

Group processes

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Social facilitation

- Presence of others increases arousal
- Arousal facilitates dominant response
- So effect depends on task:
 - Simple, well learned responses improve
 - Complex or difficult behaviors suffer
- But not always facilitative
 - Evaluation apprehension
 - Distraction-conflict in attention

Social loafing

- Reduction in individual output on a group-based task
- Can be reduced if
 - Task is meaningful to participants
 - Individual effort can be identified
 - Group is small and/or cohesive
 - Punishment will follow failure

Group effects combined

- On easy tasks
 - Identity produces facilitation, better
 - Collective produces loafing, worse
- On difficult tasks
 - Identity produces pressure, worse
 - Collective produces better performance through “security”

Deindividuation

- Extreme of collective
 - Lack of individual accountability
 - Attention focused outward (no OSA)
 - Result is to take on the characteristics of the collective (which in rare instances may become positive)
- So the question is, should course evaluations be done on line?

Joining a group

- Forget the “orming”
- Individual/group transition points
 - Investigation followed by entry
 - Socialization followed by acceptance
 - Maintenance (unless there is divergence)
 - If resocialization fails, there is exit

Rules and results

- Roles: behaviors expected by the group
- Norms: rules of conduct that often apply to most roles held by members
- Cohesiveness
 - Proportion of “in” choices to “out” choices
 - Success increases cohesiveness, especially in smaller size groups
 - Cheer for the whistleblowers

“Group mind” at its worst

- Polarization of opinion
 - Persuasive arguments
 - Social comparison and categorization
- Groupthink
 - Cohesive groups of similar people under stress
 - Illusions of unanimity and invulnerability
 - Mindguards, intolerance of dissent

Reducing groupthink

- Consult with outsiders
- Have leader speak last
- Encourage all to contribute (better if anonymously)
- Focus on the ideas, not the people
- Appoint a “devil’s advocate”
- Encourage counterfactual thinking

Group performance

- Type of task
 - Additive: sum of group effort
 - Conjunctive: the weakest link
 - Disjunctive: the strongest link
- Performance by a group
 - Better on additive or disjunctive
 - Unless there is “process loss” from problems in interaction

Truth in brainstorming

- Nominal groups of individuals are actually better than co-acting groups
- Some of the reasons
 - Production blocking (cannot all talk at once)
 - Free riding (good old social loafing)
 - Evaluation apprehension
 - Performance matching (if *that* is good enough, then I can say ...)

Other performance problems

- Biased sampling (incomplete sharing of information assumed known by all)
- Directives from the hierarchy lead to unfortunate “filtering”
- Escalation of commitment
- Diversity in membership
 - Can broaden alternatives
 - But can inhibit free communication

Social dilemmas

- Self-interested choices are worst for the collective
- Prisoner's dilemma and bargaining
- Resource dilemmas
 - Commons dilemma (extraction)
 - Public good dilemma (contributions)

Prisoner's dilemma

$P > Q > R > S$

Person A

Cooperate

Compete

Cooperate

Compete

Person B

| | | |
|-----------|-----------|---------|
| | Cooperate | Compete |
| Cooperate | Q Q | S P |
| Compete | P S | R R |

Factors and strategies

- Presence of communication
- Repeated plays
- Relative sizes of payoffs
- End-game

- Tit-for-tat
- Win-stay-lose-change

Solving social dilemmas

- Structural factors
 - Change the payoff structure
 - Put some authority in charge
- Psychosocial factors
 - Collectivist culture
 - Trust and cooperative attitude
 - Past experience or future expectations of cooperation

Conflict escalation

- If coercive means are there, people use them
- Competition produces polarization
- Internal cohesiveness and attendant tendencies toward groupthink
- Hostility produces dehumanization, which justifies hostility

Reducing conflict

- GRIT: graduated, reciprocated, initiatives in tension-reduction
- Integrative bargaining – win/win
- Negotiation improves if you are both flexible and strong
- Arbitration
- Mediation