



Module 4 Group Work



Module 4

Learning Outcomes (Summary)

1 Purpose and Benefits of Groups

2 Group Dynamics

3 Effective Group Work



Module 4

Learning Outcome 2: Group Dynamics

- a) Life Cycle of a group (Tuckman)
- b) Roles in groups (Belbin)
- c) Leadership Styles
- d) Action-Centred Leadership (Adair)

M4_LA2

LEARNING AREA 2

Group Dynamics



Module 4



LEARNING AREA 2

Group Dynamics



Module 4

Let us start with a video!

<https://www.youtube.com/watch?v=U0zOqSRzR-s>

Group Work



Module 4



© pixabay.com

Please discuss any problems that arose with the working group in the video.

Group Dynamics

Did you think of these?

- Life cycle of a group
- Roles in groups
- Group dynamics
- Planning and Management of groups



Module 4

Group Dynamics



Module 4

Now start your own group work related to
Community Education

M4_LA2_a

M4_LA2_b

Group Dynamics



Life Cycle of a Group – The Tuckman Model Module 4

The life cycle of group work was first developed by **Tuckman** in 1965. He distinguished between four stages. In 1977, a fifth stage was added (with Jensen).

- 1. Forming (contact)
- 2. Storming (conflict)
- 3. Norming (contract)
- 4. Performing (cooperation)
- 5. Adjourning

<https://www.lfhe.ac.uk/>

<http://www.teambuilding.co.uk/Forming-Storming-Norming-Performing.html>

Group Dynamics



Life Cycle of a Group – The Tuckman Model Module 4

1	Forming
General Observations	Uncertainty about roles, looking outside for guidance
Content Issues	Some attempt to define the job to be done
Process Issues	Team members look outside for guidance and direction
Feelings Issues	People feel anxious and are unsure of their roles. Most look to a leader or coordinator for guidance.

Group Dynamics



Life Cycle of a Group – The Tuckman Model Module 4

1	Forming
Description	<p>The group is not yet a group, simply a collection of individuals. At this stage, the purpose of the group is discussed along with its title, composition, leadership and life-span. Individuals will be keen to establish their personal identities in the group and make some impression on others.</p>

Group Dynamics



Life Cycle of a Group – The Tuckman Model Module 4

1	Forming
Description	<p>Important mechanisms include developing trust, finding similarities, setting up 'rules' and norms, 'contracting' with group members, finding out if 'this is the group for me' etc. attraction bonds, orientation to others, dependency, inclusion. Team members become acquainted with each other, information is exchanged. They determine each team member's strengths and assign roles and responsibilities</p>

Group Dynamics



Life Cycle of a Group – The Tuckman Model Module 4

2	Storming
General Observations	Growing confidence in team, rejecting outside authority
Content Issues	Team members resist the task demands
Process Issues	Team members deny the task and look for the reasons not to do it
Feelings Issues	People still feel uncertain and try to express their individuality. Concerns arise about the team hierarchy

Group Dynamics



Life Cycle of a Group – The Tuckman Model Module 4

2	Storming
<p>Description</p>	<p>Most groups go through a stage of conflict following the initial, often false, consensus. Purpose, leadership, roles and norms may all be challenged. Hidden agendas may be revealed, and some interpersonal hostility is to be expected. If successfully handled, storming leads to the formulation of more realistic objectives, procedures and norms.</p>

Group Dynamics



Life Cycle of a Group – The Tuckman Model Module 4

2	Storming
Description	<p>This stage is particularly important to the formation of trust within the group even though it is characterised by dissatisfaction, competition, conflict, fight, counter-dependency. Members jockey for position, become aware of their differences and try to determine how they will work together.</p>

Group Dynamics



Life Cycle of a Group – The Tuckman Model Module 4

3	Norming
General Observations	Concern about being different, wanting to be part of team
Content Issues	There is an open exchange of views about the team's problems
Process Issues	The team starts to set up the procedures to deal with the task
Feelings Issues	People ignore individual differences and team members are more accepting of one another

Group Dynamics



Life Cycle of a Group – The Tuckman Model Module 4

3	Norming
<p>Description</p>	<p>The group establishes norms and patterns of work within which it functions. There will be a lot of tentative experimentation by individuals testing the temperature of the group and establishing their levels of commitment - development of structure, increased harmony.</p>

Group Dynamics



Life Cycle of a Group – The Tuckman Model Module 4

3	Norming
Description	<p>A group consensus emerges, it comes to an agreement on its purpose or function. Members are clear what their roles and responsibilities are. The group has a sense of identity and members strive to work together.</p>

Group Dynamics



Life Cycle of a Group – The Tuckman Model Module 4

4	Performing
General Observations	Concern with getting the job done
Content Issues	Resources are allocated efficiently; processes are in place to ensure that the final objective is achieved
Process Issues	The team is able to solve problems
Feelings Issues	People share a common focus, communicate effectively and become more efficient and flexible as a result

Group Dynamics



Life Cycle of a Group – The Tuckman Model Module 4

4	Performing
Description	<p>Only when the previous three stages have been successfully completed will the group reach optimum performance level.</p> <p>Achievement orientation, productivity, group structure, norms, and behaviour are understood and accepted, members know how to work with each other. They can handle disagreements and misunderstandings effectively. The group is focused on accomplishing its purpose.</p>

Group Dynamics



Life Cycle of a Group – The Tuckman Model Module 4

5	Adjourning (not obligatory)
<p>Description</p>	<p>Following another period of research, Tuckman developed a fifth stage called ‘adjourning’. This final stage involves the disengagement of relationships between team members and a short period of recognition for the team’s achievements. Sometimes, concluding the operations of a team is disturbing for members, especially if they have worked together for long periods of time.</p>

Group Dynamics



Life Cycle of a Group – The Tuckman Model Module 4

5	Adjourning (not obligatory)
Description	<p>This phase is about the group breaking up, hopefully when the task is completed successfully. Workers should recognise the sense of loss which may be felt by the members. The group need to recognise what they have achieved and the worker should support the members to appropriately move on.</p>

Group Dynamics



Life Cycle of a Group – The Tuckman Model Module 4

	Group workers
Role	For a group in which the task is clearly defined and seen by all members as highly important, the first three stages may be dealt with quickly. For most groups it takes longer and needs to be anticipated. Group workers need to plan for and allow time for group development

Group Dynamics



Life Cycle of a Group – The Tuckman Model Module 4

	Implications
	<ol style="list-style-type: none"> 1. Stage of group development influences other processes (e.g., cohesiveness, production) 2. Diagnosing the stage the group is at is important for facilitators and group leaders 3. Interventions must take the group's stage into account but workers should help in the process to move the group to the performing stage

Group Dynamics



Life Cycle of a Group – The Tuckman Model Module 4

	Why theory?
	<p>1. In the real world groups are often forming and changing, each time that happens they may move to a different stage.</p> <p>2. An understanding of the stages can help a group reach effectiveness more quickly and less painfully!</p>
References	<p>Tuckman, B. W. (1965). Developmental sequences in small groups. <i>Psychological Bulletin</i>, 63, 384-399.</p> <p>Tuckman, B. W., & Jensen, M. A. C. (1977). Stages of small group development revisited. <i>Group and Organizational Studies</i>, 2, 419- 427.</p>

Group Dynamics



Life Cycle of a Group – The Tuckman Model Module 4

Please discuss the handout M4_LA2_c together with your experiences in the group work activity.

Group Dynamics



Module 4

Please work as a group of 6-8 people on the activity outlined on handout M4_LA2_d.

Group Dynamics



Module 4

- How did you develop a solution for the problem?
- How did you collect the ideas?
- How did you share the heavy workload in the short time period?

Group Dynamics



Module 4

Note your role in the group work task in one word.

Collect these terms on the pin board.

Group Dynamics

Roles in groups – The Belbin Model



Module 4

THE NINE BELBIN TEAM ROLES

1. Plant
2. Resource Investigator
3. Co-ordinator
4. Shaper
5. Monitor Evaluator
6. Team Worker
7. Implementer
8. Completer-Finisher
9. Specialist

<http://www.teambuilding.co.uk/belbin-team-roles.html>; <http://www.belbin.com/about/terms-and-conditions/>

Group Dynamics

Roles in groups – The Belbin Model



Module 4

1. Plant

Creative, imaginative, unorthodox. Solves difficult problems. However tends to ignore incidentals and be too immersed to communicate effectively.

Group Dynamics

Roles in groups – The Belbin Model



Module 4

2. Resource Investigator

Extrovert, enthusiastic, communicative. Explores opportunities and networks with others. However can be over optimistic and loses interest after initial enthusiasm has waned.

Group Dynamics

Roles in groups – The Belbin Model



Module 4

3. Co-ordinator

Belbin's Co-ordinator is a mature, confident and a natural chairperson. Clarifies goals, promotes decision-making and delegates effectively. However can be seen as manipulative and controlling. Can over delegate by off loading personal work.

Group Dynamics

Roles in groups – The Belbin Model



Module 4

4. Shaper

Challenging, dynamic, thrives under pressure. Jumps hurdles using determination and courage. However can be easily provoked and ignorant of the feelings of others.

Group Dynamics

Roles in groups – The Belbin Model



Module 4

5. Monitor Evaluator

Even tempered, strategic and discerning. Sees all the options and judges accurately. However can lack drive and lack inspired leadership qualities.

Group Dynamics

Roles in groups – The Belbin Model



Module 4

6. Team Worker

Co-operative, relationship focused, sensitive and diplomatic. Belbin described the Team Worker as a good listener who builds relationships and who dislikes confrontation. However can be indecisive in a crisis.

Group Dynamics

Roles in groups – The Belbin Model



Module 4

7. Implementer

Disciplined, reliable, conservative and efficient. Acts on ideas. However can be inflexible and slow to see new opportunities.

Group Dynamics

Roles in groups – The Belbin Model



Module 4

8. Completer-Finisher

Conscientious and anxious to get the job done. An eye for detail, good at searching out the errors. Finishes and delivers on time however can be a worrier and reluctant to delegate.

Group Dynamics

Roles in groups – The Belbin Model



Module 4

9. Specialist

Single minded self starter. Dedicated and provides specialist knowledge. The rarer the supplier of this knowledge, said Belbin, the more dedicated the specialist. However, can be stuck in their niche with little interest in the world outside it and dwell on technicalities.

Group Dynamics

Roles in groups – The Belbin Model



Module 4

Let us discuss the collected terms in relation to the roles in the Belbin Model.

Group Dynamics

Management of Groups



Module 4

Let us start with an activity.

M4_LA2_e

What is the difference between management and leadership?

Please allocate the tasks to the two headlines.

Group Dynamics



Module 4

Leadership Structure

Perhaps Benjamin Franklin became a leader through his style of relating to others. Franklin was noted for his charm, conversational skills, humour, wisdom and kindness.

But was Franklin's leadership style the same as George Washington's or Thomas Jefferson's?

Even casual observation of leaders in action reveals marked differences in their styles of leadership.

Group Dynamics



Module 4

Leadership Styles

Kurt Lewin introduced the term “Group Dynamics” for the first time. In 1939 he also published the three different styles of leadership:

1. Autocratic Leadership
2. Democratic Leadership
3. Laissez-Faire Leadership

Group Dynamics



Module 4

Leadership Styles

1	Autocratic Leadership
Description	<p>Some leaders seem autocratic. They dictate orders and determine all policy without including group members in decision-making.</p> <p>Members are more satisfied with autocratic leadership in large, task-oriented groups.</p> <p>The major shortcoming of the leadership style approach is that different styles are effective under different conditions. Certain conditions exist, for example autocratic leadership seems more effective (such as when an urgent decision has to be made).</p>

Group Dynamics



Module 4

Leadership Styles

2	Democratic Leadership
<p>Description</p>	<p>Some leaders seem democratic. They set policies through group discussion and decision, encouraging and helping group members to interact, requesting the cooperation of others, and being considerate of members' feelings and needs.</p> <p>Satisfaction with democratic leadership tends to be highest in small, inter-action oriented groups. In some conditions a democratic style may be most effective (such as when considerable member commitment to the implementation of the decision needs to be built).</p>

Group Dynamics



Module 4

Leadership Styles

3	Laissez-faire Leadership
Description	<p>Finally, some leaders take a laissez-faire approach. They do not participate in the groups decision-making at all. It seems obvious that such differences in leadership style should affect group productivity and the attitudes of group members.</p> <p>There are conditions in which the laissez-faire style seems best (such as when the group is committed to a decision, has the resources to implement it, and needs a of interference to work effectively).</p>

Group Dynamics



Module 4

Leadership Styles

Consider and discuss the positives and negatives of each style and share this with the group.

M4_LA2_f

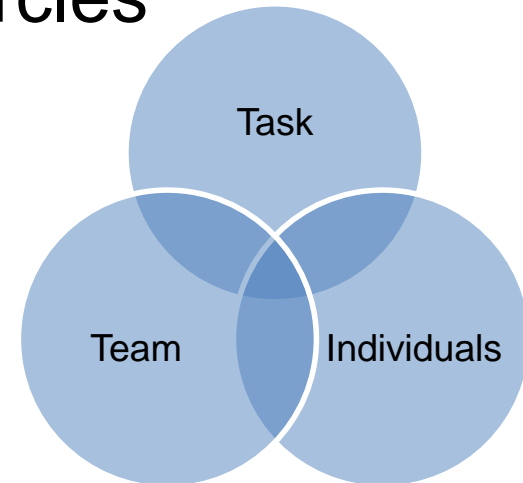
Group Dynamics

Action-Centred Leadership



Module 4

In the 70es of the last century John Adair developed a model of Action-Centred Leadership that comprises of three connecting circles



Group Dynamics

Action-Centred Leadership



Module 4

The Model by John Adair*	
Description	<p>1. Achieve the task: The TASK can only be performed by the team and not by one person</p> <p>2. Build and maintain the team: the TEAM can only achieve excellent task performance if all the individuals are fully developed</p> <p>3. Develop the individual: the INDIVIDUALS need the task to be challenged and motivated</p> <p>*http://www.johnadair.co.uk/index.html</p>

Group Dynamics



Module 4

Action-Centred Leadership

The Model by John Adair 8 Leadership Functions, required to achieve success; need to be constantly developed and trained*	
Function 1	Defining the task: Using SMART goals (Specific, Measurable, Achievable, Realistic and Time-Constrained) to set a clear objective
Function 2	Planning: An open minded, positive and creative search for alternatives. Contingencies should be planned for and plans should be tested.
* http://www.teambuilding.co.uk/john-adair-team-theory.html	

Group Dynamics

Action-Centred Leadership



Module 4

The Model by John Adair 8 Leadership Functions, required to achieve success; need to be constantly developed and trained	
Function 3	Briefing: Team briefings by the leader are a basic function and essential in order to create the right atmosphere, foster teamwork and motivate each individual.
Function 4	Controlling: Leaders need self-control, good control systems in place and effective delegation and monitoring skills in order to get maximum results from minimum resources.

Group Dynamics

Action-Centred Leadership



Module 4

	<p>The Model by John Adair 8 Leadership Functions, required to achieve success; need to be constantly developed and trained</p>
<p>Function 5</p>	<p>Evaluating: Assess consequences, evaluate performance, appraise and train individuals.</p>
<p>Function 6</p>	<p>Motivating: Adair identifies eight basic rules for motivating people (see next page)</p>

Group Dynamics

Action-Centred Leadership



Module 4

The Model by John Adair

8 Leadership Functions, required to achieve success;
need to be constantly developed and trained

Function 6 (basic rules)*

1. Be motivated yourself
2. Select motivated people
3. Treat each person as an individual
4. Set realistic but challenging targets
5. Understand that progress itself motivates
6. Create a motivating environment
7. Provide relevant rewards
8. Recognise success

* Effective Motivation (Guildford: Talbot Adair Press, 1987)

PROJECT NUMBER: 2015-1-AT01-KA204-005011

This project has been funded with support from the European Commission. This publication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

Group Dynamics

Action-Centred Leadership



Module 4

	<p>The Model by John Adair 8 Leadership Functions, required to achieve success; need to be constantly developed and trained</p>
<p>Function 7</p>	<p>Organising: Good leaders need to be able to organise themselves, their team and their organisation</p>
<p>Function 8</p>	<p>Setting an example: The best leaders naturally set a good example. If effort needs to be made it will slip and a bad example is noticed more than a good example.</p>

LEARNING AREA 2

Group Dynamics



Module 4



© pixabay.com

Please discuss any open questions related to Learning Area 2.
Thank you very much!