

Contents

Preface	ix		
Acknowledgments	xiii		
CHAPTER 1		CHAPTER 3	
Member Roles: Participating Effectively in Your Group		Norms: Establishing Effective Rules in Your Group	
Chapter Objectives	1	Chapter Objectives	41
Introduction	1	Introduction	41
Societal Roles and Small-Group Roles	2	Society and Culture	42
Helpful and Harmful Actions and Roles	3	Components of Group Cultures and Subcultures	43
Task and Social Goals	3	Ethics, Small Groups, and the Law	47
Task and Social Actions	3	Developing Norms Within Your Group	48
Your Task Role: Six Helpful Actions	3	Gaining Support for Your Group's Norms	49
Your Social Role: Six Helpful Actions	6	Ensuring Your Group's Success	49
Six Harmful Roles	8	Chapter Summary	52
Chapter Summary	11	Key Terms	53
Key Terms	12	Mastering the Material	53
Mastering the Material	12	Applying the Ideas in Policing	56
Applying the Ideas in Policing	15	Practising Your Group Skills	60
Practising Your Group Skills	16	Chapter 3 Team Assignments	61
Chapter 1 Team Assignments	16	References and Recommended Readings	63
References and Recommended Readings	18		
CHAPTER 2		CHAPTER 4	
Leader Roles: Leading Effectively in Your Group		Goals: Setting Clear Targets for Your Group	
Chapter Objectives	19	Chapter Objectives	65
Introduction	19	Introduction	65
Designated Leaders and Emergent Leaders	20	Long-Term and Short-Term Goals	66
Different Leaders Have Different Goals	21	Goals and Objectives	66
Three Styles of Leadership	22	Developing Objectives in Your Group	67
Different Situations, Different Approaches	23	Characteristics of Effective Objectives	68
Leadership and Power in Groups	24	Benefits of Effective Goals and Objectives	70
Characteristics of an Effective Leader	27	Chapter Summary	71
Chapter Summary	30	Key Terms	72
Key Terms	31	Mastering the Material	72
Mastering the Material	31	Applying the Ideas in Policing	73
Applying the Ideas in Policing	34	Practising Your Group Skills	74
Practising Your Group Skills	37	Chapter 4 Team Assignments	75
Chapter 2 Team Assignments	38	References and Recommended Readings	77
References and Recommended Readings	40		
		CHAPTER 5	
		Messages: Communicating Effectively in Your Group	
		Chapter Objectives	79
		Introduction	79

A Model of the Oral Communication Process	80	Critical Discussion	146
Rules for Effective Communication	84	Groupthink	147
Chapter Summary	91	The Process of Critical Discussion	150
Key Terms	92	The Benefits of Critical Discussion	152
Mastering the Material	92	The Rules of Critical Discussion	152
Applying the Ideas in Policing	95	Chapter Summary	154
Practising Your Group Skills	97	Key Terms	155
Chapter 5 Team Assignments	98	Mastering the Material	155
References and Recommended Readings	100	Applying the Ideas in Policing	158
CHAPTER 6		Practising Your Group Skills	162
Conflict: Resolving Disputes in Your Group		Chapter 8 Team Assignments	163
Chapter Objectives	101	References and Recommended Readings	165
Introduction	101	CHAPTER 9	
Types of Conflict	102	Decisions: Solving Problems in Your Group	
Conceptual Conflict	104	Chapter Objectives	167
Conflict Styles	105	Introduction	167
Conflict, Respect, and Assertive Communication	107	Problems and Decisions	168
Rules for Managing Conflict Effectively	108	The Problem-Solving Process	168
Chapter Summary	110	Decision-Making Methods	171
Key Terms	111	Factors That Improve Group Decision Making	174
Mastering the Material	111	Chapter Summary	176
Applying the Ideas in Policing	113	Key Terms	177
Practising Your Group Skills	118	Mastering the Material	177
Chapter 6 Team Assignments	119	Applying the Ideas in Policing	180
References and Recommended Readings	121	Practising Your Group Skills	185
CHAPTER 7		Chapter 9 Team Assignments	186
Cohesion: Building Your Group into a Team		References and Recommended Readings	188
Chapter Objectives	123	CHAPTER 10	
Introduction	123	Evaluation: Improving Your Group's Performance	
Teambuilding	123	Chapter Objectives	189
Stages of Group Development	125	Introduction	189
Trust	126	Task Goals and Social Goals	190
Trustworthiness	127	The Challenge of Evaluation	190
Creating a Climate of Trust	127	Formal Evaluation	191
Affiliation, Influence, and Respect	130	Steps of the Formal Evaluation Process	191
Chapter Summary	131	Informal Evaluation	194
Key Terms	132	Evaluating Specific Areas of Group Work	195
Mastering the Material	132	Chapter Summary	198
Applying the Ideas in Policing	135	Key Terms	199
Practising Your Group Skills	141	Mastering the Material	199
Chapter 7 Team Assignments	142	Applying the Ideas in Policing	200
References and Recommended Readings	144	Practising Your Group Skills	201
CHAPTER 8		Chapter 10 Team Assignments	202
Critical Discussion: Generating Ideas in Your Group		References and Recommended Readings	204
Chapter Objectives	145		
Introduction	145		

APPENDIX A

The Experiential Model: Teaching and Learning Group Skills

Appendix Objectives	205
Experiential Learning	205
The Experiential Model	206
The Team Responsibilities	207
The Individual Role Responsibilities	210
A Typical Class Session	213
Specific Team Assignments	213
More Information on the Model	213

APPENDIX B

The Experiential Exercises

Appendix Objectives	215
Introduction	215
The Experiential Exercises	216

GLOSSARY OF TERMS	231
--------------------------------	-----

INDEX	235
--------------------	-----

