Group Dynamics

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BART is an acronym for four elements of group and organizational dynamics and or analysis:

- **Boundary**
  - The container that holds the task in which work takes place; Tangible/Physical; Intangible/Psychological (Hayden & Molenkamp, 2002; Green & Molenkamp, 2005)

- **Authority**
  - The right to do work in the service of the task; Formal & Informal; (Green & Molenkamp, 2005)

- **Role**
  - The part that you play in a particular group/team; Task & Socio-emotional (Barfield, 2003).

- **Task**
  - The end toward which work is directed (Green & Molenkamp, 2005).
# Recommendations

<table>
<thead>
<tr>
<th>Boundaries</th>
<th>Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clearly specified</td>
<td>Complete description</td>
</tr>
<tr>
<td>Agreed upon</td>
<td>Understanding of both one’s formal &amp; informal roles</td>
</tr>
<tr>
<td>Adhered to</td>
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<table>
<thead>
<tr>
<th>Authority</th>
<th>Task</th>
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<tbody>
<tr>
<td>Clearly defined</td>
<td>All staff have great clarity about the task</td>
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<td>Taken up accordingly</td>
<td>Staff need to be able to distinguish different types of tasks that exists</td>
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<td>Accompanied by tools to exercise it</td>
<td>Realize that the task is always fluid because of factors that influence the way a person perceives the task</td>
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Lessons Learned: Boundaries

The way work is understood by members of the project and the manner in which it is to be conducted strongly influence nearly every aspect of the project’s life.

(In)-adequacy of resources and the management of them co-determine the success or failure of a project.

It is very helpful to understand the boundary culture within and organization/project.
Lessons Learned: Authority

A lack of clarity about the scope of authority resulted in incomplete tasks or pursing tasks not officially assigned to do.

Project staff authorized to do certain tasks, but may have lacked the tools to complete the task successfully.

Personal authority is influenced by numerous factors to include psychological make up, social identity, cultural background, etc..
Lessons Learned: Role

Project staff often played many roles; sometimes resulting in role conflict and role stress

Misperceptions (project staff & organizational levels) about roles frequently occurred

It is essential for role holders to know how other people within the organization/group/project perceive them in that role and how it influences group/organization behavior

Roles influence the structure and nature of communication interaction among group

As roles shifted communication interaction among project staff shifted
Lessons Learned: Task

Most projects face multiple tasks all vying for limited resources.

The survival task of projects becomes the primary preoccupation and motivating force for projects and project staff.

Some projects seem to depend heavily upon grants as their only mechanism for sustainability while neglecting other potential sustainability opportunities.

Attending to the process task on a consistent basis reduces off task behavior.