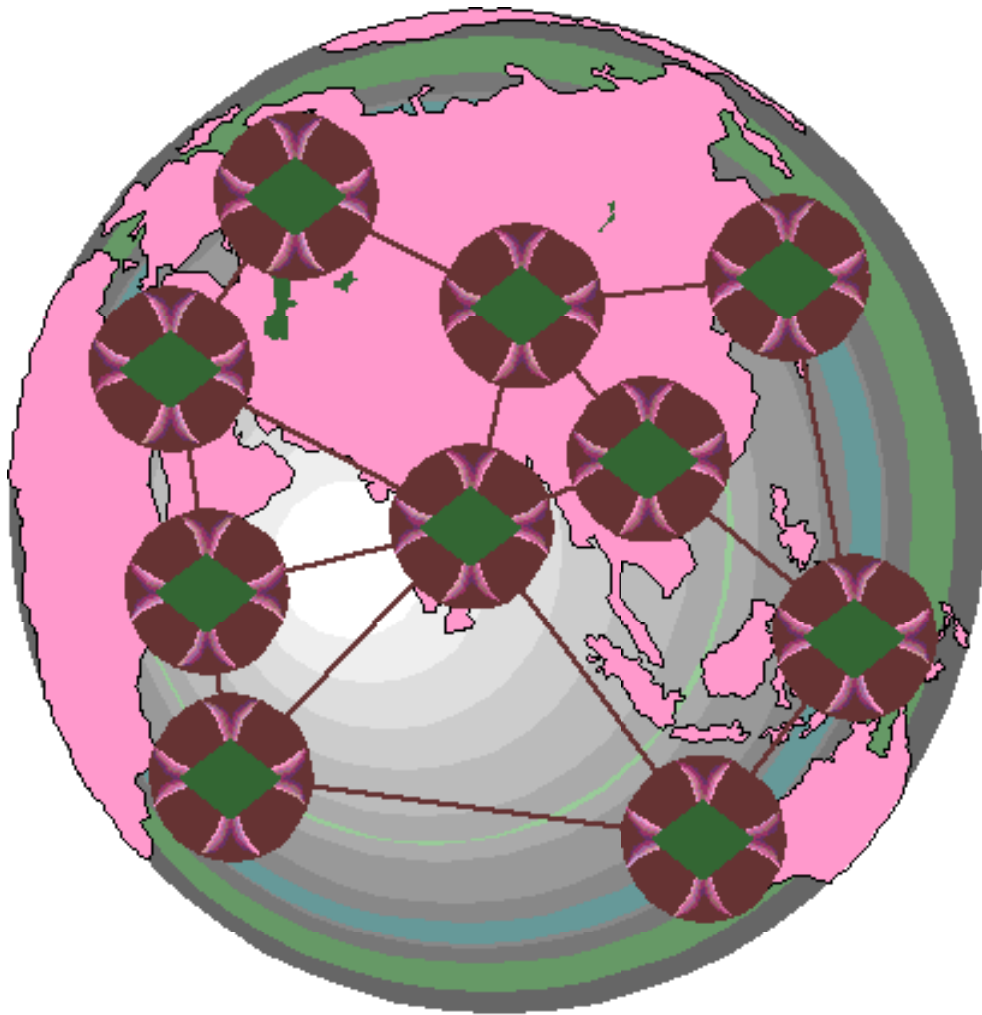


Learning Group Process



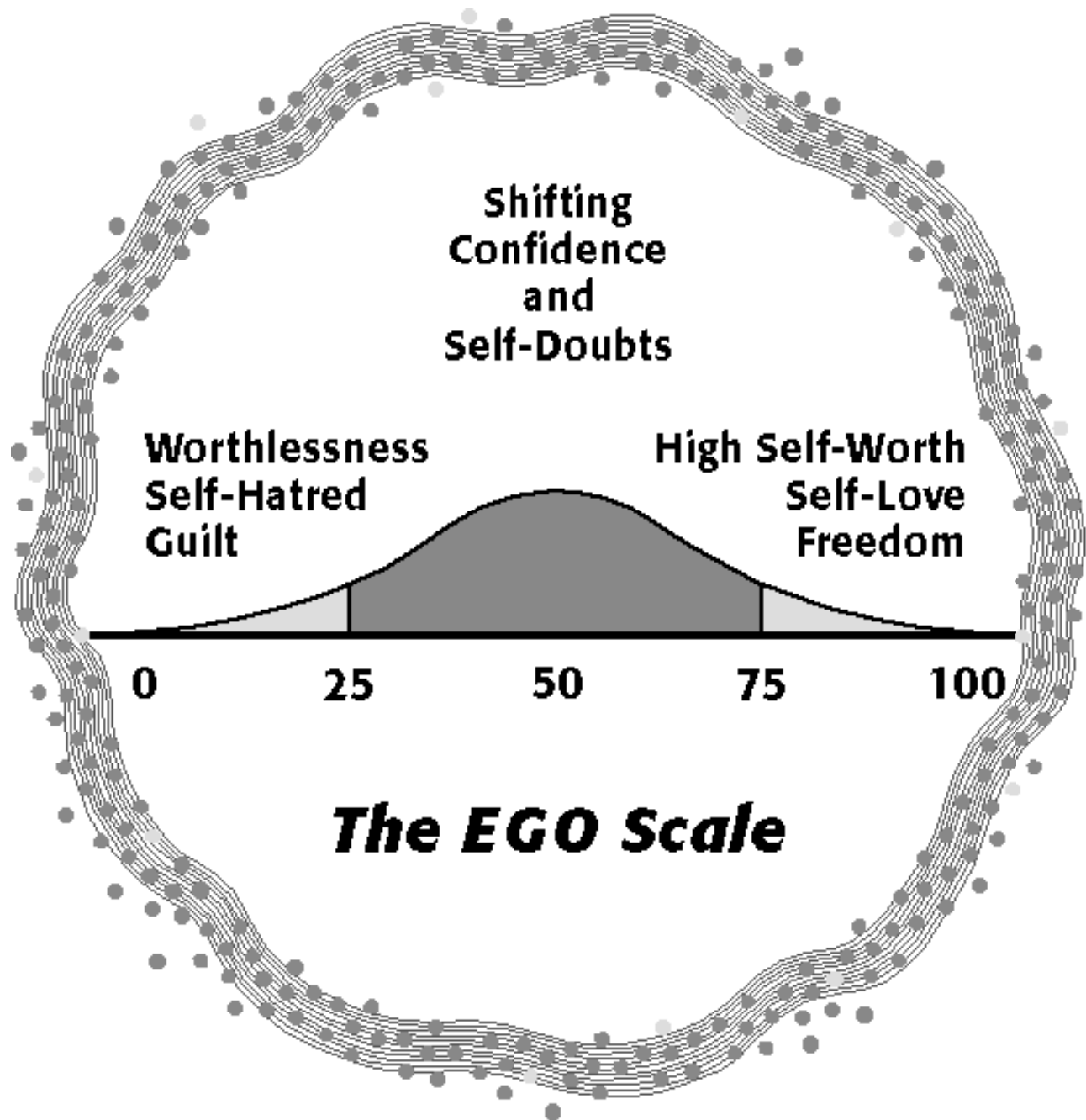
Ralph H. Kilmann

Learning Group Process

1. Planning vs. Doing
2. Assumption Testing
3. Decomposing the Task
4. Task Leadership
5. Group Maintenance
6. Process vs. Content
7. Listening vs. Speaking
8. Supportive Communication
9. Conflict Modes
10. Leadership Styles

**Using These Ten Principles
Is Essential for Having an
Effective Dialogue**

Understanding Your Ego



Ego and Pseudo Listening

- 1. Constantly Interrupting the Speaker**
- 2. Finishing the Speaker's Sentences
(or Thoughts) for Him**
- 3. Thinking of Something Else
While the Speaker Is Talking**
- 4. Doing Something Else
While the Speaker Is Talking**
- 5. Assuming That You Completely
Understood What Was Said**

**Pseudo Listening
RETARDS
Ego Development**

Ego and Active Listening

- 1. Letting the Speaker Talk Without
Constant Interruptions**
- 2. Letting the Speaker Finish Sentences
(and Thoughts) by Himself**
- 3. Keeping Your Mind Focused
on What the Speaker Is Saying**
- 4. Keeping Your Body Focused
on What the Speaker Is Saying**
- 5. Reflecting Back to the Speaker
What You Heard Him Say**

**Active Listening
PROMOTES
Ego Development**

Using a Process Observer (PO) for Learning Group Process

- 1. At the Beginning of Each Group Meeting, One Member Is Appointed as the Process Observer (PO)**
- 2. This Person Observes How Well the Group Applies the Ten Key Principles**
- 3. At the End of the Meeting, the PO Reports What He or She Observed**
- 4. The Group Then Plans What Will Be Done Differently the Next Time**
- 5. At the Next Meeting, a Different Member Is Appointed as the PO...**

**Quickly Pass the Early Stage
of Extreme Politeness**

Using a Process Observer (PO) During Every Group Meeting

- **At First, It Is Awkward Being Observed
(and Observing Others)**
- **In Time, Using a PO Becomes a Natural
Way to Improve Group Process**
- **Members Should Ensure That a PO Is
Utilized at Every Group Meeting**
- **The Regular Use of a Process Observer
Should Not Be Avoided!**

**Choose Your First PO Wisely:
To Set the Best Example for
Effective Feedback**

PROCESS OBSERVER FORM

- Planning vs. Doing
- Assumption Testing
- Decomposing the Task
 - Task Leadership
 - Group Maintenance
- Process vs. Content
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