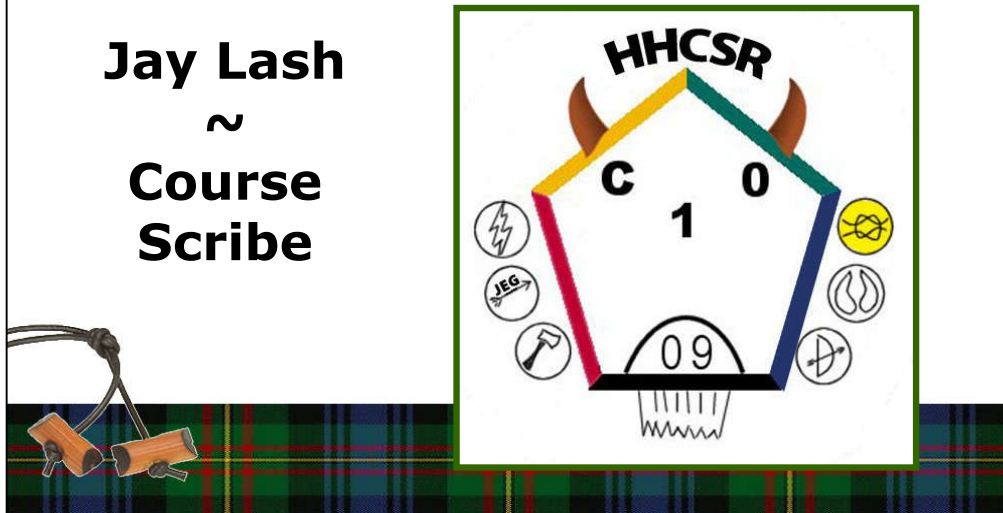


Stages of Team Development

Jay Lash
~
**Course
Scribe**



Good Morning – Im Jay Lash, course scribe for C3-172-13.
This is the Stages of Team Development session.

Ill start with a little about me – As my totem shows, I was in the Buffalo patrol from course C-10-09 right here at HHCSR. There were six people in my patrol – I am represented by the square knot at the upper right.

The Lash Family



My Family:

- Married to my high school sweetheart Michele for 24 years
- Daughter Stephanie is sophomore at Simpson College, plays volley ball
- Son Matt is senior at VSHS, swims and plays trumpet - and procrastinating his Eagle project

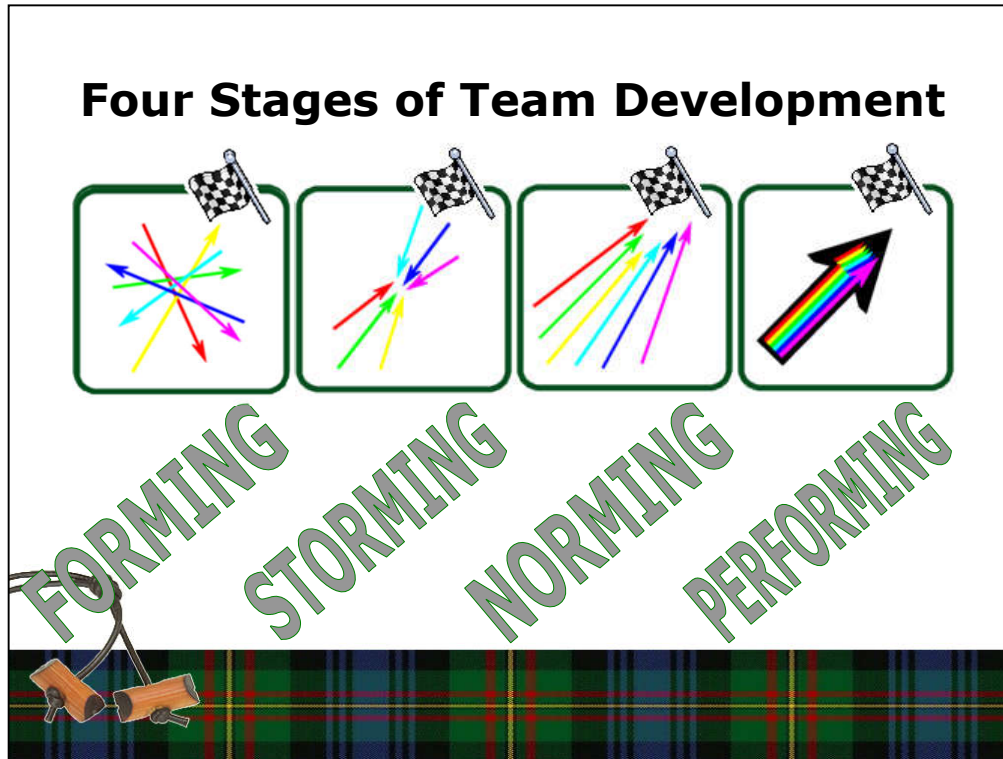
Session Objectives

- Recognize the stages of team development
- Understand the characteristics of each stage
- Understand how enthusiasm and productivity relate for each stage



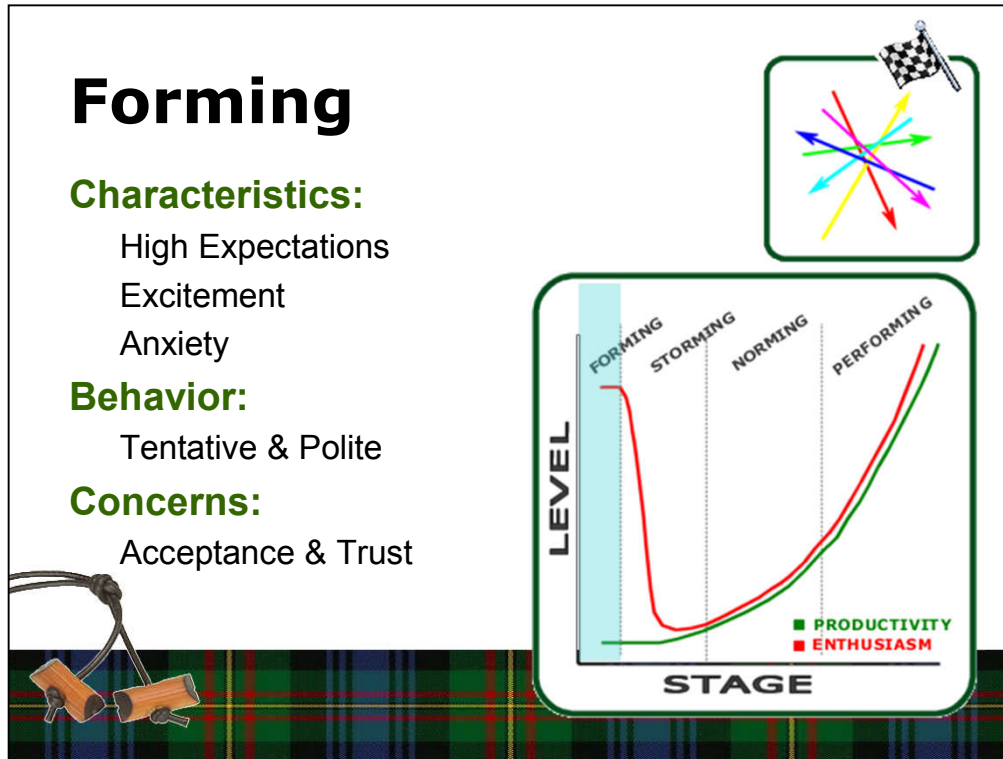
By the end of the session, you should be able to identify the four stages of team development and understand the characteristics of each.

During the session, if you have any questions or need clarification on anything – please let me know.



In 1965 a US Navy psychologist named Bruce Tuckman suggested that all teams go through four distinctive stages in their development. He gave them these names: {CLICK}Forming, {CLICK}Storming, {CLICK}Norming and {CLICK}Performing
<http://www.infed.org/thinkers/tuckman.htm>

We are going to look at each stage in detail. As we do, it is important to understand how the two variables Enthusiasm and Productivity are related for each stage.



The Forming stage is characterized by high enthusiasm and low productivity as shown by the {CLICK}yellow highlight on the graph.

Team members are excited about the new opportunity; they have high – even unrealistic – expectations and are eager to get started. At the same time, there may be some uncertainty about how they will fit in, what their individual role is and what is expected of them. Behavior is usually tentative and polite; nobody wants to rock the boat just yet. The major concerns in this stage are personal well-being, acceptance and trust. The team is highly dependent on their leader for purpose and direction.

In other words, there is a lot of energy being expended but it is going toward finding a place on the team rather than on the actual work that the team needs to do. We can visualize this lack of focus with a {CLICK} “pickup sticks” kind of graphic where there is very little effort being directed toward the actual goal.

Throughout the session we will watch scenes from the movie “Remember the Titans” that demonstrate the various stages. The movie is set in 1971 and T.C. Williams high school is being integrated for the first time. Herman Boone has been appointed as the new football coach – he replaces a very popular coach who has been demoted to assistant coach. Boone is tough and opinionated; about as

opposite of the old coach as he could be. The movie tells the story of how the coaches and the players overcame their differences and became a team.

This first clip shows the team in the Forming stage – at the first meeting between some of the players and their new coach. See if you can identify the characteristics of Forming

Placeholder for Forming video
Video is titled "Orientation"



Forming – In Practice



Discussion:

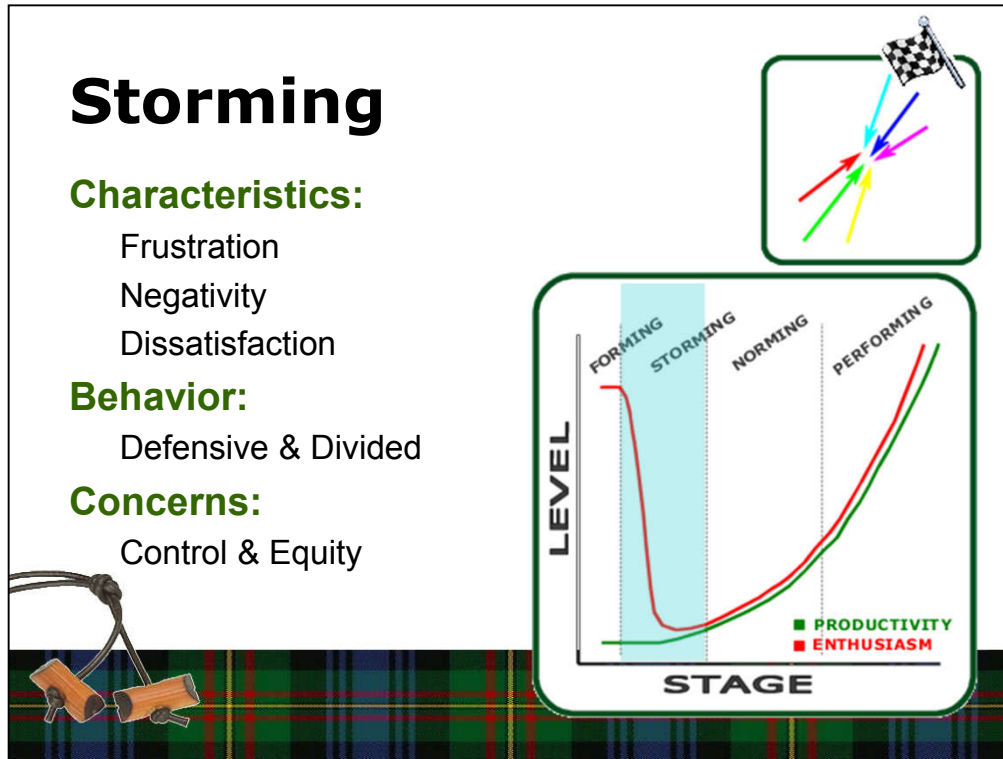
What characteristics of the Forming stage do we see at the beginning of the clip, before the coach arrives?

- enthusiasm, high expectations, self confidence, individuals

And after the coach arrives?

- uncertainty and confusion about roles – Jones isnt so confident when the coach starts asking questions, and the team sure isnt encouraging him.

What is the next stage?



Stage two is Storming – We can see in the graph {CLICK} that it is marked by a sharp drop in enthusiasm as the team realizes the discrepancy between their initial expectations and reality.

The difficulties of the task and the challenges of working together can cause frustration and negativity. Friction between members can cause subgroups to form and the team to become polarized. Communication breakdowns and trouble working through issues result in reduced trust. The team grows dissatisfied with their leader, or at least with their dependence on the leader. The primary concerns are now control, equity, and conflict.

We can visualize this stage {CLICK} with a “at odds” or “butting heads” kind of graphic where the efforts go toward internal conflict rather than being productive.

Lets check in with Titans again:

The scene shows two players, each speaking on behalf of others. Clear factions have formed with the team and morale is low. This clip has one of my favorite leadership quotes.

Placeholder for Storming video
Video is titled "Dissatisfaction"



Storming – In Practice

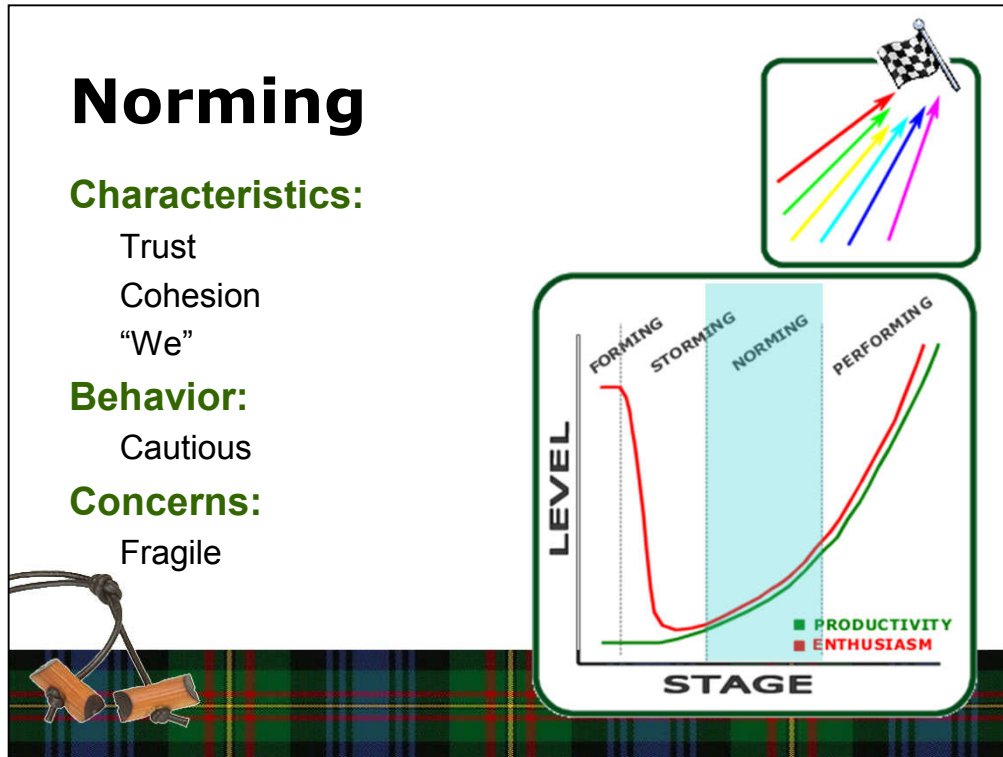


Discussion:

What characteristics of the Storming stage do we see?

- frustration, negativity, dissatisfaction with leadership – the captain, not the coach
- Individual – looking out for self as opposed to bragging about self like Forming
- Communications – “what I got to say, you really don’t want to hear”
- Self preservation instead of self promotion

Good – what is the next stage?



In the Norming stage morale begins to improve as issues are resolved. In the graph we see that {CLICK} productivity is on the rise and excitement returns.

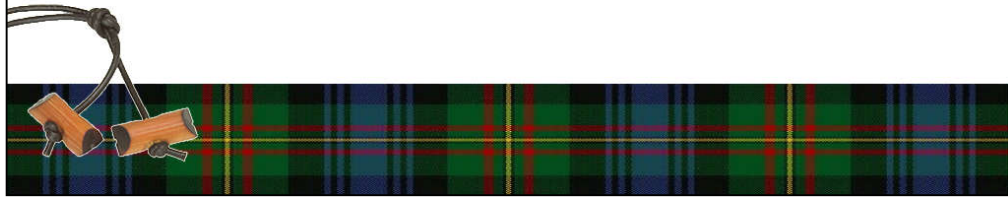
There is increased clarity of purpose, roles and goals. Trust and team cohesion increase as communication improves. Individuals begin thinking in terms of the team – “we” rather than “I” – they are willing to share control and responsibility. The team begins to recognize differences among themselves and see the strength in their differences.

Because the trust and cohesion are fragile, the team tends to avoid conflict for fear of losing ground. This can slow progress and reduce effectiveness. Concerns at this stage are about sharing of control and avoiding conflict.

We show this with a {CLICK} “moving in the same direction” graphic. Most of the efforts are going toward the goal but are not as efficient and unified as they could be.

This clip of the Titans shows how attitudes and morale are improving. Clearly the climate has changed. The group has not yet become a high-performing team yet, but it is coming around.

Placeholder for Storming video
Video is titled "Resolution"



Norming – In Practice

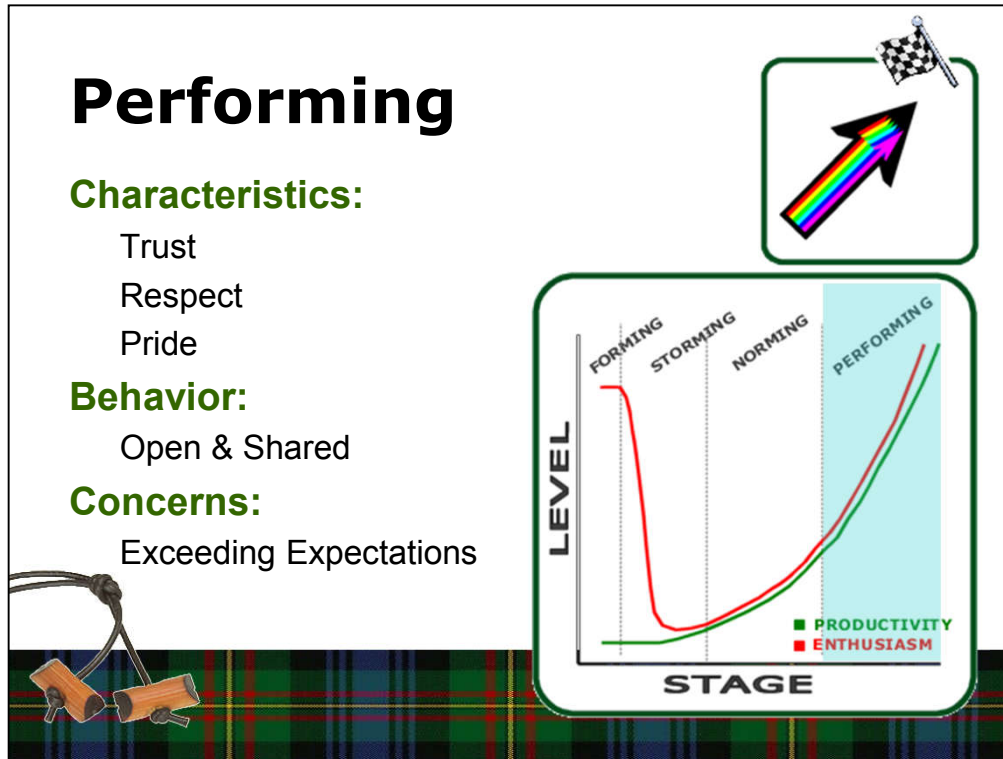


Discussion:

How do we know this is the Norming stage?

- One person speaking for the whole team – one voice, “we want to warm up differently”
- Unity, agreement, positive attitude, acceptance of all members and ideas – singing and dancing for warm ups
- Confidence returns – confidence in the team rather than the individual

And what is the fourth stage?



When a team reaches the Performing stage enthusiasm and productivity are both high. They {CLICK} reinforce each other. Unlike during the Forming stage, high enthusiasm now comes from understanding the strength of the team. Purpose, roles and goals are clear. The team is proud of their accomplishments and members enjoy working together – they share a bond.

Communication is open and leadership is shared. Respect and trust are the norms. Concerns now are about refinements and growth.

{CLICK} They are truly working together as a single unit.

In this final clip we see how the Titans look in the Performing stage. Both productivity and morale are high. The goals are clear. The focus is on performance. The team is empowered and committed to success. The scene takes place during halftime of the big game – and the Titans are losing.

Placeholder for Storming video
Video is titled "Performance"



Performing – In Practice



After that halftime meeting, the team had the confidence to take control of its own destiny. They went back onto the field, played like a high-performing team and won the game.

What examples did we see of the characteristics of the Performing stage?

- Single voice, Shared leadership
- Humble – individual not perfect but team is perfect
- Pride, trust, holding themselves to a higher standard

Good – lets run through them one more time: Forming, Storming, Norming & Performing

Storytelling



Now I'm going to share a story to demonstrate the stages in a little different way:

Last summer my Troop went to Philmont. We had 8 Scouts that all knew each other and had camped together quite a bit but they did not really function as a team.

The Forming started with the first training sessions, lots of fun and excitement, good-natured competition. But after a few months the training sessions seemed like a hassle, schedule conflicts meant not everyone attended every session, frustration and resentment surfaced toward people who consistently missed training sessions. The group never got to a Norming stage.

REGRESSION

Despite working toward this goal for several months, when the departure day finally came the group was not a High Performing Team – in fact, they did an almost full restart. Enthusiasm went back up and frustration was mostly forgotten. This continued for about three days as we traveled on the train, went through the process at Philmont base camp and started hiking.

The Storming stage hit hard on day four. They were tired and didn't want to get going in the morning so they did not have time to do the rock climbing activity. It was hot and the hike was a tough one. Things came to a boil as we made camp – the Scouts who were hanging the bear bags did not appreciate the comments from the Scouts who were watching. And the cooks did not care for everyone else hanging around in the kitchen interfering with dinner preparations. There was a lot of frustration and some harsh words that evening during Thorns And Roses.

But the air was cleared and Norming began right away on day five – camp was packed and we were hiking in record time. Spirits were again high as we hiked, there was singing and banter back and forth. Camp setup that night went smoothly; everyone did their own job and didn't offer comment on other members jobs.

The shift to Performing was much less dramatic – over the next few days the team grew stronger and more efficient. Camp chores became a group effort – everyone knew what needed to be done and did it regardless of whose name was on the duty roster.

I knew that they had reached Performing stage during Thorns And Roses at the end of day 8. Hiking Mt Baldy was a bucket list thing for one of the adults. He had broken his ankle the year before so he was not even sure he would even be able to go on the trip. Now that he was there he was finding the hike tougher than he had expected. During TNR that evening he didn't think he could make it up Baldy; he had decided to stay in camp so he didn't slow down the group.

The encouragement from the Scouts was touching but the defining moment was when one quiet young man told the adult that if he was committed to making it to the top, then the team was committed to getting him there – and the rest of the group agreed without hesitation.

The rest, as they say, is history. The next day started very early. The hike was tough but the entire team made it to the top. And it was worth every step.

Storytelling – Your Turn

Create a story to demonstrate the stages of team development.

- based on most anything: personal experience, historical event, TV show....
- clearly illustrate the different stages and the productivity / enthusiasm relationship for each.

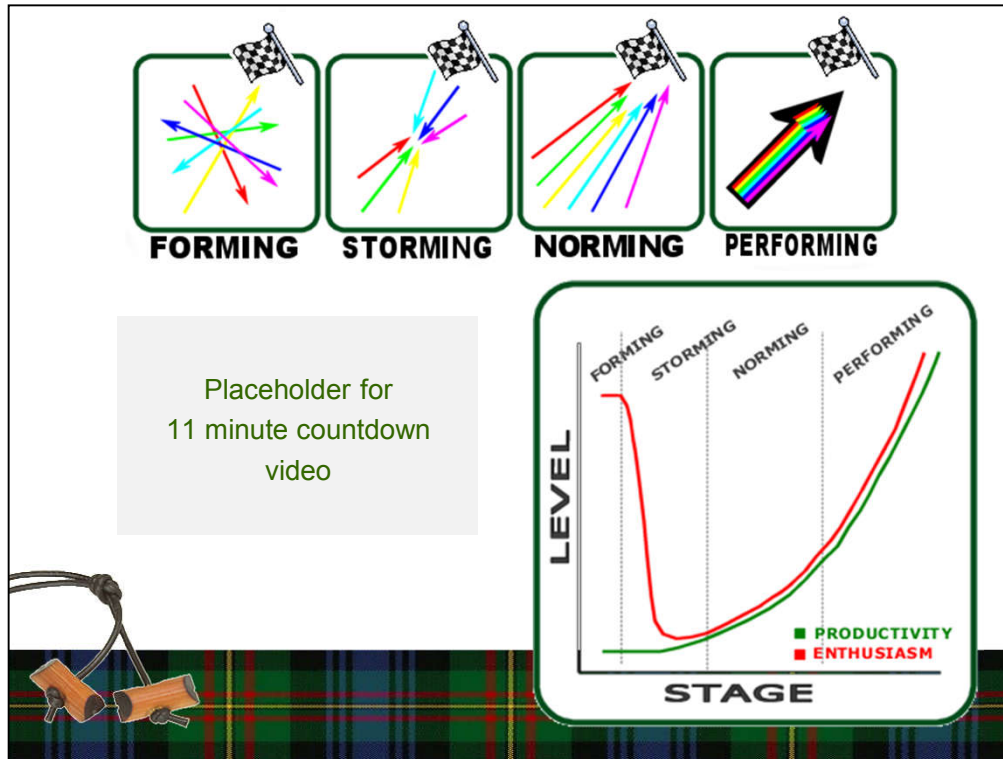
You have 11 minutes



Now it is your turn –

As a patrol, you will create a story that demonstrates the four stages of team development. The story can be based on your own experiences, a historical event or can even be pure fiction. Just make sure it clearly shows each of the four stages and how enthusiasm and productivity relate for each stage.

You have 11 minutes. The stages and productivity/enthusiasm graphics are on the screen if you need to refer to them.



10 MINUTE MARK:

You have about 1 minute to finish your story and select a representative to present it to the group.

TIME'S UP

Our schedule only allows time for four patrols to present so we will go to the Gilwell version of the Sorting Hat to find out who it will be.

Buffalo, Buffalo (hm), BuffaloBuffaloBuffalo – okay, clearly that isnt going to work – how about we just take volunteers.

Summary

Understanding stages allows us to:

- Anticipate and plan contingencies
- Use appropriate leadership styles



Thank you to all the groups – it is clear you have a good grasp on the stages of team development.

To wrap things up - as leaders, it is important for us to have a solid understanding of these stages so we can plan for contingencies and can provide the right kind of leadership as the team develops.

Summary

A team may:

- Proceed through stages at different speeds
- Regress to earlier stages
- Be in different stages with respect to different aspects of its vision



A leader also needs to understand that teams will proceed through the stages at different speeds. This is affected by the speed which individual team members progress. Be careful not to make self-fulfilling prophecies about how long each stage will last.

Be aware that sometimes a team will regress to an earlier stage. This happened to my Philmont crew when training was done and the actual trip arrived. It can also happen when team membership changes – such as when several new Scouts join a patrol.

Finally, it is possible for a team to be in different stages with respect to different aspects of its vision. For example, it may be in the Performing stage with respect to generating ideas for the plan but may still be in the Storming stage with respect to implementing the plan.

Stages of Team Development

QUESTIONS?

