



TenStep Supplemental Paper

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Group Dynamics

A group refers to three or more persons who interact with and influence one another. The members of a group make important psychological distinctions between people who belong to their group and people who do not.

Groups

1. Define themselves as members
2. Identify with one another
3. Engage in frequent interactions
4. Participate in a system of interlocking roles
5. Share common norms
6. Pursue a shared goal
7. Have a collective perception of unity
8. Resist confrontation together

These distinctions provide the group with boundaries and a sense of permanence. They lend the group a distinct identity and separate it from other people. They also contribute to group effectiveness. A group is effective when it satisfies three important criteria:

1. **Production output.** The product of the group's work must exceed the standards defined by the organization. It is also essential that group productivity exceeds individual productivity levels.
2. **Member satisfaction.** Membership in the group must provide people with short-term satisfaction and facilitate their long-term growth and development.
3. **Capacity for continued cooperation.** The interpersonal processes the group uses to complete a task should maintain or enhance members' capacity to work together. Groups that do not cooperate cannot remain viable.

Certain problems, like an attitude that slows down production, unhappiness, and cliques within the group, lead to lowered group effectiveness. This is called process loss. Factors like group size, member motivation, group rewards, cohesiveness, norms, and communication can all help to lower this process loss.