





Module I – Team Work Management

Topic 1: Team Building & Group Dynamics

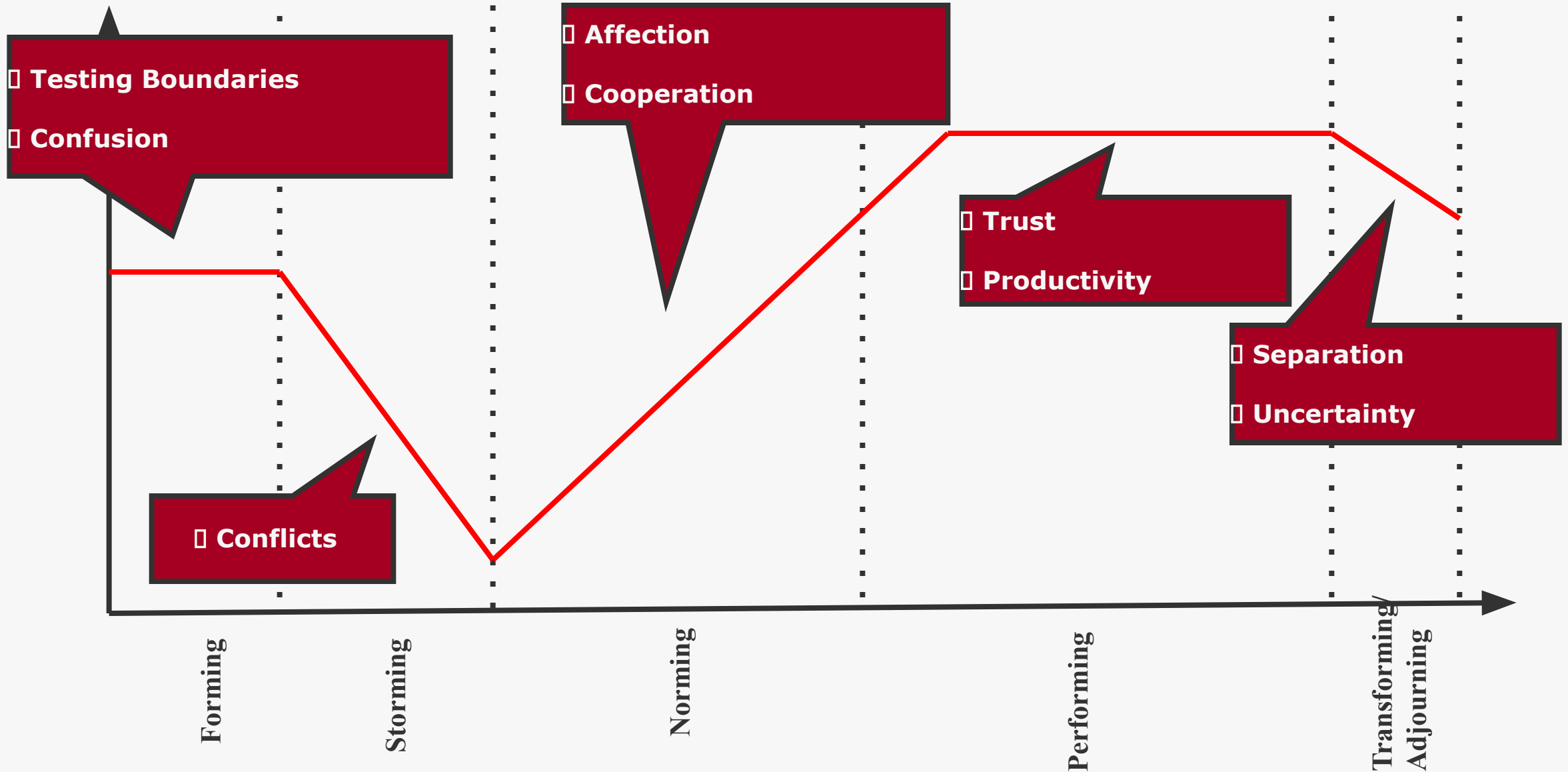
Session 1: The Development Process



Outline

- I- From Group to Team
 - A- What is a Group?
 - B- Stages of Group Development
 - Forming
 - Storming
 - Norming
 - Performing

Interpersonal issues





“ Introduction

Teamwork is the heart and soul of every organization. This seminar is designed to create a deep knowledge about the key principles of the various challenges that face groups. It integrates as well a unique perception of the transformational aspects of team formation, success and failure through well-defined managerial and leadership attributes.





I- From Group to Team





A- What is a Group?

Definition 1:

“A Group is a number of individuals or things considered together because of similarities.”





(A- What is a Group?)

Definition 2:

“A Group is an assemblage of persons or objects gathered or located together; an aggregation.”





N.B. A group of people working in the same room, or even on a common project, does not necessarily invoke the group process.





B- Stages of Group Development

- Forming
- Storming
- Norming
- Performing





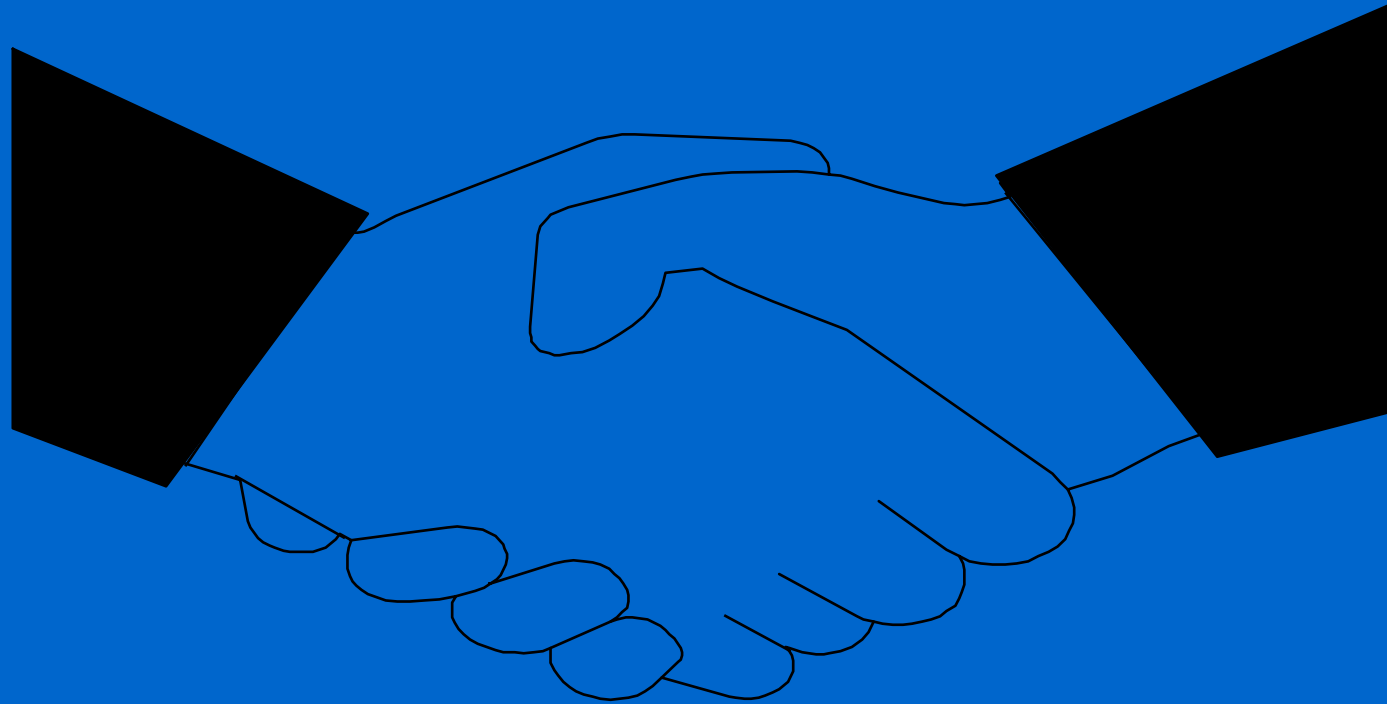
Elements

- Characteristics
- Feelings
- Behaviors
- Tasks





1. Forming





Stage 1: Forming (Orientation)

Characteristics:

- Relations are marked by dependence, safe behavior and avoidance of serious topics for controversy.
- Desire for acceptance by the group.
- Data gathering about similarities and differences.





Stage 1: Forming (Orientation)

Feelings:

- Members are usually excited to be part of the team.
- High positive expectations for the team experience.
- Anxiety about not fitting into the team and performance measure.





Stage 1: Forming (Orientation)

Behaviors:

- Questions reflecting excitement about the new team.
- Uncertainty about their roles.
- Anxiety about their place on the team.





Stage 1: Forming (Orientation)

Tasks:

- Create a team with clear structure, goals, and direction.
- A good orientation/kick-off process can help in terms of team's mission.
- Team's energy is focused on defining the tasks.





2. Storming





Stage 2: Storming (Dissatisfaction)

Characteristics:

- Competition and conflict in the personal-relations' dimension.
- 'Fear of exposure' or 'fear of failure' and increased desire for structural clarification.
- Members have to bend their feelings, ideas and attitudes to suit the group.





Stage 2: Storming (Dissatisfaction)

Feelings:

- Members discover that the team can't live up to all of their early expectations.
- Focus may shift from the tasks at hand to feelings of frustration or anger.
- Members may express concerns about being unable to meet the team's goals.





Stage 2: Storming (Dissatisfaction)

Behaviors:

- Disagreements about goals, expectations, roles and responsibilities.
- Frustration about constraints that slow their individual or the team's progress.
- Members may argue or become critical of the team's original mission or goals.





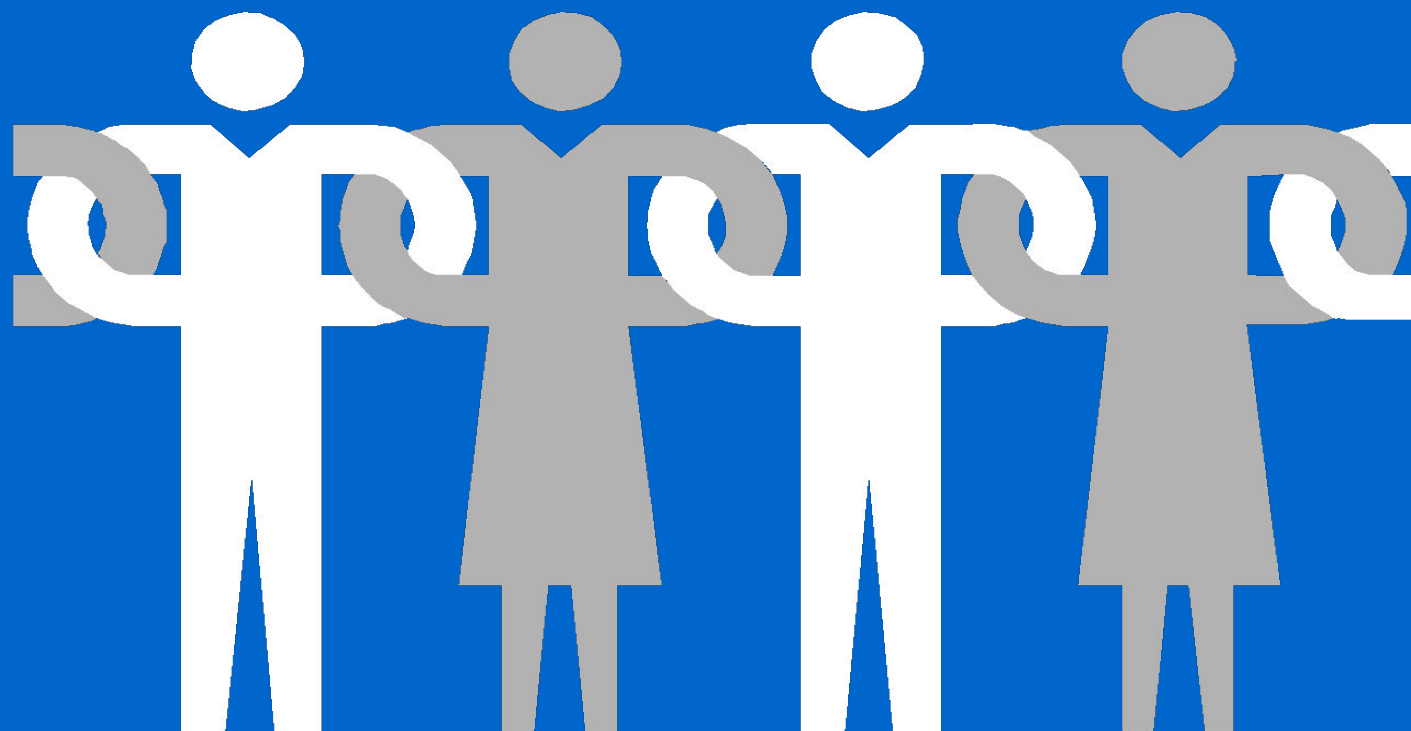
Stage 2: Storming (Dissatisfaction)

Tasks:

- Call for the team to refocus on its goals.
- Need to develop task-related and conflict management skills.
- A redefinition of the team's goals, roles and tasks can help team members past the frustration.



3. Norming





Stage 3: Norming (Resolution)

Characteristics:

- Interpersonal relations are characterized by cohesion.
- Engagement in active acknowledgment of all members' contributions.
- Level of trust increases, leadership is shared, and cliques dissolve.





Stage 3: Norming (Resolution)

Feelings:

- Resolution of discrepancy.
- Progress in setting more flexible and inclusive norms and expectations.
- Increase of acceptance of others recognizing that the variety of experiences makes the team stronger.





Stage 3: Norming (Resolution)

Behaviors:

- May include a conscious effort to resolve problems and achieve group harmony.
- Meaningful communication and an increased willingness to share ideas.
- Refocus on established team ground rules and practices.





Stage 3: Norming (Resolution)

Tasks:

- Shifting energy to the team's goals.
- Increase in productivity, in both individual and collective work.
- The appropriate time for an evaluation of team productivity.



4. Performing





Stage 4: Performing (Production)

General Characteristics:

- Team members work independently, in subgroups, or as a total unit.
- Roles and authorities dynamically adjust to their changing needs.
- Interdependence in personal relations and problem solving.





Stage 4: Performing (Production)

General Characteristics:

- The group becomes most productive. With self-assurance.
- Group identity is complete, morale is high, and loyalty is intense.
- Support for experimentation in solving problems and an emphasis on achievement.



Thank you