

SWK 409

(Ragg, 2010, Garvin 2011-2013)

STRUCTURAL & INTERPERSONAL PROCESS CHANGES ACROSS DEVELOPMENTAL STAGES

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

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

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

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