

Group development - roles and phases



Group development - roles and phases

- Different theories have succeeded each other, more or less alike.
- It must be remembered that scientific methods, as a rule, must always be carried out with strong limitations, generalizations and logical assumptions.
 - It is thus in this area to be considered as good ideas and guidance
 - There is no absolute truth when it comes to human behavior

Group development - roles and phases

- The models that exist about the development of groups (behavior) and the development of individuals in groups - have generally been developed by studying "new" groups. That is, groups with individuals who have not previously worked together, often not even with the tasks that are carried out during the study.
- In several of these studies, the groups have existed *solely* for the sake of the study.
- More established groups in, for example, working life differ from these "type groups" in several ways;
 - They have a clearer connection between the task and the individuals' professions/roles in the organization
 - The participants do not come "empty" to the group, but bring much more facts with them
 - knowledge from previous projects, products, market, organization, politics, etc
 - The participants have often worked together before, at least some of them
- However, it is *still reasonable* to use the scientific models to draw conclusions and get guidance, as long as one is aware of the limitations.

Group development - project

about job roles, in projects

- working relationships that are being established follow a certain pattern
- different forces affect communication patterns, focus and participants' energy
- if you understand the patterns, you have a better chance of distinguishing between constructive tendencies and destructive - and can affect the group's development.

Discussion: Does it feel reasonable and familiar that you can see or guess roles, patterns, etc. in groups?
Have you/you identified such behaviors throughout life? In this course?

Group development - project

- troublesome changes in the group's mood, manner and "culture" do not necessarily mean that the group is unsuccessful, but may be a sign that it is developing.
- It then gives the members the opportunity to adapt their own behavior so that they contribute to the group's development in a positive way.
- The four group phases - according to Susan Wheelan
 - you usually divide the development of groups into series of three, four or five sequential phases, depending on how detailed you want to be
 - Different researchers and models have chosen different boundaries, but there is great agreement about the process overall.
 - Susan Wheelan's model has four phases and is the one we will consider

Susan Wheelan's model

The model of group development has four serial, sequential phases;

1. Belonging and security
2. Opposition and conflict
3. Trust and structure
4. Work and productivity



Each phase, or stage, can be recognized by the fact that certain issues seem to take center stage, there is a different style in internal communication and the group's ability to produce work results changes.

The phases - for a new group

A "new group" is not either or, but rather a gradual transition towards a more established group over time.

Phase 1: Belonging and security

In a new group, the members think a lot about how they will be received by the others. Will they accept me? How will they treat me?

There is a tension between the participants: There is concern about what the work entails, how it should be done, and they try to get the person in charge to take command and talk about what matters.

If there is then a formal leader who takes command, the others almost always join in. It is more important *that* it becomes a structure than *what* it becomes.

If there is no formal leader, or if he does not take command, one of the participants will eventually do so.

It is not common for the person who takes the lead by proposing or specifying a structure to be challenged for leadership. In the beginning, the most important thing for the members is to belong to the group. The need to be included causes us to experience anticipation and anxiety and doubt whether we can or even want to be in the group. Needs are satisfied and anxieties calmed by being given a task and seeing a structure.

There is an initial sense of security in the group. The members feel a sense of belonging.

The phases - for a new group

Phase 1 - belonging and security - continued)

In phase 1, the participants avoid confrontations, so it is unusual to have clear conflicts at the beginning. The conflicts that still arise are usually about testing the leader.

If personal conflicts arise in a new group, it is often because it is not a *completely* new group, but the participants in conflict have a previous relationship where there are unresolved conflicts. The other members watch passively, they are busy finding a role for themselves.

Typical of the group's tentative manner is that a large part of the communication in the group goes via the leader. (the group shows that it depends on the leader to do something)

The roles that are distributed within the group are distributed based on superficial criteria (interest, alleged experience, etc.). It is less common to actually examine actual competence or suitability.

Groups do not *cooperate* very effectively in the beginning. Among other things, because when the work starts, it is hampered by the cautious communication style. You often divide the work between you, work one by one and feel satisfied with it.

The phases - for a new group

Phase 2 - Opposition and Conflicts

After a while, when the participants feel sure that they really belong to the group, they dare to start questioning the structures that were developed at the beginning. Now they take the initiative to discuss questions about the group's task, how the work should be done, who should have which task. Now they don't want to get answers from the leader, but to be involved and influence.

Characteristics that show that a change is underway:

- You get irritated by other people's idiosyncrasies, come into conflict about differences in attitudes and values.
- Direct confrontations arise and subgroups and alliances are formed, people talk in small groups with each other
- All decisions are not accepted by the members, and are therefore not implemented.
- The members are now significantly more active than at the beginning, and do not turn to the leader as much, so one most of the municipal action goes directly between the members.
 - This means that there are now more people who actively participate in *the group's development* than there were at the beginning. If the group must be able to become an effective team - is this necessary!

The phases - for a new group

Phase 2 - Opposition and Conflicts (Forst)

Since phase 2 involves conflicts and frictions, it demands the commitment of the members.

Some groups stay in phase 2, go under and dissolve.

Other groups regress (return) to phase 1, making members passive and turning to the leader to solve all problems. Then they regain security and avoid the uncertainty that development in this phase(2) entails.

In phase 2, it is more difficult to produce results, as a lot of energy is spent on managing each other, conflicts, etc.

Now the participant is not doing very well.

The phases - for a new group

Phase 3 - Trust and structure

If the group's participants manage to reach each other, they also begin to find solutions to the conflicts.

They begin to believe that the others are willing to try to find common norms and reach agreement on goals, work and role distribution.

The feeling of mutual trust increases in the group. *The others can be reasoned with, after all!*

You compromise and develop common behavioral norms.

The changed attitudes are expressed, among other things, in the fact that people are now making an effort to produce more results again.

Now the participants begin to accept that there are subgroups to be able to take care of partial tasks in an efficient way. Subgroups are no longer seen solely as alliances to guard special interests.

Now the individual participants also feel better

The phases - for a new group

Phase 4 - Work and Productivity

A work group that manages to overcome resistance during the middle phases and that finds common norms and a consensus on goals, procedures and roles - can focus its energy on the task at hand.

Groups that progress all the way here are significantly more productive than groups that are in any of the earlier phases.

Individual members' roles now reflect their true competence more than the superficial criteria used for role allocation in the group's first phase.

There is strong cohesion in the group, and people believe in their *shared* ability.

You manage to give each other feedback on performance *and* behavior.

Conflicts arise, but they do not last long because the actors now have faith in each other's good will and loyalty to the common goals.

As a group, you have a need to manifest yourself as a group:

We belong together, we are efficient, we like each other.

Liquidation of groups

When a working group is dismantled, a special stage with a special character also enters.

It can be compared to a kind of grief work

- Hiding in jokes and laughter
- You look back at what you have done together and evaluate it
- Above all, you summarize what you have been involved in and achieved
- People look to each other, celebrate things and express their appreciation for each other.
- In this way, you linger in the safety of the group, facing the unknown that awaits. A type of separation anxiety.
- common manifestations during the winding up make the participants feel that they matter, that they have managed something and are worthy of appreciation.
- There is a risk of "last chance fights". When the group is to be wound up, there is no longer the same risk of airing a conflict that has been under the surface, this can therefore flare up in a farewell occasion.

The phases in practice

Phase 1	<ul style="list-style-type: none"> • waiting politely • <p>Tentative pauses, caution in expression,</p> <ul style="list-style-type: none"> • asks many questions - most of them to the leader - with a focus on organization and the task • you sometimes joke, a little tentatively in an attempt to lighten the mood
Phase 2	<ul style="list-style-type: none"> • more charged in the room • you gently poke at topics that deal with the habits and quirks you have found in each other that annoy you. • playful banter, (which probes and examines whether one gets consent or not) • direct contact and challenge each other • You make proposals and argue for them, seek alliances, consent • distance yourself from opponents, e.g. with body language • You interrupt each other, speak directly past each other or the leader. • you prepare your own posts, and don't listen enough to others • quiet and tense or loud and irritated.
Phase 3	<ul style="list-style-type: none"> • People stop and make an effort to listen to each other • Someone hushes their allies • shows interest with body language • repeats, summarizes each other's posts to show a willingness to understand • the leader is not used as much to settle disputes • conversations are about the task and when talking about behaviours, it is the desired future and not 'whining' about the past
Phase 4	<ul style="list-style-type: none"> • the atmosphere is relaxed and warm • you laugh a lot, joke about your own and other people's quirks • liberally entrust different responsibilities to each other • If you raise your voice or get irritated, you quickly cool off the heat by explaining that you still want each other well. • You seek each other's company, even outside of work.

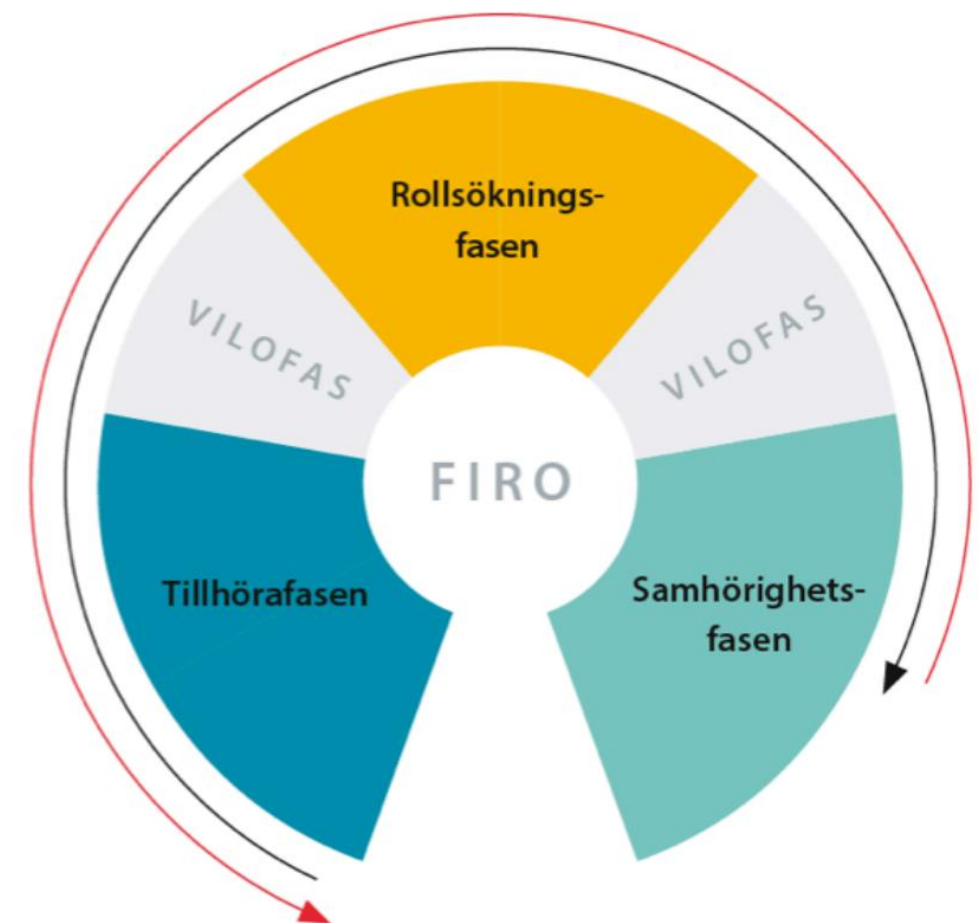
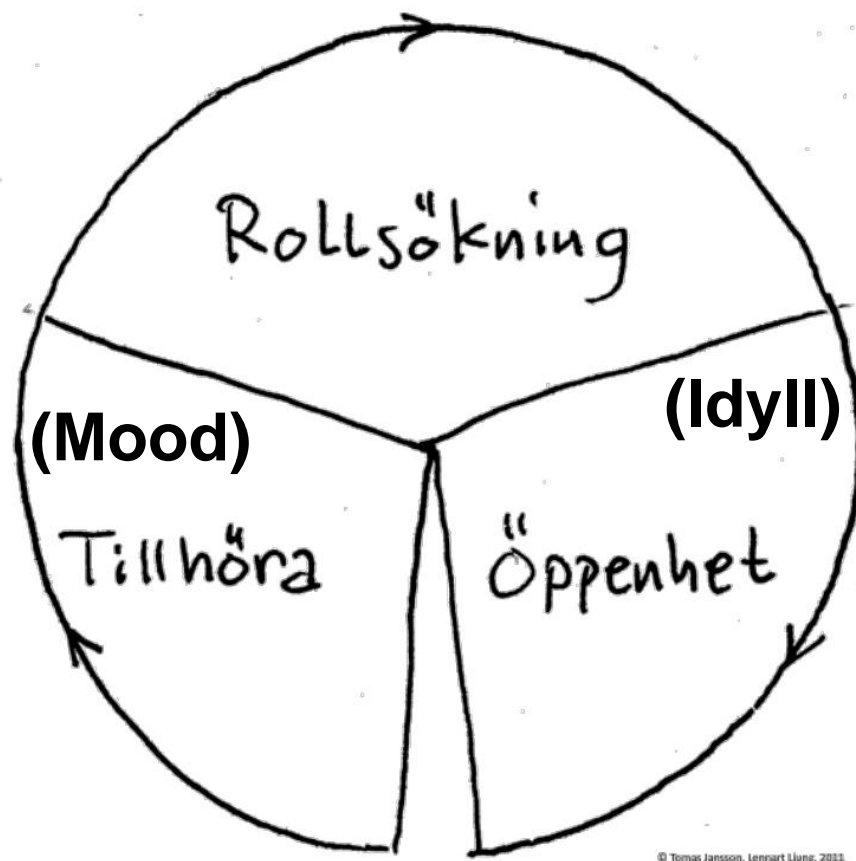
FIRO

Will Schultz, formulated in the 50s a model called FIRO

FIRO stands for "Fundamental Interpersonal Relations Orientation"

In FIRO, Schultz divides the development of groups into three phases; *belonging, role finding and openness*:

(The first and last phases are very similar to phases 1 and 4 in Wheelan's model, and phases 2&3 become the middle phase here.)



KÄLLA: WILLIAM SCHULTZ

FIRO is based on needs

- Similar to Maslov's hierarchy of needs, whose theory is largely based on the fact that different human needs take precedence. In other words, needs at the bottom of the ladder need to be satisfied before the next "one step up" becomes relevant.



FIRO

- Schultz starts from the psychological needs of humans, can be compared to Maslow's hierarchy of needs.
- That is, the theory is based on the idea that different needs with us have priority and only when these are satisfied do we strive to reach and satisfy lower priority needs.
- Schultz believes that the development of groups depends on the individuals and their needs that have to do with their self-image and identity. It is about our need for relationships with other people.
The needs are expressed in emotions, positive emotions when the needs are satisfied are set against fears of opposite, negative emotions if the needs are threatened.
- The tension between positive feelings and opposing fears governs a large part of the participants' behavior in the working group.
- Because there are different needs that replace each other as the group develops, it also changes the behavior patterns in the group during its life cycle

The FIRO phases

1. The Belonging phase - Do I mean something to the others?

In the first phase, the need to mean something to others, to touch others, dominates

Do I belong to the group or not? Do I want to belong? Will I be accepted and appreciated, etc?

The need to feel important, as a member - balances against the fear of being ignored and unimportant

In our meetings with others, we try to create reactions, preferably positive - but any reaction is better than no reaction at all

When we receive recognition, we feel chosen and significant, we participate in work, create and change. It creates a good and positive feeling for the individual. In contrast to this, instead being forgotten or ignored is among the worst things a person can experience.

Individuals who do not receive recognition at all tend to try to remove themselves from the group. (This can be compared to how a person who, for example, at a party does not get in touch with the other visitors, soon finds an excuse to go home.)

The temperament part; Sometimes one speaks of a temperament part of the belonging phase, which occurs at the end, when the group is actually close to moving to phase 2, or at least has good opportunities to do so. In the Gemytdelen, the members enjoy themselves very well. You have a good time and there is a sense of order and structure.

The FIRO phases

2. The role search phase - am I good enough?

The second phase can only occur after the members of a group have established relationships with each other, so that they feel part of a group and thus have their needs for belonging satisfied. Then other needs will permeate the emotional life of the participants.

The basic prerequisites are therefore that the participants now experience themselves as a group, have been given some kind of roles in the group and that they have been accepted by the others in some respect. (They have then not given up or withdrawn. In the workplace, this can be more unclear, i.e. a person can physically remain in the meeting, but mentally leave the group).

The fear of being left out or insignificant is no longer acute, and then **the need to feel competent** will become dominant. It is opposed to the fear of being humiliated and seen as incompetent.

When thoughts do not revolve around whether you can, can and want to be involved - it becomes more important **what task you have in relation to the** tasks of the others in the group.

Because the participants now feel safer and as part of the group, they dare to take greater risks than before. Therefore , **more and clearer conflicts** now also arise .

The FIRO phases

2. The role search phase - am I good enough?

Conflicts due to Self-Determination

Superficially, the conflicts are about the group's task, behavioral norms and the task-related roles of individual participants. It's probably that important. But there are more things at stake: It's about the participants wanting to be recognized for their competence.

The conflicts *are needed* to highlight individual participants' need to experience themselves as self-determining.

Acknowledging that you have control over your situation is important to being able to experience yourself as a full member of the group.

Having roles that reflect the real ability is important for one to be able to experience one's competence.

Discuss in small groups; *Have you experienced a mismatch between a task you had in a group and your real competence? how was it? What thoughts did you get from it?*

The FIRO phases

2. The role search phase - am I good enough?

Specifically in projects

Since projects often start without a 'conclusion', it is not uncommon for the composition of the project group to turn out to be unhappy after a while.

The skills you *thought* would be important turn out not to be needed.

This may mean that some project workers feel questioned. (Fair?)

They then feel a need to defend their place in the project, which can take the form of them arguing strongly for sticking to an original strategy or plan. (Where their skills were important). Discussion of the plan hides the fact that it is about the competence of the participants.

Discussion: *Have you experienced this? How has it been in previous group work, the project plan?*

The FIRO phases

3. The openness phase - do you like me?

In groups approaching the third phase, it is the need to experience genuine relationships with other adults that will create the dominant behavior patterns.

The members have now found their mutual roles and there is no doubt that they belong together, through their common task.

Confidence in the shared professional ability is great - *but does that mean they like each other?*

The dominant question for the individual now becomes:

Do you choose *me?* or do you just appreciate my *ability to work?*

Therefore, behaviors aimed at marking the group's identity in various ways become important; you create situations where you can laugh together, you often talk about *us* in comparison to *those* outside the group. Etc

The aim is to show each other that you *choose* each other also as people.

(At the beginning of the phase, we sometimes talk about the Idyll part, which is the perfect stage after the conflicts have been straightened out. Then there is a kind of rest period when it is calm, especially on the emotional side for a while. The idyll feeling diminishes somewhat after a while, even if it positive openness phase consists)

FIRO - summary

FIRO phase	Dominant feeling	Dominant fear
Belonging	Feeling important	Being ignored, feeling unimportant
Role search	Feel competent	Feeling inadequate and humiliated
Openness	Feel liked	Be rejected and feel unsympathetic

Please note that: In many projects, there is rarely room for the commitment to each other that is required to get through the difficult intermediate phases, up to the openness phase. At the same time, there is often a lot of room to feel chosen and grow as a person, increase one's skills, etc. This leads to the fact that there are often subgroups or pair constellations that work intensively with each other, share ups and downs, etc. and develop close relationships with each other. It may thus happen that part of the group develops the mutual trust that is typical of the openness phase. For example, the project manager and closest employees, those who invested the most time and energy in the project.

Group development - new member?

- What happens when one or more new members appear in a group?

Discuss!

Group development - practical application

- By knowing the basic features of how groups develop, one can adapt to that situation the group is in.
- A group leader can control the development with various efforts, for example bringing the same individuals who shy away from all conflict behavior or reducing friction through the correct division of labor.
- As an employee/participant, you can also influence the course of events by *choosing your behavior* in the group. Awareness of oneself and one's behavior can play a big role.
 - It can be about giving new participants attention, to make them feel a sense of belonging.
 - It can be about confirming others' competence and sense of importance for the group through to provide appreciation for substantive contributions.
 - It can be to show your confidence in a solution, even though you yourself would have chosen another.
- If you see the underlying driving forces, it is easier to help other participants feel that they mean something, that they feel competent and liked.

Group development - 'hacked systems'

- There is a big difference in the development of groups that work together for a long time, for example as a result of a line organization and the tasks, and shorter associations in the form of temporary projects.
- In organizations where projects are the normal way of working, such as construction companies and advertising agencies, they often try to keep small groups of individuals together. These may collaborate in project after project. It is a deliberate effort to shorten the group's development process in the new project.
- In other industries, such as event organizers, clear professional roles have instead been established with the aim of facilitating cooperation between participants. Even if you have not collaborated before, you usually make sure that all participants are guided by the same picture of, for example, where the boundaries of responsibility are between different roles.
- Both of these strategies can be considered a way of managing, modifying or 'hacking' group dynamics, for to increase efficiency.

Group development models - summary

- The group development models are an attempt to describe reality through rough generalizations and assumptions drawn from partially artificial cases.
- Knowledge of oneself and others' development patterns when we participate in and are part of groups development is a good basis for better understanding what is happening and being able to influence it in the right direction.
- Groups of individuals are considered to undergo different developmental phases, which build on each other sequentially. In general, certain needs belonging to one phase must be met before the next phase can be entered.
 - Far from all groups make it through all phases, instead the groups' development may stop, or down the hill.
 - In case of major changes, the group needs to go through the phases again, for example if a new member appears.
- The individual can influence the group's development through his own behavior, based on knowledge of phases and needs;
 - show that others belong, are valued for competence and are liked
- It is possible to 'hack' the systems, in part, by having strongly established roles, or recurring ones work teams, as well as having an early focus on collaborative efforts.

Something about personality tests...

- It is very popular today with various personality tests, not only private (“*what kind of person in Harry Potter are you?*”)
- Within [large] companies, large sums of money are invested in analyzing employees according to various more or less scientifically based models.
 - The idea is that by classifying an employee as one of a few possible personality types should be able to build better teams by maximizing compatibility and competence within the team.
- There is a lot of strong criticism against these methods and models - especially from those in the know and the educated psychologists.
 - Almost all of the tests are considered too simplistic and have gone far from being scientifically valid proven basic theory.
 - If you redo the test after a few months, it is not unusual for a different result - (very however, few people consider themselves fundamentally changed even if they get a new result.)
 - Humans are relatively flexible and adapt to the situation, relationship, person, etc. - think for yourself on whether you behave the same in all groups, contexts, times of the day, etc.?

Something about personality tests...

- Many tests formulate their results like horoscopes - i.e., they fit a bit just right for everyone...
 - ex: "...you are often social and like to socialize and work together with others. You are determined and able to make demands on colleagues and friends. When you want to, you have the ability to enthuse others and can be persuasive with your arguments..."
 - (the above description is taken from all four different personality types from a personality test and thus no one should really possess all these qualities at the same time)
- However, it should be remembered that many people appreciate doing these tests and enjoy the results. Some people come to insights about themselves and others as a result of having completed such a test.
 - This may be due to an increased awareness of how one behaves, feels, reacts, etc
- Personality tests can thus be a greater tool than simply pairing individuals in teams afterwards.
- ...but meet them with relevant criticism

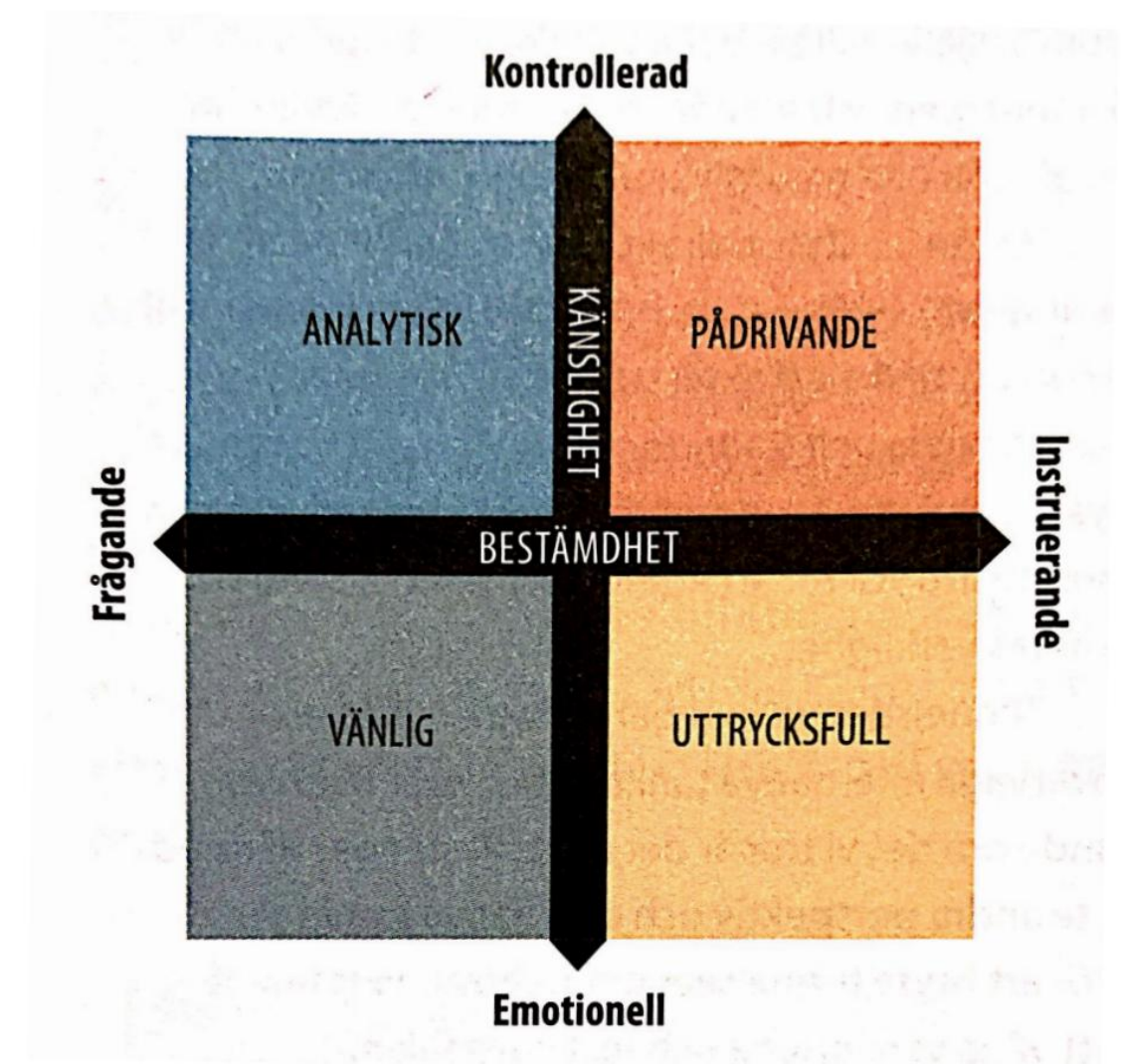
- ...but meet them with relevant criticism



Article in Filter related to the book (phenomenon) "Surrounded by idiots": <https://magasinetfilter.se/granskning/omgiven-av-idioti/>

Social Style Model - other people's view of you or your communication

- The model analyzes how others perceive you.
- It can provide guidance on how versatile you are - thus also on your ability to cooperate and communicate with others
- There can be a big difference between the style you like the most and the one you are most suited to, or most effective in.
- Repeated tests may give different results.



Myers-Briggs

- Theory based on Carl Jung's theories - but clearly simplified compared to the basic theories.
- Focuses on two dimensions, introvert-extrovert and whether one takes in the surroundings with their senses or through their intuition.
- If you interpret the world analytically or emotionally and if you handle the outside world structured or flexible.
- Leads to 16 different combination possibilities, which can be abbreviated eg ENTP or ISTJ.
- Today the most widespread personality test, thus there is a large database of types of occupations, etc.

Indikatorer		
Var man lägger sin uppmärksamhet	Extrovert/introvert	E eller I
Hur man tar in information	Sinnen/intuition	S eller N
Hur man tolkar information	Tanke/känsla	T eller F
Hur man hanterar omvärlden	Strukturerat/flexibelt	J eller P

		SINNE		INTUITION			
INTROVERT		ISTJ	ISFJ	INFJ	INTJ	STRUKTURERAT	
		ISTP	ISFP	INFP	INTP	FLEXIBELT	
EXTROVERT		ESTP	ESFP	ENFP	ENTP	FLEXIBELT	
		ESTJ	ESFJ	ENFJ	ENTJ	STRUKTURERAT	
		TANKE	KÄNSLA	KÄNSLA	TANKE		

DISC - from 16 to 4...

- Theory based on Carl Jung theories - but clearly simplified compared to the basic theories.
- Research on the road reduced the people to about 30 different ones, then 16 and now there are only 4 varieties left...
- According to DISC, a work team is good when all colors are represented
- Many people like their color and to think about what it means.

