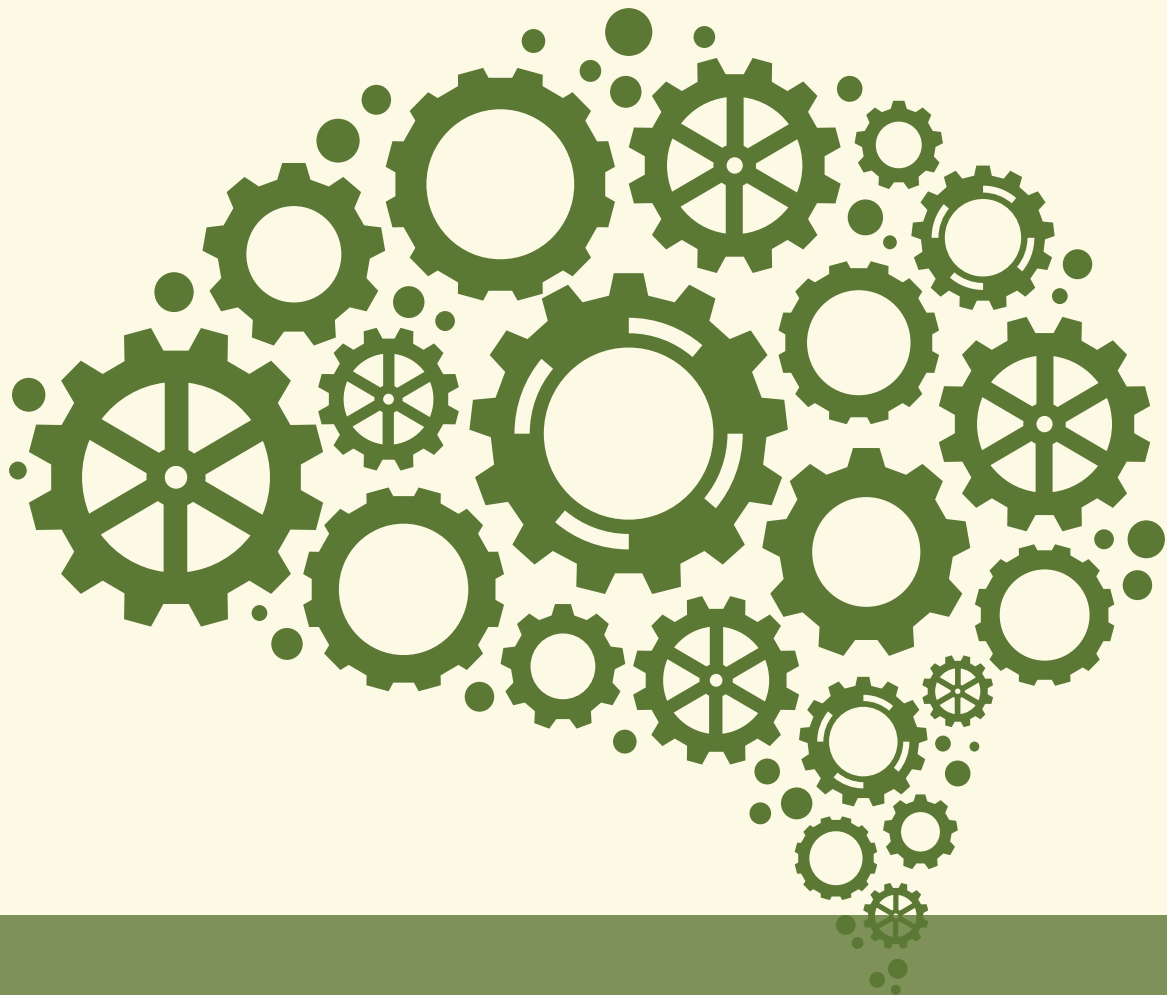




» GROUP DYNAMICS TRAINING GUIDE



» GROUP DYNAMICS TRAINING GUIDE

INTRODUCTION »

Conduct all the training sessions following Covid 19 guidelines. Keep extra masks and sanitizers in case participants forget to carry theirs. Bring together between 3 to a maximum of 5 BGs (12- 15 pax) to attend each training session. The venue selected should be convenient to all participants with good shade, privacy and with minimal distractions from passersby. Inform participants that the sessions will take a maximum of 2 to 3 hours. The training sessions will be held twice every week over two months. Discuss and agree with participants the dates and time for the bi-weekly meeting.

Inform them that it is compulsory for all three to attend the bi-weekly training sessions since it will determine whether the business group receives the grant to start a business or not.

The group dynamics module will be delivered in a series of 2 sessions each lasting 2 hours. Module 1 and 2 will be delivered in one meeting lasting two hours. Module 3 and 4 will be delivered in the next training session lasting 2 hours.



MODULE 1: INTRODUCTION TO GROUP DYNAMICS >>

Time: 1 hour

Objectives: By the end of the session, participants will be able to:

- Understand what a business group is.
- Understand advantages and disadvantages of being a member of a REAP business group

Materials: Picture charts

What is a group (15 minutes)

Tell participants that they will learn what a business group is. The advantages and importance of working together as a group.

Tell the participants that in this session they will learn about what a business group is, what steps are needed for setting up a business group, and what things make it successful.

Ask the participants whether any of them belong to a group. Ask members who belong to groups to explain what their group is like. Ask them:

- What is the main activity of the group?
- How many members they have?
- Are they men or women or both?
- Ask them what made them join the group?

Summarize by saying that a group refers to a collection of individuals who have regular contact and frequent interaction, mutual influence and who work together to achieve a common set of goals. Emphasize the importance of having a goal as a key element of success. A REAP business group therefore is a group of three people who have selected to run one business together and the main goal is to improve living standards for all three households and reduce poverty.

Step 2: Advantages and disadvantage of being a member of a business group (30 minutes)

Ask participants who belong to any existing group to share experiences being members of a group (encourage sharing of both positive and negative experiences).

Gender tip: Listen for differences between men and women groups and how they affect the success of groups if any. Emphasize that for the group to achieve the goal for each of the households, both genders must work together and share roles effectively.

Summarize by stating some advantages and disadvantages as below if they have not been said:

Advantages	Disadvantages
Sharing of ideas	Domination by a few like the anchor women
Makes easier to run business alongside domestic responsibilities like fetching water	Time consuming
Uses strengths and skills of each member to make the business successful	Ambiguous responsibility

Ask participants to state how they can manage disadvantages presented by working in a business group. (Answers should include setting and enforcing rules, regular meetings, making decisions together, clearly outlining roles and tasks of each member, having a common vision).

Explain to participants that they have been selected to start a business group of 3 people with both men and women. The project participants are enrolled in is called Rural Entrepreneur Access Project (REAP) and the aim is to help participants improve their livelihoods and lift themselves out of poverty and into sustainable livelihoods. If the three work together then they will be on the right path to sustainable livelihoods.

Step 3: Review (5 minutes)

Review that the objective has been met by showing picture charts xxx and ask participants to identify which one fits the definition of group as defined in step 1. (Draw picture of baraza, picture of a family, picture of people in a market, people walking in the street). Hopefully, participants select picture of a household since it is closer to the definition given. Members of a household have a common goal and shared vision.

MODULE 2: IMPORTANCE OF WORKING EFFECTIVELY AS A GROUP »

Time: 1 hour

Objectives: By the end of the session, participants will be able to:

- Understand how to work effectively for the success of the business

Materials: Training aids/charts

Reflection (15 minutes)

Start by saying that the session will cover working together effectively for the success of the business group. Success of the business group will come by working together as one.

Ask the participants to think about times when they have worked as part of a group, and to remember what helped them achieve what they wanted. Give them a few minutes for reflection and then ask for their views. Write their points on a flipchart.

Answers may include good communication, cooperation and coordination of work, fair and effective division of tasks, active participation of all, trust, etc. Explain to the participants that they will have the opportunity to test their teamwork skills.

Testing teamwork (35 minutes)

Step 1: Divide participants into groups of 5 which means you will have 3 teams. Tell them that the task of each team is to draw a symbol or picture. Ask them to draw a picture of a woman/man or any other drawing that fits the cultural context. For this, they will first make a drawing together as a team and plan how they will divide tasks during the next step. Ask the teams to draw a picture together as a team. Give the teams a flip chart to draw the image they have selected. Tell them they have 10 minutes to complete the drawing together.

Step 2: Ask them to divide tasks and assign a specific part of the drawing to each member of the team. For example, the right hand and right hand to one member, eyes to another etc. For this step, each member will work alone to draw the part assigned while the rest of the team is hidden. The goal will be to reproduce the drawing they designed together as accurately as possible within the time limit. Emphasise that they are free to decide on the division of labour and other arrangements in their group (will they have a leader? how long will they take for completing each part of the drawing? etc).

Step 3: Bring in each group member one by one to draw the part of the picture assigned to the member while the rest wait where they cannot see. The drawers will only be able to see the last few centimetres of the part of the drawing completed by the previous member. As a Mentor ensure that the flipchart sheet is folded in such a way that only the last few centimetres of the part of the drawing completed by the previous member are visible to the person doing his or her part of the drawing.

When the time is up, tell the participants to stop. Ask each group to hang their drawing on the wall, next to their prototype drawing. Review the exercise by asking the teams the following questions:

- Are you happy with the completed drawing?
- How were tasks managed and divided while planning and during the drawing itself?
- How did the team members react to the team member who did not do a good job of the task assigned?

Ask participants to select the winning picture. Invite the participants to reflect whether the teamwork in the 'winning group(s)' contributed to their success, or not.

Gender Tip: Ask participants whether they felt any differences between women and men during the exercise. Were any differences between men and women during the planning and actual drawing. Did the men take the lead? Were the differences beneficial in completing the assignment or did they hinder?

Summarise the session with the following elements of group work which can contribute to the success of the REAP business groups:

1. Set personal and business group goals. Inform participants that they will set goals at the next training session. (Entrepreneurship's sessions)
2. Understand group roles and division of labour/tasks.
3. Understand strengths and weaknesses of each member.
4. Define simple rules for managing the business group.
5. Importance of communication and leadership in success of group.

Review (5 minutes)

Check that the session objectives have been met by asking participants to explain the key things they have learnt on working together as a business group.

MODULE 3: CHOOSING BUSINESS GROUP LEADERS »

Time: 1 hour

Objectives: By the end of the session, participants will be able to:

- Participants understand the leadership positions, their roles, and responsibilities
- Identify the qualities required to be elected to the various positions and
- Choose leaders of the group

Materials: Pictures of different family members, flip charts and marker pens

Step 1: Display pictures of different family members (father, mother, son, and daughter).



Ask what are the roles of each member in the family unit? What happens when one member fails to discharge their expected/assigned duties? What qualities do you think are needed for each member of the family to have a functional unit?

The business group is also like a family unit. It has different positions that have different tasks, and each member of the unit must discharge their duties for it to be functional.

Step 2: Choosing leaders

Review with the participants the positions and the minimum qualities. The positions include:

Position	Roles	Qualities required
Chairperson	<ul style="list-style-type: none"> • Signatory of the group account • Chairing all meetings of the group • Guiding discussions during meetings • Ensuring constitution is followed • Taking lead in resolving conflicts as they arise • Representing the group to outsiders 	<ul style="list-style-type: none"> • Honest • Readily Available • Good at public speaking • Good listener • Doesn't take sides • Has a vision for the group • Strong personality
Secretary	<ul style="list-style-type: none"> • Signatory of the group account • Writing minutes as needed • Update business record book • Organizing and reminding group members of meeting dates 	<ul style="list-style-type: none"> • Can read and write • Trustworthy • Does basic sums • Willing to work extra hours with mentor to update records
Treasurer	<ul style="list-style-type: none"> • Signatory of the group account • Keeping the business money safe • Update business record book 	<ul style="list-style-type: none"> • Can do basic sums • Honest

Ask each business group to discuss and choose the secretary, treasurer and chairperson of the group and share the names with you. Emphasize to participants that they must select the positions based on the desired qualities of the position. Note that the anchor woman is not automatically made the chairperson without considering the qualities they have to lead the group.

Step 3: Sharing roles or task in the business (30 minutes)

Inform participants that in addition to roles above, the members will also share tasks that will ensure successful running of the business. Some of the tasks include how they will rotate selling at the business premise, going to the market, negotiating prices with suppliers, keeping group records.

Ask participants to sit in their respective business groups and list other roles they will share in the group. Give the groups 10 minutes to discuss and let them present to the rest. Note down the agreements made in your notebook.

Gender Tip: If gender is not mentioned during the discussion, ask participants whether men and women should take different roles in the group based on gender. For example, in a duka business, should men also have the role of selling or they will only be involved in going to the market to purchase stock.

Step 4: Deciding vision for the business group (30 minutes)

Ask participants to sit in their respective business groups. Provide each with a flip chart paper and marker pen. Ask each group to draw the future they see for the business or how they would like the business to be in 2 years' time. In terms of stock, structure/premise, and type of business.

After each group has drawn ask them to display and let other groups react. Ask each group to keep that drawing and display it at the business premise when they establish the business.

End the training for the day and agree on time and venue for the next session.

MODULE 3: COMMUNICATION, LEADERSHIP AND GROUP DYNAMICS »

Time: 1 hour

Objectives: By the end of the session, participants will be able to:

- Define leadership and communication.
- Relate leadership, communication, and success of the business group.
- Understand different personality and role in success of the business.

Materials: Picture charts

Step 1: Leadership (15 minutes)

Show picture below. Picture 1 only one member of the group is pushing the lorry/group, picture 2 only two members take part in group activities and picture 3 where all three members are actively involved in group operations.

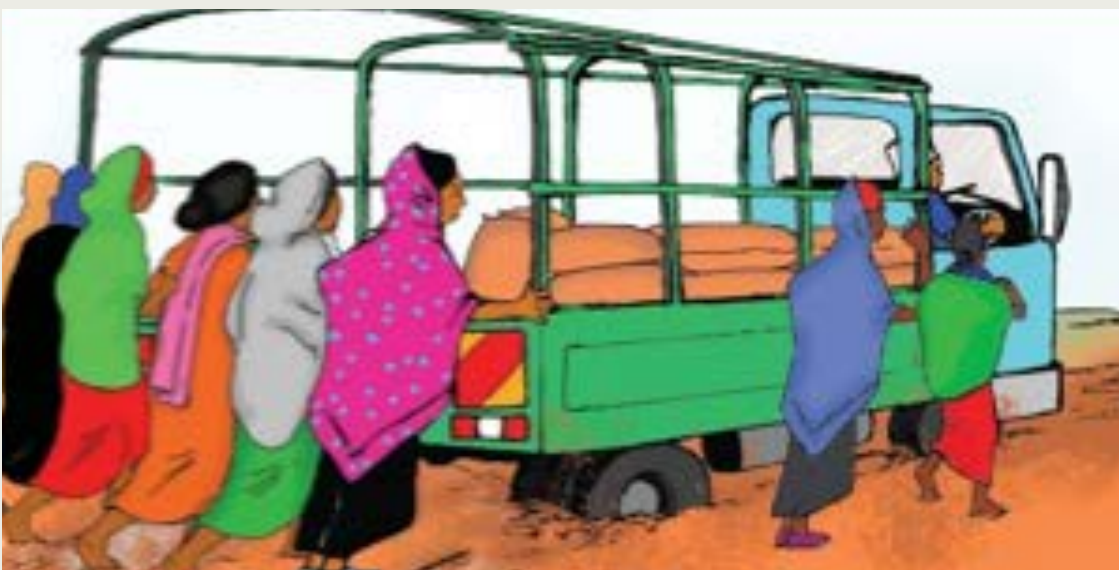
LORRY CONCEPT 1



LORRY CONCEPT 2



LORRY CONCEPT 3



- Ask participants to describe what they see in the pictures.
- Which lorry stands better chances of getting off the mud?
- Ask participants which picture represent how best they want to run operations of the business group. (Picture three would be the most ideal where all three are involved in operations).
- Ask what members can do to achieve teamwork shown in picture 3. (Participants should come up with respect of rules set in session 3, regular meetings, making decisions jointly, respect each other's skills/strengths and planning together.)

Step 2: Leadership styles (15 minutes)

Read the following story

Okal, Chandinga and Akol belong to a business group that sells livestock. Okal was selected as the anchor woman for the group and in turn selected Chandinga and Akol as business partners. Okal declared herself chairlady of the group. During every meeting, she would disregard the input of the other partners and make decisions alone on all aspects of the business. With time Chandinga and Okal stopped participating in the group.

- What happened in the story?
- What leadership style was the group using?

The group was using dictatorship or authoritarian leadership. This normally leads to the group disintegrating. In a group setting the best style of leadership would be democratic where each person is allowed to give their opinions and decisions made by consensus.

Step 3: Communication skills (20 minutes)

Tell participants that how they communicate will be an important ingredient in running the business successfully.

Ask for 5 volunteers to stand in a straight line. Tell the first person the below message and ask him/her to whisper the message down the line till it gets to the last participant. After each gets the message, ask the last participant to repeat the message they heard.

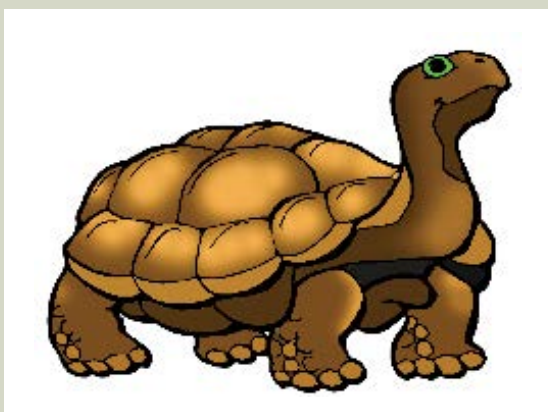
“The parish chief has called a meeting on Thursday at the primary school. Only men from village 1 should attend and they should come in white shirts.”

In most cases, the message will be distorted as it passes from one participant to the other. Ask participants to share whether they have ever experienced distortion of message.

Then divide participants into 3 groups and ask them to discuss what they can do to ensure communication is effective amongst the three business groups member. Ensure they come up with regular meetings at the end of each day to check on sales, stocks, decide on who to give credit.

Summarize session by emphasizing the following points on communication:

- Internal and external communication skills are important for REAP businesses to learn. In addition to the three partners, they will also be communicating with customers and visitors coming to check progress of the business groups.
- Communication problems might occur if the groups receive too little information or sometimes too much information that they are unable to utilize.
- Communicating externally with other BGs, financial institutions and people is important as it helps to build linkages.

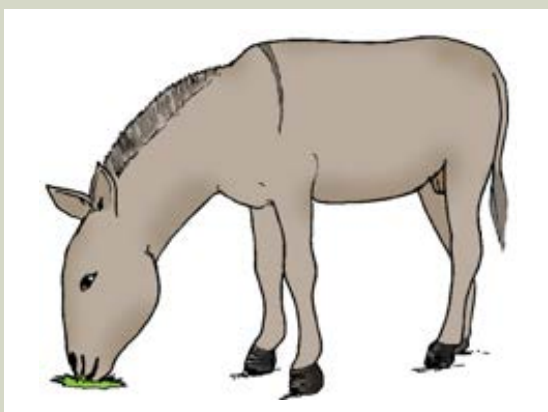


Withdraws from the group, refusing to give his or her opinions; she is quiet and waits anxiously to be called out of her house

- It will help us to negotiate for better prices at the marketplace. One of the advantages of working in a group is being able to draw on strengths of different members and helps us to overcome obstacles with negotiating for prices.
- Listening is also an important skill in communication. All group members will have to listen to each other and respect the different opinions.

Step 4: Animal behavior (20 minutes)

Show picture chart of different animals. Ask participants to highlight the characteristics/behavior they can associate with each animal. Ensure both the positive and negative behavior of each animal is highlighted and how it might hinder effective cooperation in the group.

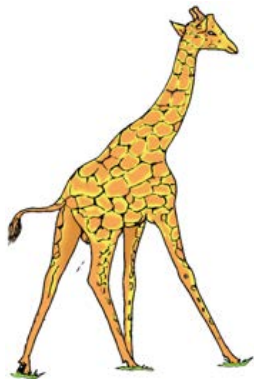


Strong and reliable and contributes a lot to the group tasks.

She can also be stubborn and unwilling to change her point of view.

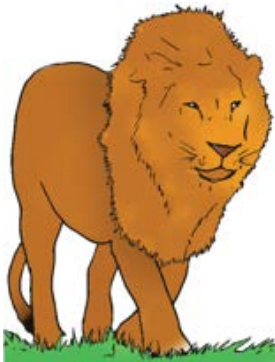


Too timid to speak up on any subject but is probably capable of doing good work on her own.



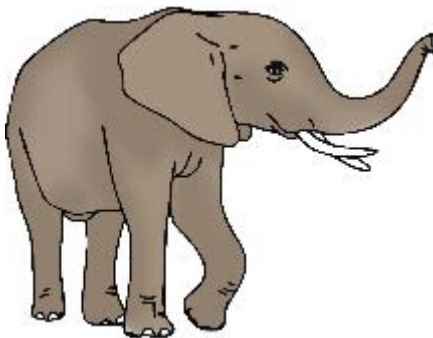
Ambitious and wants the group to achieve higher aims than those they have set

She can also look down on others and think that she is above the SG members. Applies to members who have travelled outside the location and have more education than the rest.



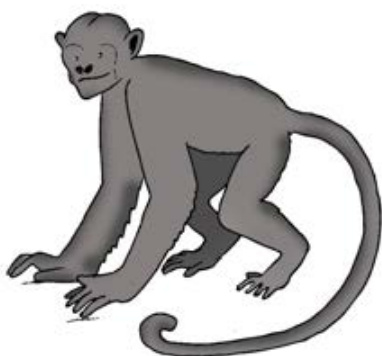
Very strong and energetic. Fights very strongly for the group vision and values.

But her strength can get her into fights whenever others disagree with her plans or point of view



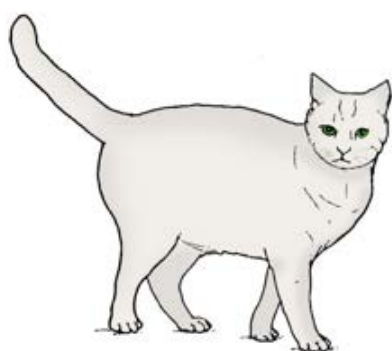
Speaks with her loud and convincing voice especially when representing the group. Other members hide behind her large frame.

Can be stubborn and blocks the way for other members to achieve goals especially when they don't agree with her viewpoints

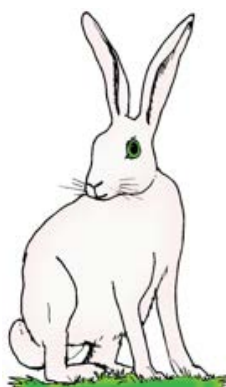


Entertaining and always ready to joke with others

But can also fool around, chattering, thus preventing others from concentrating on serious Savings Group business

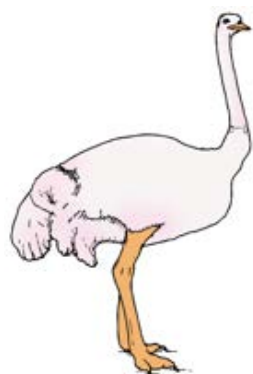


Is always looking for sympathy. "I can't do this, it is too difficult for me" Or she sticks to her own lonesome ways, never getting too close to anyone in the group



Very active and always runs two steps ahead of the others, making them work a bit faster. With her the group never stops to rest.

But she will run away on the first sight of conflict or tension in the group.



Very cooperative member but quickly buries her head in the sand and refuses to face reality or admit there is any problem at all in the group



The porcupine: Keeps throwing sharp spines to others. This could be through gossip or talking badly



Peacock: Almost like the giraffe. Shows off and thinks they are better than the other

Summarize by stating that people also have different behaviors like the animal's exercise. As a group it is important to consider personality before assigning tasks.

End the training and thank participants for the participation. Next training will focus on financial literacy.

Source:

BOMA Project, (2019). REAP Micro-Training Manual. Nairobi: BOMA Project

UNICEF, FAO & Oxfam GB. (2012). A Trainer's Manual for Community Based Water Supply Management in Kenya. UNICEF-Kenya Country Office, FAO & Oxfam GB, Nairobi, Kenya.

