

prediction for a new group as to which way its productivity norms would go, up or down, on this basis.

Mature groups, groups that have achieved a degree of cohesiveness and stability, and at least some unity of purpose, tend to do a strange thing. They tend to multiply their purposes. Like a healthy individual, a healthy group prefers doing many different things. A manager will find in his own organization that work groups will start doing things that he did not intend and that none of the members originally intended.

Groups develop and enforce norms. I mentioned that the cohesiveness of groups is one source of social power. This gets expressed through the requirement that members of a healthy group must, on certain matters, behave in the manner specified by norms of this group. There is some control over the behavior of members. Sometimes this control takes the odd form of a norm of diversity on some matters. Thus, the cohesiveness of work groups, whether at managerial levels or at nonsupervisory levels, may be connected not only with performance norms, but may be connected as well to such things as the rate of production of ideas. Group norms give rise to agreement in values and attitudes within a group. Each of us, while we like to value our independence and think of ourselves as unique, derives most of his characteristics from the groups of which we are or have been members. We are the product of our present and past social environment.

Now let me get on with some other ideas. I have mentioned a few things about the nature of social power, its distribution, and some changing notions on this, and some characteristics of groups as they function in formal organizations.

Now I would like to make some more evaluative statements. I would argue that there are few social mechanisms in the modern world that operate as inefficiently as do groups in most organizations. I think you would not tolerate a machine or a piece of military hardware that was as wasteful as are most groups in the organizations in which you work.

Keep in mind that we depend on groups and group action for our most important tasks--for planning, for policymaking, for writing legislation, for selecting executives, for promoting military officers. These are usually actions of groups. You saw a motion picture last night (Twelve Angry Men) that illustrated another kind