CONTENTS

D C	
Preface	X111

PART	NI	T

Orientation to Small Group Systems

CHAPTER	3 1

Small Groups as the Heart of Society 2

Groups in Your Life 5

Groups as Problem Solvers 6

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, Teams, and Small

Group Communication 11

Groups 11

Small Groups 12

Small Groups versus Teams 13

Small Group Communication 13

Groups and Technology 14

Classifying Groups by Their Major Purpose 15

Why People Join Groups 15

Primary or Secondary Groups 16

Types of Secondary Groups 17

Being an Ethical Group Member 21

The Participant-Observer Perspective 23

CHAPTER 2

Groups as Structured Open Systems 26

What Is a Theory? 28

Overview of General Systems Theory 28

The Small Group as a System 30

Definition of a System 30

Concepts Vital to Understanding Systems 31

Characteristics of Systems 37

PART TWO

Foundations of Small Group Communicating 47

CHAPTER 3

Communication Principles for Group Members 48

Communication: What's That? 51
Communication Is Symbolic 51
Communication Is Personal 51
Communication Is a Transactional Process 5
Shared Meaning Is the Responsibility of All
Members 53
Communication Involves Content and

Communication Involves Content and Relationship Dimensions 54

Listening: Receiving, Interpreting, and Responding to Messages from Other Group Members 55

Listening Defined 55
Listening Preferences 56
Listening Actively 58

Communication Principles and Technology 61
How Groups Use Technology 62

CHAPTER 4 Using Verbal and Nonverbal Messages in a Group 66		
Verbal Communication in Small Groups 68 Adjust to the Symbolic Nature of Language 68 Organize Remarks 70 Be Sensitive to the Feelings of Others 72 Following the Rules of the Group 73	Nonverbal Communication in Small Groups 75 Principles of Nonverbal Communication 75 Functions of Nonverbal Behaviors 76 Categories of Nonverbal Behaviors 78 Comparing Face-to-Face and Computer-Mediated Group Communication 84	
PART THREE From Individuals to Group 87		
CHAPTER 5 Becoming a Group 88		
How Communication Structures the Small Group 90 Challenges in Group Development 91 A Group's Major Functions 91 Social Tensions in Groups 92 Phases in Group Development 95 Group Socialization of Members 97 Stages of Group Socialization 98 Group Roles 100 Types of Roles 100 Role Functions in a Small Group 101 The Emergence of Roles in a Group 103 Managing Group Roles 104	Rules and Norms 105 Development of Group Norms 106 Enforcement of Group Norms 107 Changing a Group Norm 108 Development of a Group's Climate 110 Trust 111 Cohesiveness 113 Supportiveness 114 Ethical Behavior during Group Formation 115	
CHAPTER 6 Working with Diversity in the Small Group	118	
What Is Diversity? 120 Diverse Member Characteristics 123 Differences in Motives for Joining a Group 123 Diversity of Learning Styles 124	Gender Differences 136 Generational Differences 141 Working with Diversity/Bridging Differences 146 Creating a Group Identity through	

Personality Differences 126

Dimensions of Culture 130 Racial and Ethnic Differences 135

Cultural Diversity 130

Fantasy 146

Principles for Bridging Differences 148

PART FOUR

Understanding and Improving Group Throughput Processes 155

CH	٨	P	rE	D	7

Creative and Critical Thinking in the Small Group 156

What Is Creative Thinking? 158
Enhancing Group Creativity 161
Brainstorming 162
Synectics 163
Mind Mapping 166
What Makes Thinking "Critical"? 167

7

Enhancing Critical Thinking in a Group 169
Having the Right Attitude 169

Gathering Information 171
Evaluating Information 176
Chasking for Errors in Research

Checking for Errors in Reasoning 181

Avoiding Groupthink 185

CHAPTER 8

Group Problem-Solving Procedures 192

A Systematic Procedure as the Basis for Problem Solving 195 Capturing the Problem in Problem Solving 196 How Do We Know a Problem When We See One? 197 Area of Freedom 197

Characteristics of Problems 198
Getting the Discussion Question Right 200
Effective Problem Solving and
Decision Making 203
The Procedural Model of Problem Solving
(P-MOPS) 206
Applications of P-MOPS 222

CHAPTER 9

Managing Conflicts Productively 226

What Is Conflict? 228

Myths about Conflict 228

Types of Conflict 232

Task Conflict 232

Relational Conflict 232

Process Conflict 233

Conflict Types and Computer-Mediated Communication (CMC) 234

Managing Conflict in the Group 235

Conflict Management Styles 235

Expressing Disagreement Ethically 242

Maximizing Your Chances to Influence the Group 244

The Nominal Group Technique 245

Steps in Principled Negotiation 247

CHAPTER 10

Applying Leadership Principles 252

Leadership and Leaders 254
What Is Leadership? 254
Sources of Power and Influence 254
What Is a Leader? 256
Myths about Leadership 259

Figuring Out the Dynamics of Leadership 263

The Functional Concept of Group
Leadership 263

The Contingency Concept of Group
Leadership 264

Contents

The Distributed Concept of Group	Performing Administrative Duties 270
Leadership 266	Leading Group Discussions 275
What Good Leaders Do 267	Developing the Group 282
What Group Members Expect	Encouraging Distributed Leadership 285
Leaders to Do 269	Ethical Guidelines for Group Leaders 288

BONUS MATERIAL on Small Group Public Presentations: Online at www.mhhe.com/adamsgalanes9e

CHAPTER 11

Planning, Organizing, and Presenting Small Group Oral Presentations 11-2

The Planning Stage 11-4	The Organizing Stage 11-11
Your Audience 11-4	Delegating Duties 11-11
Your Occasion 11-5	Gathering Verbal and Visual Materials 11-12
Your Purpose 11-6	Organizing Materials and the Presentation 11-15
Your Subject or Topic 11-6	The Presenting Stage 11-19
Member Strengths and Fears 11-7	Checking Your Language 11-19
Supplemental Logistics 11-7	Practice Aloud 11-20
Types of Group Oral Presentations 11-8	What Makes a Good Oral Presentation? 11-21

References R-1 Bibliography B-1 Index I-1