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SLIDE 13 OF 50

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Importance of Groups for Organization

- **Synergy** = the creation of a whole that is greater than the sum of its parts
- Superior **performance** (i.e., better than lone individuals) when:
 - Problem-solving can be handled by dividing work and sharing information
 - Need for creativity and innovation (groups more willing to take risks than are individuals)
- Forum to **learn** and share information




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Presence of Others

- The scientific study of how a **person's behavior, thoughts and feelings** are influenced by the **real, imagined or implied presence of others**




The presence of others sometimes enhances and sometimes impairs an individual's performance.

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Mere Presence of Others



Often, the mere presence of other persons, even if they are total strangers, can strongly affect our behavior

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Application

According to **social facilitation theory**, cyclists tend to ride faster in the presence of their opponents than when competing against time.



Audience Effects

Learning


Performing

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Evaluation Apprehension

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- **Evaluation Apprehension** - Concern over being evaluated by others. Such concern can increase arousal and so contribute to social facilitation effects.
- **Social Inhibition** – performance might sometimes be disrupted by the presence of an audience because of apprehension about having their performance evaluated

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Windows Taskbar

Social Loafing

Additive Tasks

Tasks for which the group product is the sum or combination of the efforts of individual members



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Factors Responsible for Social Loafing

1. **Dispensability** - Those who felt “dispensable” to the group were more likely to loaf.

2. **Fairness** - The more fairness that was perceived in the group generally, the less likely individuals were to loaf.



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Reducing Social Loafing

- Making the output or effort of each participant readily identifiable
- When people believe their contribution matters, and a strong performance on the part of the group will lead to a desired outcome, individuals also tend to try harder
- Social loafing can be reduced by increasing the apparent importance or value of a task
- People are less likely to loaf if they are given some kind of standard of performance—either in terms of how much others are doing or their own past performance

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I love this project group of mine! I don't need to do anything with these people around!

Yaa good for you. I tend to perform better with people around. It kinda gets my nerve up!

Social loafing

Social facilitation

Facilitation vs. Loafing

Individual efforts evaluated → Evaluation apprehension → Social Facilitation

Presence of others

Individual efforts not evaluated → No evaluation apprehension → Social Loafing

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Burari Family: Delhi family's mass suicide – A Case Study



House of horrors, Salvation Notes, The family was preparing for a wedding, Protruding pipes, Victims of shared psychotic disorder, One man's delusions, Explaining the inexplicable, Need for psychological autopsy



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Some more examples

- Human Bomb
- Extremists religious ideologies and correspondent activities
- Mass Suicides
- Technology and indoctrination - Blue Whale

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Indoctrination

- Indoctrination is not just the promotion of certain beliefs
- It's an effort to change the beliefs and instill a fear or reluctance to consider conflicting evidence.
- Paralysis of one's intellectual imagination

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Characteristics of Indoctrinated Group

- Group typically characterized by
 - Distinctive ritual and beliefs related to its devotion to a god or a person
 - Isolation from the surrounding “evil” culture
 - Charismatic leader

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3. Closed-mindedness, as evidenced by the inability to consider alternatives.

Such a person is “fitted with a frame of mind which discourages any critical analysis and evaluation of the beliefs”

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Indoctrination: Extreme Persuasion

- Group Effects
 - Social implosion
 - Isolation of members with like minded groups
 - External ties weaken until the group collapses inward socially
 - Monasteries, Military organizations, Fraternities and sororities, Therapeutic communities for recovering drug and alcohol abusers

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Indoctrination: Extreme Persuasion

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 - Social implosion
 - Isolation of members with like minded groups
 - External ties weaken until the group collapses inward socially
 - Monasteries, Military organizations, Fraternities and sororities, Therapeutic communities for recovering drug and alcohol abusers

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ii) Consists of 4 stages:

(1) ***Softening-up:*** isolated from friends, family; efforts made to keep them confused, tired, disoriented, emotionally aroused (increases receptiveness to message)

(2) ***Compliance:*** recruits asked to pay lip service to demands & beliefs of group; "try out" the role of member (public compliance)

(3) ***Internalization:*** recruits begin to accept views of group as correct (private acceptance); why? Little additional information to go on (no other supports); tired

(4) ***Consolidation:*** recruits solidify membership by engaging in costly acts that make it difficult/impossible to back out (donate personal possessions, cut off all ties with others); motive then is to justify past action, enhancing commitment to group


ii) At each stage, groups encourage reduced attentional capacity: prevent recruit from thinking in a careful, systematic manner; this intensifies social influence processes (keep them exhausted, lack of sleep, poor nutrition, isolated)

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Education vs. Indoctrination

The Kantian Ideal

To indoctrinate is to teach in a way that disregards, circumvents and tricks the rational faculties of the student.

Whereas,

To educate is to help the student develop as a rational/thinking person, in part by avoiding indoctrination.

{e.g. indoctrination involves lying, hiding facts, emotionally manipulating, not giving reasons}

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