Group Structure

CHAPTER 6

DONELSON FORSYTH

Group Structure

- **Norms**
  - Nature, Development, Transmission, Importance
- **Roles**
  - Nature, Theories, Socialization, Stress
- **Intermember Relations**
  - Relationships and Social Networks

Norms

Norms – accepted and agreed upon standards for group behavior

- Prescriptive Norms – defines socially appropriate ways to perform
- Proscriptive Norms – indicates types of behaviors to avoid
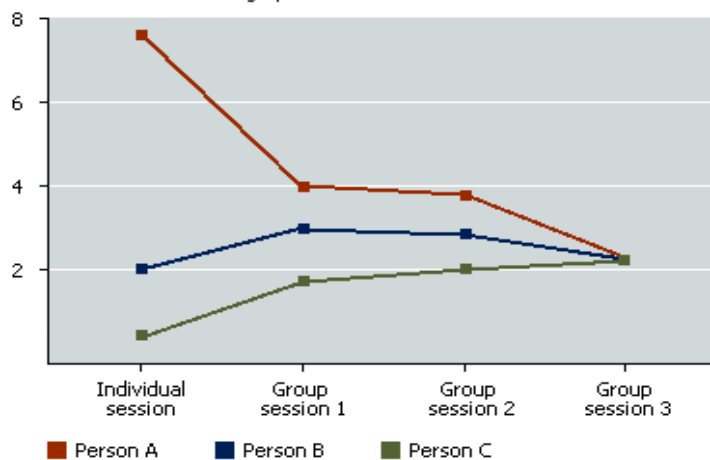
Norms can differ in evaluative ways

- Descriptive Norms –expectations for how "most" people usually would behave, feel, or think

- Injunctive Norms –expectations for how someone morally "ought" to behave or else…
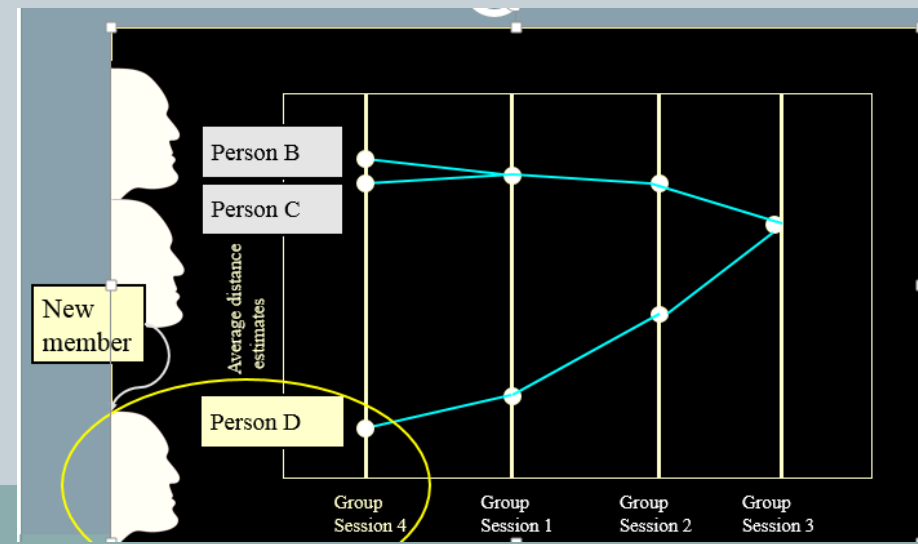
Norms

- Norm Development – most norms evolve gradually via "Social Tuning"
  - Sherif demonstrated norm development using the autokinetic effect
- Norm Transmission – norms can become internalized and passed on to future generations
  - Newcomers usually assimilate to the group's norms (e.g. alcohol)
  - Pluralistic Ignorance – misperceiving group members' attitudes due to outward appearances

Estimated movement of light, in inches

Individual session | Group session 1 | Group session 2 | Group session 3

Person A | Person B | Person C

Source: Sherif, M. and Sherif, C.W., *Social Psychology* (New York: Harper & Row, 1969).

Person B
Person C
New member
Average distance estimates
Person D
Group Session 4 | Group Session 1 | Group Session 2 | Group Session 3
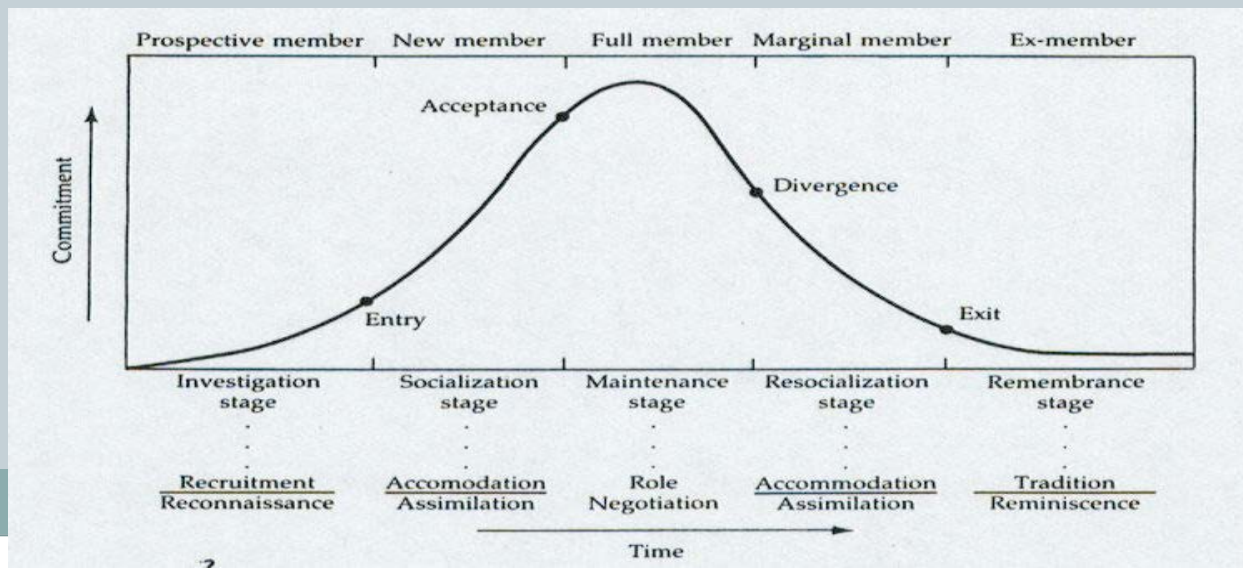
Roles

- Roles - the position or "part" that an individual plays in a group
- Role Differentiation – the development of group roles over time
  - Task Roles – focus on goals, work and organization (e.g. info. Giver)
  - Relationship Roles – focus on interpersonal and emotional needs (e.g. encourager)
  - Individual Roles – focus on individual over group needs (e.g. Blocker)

Group Socialization

- Group Socialization – change in role relationships when joining a new group
  - Investigation – prospective member
  - Socialization – new member
  - Maintenance – full member
  - Resocialization - marginal member
  - Remembrance – ex-member

Role Stress

- Role Stress – problems caused by complex or complicated roles
  - Role Ambiguity – unclear responsibilities and expectations for a given role
  - Role Conflict – incompatibilities in role relationships
    - Interrole Conflict – conflict between two simultaneously held roles
    - Intrarole Conflict – contradicting demands within one role
 - Person-Role Conflict– mismatch between a role and individual attitudes, values, etc.

FOX

Intermember Relations

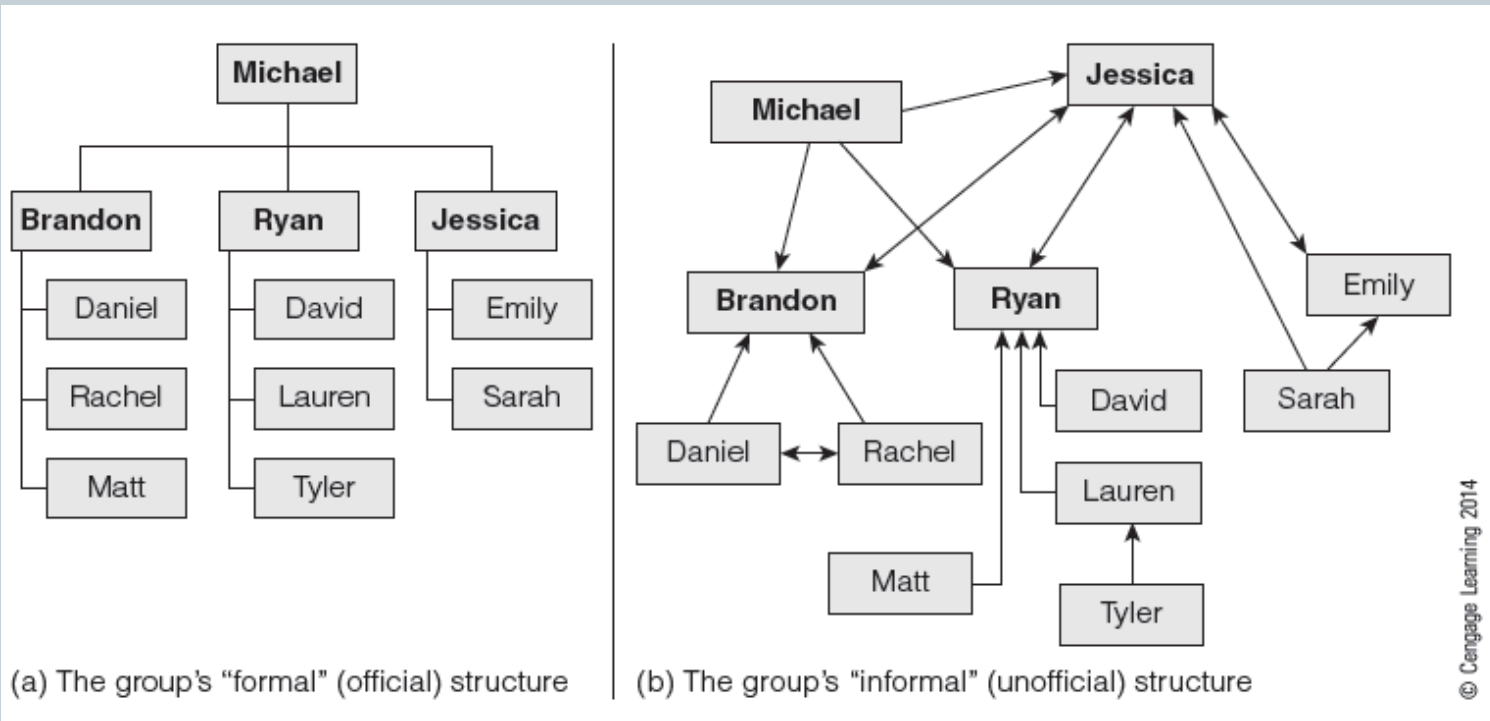- Intermember Relations - interpersonal connections among group members (Sociometry)
  - Social Network Analysis (SNA) – assesses density, centrality, closeness, and cliques among groups and their members
    - Identifies subgroups and predicts influence, commitment, and satisfaction
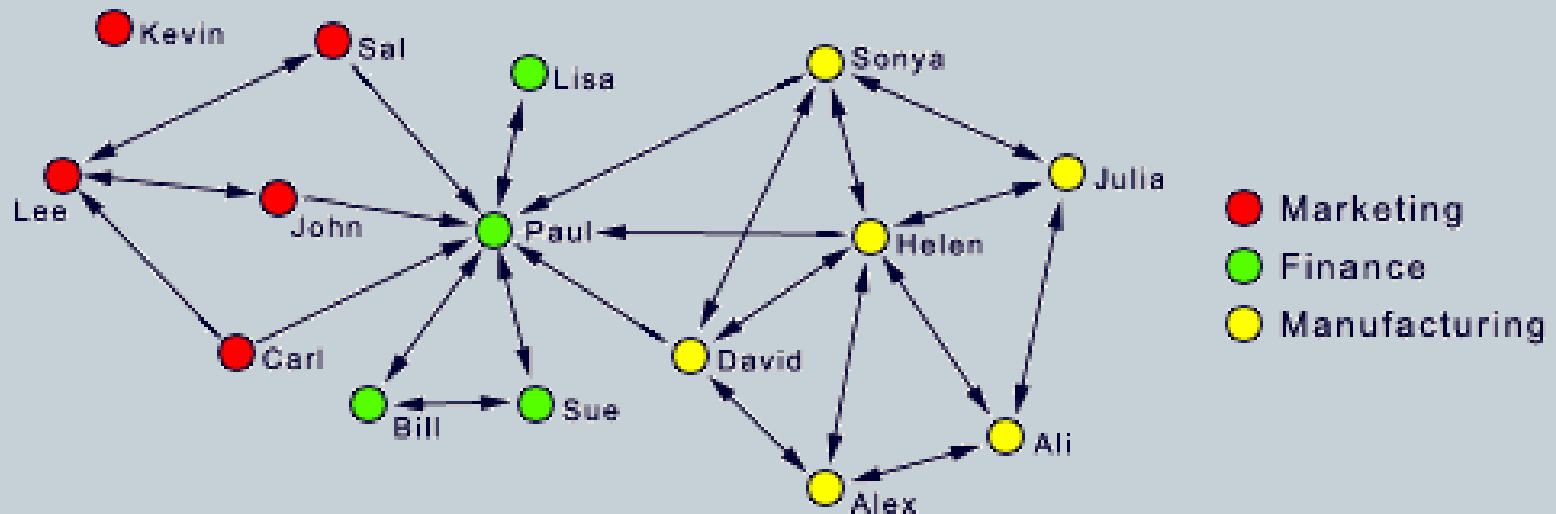
Intermember Relations - Status

- Status Differentiation – development of authority and power in groups

(a) The group's "formal" (official) structure | (b) The group's "informal" (unofficial) structure

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Intermember Attraction Relations

- **Sociometric Differentiation** – gradual development of liking and dislike in groups
  - **Heider's Balance Theory** – Balanced groups with no negative or an even number of negative relationships are more productive
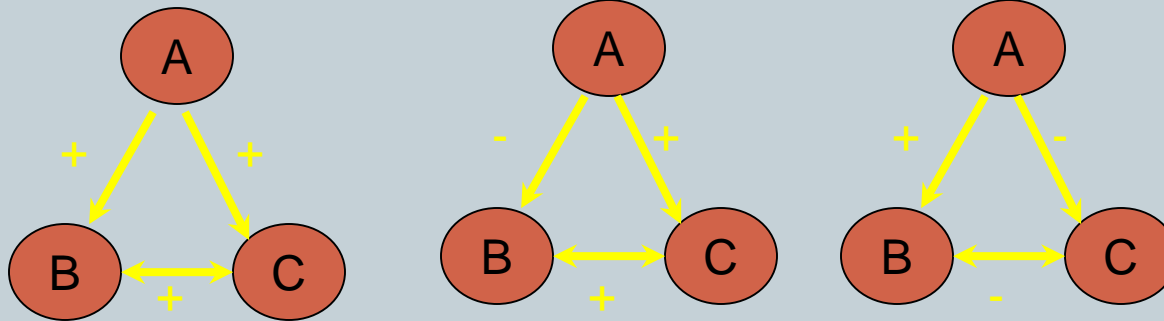

  - **Person-group Fit** – individual are more well liked if their traits match the qualities valued by the group
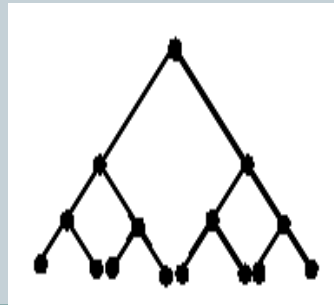
Communication Relations

- Communication Networks - stable patterns of communication and exchange in groups
  - Decentralized Networks – communication is relatively equal between group members
  - Centralized Networks – communication passes through a hub or centralized group member
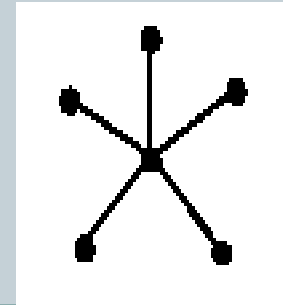   - Centralized networks are better for simple tasks and decentralized for more complex
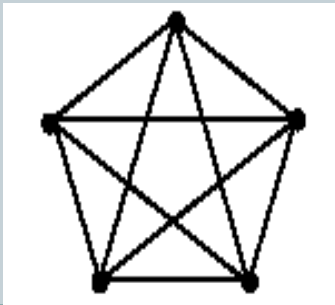
Comcon   "Y"   Wheel

Hierarchical Networks

- Hierarchical Networks – typically emerge in larger groups
  - Downward Communication – actions to be taken, rationale, suggestions, feedback
  - Upward Communication – performance information, requests, grievances