

# Foundations of Group Behavior

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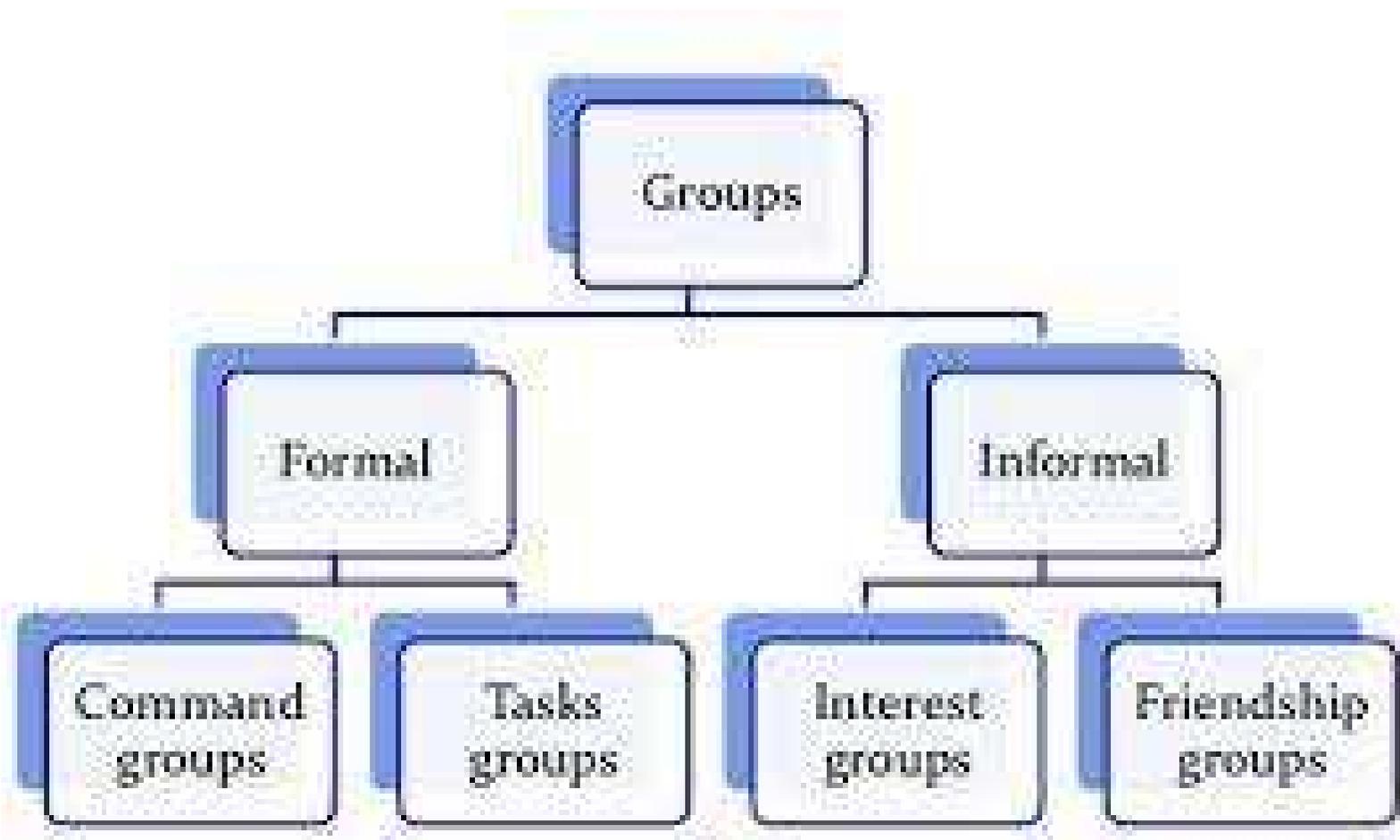
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# What is a group?

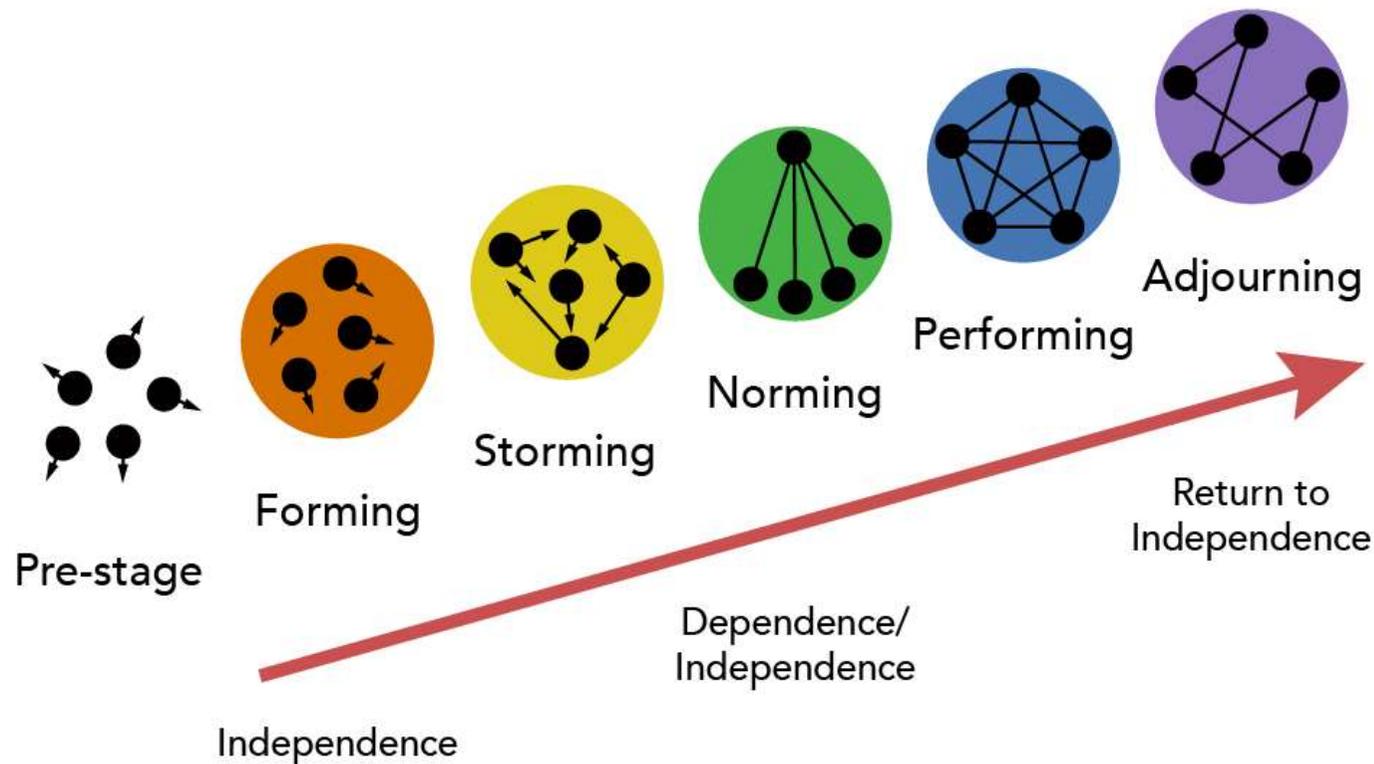


Group is a number of people or things that are located, gathered, or classed together.

A group is a collection of individuals who interact with each other such that one person's actions have an impact on the others.

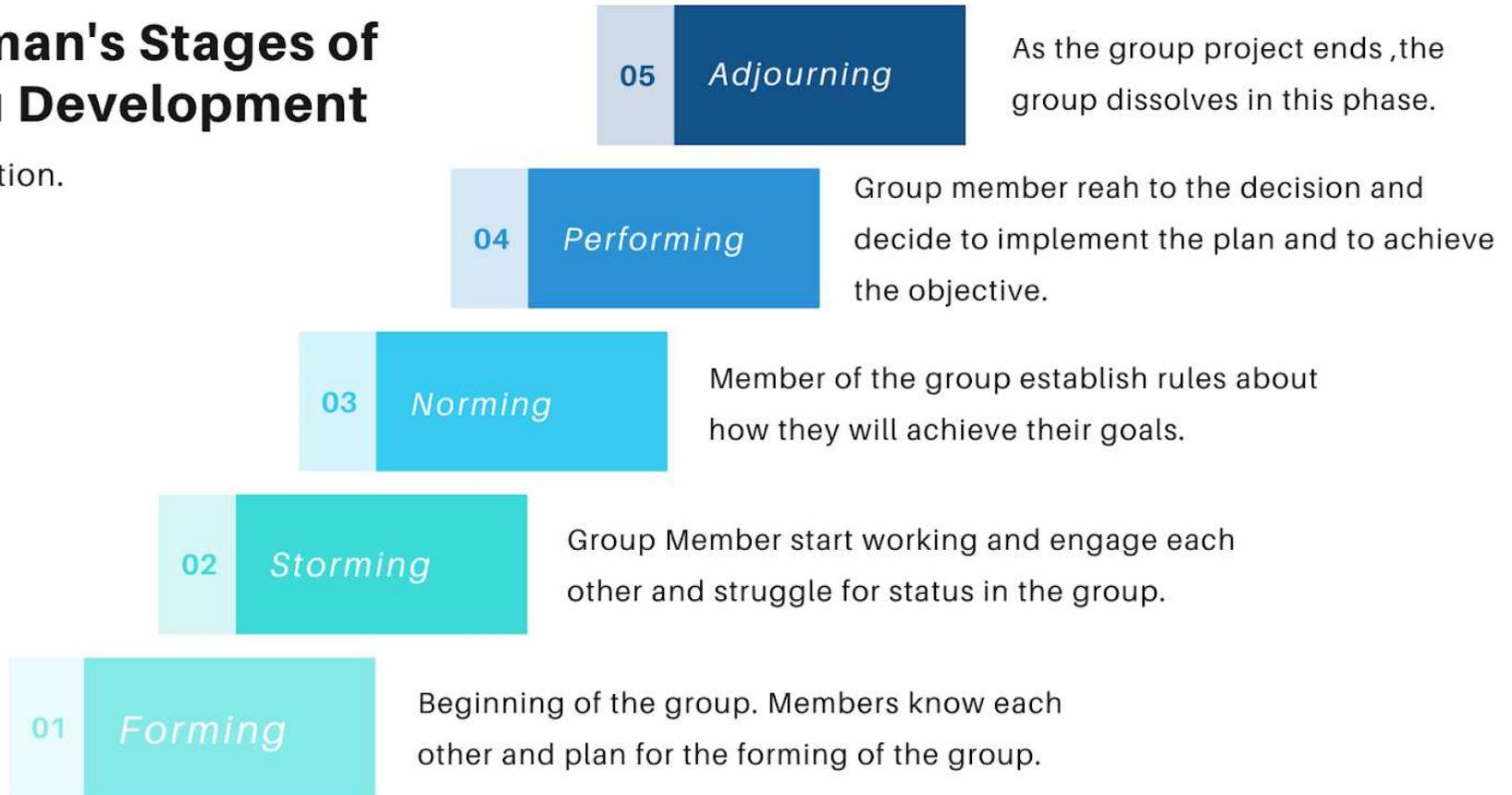


# Stages of Group Development



# Tuckman's Stages of Group Development

An illustration.



# Forming

- At this stage, you bring your future team together. We put “future” here because the members are not united by the same aim just yet. At the moment, they don’t know their roles for the project well and heavily rely on the leader’s decisions.
- Team members can have different feelings and attitudes towards the project. Some people may be excited about the upcoming work, but the majority will be cautious, anxious and hesitant, avoiding expressing themselves. They don’t have a clear strategy, and this can result in a lack of initiative or everyone taking their own diverging paths.
- The team leader takes a dominant position at the Forming stage.
- As the main focus shifts to the leader of the group, they have to exhibit strong leadership skills.

# Storming

- The storming stage is the most stressful time for team members. That's when the team formation begins. However, a lot of groups break up at this stage or discover serious problems in their dynamics.
- This happens because team members try to define their position in the group. They reveal their personalities, come into conflicts with one another, start expressing their opinions, and even may challenge the team leader's authority.
- At this stage, the team can be stressed and disorganized without any clear understanding of their responsibilities. The team leader needs to focus the group on their tasks, steps, aims, and tangible results.

# Norming

- During the Norming stage of team development, team members begin to resolve the discrepancy they felt between their individual expectations and the reality of the team's experience.
- If the team is successful in setting more flexible and inclusive norms and expectations, members should experience an increased sense of comfort in expressing their "real" ideas and feelings.
- Team members feel an increasing acceptance of others on the team, recognizing that the variety of opinions and experiences makes the team stronger and its product richer. Constructive criticism is both possible and welcomed. Members start to feel part of a team and can take pleasure from the increased group cohesion.
- There might be more frequent and more meaningful communication among team members, and an increased willingness to share ideas or ask teammates for help.

# Performing

- In the Performing stage of team development, members feel satisfaction in the team's progress. They share insights into personal and group process and are aware of their own (and each other's) strengths and weaknesses. Members feel attached to the team as something "greater than the sum of its parts" and feel satisfaction in the team's effectiveness. Members feel confident in their individual abilities and those of their teammates.
- Team members are able to prevent or solve problems in the team's process or in the team's progress. A "can do" attitude is visible as are offers to assist one another. Roles on the team may have become more fluid, with members taking on various roles and responsibilities as needed.
- Differences among members are appreciated and used to enhance the team's performance.

# Adjourning

- Some teams do come to an end, when their work is completed or when the organization's needs change. While not part of Tuckman's original model, it is important for any team to pay attention to the end or termination process.
- Team members may feel a variety of concerns about the team's impending dissolution. They may be feeling some anxiety because of uncertainty about their individual role or future responsibilities. They may feel sadness or a sense of loss about the changes coming to their team relationships. And at the same time, team members may feel a sense of deep satisfaction at the accomplishments of the team. Individual members might feel all of these things at the same time, or may cycle through feelings of loss followed by feelings of satisfaction. Given these conflicting feelings, individual and team morale may rise or fall throughout the ending stage. It is highly likely that at any given moment individuals on the team will be experiencing different emotions about the team's ending.

# Group Vs Team

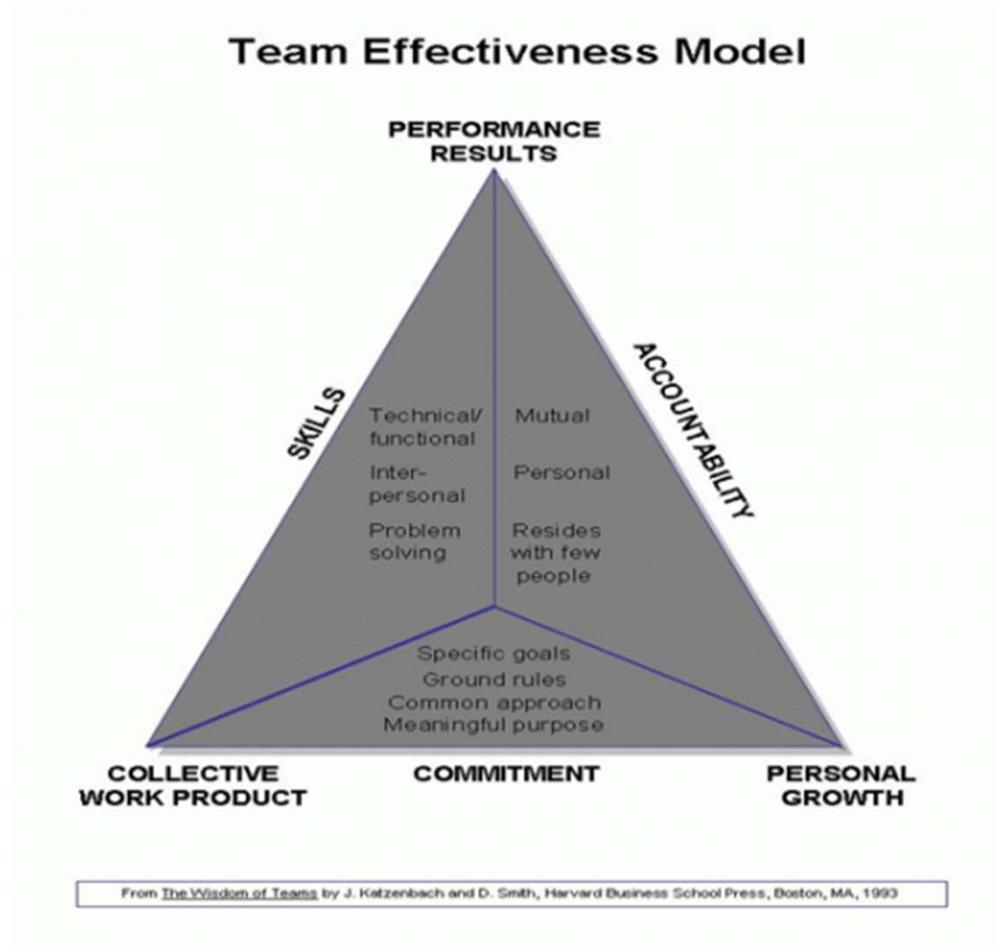
A group is a collection of individuals who coordinate their efforts, while a team is a group of people who share a common goal. While similar, the two are different when it comes to decision-making and teamwork.

Group	Team
Individual goals	Shared goals
Individual accountability	Individual and mutual accountability
Individual success or failure	Collective success or failure

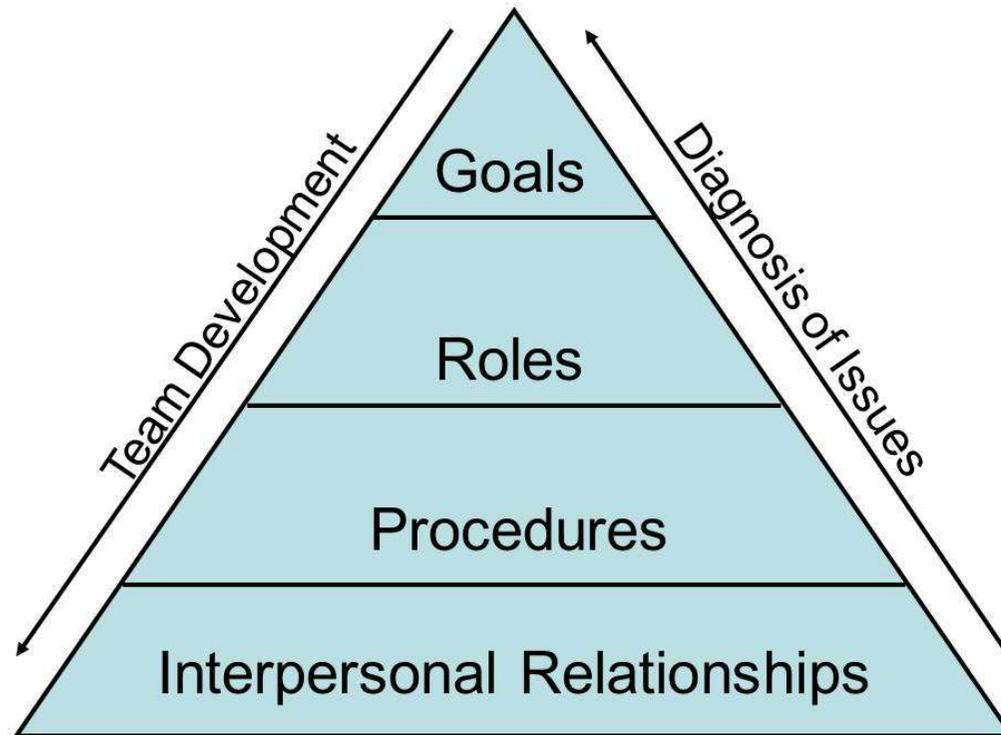
# Example

- Let's take the example of passengers on a flight. They are all on the same plane though they have very different reasons to be on that specific one, therefore they are just a group.
- On the other hand, a team consists of individuals and tasks that are interdependent and rely on each other. Sometimes team members share similar roles and responsibilities. Just like the cabin crew on the plane: their primary reason to be there is to make the journey comfortable for the passengers.

# The Katzenbach and Smith Model



# Rubin, Plovnick, and Fry's GRPI Model of Team Effectiveness



GRPI Model, Beckhard, 1972

- His model of team effectiveness was proposed by Rubin, Plovnick, and Fry as early as 1977. It is also known by the acronym GRPI, which stands for Goals, Roles, Processes, and Interpersonal relationships. Represented as a pyramid diagram, this model outlines four parts teams need to be effective:
  - 1.**Goals:** well-defined objectives and desired results, plus clearly communicated priorities and expectations.
  - 2.**Roles:** well-defined responsibilities and acceptance of a leader.
  - 3.**Processes:** clear decision-making processes as well as work procedures.
  - 4.**Interpersonal relationships:** good communication, trust, and flexibility.
- Because of its simplicity, the GRPI model is great when starting a team or when encountering a team-related problem with an unknown cause.

# Conflict

- Traditional View – 1930s to 1940s
- The Human Relations View – 1940s to 1970s
- The Interactionist View – Till time

# Types of Conflict

- Functional - Constructive
- Dysfunctional – Destructive

# Conflict Resolution Techniques

- Problem Solving
- Superordinate Goals
- Expansion of Resources
- Avoidance smoothing
- Compromise
- Altering Human Variable
- Authoritative Command
- Altering the structural variable

# Negotiations

- Bargaining
  - Distributive Bargaining – Car sales
  - Integrative Bargaining – cloth retailer – credit department

# Negotiation Process

- Preparation and Planning
- Definition of Ground Rules
- Clarification and Justification
- Bargaining and Problem Solving
- Closure and Implementation

# BATNA

- Best Alternative to a Negotiated Agreement

# Issues in Negotiation

- Personality Traits
- Gender Differences
- Cultural Differences

# Third Party Negotiation

- Mediator
- Arbitrator
- Conciliator
- Consultant

# Role Play

- Sara and Eliza are close friends but when Eliza starts spending more time with her work friends than with Sarah, Sarah stops speaking to her.
- David and Alex are friends both boys like the same girl, Alex loses his temper on David.
- Jack's father likes football and always forces him to play football, Jack likes to play cricket and they have a conflict.
- Rachel wants to be vegetarian and her mother forces her to eat non-veg. When her mother serves her non-veg, she screams at her.
- Will and Gaba are classmates, Gaba always comments about Will's height, they had a fight.