

Chapter 3

Group Membership



Chapter Outline

- 3.1 Member needs
- 3.2 Member roles
- 3.3 Member confidence
- 3.4 Member assertiveness



Which need did he have?

Once upon a time, there was an officer who worked really well. His profile was very clean, never received gifts from people.

When he retired, a person who he helped before came to see his wife, “What zodiac animal of your hubby?” – “Mouse”.

The guy gave the wife a gold mouse.

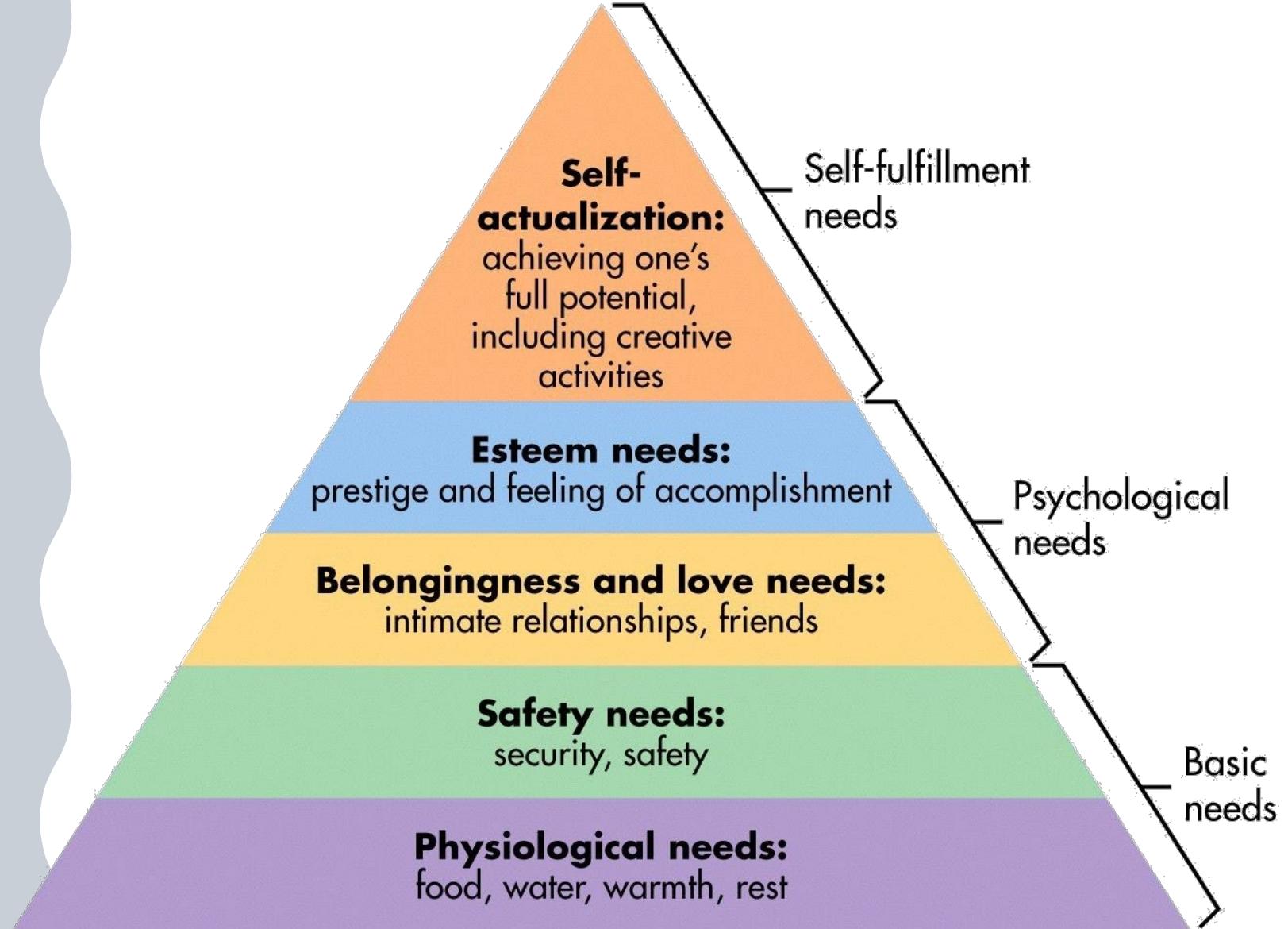
The officer came home and slapped the wife, “Why didn’t u say I was born in the year of a buffalo!!!!!!??????”





Where are they in Maslow's hierarchy of needs?

Maslow's Hierarchy of Needs



Both are cars!
Right?



Match the Need to the Group

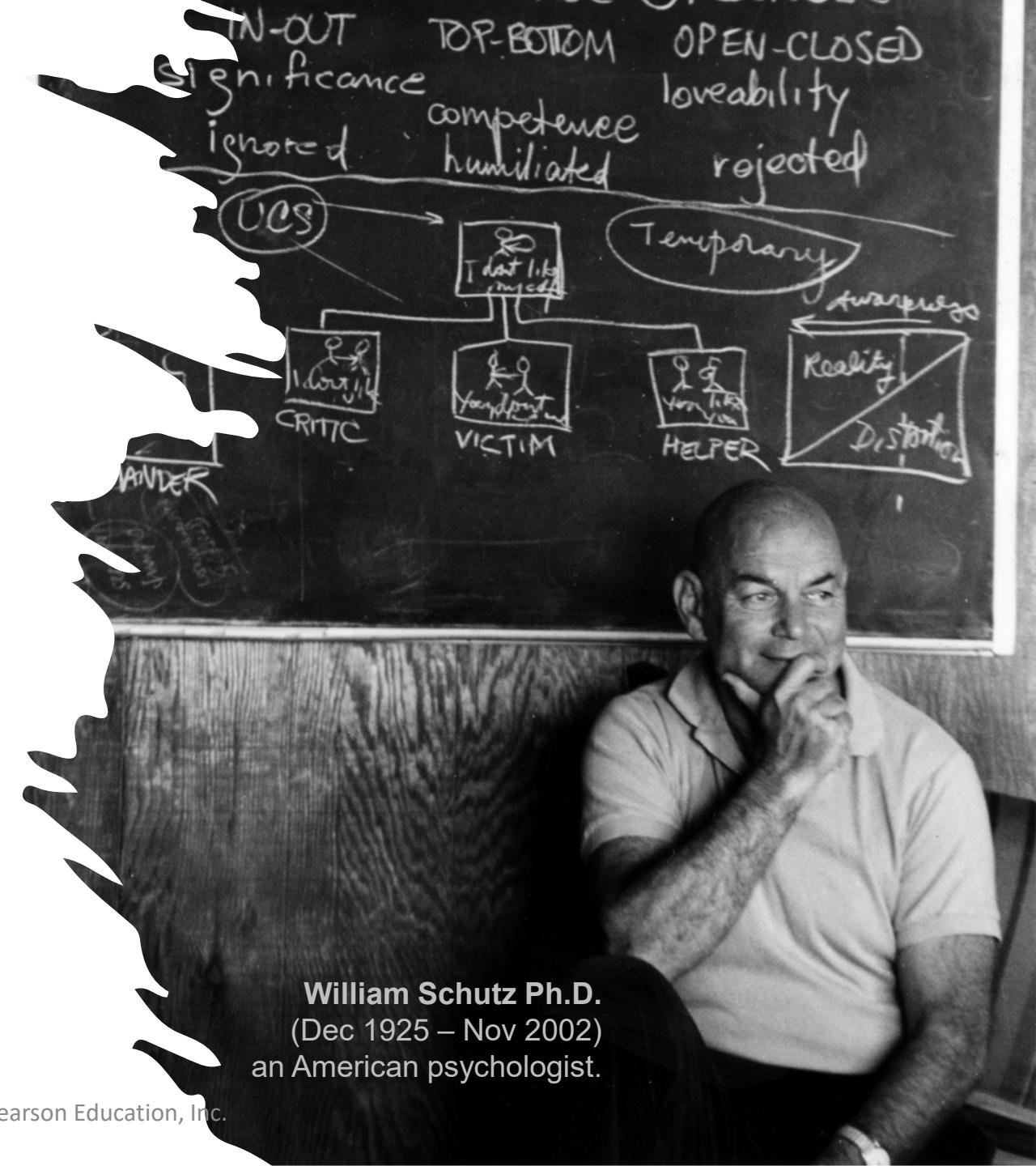
Need	Group
A. Physiological	<u>B</u> police force
B. Safety	<u>C</u> family
C. Belongingness	<u>C</u> garden society
D. Esteem	<u>C</u> adult literacy group
E. Self-Actualization	<u>C</u> sorority/fraternity <u>D</u> executive club <u>C, D</u> pro basketball team

And more NEED.....

AND
TEAM
MEMBER
NEED ???



Schutz's Theory of Interpersonal Needs



William Schutz Ph.D.
(Dec 1925 – Nov 2002)
an American psychologist.



Schutz's Theory of Interpersonal Needs (p.54)

Fundamental Interpersonal Relationship Orientation (FIRO)

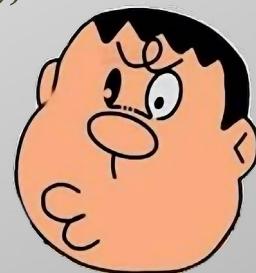
- Need for INCLUSION
- Need for CONTROL
- Need for AFFECTION



What are Chaien's
interpersonal needs?

- Need for **INCLUSION**
- Need for **CONTROL**
- Need for **AFFECTION**

Inclusion Needs



Control Needs

“I need to feel influential and important.”

“Others respect me.”

**Democratic
Member**

*“I don’t have influence
in the group.”*

*“I just do what I
am told.”*

Abdicate

*“I try to dominate
the group.”*

Autocrat



Affection Needs

“I need to feel that others like me.”

“I feel that others like me and if they don’t, that’s OK.”

Personal Member

“I’m not sure that others like me.”

“I avoid friendships with other members.”

Underpersonal Member

“I confide in and try to become very close with others.”

Overpersonal Member

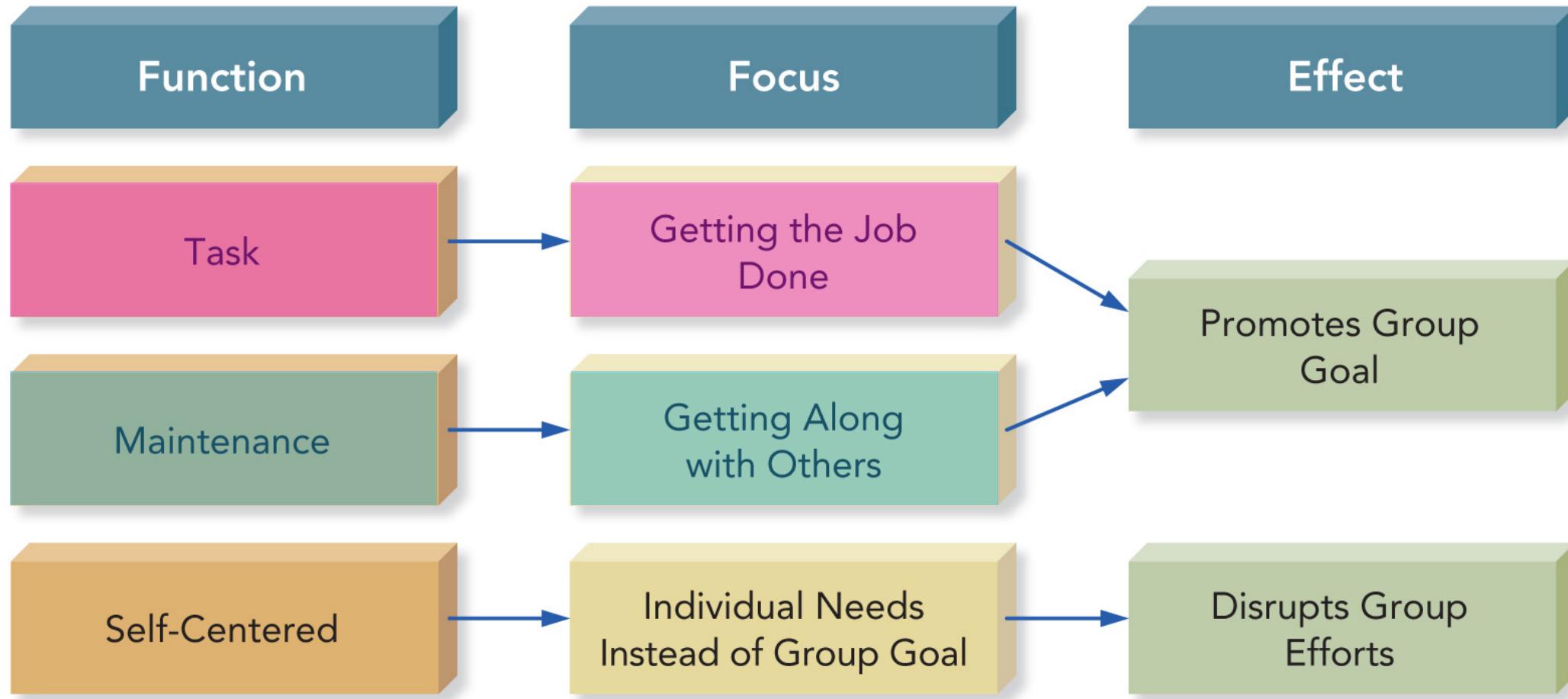


Individual Assignment - LMS submission

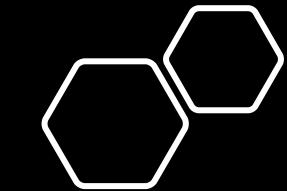
1. Discuss the interpersonal needs (according to Schutz) of the characters in a movie/fiction. Post on LMS a picture of your chosen movie/fiction and explain your 2 favorite characters' needs in min 100 words.
2. Discuss 2 couples who have the same actions with different needs according to Maslow's hierarchy of needs. Post on LMS picture of the chosen people with the same actions and your discussion in min 100 words.

Submitted to LMS deadline 8 Jun 2021

ClassCode – CourseCode – SCHUTz & MASLOW Needs – FullName – StudentCode



Group Role Categories



Group Task Roles

1. Initiator-contributor
2. Information seeker
3. Opinion seeker
4. Information giver
5. Opinion giver
6. Elaborator
7. Coordinator-chairperson
8. Clarifier-Summarizer-Orienter
9. Evaluator-Critic
10. Implementer / Completer
11. Energizer
12. Procedural Technician
13. Recorder-Secretary



Group **Maintenance** **Roles**

1. Encourager-Supporter
2. Harmonizer
3. Compromiser
4. Tension Releaser
5. Gatekeeper
6. Observer-Interpreter-Commentator
7. Teamworker-Follower

Commentator / Interpreter

1. I don't like your presentation. → Your presentation is good but it could be better if you improve pronunciation or adjust some.../ You should explain more/ may consider/ How about more ...etc.
2. Why don't you say anything? → How do you think about this, etc.? Do you have anything to say? Do you want to add something? I really want to hear your opinions / Feel free to express more / I think your idea will be great if....

Commentator / Interpreter

1. Why do you sleep in my class? → U feel tired? U need to wash your face? Is my lecturing boring? U should sleep early! I feel so bad! How many slots left? This will be in the final exam.
2. Don't be lazy. → Please get to work. → Please submit your assignment before 5pm today.
3. You are late again, huh? → Be on time. → Be on time before 7am.

Commentator / Interpreter

1. **What you say is stupid.** → Please give more reasons to support your opinion.
2. **How can you get super low mark!** → You should study harder then.
→ Try harder next time! → What can WE do to get high mark next time?
3. **We do not want you in this team.** → You are good for other team, maybe not for my team. → We have enough people now. → Your talent is not suitable in this project. We will inform u next project.

Self-centered Roles

1. Aggressor
2. Blocker
3. Dominator
4. Recognition Seeker
5. Clown
6. Deserter
7. Confessor
8. Special Interest Pleader



Identify Thuận's Role(s) (p.57/58)

- Thuận expresses his personal opinions and feelings.
- Thuận summarizes group progress and draws conclusions.
- When team members argue, Thuận mediates conflict and paraphrases what others say.

- Compromiser
- Gatekeeper
- Harmonizer
- Interpreter
- Evaluator
- Clarifier-Summarizer
- Energizer
- Opinion Giver
- Recognition Seeker
- Follower

Quiz

“Minh, we have not heard from you yet and want to make sure that everyone gets a chance to speak up”, Phuong Anh said. What is Phuong Anh’s role?

- a. Harmonizer
- b. Standard monitor
- c. Observer-interpreter/commentator
- d. Gatekeeper
- e. Procedural technician

What are their roles?



Group and Member Confidence

- Members who lack confidence are less likely to share what they know or voice their opinions.
- Confident members are more effective group members.
- Confident groups are more likely to succeed.

Communication Apprehension

- “An individual’s level of fear or anxiety associated with either real or anticipated communication with another person or persons.”
- About 20% of the general population experiences very high levels of communication apprehension.



Virginia P. Richmond and James C. McCroskey,
Communication: Apprehension, Avoidance, and Effectiveness

How Confident Are You?

- Are you comfortable participating in group discussions?
- Do you like to get involved in group discussions? Are you afraid to express yourself at meetings?
- Are you relaxed when answering questions at a meeting?



High Apprehensives

- Avoid participation
- Talk less often
- Agree with others
- Smile or giggle inappropriately
- Fidget
- Use awkward fillers phrases, e.g. “uh”
- Have difficulty following a discussion



Low Apprehensives

- Initiate discussion
- Speak more often
- Assert themselves
- Are more likely to become leaders
- Choose when to speak or be silent
- Appear confident
- May dominate discussion



I can't
do it

Strategies for Coping with Communication Apprehension

- Strategy: *Know that you are not alone.*
- Strategy: *Be well prepared.*
- Strategy: *Learn communication skills.*
- Strategy: *Relax physically.*
- Strategy: *Think positively.*
- Strategy: *Visualize success.*
Visualize yourself communicating successfully.

If you are a low apprehensive . . .

You can help highly apprehensive group members by:

- providing supportive and constructive feedback.
- encourage and include anxious members.
- Stop talking.

Constructive Feedback

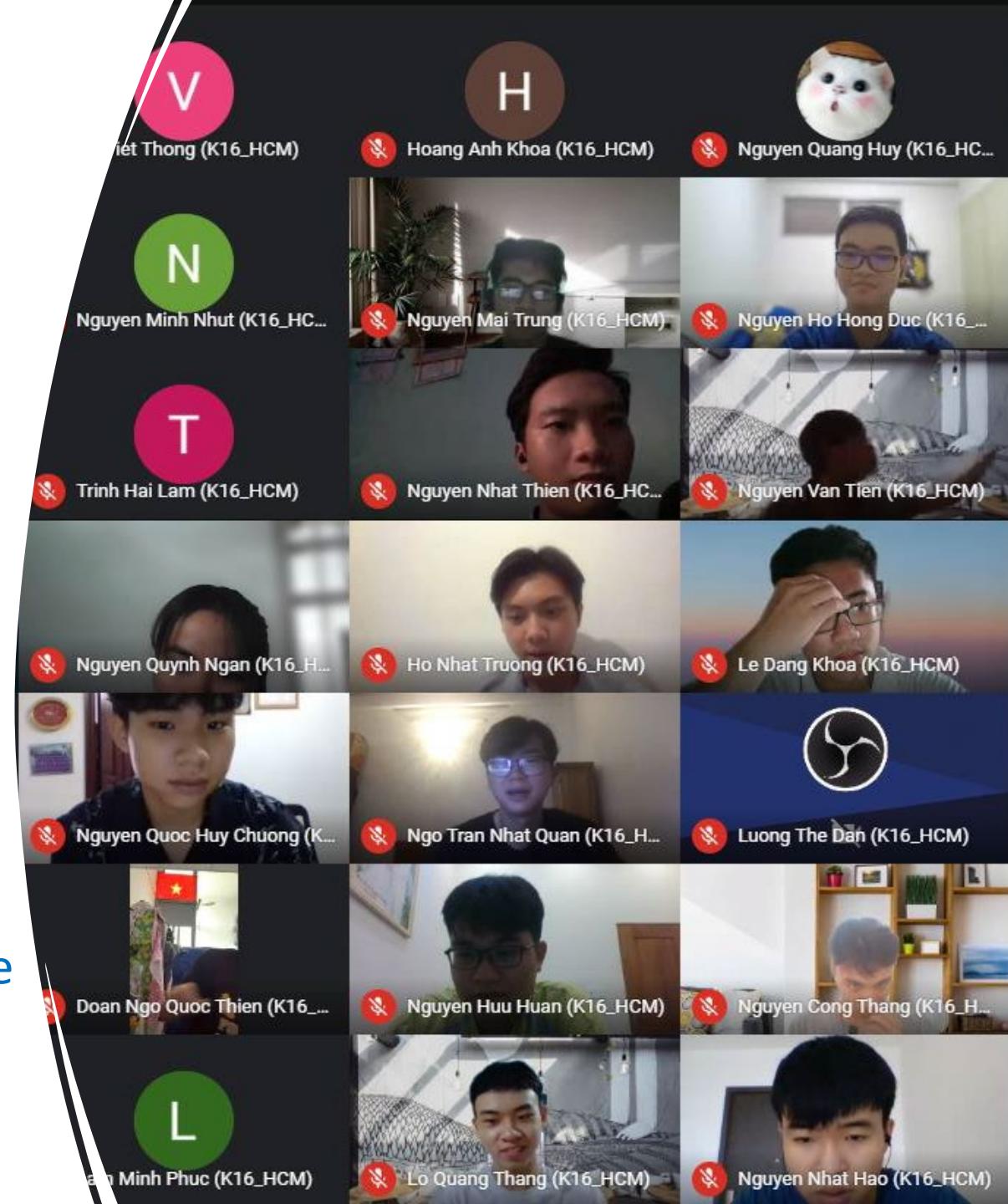
**Guidelines for providing constructive feedback
to enhance member confidence:**

- Focus on the behavior, not the person.
- Describe rather than judge behavior.
- Choose an appropriate time and place for feedback rather than ignoring the situation.
- Give feedback to help others rather than to meet your own needs.

Confidence in Virtual Groups

Why are some people *more* confident communicating in virtual groups?

- They may not have to reveal info about their appearance, gender, race, status, etc.
- Other members may overestimate a person's qualities and abilities.
- Using Textspeak (LoL, OMG, JK) & Emoticons (😊, 😕) may help members feel eased in some situations, but not encouraged in business situation, except it is your group's norm.



Assertiveness

Speaking up and acting
in your own best
interests without
denying the rights and
interests of others



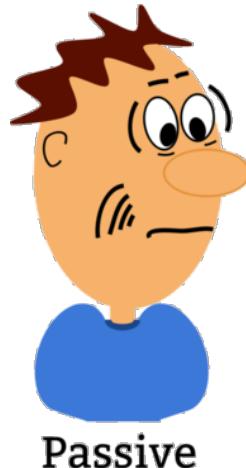
Assertive Group Members

- Appear confident, honest, open, and cooperative
- Volunteer ideas and opinions
- Ask and answer questions without fear or hostility
- Stand up for their beliefs, even when others disagree
- Express their feelings openly
- Respect and defend the rights and opinions of others



Balancing Passivity and Aggression

- **Passive** group members often lack confidence.
 - Reluctant to express their opinions and feelings, fear criticism, and usually do what they are told
- **Aggressive** members act in their own self-interest at the expense of others.
 - Critical, insensitive, combative, and even abusive

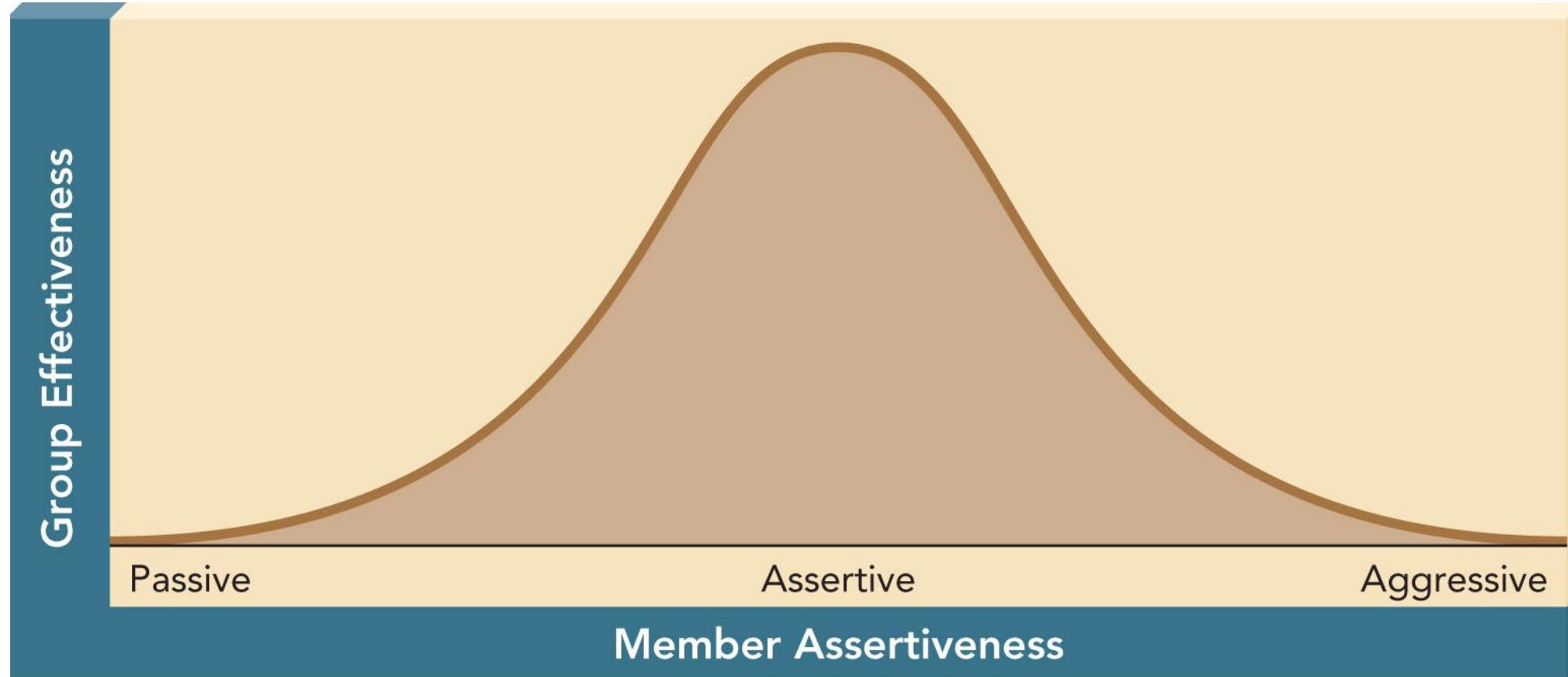




Passive-Aggressive Members

Passive-aggressive members mask aggression by appearing passive or cooperative.

- They rarely exhibit aggressive behavior.
- They do not respect the rights of others.
- They often get what they want by
 - undermining others behind their backs.
 - deceiving others about their intentions.



Group Effectiveness and Member Assertiveness



Assertiveness Skills in Groups

- Devote time to preparing for meetings.
- Ask a colleague to help you get a chance to speak.
- Express your opinions clearly.
- Maintain direct eye contact.
- Assume an assertive body posture.
- Express your feelings as well as thoughts.
- Speak expressively (volume, pitch, rate).

