

## **Concept of Management and Evolution of Management Thought**

**Prof. K. B. Akhilesh**

**Department of Management Studies  
Indian Institute of Science, Bangalore**

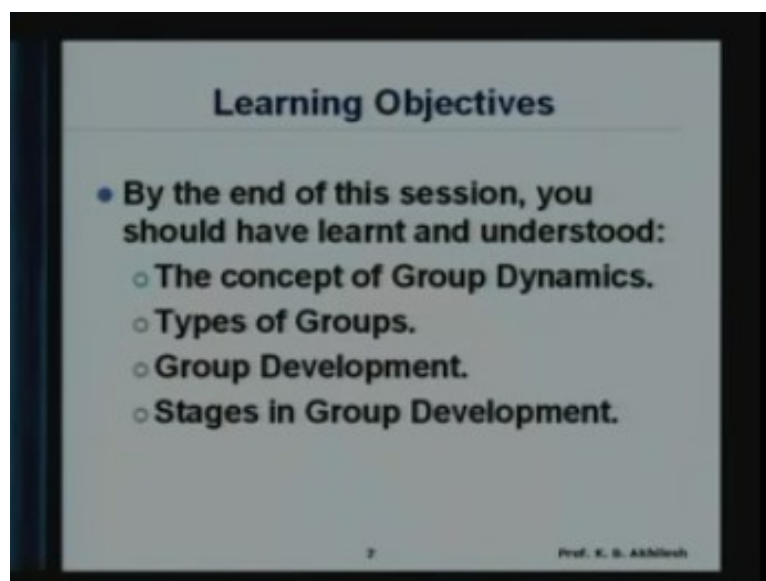
**Lecture - 32**

**Group Dynamics - I**

Hello, in our previous lectures we have covered different aspects of the organization and organizational behavior more so talking about organizational goals, the pursuit of organizational goals, the concept of organizational effectiveness, how to bring about changes in the organization and the field of organization development. To do any of these things particularly bringing about changes in the organization, the view of the groups is very important. The groups form the basic foundation according to many where it links the individuals to the organization and organization itself can be viewed as collection of several groups.

So we will focus in this as well as in the next lecture to understand the group and different aspects of the group behaviors and see how the managers can make use of the concept of group behavior to build an aligned and focused organization. Group dynamics and the focus of the group dynamics we will elaborate in this particular lecture in terms of the following.

(Refer Slide Time: 02:48)



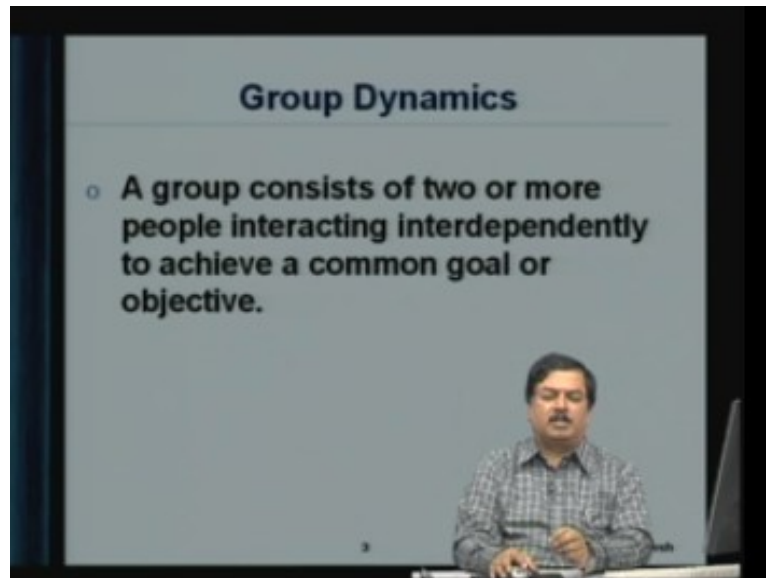
**Learning Objectives**

- **By the end of this session, you should have learnt and understood:**
  - **The concept of Group Dynamics.**
  - **Types of Groups.**
  - **Group Development.**
  - **Stages in Group Development.**

2 Prof. K. B. Akhilesh

In this lecture, you must be able to understand the concept of group dynamics, the types of groups and the group development and the various stages in group development, so and once we get these 4 aspects clear then we will also see how to apply these concepts to build the greater and effective organization.

(Refer Slide Time: 03:10)

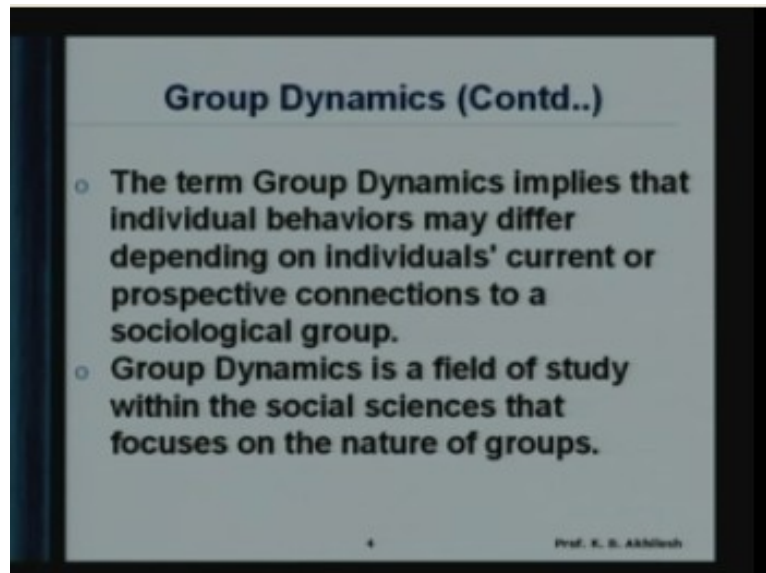


So the word group consists of you know the one can define it in various ways but let us keep a definition to the simplest the group consists of two or more people interacting interdependently to achieve a common goal or objective. So the word the group comes with these keywords. So there are two or more people, so unless you have people unless you have more than two you cannot think of a group. The second, they interact in a interdependent fashion so if they are all independent then very difficult to define a group concept.

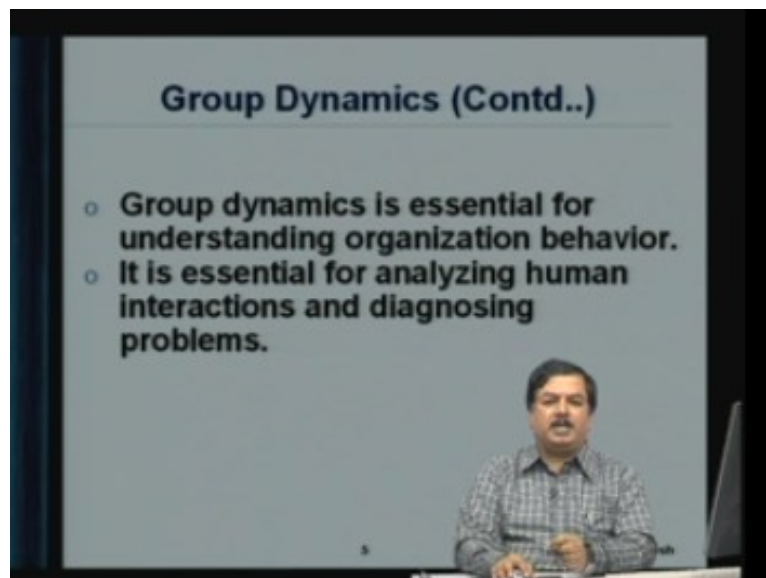
So the nature of interdependency are basically interdependency is an another dimension where people do a kind of a coordinated set of activities and then they pursue a common goal or an objective. So that means there is an individual view and individual task but all the tasks are collectively defines a little larger whole, so the organization may have several things but the group has a very specific identifiable kind of a task focus. So this task focus the goal, the objective is another dimension of the group and that is how the group cannot be viewed without these things. More people, nature of interdependence as well as the pursuit of that common goal and the objective but the group dynamics when you see it implies that the

individual behaviors may differ depending upon the individuals current or prospective connection to a sociological group.

(Refer Slide Time: 05:02)



(Refer Slide Time: 06:13)



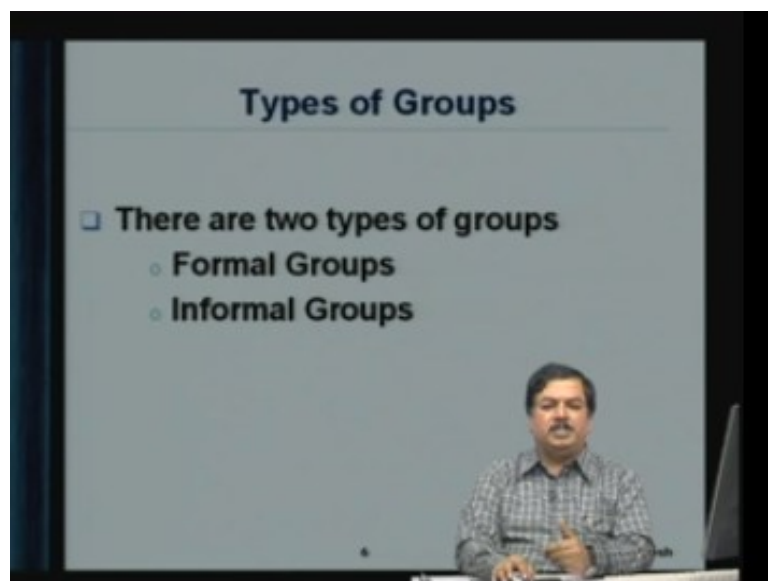
So that means how the individual behaves in a group could vary from one context to the other from one group situation to the other. So group dynamics has emerged as a kind of a field of study within the social sciences that focuses on the nature of the group and how the members

of the group interact, perform, contribute, pursue the common identified or implied goals of the group. So the group dynamics is essentially the study of the forces within the group. So the direction, the momentum of each of the individuals helps to know what direction the group is going to take I think that is the thought of this group dynamics as a field of interest.

So group dynamics is essential for understanding how not only the group behaves but also the organization. So it is a, it is extremely important for analyzing the human interactions and also diagnosing problems. Diagnosing problems with respect to management of change, the kind of resistances, the kind of supportive relationship which exist in the group, the facilitating and the restraining forces for any organizational level intervention and how does the group will come into picture in terms of the supporting such initiatives.

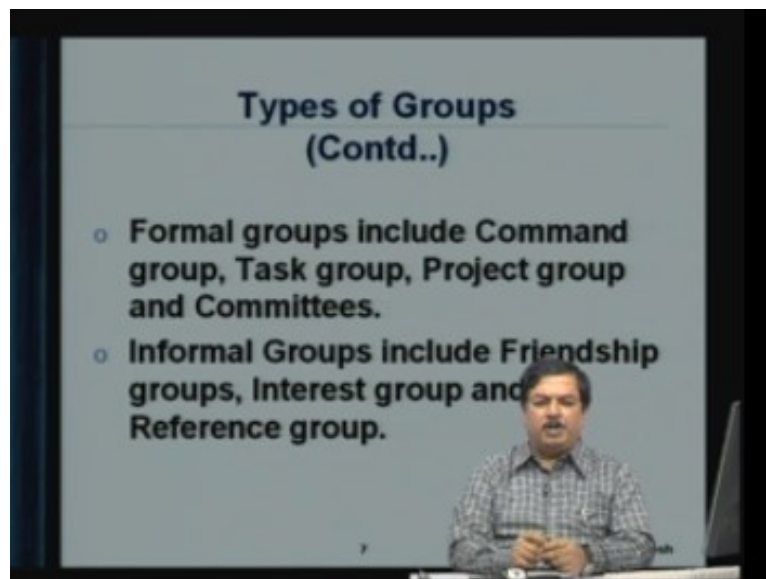
So in a group you have strong, focused individuals who also have strong opinions then normally they may become very supportive for the change and in the same time they can also come as a point of resistance in implementing any new initiatives and that is how the group dynamics helps to understand what exactly is happening in a group and through such understanding we can predict the success or the failure of any initiatives at the organizational level and predicting the behavior of the organization itself.

(Refer Slide Time: 07:33)



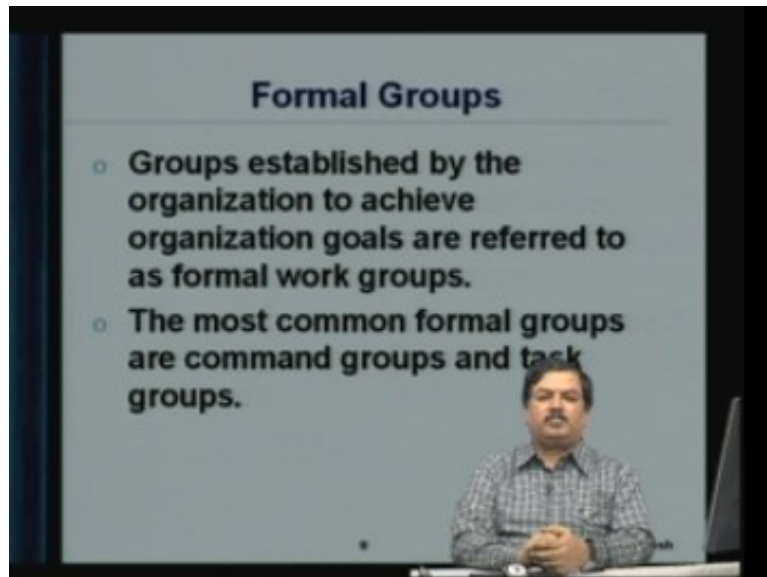
So coming back to much more specifics if you see the types of groups one can always classify into basically formal groups and the informal groups. Formal groups talks about what is appointed, what is created, what is defined by the organization. Informal groups talks about what is evolved, what is not so regulated, what is organic where people come together those the conditions define these informal groups.

(Refer Slide Time: 08:11)



So if we continue our discussion on the formal groups, formal groups include command group, the task group, the project groups and the committees and things like that. The informal groups if they you know include the friendship groups, the clubs, the interest groups and also sometime the reference group, these are all referred to as the informal groups. So we will elaborate and understand each of these and not only understanding an appreciation of the structure and functioning of these two groups or the these two types of groups will help building good managerial practices and also build good organization. Formal groups are established by the organization so that means it is very conscious and deliberate and to achieve organizational goals and they are basically referred to as formal work groups and the most common formal work groups are as we talked about are the command groups or the task groups.

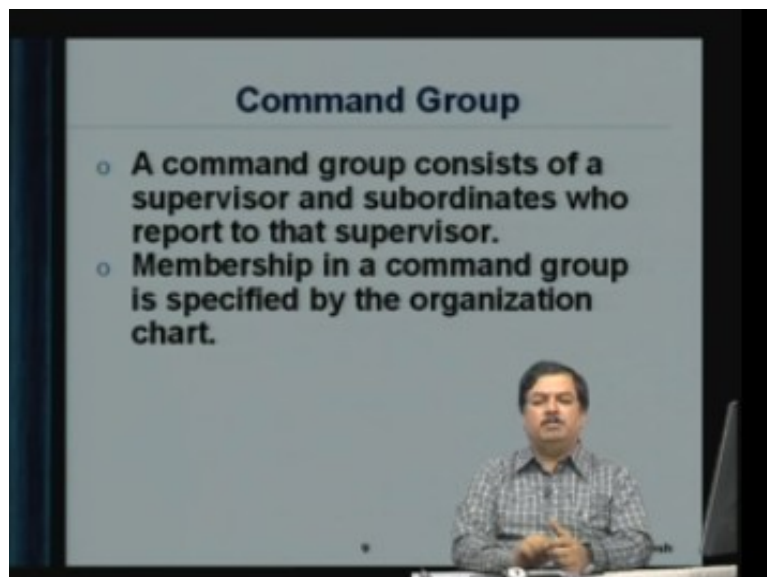
(Refer Slide Time: 09:01)

A man with a mustache, wearing a checkered shirt, is sitting at a desk. Behind him is a large presentation screen displaying a slide titled "Formal Groups". The slide contains two bullet points. The man's hands are clasped in front of him.

### Formal Groups

- Groups established by the organization to achieve organization goals are referred to as formal work groups.
- The most common formal groups are command groups and task groups.

(Refer Slide Time: 09:26)

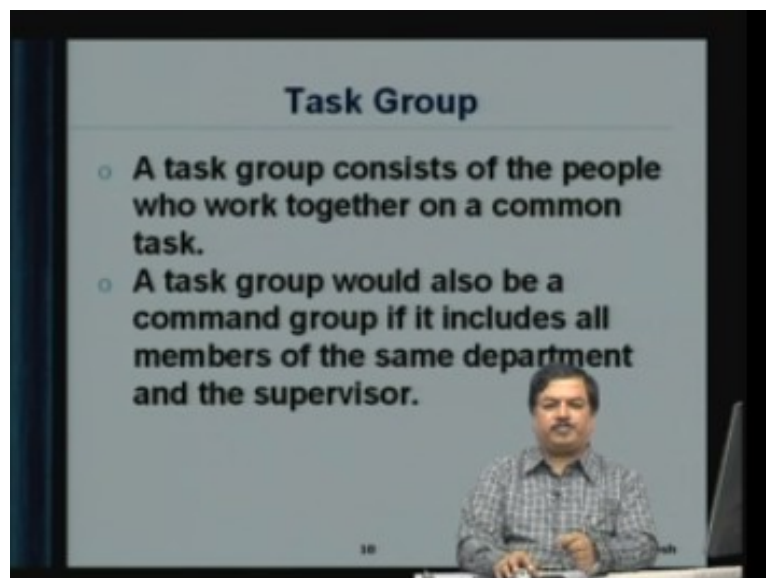
A man with a mustache, wearing a checkered shirt, is sitting at a desk. Behind him is a large presentation screen displaying a slide titled "Command Group". The slide contains two bullet points. The man's hands are clasped in front of him.

### Command Group

- A command group consists of a supervisor and subordinates who report to that supervisor.
- Membership in a command group is specified by the organization chart.

So what are these command groups, a command group consist of a supervisor and a subordinate who report to that supervisor. So that means a boss and set of subordinates, they constitute the first the core of any organization. So the membership in a command groups is specified by the organization chart. The leader has no choice of the membership that means the people do come to the organization based on their qualification, their expertise and so the leader cannot pick whomsoever he wants in most of the organizations, they are they are basically appointed or given to the leader.

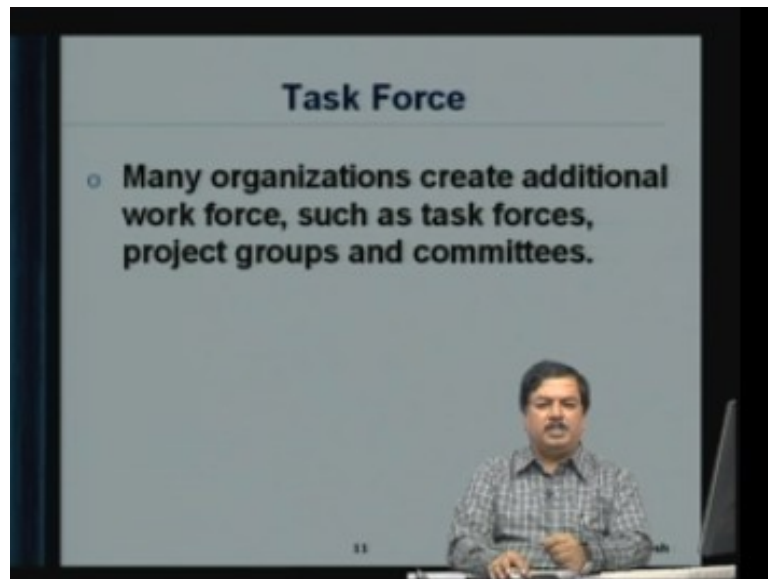
(Refer Slide Time: 10:26)



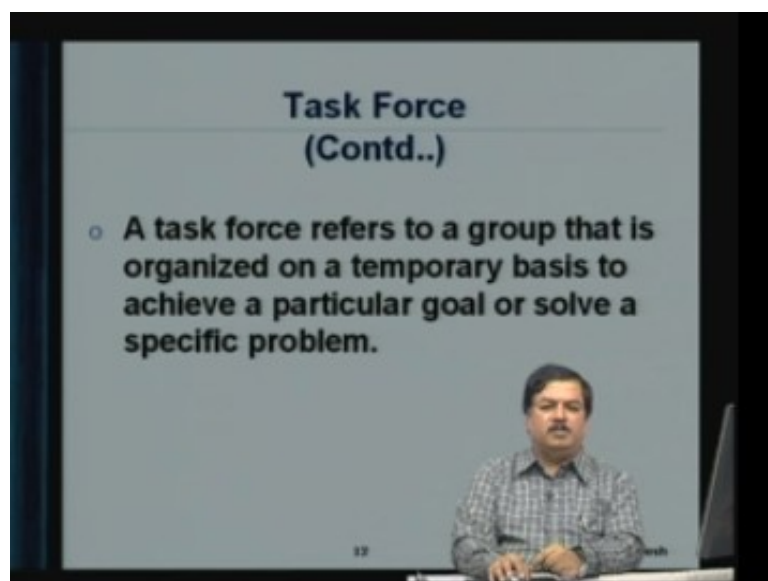
So the leader has to earn that required support, required trust and establish the relationships so that they contribute. So, the formal groups have an appointed leader and also the appointed membership. The task group consists of the people who work together on a common task so that means they are put together to achieve for certain things it maybe a task group would also be for example, it could be a command group, it has the an appointed leader but the difference is that they all come together to achieve the task and once the task is completed they are already or they are redistributed or back to the so it means you know the the task group has a very specific goal. So the goal drives the required membership, the goal defines the length of the relationship, the goal defines who should take the lead and who should contribute and the reporting and other relationships within the group. So the task groups are also called as temporary groups and sometimes you can also see there are permanent groups. So there is also a word is called the task force, so many organization create additional workforce so that is where the task force is coming and also the project groups and the committees. So the task forces, the project groups and committees are all typically driven by the end results and the achievement of end results also leads to the dissolution of these groups.

(Refer Slide Time: 11:30)





(Refer Slide Time: 11:55)



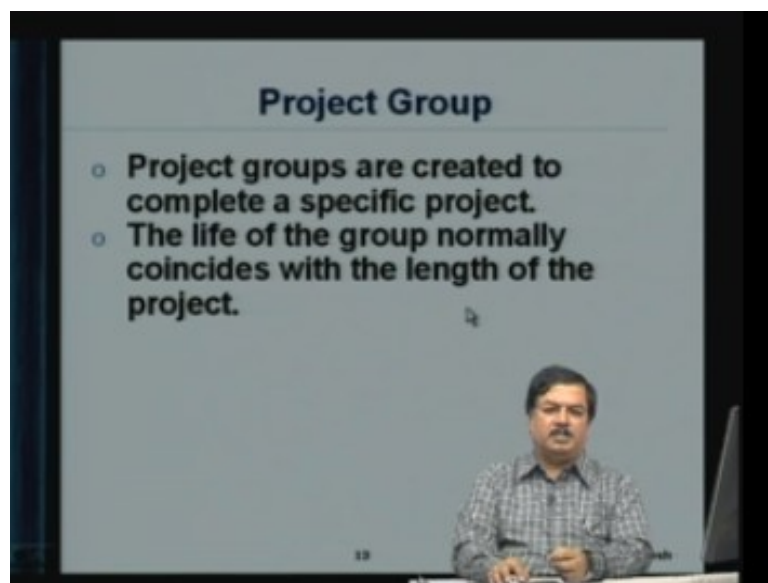
So task force refers to a group that is organized on a temporary basis to achieve a particular goal or solve a specific problem. So in other words if somebody thinking of a parking lot so task force gets formed, so they go through the definition and the details of the parking lot come back and then they make a kind of a proposal. So they may consult many people, they may conduct a survey, they may conduct the you know meet with set of experts. they may visit other companies. So there are many ways they can work but once they come with their proposal they may also have may be some supervisory responsibility of implementing a and evolving a kind of a parking lot but then the end of that the task force has no role to play



further, so the task force they also get can get planned where they want to hire some of the best of the talents.

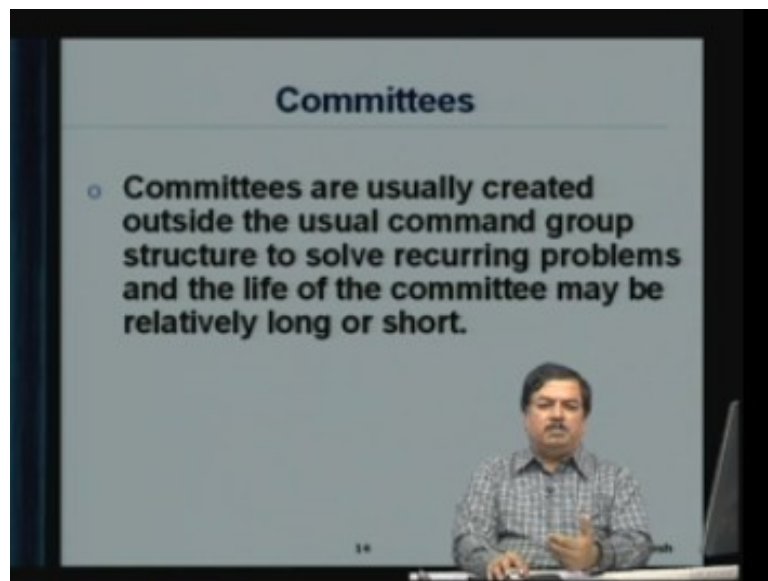
So the pool of people are put together and so they visit and then they choose people for the organization and once they complete that and then there is task force is dissolved. So the question is the task force are have a very specific role to play and the important word is that temporary. So they are temporary in nature and the achievement of the task is the focus.

(Refer Slide Time: 13:24)



Similarly, the project groups have this they are created to complete the specific project. So sometime the life of the group normally coincides with the length of the project, it could be few years particularly in an R&D kind of a situation, so group of experts are brought together to deliver and innovate or create some new products and services. So these are all project groups, so the project groups have a long a usually it is long periods compared to the kind of a task forces, the project groups go through a very systematic management practices in most of the organization and you can also think committees where they are created you know sometimes outside the usual command group that is apart from the boss and subordinate structure and they solve recurring problems sometimes the committee to take care of the canteen problems, committee to take care of the transport, committees to take care of the workplace grievances, committees are formed to take care of the health of the employees.

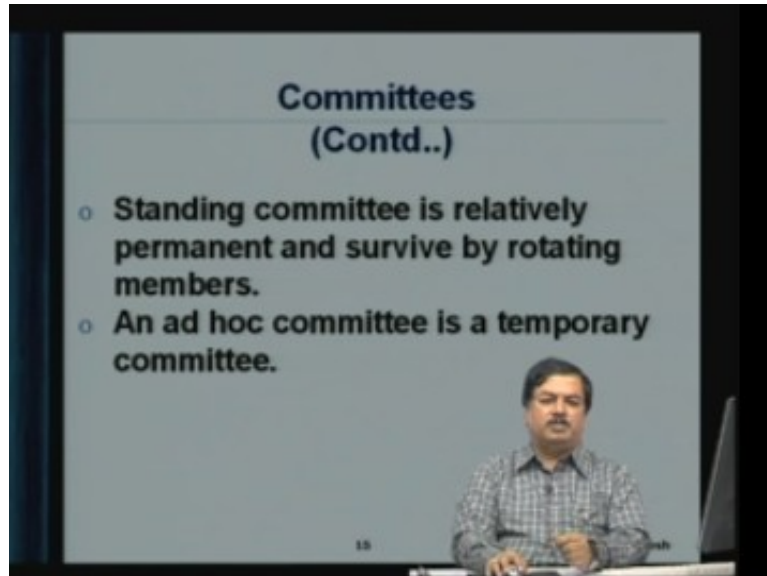
(Refer Slide Time: 14:11)



So the question is this kind of a committees they take care of the recurring problems and the life of the committee may be relatively long or it also could be short depending upon the interest of the members and also the urgency of the of the task and the dimensions of the problem. So the committees do have different durations and they may meet sometimes only around the crisis situations like the negotiation committees whenever the unions put a set of demands they may meet and discuss but many other times they may not meet at all. So the committees have structure which are much more loose and much more a much more temporary in its nature and also you use the word standing committees, so the standing committees relatively permanent and survive by rotating members.

So in that situation committee is there the but the membership can change and sometimes you may also hear this term called and ad hoc committee an ad hoc committee is a quick set of people are drawn to meet those specific situation and as those issues are sorted out the committees are dissolved. So adhoc committees are much more issue based for example some specific facilities to be extended to the particular part of the employee community. So then an adhoc committee is formed, so they look into the issues maybe retiring employee benefits.

(Refer Slide Time: 15:35)



**Committees  
(Contd..)**

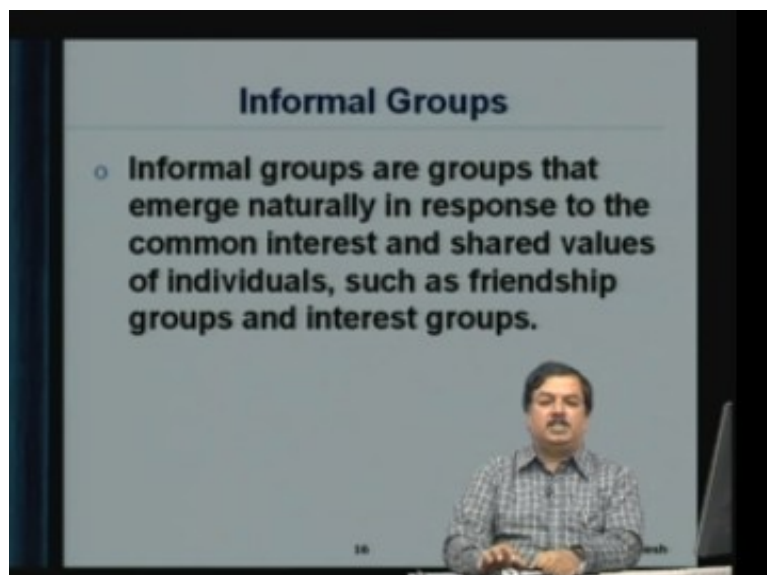
- **Standing committee is relatively permanent and survive by rotating members.**
- **An ad hoc committee is a temporary committee.**

15

A man with a mustache, wearing a checkered shirt, is seated at a desk in front of a laptop, presenting the slide.

So when they do such things they come up with a recommendation and then the committee has no further role to play. One can also use this word this informal groups and we have to talked about the formal groups can take the shape of the things what we talked about earlier where the informal groups that you know you may naturally in response to the common interest and also the shared values of individuals.

(Refer Slide Time: 16:30)



**Informal Groups**

- **Informal groups are groups that emerge naturally in response to the common interest and shared values of individuals, such as friendship groups and interest groups.**

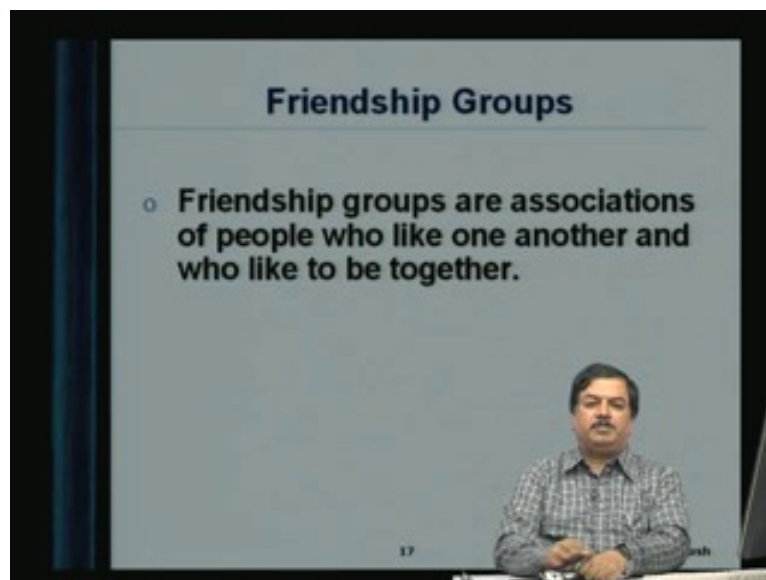
16

A man with a mustache, wearing a checkered shirt, is seated at a desk in front of a laptop, presenting the slide.

So typically it is the friendship groups or the interest groups. The same language whatever people are talking about they may come together or the people who have passed out of the

same college or the set of people who represent you know the maybe you know some the interest group could be music groups. So if they are interested in you know trekking and adventurous kind of a thing, so this sports related things, so the interest groups and the friendship groups are extremely common in most of the organization and many of the organizational communication gets discussed in this informal groups and also the rumors and some kind of anxieties also gets created in the informal groups, I think that is where the managers are very keen to understand the nature and functioning of this informal groups. The friendship groups are associations of people who like one another and who like to be together and the basis of liking could be many thing.

(Refer Slide Time: 17:53)



So there is the larger the organization you will find several of these friendship groups and they are formed because the members have something in common, so it could be the social activities, it could be the political beliefs or it is the religious values at the strong of the strong hobbies they pursue. So the friendship groups in organization often extend their interaction to many of the off-the-job activities.

(Refer Slide Time: 18:08)

### Friendship Groups (Contd..)

- They are formed because members have something in common, such as social activities, political beliefs, religious values.
- Friendship groups in organization often extend their interaction to off-the-job activities.

18 Prof. K. S. Akshith

(Refer Slide Time: 18:59)

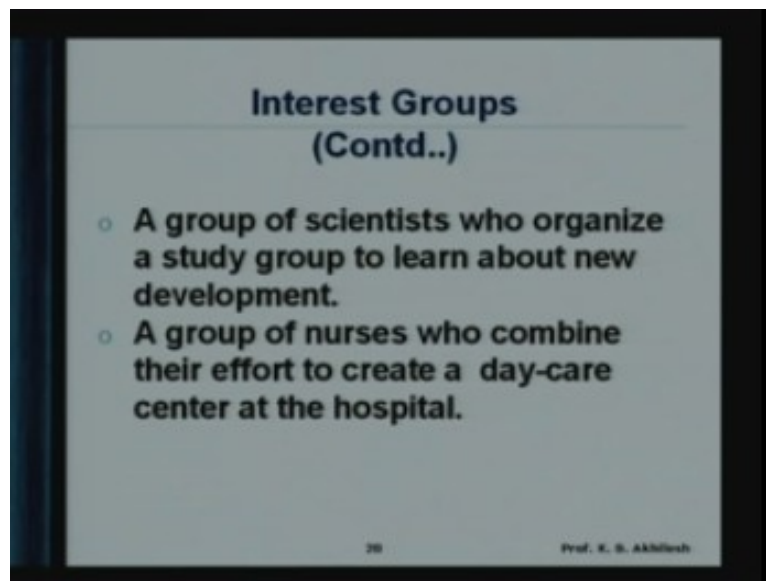
### Interest Groups

- Interest groups are comprised of individuals who may not be members of the same organizational unit.
- Some examples of interest groups are discussed:

19

So that means they meet after the work hours as well and the but friendship always helps to sort out many of the work group or the on the job activities. Friendship groups provide a kind of a basis on which they share some of the common understanding and also pursue some of the activities beyond the organizational working hours. The interest groups are little more complicated, interest groups are comprised of individuals, so may not be sometimes members of the organization unit. So in this interest groups that the some it can also have members who are belonging to some other organization who also have similar strong interest.

(Refer Slide Time: 19:32)

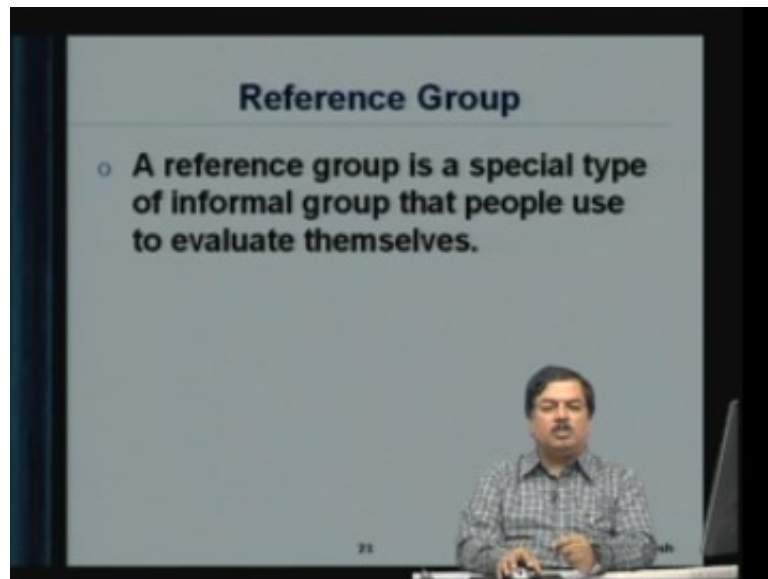


So, that is the time where you will also see the a group of scientists who organize a study group to learn about new developments. So it is the tech groups or the technology groups a group of nurses who combine their effort to create a day-care center of the at the hospital.

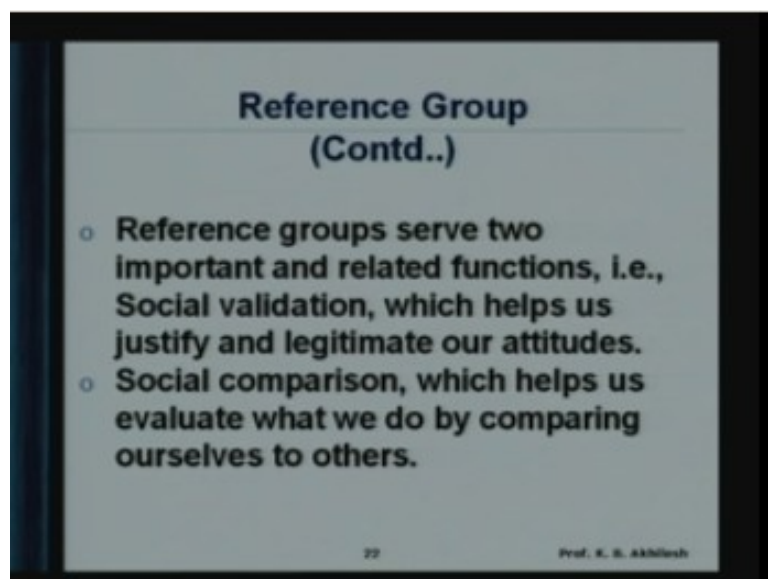
So such things when you know when people come together and then pursue and very single things and these are typically referred to as the interest groups. So the interest groups they try and promote their strong views and strong opinions both within the organization as well as in the community.

So that means the in an academic group the interest groups get formed not only of the people, the professors and the teachers who are working in the organization but similar people who are interested in other colleges or the student community of other colleges or may be the industry people who are interested in pursuing some of the topics of interest. So that is where the interest groups goes beyond the organizational membership, you also use the word reference group is a kind of a special type of informal group that people use to evaluate themselves.

(Refer Slide Time: 20:44)



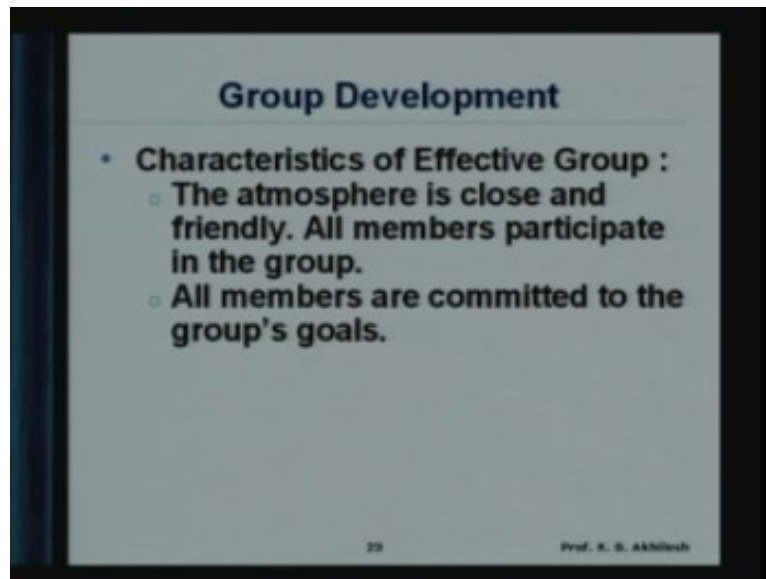
(Refer Slide Time: 21:07)



So that means they do have some of the role models, so some of the voluntary organizations become part of this kind of a reference group. So the reference groups of two important and related functions it makes it as a kind of a social validation which helps us just justify and legitimate the kind of attitudes what we have, so then you know the it could be the it could be the appreciation of the of the literature. So, there is a social comparison which helps us to evaluate what we do by comparing ourselves to the to the others.

(Refer Slide Time: 21:40)

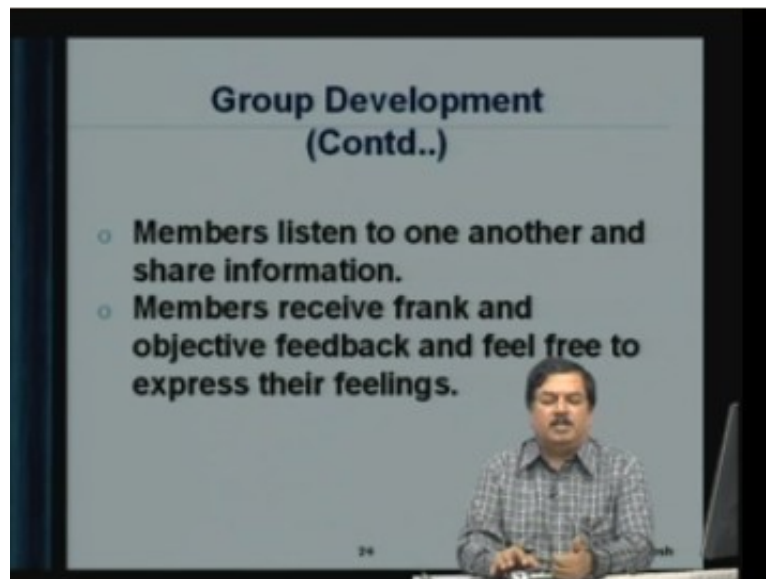




So then, we will move on to this you know comparing this primary groups and the secondary groups such classifications to basically the group development, when we see group development, we need to basic talking about the characteristics of the effective group. The what are the characteristics of the effective group, the way we talk about the organizational effectiveness we are also talking about the group effectiveness? The group effectiveness if you see the atmosphere is close and friendly and that means there is a basically a belongingness and cohesiveness, so the cohesiveness and belongingness talks about this close and friendly relationship of friendly climate, all members participate in the group.

So that means there is high degree of collegiality, high degree of involvement, high degree of commitments that is all members are committed to the groups' goals no excuses and they all pursue that the goals and then pursuit of goals itself is an important dimension as we have seen in the past. So the belongingness, the cohesiveness, the high degree of participation, high degree of engagement and also high degree of commitment all these becomes part of the group effectiveness and if they are taking decisions collectively, if they are highly serious in terms of pursuing the decisions taken by the group then we see the group is highly effective.

(Refer Slide Time: 23:30)



So the members listen to one another and also they share information and they are open, they are candid, they are free, they are frank and there is no intimation, there is no repression, there is no distortion, there is no suppression of one's views and they share in a free and a frank manner and also they talk about they get this objectives in a very clear fashion but they are also able to express their feelings, express their disagreements, express their ideas to the other members of the organization.

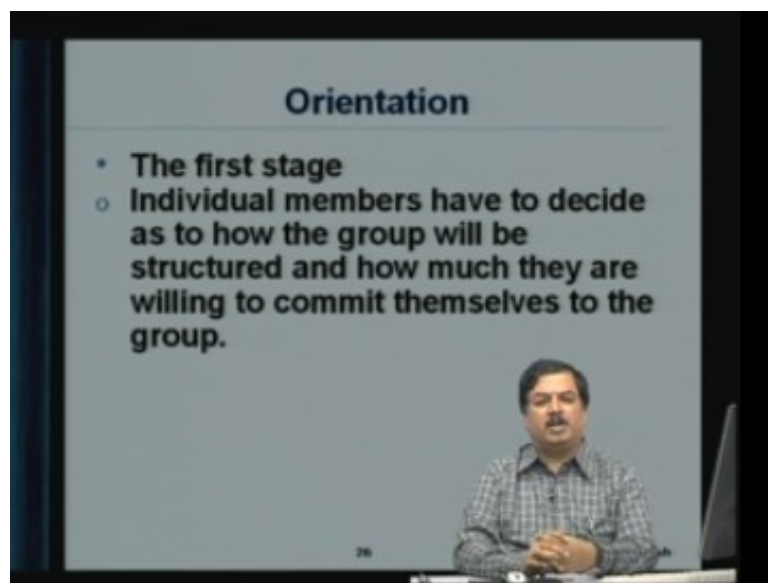
(Refer Slide Time: 24:11)



So let us look at the from group effectiveness point of view to the stages of the group development. I am going to propose two models but both the models are very similar but it is

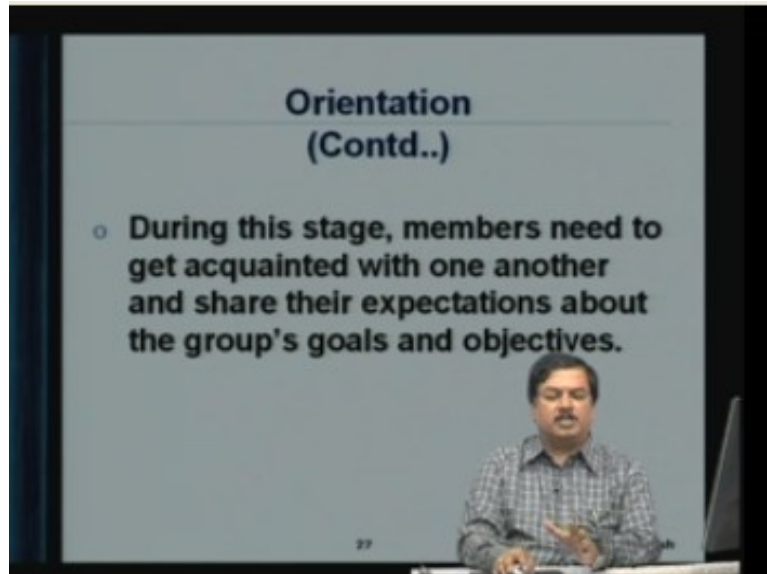
only in terms of its explanation and in terms of the details, the wordings are little different but the stages of group development are the following, there is orientation stage and there is a confrontation stage and there is a differentiation stage and there is a collaboration stage. So each of these stages differ in terms of the size of the group, in terms of the task of the group and also the overall climate of the organization. The orientation is the first stage so the individual members have to decide as to how the group will be structured and how much they are willing to commit themselves to the group.

(Refer Slide Time: 24:57)



So that means people try to understand what is my role? What is my responsibility? What is the goal of the organization? What is my relationship to the others? What is excellent? What is the end results? So the people try to discuss, people try to understand, I think this is what is the first stage could be called as the orientation stage. The orientation stage the members need to get acquainted with one another. So they try to understand the background of the others, the preferences of the others and then they also share their expectations about what that group should be doing or group should not be doing. So they bring their past experiences, past education, past training and then try to go with along the views of the other group members.

(Refer Slide Time: 25:40)



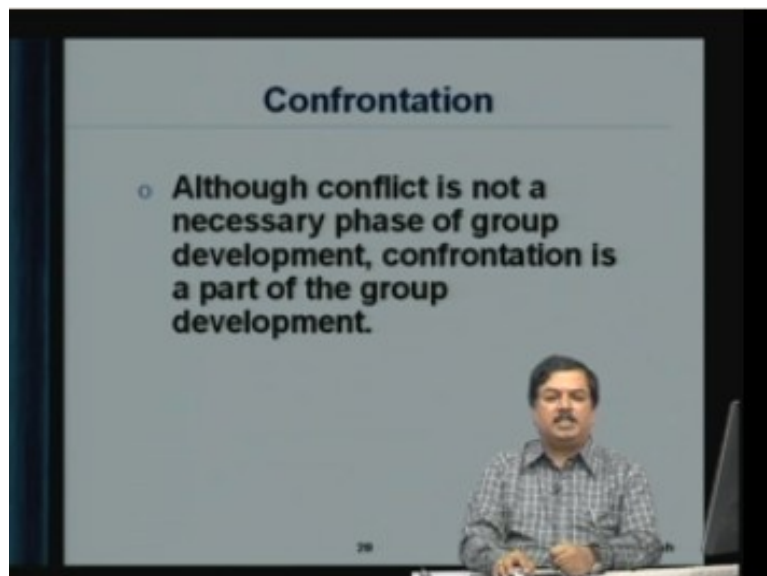
**Orientation  
(Contd..)**

- During this stage, members need to get acquainted with one another and share their expectations about the group's goals and objectives.

27

A man in a checkered shirt is seated at a desk, gesturing with his hands while presenting the slide.

(Refer Slide Time: 26:23)



**Confrontation**

- Although conflict is not a necessary phase of group development, confrontation is a part of the group development.

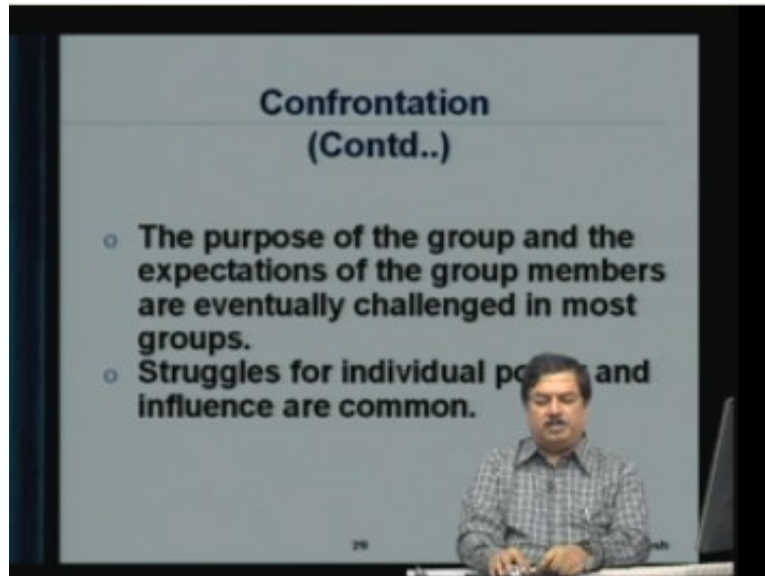
28

A man in a checkered shirt is seated at a desk, gesturing with his hands while presenting the slide.

So the group goals and objectives gets altered, gets shared, gets discussed, gets elaborated and the members relate their own past experiences to the stated goals and the objectives. The orientation stage would lead to the next stage of confrontation although what people view is conflict is not a necessary phase of this group development but confrontation is a part of the group development. So the group goes through this confrontation means questioning, addressing both the kind of the task they have to do, the role they have to perform and also the kind of resources they will use, the relationships they have to maintain. So many of these things gets addressed in this kind of a confrontation thing. So the purpose of a group and the

expectations of the group members are eventually challenged in most groups. So then they try to see what is that I should be doing or I should not be doing.

(Refer Slide Time: 27:05)

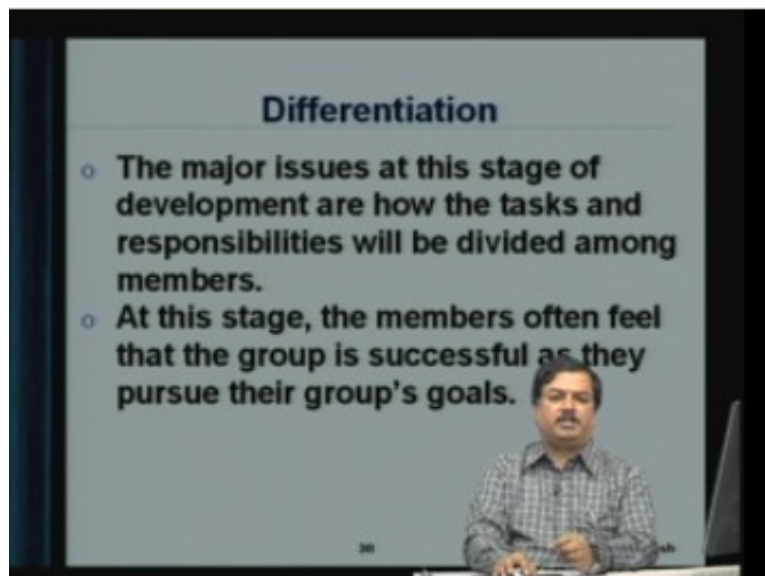


### Confrontation (Contd..)

- The purpose of the group and the expectations of the group members are eventually challenged in most groups.
- Struggles for individual power and influence are common.

29

(Refer Slide Time: 27:46)



### Differentiation

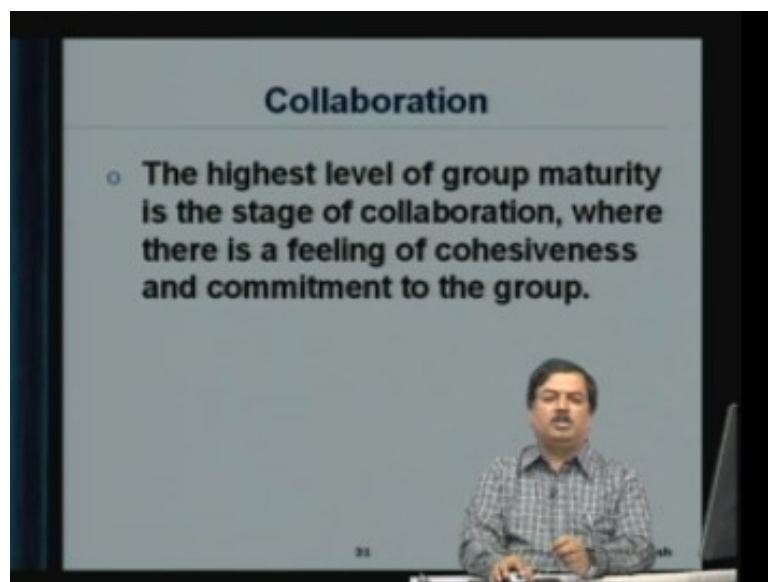
- The major issues at this stage of development are how the tasks and responsibilities will be divided among members.
- At this stage, the members often feel that the group is successful as they pursue their group's goals.

30

So in the struggles for individual power and influence are very common, so people who would like to see yes this is what I want to see it as, this is what I can do so people relate to their own competencies, their own interest and say yes, so the struggle of individual identities

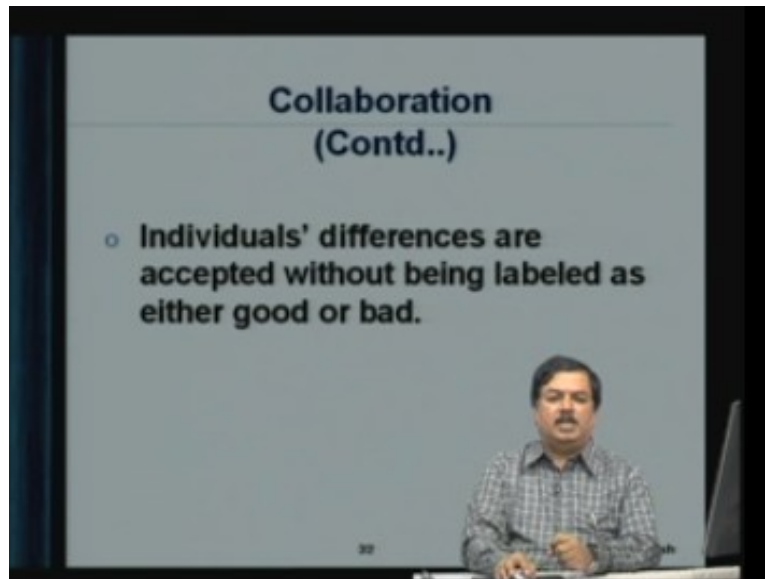
extremely common at the phase of this confrontation but the group moves into the next is the where the development is in terms of the differentiation. So how the task and responsibilities will be divided amongst the members of the group. So what is that I will do, what is that others have to do what is that the resource I will share so compared to the others, so the members often feel that the group is successful as they pursue their you know group goals. So if people feel that they are important, they are relevant and they are doing some specialized jobs and the it is valued and appreciated by the others, the differentiation stage goes through in a very successful fashion then the next stage is called the collaboration where the highest level of group maturity, this is the stage where people work together where there is a feeling of cohesiveness and also the commitment to the overall group goals.

(Refer Slide Time: 28:33)



So this kind of an initial model are from orientation to the collaboration, leads the kind of where the people accept these differences but then the without being putting it as something good or bad they all pursue and they know how to manage these differences but these stages have been pretty very well elaborated by the Bruce Tuckman and they propose this you know the five-stage model called the Tuckman's stages for development of a group. I think he, the Tuckman's model states that the ideal group decision-making process should occur in five stages.

(Refer Slide Time: 28:57)

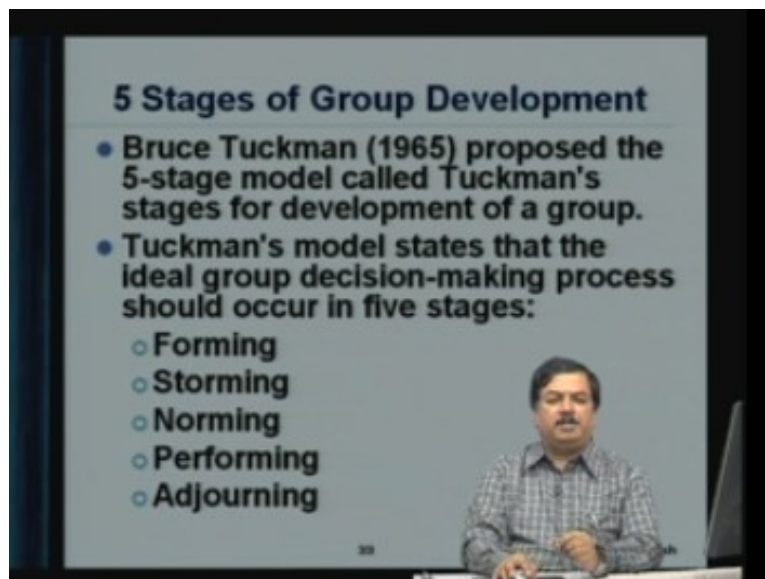


**Collaboration  
(Contd..)**

- Individuals' differences are accepted without being labeled as either good or bad.

22

(Refer Slide Time: 29:13)



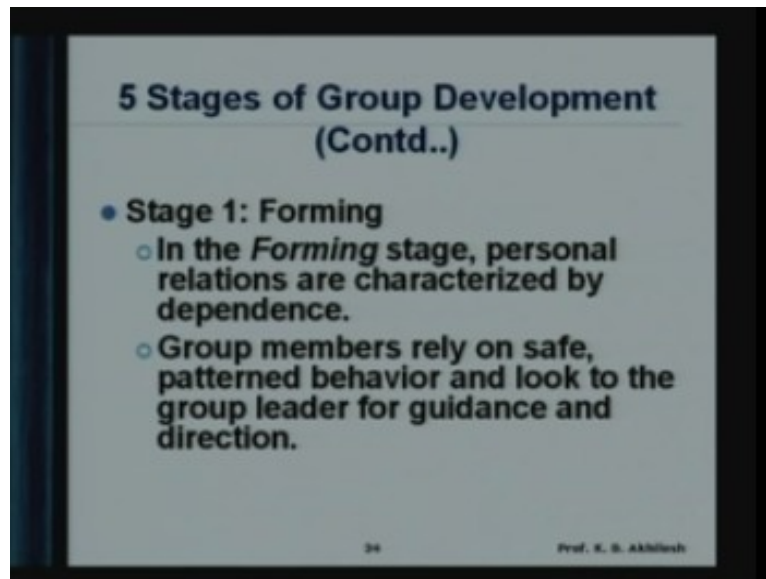
**5 Stages of Group Development**

- Bruce Tuckman (1965) proposed the 5-stage model called Tuckman's stages for development of a group.
- Tuckman's model states that the ideal group decision-making process should occur in five stages:
  - Forming
  - Storming
  - Norming
  - Performing
  - Adjourning

23

(Refer Slide Time: 30:05)



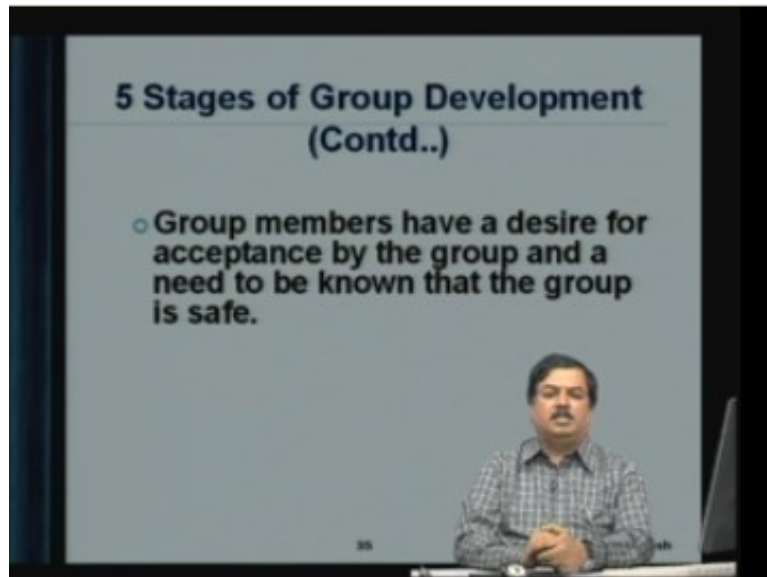


So as they talked about earlier is the maturity get the development of the group itself. So decision making process goes through these 5 stages: forming then storming, norming performing and the adjourning. So as we bring any members if you see then basically there is a first stage of this forming. So what happens in the forming stage as the group members come together, the personal relationships are characterized by the dependence? So that means each one would like to explore what other members are capable of and the group members are very safe and the you know the patterned behaviors they look for the other members and other group leaders and what is that they you know one would like to say.

So there is lot of observation, lot of reservation and then one would like to somebody to take that kind of a role of giving the guidance and direction. So somebody has to define the agenda for the group about what it is all about? What the basic relationships are? What are the time frames? What are the resources? Understanding and interpreting what the others want from this group that kind of a thing. So the forming stage involves getting to know, seeking the information, making a pattern around this information.

So all this is part of this the initial stage, so the group members have a desire for basically an acceptance by the group and also a need to be known that that the group is very safe. So this membership is useful, the membership is rewarding. So these are all part of this you know forming stage, so in a forming stage the group members do give information but also they seek views from the others and then how the how the how others view, how others feel it give that support give that comfort level at the forming level.

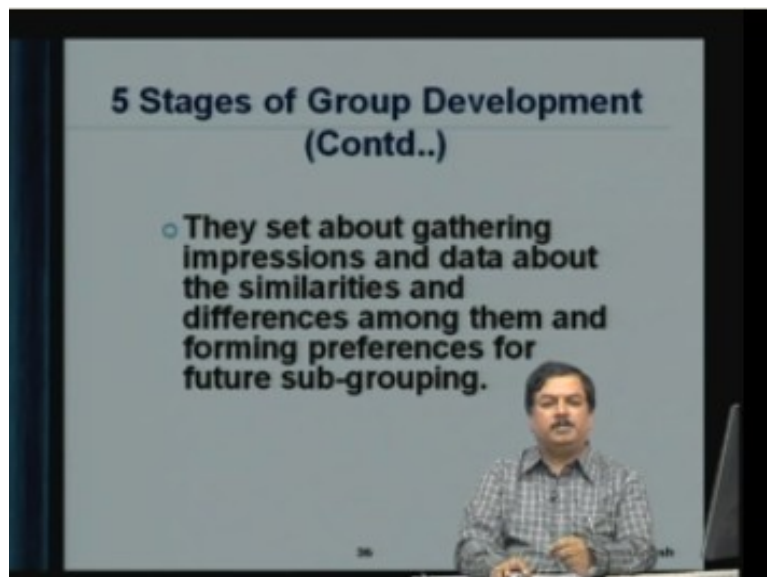
(Refer Slide Time: 31:24)

A man with a mustache, wearing a checkered shirt, is sitting at a desk. Behind him is a large presentation screen. The screen displays the title "5 Stages of Group Development (Contd..)" and a bullet point. The man's hands are clasped on the desk. A laptop is visible on the right side of the desk.

**5 Stages of Group Development  
(Contd..)**

- Group members have a desire for acceptance by the group and a need to be known that the group is safe.

(Refer Slide Time: 32:05)

A man with a mustache, wearing a checkered shirt, is sitting at a desk. Behind him is a large presentation screen. The screen displays the title "5 Stages of Group Development (Contd..)" and a bullet point. The man's hands are clasped on the desk. A laptop is visible on the right side of the desk.

**5 Stages of Group Development  
(Contd..)**

- They set about gathering impressions and data about the similarities and differences among them and forming preferences for future sub-grouping.

(Refer Slide Time: 32:33)

The slide is titled "5 Stages of Group Development (Contd..)" and contains a single bullet point: "Rules of behavior seem to be to keep things simple and to avoid controversy. Serious topics and feelings are avoided." The presenter, a man with a mustache wearing a checkered shirt, is seated at a desk in front of the slide. The slide number "37" is visible at the bottom left.

### 5 Stages of Group Development (Contd..)

- Rules of behavior seem to be to keep things simple and to avoid controversy. Serious topics and feelings are avoided.

So they set about gathering impressions and data about the similarities and the differences, the kind of expertise, the kind of competencies others bring to the table and then the it also becomes a basis for the what happens at the next step forming preferences for future sub-grouping. So you will see the rules of behavior seem to be to keep things simple and to avoid any controversy.

(Refer Slide Time: 33:00)

The slide is titled "5 Stages of Group Development (Contd..)" and contains two bullet points: "The major task functions also concern orientation." and "Members attempt to become oriented to the tasks as well as to one another." The presenter, a man with a mustache wearing a checkered shirt, is seated at a desk in front of the slide. The slide number "38" is visible at the bottom left.

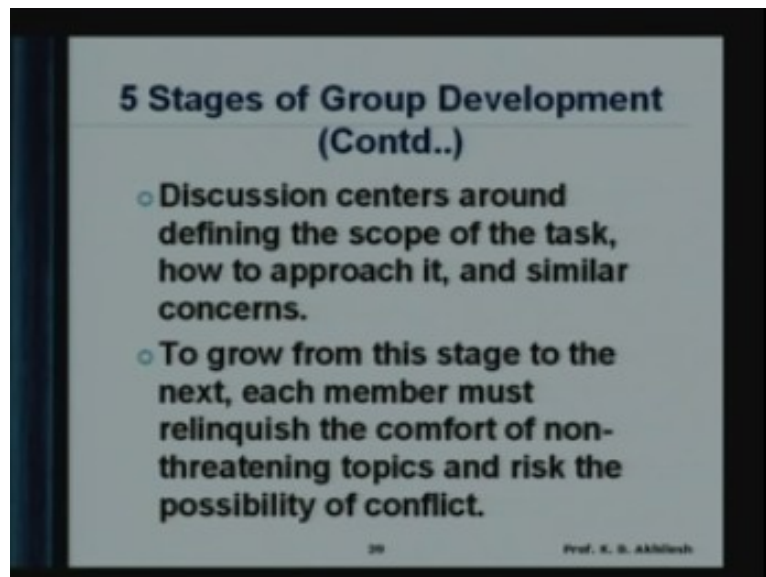
### 5 Stages of Group Development (Contd..)

- The major task functions also concern orientation.
- Members attempt to become oriented to the tasks as well as to one another.

So the serious topics and the feelings are avoided in that kind of a forming stage, in a forming stage that there is more seeking of information, more simpler analysis of what is available but it is more of an exploration situation for the group members. So the major task functions also

concern this kind of an orientation. So the more information is shared some members take lead, members attempt to become oriented to the task as well as to one another.

(Refer Slide Time: 33:24)



So the task in the relationship exploration takes place and during that the group gets into that kind of a discussion mode in a and then defining the scope of the task how to accomplish the task and what are the major concerns. So to grow from this stage to the next, so the each member must relinquish the comfort of non-threatening topics and also risk the possibility of conflict. So that means they have to they have to really open up and then start questioning whether can I do this task what is that I would like to see the task activities in terms of the quality, in terms of the performance as we talked about in terms of the delivery, in terms of the role you know role ambiguity, the role conflicts, the role overloads. So many of these dimensions have to come I think that is where it is storming, so as people get relevant information, has initial information then they start moving and questioning then relating to one another in a much more dynamic way. So you really do not know that who is leading the discussion, who is controlling the discussion because of lots of opinions, tonnes of views gets you know will come at the stage called the storming.

(Refer Slide Time: 34:17)

The slide is titled "5 Stages of Group Development (Contd..)". It lists "Stage 2: Storming" with two bullet points: "The next stage is Storming." and "It is characterized by competition and conflict in the personal relations' dimension and organization in the task function's dimension." A man is visible in the bottom right corner of the slide frame, sitting at a desk.

- **Stage 2: Storming**
  - The next stage is Storming.
  - It is characterized by competition and conflict in the personal relations' dimension and organization in the task function's dimension.

So the next stage you will see they characterized by the competition and conflict and in the personal relationship dimension and organization in the task function dimension. So there are conflicts one would like there no, I do not like to do that, I do not want to do that I had I have never done it in the past why should I not do this I am more capable of doing it. So many of these things will come with respect to the task and also with respect to the relationship dimensions.

(Refer Slide Time: 35:40)

The slide is titled "5 Stages of Group Development (Contd..)". It contains two bullet points: "As the group members attempt to organize for the task, conflict inevitably results in their personal relations." and "Individuals have to bend and mould their feelings, ideas, attitudes and beliefs to suit the group organization." The slide number "42" and the name "Prof. K. B. Akhilesh" are visible at the bottom.

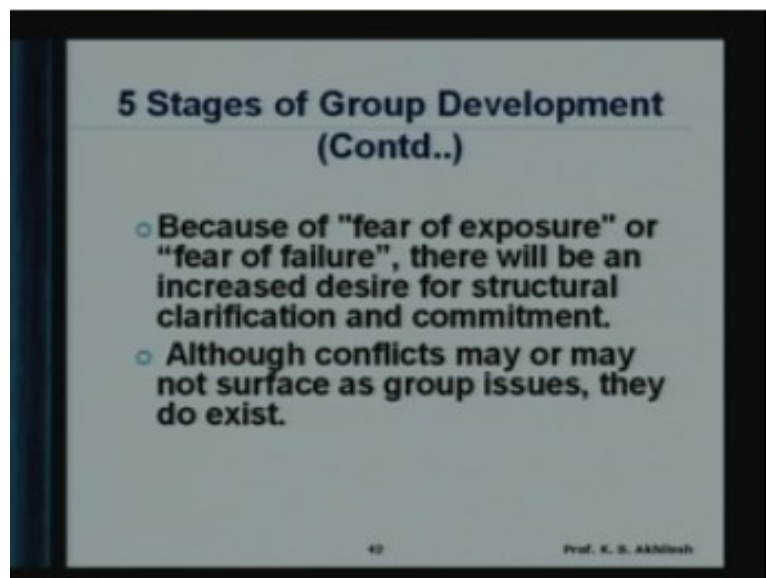
- As the group members attempt to organize for the task, conflict inevitably results in their personal relations.
- Individuals have to bend and mould their feelings, ideas, attitudes and beliefs to suit the group organization.

So I do not think that so and so is capable I do not have trust so somebody cannot be trusted at all somebody they you know will not able to do this so many of these opinions also get

generated. So in the storming stage the relationship gets elaborated, the task gets more the task structure also gets elaborated as the group members attempt to organize for the task conflict inevitably results in their personal relations. So as you see that some people become very silent, there are some people raise their voice, some people would just agree with some of the opinion leaders.

So the explicit and the implicit nature of this storming is very interesting, so the individuals have to bend and mould their feelings, the ideas, the attitudes and beliefs to suit the group organization. So sometimes they cannot accept, sometimes they question their the ideas expressed by others, serious arguments would take place and also what would articulate about their one's one beliefs and what is correct and what is not correct.

(Refer Slide Time: 36:59)

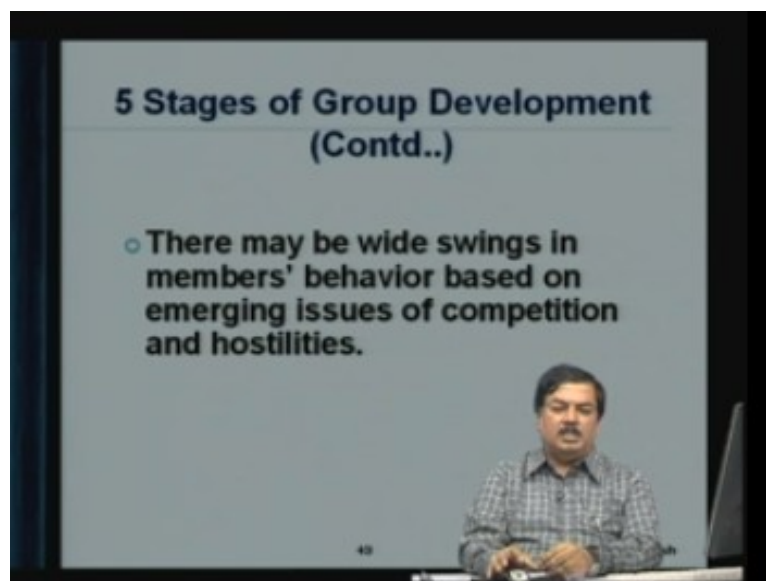


So this is the stage of group decision making where one would see more noise, less of order, leadership gets questioned or you will also see the emergence of 2-3, the second level leadership and the and the group goes through this kind of a phase where the there is a fear of exposure or there is a fear of failure so that means you know there is an increased the structural clarification and commitment.

So one would like to talk about in terms of what is that I am going to do or what is that I will not be able to do, why should I do and things like that. So the conflicts may or may not surface as group issues but they do exist, so you will see lot of division of lines, strong

arguments, raising of voice and not allowing some people to speak. So many of these things do happen in the second stage of this where there is a storming as at times and we will also see there may be wide swings in the members behavior, people get into the silence mode and also one would like to see there is suddenly the competitive kind of a mode and then very strong hostilities are expressed where some opinionated people are questioned, cornered and then one who is very silent maybe pushed.

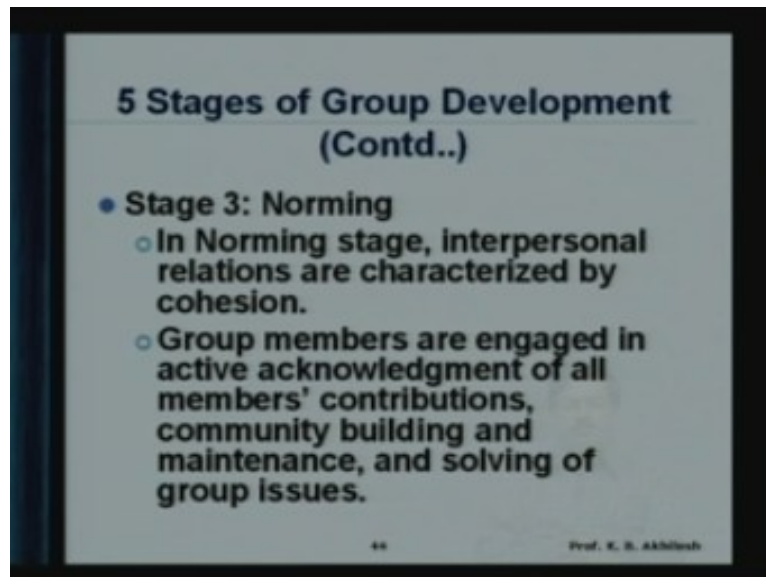
(Refer Slide Time: 37:44)



So many of these things do happen in the storming stage. As the storming stage gets into this we move onto the next stage called the norming. In the, that means in on the first is we are talking about is the forming, forming to be talked about the storming then we move on to the norming. So the norming stage, interpersonal relationships are basically are characterized by the cohesion. So the members now starts feeling empathetic about others then suddenly they see there are some people who are not participating suddenly they see some are not contributing enough or some are really contributed.

(Refer Slide Time: 38:19)

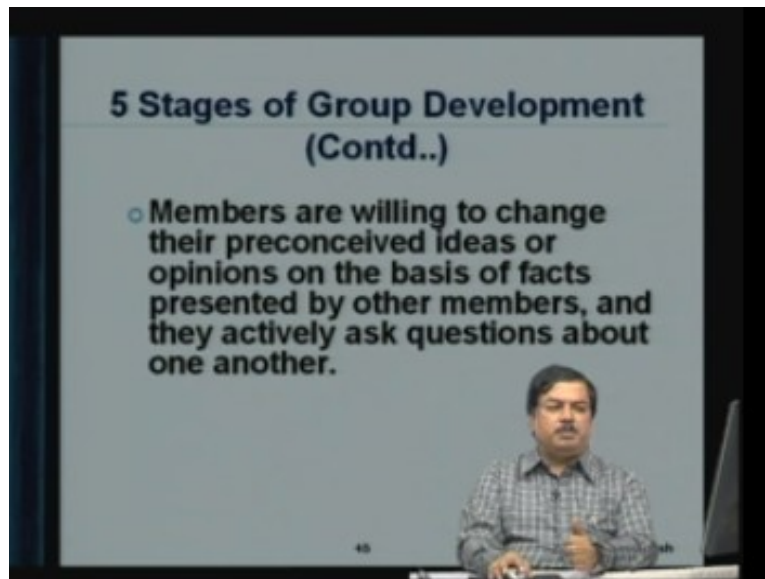




So the group members are engaged in active acknowledge of all members contribution. So then also people start talking about or moving into the problem solving, in any problem solving attempt the group goes through the following things: one they understand what is the problem and then they try and elaborate the alternatives and then they select some criteria of choosing a particular alternative and then they evaluate those alternatives to see whether it meets those expectations or not.

So in a group problem solving, decision making situations, so the members do acknowledge the contribution of the members in term of idea generation as well as evaluation of a particular idea to solve the problem. So that the time where the you know you know the task, the structure gets much more stabilized, so the group tries to say some of the rules of the game. So that how each one should contribute, how each one should speak, how one should listen to the other and why somebody should not interfere or you please go and write on the board and many of these things. So that is the time where what are the does and don'ts get defined and they will so say that so and so will coordinate so and so will lead the discussion so and so will summarize whatever we are doing, so the members are willing to change their preconceived ideas or opinions and on the basis of the facts presented by other members and they start listening to each other. So they actively ask questions about one another, so this listening, giving and taking and that provides a kind of a basis of working. So the norming stage is a kind of an unwritten rules, unwritten expectations start governing the behaviors of the members.

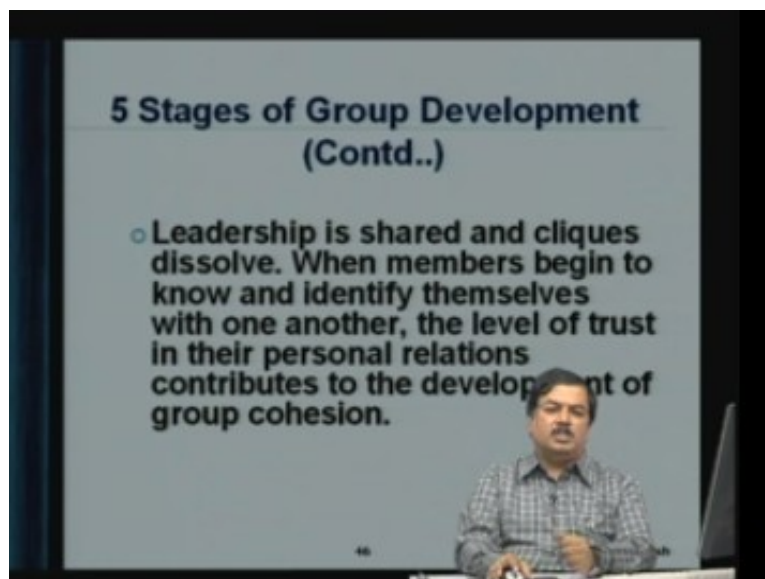
(Refer Slide Time: 40:24)

A man with a mustache, wearing a checkered shirt, is sitting at a desk and presenting a slide. The slide is titled "5 Stages of Group Development (Contd..)" and contains a bullet point. The man is looking at the camera and has his hands on the desk.

**5 Stages of Group Development  
(Contd..)**

- Members are willing to change their preconceived ideas or opinions on the basis of facts presented by other members, and they actively ask questions about one another.

(Refer Slide Time: 41:40)

A man with a mustache, wearing a checkered shirt, is sitting at a desk and presenting a slide. The slide is titled "5 Stages of Group Development (Contd..)" and contains a bullet point. The man is looking at the camera and has his hands on the desk.

**5 Stages of Group Development  
(Contd..)**

- Leadership is shared and cliques dissolve. When members begin to know and identify themselves with one another, the level of trust in their personal relations contributes to the development of group cohesion.

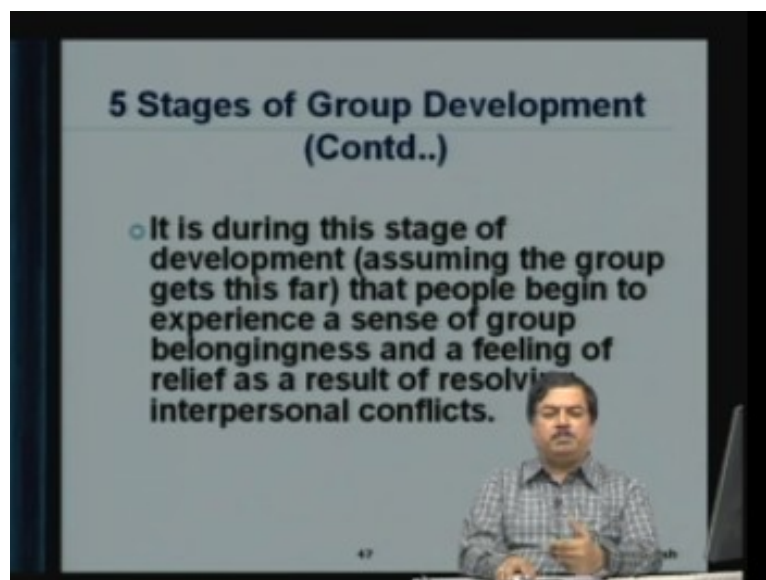
So from the initial forming where they are seeking information very defensive to where an uncontrolled participation, strong opinions and which can divide the group with emotions which leads to the third stage where the members become more sensitive, they comes in a more order and the unwritten rules of how to behave and work with others to be called as this norming stage. So this is where the leadership comes into picture is shared and the cliques or the small groups start dissolving you know the so that means you are very cleared now who is

the, who is the leader of the group or may be one or more leaders, so the members begin to know and identify themselves with one another.

So very clearly there is in this stage, norming stage, the level of trust comes into picture and there is a trust and the relationship goes together and then the trust, the relationship, the respect contributes to the overall development of the group cohesion. So these members start appreciating the roles of each other, the members give room for the each other that means every member is asked to contribute in different ways. So when the leadership provides that kind of a clarity, that kind of a prioritizing of what one should do or one should not do, it gets stated as some omissions and commissions.

So that means when somebody is talking you should not interfere or when set of ideas are put together I think we need to put some of the minutes okay, let us get all the views first and then we will move on to elimination of the of the issues which are not so significant. So these are all rule making activities, so the group develops set of rules which enables them to function together.

(Refer Slide Time: 43:29)

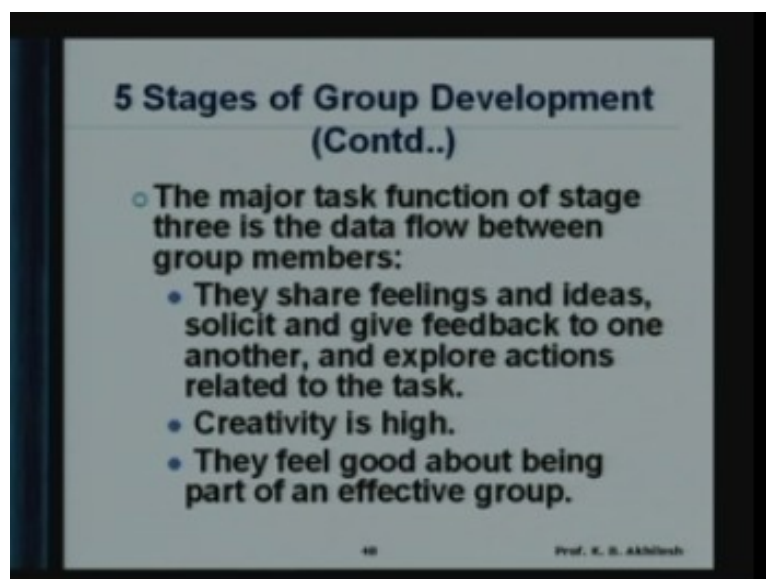


So the norming becomes an important stage of the group development. It is during this stage of development assuming the group gets this far, the people begin to experience a sense of group belongingness because there is no tension there, there is no inhibitions and there is no

repressions. So they become much more comfortable with one another in contributing, in feeling a kind of a relief as a result of resolving many of the interpersonal conflicts. So that means they can discuss openly about some of the differences. So that comfort level comes to deal with one another and move forward more get focused on the task and the task dimensions, understanding the problems itself

So the problem solving and the task facilitating happens at this stage where the group is able to establish norms and the norming activities within the group supports the focus, supports the alignment also starts building that member satisfaction, member satisfaction leading to the required relationship and cohesiveness.

(Refer Slide Time: 44:50)



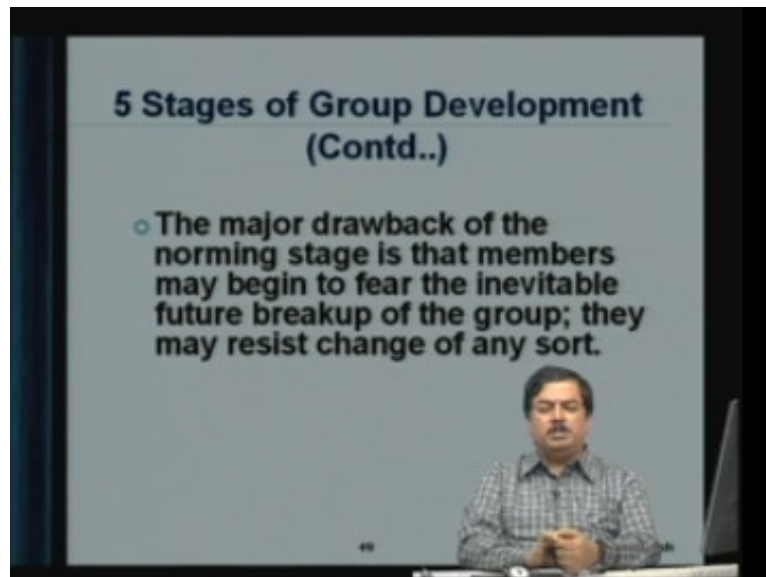
Now from this what we are talking about is the major task function of these three is that kind of a data flow, data flow between the group members. So they share feelings and ideas, they solicit and give feedback to one another and also they explore actions related to the task.

So that is where in a norming stage the creativity is very high, they generate good number of ideas to look at the problem and the kind of solutions which they have to pursue and also they feel good about being a part of an effective group.

So all these are part of this norming whereas in a storming situation people would like to get up and go out of the group because the storming situation it builds tension, storming situation builds lot of noise whereas norming situations reduces the noise, norming situation provides

an opportunity for to express and listen to the others. So from a typical forming to storming to the norming, norming builds that required cohesiveness, relationships.

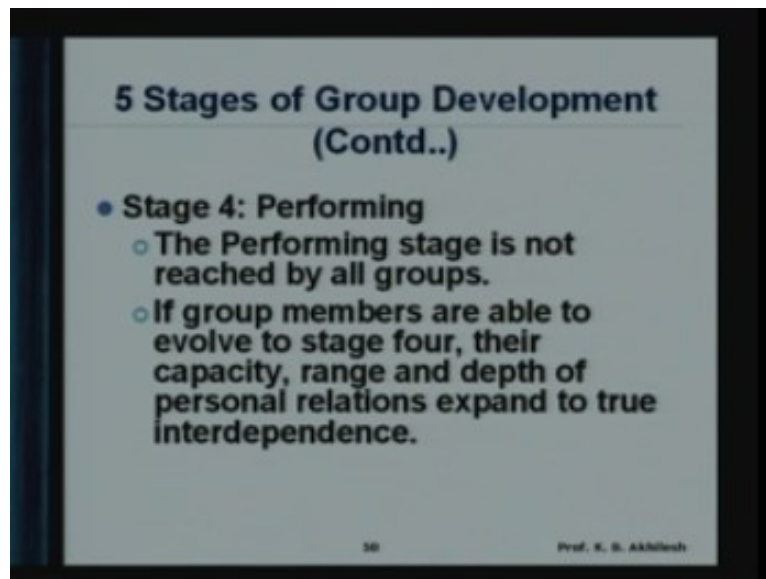
(Refer Slide Time: 46:10)



So the major drawback of the norming stage is that members begin to hear that the inevitable future breakup of the group, sometimes they may think that there are too many opinions are expressed, too many rules of the game are stated or sometimes they may also become very you know the suffocated because they may not be very free views to be expressed in other words, what happens from the from the storming stage one may be you say that okay, now you speech one will speak for 60 seconds each one will speak for 2 minutes.

So expression of that you know that you need take do everything or state everything within those 2 minutes some people are very comfortable, some people exceed the time, some people are not able to state at all. So many of these things will contribute for the anxiety sometimes it may also break the group functioning or simply many of the members may delegate their comfort level to the leader and then they make the leader to do most of the things but they may not individually they may not contribute at all.

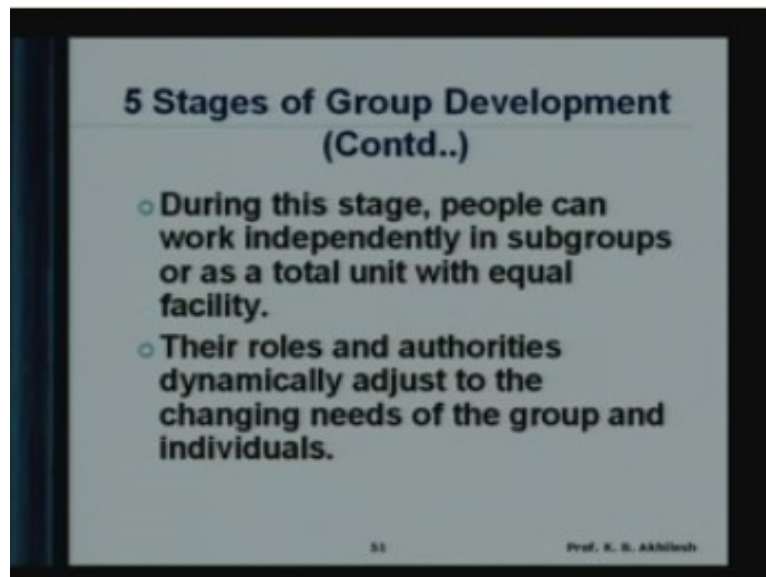
(Refer Slide Time: 47:34)



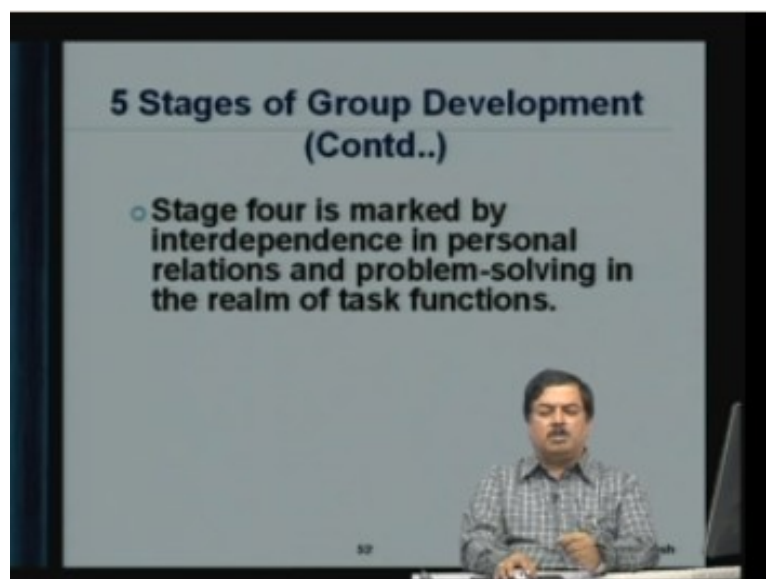
So one need to be seen how this norming affects the individual initiative and also the relationship then we are also talking about the performing, the stage four is this performing, the performing stage is not reached by all groups, it takes time in the from norming to performing means the group members are able to involve to the stage four in their you know in terms of their capacity, the range and depth of personal relations, they expand to the true interdependence. In other words the performing depend demands a kind of an alignment, the performing demands a kind of a give and take, the performing demands managing interdependencies I think that is where during this stage people can work independently in subgroups or as a total unit with equal facility.

So they are comfortable to do some task but all the time they are seeing the whole, so the roles and authorities are dynamically adjusted to the changing needs of the group as well as to the individuals, sometimes in a performing stage the group members are highly supportive to each other. So they cover up some of the weaknesses, the deficiencies of the other members and also they overshoot and contribute much more than whatever the prescribed roles are so they go beyond the expectations.

(Refer Slide Time: 48:26)



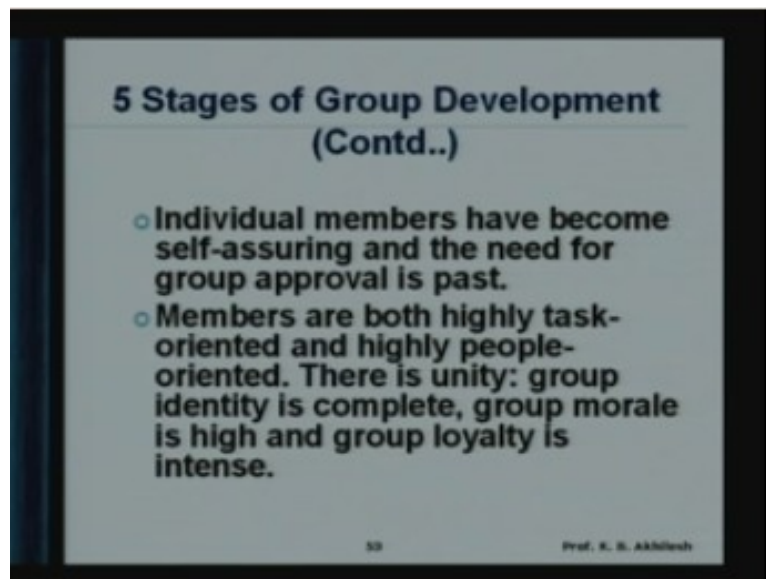
(Refer Slide Time: 49:29)



So in a performing stage the alignment is very high, understanding is also very high and members communicate with each other and then the communication provides that required role clarity. So the stage four is marked by the high degree of this interdependence in personal relations and also the problem-solving to the realm of the kind of a task function. So the all the time they are task focused and people come together, share the problems, they share their perceptions, the feelings, the views, alternatives. So that all the time they are trying to see what more or what better things can be done.



(Refer Slide Time: 50:00)



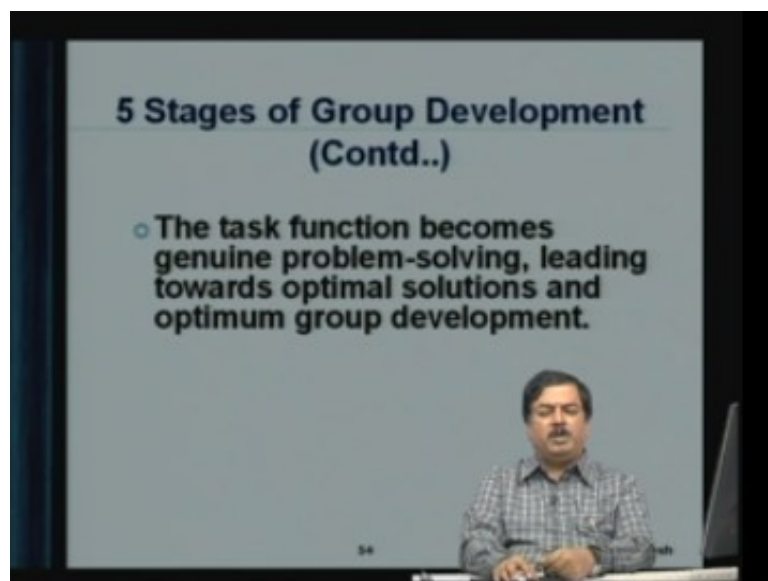
So in the performing stage the individual members have become a kind of a self-assuring and the need for the group approval is all past whereas the group approval is at the highest level at the stage of storming. In a storming they are looking for the approval, looking for the acceptance of the others whereas in a norming stage they are just going beyond that kind of a approval of a group but certainly in a performing stage members strongly feel that they belong to the group and they are part of the group. So members are both highly task oriented and highly people oriented.

So that means they have a great concern for all other members of the group and they all know the kind of a task, there is a high congruence of this the individual goals to the group goals and there is unity. The unity where the group identifies very clearly with what is to be achieved. So it is complete and people also talk about group morale is very high. The morale means it is group belonging that 'WE' feeling where the individual sacrifices one's own comfort for the common good, the common good of the group.

So here the individual does not care what is that I am getting and what is that I am not getting and they are prepared to sacrifice put everything for the good of the group and the group loyalty is also very intense, so those of them who see the group is performing means they you can one it is very experiential. So the group's loyalty is very intense which can be seen in terms of the way they work together it is so called the organic kind of a functioning in an

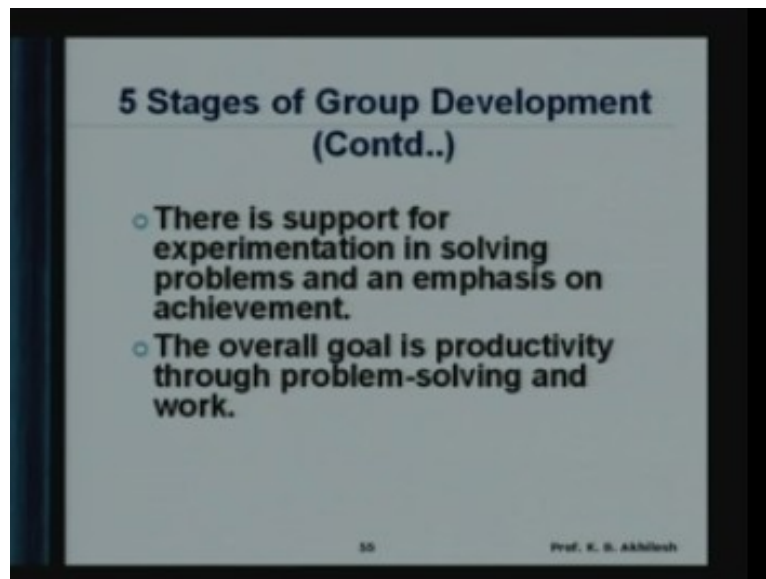
organic functioning, the structure is important but the structure only provides a basis of working but people feel very comfortable going beyond the prescribed roles but they assume what is required. So one can see lot of proactive kind of a behavior, people take risk to meet the identified goals. So they trespass each other but they are trespassing in a way that they are highly supportive, the task function becomes very genuine problem-solving and also leading towards what people call it as optimal solutions and optimal group development.

(Refer Slide Time: 52:17)

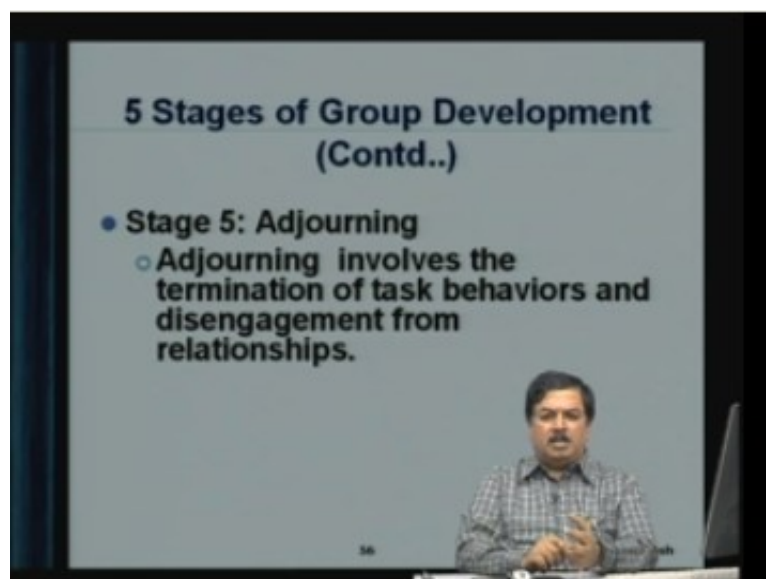


So the group builds its cohesion, builds its relationship, manages this interdependence very well and then highly task focused. So there is a support for experimentation, there is a support for risk taking. So experimentation in solving problems and emphasis on achievement, so people go beyond and the beyond the normal things the overall goal is productivity through problem-solving and the work. So the task focused behaviors, very cohesive and supportive relationship leads to the excellence.

(Refer Slide Time: 52:53)

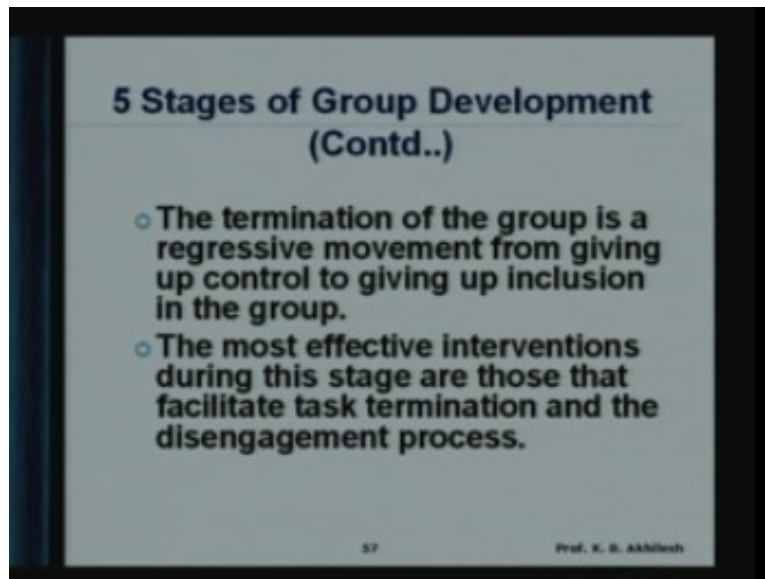


(Refer Slide Time: 53:27)



So the stage five if what we can call it as from all this we talked about the forming then norming from norming we also talked about the next stage of the performing. So one can see the forming, storming, norming to performing and the last stage is adjourning. So adjourning involves the termination of task behaviors and disengagement from the relationships. So it is not easy for many group members to leave their group members and so the because that kind of a cohesiveness that kind of a relationship whatever has built sometimes it also becomes very problematic.

(Refer Slide Time: 54:19)

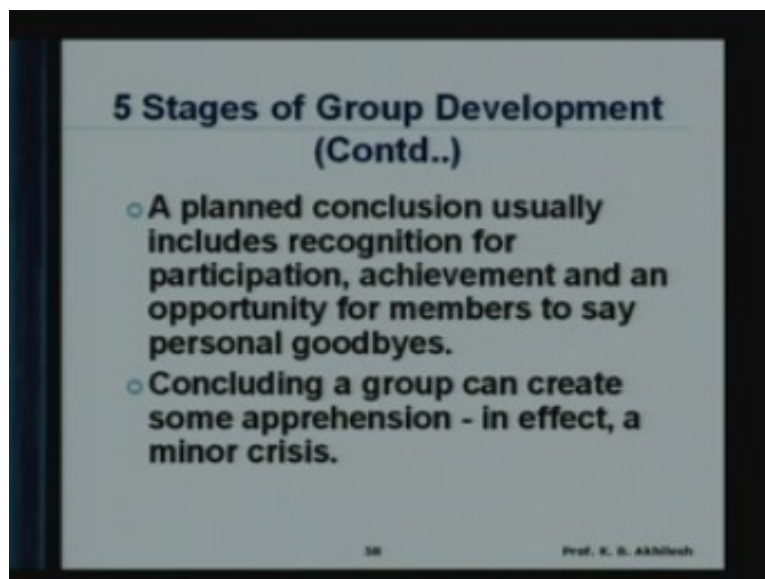


**5 Stages of Group Development  
(Contd..)**

- The termination of the group is a regressive movement from giving up control to giving up inclusion in the group.
- The most effective interventions during this stage are those that facilitate task termination and the disengagement process.

57 Prof. K. S. Akhilesh

(Refer Slide Time: 54:51)



**5 Stages of Group Development  
(Contd..)**

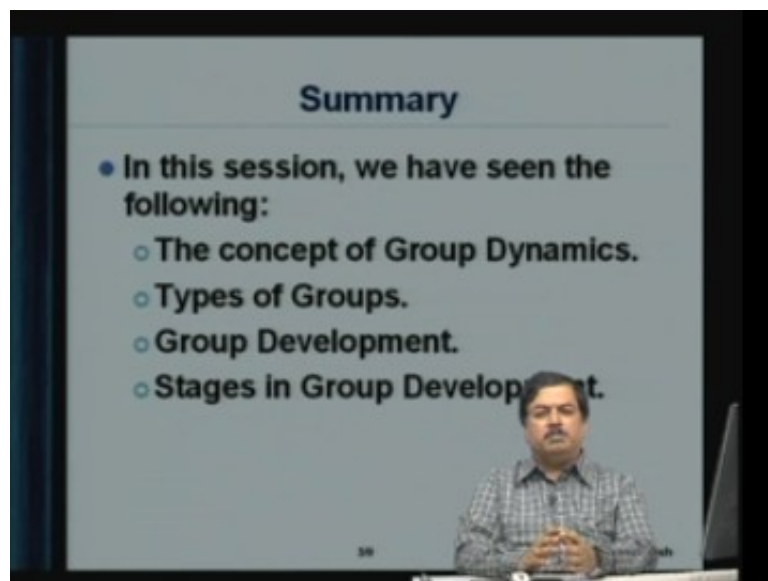
- A planned conclusion usually includes recognition for participation, achievement and an opportunity for members to say personal goodbyes.
- Concluding a group can create some apprehension - in effect, a minor crisis.

58 Prof. K. S. Akhilesh

So the groups group members would like to move together but the determination of the group is a very regressive movement from giving up that kind of a control to giving up inclusion and to the you know in the group. So the most effective intervention during this stage are those that facilitates, facilitates the task termination and also the disengagement process. So people are told well in advance that there are some people have to move on to the newer roles and given that new choices they have to do different things.

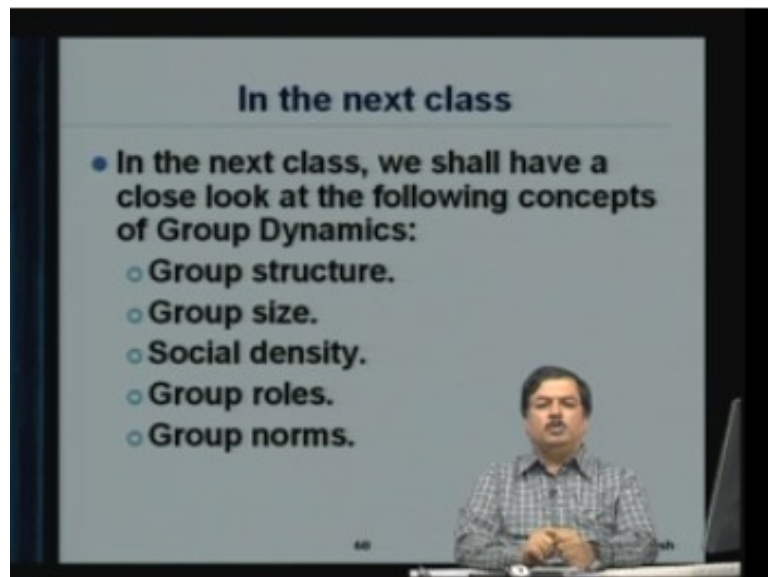
So a planned conclusion usually includes recognition for participation, recognition of achievement and also an opportunity for members to say personal goodbyes. So that means they can comfortably go on to another group and adjust. So concluding a group can create some apprehensions but in effect to particularly some minor crisis but one needs to understand this and one needs to manage this.

(Refer Slide Time: 55:24)



So what is important in this say you know we have examined basically the different concepts of these group dynamics and the different kinds of groups and how the group gets developed and definitely the stages in group development, one needs to understand each of the steps of the forming, storming, norming, performing and definitely the very rarely one also has to plan the steps for dissolution. So the in building effective teams in the organization where competition is coming as a business necessity, the teams and team building becomes extremely important.

(Refer Slide Time: 56:23)



So as we go along to explore more aspects of the group behavior in the next one, we will try and elaborate further on the following things about the group structure and how group size is an important thing. We will also talk about the social density, the group roles as well as the group norms.