

Chapter Key People

CHAPTER 3

Group Work: Elements of Effective Leadership

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Chapter Key Terms

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Aggressor
Anti-group roles
Association for Specialists in Group Work (ASGW)
Authoritarian leadership style
Band-aiding
Blocker
Blocking roles
Capping
Charismatic leadership style
Coercive power
Compromiser
Connection power
Coordinator
Definitive stage
Democratic leadership style
Do-gooder
Dominator
Elaborator
Encourager
Enhancement and closure stage
Evaluator
Expediter
Expert power
Facilitating and group involvement stage
Facilitative roles
Follower
Group directed styles
Group observer
Harmonizer
Information giver
Information seeker
Informational power
Informer
Initiator
Intellectualization
Interpersonal leadership style
Laissez-fair leadership style
Leader directed styles
Legitimate power

Linking
Maintenance roles
Making the rounds
Orienter
Personal involvement stage
Playboy
Pre-group screening
Procedural technician
Recognition seeker
Recorder
Referent power
Reinforcing cooperation
Reward power
Self-confessor
Self-righteous
Standard setter
Task focused leadership style
Theory leaders
Theory Z leaders

Chapter Summaries

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The group leader's style, personality, experience, and skills have many ramifications for group experiences and outcomes. The three classic leadership styles identified by Lewin are authoritarian, democratic, and laissez-faire, which may relate somewhat to the purpose of the group and its composition. In another conceptualization, groups can be seen as leader centered or group centered. A third way of looking at leader style is to characterize it as interpersonal or intrapersonal. Group members tend to admire leaders who have charisma, though this carries the danger of the leader's relying too much on this characteristic and failing to facilitate the autonomy of group members. Leaders are encouraged to develop their own unique style through self-awareness, an understanding of their own personal traits and qualities, and the acquisition of specific skills common to all group needs.

In planning for a group experience, leaders should conduct pre-group screening, which may be done through interviews or questionnaires to select members whose needs and goals are compatible with those of the intended group and who will not be detrimental to other group members or themselves. During pre-group screening, potential members should receive full information about all aspects of the group and what to expect.

When organizing a group, the leader has to consider the physical setting, the length and frequency of the meetings, and the size of the group (within a recommended

range of 5 to 10). Other organizational aspects may include weekly summaries, written material, movies or videotapes, and pre-group training sessions.

Members assume various roles within a group, including maintenance, blocking, and facilitative roles, well as subroles of each. The leader must be able to recognize these roles and respond with appropriate interventions. The leader also has to apply a repertoire of skills in leading each of the stages in a group's development. In a group's life, the leader is likely to encounter difficult members and behaviors, which he or she must counteract to ensure that the group progresses as intended from beginning to termination.

Chapter URLs

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American Group Psychotherapy Association (AGPA)

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

<http://www.groupsinc.org/group/consumersguide2000.html>

Association for Specialists in Group Work (ASGW)

<http://asgw.org>

Center for Creative Leadership

<http://www.ccl.org/leadership/index.aspx>

Don Clark's Leadership Guide

<http://www.nwlink.com/~donclark/leader/leader.html>

Test Your Knowledge

CHAPTER 3

Group Work: Elements of Effective Leadership

1. T F Legitimate power refers to the counselor's power over the group because he or she has a license to practice group therapy.
2. T F Leadership style relates to the manner in which something is said or done.
3. T F The leadership style that is most likely to be preferred by professionals with psychoanalytic, medical, or teaching backgrounds is the democratic leadership style.
4. T F The type of leadership style often referred to as Theory X Leader is the laissez-faire leadership style.
5. T F Studies have found that low-anxiety group members may do well in a group with a high amount of structure, whereas low-trust members may prefer a group leader who practices a laissez-faire style.
6. T F In a leader-centered group, the leader is the center of focus and group members are expected to cooperate with the leader and to deal with personal issues as they fit into the leader's agenda.
7. T F The leadership style most likely to enable a leader to derive some of his or her power from traits that are appealing to group members, such as personableness, appearance, or verbal ability, is the charismatic leadership style.
8. T F All person-centered leadership styles seem to be related to high levels of member satisfaction.
9. T F Initiating structure by being clear about one's role as a leader and what one expects from members is the single aspect of leadership style that contributes negatively to group productivity because members don't like to have expectations placed upon them.
10. T F One example of a skill competency defined by the ASGW is the ability to explain and clarify the purpose of the group.
11. T F To become an effective leader, a person must integrate his or her own personal qualities with a myriad of knowledge and skill competencies.

12. T F The pre-group screening process must also include giving prospective members information regarding payment methods and fee schedules.
13. T F The Association for Specialists in Group Work (ASGW) has strict guidelines against advertising for upcoming groups in newspapers or distributing flyers or brochures because this is unethical.
14. T F One type of vitalizing or maintenance role is the anti-group role.
15. T F When a group member remains silent and does not share or disclose, he or she may be viewed with suspicion by other group members and this could lead to criticism of the silent member.
16. T F Band-aiding is a helpful tool that provides group members the support needed to fully express their emotions in the group.
17. T F Some group leaders see the group member who cries as being “difficult.”
18. T F When a group member intellectualizes it could mean he or she is feeling threatened by the openness of the group communication and may be trying to avoid connecting with emotions.
19. T F A group leader should encourage group members to give each other advice as this is a useful tool in helping members solve problems or resolve personal issues.
20. T F The way in which a group leader responds to being challenged or verbally attacked by a group member will have an effect on member willingness to trust and take risks.

Chapter 3 Answers

1 F, 2 T, 3 F, 4 F, 5 F, 6 T, 7 T, 8 T, 9 F, 10 T, 11 T, 12 T, 13 F, 14 F, 15 T, 16 F, 17 T, 18 T, 19 F, 20 T