



acceptable conflict, take a break. Then focus on the ISSUES in conflict. Be willing to help those in conflict focus on the issues rather than the personalities.

12. Support the task leader. Perform leadership communication behaviors when needed, such as clarifying, synthesizing, summarizing, verbalizing, consensus, gate-keeping, attending to procedures, and initiating interaction.
13. Recognize and appreciate individual differences. Enjoy the differences that people bring to the group, and view them as resources that are valuable. Make individual differences into group strengths.
14. Allow yourself time to enjoy your work. Tangents often result in productive ideas. Every group needs short rest periods, time to tell jokes and to make reference to group history, periods of catharsis, and just plain unproductive meetings every once in awhile. Realize that what appears unproductive may not be. Understand your group phases, and develop a tolerance for some of the mucking around that every group needs to do when coming to grips with its task.

To Summarize: Successful discussion involves leading and following, agreeing and disagreeing, contributing and questioning, exploring, expanding and focusing, evaluating, linking, responding, crediting, appreciating, and enjoying. Note that certain behaviors will hinder: dominating, attacking, sarcasm about group members or their ideas, ridiculing, excluding, non-participation, lack of preparation, and often (ironically) single-minded focus on task.

Information adapted from *Communication in Small Group Discussion*,