How Groups Form - How People Function Within the Organization*

How organizations form and function is a well-defined science. How to lead people in the achievement of maximum performance in an organization is an abstract art.

The Typical Way Groups Form	The Way Groups Should Form
<u>How Are we Going to get the Job Done?</u> The group tries to determine its mission and agree to how responsibilities will be divided.	<u>Who Am I in this Group?</u> In this phase, individuals are dealing with their identity and place in the work group. Where several work groups are involved, this question also exists for inter-group relationship B how will we work within this team.
<u>What Are We Going To Do?</u> Here the group tries to divide tasks B but the individuals or teams are still protecting their turf or power base.	<u>Who Am I with Others in this Group?</u> This stage deals with the relationships in the group. Questions regarding authority, creation of relationships, skill comparisons, and existing affections are dealt with in this stage.
<u>Who Am I with Others in this Group?</u> Now the group begins to see who is working with whom and how these relationships will work in the process of getting the job done.	<u>What Are We Going To Do?</u> Once the personal and individual relationships have been identified, the group concerns itself with describing its task or mission.
<u>Who Am I in this Group?</u> Now this process deals with assigning individual responsibilities without ever addressing the individual or team needs as part of the organization.	<u>How Are we Going to get the Job Done?</u> With the mission clearly stated, understood, and agreed upon, the group channels efforts to organize itself and its energies to address the work task itself This includes the assignment of certain responsibilities, the development of action plans, and establishment of ground rules for how the

	group members will function as a team.

Stages of Organizational Development

Stage One: The Formation of the Organization

Key question asked by individual group members:

   -- Who am I with this group and this work?

What the group does and experiences in this stage.

   B Individuals decide for themselves whether or not to join this group.

   B Orient themselves personally and interpersonally.

   B Gather impressions and data about similarity and differences in personalities, ideas and goals.

   B Discussion of serious topics or feelings are avoided.

Issues that arise as part of this stage:

Inclusion: Do I want to become part of this group and, if so, how?

      Where do I fit in?

      What might I contribute to this group?

Control: How much will I talk, expose my opinions, take a stand?

      How will I acquire a sense of control in this situation?

      How much control will I have in this group?

Affection: How distant or close do I want to become with this group and the people in it?

      Will I be accepted as a person?

      Will my knowledge, skill, talent be accepted?

How does a leader facilitate this stage?

Provides structural interaction.

Provides a high-task, low-relationship style or leadership.

Makes expectations clear.

Creates an atmosphere of positive, confident attitudes.

Makes the environment safe for everyone to be accepted.

Stage Two: Internal Discontent

Key question asked by individual group members:

Who am I with you?

What the group does and experiences in this stage

   B Figures out how to handle conflict.

   B Explores the hidden agendas of the group or the individual members.

в Defines roles and responsibilities.

в Competes for power.

Intimacy: Can we trust one another?
                Who will be in alliance with whom?
                What impact will those relationships have on the work of the group?
                How will those relationships affect my position in the group?

Power. Control. Influence:
                Who will control what we do?
                How much influence do I want?
                How much influence will I have?
                Who will have what power?

How does a leader facilitate this stage?
Manages group conflict while accomplishing the work.
Provides a high-task/high-relationship style of leadership.
Negotiates roles and responsibilities among group members.
Confronts dysfunctional behaviors.
Verbalizes what seems to be happening in the group.

Stage Three. The Creation of Normalized Relationship
Key question asked by individual group members:
        What are we going to do?

What the group does and experiences in this stage.
        Β Individuals work with others to accomplish the task.
        Β Rules for operating are articulated and enforced.
        Β People listen to one another.
        Β Differences in people and approaches are considered positive.

Issues that arise as part of this stage:
Interdependence: What are our task goals?
                       Can individual goals and group goals be complementary?
                       How can we use one another=s strengths?

Decision making: How will decisions be made?
                       How will power be used?
                       What is my part in decision making?

How does a leader facilitate this stage?
Facilitates the articulation of normal group working relationships.
Provides a high-relationship/low-task style of leadership
Provides support for group activities.
Monitors whether the group is operating by the norms established.
Provides feedback.

Stage Four: Achieving Maximum Performance
<u>Key question asked by individual group members:</u>
  How are we going to get it done?

<u>What the group does and experiences in this stage.</u>
  Β Sets procedures for accomplishing the work

  Β Produces work through productivity and problem solving.

  Β Time lines and specific tasks and procedures identified.

  Β People accomplish personal responsibilities, their group responsibilities, and contribute

  to the overall success of the group.

<u>Issues that arise as part of this stage:</u>
Procedures: Who has which responsibility?
                What specific actions are to be taken?
                What resources/ support can we expect?

Specifics: How will we accomplish our goals?
                How/what/when/where/how is work going to be completed?

<u>How does a leader facilitate this stage?</u>
Keeps turning responsibility and authority for the work over to the group.
Provides a low-task/low-relationship style of leadership.
Fosters celebration as goals are reached.
Focuses on maintaining the group.

How Decisions Are Made: At any given time in a campaign, all three styles will be used.

Decision Making Common Style	Characteristics	Strengths	Weaknesses	Abuses
Autocratic Best used when the campaign manager must make ultimate decisions in specific situations. *(Should be used carefully)*	Highly centralized Tight control Staff less motivated	Quick decisions Routine decisions Someone to blame	Heavy reliance on a single leader No commitment from rest of staff Breeds sabotage of effort Staff has no ownership in outcome	Undercuts talent Doesn=t grow new leaders Commitment of staff uncertain
Bureaucratic It keeps day-to-day operations running based on the decisions made in the Plan. *(Too much bureaucracy can burden the campaign)*	Clear chain of command System of checks & balances Set levels of responsibility	Predictability Chain of command Comfortable	Slows decision making process Hard to find one person responsible for outcome Suppresses creativity Creates an Ait=ll get done tomorrow@ attitude.	Can lose track of work Miscommunication Abdication of responsibility
Consensus Best in Plan Development *(Gives everyone ownership of key principles.)*	Highly decentralized Makes good decisions People are the happiest and most engaged	Highly creative People are committed Good idea generation	S-L-O-W No Astars@ Trust becomes an issue	Tyranny of consensus Everyone involved Decisions by default because no decisions are made.

The Leader=s Role in Maximizing the Skills and Talents of the Team

There are three key reasons why a leader doesn=t assign any Aline@ responsibilities for themselves.

1. The Leader never has to worry about finding work B work will find you.

2. The Leader has to be free to maintain the vision and to be prepared to speak about that vision so others will follow.

3. The Leader must spend time understanding where each member of his Team falls in the classification of Aprofessional personality@ type and Abehavioral styles.@

Again, behavioral science has made it easier for organizations to understand how people interact. Knowing the personality categories and which behavior style team members fall into makes it easier for a leader to build trust, motivate, and negotiate problems.

Personality Classifications:

1. People who need to build strong personal relationships within the team.

$These individuals are people-oriented.

$They make great fund-raising managers, volunteer coordinators, and press secretaries.

$They rely on their personality to accomplish their jobs.

$Need to be liked and generally prefer a work environment in which people like each other.

$They are generally good listeners but filter all conversation on a personal level.

$Don=t like conflict or dissention.

$High energy.

How a leader motivates a Apeople@ person.

$Take the time to get more personal.

$Be open, warm and friendly.

$Give assignments or cover subject using words that communicate the emotional nature of the job as, AThis will be a lot of fun@ or AWe have to worry about how this decision will move the voter.@

2. People who are action-oriented

$These are people who want to get things done.

$Very task-oriented people.

$They make great project managers for specific events.

$Need little information, have little patience for long discussions. Not great in long meetings.

$They make fast decisions and can stick to them.

$Sometimes will have a short attention span if the project begins to slow.

$May not be the best detail-oriented individual.

$High energy

How a leader motivates Aaction@ person.

$Be the battery charger for the energy.

$Keep them energized and upbeat about their responsibilities.

3. People who have to have all the facts before taking action.

$These are deliberate people who are not necessarily well designed for campaigns.

$Want to research every aspect of a topic or issue before taking action.

$They are a great balance in a campaign. They also can slow things down.

$They make great research directors and targeting specialists..

$They waste little time on the interpersonal relationships and want solid, well-reasoned arguments.

How a leader motivates a person who just wants the Afacts.@

$Approach this individual with solid information.

$Give concrete reasons why a job needs to be completed.

$Set parameters for how much information is required; otherwise, this individual will dig too deep.

$Don=t waste their time.

Behavioral Classifications

Within the dynamics of a team, people will demonstrate four general categories of behavior.

1. The individual who has a positive approach

$These individuals show solidarity for the group and the project.

$They will help provide agreement.

$They will help a leader provide a tension release for the entire group.

2. The individual who takes on the responsibility of the problem solver

$These individuals will offer suggestions.

$They will have opinions on how to get things done.

$They will provide information to help bring the group together.

3. The individual who questions everything

$These individuals ask for information.

$This person asks other=s opinions.

$They also will ask for suggestions.

4. The individual who is negative

$These individuals show disagreement with the group, the project, and the decisions.

$These individuals show tension.

$They demonstrates great antagonism toward the group as a whole and individuals within it.

KEY POINT: A leader recognizes that every group will have some of every type of personality and behavioral group. The leader who can shape the organization to maximize each personality in the group will achieve great success. The leader who uses the behavioral qualities of the individuals within the group to balance the positive aspect of the first three categories against the negative individual will find they have fewer conflicts and distractions.

*(Used in workshops with Diane Cromer; source: MVP Associates, Consultants to U.S. National Republican Committee & American Medical Association)