Communicating in Groups

SEFER SHOAS AND SKILLS



Gloria J. Galanes Katherine Adams John K. Brilhart

PART *ONE*

Orientation to Small Group Systems 1

				-
CH	lΑP	TFI	?	1

Small Groups as the Heart of Society 2

/ Groups in Your Life 5
Groups as Problem Solvers 5
Participating in Groups 6

Groups versus Individuals as Problem

Solvers 7

When a Group Is a Good Choice 8 When a Group Is Not a Good Choice 9

Groups, Small Groups, and Small Group Theory 10

Groups 10

Small Groups 11

Group Dynamics 11

/Communication 12

Small Group Communication 12 Classifying Groups by Their Major

Purpose 13

Primary of Secondary Groups 13
Types of Secondary Groups 14

Being a Valuable Group Member 17 Being an Ethical Group Member 19

The Participant-Observer Perspective 20

CHAPTER 2

Groups as Structured Open Systems

Overview of General Systems Theory 24

The Small Group as a System 25

Definition of a System 25

22

Concepts Vital to Understanding

Systems 25

Characteristics of Systems 29 Life Cycles in the System 34

Organizations as Systems of Groups 35

PART TWO

Foundations of Small Group Communicating 39

CHAPTER 3

Interpersonal Communication Principles for Group Members 40

Communication: What's That? 43

Implications for Small Group Communication 47

Listening: Receiving, Interpreting, and Responding to Messages from Other

Group Members 49

Listening Defined 49

Listening Preferences 50
Habits of Poor Listeners 51
Listening Actively 54

Focused Listening 55

CHAPTER 4	
Verbal and Nonverbal Messages 58	•
Creating Messages in a Small Group 61 How Communication Structures the Small Group 61 Using Language to Help the Group Progress 62 Follow the Rules 62 Adjust to the Symbolic Nature of Language 63 Use Emotive Words Cautiously 65 Organize Remarks 67	Make Sure the Discussion Question Is Clear and Appropriate 69 Nonverbal Signals in Small Group Communication 72 Principles of Nonverbal Communication 73 Functions of Nonverbal Signals 74 Categories of Nonverbal Signals 75 Computer-Mediated Communication and Group Messages 79
CHAPTER 5 Croup Problem-Solving Procedures A Systematic Procedure as the Basis for Problem Solving 85 What Is a Problem? 86 Area of Freedom 86 Adapting Procedures to Fit Your Problem 87 Identifying Problems with a Problem Census 87	 82 2. Generating and Explaining Possible Solutions 94 3. Evaluating Possible Solutions 95 4. Deciding on a Solution 98 5. Planning How to Implement the Solution 101 Applications of P-MOPS 103
The Procedural Model of Problem Solving (P-MOPS) 90 1. Describing and Analyzing the Problem 91 CHAPTER 6	
Creative and Critical Thinking in the	Small Group 108
What Is Creative Thinking? 110 Enhancing Group Creativity 111 Brainstorming 111 Synectics 113 What Makes Thinking "Critical"? 114	Enhancing Critical Thinking in a Group 116 Attitudes 116 Gathering Information 118 Evaluating Information 120 Checking for Errors in Reasoning 125 Asking Probing Questions 129

PΔP	т 7	TI	2FF
		, ,,	

Understanding and Improving Group Throughput Processes 131

CHAP	TER	7
~ 100		•

Becoming a Group 132

Primary, Secondary, and Tertiary

Tensions 134

Phases in the Development

of a Group 137

Leadership and Leaders 138

Leadership and Sources of Power in the Small Group 139

Leaders 141

Group Roles 143

Types of Roles 143

Role Functions in a Small Group 144

The Emergence of Roles in a Group 146

Rules and Norms 147

Development of Group Norms 148

Enforcement of Group Norms 149

Changing a Group Norm 150

Development of a Group's Climate 152

Trust 152

Cohesiveness 152

Supportiveness 153

CHAPTER 8

Celebrating Diversity in the Small Group 156

What Is Diversity? 159

Differences in Motives for Joining

a Group 160

Diversity of Learning Styles 160

Personality Differences 163

Cultural Diversity 166

Celebrating Diversity/Bridging

Differences 173

Creating Group Identity through

Fantasy 174

Using SYMLOG to "Picture" Diversity 176

CHAPTER 9

Managing Conflicts Productively 182

What Is Conflict? 185

Myths about Conflict 185

Groupthink 188

Symptoms of Groupthink 189

Preventing Groupthink 191

Managing Conflict in the Group 193

Conflict Management Styles 193

Expressing Disagreement 198

Maximizing Your Chances to Influence

the Group 199

Nominal Group Technique 200

Steps in Principled Negotiation 203

	•		
-	м	r	
	и	н	

Contents

CHAPTER 10

Applying Leadership Principles 208

Myths about Leadership 210

Current Ideas about Leadership 213

The Functional Concept of Group

Leadership 213

The Contingency Concept of Group

Leadership 214

What Groups Expect Leaders to Do 217

Performing Administrative Duties 217

Leading Group Discussions 219

Developing the Group 225

Managing the Group's Written

Communication 227
Encouraging Distributed Leadership 231

Ethical Guidelines for Group

Leaders 233

PART FOUR

Small Group Public Presentations 237

CHAPTER 11

Oral Presentations 238

Types of Group Oral Presentations 240

Panel Discussion 240

Symposium 242

Forum Discussion 242

Preparing Individual Oral

Presentations 243

Determine Your Purpose 244

Select and Narrow Your Subject 244

Analyze Your Audience 244

Gather Verbal and Visual Materials 244

Organize the Materials 246

Check Your Language 250

Practice Aloud 250

What Makes a Good Oral

Presentation? 252

Invention 252

Arrangement 252

Style 253

Delivery 253

Appendix: Techniques for Observing Problem-Solving Groups 25

Glossary 272

References 279

Bibliography 286

Index 288