

Lecture 2 – Team development

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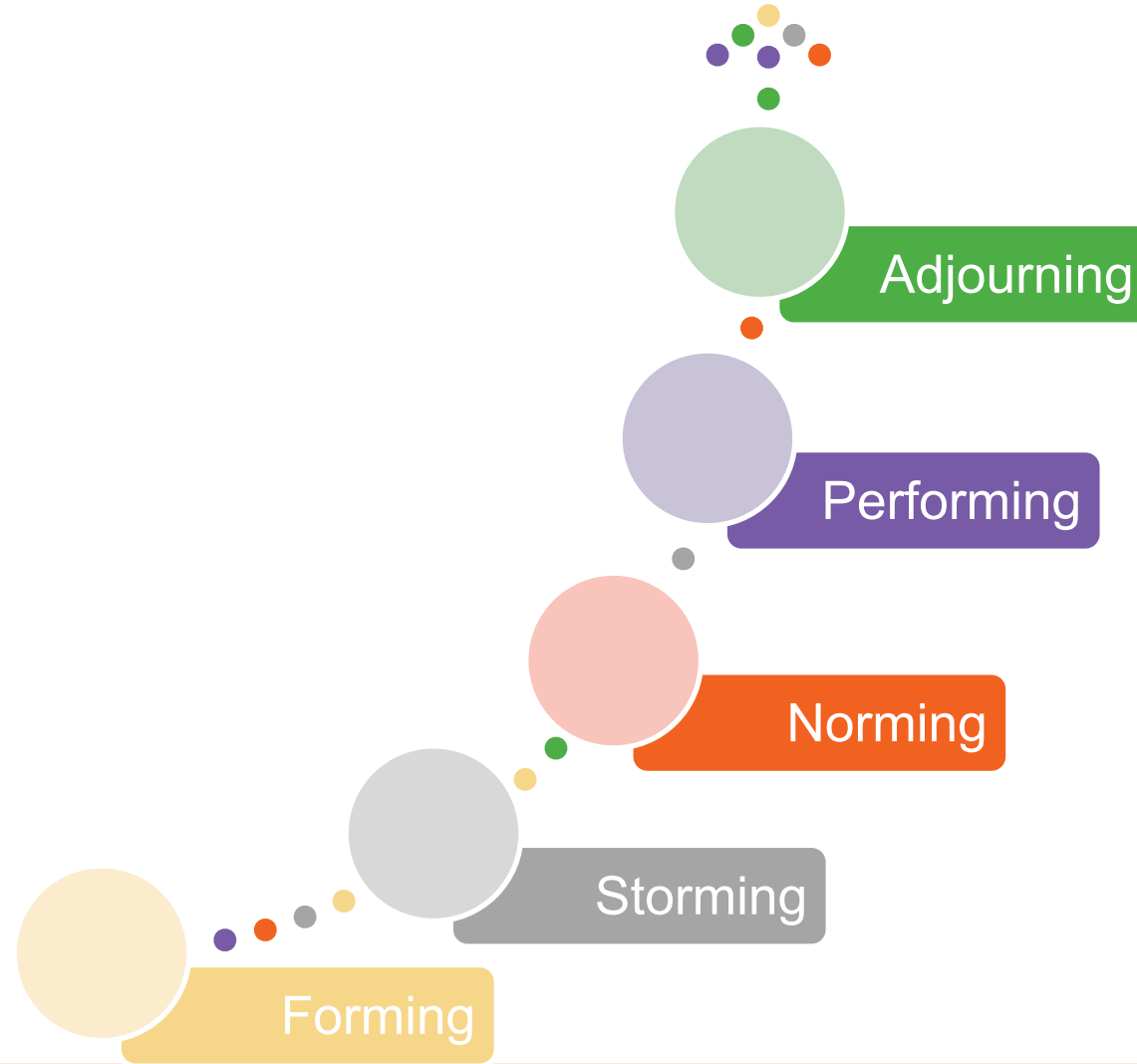
Part 1. Team Development Stages

Part 2. Goal Setting

Part 3. Group Norms

Watching a video

Part 1. Team Development Stages



1. Forming Stage

- Challenge: Balancing Individual and Group Goals
- Members are socially cautious and polite.
- Members learn about their tasks and test personal relationships.

Primary Tension

Primary Tension

- The social unease that accompanies the getting-acquainted process in groups

Resolving primary tension

- Be positive and energetic.
- Be patient and open-minded.
- Be prepared and informed.

2. Storming Stage

- Challenge: Balancing Conflict and Cohesion
- Members compete for status and roles.
- Members openly disagree on issues.
- Groups experience Secondary Tension.

Secondary Tension

- The frustration and personality conflicts experienced by group members as they compete for acceptance and achievement

3. Norming Stage

- Challenge: Balancing Conformity and Nonconformity
- Groups resolve primary and secondary tensions.
- Groups develop norms or ground rules.

4. Performing Stage

- Challenge: Balancing Task and Maintenance Dimensions
- Group focuses on productivity and member satisfaction.
- Groups adapt and change if necessary.

5. Adjourning Stage

- Challenge: Balancing Engagement and Disengagement
- Upon completing the group task:
 - The group may disband.
 - Members may leave the group for personal or professional reasons.
 - Some members may take on a new group task.

Part 2. Goal Setting

- Goal theory - Edwin Lock & Gary Latham
- Groups function best when goals are:
 - specific.
 - challenging but realistic.
 - accepted by group members.
 - used to evaluate performance.
 - linked to feedback and rewards.
 - allow for member growth.

Setting Goals

6-C Goal Setting

- Clarity
- Challenge
- Commitment
- Compatibility
- Cooperation.
- Cost

Part 3. Group Norms

- Regulations/Sets of Expectations held by group members concerning what kinds of behaviors or opinions:
 - Acceptable or unacceptable
 - Good or bad
 - Right or wrong
 - Appropriate or inappropriate

Lecture 2 – The end

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