## 10.1
### The Challenges of Working in Groups

**What are the pros and cons of working in groups?**

- Group communication refers to the interaction of three or more interdependent people working to achieve a common goal.
- In general, the advantages of working in groups far outweigh the disadvantages.
- Groups differ in terms of whether they are meeting personal goals, work goals, or public goals.
- Bruce Tuckman's Group Development stages include forming, storming, norming, and performing.

## 10.2
### Balancing Individual and Group Goals

**How can you balance individual and group needs in groups?**

- During the forming stage of group development, most groups experience primary tension, the social unease and inhibitions that accompany the getting-acquainted period in a new group.
- Hidden agendas occur when a member's private goals conflict with the group's goals.

## 10.3
### Balancing Conflict and Cohesion

**How can you balance conflict and cohesiveness in groups?**

- During the storming stage of group development, groups must resolve secondary tensions and personality conflicts in order to achieve cohesion.
- Cohesive groups share a sense of teamwork and pride.

## 10.4
### Balancing Conformity and Nonconformity

**How can you balance conformity and nonconformity in groups?**

- Whereas constructive nonconformity is appropriate and helps a group achieve its goal, destructive nonconformity has no regard for the best interests of the group and its goal.

## 10.5
### Balancing Task and Maintenance Roles

**How can you balance task and maintenance roles in groups?**

- Group task roles help a group achieve its goals. Group maintenance roles affect how group members get along.
- Self-centred roles adversely affect task and social goals.

## 10.6
### Developing Group Leadership

**What are the characteristics of a successful group leader?**

- Leadership is the ability to make strategic decisions and use communication to mobilize group members toward achieving a common goal.

- The trait theory of leadership identifies individual leadership characteristics.
- The styles theory of leadership examines autocratic, democratic, and laissez-faire leadership.
- Situational leadership theory seeks an ideal fit between a leader's style and the leadership situation.

## 10.7
### The 5-M Model of Effective Leadership©

**Which communication strategies and skills characterize effective leadership?**

- The 5-M Model of Effective Leadership identifies five critical leadership tasks: (1) model leadership behaviour, (2) motivate members, (3) manage group processes, (4) make decisions, and (5) mentor members.
- People become leaders by talking more, knowing more, and offering their opinions.
- Female and nonmajority group members are less likely to be preselected as leaders and are often evaluated less positively than are male leaders.



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### 10.1 What are the pros and cons of working in groups?

1  The ideal size for a problem-solving group is _____ members.
   a. 2–4
   b. 3–5
   c. 5–7
   d. 7–12
   e. 12–15

2  Which of the following best describes a forum?
   a. Several people interact about a common topic in front of an audience.
   b. Group members present short, uninterrupted presentations on different aspects of a topic for the benefit of an audience.
   c. Audience members comment or ask questions to a speaker or group of speakers.
   d. Elected officials and governing boards of public agencies conduct their meetings in public.
   e. None of the above is an example of a forum.

### 10.2 How can you balance individual and group needs in groups?

3  Which is the correct order for Tuckman's group development stages?
   a. forming, storming, norming, performing
   b. storming, forming, performing, norming
   c. forming, norming, storming, performing
   d. norming, forming, performing, storming
   e. performing, norming, storming, forming

### 10.3 How can you balance conflict and cohesiveness in groups?

4  Which of the following is the best depiction of secondary tension in groups?
   a. The group resolves conflicts and establishes norms.
   b. The frustrations and conflicts experienced by group members as they compete for status, acceptance, and achievement.
   c. The social unease and inhibitions that accompany the getting-acquainted period in a new group.
   d. The social unease and inhibitions that accompany the process of competing for status, acceptance, and achievement in groups.
   e. The process during which group decisions are reached, problems are solved, and plans are implemented.

### 10.4 How can you balance conformity and nonconformity in groups?

5  Which answer best completes the following statement: Nonconformity _____
   a. will always undermine group performance.
   b. can improve group performance.
   c. occurs only when stubborn members are present.
   d. occurs under poor leadership.
   e. occurs only in the storming stage.

### 10.5 How can you balance task and maintenance roles in groups?

6  Which of the following represents a group task role?
   a. tension releaser
   b. compromiser
   c. gatekeeper
   d. encourager/supporter
   e. clarifier/summarizer

7  Which of the following represents a self-centred group role?
   a. evaluator/critic
   b. opinion giver
   c. gatekeeper
   d. confessor
   e. follower

### 10.6 What are the characteristics of a successful group leader?

8  Which leadership theory or model can be summarized as "either you have it or you don't"?
   a. trait theory
   b. styles theory
   c. situational theory
   d. The 5-M Model of Effective Leadership
   e. the styles and situational theories

9  According to situational leadership theory, which style of leadership is most appropriate when a leader has poor leader–member relations, a highly organized task, and little or no power or control?
   a. a laissez-faire leader
   b. a task-motivated leader
   c. a democratic leader
   d. a relationship-motivated leader
   e. an autocratic leader

### 10.7 Which communication strategies and skills characterize effective leadership?

10 Which of the following strategies is most likely to help you become a leader?
   a. Talk early.
   b. Talk often.
   c. Know more.
   d. Offer your opinion.
   e. all of the above

Answers found on page 330.

## Key Terms

| | | |
|---|---|---|
| Autocratic leader | Group role | Self-centred role |
| Cohesion | Hidden agenda | Situational leadership theory |
| Committee | Homophily | |
| Competence | Laissez-faire leader | Storming stage |
| Constructive nonconformity | Leader–member Relationships | Styles theory of leadership |
| Democratic leader | Leadership | Symposium |
| Destructive nonconformity | Maintenance role | Task-motivated leader |
| 5-M Model of Effective Leadership | Norming stage | Task role |
| | Norms | Task structure |
| Familiarity | Panel discussion | Trait theory of leadership |
| Forming stage | Performing stage | |
| Forum | Primary tension | Virtual group |
| Governance group | Public group | Work group |
| Group Development Model | Relationship-motivated leader | Work team |
| | Secondary tension | |