NOTES

3. TOWARD A MODEL OF WORKING GROUPS
1. Concepts are ideas. They are useful, intellectually, in analyzing the processes of a group. Concepts don’t live; people do. One should never forget that a group is formed by live people, not by a collection of intellectual concepts. What this means is that the feelings and the sense of humanity of group members must always be taken into account, no matter which concept is being used for group analysis or for planning the behavior of a staff person in a group.

2. The term “democratic microcosm” was taught to both of us by Professor Herbert A. Thelen, then of the School of Education, University of Chicago. Like other terms of Thelen’s devising, it strikes an immediate chord for any one who has thought extensively about the life of groups.

3. We have borrowed the terms “simple,” “covalent,” and “coordinate covalent” from chemistry because we find these words so graphic and evocative.


5. LEADERSHIP THEORY
1. Suitably disguised, this represents a real experience with a real group.

6. LEADERSHIP IN WORKING GROUPS
1. In this chapter, the term “leadership” will be used to denote all persons who carry leadership functions for groups, regardless of whether they are staff, chairs, or members. As the chapter will make clear, we view leadership as a shared function carried throughout the group’s life by many different members and even subgroups within a working group.

2. It is questionable whether passivity is an appropriate stance for a leader in any group. For discussion of this subject, see Balgopal and Vasil (1983), chap. 7.

9. STAGES/PHASES OF GROUP DEVELOPMENT
1. Evidence for the existence of both phases and cycles may be found in Williamson (1977).
In general, we continue to be guided by the phases of group development put forth by Margaret Hartford in her book *Groups in Social Work* (1972).

11. Organizational Settings and Styles

1. We are indebted to Dr. S. Michael Plaut for suggesting this example, as well as others.

12. Technologies for Group Maintenance, Operation, and Productivity

1. Concerned with groups of all kinds, Northen and Kurland (2001:81–108) have constructed what they call “clusters of interventive skills,” which we consider directly useful or for working with and in working groups (or modifiable for such use).

2. Argyris was referring to consultants’ roles; we have in mind the behavior of staff, chairs, and group members.

3. This record and analysis were prepared for this volume by Raymie Wayne, M.S.W., J.D. The authors gratefully acknowledge her contribution.

14. Perspectives for Professional Practice with Working Groups

1. In this regard, Bales (2002) has developed a scheme to assess personal, interpersonal, group, and organizational factors which he calls “field theory.” SYMLOG (an acronym for Systematic, Multiple Level Observations of Groups) is intended to be a milestone in developing an integrated theory of personality and group dynamics. It is designed to be used to assess and change behavior in small groups. This work has been applied to a variety of settings including clinical, working, and managerial groups, classrooms, and teams.