

TEAM BUILDING:

A GUIDE TO GROUP DYNAMICS



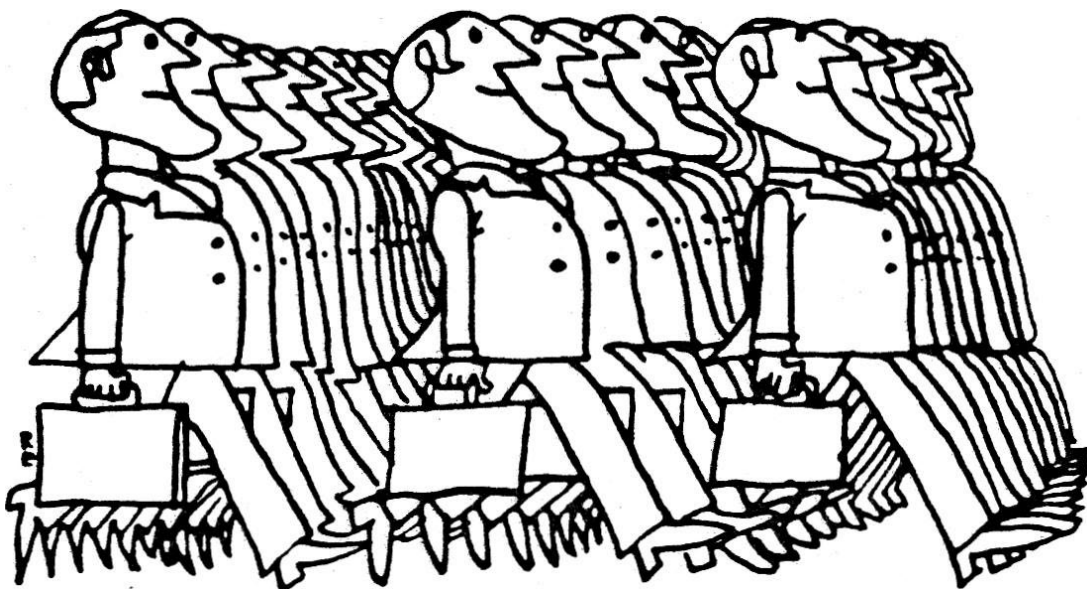
By Richard Berendson

TEAMS -

As defined by Webster: Several persons associated together in work or activity. Housing Cooperatives comprise several Teams or Groups, i.e., Committees, Boards of Directors, Office Staff, Maintenance Staff, etc.

Regardless of the Team that you are working with, developing the group into a smooth working team is very important.

Understanding Team life becomes essential in the promotion of an effective organization. Much of the work of modern organizations must take place in teams, as individuals lack the resources to handle alone many of the problems that are encountered.



Group Dynamics

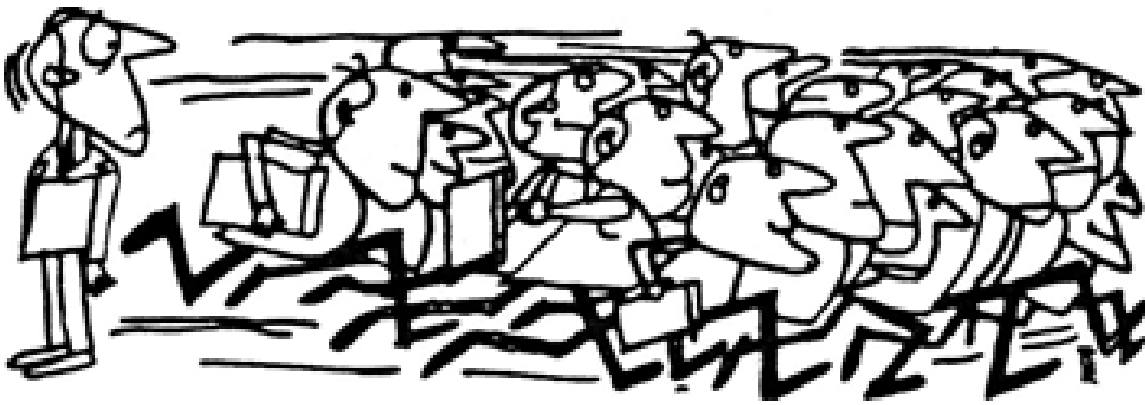
Over the past three decades, the dynamics of group behavior has become an absorbing study for psychologists, sociologists, psychiatrists, and educators. The complexity - social and technological - of the world we live in makes cooperation among interdependent people mandatory. But the ability to cooperate is itself complex and challenging. Cooperation demands maturity in the individual, an understanding of the problems of human interaction, and competence in resolving these problems. Such qualities are not acquired automatically.

During the last few years, the term "group dynamics" has appeared more frequently in discussions among adult educators, group workers, and other professional groups. The term group dynamics describes an area of study and research in the social sciences, examining the "Dynamics of Groups."

When we speak of the psychology of the individual, we have used the term "Dynamics of Personality" to describe the forces at work within the individual and determine his behavior. Similarly, the dynamics of the group describe the details of the group situation, which determine the group's behavior and its members.

When one member in a group takes an unpopular position differently and opposed to that maintained by all the others, the dominant majority first tries to convert the deviant; then, if he will not convert, they psychologically reject him from the team, acting as if he didn't exist; paying little or no attention to him after that. The rejection is even more severe if the unit is highly cohesive. Yet, the deviant may be the one member in his group with the right ideas, the pioneering attitude, the most original outlook on the problem, who is listened to might shake the team out of its comfortable, but the pedestrian approach and to obtain a more creative solution to the problem faced by the team.

Each team must work towards maturity. A team reaches maturity when members have learned to accept and trust each other, when they can communicate openly and share in decisions about the team, when they can identify their individual goals with the team objectives, and when the governance of their behavior is based on mutual support and tolerance.



NORMS AND ROLES

A group meeting together over a period of time develops Group rules or ways of doing things. These are called norms. They also develop expectations of what different people in the group should and should not do. These are called roles.



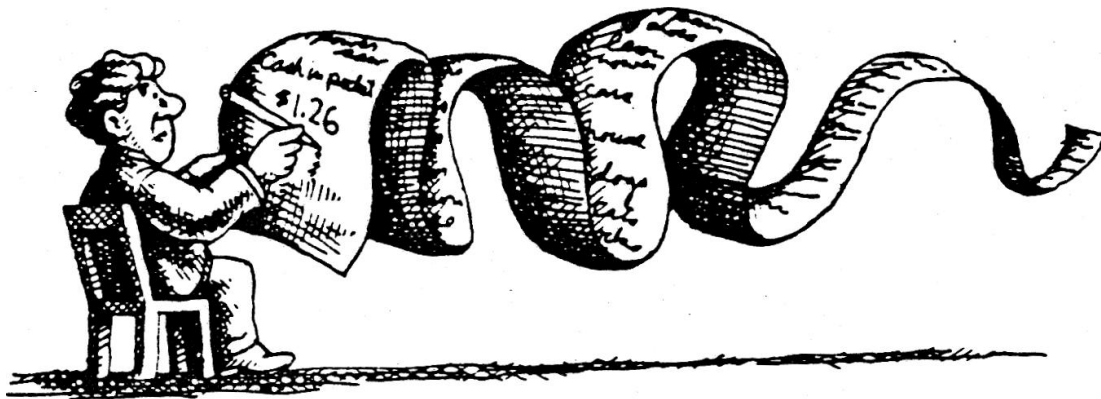
Norm

Norms and roles help the group do its task and maintain itself as a group. For example, a Group might develop a model that everybody talks about in turn. If a member begins interrupting others, he is breaking the norm and will quickly be put back in his place by the other members.

Roles

A role is a set of behaviors usually acted out by a particular person. One individual may usually be the person who writes on the board when the group is brainstorming. When people like their roles and feel comfortable with them, they can get very jealous and guarded about them.

Influential groups encourage people to conform to group norms and ensure that all the necessary roles are being acted out. The examples of influential Groups encourage each person to make his or her unique contribution to the Group. When a member of a group gets stuck in a role that they don't like, they will become resentful and hinder the Group's progress and may ultimately quit.



AUTHORITY, LEADERSHIP, AND LEADER

Recognizing the difference between Authority, Leadership, and a Leader is an essential part of Group Dynamics.

Authority

Authority is the power to make and enforce rules. Authority can be the mysterious "They" who have the ability to say yes or No e.g., "They just won't go for it." Often Groups will place authority in a person, organization, book, or other symbols.

In housing cooperatives, Circles, HUD, the Board, Management, and Regulatory Agreements are examples of the "THEY" the Authority figure we are speaking of.

The way individuals and Groups react to this authority figure is significant, and it can contribute to or hinder the Group's progress.

There are three types of reaction to authority: dependence, independence, and counter-dependence

Dependent Behaviors

These people or Groups are afraid to make any move without first checking it out with authority. They look to the authority figure for guidance, permission, hope, and security.

Counter-dependence Behaviors

Those persons or groups go against anything and everything the authority figure says or does. They feel and act hostile. They may even create authority figures simply to fight them.

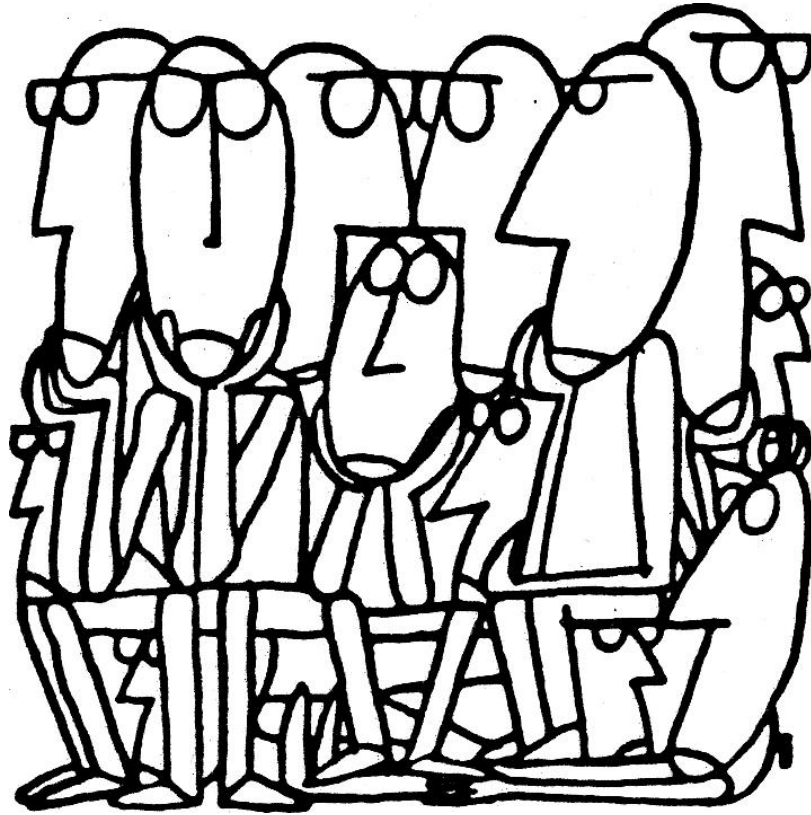
Whether a person or Group displays Dependent or Counter Dependent Behaviors by reacting to authority with blind obedience or anger and hostility, the purpose is still the same. It gives the Group an identity.

Independent Behaviors

This person or Group does exactly what it wants without respect to authority. Whether what they are doing goes along with or against what the administration wants is no concern. This kind of response is unrealistic. Groups exist within larger organizations that have rules and procedures. Smaller groups must take the authority of the organization into account if they are to accomplish their aims.

Interdependent

Influential and mature groups display interdependent behaviors. Interdependence means that I am dependent on you to the extent that you depend on me. There is a mutual understanding of the need for each other. Out of this recognition of interdependence comes the mature kind of relationship where people can give and take



RECOGNIZING THE DIFFERENCE BETWEEN LEADER AND LEADERSHIP

There is a distinct difference between leader and leadership. A leader is someone chosen by the group to be the authority figure.

Leadership is doing anything that helps the group. So anyone in the group can provide leadership at different times in different ways. There are three forms of leadership, Task, Maintenance, and Participation.

Task Leadership

Task Leadership helps the Group achieve a specific goal, suggesting ideas, writing on flipcharts, suggesting procedures, coordinating activities, and the like. Contributes to getting the task done.

Maintenance Leadership

Maintenance Leadership helps the Group develop itself as a Group. Assisting others to work out conflicts, helping release tension, bringing different ideas together, and helping the Group have fun are all important as they keep the Group together.

Participative Leadership

Participative Leadership is where the Leader supports and encourages other members to give leadership to the Group.

In the early life of a Group, members will look to the leader to perform most of the leadership. As the Group grows and matures, members will be more willing and able to take on leadership.



FOUR-STAGE MODEL OF TEAM DEVELOPMENT

Stage 1	Stage 2	Stage 3	Stage 4
INITIAL FORMATION	REFORMING	CONSOLIDATION	MATURITY

TIME 

There are distinct stages of growth or development that Groups go through in their quest for maturity. Different Groups take different amounts of time to go through each step. Some never make it through and never reach maturity. Once a group reaches adulthood, it relapses to earlier stages. The more developed the Group, the better it can cope with relapses.

Stage I

The initial Formation (Generic - "Mutual Acceptance") stage is Stage I. Members of new Groups are concerned with deciding what the rules will be and finding comfortable roles for themselves. They generate norms that they can live with. They tend to be less aware of each other and mistakenly hear what others are saying or misinterpret it. Members will become friendlier with others who support their role.

The Group looks to the authority figure to tell them what to do, showing high dependence. Equality among members is enforced, and anyone other than the authority who tries to lead the Group is ignored or stopped.



Stage II

Reforming (Generic "Communication and Decision Making") is Stage II. In this stage, members of the Group break up into two or three informal Subgroups and form around several things. They can start around responses to authority so that there will be a Subgroup of dependents and a Subgroup of counter-dependents. These Subgroups are each led by

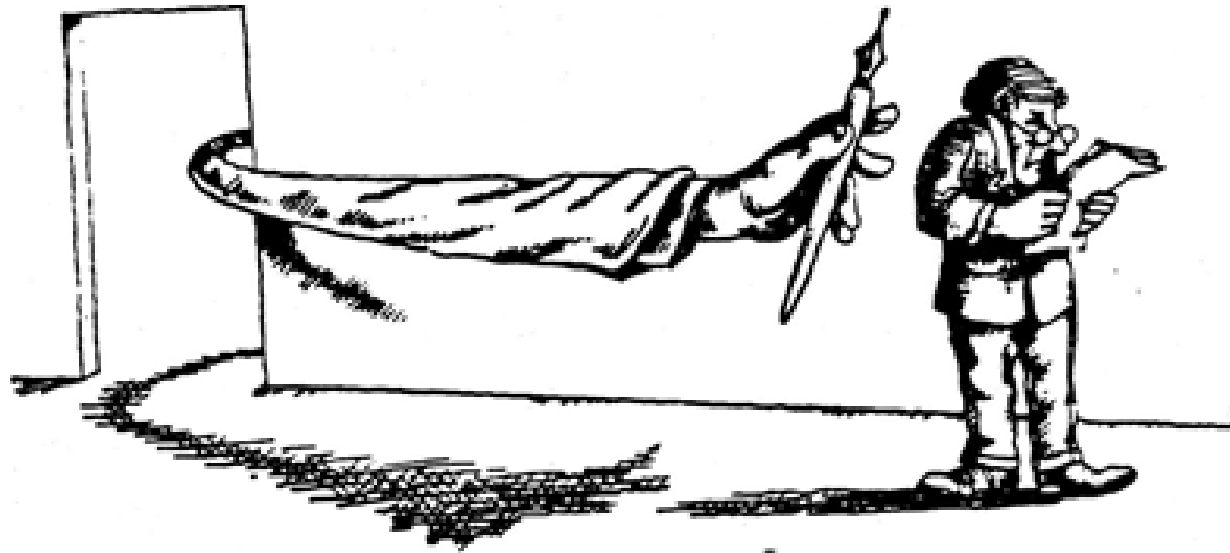
An outspoken Member. Discussions tend to be between the Leader.

Open conflict and hostility are likely to emerge. As the Group moves deeper into the stage, the authority figure will have less influence and may find at best; he is ignored and, at worst, he's attacked. A common way for groups to resolve the divisions of stage two is for Members to join together in getting rid of the authority or ignore the authority figure.



Stage III

The norms also tend to gain greater flexibility. In the first stage, the models are more concerned with the Group, keeping everybody in line and avoiding conflicts. This is the third stage; norms are aimed more at helping the Group accomplish various tasks. In Stage I, everyone may have been required to write on the flip chart; in stage III, only those who work the flip chart well, quickly, and legibly will be asked to.



STAGE IV

Maturity (Generic "Esprit de Corps") is Stage Four. As the Group consolidates itself around new norms and roles, the reality of its task becomes the primary concern.

Now the Group appreciates the authority figure and looks to the figure as a special resource for the Group.

The Group recognizes its interdependence.

Leadership is shared among most or all members of the Group. Roles are based on the skills they contributed to the Group.

Having reached this stage, the Group can monitor itself. It knows what it is like to be working well. Changes in the membership of the Group to deal with some of the issues of earlier stages of development. A mature Group is better able to incorporate and deal with new members than a young group.



Newly formed Groups tend to resist letting new members in. They feel that the fragile identity they are beginning to create is threatening. A mature Group will be able to adjust itself more quickly, to both temporary and permanent new members.

Model of Group Development

stage 1	Stage 2	Stage 3	Stage 4
INITIAL FORMATION	REFORMING	CONSOLIDATION	MATURITY
Search for norms and Dependence on Suppression of Try to make The same. Leadership located in Or two people. Low-medium task activity.	Dislike of norms and Counter dependence Authority. Expression of conflict Through task. Subgroups competing Influence. Leadership located in dominant Subgroups' Members. Low task accomplishment.	New, more flexible and roles. Independence from Avoidance of conflict. Appreciation of differences. Leadership begins to out among Members. Medium task accomplishment.	Norms based on task roles based on Skills. Interdependence with authority. Realistic, constructive conflict. Participative High task accomplishment.

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