

### Working with Groups

Behaviours and Roles related to members needs rather than tasks.

<b>Anti – group behaviour</b>	<b>Anti - group rules</b>
<ul style="list-style-type: none"> <li>• Not listening</li> <li>• Cutting people short</li> <li>• Deflating people</li> <li>• Picking on people</li> <li>• Nit-picking on details</li> <li>• Refusing to yield</li> <li>• Messing about</li> <li>• Inappropriate joking, sarcasm, black humour</li> <li>• Inappropriate aggression, anger, arguments</li> <li>• Self-pity</li> </ul>	<ul style="list-style-type: none"> <li>• Blocker</li> <li>• Avoider</li> <li>• Saboteur</li> <li>• Critic</li> <li>• Dominator</li> <li>• Martyr</li> <li>• Scapegoat</li> <li>• Isolate</li> <li>• Doubter/cynic</li> <li>• Persecutor</li> </ul>

In each of these behaviours and roles, personal need is taking precedence over collective need. A group member may not be able to adequately listen to others because he/she desperately needs listening to themselves.

Behaviours and Roles aimed at helping members interact more effectively

<b>Pro-group behaviours</b>	<b>Pro-group rules</b>
<ul style="list-style-type: none"> <li>• Involving other members</li> <li>• Reconciling disagreements</li> <li>• Praising people</li> <li>• Communicating</li> <li>• Reliving tension</li> <li>• Co-operation</li> <li>• Encouraging and exhorting people</li> <li>• Listening to others</li> </ul>	<ul style="list-style-type: none"> <li>• Encourager</li> <li>• Harmoniser</li> <li>• Gatekeeper</li> <li>• Standard setter</li> <li>• Mediator</li> </ul>

Behaviours and Roles focused on accomplishing the group goal

Pro-group behaviours	Pro-group rules
<ul style="list-style-type: none"><li>• Starting things</li><li>• Sharing information and resources</li><li>• Organising activity and members</li><li>• Giving opinions</li><li>• Asking opinions</li><li>• Elaborating and explaining</li><li>• Looking for agreement</li><li>• Summarising</li></ul>	<ul style="list-style-type: none"><li>• Initiator</li><li>• Orienter</li><li>• Co-ordinator</li><li>• evaluator</li></ul>

People are induced to occupy certain roles because of group pressure to conform to expectations and norms. Sometimes group pressure to conform can be very intense and individuals outwardly conform to the norm out of fear while inwardly disagreeing. This can have disastrous results for the group, ranging from apathy and impotence to sabotage and acts of defiance.

The values of a group reflect its goals and purpose and play an important and often decisive part in determining individual behaviour.

Sometimes individual goals are not shared with other members and may be at cross purposes with the group goals. These ***hidden agendas*** can be very destructive to the effectiveness of the group and are often a source of conflict.

A goal structure develops in groups, which indicates the quality of interaction among its members, namely:-

### Co-operative Goal Structure or Competition goal Structure

Co-operation	Competition
<ul style="list-style-type: none"> <li>• Promotes helping, sharing trust</li> <li>• Promotes effective communication</li> <li>• Promotes group cohesion</li> <li>• Encourages creativity and permits divergence</li> <li>• Develops interaction and acquisition of skill</li> <li>• Promotes positive self-attitudes</li> </ul>	<ul style="list-style-type: none"> <li>• Decrease helping, sharing trust</li> <li>• Makes for ineffective and incomplete communication</li> <li>• Reduces group cohesion, encourages splitting and sub-groups</li> <li>• Decreases creativity</li> <li>• Promotes personal skill acquisition at the expense of group interaction</li> <li>• Develops losers and winners mentality, hostility, distrust and suspicion</li> </ul>

