



Unit II – Leadership Skills

Chapter 4 - Relationships

Section 2 – Relationships and Groups



What You Will Learn to Do

Understand how the values of respect, tolerance and understanding affect group dynamics and effectiveness



Objectives

1. Identify techniques for improving group effectiveness
 2. Explain conflicts in groups
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Key Terms

Rationalization - Concealing the true motivation for one's thoughts, actions or feelings by offering reassuring but incorrect explanations

Projection - The act of falsely attributing to others one's own unacceptable feelings, impulses or thoughts



Improving Group Effectiveness

We have learned that these things are important on a personal level:

- Mutual respect
- Being tolerant
- Valuing diversity

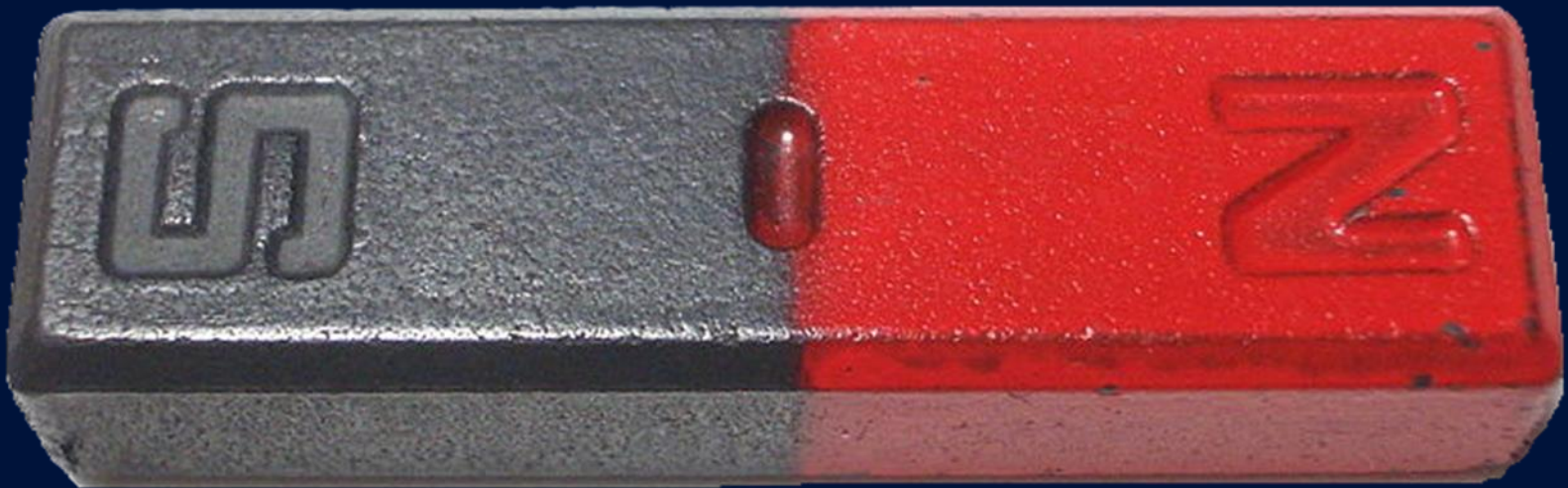


Now let's look at how they are equally important on a group or organizational level.



Working Toward Common Goals

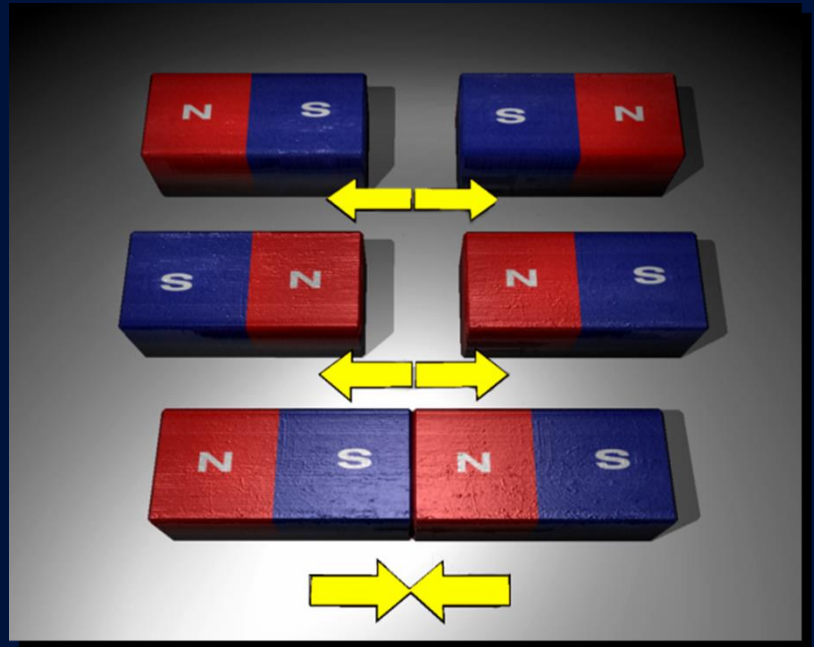
Consider a magnet, which has a north and south pole, each with a positive or negative charge.





Working Toward Common Goals

If you take two magnets and lay them side by side, they will either **attract** or **repel** each other, based on the charge that is on the adjacent side.



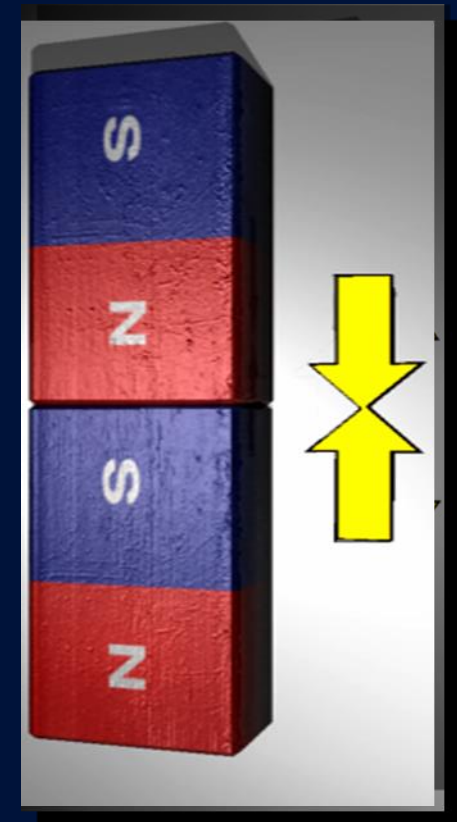
A north and south pole will **attract** each other, and create unity as seen above with the 2 magnets on the bottom.



Working Toward Common Goals

Consider the magnet concept as similar to a group or team. If the team can't see a common goal or can't communicate, they would be like these magnets the repelling or pulling apart.

But a team with a common goal supported by all, and with good communication, would be pulled together like these magnets.





Benefits of Accepting Differences

Sometimes people really struggle to accept each other's differences, even though they may try.

In a team situation, it's important that they continue to put consistent effort toward trying to be accepting of all.

The payoff in results for the team will be worth the effort. The individuals will grow as a result.



Benefits of Accepting Differences



The best team is a **unified whole**, where each team member is free of:

- Wrong assumptions
- False impressions
- Stereotypes about fellow members

Key to avoiding these pitfalls:
Communication



Benefits of Accepting Differences

Everyone on a team has talents and skills to offer.

A wise and skilled leader will discover and use these talents and skills, value each person's differences and see diversity as a strength.





Benefits of Accepting Differences

“Remember the Titans” video



Remember The Titans



Evaluating and Measuring Group Effectiveness

To determine if your group or team is working effectively, answer these questions:

1. Have clear goals been established?
2. Are the goals being met?





Evaluating and Measuring Group Effectiveness

Notice if the team's efforts are focused on the tasks at hand, or is there a tendency to waste time on things that don't really matter.



It can be a challenge to keep the team's focus, momentum and energy high as time goes by.



Evaluating and Measuring Group Effectiveness

Critical Factors in Group Effectiveness:

- Identifying the goal and the path to it
- Consistent movement toward results
- A leader who measures, evaluates and adjusts team efforts
- Perseverance by all team members



Steps Toward Greater Group Effectiveness

- Forgive mistakes quickly
- Hold members accountable
- Foster trust and commitment
- Don't make excuses
- Make the hard decisions
- Seek concrete answers and solutions
- Respect differences
- Constantly strive toward mutual respect



Three Basic Types of Conflict in Groups



1. Conflict in perspective
2. Conflict in purpose
3. Conflict in practice



Three Basic Types of Conflict in Groups

1. Conflict in perspective

- Involves what people do and why they do it
- Closely tied to team members' differences in beliefs and values
- People have different motivations for beliefs and actions, which may be misunderstood by others.
- Imperative to address these underlying issues, not just ignore them.



Three Basic Types of Conflict in Groups

2. Conflict in purpose

- Involves what people want to achieve, and how it meshes with the team's goals and objectives.
- Goals are easier to establish and change than team perspective, so problems here are easier to solve than conflicts in perspective.
- To deal with conflicts of purpose, leader should set goals up front with input from team.



Three Basic Types of Conflict in Groups

3. Conflict in practice

- Related to team's processes and procedures
- To avoid conflicts in this area, leader should make operating procedure decisions up front, communicate them clearly, and make sure they support team objectives.



Methods of Handling Conflict

People generally react to conflict in one of two ways:

	Fight Response	Flight Response
Positive Behaviors	Offer constructive suggestions that advance the team's effectiveness and progress	Passive reaction initially. May thoughtfully reflect, then later offer ideas to resolve problem
Negative Behaviors	Verbal objection or arguing, or acting out physically	Pouting, withdrawal, resistance or avoidance



Methods of Handling Conflict



Retreating from a problem is not a good strategy; you must adjust in a way that is beneficial yourself, and to your team and its goals.

Be sure you don't get into the habit of avoiding conflicts, or dealing with them in a negative way.



Four Main Ways to Handle Conflict

1. Retreating - blocking or moving away from a conflict

Example: giving up easily, placing blame on others

2. Standing still – avoiding conflict by using defense mechanisms

Example: risking rejection or failure by not taking chances or not giving best effort

3. Detouring – moving around or avoiding conflict

Example: using compensation and acting as a show-off or misbehaving; being sarcastic

4. Encountering – facing a conflict head-on and reaching a solution

Example: being reprimanded by your boss for doing something wrong, then asking him calmly and sincerely for ways to improve



Four Main Ways to Handle Conflict

Everyone faces varying degrees of conflict each day. It's important to remember to **compromise** when dealing with others.

In any conflict, there are only three possible outcomes:

- Win-Lose
- Lose-Lose
- Win-Win



The best option, **Win-Win**, is only possible with communication, compromise and common sense.



Conclusions

- Building positive relationships with others is one of a leader's most challenging tasks. It includes understanding his/her own emotions, attitudes and prejudices.
- A good leader will set goals and measure team progress against them.
- He/she will also understand types of group conflicts and how people typically handle or avoid them.

