

Group Development

What Bion, Bennis, Shepard, Schutz, Drexler, and Sibbett Say About Us

Pre-Conference Intensive – 103PRE
40th OD Network Annual Convention
October 1-3, 2004

The Plan ...

- Introduce theorists
- Participate of a simulation
- Present the theory
- Analyze the simulation

Agenda

Day 1

- Shutz and the FIRO-B

Day 2

- Bennis and Shepard
- Bion

Day 3

- Drexler-Sibbett

Presenters

Carrie Hutton

Independent Consultant

Carrie Hutton is currently self-employed, consulting with clients in the areas of human resource management and organization development.

She has a M.S. in Human Resources and Organization Development from Johns Hopkins University.

Her expertise includes training, group process facilitation, career development, strategic staffing, job and workforce analysis, employee mentoring and networking programs, employee relations, HR policy and program development. Her prior work history includes human resource management positions with The Cassidy Companies, Inc. and The Association of American Medical Colleges.

Matt Minahan, Ed.D.

President
MM & Associates

Matt Minahan has more than 20 years experience in organization design and development, executive coaching, leadership development, management effectiveness, and decision-making.

Matt's clients are in the private, public, and not-for-profit sectors, and he primarily works with leaders who are planning enterprise-wide change programs, including business strategy, values, mission, business process simplification, planning systems, new structures, communications, management practices, business process re-engineering, and monitoring and evaluation systems.

He earned his doctorate from The George Washington University in Executive Leadership and Organization Development, and is on the adjunct faculty of Johns Hopkins University.

Nina Prescott

Assistant Vice President
SunTrust Bank, Inc

Nina Prescott has over 15 years of experience in the financial industry. During the last ten years she has worked in all aspects of the training cycle—from needs analysis to management. Currently, she works as an instructional designer.

Nina has designed and developed over 20 technical, customer service, leadership, and management courses. In organization development, she facilitated the strategic planning of Body Extreme located in Rio de Janeiro, Brazil.

Nina holds a bachelors in Psychology from George Mason University, and is a masters (MS) candidate in Organization Development at Johns Hopkins University.

Warren G. Bennis
&
Herbert A. Shepard

Saturday, October 2

An Introduction to Warren Bennis

Introducing Warren Bennis

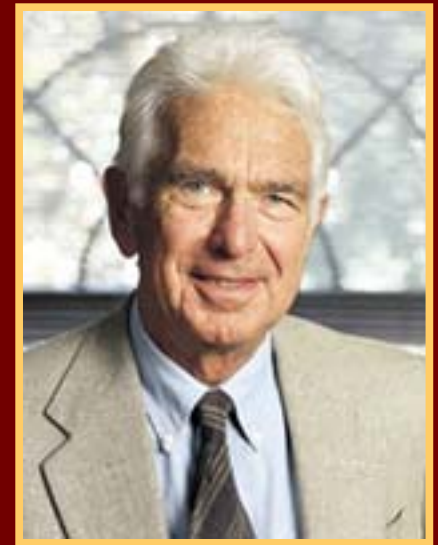
- Best known around the world for being a preeminent expert on the subject of leadership
- Recognized for his seminal work in transformational leadership
- Written 27 books and over 900 articles

"Managers are people who do things right, while leaders are people who do the right thing."

--Warren Bennis, Ph.D.

Introducing Warren Bennis, cont

- Wall Street Journal named him one of the top ten speakers on management in 1993 and in 1996
- FORBES magazine referred to him as the "Dean of Leadership Gurus"



Warren Bennis' Biography

Date	Event and Accomplishment
March 8, 1925	Born in New York, NY
1943-1947	Served in the military. At age 19, he was the youngest U.S. lieutenant to serve in the European theater of World War II, receiving a Bronze Star and Purple Heart
1951	Graduated from Antioch College (B.A.)
1952	Received an Honors Certificate from London School of Economics and Political Science (Honors Certificate)
1953-1955	Instructor at MIT
1955	Received his Ph.D. from Massachusetts Institute of Technology
1955-1956	Assistant professor of social psychology at MIT
1956-1956	Assistant professor of psychology at Boston University, Boston, MA
1956-1959	Senior research associate at Human Relations Center
1958-1959	Visiting lecturer at Harvard University

Warren Bennis' Biography, cont

Date	Event and Accomplishment
1959-1963	Associate professor of industrial management at MIT
1956	Published <i>A Theory of Group Development</i> with Herbert A. Shepard
1960	Visiting professor at University of California
1961-1962	University of Lausanne
1962	Married Clurie Williams and later fathered Katharine, John Leslie, Will Martin
1963-1967	Professor of organizational and management psychology at MIT
1966	University of Southern California
1967-1968	Provost of faculty of social sciences and administration at State University of New York at Buffalo
1968-1970	Vice-president for academic development at State University of New York at Buffalo
1969	Member of White House task force on foreign policy

Warren Bennis' Biography, cont

Date	Event and Accomplishment
1969-1970	Acting executive vice-president and provost of natural sciences at University of New York at Buffalo
1971-1977	University professor and president at the University of Cincinnati, Cincinnati, OH
1977	Professor of research at University of Southern California, Los Angeles
1983	Divorced Clurie Williams
1988	Married Mary Jane O'Donnell
1991	Divorced Mary Jane O'Donnell
1992	Married Grace Gabe

Warren Bennis' Research Interests

- Changing Corporate Culture
- Leadership and Motivation
- Psychology of “Superleaders”

Warren Bennis' Awards

- Distinguished Service Award by the American Board of Professional Psychologists
- Edgar D. Hayhow Award for an article on administration, 1961
- McKinsey Foundation awards for "Organizational Revitalization," for editing *The Professional Manager*, 1967, and for *The Temporary Society*, 1969
- Named to Wisdom Hall of Fame, 1970
- LL.D. from Xavier University, 1972
- Ohio Commodore Award, 1973
- L.H.D. from Hebrew Union College, 1974
- Honorary doctorate from University of Louisville, 1977
- LL.D. from George Washington University, 1977
- L.H.D. from Kansas State University, 1979
- Dow Jones Award by the American Assembly of Collegiate Schools of Business, 1987

An Introduction to Herbert Allen Shepard

Introducing Herbert Shepard

- Known as one of the pioneers of OD
- Personally influenced many researchers and practitioners
- Wrote one book and many short articles

"Start where the system is."

--Herbert Shepard, Ph.D.

Herbert Shepard' Biography

Date	Event and Accomplishment
1920	Born in Hamilton, Ontario, Canada
1950	Received his Ph.D. from Massachusetts Institute of Technology (MIT)
1950-1954	Professor and researcher at MIT, Cambridge, MA
1955-1957	Esso Bayway Refinery
1955-1980	Major force at NTL
1956	Union Carbide
1956	Published <i>A Theory of Group Development</i> with Warren Bennis
1959-1966	1960 - Founder of the graduate program in Organization Behavior at Case Western Reserve University (Cleveland, Ohio)
1961-1965	Naval Ordnance Test Station, China Lake, CA
1961-1968	STL/TRW Systems

Herbert Shepard' Biography, cont

Date	Event and Accomplishment
1964-1972	Advanced Professional Growth Labs ("Sandusky Labs")
1964-1978	Arthur D. Little
1964-1980	President of the Gestalt Institute of Cleveland, OH
1966-1968	USAID/State Department
1968	Organization for Scientific & Technical Innovation (OSTI)
1968-1975	IAASS/CCI
1968-1974	Curtiss-Wright
1969-1973	Middletown Futures, CT
1969-1973	Yale University School of Medicine
1975-1976	Dorr Oliver Long

Herbert Shepard' Biography, cont

Date	Event and Accomplishment
1973-1980	Syn crude Canada Limited
1976-1978	Imperial Oil
1980-1985	Founding member of the Portsmouth Consulting Group
1982-1985	Chairperson of Certified Consultants International (now Organization Development and Change)
August 1985	Died

The Theory:

Bennis and Shepard's Group Development Model

The Theory

Published

- Bennis, W.G. & Shepard, H.A. (1956). A theory of group development. *Human Relations*, 9(40), 415-437.

The Rationale

Bennis and Shepard's Group Development Theory

- Explains group life as an evolving conflict between **dependence** and **independence** with power, love, authority, and intimacy as the primary concerns
- These events help the group mature as they move the group from one phase to the next

Personality in Group Development

- “Dependent” are members that find comfort in rules, procedures, agendas, and an expert
- “Counterdependent” are members that dislike authoritative structures
- “Overpersonal” are members that are restless until they establish a high degree of intimacy with all members
- “Counterpersonal” are members that tend to avoid intimacy with the members
- Members that display any compulsion in the adoption of any of the above characteristics are referred to as “conflicted”
- Members without compulsion are referred to as “unconflicted” or “independent”

The Phases

Phase I: Dependence

- Dependence/Flight
- Counterdependence/Flight
- Resolution/Catharsis

Phase II: Interdependence

- Enchantment/Flight
- Disenchantment/Fight
- Consensual Validation

Phases I

Subphase 1: Dependence/Flight

- Members search fruitlessly for a common goal
- Members share harmless facts and information about selves, doodle, yawn, or intellectualize
- Group discusses interpersonal problems as if they are external to the group
- Members look to trainer/leader for approval and direction

Phase I, cont

Subphase 2: Counterdependence/Flight

- Group splits into two opposing subgroups
- Attempts to impose structure by electing a chairman, creating agendas, forming committees, etc. are thwarted
- Members frequently vote or suggest that group is too large and should split up
- Members openly question trainer/leader's competence
- Members openly express hostility and dissatisfaction

Phase I, cont

Subphase 3: Resolution/Catharsis

- Group suggests trainer/leader leave group “as an experiment”
- Alertness and attention is heightened
- Group discusses member roles and responsibilities
- Group refers to removal of trainer as “the time we became a group” or “a turning point”

Phase II

Subphase 4: Enchantment/Flight

- Members are happy, cohesive, and relaxed
- Coffee and cake may be served at meetings
- Group plans events such as group parties and outings
- Group may create poems or songs to commemorate important persons or events in the group
- Disagreements and issues are misinterpreted or ignored

Phase II, cont

Subphase 5: Disenchantment/Fight

- Group splits into two opposing subgroups
- Members go out of their way to join in a conversation with a subgroup rather than speak to the whole group
- Counterpersonals make disparaging remarks about the group, or demonstrate absenteeism or boredom
- Overpersonals insist they are happy and may speak in religious terms about “Christian love”, consideration for others, etc.

Phase II, cont

Subphase 6: Consensual Validation

- External pressures and group-shared goals force group to examine itself
- Unconflicted members provide a breakthrough by making a self-assessment, requesting an assessment of their own role, or expressing confidence in the group's ability
- Members enter into meaningful discussion and problem solving
- Members demonstrate awareness of their own involvement and of the group's processes

Phase 1: Dependence (Authority Relations)	Phase 2: Interdependence (Personal Relations)
<p>Subphase 1: Dependence – Flight</p> <ul style="list-style-type: none"> ✓Members search fruitlessly for a common goal ✓Members share harmless facts and information about selves, doodle, yawn, or intellectualize ✓Group discusses interpersonal problems as if they are external to the group ✓Members look to trainer/leader for approval and direction 	<p>Subphase 4: Enchantment – Flight</p> <ul style="list-style-type: none"> ✓Members are happy, cohesive, and relaxed ✓Coffee and cake may be served at meetings ✓Group plans events such as group parties and outings ✓Group may create poems or songs to commemorate important persons or events in the group ✓Disagreements and issues are misinterpreted or ignored
<p>Subphase 2: Counterdependence – Flight</p> <ul style="list-style-type: none"> ✓Group splits into two opposing subgroups ✓Attempts to impose structure by electing a chairman, creating agendas, forming committees, etc. are thwarted ✓Members frequently vote or suggest that group is too large and should split up ✓Members openly question trainer/leader’s competence ✓Members openly express hostility and dissatisfaction 	<p>Subphase 5: Disenchantment – Fight</p> <ul style="list-style-type: none"> ✓Group splits into two opposing subgroups ✓Members go out of their way to join in a conversation with a subgroup rather than speak to the whole group ✓Counterpersonals make disparaging remarks about the group, or demonstrate absenteeism or boredom ✓Overpersonals insist they are happy and may speak in religious terms about “Christian love”, consideration for others, etc.
<p>Subphase 3: Resolution – Catharsis</p> <ul style="list-style-type: none"> ✓Group suggests trainer/leader leave group “as an experiment” ✓Alertness and attention is heightened ✓Group discusses member roles and responsibilities ✓Group refers to removal of trainer as “the time we became a group” or “a turning point” 	<p>Subphase 6: Consensual Validation</p> <ul style="list-style-type: none"> ✓External pressures and group-shared goals force group to examine itself ✓Unconflicted members provide a breakthrough by making a self-assessment, requesting an assessment of their own role, or expressing confidence in the group’s ability ✓Members enter into meaningful discussion and problem solving ✓Members demonstrate awareness of their own involvement and of the group’s processes

Implications for the Practitioner

- Being aware of the stages of group development and learning how to handle each stage is beneficial to facilitate the evolution of groups