



## Groups

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# Group

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- ❖ Two or more individuals, interacting and interdependent, who have come together to achieve particular objectives.
    - ❖ Are motivated to join
    - ❖ Perceive the group as a unified unit of interacting people
    - ❖ Contribute in various amounts to the group processes
    - ❖ More time or energy to the group than do others
    - ❖ Reach agreements and have disagreements through various forms of interaction
  
  - ❖ Informal group
  - ❖ Formal group



# Group & Teams

## ❖ Work group

- ❖ Primarily share ideas and information
- ❖ Make decisions to help each group member perform within his or her area of responsibility
- ❖ More-or-less independent

## ❖ Work Team

- ❖ A group whose performance is interdependent
- ❖ Output is greater (or less !!) than the sum of the individual inputs.
- ❖ Coherent and dependent
- ❖ Formed with specific purpose



# Group Property 1: Roles

## ❖ Role

❖ A set of expected behavior patterns attributed to someone occupying a given position in a social unit.

➤ CEO, Treasurer, Security guard, Prime Minister

➤ Multiple roles

## ❖ Role Perception

➤ Our view of how we're supposed to act in a given situation

➤ People often redefine their role

## ❖ Role expectations

➤ The way others believe you should act in a given context.

## ❖ Role Assimilation

## ❖ Role conflict

❖ Multiple expectation conflict

❖ Inter-role conflict

❖ Perception – expectation conflict



# Group Property 2: Norms

- ❖ Acceptable standards of behavior within a group that are shared by the group's members.
  - ❖ How to behave
  - ❖ What to expect
  - ❖ Limits of acceptance
  - ❖ Norms shape the *experience* of emotions
  - ❖ Feeling Rules
    - Expectations about the appropriate emotions to display or express
- ❖ Individualism vs. Collectivism
- ❖ Conformity
  - ❖ Asch's conformity study
  - ❖ Reference group
    - Important groups to which individuals belong or hope to belong



# Group Property 3: Status

- ❖ A socially defined position or rank given to groups or group members
- ❖ How do people acquire status?
  - ❖ Status characteristics theory
    - The power a person wields over others
    - A person's ability to contribute to a group's goals
    - An individual's personal characteristics.
- ❖ Rules of the game change with status
  - ❖ Liberty to follow norms



# Group Property 4: size and dynamics

## ❖ Social loafing

❖ The tendency for individuals to expend less effort when working collectively than when working individually.

- Diffusion of responsibility
- Acting in an exploitative manner

❖ How to prevent social loafing:

- Set group goals
- Increase intergroup competition
- Engage in peer evaluations
- Select members who have high motivation and prefer to work in groups
- Base group rewards in part on each member's unique contributions



# Group Property 5: Cohesiveness

- ❖ The degree to which members are attracted to each other and motivated to stay in the group.
  - ❖ Factors That Increase Group Cohesiveness
    - Agreement on group goals
    - Frequency of interaction
    - Personal attractiveness
    - Intergroup competition
    - Favourable evaluation
  - ❖ Factors That Decrease Group Cohesiveness
    - Disagreement on goals
    - Large group size
    - Unpleasant experiences
    - Intragroup competition
    - Domination by one or more members
- ❖ A highly cohesive group is analogous to a time bomb in the hands of management.



# Group Property 5: Cohesiveness

## ❖ Entitativity

❖ The extent to which a group is perceived as being a coherent entity

- Members interact with one another often (not necessarily in a face-to-face setting)
- The group is important in some way to its members
- Members share common goals
- Members perceive themselves as similar to one another in important ways.

Type of Group	Entitativity	Importance to Self
Families	8.57	8.78
Friends/romantic partners	8.27	8.06
Religious groups	8.20	7.34
Music groups	7.33	5.48
Sports groups	7.12	6.33
Work groups	6.78	5.73
Ethnic groups	6.67	7.67
Common interest groups	6.53	5.65
National groups	5.83	5.33
Students in a class	5.76	4.69
Gender groups	4.25	3.00
Region of country	4.00	3.25
Physical attributes	3.50	2.50



# Group Property 6: Diversity

- ❖ Degree to which members of the group are similar to, or different from, one another.
  - ❖ Surface level diversity
    - Observable characteristics such as national origin, race, and gender
  - ❖ Deep level diversity
    - Underlying attitudes, values, and opinions.
- ❖ Diversity appears to increase group conflict
- ❖ Diversity is linked to creativity and performance
- ❖ Faultline
  - ❖ Perceived divisions that split groups into two or more subgroups
    - Based on individual differences such as sex, race, age, work experience, and education.



# Group disfunctions

- ❖ Social loafing
- ❖ Groupthink
  - ❖ A deterioration of mental efficiency, reality testing, and moral judgment that results from in group pressures
  - ❖ Pressures on individual members to conform and reach consensus
  - ❖ Symptoms of Groupthink
    - Those who oppose the group are stereotyped as evil, weak, or stupid.
    - There is self-censorship of any deviation from the apparent group consensus
    - Members of the group to discount warnings.
    - The group ignores questionable ethical or moral issues or stances.
    - There is the illusion of invulnerability
    - Illusion of unanimity – silence is interpreted as consent.
    - There are self-appointed mindguards who protect the group from adverse information



# Group disfunctions

## ❖ Groupshift or Group Polarization

- ❖ Gets polarised towards extreme position
  - Special case of group-think
  - Some members take a more extreme position
  - Members more comfortable with each other and thus more willing to express extreme versions
  - Group decisions are free of responsibility
  - People on the fringes take more extreme position

## ❖ Risky Shift Phenomenon

- A group may make more risky decisions than the individual members would on their own



# Why are groups formed

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- ❖ Balance theory of group formation
  - ❖ Exchange theory of group formation



# Why are groups formed

- ❖ Common-Bond Groups
- ❖ Common-Identity Groups

## Social Identity

- ❖ The group acts as a source of identity
  - ❖ Self-concept and self-knowledge
  - ❖ Existential security
  - ❖ Social network and support system
    - Perceived ability to cope with stress
  - ❖ Self-Enhancement
    - The goal of increasing the positivity of one's self-image
    - Relation with strong and credible group boosts one's own public image
- ❖ People often feel strongly about their groups
- ❖ People personally invest in the accomplishments of a group
  - ❖ Self-esteem gets tied to what-ever happens to the group.



# Why are groups formed?

- ❖ Social change
  - ❖ Politicized collective identity
  
- ❖ Ingroup & Outgroup
  - ❖ Ingroup favouritism
    - When we see members of our group as better than other people, and people not in our group as all the same.



# Tuckman's stages of group development

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- ❖ Forming
- ❖ Storming
- ❖ Norming
- ❖ Performing



# Power

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- ❖ **Power** refers to a capacity that *A* has to influence the behavior of *B* so *B* acts in accordance with *A*'s wishes.

# Bases of Power



# ❖ Coercive Power

- ❖ A power base that is dependent on fear of the negative results from failing to comply.

# ❖ Reward Power

- ❖ Compliance achieved based on the ability to distribute rewards that others view as valuable.

# ❖ Legitimate Power

- ❖ The power a person receives as a result of his or her position in the formal hierarchy of an organization.

# ❖ Expert Power

- ❖ Influence based on special skills or knowledge.

## ❖ Referent Power

- ❖ Influence based on identification with a person who has desirable resources or personal traits.



# Dependence: The Key to Power

## ❖ Dependence

- ❖ Probably the most important aspect of power is that it is a function of dependence.

## ❖ The general Dependence Postulate

- ❖ The greater B's dependence on A, the more power A has over B.

## ❖ What Creates Dependence?

- ❖ Importance
- ❖ Scarcity
- ❖ Non-substitutability