

# Contents

<i>List of tables</i>	xi
<i>Acknowledgements</i>	xii
<b>1 Welcome to group communication in the workplace</b>	<b>1</b>
<i>What is this book for?</i>	1
<i>Who is this book for?</i>	1
<i>Intersubjectivity</i>	2
<i>Objectives of this book</i>	2
<i>How we wrote this book</i>	4
<i>What is good group communication?</i>	4
<i>Can group communication skills be learned?</i>	5
<i>What is a group?</i>	6
<i>Recommended general textbooks</i>	6
<b>2 The nature of interpersonal communication</b>	<b>8</b>
<i>Thinking about communication</i>	8
<i>Objectives</i>	8
<i>What are 'excellent interpersonal skills'?</i>	8
<i>Common objections to learning communication skills</i>	11
<i>The nature of communication</i>	12
<i>Key communication skills that can be learned</i>	13
<i>Language</i>	14
<i>Social meanings of talk</i>	17
<i>Summary</i>	21
<i>Exercises</i>	22
<i>Recommended reading</i>	22
<b>3 Non-verbal channels of communication</b>	<b>23</b>
<i>Objectives</i>	23
<i>The classification of non-verbal communication</i>	24

<i>The functions of non-verbal communication</i>	26
<i>Deception and leakage</i>	27
<i>Dealing with individual differences</i>	28
<i>How can non-verbal communication be improved?</i>	34
<i>Exercises</i>	34
<i>Recommended reading</i>	35
<b>4 Techniques of verbal communication</b>	<b>36</b>
<i>Objectives</i>	36
<i>Questioning techniques</i>	36
<i>Feelings and listening</i>	39
<i>Self-disclosure</i>	45
<i>Assertiveness</i>	48
<i>Summary</i>	50
<i>Exercises</i>	51
<i>Recommended reading</i>	52
<b>5 Myths of personal identity</b>	<b>53</b>
<i>Objectives</i>	53
<i>Is identity stable?</i>	53
<i>Myths about identity</i>	55
<i>Leadership as a myth: a special case</i>	64
<i>Conclusions</i>	65
<i>Exercise</i>	66
<i>Recommended reading</i>	66
<b>6 The social construction of identity</b>	<b>67</b>
<i>Objectives</i>	67
<i>Basic ideas about identity</i>	67
<i>Identity is fluid, dynamic and negotiable</i>	68
<i>Identity is communicative</i>	70
<i>Our stable personal identities are constructed to make sense of what happens to us and how we have related to other people</i>	72
<i>People's identity constructs are usually socially functional for them, and this can apply even to deviant, damaged or spoiled identities</i>	74
<i>Identity involves identification with specific groups of people, but also contribution to the nature of these groups; this is a fundamental aspect of social activity</i>	77
<i>People routinely adopt different identities in different social groups; hence the idea of a social role</i>	78
<i>Summary</i>	79

	<i>Exercise</i>	79
	<i>Recommended reading</i>	80
<b>7</b>	<b>The formation of groups</b>	<b>81</b>
	<i>Objectives</i>	81
	<i>Why do groups form for work?</i>	81
	<i>Stages in group formation</i>	84
	<i>Psychodynamic accounts of group function</i>	87
	<i>Group cohesion and structure</i>	89
	<i>The establishment of group norms</i>	92
	<i>Open communication</i>	95
	<i>Conclusions</i>	99
	<i>Exercises</i>	100
	<i>Recommended reading</i>	101
<b>8</b>	<b>Social influence in groups</b>	<b>103</b>
	<i>Objectives</i>	103
	<i>Sources of individual power in groups</i>	103
	<i>Authority and leadership</i>	105
	<i>The influence of the majority</i>	106
	<i>Conclusions</i>	114
	<i>Exercises</i>	114
	<i>Recommended reading</i>	115
<b>9</b>	<b>Group decision-making</b>	<b>116</b>
	<i>Objectives</i>	116
	<i>Decision-making within groups</i>	116
	<i>Individual decisions versus group decisions</i>	117
	<i>Risky shift</i>	119
	<i>Group polarisation</i>	119
	<i>Group think</i>	121
	<i>Decision-making processes</i>	124
	<i>SWOT analysis</i>	126
	<i>Group processes</i>	127
	<i>Living with decisions</i>	129
	<i>Conclusions</i>	130
	<i>Exercise</i>	130
	<i>Recommended reading</i>	131
<b>10</b>	<b>Working beyond the group</b>	<b>132</b>
	<i>Objectives</i>	132
	<i>Negotiating groups</i>	133

x	Contents	
	<i>Methods of dealing with conflict</i>	136
	<i>Summary of negotiation</i>	138
	<i>Multi-agency working</i>	139
	<i>Conclusions</i>	142
	<i>Exercises</i>	143
	<i>Recommended reading</i>	143
11	<b>Teams and roles</b>	144
	<i>Objectives</i>	144
	<i>What is a team?</i>	144
	<i>Nature of teams</i>	146
	<i>Team building</i>	149
	<i>Getting teams to work</i>	154
	<i>Structurally dysfunctional groups</i>	155
	<i>Disadvantages of team working</i>	161
	<i>Conclusions</i>	163
	<i>Exercises</i>	163
	<i>Recommended reading</i>	164
12	<b>Group communications in networked society</b>	165
	<i>Objectives</i>	165
	<i>Work in network society</i>	165
	<i>Communication in cyberspace</i>	167
	<i>Groups in the networked workplace</i>	181
	<i>Summary</i>	185
	<i>Exercises</i>	185
	<i>Recommended reading</i>	186
13	<b>Summing up</b>	187
	<i>Notes</i>	189
	<i>References</i>	191
	<i>Index</i>	197