

Facilitating Groups

By
Sebastian Salicru

Results through **INNOVATION**

Purpose

- Using small groups is a highly effective learning technique and the cornerstone of cooperative learning and teamwork
- You must be able to manage group dynamics and individual participation successfully to be competent as a trainer.

Overview

- Stages of group development
- Group functions
- Awareness of group dynamics
- Strategies for managing group dynamics and participation successfully

Learning outcomes

- Discuss stages of group development
- State group functions
- Explain the importance of remaining aware of group dynamics
- Identify strategies for managing interaction and participation successfully in your future work with groups!

Training participants in groups to:

- Improve our facilitation skills
- Meet our training objectives

Stages of Group Development

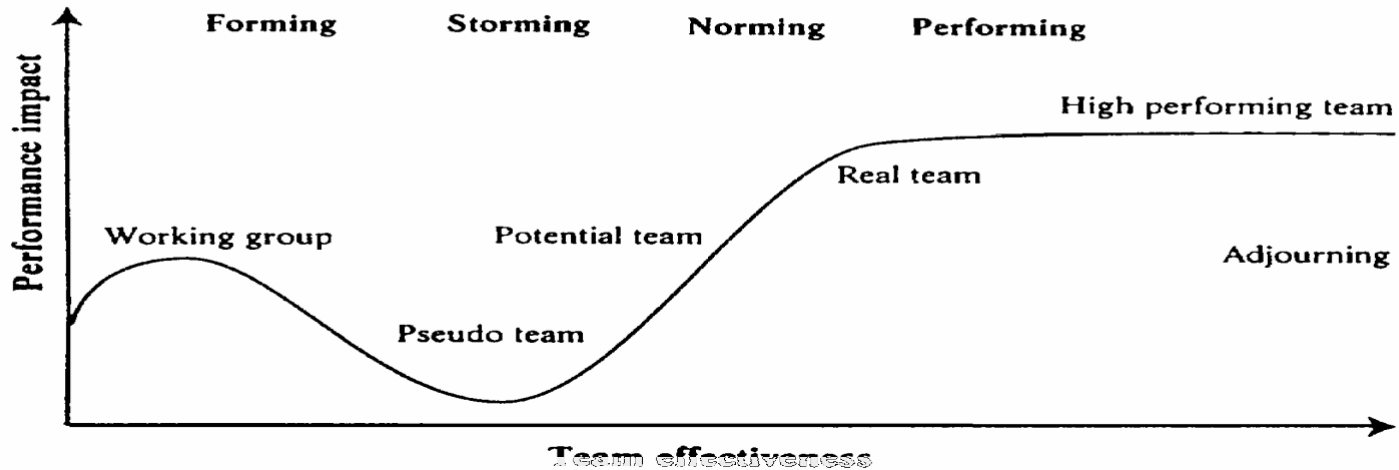


Stages of Group Development

- 1) Forming
- 2) Storming
- 3) Norming
- 4) Performing
- 5) Adjourning

Stages of Group Development

Stages of team building



The stages of team effectiveness

The five stages are:

- 1 Forming – the team comes together
- 2 Storming – the team addresses internal conflicts
- 3 Norming – the team articulates values and goals
- 4 Performing – the team is co-operating and performing effectively
- 5 Adjourning – the team disbands.

Forming

- Participant's primary concern is to be included
 - There is confusion about
 - What to do
 - How to interact
 - Why the task before them is important
-
- Facilitator strategies
 - Give directions
 - Clarify roles
 - Encourage participation

Storming

- Participants now focus on being heard and having control
 - Learners face conflicts as they
 - Clarify issues
 - Overcome indecisiveness
 - Deal with power struggles
 - Cope with impatience
-
- Facilitator strategies
 - Help group pinpoint dysfunctional behavior and develop strategies to overcome them
 - Intervene as necessary to let group maintain control

Norming

- Participants focus on being open and encouraging
 - Typified by
 - Spoken and unspoken rules about interactions
 - Clear tasks and purposes
 - Relief!
-
- Facilitator strategies
 - Raise questions challenging learners to grow
 - Uncover unspoken issues
 - Promote full exploration of ideas

Performing

- Participants achieve maximum productivity
 - They move to solving problems
-

■ Facilitator strategies

- Check understanding and offer experience
- Offer positive reinforcement to preserve group effectiveness
- Encourage group to be self-facilitating

Adjourning

- Participants prepare to disband
-

- Facilitator strategies

- Lead a debriefing of key points
- Help them plan how they will apply their new knowledge, skills and attitudes in their work
- Develop strategy to maintain the group

Group

1) Dynamics

2) Processes

3) Functions

Group Dynamics

‘Actions and interactions – positive and negative – that occur when individuals become part of groups’

■ Positive behaviors

- Help group become more effective
- Each individual's viewpoints and contributions are sought out and valued

■ Negative behaviors

- Cause the group to be less effective
- Domination and ridicule are evident

■ Facilitator strategies

- Identify and isolate behaviors so that group members interact effectively

Behaviors Needed for a group to Function

■ Task

- These behaviors focus on WHAT the group is doing
- and on accomplishing the task/goal

■ Maintenance

- Focus on HOW the group is doing
- The processes that make the group effective

Group Behaviors

Maintenance

- Gate Keeper
- Mediating
- Listening
- Encouraging
- Relieving Tension
- Diagnosing Difficulties
- Harmonizing
- Evaluating

Task

- Initiating
- Clarifying
- Focusing
- Checking Consensus
- Seeking Information
- Giving Information
- Summarizing
- Moving Towards Action
- Reaching Task Agreement

Group Task and Maintenance Behaviors

■ Facilitator strategies

- Recognize all behaviors needed for groups to function effectively
- Model desired behaviors
- Ensure group dynamics remain positive
- Explicitly identify and explain functional behaviors and their importance as needed
- Recognize and remedy dysfunctional negative behaviors

Strategies For Effective Group Processes

Introducing the Group Activity

- Provide thorough descriptions of directions
- Introduce purpose of activity
- State expectations
- Communicate time constraints
- Describe final product
- MONITOR small groups - provide additional guidance

Strategies For Effective Group Processes

Use Ground Rules

- Grounds rules are guidelines for interaction – “norms”
- Encourage positive functional behaviors
- Solicit guidelines from the group itself – don’t impose
- POST the guidelines and refer to as needed
- Include additional norms on an ongoing basis as needed

Strategies For Effective Group Processes

Become a Facilitator

- Manage interaction and participation that helps groups become more effective
- Choose appropriate instructional methods and techniques
- Help the group
 - Define goals and objectives
 - Create an open climate
 - Facilitate problem solving
 - Evaluate results

SUMMARY

To work effectively with groups:

- Develop facilitation skills
- Monitor interactions
- Plan creative interventions to support individual participation
- Plan the formation of subgroups
- Create and maintain structure for small group assignments
- Stop dysfunctional behaviors