



Welcome to this session:

Tutorial:

Empowering High-
Impact Teams

The session will start shortly...

Any Questions?
Drop them in the questions section.





welcome

Safeguarding & Welfare

We are committed to all our students and staff feeling safe and happy; we want to make sure there is always someone you can turn to if you are worried about anything.

If you are feeling upset or unsafe, are worried about a friend, student or family member, or you feel like something isn't right, speak to our safeguarding team:



Ian Wyles
Designated Safeguarding
Lead



Simone Botes



Nurhaan Snyman



Rafiq Manan



Ronald Munodawafa



Tevin Pitts

Scan to report a
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or email the Designated
Safeguarding Lead:
Ian Wyles

safeguarding@hyperiondev.com



Democracy

Every person's opinions matter.

Respect

We look after each other.

Tolerance

We accept each other's differences.

British Values

Rule of Law

We keep to the rules.

Liberty

We are free to make choices.



HOUSEKEEPING

Leadership & Management Live Lectures – Housekeeping



- The use of disrespectful language is prohibited in the questions, this is a supportive, learning environment for all - please engage accordingly.
 - **(Fundamental British Values: Mutual Respect and Tolerance)**
- No question is daft or silly - **ask them!**
- Should you have a question during the lecture, please feel free to **post in the Questions section** and I will respond throughout.

Leadership & Management Live Lectures – Housekeeping



- For all **non-academic questions**, please submit a query:
www.hyperiondev.com/support
- Report a safeguarding incident: **www.hyperiondev.com/safeguardreporting**
- Should you have any further questions or want to provide us with feedback, please feel free to post them **[here](#)**.



LEARNING OBJECTIVE

Learning Objective



To empower students with practical leadership insights by **exploring team development through the lens of the legendary All Blacks and Bruce Tuckman's stages**, and by cultivating adaptive leadership skills to navigate challenges, foster collaboration, and lead with resilience, humility, and vision.

The tutorial aims to bridge theory and real-world application, **inspiring students to embrace change, build trust, and lead teams toward excellence** while honouring individual contributions and collective growth.



UNDERSTANDING TEAM DEVELOPMENT

THE ALL BLACKS AND TUCKMAN'S STAGES OF TEAM DEVELOPMENT

Ah, the **All Blacks**. The very mention of this legendary rugby team conjures images of precision, power, and unity.

But what we often overlook is how much **behind-the-scenes work goes into forging that level of team synergy**.

Their journey offers a fantastic lens through which we can explore Bruce Tuckman's timeless stages of team development; Forming, Storming, Norming, Performing, and Adjourning, and **what leaders can do to guide their teams at each stage**.

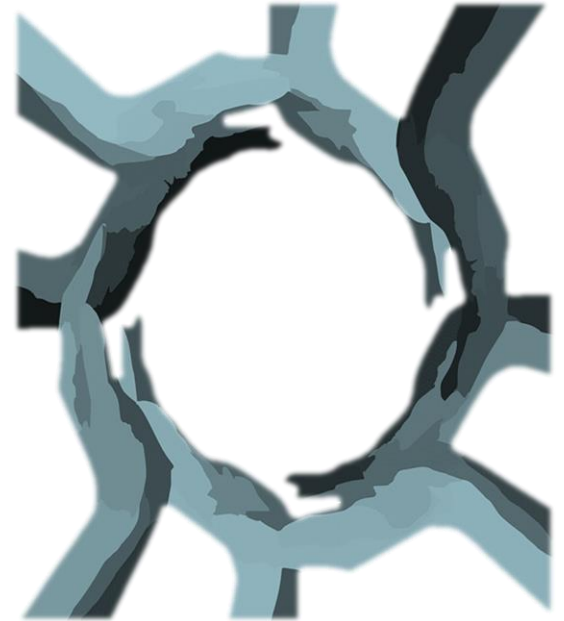
THE ALL BLACKS AND TUCKMAN'S STAGES OF TEAM DEVELOPMENT

Forming: Setting the Stage for Greatness

This is the **honeymoon period**.

Everyone's excited but unsure of their roles.

Think of the All Blacks bringing in new players during a rebuilding phase; **each one eager to impress, but also nervous** about fitting into a team with such a storied history.



THE ALL BLACKS AND TUCKMAN'S STAGES OF TEAM DEVELOPMENT

Leadership's Role

As a leader, this is your moment to **provide clarity and set expectations**. For the All Blacks' coach, it might look like laying out the team's vision:
"This isn't just about winning games; it's about upholding a legacy."

Be approachable. Create a **safe space** where players feel valued and open to sharing ideas or concerns.

Provide structure. **Clear goals and defined roles** prevent confusion. This is where a playbook or strategy session becomes invaluable.

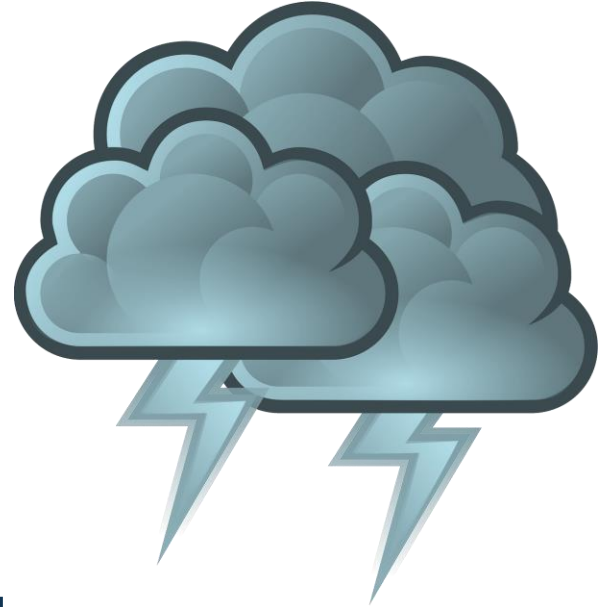
THE ALL BLACKS AND TUCKMAN'S STAGES OF TEAM DEVELOPMENT

Storming: Weathering the Tough Times

Here's where **things get messy**.

Personalities clash, egos surface, and the pressure of being part of an elite team starts to weigh in.

For the All Blacks, this might be when a senior player disagrees with the coach's approach or younger players feel sidelined.



THE ALL BLACKS AND TUCKMAN'S STAGES OF TEAM DEVELOPMENT

Leadership's Role

Your job now is to **lean into the discomfort without letting it spiral.**

Facilitate conflict resolution. Don't sweep disagreements under the rug. The All Blacks' leaders often emphasize transparency and encourage players to voice concerns respectfully.

Reaffirm the vision. Remind the team that every **conflict is a step toward growth.** Unite them under the common goal of legacy and excellence.

Model emotional intelligence. **Show restraint and understanding in heated moments.** Leaders like Richie McCaw didn't just lead with skill; they led with composure.

THE ALL BLACKS AND TUCKMAN'S STAGES OF TEAM DEVELOPMENT

Norming: Building the Brotherhood

By this stage, **things start to gel**.

The All Blacks' haka, more than just a pre-game ritual, reflects the deep sense of identity and connection the team shares.

Norming is where those **bonds are forged**.



THE ALL BLACKS AND TUCKMAN'S STAGES OF TEAM DEVELOPMENT

Leadership's Role

This is your opportunity to **solidify the culture**.

Empower players. At this stage, it's about **letting the team take more ownership**. For the All Blacks, this could mean senior players mentoring newer ones or leading strategy discussions.

Foster trust. Leaders can implement team-building exercises or encourage shared rituals that strengthen unity.

Celebrate progress. Acknowledge milestones; both big and small. Whether it's winning a test match or executing a perfect set play in practice, recognition builds momentum.

THE ALL BLACKS AND TUCKMAN'S STAGES OF TEAM DEVELOPMENT

Performing: Chasing Greatness

This is the **sweet spot**.

The All Blacks in full flight; seamlessly anticipating each other's moves, adapting to challenges mid-game, and dominating the field.

They've become a **well-oiled machine**.



THE ALL BLACKS AND TUCKMAN'S STAGES OF TEAM DEVELOPMENT

Leadership's Role

Your job here is to **maintain focus and prevent complacency**.

Encourage adaptability. Even the best teams face curveballs. Leaders should reinforce the importance of flexibility and quick decision-making.

Provide autonomy. At this stage, **trust your team to execute**. For the All Blacks, this might look like players calling audibles during high-stakes moments.

Keep the vision alive. Remind them of the **"why."** A coach like Steve Hansen wouldn't just push for wins; he'd anchor the team in their legacy and the values they represent.

THE ALL BLACKS AND TUCKMAN'S STAGES OF TEAM DEVELOPMENT

Adjourning: Reflecting on the Journey

Eventually, all teams disband or **go through transitions**.

The All Blacks know this well, with players retiring or moving on.

While this stage can be bittersweet, it's also a time to **celebrate achievements and ensure a seamless transition** for future teams.



THE ALL BLACKS AND TUCKMAN'S STAGES OF TEAM DEVELOPMENT

Leadership's Role

Facilitate reflection. Encourage the team to look back on their journey—the highs, the lows, and everything in between.

Celebrate contributions. Make sure every player feels their role was valued, whether they were a starter or a benchwarmer.

Plan for the future. For the All Blacks, this might mean preparing young talent to step into leadership roles, ensuring the legacy continues.

RESPECT

Throughout Tuckman's model, ensure that mutual respect is **established from the beginning**.

Mutual Respect is:

Maintained through **open and respectful communication** during conflicts, reinforced by **building trust and collaboration**, sustained by **recognising and valuing each member's contributions**, and concluded by respectfully **acknowledging achievements** and **providing constructive feedback**.



Midway





ADAPTIVE LEADERSHIP

ADAPTIVE LEADERSHIP

Adaptive leadership is a dynamic and flexible approach to leadership that **focuses on navigating complex challenges and fostering growth**, both in individuals and organisations.

Unlike traditional leadership styles that may rely on authority or fixed strategies, adaptive leadership **thrives in uncertainty and change**.

ADAPTIVE LEADERSHIP

Embracing Change and Uncertainty

Adaptive leaders see change not as a threat but as an opportunity. They help their teams adjust to shifting landscapes by **encouraging experimentation and learning.**

“What can we try differently to meet this challenge?”



ADAPTIVE LEADERSHIP

Focusing on People, Not Just Problems

Adaptive leadership **prioritises relationships and empowers people** to grow through challenges.

“What strengths do we have that we’re not fully leveraging?”

“How can I support you to navigate this obstacle?”



ADAPTIVE LEADERSHIP

Encouraging Collaborative Problem-Solving

Rather than providing all the answers, adaptive leaders **encourage collaboration and creativity**.

They act as facilitators, fostering diverse perspectives to arrive at innovative solutions.

"What strategies can we brainstorm together to address the issue of declining customer engagement?"





BIG!

ADAPTIVE LEADERSHIP

Balancing Short-Term and Long-Term Goals

Adaptive leaders skillfully **juggle immediate demands with future needs**. They don't let the urgent overshadow the important and **encourage their teams to keep the bigger picture in mind**.

“Let’s address today’s crisis, but also carve out time to invest in what will sustain us tomorrow.”

ADAPTIVE LEADERSHIP

Navigating Resistance and Building Trust

Change often sparks resistance. Adaptive leaders **address this with empathy and clear communication**, creating a sense of safety even in uncertainty.

Quote to Remember:

“People don’t fear change; they fear loss.”

Ronald A. Heifetz



ADAPTIVE LEADERSHIP

Cultivating Resilience and Agility



Adaptive leaders model resilience, **showing that setbacks are part of the growth process.** They encourage their teams to adapt, learn, and move forward with confidence.

“What did we learn, and how can we apply it moving forward?”

ADAPTIVE LEADERSHIP

Leading With Humility and Vulnerability

Adaptive leaders don't pretend to have all the answers. They **lead with humility, acknowledging their own uncertainties** and opening space for others to contribute.

Vulnerability allows leaders to admit when they don't know something, ask for help, and share their own challenges, creating a culture of trust and psychological safety.

"I don't have all the answers, and that's okay. Together, we can explore, learn, and find a way forward."

https://www.youtube.com/watch?v=hEnqV_M_Dm4

CONCLUSION



THE END

Thank you for attending



CoGrammar



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