

# Foundations of Group Behavior

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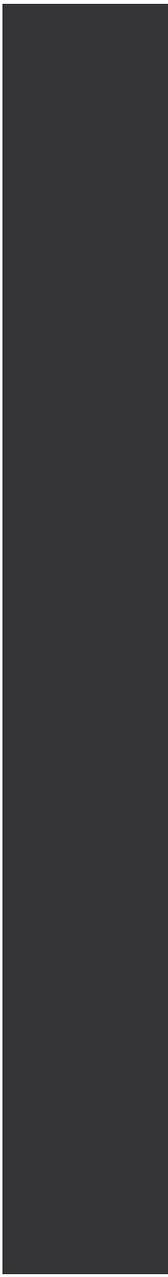
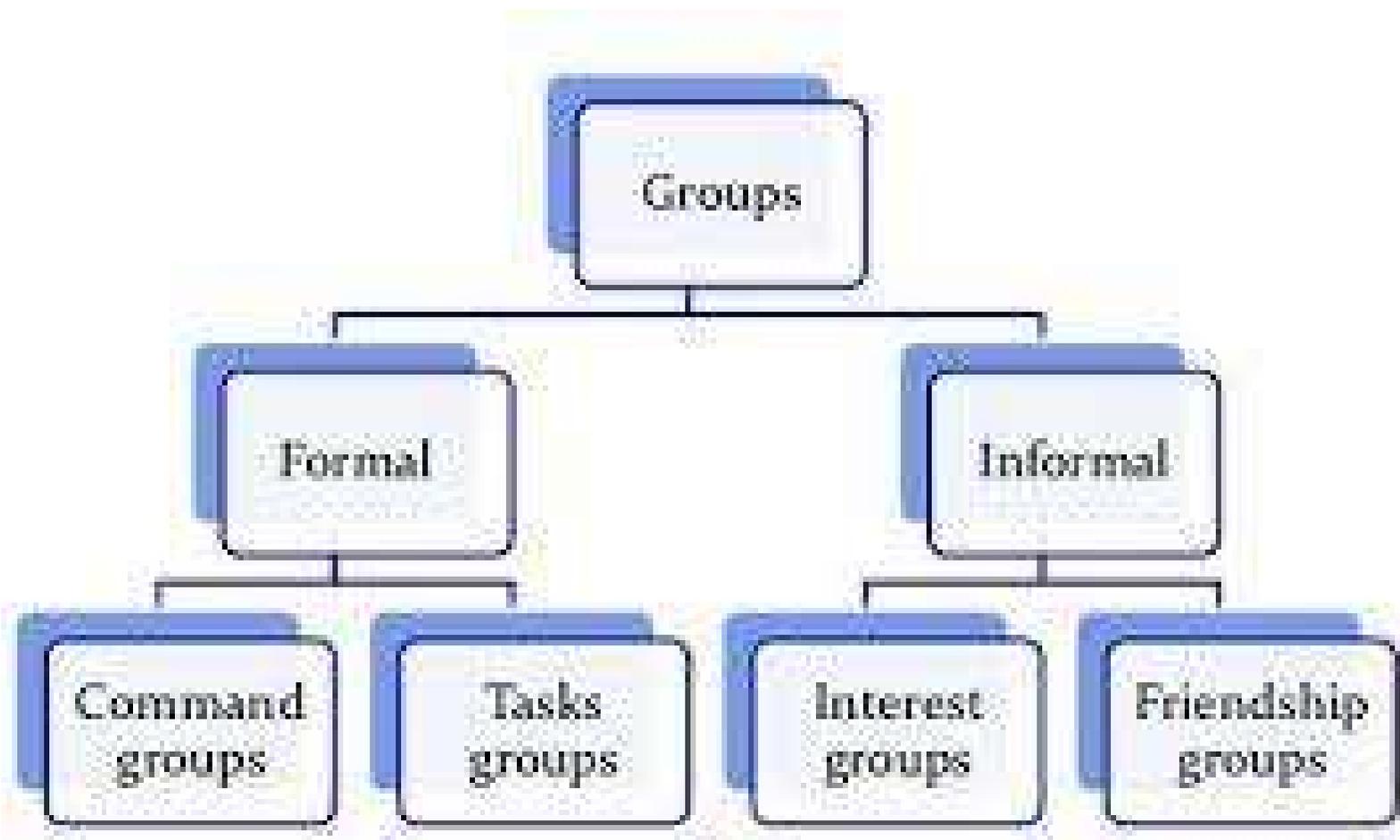
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# What is a group?

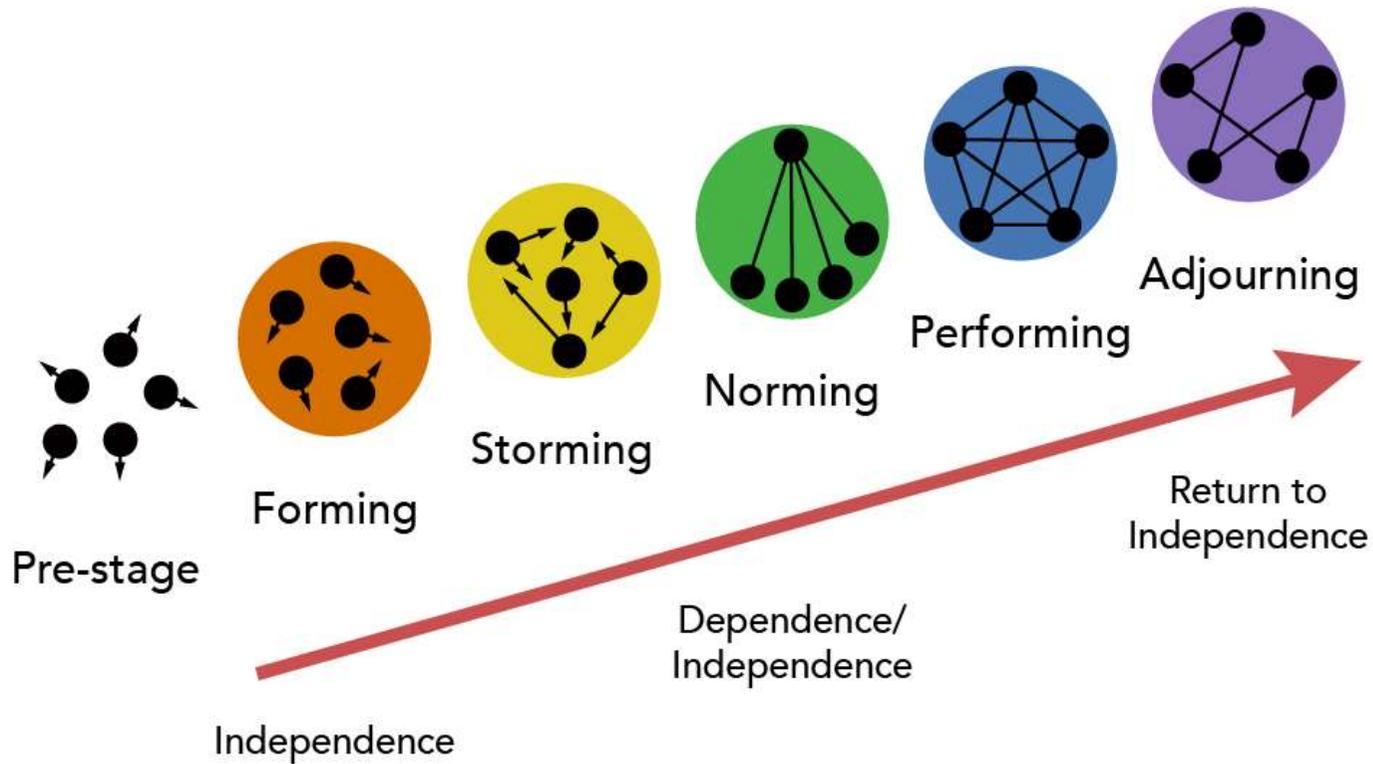


Group is a number of people or things that are located, gathered, or classed together.

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

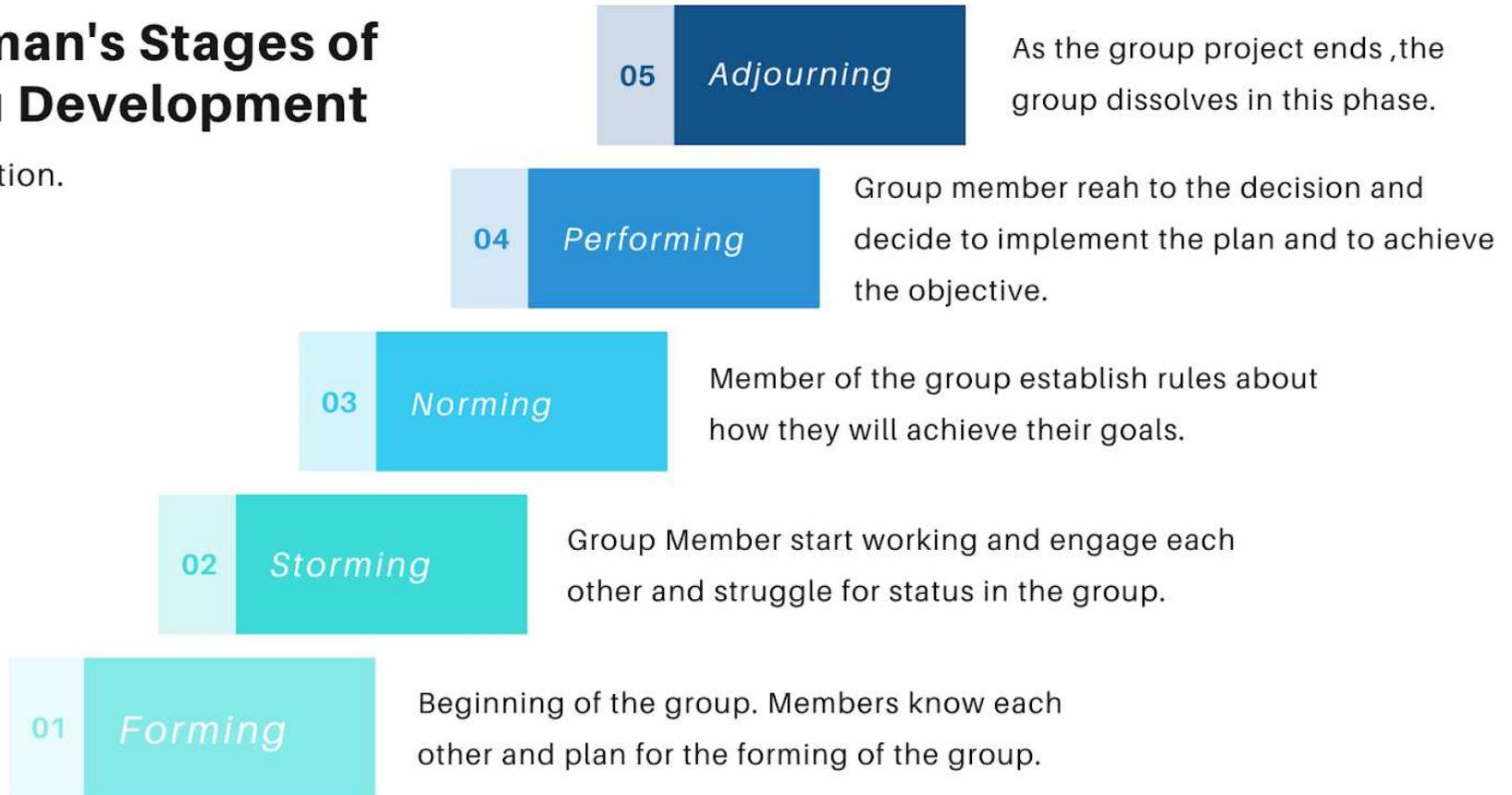


# Stages of Group Development



# 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

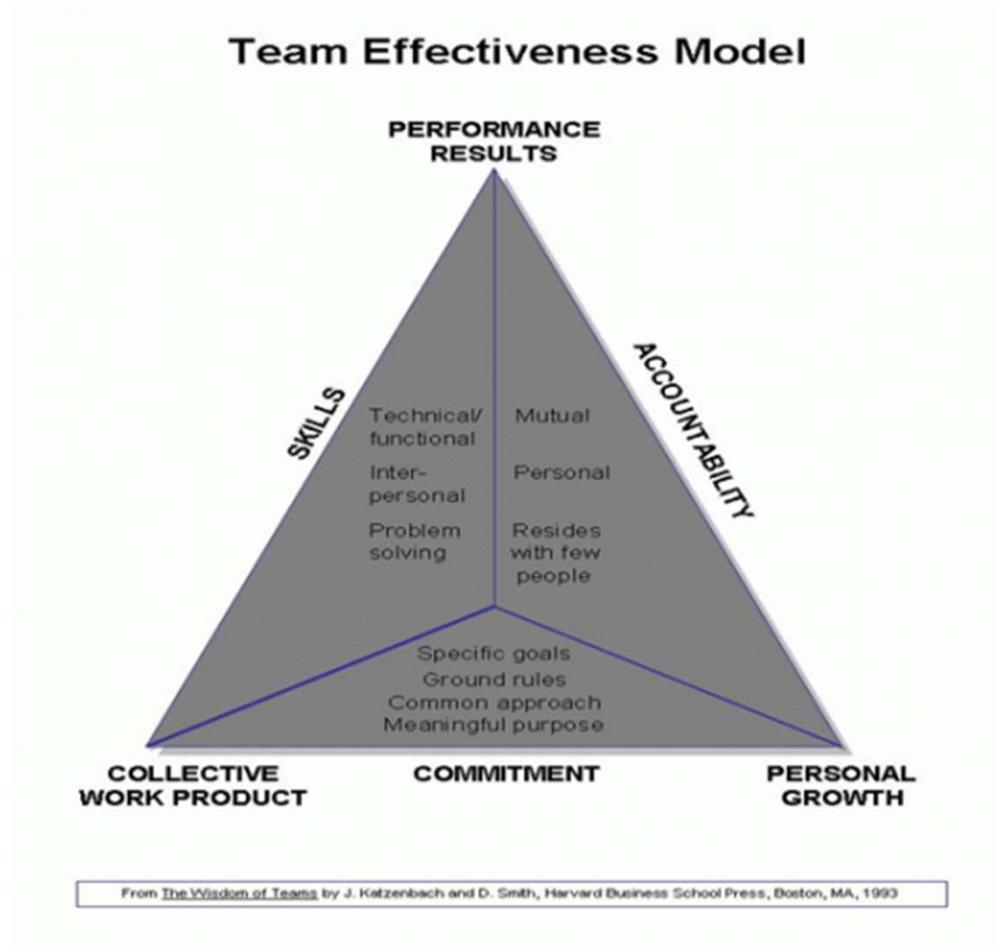
A group is a collection of individuals who coordinate their efforts, while a team is a group of people who share a common goal. While similar, the two are different when it comes to decision-making and teamwork.

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

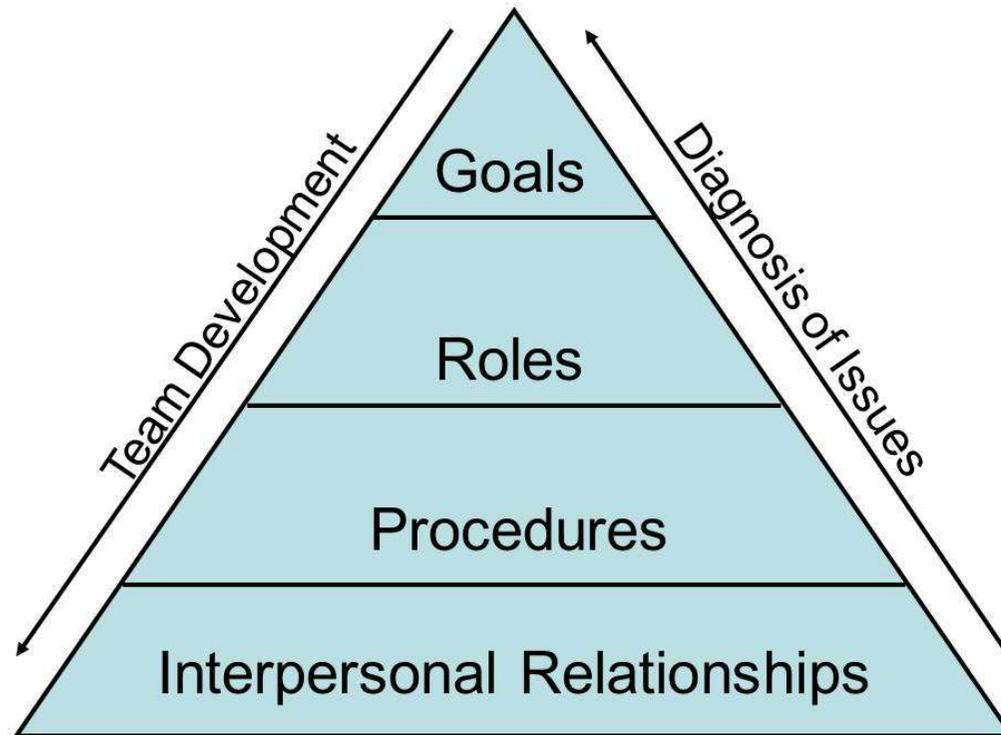
# Example

- 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.

# Activity 1

- Look for residential societies around you and the office environment and try to access what kind of groups gets formed and how.
  
- Describe any two instances in details.

## Activity 2

- Have you ever been a part of either a natural group or a created group? If not, assess why?
- If yes prepare a write-up about your experience, objectives, and functioning of the group.

# Activity 3

- Being a member of any type of group, have you noticed any influence or pressure on you. If yes, how did you feel about influencing or being influenced.

# Conflict

- A hostility amongst people that results from gaps in rational processes, attitudes, thoughts, interests, wants, and occasionally even observations are referred to as conflict. Conflict is a general human tendency, in organizations when people work together, they may disagree with each other on one point or another. The thing that matters is how people handle conflicts, especially HR professionals have to be well-versed in techniques for resolving conflicts.
- Managing and minimizing conflicts are among the important competency of HR professionals and Managers. They are expected to have expertise in the same.

# Conflict

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

# Phases of Conflict

- **Prolog to Conflict** - This category includes all situations that can lead to interpersonal conflict. Lack of coordination, differences in interests, and differences in culture, religion and education can lead to conflict. Disputes do not start by themselves. Circumstances must arise for the disagreement to begin.
- **Instigation Phase** - Contention actually begins in what is known as the “initiation phase”. Hot flashes, insults, and violent exchanges are all signs that a fight is about to begin.
- **Differentiation stage** – In this stage, people express their own differences. The source of discrepancy is addressed during the differentiation stage.
- **Resolution Phase** - Conflicts cannot be resolved during the resolution phase. Parties must try to reach some compromise in order to quickly end the dispute. During resolution, possible conflict resolution tactics are considered

# Types of Conflict

- Functional - Constructive
- Dysfunctional – Destructive

# Examples

- HP Manager and Engineer Conflict
- Credit Manager and Sales Manager Conflict

# Conflict Resolution Techniques

- Problem Solving
- Superordinate Goals – Shared goals
- Expansion of Resources – removal of the scarcity of resource
- Avoidance – Withdrawal
- Smoothing – Common interests
- Compromise
- Altering Human Variable – Behavioral change technique
- Authoritative Command
- Altering the structural variable – Job redesign, Transfer

# Conflict Stimulation Technique

- Communication
- Bringing in outsiders
- Restructuring the Organization
- Appointing a devil's advocate

# Case

- Your colleague told you that they didn't like your behavior in a few recent meetings after seeing you frequently interrupting and unapologetically persuading. They found your behavior disrespectful. They felt like they are ignored and their opinions didn't matter. They feel embarrassed in front of the other participants in the meeting. They ask not to do this again.
- You remember interrupting them several times during the discussion because you were enthusiastic about the topic and had some good points to add.

# Resolution Techniques

There are various options accessible when it comes to dispute settlement. A few fundamental sorts to think about are:

## 1. Mediation

- In mediation, a neutral third party's job is to help the parties come to an amicable resolution on their own. Instead, then imposing a solution, a skilled mediator works with the opposing parties to identify the interests that underpin their points of view.
- During mediation, parties might be able to completely explore their issues and communicate their feelings. To try to assist parties in reaching a consensual, lasting, and non-binding agreement, mediators can work with them jointly as well as occasionally individually.

## 2. Arbitration

- In arbitration, a neutral third party, the judge, decides the dispute. Before making a decision, the arbitrator will consider the claims of the parties and the relevant facts.
- Attorney involvement and acceptable standards of proof are just two of the many aspects of arbitration that can be negotiated between the parties. Arbitrators often make decisions that are confidential and unverifiable. Like mediation, arbitration is typically much cheaper than litigation.

## Litigation

- The most common form of dispute resolution, civil litigation, often involves defendants and plaintiffs before a judge, or judge and jury. The final decision is made by a judge or jury who must also consider the facts.
- Testimony at public hearings and trials is becoming commonplace and part of the public record. Attorneys typically oversee litigation and often reach settlement agreements during the discovery and trial preparation stages

# Negotiations

- Bargaining

- **Distributive Bargaining – Car Sales**

- Negotiations that seek to divide up a fixed amount of resources; a win-lose situation.

- **Integrative Bargaining – Cloth Retailer – Credit Department**

- Negotiations that seeks one or more settlement that can create a win-win solution.

# 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** – Labor management, civil court disputes
- **Arbitrator**
- **Conciliator** – Family, communication disputes
- **Consultant** – improve relations to reach a settlement

# Approaches

- Competition
- Collaboration
- Avoidance
- Accommodation
- Compromise

# 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.

# Case Study

- Suppose two regional sales reps share responsibility for sending weekly updates to their manager. Brad always submits them on time, but Frank often turns them in late. Saying, “Frank, you’ve turned in the sales reports late again” would only put Frank on the defensive. Instead, Brad opens the conversation this way: “Frank, you and I place a different value on deadlines. I want to explain why meeting them is important to me, and then I’d like to hear your take on them.”
- Brad learns that Frank, when faced with the choice of possibly making a sale or compiling the report, thinks he should focus on the sale. With this insight, Brad proposes another way to share responsibilities: Brad will complete the report when it’s Frank’s turn to do so, as long as Frank gives Brad two hours’ notice and a share in any commission Frank earns as a result of being able to continue pursuing a lead.