

Lecture 6 – Group cohesion

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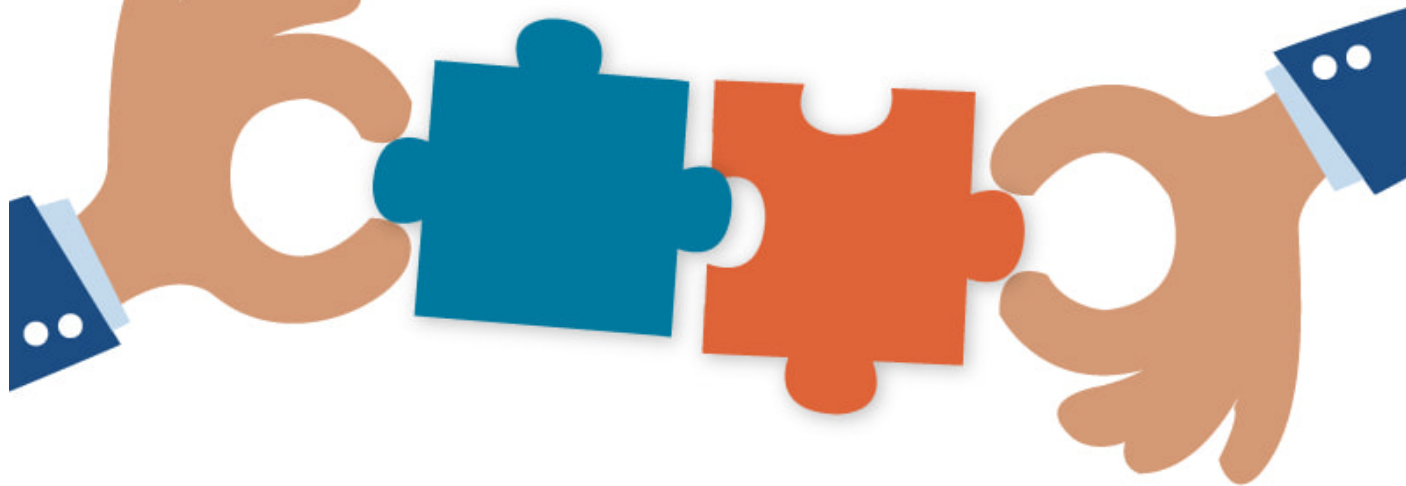
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1. Cohesion definition

1. Cohesion is the mutual attraction that holds members of a group together



1. Cohesion definition (Cont)

Cohesive groups have:

- High levels of interaction.
- A supportive communication climate.
- A desire to conform to group expectations.
- The use of creative and productive approaches.
- Satisfied members.

2. Types of Group Cohesion

Type of Cohesion	Definition	Example
<i>Social Cohesion</i>	Group unity that results when members like each other	"My group members are my friends."
<i>Task Cohesion</i>	Group unity that results when group members are committed to a common goal	"We're all working together to accomplish the same thing."
<i>Collective Cohesion</i>	Group unity that results when group members identify with a group and feel a sense of belonging	"There is no 'I' in team!"
<i>Emotional Cohesion</i>	Group unity that results when group members experience positive emotions while interacting with other members	"I enjoy working with the people in this group."
<i>Structural Cohesion</i>	Group unity that results when group members embrace clear norms and well-defined roles	"We operate as easily and smoothly as a well-oiled machine."

3. Enhancing Group Cohesion

- Establish a group identity and traditions.
- Emphasize teamwork.
- Recognize and reward contributions.
- Respect group members.

4. Groupthink

- The deterioration of group effectiveness that results from in-group pressure
- Highly cohesive groups are at greater risk of succumbing to groupthink.

4.1 Groupthink Symptoms

Irving Janis identifies 8 symptoms and expressions of groupthink.

- 1. Invulnerability:** Overly confident; takes big risks
- 2. Rationalization:** Makes excuses, ignores warnings
- 3. Morality:** Ignores ethical and moral issues
- 4. Stereotyping Outsiders:** Considers others too weak or stupid to cause trouble

4.1 Groupthink Symptoms (Cont)

1. **Self-Censorship:** Unwilling to disagree; doubts their own concerns
2. **Pressure on Dissenters:** Pressures members to agree
3. **Illusion of Unanimity:** Believes everyone agrees
4. **Mindguarding:** Shields members from adverse information or opposition

4.2 Strategies for Avoiding Groupthink

- Ask all members to serve as critical evaluators.
- Assign several members to work on the same problem independently.
- Discuss the group's progress with someone outside the group.
- Invite an expert to join a meeting and encourage constructive criticism.
- Before finalizing a decision, give members a second chance to express doubts.

Game: “Snaking”

Game: “Hái hoa dân chủ”

Game: “Creativity straws”

Case study

Lecture 6 – The end

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