**GROUP DYNAMICS**

**II MBA – HR – ELECTIVE PAPER**

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Group dynamics:

 The scientific study of groups, study the actions, processes and changes that occur in groups.

 It is concerned with the interactions and forces between group members in a social situation.

 1930s – Kurt lewin – Popularised the term “Group Dynamics”

 It describes how a group should be organized and conducted.

 It consist of a set of techniques, role playing, brain storming, business groups, leader less group, group therapy, sensitivity training, transactional analysis iescript,ego analysis, johari window, ego pattern

 It is viewed from the perspective of internal nature of groups:

 How they are formed

 Why groups are formed

 What are their structure or processes

 How they affect individual member, other groups and the organization.

Interdisciplinary field:

 Anthropology

 Psychology

 Counseling

 Clinical psychology

 Communication

 Criminal justice

 Sociology

 Political science

 Social work

 Sports

What is group?

 A group refers to two or more persons who interact for a common explicit purpose

 Collection of individuals assembled in a place or organization with common goal.

Common character of group:

 Individual accept the common goal of group

 Achievement of group task has involved interaction.

 There is oral communication

 It is a social unit

 Interaction and communication

 It has group structure

 Standardisation of norms and values

 Bound together for a organization/ goal

 Shared goal

 Membership in group

 Emergent leadership.

 Interrelation

 System

 Interdependence

Characteristic of group:

 Formal hierarchy

 It has some task

 Interaction

 Group norms

 Group cohesiveness(the resultant power of group to think and act)- attractiveness

 Member satisfaction

Functions of group:

 Task functions

 Maintenance functions

Affiliation needs:

 Provide knowledge to their member

 Satisfies psychological needs

 Provide affiliative needs

 Belongingness

 Development of self-esteem

 Giving status as the result of membership

 Involvement-opportunity

Functional needs:

 Aid in daily activities

 Help us to achieve certain goals that cant be achieved

 Developing and enhancing a sense of identity

 Help in adjustment to work routine

 Reducing workload/shared knowledge

Cognitive needs:

 Satisfied by motivation/encouragement by friend or group member.

 Accomplish complex, interdependent tasks

 Generate novel & creative ideas for organization problems.

 Developing consensus among group members

 By means of increasing security

 Arising sense of power

 Maintenance – harmonizing , compromising, reconciling, getting, gate keeping, inviting, encouraging, following, directing, setting standard.

Types of group:

 Formal group

 Informal group

Primary group:

 Long term relation

 Family, friends

 Face to face interaction

 High level of cohesiveness

 Shared identification

Formal group ( secondary group)

 They are deliberately created with structured associations

 They are formed to accomplish specific goals and carry out specific tasks.

 Command group:

 Composed of subordinates who report directly to a given boss.

 Task group:

 Working together to complete a project or a job

 Permanent formal group: (weak association)

 Such a top management team

 Temporary formal group:

 Task forces

 Committees

 Planned group:

 Deliberately formed

 Emergent group:

 Form gradually

 Individual join together

 Informal group:

 It consist of a group of people who relate to each other for the purpose of mutual benefit/achievement.

 Interactions occur informally

 It is not required for formal organization

 Network of persons/ social relations classified

 Interest group – for purpose achieving

 Friendship group – for social relation

 Membership group – community

 Reference group – for reference

 Intimacy group – romantic groups , couples , close friends.

Other classification

 Vocational group – business conference ,teacher’s association

 Instructional group – enrolled in a course

 Governmental group – municipal council, school management board, student’s union.

Social categories:

 Religious group – jainsamaj , YMCA, YWCA

 Fraternal group – social fraternities

 Recreational group – cricket clubs, picnic groups

 Social group – bridge clubs, rotary clubs, lion’s club.

Leonard sayles – classification:

 Apathetic group – composed for people with low skill / unity/ power

 Erratic groups – relatively semi skilled employees who display considerable unity of purpose

 Strategic groups – generally productive, have high skill, display high degree of unity.

 Conservative groups – found at the top levels of an organization and display self- confidence.

Why do people join the group

 Need security / protection

 Status

 Knowledge gathering

 Need energy

 Companionship

 Desire for sociability

 Seek individual commitment

 Belongingness

 Self-esteem

 Need for affiliation

 Self image/ prestige

 Maintain cohesiveness

 Self- respect

 Interpersonal relations

 Leadership

 Behavior control

 Dependency

 Interpersonal relations

 Friendship

 Get advice

 Advance their own interest

 Need for assistance

 Need for affiliation

 Need for intimacy

 Need for power

 Social motives

 Attachment

Support of groups:

 Approval

 Emotional

 Informational

 Instrumental

 Spiritual

Process of group formation:

 A motivational base is shared by individuals

 Formation of organization(group structure)

 Consists of different roles and status

 A set of norms, values, rules, standards behavior.

 More or less consistent differential effects on the attitude and behavior of individual member are produced by group properties.

 After formed, it attracts other non-member

 Create group loyalty, pride, solidarity, group cohesiveness.

 Group are more dynamic.

Components of group:

Group cohesiveness

Group structure

Group member

Organisational conditions

Group performance

Group think

Group task

Group process

Group decision making technique

Stages of group development:

1. Forming (orientation)
2. Storming (conflict)
3. Norming (structure)
4. Performing (work)
5. Adjourning (dissolution)

 Set group’s purpose, structure – members testing the behavior to accept – feel as a group

 Intra group conflict arise – resist the constraints the group imposes on individual – leadership come

 How the group will operate – Adopt shared rules – feel as a group

Concentrates on carrying out its major tasks and moving toward shared goals.

 They may disband – adjourn the group

Difference between mature and immature group

|  |  |  |
| --- | --- | --- |
|  | Mature group | Immature group |
| feedback | High / excellent | poor |
| DM methods | functional | dysfunctional |
| Group cohesion | High | low |
| Operation | flexible | inflexible |
| Communication | clear | unclear |
| Goal | accepted | Not accepted |
| Authority relation | interdependent | independent |

Group processes

 Groups have considerable influence on the behavior and thought of their members

Process

Role

Status

cohesiveness

Norms

Structure

Influence

power

goals

Interaction

Role:

Set of behavior for a given position

It can be assigned in a formal and specific

Task oriented role / relations oriented role

Two factors that affect individual

 Role ambiguity

 Role conflict

Role ambiguity:

Its from uncertainity – regard to job oriented role – individual not know their vision, responsibilities and authority.

Role conflict:

 It occurs when individuals have to play two or more roles concurrently – enter or play others role – personal standard collide with other’s expectations.

Status

 Refers to relative social position or rank within a group

Determines on the basis of role individual’s play.

 Not all role are equal level

Three types:

1. Ascribed status – those status , which are fixed at birth, they include sex, age, race, family background.
2. Achieved status – social position attained by person knowledge, ability and skill.
3. Master status – a status that dominate others

Norms:

 It refers to rules (explicit or implicit) established by various groups to regulate the behavior of members.

 Do’s – prescriptive norms – how to behave

Don’t’s – Proscriptive norms – how not to behave

 It introduces standardization / regularity

 It sets limit

 It helps to regulate / control

 It provides uniformity / ready-made solutions to day to day problems.

Cohesiveness (Esprit de corps)

 Cohesion is attraction, unity, team work, collective efficacy.

 It refers to various forces acting on group members to remain a part of a group.

4 factors influence the group:

 More attractiveness

 Facing an external threat or severe competition

 Past history of success are generally more cohesive

 Smaller groups tend to be higher in cohesiveness

 Cohesiveness is an asset – it enhance productivity and morale among group members.

Group performance

 Additive task – combination of task – sum of efforts

 Conjunctive task – determined by the performance of the poorest performing member

 Disjunctive task – determined by a single member

 Compensatory task – average contribution of the various members

Decision making by groups:

 One of the most central tasks of any group activity

 Decision making can be defined as choosing among various alternatives the best available course of action

 Process through which groups move towards consensus and reach a decision

Stages of decision making: ( Simon&Mintz berg )

 Problem recognition (orientation)

 Problem diagnosis( discussion)

 Problem definition( decision)

 Solution generation & selection (implementation)

 Solution implementation( make participation, quality circle self directed

 Team participation through representation)

 Feed back

Phases in DM Process : ( Herbert A Simon )

1. Intelligence activity – consisting of searching
2. Design activity – inventing , developing , analyzing.
3. Choice activity – selecting a choice

Mintz berg phases of DM Process

1. The identification phase ( recognition, identification, diagnosis, awareness )
2. The development phases ( Standard procedure, search solution, idea generation )
3. The selection phase ( choose solution (best))

Nature of group decisions :

 Discuss important issues in groups

 Two factors in this chapter

1. Risky shift

 Discuss

 Reach unanimous agreement ( consensus )

 Individual recommend riskier decision than they did prior.

1. Group polarization

Tendency of group members to shift towards more extreme positions.

Advantages:

 Pooling of resources ( many ideas)

 Increasing diversity of views

 Increases stimulation

 Sharing the load

 Specialization of labour

 Increased acceptance of a solution

 Increased legitimacy ( legal / democratic)

Disadvantages :

 Time consuming

 Threat & intimidation by others

 Pressures to conform

 Domination by few

 Conflict / unwilling

 Ambiguous responsibility

 Influence of seniors

Orientation:

 Clarifying the group desire’s – identifying resources, enumerating any obstacle, specifying the procedures – establishing ground rules.

Deciding:

 Delegation – statistical aggregation ( individual opinion) – voting – consensus ( unanimous decision ) – random decision.

Problems and approach of consensus formation:

 Social influence

Problems arises whenever one or more persons attempt to alter the attitude behavior and feeling of one or more others.

Social influence forms:

 Conformity – It occurs in situations where individual change their behavior in order to adhere to widely accepted beliefs.

 Compliance – direct form, alter their behavior to direct response

 Obedience – Response change their behavior in response to direct commands from others.

Techniques:

 Consultation – Rational persuation – Inspiration appeal – ingratiation – coalition – pressure – upward – exchange.

Conflict:

 It can be defined as a state in which two or more motives cannot be satisfied at the same time because they interfere with one another.

Disappointment , grievances.

 Any tension

Conflict as the struggle between incompatible or opposing needs, wishes, ideas, interest or people.

 State of tensions arising between two or more individuals or group because the desire outcomes they are mutually incompatible.

Causes of conflict:

1. Competition for scarce resource
2. Revenge
3. Attribution
4. Faulty communication

Types of conflict:

1. Vertical conflict
2. Horizontal conflict
3. Line-staff conflict
4. Role conflict
5. Substantive conflict – over issues relevant to goals & procedure
6. Procedural conflict – over the methods and tasks
7. Personal conflict – dislike one another
8. Affective conflict
9. Personality conflict
10. Emotional conflict
11. Mixed motive conflict – motive to competition and motive to cooperate

Techniques:

1. Bargaining & negotiation & commitment
2. Third party intervention
3. Escalative interventions of the conflict
4. Introduction of superordinate goals.
5. Competition – contrient interdependence one will win
6. Cooperation – win winpromotive interdependence.

Conflict cycle:

Routine group interaction is disrupted by disagreement, discord and friction among the members

Caused by initial conflict – differences, disagreement, disappointment, competitors.

Initial conflict leads coalitions and collide.

Types:

Intergroup – between the groups to groups

Intragroup – within the group members.

OD intervention

OD Process Intervention Individual intervention

 Sensitivity training

Team building

 T – Group

Sensitivity training:

 It is also known as T – Group training.

 This approach evolved from GD by Kurt Lewin

 The first sensitivity training session was held in 1946 in state teacher college, USA

 It is a small group interaction process in the unstructured form which requires people to become sensitive to other’s feeling.

 To develop reasonable group activity.

Objective of Sensitivity training:

 To make participants increasingly aware of the emotional reactions and expressions in themselves and others.

 To increase the ability of participants to perceive, to learn from the consequence of their actions and other’s feeling

 To help to realize their strength and weakness.

 To stimulate the clarification and development of personal values and goal.

 To provide self evaluations, introspection and development.

 To develop achievement of behavioural effectiveness.

 To develop emotional stability

 To develop concepts and theoretical for thinking personal values and goal.

 To understand others actions and feeling / but also their feeling.

 To create attention to their and other’s feelings.

Process of sensitivity training:

 It focuses on small group( T – Group ) with number of members varying from ten to twelve.(10 -12) for executive development

 There may be three type of T –Group

1. Stranger lab – from different organization
2. Cousin lab – from same organization from different units.
3. Family lab – from same unit.

 Delberg has described the sequential events of T- Group.

 In the beginning – directive leadership – formal agenda – recognized power & status – organized role.

 The trainer becomes open – non-defensive – empathetic and expresses his/her own feeling – evaluative way – feed back received

 Interpersonal relationship develop- facilitate experimentation – interpersonal/ collaborative behavior.

 Attempts to explore the relevance of the experience in terms of back home situations.

 The above events is more relevant for stranger lab technique

 For family- lab / cousins – lab, some adjustment is made.

 Intergroup linkage – interfacing of diagnostic surveys, interviews, and confrontation sessions, dealing with variety of policy, problem solving and inter personal issues.

Evaluation of S-T:

 Lot of appraisal both in positive and negative forms.

 One of the most controversial technique.

|  |  |
| --- | --- |
| Positive | Negative |
| * More supportive behavior
* More open & self understanding
* Communication skill improved
* Opportunity to gain insight
* Aware of group role / norms value
 | * Double edged sword
* Feeling of manipulation
* Decline in self – confidence
* Causing of trusted upset
 |

Team building:

 For invention purpose

 Various steps in team building

Process:

 Problem sensing

Examining perceptual difference

Giving and receiving feedback

Developing interactive skills

 Follow up actions.

Constructive behavior:

 Building, developing, expanding the ideas of others.

 Bringing, harmonizing, encouraging others.

 Clarifying, resting, ensuring, understanding, seeking relevant info.

 Innovating, bringing new ideas, feelings.

Negative behavior:

 Overtalk

 Interrupting

 Talking together

 Attacking

 Belittling

 Criticism

 Cooling

 Cynicism

 Undermining

 Morale

Interpersonal behavior:

 Interaction:

 On one to one basis

 On one to group basis

 On group to one basis

 On group to group basis.

 Attitude

 Perception

 Communication

 Role analysis

 Leadership

 Group theory

 Motivate and morale.

Dynamics of self its relationship:

 Transactional analysis:

 Levels of self awareness

 Id ego / ego / super ego

 Ego states

 It is a pattern of behavior that a person develops as he or she grows up.

|  |  |  |
| --- | --- | --- |
|  child |  Adult |  Parent |
|  SeeingTouchingHearingCreatingJoyWishingImpulsionfeeling | EstimationEvaluationStoring dataFiguringExploringTesting | Rules/lawsDo’s / don’t’sTruthsTraditionTeachingDemonstrating. |

 Life script

 Life position

 I am ok, you are ok, I am ok, you are not ok.

 I am not ok, you are ok, I am not ok, you are not ok.

 Transaction of ego states:

It is a basic unit of social interaction and it consist of an exchange of words & behavior between two persons.

 Johari window:

 Known self unknown to self

|  |  |
| --- | --- |
| Open ( Public) |  Blind  |
| Hidden ( private) | Unknown (bundiscovered) |

Known to self

Unknown to self

 Benefits:

 Develop positive thinking

 Interpersonal effectiveness

 Motivation.

 Integration of individual and group:

 When a group is constituted, there is a need for integrating individual with group.

 Perceives group goals and his personal goals

 He feel inspired to follow group.

 Methods:

1. Socialization
* Group standards, conforming to its mode, adjusting himself to the group situations, arrange socialization programme for new employees
1. Training
* It integrates individual and group
* Provide all group members
* Helpful in work performance
* Aware about group synergy
* Improve problem solving skill, consumer skill, negotiation skill, conflict management skill.
1. Rewards
* It gives to desirable behavior and punishment gives to undesirable behavior
* Based on individual performance and group performance
* Encourage cooperative efforts
* Helping to resolve group conflict and group competitions

Theories of group formation:

 Proximity the state of being near / closely in space / time.

1. Propinquity theory:

It means nearness, it states the individual, affiliate with one another because of geographical proximity, spatial

Working together tend to form a group

Formation based on nearness.

1. Homan’s interaction theory:

Based on activities / share.

 Activities/ task

 Sentiments interactions

1. Balance theory
* by New comb
* He suggested similarity of attitudes towards relevant objects and goals as the basics for group formation – “person are attracted to one another on the basis of similar attitude / wave length.
1. Exchange theory
* It says that people involve in social
* Basis of perceived ‘reward-cost relationship’
* An individual join a group on the basis of the outcomes of reward and cost

Group behavior:

Group member resource

External condition

Group performance

Group process

Group structure

* Generate synergy
* It affects group performance

Factors affecting group cohesiveness:

* Degree of dependency on the group
* Group size
* Homogeneity and stable membership
* Location of the group
* Group status
* Group leadership

Concept of team work and development

* A team is a small group of individual with unique features

Characteristics:

* Small number of people
* Complementary skills
* Common purpose and performance goals
* Common approach
* Mutual accountability
* Two broad job categories
* Team itself controls daily activities
* Outside relationship also here

Importance of teams:

* Enhanced performance
* Employee benefits
* Reduced costs
* Organizational enhancement

Types of teams:

* Problem solving team
* Cross functional teams
* Self managing teams
* Virtual teams( use computer technology not face to face )

 Based on constitution, purpose, power entrusted

* Empowered teams
* Process teams
* Goal teams
* Sequential teams
* Opl teams

Effective team building:

 Composition:

* Ability, skills, personality, role, size

 Context

* Resources, leadership, climate, performance, rewards.

 Process:

* Common purpose, special goals, commitment, accountability.

 Work design:

* Autonomy, skill variety, task identity, task significance

 Team building:

 Quality circle:

* Recent topic
* In the experimenting stage
* Quality control process
* Group of employees that meets regularly to solve problems affecting its work area towards quality control
* Maximum 6 to 12 volunteers from the same work area or different

 Developing a QC

* Start up phase
* Constitution of QC
* Initial problem solving
* Presentation and approval of suggestion\
* Implementation

Concept of conflict

* Disagreement
* Rivalry or competition
* Scarcity of resource or policy difference
* Individuals involved such as stress, tension, hostility, anxiety
* Arises because of goal compatibility, role, interests, feature, job.
* Occurs when individual is not able to choose right choice / course of action.

Individual conflict:

 Goal compatibility

* Goal conflict app – app conflict

 App – avoidance conflict

 Avoidance – avoidance conflict

 Role ambiguity

* Role conflict role compatibility

 Individual character

Interpersonal conflict:

* Vertical conflict
* Horizontal conflict

Causes

* Ego states
* Value systems
* Socio cultural
* Interest
* Situational conflict role
* Scarcity of resources
* Policy
* Leader attitude
* Behavior
* Competition
* Revenge
* Rivalry

Group level conflict

* Intra group
* Inter group
* Goal incompatibility
* Resource sharing
* Task relationship
* Absorption of uncertainty
* Gap between known unknown
* Attitudinal sets ( wave length )

Organizational conflict

* Individual, interpersonal, intragroup, intergroup management conflict

Management of conflict

* Establishing common goals
* Chain structured arrangement
* Training – T-group, TA, ST, other training
* Reduce interdependence
* Reduce in shared resources
* Exchange of personnel
* Creation of special integrators
* Reference to superior’s authority

Conflict resolution:

* Problem solving
* Avoidance
* Smoothing
* Compromise
* Confrontation

|  |  |
| --- | --- |
| Win – win  | Win - lose |
| Lose – win  | Lose - lose |

Negotiation

* Compromise
* Process in which two or more partner goods or services and attempt to agree on the exchange rate for them.
* It involves bargaining
* Settlement
* Mutual agreement
* It involves distributive / integrative

 (under zero sum condition) (under the assumption that there is a settlement)

Negotiation process

 Preparation for negotiation

 Definition of ground rules

 Negotiation

 Negotiation break

 Overcoming it

 Negotiated agreement

 Agreement implementation

Rational man ( Economical modes )

* Intelligence activity
* Design activity
* Choice activity

Administrative man

* Satisficing model

Group compatibility:

 Compatibility:

* The ability of people or things to live or exist together without problems
* Able to be used together without any contraditions
* Able to exist or to be liked together without causing problem of two people or group are compatible, they can have a good relationship because they have similar ideas, interests and attitude.

 Types of compatibility:

 Interchange compatibility:

* Members have similar expectation about inclusion, affection control

 Originator compatibility:

* Individual wish between group members

 Incompatibility:

* Two actions or ideas, goals that are not acceptable or not possible together because of basic difference

 Group incompatibility:

* Two people or group who are very different from each other and so are not able to live or work exist happily

 Goal compatibility

 Role compatibility

 Aspects of group compatibility:

* Inclusion
* Control
* Affection

 Social environment:

* GD is greatly influenced by social systems surrounding the group
* Group compatibility for getting group cohesiveness

 Group compatibility:

* It leads interpersonal interaction and attraction

 Need compatibility:

* Individual needs are satisfied by group interaction
* Problem solving
* Cooperation
* Agreement
* Interchange, originator, reciprocal compatibility

 Response compatibility:

* Behavior of group corrective compatibility
* Viewed from authoritarial, autocratic, assertion and dominating
* On the basis of leadership style the company decided and determine.

 Individual performance:

* Change create uncertainity, anxiety and stress
* It affects individual performance
* Change reduces self – esteem. It leads to degenerate performance
* Five stages which are concerned with program, self- esteem, people’s reaction to change

Stage 1 – denial- self explanatory term

Stage 2 – defence – depressed defensive behavior

Stage 3 – discard – old habits- discard optimism begins talk about new system

Stage 4 – adapt – test in detail- trying, modifying new system

Stage 5 – internalize – changed adapted

Leadership style applied

Management style also applied

 T- Group:

* 1950 OD enlarged it
* UK/US J program- job instruction training
* It includes lectures, guided GD, case analysis, role playing, participant observation, distance learning, interactive videos
* Kurt lewin give framework for T- group 1940 to 1950- Moreno also
* Learn through current experience called experimental learning
* It emphasize people’s sensitivities and attitudes, belief systems and varying emotional response
* Carry the real life situations, stranger, cousin, family and diagonal( comprise a slice across organization)

 Individual role on groups:

* Initiator
* Elaborator
* Coordinator
* Recorder
* Encourager
* Harmonizer
* Compromiser
* Gate keeper – tries to keep communication link in to out
* Follower – accepts the direction
* Aggressor- acts hostility with other groups
* Blocker- resist the direction of group
* Joker- engages in horse play tells stories / jokes unrelated
* Dominator- tries to give direction to other group member

 Intergroup process in organization:

* Two or more groups must interact to complete a task
* Interaction among members of different group in an organization, such as marketing, manufacturing, quality assurance, finance, HR
* Although behavior at group interface
* Coordinators of activities require contributions of people from different groups.
* Cultural differences
* Group norms
* Ethical issues
* Problem solving
* Brain storming
* Decision making
* Inclusion, control, affection
* Emotional intelligence
* Shared goals, conflict
* Competition, integration.

Test your equity sensitivity:

* 5= strongly agree, 4= agree, 3= neither agree nor disagree, 2= disagree, 1= strongly disagree
* I think it is important for everyone to be treated fairly
* I pay a lot of attention to how I can treated in comparison to how others are treated.
* I get really angry if I think I am being treated unfairly
* It makes me uncomfortable if I think someone else is not being treated fairly
* If I thought I was being treated unfairly, I would be very motivated to change things
* It doesn’t really bother me if someone else gets a better deal than me
* It is impossible for everyone to be treated fairly all the time.
* When I am a manager. I will make sure that all of my employees are treated unfairly
* I would quit my job if I thought I was being treated unfairly
* Short term inequities are okay, because things are even out in the long term.
* Add up your total points:

 35 or above = highly sensitive

 15 or less = very little sensitivity

 35 – 15 = moderate sensitivity

Individual character / performance and group behavior:

* Physical character, age, sex, etc.
* Abilities and intelligence
* Personal traits
* Expectations
* Personal needs

Intra and inter group relations:

* What happens within the groups?
* What happens between competing groups?
* Closely knit organization
* Internal bickering and differences
* The group climate change
* Leadership changes
* Structured and organized
* Expects more loyalty and conformity from members
* Competing- dominating
* Looks each other as a competitor
* Develops distortions of perceptions
* Concentrates only good points / refuses weakness
* Intergroup hostility increases which leads to reducing inter-group interaction and communication
* Forced – listen to their own

Solutions to the problems

* Locating a common enemy
* Bringing leaders or subgroups of the competing groups into interaction
* Locating subordinate goals
* Experimental inter group training
* Preventing intergroup conflicting

Emotional intelligence

* There are two broad groups

 Intrapersonal

* Knowing one’s emotions
* Managing one’s emotions
* Motivating oneself

 Interpersonal

* Recognizing emotions in others
* Handling relationship
* Knowing one’s like and dislike.

Definition(EI)

* Ability to defer gratification

Mind

* Cognitive (general info / decision )
* Affective ( emotional area)
* Conative ( decision )

FIRO – B

* 1958 - will schntz
* 1978 – consulting psychologists press
* 1966 – revised self – scorable
* Fundamental interpersonal relationship orientation behavior – team building, leadership development, EI.
* Personal / professional development, employee relation, career development
* People need people, how do need, in what degree they need?
* In all human interaction, there is a interpersonal needs.
* Inclusion – belonging, participation
* Control – leading, responsibility
* Affection ( openness ) – closeness, sensitivity

 Inclusion

* Significance, contact, involvement
* Connection with others, attention, recognition

 Control

* Competence, influence, authority
* Take change with others, and allow others to give direction

 Affection:

* Warmth, self- disclosure (openness )
* Share others, want share others to you

Dimensions of behavior:

* Expressed – interact with others
* Wanted – want others to interact with us

 Inclusion control affection

|  |  |  |
| --- | --- | --- |
| EI | EC | EA |
| WI | WC | WA |

expressed

wanted

* Tool for self – awareness
* Communication
* Building good relationship
* Conflict management – interpersonal relation
* Understanding others behavior
* Insightful
* Identifying leadership preferred operating styles
* Explaining team roles
* Improving team effectiveness
* Supervisor development

Interpersonal learning groups

* Training groups ( T – group )
* Growth groups ( sensitivity training group )

Change in groups

 Universality – recognition of shared problems, reduce sense of uniqueness

Hope – increased sense of optimism from seeing others improvement

Vicarious learning – developing social skills by watching others

Inter personal learning – developing social skills by interacting with others

Avoidance – offering and acceptance advice

Cohesion & support – comfort, confirmation of feeling / acceptance

Self – disclosure – revealing personal information to others

Catharsis – release of emotional tensions, releasing pent up emotions

Altruism – increased sense of efficacy from helping others

Insight – gaining a deeper understanding of oneself.

Interaction:

* Group are systems that are create, organize and sustain interaction among the member
* For making decision they should interact

 Task interaction:

* Discuss / argue
* Group’s work, projects, plans and goal

 Relationship interaction:

* Socio emotional interaction
* Interpersonal relations
* Support each other
* Suggest and help each
* Disagree and criticized

Interdependence ( mutual influence / greater )

* Influence each outcomes, actions, thoughts
* Coordinate / cooperate
* Unilateral interaction

 Sequential interdependence:

* Mutual influence / one member may influence the next member

 Reciprocal interdependence

* Two or more members may influence each other

Multi level interdependence

* Occur in larger groups / larger activities

Structure :

* Network
* Organized and predictable patterns

 Role – different positions

* Follower
* Information seeker
* Information giver
* Elaborator
* Technician
* Encourager
* Compromiser
* Harmonizer

Norms

* Congensnal standards
* Describe general behavior pattern
* Inter member relations
* These are the heart of their most dynamic processes

Goals

* Aim sought by group
* Reason to group existence
* Pursuit the common goal
* Planning tasks
* Creativity tasks
* Negotiations
* Mixed motive tasks
* Intellective tasks
* D-M tasks
* Cognitive conflict tasks

Cohesiveness:

* The strength of the bonds linking members to one another
* The degree to which the group members coordinate their efforts

Studying of groups:

participant observation

Observational measures

 Covert observation

Qualitative / quantitative measures

SYMLOG – Systematic Multiple Level Observation of Groups.

 Self report measures

 Case study measures

 Experiment methods

Non –experienced

Individual vs group

 Inclusion vs exclusion

 Isolation vs inclusion

 Alone vs together

 Individualism to collectivism

 Maximum inclusion – group recruits members

 Active inclusion – group welcome member

 Passive inclusion – group allows members to join.

 Neither accepts

 Ambivalence - group individuals

nor rejects

 Passive exclusion – group ignores person

 Active exclusion – group avoids person

 Maximum exclusion – group rejects / ostracizes person

|  |  |
| --- | --- |
| Individualism | Collectivism |
| * Independence
* Goals
* Competitions
* Uniqueness
* Privacy
* Self – knowledge
* Direct communication
 | * Relating
* Belonging
* Duty
* Harmony
* Advice
* Context (situation)

Ex: how I behave in this group* Hierarchy
* group
 |

 Norms:

* it regulates group members

prescriptive norms:

* identifies preferable, positively sanctioned behavior
* appropriate way to response in a social
* normal cause of actions

proscriptive norms

* identifies prohibited, negatively sanctioned behavior
* avoided one

social norms:

* structure actions in a wide variety of contexts and cultures

group norms:

* they are specific in a particular group

descriptive norms:

* it describes how people typically act, feel and think in a given situation

injunctive norms:

* evaluative one that describes how people should act, feel and think in a given situation

norms development

transmission of norms

roles – coherent sets of behaviors expected of people in specific positions within a group

role differentiation

role fit - fit to job , fit to organization

role ambiguity – unclear expectation

role conflict – inter role , intra role.

Influence:

* interpersonal processes that change the thoughts, feelings, behavior of another persons

majority influence – larger portion

minority influence – lone individual

influence gives conformity – opinion match

compliance- publically accepts, privately maintain original beliefs

conversion- personally accepts / share positions

counter conformity- deliberately expressing opinions , acting different from others

informational influence – directly / indirectly change the behavior of group members with reference points of other groups.

Normative influence:

 It occurs when group members tailor their actions to match with the group norms

Interpersonal influence:

 It occurs when the group uses verbal and non-verbal influence tactics to reduce change.

Power:

 Ability to influence / ability to control others / group members

1. reward power – reward distributor
2. coercive power – punish / threaten

bullying – continuous inflicting injury discomfort

1. legitimate power – valid claim of position
2. referent power – respect for the power holder , group identification
3. expert power – create assumptions that powerholder possesses superior skills / ability
4. informational power – potential use of information resource

performance of groups: ( Too many cook spoil the broth )

1. social facilitation
2. social loafing
3. social combination
4. group creativity
5. group synergy
6. work better
7. hard work individual
8. productivity group
9. Encourage and motivation to improve creativity in group.

Social facilitation:

* Improvement in task performance that occurs when people work in the presence of other people
* Pair performance enhancement

Coaction

* No interaction but in groups
* Test in classroom, eating in restaurant.

Social facilitation:

* Task requires dominant responses

Social interference

* Task requires non-dominant responses

Social loafing:

* The reduction of effort by individuals working in groups is called social loafing
* Reason- coordination losses
* Actual productivity = potential productivity ( losses owing to faulty processes )
* Pseudo groups actually suffered or affected by motivation losses

Cures for social loafing:

* Increase identifiability
* Evaluation apprehension – feel being evaluated
* Set goals
* Increases involvement
* Social compensation
* Increase identification with group

Social combination:

* “too many cooks spoil the cake”
* “two hands may be better than one”
* Composition of group is very important
* Group performance depends on group composition
* Consider the knowledge, skills and abilities ( KSA )
* Group performance depends upon the qualities of its members

Group composition

* The individuals who compose the group and their unique and common qualities that combine to create the group as whole

Diversity makes good productivity:

Heterogeneous group – different ethnicity, socio economic background, sex, expertise goals, KSA’s race.

Types of task:

1. Divisible tasks - task can be split
2. Unitary tasks –can’t divide – not piece meal
3. Maximizing tasks – high rate of production and correct outcomes, high quality , here quantity is counts.
4. Optimizing tasks – a task that has best solution and outcomes ( Quality )
5. Aditive task – divisible and maximizing
6. Compensatory tasks – the members must average their individual judgements or solution together to yield the group’s outcome
7. Conjunctive task – a task that can be completed successfully only if all group members contribute
8. Discretionary tasks – unstructured task completed by using a variety of social combination

Group and decisions:

* Groups are better at choosing, judging, estimating and problem solving than individual
* It makes more accurate decisions and better & best decision
* Groups are not only generated better solutions but also better at detecting errors and find out faulty inferences about problems
* Groups don’t perform well when tasks are very difficult, complex, unfamiliar, uninteresting to members.
* Group decision depends on intellectual tasks and judgemental tasks of group members

Anatomy of group decision making:

1. Define problem – set goals – develop strategy – orientation phase
2. Gather info – identitying& consider options – in discussion phase
3. Reacting consensus, voting, using some other social decision process – decision phase
4. Decision must be put into actions – implementing phase

Defining the problem

decision

Processing information

Remembering information gathering

Exchanging information

discussion

orientation

Planning the process

 Alternative alternative

Adhering to the decision

Evaluating the decision

implementation

Conflict resolution:

 Negotiation - A reciprocal communication process where by two or more parties to a dispute examine, explain their positions, exchange offers to reach solutions

 Distributive negotiation - Both parties retain their competitive orientation

 Integrative negotiation - Work with other group to get outcome / negotiation

 Soft negotiation – gentle style ,friendly manner

 Hard negotiation – adversaries

 Principled negotiation – problem solvers

Intergroup relations:

* One – on – one interactions
* Within group interactions
* One on group interactions
* Group on one interactions
* Group on group interactions

Intergroup norms: ( cause of inter group conflict )

* Reciprocity
* Cultural norms
* Intergroup discrimination
* Sub-cultural norms
* Intergroup discrimination
* Power and domination
* Inter group exploitation, economic power conditions, service conditions, coercive power conditions.
* Anger and frustration
* Winner and loser frustration
* In group and out group bias favoritism

 Rejection

* Ethnocentrism ( belief – superior – value differs )
* Social categorization ( cognitive foundation )

 Member of my group

 Member of another group

 Differentiation

* Resolving intergroup conflict

 Contact, equal status, personal, group interaction, support norms, cooperation, superordinate goals

Type of collective:

* Crowd, audience, queue, mob riot, panic, mass hysteria and rumor trends ( fads, crazes, fashions)
* Social movements- lynch mobs, aggressive mobs

Collective:

* Large aggregation

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