

Participant Handout: Team Dynamics Workshop

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STAGES OF TEAM DEVELOPMENT

When groups of people are first formed into a team, their roles and interactions are not established. Some individuals may merely act as observers while they try to determine what is expected from them while others may engage the process immediately.

There are many models that describe team developmental progression. They are similar and suggest that the process occurs in four predictable stages.

Each stage is characteristically different and builds on the preceding one; however, they do not need to occur sequentially. The implication is that if teams develop through these stages, they will be fully functional.

Four stages

- Forming
- Storming
- Norming
- Performing

Stage 1: Forming

The Forming stage of team development is an exploration period. Team members are often cautious and guarded in their interactions, not really knowing what to expect from other team members.

They explore the boundaries of acceptable behavior. Behaviors expressed in this early stage are generally polite and noncommittal.

Some questions raised during this stage of development are:

- Do I want to be a part of this team?
- Will I be accepted as a member?
- Who is the leader?
- Is the leader competent?

When you were a member of a team that worked well together, what is your recollection of the Forming stage?

Stage 2: Storming

The storming stage of development is characterized by competition and strained relationships among team members. There are various degrees of conflict that teams experience but basically the Storming stage deals with issues of power, leadership, and decision-making.

- Conflict cannot be avoided during this stage.
- It is the most crucial stage the team must work through.

Some questions raised during this stage of development are:

- How will I seek my autonomy?
- How much control will I have over others?
- Who do I support?
- Who supports me?
- How much influence do I have?

When you were a member of a team that worked well together, what is your recollection of the Storming stage?

Stage 3: Norming

The Norming stage of team development is characterized by cohesiveness among team members. After working through the Storming stage, team members discover that they in fact do have common interests with each other.

- They learn to appreciate differences and to work with them.
- The team is working better together.
- They solve problems together.

Some questions raised during this stage of development are:

- What kind of relationships can we develop?
- Will we be successful as a team?
- How do we measure up to other teams?
- What is my relationship to the team leader?

When you were a member of a team that worked well together, what is your recollection of the Norming stage?

Stage 4: Performing

The performing stage of team development is the result of working through the first three stages. By this time, team members have learned how to work together as a fully functioning team.

- They can define tasks.
- They can work out their relationships successfully.
- They are comfortable with and can manage conflicts.
- They implement and follow through with decisions and solutions to problems.

When you were a member of a team that worked well together, what is your recollection of the Performing stage?

Theories of Group Development

The Tuckman Model¹ (Forming, Storming, Norming, and Performing) is generally accepted as the basic model of team development. It incorporates many aspects of the theories considered in this discussion and has remained relatively constant since it was introduced.

Theorist	Stage 1	Stage 2	Stage 3	Stage 4
<i>Bennis-Sheppard</i>	Dependence	Counter-Dependence	Resolution	Inter-Dependence
<i>Gibb</i>	Acceptance	Data Flow	Goals and Norms	Control
<i>Schutz</i>	Inclusion	Control	Openness	De-Inclusion
<i>Tuckman</i>	Forming	Storming	Norming	Performing
<i>Kormanski-Mozenter</i>	Awareness	Conflict	Cooperation	Productivity
<i>Varney</i>	Formation	Building	Working	Maturity

Team Member Roles

When individuals come together to form a team, a number of dynamics occur simultaneously.

- Some members are goal oriented.
- Others spend more time working on interpersonal issues.

As team development progresses, members settle into individual "roles" by mutual, usually unspoken, consent.

- These roles include both "task" and "process" areas.
- The task dynamic is identified by the "what" and "why" issues of the team's work.
- The process dynamic is the "how" dynamic that the team uses to facilitate task accomplishment.

Task Roles

Task roles include:

- Establishing the mission.
- Determining the operating principles.
- Setting goals.
- Establishing team member roles.

Some task roles:

Information giver	Offers authoritative information or data.
Information seeker	Asks for clarification or accuracy of statements.
Initiator	Makes suggestions or proposes new ideas.
Opinion giver	States belief or opinions relative to the discussion.
Elaborator	Elaborates on ideas and suggestions, defines and redefines terms.
Consensus seeker	Polls the group for its readiness to make decisions or resolve conflicts.
Clarifier	Interprets or explains facts or opinions.
Standard setter	Establishes criteria for evaluating opinions, ideas, or decisions.
Representative	Reports the team's progress or actions outside the team.

What "task" roles do you find yourself playing when you are a member of a team?

Process Roles

Process roles focus on:

- The team's needs for commitment, dependence, and involvement.
- Factors such as which team members talk, who solves conflicts and how.

Some process roles:

Encouraging	Being open to others' opinions or feelings even if they are different.
Gatekeeping	Openly taking interest in what others say, and facilitating communication.
Listening	Paying close attention to what others talk about.
Harmonizing	Negotiating or relieving tension when appropriate.
Yielding	Giving up an unpopular viewpoint and admitting mistakes.
Accepting	Respecting and promoting differences.
Supporting	Giving team members permission to feel good about their successes.

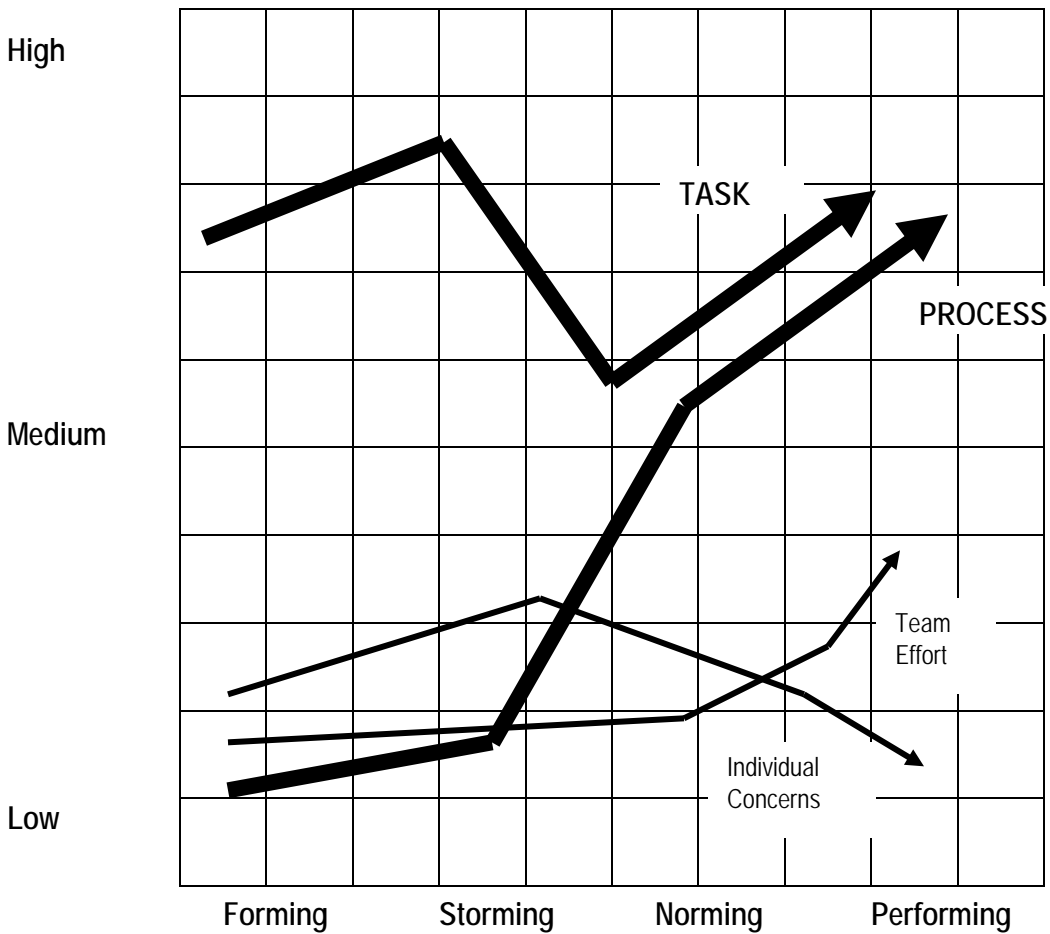
What "process" roles do you find yourself playing when you are a member of a team?

Task and Process Involvement

Task roles have a tendency to dominate during the early stages of the team's development whereas process roles increase in their importance during the later stages of the process.

As the team matures, task and process roles parallel each other in their importance, which contributes to the effective function of the team. Individual contribution subordinates itself to team effort.

The team must acquire a balance of task and process functions if it is to realize its potential as a fully functioning team.



Dysfunctional Team Member Behaviors

Dysfunctional team member behaviors can impact the workflow of the team if not appropriately challenged.

Some task behaviors can interfere with the team being able to accomplish its goal.
Some process behaviors can prevent the team from developing a supportive climate.

Some dysfunctional behaviors:

Condescending	Putting down team member contributions as irrelevant
Bullying	Being inconsiderate of other team member's needs
Blocking	Arguing too much on a point and rejecting expressed ideas without consideration
Avoiding	Not paying attention to facts or relevant ideas
Withdrawing	Acting passive or indifferent, wandering from the subject of discussion
Joking	Excessive playing around, telling jokes, and mimicking other members
Dominating	Excessive talking, interrupting others, criticizing, and blaming
Self-Seeking	Putting one's personal needs before the team's needs

Managing Team Conflict

Conflict is a daily reality for all team members. Team members' needs and values inevitably come into conflict with the needs and values of others.

The degree of a team's maturity can be measured by their acceptance of and ability to manage conflict. This is the most important skill that team members can develop.

Causes of Team Conflict

- Personality differences
- Difference in values
- Difference in perspective
- Difference in goals
- Cultural differences

Conflict Management Strategies

Conflict means energy. This can be the most productive outcome of teamwork, or it can utterly destroy any productive possibility. Team members tend to react to conflict in five basic ways. They either compete, collaborate, avoid, accommodate, or compromise with one another.

Competition	Competition is characterized by the need to win at all costs. It can be a win-lose situation with the need to dominate.
Collaboration	Collaboration is characterized by a desire to satisfy all team members in a win-win situation
Avoidance	Avoidance is characterized by attempts to distract attention from the issue or ignore it completely.
Accommodation	Accommodation is characterized by the desire to please others at the expense of a person's own needs.
Compromise	Compromise is described by meeting the conflict at midpoint. Both parties in a dispute achieve some degree of satisfaction.

Productivity of a team – Decision Making and Problem Solving

Decision Making: One of the most critical applications of teamwork

- **Complex decisions** require large amounts of information and involvement by all team members.
- **Yes-and-no decisions** involve two alternatives either to accept or reject the proposal.
- **Single-course-of-action decisions** involve determining whether the proposed measure should be implemented.
- **One-alternative decisions** are concerned with whether a measure should be adopted.

Decision-Making Procedures

- **Decision by authority** occurs when the highest ranking authority within the team, usually the appointed team leader or manager, makes a unilateral decision.
- **Decision by minority** occurs when a small group of team members exert their influence over the majority of the team.
- **Decision by majority** occurs when a majority of team members agree.
- **Decision by consensus** means finding a proposal that is acceptable enough so that all team members can support it.
- **Decision by unanimity** occurs when all team members are in full agreement with the decision. This procedure is often confused with consensus decision-making. The team should make unanimous decisions when the team issues are important and affect all team members.

Problem Solving

One of the primary responsibilities of team membership is the ability to solve problems that impact the goals of the team.

To be effective, team members must be able to identify problems and have a desire to resolve them.

Trying to solve a problem without a systematic process is like trying to find your way in the wilderness without a good topographical map.

Problem-Solving Steps

- Define the problem
- Identify the desired future state
- Identify the forces promoting change and the forces restraining change
- Analyze forces that can be changed
- Identify measures of success
- Plan the change strategy
- Develop the action plan
- Evaluate and follow up

Self-Authorized Team Leadership

Self-authorized team leadership is a form of “accountable follower ship” in which team members assume responsibility for their performance and their relationships with other team members.

Self-authorized leadership is based on four assumptions:

- All team members practice some degree of self-authorized leadership.
- Self-authorized leadership is applicable to all team members.
- Not all team members are effective self-authorized leaders.
- Self-authorized leadership can be developed.

Team Development Rating Form

- 1 – Strongly agree
- 2 – Disagree
- 3 – Not sure
- 4 – Agree
- 5 – Strongly Agree

1	2	3	4	5	The team's purpose is clear and understandable.
1	2	3	4	5	Everyone is included in all aspects of team business.
1	2	3	4	5	It is comfortable to be in team meetings.
1	2	3	4	5	Team discussions are open and free spirited.
1	2	3	4	5	The team utilizes everyone's abilities to the fullest possible extent.
1	2	3	4	5	There is encouragement and support for team members.
1	2	3	4	5	The team deals with conflict in an open, supportive way.
1	2	3	4	5	Everyone has input to all team decisions.

ⁱ *Team Building* by Reddy, W. and Jamison, K. 1988. San Diego, CA: NTL and University Associates