OBSERVING BEHAVIOR

One of the most important roles of the coach is to observe the team's behavior as a group as well as individual behaviors. Watch team member's body language and watch the group in action.

BACKGROUND

Observation is like presence but goes beyond presence once the interaction begins. It is more active because the coach is likely to follow the course of the interaction and somewhat influence the group or individual.

Nonverbal behavior is critical during this intervention. Team members will look to you for your reactions to what is said and being done. The manner in which you intervene will have an impact on the technical and interpersonal dynamics of the team.

OBSERVATION SKILLS

Through observations, determine team behaviors and keep the team on track. You can look for the following when observing a team:

Atmosphere:
- What evidence describes the general atmosphere in the group?
- Did the atmosphere change?
- What caused the shift?

Participation:
- Who participated most?
- Who participated least?
- What was happening in the group's process that helped or hindered participation?

Commitment and Synergy:
- What is the evidence to indicate any evidence of group commitment and synergy?
- What task, maintenance and hindering roles that are seen in the group?

Is the group demonstrating proper task roles?
1. Initiating
2. Information/Opinion Seeking
3. Information/Opinion Giving
4. Clarifying
5. Summarizing
6. Consensus Testing

Is the group maintaining the process by demonstrating effective maintenance roles?
1. Encouraging
2. Harmonizing
3. Expressing Group Feelings
4. Gate-keeping
5. Compromising
6. Setting Standards and Testing

Is the group hindering roles from emerging?
1. Dominating
2. Withdrawing/Avoiding
3. Degrading
4. Uncooperative
5. Side Conversations

THE ROLE OF THE OBSERVER

In order to effectively observe the behavior of a group, follow these guidelines.

- Be positive
- Remain neutral
- Keep the focus
- Do not evaluate or edit
- Control the pace
- Ask questions to reframe or redirect the team's behavior