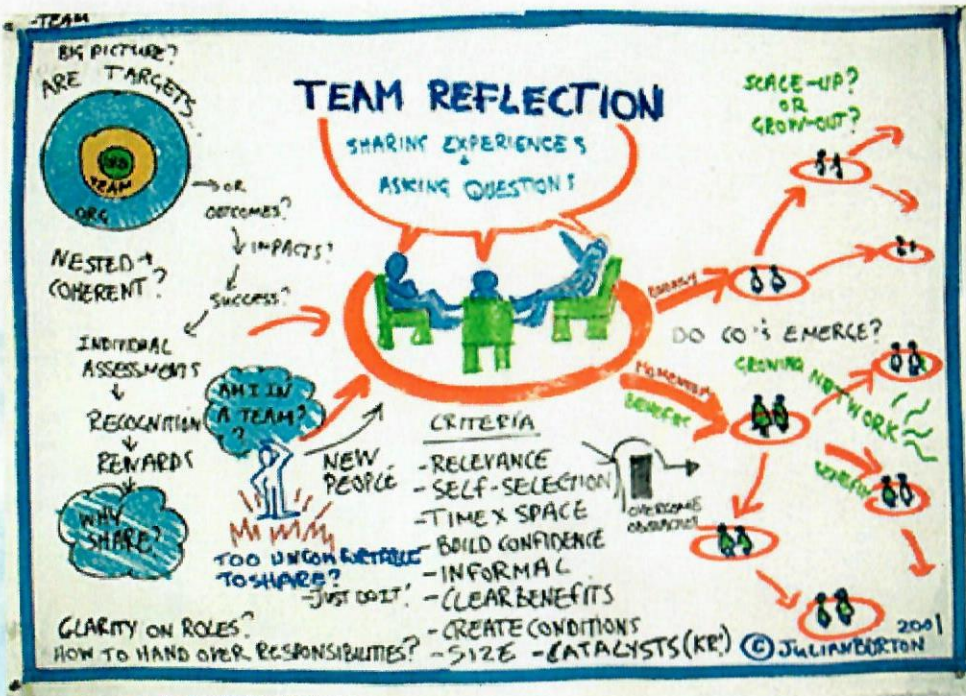





AGENCY FOR INTEGRATED RURAL DEVELOPMENT | GROUP DYNAMICS

TRAINER'S GUIDE ON GROUP DYNAMIC



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Sample of a Group Certificate


THE REPUBLIC OF UGANDA
**DIRECTORATE OF COMMUNITY BASED SERVICES
WAKISO DISTRICT**
P. O. Box 7218, Wakiso

NO. W/CBO/1098/17

Certificate of Registration

This is to certify that

TWEZIMBE URBAN FARMERS' GROUP

of Sub County / Town Council / Division
..... Parish / Ward Village

Has been duly registered as a COMMUNITY BASED ORGANISATION to carry out development activities as per their Constitution. The Organisation will perform its activities under the approved policy of NGOs and CBOs for Wakiso District and conform to the National Guidelines.

19/01/2017
DATE OF ISSUE

WAKISO
DISTRICT COMMUNITY DEVELOPMENT OFFICER

18/01/2019
EXPIRY DATE

Sample of a front Cover of a Group Constitution.

SSEMATEEKA WEKIBIINA KYA
KIKI FARMERS GROUP 2014

ENDAGILO
DISTRICT: WAKISO
EGOMBOLOLA: GOMBE
ESAZA: KYADONDO

OMULUKA: KILYAMULI
EKYALO: KIGOGWA



PREFACE:

This book has been primarily written for communities working in groups and community extension workers who work with groups to foster development.

The guide empowers community facilitators / group leaders in areas of group formation, how to manage a group and likely outcomes of a poor group.



ACKNOWLEDGEMENT

This book could not have been produced without the time and extra efforts of the AFIRD staff.

We extend our gratitude to the farmers of AFIRD who genuinely and cooperatively gave in information that contributed to the completion of this book.

Special appreciation goes to **Mr. Ssempijja Bazze James** for his contribution towards the development of this manual.

Lastly we extend our gratitude to the miserere counter parts for their financial support towards the printing of this book.



SESSION OBJECTIVES

By the end of the session participants will be able to:

1. Understand, explain and apply concepts of:

Group formation, group dynamics, conflicts and conflict resolution/management and life skill

2. What leadership is all about



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1. WHAT IS A GROUP?



1.

A group is a set of people coming together to achieve a common goal. They interact and influence each other towards a common goal. Through interactions members become interdependent, share norms, participate in a system of interlock roles, identify themselves and can be identified by others as an entity/unit.

A group can be defined as several individuals who come together to accomplish a particular task or goal.

A group is a team of people working together with one or similar objectives.

A group can be made up of women or men, old, disabled and youth.



1.1. TYPES OF GROUPS

1.1.1. Formal Groups:



These are established by an organization to achieve organizational goals.

Examples include:

- **Command groups:** specified by the organizational chart and often consist of a supervisor and the sub-ordinates e.g. academic department chairman.
- **Task groups:** Consist of people who work together to achieve a common task; e.g. ad-hoc committees, project groups and standing committees;
- **Functional groups:** Created by the organization to accomplish specific goals within an unspecified time frame e.g. marketing department.



Interest groups:

- Usually last longer than general informal groups
- Members are from different walks of life
- Members are bound together by some other common interests
- Goals and objectives of group interests are specific to each group

An example: Savings and credit interest groups

Friendship group:

- Formed by members who enjoy similar social activities, political beliefs, religious values, or other common bonds
- Enjoy company and often meet after work to participate in these activities

For example: Employees' friendship group

- May have a group exercise: football team, or lunch once a month.



1.1.2. Informal Groups:



- Formed naturally and in response to the common interests and shared values of individuals
- Created for purposes other than the accomplishment of organizational goals
- Do not have a specified time frame
- Not appointed by the organization
- Majority have open membership
- Can strongly influence organization positively or negatively.



1.2. IMPORTANCE OF GROUPS

- Members participatory, the disadvantaged can easily access advisory services, technology, marketing information as well as technology.
- Groups increase the rate of adoption and dissemination of new technologies.
- Members can purchase and market inputs and outputs collectively thus taking advantage economies of scale.
- Through group pressure, members can change their negative attitudes, behavior and values.
- Members can easily share experiences.
- Build capacity of local communities to plan and manage resources profitably.

1.3. CAUSES OF GROUP FAILURE

- Mistrust
- Lack of identity
- Hatred
- Domination/dictatorship

2. WHAT IS GROUP DYNAMICS

- Group dynamics refers to the attitudinal and behavioral characteristics of a group.
- Group dynamics are concerned with how groups form, their structure and process, and how they function.
- Types of groups: formal and informal.



2.1. CHARACTERISTICS OF FORMAL GROUPS

- Membership fee
- Restricted membership (group size)
- Leadership code
- Constitution
- Goal, objective and action plan
- Keeps records like minutes and financial records
- Registered

Informal groups may have the above characteristics but are not registered.

2.2. CHARACTERISTICS OF GROUP MEMBERS

- **Task-oriented:** Aim at accomplishing the group's goals
- **Initiator:** Defines problems, proposes action and suggests procedures
- **Informer:** Finding facts and giving advice or opinions
- **Clarifiers:** Interpret ideas, define terms and clarify issues for the group
- **Summarizers:** restate suggestions, offer decisions and come to conclusions for the group
- **Reality testers:** Analyze ideas and test the ideas in real situations



- **Harmonizer:** Reduces tension in the group, reconciles differences, and explores opportunities
- **Gatekeepers:** Often keep communication channels open and make suggestions that encourage participation
- **Consensus tester:** Will ask if the group is nearing a decision and test possible conclusions
- **Encouragers:** Friendly, warm and responsive to other group members
- **Compromiser:** This involves modifying decisions, offering compromises and admitting errors
- **Comedians:** Often abandon the group even though they may physically still be part. They are attention-getters in ways that are not relevant to the accomplishment of the group's objectives
- **Avoidance behavior:** involves pursuing goals not related to the group and changing the subject to avoid commitment to the group
- **Blockers:** These disrupt the group, dominate discussions, verbally attack, distracting the group with trivial information or unnecessary humor
- **Aggressor:** Criticizes members' values and makes jokes in a sarcastic or semi-concealed manner
- **Blockers:** Stubbornly resist the group's ideas, disagree with group members for personal reasons and will have hidden agendas
- **Dominator:** Attempts to control conversations by patronizing others. They often interrupt others and assert authority in order to manipulate members



2.3. TYPES OF PEOPLE IN A GROUP

- Humble, Talkative, Influential, Skilled, Religious, Quarrelsome, Lazy, Shy, Cooperative, Boastful, Persuasive, Sleepy and Critical.

2.4. CONDITIONS NECESSARY FOR THE SUCCESS OF A GROUP

- Having clear objectives to be achieved by the group
- Tangible or clear benefits for group members by working in a group
- Mutually agreed upon, equally and fairly applied group rules/regulations/byelaws
- Active participation of members in group activities
- Transparency in handling of the group affairs
- Good and effective communication within the group
- Quick conflict resolution to the satisfaction of both parties
- Organizing regular meetings
- Clear leadership structure
- Delegation
- Motivation



3. GROUP FORMATION

Group formation and development is based on:

- Shared common interests, problems, activities and sentiments
- Implicit expectation of mutually beneficial exchanges based on trust and felt obligations
- Sense of belongingness and self-worth membership

3.1. THE 5 STAGES OF GROUP FORMATION:

Forming: A period when members get to know one another and share expectations about the group

- Usually characterized by some confusion and uncertainty
- Major goals of the group have not been established
- Nature of task or leadership of the group has not been determined
- Members learn the purpose and rules of the group
- Stage not to be rushed because trust and openness must be developed
- Roles are not clear and there may not be a strong leader

Storming: Characterized by:

- Experience the highest level of disagreement and conflict



- Members often challenge group goals and struggle for power
- Leadership positions are vied
- Members often voice concern and criticism
- Group will remain ineffective and never advance to the other stages if conflicts are resolved

Norming: Characterized by:

- Recognition of individual differences and shared expectations
- Development of a feeling of group cohesion and identity
- Cooperative effort should begin to yield results
- Responsibilities are divided and group decides how to evaluate progress

Performing:

- Maturity and cohesiveness
- Acceptance of one another
- Conflicts resolved through group discussion
- Decision-making is focused on relevant goals

Adjourning (not for all groups)

- Some groups are relatively permanent
- Reasons that groups disband vary, common reasons; Accomplishment of the task or individuals deciding to go their own ways



- Time management
- Wind up properly

4.1. METHODS OF DECISION MAKING IN A GROUP


- Voting
- Quorum
- Executive powers
- Dictatorship
- Referring to group constitution



5. LEADERSHIP



"Remember that optimistic, slightly crazy, throw a dart at the wall forecast? We beat it."

 alamy stock photo

alamy.com

1. What is leadership?

Leadership is the process of directing and influencing the task related activities of a group. It is a dynamic process in a group whereby one individual influences the others to contribute voluntarily to the achievement of group tasks in a given situation. Leadership must involve other people (sub-ordinates). By their willingness to accept directions from the leader, the group members help define the leader's status.



2. Leadership powers

Why do subordinates accept directions from a leader?

(i) **Reward Power**

This is based on the ability of the leader to reward the followers for carrying out orders or meeting other requirements

(ii) **Coercive Power**

This is the negative side of reward power. It is based on the ability of the leader to punish the person for not meeting the requirements. Punishments may range from loss of a minor privilege to loss of a job.

(iii) **Legitimate Power**

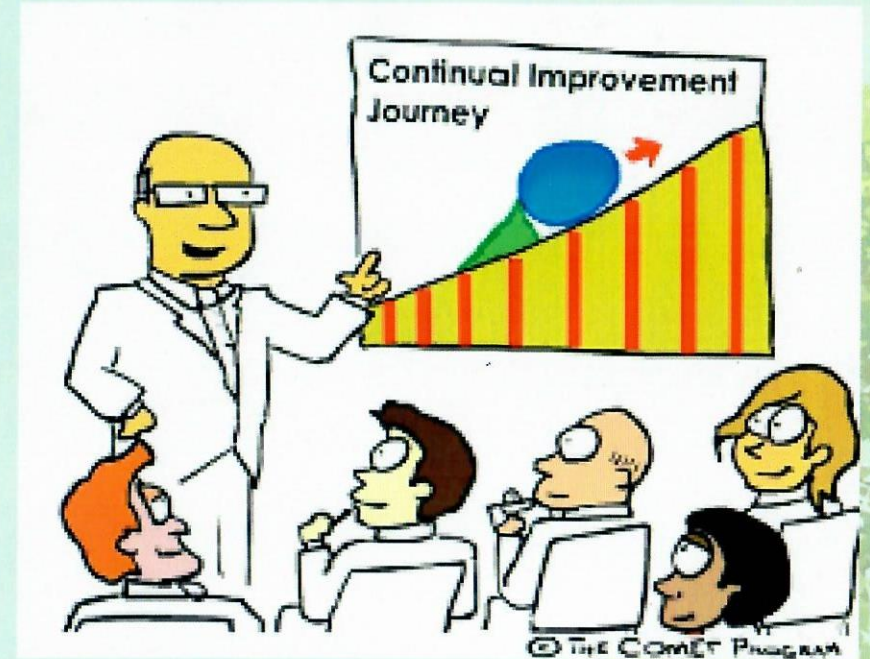
This exists where the subordinates acknowledge that the leader has a right or is lawfully entitled to exert influence by virtue of the position held. For example, staffs in a district are obliged to accept the orders from a CAO by virtue of the position held.

(iv) **Referent Power**

This is based on the desire of the followers to identify with and imitate leader. The strength of referent power is directly related to such factors as the amount of prestige and admiration the followers confer upon the leader. One example of referent leadership is the opinion leaders to be found in the community.



6. MANAGEMENT:



What is Management?

Management is about organizing resources, most importantly people, to achieve set objectives.

The management process seeks to effectively and efficiently integrate the above functions. These functions interrelate to achieve mission and objects. Leaders who use these management functions prevent deficiencies in the delivery of service.

Planning is the process of developing group's mission and objective and determining how they will be accomplished. Planning includes both the broadest view of the group; e.g. its mission, and the narrowest e.g. a tactic for accomplishing a specific goal. Planning involves a review of the past, the current situation and basing the analysis predicts



how things should go.

For effective management of a group the following were looked at:

- Electing good leaders (chairman, secretary and treasurer)
- Always keep focused on the objectives
- Have rules and regulations to govern the group
- Being cooperative/open with each other
- Share ideas
- Being devoted
- Identifying a right place to meet, keeping time and fixing days to meet
- Being regular
- Protecting group interests
- Setting agenda
- Knowing and understanding different people (talkative and quiet)
- Avoiding groups with very many members

Management functions include; deciding on the action necessary to achieve something at a later date and thinking before any action is taken.



The advantage of Planning:

- Better use of resources
- Better co-ordination of activities
- Better control of activities
- All these leading to increased effectiveness

Coordinating

- Structuring different activities and roles of different people so that they function together to achieve objectives
- Ensure that people do not carry out activities in isolation and also avoids overlap

Supervision

- Keeping a watch over work that is going on

A good supervisor should be:

Knowledgeable and confident

- Ready to learn
- Observant
- Committed
- Ready to encourage others



Organizing is establishing the internal organizational structure of the group. The focus is on division, coordination and control of tasks and the flow of information within the group. It is in this function that managers distribute authority to jobholders.

This includes:

- Grouping and structuring different activities
- Devising and allocating roles and responsibilities for people
- Designing rules and systems of working

Controlling is a four step process of establishing performance standards based on the group's objectives, measuring and reporting actual performance, comparing the two and taking corrective or preventive action as necessary. The function of Controlling does not only require management skills by the leader, but leaders are required to possess social and psychological knowledge of how to deal with groups and individuals within the group.

In controlling, attitudes, perception, and motivations of individuals are taken into account by the leader in order to motivate the members to work efficiently and to get the work done. The process of control involves regularly checking;

- People doing work
- How regularly they work
- How committed they are
- Working conditions
- Team spirit
- What feelings they have about the work



7. GROUP CONFLICTS

Conflicts are inevitable when working with groups of people with different interests, backgrounds and experiences. Conflicts should not be destructive.

7.1. DEFINITIONS

7.1.1. Conflicts

- It is a process in which one party perceives that its interests are being opposed or negatively affected by another party
- It is an interactive process manifested in incompatibility, disagreement, or dissonance within or between social entities

7.1.2. Conflict management

- The process of limiting the negative aspects of conflict while increasing the positive aspects of conflict
- The aim is to enhance learning and group outcomes

7.1.3. Conflict Resolution

- the reduction, elimination, or termination of all forms/types of conflict
- it involves: negotiation, bargaining, mediation and or arbitration
- conflict management does not imply conflict resolution



7.2. SOURCES OF CONFLICTS

- Activity to engage in is not in agreement with ones needs or interests
- Incompatible behavioural preferences and satisfaction
- Scarcity of mutually desirable resource
- A party possesses attitudes, values, skills and goals that are salient in directing his or her behavior but are perceived to be exclusive of the attitudes, values, skills and goals held by the other(s)
- Two parties have partially exclusive behavioural preferences regarding their joint actions
- Two parties are interdependent in the performance of functions or activities

7.3. CONFLICT MANAGEMENT APPROACHES

- Integrating
- Obliging
- Dominating
- Avoiding
- compromising

7.4. FIVE (5) STEPS TO MANAGE CONFLICT

- **Anticipate** - take time to obtain information that can lead to



conflict

- **Prevent** - Develop strategies before the conflict occurs
- **Identify** - if it is interpersonal or procedural, move to quickly manage it
- **Manage** - remember that conflict is emotional
- **Resolve** - react, without blame, and you will learn through dialogue

7.5. AVOIDING CONFLICTS IN A GROUP

- Having rules and procedures and complying with them
- Pursuing common goal among members
- Listening to one another's ideas
- Trusting each other
- Planning and making decisions together
- Transparency and full accountability in handling the group's business
- Having effective communication among group members
- Encouraging openness and responsiveness to change

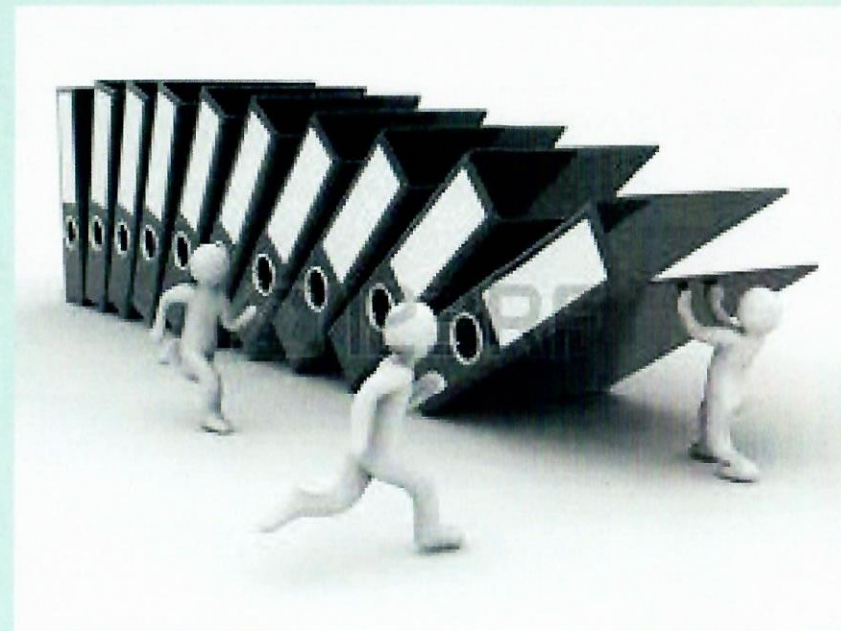


7.6. CHARACTERISTICS OF EFFECTIVE GROUPS

- Attains its objectives/goals
- Grows and expands
- Groups produce fewer ideas than individuals acting alone, but they produce better ideas as the ideas are discussed carefully and thoroughly
- Groups act more adventurously as members take courage from others and may therefore take more effective decisions
- Every group member is committed and knows his/her specific role and responsibility
- Members are regular/active



8. RECORD MANAGEMENT



A record is proof of any event that transpired. This could be recorded on paper, video, radio, images or could be told by word of mouth.

8.1. QUALITIES OF A GOOD RECORD

- Should be detailed
- Should cover only relevant issues
- Should be authentic, signed or stamped
- Should be dated
- Should be in a language understood by many



8.2. REPORT

This is a record giving details of any event that transpired.

Contents of a good report

- Titles, showing what report is about, venue and date when activity was undertaken
- Introduction
- Planned activities
- Actual achievements
- Challenges faced
- Way forward
- Conclusion
- It should be signed by one who produced it

8.3. MINUTES

This is a written record of a meeting

Qualities of good minutes

- Title showing what meeting was about, venue and date
- Opening of the meeting
- Communication from chairperson of the meeting



- Reactions to chairperson's communication
- Review of previous minutes
- Other issues to be discussed
- Closing
- Listing showing names, positions and signatures of all people who attended meeting



9. CONSTITUTION MAKING



A group constitution was defined as a set of laws governing a group.

Qualities of a good Constitution

- Drafted through a participatory process involving all group members
- Should cover all relevant issues, administration, management, disputes, finance membership and leadership
- Should be signed by all members who participated in its drafting



10. LIFE SKILLS

10.1. WHAT ARE LIFE SKILLS?

- Life skills are problem solving behaviors used appropriately and responsibly in the management of personal affairs
- They are a set of human skills acquired via teaching or direct experience that are used to handle problems and questions commonly encountered in daily human life
- Life skills are thus, the abilities for **adaptive** and **positive behavior** that enable individuals to deal effectively with the demands and challenges of everyday life
- **Adaptive** means that a person is flexible in approach and is able to adjust in different circumstances
- **Positive behavior** implies that a person is forward looking and even in difficult situations, can find a ray of hope and opportunities to find solutions

10.2. WHY LIFE SKILL EDUCATION?

- Life challenges are many stemming from individual weakness and society setting people are inadequately prepared to address most of these challenges
- People equipped with entrepreneurial skills alone, may be unable to make an impact their social environment, which affect business success



- Life Skills education enhances:

Entrepreneurship success for community members boosting their behavioral competencies

10.3. EXAMPLES OF LIFE SKILLS

- Self-awareness
- Empathy
- Critical thinking
- Creative thinking
- Decision making
- Problem solving
- Interpersonal relationship skills
- Effective communication
- Coping with stress
- Coping with emotions
- Managerial skills/leadership
- Team building skills
- Resources mobilization
- Negotiation skills
- Self-employment skills

