Managers are people who do things right, while leaders are people who do the right thing.

~Bennis

Evolution of Performing
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Stage Development of Teams

- The forming, storming, norming, and performing stages seem obvious, but are in fact difficult.
  - Participants want to move to the performing stage without passing through the first three stages.
  - The forming stage can be relatively easy.
  - The storming stage is difficult and many times the cause of the team’s failure.
  - The performing stage seems easy once the storming stage process is complete.

Forming, Storming, Norming, Performing and Adjourning (Tuckman)
The “*Real*” problem is how to identify when a stage is complete:

- Do the team members agree that the stage is complete?
- Does the team coach agree the stage is complete?
- Does the team simply move on to the next stage?

The definition of the “exit criteria” between stages needs to be worked out prior to the team reaching the end of the stage:

This *seems* obvious, but is also very difficult.
We are creating a UTOPIAN Cooperative Extension
The “polite” stage when the team starts to form.
Everyone is trying to figure out the team concept.
Initial “silent” leaders may take the reign.
The team is usually positive
(for the most part, for initial meetings.)
No one has offended anyone at this point...yet!

FORMING STAGE
Forming includes feelings and behaviors of:

- Excitement, anticipation, and optimism.
- Pride in being chosen for the project.
- A tentative attachment to the team suspicion and anxiety about the job.
- Defining the tasks and how they will be accomplished.
- Determining acceptable group behavior.
- Deciding what information needs to be gathered.
- Abstract discussions of the concepts and issues, and for some members, impatience with these discussions.
- There will be difficulty in identifying some of the relevant problems.
In the beginning, due to so much going on to distract members' attention, the team accomplishes very little that concerns the project goals.

*This is perfectly normal.*

- Exit Criteria?

**FORMING STAGE**
The honeymoon is over.
The silent leaders may be clashing for control of the group.
People disagree and may blame the team concept, saying it doesn’t work.
Management needs to do a lot of coaching to get people to work past their differences, may take separate 1-on-1 conversations with people.
Storming includes feelings and behaviors of:

- Resisting the tasks.
- Resisting quality improvement approaches suggested by other members.
- Sharp fluctuations in attitude about the team and the project's chance of success.
- Arguing among members even when they agree on real issues.
- Defensiveness, competition, and choosing sides.
- Questioning the wisdom of those who selected this project and appointed other members of the team.
- Establishing unrealistic goals with lack of unity, increased tension, and jealousy.
The pressures outlined on the previous slide mean that team members have little energy to spend on progressing towards the team's goal.

But they are beginning to understand one another. This phase sometimes takes 3 or 4 meetings before arriving at the norming phase.

Exit Criteria?
The team is starting to work well together, and has turned around from the **storming phase**.

- They may start to brag on the team concept to others who aren’t in the team and will be very positive about their role/team group.
- Often, the team will bounce back and forth between “**storming phase**” and “**norming phase**” when issues crop up.
Regressions will become fewer and fewer and the team will bounce back to norming phase in a quicker manner as the team matures in knowledge of its members.

The natural leaders at this stage may not be the ones who were visible in forming and storming stages (those people may no longer have the “unofficial lead roles” within the team).

This team still takes management direction, but not as much as during the storming phase.
Norming includes feelings and behaviors of:

- An ability to express criticism constructively.
- Acceptance of membership in the team.
- An attempt to achieve harmony by avoiding conflict.
- More friendliness, confiding in each other, team cohesion, and sharing of personal problems.
- Establishing and maintaining team ground rules and boundaries.
- As team members begin to work out their differences, they now have more time and energy to spend on the project.
- Exit Criteria?
This is the level where the team is a high-performance team.

They can be given new projects and tasks and accomplish them successfully, and very seldom fall back into the **storming phase**.

At this level, the team is taking on new work on their own, and selling it to other teams.

**PERFORMING**
At this level, the team can usually take on a new member or two with little trouble or regression.

They are a complete self-directed team and require little, if any, management direction.

In many organizations, this can take 6 months or longer to reach this stage.
Performing includes feelings and behaviors of:

- Members have insights into personal and group processes, and better understanding of each other’s strengths and weakness.
- Constructive self-change.
- Ability to prevent or work through group problems.
- Close attachment to the team.

- The team is now an effective, cohesive unit. This stage is identifiable when the team begins to get a lot of work done.

- Exit Criteria?
The team briefs and shares the improved process during this phase.

When the team finally completes that last briefing, there is always a bittersweet sense of accomplishment coupled with the reluctance to say good-bye.

Many relationships form and continue long after the team disbands.

Exit Criteria?
LIMITATIONS

- Small groups
- Group processes may not be as linear as Tuckman describes them
- Characteristics for each stage are not set in stone
- Individual roles of members
- There is no guidance on the timeframe for moving from one stage to another.

LIMITATIONS
WHAT CAN YOU DO TO MOTIVATE YOUR EMPLOYEES TO PERFORM?

- Write to them
- Take a genuine interest in their future career path
- Take genuine interest in their work life balance
- Listen
- Do unto others as you would have done unto you
WE THANK YOU!