

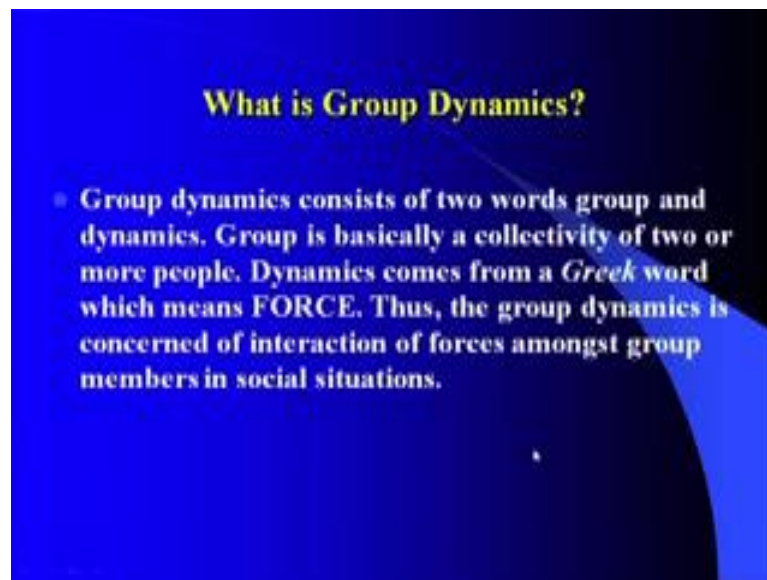
Soft Skills Development
Prof. V. N. Giri
Department of Humanities and Social Sciences
Indian Institute of Technology, Kharagpur

Lecture - 17
Understanding Group Dynamics – 1

Hello. Today I am going to discuss on the topic that is Understanding Group Dynamics. This is in 2 parts; part 1 and part 2, each one consisting of about 30 minutes time. I am going to discuss in detail about the meaning the nature the process etcetera related to group.

Now in my previous lectures I have already explained how to grow function and particularly, how do they communicate and how we can make the group very effective. Today I am going to discuss in detail the things related to groups and how groups are formed and what exactly is group and dynamics. To begin with just I shall be showing some slides and here one can see that group dynamics means what? Group dynamic consists of 2 words as it is obvious that is called group and dynamics.

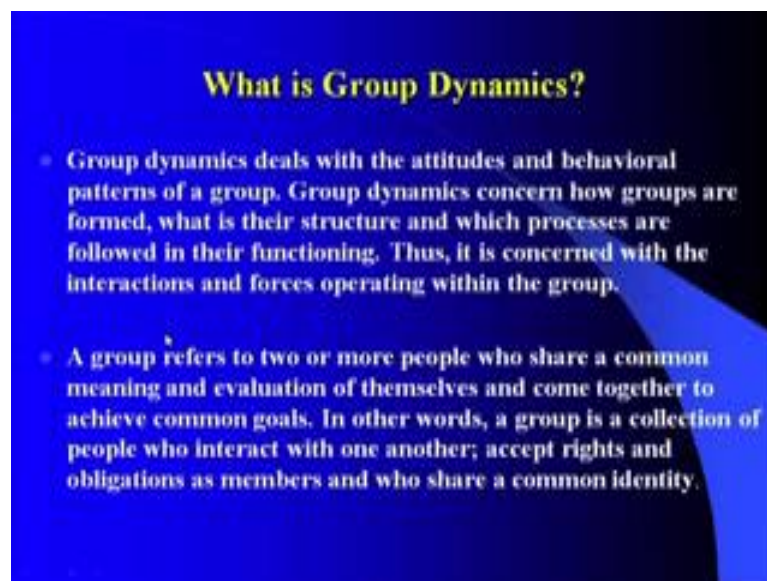
(Refer Slide Time: 01:35)



Group is basically a collectivity of 2 or more people and dynamics comes from a Greek word which means force thus the group dynamics is concerned of interaction of forces amongst the group members in social situations. This is a very basic meaning of group dynamics. The whole idea is that we have to understand, how groups are formed, what is

the psychology, what kind of members are required, how do they behave among themselves and how do they work together to achieve the ultimate goal. This is the whole idea of a group because today, many assignments are given in a group to be performed and then group member's work together sometimes they, are having problems sometimes work is done in time sometimes it is not done in time. All such things are very, very important particularly for a person who is forming the group. One has to understand the inner story or inner problems related to the groups.

(Refer Slide Time: 03:14)



Basically group dynamics deals with the attitudes and behavioral pattern of a group these things are very, very important attitude and behavior pattern of the group. Group dynamics concerned how groups are formed what is their structure and which process are followed in their functioning thus, it is concerned with the interaction and forces operating within the group. This is very, very important because if people are not having good interaction among the group if people are not having understanding for each other. If people do not show interest to achieve the common goal then perhaps it becomes very difficult to work in a group and to reach to a certain point of success. A group refers to two or more people who share a common meaning and evaluation of themselves and come together to achieve common goals.

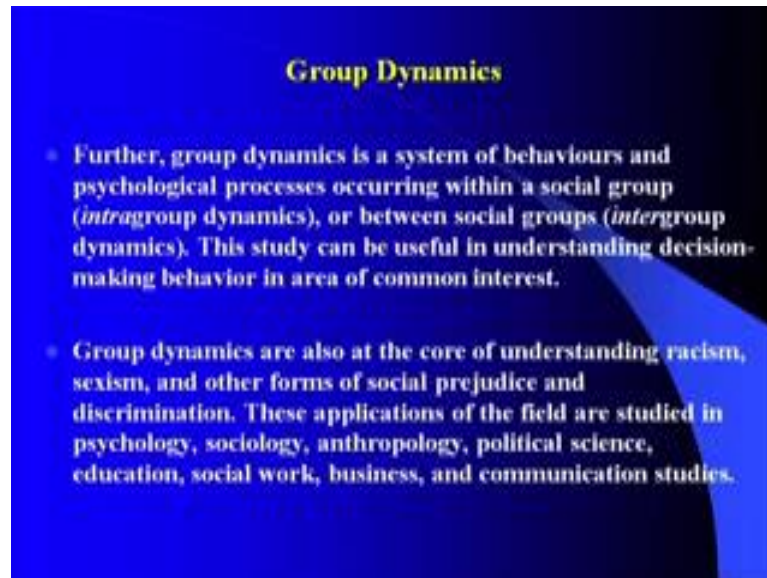
For each group there is a common goal and they are supposed to work together and achieve. They have to share a lot more, lot many things they have to share the

information. They have to sometimes disclose they have to build trust amongst themselves. All such things are required and it is a really very interesting to identify such type of people who can work together and who can understand each other's point of view and always put efforts to achieve the goal. In other words one can see a group is a collection of people who interact with one another except rights and obligations as members and who share a common identity.

Now, once group is formed then there is a common identity means individuals will not be the saying that, they are having any individual identity rather then it becomes a group identity like one can name that group a, group b, group c. Sometimes, we also have this very interesting interest in the class while teaching communication classes and for certain assignments what we do that we divide the class into groups and what happens that the moment some 3-4 groups are form there is a natural binding amongst the member of the group and they, till yesterday they were not talking which either with each other at the moment the group is form immediately some sort of you know, belongingness some sort of concern comes amongst the members and they feel very close and starts chatting, discussing and they become very open.

This is also very interesting that when a person is any group then, always he or she is identified with the group to achieve the common goal. They all will be working together for their group and always they will think and compare that my group should be performed better than others. This is the feeling amongst the member. This group dynamics in fact, very interesting if you understand the psychology and form the group then really many good things can be performed within prescribed time.

(Refer Slide Time: 06:40)

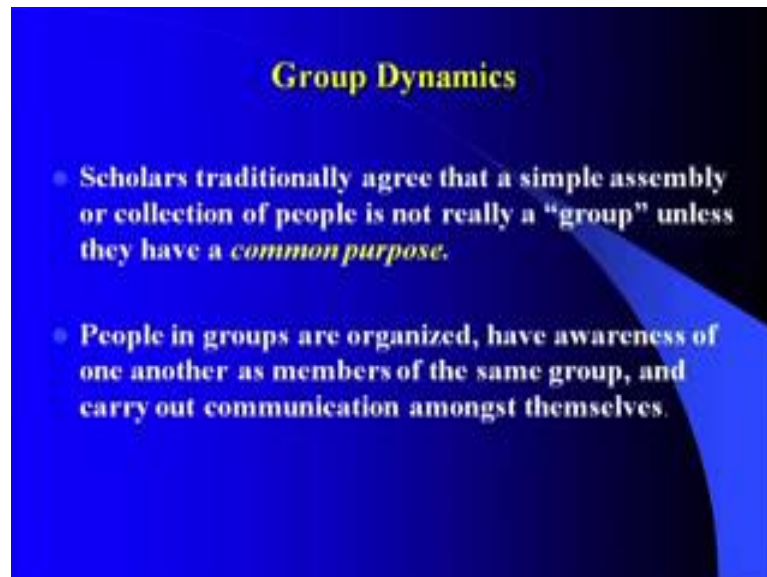


Further to deliberate on this issue is group dynamic system of behaviors and psychological process occurring within a social group and these are might be intragroup dynamics or between social groups that is intergroup dynamics. This study can be useful in understanding decision making behavior in area of common interest. So, if there is a commonest interest. This kind of study means group preformation and the group dynamics really is very, very helpful to achieve some common goal. In organization it may be educational institutions, it may be some factory or company or any other social organization voluntary organization always it is required that people should work in a group and the moment it is considered to be a group then, one always thinks the part of the group or there should be a feeling that he or she belongs with the particular group and identify themselves with that group and always try to do their best.

Group dynamics are also at the core of understanding racism, sexism and other forms of social prejudice and determination these applications of the field are now studied in psychology, sociology, anthropologies and science, education, social work, business etcetera and communication studies. This is really something very interesting that this is an area where people would like to work the field I have mentioned because these areas always required some sort of group where people can work and people can understand say for example, this is also equally very, very important in the area like psychology, sociology and communication studies.

Group is such a thing that it is a very, very important and to get the work done always people try to form or leaders or the managers or the one who is responsible in the organization would always like to form such a group which becomes very functional and they try to perform the given task.

(Refer Slide Time: 09:13)

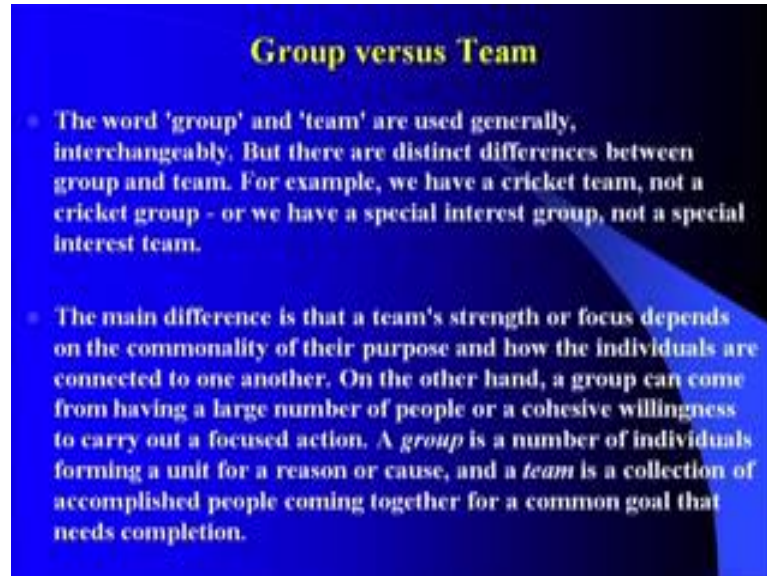


Now, scholars traditionally agree that a simple assembly or collection of people is not really a group unless they have a common purpose. When we talk about group means there should be a common purpose if there is no purpose common goal common purpose then group will not be very functional or very effective. This is very, very important that the group members should have a common goal; each member should have the feeling that they have the set target and they have to achieve that particular target. People in groups are organized have awareness of one another as members of the same group and carry out communication amongst themselves.

As a student of communication, I have all I have been all through emphasizing that you know communication is really very, very important is playing very, very important role, as far as the good behavior is concerned because only everything will depend how people are communicating and interacting with each other and communication as you know it includes several things sharing disclosure interacting having formal informal discussions have been concerned for others. All these things are very, very essential and important so far as the functioning of the group is concerned.

Group members must communicate with each other and also always keep in mind that we all are working together to achieve some particular goal.

(Refer Slide Time: 10:49)

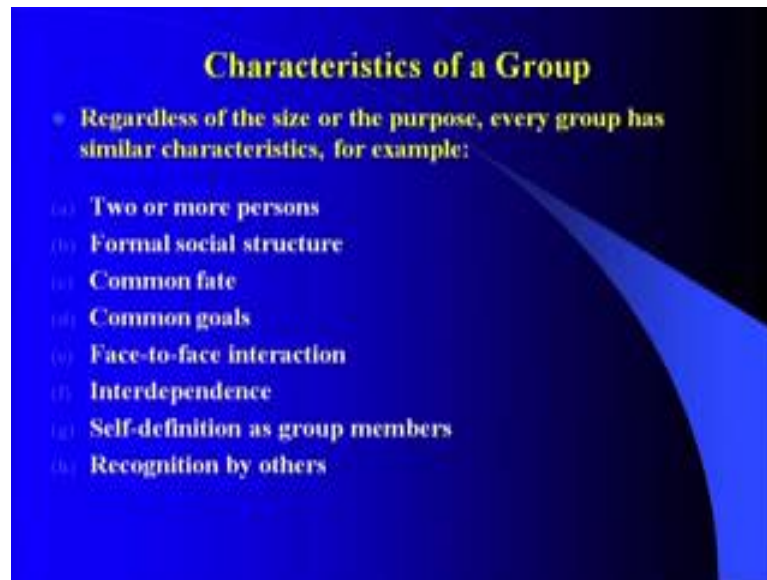


Now very often confusion comes related to group and team, what exactly is a group and what exactly is a team people get confused. Basically many times, it happens that both the terms group and teams are used interchangeably generally people think that he has group and team in one way one can say that yeah they are very close. Far at the functioning and other things are concerned a very similar, but at the same time there are certain distinct features of team and group. In fact, the word group and team are generally used interchangeably, but there are distinct differences between group and team.

For example we always say that cricket team not a cricket group or we have a special interest group, not a special interest team. The main difference is that our teams strength or focus depends on the commonality of their purpose and how the individuals are connected to one another, on the other hand a group can come from having a large number of people are a cohesive willingness to carry out a focused action. A group is a number of individuals forming a unit for a reason or cause and team is a collection of accomplished people coming together for a common goal that needs completion.

These are some very distinct features related to team and group, but ultimate purpose might be the same for whether person working in a team or group that they have certain goal to achieve, but the process might be slightly different.

(Refer Slide Time: 12:36)



Now coming to the characteristics of a group, now, there are certain characteristics which would like to discuss that is regardless of the size are the purpose every group has similar characteristics. For example, 2 or more persons group means it cannot be just one man group at least there should be 2 and more than 2 people who are the member of the group, formal, social structure, there should be structure in the group; that means, who will be working what, common fate for everybody the same it is not that, it is going to be individually everybody is having the common fate and then common goal as I have already discussed face to face interaction.

Generally group members it is always good face to face interaction nowadays, people are interacting also through various other means of communications, but face to face communication always considered to be the very the best one because here we can not only understand the words and sentences, but also the facial expression and body language of that person, the emotions and the feelings of that persons because, in communication whatever we are talking whether this is loaded with our feelings and emotions or not that is equally important. Face to face interaction makes lots of difference.

Interdependent means people feel that it is not that a member feels that I can do whatever, I like and I am the only person I am the best not like that they always are dependent on each other to get each other's help to give extend help, to seek help. So that they can work together and always try to meet the last date or to achieve the goal.

Self definition as group members self defined as a group member that - yes, I can do this I can do that every member is coming forward with lots of enthusiasm, encouragement, encouraging others you do this I will do this and then we worked together, for that particular a common goal. I had recognition by others and also there should be some sort of recognition in the form of appreciation or exchange of a good words, nice words some gifts or some concession. These are the things always help each other to go ahead bit with lots of the spirit and enthusiasm. These things are really very, very important, as far as the characteristics of a group is concerned.

(Refer Slide Time: 15:15)



Now, there are certain stages of group formation which I would like to explain here - the one of the very famous scholar his name is Bruce Tuckman in the year 1965. He is a psychologist he proposed five stages of group development. When groups are on then what are the different stages, how the group proceeds further the first one is called forming the group begins to come into existence and seek guidance and direction from a leader concerning the nature of its task and procedure, means nature of what is the nature of task and once we understand, what exactly is to be performed or achieved and then

one should start trying to find out such kind of people. Who have some sort of interests in that particular area because, if people are not interested they do not have a common interests and forcefully if they are put in the group perhaps it is not going to help. Always once you try to identify such kind of people who have some sort of concern for that particular issue or particular idea in which they can contribute a lot and they have lots of interest.

After the forming next stage comes that is called storming the group starts the creative process of focusing of its goals. But may become entangled in socio emotional and relationship storms and interpersonal conflict between individuals, when after the formation second stage comes storming because here in the beginning people having lots of ideas may be some strange ideas may be that lots of differences will come they will not agree with each other. But anyway conflicts are considered should be considered also in a very right spirit and whatever good things or constructive things are there that can be taken up with proper understanding giving importance to everybody's idea.

Here this is the storming means people might agree might not agree might like might not like. Lots of things I am this is also required in the beginning. This is the second stage where people have lots of ideas conflicting ideas differences of opinion disagreement let it be there, but after constructive discussion they will come to the next stage and that is called Norming.

(Refer Slide Time: 18:00)



Stages of Group Development

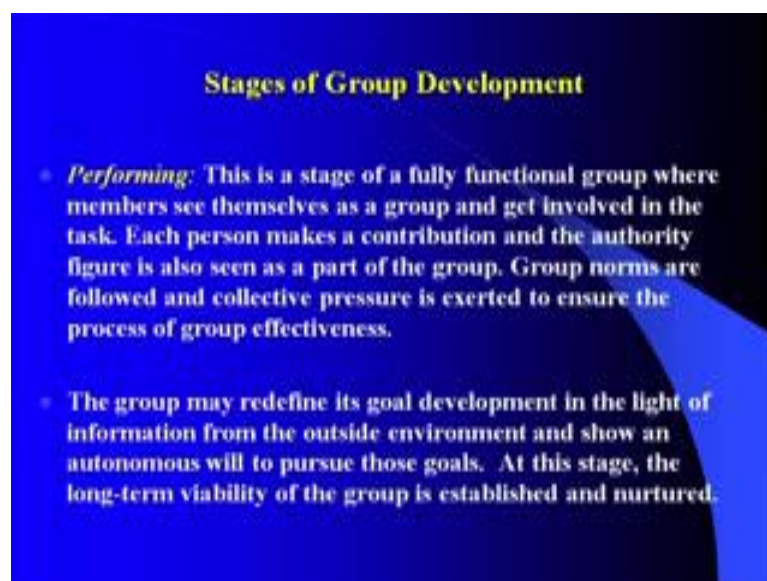
- **Norming:** The third stage of group development is marked by a more serious concern about task performance. The dyads/triads begin to open up and seek out other members in the group. Efforts are made to establish various norms for task performance.
- Members begin to take greater responsibility for their own group and relationship. Once this stage is complete, a clear picture will emerge about hierarchy of leadership. The norming stage is over with the solidification of the group structure and a sense of group identity and camaraderie.

The third stage of group development is marked by a more serious concern about task performance the dyads or triads begin to open up and seek out other members in the group efforts are made to establish various norms for the performance.

Now this is the stage where norms we have discussed a lot, we have we should not come up and try to formalize certain norms in what way we are going to proceed. This is the stage. Where Norms are formed and everybody should be agreeable to work in this direction based on the norms. Members begin to take greater responsibility for their own group and relationship after the discussion.

Now this the stage where everybody feels responsible, oh I have been in assigned this particular task now I or my colleague will work together and try to do something which is very important for the group once the stage is complete a clear picture will emerged about hierarchy of leadership, who will be doing what, first, second, third like this in the hierarchy. One group leader then other subordinates maybe some other people will be responsible for certain to perform certain kinds of task. The Norming Stage is over with the solidification of the group structure and a sense of group identity and camaraderie. That means, people have a common goal to achieve and task have been assigned to them maybe one or two people have one particular task to perform others, have some other things to perform. Like that, but everybody is thinking that we all are together and working for the group. This is called Norming Stage.

(Refer Slide Time: 20:02)



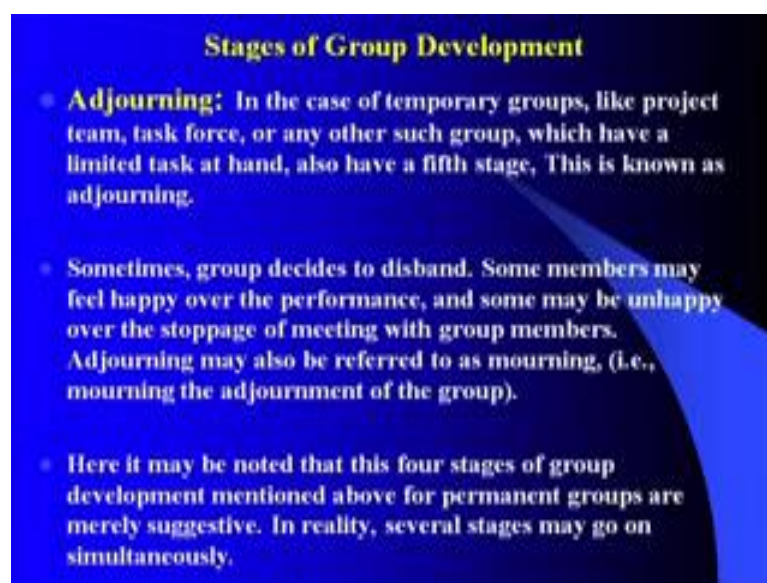
Stages of Group Development

- *Performing:* This is a stage of a fully functional group where members see themselves as a group and get involved in the task. Each person makes a contribution and the authority figure is also seen as a part of the group. Group norms are followed and collective pressure is exerted to ensure the process of group effectiveness.
- The group may redefine its goal development in the light of information from the outside environment and show an autonomous will to pursue those goals. At this stage, the long-term viability of the group is established and nurtured.

Now, the next stage is called performing this is a stage of a fully functional group where members see themselves as a group and get involved in the task now the thing has come that they are now, supposed to perform each person makes a contribution and the authority figure is also seen as a part of the group members are followed and collective pressure is exerted to ensure the process of group effectiveness. Now performing yeah after a brief discussion norms have been fixed, now this the stage where they have to perform and for performance they have to work hard they have to be sincere in their efforts and they try to help each other, come together and perform because, just saying and discussion. Of course, these things are a very, very important, but ultimate objective of the group is that how they are going to perform because everything will depend the success of the group will depend ultimately how, they are performed if they are performing good if the performance is quite effective then group is successful.

The group may redefine its goal development in the light of information from the outside environment and show an autonomous will to pursue those goals at this stage the long term viability of the group is established and nurtured. Always there should be a scope to define redefined the goal depending on the situation because sometimes the there are outside environment outside forces which might not be in our hand. We have to take care of those things in your mind and depending on the situation we can always try to change little bit save little bit to achieve that particular goal.

(Refer Slide Time: 22:05)



Stages of Group Development

- **Adjourning:** In the case of temporary groups, like project team, task force, or any other such group, which have a limited task at hand, also have a fifth stage, This is known as adjourning.
- Sometimes, group decides to disband. Some members may feel happy over the performance, and some may be unhappy over the stoppage of meeting with group members. Adjourning may also be referred to as mourning, (I.e., mourning the adjournment of the group).
- Here it may be noted that this four stages of group development mentioned above for permanent groups are merely suggestive. In reality, several stages may go on simultaneously.

Now, the further step is called adjourning what does it mean, in the case of temporary groups like project team, task force or any other such group which have a limited task hand also have a fifth stage and this is known as adjourning, adjourn. That means, sometimes group decides to disband, some members may feel happy over the performance and some may be unhappy over the stoppage of meeting with the group members. Adjourning may also be referred to as a mourning that is mourning the adjournment of the group. Sometimes, you know it is better to adjourn as it is mentioned that when some very temporary assignments, some temporary tasks have been given to be performed and for the time being it is done and then for a big achievement or big purpose big cause something is to be done. These things are adjourn for the time being and people will just stop here and for some time till the other things have come up and then they will proceed further.

Here it may be noted that this four stage of group development mentioned above for permanent groups are merely suggestive these are just suggestive in reality several stages may go on simultaneously. According to the according to researcher these are some suggestions some stages, but these are just some suggestions and not that these are the only things which should be discussed and these are the only stages in reality several stages.

May go on there might be many more stages because each group and each task is unique we may say that 3, 4, 5 these are the stages fine, just for discussion purpose, but based on the experience and the knowledge persons keep on changing, if something more is required some more stages are required some more discussions are required some help from outside agencies are required everything should be done because, ultimate objective of the group is how to achieve the goal, how to get the work done, how to convince other, how to work together so that we are successful. So for to get all these things it is required that a each situation, each assignment each context might be unique and based on the time based on the context, based on the situation, it is quite possible that person might go for some change, so far as these stages are concerned.

(Refer Slide Time: 25:00)



Now another scholar who called Fisher in this area and he has given a model of group progression how the group progresses. This is orientation conflict emergence and reinforcement; this is just progression means one by one how group is going step by step ahead. The first one is orientation the group member gets to know one another and come to grips with the problem they have convened to deal with, there should be orientation that that should be a need that yes the group is there for certain purpose, there is a need, group is required and for that purpose the group is formed. And then, next stage comes that is conflict the group argues about the possible ways of approaching the problem and begins to find some solution. Where there is a problem of course, there might be some solution.

If the group members are discussing among themselves then this conflict can be resolved and something very constructive might come out of this. After conflict that is next one is emergence when I developed from the previous stage emergence occurs when, some daylight of consensus begins to dawn and the group starts to move towards agreement. Consensus, people agree with each other fine we had lots of conflicts.

Now, let us try to find out some sort of solution what would be the best and that is called emergence and finally, reinforcement the group recognizes that it is reaching consensus and explicitly consolidates that consensus to complete the task. Every member of the

group now try to perform and try to do the job. These are some of the stages of the group process, progression how the group progresses.

So, I will be continuing remaining part of this group dynamics in my next lecture, just to summarize this first part I would like to say that the group dynamics is such a thing that, it is very, very important in many situations, many areas many discipline many organizations to get the work done and then, one has to understand the psychology the one has to understand how the group will be have amongst each other, means group members will be have amongst each other and what are the possible problems may occur, to avoid this possible problems in future from the very beginning how one has to be very careful in forming the group.

If people are little bit causes, little bit alert about, forming and functioning of the group then they will be in a position to form such group which is very dynamic and which will definitely come up with great result and everybody will be happy and will mean situation. Group dynamics is really a very interesting thing and people have been doing this and hope that this is going to be very useful in many areas of life.

Thank you very much.