CONTENTS

1. Working in Groups 1
2. Frames of Reference for Understanding Work Groups 12
3. Toward a Model of Working Groups 27
4. The Democratic Microcosm 43
5. Leadership Theory: Benchmarks and Guideposts 53
6. Leadership in Working Groups 68
7. Leadership and Contexts 87
8. Problem Solving and Decision Making 97
9. Stages/Phases of Group Development 111
10. Teams and Team Building 127
11. Organizational Settings and Styles 141
12. Technologies for Group Maintenance, Operation, and Productivity 160
13. Recurring Problems in Groups and Suggested Staff Responses 183
14. Perspectives for Professional Practice with Working Groups 195

APPENDIX: POPULATION OF SELF-DESCRIPTIVE Q-SORT STATEMENTS 209
NOTES 215
BIBLIOGRAPHY 217
INDEX 229