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**S. T. Nunev**
Angel Kanchev University of Ruse
Associate Professor, Doctor of Science of Social Work,
Bulgaria
https://orcid.org/0000-0003-3414-0733

# SOCIAL WORK WITH A GROUP AND CREATION OF CONDITIONS FOR THE FUNCTIONING OF THE GROUP AS A SUPPORT SYSTEM

*Abstract: The presented article analyses issues of social work with groups related to the concept of "two clients", the interrelationship between them and the functional-role orientation of the activity of the social worker as a group leader in a specific professional context. The research focus is on building the group as a whole, the formation of a sense of community and mutual identification, the realization of constructive and positively oriented interactions between the members of the group, between them and the group leader and the presentation of the main tasks of a social worker in an activity aspect to create conditions and environment for the functioning and development of the group as a system of mutual support and assistance. Emphasis is placed on the opportunity for group members to make the most of the resources of the created social and supportive microenvironment, promoting the achievement of individual and group goals and individual and group growth and development. The analysis of ideas, concepts and models of researchers in the field of social work with groups and the position of the author allow highlighting the importance of certain components that create conditions for the functioning of the group as a system of mutual support and assistance.*

*Key words: social work with group; client concept; group as a helping system; group work structure; group work culture; group culture and ethnicity; group development.*

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**Introduction**

The analysis of the topic of social work with a group is related to one of the leading concepts in terms of interaction of the "two clients" (the individual and the group) and the interdependence between them. The activity of a social worker in the conditions of a group is characterized by a two-dimensional directionality - the individual members and the group as a whole – where both "clients" require his or her professional attention and services. Leading in this direction, on the one hand, are the help for the members of the group to deal with problems encountered and to achieve change and development, and on the other hand – the group to be formed and function as helpful, encouraging the growth and development of the microenvironment system. In the present research, we direct the attention on the group as a whole and the relationships between group members and between them and the social worker in the specific client context. The group potential for mutual assistance is an inherent characteristic of any group, but it should not be seen as an invariable feature of any unification of people. The main focus in the professional activity of the social worker with its two-dimensional directionality is, using the opportunities of the specific service, to create conditions for the group to build and act as a system of mutual support and assistance with certain characteristics (group interaction, group interdependence, group structure, group goals, group unity, and group development). In parallel, its members have the opportunity to make the most of its resources in order to achieve both their individual

goals and those of the group, as a whole and an organism in the process of development.

**1. The group model as an "organism" – forming a sense of community and mutual identification of the group members.**

Considering the group as a dynamic system and wholeness allows the social worker to better understand its specifics, properties and development and to form an appropriate work strategy. The properties of the group in social and socio-psychological terms and especially those that characterize it as a second client in the context of social work with a group are essential for the implementation of its functions as a system of mutual support and assistance and require more detailed analysis.

The group is a complex and dynamic formation, for the accessible perception and analysis of which the use of a certain model is required. Lawrence Shulman's view is that an appropriate model of the organism is one that contributes to good demonstration and represents a desire for growth and development [18]. The use of the terms "model" and "organism", according to the author, provides an opportunity for better detection of changes in the group as a developing system, which cannot be likened to an elementary aggregate of its constituent elements.

In our opinion, it is appropriate to include the concept of "group development", which is essential for analysing its functioning as a system of mutual support and assistance. With regard to the concept of "group development", there are different points of view and definitions with different degrees of depth of interpretation. In this regard, Bernard Berkowitz considers the development of the group in the context of changes in the group process, which provide more alternative ways to solve problems [5]. Other authors link the development of the group with the improvement of communication models in it [15].

The definition that best corresponds to the essence and content of the concept "group development" and the related to it "model" and "organism" is presented by researchers with linearly progressive model developed by them [16;19]. According to them, the model of development of the group as a kind of organism should be considered in the context of changes in terms of internal structures, processes and culture of the group. The development of the group is interpreted by the researchers in three main aspects: social aspect – refers to the organizational structure of the group, role models and the structure of the participants; activity aspect – includes the activity of the group, its tasks and work process; group culture - is associated with group norms and values and the common group goal.

The groups provide people with the opportunity to work together on joint tasks and projects, to partner,

help and support each other and to develop themselves and their relationships with others. But at the same time, as an environment for socialization, they can create conditions for the emergence of opposition, restriction and oppression of some members, as well as negatively affect their lives as a result of wrong decisions. In this regard, the following factors have a significant impact on the effective supportive activity of the group: group interaction; group interdependence; group structure; group goals; group unity; group development. Another group of factors has a stimulating influence on the activity of the group and its development: mutual assistance; mutual engagement; combining mutual support and challenge; feeling that they are not alone with their own problems, are not the only ones who face such problems and can receive advice, support and help from others in the group; providing conditions for the implementation of targeted actions in order to deal with problems; altruism; acquiring knowledge and skills to deal with difficulties and problems and to seek, receive and provide support and assistance; experiencing together with other members of the group important moments of the joint activity – omissions, failures and achievements; correcting relationships with others; testing perceptions, feelings and behaviours; compliance with the group norms. The presented factors act as a accelerator for creating cohesive and helping connections and relationships in the group. In this context, researchers emphasize the view that one of the important directions in the activities of the group leader is to focus on the group as a whole [9]. According to them, this means focusing on what is happening in the group context and in the social context in which the group finds itself. Researchers note that this is one of the most important components in the work of a social group worker. The presented does not mean that the individual change and development resulting from the group interaction is ignored. At the same time, the group must build adaptive behaviour towards the surrounding social environment (the community, the social service, the social worker as a representative of the social service) in order to preserve and function fully.

The formed new behaviour of the group, the actions of the members, which are influenced by it, represents the "visible part" of the model of an organism in the process of development. And the "invisible part", related to the clearly defined group goal, allows the analysis of the actions and behaviour of the members in the process of its realization and achievement. In turn, their actions and behaviour are further influenced by interactions, mutual expectations and the feeling of belonging to the group as a significant and active whole and a visible and evolving organism. This means that with its specificity and significance, the emergent behaviour

and the emergent property of the group as a developing support system stands out.

## 2. Main tasks for the development and functioning of the group as a system of mutual support and assistance

At each of the stages of social work with a group certain tasks are solved, corresponding to the specifics of the level of development of the group. During the initial phase, some of the leading tasks are related to: formation of the group as a system for mutual support and assistance; reaching an agreement and materializing it in a contract that reflects the correspondence between the needs of the clients and the functional specifics of the social service and its possibilities to satisfy them; reaching an understanding between the participants, which expresses their common concerns, worries and fears; opinions of all members and their agreement on an active and constructive start of the group's activity; clarification of mutual obligations and expectations, etc. The realization of these tasks and the adequate use of the professional skills of the social worker to help clients to more successfully manage their feelings and problems largely determine the effectiveness of the group's activity. When working with an individual in the group, the importance of the individual functional roles of the participants is highlighted and the opportunity through them to try to cope with the difficulties they face. Here, the social worker is committed to helping these members to make optimal use of the group's functional capabilities as a dynamic and supportive system and to increase the effectiveness of mutual support and assistance. If we summarize what has been presented so far, the fact will stand out that the efforts of all participants in the group work are focused on the implementation of common tasks, which can be considered and implemented in case that the group develops and continues to function as a whole and a dynamic system of mutual support and assistance.

The activity of the group and its development are connected to the implementation of tasks related to the topic of power and power relations and in particular to the attitude of clients to the social worker as a figure with certain powers, professional competencies and practical experience. In regards to the intended task and the related to it topic, researches attribute the one about the proximity in the relationships between the members of the group [17]. Their position is that these two tasks and topics are of key importance and occupy a central place in addressing the issue of the group's culture. The topic of power and power relations in the group is one of those that seriously excite the members of the group when they engage in discussing their attitude towards the social worker as an authoritative and competent specialist, to the methods and approaches used by him or her in order to work with them, as well as and the extent to which the assistance

he or she provides contributes to achieving their objectives. The topic of the proximity in the relationships is less discussed, but at the same time extremely important because it covers the specifics and direction of the internal relations between the members and the issues of mutual support and assistance between them in the group as a whole, developing organism and dynamic support system. Combining and complementing these two topics and the related to it tasks represent the driving force of the group's activity and experiences [17].

The ability and competence of the group to engage in addressing issues of power and power relations and proximity are directly linked to the development of its culture. The formation of group culture contributes to the effective solution of the set tasks. At the same time, it creates a necessary basis for building a working structure, through which the responsibilities are shared between the members of the group, the activities for the implementation of the tasks and the related formal and informal roles are distributed. The performed analysis reveals that the following mutually complementary leading tasks of the group's development are distinguished [18]:

- formation of a positive and constructive attitude of the members of the group towards the social worker as a group leader and a professional figure with certain powers, competencies and practical experience;
- building relationships between the group members based on: mutual trust, respect and consideration of the rights, personality, feelings and positions of each participant; mutual support and assistance, group unity, tolerance and non-discrimination, etc. ;
- facilitating and promoting the development of the work culture in the group, contributing to its functioning as a dynamic and evolving system of mutual support and assistance;
- forming a work structure of the group by creating an appropriate organization, structuring and distributing of the responsibilities, activities and roles of its members.

The activities for the realization of the presented tasks for the development of the group are materialized in certain directions.

### A. Activities for forming a positive and constructive attitude towards the social worker

Building a positive and constructive attitude of the group towards the social worker is one of the first steps in its development, for the realization of which it is necessary to be taken action in certain important aspects. The topic of the positions of power and control functions of the social worker is one of the causes of serious concern and significant dynamics of the thoughts, feelings and experiences of the members and the group as a whole. At the beginning of the group work, the participants come with pre-formed ideas and stereotypes about the group leader and the

social work with groups. In the presence of negative impressions and experience of interactions with social workers and participation in groups, they may cause anxiety, worry or fear of joint activities with a figure with certain power and control functions and ability to use procedural mechanisms to take action to sanction in case of irregularities or for referral to other competent authorities with negative consequences for the clients.

There are also some cases of bad attitude of social workers towards clients, cases of emergence of contradictions and conflicts between them or of poor quality social service provided to users. They can also be a factor in generating negative experiences and fear in the group members regarding the interaction with a social worker. When establishing minimal indications for such dynamics of the inner thoughts, feelings and experiences of the group members, the social worker must create conditions for an open discussion on these issues, give them the opportunity to express them and openly present their position. In this way he or she can bring calmness to the group and create an atmosphere and environment of security and comfort. It is necessary for the social worker to keep in mind that a one-time conversation does not lead to a lasting effect.

The question of the group's attitude towards the social worker as an authorized figure with control functions can never once receive a final answer and information and impressions on it are provided continuously in the process of the group work. When the need arises, this issue can be raised, discussed and clarified again. Such an approach brings peace to the group and allows its members to always ask not only this question, but also other issues of concern.

An important topic included in the given group of activities is that of ambiguities about the functions, role and experience of the social worker as a group leader and related concerns of the group members. The social worker can overcome such situation by carefully explaining about them and about the responsibilities assumed by him or her and the ways in which he or she will work.

Taking responsibility for the implementation of the accepted tasks and the manifestation of activity in the actions towards the solving of the problems related to them is an important component of the activities for forming a positive and constructive attitude towards the social worker. Two questions are of key importance in this direction: "What do the clients expect the social worker to do?", "What responsibilities can the clients and the group as a whole take in the implementation of the accepted tasks?" The lack of clarity on the issues at hand may be one of the reasons why the members of the group are trying to "dump" all the responsibility on the social worker. In this regard, the social worker should discuss with the group their concerns and worries, to address this issue together and guide them to take responsibility so that the group can work effectively.

In such situations, the behaviour of the participants is based on contradictory feelings, characterized by the presence of fear of the power of the social worker, at the same time the clients would most likely prefer for the social worker to take responsibility for the group [18]. In developed by researches linear-progressive model of group development on the basis of these feelings are identified the types of individuals - members of the group and the position that communication is one of the essential factors influencing the activities of the group is presented [4]. The lack of good communication makes it difficult or impossible for the group to respond appropriately to contradictions and conflicts, to create conditions for active involvement of all members in problem-solving activities and to function effectively as a system of mutual support and assistance. Researchers highlight the dependence and the interdependence as two main areas of interpersonal relationships that determine effective group communication. They present the dependence and the interdependence as two main phases of group development, during which members use different styles to deal with relationship problems.

The topic of the power is related to the attitude and reactions of the group towards the social worker who is in the role of a leader who sets requirements. In all activities with the group he or she has to set clear, open and persistent demands for work to the participants. In some moments, it is possible to do this in the context of discussing situations that are associated with painful and traumatic experiences for the clients and thus generate negative reactions to the social worker on their part. An adequate professional approach presupposes a well-founded requirement for the clients to perform certain tasks and to take responsibility for it. In this way, the social worker, as a professional figure with the power to make demands, can provoke negative feelings and reactions from the members of the group towards him or her, due to the pressure exerted. The social worker should welcome these reactions calmly and provide opportunities for the members of the group to express them, as it is possible for them to unconsciously transform into a lack of interest in the issues under discussion. The social worker should not neglect the positive aspect of setting a job requirement, as through it he/she expresses concern for the problems of the group and readiness to help its development.

Another part of the power topic is related to the assistance of the group members by the social worker in realizing the situation that he or she will not provide them with ready-made solutions to the problems, so instead it is necessary for them to look for ways to deal with them. Such awareness process by some clients may be associated with painful thoughts, feelings and experiences, which also require appropriate coping support from the social worker.

Engaging the group to consider its reactions to the social worker as a specialist, who is caring towards

them and is doing everything in his or her power, is another area of the power topic in the context of social work with groups. In the context of the implemented activity the members of the group gain impressions about the positive attitude, the constructive approaches of work and the empathy of the social worker in the interaction with them and with the group as a whole and a system for mutual support and assistance. This creates conditions for them to feel calmer and more confident, encourages mutual support in the group and helps them to better understand their own feelings and relationships. It is necessary for the social worker to encourage and assist the clients in conducting discussions to highlight their feelings towards him or her. When they are aware of the attitude and feelings towards themselves and the social worker the members of the group work for their own and group development.

*B. Activities for building conditions and environment of trust, security and safety in the members of the group*

It is essential for the group to create conditions and an environment of trust, security and safety, as unspoken thoughts and experiences (whether positive or negative) can hinder or prevent its activities. If they remain hidden, the negative effect of the reactions of the group members will be stronger. Open discussion has the potential to predispose clients to be honest, open and straightforward and to find their place in the group as a system of mutual support and assistance.

A specific aspect of working with the relationships between the group members is showing an understanding of their views on the ways in which they receive help in the group. For example, some of them prefer to listen carefully to what others share or how they comment on the issues they present, which they define as important help.

Giving members the opportunity to express their attitudes toward their own and others' participation encourages those who are concerned to communicate and to present their concerns to the group first. The concealment and non-expression of both positive and negative feelings and experiences by some members hinders their activity and ability to benefit from the group's trust.

Interpersonal disputes and contradictions are one of the difficult topics to discuss in the social work with groups. Dealing with it requires social workers to have a high level of competence and good experience in working with groups, which allows them to gain confidence in dealing with issues of power and power relations. This contributes to the next stage of their engagement in discussing issues of proximity between the group members. The prohibitions imposed by the culture of the community, the anxiety and fear of the members of the group not to hurt others, as well as not to be hurt by them, have a special power and force them to look for indirect ways to express them before gaining confidence to do so. In some cases, the social

worker's feeling that he or she takes full responsibility for managing and dealing with all negative attitudes and reactions of the clients can also have a deterrent effect.

Upon reaching a certain level of development and building sustainable positive relationships between the members, the group forms potential and acquires abilities to solve problems and function as a system of mutual support and assistance. In such conditions, the professional intervention of the social worker is transformed into a stimulating factor that helps and encourages clients to consider taboo topics related to their culture or religion.

Presenting the difficulties of the group members in the work process in two important areas, relating to their attitude to the social worker and the attitude to other participants, allows to focus on another important task - the formation of a work culture in the group.

*C. Activities for development of work culture in the group*

The working culture in the group covers the norms, areas of taboos, rules and roles of the participants, which determine the patterns of behaviour in the group. Understanding its essence presupposes consideration of the following levels: different cultures have their own conceptualizations for the small groups and the norms operating in them. This suggests that groups in different cultures may have similarities and differences; the members of the group get involved and present in it their experience, influenced by their culture, which reveals similarities and differences; each group forms its own culture, which is visible in the accepted norms of interaction, language, ways of communication, used rituals, practices, etc. Although similarities between group cultures can be observed in general, there are also differences between them in terms of unique interaction between the members. The group culture is identified by the following common cultural indicators: used vocabulary and specificity of the lexis; implemented practices and related to them procedures; stories of the individual members and the group as a whole; a metaphorical way of expression, allowing indirect messages to be sent to the members of the group and to the social worker leading the group; rituals involving group customs, daily activities that group members perform regularly, as well as ceremonies, rare activities that mark a specific occasion; subject of activity, expressed in the use of non-verbal symbols that represent key aspects of the group, as well as a logo or emblem which reflects the culture of the group.

We view the term "group culture" in the context of group norms, prohibitions adopted by different cultural communities to discuss certain topics (taboos) and roles. We focus mainly on the interpretation of the norms and the prohibitions adopted by the different

cultural communities for discussing certain topics (taboos).

In the modern multicultural societies there are a number of taboos related to the perception of injustices and negative effects of the neo-colonialism, the ethnocentrism, the nationalism, the racism, the sexism, the religious extremism and others. The social changes lead to the creation of new taboos – for example, the spread of the taboo on paedophilia and over the ephebophilia; the ban on the use of alcohol, cigarettes and psychopharmaceuticals (especially among pregnant women); the use of political euphemisms to mitigate various alleged forms of discrimination [14].

After the formation of the group, each of its members joins it with the adopted and used in the community and society norms of behaviour and their vision of certain areas from their "taboo" culture. The culture of the group in the initial phase is rather dominated by the culture of its members. The norms determine the direction and the ways of work of the members of the group in the direction of achieving the adopted by it goals and tasks for implementation. The difficulties and the problems in the activity of the group arise mainly from the norms and areas of taboos existing in the separate cultural communities and in the society. In this regard, its leading task is to establish a system of norms and support for the group members in their efforts to address topics falling within the field of taboo. Discussing issues of power, power relations, addictions and proximity includes the support and assistance of the social worker not only in dealing with the barriers and dynamic experiences of the taboo areas (the topics of power and addictions are mostly taboo areas in our society), but also the supplementation and improvement of the norms in the interest of the effective functioning of the group as a system of mutual support and assistance. Paying attention to the taboo topics and group norms, the social worker helps to form a new culture that contributes to the development of the group and the increase of its productivity.

***D. Group culture and ethnicity*** Each member of the group is involved in its activities with its own culture, values, views, models and norms of behaviour, attitudes towards authorities and figures with power positions, formed in the process of his or her socialization in its own ethnic community. To a certain extent and depending on the type of the group (homogeneous or diverse in ethnic aspect) these factors influence: the behaviour of the members; their views on sharing problems and giving suggestions for dealing with them through active communication in the group; their points of view for sharing thoughts, feelings, experiences and worries in front of other people and for mutual support. In modern society, despite the dominant values of the democracy, cultural diversity, tolerance and non-discrimination, there are still manifestations of eurocentrism and ethnocentrism, which to some extent influence the human behaviour and human interactions.

The eurocentrism and the ethnocentrism also have a significant impact on the social work with groups, especially with culturally diverse groups and can be a serious obstacle to the formation of an appropriate group culture [1; 7; 10; 13].

The analysis of culturally sensitive theories and social work practice allows us to identify the following main points that contribute to a better understanding of the ethnicity influence on the development of an effective group culture [10; 11; 12]:

• some models and elements of human behaviour in a group are common to the representatives of all cultural groups;

• the views on the role of authority, the expertise of the social worker about the power and power relations in the group, as well as the areas of taboo and the possibilities for their discussion differ significantly in the different ethnic groups;

• the issues of leadership (formal and informal) and the position of the leader in the group are interpreted differently by each of the cultural groups;

• the concepts of unity, cohesion, proximity in the relations and approaches to deal with contradictions and conflicts are specific to the different ethnic communities;

• in general conceptual plan the good practices of social work with groups may be applied to groups with different cultures, but in a specific technological respect, consideration of the ethnic differences is required;

• encouraging and facilitating the group members to express thoughts, feelings, experiences and concerns in the context of their own cultural traditions and to seek a result that is acceptable to their own ethnic group;

• helping members of the group who, due to their ethnic origin and the environment in which they lived, do not speak the official language well;

• careful and thorough discussion of topics related to oppression and discrimination on the grounds of ethnic origin;

• showing respect for ethnic differences in the views and positions of the group members and accepting the diversity values.

***E. Providing assistance to the members of the group for the establishment of a work structure***

The structure of the group is the internal framework that determines the sustainable relations between the members in the process of its development [20]. One of the most considered and analysed elements of the group structure are the roles, norms, values, communication models and differences in the status [6]. The group structure can also be interpreted as a basic model of roles, norms and networks of connections and relationships

between the members who define and organize the group.

The formation of a work structure of the group is an essential moment of its development. Through the concept of "work structure" Lawrence Shulman presents the formal and informal rules, roles, ways of interaction, rituals, procedures, etc., which the members of the group adopt in order to facilitate its work [18].

The work structure of the social work group is influenced by the following factors:

• status of the members, determined by: the level of activity and inclusion in the group activity; creativity and non-standard behaviour; positions and authority in the group; influence on other members and the whole group; qualities and skills for constructive interaction with the others and providing support;

• models of communication in the group depending on: the configuration of the members in the group; the ways of contact and the possibilities for intensive communication; the style of interaction (cooperation or competition) and the constructiveness of the communication; the position of the leader in the communication process; the formed internal leadership in the group – "task-focused leader" and "leader who is focused on building the group and providing support to its members";

• the norms and roles and the related to them responsibilities, the organization and the way of functioning, on which the efficiency of the group activity depends. An important point here is the presence of a clear vision of the place and role of the social worker as a leader of the group, who is also exercising control and monitoring of the group activities and work structure in the direction of solving the problems.

Researchers associate the roles in the group with ways of thinking, perception of others and oneself and fulfilled actions [8]. In this regard, it can be noted that between the different types of roles and norms, a multi aspect interaction is realized, which affects the work structure of the group.

There are author's positions for differentiation of the roles and for considering them as a "means of work" of the group [3]. In the context of the question of the differentiation of the roles in the group, the following points of view about the contacts in the group are presented:

• the members of the group establish contacts in the first work meetings with those who they identify as similar to them and face similar to their problems in order to feel more secure in the group and to keep it;

• the members of the group establish contacts with those who perceive them as different from them and represent an additional factor that encourages them and gives them the opportunity to learn and achieve change and development.

In addition, some roles in the group change over time and acquire specificity. In research are presented certain functional roles of the group members [2; 3]. In summary, they can be classified as the following main groups of roles contributing to the formation of the work structure: focused on the task of the group roles (oriented to the implementation of the task and the organization of the group in order to achieve the goal); roles for building and maintaining the group (intended to change or maintain the way the group works so that it can be built, strengthened and developed, as well as to form group- centred attitudes and affirmative mutually supportive behaviours); dysfunctional roles ("individual" roles with a negative impact on the participants' efforts to increase the effectiveness of the group as a system of mutual support and assistance and cause contradictions and conflicts).

The formation of a work structure of the group and its development is associated with the combination in an appropriate way of the task-oriented and oriented to building and maintaining the group roles. The main groups of roles include individual roles, characterized by their specificity and content.

**Conclusion**

The social work with groups is a method of social work that stands out with its humane, democratic and dynamic way of helping people in a certain micro-environment and in accordance with the accepted goal to seek a solution to deal with the arising problems and achieve their desired changes in life and social functioning. The productive activity of the social work group as a whole, a system with a dynamic character and an organism in the process of development is associated with the achievement of interaction, proximity, interdependence, cohesion, unity, partnership and mutual support. It creates conditions for the formation of an effective work structure with certain values, roles, norms, responsibilities and patterns of behaviour and communication, oriented towards building a group culture and formation as a supportive microenvironment, promoting individual and group growth and development. In its synthesis and in the context of a certain social microenvironment, the referred characteristics of the group activity and interactions are oriented towards satisfying identified needs, solving certain problems and contributing to the functioning of the group as a supporting system. The presented analysis of ideas, concepts and models of researchers in the field of social work with groups and our author's position allow us to highlight the importance of certain components that contribute to creating conditions for the functioning of the group as a system of mutual support and assistance:

• building in the context of interactions in the group a positive and constructively oriented

relationship between its members, between individual members and the group as a whole and a developing organism, between the group and its members and a social worker with group leader functions and professional figure with certain powers, competencies and practical experience;

• optimal use of the abilities of the small group as a social micro-environment with a dynamic and interactive nature, which creates conditions for the formation of relationships characterized by: mutual trust; respect for human rights, individuality, personal identity, feelings, opinions and positions of each member; seeking, accepting and providing support and assistance; achieving a high level of group unity; exchange of positions and experience; acceptance of the diversity and the tolerance and the opposition to oppression and discrimination on the basis of various grounds;

• formation of a work culture in the group and its continuous encouragement with a focus on building an effectively functioning system of mutual support and assistance, distinguished by its specific dynamics and orientation towards achieving change, growth and development in individual and group aspect;

• creating a work structure in the group, which is based on good organization and coordination of activities and interactions, distribution of roles and fulfilment of responsibilities by the group members with a focus on achieving agreed goals and objectives.

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