Stages of Group Development

FORMING:

- Clarification of roles and goals
- Orientating to task and other group members
- Establishing membership, safety within group
- Understanding roles
- Minimal actual work is completed

Leadership style: directing (seeking direction)

STORMING:

- Jockeying for position
- Conflicting ideas emerge
  - Leadership
  - Structure
  - Power
  - Authority

Leadership style: coaching
  - Continues directive with increased support
  - Conflict resolution

NORMING:

- Code of behavior/expectations agreed upon
- Conflicts resolved
- Increased openness

Leadership style: consulting, supporting
  - Less directive continued supportive

PERFORMING:

- Close/open relationships, group unity
- High morale, loyalty to group
- Interdependence
- Whole>parts

Leadership style: delegating, leadership shifts to team
  - Less directive and supportive
Rules for “creative” conflict

- Approach tension early, don’t ignore problems and allow tension to build up.
- Agree on a good time to attempt to resolve the conflict; when energy is high and motivation is positive, not when you are angry or tired. (don’t react, respond)
- The goal of creative conflict is deeper understanding, not "I win, you lose." There must be an underlying attitude of respect, caring, forgiveness and no harm.
- Check weapons to be sure they are not deadly (no threat, no harm). Do not use an "atomic bomb" when a "squirt gun" will do.
- Discuss the specific issue or specific behavior, not the person, personality or motivation.
- Stay in the present, do not engage in coercion or fault-finding from the past.
- Provide "face-saving" mechanisms. Don't corner the other person. Allow a "time out" if emotion gets too heavy. Then set a time to resume again. An armistice is not surrender.
- When you have come to terms, put the disagreement away until you agree that it needs more discussion.

Establishing a work group contract

During the “Norming Stage” of group dynamics it is advisable that work groups talk about expectations about work performance and work habits as well as potential consequences of not following through on the contract.

Work performance
- How are we to break down the responsibilities of the project in an equitable manner? What are each individual’s strengths and weaknesses?
- What are each individual’s hopes and expectations in terms of outcomes? (grades, distinction)
- How will the group handle a situation where one group member tries to take on too much responsibility? Too little responsibility?
- How will conflicts between group members be resolved? How will we know if we need outside help?

Work Habits
- How often will we meet? For how long?
- How will agendas be established?
- How will we handle it if one group member can’t make a meeting(s)…or is late?
- What will happen if group members do not come to meetings prepared?

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Quick Test for MBTI
Introvert/Extrovert Type

1. When you are with a group of people, would you usually rather: \( I = \)
   - join in the talk of the group
   - talk individually with people you know well \( E = \)

2. In a large group do you more often:
   - introduce others
   - get introduced

3. Would you say it generally takes others:
   - a lot of time to get to know you
   - a little time to get to know you

4. Do you spend a lot of time:
   - by yourself
   - with others

5. Can you:
   - talk easily to almost anyone for as long as you have to
   - find a lot to say only to certain people or under certain conditions

6. Can the new people you meet tell what you are interested in:
   - right away
   - only after they really get to know you

7. Would most people say you are:
   - a private person
   - a very open person

8. Do you find being around a lot of people:
   - gives you more energy
   - is often “draining”

9. Do you usually:
   - mingle well with others
   - tend to keep more to yourself

10. At parties do you:
    - do much of the talking
    - let others do most of the talking
Quick Test for MBTI
Perceiver / Judger Type

2. Would you say you are more: 
   ○ easy going
   ○ serious and determined

2. In most situations you are more:
   ○ deliberate than spontaneous
   ○ spontaneous than deliberate

3. Are you more frequently:
   ○ a fanciful sort of person
   ○ a practical sort of person

4. Do you tend to notice:
   ○ disorderliness
   ○ opportunities for change

5. On the job do you want your activities:
   ○ unscheduled
   ○ scheduled

6. Is clutter in the workplace something you:
   ○ tolerate pretty well
   ○ take time to straighten up

7. Is it preferable mostly to:
   ○ just let things happen naturally
   ○ make sure things are arranged

8. Do you prefer to work:
   ○ just whenever
   ○ to deadlines

9. Are you more:
   ○ whimsical than routinized
   ○ routinized than whimsical

10. Do you usually want things:
    ○ settled and decided
    ○ just penciled in
Conflict Resolution Style

Which of the following best describes how you handle conflicts?

1. I don’t like conflicts, and I try to avoid them. I would rather not be forced into a situation where I feel uncomfortable or under stress. When I do find myself in that kind of situation, I say very little, and I leave as soon as possible.

2. To me, conflicts are challenging. They’re like contests or competitions—opportunities for me to come up with solutions. I can usually figure out what needs to be done, and I’m usually right.

3. I try to see conflicts from both sides. What do I need? What does the other person need? What are the issues involved? I gather as much information as I can, and I keep the lines of communication open. I look for a solution that meets everyone’s needs.

4. When faced with a conflict or even a potential conflict, I tend to back down or give in rather than cause problems. I may not get what I want, but that’s a price I’m willing to pay for keeping the peace.

5. I want to resolve the conflict as quickly as possible. I give up something I want or need, and I expect the other person to do the same. Then we can both move forward.
Interpretation

If you chose #1, your conflict resolution style is **evader**. This is a lose-lose strategy. When one partner avoids a conflict, neither partner has an opportunity to resolve it. Both partners lose.

If you chose #2, your conflict resolution style is **fighter**. This is a win-lose/lose-win strategy. Either you win and your partner loses, or you lose and your partner wins. It’s survival of the fittest. But conflicts are not contests, and this style precludes the possibility of finding a fair solution.

If you chose #3, your conflict resolution style is **negotiator**. This is a win-win strategy. Both you and your partner have the chance to express your needs and resolve the conflict in a mutually acceptable way. While this strategy may sound simple, it’s actually the most difficult to use. It requires each of you to articulate, prioritize, and satisfy your own needs while also addressing the other person’s needs.

If you chose #4, your conflict resolution style is **harmonizer**. This is a lose-win strategy. You lose because your needs aren’t met. Your partner’s needs are met, but the partnership suffers because you eventually become resentful and unsatisfied.

If you chose #5, your conflict resolution style is **compromiser**. This is a lose-lose strategy. Both you and your partner give up something you need just to make the conflict “go away.” Invariably, you end up addressing the same issues later.