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SLIDE/CASSETTE

LEADER'S GUIDE



**group
maintenance
in community
development**

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C O N T E N T

GENERAL INSTRUCTIONS

- This slide/cassette presentation assumes that most viewers will not have prior, in-depth training in this subject matter area. Therefore, an attempt has been made to cover the subject in some detail. In general, the slide/cassette presentation should be accompanied by group discussion for maximum benefits. The cassette may be used alone for review of the essential points.

SLIDE/CASSETTE

- It is recommended that the slide/cassette be reviewed in-depth by the group leader prior to showing it to the target audience. The slide/cassette contains the basic information around each principle. The group leader may wish to show the entire slide/cassette and use the discussion guide to bring each principle back into focus for the group. Another alternative is to turn-off the audio-visual presentation after each principle and discuss.

DISCUSSION GUIDE

- The group leader may wish to reproduce for each participating member all or part of the discussion material. If time is limited, the leader may wish only to reproduce the summary scale for stimulating discussion.

SLIDE SCRIPT

- For manually operating projector or for reading with slides.

How Is Your Group Doing?

You have just seen and heard the slide/cassette "Principles of Group Maintenance in Community Development." To help you examine the status of your group, a series of questions has been devised to aid in discussing what is "right" and what is "wrong" with your group. We believe that if you know the nature of your problem, strategies can be developed to help strengthen your organization. Each principle is listed for your examination. Questions are raised in order to stimulate your thinking. You may wish to add others.

PRINCIPLE #1: The successful maintenance of a voluntary development group requires that the needs of group members be met at a satisfactory level.

How would you rate your group in meeting the needs of its members?

- Very Adequate
- Adequate
- Inadequate
- Very Inadequate

To some degree, people have different needs -- are there particular members whose needs are not being met?

Yes No Don't Know

If yes, why? _____

Do you feel the community's real needs are being addressed in a vigorous way by this group?

_____ Yes _____ No

If no, why? _____

(The membership may wish to make a list on the board of the most important community needs at the present time.)

PRINCIPLE #2: The successful maintenance of a voluntary development group requires that operational goals be established, understood, and generally accepted by the members of the group.

Do you feel the members have a clear understanding of the group's goals?

_____ Yes _____ No _____ Don't Know

If there is some question about goals, have each member list the top two goals of the group.

Priority Goal #1: _____

Priority Goal #2: _____

Most of the time it is useful to have intermediate goals for each major, long-term goal. For example, if your major goal was to development more community jobs, intermediate goals may be (1) to conduct a community labor survey; (2) to conduct an industrial site survey; (3) to develop an industrial brochure for the community.

Write down what you think the 2 or 3 intermediate goals are for each one of the major goals agreed upon.

Priority Goal #1: _____

Intermediate Goal #1: _____

Intermediate Goal #2: _____

Intermediate Goal #3: _____

Have each member read and record intermediate goal number 1.

Discuss differences and implications. Do the same for other goals.

Remember, if you have markedly different goals, your organization is in trouble. Work toward resolving your differences. Only those goals where there is general agreement will help to build cohesion in the group and provide the vitality needed to achieve worthwhile community projects and activities.

PRINCIPLE #3: The successful maintenance of a voluntary development group also requires that the group have a favorable experience within a timespan decided by the members themselves.

Discuss the problem of achieving major goals in the short-run. Discuss what are realistic time-frames for agreed upon major community goals as well as intermediate goals. If members realistically understand what they are taking on, they are more likely to be tolerant and loyal to the cause.

What are realistic time-frames for two agreed upon group goals?

PRINCIPLE #4: The successful maintenance of a voluntary development group requires that members find the group attractive and satisfying.

When members don't participate, they are sending messages that they have higher priority problems to contend with, or that they don't agree with what you are doing, or they don't agree on how you are going about it, or something else.

Each member has a responsibility to the maintenance of the organization; otherwise, you go down the drain with the non-participants, and the community loses. Each member answer the following questions about non-participating members. (Be professional and discrete.)

1. Does the member have personal problems that are detracting from public participation? For example, health, business, financial or family problems.

Yes No Don't Know

Comment: _____

2. Does the member enjoy or find stimulating his association with other members of the group? Are there people in the group that he simply cannot tolerate?

Enjoy Association Strongly dislikes one or more members
 Don't Know

Comment: _____

3. Does the member strongly believe in what the group is doing or is he only lukewarm to the idea?

Strongly Believes Lukewarm Don't Know

Comment: _____

4. Does the member feel the group is making sufficient progress or is he disenchanted with the slowness or procedures?

Sufficient Progress Slowness of Procedure
 Don't Know

Comment: _____

5. Is the member informed ahead of time about up-coming meetings so that he might plan for them?

_____ Yes _____ No _____ Don't Know

Comment: _____

6. Have you or any member of the group personally attempted to find out why the delinquent member is not participating?

_____ Yes _____ No _____ Don't Know

Comment: _____

If you have answered most of the above questions with a high degree of knowledge, you probably have a pretty good idea why the member doesn't participate. If you know why, then corrective strategies can be implemented. However, remember everybody is not temperamentally suited to belong to a voluntary, deliberating, action group. If the person is one of the keys to community progress, you may have to devise ways of consulting with him on a personal and private basis.

If most of your answers to the above questions were "don't know," you haven't done your homework.

PRINCIPLE #5: The successful maintenance of a voluntary group requires that the membership be directly inclusive and/or representative of community residents whose support will be necessary for accomplishing the group's goals.

Everybody likes to be a part of decision-making that affects them. In a community, this means being represented by someone who has their interest at heart.

Does the membership of this group truly represent all segments of the community?

_____ Yes _____ No

If no, what groups are not being represented?

Comments: _____

PRINCIPLE #6: The successful maintenance of a voluntary development group requires that the group's membership be tailored, in terms of size and resources, to the needs of the people to be served.

In your opinion, is the size of your group?

_____ Too Large _____ Too Small _____ About Right

If too large or small, discuss what ought to be done about it.

Recommendations: _____

Would your group benefit from having additional members with particular skills or positions?

_____ Yes _____ No _____ Don't Know

If yes, what skills or positions do you think should be added?

Recommendations: _____

PRINCIPLE #7: The successful maintenance of a voluntary group requires that the group's leadership be appropriate to the needs of the members.

Leadership is another delicate topic. Therefore, it is suggested

members be provided the following questions on a separate sheet of paper. These checklists should be collected in a way that does not identify the member.

Do you feel the leadership for this group is appropriate?

_____ Yes _____ No

If no, please briefly state why you feel this way. Remember, your goal is not to hurt someone's feelings but to help your group, and in turn, the community. _____

PRINCIPLE #8: The successful maintenance of a voluntary group requires that it remain flexible to change and adopt new goals as appropriate.

Groups with long tenure often become set-in-their-ways of doing things. They are unable to meet changing needs of the community or needs of the members.

How would you rate the flexibility of your group?

_____ Highly Adaptable _____ Moderately Adaptable _____ Rigid

If the group needs to change, what changes are needed and how would you go making them?

Comment: _____

PRINCIPLE #9: The successful maintenance of a voluntary development group requires that the physical arrangements and communication be adequately performed to ensure maximum opportunity for group action.

Are the meetings generally held in comfortable and pleasant surroundings?

_____ Yes _____ No

If no, can a better meeting place be found?

Comment: _____

Are communications about place, time, and agenda sent out in sufficient time to avoid problems?

_____ Yes _____ No

If no, what recommendations would you make?

OTHERS

Are there other areas not covered in this discussion that would help to improve this group?

Comment: _____

HOW DOES YOUR GROUP RATE?

(Circle most appropriate rating)

	<u>Satisfactory</u>		<u>Unsatisfactory</u>		
1. Needs of the members adequately met	1	2	3	4	5
2. Members know, understand and accept the goals of this group	1	2	3	4	5
3. This group has been successful in the time it has existed	1	2	3	4	5
4. Members find the group attractive and satisfying	1	2	3	4	5
5. This group is representative of citizens in this community	1	2	3	4	5
6. This group's size and resources are in accord with the needs of the people served	1	2	3	4	5
7. The leadership of this group is appropriate to the needs of the members	1	2	3	4	5
8. This group is flexible to the changing needs of this community	1	2	3	4	5
9. The arrangement for meetings of this group are appropriate and adequate	1	2	3	4	5
10. All forms of communication are adequate and acceptable to group members	1	2	3	4	5

INTERPRETATION

You may wish to have the scores for each item averaged for the entire group.

--- If you have an average score of 1 to 2.5, your group is likely functioning very well.

--- If you have an average score of 2.6 to 3.5, you probably are not functioning at optimum capacity -- some adjustments may be in order.

--- If you have an average score of 3.6 or more, your group is likely to be confronted with one or more major problems. Definite adjustment should be considered.

PRINCIPLES OF GROUP MAINTENANCE

GROUPS ARE OFTEN USED IN THIS COUNTRY TO AID IN COMMUNITY DEVELOPMENT. A VOLUNTARY GROUP SERVES AS A FOCAL POINT FOR LEADERS AND CITIZENS TO DEAL WITH COMMUNITY PROBLEMS AND OPPORTUNITIES. IT IS A GOOD WAY FOR PEOPLE TO TAKE PART IN SOLVING THEIR COMMUNITY'S PROBLEMS.

HOWEVER, A COUNTLESS NUMBER OF COMMUNITY DEVELOPMENT GROUPS FAIL EACH YEAR. T. R. BATTEN, A NOTED ENGLISH WRITER ON COMMUNITY DEVELOPMENT SAID: "IT IS EASY TO START A GROUP, BUT EASIER STILL FOR IT TO FAIL." GROUPS USUALLY FAIL BECAUSE THEIR ORGANIZERS AND MEMBERS DON'T UNDERSTAND THE PRINCIPLES THAT MAKE THEM SOMETIMES SUCCEED AND SOMETIMES FAIL.

THE PURPOSE OF THIS PRESENTATION IS TO PROVIDE COMMUNITY LEADERS AND ORGANIZATION SPECIALISTS WITH AN UNDERSTANDING OF SOME KEY FACTORS THAT HELP GROUPS SURVIVE. A GROUP THAT CONTINUES TO FUNCTION OVER TIME PROVIDES A VEHICLE FOR ACCOMPLISHING GOALS TO MAKE THEIR COMMUNITY A BETTER PLACE TO LIVE.

EXTENSIVE RESEARCH IN GROUP BEHAVIOR HAS REVEALED A SERIES OF PRINCIPLES THAT ARE IMPORTANT IN MAINTAINING A GROUP. IN ORDER TO SURVIVE, A GROUP MUST:

MEET THE NEEDS OF ITS INDIVIDUAL MEMBERS

ESTABLISH OPERATIONAL GOALS THAT ARE UNDERSTOOD AND ACCEPTED BY MOST MEMBERS

EXPERIENCE SUCCESS WITHIN A LIMITED PERIOD OF TIME

REMAIN ATTRACTIVE AND SATISFYING TO THE MEMBERS

PROVIDE APPROPRIATE LEADERSHIP

REMAIN FLEXIBLE TO CHANGE AND ADOPT NEW PURPOSES AS NEEDED

INCLUDE AND/OR REPRESENT THE COMMUNITY RESIDENTS WHOSE SUPPORT WILL BE NEEDED TO ACCOMPLISH THE GROUP'S GOALS

ADAPT ITS SIZE AND RESOURCES TO THE NEEDS OF THE PEOPLE TO BE SERVED

PROVIDE ADEQUATE PHYSICAL ARRANGEMENTS AND COMMUNICATE WITH GROUP MEMBERS BEFOREHAND.

JUST WHY DO PEOPLE JOIN COMMUNITY GROUPS?

"I THINK THAT MANY PEOPLE FEEL THAT THEY WANT TO DO SOMETHING FOR THEIR COMMUNITY. THEY SEE NEEDS IN THEIR COMMUNITY AND THEY WANT TO HELP BETTER THEIR COMMUNITY AND SO THEY KNOW THAT IF THEY DON'T GET INVOLVED, SOMETIMES THINGS WON'T GET DONE. I THINK THAT ANOTHER REASON IS THAT PEOPLE ARE FRUSTRATED WITH THE JOB THEY SEE BEING DONE AND SO RATHER THAN CONTINUE WITH THIS FRUSTRATION, THEY FEEL THEY HAVE TO GET INVOLVED TO LEND THEIR SUPPORT AND HELP MOVE THE PROJECT OR PROBLEM ALONG TO A SOLUTION."

"AND SOMETIMES, I THINK PEOPLE GET INVOLVED BECAUSE THEY CAN'T SAY NO. THEY DON'T WANT TO TURN DOWN A FRIEND. I THINK THERE ARE A LOT OF PEOPLE WHO BASICALLY HAVE A DESIRE TO BE INVOLVED AND HELP. A LOT OF TIMES ITS BEEN SAID THAT THE BUSIEST PERSONS GET INVOLVED AND I THINK IT'S TRUE, THEY JUST CAN'T SAY NO." (DALE GLASS)

PEOPLE JOIN GROUPS FOR VARIOUS REASONS. BUT, THEY WILL NOT STAY AND WORK WITH THE GROUP IF THEIR HOPES AND EXPECTATIONS ARE NOT BEING MET.

THE GROUP MUST MEET THE NEEDS OF ITS MEMBERS. THESE MAY BE PERSONAL OR COMMUNITY NEEDS WHICH BENEFIT THE INDIVIDUAL, THE COMMUNITY, OR BOTH. FOR EXAMPLE, A COMMUNITY THAT BUILDS A NEW INDUSTRIAL BUILDING TO ATTRACT NEW INDUSTRY FULFILLS BOTH KINDS OF NEEDS. IT FULFILLS THE PERSONAL NEED OF THE BUSINESSMAN WHO WANTS TO CREATE NEW MONEY IN THE COMMUNITY TO BENEFIT HIS OWN COMPANY AND OTHER BUSINESS INTERESTS IN THE COMMUNITY. IT MEETS THE NEEDS OF THE SCHOOL TEACHER WHO BELIEVES THE COMMUNITY COULD USE MORE JOBS FOR ITS RESIDENTS.

IT IS NOT NECESSARY OR EVEN WISE TO JUDGE WHICH KIND OF NEED IS BEST. HOWEVER, A VOLUNTARY GROUP IS DOOMED TO FAILURE IF THE NEEDS OF GROUP MEMBERS ARE NOT CONSIDERED FROM THE START.

HOW DOES A GROUP ORGANIZER OR LEADER KNOW WHAT THE NEEDS OF THE GROUP ARE? AND, HOW DOES HE OR SHE KNOW IF THESE NEEDS ARE BEING MET? THE MOST DIRECT WAY IS TO ASK THE MEMBERS THEMSELVES. BUT, THIS METHOD IS NOT ALWAYS DEPENDABLE. MEMBERS ARE MANY TIMES UNABLE OR UNWILLING TO STATE THEIR NEEDS. THEY MAY HAVE A VERY STRONG FEELING THAT SOMETHING IS RIGHT OR WRONG BUT CAN'T PUT IT INTO WORDS.

SOME MEMBERS WILL NOT TELL THEIR REASONS FOR JOINING A GROUP BECAUSE THEY FEEL THEY MIGHT BE SOCIALLY UNACCEPTABLE TO OTHER GROUP MEMBERS OR TO THE COMMUNITY. AN EXAMPLE OF THIS IS THE CASE OF A MINISTER WHO JOINS A GROUP BECAUSE HE IS TRYING FOR A DENOMINATIONAL OFFICE. HE REALIZES HE NEEDS TO TAKE PART IN COMMUNITY DEVELOPMENT IF HE WISHES TO BE CONSIDERED BY CHURCH OFFICIALS.

ANOTHER SITUATION IS THE POLITICIAN WHO JOINS A GROUP TO IMPROVE HIS PUBLIC IMAGE.

"FOR SOME PEOPLE THIS IS A FORM OF RECOGNITION THEY GET FROM BELONGING TO THIS GROUP AND BEING A PART OF THE GROUP. SOME PEOPLE JOIN FOR THE SOCIAL ASPECTS, ITS THEIR OPPORTUNITY TO GET OUT AND MEET OTHER PEOPLE. SOME PEOPLE JOIN FOR THE FACT THEY THINK THEY CAN DO A JOB WITH A PARTICULAR GROUP. SOME PEOPLE JOIN STRICTLY FOR SOME SELFISH KINDS OF REASONS. FOR EXAMPLE, THERE ARE GROUPS IN COMMUNITIES THAT ARE SO CALLED "IN" KINDS OF GROUPS. PEOPLE THAT WANT TO BE ON THE "IN" SIDE OF PART OF AN "IN" GROUP THEN JOIN BECAUSE THEY FEEL IT GIVES THEM SOME KIND OF PRESTIGE BEING PART OF THE "IN" GROUP. (JOHN PARKER)

GROUP LEADERS AND SPECIALISTS MAY NOT AGREE WITH ALL THE VARIOUS NEEDS OF MEMBERS. BUT, THEY MUST LISTEN CAREFULLY TO EACH MEMBER TO UNDERSTAND HIS OR HER CONCERNS. AND, THEY MUST SEE THAT THESE CONCERNS ARE CONSIDERED IN ONE WAY OR ANOTHER. IT IS IMPOSSIBLE TO MEET OR EVEN TO CONSIDER ALL THE MEMBERS' NEEDS ALL THE TIME. NOT ALL MEMBERS WILL STAY WITH A GROUP, NOR SHOULD THEY.

IT IS IMPORTANT, HOWEVER, THAT NEEDS BE TAKEN INTO ACCOUNT WHEN THE GROUP IS BEING ORGANIZED. THE COMMUNITY'S NEEDS SHOULD BE DISCUSSED WHEN PEOPLE ARE FIRST CONTACTED ABOUT JOINING A GROUP. MEMBERS NEED TO UNDERSTAND WHY THEY ARE BEING ASKED TO SERVE AND WHAT IS EXPECTED OF THEM.

OF COURSE, A LEADER OR ORGANIZER SHOULD BE PREPARED TO ACCEPT A CERTAIN NUMBER OF REFUSALS. PEOPLE OFTEN HAVE VALID REASONS FOR NOT SERVING. THE BEST WAY TO CHOOSE COMMITTEE MEMBERS IS TO SELECT PEOPLE WHO ARE AWARE OF THE REAL NEEDS OF THE COMMUNITY AND ARE WILLING TO WORK AT FULFILLING THOSE NEEDS.

THERE ARE SEVERAL WAYS TO DETERMINE COMMUNITY NEEDS. YOU MAY WANT TO TAKE A COMMUNITY-WIDE SURVEY, WHICH IS AN EXCELLENT WAY TO FIND OUT THE BROAD-BASED NEEDS OF THE CITIZENS. TRY TAKING A SMALLER SURVEY OF KNOWLEDGEABLE PEOPLE AND LEADERS FROM THE COMMUNITY. THIS IS A LESS EXPENSIVE APPROACH THAN THE PUBLIC SURVEY BUT MAY NOT BE AS REPRESENTATIVE. STUDY LOCAL NEWSPAPERS TO FIND OUT WHICH PROBLEMS TEND TO PERSIST OVER TIME AND AFFECT THE ENTIRE COMMUNITY.

NEED IS THE CENTRAL FOCUS OF THE GROUP. HOWEVER, A GROUP CANNOT SURVIVE IF IT DOESN'T ESTABLISH OPERATIONAL GOALS. AN "OPERATIONAL" GOAL INVOLVES AN ISSUE OF ACTIVITY THAT MAY BE SOLVED OR HELPED BY THE GROUP. EXAMPLES MIGHT INCLUDE ESTABLISHING A MEDICAL CLINIC, BUILDING AN INDUSTRIAL PARK, OR WORKING ON AN ENERGY SAVING CAMPAIGN.

"I THINK THAT THE MAIN REASON THAT A GROUP IS SUCCESSFUL IS THAT THEY HAD A SPECIFIC PURPOSE OR NEED THAT CALLED THEM TOGETHER. IF THEY SEE THAT THIS IS A PROBLEM OR SOMETHING CONFRONTING A COMMUNITY THAT IS SERIOUS OR NEEDS ATTENTION, I BELIEVE THAT THIS CREATES A DESIRE TO HELP AND GET MOVING.

I THINK THAT ANOTHER THING THAT'S VERY IMPORTANT IS THE GROUP MUST SEE SOME TYPE OF GOAL, IT MUST BE REALISTIC AND NOT JUST THEORETICAL OR SOMETHING THAT'S NICE TO DO. BUT, THEY MUST SEE A GOAL THAT'S POSSIBLE IN THE FORESEEABLE FUTURE OR AT LEAST IN THE TIME THAT MEMBERS OF THE GROUP FEEL THEY CAN DEVOTE TO IT."

(DALE GLASS)

THE WAY GROUPS SET THEIR GOALS IS AN IMPORTANT FACTOR. ALL GROUP MEMBERS SHOULD HELP SET GOALS. THIS DOES NOT ALWAYS MEAN DIRECT INVOLVEMENT BY EACH MEMBER, BUT IT DOES MEAN THAT EACH MEMBER SHOULD FEEL HE HAS THE RIGHT TO REJECT OR MODIFY ANY GOAL THAT IS PROPOSED. IMPOSED GOALS WILL USUALLY DRIVE MEMBERS FROM THE ORGANIZATION.

MAINTAINING A VOLUNTARY GROUP ALSO REQUIRES THAT THE GROUP HAVE A SUCCESSFUL EXPERIENCE WITH A CERTAIN TIME SPAN. MEMBERS OFTEN HAVE UNREALISTIC IDEAS ABOUT HOW SOON COMPLEX PROBLEMS CAN BE RESOLVED. A MAJOR COMMUNITY PROBLEM MAY DEMAND SEVERAL YEARS TO WORK FROM THE ORIGINAL IDEA TO FINAL COMPLETION. THREE TO 15 YEARS IS NOT A LONG TIME FOR BUILDING A HOSPITAL, DEVELOPING A PARK SYSTEM, OR ESTABLISHING A MAJOR INDUSTRY.

SHORT-TERM SUCCESSES MAY NOT BE VERY DRAMATIC. BUT, THEY ARE VERY VALUABLE IN HOLDING A GROUP TOGETHER FOR THE LONG HAUL TOWARD THEIR FINAL GOAL. A GROUP NEEDS TO FORM SUCCESS CRITERIA THAT ARE PRACTICAL. SUCCESS SHOULD NOT REQUIRE THE LAYING OF THE FINAL BRICK IN A NEW INDUSTRIAL BUILDING. THEY MAY ONLY INVOLVE TAKING A LABOR SURVEY OR FINDING POSSIBLE INDUSTRIAL SITES.

THESE ACTIVITIES ARE MEASUREMENTS OF SUCCESS ONLY IF EACH IS INITIALLY SEEN AS A WORTHWHILE COMMUNITY EFFORT. ONLY THE GROUP MEMBERS CAN DECIDE WHEN THEY ARE SUCCESSFUL, OR UNSUCCESSFUL.

A VOLUNTARY GROUP MUST CONTINUE TO BE ATTRACTIVE AND SATISFYING TO ITS MEMBERS IF THEY ARE TO REMAIN. CARTWRIGHT AND ZANDER SUGGEST THAT THERE ARE TWO BASIC SOURCES OF ATTRACTION TO ANY GROUP.

NUMBER ONE: THE GROUP ITSELF IS THE OBJECT OF THE NEED. ONE OF THE MOST OBVIOUS REASONS FOR JOINING A GROUP IS THAT ONE LIKES THE PEOPLE WHO ARE IN IT. NUMBER TWO: BEING IN THE GROUP IS THE MEANS FOR SATISFYING NEEDS LYING OUTSIDE THE GROUP.

A MEMBER MAY ASSOCIATE WITH A GROUP BECAUSE HE FEELS ITS GOALS ARE WORTHY. IF AND WHEN HE DECIDES THE GROUP IS UNLIKELY TO REACH ITS GOALS, HE MAY BECOME LESS ATTRACTED TO IT. AND, AS A RESULT, MIGHT END UP BEING INACTIVE.

A MEMBER MAY ALSO LIKE A GROUP BECAUSE HE ENJOYS THE ACTIVITY WITHIN IT. FOR EXAMPLE, HE MIGHT ENJOY THE FELLOWSHIP THE GROUP GENERATES AMONG ITS MEMBERS. OR, HE IS ATTRACTED TO THE GROUP BECAUSE OF THE OPPORTUNITIES IT GIVES HIM TO EXPRESS HIS IDEAS AND CONCERNS TO COMMUNITY LEADERS.

MEMBERS SOMETIMES VIEW THE ORGANIZATION AS A PATH TO SOMETHING DESIRED IN THE COMMUNITY. AN EXAMPLE OF THIS IS THE BUSINESSMEN AND POLITICIANS WHO SEE A GROUP OR ITS ACTIVITIES AS A MEANS TO GAINING RECOGNITION THROUGHOUT THE COMMUNITY. OTHERS FEEL THAT BY WORKING WITH A GROUP THEY GAIN EXPERIENCE THAT COULD LEAD TO CAREER OPPORTUNITIES.

ALL OF THESE IDEAS MUST BE CONSIDERED IF A GROUP IS TO BE MAINTAINED OVER TIME. THOSE RESPONSIBLE FOR THE GROUP'S CONTINUANCE MUST KNOW THE REASONS THAT KEEP MEMBERS ACTIVELY INVOLVED.

GROUP MEMBERSHIP IS ANOTHER IMPORTANT FACTOR. A VOLUNTARY GROUP SHOULD BE DIRECTLY INCLUSIVE AND/OR REPRESENTATIVE OF COMMUNITY RESIDENTS WHOSE SUPPORT WILL BE NEEDED TO ACCOMPLISH THE GROUP'S GOALS.

RESEARCH HAS SHOWN THAT COMMUNITY RESIDENTS WHO DO NOT PARTICIPATE IN A GROUP AND HELP MAKE DECISIONS WILL FEEL LESS INVOLVED WITH THE GROUP'S PROJECTS. AND, THESE PEOPLE MAY LATER FEEL LESS INCLINED TO COOPERATE IN ANY TYPE OF ACTION PROGRAM, OR LEND ASSISTANCE. MARGINAL GROUPS AND POWER LEADERS THAT ARE NOT PRESENT OR REPRESENTED IN DISCUSSIONS WITH A PARTICULAR GROUP WILL HAVE THE SAME FEELINGS AS NON-PARTICIPANTS.

IN SHORT, TRY TO HAVE THE WIDEST PARTICIPATION POSSIBLE. OR, HAVE A GOOD REPRESENTATION OF COMMUNITY INFLUENTIALS WHEN DEALING WITH PROJECTS WITH WIDE COMMUNITY IMPACT. THIS WILL HELP ASSURE SUPPORT.

OF COURSE, FOR SHORT TERM OR LIMITED IMPACT TYPES OF PROGRAMS, YOU NEED ONLY THOSE PEOPLE WHO WILL BE DIRECTLY INVOLVED IN A TASK. FOR INSTANCE, IT IS UNLIKELY THAT A MUSICIAN WOULD BE ABLE TO MAKE A GREAT CONTRIBUTION TO AN AGRICULTURAL CONCERN. IT WOULD BE OF NO VALUE TO ASSEMBLE THE ENTIRE COMMUNITY AND HAVE ONLY A FEW OF THE MEMBERS ACTUALLY INVOLVED IN DISCUSSION.

MEMBERSHIP IS MORE THAN A SIMPLE MATTER OF BELONGING. IT INCLUDES ACTIVE PARTICIPATION OF ALL MEMBERS.

A SECOND DIMENSION OF THE MEMBERSHIP STRUCTURE CONCERNS SIZE AND COMPOSITION. A GROUP'S MEMBERSHIP NEEDS TO BE TAILORED IN TERMS OF SIZE AND RESOURCES TO THE NEEDS OF THE PEOPLE TO BE SERVED.

STUDIES SHOW THAT AS SIZE INCREASES, IN GENERAL, COMMUNICATION IS BROKEN DOWN. THERE IS A TIME LAG IN REACHING DECISIONS.

ON THE OTHER HAND, MEMBER COMPOSITION MAY OFFSET THIS DISADVANTAGE BY PROVIDING PEOPLE WITH GREATER CAPABILITIES. SMALL SIZE MAY HELP DISCUSSIONS, BUT LARGE SIZE INCREASES HUMAN RESOURCES.

THERE ARE MANY DIFFERENT VIEWS ABOUT GROUP SIZE.

"GROUPS HAVE TO BE SMALL ENOUGH FOR PEOPLE TO FEEL FREE TO TALK TO EACH OTHER. I THINK THAT'S ONE OF THE MOST IMPORTANT THINGS. GROUPS VARY AS TO WHAT THE SIZE IS AND IT CAN RANGE ANYWHERE FROM 5 TO 15. HOWEVER, I WOULD POINT OUT THAT THE LARGER A GROUP GETS, THE MORE LIKELY FACTIONS OR CLIQUES WILL DEVELOP AND THIS CAN HAVE A VERY NEGATIVE EFFECT." (HOWARD PHILLIPS)

"I LIKE TO WORK WITH THE SMALLER GROUP SIZE THAN WHAT IS TYPICALLY THOUGHT OF AS IDEAL. I LIKE TO WORK IN THE AREA OF 7 TO 10 PEOPLE. I FEEL THAT WITH THIS SIZE GROUP, GENERALLY EACH PERSON IS GIVEN A PARTICULAR JOB RESPONSIBILITY TO DO, INDIVIDUALLY HE BRINGS SOMETHING TO THE GROUP. THEREFORE, HE FEELS LIKE AS AN INTEGRAL PART OF THE GROUP AND OF COURSE THAT BRINGS ON, I THINK, THE BEST TYPE OF DECISION-MAKING PROCESS. (SALLY COOK)

GROUPS VARY IN TERMS OF THEIR LEADERSHIP NEEDS. BUT, IF A GROUP IS TO SUCCEED, ITS LEADERSHIP MUST BE APPROPRIATE TO THE NEEDS OF ITS MEMBERS.

A DEMOCRATIC TYPE OF LEADERSHIP IS OFTEN REQUIRED IN VOLUNTARY COMMUNITY GROUPS. IT IS LIKELY THAT MANY VOLUNTARY GROUPS FAIL BECAUSE LEADERS WANT TO RUN THE GROUP THE SAME WAY THEY RUN THEIR OTHER AFFAIRS, WHICH IS USUALLY NON-DEMOCRATIC.

THE LEADERSHIP OF A GROUP IS LARGELY RESPONSIBLE FOR CREATING A GROUP ATMOSPHERE THAT IS CONDUCTIVE TO ACCOMPLISHING GOALS. A GROUP ENVIRONMENT IS MUCH MORE EFFECTIVE IF MEMBERS FEEL THAT THEY ARE NEEDED TO MAKE DECISIONS. THE MEMBERS LIKE TO FEEL THAT THEY ARE FREE AND ENCOURAGED TO EXPRESS THEIR OPINIONS.

DEMOCRATIC LEADERSHIP NOT ONLY HELPS SECURE WIDE COOPERATION, BUT ALSO AIDS THE MEMBERS IN REFINING, MODIFYING, AND ACCEPTING IDEAS THAT THE GROUP THINKS ARE BEST. IT IS COMMONLY BELIEVED THAT DEMOCRATIC GROUPS ARE THOSE MOST ABLE TO PUT NEW IDEAS AND NEW METHODS INTO PRACTICE.

FLEXIBILITY ON THE PART OF THE COMMUNITY GROUP IS A TWO-SIDED ISSUE. ON ONE HAND, INTERNAL GROUP COHESION IS GOOD AS A CEMENTING FORCE. BUT, ON THE OTHER HAND, EXCESSIVE COHESION WILL CREATE RESISTENCE TO NEW IDEAS AND PREVENT ADAPTATION TO CHANGES IN THE COMMUNITY.

IT CAN ALSO ACT AS A BRAKE ON PRODUCTIVITY. OLDER MEMBERS OF THE GROUP MIGHT BAN TOGETHER AND FORM A KIND OF CLIQUE. THIS WOULD AFFECT THE OPENNESS OF NEW MEMBERS TO SPEAK OUT ABOUT THEIR IDEAS.

"ANOTHER WAY FOR A GROUP TO FAIL IS TO HAVE MEMBERS SERVE ON AND ON AND LOSE TOUCH WITH THE COMMUNITY. A CLIQUISH GROUP CAN BE A MEMBER TO A GROUP FOR YEARS, THEY ARE IN ESSENCE MEMBERS FOR LIFE. WHEN IT BECOMES INGROWN OR CLIQUISH TO THIS EXTENT, MANY TIMES THERE IS RESENTMENT BY THE COMMUNITY."
(JOHN ROHRER)

OPEN PARTICIPATION HELPS RENEW THE ORGANIZATION AND KEEP ITS MEMBERS INTERESTED AND INVOLVED. IT ALLOWS FOR THE FREE INTERCHANGE OF NEW MEMBERS, IN AND OUT OF THE GROUP. CITIZENS INVOLVED AT THE BEGINNING OF A PROJECT MAY LOSE INTEREST, MOVE AWAY, OR QUIT THE GROUP FOR OTHER REASONS. AT THE SAME TIME, OTHERS MAY BECOME INTERESTED IN THE ORGANIZATION. OR, THEY MAY HAVE A PARTICULAR SKILL THAT THE GROUP NEEDS.

GROUPS SHOULD WATCH THAT THEY DO NOT BECOME TOO PREOCCUPIED WITH THE MECHANICAL MEAN TO AN END AND SINK INTO GOAL SUBSTITUTION. MEMBERS AND LEADERS MAY BECOME TOO CONCERNED WITH SUCH MATTERS AS "WHERE DO WE MEET?" AND "HOW MANY WILL SHOW UP TODAY?" THESE PEOPLE TEND TO LOSE SIGHT OF THE REAL REASON FOR MEETING. THE MECHANICAL ASPECTS OF A GROUP ARE VERY IMPORTANT. BUT, THE GOOD LEADER WILL REMEMBER THAT THESE TASKS ARE PURELY A BYPRODUCT OF MEETING NEEDS AND ACHIEVING GOALS.

TAKE CARE OF THE PHYSICAL ARRANGEMENTS FOR A MEETING AHEAD OF TIME. AND, MAKE SURE THAT GROUP MEMBERS KNOW WHEN AND WHERE THEY ARE TO MEET. REMEMBER, THE PHYSICAL, AS WELL AS THE SOCIAL ENVIRONMENT, CAN HAVE AN IMPACT UPON THE GROUP'S ACCOMPLISHMENTS.

LET'S GO BACK AND SUMMARIZE THE FACTORS THAT WILL HELP KEEP A GROUP WORKING TOGETHER SUCCESSFULLY OVER A PERIOD OF TIME:

FIRST, MEET THE NEEDS OF THE GROUP MEMBERS.

SET OPERATIONAL GOALS AND MAKE SURE THEY ARE UNDERSTOOD AND ACCEPTED.

HAVE A SUCCESSFUL EXPERIENCE TOWARD GROUP GOALS WITHIN A SHORT TIME PERIOD.

MAKE SURE THAT MEMBERS FIND THE GROUP ATTRACTIVE AND SATISFYING.

INCLUDE A GOOD REPRESENTATION OF THE ENTIRE COMMUNITY IN THE GROUP'S MEMBERSHIP.

TAILOR THE GROUP'S SIZE AND RESOURCES TO THE NEEDS OF THE PEOPLE THAT WILL BE SERVED.

PROVIDE LEADERSHIP THAT IS APPROPRIATE TO THE NEEDS OF THE MEMBERS.

KEEP THE GROUP FLEXIBLE TO CHANGING CONDITIONS AND ADOPT NEW GOALS WHEN NEEDED.

LASTLY, PLAN THE MEETING PLACE AND CONTACT THE GROUP MEMBERS BEFORE HAND.

A Bibliography and Quotes Supporting A Series of Principles
Related to Group Maintenance

I. PRINCIPLE - THE SUCCESSFUL MAINTENANCE OF A VOLUNTARY DEVELOPMENT
GROUP REQUIRES THAT THE PERCEIVED NEEDS OF GROUP MEMBERS BE MET AT
A SATISFACTORY LEVEL.

"If he expects to get their cooperation he must win their confidence. One way he can do this is to begin work on needs which they recognize." (Arensberg and Niehoff, p. 113)

"The starting point for any group is the appreciation by people that they have a shared need or opportunity or problem. Coming to this is a very complicated process." (Baldock, p. 63)

"A group must meet the needs and expectations of its members or it will break up, and if the members of the group lack the knowledge, skill, and resources to do what they want to do, help must be provided from outside." (Batten 1971, p. 175)

"People will not agree to form a group unless they believe that it will meet some need or serve some purpose of their own.

(A worker who decides to try to form a group has by implication already made a provisional judgement about three things:

- (a) that a need exists for such a group;
- (b) that people are already aware of, or can be made aware of, some need the group can help to meet; and
- (c) that people will agree with the worker that the need can best be met by forming such a group." . . .

. . . "People will not continue to support a group unless it meets, and goes on meeting, some need or purpose of their own." (Batten 1972, p. 88)

"The community's needs as he sees them depend on what he wants for the community and on how present conditions appear to him to depart therefrom. What he wants for the community, moreover, is not unrelated to what he wants for himself. An agent's assessment of local conditions, furthermore, may or may not coincide with that of his clients, and his wants for them may have little relation to their wants for themselves." (Goodenough, pp. 57 - 58)

"There is one basic reason why groups exist. It is because each and every member believes that he can fulfill some need or needs in collaboration with other people that he cannot fulfill by himself. It follows, then, that a member will remain in a group only so long as he believes it more advantageous for him to stay in than to leave."
(Haiman, pp. 77-78)

"All such groups exist for the purpose of fulfilling the needs of their members, and usually have as their major goals individual learning and/or group decision-making. An individual may join a group for a variety of motives, and becomes involved in its activities to the extent that he finds satisfaction for his personal needs." (Haiman, p. 104)

"Cohesion, then, is a product of group processes in which individual needs, interests, or expectations for the group are met." (Hartford, p. 258)

"A recent study of voluntary associations in rural society found that an important reason for low participation was that the organization did not serve needs which ranked high on individuals' values. (Rogers and Burdge, p. 108)

"The first proposition is that people do not vary their customary behavior unless they feel some need which existing ways do not satisfy. The response to feeling such a need is to invent or to borrow from some other people a technique or form of organization or belief which is felt to satisfy that need. This in essence is the basic process of cultural change."

"Needs cannot be established by fiat." (Spicer, p. 292)

"Why do people join groups voluntarily? Festinger catalogues the reasons under three general headings: (1) attainment of important individual goals, such as power and social prestige; (2) attractiveness of the group's activities--discussions, games, parties, dances, etc.; (3) satisfaction of needs best mediated through groups, such as the needs for belongingness, recognition, and security." (Warters, p. 16)

"The principal factors affecting group cohesiveness are the group's goals and activities; its size, organization, and status; and, most important, the ability of the group to satisfy its members' needs for companionship, recognition, security, support, and the like.

Need Satisfaction. To continue attractive to a member, a group must help satisfy not only the needs that bring him into the group but also those that he develops while in the group. However, the relationship is circular. Satisfaction of personal needs, satisfying interpersonal relations, and shared involvement in absorbing group activities are results, as well as causes, of group cohesiveness." (Warters, p. 18)

II. PRINCIPLE: THE SUCCESSFUL MAINTENANCE OF A VOLUNTARY DEVELOPMENT GROUP REQUIRES THAT OPERATIONAL GOALS BE ESTABLISHED, UNDERSTOOD, AND GENERALLY ACCEPTED BY THE MEMBERS OF THE GROUP.

"They should know, or think they know, both what they need to do and also how to do it." (Batten 1972, p. 6)

(Conditions for sound group thinking)

"...that the members have a very clearly defined and agreed purpose which they genuinely want to achieve together." (Batten 1971, p. 48)

"Thus if they fail to define their purpose clearly enough, or if some members do not whole-heartedly accept it, they will lack a clear enough focus for their thinking and are quite likely to find themselves arguing at cross-purposes." (Batten 1971, pp. 48-49)

"Members of a group may sometimes agree on a common purpose only because it is stated so generally that each is able to interpret it according to his own idea of what it is intended to be. If these interpretations differ, the members may find themselves at cross-purposes in discussion and this may lead to confusion." (Batten 1971, pp. 49-50)

"Once a group has become relatively mature there is still the task of maintaining group interaction at a relatively high and productive level (group maintenance). The reason for group formation and maintenance is to accomplish some set of objective--group goal attainment or task performance. (Beal 1971, p. 56)

"Goal development is the link between problem analysis and program alternative. Forging that link is the major technical task of the worker in the primary group phase of the community work process." (Brager 1973, p. 133)

"As a group member, a clear group goal and group path give meaning to his group membership, increase his attraction to his fellow-workers, make him more group-oriented, increase the power of the group over him." (Cartwright 1960, p. 397)

"As a group member, the subject who had a clear picture of his group goal and group path experienced greater feelings of group belongingness, particularly as manifested in an involvement with the group goal and in sympathy with group emotions." (Cartwright 1960, p. 412)

"Group goals come into being as the group convenes, and the members begin to think together about why the group exists, what they want it to accomplish, and how the objectives can be reached. Cartwright and Zander show that 'the formation of group goals requires that the various goals for the group held by the different members be somehow converted into a single goal capable of steering group activities.' . . .

. . . "Generally group goals are established during the organizing period of the group, but they may later be re-examined or assessed. They may be modified as the group changes focus, or as the group changes composition if it is an open-ended group." (Hartford, p. 141)

"Goals can become a group product only as they are discussed, considered, and made fairly explicit by the group members together through some deliberative process." (Hartford, p. 142)

"The importance of setting achievable group goals should be emphasized . . . the necessity of establishing group goals through a process of group decision making, some degree of consensus, or some level of agreement on the part of all of the members." (Hartford, p. 147)

"Cartwright and Zander suggest that groups with no clearly identifiable goal have no criterion to evaluate alternative courses of action and find it difficult to organize a coherent program of activities and therefore lack any sense of satisfaction. A group that has clearly specified goals can plan a course of action and members are motivated to collaborate with each other to facilitate goal attainment. They, therefore, sense satisfaction with attainment and frustration with failure." (Hartford, p. 148)

"The worker may, in fact, need to be on the alert to this matter and attempt to facilitate the widest possible participation in goal setting. Those who are not initially articulate may feel dissatisfied with the goals, as established, if they have not been helped to express their opinions in the group development process." (Hartford, p. 148)

"The anticipated goals of a group influence composition . . . people will probably not choose to join a group or stay with it if the goals are not compatible with their interests." (Hartford, p. 151)

"The establishment of goals, then, gives the framework for the development and assessment of group activity that becomes the means for goal achievement." (Hartford, p. 151)

"No group can proceed to work deliberately on its ascribed or prescribed task until its goals have been determined. Group activity is truly the product of the group when the members are conscious of the purposes toward which the activity is aimed." (Hartford, p. 158)

"With the emergence of collective goals we might also expect the development of a greater group cohesiveness...with the emergence of collective objective, the members are more strongly motivated for group goals than for individual goals. As this motivation grows in importance, individual differences diminish, and group objectives become also the objectives of each individual." (Hartley, pp. 392-393)

"People respond better to an immediate short-term, clear goal than to an intangible, long-range objective." (Murray, pp. 230-231)

"A clearly defined objective is a first essential for a successful organization. The group that has a specific goal produces more and gives more satisfaction to its members than the organization that drifts along on a haphazard course." (Sanderson, p. 340)

"The extent to which group members participate in the determination of group goals is a powerful regulator of their energy output in working to attain those goals. The only goals that individuals fully understand are those that they have helped to formulate, and the only goals toward which they will work wholeheartedly are those that they have decided are important." (Trecker, p. 56)

"It is only when the felt needs come to be expressed in terms of agreed upon goals that the basis for community action is established. These goals may be general or specific; they may be of a kind that can be quickly accomplished, or they may express a long-range objective. Whatever they are, it is important that they have or develop as broad a basis of acceptance as possible." (Wiledon, p. 279)

"It is necessary in short that a group have an appropriate goal if it is to develop the qualities most favorable for its effective operation and survival." (Zander, p. 1)

III. PRINCIPLE: MAINTENANCE OF A VOLUNTARY DEVELOPMENT GROUP ALSO REQUIRES THAT THE GROUP HAVE A SUCCESSFUL EXPERIENCE WITHIN A TIMESPAN DECIDED BY THE MEMBERS THEMSELVES.

"People respond better to an immediate short-term, clear goal than to an intangible, long-range objective." (Nelson, pp. 230-231)

"Systematic planning for aided self-help community undertakings lead to the selection of the (initial) project which, because it is practically feasible, will mobilize the local manpower and ingenuity of those living in the community." (Nelson, p. 420)

"The sociological reason is that every human group that has successfully accomplished worthwhile undertakings is proud of itself and tends to seek out and do other things to justify and feed its group pride. It has developed team spirit, esprit de corps, patriotism, or, in simpler terms, group sentiments...the cement of groups. This cement, because it is sentiment, not only holds groups together but makes them seek to perpetuate themselves. When they have developed it they seek things to do the undertaking of which will effectively perpetuate them as functioning, aspiring groups." (Nelson, p. 421)

"Action must bear some fruits, otherwise people become discouraged. This means that some of the things attempted must be easily and quickly accomplished. Long-term goals and more complex problems will then not appear so discouraging." (Wildeon, p. 282)

"A gratifying success gives rise to other useful properties in a group: members develop a stronger desire for group success, they work harder, they coordinate their efforts more effectively, they have less strain in interpersonal relations, they are more attracted to membership, and the group in fact becomes more productive. A success can foster conditions conducive to further success." (Zander, p. 1)

"In general, groups gravitate toward a more difficult aspiration level since a success is then more pleasing and a failure less repulsive than similar events on an easier level." (Zander, p. 200)

"After repeated success, members perceive that the future promises a greater likelihood of success at that level of difficulty, raise their anticipated level of aspiration, develop feelings of success and pride in the group, assign a favorable evaluation to their group's performance, attribute greater value to future success, develop a disposition to seek further successes, perceive their group to be an attractive one, and become committed to the process of setting future goals." (Zander, p. 200)

"The members are cautious in setting an aspiration level, choosing one that will stretch the group but is still attainable nearly half the time." (Zander, p. 201)

IV. PRINCIPLE: THE SUCCESSFUL MAINTENANCE OF A VOLUNTARY DEVELOPMENT GROUP REQUIRES THAT THE GROUP MEMBERS MUST FIND THE GROUP ATTRACTIVE AND SATISFYING.

"A number of things will determine the ability of the community group to live through the crisis posed by a possible shift in function. An obvious one is the strength and solidarity of the core group. It should be self-confident. It should be able to see issues clearly and not get bogged

down in procedure or rhetoric. It should have a skilled chairman. It should have a system of informal roles (such as clarifier of issues, gadfly, jester, conciliator) complementing the system of formal roles (such as chairman, treasurer, secretary). It should have a sense of group identity and solidarity built up by working together in the face of difficulties." (Baldock, p. 74)

"Only if it does this (re-define its function clearly) successfully is it likely to remain or to become a group that is satisfactory to its members." (Baldock, p. 76)

"For the group to function in this way it must be a real group, that is, a group which members feel belongs to them rather than to the agency. The greater the sense of 'we-feeling' and 'belongingness', the greater the potential value of the group in facilitating value change." (Batten 1971, pp. 184-185)

"People who work together in a group on a project they have all chosen in order to meet some need they all share tend to get to know and like and respect one another, and to think and talk of themselves more and more as 'we' rather than 'I' and 'they'; and thus, if it was previously lacking, the germ of a feeling of caring for the welfare of other members is born which may later extend to people outside the group. It is this change of attitude toward others, which may result from a project, which constitutes the core of all true community development." (Batten 1971, p. 15)

"Social bonds are more easily developed among persons who have similar characteristics and beliefs. Groups composed of people of the same ethnicity, color, class, sex, age, and so forth, will be more cohesive than those in which membership characteristics are disparate." (Brager, p. 128)

"Structure ought also to support affective relationships. Committees, when possible, should consist of people who find one another socially attractive. Participant enjoyment is thus increased, and interpersonal attraction creates cohesion." (Brager, p. 130)

"His attraction to the group will depend upon two sets of conditions: (a) such properties of the group as its goals, programs, size, type of organization, and position in the community; and (b) the needs of the person for affiliation, recognition, security, and other things which can be mediated by groups." (Cartwright, p. 72)

"The formulation of cohesiveness proposed here also implies that any reduction in the ability of the group to meet the needs of a member will decrease the attractiveness of the group for him...by similar reasoning, of course, we should expect the attractiveness of a group to be increased by any changes in the group which enhanced its ability to meet the needs of members." (Cartwright, p. 73)

"One of the most obvious reasons for joining a group is that one likes the people who are in it." (Cartwright, p. 75)

"The more prestige a person has within a group, or the more it appears that he might obtain, the more will he be attracted to the group." (Cartwright, p. 79)

"A situation in which the group members are in a cooperative relationship is more attractive than one in which they are competing." (Cartwright, p. 80)

"To summarize, the attractiveness of a group may be increased by making it better serve the needs of people. A group will be more attractive the more it provides status and recognition, the more cooperative the relations, the freer the interaction, and the greater security it provides for members." (Cartwright, p. 83)

"Those who are highly attracted to a group more often take on responsibilities for the organization, participate more readily in meetings, persist longer in working toward difficult goals, attend meetings more faithfully, and remain members longer." (Cartwright, p. 89)

"Groups which develop attractiveness for members can become stable groups; members will tend to remain within the group and carry out its purposes and functions." (Glanz, p. 70)

"Groups may be attractive to members without intimate personal ties binding the members together. There may be forces other than personal ones, such as program or goals, the prestigious nature of the group, or the satisfactions of achievement." (Hartford, p. 249)

"...three such factors which recur in findings on member satisfaction. The first of these is status consensus, indicating the degree of consensus concerning group structure, particularly with regard to leadership. The second relates to the members' perceptions of progress toward group goals, in terms of what we referred to earlier as group locomotion. The third refers to the perceived freedom of participation

within the group. All of these elements relate in an interacting way to the sense the individual has of a stable environment within which he can make contributions that are rewarded." (Hollander 1971, p. 513)

"The more attractive the group is to its members the greater is the influence that the group can exert on its members." (Hollander 1967, p. 526)

"People must have an opportunity to get personal satisfaction from the activity." (Murray, p. 231)

"Both the effectiveness of the group and the satisfaction of its members are increased when the members perceive their personal aims as being advanced by the purpose of the group, when individual and group aims are perceived as being in harmony." (Northern, p. 20)

"There tends to be greater satisfaction with the group and higher morale, less internal friction, and greater capacity to survive the loss of some of its members. In general, the more cohesive the group, the more satisfying it is to its members. The attractiveness of a group to its members, then, depends basically upon the extent to which it serves the needs of its members." (Northern, p. 46)

"The first requirement for maintaining the interest of people in an organization is to have a vital, constructive program working toward the solution of important community problems. Individual members must find satisfaction in the programs of their organization if they are to continue to identify themselves with the group." (Sanderson, p. 354)

"Why do people join groups voluntarily? Festinger catalogues the reasons under three general headings: (1) attainment of important individual goals, such as power and social prestige; (2) attractiveness of the group's activities -- discussions, games, parties, dances, etc.; (3) satisfaction of needs best mediated through groups, such as the needs for belongingness, recognition, and security." (Warters, p. 16)

"A group offers more than one kind of satisfaction to its members and offers different satisfactions to different members." (Warters, p. 16)

V. PRINCIPLE: THE SUCCESSFUL MAINTENANCE OF A VOLUNTARY GROUP REQUIRES THAT THE MEMBERSHIP BE DIRECTLY INCLUSIVE AND/OR REPRESENTATIVE OF COMMUNITY RESIDENTS WHOSE SUPPORT WILL BE NECESSARY FOR SUCCESSFULLY ACCOMPLISHING THE GROUP'S GOALS.

"Local interpretations of local needs are not necessarily correct. For example, a group may give themselves an official title that includes the name of the locality in which they live and thereby make some claim to speak for the whole area. In fact they may speak for the (perfectly legitimate) interest of one part of that area only and the rest may be hostile to their views, although less vocal . . . If this separation of interests is recognized from the start, then a compromise solution may be possible. But, once a group has made an invalid claim to speak for a whole area, it is difficult to withdraw this claim without losing face, so that after a while a compromise solution becomes impossible." (Baldock, p. 65-66)

"A second prerequisite is active and involved support by a large proportion of the organization's constituency." (Baldock, p. 75)

"The worker must try to ensure that the project has and will retain the support of everyone whose help is needed." (Batten 1972, p. 39)

"While no organization ever succeeds in engaging its total potential constituency (Alinsky has suggested that the active involvement of 4 to 5 per cent of a neighborhood is the epitome of success), a sufficient base is required to present an image of representativeness. This is what is meant by broadening the constituency." (Brager, p. 143)

"Participation should be as inclusive as possible. Programs and projects not shared in by all segments of the community may not only jeopardize the particular action but may also bring about a reaction from the nonparticipants that goes far beyond the immediate situation." (Cary, p. 151)

"Research has shown also that conformity to a decision is greater when the decision is made by the group, rather than imposed on it. Interest increases as each person feels his own involvement in the decision, and similarly, his agreement with the conclusion is more likely." (Nelson, p. 252)

"Community development depends not only upon professional and lay leadership, but also upon the inclusion of most of the individual members of the community in the decision-making process. The broad base of participation in decision-making will increase the likelihood of anticipating the consequences of change. This is especially important in the sense

that changes made by one segment of the population, say, the power structure, are likely to violate the value system of other segments. The broader base of participation in democratic action assures that these opposing values will be heard, and probably will modify any decision." (Nelson, p. 433)

- VI. PRINCIPLE: THE SUCCESSFUL MAINTENANCE OF A VOLUNTARY DEVELOPMENT GROUP REQUIRES THAT THE GROUP'S MEMBERSHIP BE TAILORED, IN TERMS OF SIZE AND RESOURCES, TO THE NEEDS OF THE PEOPLE TO BE SERVED.

"They should know, or think they know, both what they need to do and also how to do it . . . they should have, or think they have, whatever resources they need in order to do what is needed to put the change into effect." (Batten 1972, p. 6)

"That they want to utilize to the full whatever knowledge and experience each and every member of the group may have which may in any way be relevant to the achievement of the purpose of the group; that they have between them enough knowledge and experience, once it has been pooled and thoroughly considered, on which to reach sound decisions in relation to the purpose of the group; or, alternatively, that they have enough knowledge and experience to know that they have not got enough, and therefore find ways of getting more by seeking it outside the group." (Batten 1971, p. 48)

"Another way of viewing group effectiveness is in terms of what the group is able to achieve with its available resources. As a group goes about fulfilling its task, it has the capabilities of persons as well as features of the physical environment with which to work. Its resources are the inputs to its activity in dealing with the task at hand. What it does with these can be considered its outputs. In some sense, a group's effectiveness is determined by how successfully it is able to muster its resources in order to secure beneficial outputs, regarding both the criteria of performance and satisfaction." (Hollander, p. 513)

"The mere size of a group, as measured by the number of persons interacting, is important in and of itself. For example, intimacy, so important to the shaping of ideals and attitudes of members, is less likely in a large than in a small group. Again, in group participation the smaller group may be more satisfactory." (Nelson, p. 219)

"Size alone prevents full discussion by all members in many organization meetings." (Nelson, p. 434)

"Another essential is a group of the right size for the function the organization is attempting to perform." (Sanderson, p. 354)

"The size of a group affects the distribution of functions and activities and thereby influences the interaction patterns. In general, a large group is less satisfying than a small one because for most members there is less opportunity to participate. Also, because a few tend to dominate the group's activities, democratic patterns are more difficult to maintain in the large group than in the small one." (Warters, p. 19)

"Many a program has failed because the people back of it failed to recognize and utilize the talents and resources available." (Wiledon, p. 281)

VII. PRINCIPLE: THE SUCCESSFUL MAINTENANCE OF A VOLUNTARY GROUP REQUIRES THAT THE LEADERSHIP BE APPROPRIATE TO THE NEEDS OF THE MEMBERS.

". . . the structures need to be designed in such a way that control rests and is seen to rest with the people for whom the organizations exist." (Baldock, p. 68)

"Where a distinct shift in priorities appears to be required, then this may imply a change in leadership." (Baldock, p. 74)

"Democratic leadership also provides for perpetuation of the group. No one person is indispensable. All members of the group are delegated responsibilities from time to time and are always aware of the objective and procedures of the organization. This makes it comparatively easy for other members to assume leadership in case the regular leader is missing." (Kreitlow, p. 89)

"It is necessary to have a leader to help the people in the group achieve their ends through group activity. As such, the leader has certain functions delegated to him. The group will be effective in meeting the interests, wants, and needs of the members, partly in proportion to the degree to which the leader recognizes and carries out his functions." (Kreitlow, p. 98)

"A group's cohesiveness is enhanced if the leader's participation contributes to the group's maintenance and further development. The cohesiveness of a group is demonstrably influenced by its leadership." (Northern, p. 47)

"The leaders must reflect the goals and aims of the group and must be instrumental in helping the groups concerned to attain these goals." (Thomason, p. 100)

"The success of a leader in 'relating his group positively to the whole community' will depend upon the extent to which he is identified with his group." (Thomason, p. 101)

"The presence of democratic leadership influences the effectiveness of the group. Individuals tend to respond and flourish when they are encouraged to participate and share in the planning and work of the group. When the leaders of groups set up a stimulating situation and induce free, spontaneous problem - solving participation, those groups become dynamic and vital." (Trecker, p. 56)

VIII. PRINCIPLE: THE SUCCESSFUL MAINTENANCE OF A VOLUNTARY GROUP REQUIRES THAT IT REMAIN FLEXIBLE TO CHANGE AND TO ADOPT NEW GOALS AS APPROPRIATE.

". . . his (the community worker) role should be to help the group re-define its function clearly. Only if it does this successfully is it likely to remain or to become a group that is satisfactory to its members." (Baldock, p. 76)

"One of his (the community worker) major functions as an outsider should be to feed in new ideas. The work of analysing the situation of the area or contact population is not one that is finished when the group is established. It should be on-going and he should be alive to changes in the contact population that suggest that changes in the group are needed." (Baldock, pp. 77-78)

"The point being made here is that the base of participation in community development should be as flexible as possible and should be related to the programs and projects undertaken." (Cary, p. 166)

"Groups will not always disintegrate, however, when their major goal is achieved. Sometimes a group will continue with other goals more salient after success in achieving the major explicit collective goal because of the frequent satisfaction of a number of motives auxiliary to the original main motive, and the positive experience of being able to communicate readily and to share norms with some specific individuals." (Hartley, p. 393)

"Information relating to the need for change, plans for change, and consequences of change must be shared by all relevant people in the group." (Hollander, p. 528)

"Changes in one part of a group produce strain in other related parts which can be reduced only by eliminating the change or by bringing about readjustments in the related parts." (Hollander 1971, p. 528)

"Continuous evaluation will help the members detect shortcomings of the means being used and will provide information which may be useful as a basis for selecting new approaches." (Kreitlow, p. 104)

"Evaluating not only brings about changes in the means being used to accomplish goals, but makes evident the fact that sometimes the goals themselves need to be redefined. This constant evaluation of process and product leads man to the realization of his desires, wants, and needs through group activity." (Kreitlow, p. 104)

"Organizations pass through a life cycle, including stimulation, purpose, form, and shifts in form due to the necessity of adapting, and then either decline or become institutionalized." (Nelson, p. 257)

"The organizational structure for community development should be functional. While some kind of organization is necessary for community development to succeed, it should be responsive to changing requirements for organization and not become an end in itself." (Nelson, p. 442)

"Those groups, however, that are able to change their purposes and so orient themselves to accept new goals and new work that needs doing continue for many years, with fluctuations in the membership and attendance according to the popularity of their program." (Sanderson, p. 339)

"Organizations must periodically make changes in their programs if they are to continue in a position of influence in the community." (Sanderson, p. 355)

"The structural and functional systems of groups make for wide variation in the effectiveness of those groups. When these systems are fixed, inflexible, and rigid, they tend to hinder, if not block, the processes of communication that are essential if interaction is to be full and participation meaningful and creative." (Trecker, p. 56)

"It is essential to develop a sensitivity to changing situations and an adaptability to changing needs. Good organization is flexible in its program, in its method of approach, and in its response to leadership." (Wilcoxon, p. 283)

IX. PRINCIPLE: THE SUCCESSFUL MAINTENANCE OF A VOLUNTARY DEVELOPMENT GROUP REQUIRES THAT THE PHYSICAL ARRANGEMENTS AND COMMUNICATION BE ADEQUATELY PERFORMED TO ENSURE MAXIMUM OPPORTUNITY FOR GROUP ACTION.

"He suggests, for example, that committees ought be no larger than seven members and that length of meeting time and seating arrangements should allow for adequate and direct communication." (Brager, p. 132)

"The importance of communication is not confined to the individual. It is the force that enable groups to cohere. In interpersonal relations it performs functions similar to those of cement, mortar, glue, or the charges of a magnetic field. Not only do small informal associations depend upon it for their continued existence, but every formal organization, every industrial unity, every governmental body functions effectively only when it communicates with ease and facility." (Hartley, p. 23)

"In addition to motivation, some means of communication seems to be essential for the condition of shared objectives perceptible to the group members . . . In other words, it is not enough for people to share interests and goals; this sharing must be made explicit so that each individual may perceive the others as group members, as persons with whom he has something in common. Such perception forms a basis for building a relationship and for engaging in shared activity." (Hartley, p. 386)

"Individuals must be able to communicate in order to function as a group." (Hartley, p. 386)

"An open system of communication, based on the right of each individual to be recognized and heard, increases the chances that members will face and solve their own problems and the problems of the group." (Northern, p. 18)

"The basic process through which cohesiveness develops in a group is effective communication, which frees members to express themselves, encourages comparisons of likeness and difference, and modifies the attitudes of members toward each other and toward the group." (Northern, p. 47)

"The decision-making process in group life is the most powerful of several dynamics. When membes have a voice in making the decisions of the group, they are involved in a most significant way. When they do not have such a voice, their degree of involvement is likely to be slight, and the group has less meaning and little influence over their behavior." (Trecker, p. 56)

"The level of support for any community development program can rise no higher than the level of understanding of the people in the community. This emphasizes the importance of keeping the people informed." (Wiledon, p. 281)

MISCELLANEOUS QUOTES

"An organization that will really come through the crisis after the initial enthusiasm successfully is one that has a real purpose to serve, principles based on those purposes, the support of a significant part of the constituency and a strong core group that is aware of these other factors." (Baldock, p. 75)

"The more responsibility group members have and the more they can control their own activities, the more they come to feel that the group is their group, not an agency group, and the more meaningful -- and therefore educative -- the group's activities will tend to be." (Batten 1971, pp. 179 - 180)

"For the members of a group to achieve their purposes they need some knowledge, skill and resources, and to the extent that they cannot provide all they need for themselves they will need help from the outside." (Batten 1972, p. 89)

"Certain mechanisms of groups are chiefly for the maintenance or preservation of the life of the group." (Nelson, p. 224)

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