

Group influence

What is group

- A *group* is two or more people who interact with each other and are interdependent, in the sense that their needs and goals cause them to influence each other.

Why Do People Join Groups?

Group membership offers many benefits including offering an important source of information, resolving ambiguity, helping us form an identity, and establishing social norms and rules.

The Composition of Groups

Members of a group tend to be similar in age, gender, beliefs, and opinions. This is because people are attracted to similar others and because groups operate in ways that encourage similarity among members.

Understanding Groups

- Group members are usually in contact with one another
- They tend to behave and think in similar ways.
- They have interests or goals in common and common symbols
- Groups range from the small and informal to the large and formal.
- Some groups have boundaries and are hard to become a part of or to remain a part of.
- Membership may be voluntary or involuntary.

Types of groups

- Different people join groups with various purposes or due to the forces of different factors. – Hence different types of groups are formed
- **Formal Group:** when two or more individuals join together as a group due to the official job structure and relationship in a org. ex: group of production managers, quality control managers, etc.
- **Informal Group:** when two or more individuals join together as a group in order to satisfy their social needs but not due to official job structure and organization. These are formed out of the common interests, aptitudes, values, opinions, ideas and characteristics of the people. Ex: quality circles.
- **Command Group:** a group of the superior and his/her subordinates. i.e., it is a group of individual employees and their manager to whom they report. Ex: finance manager and asst. finance managers

- **Task Group:** people working together in order to accomplish a particular task.
- **Coalitions:** individuals from different groups form into an ad hoc group in order to achieve a specific task or goals. Here the individuals have dual membership, i.e., one in the original group and another in the coalition. - the coalition gets dissolved once the goal is attained.
- **Primary Groups:** individuals with a feeling of comradeship, loyalty and a commonsense of values form into a group. Ex: group of family members such as father, mother, brother and sister.

Group and individual behavior

- Social facilitation and social loafing are two closely related terms. Both are based on the influence of others' presence in our performance and both are a part of group behavior.
- **Social facilitation** is when others' presence facilitates or affects our performance, in a good or bad way.
- This concept was given by is a theory which states that a person's performance depends a lot on somebody else' presence. Depending on the situation, the task he is given – simple or complex, will decide if his performance becomes better or worse in the presence of people.

Examples

- In your class, when you were asked to solve an **easy problem** on the board, in front of other students and the teacher, you were pretty confident about yourself and it didn't require much of your attention and focus. You solved it correctly and maybe in less time than required. Here you performed better.
- **2.** In your class, when you were asked to solve a **complex problem** on the board, in front of other students and the teacher, you probably got scared to get up and go towards the board, thinking you might make a mistake. However, you still managed to gather all your strength to do so.

When you reached the board, two things were bothering you:

- How to solve this complex problem?
- What will happen if I'm unable to solve it? What impression would it make on the teachers and the students? What if they laugh at my stupidity?

Social loafing

- The tendency for people to put less effort into a simple task when working with other on that task.



Examples.

- People think their contributions might not really matter in a group of brilliantly working people, and so they either tend to pretend they work, or just don't get into anything, quietly taking credits for group performances. But they forget that a group was made to give better performances with a mix of everybody's efforts.
- People just take advantage of others in a group, not helping them out with work, instead leisurely spend their time on works of their inter

Group Decisions

- **Groupthink** occurs when the group seizes an initial solution and supports it rather than considering other possible alternative.
- It is most likely to happen in highly cohesive groups whose leaders let their preferred courses of action be known.
- The focus of the group then comes to be pleasing the leader and maintaining group cohesiveness rather than finding the best solution to the problem.

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Group Decisions

- Process Loss: When Group Interactions Inhibit Good Problem Solving

To avoid groupthink, a leader should be impartial, outside opinions should be invited, the group should be divided into subgroups, and the members should be encouraged to speak openly and/or privately about their concerns.

Group Decisions

- **Group Polarization:** Going to Extremes

Group polarization is the tendency for groups to make decisions that are more extreme than the initial inclinations of its members.

Group Decisions

- **Leadership in Groups**

Much research has focused on what makes a good leader.

The *great person theory* states that certain key personality traits make a person a good leader, regardless of the situation.

certain attributes do display a modest association with leadership success.

These are intelligence, morality, motivation for power, small family size, and height.

Group Decisions

- **Leadership in Groups**

Fiedler's (1967, 1978) *contingency theory of leadership* states that leadership effectiveness depends both on

1. how task-oriented or relationship-oriented the leader is
2. on the amount of control and influence the leader has over the group.

Group Decisions

- **Leadership in Groups**

A *task-oriented leader* is a leader who is concerned more with getting the job done than with workers' feelings and relationships.

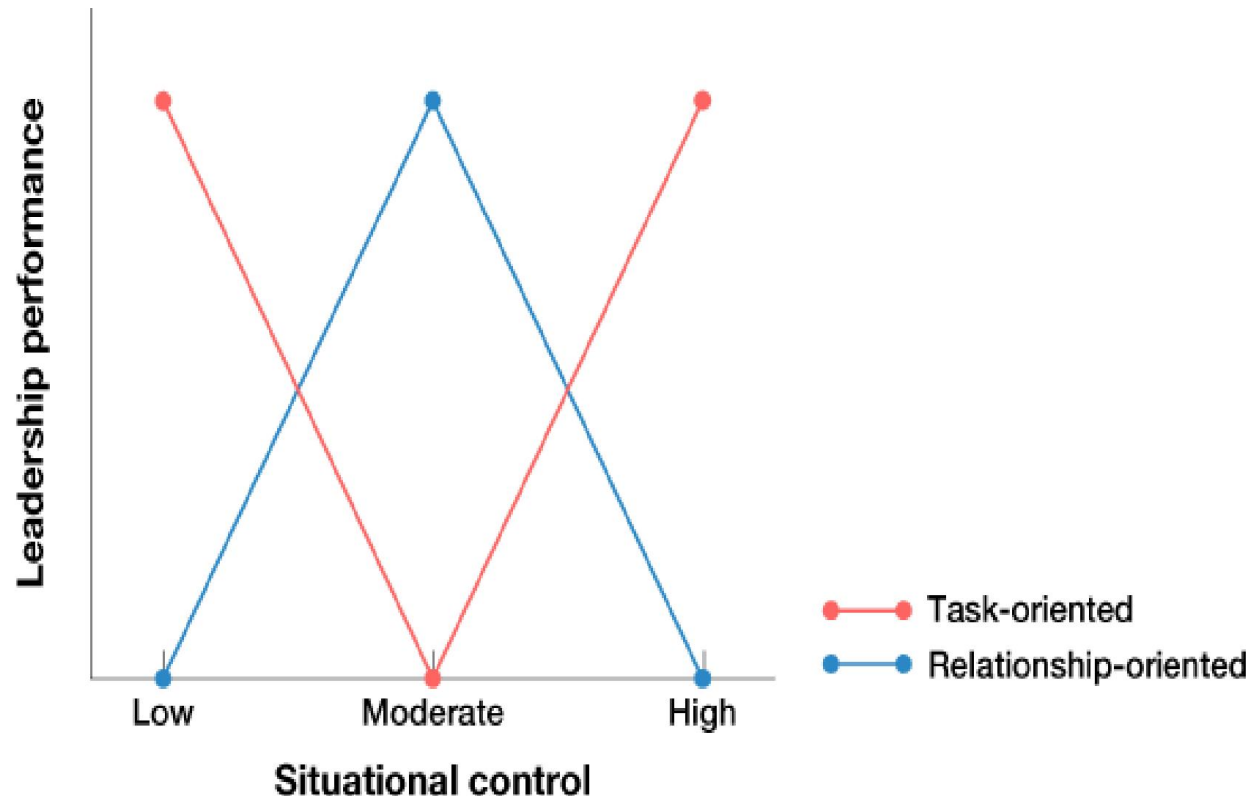
A *relationship-oriented leader* is concerned with workers' feelings and relationships.

Group Decisions

- **Leadership in Groups**

Task-oriented leaders are most effective in situations that are either **very high or very low** in control.

Relationship-oriented leaders are most effective in situations that are **moderate** in control.



Group decision

- Researches found that, women do tend to lead more democratically than men..
- Research has found that many men are uncomfortable with women leaders who use the same leadership techniques that men usually adopt.

What makes a person a good leader?

- use rewards, such as education and independence, to motivate members.
- not act domineering and superior with people. They believe the only way to get things done is through penalties, such as loss of job, days off without pay and reprimanding members in front of others.
- be concerned about the human needs of their members.
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- build teamwork, help members with their problems and provide psychological support.
- Get results by consistently keeping people busy and urging them to produce.

Group Leadership Functions

The autocratic/authoritarian style

- The persons who use this style are strict leaders who, as the sole decision-makers, have full control in the decision-making process. Thus, those who will be affected by a decision are not involved in the decision-making and their opinions are not taken into consideration.
- Such a leader sees himself as an expert, an authority on all matters, and expects persons to carry out the required tasks.
- Subordinates usually do as these leaders say because of fear that they will be punished in some way.
- Examples of punishment vary from demotion to suspension or dismissal

The laissez-faire/free reign style

- Laissez-faire is French for let them do it. Workers are made aware of what they have to do, but the leader stands back and allows them to plan their work and take their own decisions, as far as possible. Managers give little or no direction to workers.
- Thus, there is minimum supervision and workers are expected to use their own initiative in achieving certain objectives.
- This style is normally practiced in creative productions and services, such as the graphic departments of advertising agencies.

The democratic/participative style

- Workers prefer this style as it strikes the middle ground. The leader does not dominate and those most likely to be affected by a decision are consulted before the decision is made.
- Note that the leader reserves the right not to accept a majority vote. This leader ensures that everybody receives fair treatment.

The charismatic style

- This leader is one who is able to lead simply by reason of his/her outstanding skills, personality or character.
- Such a leader is said to lead from the front by inspiring others through skill, personality or character.