

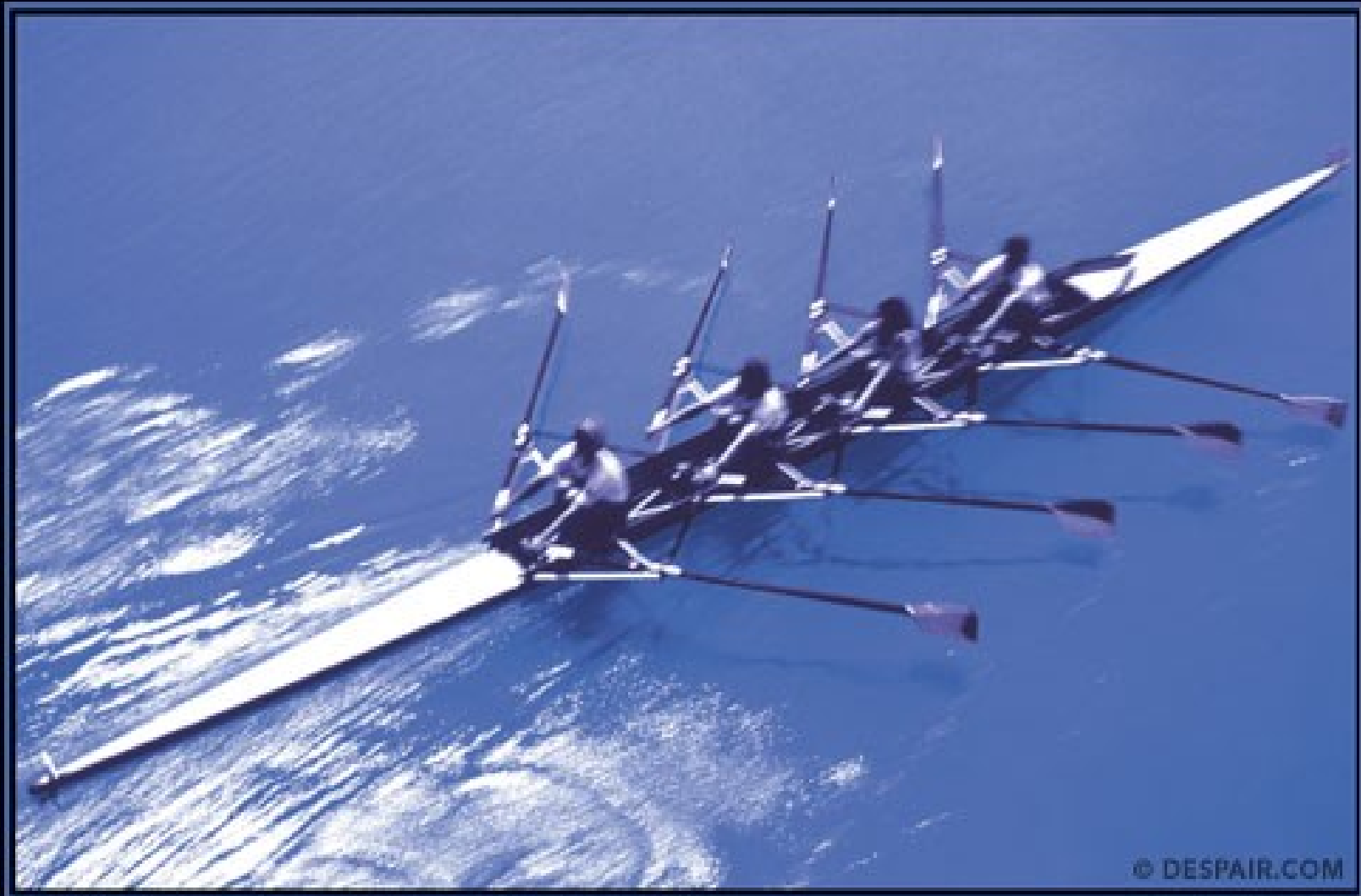
Teamwork:  
teams are *work*.

# Team Dynamics

- “There is no I in TEAM.”
  - But there is an M and an E
  - Team Leadership:  
get from ME to WE

# Talent vs. Teams

- On the one hand, we possess the technical competence, physical resources, and intellectual capacity to satisfy all the basic needs of Mankind.
- On the other hand, we seem to lack the essential ability to work together effectively to solve critical problems.
- Larson and LaFasto (1989)



# IGNORANCE

IT'S AMAZING HOW MUCH EASIER IT IS FOR A TEAM TO WORK TOGETHER  
WHEN NO ONE HAS ANY IDEA WHERE THEY'RE GOING.



# TEAMWORK

A FEW HARMLESS FLAKES WORKING TOGETHER CAN  
UNLEASH AN AVALANCHE OF DESTRUCTION.

# Teamwork

Without teamwork,  
there is no one else  
to blame.

# Teamwork

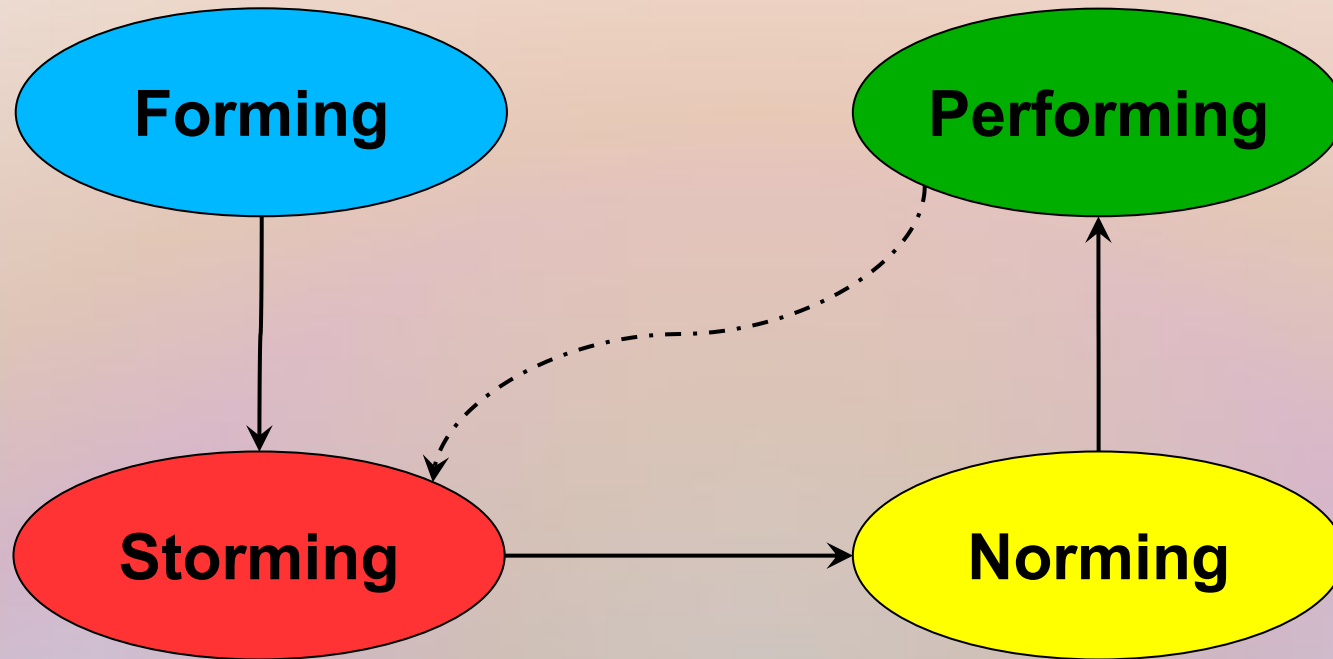
“Never doubt that a small group of thoughtful, committed people can change the world.

Indeed,  
it is the only thing that ever has.”

- Margaret Meade, Anthropologist

(Widely attributed to Meade, no one knows for sure.)

# Tuckman's Stages model



(Tuckman, 1965)



# Tuckman's Stages model

## Forming

- Groups assembled by availability, expertise, cost. Rarely by social needs.
- Individuals are trying to get to know each other and the team's purpose.
- What are the dependencies...  
Between people? Between tasks?
- Leaders provide direction and outline expectations.

# Tuckman's Stages model

## Forming

- Roles are assigned initially by task
- Behaviour is individually centered
- Members internally focused on negotiating boundaries of
  - Interpersonal behaviour
  - Task activity
- Join? Commit to group and/or task?

# Tuckman's Stages model

## **Forming**

Fight or Flight / Under Stress defense

- Win: give & get social acceptance
- Maintain Control: busy with structure, organization, who does what and when
- Avoid Embarrassment: circumvent contentious issues, controversy, conflict
- Be Rational: no emotional reactions

# Tuckman's Stages model

## Storming

- Comfortable enough to confront each other's ideas and perspectives
- What are the *real* tasks that need doing?
- How to function independently and together?
- What leadership model to accept?

# Tuckman's Stages model

## **Storming**

- Competition for status, acceptance of ideas
- Emphasis on autonomy and individual rights
- Currency of negotiation/power: tasks
- Leader coaches members on how to manage conflict and focus on goals
- Active Listening

# Tuckman's Stages model

## **Norming**

- Standards of behaviour and task accomplishment emerge.
- Opinions respected. Differences valued.
- Transition from internal to group needs.
- From competition to cooperation.
- Leader facilitates more than directs.  
Decision making devolves to the group.

# Tuckman's Stages model

## **Norming**

- Establish team rules for
  - Working together
  - Sharing information
  - Resolving conflict
  - Processes used to get the job done
- Members develop self-direction

# Tuckman's Stages model

## Performing

- Team members know, trust, and rely on each other; share goals.
- Interpersonal structure supports task performance.
- Roles are flexible and functional.
- High standards are expected & accepted.
- Member differences are *utilized*.



# Tuckman's Stages model

## **Performing**

- Problem resolution is about tasks and goals, not interpersonal relationships
- Team leader has new role working
  - Within the group accomplishing tasks instead of resolving interpersonal issues
  - To solve problems external to the group

# High Performing Teams

- Recognized by others as a “group”
- Have common goals and share a purpose
  - which are tied to each individual’s roles and responsibilities
- Committed to the work and to each other
- “None of us is as good as all of us.”
  - Ray Kroc, founder of McDonald's

# Six Phases of a Project

1. Enthusiasm
2. Disillusionment
3. Panic
4. Search for the Guilty
5. Punishment of the Innocent
6. Praise and Honours  
for the Non-Participants

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- Tuckman, Bruce W., & Jensen, Mary Ann C. (1977). '[Stages of small group development revisited](#)', Group and Organizational Studies, 2, 419- 427.