Notes Unit III:

Formal Organizations, Communities
and Social Movements
SWK 3810
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How do formal organizations differ from small groups?

	Small Group	Organization
Activities	same	specialized
Hierarchy	informal	defined
Relationships	variable primary	secondary selective
Communication	casual	formal
Focus	person oriented	task oriented

Theoretical perspectives? (highlights)

- maximize efficiency/effectiveness (rational choice perspective)
- constant interactions and adaptation (systems perspective)
- focus on process, central ideas (interpretive approach)
- structure can empower or oppress (critical perspective)

What are some benefits of organizations?

- Durable
- Reliability
- Accountability

Goals for formal organizations

- unique to each organization
- tool for accountability
- impact service delivery
- can be official and unofficial
- maintain or enhance economic, political or social systems

How can effective goals be set?

Goals must be specific

Goals should be difficult but attainable

Goals need explanation

Feedback helps motivation

Rewards may increase commitment

Ability is necessary for goal setting to work

What exactly is involved with a bureaucracy?

- chain of command (decision making)
- division of labor
- rules and record keeping
- routine tasks, procedures, expectations
- uniform responses

How can leadership impact an organization?

satisfaction, commitment, energy level, encourage or undermine goals and procedures, maximize or minimize

Organizational Leadership (theories)

- Trait
- Positional
- Situational
- Style
- X, Y and Z
- Democratic

What qualities does an effective organizational leader display?

motivation, validation, focus, positive example, selling rather than demanding, open communication, assertive, helpful to others working at their best ability

PARDON MY PLANET by Vic Lee

WE HAD A MOTIVATIONAL SPEAKER AT THE OFFICE TODAY WHO TOLD US THERE IS NO "I" IN "TEAM". BUT I REALIZED THERE IS A "ME", AN "EAT" AND A "TEA" IN "TEAM" AND IT MOTIVATED ME TO TAKE THE REST OF THE DAY OFF.

What needs motivate people?

achievement
affiliation
power

What types of communication are common in formal organizations?

Vertical (↑) lower status to higher status

Vertical (↓) higher status to lower status

Horizontal (↔) same level status

How can communication within an organization have an impact?

production and services

participation

motivation

problem-solving

What can contribute to a breakdown in communication in an organization?

manipulation

selective perception

transference issues

choice of language

medium for communication

power structure

How can conflict impact an organization?

(+) bring problems into the open	(-)generate strong negative emotions
consideration of new ideas and methods	interrupt communication and coordination
increase productivity and effort	increase stereotyping

What aspects can create (or amplify) conflict?

- unclear - power structure, division of labor or resources, roles, functions
- overlapping roles, functions and use of resources
- competition between systems

Conflict should always be addressed – if allowed to continue the conflict with rarely resolve on its own and in most cases will only get worse….an extreme result would be workplace violence.

Implications for working with (or within) an organization for professional practice

- know the power structure and politics of the organization
- look for incremental changes
- change works best from within
- make friends - collaborate, build, ask, identify

What is a community?

"People bound either by geography or by webs of communications, sharing common ties, and interacting with one another"
Hutchison, 2008

Theoretical perspectives on communities (highlights)

- Gemeinschaft vs. Gesellschaft (contrasting types approach)
- encouraging vs. discouraging interactions (spatial arrangements approach)
- horizontal vs. vertical linkage, personal networks (social systems approach)

## What elements are present in a "healthy" community?

feeling of connection and responsibility

means of communication

infrastructure

authority

The Pair of ACEs
Adverse Childhood Experiences

Maternal Depression

Emotional & Sexual Abuse

Substance Abuse

Domestic Violence

Physical & Emotional Neglect

Divorce

Mental Illness

Incarceration

Homelessness

Adverse Community Environments

Poverty

Discrimination

Community Disruption

Lack of Opportunity, Economic Mobility & Social Capital

Poor Housing Quality & Affordability

Violence

Ellis, W., Dietz, W. (2017) A New Framework for Addressing Adverse Childhood and Community Experiences: The Building Community Resilience (BCR) Model. Academic Pediatrics. 17 (2017) pp. S86-S93. DOI information: 10.1016/j.acap.2016.12.011

How can values and beliefs influence community functioning?

Numo   Wulff & Morganthaler

Look, I found a twenty I had forgotten all about!

Look, I found the deed for a piece of property on Manhattan I had forgotten all about!

The difference between you and the one percent

How can diversity impact communities?

strengths or differences
acceptance or intolerance
experiences and perceptions
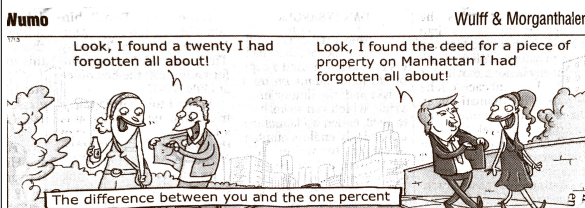
How are social workers involved with communities and how has this changed over time?

Principles of community organization

- remember who the client is (community)
- start where the client is
- make resources effective in meeting needs
- get representation from all aspects of community
- strive for purposeful change
- think about system connections
- community is fundamental in practice

Knowledge and roles needed for community work

- research skills
- planning
- coordinating
- finance
- administration
- group work
- teaching
- catalyst
- broker

Current focus for community work includes:

advocacy, strengths focus, restoring functioning, empowerment

Implications for professional practice with communities

develop capacity

develop skills

link and collaborate

social action

raise awareness

cultural competence

What is a social movement?

Social work has a long history of involvement with social movements including:

Charity Organization Society
Settlement House Movement
Civil Rights Movement

Theoretical perspectives on social movements (highlights)

- Social movements develop when efforts to cope become collective (strain theory)
- Social movements emerge when political opportunities are open (PO perspective)
- Social movements occur when leaders can mobilize resources (MS perspective)
- Success occurs when people share an understanding of the situation (Cultural framing)

How do social movements form?

perception of problem
catalyst event - mobilization
movement
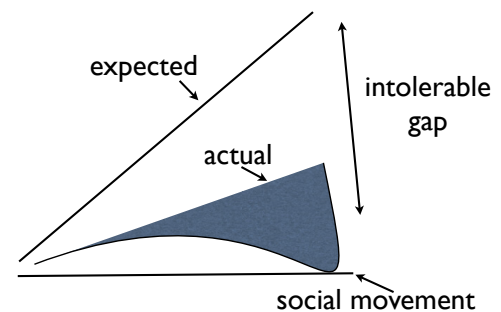
Basic stages in a social movement

emergence

coalescence

bureaucratization

decline

outcome (success, failure, co-optation of leaders, repression, establishment)

Types of social movements

alternative
redemptive
reformative
revolutionary

	BREADTH	
	specific individuals	entire society
limited	1 Alternative	3 Reformative
radical	2 Redemptive	4 Revolutionary

DEPTH

Implications for professional practice

- empowerment of individuals/groups
- assess opportunities for reform
- find ways to work within power structure
- use awareness of injustice issues to expand services