**The Dynamics in Groups’ Faulty Structures and the Antidote for Restoration**

**LDR 813-42: Organizational Dynamics**

**DSL, Core 4, Assignment No. 3**

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1. Write a 5-page essay responding to a significant problem you have identified in an

organization you are knowledgeable about. Demonstrate how an understanding of group

dynamics can help you solve this problem.

2. Paper Outline.

a. Begin with an introductory paragraph and a succinct thesis statement.

b. Address the topic of the paper with critical thought.

c. End with a conclusion that reaffirms your thesis.

d. Use at least eleven scholarly research sources (two books and the

remaining peer-reviewed journal articles).

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**Introduction**

For the past three decades, JBA, LLC has been a pillar in Los Angeles, California's mental health therapy sector. However, the organization is now facing a multitude of complex social, structural, and cultural issues, both internal and external, that pose a significant threat to its survival. JBA provides crucial services to Los Angeles County, schools, adults and elders’ facilities, and other establishments in case management, therapy and counseling, behavioral health, and clinical psychology. This organization boasts a team of highly qualified professionals, including counseling and behavioral therapists, psychologists, licensed clinical social workers (LCSWs), licensed marriage family therapists (LMFTs), nursing practitioners, and clinical physicians, who are renowned for their dedication and expertise. JBA has always been a respected and successful organization in the community, but it is now facing intense competition from other nonprofit organizations for government contracts and retainerships in Los Angeles.

**Faulty structures in social, management, and services**

The departure of clinical therapists and psychologists from JBA adversely affected the organization’s clientele retainership contracts. The turnover of these professional staff, leaving to join its rival mental health contractors, became a continual phenomenon at some alarming rates. JBA was losing its highly rated social services to other county contractors, colleges, and corporate agencies by as much as 10% to 15% annually. It began to lose its market share to even new entrants to the social therapy and counseling industry. Workplace deviance and toxic working environments affected the employees' morale at JBA despite their profound professional reputations from the outside. The employees were easily irritated, deliberately breaking ranks among the groups, detached from the group’s conscious identity and functions, displaying anti-social behaviors, or workplace incivility and discourtesy due to employee stress from the office environment and home.

Lack of empathy and emotional and social soft skills began to play out in the open despite the therapist's academic and professional abilities. The employees fell short of social skills to relate to others in the group with evident conflicting roles they play. The JBA groups and staff had little or no sufficient soft skills like teamwork, communication, time management, stress management, and building relationships. Others include conflict resolution and management, adaptability, problem-solving, critical thinking, decision-making, relationship-building, emotional intelligence, basic persuasion modeling in conflict resolution, etc.

 The Groupthink at JBA went too far. Groupthink, as identified at JBA, is a mode of thinking in which group members accept a viewpoint or conclusion without questioning its validity or optimality. Groupthink can be an excessive or extreme group consensus in their decision-making process, which can be flawed with errors and devoid of genuine facts and truth. The employees were pressured not to express criticism against any of the management or board of directors’ viewpoints or decisions openly, even when they were wrong in their views and actions. The employees began to see this as an authoritarian culture and style of leadership.

**The Corrective Measures put in place**

Initiative-taking creativity and group cohesiveness were crucial factors. The Board of Directors (BOD) and Management interventions were critical. The BOD appointed new management to set a new direction, set the tone and standards of service and operations, fix the faulty management lines, and deal with the situation. The new JBA management and employees agreed in principle that group cohesiveness should be embraced to stimulate group attraction, with shared goals, interpersonal relations, and “task productivity for fruitful results” (Alleyne et al., 2019, Para. 3). They agreed to avoid extreme Group thinking practices.

The management and staff adhered to the new policy and training initiatives. They began to demonstrate loyalty and commitment to working as a team, and their soft skills in relationship building served as inevitable antidotes to drive corporate culture and policy effectiveness in the organization's regular members. A smaller group setting was encouraged, and they began to create lasting cooperation, empathy, and motivation among the groups and individuals. Another sustainable approach to group cohesiveness at JBA includes: i) To have a modest, manageable size group to stimulate the free flow of ideas and innovation. ii) To encourage group, inter and intra connectivity, and collaboration towards meeting the organization's vision, common goals, and aspirations. iii) To boost positive relations and productivity, regardless of employees' personality, talents, or professional expertise. iv) To engage in effective communication and uninterrupted feedback. v) To encourage self and group respect and mutuality. Simplifying the complex bureaucracy, protocols, and ways JBA does business was crucial and relevant to the new management and the employees. Moreover, the case managers, therapists, and psychologists were introduced to less bureaucracy and efficient data management and information in enrolling and attending to prospective or existing mental health patients on their caseloads who do not have the patience to participate in long hours of counseling and therapy.

**Adopting theories of Social Identity and Group Social Behaviors is critical.**

The new JBA management adopts the theories of social identity and group social behaviors to explore, train, and integrate the commonality of connectivity and relationship building in its schemes of services. Social identity groups can give you a sense of belonging (and connectivity), purpose (of group affiliation and shared goals), self-worth (self-esteem), and understanding (Mcleod, 2023) in the context of group and organizational commitment (Hogg, 2016) among the group members. According to ASHA publications (2018), "Individuals shall honor their responsibility to hold paramount the persons they serve professionally or who are participants in research and scholarly activities.” (Guidance. Principles of Ethics 1, Para. 1).

Similarly, Berkelaar B. L et al. (2019) state, "Organizational socialization focuses on organizational membership, which includes how people move from being outsiders to insiders and move between organizational roles within and across organizations over time.” Summary. (Para. 1).

Commitment, education, and skill competence are essential elements in the employee workforce and its group members. According to Mulder A. et al. (2019), commitment is a developmental goal, and it finds theoretical support in work by James Marcia and William Perry, who both framed commitment as the hallmark of developmental achievement and sophistication optimized for learning opportunities.

**Conclusion**

 This study reveals five central dysfunctions of organizational and group culture and internal environment structure at JBA: i) Lack of moral leadership (Solinger et al., 2020), commitment, and loyalty to group norms. ii) Lack of trust in relationship building. iii) Conflict emanating from the clash of personality, identity crisis, cultural diversity, and inclusion. iv) Lack of honest accountability for group decisions and actions and inattentiveness to group results. Ethical standards, transparency, and effective communication are antidotes or remedies to re-establish trust and manage deviating behaviors (Thomas & Harris, 2021) with certainty. The management and staff realize that group strength depends on formal and informal learning skills and practice (Nygren et al., 2019), and teamwork and team efforts should be cohesive enough to withstand personality and cultural cracks. Teamwork normally operates with some confidence and faith in the group. A teamwork dedication can be likened to the meticulous process of building the Ark, as prescribed by God. Mazzalongo M. (2016) states, “The ark was built by **those who believed and obeyed God's promises.”** Lesson. (Para. 2). In Exodus 37-38, Noah persevered, and God ensured the Ark’s itinerary was well-planned, meeting and marching every detail. Again, Quinn, R. E. (2015) advances that “leaders can adopt a different mental map -networks of evolving relationships - motivated by a desire to grow, learn, and serve a larger goal; facilitate organizational culture - see new possibilities and sacrifice for the common good.” Introduction. (Para .2). Urinov, B. (2020) rightly suggests that the present stage of the socio-economic has a clear direction towards the growth of innovation, efficiency, and competitiveness; self-development is a personified asset that determines the success factor of society and each organization. Discussion. (Para. 1). JBA organization shares the innovative ideas of Quinn and Urinov; they have identical precepts on organizational culture and social group management. Moreover, JBA’s rank and file realize a correlation exists between group commitment to service, organizational vision, and achievable missional goals, which they must uphold to drive sustained growth across the board in the short and long run.

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