CONSTRUCTIVE AND DESTRUCTIVE GROUP BEHAVIORS[1]

Constructive Group Behaviors
- *Cooperating*: Is interested in the views and perspectives of the other group members and is willing to adapt for the good of the group.

- *Clarifying*: Makes issues clear for the group by listening, summarizing and focusing discussions.

- *Inspiring*: Enlivens the group, encourages participation and progress.

- *Harmonizing*: Encourages group cohesion and collaboration. For example, uses humor as a relief after a particularly difficult discussion.

- *Risk Taking*: Is willing to risk possible personal loss or embarrassment for the group or project success.

- *Process Checking*: Questions the group on process issues such as agenda, time frames, discussion topics, decision methods, use of information, etc.

Destructive Group behaviors
- *Dominating*: Takes much of meeting time expressing self views and opinions. Tries to take control by use of power, time, etc.

- *Rushing*: Encourages the group to move on before task is complete. Gets "tired" of listening to others and working as a group.

- *Withdrawing*: Removes self from discussions or decision making. Refuses to participate.

- *Discounting*: Disregards or minimizes group or individual ideas or suggestions. Severe discounting behavior includes insults, which are often in the form of jokes.

- *Digressing*: Rambles, tells stories, and takes group away from primary purpose.

- *Blocking*: Impedes group progress by obstructing all ideas and suggestions. "That will never work because…"

---

[1] Adapted from Brunt (1993). Facilitation Skills for Quality Improvement. *Quality Enhancement Strategies*. 1008 Fish Hatchery Road. Madison. WI 53715