

LABOUR LAW ⁷ REVIEW

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BIMBO ATILOLA

Editor In Chief



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The views expressed in this Journal are those of the Contributors and not necessarily those of the Editors, Editorial Board or the Publisher.

EDITORIAL

This issue is the last for the year 2008. It's gratifying to note that Labour Law Review has, since its inception two years ago kept its mandate to be a forum for the rigorous review of contemporary issues in Labour Law and Industrial Relations.

The First paper in this issue examines the Legal status of an employee on probation using the Court of Appeal decision in **Benjamin Wayo V Benue State Judicial Service Commission (2006) ALL FWR 66** as a Case Study. It is often thought, albeit erroneously, that an employee's position is secured during the probationary period and as such the employment cannot be terminated during that period. The Court of Appeal decision in Benjamin Wayo's Case (following the supreme Court decision in **Olayiwola Kusamotu V Wemabod Estates Ltd**) has removed any uncertainty surrounding the true legal status of an employee on probation.

The Court held that an employee's appointment who is on probation can be terminated at anytime during the period and not necessarily at the end of the Probationary period. What the employer need do is just to comply with the requisite procedure for the termination. It's irrelevant that the employee in question has been promoted during the probationary period.

The regime of the National Industrial Court Act (2006) is again examined.

Andrew Abuza attempts a review of the jurisdiction of the NIC under the 2006 Act.

Seyi Leigh contributes a paper on the Right to work and the physically challenged people. The writer observes that there is no legislative framework protecting the right of the disabled to work in Nigeria and therefore urge the government to put in place the appropriate policy and legislative framework to guarantee the right of the disabled and physically challenged to a means of livelihood.

Adeleke did a Comparative analysis of the Constitutional regime for the Protection of Workers rights in Nigeria, South-Africa and India.

There are also contributions on topical work place issues such as Relationship Between Group Dynamism, Employee's Performance and Organisational Productivity, income inequality and Job satisfaction and Public Sector Reform in Nigeria.

Thank you.

Editor-in-Chief
Lagos, Nigeria.

An Empirical Study of the Relationship between Group Dynamism, Employees' Performance and Organizational Productivity*

Abstract

In recent years, business organizations around the world have increasingly engaged the use of workgroups or teams in the implementation of their operations. This phenomenon can be partly attributed to the need for firms to stay relevant and compete favourably in a culturally diversified, complex and dynamic business environment. This study therefore examines the relationship between group dynamism, employees' performance and organisational productivity. Primary source through the instrument of questionnaire was used in gathering the data required for the study. Pearson Bivariate correlation was used in analyzing the data collected. The results revealed that there is positive relationship between group dynamism, employee's performance and organizational productivity. Based on this, among other things, the study recommends that feedback on team performance in view of successful accomplishment of tasks should be given to team members and a team based reward system should also be developed to motivate the team members for higher performance.

Introduction

The term group dynamics is a widely used term in management. It was first introduced in the United States of America by the German American psychologist called Kurt Lewin. Kurt Lewin was known to have established the research centre for group dynamics at the Massachusetts Institute of Technology in 1945. According to Davis and Newstrom two important landmarks for understanding group dynamics are the research of Elton Mayo and his associates in 1920s

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and 1930s and the experiments of Kurt Lewin, the founder of the group dynamics movement.¹ Elton Mayo showed that workers tend to establish informal groups that affect job satisfaction and effectiveness. Lewin showed that different kinds of leadership produced different responses in groups. Working in groups is believed to have a number of potential benefits because organizations that use work groups and teams are expected to have more involved members, establish more challenging goals, produce more satisfaction for their members, and achieve higher levels of performance than organizations that favour individual production.² Several factors tend to affect the behaviour and performance of employees working in groups within an organization. This consequently affects the outcome of the group as it relates to the organizational objectives. This study therefore focuses on examining the relationship between group dynamics employee's performance and organizational productivity. To achieve this objective, this paper is divided into five sections. Section two that follows the introduction is the literature review/conceptual framework, section three is the theoretical framework/methodology, section four is data analysis and results and section five is conclusion and recommendations.

Literature Review/Conceptual Framework

2.1 The Concept of Group Dynamics

Group dynamics are the forces that emerge and take shape as members interact with each other in an organisation. Knowles refers to group dynamics as complex forces that are acting upon every group throughout its existence which cause it to behave the way it does.³ Group dynamics focus on the nature of groups that exist and the variables governing their formation, development, structure and their interrelationships with individuals, other groups and the organization within which they exist.⁴ These dynamic forces are the product of both the here-and-now interactions of group members and what members bring to the group from the larger social environment. Literature has it that because group exists, the study of group dynamics has a long

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1. Davis, K. and Newstrom, J.W. (2002). *Organizational Behaviour And Human Behaviour At Work*. 11th Edition, U.S.A: McGraw Hills.
 2. Forsyth, D.R. (1999). *Group Dynamics*. 3rd edition, U.S.A: Pacific Grove Brooks.
 3. Knowles, M. and Knowles, H. (2002). *Management and Organizational Behaviour*. 5th Edition, United Kingdom: Pearson Education Limited.
 4. Greenberg, J. (2005). *Managing Behaviour in Organizations*. U.S.A: Pearson Prentice Hall.

history in the social sciences. Hinsz suggested three explanations for group dynamics; social comparison, anticipated evaluation, and group decision processes. As groups develop over time, group dynamic processes evolve.⁵ Davis and Newstrom in their work pointed out the two important landmarks in the understanding of group dynamics - the research of Elton Mayo and his associates in the 1920s and 1930s and the experiments of Kurt Lewin, the founder of the group dynamics movement.⁶ Mayo showed that workers tend to establish informal groups that affect job satisfaction and effectiveness. Lewin showed that different kinds of leadership produced different responses in groups. Kurt Lewin's work in the 1930s and 1940s laid the groundwork for extensive study of group dynamics and leadership behaviour where he demonstrated the use of a democratic leader on the creativity and the effectiveness of a group.

The quest for this work led to the search for the approach that would produce a more satisfying working life and a greater commitment and motivation within the workforce. In group dynamics it is entirely rational to say "one plus one equals three"; this is because groups have properties of their own which are different from the properties of the individuals who make up the group.⁷ Creese investigated the forces which led individuals to join and remain in a group and identified the following; attraction to the goals of the group, prestige of the group, satisfaction of self oriented needs as affiliation, power, recognition, conformity of behaviour and refined measure of cohesiveness as esprit de corps as the forces behind membership of a group.⁸

2.2 The Concept of Work Group

The social scientist define a group as a collection of two or more interacting individuals with a stable pattern of relationships between them who perceive themselves as being in a group and share common goals. The use of work groups and teams has become common during the past decades, with approximately 80% of large organizations using work groups.⁹ Work groups have been referred to as the building blocks of excellent companies and are features of today's organization. Groups are a pervasive part of modern life because every body belongs to one

5. Hinsz, V.B. (1991). "Individual versus group goal decision making: Social comparison in goals for individual task performance." *Journal of Applied Social Psychology*.

6. Davis, K. and Newstrom, J.W. (2002). *Organizational Behaviour and Human at Work*, 11th Edition, U.S.A: McGrawHills

7. Op cit p.1.

8. Creese, E.L. (2003). *Group dynamics and learning in an Organisation Behaviour virtual learning community: the case of six virtual peer-learning teams.*

9. Op cit p.2.

group or another such as family groups, school groups, temporary groups, formal groups, informal groups etc. This is because Groups facilitate creativity and innovation by bringing together experts with different knowledge bases and perspectives which are prerequisite for employee's participation and empowerment.

McGrath and Berdahl regard group as complex, adaptive and dynamic systems that composed of individuals' intentions which become group project and resources which become group's technology.¹⁰ Relating work group to organisational productivity, Greenberg defined groups as a number of people who are oriented towards the same or similar goals and who interact and communicate in order to achieve these goals which in most cases are targeted towards organisational productivity. The various elements to consider in this definition as postulated by Greenberg¹¹ are; social interaction, stability, common interest or goals, and recognition. These elements are responsible for the important effects of group dynamism on organizational behaviour. Behaviours at work are the function of the interaction of employee and the work environment and this behaviour usually enhances employees' performance and organisational productivity.

H0: There is a significant relationship between group dynamics and organizational productivity.

2.3 Groups in an Organization

Greenberg¹² identified two different groups in an organisation; formal group and informal group. Formal groups are created by the organization and are intentionally designed to direct members towards organizational goals. The formal group can be further divided into the task and command group. A command group is formed by those who can give orders to others and is determined by the organizations rules regarding who reports to whom and this consist of a supervisor and his subordinates. A task group consist of individuals with some special interest or expertise in a specific area irrespective of their hierarchy. It could either be a permanent or a temporary organised group. Certo suggested that formal group development is in five stages namely the;

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10. McGrawth, J. E., Arrow H. and Berdahl J. (1993). "A Theory of Groups as Complex System New Organization". Boston: Harvard Business School Press.
 11. "Op cit p.5.
 12. Certo, S. (2006). *Modern Management*. U.S.A: McGraw Hills.

acceptance stage, communication stage and decision making stage, group solidarity stage and group control stage.¹³ On the other hand, informal groups are not formulated based on the organization within which they operate rather it exists when its members share a common interest and this can either be interest or friendship group. While interest group emphasizes voluntary membership that is encouraged by an expression of common interest, friendship group exists among co-workers who hang out together during break time in an organization which provides opportunities for satisfying their social needs members well being. According to Homan, the diagram below shows group cohesiveness can be developed depending on the organization in question.

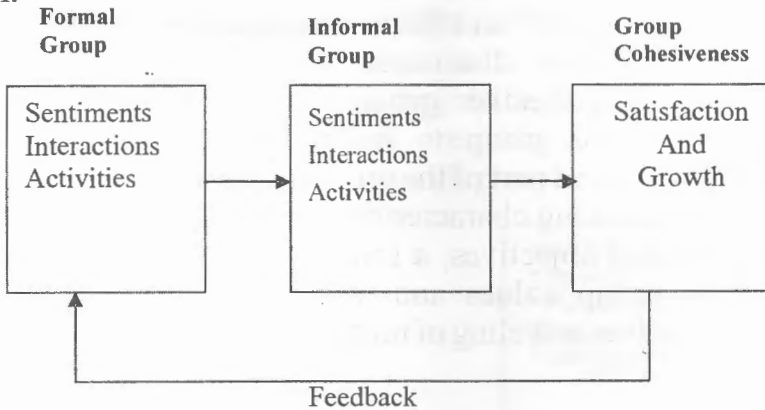


Fig. 1 Homan's idea on how informal group develop. Source¹⁴

2.4 Group Development

Group development is helpful in providing guidance to workers about what might occur as a group develops.¹⁵ Tuckman as cited by Mullins developed groups into five stages and they are; (i) forming (ii) storming (iii) norming (iv) performing and (v) adjourning.¹⁶ Commenting on the nature and classification of work groups, Greenberg identify the type of production system that determines the nature of work groups and the manner in which they conduct themselves to be; traditional work groups; quality circles; high performance work teams; semi-autonomous workgroups; self managing teams; and

13. Op cit 12.

14. Ibid.

15. Mullins, J. L. (1999). Management and Organizational Behaviour 5th edition, England: Pearson Education Limited.

16. Op cit p.14.

self designing teams.¹⁷

Howbeit there are some basic elements that account for the dynamics of people in groups. Greenberg¹⁸ called it building blocks of group dynamics and these include role, status, norms, and cohesiveness. Marks opined that an effective group dynamics involves sharing both credit for positive experiences and blame for negative experiences.¹⁹ Reacting to this, Lewin²⁰ stated that group members are more committed to an organisation and have more positive attitudes to attaining those goals.

2.5 Building an Effective Work Group

According to McGregor²¹ an effective team can be cohesive, relaxed, and friendly and their discussion is open and gives room for disagreement. A cohesive group according to Piper, is the attractiveness of the group to its members, together with their motivation to remain as part of the group and resist leaving it. Mullins²² postulated the following characteristics of an effective group: a belief in shared aims and objectives, a sense of commitment to the group, acceptance of group values and teams, resolution of conflict by members themselves, a feeling of mutual trust, free flow of information and communications

Higgs²³ suggested that for a group to be effective it should contain diversity that is it should have people with differing outlooks and strengths and for groups to be highly effective they must be highly integrated. McShane²⁴ offers two criteria for measuring team effectiveness and they are performance and viability. Team performance is externally focused and concerns meeting the needs and expectations of outsiders such as customers. Team viability is the social dimension, which is internally focused and concerns the enhancement

17. Opcit p.5.

18. Ibid.

19. Marks, M. A. (2001). A Temporally Based Framework and Taxonomy of Team Processes. *Academy of Management Review*.

20. Levi, D. (2001). *Group dynamics for teams*, U.K: Oaks Sage.

21. McGregor, H. (1990). *The human side of enterprise*, New York: McGraw Hill.

22. Opcit p.14.

23. Higgs, M. (1996). "Overcoming the problems of cultural differences to establishing Success for International Management teams, team performance mgt," journal for The Introduction to group dynamics, Chicago: Follet press.

24. Mcshane, and Von G. (2005). *Organizational Behaviour*, U.S.A: McGraw Hill.

of the group's capability to perform effectively in the future. Group viability indicators include the degree of the group cohesion, shared purpose and members' commitment. Most studies have been conducted in an attempt to identify the factors that contribute to team's success. The components for effective teams are:(i) supportive environment (ii) team work is likely to develop when management builds a supportive environment, skills and role clarity, super ordinate goals, and team rewards

2.6 Group Cohesiveness and Performance

Group cohesiveness is related to group effectiveness and a pulling power of the group and the ability to retain its members. Mullins²⁵ states that in a cohesive group, group identity is clear, interpersonal relations are good, the group members place value on being a member and members have high rate on job satisfaction. Cohesive groups demonstrate greater cooperation, resistance to frustration and absenteeism. This can be shown in the diagram below.

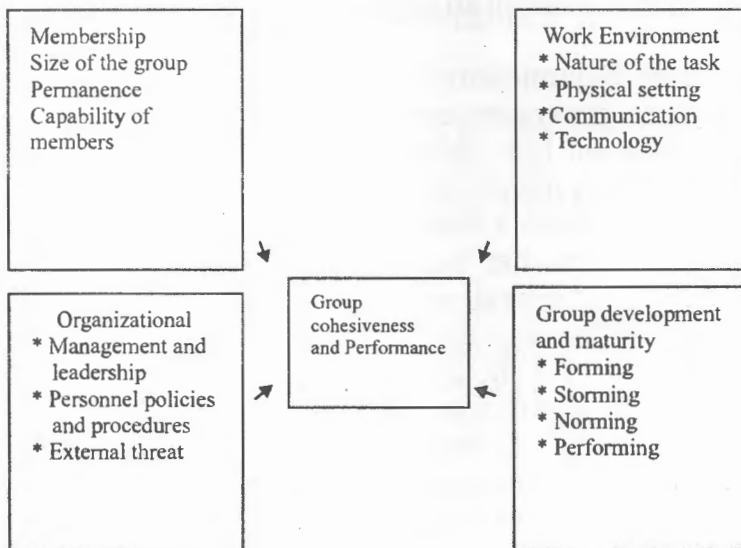


Fig.2: Factors Contributing to Group Cohesiveness and Performance.²⁶

25. Opcit 14

26. Opcit 12

Groups and Teams

The term group and team are not synonymous. Mullins²⁷ defines a group as any number of people who interact with one another, are psychologically aware of one another, and think of themselves as a group while a team is a group whose members influence one another towards the accomplishment of an organizational objective. A group could be likened to a team only when its members focus on assisting each other to accomplish organizational objective.

Group Dynamics and Employees' Performance at Work

According to Mullins, Kurt Lewin is commonly identified as the founder of the movement to scientifically study groups. He coined the term group dynamics to describe the way groups and individuals act and react to changing circumstances. Groups influence individual behaviour in many ways and individuals can also have an impact on these groups and their performance. Groups appear to satisfy many needs, but they often lead to performance or decision making that is less than optimal. Group dynamics can strongly influence how a team reacts, behaves or performs in an organization.

The effects of team dynamics are often very complex. Group dynamics are the unseen forces that operate in a team between different groups of peoples. Depending on how team dynamics are managed, they can have either a positive or negative impact on the overall performance of the employees within such a team. Buchanan and Andrej²⁸ suggested that the presence of another person or a group of people changes individual attitudes and behaviour to work. An individual performance can be improved by the concept of synergy which is defined as the positive or negative result of the interaction of two or more components, producing an outcome that is different from the sum of the individuals' components. Every manager, no matter what his or her role is, knows that exceptional employees' performance is critical in today's world and this can be achieved by a group of cohesive employees who come together to achieve organizational goal.

H0: There is negative relationship between group dynamics and employee's performance.

27. Ibid.

28. Buchanan, D. Andrej, H. (2004). *Organizational Behaviour*. 5th Edition, U.K: Prentice Hall.

3.0 Theoretical Framework/Methodology

3.1 Social Identity Theory

A theory is basically a set of propositions that describes inter-relations among several concepts. The concept of group dynamics, worker participation and quality control are often believed to be a Japanese technique, but having their theoretical origins in America. For the purpose of this study, social identity theory will be considered as a result of the ability of this theory to present a clearer understanding of group dynamics as it relates to employees' performance and productivity. Bandura²⁹ asserts that social identity theory (which emphasizes on organizational identification) has been long recognized as a critical construct in the literature on organizational behaviour, affecting both the satisfaction of the individuals working in the organization and the effectiveness of the organization in achieving its objectives. By observing the individuals and their social environment, (environment determines the way they view the world) group dynamic processes can be systematically studied and conclusion can be ascribed as regards the effects of group dynamics on the organizational activities.

3.2 Research Design The research design adopted in this study is specifically cross sectional research design whereby variables are being observed without attempt to control or manipulate them

3.3 Research Population

A study population is characterised by certain features such as age, sex, educational background. The population under focus for this study is made of the employees of multinational companies both male and female gender of the organization cutting across various levels of employees' ranks and age in Nigeria.

3.4 Sample and Sample Procedure

A sample consists of selected elements, subjects or observations from a given population which act as a representative of the population.³⁰ For the purpose of this study, the simple random sampling technique was used and the sample size is the employees who are currently members of a work group in the company used as the case study of this study. A

29. Bandura, A. (2001). Social Cognitive Theory: An Agentic Perspective. *Annual Review of Psychology*. 52, 1-26.

30. Ojo, O. (2003). *Fundamentals of Research methods*, Ibadan: Nelson Company press.

total of 120 employees were identified as the sample size of the study.

3.5 Data Collection

The data for this study is obtained through field survey method, precisely through the use of questionnaires. Both primary and secondary sources were used in gathering data used for the study. The primary data was collected using well-structured questionnaires which were administered to selected employees who have personal knowledge of the industry through their working and management experience. The secondary data was taken mainly from previous works like textbooks, internet materials, articles and journals.

3.6 Research Instrument

The research instruments for this study are questionnaires. Both structured and unstructured questions were used. This is because the questions are not arranged in any particular order to be followed and the object of the study is not disclosed to the respondents. However the five- Likert rating scale was employed in designing the questionnaire. The questionnaires consist of two sections with 23 questions which focused on the respondents' profile, major variables of group dynamics and its effects on the employee's performance and organisational productivity,

3.8 Method of Data Analysis

The completed questionnaires were collected, serialized and analysed sequentially according to the research questions. The data acquired for this study was analysed using Statistical Package for Social Sciences (SPSS), which was used to measure central tendency, to determine average score of a group scores. The hypotheses were tested using Pearson's Bivariate Correlation as this will help to measure the relationship between the variables in the hypotheses

4.1 Data Analysis

The data collected were presented and analyzed using descriptive analysis and a statistical tool. Parametric Bivariate Correlation test was adopted using Pearson's correlation for testing the hypothesis.

Table 1 **Data Analysis**

Variables	Items	Frequency	Percentage (%)
Sex	Male	62	58.5%
	Female	43	40.6%
Marital Status	Single	59	55.7%
	Married	41	38.7%
Rank	Top Management	11	10.4%
	Middle Management	43	40.6%
	Low Management	41	38.7%
Educational Qualification	S.S.C.E	13	12.3%
	HND/BSc	60	56.6%
	MSc/MBA	26	24.5%
Length of Service	1-5yrs	66	62.3
	6-10yrs	29	27.4
	11yrs and above	5	4.7
	Total	100	94.3

Source: Field Survey 2008

4.2 Survey Result

A total of 120 questionnaires were administered to employees of the company used as the case study of this study. Out of these questionnaires, 106 of them representing 88.33% were returned, while 14 questionnaires representing 11.67% were not returned. From the data collected, respondents' sex status shows that 59% of the respondents are male, 41% of them are female. On the age of the respondents, the table shows that 8.5% of the respondents are below 20 years of age, 56.6% of them are between 21- 30 years of age, 24.5% of them are between 31 – 40 years of age, 9.4% of them are between the age of 41 – 50 years of age, while the remaining 0.9% of them, are between above 50 years of age. The Table indicates that majority of them (60.6%) have their highest educational qualification as bachelors degree holders, 26.3% of them have masters degree as their highest educational qualification, while 13.1% of them have their qualifications in Senior School Certificate Education (S.S.C.E). On the information concerning their marital status, the Table shows that the majority of the respondents (57.3%) are married, 39.8% of them are single, while 2.9% of them are divorced. On the respondent's position

held in the organization, the Table shows that majority of them (45.3%) are middle level management staff, 43.2% of them are low level management while the top management staff accounts for 11.6% of the respondents. The Table also shows that on the length of service of the respondents, 66.0% of them have spent between 1 – 5 years with the organization, 29.0% of them have spent between 6 – 10 years with the organization, while 5.0 of them have spent above 11 years with the organization.

Table 2. Responses on the Relationship between Group Dynamism and employees' Performance and Organizational Productivity

S/No	Variables	Frequency	Percentage (%)
i	Aware of the existence of different groups in their organization.	84	79.2
ii	whether employees perform better in groups	86	81.1
iii	whether Group dynamics enhance the effectiveness and efficiency of an organization	90	84.9
iv	whether group dynamics motivates workers for higher performance	93	87.7
v	whether Group dynamics increases the productivity of an organization	90	84.9
vi	Group dynamics has impact on workers performance	96	90.5
vii	whether the existence and participation of different groups in an organization helps in achievement of its goals	93	87.8

Source: Field Survey 2008

The above table shows that 84 (79.2%) of the respondents agrees that they are aware of the existence of the different groups in the organisation. This implies that respondents are fully aware of the existence of different groups in their organization. The table also shows that 86 (81.1%) of the respondents agree that employees perform better in groups. On the effectiveness of the group, the table shows that 90 (84.9%) agree that group dynamics enhances the effectiveness and efficiency of an organisation. On whether group dynamism motivates the employees for higher performance, 93 (87.7%) of the respondents agrees with the statement that working as a group has actually motivated them for higher performance. The table above shows 90 (84.9%) agreed that group of dynamism increases the

productivity of the organization. (96) 90.5% of the respondents agreed that group dynamics increases the productivity of an organization. The table also shows that 93 (87.8%) agreed that with the statement that participation of different groups in an organization helps in the achievement of organisational goals.

4.3 Testing of Hypotheses

Hypothesis One

H0: there is no relationship between group dynamics and organizations productivity.

Table 3: Pearson's Correlation between group dynamics and organizations productivity

Correlations

		Group dynamics	Organizations productivity
Group dynamics	Pearson Correlation	1	.697(**)
	Sig. (2-tailed)		.000
	N	105	105
Organizations productivity	Pearson Correlation	.697(**)	1
	Sig. (2-tailed)	.000	
	N	105	105

Source: Field Survey 2008

To calculate the coefficient of determination is given by the formula

$$C.O.D = r^2 \times 100$$

$$\text{where } r = \text{Pearson Correlation} = 0.697$$

$$= (0.697)^2 \times 100$$

$$= 0.485809 \times 100$$

$$= 48.58\%$$

Hypothesis Two

H0: there is no relationship between group dynamics and employee's performance.

Table 4: Pearson's Correlation between group dynamics and employee's performance.

Correlations

		Group dynamics	Employee performance
Group dynamics	Pearson Correlation	1	.692(**)
	Sig. (2-tailed)		.000
	N	105	105
Employee performance	Pearson Correlation	.692(**)	1
	Sig. (2-tailed)	.000	
	N	105	105

Source: Field Survey 2008

To calculate the coefficient of determination is given by the formula

$$\begin{aligned}
 \text{C.O.D} &= r^2 \times 100 && \text{where } r = \text{Pearson Correlation} = 0.692 \\
 &= (0.692)^2 \times 100 \\
 &= 0.478864 \times 100 \\
 &= 47.89\%
 \end{aligned}$$

There is a correlation between group dynamics and employee's performance. This implies that group dynamics help to explain 47.89% of the variance in the respondent's scores on the employee's performance scale. The correlation between group dynamics and employees performance is highly significant, thus we reject the null hypothesis (Ho) and accept the alternative hypothesis (H1). This implies that group dynamics is positively related to increased employee's performance.

5.1 Conclusion

The main essence of this research work was to examine the effect of group dynamics on employee's performance and organizational productivity. The sample for the study was drawn from a multinational courier service company in Lagos, Nigeria. The business environment is expanding and the activities that constitute today's business are hectic, therefore will require the ingenuity of employees working together as group to attain high performance standards. The foregoing

suggests strongly the implications that there is a continuing need to understand the dynamics of working in groups and other issues that influence work behaviour and performance such as group cohesiveness and group development. The result of the study shows that (i) Several factors tend to influence the behaviour and performance of employees working in groups and these include motivation, team roles, group cohesiveness, technology and organizational culture; (ii) Understanding the behaviour of employees working in groups presents the organization with several benefits which include an enhanced quality of work life for employees, increased worker's participation, increased productivity, career progression, absenteeism reduction and labour turnover minimization. (iii) The study also revealed that the respondents enjoyed being in groups and perform better in groups. This therefore indicates that there is significant relationship between group dynamics and the effectiveness of the group, workers' performance and organizational productivity.

5.2 Recommendations

Based on the findings of this study, the following recommendations are therefore made; (i) Due to the factors that affect employee's behaviour while working in a team, management should provide a series of computer based personality assessment test that will help employees to conduct voluntary self-assessment appraisal for themselves. This will help the team and group leaders to assess their group performance (ii) Professional team performance appraisal techniques should be sought. This is necessary to complement the team self appraisal methods designed by the team. (iii) Feedback on the team performance in view of successful accomplishment of tasks should be given to team members and a team based reward system should be developed to further motivate the team members. (iv) Employees working in a team should be allowed to design or at least participate in the designing of their work processes and procedures. This will help them to set their own work target and the strategy for accomplishing it.

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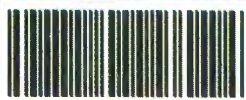
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