can achieve through interpersonal interactions within a group.**
 1. **Instillation of hope**
 2. **Universality**
 3. **The imparting of information**
 4. **Altruism**
 5. **Development of socializing techniques**
 6. **Imitative behavior**



Cont...

- 7. Interpersonal learning**
- 8. Group cohesiveness**
- 9. Catharsis**
- 10. Existential factors**

GROUP DEVELOPMENT

- **There are several theories as to why groups develops.**
 - ✓ **A classic theory**
 - ✓ **Social exchange theory**
 - ✓ **Social identity theory**

1. A CLASSIC THEORY

- Developed by **George Homans**, suggests that groups develop based on activities interactions, and sentiments.
- Basically, the theory means that when individuals share common activities, they will have more interaction and will develop attitudes (positive or negative) toward each other.
- The major clement in this theory is the interaction of the individuals involved.

2. SOCIAL EXCHANGE THEORY

- Offers an alternative explanation for group development.**
- According to this theory individuals form relationships based on the implicit expectation of mutually beneficial exchanges based on trust and felt obligation.**
- Thus, a perception that exchange relationships will be positive is essential if individuals are to be attracted to and affiliate with a group.**

3. SOCIAL IDENTITY THEORY

- Offers another explanation for group formation.**
- Simply put, this theory suggests that individuals get a sense of identity and self-esteem based upon their membership in salient groups.**
- The nature of the group may be demographically based, culturally based, or organizationally based.**
- Individuals are motivated to belong to and contribute to identity groups because of the sense of belongingness and self-worth membership in the group imparts.**

Stages of Group Development

- According to **Tuckman's theory**, there are five stages of group development: forming, storming, norming, performing, and adjourning.
- During these stages group members must address several issues and the way in which these issues are resolved determines whether the group will succeed in accomplishing its tasks.

1. Forming

- **This stage is usually characterized by some confusion and uncertainty.**
- **The major goals of the group have not been established. The nature of the task or leadership of the group has not been determined (Luthans, 2005).**
- **Thus, forming is an orientation period when members get to know one another and share expectations about the group.**
- **Members learn the purpose of the group as well as the rules to be followed.**

Forming cont...

- The forming stage should not be rushed because trust and openness must be developed.
- These feelings strengthen in later stages of development.
- Individuals are often confused during this stage because roles are not clear and there may not be a strong leader.

2. Storming

- **In this stage, the group is likely to see then highest level of disagreement and conflict.**
- **Members often challenge group goals and struggle for power.**
- **Individuals often vie for the leadership position during this stage of development.**

Storming cont...

- This can be a positive experience for all groups if members can achieve cohesiveness through resolution.
- Members often voice concern and criticism in this phase.
- If members are not able to resolve the conflict, then the group will often disband or continue in existence but will remain ineffective and never advance to the other stages.

3. Norming

- **This stage is characterized by the recognition of individual differences and shared expectations.**
- **Hopefully, at this stage the group members will begin to develop a feeling of group cohesion and identity, cooperative effort should begin to yield results.**
- **Responsibilities are divided among members and the group decides how it will evaluate progress.**

4. Performing

- **Performing, occurs when the group has matured and attains a feeling of cohesiveness.**
- **During this stage of development, individuals accept one another and conflict is resolved through group discussion.**
- **Members of the group make decisions through a rational process that is focused on relevant goals rather than emotional issues.**

5. Adjourning

- Not all groups experience this stage of development because it is characterized by the disbandment of the group.
- Some groups are relatively permanent (Luthans, 2005). Reasons that groups disband vary with common reasons being the accomplishment of the task or individuals deciding to go their own ways.
- Members of the group often experience feelings of closure and sadness as they prepare to leave.

STAGES OF GROUP FORMATION

Stage I Forming

Members
get to know
each other &
set ground
rules



Stage II Storming

Members
come to
Resist
Control by
group
Leaders &
Show
hostility



Stage III Norming

Members
Work
Together
developing
Close
Relationships
& feelings of
Cohesiveness



Stage IV Performing

Group
members
work
towards
Getting
their jobs
done



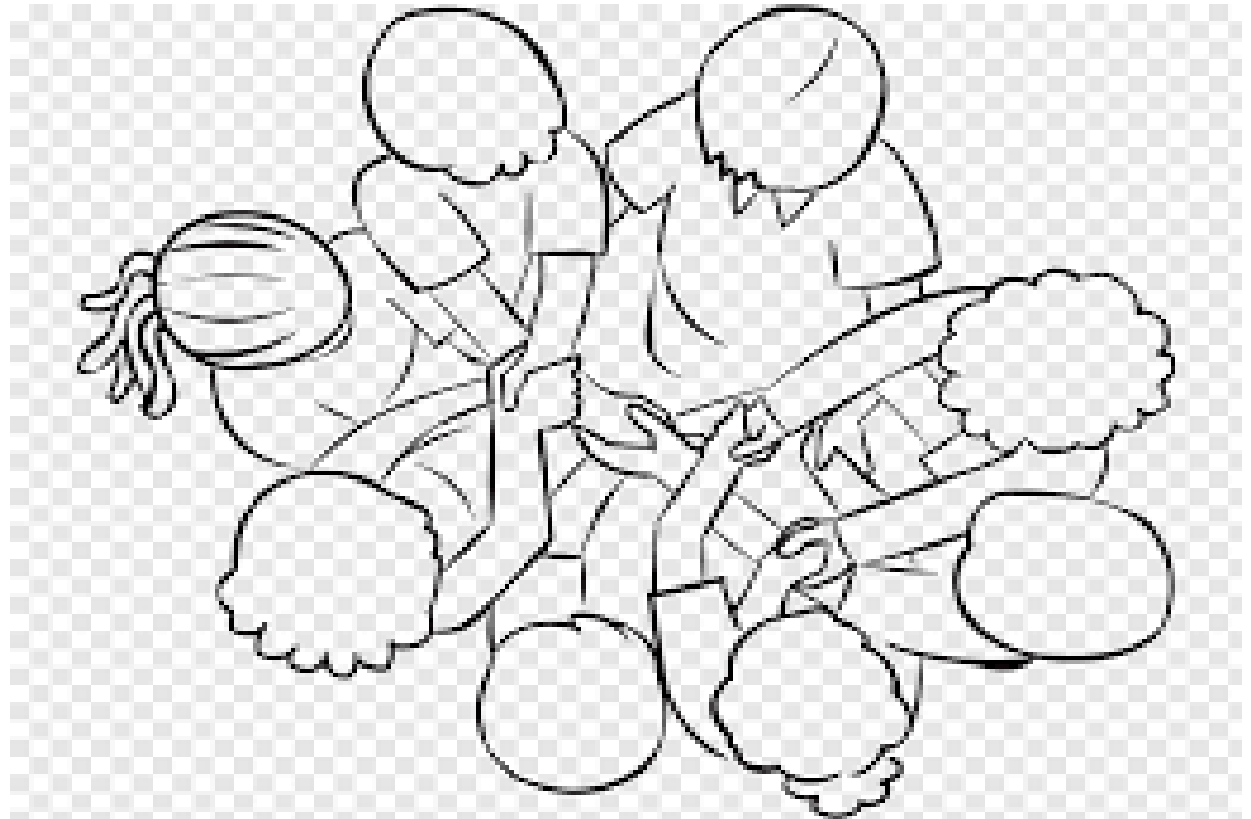
Stage V Adjourning

Group
may
disband
either
after
meeting
their goals
or because
members
Leave



Group Types

- **Formal**
- **Informal**



FORMAL GROUPS

In formal groups, the behavior that team members should engage in are stipulated by and directed toward organizational goals.

The major purpose of formal groups is to perform specific tasks and achieve specific objectives defined by the organization. The most common type of formal work group consists of individuals cooperating under the direction of a leader.

Examples of formal groups are departments, divisions, taskforce, project groups, quality circles, committees, and boards of directors.

FORMAL GROUPS

Characteristics of Formal Groups:

- ❑ They are approved from some authority.
- ❑ There is fixed division of labour
- ❑ Individuals are assigned specific responsibilities.
- ❑ There are personal interactions between the group members.
- ❑ Group members are rewarded.

Formal group - types

- **Command group**
- **Task group**
- **Functional group**



Command Groups

A group composed of the individuals who report directly to a given manager.

It is determined by the organization chart. Membership in the group arises from each employee's position on the organizational chart.

Examples of a command group are: an academic department chairman and the faculty members in that department, or a director of postal audits and his five inspectors.

Task Groups

Task groups consist of people who work together to achieve a common task.

Members are brought together to accomplish a narrow range of goals within a specified time period.

A task group's boundaries are not limited to its immediate hierarchical superior, it can cross command relationships.

Task groups are also commonly referred to as task forces. The organization appoints members and assigns the goals and tasks to be accomplished.

All command groups are also task groups, but reverse need not be true.

Examples of assigned tasks are the development of a new product, the improvement of a production process, or the proposal of a motivational contest. Other common task groups are ad hoc committees, project groups, and standing committees.

Functional group

- Created by organization to accomplish specific goals within an unspecified time frame
- They remain in existence after achievement of current goals and objectives
- Example : a marketing department

INFORMAL GROUPS

These groups are natural formations in the work environment that appear in response to the need of social contact.

- Interest group
- Friendship group
- Reference group

Interest group

- Usually continue over time and may last longer than general informal group
- Members of interest group may not be part of the same organizational department but they are bound together by some other common interest
- The goals and objectives of group interests are specific to each group and may not be related to organizational goals and objectives

Friendship group

- Are formed by members who enjoy similar social activities, political beliefs, religious values or other common bonds
- Members enjoy each other company and often meet after work to participate in the group activities

Reference group

- A type of group that people use to evaluate themselves
- The main purpose of the group are social validation and social comparison
- Social validation allows individuals to justify their attitudes and values while social comparison helps individuals evaluate their own actions by comparing themselves to others
- Have a strong influence on member's behaviour
- By comparing with other members, individuals are able to assess whether their behaviour is acceptable and whether their attitudes and values are right or wrong

Group structure

Structure can be described in terms of –

- Group Size
- Group Roles
- Group Norms
- Group Cohesiveness

Group size

- Can vary from 2 to large number of people
- Small group : 2-10 people; more effective; each member has ample opportunity to participate and become actively involved in the group
- Large group: may waste time on deciding on processes and trying to decide who should participate next
- group size will effect not only in participation but also satisfaction as well
- It is difficult for members of large group to identify with one another and experience cohesion

Group roles

- In formal groups, roles are usually predetermined and assigned to members
- Each roles will have specific responsibilities and duties
- There are emergent roles also that develop naturally to meet the needs of the group time to time
- The main types of roles :
 - **Work role**
 - **Maintenance role**
 - **Blocking role**

Work roles – are task oriented activities that involve accomplishing the group's goals

- Involve variety of specific roles as –
 - > **The Initiator/contributor** : defines problems, proposes action and suggests procedures
 - > **The Informer/information giver** : finds out the and give advice or opinions
 - > **Information seeker** : Desires information to become better informed, looks for resources and supporting information
 - > **Opinion seeker** : asks primarily for a clarification of values pertinent to what the group is undertaking or values involved in various suggestions that have been made
- -> **Elaborator** : work out carefully or minutely; develop to perfection; add details to or expand an idea

- > **Coordinator** : organize events or activities and to negotiate with others in order to ensure they work together effectively.
- > **Energizer** : imparts energy and vitality and spirit to other members
- > **Evaluator** : assesses the amount, extent, or value of group work
- > **Procedural technician** : takes care of various mechanical duties
- > **Recorder** : writes down the group activities, suggestions/decisions and act as the group's memory
- > **Clarifier** : will interpret ideas, define terms and classify issues for the group
- > **Summarizer** : restate suggestions, offer decisions and come to conclusions for the group
- > **Reality testers** : analyze ideas and test the ideas in real situations

Maintenance role

- Social – emotional activities that help members maintain their involvement in the group and raise their personal commitment to the group
- The maintenance roles are –
 - > **Harmonizer** : will reduce tension in the group, reconcile differences and explore opportunities; and mediates the various differences between group members
 - > **Gate keepers** : often keep communication channels open and make suggestions that encourage participation
 - > **Consensus Tester** : will ask if the group is nearing a decision and test possible conclusions

Maintenance roles contd....

- > **Encouragers** : are friendly, warm and responsive to other group members; provides members with positive reinforcement through social approval or praise for their ideas
- > **Compromiser** : this involves modifying decisions, offering compromises and admitting errors; tries to resolve conflict between his or her ideas and those of others
- > **Standard setter** : sets rules, policies , standards
- > **Observer/commentator** : Provides feedback to the group about how it is functioning. Often seen when a group wants to set, evaluate, or change its standards and processes
- > **Follower** : goes along with members, passively accepts the ideas of others and act more as an audience than active member

Individual/Blocking Roles

- are activities that disrupt the group
- Blockers are stubbornly resist the group's ideas, disagree with group members for personal reasons and will have hidden agendas
- Blocking roles are –
 - > **The Dominator** : attempts to control conversations by patronizing others. They often interrupt others and asserts authority in order to manipulate members; tries to run the group or members by pulling rank, flattering members, or acting the role of boss

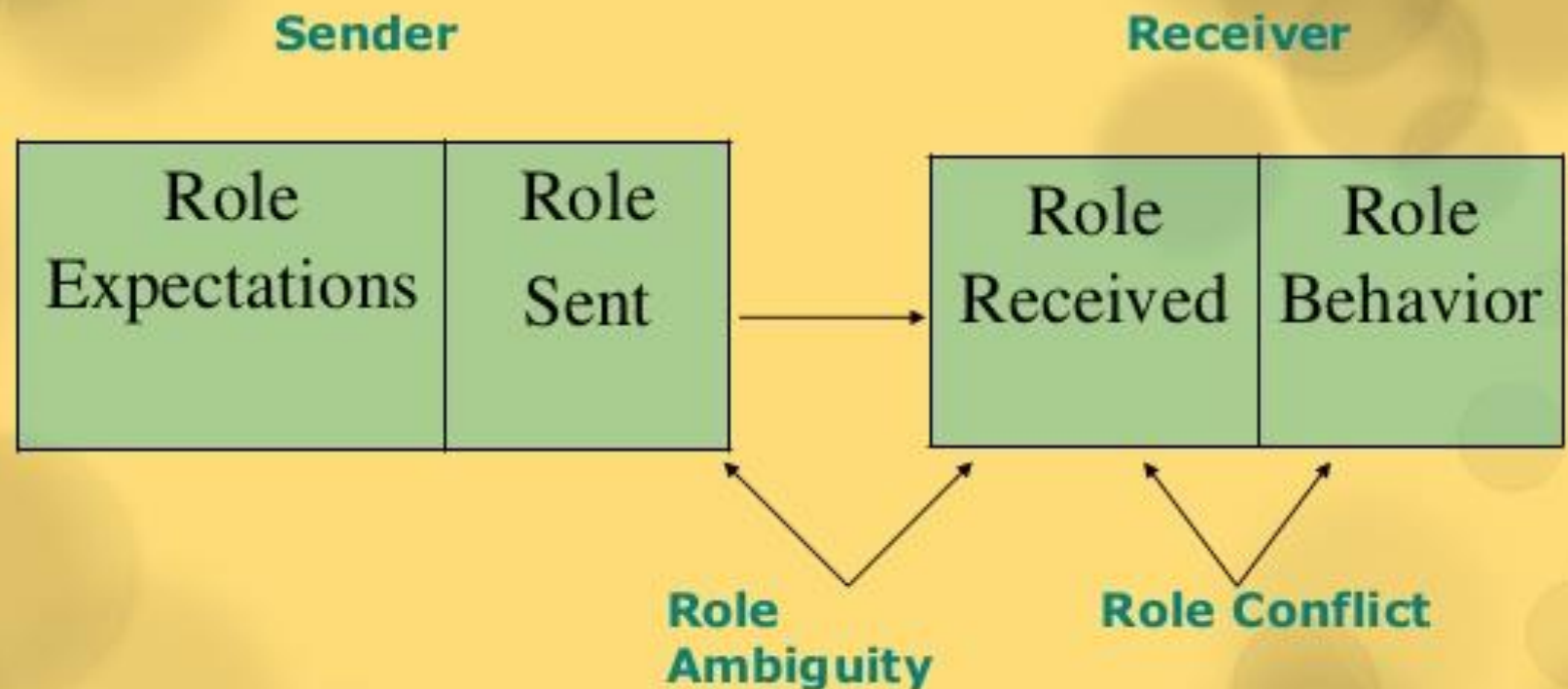
Blocking roles contd.....

- > **Comedians** : often abandon the group even though they may physically still be a part; they are attention getters in ways that are not relevant to the accomplishment of the group's objectives
- > **Avoidance behavior** : involves pursuing goals not related to the group and changing the subject to avoid commitment to the group
- > **Aggressor** : expresses negative evaluation of members and attack the group
- > **Blocker** : is generally disagreeable, and opposes other members or their suggestions regardless of their merit
- > **Recognition seeker/self confessor** : try to focus attention on themselves boast about their accomplishments rather than the task at hand, and express their own feelings rather than focus on the group
- > **Play boy** : spends time enjoying self, especially one who behaves irresponsibly
- > **Help seeker** : Actively looks for sympathy by expressing feelings of inadequacy. Acts helpless, self deprecating and unable to contribute. For example, "I can't help you, I'm too confused with this stuff."
- > **Special interest pleader** : Makes suggestions based on what others would think or feel. Avoids revealing his or her own biases or opinions by using a stereotypical position instead, for example, "The people over in Admin sure wouldn't like that idea."

Role Ambiguity

- It concerns the discrepancy between the sent role and the received role
- Supervisors, Directors, Managers, Leaders often send (assign) roles to group members in formal groups
- Group members receive roles by being ready and willing to undertake the tasks associated to that role

ROLE AMBIGUITY AND ROLE CONFLICT



ROLE AMBIGUITY

- Ambiguity results when members are confused about the delegation of job responsibilities.
- This confusion may occur because the members do not have specific job descriptions or because the instructions regarding the task were not clear.
- Group members who experience ambiguity often have feelings of frustration and dissatisfaction, which ultimately lead to turnover.

ROLE CONFLICT

- Occurs when there is inconsistency between the perceived role and role behavior.
- There are several different forms of role conflict.
 - Interrole conflict
 - Intrarole conflict



ROLE CONFLICT



- **Interrole conflict** occurs when there is conflict between the different roles that people have.
 - For example, work roles and family roles often compete with one another and cause conflict.
- **Intrarole conflict** occurs when individuals must handle conflicting demands from different sources while performing the tasks associated with the same role.

GROUP NORMS.



- *Norms are acceptable standards of behavior within a group that are shared by the members of the group.*
- *Norms define the boundaries of acceptable and unacceptable behavior.*

GROUP NORMS...

They are typically created in order to

- facilitate group survival,*
- make behavior more predictable,*
- avoid embarrassing situations,*
- express the values of the group.*



GROUP NORMS...

- Each group will establish its own set of norms that might determine anything from the appropriate dress to how many comments to make in a meeting.
- Groups exert pressure on members to force them to conform to the group's standards.

GROUP NORMS...

- The norms often reflect the level of commitment, motivation, and performance of the group.



PERFORMANCE NORMS...

- They can be very frustrating to managers because they are not always in line with the organization's goals.
- Members of a group may have the skill and ability to perform at higher levels but they don't because of the group's performance norms.

REWARD-ALLOCATION NORMS

- Determine how rewards are bestowed upon group members.
- For example, the **norm of equality** dictates equal treatment of all members. Every member shares equally so rewards are distributed equally to everyone.

REWARD-ALLOCATION NORMS...

○ **norm of equity**

- Suggest that rewards are distributed according to the member's contribution.
- In other words, members who contribute the most receive the largest share of the rewards.
- Members may contribute through effort, skill, or ability.

REWARD-ALLOCATION NORMS...

- **Social responsibility norms** reward on the basis of need.
- Members who have special needs therefore receive the largest share of the reward.

GROUP NORMS...

- The majority of the group must agree that the norms are appropriate in order for the behavior to be accepted.
- There must also be a shared understanding that the group supports the norms.

GROUP NORMS...

- But the members might violate group norms from time to time.
- If the majority of members do not adhere to the norms, then they will eventually change and will no longer serve as a standard for evaluating behavior.
- Group members who do not conform to the norms will be punished by being excluded, ignored, or asked to leave the group.

GROUP COHESIVENESS.

- **Group Cohesion** - interpersonal attraction binding group members together
- Cohesiveness refers to the bonding of group members and their desire to remain part of the group.
- Many factors influence the amount of group cohesiveness.
- Generally speaking, the more difficult it is to obtain group membership the more cohesive the group.

FACTORS PROMOTING COHESIVENESS

- Similarity of work
- Physical proximity in the workplace
- The work-flow system
- Structure of tasks
- Size of group (smaller rather than larger)
- Threats from outside
- The prospect of rewards
- Leadership style of the manager
- common social factors (age, race, social status etc.)

ADVANTAGES

○ Groups with high cohesiveness

- Demonstrate lower tension & anxiety
- Demonstrate less variation in productivity
- Demonstrate better member satisfaction, commitment, & communication

ADVANTAGES

- Worker satisfaction
- Low turnover and absenteeism
- Higher productivity
- Enables groups to exercise effective control over the members.

DISADVANTAGES

- Highly cohesive groups may be detrimental to organizational performance if their goals are misaligned with organizational goals.
- Highly cohesive groups may also be more vulnerable to groupthink.

GROUPTHINK

- Is defined as “the deterioration of mental efficiency, reality testing, and moral judgement in the interest of group solidarity.”

GROUP THINK

- occurs when members of a group exert pressure on each other to come to a consensus in decision making.
- It results in
 - **careless judgments**
 - **unrealistic appraisals of alternative courses of action**
 - **a lack of reality testing**

It can lead to a number of **decision-making issues** such as the following:

- Incomplete assessments of the problem
- Incomplete information search
- Bias in processing information
- Inadequate development of alternatives
- Failure to examine the risks of the preferred choice.

SOCIAL LOAFING

- The failure of a group member to contribute personal time, effort, thoughts, or other resources to the group
- The human tendency to put forth less effort in a group than individually.
- Results in
 - lower group performance
 - failure to attain group goals

Factors Leading to Group Cohesiveness

Factor	
Group Size	Smaller groups allow for high cohesiveness; Low cohesiveness groups with many members can benefit from splitting into two groups.
Managed Diversity	Diverse groups often come up with better solutions.
Group Identity	Encouraging a group to adopt a unique identity and engage in competition with others can increase cohesiveness.
Success	Cohesiveness increases with success; finding ways for a group to have some small successes increases cohesiveness.

Factors leading to
group cohesiveness

Group
size

Effectively
managed
diversity

Group identity
and healthy
competition

Success

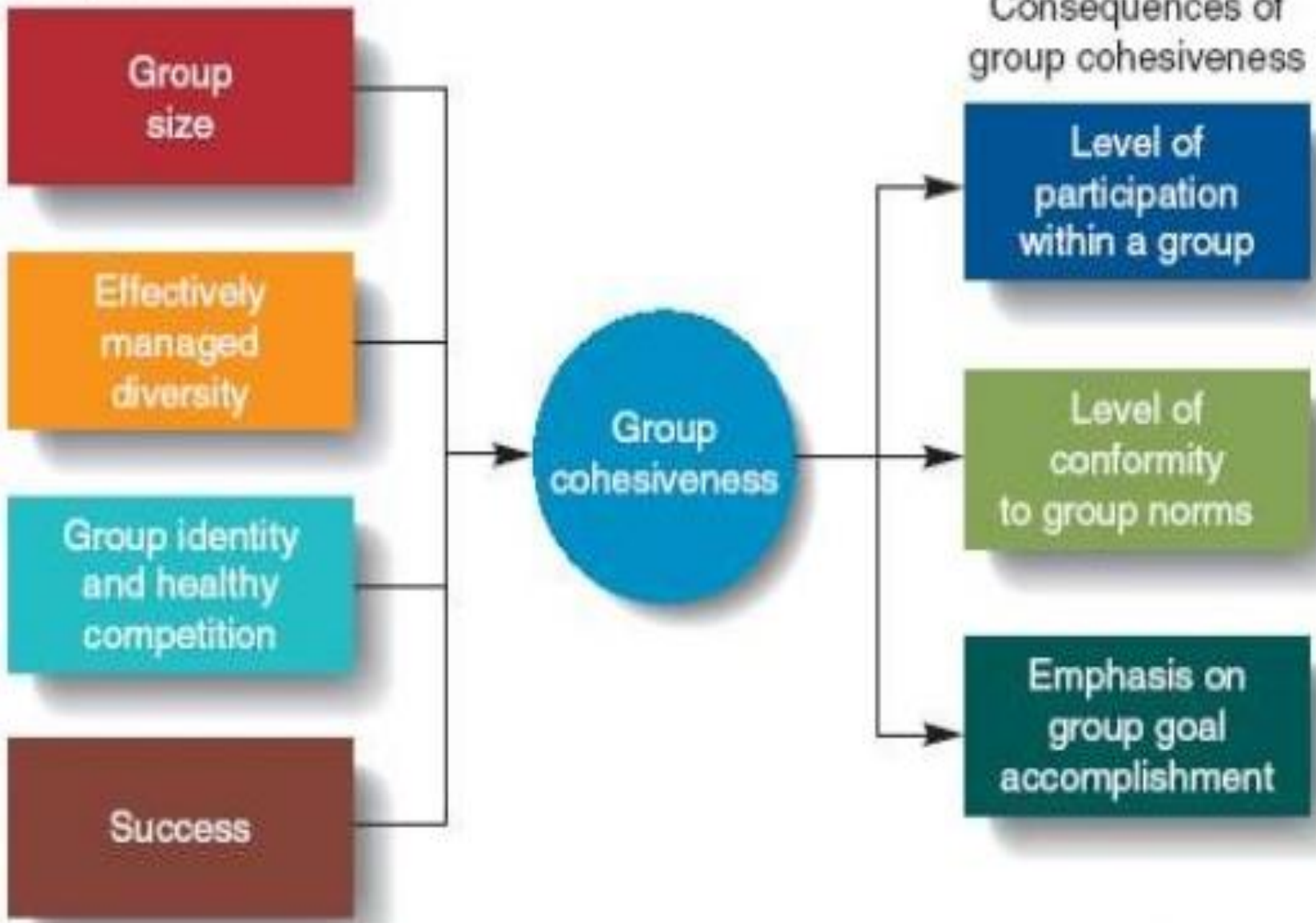
Group
cohesiveness

Consequences of
group cohesiveness

Level of
participation
within a group

Level of
conformity
to group norms

Emphasis on
group goal
accomplishment



Characteristics of a well-functioning group

- Relaxed, comfortable, informal atmosphere
- Task well understood & accepted
- Member listen well & participate
- People express feelings & ideas
- Group aware of its operations & functions
- Clear assignments are made & accepted by all
- Facilitates decision making



Role of Nurse Manager/Administrator

- Knowledge of group dynamic is needed by nurse managers/administrators to improve leadership competencies and facilitates group discussions and communications
- Participates in group effectively in daily basis
- Serve on or lead task groups that create policies, describe procedures and plan client care

- Provide members with information, support and guidance
- Supervise and manage overall performance of the members
- Analyzing, reporting, giving recommendations and developing strategies
- Involve in employee selection, planning and periodic training
- Facilitates growth and increase in organizational productivity and profit
- Evaluating group functioning and outcome

CONCLUSION

- Group dynamics refers to the understanding of the behaviors of people in groups, such as task groups, that are trying to solve a problem or make a decision.
- Group norms are followed & collective pressure is exerted to ensure the effectiveness of the group.
- The group provides a measure of support & reassurance. Moreover, as a group, learners may also learn collectively for change action