Group Dynamics

Tuckman, Bruce W. (1965) 'Developmental sequence in small groups',
Psychological Bulletin, 63, 384-399.

See also, http://en.wikipedia.org/wiki/Tuckman
%27s_stages_of_group_development

Two parts to getting things done

- Group structure, interpersonal relations among group members

- Task the group needs to accomplish together

- The group dynamics may get in the way of accomplishing the task, especially early on in group formation
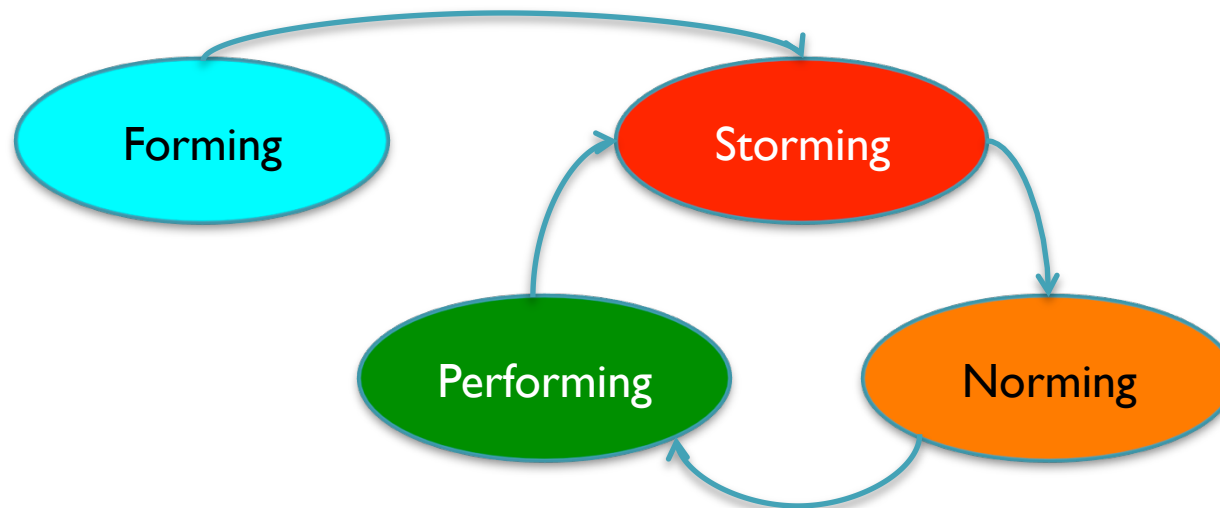
Tuckman, 1965

- Originally proposed as a sequence of phases that groups go through before really "gelling" as a team and working effectively together

| Forming | ⇨ | Storming | ⇨ | Norming | ⇨ | Performing |

Bales, variation on Tuckman

- Bales (1965) suggested that groups go through the phases in a cyclical rather than sequential fashion

- Bales, R. F. (1965) 'The equilibrium problem in small groups' in A. P. Hare, E. F. Borgatta and R. F. Bales (eds.) Small Groups: Studies in social interaction, New York: Knopf.

Phases (Tuckman, 1965)

- Forming
    - "Groups initially concern themselves with orientation accomplished primarily through testing. Such testing serves to identify the boundaries of both interpersonal and task behaviors. Coincident with testing in the interpersonal realm is the establishment of dependency relationships with leaders, other group members, or pre-existing standards. It may be said that orientation, testing and dependence constitute the group process of forming."

Phases, cont'd (Tuckman, 1965)

- Storming
  - "The second point in the sequence is characterized by conflict and polarization around interpersonal issues, with concomitant emotional responding in the task sphere. These behaviors serve as resistance to group influence and task requirements and may be labeled as storming."

Phases, cont'd (Tuckman, 1965)

- Norming
  - "Resistance is overcome in the third stage in which in-group feeling and cohesiveness develop, new standards evolve, and new roles are adopted. In the task realm, intimate, personal opinions are expressed. Thus, we have the stage of norming."

Phases, cont'd (Tuckman, 1965)

- Performing
  - "Finally, the group attains the fourth and final stage in which interpersonal structure becomes the tool of task activities. Roles become flexible and functional, and group energy is channeled into the task. Structural issues have been resolved, and structure can now become supportive of task performance. This stage can be labeled as performing."

Phase Characteristics & Strategies

	Forming	Storming	Norming	Performing
Characteristics	• Polite • Avoid conflict • Socializing • Identifying group purpose	• High emotions • Conflict • Competition • Resistance • Cliques	• Lessened anxiety • Cohesion • Compromise • Cooperation • Engagement • Belonging	• Trust • Can handle conflict • Consensus • Autonomy
Strategies	• Goals • Roles • Leadership	• Communicate • Ground rules for behavior • Process for conflict resolution • Leadership	• Communicate • Set standards for quality • Celebrate achievements	• Communicate • Celebrate achievements

Conflict Resolution

- Compromise
  - Settlement
  - Concession
  - Arrangement

  - Usually decided by majority or authority; expedient but may still have dissent in group

- Consensus
  - Agreement
  - Accord
  - Harmony
  - Unity

  - Everyone's views are listened to and considered by all; everyone can buy into the solution

12 Skills for Conflict Resolution

- http://www.crnhq.org/pages.php?pID=10

- The win/win approach
- Creative response
- Empathy
- Appropriate assertiveness
- Co-operative power
- Managing emotions
- Willingness to resolve
- Mapping the conflict
- Development of options
- Introduction to negotiation
- Introduction to mediation
- Broadening perspectives

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