



# Group Counseling

**Lecture 4**

**Group Process**

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# Introduction

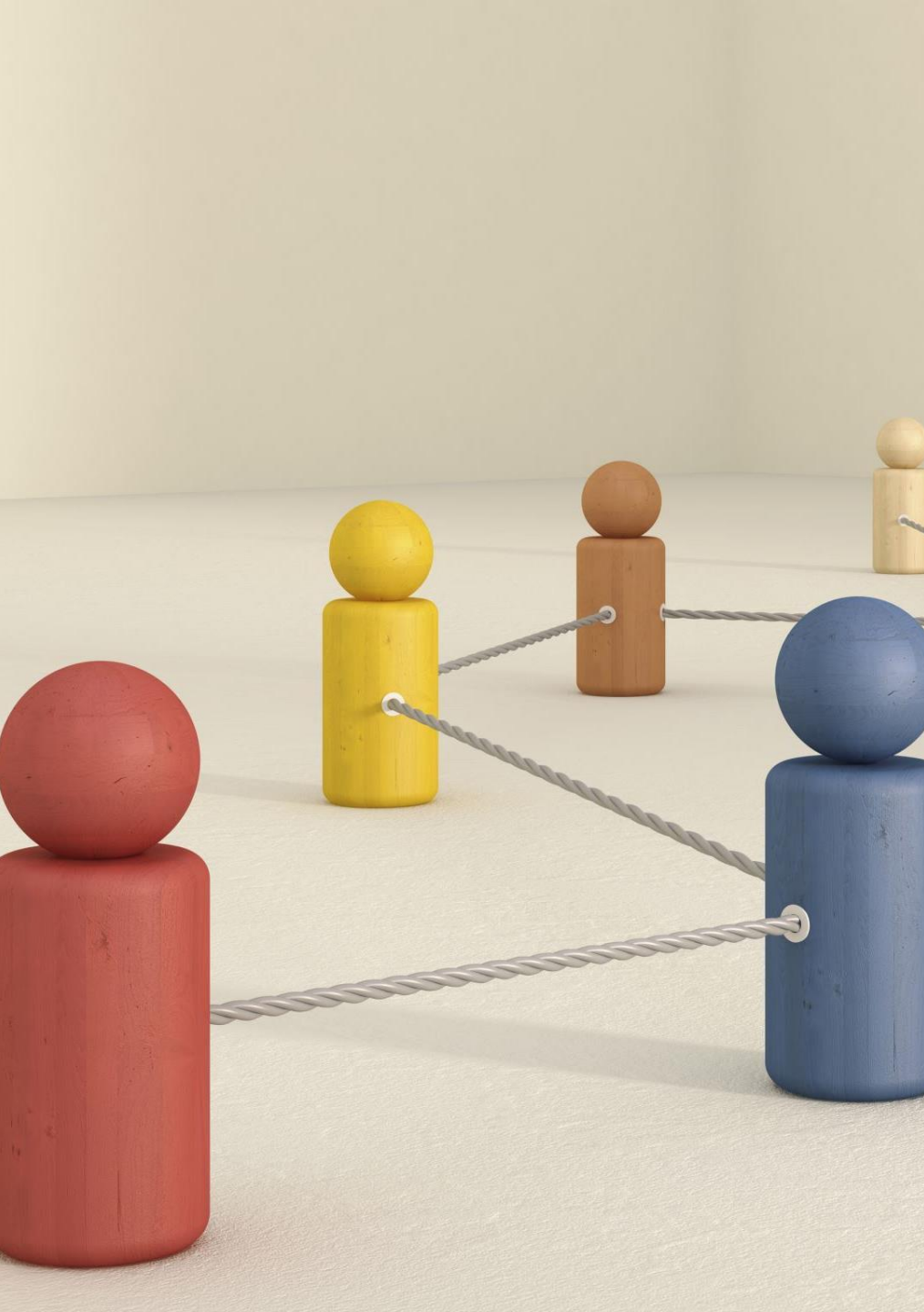
Making the relevant plans and decisions before starting a group for counseling class or project is very important because this shapes the direction the group will take.

This prior planning engagement helps to see how the group leader navigates any challenges that may arise.



# Expected Learning Outcomes

Be	Define	Describe	Apply
At the end of this lecture, you will be able to:	Define the term group process.	Describe the stages of group formation.	Apply skills and techniques of leadership in different stages of group process.



# Defining Group Process

This is the step-by-step act of bringing together individuals to form a whole unit (referred to as a group) with a common goal or purpose. The term group process can also refer to the different stages of a group or the interaction process that happen within a group.



# Group Process

# Group Development Stages

The group process can be described in terms of group stages. The two major ones are:

Tuckman's group stages

Gerald Corey group stages



# Tuckman's Stages

The *five stages of team development*, also known as *Tuckman's theory*, was developed, and created by psychologist Bruce Tuckman in 1965.

Tuckman stated that the teams must cover five stages of development which are: forming, storming, norming, performing and adjourning.

An important point he considered is that the team must go over these five stages to achieve its full potential, and according to this theory, the first approach is when the group members first meet, and the last moment happens when the team finishes the process



# Tuckman's Model

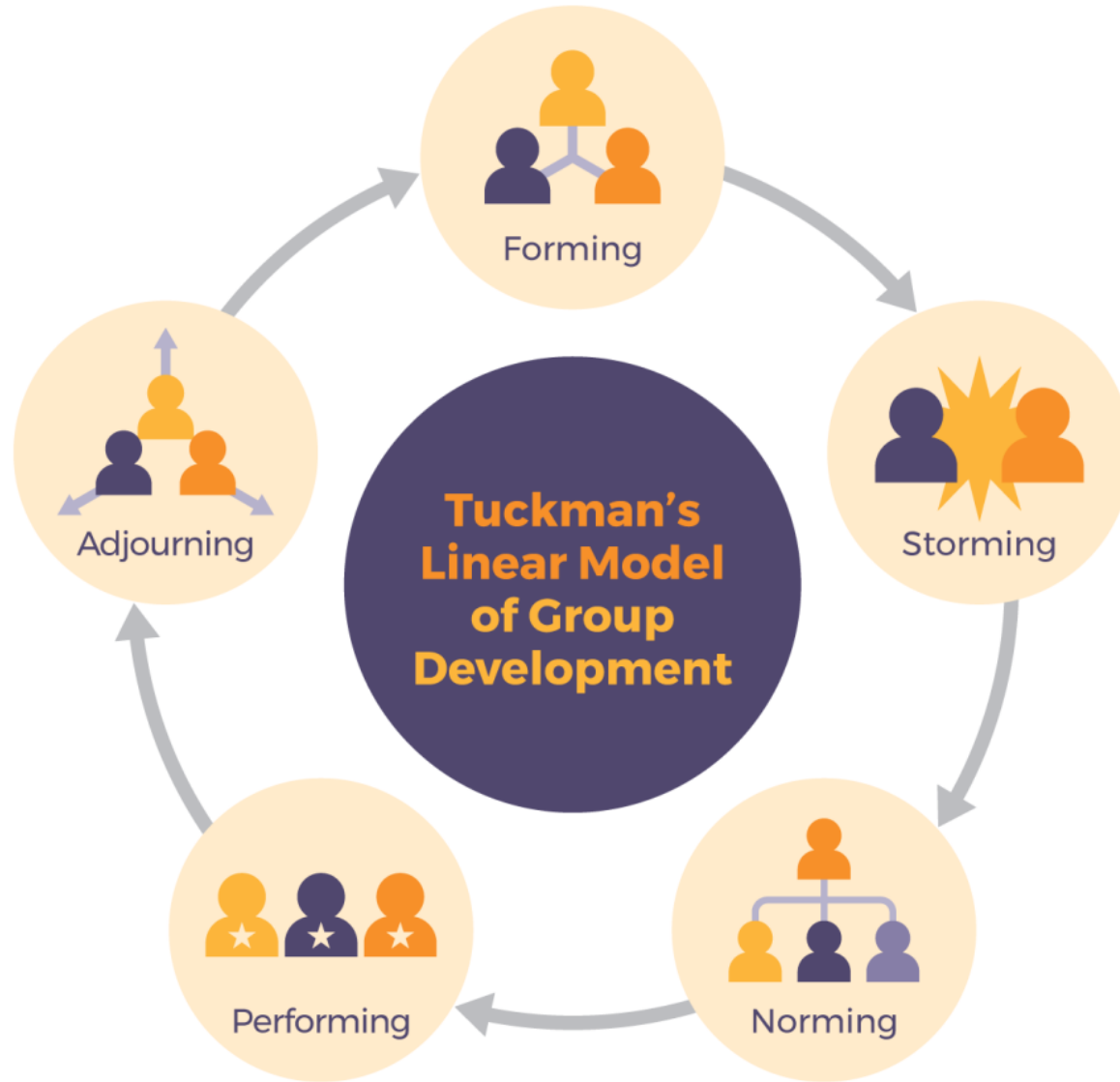
Originally the model, Bruce Tuckman (1965) only included four stages of team development, these were forming, storming, norming, and performing.

However, in the late 1970s, he included a fifth stage which is adjourning. this last stage is known as mourning or termination.

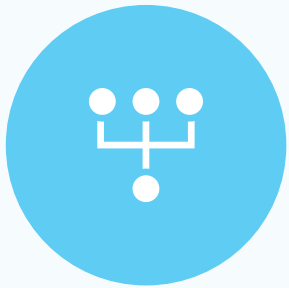
Model aims at maturity and ability, establishes relationships among the members, and the changes of the leader

Tuckman's model is an explanation and understanding of how a team develops and also trains people in group work enabling them to accomplish their full

# Group Stages According to Tuckman



# Group Stages According to Tuckman



**Forming** up the group also called sizing up of a group. The members are getting to know each other; they have come together with common interest and have agreed to form a group.



**Storming**-there is a lot of uncertainty (storms) and things are not clear to the members. This stage is also called brainstorming stage, where members get to know each other and air their views openly and forcefully on the way forward.

# Tuckman's Stages .....



**NORMING**



**PERFORMING**



**TERMINATION**

# GERALD COREY'S GROUP STAGES

## Stage 1: Pre - Group Stage

- Formation of the group: this includes announcing the group and recruiting members.
- Screening and selecting group members:
- Choosing a meeting place
- Determining the group size.
- Determine the frequency and length of meetings
- Determining whether the group is short or long term.

# Factors to be Considered in the Formation of a Group

**Group size:**  
This will be determined by the size preferred, age, issues to be dealt with, leader's experience and gender.

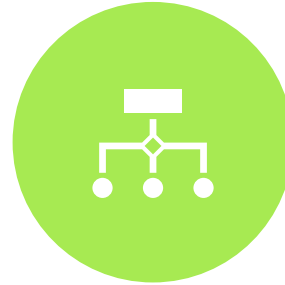
**Total life of the group:**  
The recommended duration is between 16-20 weeks

**Meeting place:** If it's a room it should be safe, private, spacious, clean, well ventilated and accessible.

# Factors.....



**Frequency and length of the meetings:** How many times and how long the meetings will take place. There should be a specified period of time that one meeting should last.



**The type of group being formed:** Groups can be open, closed, voluntary, heterogeneous or homogeneous.



**Goals of the groups:** The purpose of the group needs to be clear to all members including the issues to be explored.



**Follow ups and evaluation:** Any follow-ups after the groups have been dissolved need to be clear to all members including the methods and purpose of the follow-ups.

# Stage 2 – Initial Stage



The main undertaking in this stage is about *orientation and exploration*.

## Characteristics of the stage

- Participants test the atmosphere and get acquainted.

## Members learn:

- What is expected.
- How the group functions.
- How to participate in the group.

# Stage 2.....



Members display socially acceptable behavior.

Members are concerned whether they are included or excluded and beginning defining their place in the group.

There is trust and/or mistrust.

There are periods of silence and awkwardness.

# Members' Functions



They should take an active step to create a trusting climate



They should learn to express their feelings and thoughts during interactions



Being willing to express fears, hopes, concerns, reservations and expectations.



Be willing to make oneself known to others.



Being involved in making group norms.



Establishing personal and specific goals that will govern group participation.



Learning basis of the group process.

# Likely Problems in Stage 2



Members may wait passively for "something to happen"



Members may keep to themselves feelings of distrust and fears about the group.



Members may keep themselves vague and unknown making meaningful interaction difficult.



Members may slip into problem solving and advice - giving.

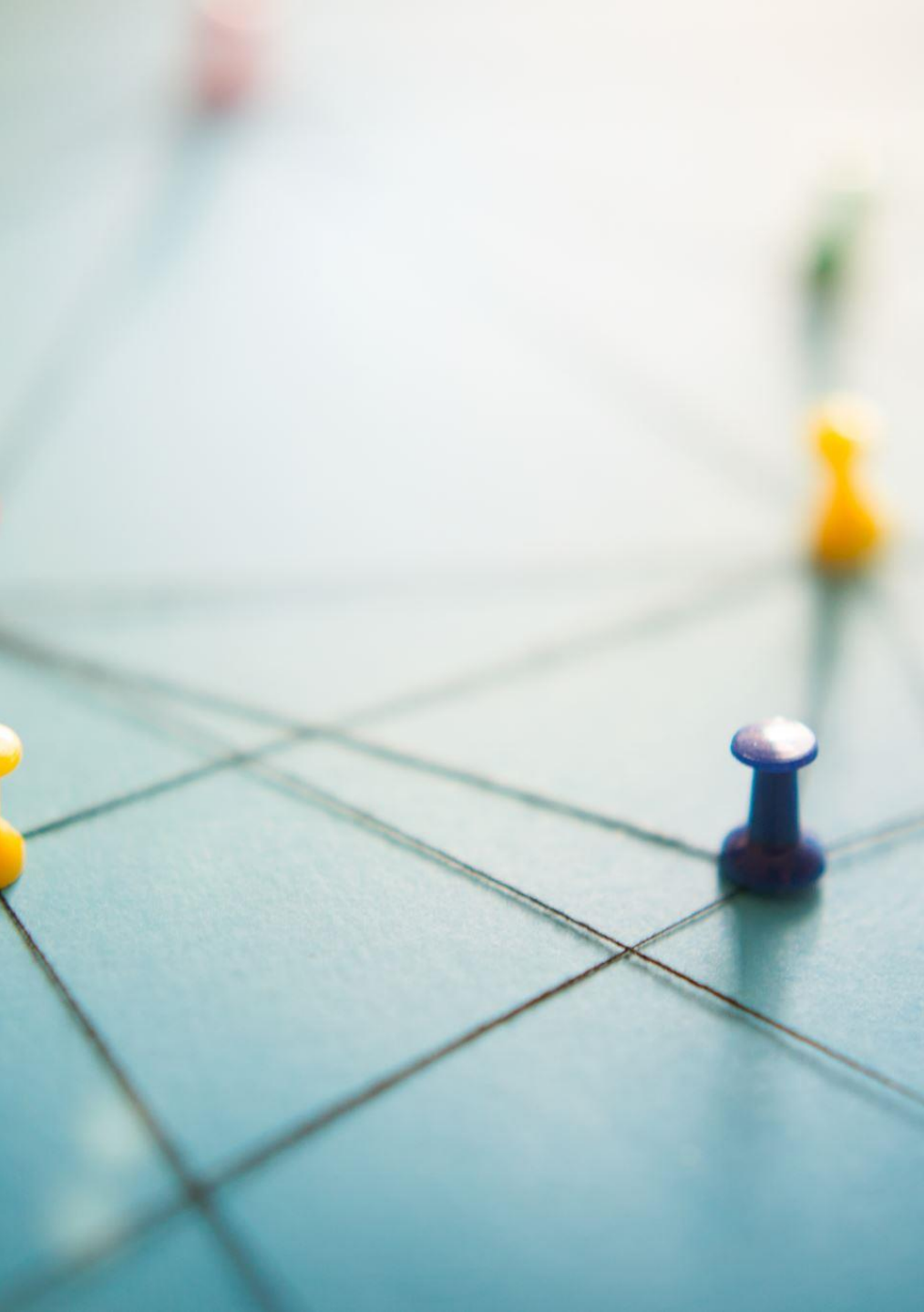
# Stage 3 – Transition Stage

The main concern here in this stage is *dealing with resistance*.

## Characteristics of the stage

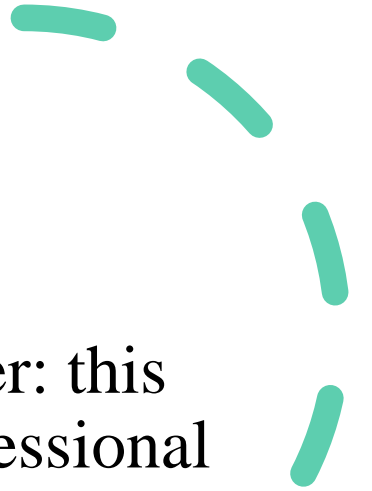
- **Anxiety:** there is increased anxiety and defensiveness. It comes from fears of letting others see yourself beyond your public image. It results from fear of being judged or misunderstood.
- **Conflict and struggle for control:** struggle for power between members and the leader. Conflicts manifest in form of comments and criticisms, interference, rudeness, withdrawal, sabotage





## Stage 3.....

- **Challenging** the group leader: this could be on personal or professional grounds.
- **Resistance**: this keeps member from exploring personal or painful issues in-depthly. It should be pointed out and dealt with.
- **Testing the leader and members** to see whether they are accepting or not.





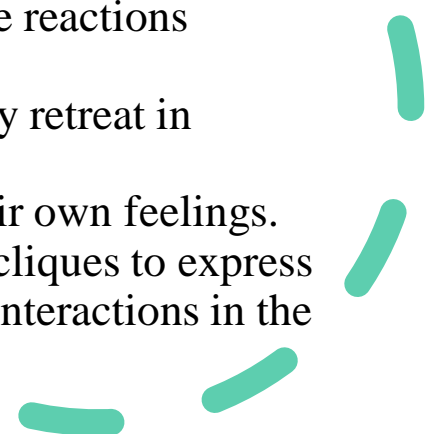
# Members' Function

- Recognizing and expressing the range of feelings and thoughts.
- Respecting one's own struggles and continuing to explore them in the group.
- Moving from dependent to independent.
- Taking increased responsibility for what they are doing in the group.
- Learning to confront self and others inconsistencies.
- Being willing to work through conflicts rather than avoid them.

# Problems that may arise



- Members may start labeling each other e.g. “the problem type”.
- Members may refuse to express persistent negative reactions among themselves, hence causing distractions.
- If confrontations are poorly handled, members may retreat in defense postures.
- Members may identify a scape-goat to project their own feelings.
- Members may collude by forming subgroups and cliques to express their negative reactions which may interfere with interactions in the actual group.



# Stage 4: Working Stage

This stage is about in-depth exploration of significant problems and effective action to bring about the desired behavior change.

There is commitment by members to the process.

- **Characteristics**

- Level of trust and cohesion is high
- Communication is open and involves accurate expression of what is being expressed
- Members interact with one another freely and directly
- Willingness to risk making oneself known
- Conflict among members is recognized and dealt with directly and effectively
- Participants feel supported in their attempts to change
- Members feel hopeful that they can change and are willing to take action
- Here and now focus





# Members' Function

- Bring issues they feel they need to discuss
- Give others feedback and be open to receiving it
- Share how they are affected by others presence and work
- Practice new skills and behaviors
- Continually assess their satisfaction in the group and take steps to improve where necessary

## Problems that may arise

- Members may not transfer change outside the group
- Members may withdraw because of other members' intensity



# Therapeutic Factors in Stage 4

The following are specific factors that ensure that the group will move into productive work;

- Trust and acceptance
- Empathy and caring
- Intimacy
- Freedom to experiment
- Catharsis – emotional relief of pent up feelings
- Cognitive restructuring and hope

# Therapeutic Factors

Commitment

Self disclosure

Confrontation;

## How to confront

- a) Must be based on respect for others
- b) Used only if you want to get closer to the client and stay with them after confrontation
- c) Differentiate between what may be a judgmental attack and a caring confrontation
- d) When confronting addresses a person's specific behavior that affects others and how and why it affects them
- e) Encourage responsibility self behavior and not blame others



# Give Feedback

## How to give feedback

- a) Global feedback is of little value – it should be specific
- b) Concise feedback given in a clear and straight forward manner is helpful than interpretative statements
- c) The feedback is rated as more desirable, influential etc when it focuses on one's strengths
- d) Different feedback must be timed well and given in a non - judgmental way
- e) Corrective feedback seems to be credible and helpful when it is focused on observable behavior
- f) Should have quality of “here and now” – immediacy



# Stage 5: Consolidation and Termination

This is the concluding or the final stage of the group process

## Characteristics

- There may be sadness and anxiety over separation
- Members are likely to pull back and participate in less intensity se ways in anticipation of termination
- Members are determining what cause of action to take
- Members may express their hopes and concerns for each other
- Members may talk about follow – up meetings or some plan for accountability so that embers are encouraged to carry out their plans

# Effective Ways of Terminating

Deal with feelings

Prepare members in advance

Examine effects of group n self

Giving and receiving feedback

Completing unfinished business

# Stage 6: Post Group Issues, Evaluation and Follow – Up



It is a basic aspect of any group experience



Ethical practice requires a realistic assessment of the learning that has occurred



It should be a termination procedure but an ongoing process throughout life of a group



Assess if group ever achieved set goals



Examine if members learnt from each other



Pick any concerns for follow up

## Relationship Between Group Stages According to Tuckman and Corey

Gerald Corey	Tuckman	Common features
Pre - group stage	Pre - group stage	<ul style="list-style-type: none"><li>• Proposal</li><li>• Pre-group screening</li><li>• Recruitment</li><li>• Announcements</li><li>• Practicalities</li><li>• Misconceptions</li></ul>

# Relationship between the two models

<b>Initial stage:</b> <ul style="list-style-type: none"><li>• Orientation</li><li>• Exploration</li><li>• Initial resistance</li></ul>	<b>Forming stage:</b> <ul style="list-style-type: none"><li>• Understanding the purpose of the group</li><li>• Getting to know other members of the group</li></ul>	<ul style="list-style-type: none"><li>• Fear</li><li>• Trust building</li><li>• Hope</li><li>• Establishing some group ground rules and cohesion</li></ul>
<b>Transition stage:</b> <ul style="list-style-type: none"><li>• Anxiety</li><li>• Defensiveness</li><li>• Transference</li><li>• Counter - transference</li></ul>	<b>Storming stage:</b> <ul style="list-style-type: none"><li>• Uncertainty</li><li>• Competition</li><li>• Formation of cliques</li></ul>	<ul style="list-style-type: none"><li>• Conflicts</li><li>• Struggle for control.</li><li>• Problem behaviors</li></ul>

# Relationship between the two models

<p><b>Working stage:</b></p> <ul style="list-style-type: none"><li>• <b>Members are committed.</b></li><li>• <b>Direct communication</b></li></ul>	<p><b>Norming stage:</b></p> <ul style="list-style-type: none"><li>• <b>Negotiation</b></li><li>• <b>Mutual support</b></li><li>• <b>Focus on the process.</b></li></ul> <p><b>Performing stage:</b></p> <ul style="list-style-type: none"><li>• <b>Interdependence</b></li><li>• <b>Flexibility</b></li><li>• <b>Not all groups reach this point</b></li></ul>	<ul style="list-style-type: none"><li>• <b>Solidification of group norms</b></li><li>• <b>Collaboration</b></li><li>• <b>productivity</b></li></ul>
<p><b>Consolidation and Termination stage:</b></p> <ul style="list-style-type: none"><li>• <b>Consolidation of learning</b></li><li>• <b>Separation</b></li></ul>	<p><b>Adjourning stage:</b></p> <ul style="list-style-type: none"><li>• <b>Completion</b></li><li>• <b>Disengagement</b></li><li>• <b>Evaluation</b></li></ul>	<ul style="list-style-type: none"><li>• <b>Evaluation</b></li><li>• <b>Clearing up unfinished business</b></li><li>• <b>Separation</b></li><li>• <b>Closure</b></li><li>• <b>Termination</b></li></ul>

## **Conclusion**

This lecture covered the definition of group formation, described Tuckman's and Corey's stages of group process and looked at the characteristics of group members at each stage. In our next lecture, we shall learn more about group facilitation.



# References

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