



# Big Results from Small Groups

A small group of thoughtful people could change the world. Indeed, it's the only thing that ever has.

*Instructors Guide*



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# Agenda

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Estimated Class Time: 3 hours

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Time	Topic
20 minutes	
5 minutes	
20 minutes	
5 minutes	
15 minutes	
15 minutes	
15 minutes	
15 minutes	
15 minutes	
5 minutes	
5 minutes	
15 minutes	
5 minutes	
25 minutes	

## **Course Overview**

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Researchers report that, regardless of the subject/ work matter; people working in small groups tend to learn more, retain it longer than working on the same goal alone. During this course you will understand the importance of small groups and the benefits from them. The course will enlighten you on the advantages and disadvantages, the different roles, problem solving, and importance of cohesion within a group.

<b>COURSE TITLE: Big Results From Small Groups</b>		
<b>SESSION: Icebreaker and Housekeeping</b>		
<b>TOTAL TIME: 20 minutes</b>		
<b>Method</b>	<b>CONTENT/NARRATIVE</b>	<b>RESOURCES</b>
 	<p><b>Welcome</b> – Introduce yourself to the group and have members of the group introduce themselves, giving their position and county worked. Ensure all participants have signed the sign-in sheet and have a name tent.</p> <p><b>Ice Breaker Activity:</b></p> <ul style="list-style-type: none"> <li>• Divide participants into groups of five members or their assigned learning groups for the semester.</li> <li>• Ask participants to turn to Participant Manual page 3 handouts “Party of Five”.</li> <li>• Have the participants complete the worksheet individually.</li> <li>• Upon completion, have participants share their responses with their group members.</li> <li>• Once all members have shared their responses, the group should write a group biography (on a separate piece of paper) that identifies and incorporates 3–4 facts about each group member.</li> </ul> <p><b>Debriefing Questions:</b></p> <ol style="list-style-type: none"> <li>1. How easy or difficult was it to share personal information with your group members? Why?</li> <li>2. At this point in your group’s development, has your group developed trust among its members? If yes, how? If no, why?</li> <li>3. To what extent were group members “socially polite” when listening to each member’s responses? Did any response confirm or contradict your perceptions of any group member?</li> </ol> <p><b>Small group communication</b> is defined as three or more people working interdependently for the purpose of accomplishing a task.</p>	<input type="checkbox"/> Party of Five Handout <input type="checkbox"/> Slide 1



	<p><i>come up with the answers faster in a group vs. individual setting?</i> <i>Lead into Advantages/Disadvantages of Small groups.</i></p>	
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	<p><b><i>Slide 3: Group Socialization</i></b></p> <p>Group socialization basically comes down to how and employee or individual fits in and adjust to the group’s culture, and activities. When you have a large group such as Highways, it is impossible to solve all the problems or make decisions by everyone in Highways. So a smaller number of Highway personnel make up the Administration to take on the responsibilities of process and practices of making the decisions which affects the way smaller groups within highways functions.</p>	<p><input type="checkbox"/> Slide 3</p>
	<p><b><i>Slide 4: Socialization Levels</i></b></p> <p>There are two different levels of socialization. The first is the individual level:</p> <ul style="list-style-type: none"> <li>• Embrace the values, norms, and behavior of the group</li> <li>• Gain the skills needed to fill certain roles</li> <li>• Learn what is and isn’t important</li> <li>• Advance from non-contributing to a contributing member</li> <li>•</li> </ul> <p>The Second Level is the Group:</p> <ul style="list-style-type: none"> <li>• Recruit members that will fit in and contribute toward group goals.</li> <li>• Initiate new members formally or in individual work groups</li> <li>• Include new member in group activities</li> <li>• Mentor the new member</li> </ul>	<p><input type="checkbox"/> Slide 4</p>

 	<p><b>Slide 5: Advantages/Disadvantages of Small Groups</b></p> <p><b>Flipchart Activity:</b> <i>Have the students work in groups to determine what are the advantages and disadvantages of a small group. Give them a flipchart and have them divide it into two columns and write advantage and disadvantage as the header. As a group discuss the two and place them on the list.</i></p> <p><b>Debrief:</b> Discuss some of their ideas and have them explain why they felt that way about each. <i>(Judge how much time you want to go over them)</i></p> <p><b>Activity: Team Totem</b></p> <p><b>Purpose</b> – Help participants recognize their own strengths as well as the teams.</p> <p><b>Materials</b> – Markers, Flip chart Paper</p> <p><b>Directions:</b></p> <p>Each member of the team will draw a picture that best represents them on a sheet of flipchart. They will then list the strengths and skills they have to contribute to the team. When each member has finished their part of the totem pole, tape them together on the wall one on top of the other</p> <p><b>Rules:</b></p> <p>Participants must respect each other. Honest and constructive is the key.</p> <p><b>Debrief:</b></p> <p>What did you learn about your group? How can you use this in the workplace? How important is diversity in a group?</p>	<ul style="list-style-type: none"><li><input type="checkbox"/> Slide 5</li><li><input type="checkbox"/> Flip Chart</li><li><input type="checkbox"/> Markers</li><li><input type="checkbox"/> Computer Paper</li></ul>
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	<ul style="list-style-type: none"><li>• Task is to get back their original three roles or end up with three they can live with. The key is to sell the role you don't want for the one you do want.</li><li>• Give them 10 mins. and then have them go back to their seats. Have them retrieve the handout again.</li></ul> <p><b>Debrief:</b></p> <ul style="list-style-type: none"><li>• <i>How many of you got all three roles back? Who got most of them? Who gave up and kept whatever they ended up with?</i></li><li>• <i>How successful were you at finding people who would accept the cards you held?</i></li><li>• <i>What did you do or say to persuade someone who might have been hesitant?</i></li><li>• <i>What insights to team roles did you learn? How will these insights change your appreciation of others?</i></li><li>• <i>What was it like to reframe a role you might actually find annoying in a positive way?</i></li><li>• <i>What do you wish people understood about your intentions at meetings?</i></li></ul>	
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	<b>Debrief:</b> How did you feel blindfolded? Did you Trust your leader? Co-workers? What did you need when you were blindfolded? Do you think new employees feel the same way when entering a new group/organization?	
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  	<p><b>Slide 9: Cohesion</b></p> <p>When you are a part of a group conflict will arise so it's important to have cohesion within a group. Being able to accept the norms, attitudes, and beliefs of a group is important. Also making the group members feel comfortable, showing they have flexibility and giving respect will have a great influence on how they behave. It will give them satisfaction allow them to cooperate and integrate with each other seamlessly. With cohesion comes a successful work group.</p> <p><b>Activity: Who should Survive?</b></p> <p><b>Objective:</b> The importance of cohesion when working together.</p> <p><b>Materials:</b> Survival worksheet, and pencil</p> <p><b>Directions:</b></p> <ul style="list-style-type: none"> <li>• Choose and rank people in terms of who will get to live or die based on the scenario.</li> <li>• Give them 15 mins to discuss and decide.</li> </ul> <p><b>Debrief:</b></p> <ul style="list-style-type: none"> <li>• How were the decisions made?</li> <li>• Who influenced the decisions and how?</li> <li>• How could you have made better decisions?</li> <li>• Did you listen to each other? If not why?</li> <li>• What roles did group members adopt?</li> <li>• Was there conflict and how did you resolve them?</li> <li>• Were you satisfied with your decisions?</li> </ul> <p><b>Debrief:</b> Explain why you feel the choice was made. What influenced your decision? Did anyone emerge as a leader? Why? How did this influence the choices?</p>	<input type="checkbox"/> Slide 9
	<p>Have you ever experienced a group meeting where you wanted to say something or object to a decision being made? If you have then you were subjected to Groupthink". One perfect example of groupthink is NASA's decision to let Challenger take off knowing that the O-ring seal may not work below 53 degrees.</p> <p>Groupthink happens when there is:</p> <ul style="list-style-type: none"> <li>• A strong, persuasive group leader.</li> <li>• A high level of group cohesion.</li> <li>• Intense pressure from the outside to make a good decision.</li> </ul> <p><b>Activity: Groupthink Checkup Assessment</b></p>	<input type="checkbox"/> Slide 10 <input type="checkbox"/> Group think Assessment

<p>Video</p>	<p>In fact, it is now widely recognized that Groupthink-like behavior is found in many situations and across many types of groups and team settings. So it's important to look out for the key symptoms.</p> <p><b>Play Video:</b></p> <p>The other four symptoms not described in this video are:</p> <ul style="list-style-type: none"> <li>• <b>Belief in inherent Morality of the Group:</b> This is where members automatically assume the rightness of their cause.</li> <li>• <b>Collective Rationalization:</b> Where members convince themselves despite evidence the decision presented is the right one.</li> <li>• <b>Out-group Stereotypes:</b> Members of the group see outsiders as different and inferior from themselves and discredits their opinion.</li> <li>• <b>Self-Appointed Mindguards:</b> a members' attempt to keep adverse information from the other group members.</li> </ul>	<p><input type="checkbox"/> Video</p>
	<p>These are the top four decision making procedures to avoid groupthink:</p> <ul style="list-style-type: none"> <li>• <b>Brainstorming:</b> This procedure is where you would generate more ideas or solution to problems without being criticized</li> <li>• <b>NGT:</b> This procedure allows members to independently and silently generate ideas, and then review all at once.</li> <li>• <b>Six Thinking Hats:</b> Designed to simplify thinking by having a group member focus solely on one aspect of a decision at a time: By approaching the decision:             <ul style="list-style-type: none"> <li>○ White: Neutral and objective manner</li> <li>○ Red: legitimizing emotions and feelings</li> <li>○ Black: centering on the negative aspects associated with the decision</li> <li>○ Yellow: focusing on the positive aspects</li> <li>○ Green: creative way</li> <li>○ Blue: examining the decision making procedures used by the group.</li> </ul> </li> <li>• <b>Group Decision Support System:</b> allows the team to contribute independently with the use of computer technology with no knowledge of the groups view and with little criticism or fear of rejection.</li> </ul> <p><b>Activity: Creative Brainstorming</b></p>	<p><input type="checkbox"/> Brainstorming Activity Sheet</p>

	<p><b>Overcoming Groupthink:</b></p> <ul style="list-style-type: none"> <li>• Even with good group decision-making processes in place, be on the lookout for signs of Groupthink, so you can deal with them swiftly.</li> <li>• Once acknowledged, the group as a whole can consciously free up its decision making.</li> <li>• Assess the immediate risks of any decision, and the consequences for the group and its customers.</li> <li>• Seek external validation, get more information from outside, and test assumptions.</li> <li>• Introduce formal group techniques and decision-making tools to avoid Groupthink in the future</li> </ul>	
	<p><b><i>Slide 10: How to be Effective?</i></b></p> <ul style="list-style-type: none"> <li>• Groupthink can severely undermine the value of a group's work and, at its worst; it can cost people their lives.</li> <li>• On a lesser scale, it can stifle teamwork, and leave all but the most vocal team members disillusioned and dissatisfied.</li> <li>• By creating a healthy group-working environment, you can help ensure that the group makes good decisions, and manages any associated risks appropriately.</li> <li>• Group techniques such as <a href="#">Brainstorming</a>, the <a href="#">Nominal Group Technique</a> and <a href="#">Six Thinking Hats</a> can help with this, as can other decision making and thinking tools</li> </ul>	<p><input type="checkbox"/> Slide 10</p>
	<p><b><i>Slide 11: Benefits of Small Groups</i></b></p> <ul style="list-style-type: none"> <li>• Discuss the importance of working together, how important diversity comes into the group's decisions.</li> <li>• "Working with others you will learn the various methods/techniques the group members can use to solve problems.</li> <li>• Group members relate to one another both on an individual level and as the group as a whole which creates a relational culture which also helps the members embrace to resolve group conflict.</li> <li>• Also it gives a means through which the group members create a supportive communication climate".</li> </ul>	<p><input type="checkbox"/> Slide 11</p>