



Brief Contents

Preface xiii

- 1** What Is Small Group Interaction? 2
- 2** Communication Processes 40
- 3** Relevant Background Factors 106
- 4** Group Circumstances and Structure 164
- 5** Leadership and Social Influence Processes 216
- 6** Decision-Making Processes 274
- 7** Conflict Management 312
- 8** Consequences 346

Appendix A Small Group Presentations to an Audience A-1

Appendix B Observing Group Process A-13

Glossary G-1

References R-1

Credits C-1

Index I-1

Contents

Preface xiii

1 What Is Small Group Interaction? 2

CASE STUDY *Netflix* 3

How to Use Case Studies 5

A Definition 5

Virtual Teams 7

Why Study Small Groups? 9

Empowerment 12

A Conceptual Orientation for Small Groups 15

General Systems Approach 15

General Systems Concepts 17

CASE STUDY *The Systems Approach in an Airline Company* 18

REVIEW OF THE SYSTEMS APPROACH 22

PRACTICAL TIPS 24

Relevant Background Factors 24

Internal Influences 25

Consequences 26

EXERCISES 27

1. *Interpersonal Perceptions* 27

2. *Group Consensus Activity* 28

3. *Group Decision Making* 29

READINGS: Overview 29

Reading 1.1 *Motivations for Member Participation in Groups*, Gerald L. Wilson 29

Reading 1.2 *Holism for the Left Brain*, Jessica Lipnack and Jeffrey Stamps 33

CASE STUDY *Treating Breast Cancer* 42

Communication 43

Emotional Intelligence 43*Communication Defined* 44*Intentional–Unintentional Communication* 46*Verbal–Nonverbal Communication* 48**CASE STUDY *Instant Messaging in Person* 55***Defensive–Supportive Communication* 59

PRACTICAL TIPS 62

Content and Process of Communication 64

PRACTICAL TIPS 66

PRACTICAL TIPS 67

Language Behavior 67

Bypassing 69

PRACTICAL TIPS 70

CASE STUDY *Language and Cross-Cultural Politics* 72*Inference Making* 73*Polarizing* 75*Signal Reactions* 76

PRACTICAL TIPS 78

Self-Disclosure 79

The Johari Window 80*When Is Self-Disclosure Appropriate?* 82

Interaction Roles 83

Group Task Roles 84*Group-Building and Maintenance Roles* 85*Individual Roles* 85

Virtual Small Group Communication 87

Ethical Considerations 88

Aristotle: The Rule of the Golden Mean 88*Kant: The Categorical Imperative* 88*Bentham and Mill: Utilitarianism* 89*Rawls: Justice and the Veil of Ignorance* 89**REVIEW OF THE SYSTEMS APPROACH 90****EXERCISES 92**1. *Case Study Discussion* 922. *Self-Disclosure Exercise* 923. *Member Roles Exercise* 93

3 Background Factors 106

CASE STUDY *Adventures in Kenya* 107

Diversity: Groups in Context 109

CASE STUDY *The National Oceanographic and Atmospheric Administration on Diversity* 112

Personality 116

FIRO-B 116

Inclusion 116

Control 119

Affection 121

Myers-Briggs Type Indicator (MBTI) 122

Gender 125

Age 129

PRACTICAL TIPS 130

Health 131

PRACTICAL TIPS 133

Attitudes 134

Values 137

REVIEW OF THE SYSTEMS APPROACH 139

PRACTICAL TIPS 140

PRACTICAL TIPS 141

EXERCISES 142

1. *Employee Selection Problem* 142

2. *Personal Styles Exercise* 145

3. *The New-Hire Case* 146

Discussion Questions 147

READINGS: Overview 147

Reading 3.1 *SpeedReaching People: How to Communicate with All Types*,
Paul D. Tieger and Barbara Barron-Tieger 147

Reading 3.2 *The Gender and Communication Connection*, Teri Kwai Gamble
and Michael W. Gamble 154

4 Diversity and Structure 164

CASE STUDY *Chempure Pharmaceutical Company* 165

Physical Environment	169
<i>Territoriality</i>	170
<i>Seating Patterns</i>	171
Group Size and Structure	173
<i>Communication Networks</i>	174
<i>Group Size</i>	175
Types of Groups	177
<i>Primary Groups</i>	178
<i>Casual and Social Groups</i>	179
<i>Educational Groups</i>	179
<i>Work Groups</i>	182
<i>Problem-Solving Groups</i>	184
PRACTICAL TIPS	187
<i>Computer-Assisted Groups</i>	190
PRACTICAL TIPS	190
PRACTICAL TIPS	193
PRACTICAL TIPS	196
REVIEW OF THE SYSTEMS APPROACH	196
EXERCISE	198
1. <i>Case Study Discussion</i>	198
READINGS: Overview	199
Reading 4.1 <i>Participating in Groups</i> , James W. Gibson and Michael S. Hanna	199
Reading 4.2 <i>A Problem-Solving Meeting</i> , Ronald B. Adler and Jeanne Marquardt Elmhurst	200

5 Social Influence Processes 216

CASE STUDY <i>Lessons from a Nobel Laureate</i>	217
Status and Power	219
<i>Types of Status</i>	220
<i>Types of Power</i>	222
<i>Positive and Negative Uses of Power</i>	224
Leadership	226
<i>Historic Trends</i>	226
PRACTICAL TIPS	236
<i>SuperLeaders</i>	237
Followership	238
<i>Followership Styles</i>	238
PRACTICAL TIPS	239
<i>Leading the Follower</i>	241

Contingency Theory 242

Group Norms: Social Influence and Conformity 246

Conformity Pressure 246

Conformity: Research and Applications 249

Group Development 256

REVIEW OF THE SYSTEMS APPROACH 259

EXERCISES 260

1. *Case Studies Discussion* 260

2. *Interaction Analysis Exercise* 261

3. *Group Development Exercise* 262

READINGS: Overview 263

Reading 5.1 Application of Situational Leadership®, Paul Hersey,
Kenneth H. Blanchard and Dewey E. Johnson 263

Reading 5.2 Ten Lessons for Leaders and Leadership Developers,
Barry Z. Posner and James M. Kouzes 267

6

Problem Solving Processes 274

CASE STUDY *The Airbus* 380 275

Improving Creativity 277

PRACTICAL TIPS 282

Reflective Thinking Process 282

The Kepner-Tregoe Approach 284

The Fishbone Technique 285

Brainstorming 286

PRACTICAL TIPS 287

PRACTICAL TIPS 289

Alternative Brainstorming Techniques 290

Six Thinking Hats 292

Incrementalism 292

Mixed Scanning 294

Tacit Bargaining 294

Virtual Decision Making 296

REVIEW OF THE SYSTEMS APPROACH 298

EXERCISES 299

1. *Problem-Solving Discussion Assignment* 299

2. *Adjunct of Exercise 1* 301

3. *Brainstorming Exercise* 301

4. *Web Resources* 301

READINGS: Overview 303

Reading 6.1 Finding What You're Not Looking For, Michael Michalko 303

Reading 6.2 TeamThink, Don Martin 310

7 Conflict Management 312**CASE STUDY *Conflict in the Motion Picture Industry* 313**

Sources of Conflict 314

Desirability of Conflict 315

Types of Conflict 316

Undesirability of Conflict 317

Game Theory 318

Toward Conflict Management 320

PRACTICAL TIPS 322

Verbal Judo 328

Conflict in Virtual Groups 329

REVIEW OF THE SYSTEMS APPROACH 330**EXERCISES 330**1. *Conflict Management Exercise: "Win as Much as You Can"* 3302. *Conflict Resolution Exercise: "Gun Control"* 332**READINGS: Overview 332**

Reading 7.1 Conflict Management, Daniel Goleman 333

Reading 7.2 World-Class Negotiating Strategies, Frank L. Acuff 337

8 Problem Solving 346**CASE STUDY *Northwest Aerospace* 347***Initial Situation* 347

Solutions to Problems 349

Quality of Solutions 349

PRACTICAL TIPS 351

Acceptance of Solutions 351

Changes in Interpersonal Relations 356

Team Building 358*Virtual Team Building* 361

Improved Information Flow 362

CASE STUDY *The Teddy Bear Named Muhammad* 364

Organizational Change 365

PRACTICAL TIPS 370

EXERCISES 374

1. *Getting the Car Home* 374
2. *Case Study Discussion* 374
3. *Personal Feedback Exercise* 375

READINGS: Overview 375

- Reading 8.1 *Improving Decisions in an Organization*, Norman R. F. Maier 376
- Reading 8.2 *Organizational Change Strategies and Tactics*, Phylis F. Schlesinger, Vijay Sathe, Leonard Schlesinger, and John P. Kotter 387

Appendix A Small Group Presentations to an Audience A-1

Small Group Presentations to an Audience A-2

- Panel Discussions* A-2
- Symposium Presentations* A-3

PRACTICAL TIPS A-3

- Forum Discussions* A-4
- Technology and Presentations* A-4

Preparing an Oral Presentation A-5

- Determine Your Purpose* A-5
- Determine Your Topic* A-5

PRACTICAL TIPS A-6

- Analyze Your Audience* A-6
- Gather Supporting Materials* A-7
- Organize Your Materials* A-8
- Prepare Your Visual Aids* A-10
- Practice, Practice, Practice Your Delivery* A-10

The Adult Learner A-11

Appendix B Group Process A-13

Observation Instruments A-15

Analyzing Virtual Group Processes—Emerging Research A-15

Glossary G-1

References R-1

Credits C-1

Index I-1