



SPRING 2018

Fellows Leaders

We will begin the training at 8 p.m. ET / 7 p.m. CT



OFA



SPRING 2018 OFA FELLOWS LEADERS

Part 7: Group Dynamics

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GOALS FOR THIS SESSION

**Align on Fellows projects and
answer your questions**

GOALS FOR THIS SESSION

**Understand the role that
group dynamics plays in the
function of our teams**

GOALS FOR THIS SESSION

Be able to apply skills and ideas from group dynamics to solve team challenges

Agenda

Aligning on fellows projects

Social roles in groups

Leadership in multicultural groups

Next steps & close

Fellows Projects

Learning journey

- 1 Identifying root challenges
- 2 Strategies for local impact
- 3 Leadership in action
- 4 Cultivating community
- 5 Building coalitions
- 6 Tying it all together

PROCESS

Identify the root challenge

PROCESS

**Turn the challenge
into an organizing
issue**

PROCESS

**Develop a strategy
and the skills needed
to implement it**

PROCESS

Implement the plan!

A few caveats...

Questions?

Program Tracker

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Working in groups

Hypothesis:

Race, ethnicity, personal attitudes, cultural values, beliefs, and styles of conflict resolution will be negatively related to group effectiveness during the initial phases of group development because of the costs of working with the complexity of differences for many individuals.

What are your thoughts?

Social roles in groups

What is a role?

What is a role?

- 1.) A character assigned or assumed.
- 2.) A socially expected behavior pattern.
- 3.) A function or part performed especially in a particular operation or process.

What is a role?

In addition, there are often added assumptions, perceptions, and attitudes ascribed to those who take up the various social roles in groups due to the social and cultural context in which the group takes place.

What is a role?

Role differentiation is the vehicle by which group members manage their conflicts, ambivalence, and tasks.

In other words, there is inherent anxiety in all groups that must be managed.

Social roles in groups

Person-in-role

Individual members assume roles based on personality, temperament, and basic assumption functioning.

Some of these decisions are conscious, and some are unconscious.

An individual's role is often characterized by personality and temperament, is characterized by race, culture, stereotypes, and projections.

Social roles in groups

Differentiation amongst members

Three distinct categories

- Dominant / submissive
- Friendly / unfriendly
- Instrumentally controlled / emotionally expressive.

Social roles in groups

Differentiation amongst members

Social roles are part of a groups structure and it's purpose.

They emerge as both defensive and adaptive mechanisms.

The defense is against anxiety, and the adaptation to delineate, isolate, or contain conflicts, and provide psychological security.

Common Role Types

The Leader

The Leader

- Often possesses an affinity for leadership and speaking in groups.
- They function as they spokesperson, are task-oriented, and initiate topics for discussion.
- Often, leaders have physical resemblance to societal images of leadership (male, white, tall, strong, loud).

The Follower

The Follower

- Groups need both leaders and followers in order to function. They are often symbiotic to each other.
- Characterized by dependence, acceptance, silence, support.
- It can often be an unconscious reaction to anxiety surrounding authority. Dependent and accepting behaviors are often connected to a need to elicit approval.

The Rebel

The Rebel / Alternative Leader

- This role has many of the same characteristics of leadership role, but is more overtly in competition, behaviorally, with the formal leader.
- A variety of members may take up this role, but it's function is primarily to present alternative leadership.
- It expresses dissatisfaction, anxiety, frustration as an outlet.

The Mediator

The Mediator

- This role is focused on cohesion, harmony, group building, and maintenance.
- Often characterized by abrupt change of subject or shifts in focus of content.
- The emergence of the mediator role indicates the group's need to develop a pattern of engaging in and managing conflict.

The Scapegoat

The Scapegoat

- This role is the most feared and disliked. The scapegoat emerges in response to the group's need to avoid anxiety and is intricately connected to issues relating to the group's survival.
- The scapegoat absorbs the unwanted, undesired aspects of the group's unconscious processes. It rids the group of its unwanted, negative aspects.
- Racial-cultural aspects play an important role in scapegoating.

Role types

Where have you seen these roles emerge in your own work or groups?

How might you manage them as a Fellows Leader?

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Strategies for leading in multicultural groups

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Six prerequisites for leadership

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Other's experience are as valid as your own.

Work collaboratively with experiences of others.

Capacity to be vulnerable in service of one's own learning and group learning.

Debrief

What three competencies resonate most with you? Least with you?

Describe a situation when you've used one or some of these competencies in working with a group.

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Next Steps

Fellows Homework

Weekly meeting

Your group should have identified a challenge and should be constructing their organizing issue by the end of this week!

Questions?

Thank you!

OFA Training

Thank you for joining today's webinar.

Check the Fellows Leader website for a copy of the material covered today, including a video and audio recording of the webinar.

Email fellows@ofa.us with any questions.