Seeing the Group Needs at Work for Leaders

There are two ways to go about meeting the six Group Needs outlined in *Extraordinary Groups: How Ordinary Teams Achieve Amazing Results (Jossey-Bass, 2009)*. 1) Take action to meet your own group needs or 2) take action to help others meet their needs.

Group Needs—Definitions and Core Concepts	If Group Needs Were Being Met, You Might See Members…	What Could You Do to Intentionally Meet the Group Needs of Others?
Acceptance: Knowing and accepting myself for who I am ▪ I accept myself for who I am right now ▪ I know who I am and what I bring ▪ I can express who I am to myself and others	▪ Share their relevant experience in group discussions ▪ Clearly state their beliefs on an issue ▪ Ask other members for assistance ▪ Give each other positive feedback for their contributions	
Potential: Sensing and growing into my fuller and better self ▪ I sense that I could be more ▪ I am drawn to my possibilities ▪ I want to learn and grow	▪ Volunteer for assignments that require them to stretch or grow ▪ Sharing what they want to learn in this group ▪ Encourage others to take risks in order to gain new experience ▪ Ask each other questions in order to learn	

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Bond: Our shared sense of identity and belonging • We know who we are together • We create a safe space for each other • We each play our parts together	• Express appreciation for being a member of this group • Speak openly with one another, in self disclosing ways • Reference commonly understood values when making a decision • Laugh together at 'inside' jokes	
Purpose: The reason we come together • We influence each other • We move in the same direction • We count on each other	• Give the group's work a very high priority • Regularly remind themselves of the group purpose when making decisions • Be fully present and engaged at meetings • Set aside personal preferences in order to help the group move ahead with its work	

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Reality: Understanding and accepting the world as it is and how it affects us ▪ We are alert to the world around us ▪ We are intrigued with that world ▪ We accept our reality	▪ Actively survey the environment to understand the current reality ▪ Reach agreement on significant barriers or assets ▪ Shift plans to adjust to changes that affect the group ▪ Debrief actions to learn what worked well and what didn't	
Impact: Our intention to make a difference and our readiness to act ▪ We want to improve our world ▪ We need each other to make a difference ▪ We are powerful together	▪ Talk specifically about how the group's purpose will make an important difference in the world ▪ Jump in to help each other out, regardless of role ▪ Express appreciation for the collective impact of all members ▪ Keep their commitments to one another	