“No Social Loafers Here!”
Strategies for Designing Effective Group Work

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## Group Work

<table>
<thead>
<tr>
<th>What we would like</th>
<th>What often happens</th>
</tr>
</thead>
<tbody>
<tr>
<td>“More hands make for lighter work”</td>
<td>“Too many hands make the load heavier”</td>
</tr>
<tr>
<td>“Two heads are better than one”</td>
<td>“One head can get the job done faster”</td>
</tr>
<tr>
<td>“The more the merrier”</td>
<td>“The more…well…the less merry”</td>
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</tbody>
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Eberly Center, 2014
Why do we assign group work in class?
Why is Group Work Important for Students?

- **Development of professional skills**
  - Work in a team structure
  - Make decisions and solve problems
  - Plan, organize, and prioritize work
  - Provide and receive feedback
  (NACE, 2014)

- **Development of interpersonal skills**
  - Communicate
  - Cooperate
  - Delegate
  (Taylor, 2011)
The Top Professional Skills Employers Value in New Employees

- The ability to work in a team setting
- Proficiency in problem solving and decision making
- Adept organizational abilities
- Ability to skillfully communicate

(National Association of Colleges and Employers, 2014, p. 4)
When Groups Fail!

The Dreaded “Social Loafing”!

- Individual output is less than 100% in a group due to losses in:
  - Motivation
  - Coordination

Group Project

(noun)
Time to relax while you watch someone who cares do all the work.
Why is Group Work so Challenging for Students?

➢ I would rather do it myself, that way I know it will be done (or done right)!

➢ I don’t like the people in my small group.

➢ It’s too hard to coordinate our busy schedules.

➢ I get stuck doing all of the work!

➢ There is no accountability! We all get the same grade.
Five Strategies for Effective Group Work

1. Create a meaningful assignment
2. Strategically assign groups
3. Clarify roles and responsibilities
4. Scaffold assignments
5. Allow for student input and feedback
Context: The Group Sport Marketing Project

- Develop a marketing plan for one ISU Athletic Event
- Implement the plan
- Create a professional marketing plan portfolio
- Present your outcomes in a professional context
- Reflect on this experience
Step #1: Create a Meaningful Assignment

- Novel application to a real-life situation
- Professional opportunity
- Specified professional outcomes
Example: Group Sport Marketing Assignment

Skills of Effective Sport Managers

• Communicate and solve problems effectively (Martin, West, & Bill, 2008)
• Effectively oversee a budget (Barcelona & Ross, 2004)
• Successfully engage in various aspects of program planning (Barcelona & Ross, 2004)
• Understand organizational issues to make wise decisions (Lussier & Kimball, 2009)

Activities in this Assignment

➢ Market and Promote one ISU Athletic Event
➢ Create a professional Marketing Portfolio
➢ Give a professional Marketing Presentation
Step #2. Strategically Assign Groups

- Instructor chosen (random assignment)
- Consider number of people in the group
- Assign groups early (Proximity)
- Role Clarity and Acceptance
Step #3. Clarify Roles and Responsibilities

All members are responsible for specific TASKS (Clarified Roles)

- Group Work Task Sheet
- Mini Project lead authors
- In Class Work Day Participation sheets
Group Work Task Sheet

On the lines provided, please name the group member who will be responsible for the completion of this task. **The person responsible for each task will be docked an extra 10 points if this assignment or part of the overall presentation is not turned in correctly, completely, or on time.** Please note, while you may all work together on each assignment, this person is ultimately responsible for preparing documents, typing, proofreading, and turning in the assignment for which he/she is responsible. Please include a copy of this with your final portfolio:

**Group Communications Liaison (1 person):**

<table>
<thead>
<tr>
<th>Mini Project A (1 person):</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Mini Project B (1 person):</td>
<td></td>
</tr>
<tr>
<td>Mini Project C (1 person):</td>
<td></td>
</tr>
<tr>
<td>Mini Project D (1 person):</td>
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**Midterm Project Presentation (1 person per section):**
(note: you will be responsible for both gathering and preparing the PPT for your section)
- Mission Statement:
- Description of the Sport Product:
- Marketing Timeline:
- Marketing Techniques:
- Presentation Proofreading, Preparation, and Submission:

**Final Project Presentation (1 person per section):**
(note: you will be responsible for both gathering and preparing the PPT for your section)
- Mission Statement and Marketing Goals:
- Description of the Sport Product:
- SWOT analysis:
- Marketing Timeline:
- Financial Aspects:
- Marketing Techniques:
- Consumer Survey:
- Final Presentation Proofreading, Preparation, and Submission:

**Final Project Portfolio (1 person per section):**
(note: you will be responsible for gathering and preparing the written document for your section)
- Table of Contents:
- Mission Statement and Marketing Goals:
- Description of the Sport Product:
- SWOT Analysis:
- Marketing Timeline:
- Financial Aspects:
- Marketing Techniques:
- Consumer Survey:
- Event Evaluation:
- Final Portfolio Proofreading, Preparation, and Submission:
In Class Work Day Participation Sheet (Individual)

Name: _______________________________________________________________

Date: _________________________________________________________________

List 3 group goals to accomplish by the end of this class period (these should be the same:
for all members):

1. ___________________________________________________________________
2. ___________________________________________________________________
3. ___________________________________________________________________

List your individual responsibilities in relation to completing each of these goals:

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

Did you complete your individual responsibilities during this class period?
Yes _____ No _____

If you chose "Yes," briefly describe how you individually completed your responsibilities.
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

If you chose "No," briefly describe what inhibited your ability to accomplish your
individual responsibilities.
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

If you chose "No," briefly describe the steps you have planned to accomplish your
responsibilities before the next in-class work session.
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

Group Member Signatures:
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
Step #4. Scaffold Assignments

- Mini projects
- Midterm presentation
- In class work days
Example: Group Mini Projects

- Rough drafts of specific assignment sections:
  - Description of Sport Product, SWOT Analysis, Marketing Techniques, Financial Aspects, Consumer Survey

- Rubric for each assignment

- In Class Work Day for each assignment

- Consider a “completion” grade
Step #5. Allow for Student Input and Feedback

- Clear expectations and outcomes:
  - Rubrics
- Evaluation of group members:
  - Teamwork Rating Sheet
  - Midterm presentation
- Individual component:
  - Individual reflection and description of major tasks
Teamwork Rating Sheet for PE 3366

Ratee’s Name: ____________________________________________________
Your Name: ____________________________________________________

Rating Scale: 3 = Always, 2 = Sometimes, 1 = Never

How often did the Ratee...

1. Attended team meetings _____

2. Met deadlines _____

3. Produced high quality work _____

4. Took a leadership role_____ 

5. Did her/his fair share of the work_____ 

6. Did more than her/his fair share of work_____ 

7. Volunteered to help another team member_____ 

8. Improved the morale of the team_____ 

9. Helped to resolve conflict in the team_____ 

10. Cheerfully volunteered for non-preferred tasks _____
General Strategies for Creating Successful Group Work

- Provide a RATIONALE – make it meaningful!
- Promote SHARED RESPONSIBILITY – create accountability!
- Provide specific STEPS and OUTCOMES – create clear expectations!
- GUIDE the instruction and provide FEEDBACK - scaffold assignments!
- Grading should be CLEAR and provide an opportunity for STUDENT INPUT – give students a voice!

(Johnson, Johnson, & Holubec, 1993; Scardamalie, 2002; Williamson, 2010)
References


