

Contents

PART ONE Introduction to Social Group Work 1

CHAPTER ONE

Types of Groups: Their Nature and Development 2

Historical Development of Group Work 2

- Settlement Houses 2
- Young Men's Christian Association (YMCA) 3

Types of Groups 4

- Social Conversation 4
- Recreation/Skill Building 5
- Education 5
- Task 5
- Problem Solving and Decision Making 5
- Focus 6
- Self-Help and Mutual-Aid 6
- Socialization 8
- Therapy 8
- Sensitivity and Encounter Training 10

Initial Development of Groups 12

- Determining Objectives 13
- Size 13
- Open-Ended vs. Closed-Ended Groups 14
- Duration 14

The Stages of a Group 14

- Intake 15
- Selection of Members 15
- Assessment and Planning 16
- Group Development and Intervention 16
- Evaluation and Termination 16

Models of Group Development over Time 16

- Garland, Jones, and Kolodny Model 16
- Tuckman Model 18
- Bales Model 19

Group Cohesion 19

Membership and Reference Groups 21

Breaking the Ice 22

Experiential Learning 22

- Ethics and Guidelines for Conducting Exercises 23
- Pitfalls to Avoid in Conducting Class Exercises 24

Group Exercises 25

- Exercise A: Getting Acquainted 25
- Exercise B: Introducing a Partner 25
- Exercise C: Personal Expectations for the Group 25
- Exercise D: Searching for Descriptors 26

CHAPTER TWO

Social Group Work and Social Work Practice 27

- Definition of Social Work 27
- Relationship between Social Work and Social Welfare 28
- What Is the Profession of Social Work? 28
- Generalist Social Work Practice 30
- The Change Process 31
- Phase 1: Define Issues and Problems 32
 - Phase 2: Collect and Assess Information 32
 - Phase 3: Plan for Services 33
 - Phase 4: Identify, Analyze, and Implement Alternative Interventions That Are Valid and Consistent with the Common Purposes, Values, and Ethics of the Social Work Profession 33
 - Phase 5: Select and Implement Appropriate Courses of Action 33
 - Phase 6: Apply Appropriate Research-Based Knowledge and Technological Advances 34
 - Phase 7: Use Appropriate Research to Monitor and Evaluate Practice and Program Outcomes 35
- A Variety of Roles 35
- Enabler 36
 - Broker 36
 - Advocate 36
 - Empowerer 36
 - Activist 37
 - Mediator 37
 - Negotiator 37
 - Educator 37
 - Initiator 37
 - Coordinator 38
 - Researcher 38
 - Group Facilitator 38
 - Public Speaker 38
- A Systems Perspective 38

Medical Model vs. Ecological Model of Human Behavior 39

- Medical Model 39
- Ecological Model 41

Goals of Social Work Practice 43

- Goal 1: Enhance the Clients' Problem-Solving, Coping, and Developmental Capacities 43
- Goal 2: Link Clients with Systems That Provide Resources, Services, and Opportunities 43
- Goal 3: Promote the Effective and Humane Operation of Systems That Provide Resources and Services 43
- Goal 4: Develop and Improve Social Policy 44
- Goal 5: Pursue Policies, Services and Resources through Advocacy and Social or Political Actions to Promote Social and Economic Justice 45
- Goal 6: Develop and Use Research, Knowledge, and Skills That Advance Social Work Practice 45
- Goal 7: Develop and Use Culturally Competent Practice 45

A Problem-Solving Approach 45

Micro, Mezzo, and Macro Practice 46

- Social Casework 46
- Case Management 46
- Group Work 47
- Group Therapy 47
- Family Therapy 47
- Community Organization 48
- Policy Analysis 48
- Administration 48

Knowledge, Skills, and Values Needed for Social Work Practice 49

- Knowledge 49
- Core Practice Skills 50
- Values 52

Social Group Work as a Component of Social Work Practice 52

Group Exercises 53

- Exercise A: Options Planning 53
- Exercise B: Social Work with Groups and Generalist Practice 54

PART TWO Leading Groups 55

CHAPTER THREE Leadership Roles, Functions, and Guidelines 56

Approaches to Leadership 56

- The Trait Approach* 56
- The Position Approach* 56
- The Leadership-Style Approach* 58
- The Distributed-Functions Approach* 59

Leadership Roles 60

- Task and Maintenance Roles* 60
- Other Roles* 62

Power and Influence in Groups 62

Power Bases in Groups 63

- Reward Power* 63
- Coercive Power* 64
- Legitimate Power* 64
- Referent Power* 64
- Expert Power* 65

Effects of Unequal Power 65

Guidelines for Forming and

Leading a Group 67

- Homework* 67
- Planning a Session* 69
- Relaxing before You Start a Meeting* 70
- Cues upon Entering the Meeting Room* 70
- Seating Arrangements* 70
- Introductions* 71
- Clarifying Roles* 71
- Agenda* 72
- Additional Guidelines for Leading a Group* 72

Standards for Social Work Practice with Groups 73

Group Exercises 76

- Exercise A: Desensitizing Fears of Leading a Group* 76
- Exercise B: Task Functions and Group Maintenance Functions* 77

- Exercise C: Power Bases* 78
- Exercise D: Types of Influence* 78

CHAPTER FOUR Personal Goals, Group Goals, and the Nominal Group 80

Personal Goals 81

- Hidden Agendas* 81

Establishing Group Goals 82

- Operational and Measurable Goals* 82
- Competition vs. Cooperation* 84

The Nominal Group Approach 85

Group Exercises 87

- Exercise A: Setting Personal and Group Goals* 87
- Exercise B: A Sphinx Foundation Grant* 87
- Exercise C: The Nominal Group Approach* 88

CHAPTER FIVE Group Norms and Problems of Conformity 90

How Norms Are Learned and Developed 91

Conformity 92

- Idiosyncrasy Credits* 94

Do's and Don'ts of Norms 94

Problems of Conformity 95

- Types of Disruptive Behavior* 95
- Handling Disruptive Behavior* 99
- Reducing the Likelihood of Disruptive Behavior* 101

Group Exercises 103

- Exercise A: The Autokinetic Effect* 103
- Exercise B: Identifying and Changing Group Norms* 103

- Exercise C: An Ornery Instructor* 104
- Exercise D: How Group Decisions Affect Values* 105
- Exercise E: Confrontation and I-Messages* 107
- Exercise F: Confronting and Being Confronted by Others* 107

CHAPTER SIX

Working with Diverse Groups 109

- Your Stereotypes and Preconceptions 111
- Knowledge about Diverse Groups 114
- Posture of Reciprocity 117
- Which Intervention Techniques Work? 118

PART THREE Communication in Groups 129

CHAPTER SEVEN

Verbal Communication 130

A Model of Communication 130

- One-Way Communication* 131
- Two-Way Communication* 133

Perception 133

- The Perceptual Process* 134
- Physiological Influences* 135
- Sociopsychological Influences* 136

Self-Disclosure 140

- The Johari Window* 141

How to Communicate Effectively 143

- Sender* 143
- Receiver* 144
- Listening Skills* 144
- Active Listening* 145
- I-Messages* 146
- Collisions of Values* 147

Group Exercises 147

- Exercise A: The Johari Window* 147

Anger Management 118

Cultural Communication 119

Ethnic-Sensitive Practice 121

- Empowerment* 122
- Strengths Perspective* 122

The RAP Framework for Leading

Multiracial Groups 123

- Recognize* 123
- Anticipate* 124
- Problem Solve* 124

Group Exercises 125

- Exercise A: Whom Wouldn't You Marry?* 125
- Exercise B: Coming Out of the Closet* 126
- Exercise C: Spaceship to Futura* 126

- Exercise B: Defense Mechanisms* 148

- Exercise C: Distortions in Transmitting Information* 148

- Exercise D: The Intruder* 149

- Exercise E: Active Listening* 150

CHAPTER EIGHT

Nonverbal Communication 151

Functions of Nonverbal Communication 151

- Repetition* 152
- Substitution* 152
- Accentuation* 152
- Regulation* 152
- Contradiction* 152
- The Risk of Misinterpretation* 152

Forms of Nonverbal Communication 153

- Posture* 153
- Body Orientation* 153
- Facial Expressions* 153
- Eye Contact* 154
- Gestures* 155

Touching	156
Clothing	157
Personal Boundaries	158
Territoriality	159
Voice	159
Physical Appearance	160
Environment	161
Other Nonverbal Cues	162

Exercise B: Nonverbal Cues	163
Exercise C: A Popular Faculty Member	164
Exercise D: Double Messages	164
Exercise E: The Flat Tire	165
Exercise F: Communicating While Blindfolded	166
Exercise G: Giving and Receiving Feedback about Nonverbal Communication	166
Exercise H: Zones of Personal Space	167

Group Exercises 163

Exercise A: Chairs, Stickpins, and Coat Hangers	163
---	-----

PART FOUR Problem-Solving and Decision-Making

Groups 169

CHAPTER NINE

Problem Solving, Conflict Resolution, and Controversy 170

Problem-Solving Approach 170

Identification and Definition	170
Assessment of Size and Causes	171
Development of Alternative Strategies	171
Assessment of Strategies	171
Selection and Implementation	171
Evaluation	172

Barriers to Effective Problem Solving 172

Inadequate Definitions	172
Invalid Hypotheses	172
Poor Communication	173
Lack of Skills	173
Lack of Resources	173
Lack of Motivation	173

Brainstorming 173

Conflict 174

Techniques for Resolving Conflicts 175

Role Reversal	175
Empathy	176
Inquiry	176
I-Messages	176

Disarming	176
Stroking	177
Mediation	177
What If These Strategies Don't Work?	179

Controversy 180

Win-Lose Approach	180
Problem-Solving Approach	181

Creativity 182

No-Lose Problem Solving 182

Intergroup Conflict 183

Group Exercises 185

Exercise A: Suspended from High School	185
Exercise B: Brainstorming	186
Exercise C: Busing to Achieve Racial Integration	187
Exercise D: Creative Thinking	188
Exercise E: The Manhattan Glass	189
Exercise F: Brainteasers	191
Exercise G: Resolving Conflicts	192

CHAPTER TEN

Decision Making 193

The Bases of Decisions 193

Approaches to Decision Making 194

- Consensus 194
- Simple Majority Vote 195
- Two-Thirds or Three-Fourths Majority Vote 196
- Delegated Decisions 196
- Multiple Voting 197
- Averaging Individual Opinions 198

Group vs. Individual Decision Making 198

- Groupthink 199

Group Exercises 200

- Exercise A: Hard Choices—Funding Social Programs 200
- Exercise B: Consensus 202
- Exercise C: Subjective Influences on Merit Raises 203

CHAPTER ELEVEN

Parliamentary Procedure 206

Basic Rules 206

Motions 207

- Primary and Secondary Motions 207
- Debating and Voting on Motions 208

Other Rules and Procedures 209

- Quorum 209
- Agenda 209
- Elections 210
- Constitution and Bylaws 210

The Roles of Officers 210

- Chairperson 210
- Secretary 211
- Treasurer 211

The Operation of Committees 211

Group Exercises 212

- Exercise A: Running a Meeting Using Parliamentary Rules 212
- Exercise B: Parliamentary Bingo 213
- Exercise C: Recognizing Parliamentary Terminology 215

PART FIVE Organizations and Communities 217

CHAPTER TWELVE

Organizations and Groups 218

The Relationship Between a Group and an Organization 219

Models of Organizations 219

- The Autocratic Model 219
- The Custodial Model 220
- The Scientific Management Model 220
- The Human Relations Model 221
- Theory X and Theory Y 222
- The Collegial Model 223
- Theory Z 224
- Management by Objectives 224
- Total Quality Management 225

Surviving in a Bureaucracy 226

Group Exercises 230

- Exercise A: Analyzing a Human Services Organization 230
- Exercise B: Understanding and Applying Models of Organization 231
- Exercise C: Theory X and Theory Y 232

CHAPTER THIRTEEN

Communities and Groups 233

The Relationship between a Group and a Community 233

Analyzing a Community 234

Models of Community Practice 235

- Locality Development Model 235

Social Planning Model 236

Social Action Model 236

Group Exercises 239

Exercise A: Analyzing a Community 239

Exercise B: Analyzing Community Change 240

PART SIX Self-Help and Educational Groups 243

**CHAPTER FOURTEEN
Self-Help Groups 244**

Mended Hearts: An Example 244

Definition and Characteristics 245

Classification of Self-Help Groups 246

Katz and Bender Classification 246

Powell Classification 247

Benefits of Self-Help Groups 247

Linkage with Social Workers 249

Starting a Self-Help Group 249

On-Line Self-Help Groups 251

Group Exercises 252

Exercise A: Alcoholics Anonymous 252

Exercise B: Combating AIDS 253

**CHAPTER FIFTEEN
Stress Management 254**

Conceptualizing Stress 255

Reactions to Stress 255

Stressors 256

Optimal Levels of Stress 257

Long-Term Distress 258

Burn-Out 258

Structural Causes of Burn-Out 260

**Managing Stress and
Preventing Burn-Out 262**

Goal Setting and Time Management 262

Relaxation 262

Exercise 264

Taking Care of Your Physical Self 264

Social Support Groups 264

Talking to Others 264

Positive Thinking 265

Changing Stress-Producing Thoughts 266

Changing or Adapting to Distressing Events 266

Personal Pleasures 267

Group Exercises 267

Exercise A: Resolving Current Stressors 267

Exercise B: Relaxing through Meditation 268

**CHAPTER SIXTEEN
Time Management 271**

A Time-Management Approach 272

Set Goals 272

Prioritize Goals 272

List Tasks for A Goals 272

Prioritize Tasks 273

Schedule Tasks 273

Time-Saver Tips 274

Planning Tomorrow 274

Concentrated Study 274

Best Use of Time 274

Writing Papers and Reports 275

Physical Environment 275

Saying "No" Assertively 275

Deadlines 275

Avoid "Shoulds" 275

Be Optimistic 275

Amount of Sleep 276

Relaxation 276

Other Study Hints 276

Overcoming Procrastination 276

Swiss Cheese Approach 276

Other Suggestions 277

Advantages of Time Management 277

Group Exercises 278

Exercise A: Setting High-Value Goals and Tasks 278

Exercise B: Time Diagram 278

Exercise C: Ending Procrastination 279

Exercise D: Internal Prime Time 280

PART SEVEN Therapeutic Groups 283

CHAPTER SEVENTEEN

**Starting and Leading
Therapy Groups 284**

Preparation and Homework 284

Relaxing before Starting a Session 287

Cues upon Entering the Meeting Room 287

Seating Arrangements 287

Introductions 288

Clarifying Roles 289

Building Rapport 289

Exploring Problems in Depth 290

Exploring Alternative Solutions 291

Ending a Session 293

Ending a Group 296

Cofacilitating Groups 298

Legal Safeguards for Group Facilitators 300

*Setting Professional Boundaries
with Clients* 301

*The Therapeutic Factors: What It Is
That Heals* 302

Group Exercises 304

*Exercise A: Developing Counseling Skills
with Role Playing* 304

Exercise B: Group Therapy in Action 305

Exercise C: Facilitating an Intervention Group 306

CHAPTER EIGHTEEN

**Client-Centered Therapy
in Groups 307**

Theory of Therapy 308

Clarification or Reflection of Feelings 309

Restatement of Content 309

Simple Acceptance 309

*Using Client-Centered Therapy
in Groups* 310

Group Exercise 312

Exercise A: Client-Centered Therapy in Action 312

CHAPTER NINETEEN

**Transactional Analysis
in Groups 313**

Games 313

Social and Psychological Levels 314

Payoffs 314

Types of Games 315

Game Analysis 316

Life Scripts 317

- Script Analysis 320**
Group Exercises 320
Exercise A: Game Analysis 320
Exercise B: Destructive Life Scripts 321
Exercise C: Analyzing Your Own Life Scripts 322

CHAPTER TWENTY Reality Therapy in Groups 323

- Theory of Reality Therapy 324**
Responsible Behavior 324
Mental Illness Labels Are Destructive 324
Involved Relationship 325
Focus on Present and Future 325
Focus on Behavior Rather Than on Feelings 326
Value Judgments 327
Planning 327
Reject Excuses 327
Eliminate Punishment 328
Do Not Offer Sympathy 329
Rarely Ask Why 329
Praise Responsible Behavior 330
Question Traditional Case Histories 330
Foster Success Experiences 330
- Using Reality Therapy in Groups 330**
Group Exercises 331
Exercise A: Counseling with Reality Therapy 331
Exercise B: Mental Illness Debate 331

CHAPTER TWENTY-ONE Rational Therapy in Groups 332

- Theory of Rational Therapy 332**
Changing Unwanted Emotions 334
Meaningful Activity 335
Changing Self-Talk 335
Changing the Distressing Event 337
*Destructive Ways of Dealing with
 Unwanted Emotions 337*

- Assessing and Changing Dysfunctional
 Behavior 337**
**What Really Causes Psychological Changes
 Via Psychotherapy? 341**
Using Rational Therapy in Groups 342
Group Exercises 342
*Exercise A: Changing Unwanted Emotions
 with Self-Talk 342*
Exercise B: Writing a Rational Self-Analysis 343
Exercise C: Using Positive Affirmations 343
*Exercise D: Assessing and Changing
 Dysfunctional Behavior 345*

CHAPTER TWENTY-TWO Behavior Therapy in Groups 346

- Types of Learning Processes 347**
Operant Conditioning 347
Respondent Conditioning 348
Modeling 348
- Theory of Behavior Therapy 349**
Assertiveness Training 350
Nonassertive, Aggressive, and Assertive Behaviors 350
Assertiveness Training in Groups 351
- Token Economies 354**
Behavioral Contracting 356
Cognitive Behavior Techniques 357
Thought Stopping and Covert Assertion 358
Diversion Techniques 358
Reframing 359
- Group Exercises 361**
Exercise A: Role-Playing Assertive Behavior 361
Exercise B: Giving and Receiving Compliments 362
Exercise C: Expressing Anger Constructively 363
*Exercise D: Identifying and Accepting
 Personal Rights 364*
Exercise E: Behavioral Contracting 365
Exercise F: Reframing 366

CHAPTER TWENTY-THREE

Feminist Intervention in Groups 367

Definition of Feminist Intervention 367

Principles of Feminist Therapy 368

Using Feminist Intervention
in Groups 371

Evaluation 372

Group Exercises 373

Exercise A: Feminist Intervention in Counseling 373

Exercise B: Are You a Feminist? 374

Exercise C: Double Standards 375

CHAPTER TWENTY-FOUR

Family Therapy 376

Verbal Communication 377

Avenues of Communication 377

Nonverbal Communication 379

Family Group Norms 380

Family Roles 381

Personal and Group Goals 382

Hidden Agendas 383

Family Conflicts, Problems,
and Resolutions 384

Marital Difficulties 384

Parent/Child Relationship Difficulties 386

Personal Problems of Individual Family
Members 387

External Environmental Stresses 388

Three Approaches to Family Therapy 389

A Communication Pattern Approach 389

A Family Subsystem Approach 390

A Functional Approach 392

Group Exercises 394

Exercise A: The Sitzke Family 394

Exercise B: You and Your Family 397

Exercise C: Analyzing Your Family
in Terms of Group Concepts 398

CHAPTER TWENTY-FIVE

Grief Management 400

Grief: Some Basic Points 400

The Grieving Process 401

Kübler-Ross Model 402

Westberg Model 402

How to Help Others Cope 404

Relating to People with Terminal
Illnesses 405

Relating to Survivors 406

Becoming Comfortable with
Your Own Death 407

Group Exercises 410

Exercise A: Coping with a Loss 410

Exercise B: Becoming Comfortable with
the Idea of Your Own Death 412

Exercise C: Recognizing That Life Is Terminal 414

Exercise D: Achieving Closure in a Lost
Relationship 415

Exercise E: Epitaphs 416

Exercise F: Desensitizing Fears about Dying 416

Exercise G: Expressing Empathy and
Support to a Griever 416

Exercise H: Conveying a Death Message 417

CHAPTER TWENTY-SIX

Interventions with Chemical Dependence 418

The Nature of Chemical Dependence 418

Key Concepts 418

Symptoms 419

Recovery from Chemical Dependence 420*Stages of Recovery 420***Intervention Process 421***Medical Treatment 421**Individual Counseling 424**Family Counseling 424**Group Counseling 425***Group Exercises 429***Exercise A: Best Friend 429**Exercise B: Evaluating the Need for
Acceptance 430**Exercise C: Learning to Take Risks 431**Activities: Drug Abuse and Intervention 431***CHAPTER TWENTY-SEVEN****Interventions with
Eating Disorders 433****Definitions 433***The Relationships Among the Eating Disorders 435***Initiating Factors 435***Physiological Considerations 436**Psychological and Emotional Problems 437**Dysfunctional Family Systems 437**Influence of Society and the Media 438***Behavioral Indicators 438***Anorexia Nervosa 439**Bulimia Nervosa 440**Binge Eating 440***Intervention Process 441***Assessment and Treatment 441**Nutrition 443**Therapy Options 443***Group Work with Persons
with Eating Disorders 444***Group Selection Criteria 445**Group Structure 446**Preparing Members for Group Participation 446***Summary and Referral Resources 447****Group Exercises 448***Exercise A: Eating Disorder Lifeline 448**Exercise B: Body Awareness 450**Exercise C: It's No Good Unless I Can Finish
and See It! 451**Exercise D: I See Me . . . You See Me . . . 452***CHAPTER TWENTY-EIGHT**
**Interventions with Family/Intimate
Violence 454****Family/Intimate Violence
in Perspective 454****Theories of Family/Intimate
Violence 455***Sociological Perspective 455**Learned Helplessness 456**Feminist Theory of the 1970s 456***Addictive System and
the Addictive Process 457****Service Integration 458***Family/Intimate Violence, Mental Health,
and Substance Abuse 458***Family Systems 459****Intervention and Treatment 459***Working with Women 460**Working with Children 461**Working with Men 461**Coordinated Community Response 462***Group Exercises 464***Exercise A: Closeness to Significant Others 464**Exercise B: The Addictive Process 464**Exercise C: Violence and Intimidation 464**Exercise D: Intervening with Suspected
Family Violence 465*

PART EIGHT Sensitivity Groups 467

CHAPTER TWENTY-NINE Identity Formation and Values Clarification 468

- Status vs. Role Identity 469
- Developing an Identity 469
 Self-Fulfilling Prophecies 471
- An Identity-Formation Approach 472
- Positive Thinking 474
- Changing a Failure Identity 475
- Clarifying Values 475
 Value Code 478
 Learned Values 479
- Group Exercises 480
 Exercise A: Who Am I? 480
 Exercise B: Improving Self-Concepts 481
 Exercise C: Feeling Good about Ourselves 481
 Exercise D: Self-Fulfilling Prophecies 482
 Exercise E: Social Work Value Issues 482
 Exercise F: Olga and Igor 485
 Exercise G: The Miracle Workers 486
 Exercise H: Genie and the Magic Lantern 487
 Exercise I: Pregnancy and Tragedy 488
 Exercise J: Political Action 489
 Exercise K: The \$100-Million-Dollar Lottery Ticket 489
 Exercise L: Trust Walk 490

CHAPTER THIRTY Desensitization to Sexual Issues 491

- The Importance of Desensitization 491
- The Process of Desensitization 494
 Becoming Aware of Personal Values 494

- Examining Personal Values* 496
Differentiating between Personal and Professional Values 497
Maintaining a Nonjudgmental Professional Approach 497

Acquisition of Knowledge 497

- Sex Education* 500
Sex Education in the Age of AIDS 502

Development of Professional Skills 505

Group Exercises 506

- Exercise A: A Sexual Question* 506
Exercise B: Am I a Homosexual? 507
Exercise C: Dirty Word Barrage 508
Exercise D: Talking Sex with Adolescents 508
Exercise E: Who Is Sexually Oppressed? 509

CHAPTER THIRTY-ONE Improving Interpersonal Relationships 511

Romantic Love and Rational Love 511

- The Pitfalls of Romantic Love* 513
The Rewards of Rational Love 513
Stages in a Relationship 514
Improving an Intimate Relationship 516
Improving Other Close Relationships 517

Sociometry 518

- Giving a Sociometric Test* 518
Analyzing the Results 519
Applications 520

Group Exercises 522

- Exercise A: A Lifeline of a Relationship* 522
Exercise B: Resolving Anger Issues 523
Exercise C: Communicating Likes and Dislikes in a Relationship 524
Exercise D: Is It Romantic Love or Rational Love? 525
Exercise E: A Sociometric Test of This Class 525

PART NINE Termination and Evaluation 527

CHAPTER THIRTY-TWO Ending a Group 528

Termination 528

- Termination of a Successful Group* 529
- Termination of an Unsuccessful Group* 530
- A Member Dropping Out* 530
- Transfer of a Member* 531
- The Leader's Leaving* 532

Evaluation 532

- Process Evaluation* 533
- Outcome Evaluation* 534

Group Exercise 537

- Exercise A: Evaluating and Ending the Class* 537

APPENDICES 539

Appendix A: Answers to Exercises in Chapter 9 540

Appendix B: Definitions of Parliamentary Terms 542

Notes 548

Index 563

PLAN OF THE BOOK

Each chapter is designed according to the following format:

1. The goal or goals of the chapter are stated.
2. Theoretical material is presented on how the goals can be achieved. If the goal is to learn how to handle disruptive members of a group, for example, the chapter describes appropriate strategies.
3. One or more group exercises illustrating key concepts are then explained. The exercises give students practice in acquiring the skills described in the chapter.

USING THE BOOK

After the instructor covers the mandatory material contained in the first chapter, it is suggested that students (either individually or in small groups) take turns preparing and