

Stages of Team Development

What Members Do

STAGE

What Leaders Do

- May be anxious, adapt wait-and-see attitude, and/or be formal
- Have no clear idea of goals or expectations
- Need to get to know one another
- May not be sure why they are there



1. Forming

- Plan introductions and an orientation
- Use icebreakers
- Establish ground rules
- Determine decision making methods

- Are eager to get going
- May be impatient with delays
- Conflict can arise as people bring different ideas of how to accomplish goals
- People notice differences rather than similarities
- Some members may drop out mentally or physically



2. Storming

- Model appropriate behaviors
- Separate problems from people
- Enforce ground rules and their role by maintaining control of the process
- Keep in mind that conflict can be healthy

- Begin to recognize ways they are alike
- Realize that they are in this together as a team
- Get more social
- May forget their focus in favor of having a good time



3. Norming

- Be observant of emerging group behaviors
- Encourage the team to express their differences positively
- Help the team to stay focused on their objectives

- Are mature
- Understand their roles and responsibilities
- Want more input in processes
- Are self-motivated and self-trained



4. Performing

- Ensure that individual ideas are considered
- Avoid intervening in the process unless the group becomes stuck

- Wind down and say goodbye
- Set goals for future work independently and/or as part of new group



5. Adjourning

- Celebrate participants' participation
- Describe what's going on
- Look for and encourage contribution from everyone as the group winds down
- Encourage continued productivity

Types of Teams

Natural Work Groups

This is a group of people who work together each day in the same location, using the same machines and processes. The supervisor is in charge, but they may allow other team members to take the leadership role.

Business Team

Often a cross-functional team that looks after a specific product line or service.

Management Team

A group of managers and the person they report to.



Virtual and Remote Teams

With this type of team, members see one another in person rarely or not at all. They connect most frequently using web portals, the Internet, telephone, and e-mail.

Self-Managed Team

This is a group of people who manage themselves. No one person in the group has the authority to make all the decisions about the events that impact the group.

This is also referred to as a self-directed work team because everyone has authority and responsibility for all the decisions they have to make.

Product/Service Design Teams

This is a group that comes together for a specific time to work on a special project or task. This group has traditionally been called a task force or committee. They are usually a cross-functional group assigned to design or redesign a product or service.

A Climate of Trust



Honesty

Integrity, no lies, no exaggerations



Openness

A willingness to share and receive information, perceptions, opinions, and ideas



Consistency

Predictable behavior and responses



DIGNITY FAIRNESS

Treating people with dignity and fairness

Tips for Building Trust



Here are some ways that you can build trust with your

- Doing what you say you will do
- Treating everyone fairly
- Being consistent
- Going to bat for an employee
- Build relationships by learning more about other team members, including their likes and dislikes
- Encouraging, modeling, and valuing diversity
- Doing social things together
- Creating a "we" atmosphere

Sample Team Contract



Code of Conduct

As a team we will:

- Be proactive and positive
- Keep other team members informed
- Focus on what is best for the team as a whole



Ground Rules

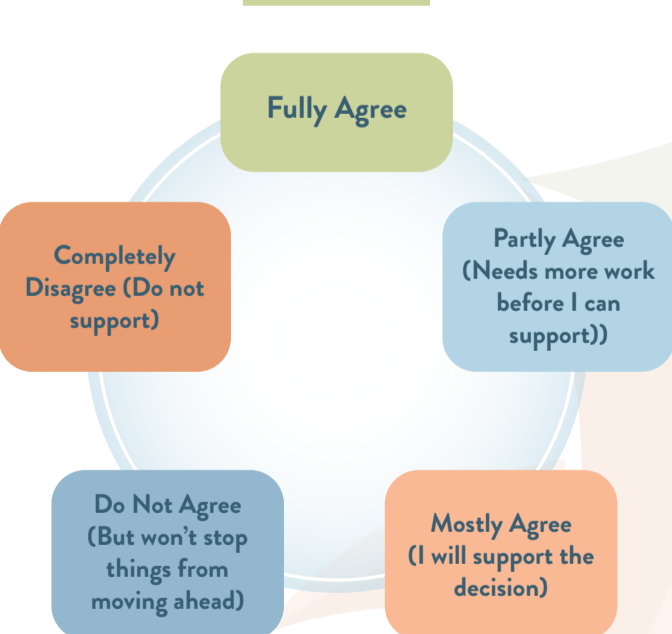
- Be respectful, fair, and honest in all communications
- Encourage opinions and discussion from all members
- Be open to new approaches and listen to new ideas
- Look at conflict and change positively
- Work together to achieve maximum results
- Follow best practices for decision making, communication, and meeting management
- Celebrate accomplishments and milestones



Meeting Guidelines

- Each meeting begins and ends on time
- Team has an agenda for every meeting and sticks to it
- Team members agree to prepare for meetings
- Cell phones will be muted (or perhaps not, if you are encouraging people to openly participate, share their thoughts, and accept the prevalence of these devices in the workplace)

Degrees of Support



The TORI Model

Developed by Jack and Lorraine Gibb in 1978, the TORI principles of team building still hold true

- T** is for Trust: Interpersonal confidence and absence of fear.
- O** is for Openness: Free flow of information, ideas, perceptions, and
- R** for Realization: Self-determination, doing what you want to do.
- I** is for Interdependence: Reciprocal influence, shared responsibility, and co-leadership.

Tips for Becoming a Better Team Player



Engage the team at the beginning of a meeting through an icebreaker or energizer.

Check in with members regularly to see how they are feeling about the process.

Use the degrees of support to facilitate discussion and problem solving.

Benchmark and share the results of measurements so that the whole team knows where they are at.

Tips for Becoming a Better Listener



Make a decision to listen.



Don't interrupt people.



Keep your eyes focused on the speaker and your ears tuned to their voice.



Carry a notebook or start a conversation file on your computer.



Ask a few questions throughout the conversation.



When you demonstrate good listening skills, they tend to be infectious.