



FPT UNIVERSITY



# Communication and In-group Working Skills (cont.)



The background of the slide is a 3D rendering of interlocking puzzle pieces. Most of the pieces are a dark grey color, while one piece in the center-right is a vibrant red. The lighting creates soft shadows, giving the pieces a three-dimensional appearance.

## CHAPTER OUTLINE

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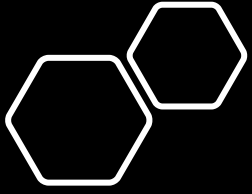
### 6. The Psychology of Groups

A dark, semi-transparent background image showing a group of business professionals in a meeting. One person is holding a tablet, and another is gesturing with their hand. The overall tone is professional and collaborative.

## LEARNING OBJECTIVES

1. Review the evidence that suggests humans have a fundamental need to belong to groups.
2. Compare the sociometer model of self-esteem to a more traditional view of self-esteem.
3. Describe how groups change over time.
4. Apply the theory of groupthink to a well-known decision-making group





## 6. The Psychology of Groups



Most of us live out our lives in groups, and these groups have a profound impact on our thoughts, feelings, and actions.

What is the  
psychological  
significance of  
groups?

“I must be myself. I will not  
hide my tastes or aversions .  
... I will seek my own”.  
People can live separate and  
apart from others!



They join with others  
because groups meet  
their psychological  
and social needs.



# The Need to Belong

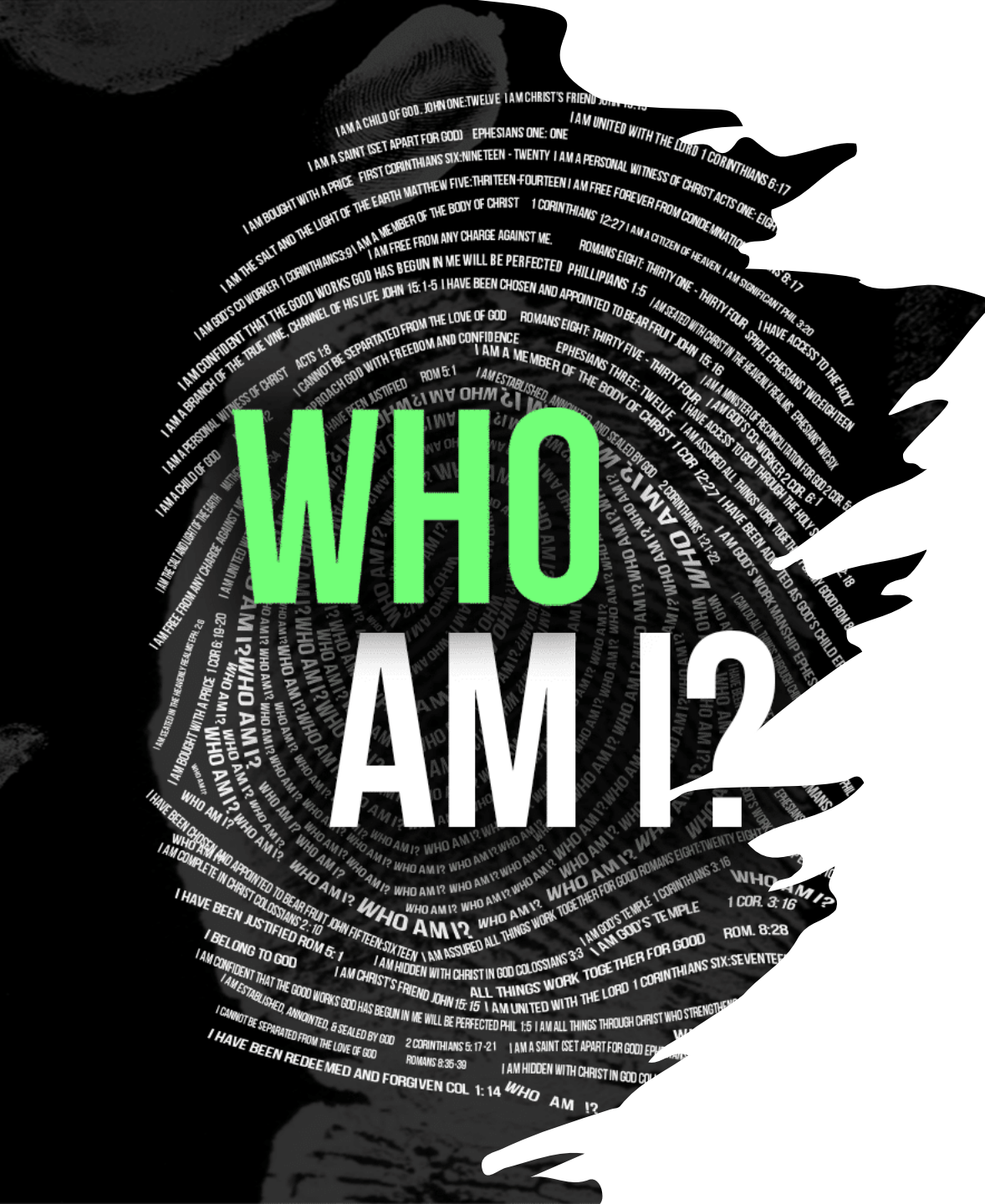
- **87.3% of Americans reported that they lived with other people** *such as family members, partners, and roommates (Davis & Smith, 2007).*
- **50% to 80%, reported regularly doing things in groups,** *such as attending a sports event together, visiting one another for the evening, sharing a meal together, or going out as a group to see a movie (Putnam, 2000).*





# Affiliation in Groups

- Groups provide members with information, assistance, and social support.
- Leon Festinger's theory of social comparison (1950, 1954) suggested that in many cases people join with others to evaluate the accuracy of their personal beliefs and attitudes.



# WHO AM I?

## Identity and Membership

- Groups help us answer the existentially significant question, “Who am I?”
- People are defined not only by their traits, preferences, interests, likes, and dislikes, but also by their friendships, social roles, family connections, and group memberships.
- The self is not just a “me,” but also a “we.”





# Evolutionary Advantages of Group Living

- Groups may be humans' most useful invention, for they provide us with the means to reach goals that would elude us if we remained alone.
- "People become dependent on one another for the satisfaction of their needs" (*Theory of social integration, Moreland*).

# Motivation and Performance

- **Social Facilitation in Groups:** *Do people perform more effectively when alone or when part of a group?*
- **Social Loafing:** *Groups usually outperform individuals. “Many hands make light the work” (Littlepage, 1991; Steiner, 1972)*

**But it can be a problem!**

*One way to overcome it is by recognizing that each group member has an important part to play in the success of the group.*







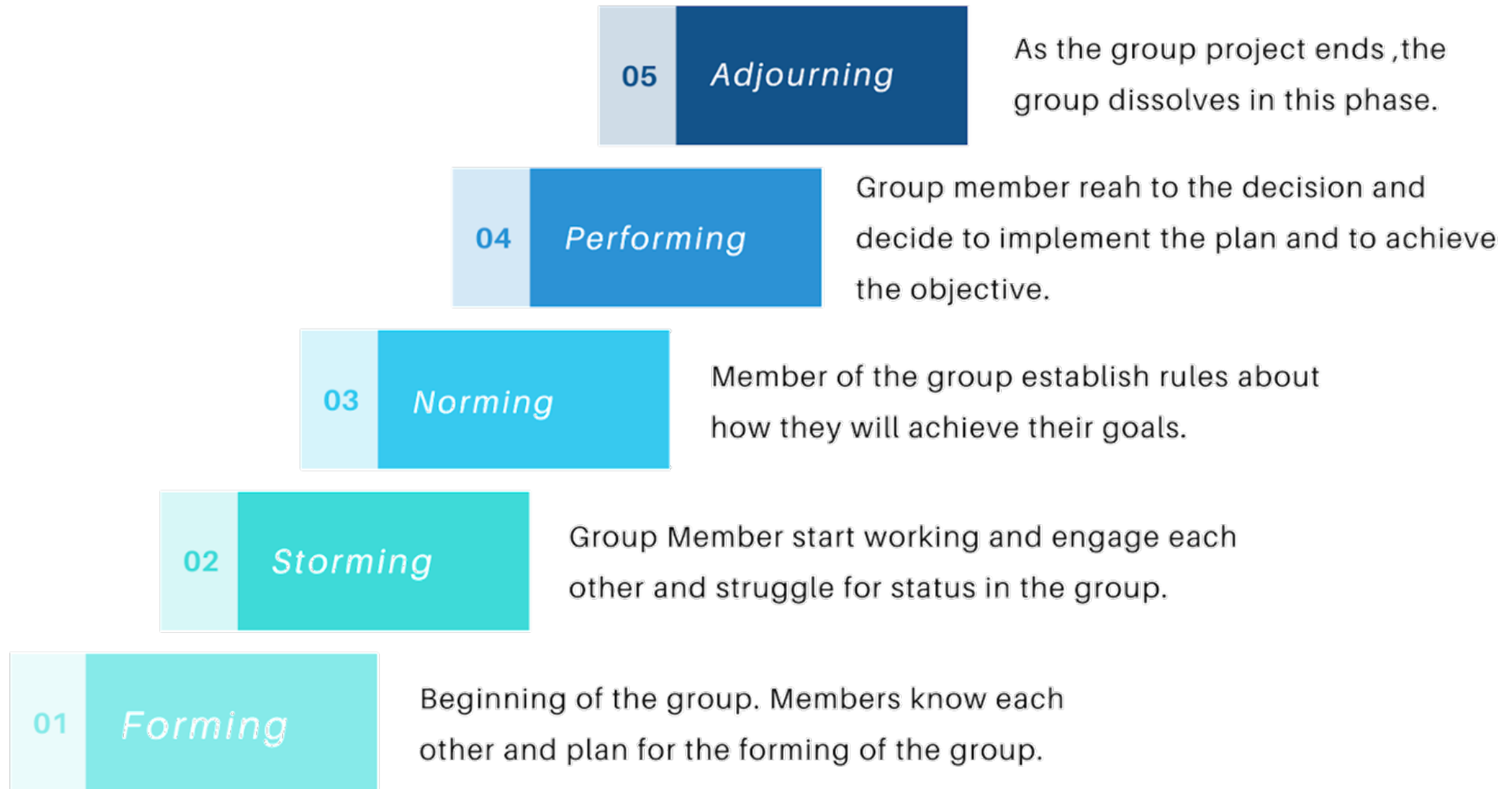
# Teamwork

Researchers have identified two key ingredients to effective teamwork:

1. a shared mental representation of the task
  2. and group unity.
- Teams improve their performance over time as they develop a shared understanding of the team and the tasks they are attempting.



# Tuckman's Group Development Stages



# Tuckman's Group Development Stages



forming



storming



norming



performing



adjourning

The background of the slide features a repeating pattern of colorful squares in shades of olive green, purple, teal, and grey. Each square contains a stylized black outline of a person's head and shoulders. The squares are arranged in a staggered, overlapping fashion.

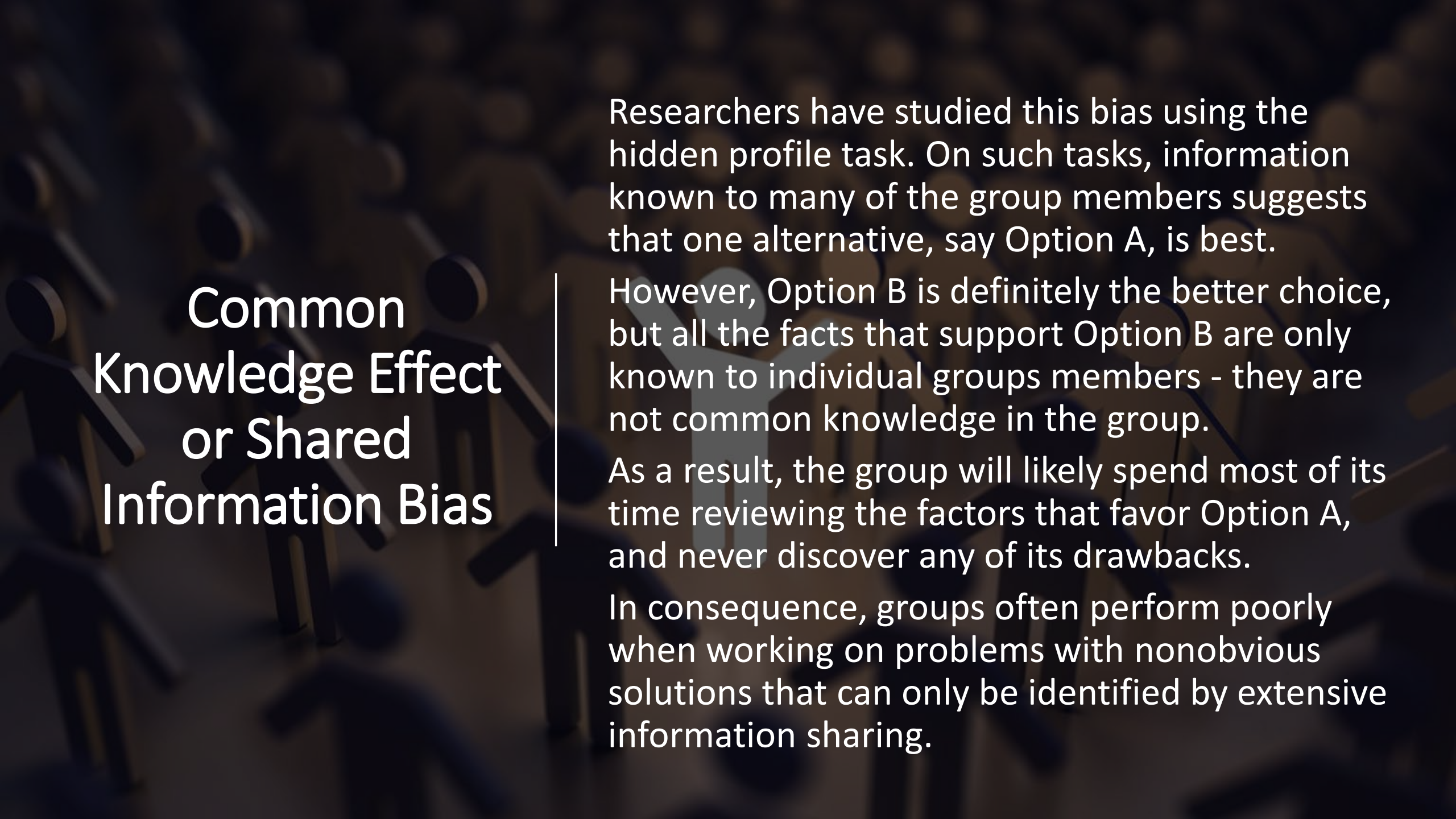
# Making Decisions in Groups

- For groups can draw on more resources than can a lone individual.
- More ideas and possible solutions by discussing the problem.
- A group's decision will be superior to an individual's decision.
- However, groups do not always make good decisions



# Group Polarization

- Common sense notions suggest that groups exert a moderating, subduing effect on their members.
- Many groups shift toward more extreme decisions rather than less extreme decisions after group interaction
  - *Let's say you are part of a group assigned to make a presentation. One of the group members suggests showing a short video that, although amusing, includes some provocative images. Even though initially you think the clip is inappropriate, you begin to change your mind as the group discusses the idea.*

The background of the slide is a dark, blurred image of a large crowd of people, likely at a conference or event, with many individuals standing and some holding up phones or cameras. The image is out of focus, creating a bokeh effect with light spots from the crowd.

## Common Knowledge Effect or Shared Information Bias

Researchers have studied this bias using the hidden profile task. On such tasks, information known to many of the group members suggests that one alternative, say Option A, is best.

However, Option B is definitely the better choice, but all the facts that support Option B are only known to individual groups members - they are not common knowledge in the group.

As a result, the group will likely spend most of its time reviewing the factors that favor Option A, and never discover any of its drawbacks.

In consequence, groups often perform poorly when working on problems with nonobvious solutions that can only be identified by extensive information sharing.





**Groupthink** is a phenomenon where people tend to confirm with group decisions to avoid feeling outcast, leading to errors in decision making.



The background of the slide features a series of thin, curved lines in light gray and white, creating a sense of motion and depth. A large, solid red rectangle is positioned on the left side, containing the word 'Groupthink' in white text. The overall design is clean and modern.

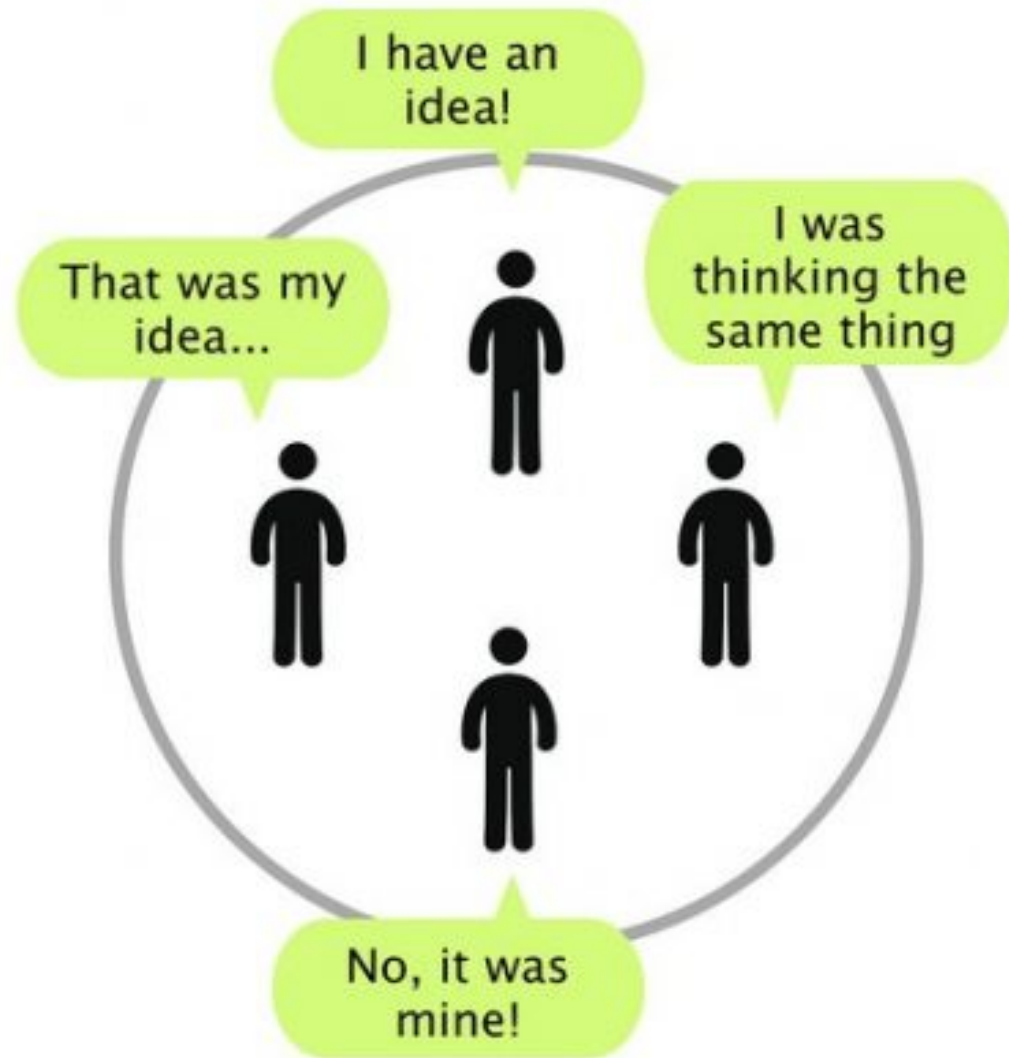
# Groupthink

**GROUPS SOMETIMES MAKE  
SPECTACULARLY BAD DECISIONS.**

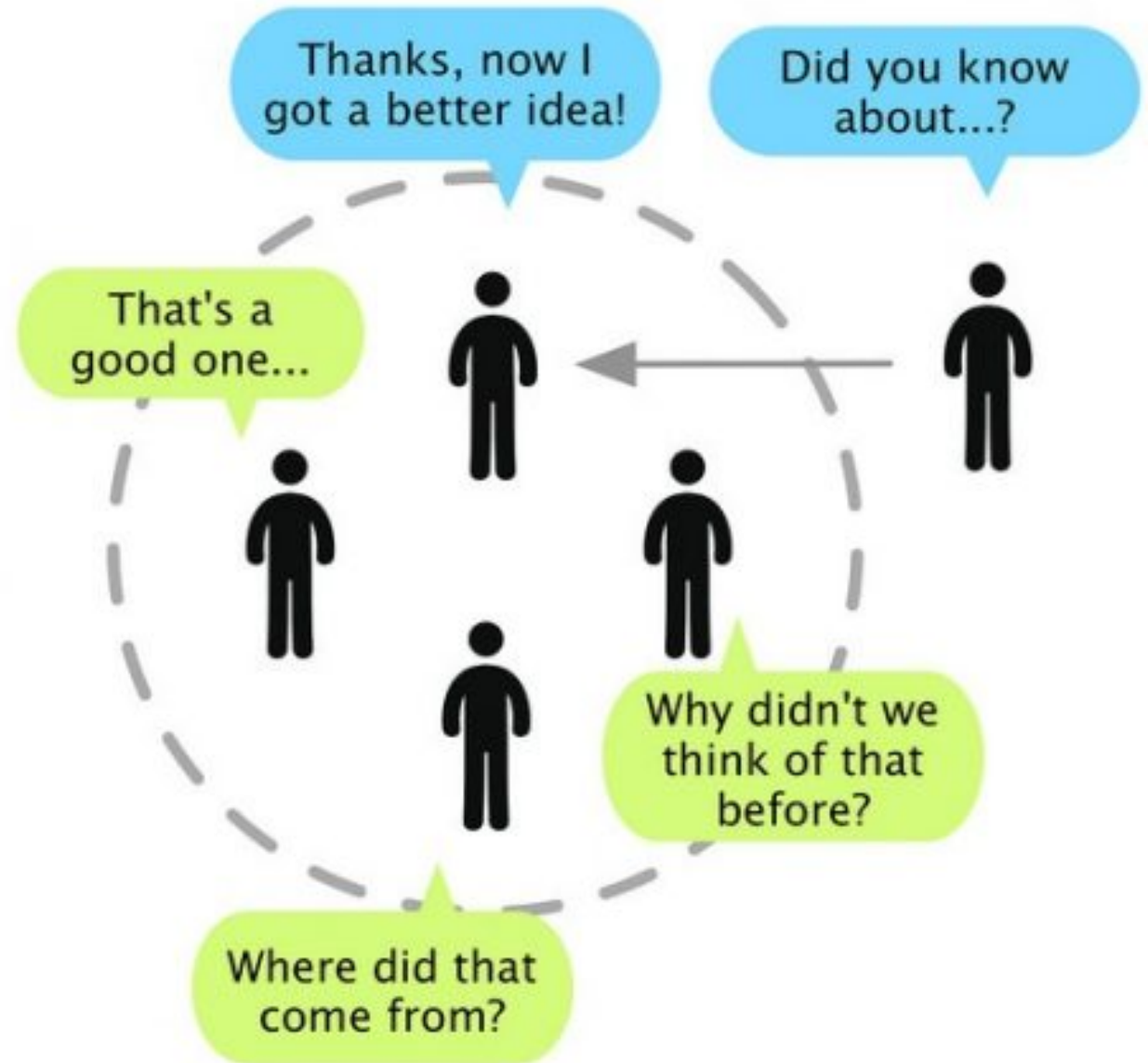
**04 GROUP-LEVEL FACTORS THAT  
COMBINE TO CAUSE GROUPTHINK:**

- **Cohesion**
- **Isolation**
- **Biased leadership**
- **Decisional stress**

## Groupthink



## Breaking groupthink



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# You and Your Groups Discussion Questions

1. What are the advantages and disadvantages of sociality?  
Why do people often join groups?
2. Is self-esteem shaped by your personality qualities or by  
the value and qualities of groups to which you belong?
3. In what ways does membership in a group change  
person's self-concept and social identity?



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## You and Your Groups Discussion Questions

4. What steps would you take if you were to base a self-esteem enrichment program in schools on the sociometer model of self-worth?
5. What are the key ingredients to transforming a working group into a true team?
6. Have you ever been part of a group that made a poor decision and, if so, were any of the symptoms of groupthink present in your group?

it's  
Q&A  
TIME!

