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**Lecture 32: Group Discussion** 

Good morning friends and welcome back to NPTEL online certification course on Public

Speaking. My dear friends, in the previous lecture, we discussed elocution and recitation

which are a mandatory requirement for delivering talks presentations and other public

speaking situations. But in public speaking we also come across some small group

communication such as conversation, negotiations, debates and also group discussions.

While small group communications appear to be easier compared with large group talks but

we cannot belittle the importance of small group communications. The present day world

expects all of us to communicate in small groups also in order to find solutions to some

problems. Where decisions are to be taken on the basis of the views and opinions of many

other participants and stakeholders and that is why a talk on group discussion.

Now most of you might be familiar with this term group discussion. Some of you also might

have experienced it in your school, college and even in some of the job interviews where in

order to eliminate a big crowd or segregate people, a group discussion is conducted. Now you

might be thinking what actually is group discussion and what are the salient features of it.

How one can succeed in a group discussion what are the prerequisites. Is group discussion

simply an exchange of knowledge?

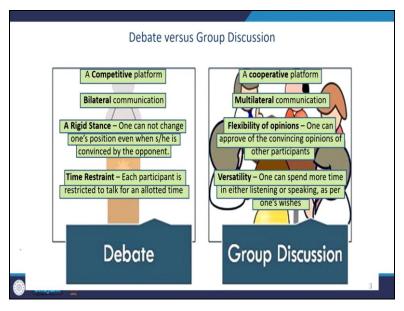
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But group discussion is a face- to- face public speaking situation which enables participants to exchange views, ideas, knowledge and experiences on a given issue topic or question. Many of you also might be thinking of what could be the aims of a group discussion. Why group discussion? Human beings have always a tendency of making groups and that is why they, at times, converse in groups also but then can group discussion be taken as a professional requirement in today's world and if so, what are the aims.

The aims of a group discussion are to resolve an issue through discussion, to exchange information on a topic, to evaluate students for academic purposes, also to assess a candidate's skill during a job interview and also to evaluate or to measure the communication and decision-making skills of candidates. Now, when group discussion has got all these aims should you not try to get a sort of exposure to how one can be successful as a participant in a group discussion.

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We have in one of the lectures talked about debates and many of you might be thinking that is debate somehow or the other different from a group discussion. Of course, my dear friend, let us also see some of the points which distinguish a debate from a discussion. You might have already experienced that when debates are organized or conducted, it actually is a sort of bilateral communication because there are two people one speaks for and the other speaks against.

But when you talk about the group discussion, you can find that there can be more than two people sometimes six to sometimes twelve people. Debates are competitive whereas group discussion is a sort of co-operative situation, where people co-operate. In debates, one candidate has got a rigid stance whereas in group discussions there is no such rigidity, rather we often say that flexibility is the hallmark of a group discussion.

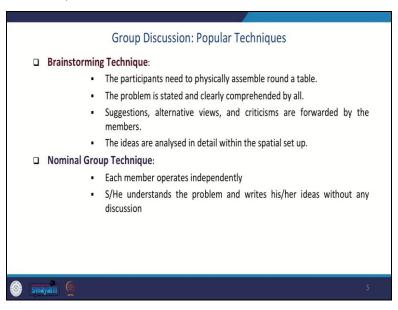
In debates you are provided with a restriction of time, suppose you are given 10 minutes or 15 minutes. Of course, in G.D also you are given time but then there is no such thing as to who can speak for how long. So, there is a sort of versatility, one can spend more time either in listening or speaking as one so wishes. Now, what are actually the characteristics of group discussions? Group discussions is actually a di-logic learning process, it is a cooperative and not a competitive process.

Here one has got the opportunity to share one's thoughts, opinions and views but one advantage of group discussion is that it can help many participants to dig new insights and every member can speak here. There is no such restriction. So, every member of a group can

speak, of course, here there is no such structure as in debates where somebody will speak for and followed by somebody speaking against.

But then group discussion is very unstructured and the role can shift from one person to another, fine. Groups have got more resources and there is a flexibility in it. Now, one another beautiful advantage of a G.D or a group discussion is that a group discussion has got an in-built correcting mechanism. What is this in-built correcting mechanism? You can find that when somebody says something which are not relevant, which are not correct not appropriate. Suddenly, the other member tries to jump in and say that perhaps this is not the right way or this is not the fact. fine. So, there is an in-built correcting mechanism.

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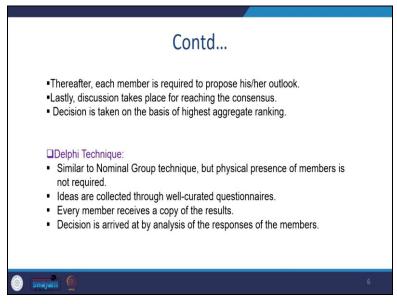
Now, there are several techniques of group discussion, fine. The very first technique is brainstorming technique. Now what do we mean by brainstorming technique? In this sort of group discussion, you will find that even though the members can be between 6 to 8 or to 12 and then the participants have to assemble around a table, it looks like a round table conference. The participants are assembled round the table and then the problem is stated the problem is told and clearly comprehended by all the members.

And all these members provide their suggestions, alternative views and criticisms which are forwarded by the members and what happens? The ideas are now analyzed in detail within the spatial set-up. Now when you talk about a brainstorming situation or a technique, you will find that it can have two types---- one can be a storyboard type where everyone is free to write or everyone is free to deliver his or her opinion, the other is that it is a lotus blossom

type, where people can provide their opinions and then eight opinions one like the petals of a lotus-- they provide eight opinions. Every candidate and again that is discussed till they see that there is no further thing to be discussed, that is actually a lotus blossom technique. Now, the question is such a sort of discussion, of course, can take time, can take a lot of time, is not it? Then another is a nominal group technique as the name itself says--- nominal, by name.

So, each member here can act, operate independently. They understand the problem fine in this sort of discussion they write their ideas without any discussion, fine.

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And then each member, I mean, all the members of the group are actually required to propose their own outlook and lastly discussion takes place for reaching the consensus. For reaching the consensus. Now there is one query in your mind that should group discussions lead to a consensus? In most of the conditions, because you know, groups have got more resources. They actually try to look at both the sides of the topic or the issue and then they finally come out of it with several opinions and views and all.

And decision is taken on the basis of the highest aggregate ranking, I mean, ideas of these people--- everyone is given the chance to prioritize their rank, order their own opinions and the decision is taken on the basis of the highest aggregate ranking. Now the last technique is called Delphi technique. Delphi. Now what is the Delphi technique--- a Delphi technique is just like a nominal group technique but here members are not physically present.

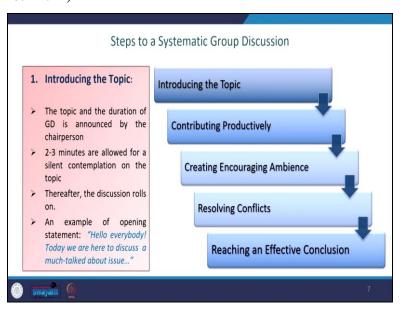
Their ideas or opinions are collected through questionnaires. Every member receives a copy of the results and then the results are discussed and decision is arrived at, or reached by

analysis of the responses of the members. So, it is actually a time taking my dear friend. So, we can either go for brainstorming or we can go for a nominal, because Delphi technique takes more time, and hence by the time decision is taken, it perhaps can be too late.

Now, how to go--- how to begin what are the steps involved in a G.D, because on many occasions, you find that when there are quite a good number of candidates in order to segregate them or in order to lessen the number, many organizations nowadays have introduced a sort of G.D. They provide a topic and they actually provide this topic to several groups and out of that they try to find out.

Because their main aim is to find out the best out of that group and again it may be the initial round. Again, on the basis of it, there can be another interview whatsoever, fine. So, what are the systematic steps to introduce the topic, fine. In most of the GD's you can find either there can be a case G.D, there can be a topic G.D, it varies from organization to organization and people to people, and institutions to institutions.

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So, introducing the topic--- first the topic is introduced and then another step is to contribute creatively or productively and to create a sort of encouraging ambience or an encouraging atmosphere. When there is a group discussion, you will find because groups have a tendency to invite some amount of conflicts, because groups comprise human beings and human beings may, at certain point of time, have conflicts. So, conflict is to be resolved and then after resolving the conflict, one can reach an effective conclusion.

Now, many of you who have already experienced G.D, might have come across all these

steps. So, the topic and the duration of the G.D is announced by the chairperson. There will

be a panellist fine or a chairperson. So, the topic will be announced, sometimes if it can be

written on the blackboard, sometimes it can simply be put on computer screen or sometimes

you can also be provided with and then they are provided some amount of time to think.

So, in some organizations they provide you the paper and the pen so that you can organize

your thoughts and then the discussion starts. And when the discussion starts, you will find

there is a situation or a condition as to who should start the discussion. And you know the

panellists are waiting actually to see who is the initiator, who are the low participants, who

are the high participants, who actually suddenly stops in and between.

And why somebody stops, why somebody becomes silent? Who are the silent participants---

all these things are also taken into consideration? Now, when you are going to open a

discussion--- how to open a discussion. So, when you are going to open a discussion, please

see that you start with a sentence and the sentence has to be very pleasing-- hello everybody

today we are here to discuss a much talked about issue and then perhaps maybe you can

repeat.

But since in many situations, you will find since the chairperson has already announced or

written, there is no need to repeat it. So, you can, because you have less amount of time there

is a time regulation also. So, you have to start discussing. Now, if the discussion has been

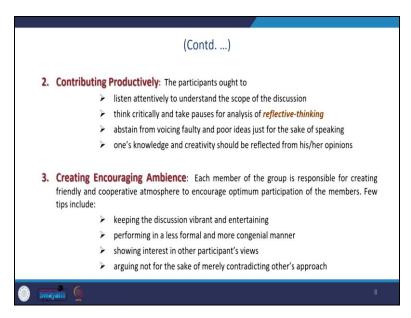
initiated how can a participant contribute creatively what are the ways. So, the participants

first have to listen attentively to the topic because most of the topics of the G.D, they are

actually created or crafted in such a manner that if you can simply look at the sentence you

can get many of the clues.

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So, listen to the topic carefully. Then think critically, wait for some time, take some pauses and wait for the analysis of a reflective thinking. Sometimes, you will find that there are some participants in the G.D who are neither able to contribute their ideas nor they are contributing even for their own self. So, one should in a condition, as a participant wants to abstain from faulty and poor ideas.

There is no need that you should simply speak for the sake of just speaking uh and you feel that you are contributing there is no need of it. Actually in order to succeed in a GD one needs to have knowledge and the knowledge has to be creatively expressed. So, that your thoughts are reflected from your own ideas. Now we should also talk about creating a proper ambience or atmosphere in a G.D.

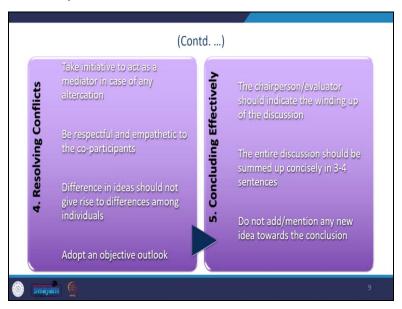
I mean, those people who are conducting such a GD will not tell you because they are simply watching the participants. So, in order to create a convenient or an encouraging ambience, each member of the group has to see that it is one's responsibility. For creating friendly and co-operative atmosphere to encourage optimum participation of the members. Here, let me tell you that if you are going to participate in a group discussion, you have two roles to play.

There are certain roles and responsibilities. you have a dual role, my dear friend, dual responsibility. First a responsibility as an individual member, I as an individual member will contribute but I should also say that all the members of the group are also contributing, that is actually the collective responsibility, that is the responsibility of the group. So, in order to create an encouraging ambience, keep the discussion vibrant and entertaining.

By entertaining, I do not mean that you should make fun by entertaining. I mean, the discussion should go in a very smooth manner. Perform in a less formal and more congenial manner, you need not be very tough, rough, gruff, snuff, fine. You should neither even snub those people who speak or who take an extreme step, you should also show interest in other participants' views. How is this possible? Only through your listening, my dear friend.

So, you have to, we have already discussed listening, you have actually to be a very good listener in order to be a good speaker, is not it? So, practice listening my dear friend, practice listening. So, listen and then contribute and when you listen half the battle is already won, my dear friend, half the battle is already won. Argue not for the sake of merely contradicting the other person's approach. When you listen and if you simply feel that simply to contradict you must listen that is actually a bad idea my dear friend. Do not argue unnecessarily simply to contradict or to oppose the views of other people.

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Now, as human beings they are bound to come across some conflict. Here the conflict is a conflict of ideas, opinions. How to resolve this conflict? No conflict, fine, no drama of life. So, like in a G.D, no conflict no success in a G.D. So, in order to resolve the conflict what one should do is one should initiate to act as a mediator. My dear friends, let me tell you here that one of the prerequisites of holding a G.D is also to find out who the leader is, who has got this leadership trait in him or in her.

So, in order to find out this leadership now as a participant what you must do? If you find that there is a moment of crisis. So, try to resolve the crisis. Mediate and while mediating be respectful to both the parties. Be empathetic--- make use of empathy. Difference in ideas should be there but then difference in idea should not turn into a sort of quarrel or into a sort of excessive noise, one must always try to adopt an objective outlook.

So, when you are able to resolve the conflict, then comes the last step and that is to conclude. Now, who should conclude? At times, there has been a quarrel among people as to who should conclude. Now even if somebody is concluding even on your behalf, there is no need to intervene. So, the chairperson or the evaluator, of course, they will indicate you by some sort of indication or by some sort of alarm that the time is now up.

So, the indication should be understood and the entire discussion should be summed up concisely in three or four sentences. While concluding, do not add or mention any new idea towards the conclusion. This conclusion should be tantamount to what you have discussed, my dear friend.

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Now, what are actually the traits, if somebody wants to participate in a G.D and wants to be successful because one should try to ensure that not only one is a good communicator, not only does one have a good personality, not only one's communication skills are very effective, but also that one is a leader. So, for that the very first requirement is you need to have creative ideas and knowledge subject knowledge.

But somebody may say what if I do not know anything about the topic; my dear friends there

is nothing to worry, because even if you do not know other people, know. So, when Pankaj is

speaking if you can listen properly then perhaps you can get or extract some points from

Pankaj's idea and then you can augment the idea by looking at the pros and cons provided

you must have the eagerness and the curiosity.

One must have a good communication skill, my dear friend and for that communication skill

what we already discussed in the previous lecture one needs to have a proper articulation. I

mean, whatever you are going to speak, speak candidly, fine. Speak to the point, you have

already listened. So, out of listening from other participants you are now going to extract

something and you are going to speak.

And then of course leadership and managerial qualities. Leaders are not born, leaders are

made in a GD. It is not that simply by having a physical prowess or a vocal characteristic

which is loud enough you can become a leader not at all, my dear friend. You must have a

sort of constructive idea, only then you can become a leader. If you must have the persuasive

skill to intervene and mediate when the conflicting situation arises, you become a leader.

So, you must have that quality and then you must also have the dexterity to use non-verbals

when we say non-verbals what do we mean? Your body language? I mean even if some of

the participants do not speak in my favour or his ideas are not liked by me, I should not show

such a sort of grimace that I will gobble him or her up, no. my dear friends. Ideas are always

welcome. So, once you try to ensure politeness not only through body, not only through

gestures, not only through gesticulations but also ones who give them a proper decorum by

ensuring one's behavioural skills.

And then comes problem solving and conflict resolution skills. Not everyone can have these

but then one can always try and one can always get to learn these things though with practice.

Now you might be thinking that what sort of participants can one come across in a GD and

why conflict arises.

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DRIVER	AMIABLE	DEMOCRAT
An autocrat	Indifferent & Disinterested	Ideal leader
Self-righteous attitude	Seldom has own views	Reigns the driver
Rejects outright other's opinions	Taciturn attitude	Encourages the reticent
Imposes his own will	Abstains from expressing opinions	Channelizes the discussion in the right path
Tries to subdue the taciturn	Tries to conform with majority	Contributes productively
Self-appointed evaluator of others	Avoids conflict at all costs	Volunteers to resolve conflicts

My dear friends, participants can be a type of driver. Who is a driver? Driver is one who drives, driver is one who initiates, driver is one person who has got a self- righteous attitude, who believes that he is the only person who can out rightly reject others views. He is the only person who has imposed his own views he will always try to snub those people who are not participating. I mean, the inert speakers.

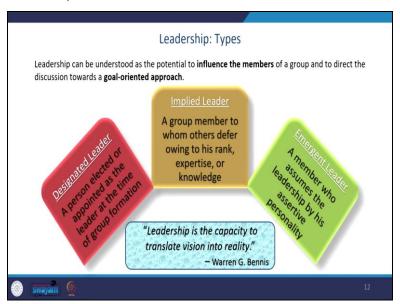
The inert participants not everyone can speak in a G.D. So, if you find that there is one person who does not contribute much then perhaps if you simply try to snub him, then perhaps you are a driver but then by driver what should we understand is that once you try to initiate the discussion, no matter how. But remember that you have to be polite throughout.

Then another category is amiable a person who is very much mixing. But then he does not have his own views he will simply be supporting yes what Mr X said I go with him fine but what do you say fine. So, one should always try to avoid a taciturn attitude and such a person who is amiable, actually tries to avoid conflict at all costs. Then there is a democrat a democrat is a true person in a G.D. So, the word democrat itself tells a lot that he only can be an ideal leader, he will reign the driving seat, he will encourage those people who are reticent who are silent.

He channelizes the discussion towards the right path and he not only contributes creatively but he also volunteers to resolve conflict. There is one more category, my dear friend which we can call bulldozer. Who is a bulldozer? A bulldozer is a person who is very rigid, fine? A bulldozer is a participant who is very rigid my dear friend how rigid? Actually, he will not

listen to anyone. He will simply try to dominate the discussion by his physical prowess and by his vocal prowess. Now there may be a question how can we control a bulldozer? Try to find out some fault in the bulldozer's ideas and you will find the bulldozer comes to one's normal self.

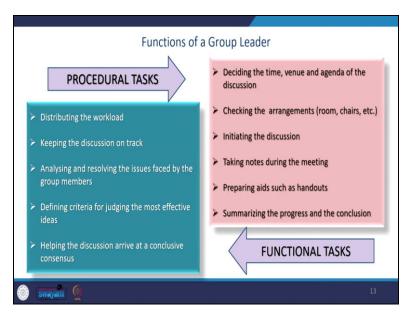
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As I said earlier that the panellists also have an aim to find out who the leader is and what sort of leader are they are in search of. My dear friends, actually leader is one who tries to influence the group by his constructive ideas and leaders is always goal oriented. There can be a designated leader where in G.D this is not possible. There can be an implied leader, a group member to whom others defer going to his rank expertise or knowledge such a person also is not applicable as a leader in a G.D.

Rather leader is an emergent one in a G.D.A leader who emerges because a leader is one who tries to bring you pull you out of the turbulent situation a member who assumes the leadership by his assertive personality and constructive ideas. Let us take a quote here by Warren J Bennis, who says, "Leadership is the capacity to translate vision into reality but true leaders are those who actually try to give forth their constructive suggestions."

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What can a leader do? I mean leaders role vary from one situation to another but then there are procedural tasks there are functional tasks you can have a look at it. But in a G.D a leader simply tries to mediate try to resolve conflict fine and remember you are also trying to ensure that you have the leadership quality and how can you do that with the help of your constructive suggestions with the help of your ideas.

In other situations, the leaders have to decide the time venue and other things but in GD our leaders are to emerge. So, leaders can emerge out of turbulent conditions.

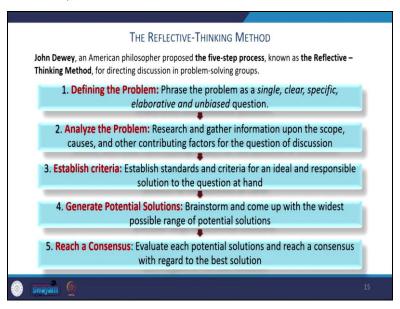
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Now in a G.D you will find the readers will say to it that they can bring a sort of solidarity they can ensure a proper smooth of communication. They can also show a sort of cooperative attitude and they can try to distract, fine, the conflicts and try to resolve the conflict and they

a leader also sees that time is shared fairly time should be shared fairly, my dear friend. So, proper sharing of our time is also in the purview of the leader.

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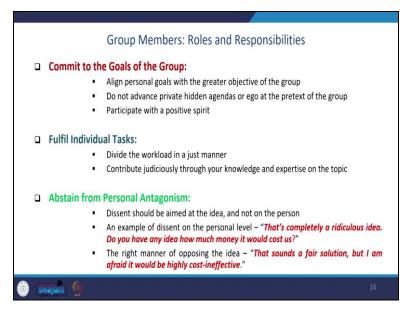


Language---- this is also very important fine. I had somewhere mentioned reflective thinking. So, I think that reflective thinking I should take some of my time in discussion. I mean, John Dewey, an American philosopher proposed a five step process which is known as the reflective thinking method and for directing discussion when there is a problem solving group. So, defining the; problem, analyzing the problem, establishing the criteria, generating potential solutions, and reaching a consensus.

So, in case your group also comes across a sort of conflict say to it that you bring a sort of reflective thinking method apply that reflective thinking method and come out of the crisis of the conflict-like situation. Now, what are the roles and responsibilities? As I have already said that you have two responsibilities as an individual as a group. As an individual, what you need to do you need to commit yourself to the goals of the group and the goal of the group is to come to a consensus, either to a consensus with a difference.

So, align personal goals with the objective of the group then your individual task speaking initiating, contributing, fine and seeing that everyone gets the opportunity. Then one thing is very important. Please try to refrain from personal antagonism for example sometimes there may be conditions of dissent and a person can become. So, furious that they may say that is completely a ridiculous idea.

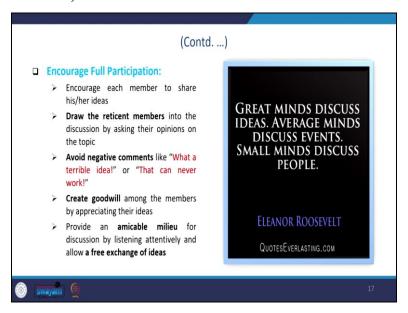
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Do you have any idea how much money it would cost us, fine. Even if you are trying to oppose the idea it is always better that you can sow a politeness in your behaviour and you can say even if you are disagreeing but you can always say---" That sounds a fair solution but I am afraid it would be highly cost ineffective," is not it? Now see the same thing has been said but in a different manner.

So, my dear friend what I need to inform you here is that in a G.D. However ambitious you are and you try to ensure that you are the leader and you disagree with others' views. But in order to do so please see that the statement that you pass on or the exchanges that you make should be polite should be in a polished manner.

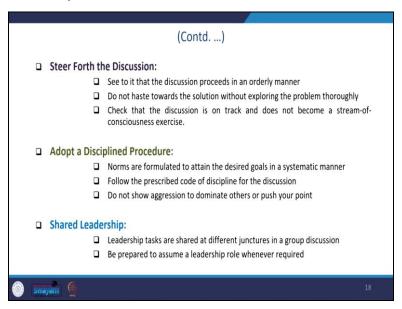
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Now see that there is complete participation at any point of time if there is a silence or lull the entire group has to be responsible. So, if there is a reticent member meaning thereby silent person because the panellist is also looking at how the silent people are treated. So, the silent people should be encouraged to contribute fine and then try to provide an amicable milieu for discussion by listening attentively and allowing a free exchange of ideas.

In this regard, let us take a quote by Eleanor Roosevelt who says—" Great minds discuss ideas, average minds discus events small minds discuss people." So, you are not to discuss people you are not to take the names of the people and say that your idea is completely incorrect no you may always say that while this can be your personal idea but we should also look at how much cost it will entail.

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Now, one should always have a sort of tendency to steer forth the discussion that there is no lull there is no silence one should never try to hastes towards the solution without exploring the problem thoroughly if somebody just in the beginning says---- I favour this idea or I completely think that this is a wrong statement or whatsoever, then there is no point of the discussion going further. So, one must try to adopt a disciplined procedure, fine. You must be aggressive you must be assertive but you must not be dominating.

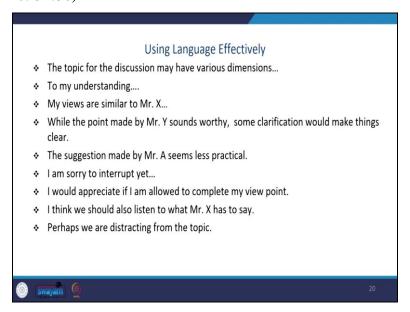
Leadership has to be shared one should always try to follow the prescribed code of discipline or the norms in the discussion. That is what can make you a creative contributor in a G.D.

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There are conflicts in a G.D as we have already said that there are certain causes of conflict. Conflict can arise out of incompatible value systems sometimes one tries to dominate others, sometimes one tries to compete for a limited resource, sometimes lack of communication sometimes unfair treatment but then the conflict has to be resolved through clear communication skills—listening, negotiation strategy. we have already talked about negotiations. And then one should always try to show that one has got a good behavioural strategy in our discussing.

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The last point that one should also not forget is that language plays a very vital role in any form of communication and not even in a G.D. So, one must as a participant use language effectively for example here are certain lines you can take any of them. I say--- if you

disagree again you can say while the point made by Mr Y sounds worthy some clarification would make things clear."

Sometimes you are not allowed to complete and you are unhappy then you can always say—" I would appreciate if I am allowed to complete my viewpoint." Sometimes you may find that the group is deviating and at that time you can intervene and say---" Perhaps we are distracting from the topic we are deviating from the topic". And that will actually make your task easier.

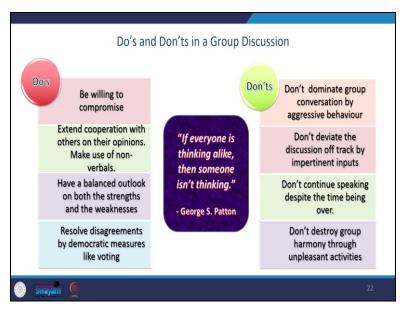
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There are certain do's and don'ts in a G.D one should always try to reach the venue in time once will be properly addressed one should organize one's thought clearly before one speaks. One should always be ready to withdraw in case of a better suggestion there is no such rigidity like that in a debate one should always see that there are certain things to be avoided for example not to come to a hasty conclusion, not taking an extreme stance not repeating wild gestures and not shouting at enert speakers.

Not names should be called to the inert participant rather in this regard let us be reminded of what Nom Chomsky says---"Rational discussion is useful only when there is a significant base of shared assumptions." So, please remember that here we have gathered for a shared assumption.

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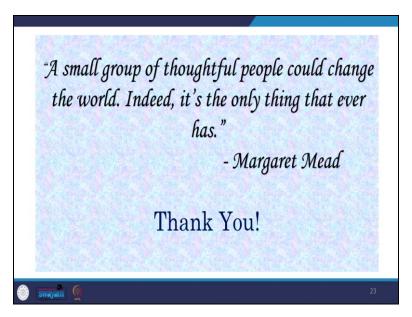


One should always be ready to compromise once would try to see that one makes proper use of non-verbals, one should always have a balanced outlook on the strength and weaknesses even though there are disagreements then these agreements could be resolved by democratic measures. One should never try to dominate one should not always continue to speak just to give the impression that he is the leader.

Always see to it that you are not there to destroy the harmony through your unpleasant activities. My dear friends, when we gather for a group discussion all of us are alike in some way or the other but we have a sort of diverse ideas and rightly George S Patton says--- "if everyone is thinking alike then someone is not thinking that is why there has to be difference of opinion." But then difference of opinion should not mar your disposition of being polite.

One needs to be polite and then if you practice all these things you will find that group discussions become very effective and you can always come to a decision, because the major aim of a group discussion is to reach a consensus and to make certain decisions and for that the participation of all the members is a must. So, before we come to the end of it let us take a quote by Margaret Mead and anthropologist and author and orator of 1960s,

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who says—" A small group of thoughtful people could change the world indeed it is only thing that ever has". My dear friends, so long as we are here on earth it will be our tendency as human beings to formulate groups and when there are groups there are conflicts but conflicts can be resolved. In order to create opportunities that actually can bring happiness from all sides where there is no conflict there cannot be any resolutions.

So, these conflicts are to be resolved through discussion. So, let us be ready for a group discussion. The next time when you go to attend or participate in a group discussion, please keep all these things into consideration and you will emerge as a triumphant communicator as a successful leader. With this let me come to the end of this talk. Thank you very much, I wish you all good night.