

Chapter Key People

CHAPTER 9

Task/Work Groups

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Chapter Key Terms

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Task/Work Groups

Action phase
Balancing process and content model
Borough council
Burnouts
Choice points
Closure phase
Consultation principles
Content
Discontents
Faulty agendas
Individualists
Political dynamics
Process
Saboteurs
Task
Task group performance model
Team
Warm up phase

Chapter Summaries

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Much of society is adopting a group orientation toward task completion. Concepts of consensus, collaboration, and teamwork have become key terms in business, politics, and social circles. It should come as little surprise that successful task/work groups do not spring forth without considerable effort. The effectiveness of task/work groups is grounded firmly in group dynamics, “the interactions fostered through the relationships of members and leaders in connection with the complexities of the task involved” (Gladding, 1999, p. 35). Members need meaningful tasks and goals, new learning, access to the technical and human resources necessary to accomplish the task, and physical space where their work can be conducted. Members and leaders of task/work groups must invest in the accomplishment of their agreed upon goal. The outcome of a successful task/work group, however, is greater than the product or performance it produces. It is also an outcome of people working together toward a common goal.

Chapter URLs

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Center for Leadership and Organizational Change: Partnering for Results

http://www.cloc.umd.edu/services_fg.ph

PCC leadership site

<http://www.telusplanet.net/public/pdcoutts/leadership/checklist.htm>

ME96 leadership pages

<http://www.see.ed.ac.uk/~gerard/MENG/ME96/Documents/Styles/group.html>

White Stag Leadership Development

<http://www.whitestag.org/resources/sb207.htm>

North Dakota State University-leadership development

<http://www.ext.nodak.edu/extpubs/yf/leaddev/he497w.htm>

Rick Curtis' Outdoor Action Guide to Group Dynamics & Leadership

<http://www.princeton.edu/~oa/manual/sect9.html>

Test Your Knowledge

CHAPTER 9

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1. T F Different cultures have different values and thus create different norms, expectations, and methods regarding how task groups are lead and how tasks are accomplished.
2. T F According to Gladding, “All task/work groups emphasize accomplishment and efficiency in successfully completing identified work goals (a performance or a finished product) through collaboration”
3. T F In a task/work group, skilled leadership is not a factor in making a task/work group successful or unsuccessful, but instead success or failure is dependent upon the group members and the task to be completed.
4. T F Five criteria are used to determine what is a “group.” These are: (a) the interaction of members, (b) a stable pattern of relationships among them, (c) the sharing of common goals, and (d) members who perceive themselves as being a group, (e) coming together for a special purpose.
5. T F Task/Work groups must also include some sort of personal growth for the group members besides just the completion of a task.
6. T F All teams are groups but not all groups are teams.
7. T F Teams are highly specialized forms of task work groups whose function demands additional requirements of its members leading toward a product, performance, or other outcome that is unique to the team itself.
8. T F Choice points are the points handed out by task/work group leaders and these points are ranked, with some being more desirable than others. The purpose of choice points is to get the task/group members working to capacity from their desire to “outscore” other participants.
9. T F The warm up phase in the Process and Content Model addresses three questions: (1) Who am I? (2) Who am I with you? and (3) What do we have to do?
10. T F The formation of an effective task/work group depends on members being knowledgeable of who each of the other members is and what each person brings to the group.

11. T F The task/work group includes a closure phase which is dedicated to bringing the group member's experience to an end.
12. T F The responsibility for successful outcome or productivity from a task/work group lies in part with the effectiveness of the group's leadership.
13. T F Understanding how an organization functions is not important for the task/work group leader in the fulfillment of his or her role as leader.
14. T F The communication norms, which are established in the early stages of a task/work group, are critical for the group's successful development.
15. T F Leaders of task/work groups must have a thorough understanding of ethical standards in order to ensure the trust and cooperation often implicitly required for the group's success.
16. T F Just as in counseling and psychotherapy groups, the ASGW has clear expectations regarding what leader skills and behaviors favor effective task/work groups and lists eight skills that must be mastered in order to be certified to lead task/work groups.
17. T F Unlike psychoeducational or psychotherapy groups, task/work group leaders need not observe or model behaviors and probably will not benefit from coleading or leading a group under supervision.
18. T F Conflict can be beneficial for task/work groups because learning to work through the conflict can foster sound decision making, establish trust among members, and will ultimately unify divergent points of view regarding group process.
19. T F A member who has a hidden agenda or is otherwise focused upon disabling a group is a discontent.
20. T F A burnout is defined as a group member who has become over-committed and therefore has become unable to accomplish what he or she set out to do.

Chapter 9 Answers

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

