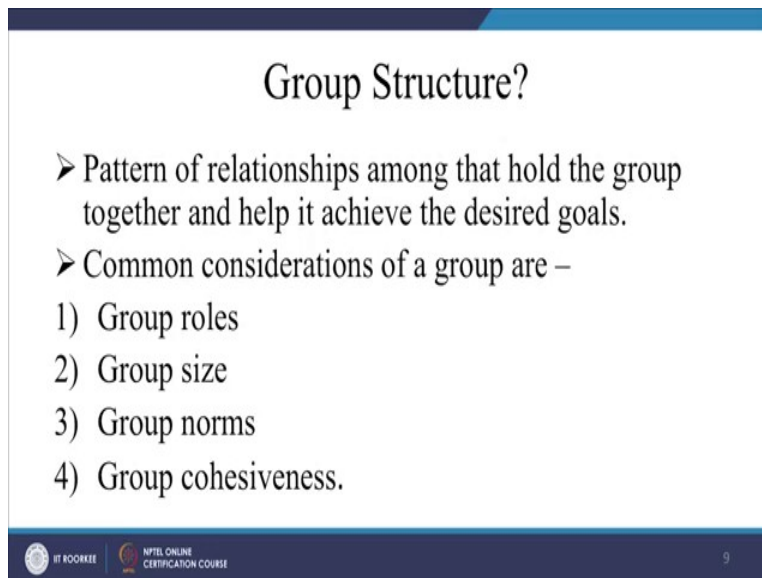**Interpersonal Skills**
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Lecture-22
Group Dynamics - II

Hello friends! once again I am here to discuss the part of the group dynamics. Remember we were doing group dynamics where we were discussing various types of groups and we were in reference group. Reference groups are different from the previously discussed groups like the friendship group, ad hoc committee group. This just groups because they may not actually meet or form voluntarily. For example reference group for a new employee of an organisation may be a group of employees that works in a different department or in a different organisation, family friends and religious affiliations are a strong reference group for most.

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Now group structure. Group structure is a pattern of relationships among members that hold the group together and help it achieve assigned goals. Its structure can be described in a variety of ways. Among the more common consideration our group size, group rules, group norms and group cohesiveness.

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1) Group size – Evidences support the notion that as the size of the group increases , satisfaction also increases up to a certain point.
2) Group roles – can be classified into three roles –
   I.   Work roles
   II. Maintenance roles
   III. Blocking Roles

Then group size which is again very important part. Group size can vary from two people to a very large number of people. Small groups of 2 to 10 are thought to be more effective because each member has ample opportunity to participate and become actively involved in the group, large groups may waste time by deciding on processes and trying to decide who should participate next. Group size will affect not only participation but satisfaction as well.

Evidence supports the notions that are the size of the group increases satisfaction increases up to certain. In other words a group of six members has toils as many opportunities for interaction and participation as a group of 3 people. Beyond 10 or 12 members increasing the size of the group results in decrease satisfaction it is increasingly difficult for members of large groups to identify with one another and experience cohesion.

Informal group roles are usually predetermined and assigned to members. Each role will have a specific responsibilities and duties there are however emergent roles that develop naturally to meet the needs of the group. This, emergent rolls will often replace the assigned roles as individual begin to express themselves and become more assertive. Group rules can then be classified into work role, maintenance role and blocking roles.

Work roles are task oriented activities that involve accomplishing the group's goals. They involve a variety of specific roles such as initiative informer, clarifier, summarizer and reality

tester. Initiator, defines problems purposes action and suggest procedure. The informal role involves finding facts and giving advice or opinions. Clarifiers will interpret ideas, define terms and clarify issues for the group. Summarizer restates suggestions of a decision and come to conclusions for the group.

Finally, reality testers analyze ideas and test the ideas in real situations. Maintenance role social and activities maintain their involvement in their group and weigh their personal commitment to the group. Maintenance role are harmonizer, gate keepers, consensus tester, encourager and compromiser. The harmonizer will reduce tension in the group reconcile differences and explore opportunities. Gatekeepers often keep communication channels open and make suggestions that encourage participation.

The consensus tester will ask if the group is nearing a decision and test possible conclusions and encourages a friendly, warm and responsive atmosphere among the other group members. The last maintenance role is the compromiser. This role involves modifying decisions offering compromises and admitting others. Blocking roles are activities that disrupt the group they may take the form of dominating discussions, verbally attacking other group members and distracting the group with trivial information and unnecessary humour.

Often times the blocking behaviour may not be intended as negative. Sometimes a member may share a job in order to break the tension monotony on question a decision in order to force group members to rethink the issue. The blocking roles are aggressor, blocker, dominator, comedian and avoidance behaviour. The aggressor criticizes members' values and makes jokes in a sarcastic or seamy conscient manner.

Blockers will stubbornly resist the group ideas disagree with group members for personal reasons and will have hidden agendas. The dominator role attains to control conversations by patronizing others. They open interrupt others and assert authority in order to manipulate members. Comedians often abandon the group even though they may physically still be a part. They are attention getters in ways that are not relevant to the accomplishment of the groups objectives.

Well, I am discussing all these things because you should know that various parts and various types of group and the members of the group. The last blocking roll avoidance behaviour involves pursuing goals not related to the group and changing the subject to avoid commitment to the group. Role ambiguity concern because this is also very important part when we discuss of group members. Role ambiguity concern the descriptions see between the sent role and the received role.

Supervisors, directors or other group leaders often send roles to group member's informal groups. Group members receive roles by being ready and willing to undertake the task associated with that role. Ambiguity results when members are confused about the delegation of job responsibilities. This confusion may occur because the members do not have specific job descriptions or because the instructions regarding the tasks were not clear.

Group members who experience ambiguity often have feelings of frustration and dissatisfaction which ultimately lead to turn over. A role conflict occurs when there is inconsistency between the perceived role and role behaviour. There are several different forms of role conflict. Inter role conflict occurs when there is conflict with different roles that people have. For example, work roles and family roles often compete with one another and cause conflict.

Intra role conflict occurs when individual must handle conflicting demands from different sources while performing the task associated with the same role.

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3) Group norms –acceptable standards of behavior within a group that are shared by the members of the group.
- Created to –
➤ facilitate group survival.
➤ Make behavior more predictable
4) Group cohesiveness – refers to the bonding of the group members and their desire to remain part of it.

Well group norms, norms are acceptable standards or behaviour within a group that are shared by the members of the group. Norms define the boundaries of acceptable and unacceptable behaviour they are typically created. In order to facilitate group survival and make behavior more predictable to avoid embarrassing situations and express the values of the group. Each group will establish its own set of norms that might determine anything from the appropriate dress to how many comments to make in a meeting.

Group, exert pressure on member to force them to confirm to the group standard. The norms often reflect the level of commitment motivation and performance of the group. Performance norms determine how quickly member should work and how much they should produce. They are created in an effort to determine levels of individual effort. They can be very frustrating to managers because they are not always in line with the organizations goal.

Members of a group may have the skills and ability to perform at higher level but they do not because of the group's performance norms. For example, workers may stop working a production machine at 20 minutes before quitting time in order to wash-up even though they produce fewer items than the management intended. Reward allocation norms determine how rewards are bestowed upon group members.

For example, the norm of equality dictates equal treatment of all members. Every member share equally so rewards are distributed equally to everyone. Equity norm suggests that rewards are distributed according to the member's contribution in other words a member who contributes the most receive the largest share of the rewards. Members may contribute through effort skill or ability. Social responsibility norms reward on the basis of meet.

Members who have special needs therefore receive the largest share of the award. The majority of the group must agree that norms are appropriate in order for the behaviour to be accepted. There must also be a shared understanding that the group supports the norms, it should be noted however that members might violate group norms from time to time. If the majority of members do not adhere to the norms then they will eventually change and will no longer serve as a standard for evaluating behaviour.

Group members who do not confirm to the norms will be punished by being excluded ignored or asked to leave the group. Group cohesiveness refers to the bonding of group members and their desire to remain part of the group. Many factors influence the amount of group cohesiveness generally speaking the more difficult it is to obtain group membership the more cohesive the group. Groups also tend to be more cohesive when they are in intense competition with other groups or face serious external threat to survival.

Small groups are those who have spent considerable time together also tend to be more cohesive. Cohesiveness in workgroup has many positive effects including workers' satisfaction low turnover and absenteeism and higher productivity. However highly corrosive groups may be detrimental to organisational performance if their goals are mis-aligned with organisational goals. Highly cohesive groups may also be more vulnerable to group think.

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Group think occurs when members of a group exert pressure on each other to come to a consensus in decision making. Group think results in peerless judgments and realistic appraisal of alternative courses of action and the lack of reality testing. It can lead to a number of decision making issues such as incomplete assessment of the problem, incomplete information search, bias in processing information in adequate development of alternatives, failure to examine the risk of the preferred choice.

Evidence suggests that groups typically outperform individuals when the task involved requires a variety of skills experience and decision making. Groups are often more flexible and can quickly assemble achieve goals and disband or move on to another set of objectives. Many organizations have found that groups have many motivational aspects as well. Group members are more likely to participate in decision making and problem solving activities leading to empowerment and increase productivity.

Groups complete most of the work in an organization. Thus, the effectiveness of the organisation is limited by the effectiveness of its group. Now what are the reasons for group formation the people of a join group since the group give the members stability and enhance their achievement capacity?

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Reasons for Group Formation

➢ To have a sense of security
➢ To have a status
➢ To develop self-esteem
➢ Affiliation
➢ Power
➢ Goal achievement

Well, the main reasons to join a group have a sense of security. The group enables a person to reduce a sense of insecurity and have a stronger feeling with few self doubts and more resistant to threats when they are a part of the group. Having a status the person in a group can be easily recognized and the status is achieved by them, develop self esteem. the groups can help a person develop a sense to belong that is belongingness.

These, provides with feelings of self worth and develop confidence in its members. Affiliation the groups can fulfill social needs people enjoy the regular interaction that comes with the group membership. Next is power, the power is derived on the strength of closeness of the group members with greater power achieved when in group than if a person is alone all individually. Goal achievement the goal can be achieved more easily when a group effort is present as united we stand by divided we fall.

Pool of talents knowledge or power of doing things and management for job accomplishment is present when individuals act in groups. How do you define a group in organisation behaviour in a group? Study has shown that teams can be accomplished more than individuals particularly when mix of his skills experience and insights are needed to complete task or attain goals. A group consists of 2 or more people with common goals and shared interest.

It may be created by an organisation or the people within the organisation. Group members interact with one another and an independent. The group succeeds or fails collectively. It may disband when it has succeeded or when it has failed to fulfill its purpose or it may pursue new goals together. So, what is group dynamics because we were discussing all these aspects to know group dynamics? As once again to revive to repeat, group dynamics will address the behaviour and attitude of groups. Looking that issues like how they are formed is structured and operates.

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These are the dynamics Studying group dynamics can help to learn what influences how group perform and to discover how are members interact. High-performing group share characteristics like the willingness to connect to one another without going through the team leader and conducting all conversations within the team. Members also or energize through face to face communication and alternate talking and listening equally.

Other positive examples of group dynamics in organisational behaviour include comfort among its members, can be sharing of opinion and feelings and decision making by consensus. Well friends, these are all about group dynamics which is very helpful to create a healthy group. We all know that in a professional world without group one may not get success. So, as we discuss that how important group is and how important to be the part of group.

Working with the team is always a kind of boosting up. It persuades to give something, something substantial, so to know about group is always helpful. Group dynamics you know I am in there are several myths that if you want to be a leader you can be very loud you can be very vocal. No! these are all myths. A good leader is one who thinks of other who cares for other and who is always ready to dedicate to others.

And a successful group is one when you know anything comes up with everyone's decision that is unanimous decision. And how unanimous decision is possible is by taking everyone's consent. As I told you that group dynamic is very, very important part of interpersonal skill. And interpersonal skill will teach a person how to lead a group because leading does not mean autocracy, dictatorship living means that with a very powerful language you connect with everyone.

You connect with everyone naturally you will get support from everyone; you will get energy from everyone. This is the power of group dynamics and then also we have discussed the various types of group their structure of group. In a group it is always better to assign task to different people to make the procedure function very healthy and smooth. And if the procedure is smooth and healthy, the result will be always very fine and outstanding.

 I have discussed today about group dynamic. For this you need to develop good powerful soft skill, interpersonal skill because the entire thing based on what? What relationship? Relationship means in an organisation in a professional world your language. Without language without proper communication you cannot achieve anything meaningful. So, my dear friends to get a good group and the result from a group develop a kind of cognitive language, mental language, physical language so that you may attach yourself with everyone.

You may convince everyone and you may come up with a very healthy outcome. I am sure that today whatever I have discussed under the topic group dynamics is going to help you very high. Very high in the sense that you will think over there may be some more points I am not saying that I have incorporated all the points but whatever the important points have tried to incorporate

are helpful to you. You think over, thinking is the process that gives you food that gives you breath that gives you oxygen to move ahead to work meaningful and to work happily in team.

So, language is very powerful and without powerful language it is impossible to work in a group. I hope and I am sure that this is going to help you. So please read and think over minutely take my words to be a very successful person in your professional world, thank you very much