

# Handling Group Dynamics and Other Soft Issues

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# The Presentation



- ❑ Preamble?
- ❑ Interpersonal Behavior
- ❑ Group dynamics
- ❑ Emotional Intelligence
- ❑ Q and A

# Preamble

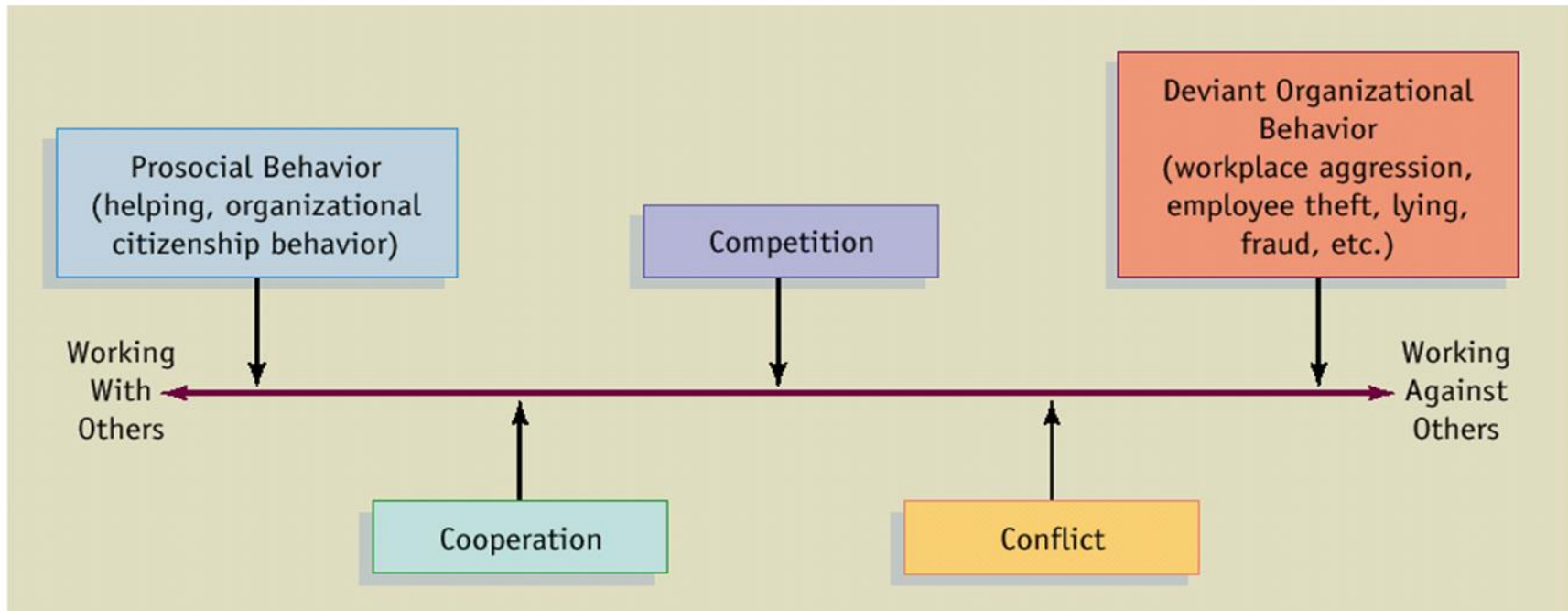


- ❑ Success of the Audit Committee's work shall be achieved through 30 percent focus on hard issues and 70 percent soft issues;
- ❑ The hard issues are the laws, structure, framework, audit plans etc;
- ❑ The soft issues are the PEOPLE issues?
- ❑ Most people ignore people issues at the detriment of the Committees;

# Interpersonal Behavior



❑ A variety of behaviours involving the ways in which people work with and against one another



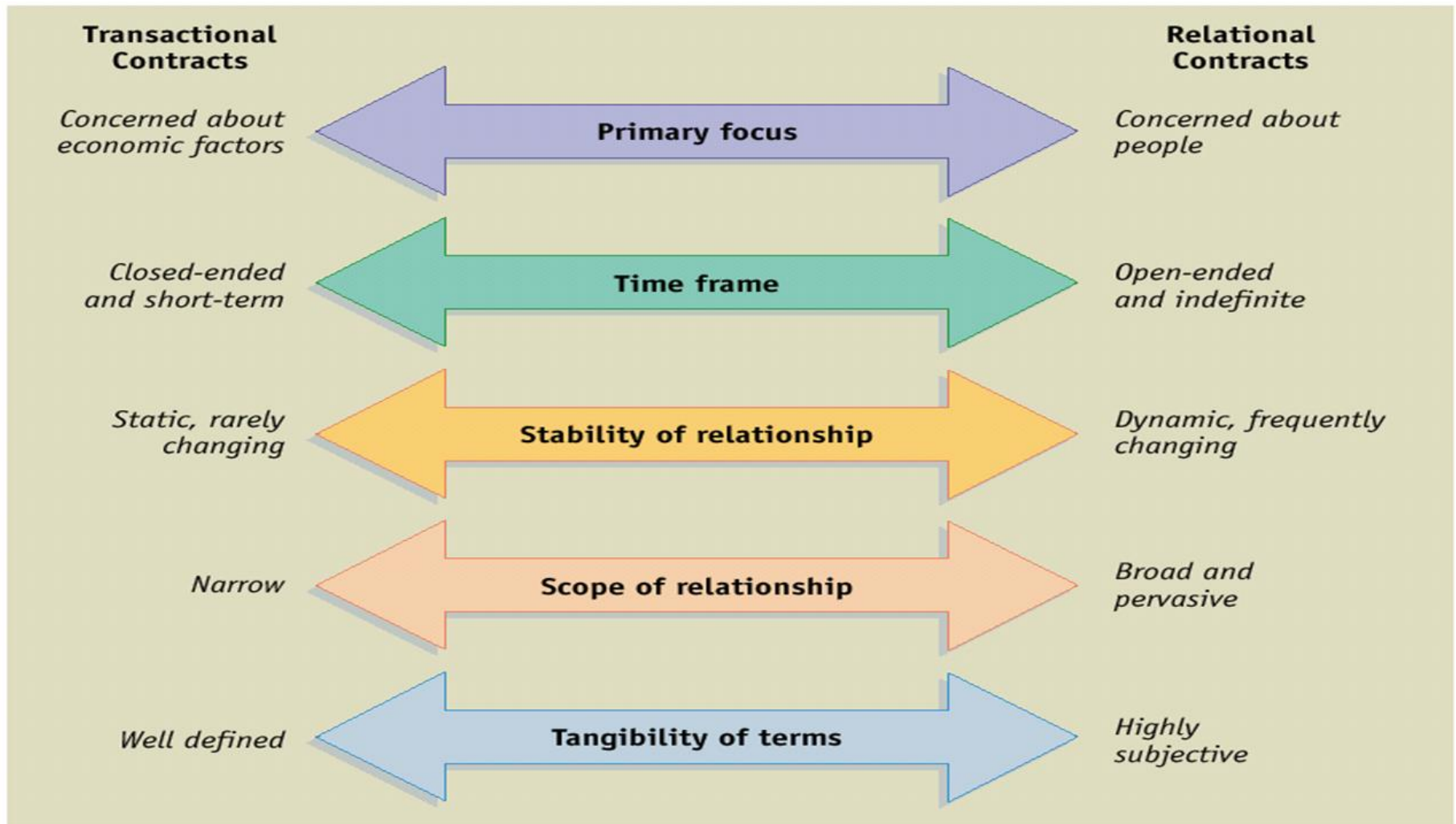
# Psychological Contracts



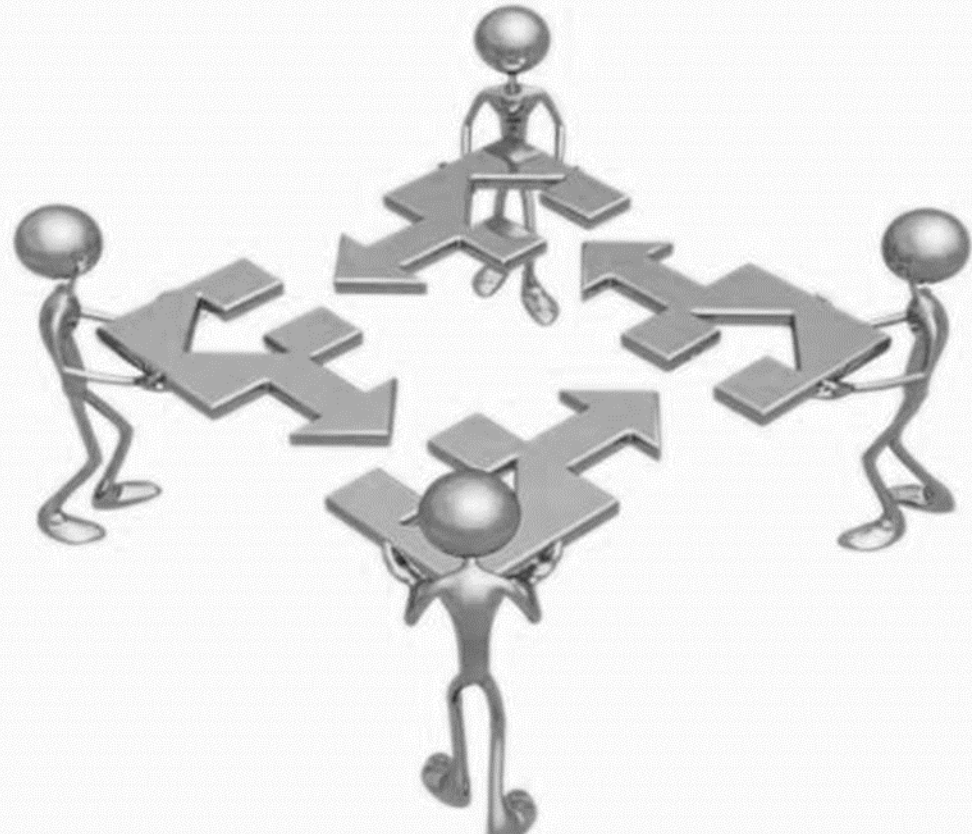
People's beliefs about what is expected of another in a relationship

- ❑ **Transactional Contract:** characterized by an exclusively economic focus, a brief time span, an unchanging nature, and is narrow and well defined in scope;
- ❑ **Relational Contract:** the parties have a long-term and widely defined relationship with a vast focus.

# Psychological Contracts



**Group Dynamics** refers to the study of human behaviors in a group





# Personality & Group Dynamics



- ❑ Different people behave differently largely guided by environment and their temperaments;
- ❑ It is important to appreciate each other's temperaments/ personalities at the Committee;
- ❑ Personalities are largely divided into introverts and extraverts with each having varied strengths and weaknesses that could be relevant to the committees.
- ❑ It is important to leverage on the strengths;

# Group cohesiveness and productivity



- There is a strong positive correlation between group cohesiveness and productivity;
- However, this should not result to **groupthink** or compromise independent judgement.

# Stages in Group Dynamics



- ☐ Forming
- ☐ Storming
- ☐ Norming
- ☐ Performing
- ☐ Adjourning

❖ It is always important to know at what stage the committee is at.

# ...Emotional intelligence



- ❑ “the capacity for recognizing our own feelings and those of others, for motivating ourselves, and for managing emotions well in ourselves and in our relationships...
- ❑ Emotional intelligence describes abilities distinct from, but complementary to, academic intelligence.” - Daniel Goleman (1998)

# ...Emotional intelligence



- ❑ People with higher emotional intelligence find it easier to form and maintain interpersonal relationships and to '*fit in*' to group situations.
- ❑ ...better at understanding their own psychological state, which can include managing stress effectively and being less likely to suffer from depression.
- ❑ There is no correlation between IQ and EI scores.

# ...Emotional intelligence



How to manage self:

## ☐ Self-awareness

- Emotional awareness
- Accurate self-assessment
- Self-confidence

## ☐ Self-regulation

- Self-control
- Adaptability
- Innovation

## ☐ Motivation

# ...Emotional intelligence



How to manage others:

## ☐ Empathy

- Understanding others
- Developing others
- Political awareness

## ☐ Social Skills

- Influence through leadership
- Communication
- Conflict management
- Collaboration and cooperation

# ...Emotional intelligence



❑ <https://www.youtube.com/watch?v=FKjj1tNcbtM>

# In conclusion colleagues...



- ❑ The soft issues are as important as the hard issues;
- ❑ The balance of the two is important;
- ❑ Success of the Audit Committee is underpinned in cohesiveness of the group and tapping in the potential of each member of the group;
- ❑ EI is crucial to individual performance at the committees.



Thank You!!!

# Plenary



Q and A