

## The Early Stages of Group Development HGLO January 2010

### Tuckman Model of Group Development

Stage	Group Behaviours	Leadership Role
Forming	<ul style="list-style-type: none"> <li>• Nice, polite, best behaviour, no controversy</li> <li>• 'Safe' sharing</li> <li>• Dependent on leader</li> <li>• First impressions formed</li> </ul>	<ul style="list-style-type: none"> <li>• More directive to provide structure</li> <li>• Facilitate objective setting in the first weeks of the group</li> <li>• Model appropriate behaviours</li> </ul>
Storming	<ul style="list-style-type: none"> <li>• Tension and conflict over competing ideas or ways of working</li> <li>• Struggles over authority</li> <li>• Members begin to get real with each other</li> </ul>	<ul style="list-style-type: none"> <li>• Be flexible and encourage open sharing of views</li> <li>• Do not shut down discussion too quickly</li> <li>• Coach members on how to share their views appropriately</li> <li>• Remind members of group objectives</li> </ul>
Norming	<ul style="list-style-type: none"> <li>• Roles and responsibilities clarified</li> <li>• Commitment to the common cause</li> <li>• Trust begins to develop</li> </ul>	<ul style="list-style-type: none"> <li>• Facilitate and enable group functioning</li> <li>• Clarify group rules and boundaries</li> <li>• Ensure commitment to group objectives</li> </ul>
Performing	<ul style="list-style-type: none"> <li>• Independent and autonomous</li> <li>• Motivated to achieve group objectives</li> <li>• Able to focus on task and relationship issues</li> </ul>	<ul style="list-style-type: none"> <li>• Delegates and oversees</li> <li>• Participative role</li> <li>• Develop leadership capabilities within the group</li> </ul>
Adjourning	<ul style="list-style-type: none"> <li>• Insecurity</li> <li>• Reflection</li> </ul>	<ul style="list-style-type: none"> <li>• Sensitivity, empathy</li> <li>• Positive reinforcement of group objectives</li> </ul>

## KEY FACTORS IN THE EARLY STAGES OF GROUP DEVELOPMENT

### Understanding Learning Styles within the Group – Felder Model

<b>Active</b> try it out	<b>v</b>	<b>Reflective</b> think about it
<b>Sensing</b> facts and details	<b>v</b>	<b>Intuitive</b> ideas and concepts
<b>Verbal</b> words, listening	<b>v</b>	<b>Visual</b> diagrams, seeing
<b>Sequential</b> step by step, detail focused	<b>v</b>	<b>Global</b> big picture

Take the quiz at <http://www.engr.ncsu.edu/learningstyles/ilsweb.html>

Key Questions

What is your style?

What is the style of the group members?

Why does it matter?

- Your preferred leadership style will connect with some better than others
- Be aware of your style and learn to modify it when needed
- Use different methods and materials to reach different people ie videos/whiteboard diagrams for visual learners, factual questions for sensers, philosophical questions for intuitors etc
- Understand the style of other potential leaders to find balance

## **Group Dynamics and Group Process**

Group Process –

- how the group is travelling and operating

Group Dynamics –

- what drives group processes and why do they occur

Factors affecting group dynamics

- Personality
- Relationships
- Backgrounds
- Beliefs
- Coalitions – couples/friends

Working with group dynamics

Leader role

- Focus on delivering the study
- Facilitate discussion and encourage participation
- Focus on group process – how is the group functioning

Co-Leader Role

- Participant/Observer
- Watch group dynamics
- Focus on individual level
- Intervene when necessary

Note

- Effectively running a group of 10-12 people requires two people
- Leadership teams should meet before the group commences to agree roles and expectations for themselves
- Respect each others role and contribution
- Work together to optimise group interaction
- Regular debriefing is important to share different perspectives on group development

## **Building Group Cohesion**

Cohesion –

- process by which members attracted towards each other, are motivated to remain together and share a common perspective of the group's identity
- cohesion is the glue that holds the group together and allows it to function

Ways to build cohesion

- support cooperative relationships between group members
- deepen trust (risk taking)
- positive reinforcement of mutual inclusion and acceptance (importance of modelling by the group leader)
- promote group norms
- emphasise the value, interest and importance of the group task ie why are we in a Home Group?
- increase group member cooperation in achieving goals effectively
- give the group positive feedback
- use a democratic and flexible leadership style
- use social events to change the context of the developing relationships
- have a larger goal for the group to achieve ie shared ministry

Causes of low cohesion

- continuing conflict
- imposed leadership that is not accepted or worked through by the group members
- low self esteem of members
- low group performance
- the group is criticised or negatively valued within church
- no power 'what's the use?'
- excessive demands made on the group
- a few members dominate
- a few members are expected to play all the major roles in the group
- competition within the group

## **Summary of Key Leadership Priorities in first 2 months**

- Work with the group to set and commit to expectations and objectives in the first weeks
- Be aware of stages of group development and don't try to force the group forward
- Be on top of organisational details – study program, rosters etc
- Be aware of how group processes and dynamics are developing
- Model appropriate behaviours
- Develop trust and cohesion within the group