



Day Three: Developing Your Team

Time Allowed

60 Minutes

Teaching Format

Troop presentation

Learning Objectives

As a result of this session, participants will be able to do the following:

1. See that a team is a group of people working toward the same goals and vision.
2. Describe the phases that any team will experience as members move toward achieving a goal or learning a new skill.
3. Discuss how knowledge of the four phases can enhance the ability to both lead a team and perform as a member of the team.
4. Understand the importance of celebrating success when a team reaches a point when it must disband or when its membership will change significantly.

Materials Needed

- Visual aid(s) developed by presenter
- Computer
- LCD projector and screen
- Appropriate sound system for presentation venue
- Hula hoops (one per patrol)
- Flip chart/whiteboard
- Leadership Compass posters (one per patrol)

Recommended Presenter

NYLT staff member

Recommended Location

Troop assembly area

PRESENTATION OUTLINE

Opening Activity (20 min)

The intention of this session's opening activity is to have fun and put the patrols in the Forming phase. The skills involved should be new to everyone. Enthusiasm will be high, but skills will be low. With luck, some patrols may also experience Storming, and perhaps even Norming and Performing.

Each patrol has a hula hoop, and they have to lift the hula hoop in the air with two fingers of only their right hand. They must work together to get the hula hoop to different heights and configurations as described by the presenter.

The Four Stages of Team Development (30 min)

Note: Guide participants to locate the Participant Notes sheet for this session in the Participant Notebook. Encourage them to be taking note of key words, key points, and their top three takeaways from the session.

Let's revisit a couple of very important ideas by asking the following questions:

- What is a vision? *Vision is what future success looks like. ("If you can see it, you can be it." A vision can be big, like an elephant.)*
- What are goals? *Goals are the steps leading to realizing a vision. (The bites of the elephant.)*
- What is planning? *Planning is a means of efficiently reaching goals. (Where we get the silverware to handle the bites to eat the elephant.)*

Let's think about the opening activity we just participated in by asking the following questions:

- How did it go? *Give the participants time to answer and reinforce their answers with encouraging responses.*
- Did you succeed with the challenge? *This is typically a 1-word answer, yes or no. Follow up by asking "how" they succeeded and asking for examples.*

Ask why an individual could not have accomplished the task. *Again, give the participants time to answer. Solicit different answers from 3–4 different patrols. The gist of their answers should be along the lines of too complicated, too large, and too difficult for 1–2 people to do alone; they needed help.*

Remind the participants that many would call what they just did a team activity. We talk a lot in Scouting about teamwork. So, what exactly is a team?

Ask the group for examples of teams (*sports teams, academic teams, club teams, church teams, Scout patrols, and so on*). What makes these groups *teams* rather than just groups of people? Entertain answers and provide positive reinforcement for the participants' responses, leading the group to the idea that:

- A team is a group of people who share a common vision.
- They work together to complete goals that will help them realize their shared vision.
- They support and depend on one another.

A good team example is a Scouts BSA patrol, Venturing crew, or Sea Scout ship.

When Baden-Powell started Scouting, he was thinking about teamwork and said, "The patrol method is not one way to operate a Scout troop; it is the only way. Unless the patrol method



is in operation, you don't really have a youth-led Scout troop." Baden-Powell's point was that it is imperative to teach team leadership by allowing the youth to learn to lead.

One of the most valuable things to know about teams is that they progress through stages. It's happening with your NYLT patrol right now. Recognize which stage a team—whether it's a patrol or some other team—is in, and you will have a much better idea of how to move it forward. You can then be a far more effective member of the team.

Introduce the NYLT Leadership Compass. It is divided into four quadrants, each representing one team development phase. Each quadrant is also marked with the identifying characteristics of that phase. The development of a team occurs in a series of stages:

- Forming—High enthusiasm/low skills
- Storming—Low enthusiasm/low skills
- Norming—Rising enthusiasm/growing skills
- Performing—High enthusiasm/high skills

Let's look at these stages as a team experiences them.

Forming

What was it like when you first arrived at NYLT and were put into a patrol? How did you feel? How did people respond to each other? Entertain answers and lead an interactive discussion toward these ideas:

- You were just starting out. You were probably eager to be a part of the group, but weren't sure yet what was expected of you. You had just gotten here and didn't have time yet to master many of the skills of NYLT.
- Motivation in your patrol was probably high.
- Skills at being an NYLT patrol were probably low.

Offer a sports team as an example. (**Note:** This can be "acted out" by staff members to make it more interesting).

What about a high school sports team at the beginning of training for the season? Most of the starters from last year have graduated, so the team is pretty new. Everybody has high hopes for the season—motivation is high. Team members are still getting used to working together, though, and they've only had a couple of practices. So far, skills are low. That sports team is in the Forming stage.

Every newly formed team goes through the Forming stage. Every team, even one that has been together a long time, goes through Forming when its members set off to learn a new skill or reach a new goal.

Storming

Have any patrols here had any arguments? Maybe over who's going to do the dishes or how the dining fly is supposed to be set up? Is everybody getting along perfectly, or is there some friction? Tell me what's happened in your patrols that has been a little stormy.

Briefly entertain some stories from the patrols.

Being together as a team can get stormy sometimes. It's a normal part of team development. Perhaps your patrol is going through a stormy time right now. Storming is the second phase of team development. It's almost always going to happen. You've been together as a team long enough to realize how much is left to do. Motivation in your patrol has probably dropped from when you first formed. Skills at being a team are probably still not what you need to function smoothly.

Offer a sports team example again. (**Note:** *This can be "acted out" by staff members to make it more interesting*)

Take a look at our high school sports team again. The first game is against a veteran team, and the home team loses. How are they going to feel in the locker room? (*Discouraged, frustrated, upset, angry.*) It could be pretty stormy in there, and at the practices the following week. Players might blame each other for the poor game they had. They could be disappointed in themselves. The enthusiasm they had when they were just forming is gone, and everybody knows there's lots of hard work ahead to get better.

Storming is part of the process of a team developing and getting better. Every newly formed team, after it has been together a while, goes through Storming. Every team, even one that has been together a long time, goes through Storming as they are learning a new skill or working to reach a new goal.

Norming

Do any of you feel as though your patrols are getting pretty good at a skill? How about your experience with the pioneering projects today? Briefly entertain some patrol stories, keeping them on the subject of how they worked together to succeed.

You started out the first day by Forming. You may have hit rocky times when your patrol was Storming, and maybe you still are doing some of that. But you're probably also beginning to experience the Norming phase of team development. It comes from the word normal—everybody working together, your skills a match for the work to be done. You know there are lots of challenges still to be overcome, and there is more to learn. Skills are high, but patrol members can be somewhat discouraged by how much they know is left to accomplish.

Norming is the third phase of team development. It's almost always going to happen. You've been together as an NYLT patrol long enough that your skills are growing, and you are becoming better at working together. Motivation and enthusiasm are growing, but you still look ahead and see there is much to do and much to learn.

Return to the sports team example again. (**Note:** *This can be "acted out" by staff members to make it more interesting*).

Let's look at our high school team again. They formed, they went through some rough times, and they did a lot of storming. They kept at it, though, with lots of support and direction from their coach. They got better in practice, and they managed to beat an opponent in a game. How are they going to feel in the locker room after the game? And how will they feel about themselves at practice the following week? Their enthusiasm and motivation are going to be higher, but they still know there are tough games ahead. They still have skills to learn—new



plays, better execution—and lots of hard work left to do. They are getting used to the ways they will practice and prepare for games, and they know what they have to do in order to move forward.

Norming is part of the process of a team developing and getting better. Every newly formed team that is progressing will reach the Norming phase. Every team, even one that has been together a long time, goes through Norming as they are learning a new skill or working to reach a new goal. As teams develop, they can go back and forth between Storming and Norming. Team members who are beginning to work well together may run into difficulties that send them back to the Storming stage, at least for a while. That's all part of the process of team building. When you know it can happen, you can work through it and keep moving ahead.

Performing

Do any of you belong to really successful teams in your home units? What is it about them that makes them run so smoothly and achieve so much? Briefly entertain several team success stories.

Those teams you are describing have reached the stage called Performing. Team members are resolving difficulties and finding effective ways to get things done. They are confident in their ability to perform tasks and to overcome obstacles. They have a sense of pride in belonging to a successful team, and they enjoy working together. The trust and respect they have for one another is high. They are Performing. Performing is the fourth phase of team development. A team has developed the skills they need to achieve the goals that challenge them. They are working together well. Motivation and enthusiasm are high. The team is eager to push ahead and achieve all they can.

Offer a sports team example one more time. (**Note:** *This can be “acted out” by staff members to make it more interesting*).

Our high school sports team is deep into the season. They are winning some games and losing some, but they are playing at a high level of skill. They have learned their positions well and enjoy the weekly challenge of taking on another team. Their enthusiasm is high, and they are excited about their ability to play up to their potential. How are they going to feel in the locker room after a game? And how will they feel about themselves at practice the following week?

Performing is part of the process of a team developing and getting better. Every newly formed team that is progressing should strive to reach the Performing phase. Every team, even one that has been together a long time, strives toward the Performing phase as they are learning a new skill or working to reach a new goal. Note that when a team in the Performing phase starts down the trail toward a fresh goal, sets out to learn a new skill, or has significant changes in its membership, that team will no longer be in the Performing phase. For that new goal, skill, or membership, the team will begin again with Forming, then progress through the Storming and Norming phases, even if briefly, before finding themselves back at Performing.

When a Team Breaks Up (5 min)

There may come a time when a team is disbanded or dramatically reorganized. A number of Scouts in a regular patrol may become old enough to leave the patrol and take other troop leadership roles. Venturing crew members may go off to college. New members might join the unit, and that will change the team. If you are part of a team that is ending or becoming something else, be sure to celebrate the many successes that all of you have enjoyed during your time together. Then be ready for whatever new team you have joined to begin with the Forming stage, and progress from there.

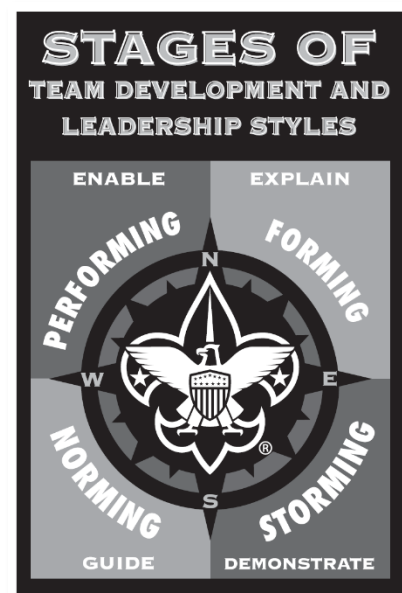
Give each patrol a large NYLT Leadership Compass like the one used in front of the troop during the presentation. Ask the patrols to display the large compass in their patrol sites and use it as a reminder of the stages of team development. Ask patrols which stage of team development they were experiencing during the orientation to the NYLT course, while they were setting up camp, and currently. Stress the value of recognizing a team's development stage as a tool for understanding why people are acting as they are and how they can move forward effectively.

Summary (5 min)

Scout patrols, Venturing crews, Sea Scout ships, youth groups, athletic teams, clubs, orchestras, school groups, work groups—in fact, all teams—go through four stages of development. Whenever people set out to reach goals and realize a vision, they will experience the phases of team development. The team's levels of skill, motivation, and enthusiasm are clues that can be used to identify its current stage of development. By recognizing the stage of a team's development, you can be more effective as a member of that team and as a force in helping it move to the next stage.

The NYLT compass is a strong reminder of those stages. As we continue through this NYLT course, use the compass and what you have learned in this session to identify the development stages of your patrol. You can use that knowledge to help your patrol progress.

Remind participants to take a moment to ensure they have noted their top three takeaways in their Participant Notes for this session.



Leadership Compass