

Working in Groups

(teams, committees, work groups, etc)

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Evaluating our own groups

- Cohesiveness (degree to which our goals, values and assumptions are shared; levels of trust)
- Culture (values, world view, ways of engaging, forms of practice)
- Pressures (sources of, management of, impact of)
- Goals (short, medium and long term)
- Effectiveness (internal processes, external actions)
- Structure (roles, relationships, process rules, leadership)
- Standards (expectations, sanctions, evaluation & learning)
- Governance (accountability, turn-over, orientation)

Leadership

- Think ahead; know the issues; bring ideas
- Clarify feelings; acknowledge people's feelings and help to clarify how feelings and attitudes are shaping discussion
- Sense, understand and help to manage the tensions and dynamics
- Bring back to big picture (and how it shapes our feelings)
- Summarise discussion, articulate emerging themes
- Articulate the issues for consideration; help to order the discussion / decision process
- Encourage others to develop leadership skills

Facilitation

- Environment and resources
- Clarify goals and tasks
- Manage the agenda
- Clarify issues for consideration and decision
- Articulate uncertainties
- Affirm and appreciate
- Ensure involvement and commitment
- Maintain energy and enthusiasm
- Evaluation
- Finalisation

Problems in groups

- Blocking
- Dominating
- Special pleading
- Going round in circles
- Attention-seeking
- Non-participating
- Jumping around
- Low morale
- Lack of focus
- Hurt feelings
- Nagging
- Bad vibes
- Distracting

Conflict resolution

- Prevention
- Clarify and make explicit the issues (and the feelings)
- Affirm the feelings; separate the issues
- Active listening and 'I statements'
- Others