

Recap

Organizational structure

Formal and informal

Group Dynamics

Nature of groups

Classifications of the group

Reasons of formation of the group

Importance of the groups

Problems created by the Informal groups

Dealing with the Informal Groups

Group Behaviours

Group Cohesiveness

Factors influencing Group Cohesiveness

Tuckman's The Five Stage model of Group Development

Objectives

- Learn about the five stages of team development
- Recognize the characteristics and challenges encountered at each stage of development
- Learn about ways in which team leaders and other members can help teams move through the stages of team development

Essential Questions

- *What are the stages of team development, and in what ways does knowledge of these stages help team members work through the process.*
- *What strategies can facilitators use to help teams move through the stages of team development?*

Five Stages of Group Development

- **Forming**
- **Storming**
- **Norming**
- **Performing**
- **Mourning (Adjourning)**

Forming

- **Definition:** Teams are generally new teams that are learning how to work together
- **Characteristics:** Members tend to be tentative and polite and to have little conflict
- **Critical skills and activities:** Teams need to identify their purpose, develop group norms, identify group processes, define roles, build relationships and trust
- **Role of facilitator/leader:** Teams usually need a strong leader who can help the team go through its forming activities

Storming

- **Definition:** Teams have moved past the early forming stages and are now encountering some disagreements and/or conflict.
- **Group characteristics:** Members of teams tend to exhibit increased conflict, less conformity and “jockeying” for power.
- **Critical skills and activities:** Teams need to learn how to resolve conflict; clarify their roles, power, and structure; and build consensus through re-visiting purpose.
- **Role of leader(s):** Teams need leaders and other team members who are willing to identify issues and resolve conflict.

Norming

- **Definition:** Teams have successfully moved out of the storming stage and are ready to move to a higher level of communication and problem-solving.
-
- **Group characteristics:** Members of teams demonstrate an improved ability to complete tasks, solve problems, resolve conflict.
- **Critical skills and activities:** Teams need to learn to engage in more sophisticated problem-solving and decision-making, and take greater levels of responsibility for their roles.
- **Role of leader(s):** Leaders become less directive, team members feel empowered, and multiple leaders emerge.

Performing

- **Definition:** Teams are at the highest level of performance and can process their strengths and weaknesses while accomplishing their goals.
- **Group characteristics:** The team takes a flexible approach to roles and structures. It can evaluate its effectiveness and views conflict as an opportunity. Teams tend to be energetic, creative, and fun!
- **Critical skills and activities:** Teams hold high expectations for their performance. They often use sub-groups as well as the large group for decision-making. Teams recognize the need to ensure that all members are in agreement.
- **Role of Leader:** It's often difficult to identify the leader, because everyone is sharing in leadership.

Mourning (Adjourning)

- **Definition:** The task is completed. The team may cease to exist.
- **Group Characteristics:** It may be a relief for some and difficult for others who do not want to leave a successful experience.
- **Critical skills and activities:** Review what has been accomplished and move on to a new task.
- **Role of Leader:** Guide group to use the information learned in new situations