

Notes by William L. Anderson, circa 1995

THE WORK GROUP WITHIN THE ORGANIZATION: A SOCIOPSYCHOLOGICAL APPROACH

PETER M. NEWTON AND DANIEL J. LEVINSON

PSYCHIATRY, Vol. 36, May 1973, pp. 115 - 142.

TASK: primary and secondary task definitions

PRIMARY TASK: "the task which the group or organization must achieve at some significant level if it is to survive."

SECONDARY TASKS: "often ... stand in a support or maintenance relationship to the primary task."

SOCIAL STRUCTURE:

(1) division of labor: how the total work of a social system is distributed among its component parts

(2) division of authority: patterning of subordination within the organization

(3) boundaries: defined by the division of labor; responsibility for regulating boundaries is defined by the division of authority

CULTURE: "values, assumptions, and beliefs which characterize a given social system and which are interrelated over time with the system's social structure."

SOCIAL PROCESS:

(1) "imagery, fantasies, and feelings, nonrational and irrational which characterize collective life"

(2) "What methodology (or technology) does the group employ to accomplish its task and what is the tempo of the work -- continuous ... or alternating brief periods of intense activity and long periods of quiescence?"