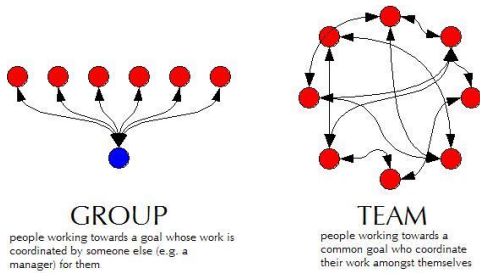*TEAMS: FORMING, STORMING, NORMING, PERFORMING, AND HOPE*

Susi Mickey, UMKC Human Resources

Objectives

- Compare group and team
- State the purpose of team building and team development
- Describe strategies to improve teams through Strengths-based and 'appreciative' interventions

Group Vs. Team

GROUP
people working towards a goal whose work is coordinated by someone else (e.g. a manager) for them

TEAM
people working towards a common goal who coordinate their work amongst themselves

Characteristics of a Successful Team

- Trust-Safety
- Embraces different ideas and opinions
- Not afraid to challenge
- Cooperation-Collaborative
- Are committed shared ideas and work goals
- Respectful to one another
- Support each other
- Share openly and willingly
- Engaged job and team success

What is Team Building

- An activity, or set of activities that aims to foster good working relationships by increasing comfort levels between team members.
- It is an investment

Goals of Team Building

- Promote Trust
- Increase Communication/Open Communication
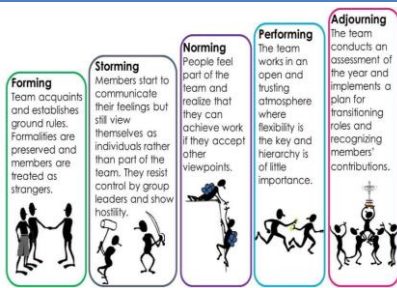- Allow members to develop new knowledge & skills
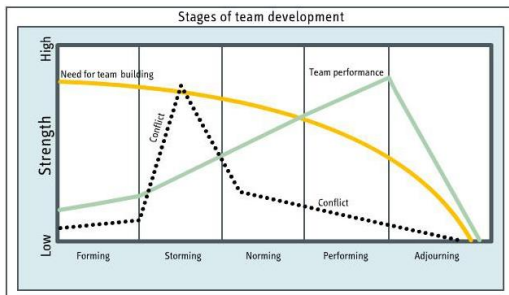
When to Apply Team Building

- At team or project initiation
- When there is a conflict
- When there is a big change (internal/external)
- When a new team member joins

Teambuilding is an ongoing process!

Stages of Team Development

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.

Team Building Vs. Team Development

Stages of team development

Considerations for Planning Team Building Exercises

- ☐ The team is ready and climate is right
- ☐ The reason team building is needed
- ☐ The size of the team
- ☐ The types of personalities in the team
- ☐ The time available for team building activities
- ☐ The budget available for team building activities

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Belbin's 5 Principles for Building an Effective Team (for your reference)

Roles	Each member contributes both a functional and a team role.
Balance	A team needs an optimal balance between functional and team roles depending on its task.
Strengths	Team effectiveness depends on how far team members identify and adjust to relative strengths within the team.
Personality	Some team members fit some roles better than others, depending on their personalities and mental abilities.
Technical Resources	A team can only deploy its technical resources to the best advantage when it has a suitable range and balance of team roles.

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Levels of Team Building

Level 1:

Interpersonal Team Building

Team members get to know each other (backgrounds, work experiences, hobbies, interests, music, etc.)

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Levels of Team Building

Level 2:

Team Roles

Team members learn what role each of them play
within the team

Controlling/Organizing   Challenging/Assessing

Creative/Exploring   Contributor/Developer

Communicator/Collaborator

Levels of Team Building

Level 3:

Shared Vision

Team members establish a shared and common vision
(conflict may arise in this level)

Levels of Team Building

Level 4:

Task Focused

Team members will focus on carrying out a project
and will explore ways to improve team performance
(efficiency and productivity)

Next Steps…

- Know your team
- Consider Strengths (Gallup)
- What's your personal style? (DiSC)
- What resources are available?
- Focus on what makes your team strong

Personal Style and Team Style

Strengths – The Four Domains

- Executing
- Influencing
- Relationship Building
- Strategic Thinking

DiSC

- Dominance
- Influence
- Steadiness
- Conscientiousness

Reflection

Where are you at with your team(s)?
Knowing this will help determine how
you build a strong team

An Appreciative Approach

Building a Future on Identified Strengths

Appreciative Inquiry (AI) is an approach to organizational change developed by Dr. David Cooperrider and his colleauges at the Weatherhead School of Management at Case Western University.

https://appreciativeinquiry.case.edu/

AI Core Philosophy

- ☐ Whatever you want more of already exists in your team, organization, and experiences
- ☐ Inquiry into what has worked well will lead to additional success

AI Assumptions

- ☐ Your team has something that works
- ☐ Our focus (inquiry) becomes our reality
- ☐ The act of inquiry influences us
- ☐ Using positive language and pictures to envision what could be, creates a positive frame for the future
- ☐ The future becomes more clear when grounded in past experience
- ☐ Differences are valued as we seek new realities
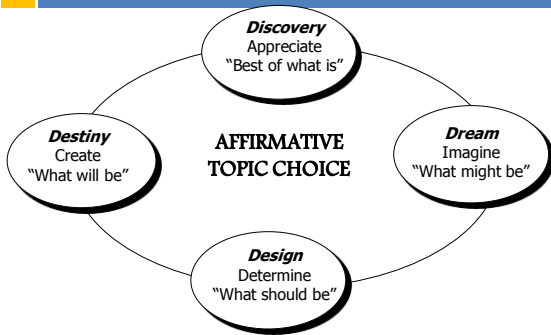
Components of AI

□ **Appreciative Interview**
  ▪ Frame your inquiry/questions to focus what is best

□ **4-D Cycle**
  □ Discovery
  □ Dream
  □ Design
  □ Destiny (Delivery)

4-D Cycle of AI

Discovery
Appreciate
"Best of what is"

Destiny
Create
"What will be"

AFFIRMATIVE TOPIC CHOICE

Dream
Imagine
"What might be"

Design
Determine
"What should be"

AI Interview Question

Affirmative Topic Selection

□ How can we encourage teams to be more collaborative?

□ "Tell me about a time when your role as member of a team was empowering to you? What did you do? How did your team celebrate shared successes?"

Quick Change for Inquiry

Changing language can change intent

From: SWOT	To: SOAR
Strengths	**S**trengths
Weaknesses	**O**pportunities
Opportunities	**A**spirations
Threats	**R**esults

Strategic Inquiry & **Appreciative Intent**

Conclusion—Approach with Hope

- Visit http://www.hopemonger.com/
- Recognize the importance of individual and team contributions
- Build your team strength-by-strength