

## INDIVIDUAL BEHAVIORS/ROLE IN GROUP:

**TASK FOCUSED BEHAVIORS:** behaviors that assist with the accomplishment of the task or assists with the process.

**Initiator:** proposes, suggests, defines

**Informer:** offers facts, expresses feelings, gives opinions

**Clarifier:** interprets, defines, clarifies

**Summarizer:** connects, restates, concludes

**Reality Tester:** offers critical analysis

**MAINTENANCE BEHAVIORS:** behaviors that focus on the members of the group.

**Harmonizer:** reduce tension and reconciles disagreements

**Gate Keeper:** facilitates participation by all

**Consensus Tester:** checks on decision making process

**Encourager:** warm, responsive, shows acceptance

**Compromiser:** admits error, avoids conflict

**DISRUPTORS:** (or Interrupters) behaviors that get the group off-task or make the process difficult; it may be behaviors that are directed to a particular individual within the group.

**Aggressor:** deflates others, attacks ideas

**Blocker:** disagrees & opposes beyond reason

**Dominator:** asserts superiority to manipulate, controls

**Cavalier:** plays in group non-productively

**Avoidance:** pursues special interests to avoid task

## **CATEGORIES FOR INTERACTION PROCESS ANALYSIS**

(Adapted from *Personality and Interpersonal Behavior* by Robert F. Bales)

**SEEMS FRIENDLY - SEEMS UNFRIENDLY**  
**DRAMATIZES - SHOWS TENSION**  
**AGREES - DISAGREES**  
**GIVES SUGGESTIONS - ASKS FOR SUGGESTIONS**  
**GIVES OPINION - ASKS FOR OPINION**  
**GIVES INFORMATION - ASK FOR INFORMATION**

## **WHAT TO LOOK FOR IN GROUPS**

(Adapted from Leland P. Bradford, *Making Meetings Work: A Guide for Leaders and Group Members*)

**PARTICIPATION** - who participates; what is the nature of the participation; who doesn't participate - what is the impact on the organization?

**INFLUENCE** - Are the participants influential? Is there competition for influence?

**DECISION-MAKING PROCESS** - How are decisions made? Are people involved in the process? Do majorities overwhelm minorities?

**TASK FUNCTIONS** - Who keeps the group on task? Who is focused on the task?

**MAINTENANCE FUNCTIONS** - Who helps the group perform its best? Who is focused on the people rather than the process?

**FEELINGS** - Nonverbal clues? Are negative feelings expressed or blocked?

**NORMS** - Do certain patterns develop in the group which affect its work? Are some areas skipped or avoided?

## **THE PRACTICES OF EXEMPLARY LEADERSHIP**

(Adapted from *The Leadership Challenge* - by James S Kouzes and Barry Z. Posner)

### **CHALLENGING THE PROCESS:**

- Searches for opportunities
- Seeks change
- Welcomes challenges
- Experiments and take risks
- Learns to accept the inevitable disappointments

### **INSPIRING A SHARED VISION**

- Looks toward the future
- Passionately believes that people can make a difference
- Are able to convey their vision to others
- Develops enthusiastic supporters
- Shows others how their values and interests will be served by the long term vision of the future

### **ENABLING OTHERS TO ACT**

- Builds teams
- Actively involves others in planning
- Makes members of group feel valued
- Are considerate of the needs and interests of others
- Creates an atmosphere of trust and human dignity
- Strengthens others

### **MODELING THE WAY**

- Creates a plan which others can follow and be successful
- Smooths the way for others
- Stands up for and practices what one believes
- Lives by the values that one professes
- Consistency between words and actions

### **ENCOURAGING THE HEART**

- Encourages others to maintain the course
- Visibly recognizes the contributions of others
- Shares pride in organization with others
- Makes people feel like heroes
- Celebrates accomplishments
- Are sustained by the love one has for the people and the organization