

## Objectives and contents

**Objective** → Understand the concept, philosophy, strategies and benefits of teamwork, and how to work actively building a team.

**Contents** → there are 3 main topics within this module:

- Topic 1: Teamwork.
- Topic 2: Stages of team formation.
- Topic 3: Teamwork capacities.

## TOPIC1: Teamwork



**Team working:** The process of working collaboratively with a group of people in order to achieve a goal.

Teamwork is often a crucial part of a business, as it is often necessary for colleagues to work well together, trying their best in any circumstance. Teamwork means that people will try to cooperate, using their individual skills and providing constructive feedback, despite any personal conflict between individuals.

Read more: <http://www.businessdictionary.com/definition/teamwork.html#ixzz3a1dWFlhT>

## Topic 2: Stages of team formation

Forming a team takes time, and members often go through recognizable stages as they change from being collections of strangers to united groups with common goals. Bruce Tuckman's Forming, Storming, Norming, and Performing model describes these stages. When you understand it, you can help your new team become effective more quickly.

In this article, we'll look at how you can use this model to build a highly productive team.

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### **Forming, Storming, Norming, and Performing**

#### **About the Model**

Psychologist Bruce Tuckman first came up with the memorable phrase "forming, storming, norming, and performing" in his 1965 article, "Developmental Sequence in Small Groups." He used it to describe the path that most teams follow on their way to high performance. Later, he added a fifth stage, "adjourning" (which is sometimes known as "mourning").

Let's look at each stage in more detail.

#### **Forming**

In this stage, most team members are positive and polite. Some are anxious, as they haven't fully understood what work the team will do. Others are simply excited about the task ahead.

As leader, you play a dominant role at this stage, because team members' roles and responsibilities aren't clear.

This stage can last for some time, as people start to work together, and as they make an effort to get to know their new colleagues.

#### **Storming**

Next, the team moves into the storming phase, where people start to push against the boundaries established in the forming stage. This is the stage where many teams fail.

Storming often starts where there is a conflict between team members' natural working styles. People may work in different ways for all sorts of reasons, but if differing working styles cause unforeseen problems, they may become frustrated.

Storming can also happen in other situations. For example, team members may challenge your authority, or jockey for position as their roles are clarified. Or, if you haven't defined clearly how the team will work, people may feel overwhelmed by their workload, or they could be uncomfortable with the approach you're using.

Some may question the worth of the team's goal, and they may resist taking on tasks.

Team members who stick with the task at hand may experience stress, particularly as they don't have the support of established processes, or strong relationships with their colleagues.

## **Norming**

Gradually, the team moves into the norming stage. This is when people start to resolve their differences, appreciate colleagues' strengths, and respect your authority as a leader.

Now that your team members know one-another better, they may socialize together, and they are able to ask each other for help and provide constructive feedback. People develop a stronger commitment to the team goal, and you start to see good progress towards it.

There is often a prolonged overlap between storming and norming, because, as new tasks come up, the team may lapse back into behaviour from the storming stage.

## **Performing**

The team reaches the performing stage when hard work leads, without friction, to the achievement of the team's goal. The structures and processes that you have set up support this well.

As leader, you can delegate much of your work, and you can concentrate on developing team members.

It feels easy to be part of the team at this stage, and people who join or leave won't disrupt performance.

## **Adjourning**

Many teams will reach this stage eventually. For example, project teams exist for only a fixed period, and even permanent teams may be disbanded through organizational restructuring.

Team members who like routine, or who have developed close working relationships with other team members, may find this stage difficult, particularly if their future now looks uncertain.

### Using the Tool

As a team leader, your aim is to help your people perform well, as quickly as possible. To do this, you'll need to change your approach at each stage.

Follow the steps below to ensure that you're doing the right thing at the right time:

1. Identify the stage of team development that your team is at from the descriptions above.
2. Now consider what you need to do to move towards the performing stage. Figure 1, below, will help you understand your role, and think about how you can move the team forward.
3. Schedule regular reviews of where your team is, and adjust your behavior and leadership approach appropriately.

**Figure 1: Leadership Activities at Different Group Formation Stages**

Stage	Activities
<b>Forming</b>	<ul style="list-style-type: none"> <li>• Direct the team, and establish clear objectives, both for the <a href="#">team as a whole</a> and for <a href="#">individual team members</a>.</li> </ul>
<b>Storming</b>	<ul style="list-style-type: none"> <li>• Establish processes and structures.</li> <li>• Build <a href="#">trust</a> and <a href="#">good relationships</a> between team members.</li> <li>• <a href="#">Resolve conflicts</a> swiftly if they occur. Provide support, especially to those team members who are less secure.</li> <li>• Remain <a href="#">positive</a> and firm in the face of challenges to your leadership, or to the team's goal.</li> <li>• Explain the "forming, storming, norming, and performing" idea, so that people understand why problems are occurring, and so that they see that things will get better in the future. <a href="#">Coach</a> team members in <a href="#">assertiveness</a> and <a href="#">conflict resolution skills</a>, where this is necessary.</li> <li>• Use psychometric indicators such as <a href="#">Myers-Briggs</a> and the <a href="#">Margerison-McCann Team Management Profile</a> to help people learn about different work styles and strengths.</li> </ul>
<b>Norming</b>	<ul style="list-style-type: none"> <li>• Step back and help team members take responsibility for progress towards the goal. (This is a good time to arrange a <a href="#">team-building</a> event.)</li> </ul>
<b>Performing</b>	<ul style="list-style-type: none"> <li>• <a href="#">Delegate</a> tasks and projects as far as you can. Once the team is achieving well, you should aim to have as light a touch as possible. You will now be able to start focusing on other goals and areas of work.</li> </ul>
<b>Adjourning</b>	<ul style="list-style-type: none"> <li>• Take the time to celebrate the team's achievements – you may work with some of your people again, and this will be much easier if people view past experiences positively.</li> </ul>

## Topic 3: Prevention resources and tools

### 7 Key Skills of Teamwork <sup>(1)</sup>

1. Listening: Team members listen to the ideas of others.
2. Questioning: Team members ask each other, interact and debate.
3. Persuading: Team members use persuasion and exchange. They defend, question and rethink their own ideas.
4. Respecting: Team members respect the opinions of others
5. Helping: Team members help each other
6. Sharing: The team members share, contribute ideas to others
7. Commitment: Team members participate in and contribute to the project

The skills required for an effective team can be acquired and enhanced. A trained team improves performance compared to individual performance of each of its members if they are motivated there are higher quality results.

(1) This list is used during the research cycle to monitor the level of satisfaction on of a team