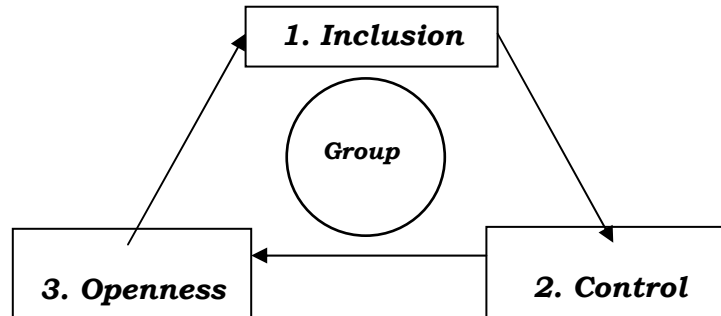


The Truth Option

According to this model, originally described by William Schutz in The Interpersonal Underworld and updated in The Truth Option, group growth unfolds in a cyclic process marked by the following three phases:



When the concerns of one phase are sufficiently resolved for the group to have energy and common ground for other things, it then moves on to the next phase, until the cycle starts over again at a different level of depth. The cycle can occur in the span of one meeting or over a longer period of time. Each phase of group development can be assessed as:

- **Adequate** – The group can function in ways that are satisfying to its members; or
- **Inadequate** – A lack of solution is impairing the ability of the group to function optimally.

When new members are added to the team, the group shifts to Phase One and the process continues in sequence. Teams should account for this change when adding new members. When a group ends, the final sequence of stages is reversed.

The information provided below on characteristics of each stage can be used as a checklist for individual observations or for discussion purposes during team maintenance meetings.

INCLUSION STAGE***Inclusion Adequate***

- _____ Attendance is high and steady.
- _____ Absent members are kept informed.

- _____ Members anticipate meetings and activities.
- _____ Individual needs are recognized and accepted.
- _____ Participation is general, with good interaction and attention.
- _____ Members have a fairly clear idea of group goals, and are committed to the shared goals and to working cooperatively to achieve them.
- _____ Group loyalty and a feeling of group belonging exists.
- _____ All members are accepted.

Inclusion Inadequate

- _____ Attendance is poor or uneven.
- _____ Absent members are not informed about the next meeting or of events in the meeting(s) missed.
- _____ Members do not care whether the group meets.
- _____ Some members feel excluded.

- _____ Participation is uneven, with little interaction.
- _____ Unclear group goals, trouble cooperating, little action and lack of confidence.

- _____ Membership has little meaning.

- _____ Individual needs are not recognized.

CONTROL STAGE***Control Adequate***

- _____ Decision-making processes are clear.
- _____ Power is distributed.

- _____ Leadership is shared.
- _____ Structure for the sake of control is unnecessary.
- _____ Conflict is accepted and managed openly.

- _____ Much bargaining takes place; there is a high level of cooperation.
- _____ There is follow-through on decisions.
- _____ The group is productive and accepts responsibility for its actions.
- _____ Members respect each other.

Control Inadequate

- _____ Decision-making processes are unclear.
 - _____ A few members tend to dominate; decisions are imposed.
 - _____ Leadership is lacking.
 - _____ The group tends to be excessively structured.
 - _____ Power struggles reign and are constant; members are highly competitive and critical.
 - _____ There is constant infighting and indiscriminate opposition.

 - _____ The group often is blocked.

 - _____ Individuals are irresponsible and dependent.

 - _____ Some members are passive and restrained, with little will to achieve.
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The Truth Option, continued

OPENNESS STAGE

Openness Adequate

Openness Inadequate

- _____ Communication is open and honest.
- _____ Feelings are expressed.
- _____ Members trust each other and accept feedback.
- _____ Members are receptive to new ideas and change.
- _____ Members share.
- _____ There is reciprocity and support.
- _____ Members like each other and have the freedom to be different.
- _____ Members have a feeling of closeness.
- _____ Members gain satisfaction from belonging to the group, as well from group life inside and outside of meetings.
- _____ Members are friends.

- _____ Communication is limited.
- _____ Exposure is almost nonexistent.
- _____ Members do not trust each other and withhold feedback.
- _____ Members are hostile toward new ideas.
- _____ Selfishness and jealousy is open.
- _____ Many feel rejected.
- _____ Deviance from the norm is objectionable.
- _____ Social distance is evident.
- _____ Members express much dissatisfaction with the group.
- _____ Few members have close friends in the group.