## **Contents**

PREFACE	xiii
PART 1 / INTRODUCTION	
1 / The Nature of Small Groups	3
DEFINITIONS OF GROUP	6
In Terms of Perceptions	6
In Terms of Motivation	7
In Terms of Goals	8
In Terms of Organization	8
In Terms of Interdependency	9
In Terms of Interaction	9
A MINIMAL DEFINITION OF GROUP	10
REALITY OF GROUPS	12
Perception of Entitativity	13
ISSUES IN GROUP DYNAMICS	14
PLAN OF THE BOOK	19

NTENTS

2 / Approaches to the Study of Groups	21
THEORETICAL APPROACHES	22
Group Syntality Theory	22
Exchange Theory	25
FIRO: A Theory of Interpersonal Relations	30
A Theory of Group Productivity	32
A Brief Comparison of Theories	35
Empirical Approaches	36
Field Studies	36
Laboratory Experiments	39
Computer Simulation Studies	42
THEORY AND RESEARCH The Nature of Proof	44
	45
PART II / THE ORIGIN OF GROUPS	
3 / Individuals and Groups	51
SOCIAL FACILITATION	52
Effects of a Passive Audience	53
Effects of a Coacting Audience	54
INDIVIDUAL VERSUS GROUP PERFORMANCE	58 58
Individual versus Group Judgment Individual versus Group Problem Solving	61
Individual versus Group Froblem Solving Individual versus Group Learning	65
BRAINSTORMING	68
THE RISKY SHIFT PHENOMENON	70
Risk Is a Value for Certain Roles	73
Risk Taking Is a Cultural Value	73
The Risky Individual Is Most Influential	74
Diffusion of Responsibility	75
Familiarization with Task	76
PLAUSIBLE HYPOTHESES ABOUT INDIVIDUALS AND GROUPS	77
4 / Group Formation and Development	82
WHY PEOPLE JOIN GROUPS	83
Interpersonal Attraction	84
Group Activities	91
Group Goals	92
Group Membership	94
Instrumental Effects of Group Membership	95
PHASES IN GROUP DEVELOPMENT	97
Phases in Group Problem Solving	97
Phases in Sensitivity-Training Groups	98
COALITION FORMATION	100
What Is a Coalition?	101 102
Theory and Research on Coalitions PLAUSIBLE HYPOTHESES ABOUT GROUP FORMATION AND	102
DEVELOPMENT	106
NAME OF TAXABLE PARTY I	.00

CONTENTS

## PART III / THE INTERACTION PROCESS

5 / The Physical Environment of Groups	113
MATERIAL ASPECTS OF THE PHYSICAL ENVIRONMENT	114
TERRITORIALITY	116
Individual Territoriality	117
Group Territoriality	118
PERSONAL SPACE	119
Situational Impersonality	121
Interaction Distance	122
Invasion and Defense of Personal Space	126
Interperson Distance and Status	129
SPATIAL ARRANGEMENTS	131
Seating Preferences	131
Seating Arrangements and Interaction	133
Seating Arrangements and Leadership	136
COMMUNICATION NETWORKS	137
Leadership Emergence	140
Organizational Development	141
Group Member Reactions	142
Problem-solving Efficiency	142
Explanatory Concepts	144
PLAUSIBLE HYPOTHESES ABOUT THE PHYSICAL ENVIRONMENT OF	
GROUPS	148
6 / The Personal Environment of Crouns	154
6 / The Personal Environment of Groups	154
GROUP SIZE	155
GROUP SIZE Group Size and Member Participation	155 156
GROUP SIZE Group Size and Member Participation Group Size and Leadership	155 156 157
GROUP SIZE Group Size and Member Participation Group Size and Leadership Group Size and Member Reactions	155 156 157 158
GROUP SIZE Group Size and Member Participation Group Size and Leadership Group Size and Member Reactions Group Size and Consensus	155 156 157 158 159
GROUP SIZE Group Size and Member Participation Group Size and Leadership Group Size and Member Reactions Group Size and Consensus Group Size and Group Performance	155 156 157 158 159 160
GROUP SIZE Group Size and Member Participation Group Size and Leadership Group Size and Member Reactions Group Size and Consensus Group Size and Group Performance BIOGRAPHICAL CHARACTERISTICS OF GROUP MEMBERS	155 156 157 158 159 160 163
GROUP SIZE Group Size and Member Participation Group Size and Leadership Group Size and Member Reactions Group Size and Consensus Group Size and Group Performance BIOGRAPHICAL CHARACTERISTICS OF GROUP MEMBERS Chronological Age	155 156 157 158 159 160 163 163
GROUP SIZE Group Size and Member Participation Group Size and Leadership Group Size and Member Reactions Group Size and Consensus Group Size and Group Performance BIOGRAPHICAL CHARACTERISTICS OF GROUP MEMBERS Chronological Age Sex of Group Members	155 156 157 158 159 160 163 163
GROUP SIZE Group Size and Member Participation Group Size and Leadership Group Size and Member Reactions Group Size and Consensus Group Size and Group Performance BIOGRAPHICAL CHARACTERISTICS OF GROUP MEMBERS Chronological Age Sex of Group Members Physical Characteristics of Group Members	155 156 157 158 159 160 163 163 167
GROUP SIZE Group Size and Member Participation Group Size and Leadership Group Size and Member Reactions Group Size and Consensus Group Size and Group Performance BIOGRAPHICAL CHARACTERISTICS OF GROUP MEMBERS Chronological Age Sex of Group Members Physical Characteristics of Group Members ABILITIES OF GROUP MEMBERS	155 156 157 158 159 160 163 163 167 171
GROUP SIZE Group Size and Member Participation Group Size and Leadership Group Size and Member Reactions Group Size and Consensus Group Size and Group Performance BIOGRAPHICAL CHARACTERISTICS OF GROUP MEMBERS Chronological Age Sex of Group Members Physical Characteristics of Group Members ABILITIES OF GROUP MEMBERS Intelligence of Group Members	155 156 157 158 159 160 163 163 167 171 172
GROUP SIZE Group Size and Member Participation Group Size and Leadership Group Size and Member Reactions Group Size and Consensus Group Size and Group Performance BIOGRAPHICAL CHARACTERISTICS OF GROUP MEMBERS Chronological Age Sex of Group Members Physical Characteristics of Group Members ABILITIES OF GROUP MEMBERS Intelligence of Group Members Specific Abilities of Group Members	155 156 157 158 159 160 163 163 167 171 172 172
GROUP SIZE Group Size and Member Participation Group Size and Leadership Group Size and Member Reactions Group Size and Consensus Group Size and Group Performance BIOGRAPHICAL CHARACTERISTICS OF GROUP MEMBERS Chronological Age Sex of Group Members Physical Characteristics of Group Members ABILITIES OF GROUP MEMBERS Intelligence of Group Members Specific Abilities of Group Members PERSONALITY CHARACTERISTICS OF GROUP MEMBERS	155 156 157 158 159 160 163 163 167 171 172 172 173 175
GROUP SIZE Group Size and Member Participation Group Size and Leadership Group Size and Member Reactions Group Size and Consensus Group Size and Group Performance BIOGRAPHICAL CHARACTERISTICS OF GROUP MEMBERS Chronological Age Sex of Group Members Physical Characteristics of Group Members ABILITIES OF GROUP MEMBERS Intelligence of Group Members Specific Abilities of Group Members PERSONALITY CHARACTERISTICS OF GROUP MEMBERS Interpersonal Orientation and Group Processes	155 156 157 158 159 160 163 163 167 171 172 172 173 175
GROUP SIZE Group Size and Member Participation Group Size and Leadership Group Size and Member Reactions Group Size and Consensus Group Size and Group Performance BIOGRAPHICAL CHARACTERISTICS OF GROUP MEMBERS Chronological Age Sex of Group Members Physical Characteristics of Group Members ABILITIES OF GROUP MEMBERS Intelligence of Group Members Specific Abilities of Group Members PERSONALITY CHARACTERISTICS OF GROUP MEMBERS Interpersonal Orientation and Group Processes Social Sensitivity and Group Processes	155 156 157 158 159 160 163 163 167 171 172 172 173 175 176
GROUP SIZE Group Size and Member Participation Group Size and Leadership Group Size and Member Reactions Group Size and Consensus Group Size and Group Performance BIOGRAPHICAL CHARACTERISTICS OF GROUP MEMBERS Chronological Age Sex of Group Members Physical Characteristics of Group Members ABILITIES OF GROUP MEMBERS Intelligence of Group Members Specific Abilities of Group Members PERSONALITY CHARACTERISTICS OF GROUP MEMBERS Interpersonal Orientation and Group Processes Social Sensitivity and Group Processes Ascendant Tendencies and Group Processes	155 156 157 158 159 160 163 163 167 171 172 172 173 175 176 179
GROUP SIZE Group Size and Member Participation Group Size and Leadership Group Size and Member Reactions Group Size and Consensus Group Size and Group Performance BIOGRAPHICAL CHARACTERISTICS OF GROUP MEMBERS Chronological Age Sex of Group Members Physical Characteristics of Group Members ABILITIES OF GROUP MEMBERS Intelligence of Group Members Specific Abilities of Group Members PERSONALITY CHARACTERISTICS OF GROUP MEMBERS Interpersonal Orientation and Group Processes Social Sensitivity and Group Processes Ascendant Tendencies and Group Processes Dependability and Group Processes	155 156 157 158 159 160 163 163 167 171 172 172 173 175 176 179 180
GROUP SIZE Group Size and Member Participation Group Size and Leadership Group Size and Member Reactions Group Size and Consensus Group Size and Group Performance BIOGRAPHICAL CHARACTERISTICS OF GROUP MEMBERS Chronological Age Sex of Group Members Physical Characteristics of Group Members ABILITIES OF GROUP MEMBERS Intelligence of Group Members Specific Abilities of Group Members PERSONALITY CHARACTERISTICS OF GROUP MEMBERS Interpersonal Orientation and Group Processes Social Sensitivity and Group Processes Ascendant Tendencies and Group Processes Dependability and Group Processes Emotional Stability and Group Processes	155 156 157 158 159 160 163 163 167 171 172 172 173 175 176 179
GROUP SIZE Group Size and Member Participation Group Size and Leadership Group Size and Member Reactions Group Size and Consensus Group Size and Group Performance BIOGRAPHICAL CHARACTERISTICS OF GROUP MEMBERS Chronological Age Sex of Group Members Physical Characteristics of Group Members ABILITIES OF GROUP MEMBERS Intelligence of Group Members Specific Abilities of Group Members PERSONALITY CHARACTERISTICS OF GROUP MEMBERS Interpersonal Orientation and Group Processes Social Sensitivity and Group Processes Ascendant Tendencies and Group Processes Dependability and Group Processes	155 156 157 158 159 160 163 163 167 171 172 172 173 175 176 179 180

CONTENTS

7 / The Social Environment: Group Composition	194
THE ASSEMBLY EFFECT	195
GROUP COHESIVENESS	197
Cohesiveness and Interaction	198
Cohesiveness and Social Influence	201
Cohesiveness and Productivity	205
Cohesiveness and Satisfaction	208
GROUP COMPATIBILITY	209
Need Compatibility	209
Response Compatibility	215
HOMOGENEITY-HETEROGENEITY OF GROUP MEMBERSHIP	219
Trait Homogeneity	220
Profile Homogeneity	230
PLAUSIBLE HYPOTHESES ABOUT GROUP COMPOSITION	232
8 / The Social Environment: Group Structure	237
NATURE OF GROUP STRUCTURE	238
Status, Positions, and Differentiated Parts	241
ORIGINS OF GROUP STRUCTURE	241
Requirements for Efficient Group Performance	242
Characteristics of Group Members	243
Environments of the Group	243
Single Structures as Factors in the Origins of Group Structure	244
STATUSES, ROLES, AND NORMS	244
Status and Position	245
Status Effects	245
Role and Role Effects	248
Norms and Behavior	250
SOCIAL POWER	262
Nature of Social Power	262
Reactions to the Powerful Group Member	264
Reactions of the Powerful Group Member	267
Effects of Power Differences on the Group's Products	270
LEADERSHIP	272
Definition of Leadership	272
Trait Approach to the Study of Leadership	274
Leadership Styles	275
Situations and Leadership	279
Contingency Model of Leadership Effectiveness	280
PLAUSIBLE HYPOTHESES ABOUT GROUP STRUCTURE	285
9 / Task Environment	293
NATURE OF GROUP GOALS	294
DO INDIVIDUALS SET GOALS FOR THE GROUP?	298
TASKS AND GROUP GOALS	303
SELECTION OF GROUP TASKS	304
Effects of Success and Failure	306
Effects of External Pressures	306

CONTENTS xi

Effects of Group-oriented Motives	306
Effects of Person-oriented Motives	307
PROBLEM OF TASK ANALYSIS	308
Standard Group Tasks	308
Task Typologies	309
Dimensional Analysis of Group Tasks	310
TASK CHARACTERISTICS AND GROUP PROCESS	312
Task Difficulty	312
Task Complexity	316
Qualitative Aspects of Group Tasks	316
Disjunctive, Conjunctive, and Additive Tasks	319
Solution Multiplicity	320
Cooperation Requirements	321
Goal Clarity and Goal-Path Clarity	323
HETEROGENEITY-HOMOGENEITY OF GROUP GOALS	324
PLAUSIBLE HYPOTHESES ABOUT THE TASK ENVIRONMENT	328
PART IV / GROUPS IN ACTION	
10 / Experiential Groups	335
WHAT ARE EXPERIENTIAL GROUPS?	338
HISTORICAL ANTECEDENTS OF EXPERIENTIAL GROUPS	339
EXPERIENTIAL GROUP PROCESSES	343
Physical Environment	344
Personal Characteristics of Group Members	344
Group Composition	345
Group Structure	347
Task Environment	349
EFFECTIVENESS OF EXPERIENTIAL GROUPS	350
Problems in Research	350
Evaluative Research	351
DANGERS IN EXPERIENTIAL GROUPS	357
PLAUSIBLE HYPOTHESES ABOUT EXPERIENTIAL GROUPS	358
11 / Children's Groups	360
ARE CHILDREN'S GROUPS UNIQUE?	361
Group Formation	361
Spatial Relations	362
Interaction Patterns	363
Conformity Behavior	363
Group Structure and Leadership	363
FACILITATING ACADEMIC ACHIEVEMENT	364
Ability Grouping and Academic Achievement	365
Sociometric Grouping and Academic Achievement	368
Team Teaching and Academic Achievement	370
FOSTERING CREATIVITY IN CHILDREN	372
Grouping for Creativity	373
ENCOURAGING COOPERATION IN CHILDREN'S GROUPS	376

xii CONTENTS

Reinforcement of Cooperation	376
Structure and Cooperation	378
PLAUSIBLE HYPOTHESES ABOUT CHILDREN'S GROUPS	379
PART V / EPILOGUE	
12 / Issues, Problems, and Prospects	385
LABORATORY AND NATURAL SITUATIONS	386
Alone versus Together	387
Brainstorming	388
Interpersonal Attraction	388
Conformity Behavior	389
Leadership Styles	390
Setting of Group Goals	392
EFFECTIVE PARTICIPATION IN GROUPS	393
Physical Environment and Effective Participation	394
Personal Environment and Effective Participation	394
Group Composition and Effective Participation	395
Group Structure and Effective Participation	396
Task Environment and Effective Participation	397
SOME NEGATIVE CONSEQUENCES OF GROUP PROCESS	398
Problems of Coordination	399
Deindividuation in Groups	399
Pressures toward Uniformity	401
PAST MISTAKES AND RECOMMENDATIONS FOR THE FUTURE	402
Preference for Rigor	403
Restriction of the Scope of Research	405
Lack of a Theory	405
Failure to Apply Research Findings	406
What Now?	406
CONCLUDING STATEMENT	407
REFERENCES	409
GLOSSARY	444
INDEXES	450
NAME INDEX	

SUBJECT INDEX