

**KUNTHAVAI NAACCHIYAR GOVERNMENT ARTS COLLEGE FOR WOMEN(A),  
THANJAVUR.**

**Department of Business Administration**

**Sub: Soft Skills Development**

**Code:18K5SSD**

**Unit-I**

Know Thyself/Understanding Self

Introduction to soft skills-Self-Discovery-Developing positive attitude-Improving Perceptions-Forming Values.

**KNOW THYSELF/UNDERSTANDING SELF**

Know Thyself is a term coined by the great Greek philosopher Socrates meaning “Know Yourself”. Knowing yourself is to know your true identity. If you know yourself you will be able to know your strength and weakness then you will be able to remove your weak portion. You must know yourself in order to be useful to yourself and others.

**Importance of knowing yourself**



Figure 1: Importance of knowing yourself

**+ Helps to Control emotions**

Knowing yourself helps you to take control your emotions and helps in decisions and choices when you are in an emotional state.

**+ Helps to reach your goal**

When you know who you are, and clearly understands what you want, you have a better chance of discovering how to reach your goal, personal fulfilment and happiness.

**+ Helps to reach better decisions**

You will be able to improve those things that you want to and let go of the things that you can't. Helps you to take better decisions and be a better person.

**+ Helps to Improve relationship**

Knowing your inner self help in working to reach your goals effectively, improve your attitude and relationship with others in your life.

**+ Helps to Realize you're potential**

If you know yourself, then you can develop your potential fully. It will ensure success in business, Friendship, love or altogether

**+ Helps to Experience happiness and joy**

When you reach your goals, you turn out to be a happy person and improve your mindset in positive way.

**Process of Knowing yourself**

**+ Maintain Personal Diary**

It helps you in learning who you are, likes and dislikes your passion and what you want to be in your life. Use a comfortable place to write About how you feel what bothers you What exercise you and establish a connection between you and yourself.

**Practice Meditation**

it helps you to observe yourself in the present moment it helps in empty yourself of worries, excitement and so on.

**Exercise and go for walk regularly**

Exercise helps a person physically and mentally if exercising is not possible opt for walking. if you are a person facing hard times then exercise is a best way to slow you down.

**Do some riding or driving or outing**

Driving proves to be a good process particularly when you find it hard to locate a quiet place. practice habit of going out for sightseeing particularly went down with something in life.

**Develop Some Hobbies and New Interest**

it will give you a chance to identify your passion within you it will help you to find some time to relax allow yourself to think something new and different it will take you sky high in the ladder of your personal and professional life

(Source: Dr.K.Alex, Soft Skills Know yourself and Know the World,S.ChandPublishing,2014)

## INTRODUCTION TO SOFT SKILLS

Soft skills are character traits and interpersonal skills that characterize a person's relationships with other people. These skills make it easier to form relationships with people, create trust and dependability, and lead teams.

### Attributes regarded as soft skills



Figure 2:Attributes regarded as soft skills.

➤ **Interpersonal skills**

The behaviours and tactics a person use to interact with others effectively. In the business world, the term refers to an employee's ability to work well with others. Interpersonal skills range from communication and listening to attitude and deportment. (<https://www.investopedia.com/>)

➤ **Team working**

Teamwork is the collaborative effort of a group to achieve a common goal or to complete a task in the most effective and efficient way. It is crucial to work with other teammates to share ideas, improve each other's work and help one another to form a good team. (<https://www.indeed.com>)

➤ **Negotiation skills**

Negotiation is a method by which people settle differences. It is a process by which compromise or agreement is reached while avoiding argument and dispute. Negotiation

skills can be of great benefit in resolving any differences that arise between you and others. (<https://www.skillsyouneed.com>)

➤ **Communications Skills**

Communication skills are the abilities you use when giving and receiving different kinds of information. Some examples include communicating new ideas, feelings or even an update on your project. Communication skills involve listening, speaking, observing and empathising. (<https://www.indeed.co.in>)

➤ **Time Management**

Time management” refers to the way that you organize and plan how long you spend on specific activities. Good time management enables you to work smarter – not harder – so that you get more done in less time, even when time is tight and pressures are high. (<https://www.mindtools.com>)

➤ **Stress management**

Effective stress management helps you break the hold stress has on your life, so you can be happier, healthier, and more productive. The ultimate goal is a balanced life, with time for work, relationships, relaxation, and fun—and the resilience to hold up under pressure and meet challenges head on. (<https://www.helpguide.org>)

## SELF-DISCOVERY

Self-discovery is the process of learning more about yourself and who you are. Self-discovery is a lifelong journey of exploration through to our inner self trying to discover who we are, our potential, our purpose in life. it is a fundamental component of a personal growth it takes the time to Discovery who we are as a person this is accomplished through self-reflection

### Process of self-Discovery

It is one in which people are guided through self-questioning and examination of one's own thoughts, words and actions in order to reach his or her own conclusion regarding who they truly are through the process. The person gets a deeper understanding of his or her own self character values. process of self-Discovery is divided into four segments



*Figure 3:Process of self-Discovery*

**1. Self-awareness**

It will increase the understanding of Increase understanding of who you are, your characteristics emotions, needs and values

**2. Interest Awareness**

Establishing your personal interest.

**3. Hopes and Dreams**

Listing your hopes and dreams for future.

**4. Career Discovery**

Finding a career that corresponds to your personality and interest.

(Source: <https://destinysodyssey.com/personal-development/self-discovery/>)

## **SWOT Analysis**

SWOT analysis is the examination of your (or your organisation's) situation by looking at Strengths, Weaknesses, Opportunities and Threats.

SWOT analysis is a way of looking at your situation by identifying:

- ✓ **Strengths**, or those areas where you have an advantage over others, or some unique resources to exploit;
- ✓ **Weaknesses**, or areas where you or your organisation may be weaker than others, and may find that others can do better than you;
- ✓ **Opportunities**, or possibilities that you can take advantage of to help you achieve your goals and ambitions; and
- ✓ **Threats**, or things that may prevent you or your organisation from making a profit or achieving your goals.

(Source: <https://www.skillsyouneed.com/ps/personal-swot-analysis.html>)

## **Benefits of SWOT analysis**

The main advantages of conducting a SWOT analysis is that it has little or no cost – anyone who understands your business can perform a SWOT analysis. You can also use a SWOT analysis when you don't have much time to address a complex situation. This means that you can take steps towards improving your business without the expense of an external consultant or business adviser. (Source: <https://www.business.qld.gov.au/starting-business/planning/market-customer-research/swot-analysis/benefits-limitations>)

## **DEVELOPING POSITIVE ATTITUDE**

Values help to guide our behaviour. Attitudes are the response that is a result of our values. Values decide what we think as for right, wrong, good, or unjust. Attitudes are our likes and dislike of things, people, and objects.

An attitude is a predisposition to act or feel a certain way towards a person or thing. A person with a negative attitude will find a complaint at anyone, while a person with a positive attitude will find only positive things at others. They are optimistic.

### **Features of Attitudes**

- ✓ Multiplexity (attitudes are constituted by number of elements like family society and environment)
- ✓ Attitude vary in relation to the needs they serve.
- ✓ Valence (refers to the magnitude. low valence means a person have indifferent attitude towards something. high valence refers to a person having an extremely favourable or unfavourable Attitude toward something)
- ✓ Attitudes are related to feelings and beliefs.
- ✓ Attitude affect behaviour
- ✓ Attitude undergo changes.

### **Formation of Attitudes**

Attitudes are acquired and learnt by individual from the situation they face in their life. factors that play a significant role in formation of attitude are

- **Psychological Factors**

Psychological factors are the elements of your personality Like values ideas beliefs perception except that limit or enhance the ways that you think.

➤ **Family**

It plays a significant role in the primary stage of attitudes held by individuals. person developed certain attitude from his parents, brothers, sisters and elders in the family.

➤ **Society**

Culture, tradition, language Influence person's attitude. It is the society, the tradition and the culture which teach an individual what is acceptable and what is not acceptable.

➤ **Political Factors**

Ideologies of political parties' political leaders and political stability affect the attitudes of the people.

➤ **Economic Factors**

Persons attitude also depends on the issues such as his salary, status, work etc.,

**Ways of changing attitude in person**

- Filling the information gap (in the circumstances providing the students with a sufficient information can change the attitude of the students)
- Attitude can be changed by the use of fear in a person. A moderate level of fear makes people change their attitude.
- If there is a discrepancy between attitude and behaviour then it can be resolved.
- Peers with high credential can cause change in the attitude of a person.
- co-opting approach (people are taught to co-operate with each other)

**Attitude in Workplace**

Attitude represents a powerful force in any organisation and attitude of Trust can pave the way for better communication between employee and supervisor. You are expected to have the following attitude in your workplace.

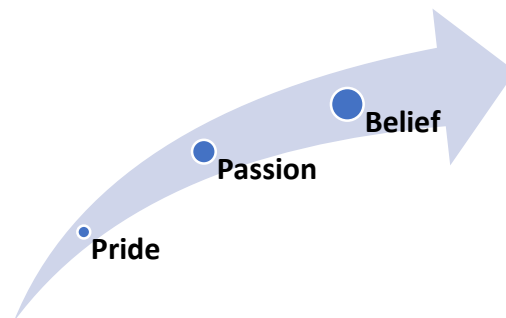


Figure 4:Attitude in Workplace

**Pride**

It refers to arrogance. Especially when one has too high an opinion of oneself. Pride prevents you from doing just enough to get by. If you know everything you do at work has your name and signature on it then you will give it your best shot and nothing less.

**Passion**

An intense enthusiasm for all things worth doing will pull you through the toughest time.

**Belief**

In order to have passion it is important to believe. you can achieve all that you set out to do for yourself if you start believing yourself.

### Positive attitude manifest in the following ways:

- Positive Thinking
- Constructive Thinking
- Creative Thinking
- Expecting Success
- Optimism
- Being Inspire
- Choosing Happiness
- Not Giving Up
- Looking at The Failure and Problems As Blessing In Disguise.

### Benefits of Positive Attitude

- Helps achieving goals and attaining success.
- Ability to inspire and motivate yourself and others.
- Fewer difficulties encountered along the way.
- More happiness, energy.
- Greater inner power and strength.
- People respect you.
- Ability to face any difficulty

### Developing Positive Attitude

Here are some ways to help you develop a more positive attitude:



*Figure 5: Developing Positive Attitude*

- ✓ **Listen to Internal Dialogue:**  
Divide a sheet into two columns in the left side write down all negative thoughts that comes into your head rewrite each thought in a positive way in the second column. practice doing this in your mind until it becomes a habit.
- ✓ **Learn to Communicate:**  
If you find communicating difficult or afraid of arguments take a course and communicating effectively.
- ✓ **Get Back to Basics:**  
Reconnect with old friends listen to your favourite music relax bath, read a book it is a simplest thing in life that gives us the most pleasure.
- ✓ **Help Someone Out:**  
Helping others helps us to feel good
- ✓ **Find Your Spirituality:**

Persons those who developed their spirituality through associating with others ritual individuals are having their own personal and unique believes live longer a more satisfying life.

✓ **Allow Yourself to Be Loved, Laugh and Find Humour in The Simplest Of Things:**

The ability to love and to be loved is the most basic human quality finding ways to reconnect with others is extremely helpful in developing a positive attitude. laughter is a powerful mode elevator. if you are feeling down read some jokes watch funny movies.

✓ **Participate in New Physical and Mental Activities:**

To improve the confidence level or coping mechanism it would be a easy as learning the meaning of new words on new topics to build confidence.

✓ **Follow the Principles of Holistic Health**

Better nutrition and exercise help improve mood and attitude.

**Obstacles in Developing Positive Attitude:**

- Exaggerating (overestimating problems and underestimating abilities)
- Overgeneralizing (taking an isolated event and assuming it always happened).
- Personalising (thinking everything revolves around you).
- Thinking (seeing things as mutually exclusive even when they are not).
- Jumping to conclusions (drawing conclusion from limited information).
- Ignoring the positive (focusing on one negative and forgetting about all the positives).
- Avoid perfectionism (try to recognise that falling short of perfection is not failure)

**Five Types of Negative Thinking**



*Figure 6:Types of Negative Thinking*

**Magnifying:**

Magnifying turns the consequences of an event into a catastrophe such as I am going to be fired.

**Destructive labelling**

This is an extreme form of overgeneralization. making a particular situation totally negative.

**Imperative thinking**

It's usually based on negative past experiences.

**Mind reading**

Attributes to motives that explain other people's action towards a person or event  
**Divide and conquer**

This happens because of over magnification and wanting others to support a particular position

### Overcoming Negative Attitude:

- Work on your personal strength.
- Counterpunch the negative self-talk with the substantial dose of positiveness.
- Look for alternative explanations.
- Do something that will place you in a positive mood.
- Control your frustration speak slowly, breathe deeply in to your heart.
- Stop looking at the rear-view mirror you are vision of each event or situation is totally up to you.
- Watch with great care who you hang out with. Ask yourself these questions who am i around with? What are they doing to me? What have they got me saying?

### Measuring Attitude

There are three components that you have to take into account while measuring once attitude there are cognitive component, affective component and behavioural component.

**cognitive component** includes beliefs models preferences another aspect that shaped how person interprets the world.

**affective component** is the part of the attitude that people experience emotions and make choice based on what they feel.

**behavioural component** is a part of the attitude that people say and do things.

Attitude measurement can be divided into two basic categories

#### Direct measurement:

Statements or and designed in such a way to find out what the person actually is.

#### Indirect measurement:

Persons are asked to respond how they react to certain situation and thereby it is found out what the person actually is.

(Source: Dr.K.Alex, Soft Skills Know yourself and Know the World,S.ChandPublishing,2014)

## IMPROVING PERCEPTIONS

Perception refers to the ways in which a person experiences the world. perception is the process by which people organise, interpret and experience ideas.

### Factors Influencing Perception

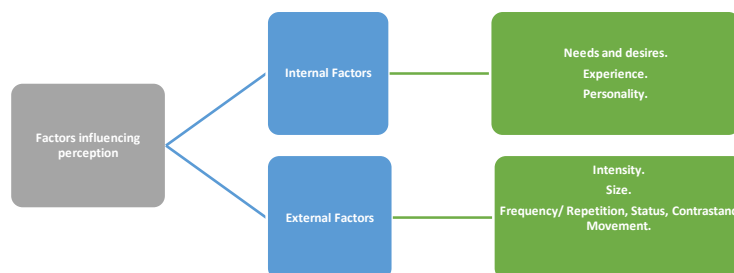


Figure 7: Factors Influencing Perception



## **Internal Factors**

These are the factors which remain with the person. the internal factors are

### **Needs and desires**

Perception varies depending on variation in desires and needs. socially oriented people pay attention to interpersonal factors in connection with their perception.

### **Experience**

Experience and knowledge have a constant influence on perception positive experience express one's person's ability and negative experience affects one's self confidence.

### **Personality**

What is perceived in a given situation depends on personality type. optimistic people always perceive things favourable and Pessimistic people in negative terms.

## **External Factors**

### **Intensity**

It states that more intense the situation the more likely it is to be perceived.

### **Size**

Size always attracts the attention of individual. for example, we see thousands of people on the road but we always remember the one who are unusually tall.

### **Frequency/ Repetition**

Repeated external object is more attention getting than a single one. repetition increase our sensitivity to the object.

### **Status**

Perception is always influenced by the status of the perceiver. people with high status can influence the perception of others more than the people of low status.

### **Contrast**

Person objects of contrasting nature generally receive more attention and influence one's perception.

### **Movement**

people pay more attention to the moving things than that of the stationary ones.

## **Improving Perception**

- **Perceiving oneself accuracy**  
Frequent interaction with peers free and Frank communication with others will help oneself understand better.
- **Be empathetic**  
Looking at an issue from others point of view will enable you to understand better.
- **Have a positive attitude**  
It makes one perception positive. to perceive better you need to overcome your personal bias.
- **Avoid perceptual distortion**  
Sincere efforts should be made to Guard oneself again distortion such as attribution first impression.
- **Open communication**  
Ensure that the right message reach the right person at right time in a right way.

## **FORMING VALUES**

### **Values**

Values of general beliefs containing and individual's idea about what is right and what is wrong.

### **Values Relating to Education**

- Accepting the importance of learning and knowledge.
- Encouraging curiosity and questioning mind.
- Promoting logical and critical thinking based on evidence
- Recognising the partnership between School home and community in education.
- Seeing education as a lifelong process.

### **Values Relating to Self and Others**

- Accepting our own worth as individuals.
- Accepting the importance of developing personal belief and value system.
- Working cooperatively with others.
- Being honest and open in dealing with the others.
- Promoting positive welfare of others.
- Being punctual and fulfilling commitments.

### **Values Related to Civic Responsibilities**

- Being committed to democratic process.
- Developing pride in being an Indian and sharing in our rich and diverse heritage.
- Showing respect for the rights and property of others.
- Accepting lawful and just authority
- Actively supporting economic development and the conservation of environment.

### **Importance of Values**

Personal value system influences one's perception of individuals, situation and decision-making process.

### **Similarities Between Values and Attitudes**

Both are learned, acquired from the same source, affect the behaviour of the people, both are enduring, difficult to change and influence each other's.

### **Differences Between Attitude and Value**

Attitude represents predisposition, value represents judgement.

Attitude refers to several beliefs; value refers to single belief.

Attitude are one's personal experiences, values are derived from social and cultural aspects.

### **Formation of Values**

It is believed that a significant portion of one's value is genetically acquired or determined. The rest is acquired through experiences and situation faced. major source of formation of values his parents, teachers, friends, peers, role models, reference group.

### **Types of values**

According to Milton Rokeach human values are divided into two types they are terminal values and instrumental values. Terminal values are ones an individual would like to achieve in his lifetime. instrumental values are ones an individual employs to achieve terminal values.

Personal value are evolve from circumstances with external world and can change over time. they may be derived from those particular group or system such as culture and political party.

### **Social Values**

Values can be either individual or social values. Individual values are absolutely necessary in the formation of the basic character of a person and social value hold the key knitting person together. In the present highly competitive environment it is more focused on academic and individual values there is a risk of individuals becoming more self centred and insensitive to the needs of the society so it is decided to give more emphasis on social values which are listed below:

- ✓ Universal love and compensation.
- ✓ Caring and sharing
- ✓ Politeness and courtesy
- ✓ Gratitude and appreciation
- ✓ Duty and responsibility towards society
- ✓ Tolerance and patience
- ✓ Ready to serve attitude
- ✓ Team Spirit
- ✓ Empathy and sensitivity
- ✓ Repentance
- ✓ Forgive and forget
- ✓ Patriotism and sacrifice
- ✓ Civic sense and love for nature
- ✓ Peace non violence

## **Unit-II**

Interpersonal Skills/Understanding Others.

Developing interpersonal relationship-Team building. Groups-Definition, Characteristics, why are groups formed? Types of Group, Stages of group development, Group Cohesiveness-Definition, factors influencing group cohesiveness.

### **DEVELOPING INTERPERSONAL RELATIONSHIP**

Interpersonal relationship refers to social and emotional interaction between two or more individuals in an environment.

#### **TEAM BUILDING**

##### **Team**

Team is a group of people working towards a common objective.

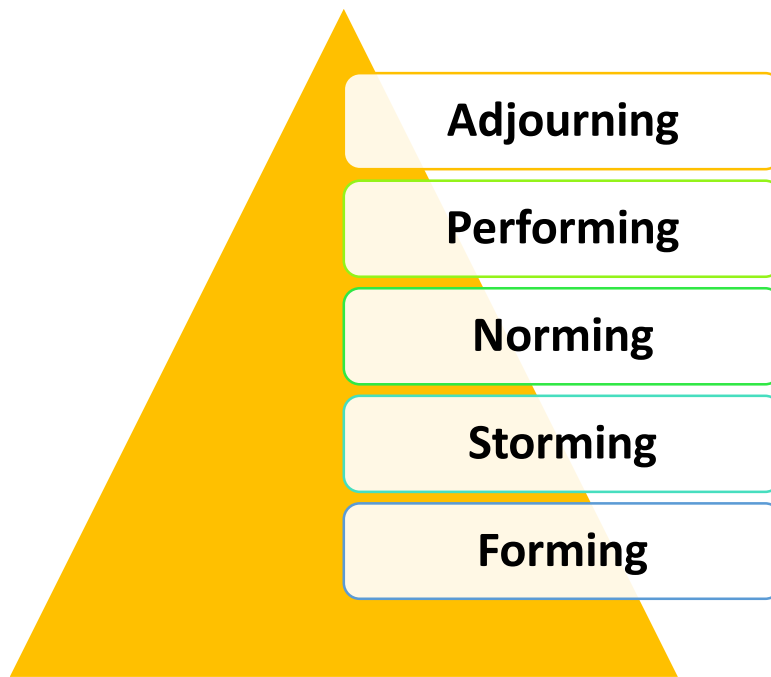
##### **Skills Needed for Teamwork**

besides technical proficiency you need to have a wide variety of social skills desire for successful teamwork they are

- ✓ Listening
- ✓ Questioning
- ✓ Persuading
- ✓ Respecting
- ✓ Helping
- ✓ Sharing
- ✓ Participating
- ✓ Communication

##### **Team Building Process**

Bruce Tuckman, an educational psychologist, identified a five-stage development process that most teams follow to become high performing. He called the stages as: forming, storming, norming, performing, and adjourning.



*Figure 8: Stages of Team Building*

**Forming**

This is a process of getting members acquainted with one another and start feeling themselves as a part of a group. In the stage the members of the team get to know one another and make new friends.

**Storming**

This is a process of conflict confrontation concern and criticism members question each other's intention but at the end the members come together towards achieving group task.

**Norming**

This is a process of developing close relationship among the members the group experience cohesiveness.

**Performing**

This is a stage of developing high level of maturity the group experience team work clarity and task accomplishment.

**Adjourning**

This is a stage of separation the members of the group were separated for two reason the group might have completed its task for the members decided to close the group

**Characteristics of Effective Team**

There are several characteristics of an effective team:

- ✓ **Clear purpose**  
Vision mission goals for the task of the team has been defined and is now accepted by everyone.
- ✓ **Informality**  
The climates tend to be informal comfortable and relaxed
- ✓ **Participation**  
There is much discussion and everyone is encouraged to participate
- ✓ **Listening**  
The members use effective listening techniques such as questioning paraphrasing and summarising to get out ideas.
- ✓ **Civilised disagreement**

If there is disagreement that it must be comfortable with this and shows no sign of avoiding or suppressing conflict

- ✓ **Consensus decision**  
For important decision the goal is substantial but not necessarily anonymous agreement to open discussion of everyone ideas, avoidance of formal voting.
- ✓ **Open communication**  
Team members feel free to express their feelings on the task as well as on the groups operations
- ✓ **Clear roles and work assignments**  
There is clear expectation about the roles played by each team members work distributed among team members
- ✓ **Shared leadership**  
Leadership function shift from time to time depending on the circumstances the needs of the group on the skills of the members
- ✓ **External relationship**  
Team spend time developing ki relationship outside and mobilizing resources then building credit ability with important place in other parts of organisation
- ✓ **Style diversity**  
The team has a broad spectrum of team players types including members who emphasize attention to task goal setting focus on process and questions about how the team is functioning.
- ✓ **Self-assessment**  
Periodically the team stops to examine how well it is functioning on what may be interfering with its effectiveness

### **Role of Team Leader**

A **team leader** is someone who provides direction, instructions and guidance to a group of individuals, who can also be known as a team, for the purpose of achieving a certain goal. An effective leader will know her team members' strengths, weaknesses and motivations.

Team leaders serve various roles in an organization. Their job is to get tasks done by using all of the resources available to them, including other employees or **team members**. Below is a list of some important roles a team leader must often take on:

- Develop a strategy the team will use to reach its goal
- Provide any training that team members need
- Communicate clear instructions to team members
- Listen to team members' feedback
- Monitor team members' participation to ensure the training they are being provided is being put into use, and also to see if any additional training is needed
- Manage the flow of day-to-day operations
- Create reports to update the company on the team's progress
- Distribute reports to the appropriate personnel

(Source: <https://study.com/academy/lesson/what-is-a-team-leader-description-role-responsibilities>)

### **Role of Team Members**

- ✓ Care for each other
- ✓ Open and truthful
- ✓ High level of trust

- ✓ Consensus decision
- ✓ Commitment
- ✓ Address conflict
- ✓ Real listening
- ✓ Express feelings

It is equally important for team members to ensure the following

- ✓ Be clear about the objectives of the team
- ✓ Identify individual skills
- ✓ Reflect the work methods
- ✓ Set targets for improvement
- ✓ Develop close relationship
- ✓ Have an open relationship

### **Nine persons A successful team should have**

1. **Coordinator:** this person will have a Clear View of team objectives and the skill that extracting work from others.
2. **Shaper:** this person will make things happen and get things going. Tries to pull things together.
3. **Planner:** the person who come out with original ideas and challenges the traditional one.
4. **Resource investigator:** this person with his strong contact a network brings lot of information and support from outside.
5. **Implementer:** this person is well organised and effective of turning big ideas into manageable task.
6. **Completer:** this person is the one who reaches the deadline and targets.
7. **Evaluator:** person is good at evaluating all options. He judges the situations accurately.
8. **Specialist:** he has a single-minded approach to reach the target.
9. **Finisher:** sticks to deadlines and likes to get on with things. Person does not believe in relaxing at workplace.

### **GROUPS-DEFINITION**

A group is a collection of individuals who interact with each other such that one person's actions have an impact on the others. In other words, a group is defined as two or more individuals, interacting and interdependent, who have come together to achieve particular objectives

### **TYPES OF GROUPS**

Groups may be classified according to many dimensions, including function, the degree of personal involvement and degree of organization. Types of Groups are;

## **Formal Groups**

Formal groups are created to achieve specific organizational objectives. People are brought together based on different roles within the structure of the organization. The nature of the task to be undertaken is a predominant feature of the formal groups. Formal groups tend to be related to permanent although there may be changes in actual membership. However temporary formal groups may also be created by management, for example, the use of project teams in a matrix organization.

## **Informal Groups**

Informal groups are based more on personal relationships and agreement of group's members than on defined role relationships. They serve to satisfy psychological and social needs not related necessarily to the tasks to be undertaken.

## **Managed Group**

Groups may be formed under a named manager, even though they may not necessarily work together with a great deal. The main thing they have in common, at least the manager and perhaps a similar type of work.

## **Process Group**

The process group acts together to enact a process, going through a relatively fixed set of instructions. The classic environment is a manufacturing production line, where every movement is prescribed.

## **Semi-Formal Groups**

Many groups act with less formality, in particular where power is distributed across the group, forcing a more collaborative approach that includes- negotiation rather than command and control. Families, communities and tribal groups often act as semi-formal ways as they both have nominal leaders yet members can have a high degree of autonomy.

## **Goal Group**

The goal group acts together to achieve a shared objective or desired outcome. Unlike the process groups, there is no clear instruction on how they should achieve this, although they may use some processes and methods along the way.

## **Learning Group**

The learning group comes together to increase their net knowledge. They may act collaboratively with discussion and exploration, or they may be a taught class, with a teacher and a syllabus.

## **Problem-Solving Group**

Problem-solving groups come together to address issues that have arisen. They have a common purpose in understanding and resolving their issue, although their different perspectives can lead to particular disagreements.

## Friendship Group

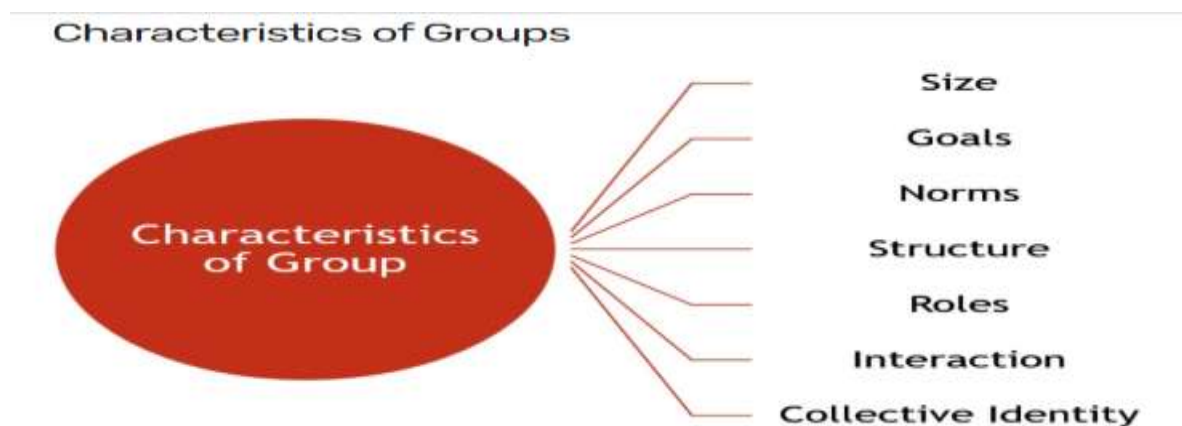
Groups often develop because individual members have one or more common characteristics. We call these formations of friendship groups. Social alliances, which frequently extend outside the work situation, can be based on similar age or ethnic heritage, the holding of similar political views, to name just a few such characteristics.

## Interest Group

People who may or may not be aligned into a common command or task groups may affiliate to attain a specific objective with which each is concerned. This is an interest group.

(Source: <https://www.iedunote.com/group.>)

## CHARACTERISTICS OF GROUP



- **Size:** To form a group, it must be having at least two members. Practically, the number of group members ranges from 15 to 20. The more the members in the group, the more complex it is to manage.
- **Goals:** Every group has certain goals, that are the reasons for its existence.
- **Norms:** A group has certain rules, for interacting with the group members.
- **Structure:** It has a structure, based on the roles and positions held by the members.
- **Roles:** Every member of a group has certain roles and responsibilities, which are assigned, by the group leader.
- **Interaction:** The interaction between the group members can occur in several ways, i.e. face to face, telephonic, in writing or in any other manner.
- **Collective Identity:** A group is an aggregation of individuals, which are separately called as members, and collectively called as a group.

(Source: <https://businessjargons.com/group.html>)



## WHY ARE GROUPS FORMED?

People form groups basically for activities, interaction and due to sentiments. People living in proximity frequently discuss their problems. They try to reduce their tensions and achieve satisfaction. Individuals interest each other only when they have common attitudes and sentiments. The **group** members share beliefs, principles, and standards about areas of common interest and they come together to work on common tasks for agreed purposes and outcomes.

(Source: <https://www.shareyouressays.com>, <https://www.skillsyouneed.com/ips/groups.html>)

## STAGES OF GROUP DEVELOPMENT

Tuckman was responsible for coining the 5 main stages in the process of group discussion. They are also known as Tuckman's 5 stages of group development. the stages are: forming, storming, norming, performing, and adjourning. (refer Team Building Process)

## GROUP COHESIVENESS-DEFINITION

**Group cohesiveness** can be defined as a bond that pulls people toward membership in a particular group and resists separation from that group. Group cohesiveness Means the degree of attachment of the members or their groups. if group location is high then interaction between the members of the group Sky and the degree of agreement in group opinion

## FACTORS INFLUENCING GROUP COHESIVENESS

The twelve major factors influencing group cohesiveness, i.e, (1) Similarities of Attitudes and Values, (2) Size of the Group, (3) Time, (4) Location, (5) Status, (6) Difficulty in Entry, (7) Inter Dependency, (8) Management Behaviour, (9) Member Turnover, (10) Threat, (11) Previous Successes and Shared Goals, and (12) Cooperation.

### 1. Similarities of Attitudes and Values:

One of the strongest sources of group cohesiveness is the similarity in attitudes and values among group members. We enjoy the company of people who hold similar opinions, morals, beliefs and code of conduct, because the person who shares the same opinions as we do provide us with a kind of social validation for our beliefs. He provides us with a feeling that we are right. If someone disagrees with us, this might make us scared that we are wrong. Similarity of interest is very important when the group's primary goal is that of creating a friendly interpersonal climate.

### 2. Size of the Group:

Small groups are effective. The larger the size of the group, the less cohesive the group is.

### 3. Time:

It is quite natural that the more time people spend with one another, the more they will get to know each other and more tendency there will be to get closer to each other, thus, strengthening the degree of cohesiveness.

#### **4. Location:**

Location of the group plays an important role in determining the cohesiveness. Where members of a group are located close together separated from other groups, they will develop greater cohesiveness because of constant face to face interaction.

#### **5. Status:**

A high status group receives greater loyalty from its members which in turn makes the group more strong. That is why people are generally more loyal to high status groups.

#### **6. Difficulty in Entry:**

The more difficult it is to get in a group, the more cohesive that group becomes. The reasons is that in exclusive and elite groups the members are selected on the basis of certain characteristics and these characteristics being common to all add to the degree of liking and attraction towards each other.

#### **7. Inter Dependency:**

When each member of a group has independent activities, the cohesiveness among the members of such group will be less as compared to the group whose members are doing the operations which are dependent upon each other, thus, mutual dependency leads to greater cohesiveness.

#### **8. Management Behaviour:**

The behaviour of management has a direct influence on the degree of cohesiveness that exists within a group. The cohesive group can help attain the group goals more effectively, if the group members are properly inspired by the manager.

#### **9. Member Turnover:**

The higher the degree of member turnover, the less cohesive a group becomes, because the more frequently members leave a particular group the more time a new member takes to get attached to the group and the more time the old member takes to get attached to the new group.

#### **10. Threat:**

Threat is a very powerful force which unifies the group, particularly when it come from:

- (i) Outside the group
- (ii) Cooperation can help over-some the threat and
- (iii) There is little or no chance for escape.

#### **11. Previous Successes and Shared Goals:**

When a group achieves a meaningful goal, the cohesiveness of the group increases because the success is shared by all the members and each one feels responsible for the achievement. , If the group agrees on the purpose and direction of its activities, this serves to bind the group together. For this reason, successful companies find it easy to hire new talented employees.

## **12. Cooperation:**

Sometimes the general atmosphere of group enhances cohesiveness. The overall atmosphere depends among other things on leadership.

(Source: <https://www.yourarticlelibrary.com/organization/group-cohesiveness/top-12-factors-influencing-group-cohesiveness/63921>)

### **Contents were taken from the following resources**

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