

• Contents •

1

The Science of Group Dynamics 1

THE NATURE OF GROUPS	2
Some Examples of Groups	2
What Is a Group?	6
The Characteristics of Groups	8
Groups Are Dynamic	12
THE NATURE OF GROUP DYNAMICS	12
What Is the Group Dynamics Perspective?	14
Are Groups Real?	16
Group Dynamics: A Basic or Applied Science?	20
What Aspects of Groups Should Be Studied? An Overview	21
SUMMARY	22

2

Studying Groups 25

MEASUREMENT IN GROUP DYNAMICS	27
Observational Techniques	27
Self-Report Measures	32
Selecting a Measure	36
RESEARCH DESIGNS IN GROUP DYNAMICS	38
Case Studies	38

Correlational Designs	40
Experimentation	43
Choosing a Research Design	46
SUMMARY	47

3

Group Formation 49

THE VALUE OF GROUPS	51
Survival Needs	51
Psychological Needs	54
Informational Needs	56
Interpersonal Needs	58
Collective Needs and Group Goals	60
The Functions of Groups: A Summary	61
INTERPERSONAL ATTRACTION	62
The Rewards and Costs of Groups	62
Social Exchange and Group Formation	71
SUMMARY	72

4

Development and Socialization 75

GROUP DEVELOPMENT	77
Forming: The Orientation Stage	78

Storming: The Conflict Stage 78

Norming: The Cohesion Stage 82

Performing: The Task Performance Stage 85

Adjourning: The Dissolution Stage 88

Group Development: Summary and Implications 89

GROUP SOCIALIZATION 90

Socialization Processes 90

Stages of Socialization 95

Group Socialization: A Summary 98

ORGANIZATIONAL DEVELOPMENT 99

Survey Feedback 100

Process Consultation 102

Team Building 104

Organizational Development: A Summary 105

SUMMARY 105

5

Group Structure 109

ROLES 111

Role Differentiation 112

Role Stress 115

AUTHORITY 118

Expectation States and Status 119

Dominance and Status 122

ATTRACTION 125

Sociometric Differentiation 125

Determinants of Social Standing 127

Maintaining Structural Balance 128

COMMUNICATION NETWORKS 129

Centralization and Performance 129

Positional Effects 132

Communication in Hierarchical Networks 132

SYMLOG: AN INTEGRATIVE MODEL OF GROUP STRUCTURE 134

SUMMARY 137

6

Conformity and Influence 141

CONFORMITY, NONCONFORMITY, AND INFLUENCE 142

Forms of Social Response 146

Majority Influence 148

Minority Influence 151

Status and Influence 154

Men, Women, and Conformity 157

WHY CONFORM? 159

Normative Influence 160

Informational Influence 163

Interpersonal Influence 166

Influence in Groups: A Conclusion 171

APPLICATION: UNDERSTANDING JURIES 172

How Effective Are Juries? 172

Improving Juries 173

SUMMARY 176

7

Power 179

THE NATURE OF POWER 180

Bases of Power 182

Power Tactics 187

THE METAMORPHIC EFFECTS OF POWER 190

Reactions to the Exercise of Power 191

Changes in the Powerholder 195

OBEDIENCE TO AUTHORITY 199

Obedience in the Laboratory 199

Milgram's Findings	202
Explaining Obedience	205
Conclusions About Obedience	208
SUMMARY	209

8

Leadership 211

THE NATURE OF LEADERSHIP	212
Misconceptions About Leadership	213
Leadership: A Working Definition	215
Leadership: A Behavioral Definition	216
LEADERSHIP EMERGENCE	219
When Does a Leader Emerge?	220
Who Will Lead?	222
Leadership Emergence: A Cognitive Model	226
LEADER EFFECTIVENESS	228
Fiedler's Contingency Model	229
Theories of Leadership Style	237
Participation Theories of Leadership	240
Predicting Leadership Effectiveness: Some Conclusions	246
SUMMARY	247

9

Performance 249

SOCIAL FACILITATION	251
Coaction, Audiences, and Performance	252
When Does Facilitation Occur?	254
Why Does Facilitation Occur?	255

A Multifactor Model of Social Facilitation	257
INDIVIDUAL VERSUS GROUP PERFORMANCE	260
Task Demands and Social-Combination Processes	260
Predicting Potential Group Performance	261
Two Heads Are Better, Sometimes	267
PRODUCTIVITY LOSSES IN GROUPS	269
Social Loafing in Groups	269
Avoiding Productivity Losses in Groups	272
Conclusions and Applications	274
PRODUCTIVITY GAINS IN GROUPS	277
The Normative Model of Group Effectiveness	277
Outlook for the Future	280
SUMMARY	281

10

Decision Making 283

THE ANATOMY OF GROUP DECISION MAKING	285
Orientation	286
Discussion	287
Decision Making	289
Implementation	292
GROUPTHINK	294
Symptoms of Groupthink	295
Causes of Groupthink	298
Predicting the Emergence of Groupthink	301
Preventing Groupthink	303
GROUP POLARIZATION	308
The Risky-Shift Phenomenon	308
Polarizing Effects of Discussion	310
What Causes Polarization?	312

Polarization and Groupthink	313
SUMMARY	314

11

Environmental Processes 317

TERRITORIALITY	319
Group Territories	321
Territoriality within Groups	324
SPATIAL BEHAVIOR	329
Personal Space	329
Seating Arrangements	332
ENVIRONMENTAL STRESS	337
Crowding	338
Temperature	346
Noise	347
Sealab Stresses: A Look Back	348
SUMMARY	348

12

Conflict 351

SOURCES OF CONFLICT IN GROUPS	353
Competition	353
Contentious Influence Strategies	359
Interpersonal Orientation	362
THE CONFLICT PROCESS	364
Attributions and Misperceptions	364
Commitment	366
Entrapment	367
Arousal and Conflict	368
Reciprocity	369
Coalition Formation	371
COALITIONS	371
Research on Coalition Formation	372
Theoretical Analyses of Coalitions	374
Comparing the Theories	377

CONFLICT RESOLUTION	379
Instilling Trust	380
Negotiation	381
Third-Party Intervention	383
The Value of Conflict	385
SUMMARY	386

13

Conflict Between Groups 389

SOURCES OF INTERGROUP CONFLICT	393
Competition	393
Categorization and Identity	395
Contentious Influence Strategies	397
CONFLICT AND INTRAGROUP PROCESS	400
Conflict and Cohesion	400
Group Differentiation	401
In-Group/Out-Group Bias	401
CONFLICT AND INTERGROUP PERCEPTIONS	405
Stereotypes and Categorization Biases	406
Confirmatory Biases	408
Perceptual Biases and Images	411
RESOLVING INTERGROUP CONFLICT	413
Intergroup Contact	413
Intergroup Cooperation	414
Conclusions and Limitations	422
SUMMARY	423

14

Crowds and Collective Behavior 425

CROWDS AND COLLECTIVES	427
Crowds	428
Collective Movements	433

