

Group Dynamics

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B.A.R.T

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

Boundaries

- Clearly specified
- Agreed upon
- Adhered to

Authority

- Clearly defined
- Taken up accordingly
- Accompanied by tools to exercise it

Role

- Complete description
- Understanding of both one's formal & informal roles

Task

- All staff have great clarity about the task
- Staff need to be able to distinguish different types of tasks that exists
- Realize that the task is always fluid because of factors that influence the way a person perceives the task

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 an organization/project

Lessons Learned: Authority

A lack of clarity about the scope of authority resulted in incomplete tasks or pursuing 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