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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 3: Effective group work

- a) Motivation (McGregor and Maslow)
- b) Encouraging ideas and creativity
(De Bono)
- c) Challenges in group work
- d) Characteristics of effective groups
(McGregor)

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Remember the video from Learning Area 2
or watch it once more:

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

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Discuss the video and display on the pin board, what were:

- Barriers to effective group work
- Demotivating factors

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Motivation



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Remember that “Motivating” was mentioned as one of the eight leadership functions for achieving success by John Adair (see Learning Area 2).

However, what is motivation and how do people achieve it?

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Motivation



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There are two important concepts about “Motivation” which will be presented.

They were invented by

- McGregor
- Maslow

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Motivation – XY Theory by Douglas Mc Gregor

Theory X

- View of human beings:
Persons are unwilling to work
- Management Style: Authoritarian

<http://www.businessballs.com/mcgregor.htm>

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Motivation – XY Theory by Douglas McGregor

Theory X

- The average person dislikes work and will avoid it if he/she can.
- Therefore most people must be forced with the threat of punishment to work towards organisational objectives.
- The average person prefers to be directed; to avoid responsibility; is relatively unambitious, and wants security above all else.

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Motivation – XY Theory by Douglas McGregor

Theory Y

- View of human beings:
Persons are committed to their work
- Management Style: Participative

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Motivation – XY Theory by Douglas McGregor

Theory Y

- Effort in work is as natural as work and play.
- People will apply self-control and self-direction in the pursuit of organisational objectives, without external control or the threat of punishment.
- Commitment to objectives is a function of rewards associated with their achievement.

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Motivation – XY Theory by Douglas McGregor

Theory Y

- People usually accept and often seek responsibility.
- The capacity to use a high degree of imagination, ingenuity and creativity in solving organisational problems is widely, not narrowly, distributed in the population.
- In industry the intellectual potential of the average person is only partly utilised.

<http://www.businessballs.com/mcgregor.htm>

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Motivation – XY Theory by Douglas McGregor

Conclusion

- Both theories are exclusive – therefore it may depend upon the worker and/or the manager which one is more suitable for each case
- Both theories may have “self-fulfilling prophecy” potential

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Motivation – XY Theory by Douglas McGregor

Conclusion

- X: someone not willing to work will be more supervised, this will decrease the worker's motivation and willingness to take responsibility
- Y: an independent working atmosphere will increase motivation and people will be more creative and responsible for their actions.

<http://www.businessballs.com/mcgregor.htm>

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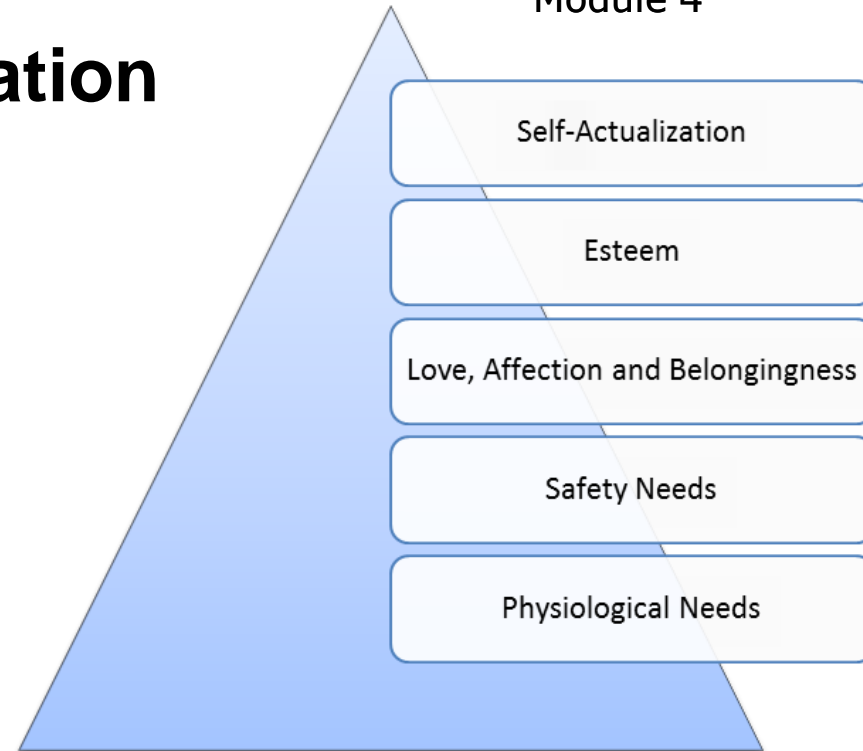
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Motivation – A Theory of Human Motivation by Abraham Maslow

What are needs?

What are motivators?

Abraham Maslow (1943):
A Theory of Human Motivation



<http://psychclassics.yorku.ca/Maslow/motivation.htm>

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Motivation – A Theory of Human Motivation by Abraham Maslow

What are the needs, the motivators?
(from bottom to top)

Physiological needs:

- Air
- Food
- Water

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Motivation – A Theory of Human Motivation by Abraham Maslow

What are the needs, the motivators?
(from bottom to top)

Safety and Security needs:

- Health
- Financial Security



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Motivation – A Theory of Human Motivation by Abraham Maslow

What are the needs, the motivators?
(from bottom to top)

Love, affection and belongingness:

- Family
- Friendship

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Motivation – A Theory of Human Motivation by Abraham Maslow

What are the needs, the motivators?
(from bottom to top)

Esteem:

- Self-confidence
- Competence
- Independence

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Motivation – A Theory of Human Motivation by Abraham Maslow

What are the needs, the motivators?
(from bottom to top)

Self-actualization:

– To express their special ideas and talents

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Motivation – Theories Mc Gregor / Maslow

Please discuss the general ideas of the theories and think of any new needs and motivations that may have come up in recent years.

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Motivation – Theories Mc Gregor / Maslow

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Please think of any motivators that may be important for successful group work in Community Education.

(What? Who? Which Motivators?)

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Encouraging ideas and creativity (De Bono)

„Lateral Thinking“ created by De Bono is a method to encourage ideas and creativity with individuals or groups.



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Encouraging ideas and creativity (De Bono)

When to use Lateral Thinking?

- Problem solving
- Finding new ways
- Inventions and Innovations

<https://www.edwdebono.com/lateral-thinking>

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Encouraging ideas and creativity (De Bono)



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How does Lateral Thinking work?

- Generate more ideas by allowing different ways of thinking
- Set a certain number of ideas to find („quota“)
- Set a time limit

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Encouraging ideas and creativity (De Bono)



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Let us start being creative and use lateral thinking!

http://www.creativethinkingproject.eu/training_guide/CTILLS_O1_TrainingGuide_EN.pdf

(page 13)

Start with Nr. 1, Quota 6, time limit 2 minutes.



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Challenges in group work

There are potential challenges in group work (some you might have found with the video)

The most common ones are related to:

- Conflict Management (see Module 2 and 5)
- Diversity Issues (see Module 1)

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Challenges in group work - Diversity



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In Community Education, there are many stakeholder and community groups involved.

Diversity management is directed to avoid any discrimination related to:

- cultural background including language and religion,
- gender,
- age,
- educational background.



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Challenges in group work - Diversity

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Please think of cultural differences and diversity issues in your community, in your country.

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Motivation, Creativity, Respecting Diversity
are issues that contribute to make group
work effective.

Let us think about more.

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Effective Groups by Douglas Mc Gregor (1960)

Characteristics for effective groups are:

- Informal, relaxed atmosphere
- Much relevant discussion with a high degree of participation
- Group task or objective clearly understood and commitment to it obtained
- Members listen to one another

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Effective Groups by Douglas Mc Gregor (1960)

- Members listen to one another
- Conflict is not avoided, but brought into the open and dealt with constructively
- Most decisions are reached by general consensus with a minimum of formal voting
- Ideas are expressed freely and openly
- Leadership is not always with the chairperson, but tends to be shared as appropriate

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Ineffective Groups by Douglas Mc Gregor (1960)

- Bored or tense atmosphere
- Discussion dominated by one or two people, and often irrelevant
- No clear common objective
- Members not listening to one another

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Ineffective Groups by Douglas Mc Gregor (1960)

- Conflict is either avoided or is allowed to develop into open warfare
- Simple majorities are seen as sufficient basis for group decisions, which the minority have to accept
- Personal feelings and criticism are kept hidden and embarrassing leadership is provided by the chair
- The group avoids any discussion about its own behaviour

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Please go back to the collection of the barriers and demotivating factors from the video on the pin board. How could these problems be solved?

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Please discuss any open questions related to Learning Area 3 and/or Module 4.
Thank you very much!