

# Brief Contents

Preface xiii

- 1** What Is Small Group Interaction? 2
- 2** Communication Processes 40
- 3** Relevant Background Factors 102
- 4** Group Circumstances and Structure 158
- 5** Leadership and Social Influence Processes 210
- 6** Decision-Making Processes 270
- 7** Conflict Management 308
- 8** Consequences 342
- 9** Small Group Presentations to an Audience 394
- 10** Observing Group Process 422

Glossary G-1

References R-1

Credits C-1

Index I-1

# Contents

Preface xiii

## 1 What Is Small Group Interaction? 2

**CASE STUDY** “Let’s Roll” 4

*How to Use Case Studies* 5

A Definition 6

*Why Study Small Groups?* 8

Empowerment 11

**PRACTICAL TIPS** 13

A Conceptual Orientation for Small Groups 14

General Systems Approach 14

General Systems Concepts 17

**REVIEW OF THE SYSTEMS APPROACH** 21

**PRACTICAL TIPS** 22

*Relevant Background Factors* 23

*Internal Influences* 24

*Consequences* 25

**SUMMARY** 26

**EXERCISES** 26

1. *Interpersonal Perceptions* 26

2. *Group Consensus Activity* 27

3. *Group Decision Making* 28

**READINGS: Overview** 28

Reading 1.1 *Motivations for Member Participation in Groups*, Gerald L. Wilson 29

Reading 1.2 *Holism for the Left Brain*, Jessica Lipnack and Jeffrey Stamps 33

## 2 Communication Processes 40

### CASE STUDY *The Departmental E-Mail* 42

Communication 42

*Emotional Intelligence* 42

*Communication Defined* 44

*Intentional–Unintentional Communication* 46

*Verbal–Nonverbal Communication* 48

### CASE STUDY *Instant Messaging in Person* 54

*Defensive–Supportive Communication* 58

### PRACTICAL TIPS 61

*Content and Process of Communication* 63

*Listening* 64

### PRACTICAL TIPS 65

Language Behavior 65

*Bypassing* 66

### PRACTICAL TIPS 69

### CASE STUDY *Language and Cross-Cultural Politics* 70

*Inference Making* 70

*Polarizing* 72

*Signal Reactions* 74

### PRACTICAL TIPS 75

Self-Disclosure 76

*The Johari Window* 78

*When Is Self-Disclosure Appropriate?* 79

Interaction Roles 80

*Group Task Roles* 81

*Group-Building and Maintenance Roles* 82

*Individual Roles* 83

Virtual Small Group Communication 84

### REVIEW OF THE SYSTEMS APPROACH 85

### EXERCISES 87

1. *Case Study Discussion* 87

2. *Self-Disclosure Exercise* 88

3. *Member Roles Exercise* 88

### READINGS: Overview 89

Reading 2.1 *Communication*, John McCain, United States Senator 90

Reading 2.2 *Team Talk*, Anne E. Donnellon 91

### 3 Relevant Background Factors 102

#### **CASE STUDY** *Adventures in Kenya* 103

Explaining Why We Do What We Do 105

*Diversity: Groups in Context* 105

#### **CASE STUDY** *The National Oceanographic and Atmospheric Administration on Diversity* 108

Personality 111

*FIRO-B* 111

*Inclusion* 112

*Control* 114

*Affection* 116

*Myers-Briggs Type Indicator (MBTI)* 118

Gender 121

Age 124

Health 125

#### **PRACTICAL TIPS** 128

Attitudes 128

Values 132

#### **REVIEW OF THE SYSTEMS APPROACH** 133

#### **PRACTICAL TIPS** 134

#### **PRACTICAL TIPS** 135

#### **EXERCISES** 135

1. *Employee Selection Problem* 135

2. *Personal Styles Exercise* 138

3. *The New-Hire Case* 140

*Discussion Questions* 140

#### **READINGS: Overview** 140

Reading 3.1 *SpeedReaching People: How to Communicate with All Types,*

Paul D. Tieger and Barbara Barron-Tieger 141

Reading 3.2 *The Gender and Communication Connection,* Teri Kwai Gamble

and Michael W. Gamble 148

### 4 Group Circumstances and Structure 158

#### **CASE STUDY** *Chempure Pharmaceutical Company* 159

Physical Environment 163

*Territoriality* 164

*Seating Patterns* 165

Group Size and Structure	167
<i>Communication Networks</i>	168
<i>Group Size</i>	169
Type of Group	171
<i>Primary Groups</i>	171
<i>Casual and Social Groups</i>	173
<i>Educational Groups</i>	173
<i>Work Groups</i>	176
<i>Problem-Solving Groups</i>	177
<b>PRACTICAL TIPS</b>	<b>181</b>
<b>PRACTICAL TIPS</b>	<b>183</b>
<i>Computer-Assisted Groups</i>	183
<b>PRACTICAL TIPS</b>	<b>186</b>
<b>PRACTICAL TIPS</b>	<b>189</b>
<b>REVIEW OF THE SYSTEMS APPROACH</b>	<b>189</b>
<b>EXERCISE</b>	<b>191</b>
1. <i>Case Study Discussion</i>	191
<b>READINGS: Overview</b>	<b>192</b>
Reading 4.1 <i>Participating in Groups</i> , James W. Gibson and Michael S. Hanna	192
Reading 4.2 <i>A Problem-Solving Meeting</i> , Ronald B. Adler and Jeanne Marquardt Elmhorst	193

## **5** Leadership and Social Influence Processes 210

<b>CASE STUDY</b> <i>Department 8101</i>	<b>211</b>
<i>Background Information</i>	211
<i>The Key Players</i>	212
<i>Group Expectations</i>	212
<i>Group Standards</i>	213
<i>The Case</i>	213
Status and Power	216
<i>Types of Status</i>	217
<i>Types of Power</i>	219
<i>Positive and Negative Uses of Power</i>	221
Leadership	223
<i>Historic Trends</i>	223
<i>Leadership Styles</i>	230
<b>PRACTICAL TIPS</b>	<b>232</b>
<i>SuperLeaders</i>	233
Followership	234
<b>PRACTICAL TIPS</b>	<b>235</b>
<i>Followership Styles</i>	235
<i>Leading the Follower</i>	237

Contingency Theory	238
Group Norms: Social Influence and Conformity	241
<i>Conformity: Research and Applications</i>	244
Group Development	251

## REVIEW OF THE SYSTEMS APPROACH 254

### EXERCISES 255

1. *Case Studies Discussion* 255
2. *Interaction Analysis Exercise* 256
3. *Group Development Exercise* 257

### READINGS: Overview 258

- Reading 5.1 Application of Situational Leadership, Paul Hersey, Kenneth H. Blanchard, and Dewey E. Johnson 258
- Reading 5.2 Ten Lessons for Leaders and Leadership Developers, Barry Z. Posner and James M. Kouzes 262

## 6 Decision-Making Processes 270

### CASE STUDY *General Motors* 272

Improving Creativity 274

### PRACTICAL TIPS 278

Reflective Thinking Process 278

The Kepner-Tregoe Approach 279

The Fishbone Technique 281

Brainstorming 281

### PRACTICAL TIPS 282

### PRACTICAL TIPS 285

Alternative Brainstorming Techniques 286

Six Thinking Hats 287

Incrementalism 288

Mixed Scanning 290

Tacit Bargaining 290

Virtual Decision Making 292

## REVIEW OF THE SYSTEMS APPROACH 293

### EXERCISES 294

1. *Problem-Solving Discussion Assignment* 294
2. *Adjunct of Exercise 1* 296
3. *Brainstorming Exercise* 296
4. *World Wide Web Resources* 296

**READINGS: Overview 299**

Reading 6.1 Finding What You're Not Looking For, Michael Michalko 299

Reading 6.2 TeamThink, Don Martin 305

**7 Conflict Management 308****CASE STUDY *Conflict in the Motion Picture Industry* 309**

Sources of Conflict 310

Desirability of Conflict 311

Types of Conflict 312

Undesirability of Conflict 313

Game Theory 313

Toward Conflict Management 315

**PRACTICAL TIPS 317**

Verbal Judo 323

Conflict in Virtual Groups 324

**REVIEW OF THE SYSTEMS APPROACH 324****EXERCISES 325**1. *Conflict Management Exercise: "Win as Much as You Can"* 3252. *Conflict Resolution Exercise: "Gun Control"* 327**READINGS: Overview 327**

Reading 7.1 Conflict Management, Daniel Goleman 327

Reading 7.2 World-Class Negotiating Strategies, Frank L. Acuff 331

**8 Consequences 342****CASE STUDY *North West Aerospace* 343***Initial Situation* 343

Solutions to Problems 345

*Quality of Solutions* 345**PRACTICAL TIPS 347***Acceptance of Solutions* 347

Changes in Interpersonal Relations 352

*Team Building* 354*Virtual Team Building* 357

Improved Information Flow 357

Organizational Change 359

**PRACTICAL TIPS 364****REVIEW OF THE SYSTEMS APPROACH 366**

**EXERCISES 368**

1. *Getting the Car Home* 368
2. *Case Study Discussion* 368
3. *Personal Feedback Exercise* 369

**READINGS: Overview 369**

- Reading 8.1 *Improving Decisions in an Organization*, Norman R. F. Maier 370  
Reading 8.2 *Organizational Change Strategies and Tactics*, Phylis F. Schlesinger,  
Vijay Sathe, Leonard Schlesinger, and John P. Kotter 381

**9 Small Group Presentations to an Audience 394**

**CASE STUDY *Midtown State University (A)* 395**

Small Group Presentations to an Audience 396

- Panel Discussions* 396
- Symposium Presentations* 396

**PRACTICAL TIPS 397**

- Forum Discussions* 397
- Technology and Presentations* 398

Preparing an Oral Presentation 399

- Determine Your Purpose* 399
- Determine Your Topic* 399
- Analyze Your Audience* 399

**PRACTICAL TIPS 400**

- Gather Supporting Materials* 400
- Organize Your Materials* 402
- Prepare Your Visual Aids* 404
- Practice, Practice, Practice Your Delivery* 404

The Adult Learner 405

**REVIEW OF THE SYSTEMS APPROACH 405**

**EXERCISES 406**

1. *Final Panel Discussion Assignment* 406
2. *A Gift of Positive Feedback* 406

**READINGS: Overview 406**

- Reading 9.1 *Searching the Internet*, Stephen E. Lucas 406  
Reading 9.2 *The Message*, Stewart L. Tubbs and Sylvia Moss 413

**CASE STUDY *Midtown State University (B)* 421**

**10 Observing Group Process 422**

**CASE STUDY *Fishbowl Exercise* 424**

- Perception Exercise: Supervisors* 424
- Perception Exercise: Employees* 425

xii	Observation Instruments	425
Contents	Analyzing Virtual Group Processes—Emerging Research	425
	<b>REVIEW OF THE SYSTEMS APPROACH</b>	<b>441</b>
	<b>EXERCISES</b>	<b>441</b>
	1. <i>Other Group Observation Assignment</i>	441
	2. <i>Own Group Observation Assignment</i>	441
	<b>READINGS: Overview</b>	<b>442</b>
	Reading 10.1 What Makes a Good Team Member, Frank LaFasto and Carl Larson	442
	Reading 10.2 Measurement in Group Dynamics, Donelson Forsyth	457
	Glossary	G-1
	References	R-1
	Credits	C-1
	Index	I-1