

a coordinating group. An executive group, if it is going to be effective, must be composed of those who substantially share the same objectives. This characteristic in a coordinating committee is a defect. To set up a coordinating committee, you should often deliberately seek out people having different perspectives, different values, different purposes, to put them together; the function of the group process is to create understanding and coordination from an initial state of difference. For the selection of membership, you see, you make drastically different choices for a coordinating committee than for an executive committee.

Consider the leadership of the committee. If you are creating an executive committee, not always but nearly always, you will want one member in that committee who is of higher rank and who is authorized to supersede and veto the committee. The President and his Cabinet is an illustration of such an arrangement. If you are setting up a coordinating committee you probably will not want that kind of leadership. You are likely to want a chairman of this committee who is just like the other members in status and authority. He just has some specialized leadership chores that he does for this committee. He is ordinarily not authorized to fix the agenda himself. He is not authorized to speak for the committee to outsiders. He is not authorized to veto or override the committee. His concern should be for managing the group process.

So, not only is the membership different for these two different kinds of committee purposes but the internal leadership structure must be different. Consider the function of representation. Again there is a sharp contrast here. When you create an executive group you must keep in mind that, if it is going to be an effective executive group, each member must be authorized and qualified to represent this group to the world and to speak for it and commit it. In the case of an effective coordinating committee, no single member can speak for it. The members are not authorized, except on instruction from the group, to speak for the group and to commit its views or actions.

Well, you can see some of the dramatic differences that will occur to a manager when he is setting up a committee, if he is clear in his mind, whether it is intended to be one kind of committee or another.

I have talked for illustration only about executive committees and coordinating committees. There are other classes of groups, also.