PEER-LED TEAM LEARNING
LEADER TRAINING

LEADER TRAINING MODULE:
GROUP DEVELOPMENT

"Alone we can do so little; together we can do so much."
--Helen Adams Keller

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Before attending the **Leader Training Module: *Group Development*,** please review *How to Conduct a Leader Training Session.*

Section A: How to Conduct a Leader Training Session

Goals of PLTL-LT Modules
Modules should generally be completed in approximately 50 minutes. In order to meet this goal, everyone in the group will have to work together to stay on task. If the group has some extra time, a more relaxed pace can be accommodated.

Choosing the Leader
Each week your group will select a different person to be the leader. Choose the leader for the following week at the end of the current week's session. The leader will be responsible for keeping the group on target and within the time limits assigned to each activity. They will help guide the group when the group is having trouble moving forward.

The Assessor
Each week, aside from the leader, your group will choose one person to write a short assessment regarding the module. This person should write how the module went, any problems that occurred, any positive feedback, what they would like to see changed/stay etc. This should be posted in the PLTL on-line folder.
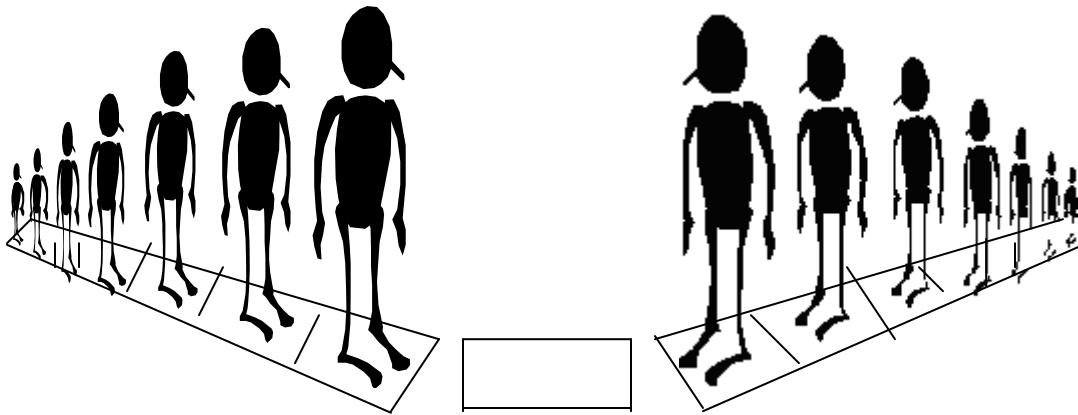
Section B: Leader Training Activities

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25 min

Traffic Jam
The Setup:
1. Split your group into two equal sections: sections right and left
2. Have each section line up single file so that two sections are facing each other
3. Have the two lines separated by one space.
4. Each player should be standing on their own space with no open spaces between players

The object of the game:
To get all of the players to switch sides. Therefore any player in the right section will end up in the left and vice versa.

The Rules: The players will go about switching sides by stepping into open tiles.
1. Players may step into an open tile that is directly in front of them or "jump" over a person who is directly in front of them and is **facing** them if there is an open space behind that person.
2. However, the person doing the "jumping" may **not** jump a person who is heading in the same direction.
3. Players may not step backward or jump to a space already occupied by another player.
4. If there are no available moves, this is called a traffic jam and the game must start over.
5. Once the team has successfully switched positions the game is over.
6. Discuss the questions that follow.

Traffic Jam Questions
1. How did your group approach this activity?
2. Did your group change strategies before you were able to complete the activity? If so, how?
3. What aspect of this game posed the greatest challenge and what methods did your group use in order to tackle this challenge?
4. If you are sharing a space with another group, share your experience with that group.

> **10 min**
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> ## Scenarios:
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> Each statement represents a different stage of group development. One leader will choose a statement and read it aloud. The next leader will analyze the statement by answering the following questions: *Have they met? Do they know each other? Are they comfortable with each other and with the leader? How far into the group process are they?* Repeat this process for each statement. After each statement has been read and analyzed, number them in order of progression.

_____ a) Our team is really energized. We've been working well together, coming up with great ideas, and everyone is committed to doing their part.

_____ b) Being a member of this team has been a very positive experience. Although we had some issues, we worked them out, and we're ahead of schedule in meeting our goals.

_____ c) I am so frustrated – all we seem to do is argue and nothing gets done!

_____ d) I like my team members well enough, but we are not very efficient at decision-making. No one says anything, so nothing changes.

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http://clce.gmu.edu/leadership/5stages.html [accessed June 6, 2009]

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Four Stages of Group Development

Bruce Tuckman developed a model of group development to help understand how a group changes over time. He categorized these changes into four groups (Dixon, 2000)

Forming

Members begin to get to know each other through ice breakers and by asking questions to find out how much direction they will be given by the leader and what the rules and agenda are. The group determines the task that is to be completed, why they are there, what their goals are and how they will accomplish those goals.

Storming

Conflicts arise during this phase. Feelings differ regarding agenda, authority, and leadership. In order for the group to move past the storming phase, the conflicts need to be resolved as they arise. The task functions are to organize and structure the group by establishing group expectations and goals.

Norming

Group members resolve their conflicts and begin to function as a cohesive unit. Members begin to offer suggestions and constructive criticisms in an appropriate manner. They share ideas and information and begin to develop friendships.

Performing

All members are now able to work independently. Differences are settled in an appropriate manner. The group is highly productive and able to concentrate on the task while continuing to maintain healthy group interpersonal relationships. (Dixon, 2000; http://clce.gmu.edu/leadership/5stages.html, [accessed June 6, 2009]

15 min

Making a connection

At the bottom of the page are several attributes of the group development process. Place the attributes in the boxes that correspond with the four stages of development.

- Intense loyalty/common interest
- High group morale
- Disagreement is appropriate and offered with respect

- Getting acquainted
- Polite conversation
- Need for group approval
- Conflict absent
- Judgments take place

- High energy
- Conflict may occur
- Cliques and individuals utilize power and control

- Active listening
- Individual agendas given up for group's agenda
- High level of creativity

- Goals/objectives are questioned and established
- Individuals assess where they fit in
- Social cliques are formed

For more tips on group development visit the Web Page on "Group Dynamics and Leadership" under "Leader Training" at the PLTL web site: www.pltlis.org

References

Dixon, L. (2012). Stages of Group Dynamics. Peer-Led Team Learning: Leader Training. Online at http://www.pltlis.org.

----. Five stages of group development. Online at http://clce.gmu.edu/leadership/5stages.html [accessed June 6, 2009].