

Chapter Key People

CHAPTER 2

Group Work: Stages and Issues

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Chapter Key Terms

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Open group
Closed group
Group stages
Definitive stage
Personal involvement stage
Group involvement stage
Enhancement and closure stage
Forming
Storming
Norming
Performing
Adjourning
Leadership style
Leader behaviors
Member behaviors
Maintenance behaviors
Interactional behaviors
Task behaviors
Member behaviors
Authority cycle
Counterindependence
Counterdependence
Cohesiveness
Pregroup issues
Postgroup issues
Member inclusion
Group setting
Group makeup

Chapter Summaries

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The following recommendations for group leaders are presented to assist in enhancing leader comfort:

1. Knowledge of group stages and transitions provides information on typical member behaviors and the developmental process of groups as they move from initiation to termination.
2. Knowledge of group stages and transitions provides the following directives to those in a leadership role:
 - a. During the early stages of group development, the leader has to address the anxiety and dependence of group members.
 - b. During the early stages of group development, the leader should establish operating procedures and structures that will help alleviate some of this anxiety and dependence.
 - c. During the middle stages of group development, the leader should facilitate empowerment of group members as they work on personal and group issues. These are the working, or productive, stages of the group, and the stages that foster both individual and group development.
 - d. During the final stages, the leader must be aware of the dichotomy between exhilaration and sadness the group members feel. Allowing

members to discuss and deal with both ends of this emotional continuum will facilitate positive closure.

3. Knowledge of group stages and transitions allows the leader to plan and structure the group to better meet the needs of its members.
4. Knowledge of group stages and transitions enables the leader to instruct and orient the members in regard to possible experiences in moving from initiation to termination of the group.
5. Knowledge of group stages and transitions helps the leader to better judge the types of individuals who would benefit most from the group experience and, accordingly, enhance the group outcome.
6. Knowledge of group stages and transitions enables the leader to better understand the cyclical nature of groups and be better prepared to deal with forward and backward movement within the group as well as with the behaviors and emotional reactions that can be expected throughout the group's life.
7. Knowledge of group stages and transitions allows the leader to integrate his or her experiences in a group with information from past and current research. By doing so, he or she is able to restructure or reconceptualize the group process to the best advantage for all.
8. Knowledge of group stages and transitions permits the leader to measure or evaluate the developmental process within his or her groups by comparing it with what others in the field have reported.

9. Knowledge of group stages and transitions allows the leader to become comfortable with the overall process of group work through an understanding of certain dynamics that are generally predictable.
10. Knowledge of group stages and transitions offers the leader the freedom to work within the known parameters of the group process and also to create and develop his or her own conceptualizations within the process.

Chapter URLs

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Group Work: Stages and Issues

American Counseling Association (ACA)

<http://www.counseling.org/>

Association for Specialists in Group Work (ASGW)

<http://www.asgw.org>

Authenticity Consulting, LLC

Site has various information on groups in multiple settings

http://www.managementhelp.org/grp_skill/theory/theory.htm

American Group Psychotherapy Association (AGPA)

<http://www.groupsinc.org>

Test Your Knowledge

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1. T F The *authority cycle*, as presented by Reid, describes the process of active personal involvement whereby the individual begins to test his or her position and assert individual power within the group.
2. T F Stage 1 in group development, according to the stages/transitions table and the discussion in the text, includes the concepts of struggle, action, and reaction.
3. T F According to the analysis by Capuzzi and Gross regarding the many models of group stages and transitions represented in Table 2.1, the *work intensive* stages are considered to be stages 4 and 5 and are characterized by members working on developing new behaviors and perspectives, resolving personal issues, and enhancing both the self and the group.
4. T F According to Capuzzi and Gross, the *cyclical* nature of group development becomes evident as the group approaches culmination.
5. T F According to the model presented by Capuzzi and Gross, the stage that is most crucial in group development and most influential in determining for the individual (and the group) the future involvement, commitment, and success of the group, is the personal involvement stage.
6. T F According to the model presented by Capuzzi and Gross, the stage that is characterized by self-evaluation, self-assessment of behavior, attitudes, values, and methods in relating to others is the group involvement stage.
7. T F According to the model presented by Capuzzi and Gross, the stage that is most apt to see member statements such as, “I was ... now I am;” “I felt ... now I feel;” “I didn’t ... now I do,” and the like, is the enhancement and closure stage.
8. T F According to the analysis by Capuzzi and Gross regarding the many models of group stages and transitions represented in Table 2.1, stage 2 is characterized by an active personal involvement in which individuals begin to test their position and power in the group.

9. T F According to the analysis by Capuzzi and Gross regarding the many models of group stages and transitions represented in Table 2.1, the conflict associated with stage 3 is considered to be detrimental and must be rectified in order to build and develop group cohesion.
10. T F According to the analysis by Capuzzi and Gross regarding the many models of group stages and transitions represented in table 2.1, the final stage can best be viewed in terms of self- and group enhancement and closure.
11. T F According to the model presented by Capuzzi and Gross, the stage that is best described as a period of member-to-member interactions, sharing of personal information, confrontation with other group members, power struggles, and the individual's growing identity as a group member is the Forming Stage.
12. T F The group as a whole can be viewed as passing through different periods in its life similar to the way individuals pass through periods in their lives.
13. T F Group work can cause anxiety and challenges for group members and leaders.
14. T F The nature of the group, and membership or leadership styles do not affect the developmental processes of groups.
15. T F An *open group* means group members can come and go during the session (i.e. take bathroom breaks, get snacks, etc.) Whereas a *closed group* means that members cannot leave until the session is over unless there is an absolute emergency.
16. T F Knowledge of group stages and transitions helps the leader to better judge the types of individuals who would benefit most from the group experience and, accordingly, enhance the group outcome.
17. T F Group stage development does *not* occur in a discrete and neatly separated process.
18. T F The group leader's preparatory activities and the work that confronts the leader once the group has ended is highly important.
19. T F The working stages and the productive stages are considered the ending stages of group development.

20. T F During the middle stages of group development, the leader should facilitate empowerment of group members as they work on personal and group issues.

Chapter 2 Answers

1 F, 2 F, 2 T, 4 T, 5 F, 6 T, 7 T, 8 T, 9 F, 10 T, 11 F, 12 T, 13 T, 14 F, 15 F, 16 F, 17 T, 18 T, 19 F, 20 T