

**MSW Sem.-II,
Paper-II, Unit-II & IV**

Group in Group Work

When more than two individuals come together, establish a relationship among themselves and share a common objective, they are called a group. Homogeneous groups contain persons belonging to similar socio-economic status. Working with the group, is a useful strategy for welfare activities.

Need of .Group

In many situations, individual efforts can not solve the individuals problems. This is particularly true for person suffering from psycho-social problem. A group is much more effective than an individual. A person as a group member, can use his capacities more effectively and create **socially constructive activities**.

Group Formation

Group formation is a dynamic process though there may be some natural setting in existence to form a group, but some actions also have to be initiated by group worker for forming and developing a group.

The formation of group should be initiated and stimulated by group worker. He should study individuals attitudes, interests, needs and unite them on the basis of certain principles. He forms the group according to the motives and needs.

The following steps in the process of forming a group should be considered by group worker –

1. The group worker should study through survey the profile of the target community including population, cultural practices, economic status, education, physical resources etc.
2. The group worker should interact the target clients and motivate them to join the first meeting of the group.
3. The group worker may enter the process of group formation with expressing his own experiences on problem or situation.

4. Share those experiences with other members in natural encounters and setting, to open them up.
5. Discuss the similarity between your experiences and those of other person.
6. Repeat such discussion often and let them take place either in your presence or in your absence.
7. Get these persons together to talk about the same subject in an informal atmosphere. They should not feel they have been brought together, but they have come together.
8. Prepare them individually for first meeting. The first meeting of the group might consist of as small a number as 3 or 4 persons. In this first meeting, individuals will have talked about their problems and experiences with you.
9. Facilitate their understanding of the commonalities in their experiences, Develop a psychological climate of safety in which freedom of expression and reduction of defensiveness gradually take place. This helps in the expression of feelings of each member towards himself and other.
10. After such an experience the group members will talk more freely with each other out side the group also.
11. You can help such communication on an interpersonal level and bring it to the group level, it will help to bring the members close.
12. The persons who were part of the first meeting will talk about it to those, who were not there. Group worker should ask them to do so it, you think that only you are propagating the idea of a group, this will start the participation of group members from very initial stage and more member will join the group. The earlier members will feel that they are organizing it. Thus the role of the group worker will be shared by the group members themselves right from the beginning.

The Stages of Group Development

	Tuckman (1963)	Trecker (1972)	Northen and Kurland (2001)
1	Forming	Beginning	Orientation
2	Storming	Emergence of group	exploration
3	Norming		
4	Performing	feeling	Achievement
5	Adjourning	Development	Termination

First Stage-Forming (The pre-group Stage)

This stage marks the *beginning* of the process of group development. There may be some natural setting in existence **toform** a group, but people themselves generally do not take such initiatives, therefore some actions have to be initiated and stimulated by group worker for forming & developing a group from among the open community settings.

The following steps in the process of forming a group should be considered by group worker:

1. Survey

The group worker should observe/studies through survey the profile of the target community including Geographical location, population Socio-economic background cultural practices, education, physical resources etc. He should also studies individual's attitudes, interests and needs to unite them.

2. Interact

The group worker should interact the target clients and motivate them to join the first meeting of the group. In this visit, individuals will have talked about their problems and experiences with you.

3. Communication

The communication should be made by simple, easy & in local language. Some message/awareness can be communicated through audio-video, posters, slogan etc.

4. The size of the group

There is no ideal size for a group in group work processes. It depends on various factors such as the nature of problems, profile of the members, nature of activities planned for group etc. For example self-help groups may be large in size but therapeutic groups work best when they are small. A group size extending from eight to fifteen members may be a good size.

5. Composition of the group

Group is itself a consist of different capabilities & competencies, but its composition has to be in keeping with its purpose. Whether it is a self-help group, task group or treatment oriented group, it may be either homo-genous

or hetero-geneous. Generally the groups with the similar socio-economic or psycho-social background are more successful.

6. Frequency of the sessions & its duration

Though there is no hard and fast rule, frequency of the sessions may be decided in accordance with the needs and purpose of the group. There should not be too long gaps between the sessions, otherwise the group gets disintegrated. Recreation groups, therapeutic groups, task groups should meet at least once or twice a week. Duration 30mnt.-2hrs

7. Time and place of meetings

The place, date & time of meeting, is to be decided before first meeting. During initial survey, the group worker should keep few suitable places in his mind, for meeting, but it should be decided in advance with the consultation with the members.

8. Duration of the group

Whether the group will exist for a long or short term, may again have to be in keeping with the needs and goals of the group. The group can be terminated after achieving its objectives and a tentative time may be earmarked for it. There should however be an element of flexibility in deciding the time-frame.

Second Stage: Tuckman ('Storming') (Initial Sessions)

1. The first meeting of the group might consist of as small a number as 3 or 4 persons and it may appear more as a gathering of different individuals than an organized group. This stage is usually characterized by a low group realization.
2. In the initial sessions the members have to be inducted in to the group with their level of comfort and sense of easiness.
3. There may be shyness, hesitation, indecision and lack of participation. Some members may be hyper active, and some may be insecure and nervous, not having had such an experience in the past.
4. The members may be un-familiar with each other and may be interested in finding out about the agency, the worker, other members and the purpose of the group.
5. The worker should introduce the members to the group by outlining his role and the purposes for which the group has been formed, the members should be encouraged to speak about themselves, their hopes and desires.
6. The group worker may enter in the group process with expressing his own experiences or situation.
7. Encourage to share similar experiences with other members in natural encounters to open them up.
8. Discuss the similarities between your experiences and those of other person.

9. Repeat such discussion often and let them take place either in your presence or in your absence.
10. Get these persons together to talk about the same subject in an informal atmosphere. They should not feel they have been brought together, but they have come together.
11. Facilitate their understanding of the commonalities in their experiences, develop a psychological climate of safety in which freedom of expression and reduction of defensiveness gradually take place. This helps in the expression of feelings of each member towards himself and other.
12. After such an experience the group members will talk freely.
13. Some people relate more easily than others, they may be easily accepted **and accept the group**, others may take more time.
14. Gradually the members start speaking the same language as the other members and accept the group goals and consider them as their own.
15. As the individual starts developing a sense of belonging there may be a change in his/her behaviour patterns.
16. This does not happen overnight but is a gradual process. The group worker helps members to become part of the group.

Third Stage: Performing (Action Phase)

Goals

Third Stage is called the active phase of the members. The objective of this stage is arousing self-confidence, self-improvement, emotional stability, leadership & communication skills, interaction patterns etc. and self-motivation towards socially constructive activities.

Program in group work

To develop insight, understanding of situation/problem, meaningful interaction, self-confidence, decision making & leadership among members, the following programmes may be organised.

1. Play-for team work
2. Drama-problem understanding
3. Music & Arts-expression of talent, entertainment
4. Conversation/group discussion-various/most appropriate solution of problem
5. Communication activities-verbal/non, writing ability

Program Planning and Execution

1. Program is a series of activities based on the discovery of interests and needs of the members.
2. To achieve the goals, the members must be involved in some constructive activity based Program in group.
3. The program planning and development process by itself is an important tool in helping the group to realize its potential, therefore at this stage the planning, development and execution of the program, are expected to emerge from within the group.
4. The members are stimulated to discover and use their own interest & resources.
5. A considerable time is devoted to program planning and implementation by members with the help of worker.
6. Program should evolve from simple to more complex, with movement coming as a result of group growth in ability and readiness.
7. The focus of this stage is on the provision of program experiences designed to offer opportunities for adjustment and growth.
8. Movement from initially 'personal' to 'social' or 'community concerns' should be an ultimate objective, if our programs are to have greater social significance.
9. The group should review its progress from time to time and accordingly take decisions for the future course of action.

Fourth Stage: Termination (Ending Phase)

Termination

1. Despite highly satisfactory experiences, groups sometimes reach, when interest of members seems reduce and decline in activities, is noticeable.
2. It is a time in the life of every group, when it is said to have achieved its goals, it comes to an end.
3. Ending of the group can be carried out in a planned way.
4. The group worker has ensured its smooth closure through a proper process.
5. A tentative date of termination should be announced at the beginning, so that the members know the time at their disposal to achieve their objectives.

For the termination stage

1. Share with the group the final evaluation.

2. Analyze how far they were successful in accomplishing some of the goals.
3. Give the members an opportunity to express their happiness, anxiety, fears, good/ bad experiences, talk about their activities.
4. Discuss their future plans, developing leadership among the group members; capacity building of members and developing systems to carry on the functioning of the group can make the termination smooth.
5. Towards the end of the social group work process the worker has to help the members to accept that there may be no more regular meetings will be held, and guide them how to face the challenges in their social life, by coming together, in a form of group.
6. By arranging satisfying terminal experiences with groups, it is possible; a lobby may be ready for further group experience in future, when required. Those members who wish to continue may be helped to form a new group”.

Termination skills (*also in unit-iv*)

Termination is the last stage of group work process. As worker cannot continue with the group any longer, therefore he has to ensure that the group is terminated in a proper way. At this stage, the worker should keep following points in his mind:

1. The duration should however be long enough for the group to develop and allow behavioural change.
2. Termination date should be announced at the beginning so that the members know the time at their disposal to achieve their objectives.
3. The worker has to keep the group informed about the ending time and should not break the news suddenly.
4. The group should review its progress from time to time and accordingly take decisions for the future course of action.
5. Share with the group the final evaluation.
6. Analyze how far they were successful in accomplishing some of the goals and failed to achieve others, as the case may be.
7. Give the members an opportunity to express their happiness, anxiety, fears, good/ bad experiences, talk about their accomplishments.
8. Towards the end of the social group work process the worker has to help the members come to terms with the fact that there may be no more regular meetings and guide them how to face the challenge of filling up the vacuum that the termination might create.

9. By arranging satisfying terminal experiences with groups it is possible to make the conclusion of group life a entry for further group experience in future course.
10. Identify those members who wish to continue may be helped to form a new group in future when required.

Outcome

The outcomes of group work process are as under:

1. The accent is now on 'we' and 'us'.
2. The members get comfortable with each other,
3. Anxiety, shyness, hesitation, indecision decline,
4. Leadership emerges,
5. The sessions become regular, the attendance, involvement and participation of the members is likely to be high.
6. Members start taking initiative and are ready to assume leadership role and responsibilities.
7. They may be more helpful with their talents and more ready to take on challenging and complex programs.
8. The group may now well be on its way to achieving its goals.
9. Behavioural change.

Group Dynamics

During the group work process, a multi dimension interaction has taken place automatically among the group members. The worker, while performing the helping role in a group, should have knowledge group dynamics for better handling. A social group worker must know the following concepts of the group dynamics:

Sub groups:

Formation of sub groups in any group are very natural and they emerge automatically. The group worker has to observe whether these sub groups against the unity of the group or are friendly formations and accordingly he should deal very tactfully. A worker, who works against the sub groups, loses the whole group

Group bond:

It refers to 'sense of belonging'. It is the force bringing group members closer. Group bond may be emotional or task-related. 'Emotional bond' derives from the connection that members feel to other group members and 'task-related bond' refers to the degree to which group members share group goals and work together to meet these goals.

Conflict/confrontation – Meaning and Importance

1. Conflict means disagreement among group members.
2. It is a natural outgrowth in group behaviour.
3. It has both positive and negative characteristics.
4. A total absence of conflict can lead to lack of interest, boring and a strong indication that such conflicts are being suppressed.
5. A moderate degree of focused conflict, can stimulate new ideas, and create greater opportunity to group members for discussion and resolution.

Managing Conflict

1. Grievance Handling

The group worker should welcome the grievances of personal/group issues. It will encourage to group members to communicate their views on disagreement. Individual difference should also be discussed and try to sort out by group worker.

2. Director Observation

A group worker should know the skills of observation and keep his eyes on each individual in group. He should observe every activity and interaction among the group members. Through this technique group worker can find out the unvoiced conflicts in the group and manage the preventive majors for unrequited conflicts.

3. Open-door Policy

The group worker should announce in the group that anyone who would like to discuss anything with him and come directly to him. This policy sounds good and democratic pattern in the group. This technique is useful in discovering the individual differences, in group personal problems of individuals and inspections from group worker etc.

4. Personal Counselling

Group worker should know the counselling technique and he should be deal the members of group who could not participate in group activities due to their personal problems.

If any group member do not wish to go to group worker for sharing his personal problem, the group worker should initiate and he/she go to that person and get his confidence, it take time to open the person on his personal problems, but if once the member trust on group worker he will be very usefull in any it efforts and activity.

COMMUNICATION

The word communication is derived from the Latin word 'communis' meaning 'common'. This means that we try to establish a 'commnness' with some one in communication. In simple words, communication is the process of passing information, and understanding from one person to another. It is to share information an idea, an attitude or emotions, fact and opinions etc. by two or more persons.

Definition

H. Sigband : Communication is the exchange of ideas, opinion and information through written or spoken words, symbols or action.

Purpose of Communication

While sharing and exchanging ideas or information with others, we are actually interacting with people and establishing a kind of relationship that helps us to achieve the task set before us.

Types of Communication

There are various types or forms of communication. The important forms are as follows :

1. Verbal / Oral
2. Non Verbal / Written
3. Vertical
4. Horizontal
5. Diagonal

Verbal/Oral Communication

Oral communication is the face to face communication between individuals. It may be in the form of direct talk when persons are physically present at one place. It may also include informal conversations, group discussion, meetings, telephone calls, intercom system or formal speeches. It is the most effective and most frequently used form of communication in general. It provides opportunity for the exchange of information, points of view and direct-interaction between client and counsellor.

Characteristics of Verbal Communication

1. **Volume :** A person may same time speak louder to attract others attention. But an overly loud speech may be disturbing on the other hand, though a soft voice conveys a sense of peace, in some situation it may given an impression of weakness.
2. **Rate of Speech :** On an average, it has been found that people speak at about 150 words in a minute. When a person speaks at much higher or lower rates, he may have a negative impact.
3. **Voice Pitch:** Voice pitch is often equated with emotion. High pitch generally indicates excitement. A low vice pitch usually commands attention and respect.
4. **Rhythms:** Rhythms refers to the pattern of the voice. Whether it is regular or irregular, whether it flows smoothly, or moves in fits and starts.
5. **Pronunciation and accent :** Good pronunciation is the correct oral delivery of a word. People who mispronounce words are thought to be not as well educated as those who pronounce words correctly.
6. **Voice Qualifiers :** Temporary variation in pitch, volume and rate of speech are known as voice qualifiers, it one is aware of the normal voice qualities of a person, it is easy to the voice, qualifiers in his speech.

Non Verbal Communication

Non verbal communication is all those messages expressed by other than linguistic means.

Characteristics of Non Verbal Communication

1. **Communication of emotions, attitudes :** Nonverbal signals, generally communicate a person's subjective response-anger, appreciation, dislike, likeness to a particular situation or person.
2. **Regulate Verbal Messages :** We can regulate the flow of verbal conversation more effectively by using nonverbal cues.
3. **Ambiguity :** Nonverbal cues are not always easy to understand. No dictionary accurately classify them. Their meaning varies by culture and context.
4. **Nonverbal Cues are Continuous :** It is possible to stop talking, but it is generally not possible to stop sending out nonverbal cues.
5. **More Reliable :** When verbal and nonverbal cues contradict each other, we tend to believe the nonverbal. This is largely because nonverbal cues are more difficult to take.

- 6. Nonverbal Cues are Culture Bound :** Many nonverbal gestures are universal most human being, smile when happy and frown when unhapply. But certain nonverbal expression varies from culture to culture.

Components of non-verbal communication

Non-verbal communication is generally used as substance to promote or regulate in all types of communications. There are various action and cues which communicate the message through body language and make communication more clear and effective. The following are the major forms of paralanguage which are used in.

1. Posture
2. Gestures
 - (i) Use of body part
 - (ii) Use of Facial Expression

Leadership and Decision Making

In-decisiveness is a silent killer that robs the group of efficiency, resulting in dismantling of the group and its purpose. It is very important for the group to come to a consensus, and decide on its key issues to enable successful accomplishment of its goals.

A decision could be arrived at through group's brainstorming, discussion and dialogue depending on the time available, the complexity of the problem and the group members' capacity. A leader has to make the group understand that it is important to finalize goals that are achievable and apposite to the groups' capacity and resources. Being pushy can to unrealistic targets that could lead the group to collapse. Decision making is necessary to assign responsibilities to group members. It also is an important aspect of problem solving processes. A leader's uphill task lies in ensuring completion of assignments that the members had agreed to. While persuading her group members to arrive at a decision, the leader has to exercise the skill of appropriateness; the sense of timing – realizing when to take hold of an issue and when to let go. Realizing that the group is in a position to go ahead, the leader shall seize the opportunity to press hard for a decision. There could also be occasions when the ideal thing to do could be to motivate the group to ascertain further facts prior to the decision."The leader allows himself to be put in a difficult position

whenever he uses steamroller tactics to secure a particular course of action. By doing this against the group's better judgment, he assumes full responsibility for the possible failure of action. The group members learn from this that it is all right for them not to take responsibility. Moreover, if failure results, they learn that the leader is untrustworthy, and their motivation to participate in the next action sinks. Finally, the (often unconscious) resentment of the leader, which certainly is to be expected, is likely to sabotage the action so that it will be a failure. To put it another way, the leader's job is to set and maintain the conditions required for the group's maximum intelligence to assert itself. If everyone leaves a meeting with the justifiable feeling that he could have reached a better decision in five minutes all by himself, then leadership has failed" Toseland, W.R., & Rivas, F. R. (2005).

Leadership in Group

Leadership is the capacity to motivate a group of individuals towards fulfilment of group's objectives. The capacity to motivate could derive from power that is both formal and informal for formal and informal influence is important in leadership. It is widely accepted that leadership can transpire from within a group as well as by formal appointment to lead a group. In social group work, one finds and encourages emergence of leaders from within the group. Some kind of leadership is present in every group, though it is not definite whether the group is aware of this fact. It is also observed that the type of leadership has an effect on the group. Depending on the objectives, nature, size and composition of the group, leadership needs to evolve.

Role of the Group Worker

A group worker plays two vital roles while working with groups: as a member and as a leader switching roles as and when tasks emerge. Membership and leadership skills are viewed jointly due to the following rationale: For the group's efficient functioning, the leader and his members need to be dealt with skilfully. Similar concerns of individualistic communication emerge for leaders and members. A group worker has to perform various functions which are broadly grouped into (i) job

oriented functions that facilitate the group to converge and concentrate towards fulfilling group's objectives (ii) individual oriented functions to cater to the personal needs of group members that ensure healthy group cohesiveness and (iii) maintenance oriented functions that ensure the consistency of group members' contribution.

Example:

A group of youth in a community, who may have been spending their free time aimlessly are formed into a group.

The group worker after observing their talents for singing and acting encourages them to put up a musical drama.

The group is encouraged and helped to write its own script, compose the songs and choreograph the dances.

Then with the help of the community support the group puts up the first show and gradually becomes an established theatre group.

In the active phase the scripting, composing followed by continuous frantic rehearsals for the show may consume the maximum time and efforts of the members.

Side by side they may also be busy mobilizing and utilizing the resources to put up the show. This is but one example, there may be several others.