

**A POCKET
GUIDE TO
PUBLIC
SPEAKING
4TH EDITION**

Chapter 27

Communicating in Groups

Focus on Goals

- Set an agenda to
 - ▶ Help participants stay on track;
 - ▶ Identify items to be accomplished;
 - ▶ Specify time limits for each item.

Plan on Assuming Dual Roles

- Task roles
 - ▶ Directly relate to accomplishment of objectives
 - ▶ Examples: recording secretary, moderator
- Maintenance roles
 - ▶ Help facilitate effective group interaction
 - ▶ Examples: gatekeeper, online moderator

Plan on Assuming Dual Roles (cont.)

- Anti-group roles
 - ▶ Focus on individual needs
 - ▶ Irrelevant to the task at hand
 - ▶ Examples: floor hogger, recognition seeker
 - ▶ Should be avoided

Center Disagreements around Issues

- Productive conflict
 - ▶ Centers disagreements around issues, not people
 - ▶ Group members
 - ▶ Clarify questions and challenge ideas;
 - ▶ Present counterexamples and reformulate proposals;
 - ▶ Consider worst-case scenarios.

Center Disagreements around Issues (cont.)

- Person-based conflict
 - ▶ Members argue with one another
 - ▶ Does not focus on issues
 - ▶ Wastes time
 - ▶ Impairs motivation

Center Disagreements around Issues (cont.)

- Issues-based conflict
 - ▶ Members
 - ▶ Ask tough questions;
 - ▶ Press for clarification;
 - ▶ Present alternative views.

Resist Groupthink

- Members need to form a collective mind.
 - ▶ Engage in communication that is:
 - ▶ Critical
 - ▶ Careful
 - ▶ Consistent
 - ▶ Conscientious

Resist Groupthink (cont.)

- Avoid

- ▶ Accepting ideas without critical analysis;
- ▶ Reaching consensus without genuinely agreeing;
- ▶ Pressuring members who disagree to conform;
- ▶ Discouraging disagreement and tough questions;
- ▶ Focusing effort on justifying the decision.

Adopt an Effective Leadership Style

- Four broad styles of leadership:
 - ▶ Autocratic
 - ▶ Leader makes decisions alone
 - ▶ Consultative
 - ▶ Leader makes decisions after consulting group

Adopt an Effective Leadership Style (cont.)

- ▶ Delegative
 - ▶ Leader asks group to make decisions
- ▶ Participative
 - ▶ Leaders make decisions with the group
 - ▶ Most effective leadership model

Set Goals

- Be a catalyst in setting goals.
- Work in collaboration with other group members.
- Ensure each member can identify
 - ▶ The group's purpose(s);
 - ▶ The group's goal(s).

Encourage Active Participation

- Directly ask members to contribute.
- Set a positive tone.
- Use devil's advocacy and dialectical inquiry.

Use Reflective Thinking



- Identify the problem.
- Conduct research and analysis.
- Establish guidelines and criteria.

Use Reflective Thinking (cont.)

- Generate solutions.
- Select the best solution.
- Evaluate the solution.