

## **Organizational Behaviour - II**

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### **Lecture –03**

#### **Stages, Theories and Models of Group Development**

Welcome everyone and welcome to lecture 03. In the previous lecture, we learnt about the properties of the group, then we also learned about the determinants of the group behaviour.

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**ORGANIZATIONAL BEHAVIOUR - II**

**Stages, Theories & Model of group development**

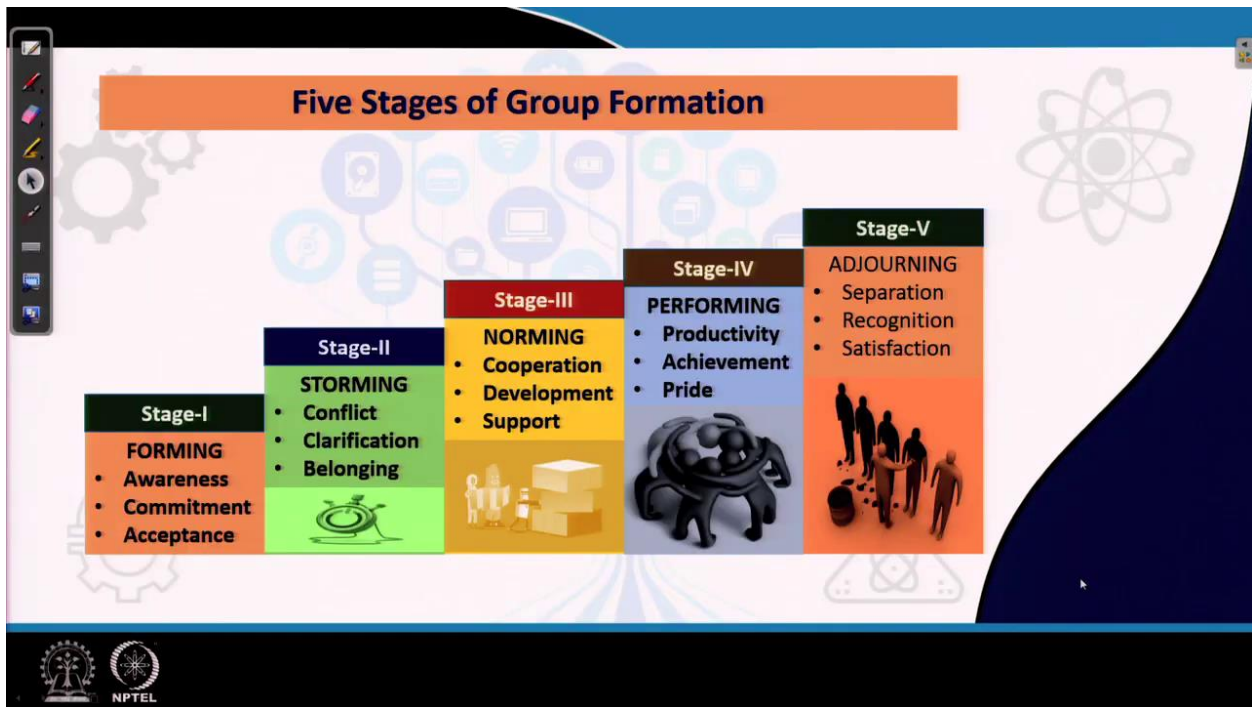
After having knowledge about group properties and determinants of group behaviour, we will proceed to learn on stages, theories and various models of group development in this lecture session.

In today's lecture, we are going to learn about stages of group development. How the group is developed? What are the different stages of group development? We are also going to learn about two different models of stages of group development. And we are going to discuss about theories and the models of group development. This will provide you basis or foundation understanding about know-how, what are the different stages group will live in and how the group development stages are able to happen.

So, that you will develop a better understanding and you will be able to contribute to the effective functioning of the group. Let us get into the lecture.

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The first one is we are going to learn about the first model of stages of development, these are five stages of a group formation. So, this is a very interesting model of group development with this says there are five stages in a group development phase. The first stage is a forming stage, the forming stage, where here essentially the group is formed. So, when the group is formed the individual members are becoming a member of the group.

So, the membership has been formed and these individual people are picked to be part of the group. And then in the forming stage, what will generally happen, I will give you an example; let us say, just imagine that you have formed a group to perform an assignment. Let us say, your faculty member assigned a group or let us imagine in a work context where your organization picked up you and then placed you in a part of a team, they formed a team.

Now on the team, what will happen in the forming stage.. where you will become a member of the particular group and everybody will just say introduce yourself.. You are trying to know about each other, who is what..what are their skill set? what they are good at what they are not good at? and what they like what their dislikes? And all that happens in the forming stage. You understand you accept the other members.

Then comes another second stage we will discuss in detail in the subsequent slides. Then comes a storming stage where essentially the storming is an important stage. It is an important stage in group development. Wherein because once you know each other and then try to understand what they are good at what they are bad at then comes to a storming phase, wherein here individuals will try to understanding dislikes or differences of the members within the group.

And this is eventually will happen unless otherwise, the group is not going through the storming phase, it will be very difficult to create a common understanding. So, the storming stage plays a critical role in creating the discontent like members will fight with each other and some will disagree. Somebody say no, this is the way to do it and some members will jump up and say no I do not agree with this.

I do not accept this way of doing things. So, this is a storming phase after this storming. Essentially these conflicts or frictions happening within the group member after this we always see right. Now after the storm there is always peace, right? So, the storming is very-very important, after the storming will lead to the next stage of norming. Once the individual conflicts are there then the conflict has happened they know what are the dislikes? What are the likes of the members?

Where the members will agree, where the members will disagree, then they will form the norming. Where norming I said, they create the some pattern of acceptance and they create an unwritten

rule, they said okay! For the smooth function of the group, this is what we are going to follow as a member. There will be cooperation, there will be development or there will be support from each other. So, once the norming is coming, everybody is standardized there is set rules and what to do, what not to do, do's and don'ts are clearly classified, and members internalize the do's and don'ts and then they become oneness and come to the performing stage. Once they are able to know, create the norming, then they start to perform. So, the productivity will go up, they will achieve, they celebrate their performances, then comes the last stage, when they were able to complete their achievements, or at least let's say when they are able to complete the task assigned to them, then group will adjourn. Meaning that they will separate, the individual members from lets say there was a task group. So, once they achieve the task "A". So, they formed a group to achieve "A". Once they achieve it, all the members will be separated from the group, they will go back to their respective workplaces. So, this is what the adjourning stage. So, let us explore get the more details on the forming stage.

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**Five Stages of Group Formation**

**Stage-I: Forming**

The forming stage is when the group is just formed and members are formally placed together in a work group.

At this stage, group members try to comprehend where they stand in the group and how they are being perceived by others in the group. The members are very cautious in their interactions with each other and the relationships among the group members are very superficial.

The slide features an illustration of five people in a meeting setting and a video inset of a man speaking. Logos for IIT Bombay and NPTEL are visible at the bottom left.

What is the forming stage? It is the initial step or the first step, where the group is formed and members are placed together in a workgroup. Just simply, as you see in the photo see you formed a group they are all becoming what will happen initially in the formation stage if you just connect

with your some of your experiences of in being a group. Just imagine your first day of in your office or maybe the first day after you formed a group in a college.

Where, what would have you been done? you would have greeted each other, that phase is a most pleasant days, initial days everybody was so warm and they have been encouraging. They will be smiling at you, they will be sharing what I am doing, what are my interests are. Each member will be sharing with each other, you see that now that phase is a very pleasant stage in a group.

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**Five Stages of Group Formation**

**Stage-II: Storming**

**At this stage, disagreements tend to get expressed among the group members and feelings of anxiety and resentment are also expressed.**

**Some power struggle may ensue at this stage to determine who should assume the role of informal leader. This storming stage is also known as the sub-grouping and confrontation stage.**

After few weeks, when they settle down and where we are actually getting to the next stage then you see after that initial stage then you learnt about, then you will try to understand dislikes of the member and you see there is increasing disagreements. Everybody is fighting with this conflict is a really high and they want to get their roles done. I want to be this, you want to be that and I do not agree with what you do and this is the very-very important phase.

You keep in mind that you cannot ignore this storming phase. Storming is an integral part of the group development stage, even if you are just in your personal relationship. So, if you see some you formed your friendship when you just think of your close friend, you would have just greeted

then both of you would have a fight or fought for some time for on understanding with each other, then you become really close friends in life, right?

Similar is the case in a group as well or even in any relationship for per se if you take it, this storming is an essential activity where you will understand people will talk about their dislikes their disagreements. Once they pass through the storming stage, there comes the next stage of a norming.

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The slide features a blue header with the title "Five Stages of Group Formation" and a green sub-header "Stage-III: Norming". The main content is in a yellow box with the following text: "The group sets norms, tries to attain some degree of cohesiveness, understands the goals of the group, starts making good decisions, expresses feelings openly and makes attempts to resolve problems and attain the effectiveness of group functioning." Below this, it states: "Group members also begin to express satisfaction and confidence about being members of the group." To the right, there is an illustration of four orange figures holding hands on a path of blue puzzle pieces. A video inset in the bottom right shows a man in a white shirt speaking. The slide also includes a toolbar on the left and logos for a university and NPTEL at the bottom.

After the storming, they will understand, then they will classify do's and don'ts in a group. Then they will also know what my likes and dislikes are. Similarly to do's and don'ts, what my members like? what my members dislike? and how to do and how not to do all this being settled down, then you are all clear about each individual role. Each of them will have an independent role and they will also know how each of them will be connected together in a group. Then, you are getting into the actual mode of performing.

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**Five Stages of Group Formation**

**Stage - IV: Performing**

The group makes evaluation of performance of the members so that they develop and grow. Feelings of members are expressed at this stage without fear, leadership roles are shared among the members and the activities done by the members are highly coordinated.

The task performance levels are high and members' satisfaction, pride and commitment to the group are also high.

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Now comes a performance. Once you are set you are actually set your platform after the norming. You are all gearing up for the performance. So, all members will play a specific role. They all will come together and start to keep perform things. So, that is where the performing comes into a picture, where each individual member knows the likes and dislikes and then they already form the norming then they will perform now.

They will achieve the task and then they do really well because they complement each other, they support each other. That the coordinated effort will be really high, the coordination will be really high. Cooperation and coordination will be really high and then the performance will be really good. Now comes, once the performance stage is high, then they were able to complete their task, then the last stage is called adjourning.



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**Five Stages of Group Formation**

**Stage - V: Adjourning**

For permanent work groups, performing is the last stage in their process of development. However, for temporary groups like committees, teams, task forces and similar groups that have a certain specific and limited task to perform, they are to come to an adjourning stage.

In this stage the group prepares for its disbandment. Some are very happy with the accomplishment while some others are depressed for loss of friendships.



So, now this adjourning is not applicable to the permanent groups. For the permanent group, the last stage is performing. Because they have to continue to perform, whereas in a temporary group, if there is a specific time period or a specific task, once it is done they will adjourn. So they will be separated, whereas in the permanent group you will continue to do your journey. So, these are the one of the models of our stages of group development.

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## Stages of Group Development – Punctuated – Equilibrium Model

According to this model, there are six stages of group development.

**Stage-1:** Their first meeting sets the group's direction,

**Stage-2:** The first phase of group activity is one of inertia and thus slower progress,

**Stage-3:** A transition takes place exactly when the group has used up half its allotted time,

**Stage-4:** This transition initiates major changes,

**Stage-5:** A second phase of inertia follows the transition, and

**Stage-6:** The group's last meeting is characterized by markedly

Now we are going to learn about the next one which is called an equilibrium group punctuated equilibrium model.

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The diagram illustrates the punctuated equilibrium model. It shows a horizontal timeline starting at 'Start' and ending at 'End'. A vertical zigzag line represents a transition point. The text 'Time bound' is written in green on the right side of the diagram.

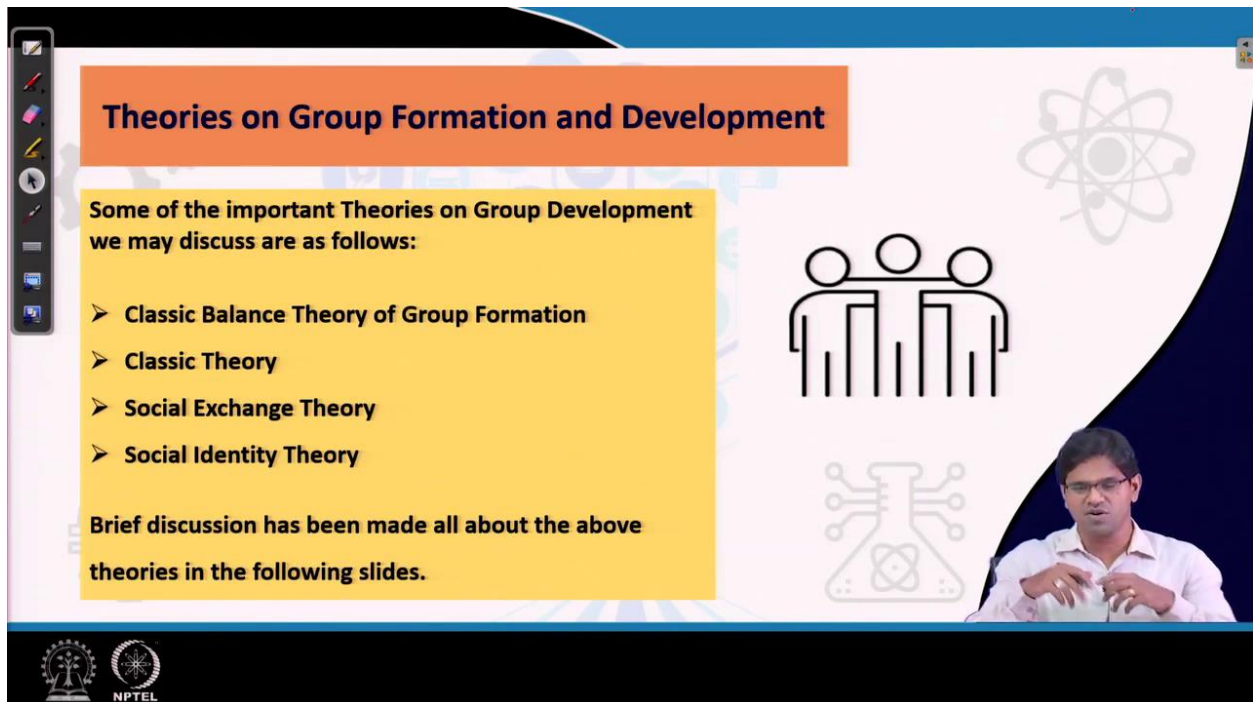
This is also similarly there are stages. Where, I will just tell you with an example: Let us say, in the punctuated equilibrium model, this is where you are starting. There is a performance then you see there is inertia. This is an initial stage you formed stage 01 and then you will be forming and you will perform then there is inertia. Let us say, I will give you an example: In a college, where this is this kind of a stage development will happen in a specific small I mean a time-bounded work, let us say imagine that now if you will appreciate, now you would have done this. Let us say in a college where now you formed a group and then there was an assignment given. When they formed a group, immediately all the members would have discussed and then distributed the work, you do this, I do this and there will be some time, they will be doing it. Then you see all the members become silent, nobody is doing nothing. Nobody is absolutely doing anything. Now let us say, this is exactly halfway, quickly everybody realized that come on we are running out of time we have not done anything. Then you see there is a quick jump, everybody will be doing something and you all see that yes, the time is less and then you have to do something. Then again after that what will happen again there is inertia.

All went into a silent mode. Nobody is doing anything then the last about to end this is the time end then there will be again people will complete. So, there will be wickedness here, you will be working. So, this is now punctuated equilibrium model, wherein the stages in which the first stage, where the first meeting the group direction has been set, what to do who will do what, then you see that no there is as I said, I explained in the model where there will be a quick activity will be happening. Then there is inertia, everybody becomes silent, nobody does anything. Exactly on the halfway and there is a clock ticking that yes, we need to do then there is a jump, and then again inertia and finally, when there is an end and there is an assignment due that you have to submit on this particular day all will do overnight task discussions you will submit and do it, right? Similarly, if you apply it also happens in the work context and when the task is given initially all bumped up and then having a lot of energy to do.

Then there is inertia where you all go silent, then in a half way there is a call from a client that yeah you all have to gear up do tac-tac you will do something then again an inertia phase. And these are all development happens in a organizations in the group development. Why it is important to learn about the stages? Because when or you become aware about these stages, how to accelerate

or when you know that now when group is going into an inertia mode or everybody is going into their shell, you know this is a stage people will go into the shell. Let me do some activity create a small task at a regular interval are targets at a regular interval, you are always trying to make the group always functional. So, this is one of the reasons why you have to understand these stages of the group development. Now, having learnt about two different stages of group developments.

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**Theories on Group Formation and Development**

Some of the important Theories on Group Development we may discuss are as follows:

- Classic Balance Theory of Group Formation
- Classic Theory
- Social Exchange Theory
- Social Identity Theory

Brief discussion has been made all about the above theories in the following slides.

Now, we will move into the next thing, we are going to learn about theories of group formation and development. Now, we are going to discuss about four theories which is one is about a classic balance theory of group formation, and then we are also learning about another classic theory classic balance theory and then classic theory then social exchange theory and finally, we will learn about the social identity theory.

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## Balance Theory on Group Formation

One of the more comprehensive theory is Classic Balance Theory of Group Formation developed by Theodore Newcomb which is presented through the diagram

Individual X ↔ Individual Y

( Z )

**Common attitudes and values**  
 Religion, Politics,  
 Lifestyle, Marriage,  
 Work, Authority,

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Let us try to understand, the first theory how the group formation? which is the one of the more comprehensive theory, which is called a classic balance theory, which is developed by Theodore Newcomb. Now if you look at this theory, what he says is that now the Theodore Newcomb he says these are all x and individual “x” and individual “y”. And if you see the individuals will become a part of the group when they have common attitudes, values, religions, lifestyle or interest and all that based on this common attitude and values, they will become a member of the group.

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## Balance Theory on Group Formation

The Classic Balance Theory of Group Formation states that persons are attracted to one another on the basis of similar attitudes towards commonly relevant objects and goals.

The diagram on pre page states that X will interact and form relationship/group with Y because of common attitudes and values (Z).

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So, the classic balance theory which says that now persons are attracted to each other because they are very similar to each other, similar not mean the physical appearance I am talking about, a similar attitude are having a relevant no common objectives or common goals and where they share a common belief system or value systems or interest groups then they will become a part of the group.

So, you would have even observed even in your workplace or at your college or class that after on the first few weeks, then you will identify people who are with my similar interests, similar attitudes have become a naturally become friends and they become a group right. And right that is how even the workplace also you will identify that now these concepts of individuals will become a group, when they have a common attitude or value systems then they become a group. So, this is the one of the early theories which says on the group formation.

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**Classic Theory on Group Development**

George Homan's Classic Theory of group formation is based on three elements, namely, activities, interaction and sentiments.

The diagram illustrates the relationship between three key elements: **Activities**, **Interactions**, and **Sentiments**. **Activities** and **Interactions** are positioned at the top, connected by a double-headed arrow, indicating a reciprocal relationship. **Sentiments** is positioned at the bottom, with arrows pointing from both **Activities** and **Interactions** towards it, suggesting that both activities and interactions contribute to the development of sentiments.

Now, the next theory which is talking about it is a classic theory on group development. This being propounded by George Homan. He says there are three elements which are important for the group development. One is about activities, interaction and sentiment. So, the people will have regular interactions and they will have activities to do then over when they were interacting with regularly, they will always developing sentiments towards each other.

So, this is an individuals share common activities. All of them are will be doing the same activities or a common activity. And the moment they have a common activity, they share more interactions and they develop a common attitude, because they have been interacting regularly, they are doing the same activities or similar activities or common activity. So, they are all doing a common activity to build some activity.

You are designing your product or you are designing a service or you want to serve to a same client and you are all doing a common activity. Then by doing the common activity what will happen eventually.. you will have a regular interaction with each other, whenever regular interactions you will develop an attitude or you will develop a sentiment towards one another and then you will started to feel you will develop one feeling and then you will feel develop a group feeling right.

So, since you are doing the same activity and you are doing it regularly and you are developing over the time, you will start to feel that yes, we are all similar, we are all one we have been closely tied and then I started to develop sentiment with you and then we have become a part of the group. This is the theory which is by George Homan's. He is saying that now majorly three important things activity, interaction and then sentiment. This determines our group development.

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**Social Exchange Theory on Group Development**

The Theory was also, developed by George Homans who proposed that social behaviour is the result of an exchange process.

People weigh the potential benefits and risks of social relationship based on the implicit expectation of mutually beneficial exchanges based on trust and felt obligation. When the risks outweigh the rewards, people will terminate the relationship.

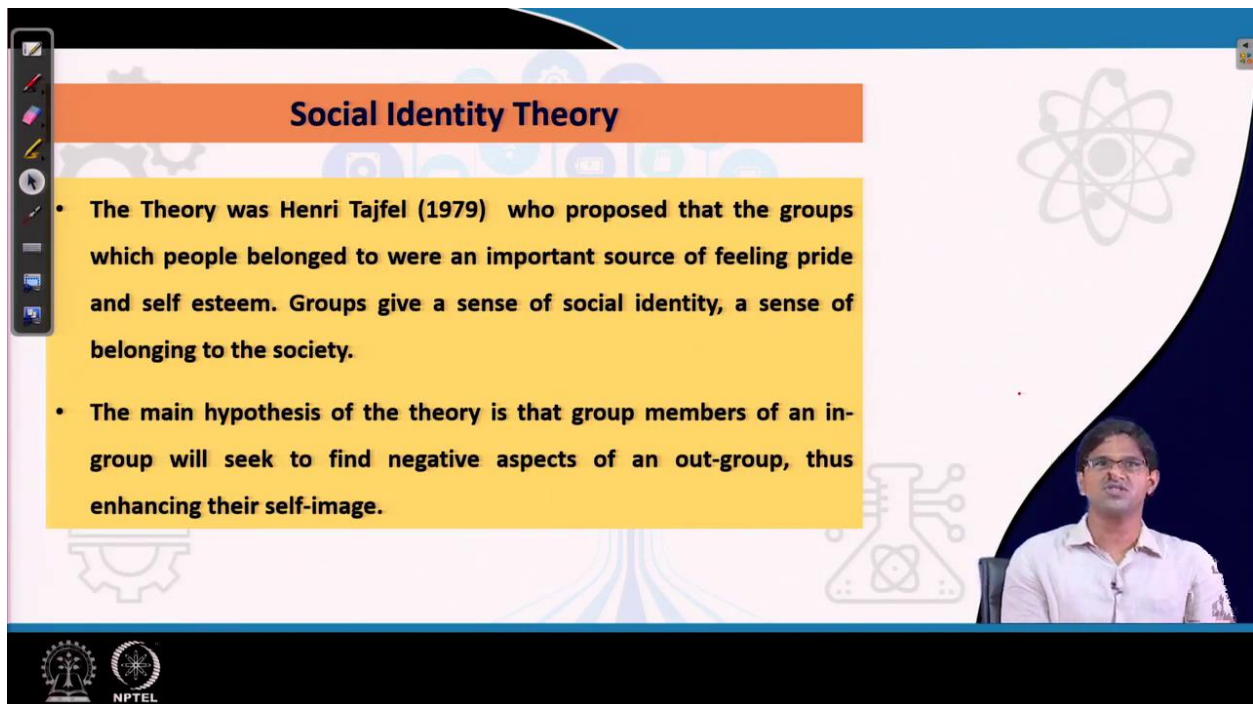
The slide includes a diagram of a group of people and a small inset video of a man speaking. The slide also includes a toolbar on the left and logos for IITM and NPTEL at the bottom.

Then the next theory is a social exchange theory, which is also developed by George Homan's. Who proposes that now social behaviour is a result of an exchange process. So, what I give and what I am going to get, so, people will always put the cost and benefit right? So, the way the potential benefits or the risk of with this social relationship, I wanted to be let us say, there are two members "A" "B".

Let us say, A and B are in a relationship, means the interaction pattern I am talking about. Now I will see that now whether I want to continue this relationship or not based on the benefits and risks. Let us say, if my benefit is really high, I do not mind continuing my relationship. In case, if the risk is high but the benefit is low, what will happen? I will withdraw or I will terminate the relationship.

So, as per his theory, we say group development is an exchange process. Where people actually try to see the benefit, potential benefits and the risk, based on which one is really high and then that will determine the relationship sustainability of the relationship whether the benefits are high or the risk are high. When the risk is high then people will terminate the relationship. When the potential or benefit is high then they will continue with the relationship.

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The image shows a presentation slide titled "Social Identity Theory" in a blue header. The slide content is on a yellow background and includes two bullet points. A presenter is visible in the bottom right corner of the slide frame. The slide also features a toolbar on the left and logos for NPTEL and a university at the bottom.

**Social Identity Theory**

- The Theory was Henri Tajfel (1979) who proposed that the groups which people belonged to were an important source of feeling pride and self esteem. Groups give a sense of social identity, a sense of belonging to the society.
- The main hypothesis of the theory is that group members of an in-group will seek to find negative aspects of an out-group, thus enhancing their self-image.

Now, the last theory is a social identity theory. The social identity theory was given by Henri Tajfel , who proposed that the groups which people belong to were an important source of the feeling of pride and self-esteem. People always try to identify themselves with which group they belong to. So, the social identities also say that you will identify yourself your emotions or your esteem are associated with the identity of the group.

Let me give an example: Now currently let us say, the IPL has been happening for the last decade. Now all of us may be associating ourselves with one of the teams. Imagine, I am just taking a fictional, it's not an actual one, I am just giving an example. Let us say, I am a fan of one team, let us say, Mumbai Indians. So, let us say when Mumbai Indians I am a fan of Mumbai Indians, I



identify with Mumbai Indians. So, what will happen in social identity theory, I am just giving an example.

So, then you will be able to understand the concept of social identity theory. So what will happen, now, I associate myself with the Mumbai Indians team. Now, let us say Mumbai Indian is playing against CSK. Now if Mumbai Indian wins. I am elated I am really elated, excited and I celebrate. Now comes, let us say if they lose against CSK. Now what will happen I am actually I feel low. And then now I am the next question to ask. Now let us say Mumbai Indians is playing against CSK. Can I do something about their loss? Do I have any ability to control the playing eleven? Do I have anything to say you do not include this batsman or you put another batsman or you have another bowler? No, I have no stake in their performance, But still, I feel really dejected.

And you see, let us say on the subsequent CSK is playing versus Bangalore and then the CSK lost. I will celebrate the loss of CSK because my team lost against the Mumbai Indians that is an identity.. social identity. Everybody is trying to identify ourselves with a particular group. Now my self-esteem is attached to the particular group.

If the team wins my self-esteem is really increasing, if that particular group is failing I feel really low. And sometimes people try to mask their identity. The identity concept is also related to the place you work with or maybe the organizations or maybe the group. So, you feel so proud about talking about a group or talking about your organizations. Let us say, you are working on a company “A”. So, when your company is known for a good governance or ethical practice. Let us say good or ethical practices. Now, what will happen? You always so proud about saying that I belong to this company, I come from a company “A”. Now, let us say the same company on the news for a bad activity. What will happen because of the social identity theory you will try to mask your identity. Though previously you are so happy about identifying yourself with the particular company.

You are actually going and telling that I work for this company, I am from this company. Now because of this, you will try to hide your identity. If somebody asks which company you are working with I am working in a one of the good consulting company or I am working in one of

the IT Company. You do not want to reveal, because recently your company was known for something else. So, this is what the identity theory which says is that now you will identify yourself with the group you belong to.



And you will your self-esteem is attached to the group performances. So, this is the concept of a social identity theory. Why it is important to understand the social identity theory? Because of the social identity theory the outcome of these social identity theory creation of the “In” and “out” group feeling. So, what happened...In the first lecture, I explained “in group” and “out group”. So, where “in and out” group favouritism. So, what will happen? You will always try to protect your internal members. And what will happen in this process whichever group you identify yourself with you will always praise about your group and praise about your members. And then you will protect your members and then anybody outside your group are an “out group” to you and you will very critical about the other group members.

So, you will create in-group favouritism and then you will always look different on the other members from the other groups. So, the outcome of the social identity is that there are negative outcomes which is in-group and out-group feeling where you will have more favouritism towards your in group members, and then you will not allow others or you do not appreciate out-groups. Out-group is nothing, but anyone outside your group anyone not part of your group are out-group member and you always protect your in-group and then do not appreciate the out-groups. You always look at them differently. So, these are the concept of a social identity theory and when you identify yourself with the group and your self-esteem is attached, you will appreciate it. So, these are the some of the theories of the social development.

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# CONCLUSION

In the conclusion of this lecture session, we may recap the discussion held on various stages of group formation, theories and models of group development. The learners will obtain knowledge on the overall discussions made in this session since when they will attend the session.

In the next lecture session we will make discussion on effectiveness of work group behaviour. Thank you all.



These are the references. Today we discussed stages of group development wherein we talked about know five stages, right? So, we talked about a five-stage and then punctuated equilibrium

model. Then we discussed about a different models of the group formation, group development theory, we talked about know classic balance theory. We also discussed about classic theory and then we also discussed about social exchange theory. And then finally, we are going to end the lectures with what we learned about the social identity theory. So, with this, now we are concluding this lecture. I will meet you in the next lecture, thank you.