

**SWK 409**

(Ragg, 2010, Garvin 2011-2013)

***STRUCTURAL & INTERPERSONAL PROCESS CHANGES ACROSS DEVELOPMENTAL STAGES***

<b>TYPE OF PROCESS</b>	<b>PROCESS</b>	<b>PREAFFILITATION</b>	<b>POWER AND CONTROL</b>	<b>INTIMACY</b>	<b>DIFFERENTIATION</b>	<b>SEPARATION</b>
Structural	Decision Making	<ul style="list-style-type: none"> <li>leader centered and group compliant</li> <li>low participation in decisions as members not sure it is safe to challenge each other or the leader for influence</li> <li>start to develop pattern (voting vs. consensus)</li> </ul>	<ul style="list-style-type: none"> <li>group works to gain control of decision making</li> <li>develop pecking order of influence in decisions</li> <li>develop structure of different types of decisions use different influence structures</li> </ul>	<ul style="list-style-type: none"> <li>increased sharing of influence and reacting to decisions that are made</li> <li>increased consultation and attending to the needs of other members</li> <li>enacting decisions somewhat uneven</li> </ul>	<ul style="list-style-type: none"> <li>easy flow to decisions with members knowing what is important to each other and working around other members</li> <li>enacting decisions done with minimum of effort and negotiation</li> </ul>	<ul style="list-style-type: none"> <li>some reversion to the leader as members become ambivalent about ending</li> <li>avoidance of decisions are common</li> </ul>
Structural	Role Structures	<ul style="list-style-type: none"> <li>usually the leader is viewed in authority role (e.g., teacher)</li> <li>members assume familiar roles from family and school/work</li> <li>leader needs to help develop system where new roles can be explored</li> </ul>	<ul style="list-style-type: none"> <li>members compete for roles of status and power</li> <li>both disruptive roles and facilitative roles are up for grabs</li> <li>worker needs to help the group develop flexible roles rather than getting locked into roles</li> </ul>	<ul style="list-style-type: none"> <li>some role flexibility can start to occur</li> <li>members still experimenting with different roles</li> <li>as the pecking order is now established facilitative roles increase in importance</li> </ul>	<ul style="list-style-type: none"> <li>leadership roles are assumed by members who can best fulfill the group needs at the time</li> <li>role flexibility and changing of roles is common as the needs of the group dictate the role set that must occur at a given time</li> </ul>	<ul style="list-style-type: none"> <li>some rapid shifting of roles as members try on roles they haven't been able to explore</li> <li>tension around ending can cause members to re-occupy the roles they revert to under stress or when threatened with abandonment</li> </ul>
Structural	Control Mechanisms	<ul style="list-style-type: none"> <li>usually worker brings control with the authority role</li> <li>members look to worker to make sure that members will be controlled</li> <li>control mechanism is inherent in the worker power</li> </ul>	<ul style="list-style-type: none"> <li>members start to develop systems (often coercive, threats and pressure) to control other members</li> <li>worker models and promotes other systems of control</li> </ul>	<ul style="list-style-type: none"> <li>as relationships form respect for each other and relationship variables begin to become the basis for control</li> <li>increased development of self control</li> </ul>	<ul style="list-style-type: none"> <li>members develop a sense of self control that is influenced by the commitment to group goals and intermember relationships</li> <li>highlighting potential problems often enough</li> </ul>	<ul style="list-style-type: none"> <li>relationship control often decreases in influence given the impending loss of the relationships</li> <li>fight-flight reactions usually require leader to assumed increased function</li> </ul>

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Structural	Boundaries	<ul style="list-style-type: none"> <li>boundaries around the group are weak with primary member affiliations outside of the group</li> <li>people still not sure that they want to be part of the group</li> </ul>	<ul style="list-style-type: none"> <li>still not clear boundary as members try to set up pecking orders</li> <li>self interest precedes the group interest and investment needed for boundaries</li> </ul>	<ul style="list-style-type: none"> <li>increasing interest and caring for each other in the group</li> <li>sense of “we’ness” shows up in the language used</li> <li>as group identity develops boundaries start to form</li> </ul>	<ul style="list-style-type: none"> <li>clear sense of group developed</li> <li>members know what can be told outside and what occurs in the group seems respected</li> <li>sense of belonging and common purpose develops</li> </ul>	<ul style="list-style-type: none"> <li>boundaries re-open with members starting to talk more about the out of group life</li> <li>increased absenteeism as members re-orient to the outside</li> </ul>
Structural	Leadership	<ul style="list-style-type: none"> <li>power invested in the leader who is viewed as an authority figure</li> <li>members viewed as weaker or needing the leader</li> </ul>	<ul style="list-style-type: none"> <li>members start to tease out their own areas of expertise and contribution in the group</li> <li>group is more able to contribute and often challenges leader for autonomy and their own direction</li> </ul>	<ul style="list-style-type: none"> <li>group integrates their reclaimed power and starts to feel they can provide direction and support</li> <li>group is more able to operate without leader input (just shaping direction)</li> <li>indigenous leadership structures develop</li> </ul>	<ul style="list-style-type: none"> <li>group becomes empowered and starts to count on the indigenous leadership</li> <li>leader less active in cautioning as members take on this function</li> <li>group operates autonomously within parameters</li> </ul>	<ul style="list-style-type: none"> <li>as group ends the power structure begins to dismantle</li> <li>leader power elevates again as members turn to leader hoping to avoid the ending</li> <li>leader needs to help group through the end</li> </ul>
Interpersonal	Norms	<ul style="list-style-type: none"> <li>no norms developed as members explore different behaviors and reactions</li> <li>sense of looking at others to determine what might be allowed or expected</li> <li>worker needs to be active in modeling the desired attitudes and behaviors</li> </ul>	<ul style="list-style-type: none"> <li>as members jockey for position and power difficult behaviors and attitudes are expressed to gain influence how they are accepted by the group begins to set norms</li> <li>worker needs to be active in dissuading problematic attitudes and behaviors while reinforcing others</li> </ul>	<ul style="list-style-type: none"> <li>patterns of behavior and attitude that have worked to help influential members meet their needs start to be repeated and form norms</li> <li>patterns of running the group in the early stages become expected and also become norms</li> <li>the way members have been treating each other form patterns of interaction</li> </ul>	<ul style="list-style-type: none"> <li>if norms are healthy, the group has developed a system of getting work done efficiently</li> <li>if there are problematic norms, the struggles to get things done are repeated patterns but outcomes still occur</li> </ul>	<ul style="list-style-type: none"> <li>group norms decrease in influence as the relationship endings are imminent</li> <li>members revert to their own norms around endings as feelings associated with past endings are experienced and individual coping come into play</li> </ul>

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Interpersonal	Interactional Patterns	<ul style="list-style-type: none"> <li>• most interaction funneled through the worker</li> <li>• more comfortable talking one-on-one rather than group discussion</li> <li>• often some members withholding participation</li> <li>• little discussion and sharing among the workers</li> <li>• most of the content focusses outside of the group</li> </ul>	<ul style="list-style-type: none"> <li>• still some talking to the leader due to past status</li> <li>• increased use of hidden agendas in the discussion</li> <li>• little listening rather wait for others to finish so one can speak</li> <li>• one upmanship patterns are common</li> <li>• competitive in both stories and activities</li> <li>• some subgrouping as members seek allies</li> </ul>	<ul style="list-style-type: none"> <li>• increased sharing of feelings and personal information</li> <li>• tendency for personal information to begin with past events to test water</li> <li>• more direct communication among members</li> <li>• increased challenges among members</li> </ul>	<ul style="list-style-type: none"> <li>• easy flow of information among members</li> <li>• often all group members engaged in interaction together</li> <li>• members tend to stay on topic and will bring other members back to the topic if they stray</li> </ul>	<ul style="list-style-type: none"> <li>• often patterns of avoidance as issues of ending come up</li> <li>• discussions again become somewhat shallow and focused on out-of-group events</li> <li>• patterns of denial around the ending e.g., talking like the group will continue</li> <li>• increased subgrouping</li> </ul>
Interpersonal	Atmosphere	<ul style="list-style-type: none"> <li>• tenuous atmosphere as people do not know what to expect or what will happen</li> <li>• some tension associated with fight-flight reactions</li> <li>• members not invested so hesitant to become involved</li> <li>• often an “I don’t care or “I don’t know” attitude among members</li> </ul>	<ul style="list-style-type: none"> <li>• high tension as competitive interactions and status seeking occur</li> <li>• low sharing except for status seeking interactions due to lack of trust</li> <li>• may become antagonistic to the leader as the group prepares to reclaim power</li> </ul>	<ul style="list-style-type: none"> <li>• increased sense of caring among many members</li> <li>• often feeling of happiness as members reconnect with each other</li> <li>• active interest in what is occurring in members’ lives and in following up from previous group discussions</li> </ul>	<ul style="list-style-type: none"> <li>• relaxed as members work easily with each other</li> <li>• sense of caring and investment among the members</li> <li>• when members down there is a tendency to cheer lead to motivate them</li> </ul>	<ul style="list-style-type: none"> <li>• tense/avoidant as the members deal with feelings about the ending</li> <li>• may experience some aggressive impulses from members who have had very difficult good byes</li> <li>• often some emotional withdrawal to avoid feelings</li> </ul>

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Interpersonal	Tension Management Cycles	<ul style="list-style-type: none"> <li>• many members will deal with the tension through withdrawal or withholding investment</li> <li>• members with traditional roles that draw off tension will distract to decrease group tension</li> </ul>	<ul style="list-style-type: none"> <li>• members occupying work or tension drawing positions in the group may become stuck in these roles given that both are powerful positions</li> <li>• drawing off tension is important</li> </ul>	<ul style="list-style-type: none"> <li>• work positions are more important as the group becomes ready to move toward goal achievement</li> <li>• tension reducing roles less important and may draw anger</li> </ul>	<ul style="list-style-type: none"> <li>• tension is less prominent decreasing importance of tension management roles</li> <li>• role flexibility according to group need</li> </ul>	<ul style="list-style-type: none"> <li>• tension once again becomes high</li> <li>• members who drew off tension earlier in the group may revert to these roles</li> <li>• often the promotion of work falls on leader</li> </ul>
Interpersonal	Cohesion	<ul style="list-style-type: none"> <li>• low cohesion because there is low investment in the group</li> <li>• need for common purpose to begin to build cohesion</li> <li>• worker needs to bring out commonalities</li> </ul>	<ul style="list-style-type: none"> <li>• cohesion is low because member are jockeying for position in the pecking order</li> <li>• after pecking order is established members can decide whether or not they want to remain given the structure</li> </ul>	<ul style="list-style-type: none"> <li>• cohesion starts to develop as members get comfortable with the structure and each other</li> <li>• if relationships build around the common purpose and goals, cohesion will be strong</li> </ul>	<ul style="list-style-type: none"> <li>• cohesion is formed and the group has a strong sense of belonging and common purpose</li> <li>• members feel a loyalty to other members and goals</li> </ul>	<ul style="list-style-type: none"> <li>• cohesion becomes disrupted as group prepares to end</li> <li>• members want to retain the closeness and bonds and resist letting go</li> <li>• often fantasies of continuing</li> </ul>