



Interpersonal Behaviors

Interpersonal behaviors, when used appropriately, lead to greater commitment to decisions because they help to involve everyone in the group discussions.

These behaviors promote an increased sense of teamwork, and encourage a climate of openness and trust.

Group Task Behaviors

Task behaviors are concerned with a group's efforts to define and accomplish its desired outcomes.

- Proposing
- Building
- Information Seeking
- Information Giving
- Opinion Seeking
- Opinion Giving
- Disagreeing
- Summarizing
- Testing Comprehension
- Consensus Testing

Group Maintenance Behaviors

Maintenance behaviors deal with the group's effort to survive, regulate, grow, and strengthen itself as an effective instrument for achieving its desired outcomes.

- Encouraging
- Harmonizing
- Performance Checking
- Standard Setting
- Tension Relieving

Gate-Keeping Processes

Gate-keeping processes regulate the flow of group participation by bringing in and shutting out group members.

- Gate-Opening
- Gate-Closing

Decision Rules for Boundary Problems

To help determine the boundary between categories that are easily confused, the most commonly needed decision rules are presented in the table below.

To tell the difference between...	Remember that...
Proposing and Information Giving	Sometimes proposing sound like giving information: "We could cut it in half." If the statement is new to the discussion and is actionable, then it is a proposal .
Proposing and Information Seeking	Proposals are often stated as questions: "Why don't we..." "How about doing..." These are classed as proposals if the ideas are new and actionable.
Disagreeing	If a negative evaluation is about the issue, it is classed as disagreeing . If it is directed at the person, it is inappropriate. The exception is an emotional disagreement such as: "The whole idea is so stupid that it can't work!" Although this does not attack a person directly, it would still be classed as inappropriate .
Testing Comprehension and Summarizing	Sometimes, in order to test understanding, a speaker restates or summarizes a previous point: "Am I right that (a) we meet at dawn, (b) we fight with pistols, and (c) the loser is buried on the spot?" This would be classed as testing comprehension, not summarizing.
Testing comprehension and Information Seeking	If a question asks about the external world, it is information seeking. If it asks about the internal world, about how what exists in one person's mind matches the understanding that another person has, it is testing comprehension. Normally, testing understanding is retrospective, checking on previous points.
Information Seeking and Gate Opening	There are three rules: 1. Gate Opening must involve or attempt to involve a specific individual. Therefore, "Would anyone like to add to this?" is information seeking . 2. Questions to a person already active in the discussion (e.g., the previous speaker) are information seeking . 3. Gate Opening is an invitation to contribute, not a demand for information. Therefore, questions to get facts from a quiet person are seeking information .