



UNIT 12/44

ORGANIZATIONAL BEHAVIOUR

M3. Analyse relevant team and group development theories to support the development of dynamic cooperation



TUCKMAN'S TEAM DEVELOPMENT MODEL

Tuckman's Team Development Model

Forming, Storming, Norming, and Performing



Psychologist Bruce Tuckman first produced the memorable phrase "forming, storming, norming, and performing". He used it to describe the path that most teams follow on their way to high performance. Later, he added a fifth stage, "adjourning".

Tuckman's Team Development Model

Forming, Storming, Norming, Performing AND ADJOURNING

FORMING

In this stage, most team members are positive and polite. Some are anxious, as they haven't fully understood what work the team will do. Others are simply excited about the task ahead.

As leader, you play a dominant role at this stage, because team members' roles and responsibilities aren't clear.

This stage can last for some time, as people start to work together, and as they make an effort to get to know their new colleagues.

Tuckman's Team Development Model

Forming, Storming, Norming, Performing AND ADJOURNING

STORMING

Next, the team moves into the storming phase, where people start to push against the boundaries established in the forming stage. This is the stage where many teams fail.

Storming often starts where there is a conflict between team members' natural working styles. People may work in different ways for all sorts of reasons but, if differing working styles cause unforeseen problems, they may become frustrated.

Storming can also happen in other situations. For example, team members may challenge your authority, or jockey for position as their roles are clarified. Or, if you haven't defined clearly how the team will work, people may feel overwhelmed by their workload, or they could be uncomfortable with the approach you're using.

Some may question the worth of the team's goal, and they may resist taking on tasks.

Team members who stick with the task at hand may experience stress, particularly as they don't have the support of established processes or strong relationships with their colleagues.

Tuckman's Team Development Model

Forming, Storming, Norming, Performing AND ADJOURNING

NORMING

Gradually, the team moves into the norming stage. This is when people start to resolve their differences, appreciate colleagues' strengths, and respect your authority as a leader.

Now that your team members know one another better, they may socialize together, and they are able to ask one another for help and provide constructive feedback. People develop a stronger commitment to the team goal, and you start to see good progress towards it.

There is often a prolonged overlap between storming and norming, because, as new tasks come up, the team may lapse back into behavior from the storming stage.

Tuckman's Team Development Model

Forming, Storming, Norming, Performing AND ADJOURNING

PERFORMING

The team reaches the performing stage, when hard work leads, without friction, to the achievement of the team's goal. The structures and processes that you have set up support this well.

As leader, you can delegate much of your work, and you can concentrate on developing team members.

It feels easy to be part of the team at this stage, and people who join or leave won't disrupt performance.

Tuckman's Team Development Model

Forming, Storming, Norming, Performing AND ADJOURNING

ADJOURNING

Many teams will reach this stage eventually. For example, project teams exist for only a fixed period, and even permanent teams may be disbanded through organizational restructuring.

Team members who like routine, or who have developed close working relationships with colleagues, may find this stage difficult, particularly if their future now looks uncertain.

Forming

Team acquaints and establishes ground rules. Formalities are preserved and members are treated as strangers.



Storming

Members start to communicate their feelings but still view themselves as individuals rather than part of the team. They resist control by group leaders and show hostility.



Norming

People feel part of the team and realize that they can achieve work if they accept other viewpoints.



Performing

The team works in an open and trusting atmosphere where flexibility is the key and hierarchy is of little importance.



Adjourning

The team conducts an assessment of the year and implements a plan for transitioning roles and recognizing members' contributions.



Tuckman's Team Development Model

Forming	<ul style="list-style-type: none"> Direct the team, and establish clear objectives, both for the team as a whole + and for individual team members +.
Storming	<ul style="list-style-type: none"> Establish processes and structures. Build trust + and good relationships + between team members. Resolve conflicts + swiftly if they occur. Provide support, especially to those team members who are less secure. Remain positive + and firm in the face of challenges to your leadership, or to the team's goal. Explain the "forming, storming, norming, and performing" idea, so that people understand why problems are occurring, and so that they see that things will get better in the future. Coach + team members in assertiveness + and conflict resolution skills +, where this is necessary. Use psychometric indicators such as Myers-Briggs + and the Margerison-McCann Team Management Profile + to help people learn about different work styles and strengths.
Norming	<ul style="list-style-type: none"> Step back and help team members take responsibility for progress towards the goal. (This is a good time to arrange a team-building + event.)
Performing	<ul style="list-style-type: none"> Delegate + tasks and projects as far as you can. Once the team is achieving well, you should aim to have as light a touch as possible. You will now be able to start focusing on other goals and areas of work.
Adjourning	<ul style="list-style-type: none"> Take the time to celebrate the team's achievements – you may work with some of your people again, and this will be much easier if people view past experiences positively.

Leadership Activities at Different Group Formation Stages

https://www.mindtools.com/pages/article/newLDR_86.htm



BELBIN'S TYPOLOGY FOR MANAGING EFFECTIVE TEAMS

Belbin's Team Roles

Dr Meredith Belbin studied team-work for many years, and he famously observed that people in teams tend to assume different "team roles." He defined a team role as "a tendency to behave, contribute and interrelate with others in a particular way" and named nine such team roles that underlie team success.

Belbin suggests that, by understanding your role within a team, you can develop your strengths and manage your weaknesses as a team member, and so improve how you contribute to the team.

Teams can become unbalanced if all team members have similar styles of behavior or team roles. If team members have similar weaknesses, the team may tend to have that weakness. If team members have similar team-work strengths, they may tend to compete (rather than cooperate) for the team tasks and responsibilities that best suit their natural styles.

Whilst Belbin suggests that people tend to adopt a particular team role, bear in mind that your behavior and interpersonal style within a team is to some extent dependent on the situation: it relates not only to your own natural working style, but also to your interrelationships with others, and the work being done.

Belbin's Team Roles

Belbin identified **nine** team roles and he categorized those roles into three groups:

- Action Oriented
- People Oriented
- Thought Oriented

Each team role is associated with typical behavioral and interpersonal strengths.

Belbin also defined characteristic weaknesses that tend to accompany each team role.

Action Oriented Roles



Shaper

Provides the necessary drive to ensure that the team keeps moving and does not lose focus or momentum.

Strengths: Challenging, dynamic, thrives on pressure. Has the drive and courage to overcome obstacles.

Allowable weaknesses: Can be prone to provocation, and may sometimes offend people's feelings.

Don't be surprised to find that: They could risk becoming aggressive and bad-humoured in their attempts to get things done.



Implementer

Needed to plan a workable strategy and carry it out as efficiently as possible.

Strengths: Practical, reliable, efficient. Turns ideas into actions and organises work that needs to be done.

Allowable weaknesses: Can be a bit inflexible and slow to respond to new possibilities.

Don't be surprised to find that: They might be slow to relinquish their plans in favour of positive changes.



Completer Finisher

Most effectively used at the end of tasks to polish and scrutinise the work for errors, subjecting it to the highest standards of quality control.

Strengths: Painstaking, conscientious, anxious. Searches out errors. Polishes and perfects.

Allowable weaknesses: Can be inclined to worry unduly, and reluctant to delegate.

Don't be surprised to find that: They could be accused of taking their perfectionism to extremes.

Shaper (SH)

Shapers are people who challenge the team to improve. They are dynamic and usually extroverted people who enjoy stimulating others, questioning norms, and finding the best approaches for solving problems. Shapers often see obstacles as exciting challenges, and they tend to have the courage to push on when others feel like quitting.

Implementer (IMP)

Implementers are the people who get things done. They turn the team's ideas and concepts into practical actions and plans. They are typically conservative, disciplined people who work systematically and efficiently and are very well organized. These are the people who you can count on to get the job done.

Completer-Finisher (CF)

Completer-Finishers are the people who see that projects are completed thoroughly. They ensure that there have been no errors or omissions and they pay attention to the smallest of details. They are very concerned with deadlines and will push the team to make sure the job is completed on time. They are described as perfectionists who are orderly, conscientious and anxious.

PEOPLE Oriented Roles



Resource Investigator

Uses their inquisitive nature to find ideas to bring back to the team.

Strengths: Outgoing, enthusiastic. Explores opportunities and develops contacts.

Allowable weaknesses: Might be over-optimistic, and can lose interest once the initial enthusiasm has passed.

Don't be surprised to find that: They might forget to follow up on a lead.



Teamworker

Helps the team to gel, using their versatility to identify the work required and complete it on behalf of the team.

Strengths: Co-operative, perceptive and diplomatic. Listens and averts friction.

Allowable weaknesses: Can be indecisive in crunch situations and tends to avoid confrontation.

Don't be surprised to find that: They might be hesitant to make unpopular decisions.



Co-ordinator

Needed to focus on the team's objectives, draw out team members and delegate work appropriately.

Strengths: Mature, confident, identifies talent. Clarifies goals.

Allowable weaknesses: Can be seen as manipulative and might offload their own share of the work.

Don't be surprised to find that: They might over-delegate, leaving themselves little work to do.

Resource Investigator (RI)

Resource Investigators are innovative and curious. They explore available options, develop contacts, and negotiate for resources on behalf of the team. They are enthusiastic team members, who identify and work with external stakeholders to help the team accomplish its objective. They are outgoing and are often extroverted, meaning that others are often receptive to them and their ideas.

Team Worker (TW)

Team Workers are the people who provide support and make sure that people within the team are working together effectively. These people fill the role of negotiators within the team and they are flexible, diplomatic and perceptive. These tend to be popular people who are very capable, but who prioritize team cohesion and helping people get along.

Coordinator (CO)

Coordinators are the ones who take on the traditional team-leader role and have also been referred to as the chairmen. They guide the team to what they perceive are the objectives. They are often excellent listeners and they are naturally able to recognize the value that each team member brings to the table. They are calm and good-natured, and delegate tasks very effectively.

THOUGHT Oriented Roles



Plant

Tends to be highly creative and good at solving problems in unconventional ways.

Strengths: Creative, imaginative, free-thinking, generates ideas and solves difficult problems.

Allowable weaknesses: Might ignore incidentals, and may be too preoccupied to communicate effectively.

Don't be surprised to find that: They could be absent-minded or forgetful.



Monitor Evaluator

Provides a logical eye, making impartial judgements where required and weighs up the team's options in a dispassionate way.

Strengths: Sober, strategic and discerning. Sees all options and judges accurately.

Allowable weaknesses: Sometimes lacks the drive and ability to inspire others and can be overly critical.

Don't be surprised to find that: They could be slow to come to decisions.



Specialist

Brings in-depth knowledge of a key area to the team.

Strengths: Single-minded, self-starting and dedicated. They provide specialist knowledge and skills.

Allowable weaknesses: Tends to contribute on a narrow front and can dwell on the technicalities.

Don't be surprised to find that: They overload you with information.

Plant (PL)

The Plant is the creative innovator who produces new ideas and approaches. They thrive on praise, but criticism is especially hard for them to deal with. Plants are often introverted and prefer to work apart from the team.

Monitor-Evaluator (ME)

Monitor-Evaluators are best at analyzing and evaluating ideas that other people (often Plants) come up with. These people are shrewd and objective, and they carefully weigh the pros and cons of all the options before coming to a decision.

Specialist (SP)

Specialists are people who have specialized knowledge that is needed to get the job done. They pride themselves on their skills and abilities, and they work to maintain their professional status. Their job within the team is to be an expert in the area, and they commit themselves fully to their field of expertise.

Belbin's Team Roles

Action Oriented Roles	Shaper	Challenges the team to improve.
	Implementer	Puts ideas into action.
	Completer Finisher	Ensures thorough, timely completion.
People Oriented Roles	Coordinator	Acts as a chairperson.
	Team Worker	Encourages cooperation.
	Resource Investigator	Explores outside opportunities.
Thought Oriented Roles	Plant	Presents new ideas and approaches.
	Monitor-Evaluator	Analyzes the options.
	Specialist	Provides specialized skills.



CLASS ACTIVITY

CASE STUDY

- 1. What are the possible Belbin Team Roles taken on by Sam, Ahmed and Mark?**
- 2. Identify the Forming, Storming, Norming and Performing stages in the case.**

When I was at college and learning to speak French, we had a one-week residential in France as part of the course. One of the tasks we had to complete one afternoon was to interview French people in the street asking their thoughts on the town in order to practice our vocabulary. We then had to record their answers and put together a presentation on this later in the day to present to the rest of the group. We had a limited time to do this and worked in small groups of three people. In class, I was put in a group with Sam and Ahmed, and we met in a café later that day.

In a sense there were three parts to this team exercise and to be honest each of them came with their own issues.

The first thing we had to do was to put together a list of questions we would ask people. We had a lot of disagreement over this as Sam was very good at coming up with ideas, but in my opinion, she was not very good at thinking through whether these would actually work in the time we had. I mainly took the role of proofreading the questions and discounting those that would not work or reframing them so that they would get to use the vocabulary we needed to use. Ahmed did the recording of the questions as Sam came up with them and kept us on track so that we didn't waste the entire afternoon discussing this and not actually getting anything done.

The next problem we had was in finding people who were willing to be recorded. Again time was against us and we needed to get at least five recordings to use for the presentation. We had a rather 'lively discussion' about the way to go about this as Sam was quite happy to just approach anyone and see if they would answer it whereas I thought this was going to waste too much time. I felt we should have a strategy here and consider what kind of person we wanted to speak to and how we could best identify those most likely to give us what we needed.

I must admit this got quite heated and I think without Ahmed there to smooth things out and keep things focused we may have ended up wasting our time squabbling about this. As it turned out we did use a bit of both approaches and while I was sometimes right in the people I suggested, if it hadn't been for Sam's willingness to approach people and her lively manner I am not sure we would have got the five interviews done at all.

The last part of this task was putting together the presentation. We all felt like we should contribute something as we were all sharing the mark. We each took one of the interviews which left us with two more to present. I must admit I was a bit nervous doing this part in case I let the group down and Ahmed suggested Sam present the other two as she really seemed to really enjoy this part. I must admit her style of presenting was the best. We agreed that Ahmed and I would work on the visual presentations we were going to prepare in advance as this is what we were more confident with.

Thankfully, we did manage to get the project completed in time and while there were definitely some pinch points and we did clash a bit the outcome was a great success. We got an excellent mark for the group and we all felt that no one had done more than someone else. I think we worked well as a team as it turns out and I am not sure we could have done this quite as well if we had had to do it without any one of us being part of this.