

Stages of Team Development

Stage

What Members Do

Establish ground rules.

orientation.

Use icebreakers.

What Leaders Do

Plan introductions and an

Determine decision making







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

group behaviors.

are considered.

positively.

Be observant of emerging

Encourage the team to express their differences

Help the team to stay

Avoid intervening in the

process unless the group becomes stuck.

focused on their objectives

Ensure that individual ideas

Three: Norming

Four: Performing

Five:

Adjourning



- Begin to recognize ways they are alike.
- Realize that they are in this together as a team. ■ Get more social

Understand their roles and responsibilities.

May forget their focus in favor of having a good time.

of new group.

Are mature

Set goals for future work independently and/or as part

- Want more input in processes.
- Are self-motivated and self-trained.
- participation. ■ Wind down and say goodbye.
- Celebrate participants'
 - Describe what's going on.

 - Look for and encourage contribution from everyone as the group winds down. Encourage continued
 - productivity.

Types of Teams



together each day in the same location, using the same machines

service.

Natural Work Groups

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

A group of managers and the person

This is a group of people who work

processes. The supervisor is in charge,

but they may allow other team

members to take the leadership role.



This is a group of people who manage themselves. No one person in the group has

Self-Managed Team

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.



With this type of team, members see one another in person rarely or not at

Virtual and Remote Teams

Management Team

they report to.

all. They connect most frequently using web portals, the Internet, telephone, and e-mail.



specific time to work on a special project or task.

Product/Service Design Teams

This group has traditionally been called a task force or committee. They are usually

This is a group that comes together for a

a cross-functional group assigned to design or redesign a product or service.

A Climate of Trust











✓ Treating everyone fairly

Going to bat for an employee

Being consistent



Here are some ways that you can build trust with your team:

Tips for Building Trust

 Build relationships by learning ✓ Doing what you say you will do more about other team members, including their likes



valuing diversity Doing social things together Creating a "we" atmosphere

Encouraging, modeling, and

and dislikes

Ground Rules

honest in all communications.

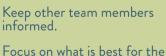
discussion from all members.

Be open to new approaches and listen to new ideas.

Follow best practices for decision making, communication, and

Be respectful, fair, and

Encourage opinions and



Code of Conduct

As a team we will:

■ Be proactive and positive.

Completely Disagree

(Do not support)

Do not Agree (But

moving ahead.

won't stop things from

team as a whole.

- Look at conflict and change positively. Work together to achieve maximum results.
- Celebrate accomplishments and milestones.

meeting management

Degrees of Support

Fully Agree

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

The TORI Model



Partly Agree (Needs

more work before I



of fear.

where they are at.

Free flow of information, ideas, perceptions, and feelings



Tips for Becoming a Better Listener

l 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

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.

can support)



