

Zarad' ďalšiu rýchlosť vo vedení tímu

Timotej Máhrik



NORM

STORM

FORM

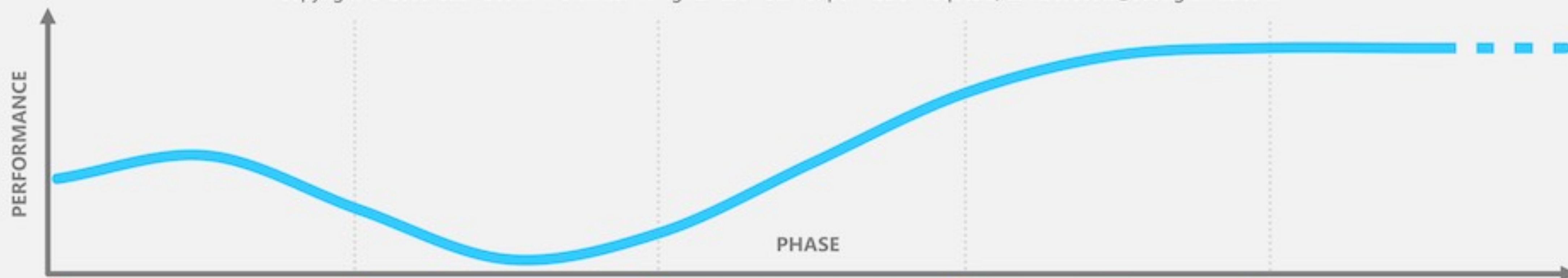
PERFORM

Phases of Team Development

Forming, Storming, Norming, Performing, and Adjourning — based on group development model by Bruce Tuckman

All phases are necessary and inevitable for a team to grow, tackle problems, find solutions, plan work, and deliver results.

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	FORMING	STORMING	NORMING	PERFORMING	ADJOURNING
CHARACTERISTICS	• Displaying eagerness • Socializing • Generally polite tone • Sticking to safe topics • Unclear about how one fits in • Some anxiety & questioning	• Some resistance • Lack of participation • Conflict based on differences of feelings & opinions • Competition • High emotions • Starting to move towards group norms	• Purpose & goals are well-understood • More confident • Improved commitment • Members are engaged and supportive • Relief, lowered anxiety • Developing cohesion	• High motivation, trust & empathy • Individuals defer to team needs • Effectively producing deliverables • Consistent performance • Demonstrations of interdependence & self-management	• (Also referred to as the Transitioning or Mourning phase) • Shift to process orientation • Sadness • Recognition of team & individual efforts • Disbanding
STRATEGIES	• Taking the 'lead' • Being highly visible • Facilitating introductions • Providing the 'big picture' • Establishing clear expectations • Communicating success criteria • Ensuring response times are quick	• Requesting & encouraging feedback • Identifying issues & facilitating their resolution • Normalizing matters • Building trust by honoring commitments	• Recognizing individual & team efforts • Providing learning opportunities & feedback • Monitoring the 'energy' of the team	• 'Guiding from the side' (minimal intervention) • Celebrating successes • Encouraging collective decision-making & problem-solving	• Recognizing change • Providing an opportunity for summative team evaluations ('lessons learned') • Providing an opportunity for individual acknowledgments • Celebrating the team's accomplishments (an 'after-party')

Interdependence



Cohesion



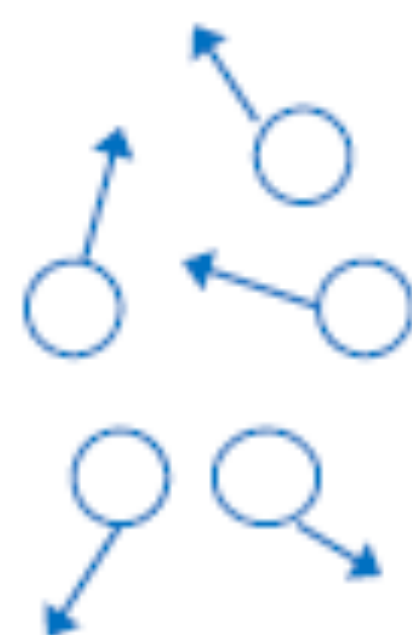
Conflict



Dependency

Personal relations between group members

stage 1
immature group



Forming

- confusion
- uncertainty
- assessing situation
- testing ground rules
- feeling out others
- defining goals
- getting acquainted
- establishing rules

stage 2
fractional group



Storming

- disagreement over priorities
- struggle for leadership
- tension
- hostility
- clique formation

stage 3
sharing group



Norming

- consensus
- leadership accepted
- trust established
- standards set
- new stable roles
- co-operation



Performing

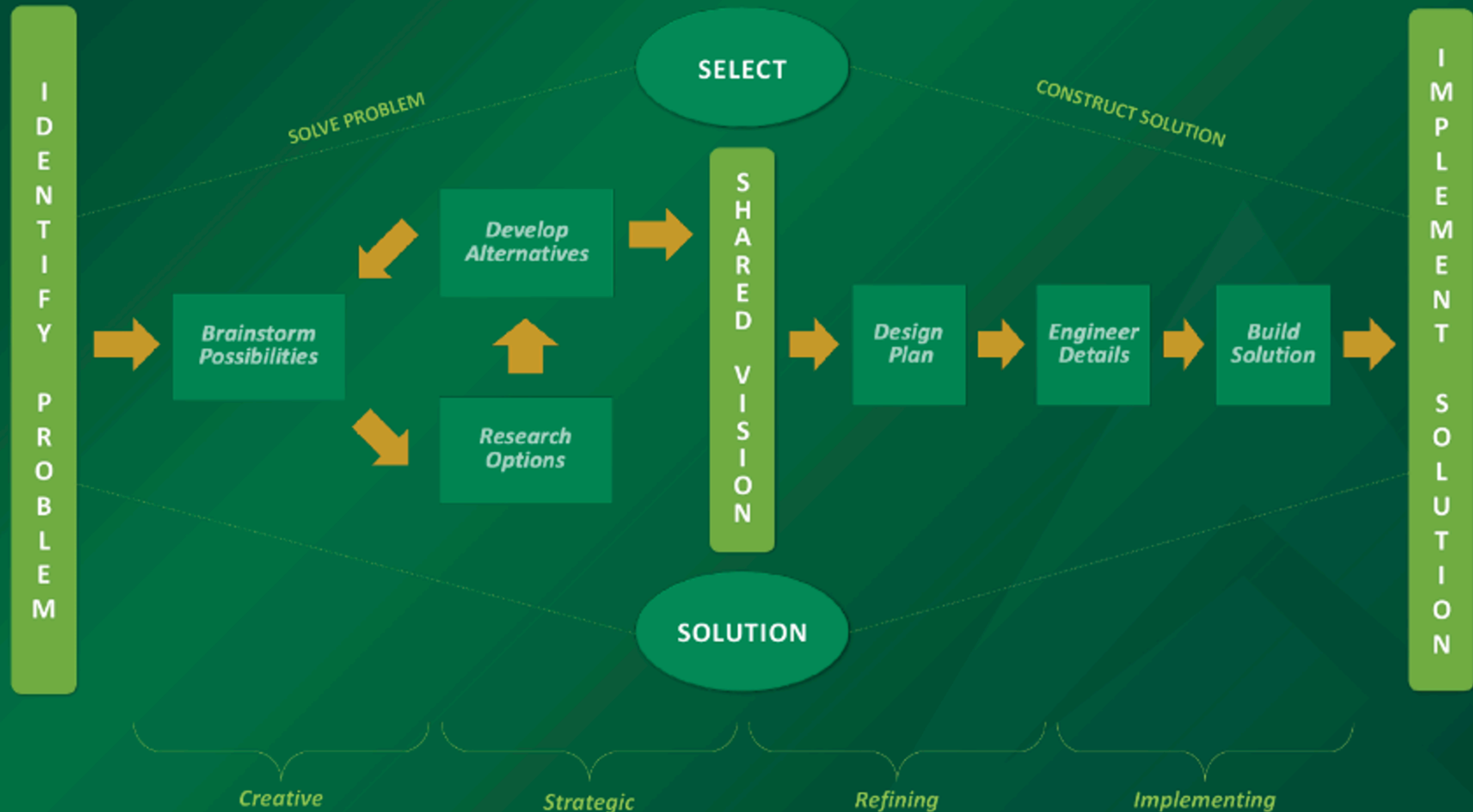
- Successful performance
- flexible, task roles
- openness
- helpfulness
- delusion, disillusion and acceptance

Adjourning

- disengagement
- anxiety about separation and ending
- positive feeling towards leader
- sadness
- self-evaluation

Increasing group effectiveness over time

MAP™ (Method for Achieving Progress)



Wonder

Discernment

Enablement



Invention

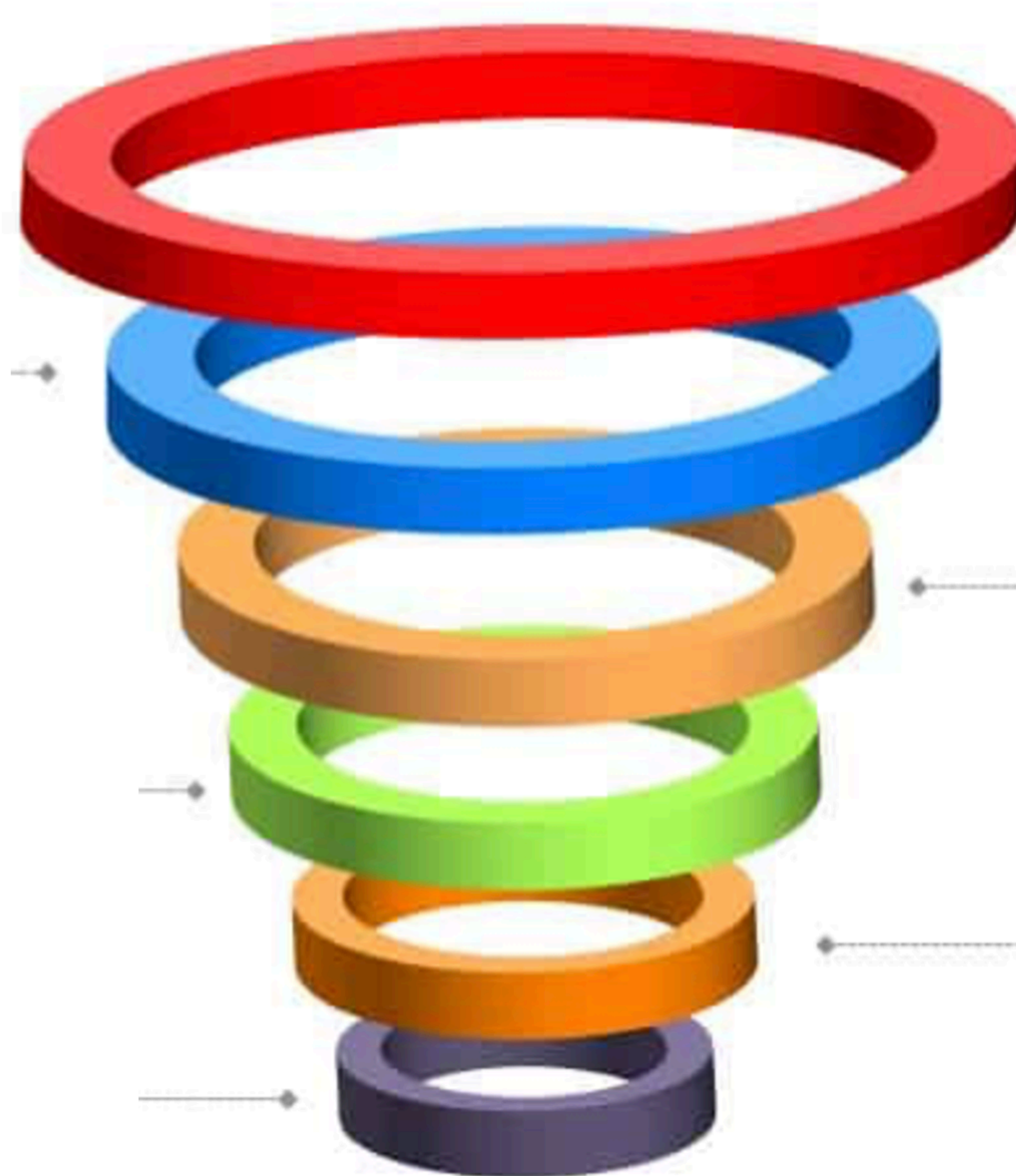
Galvanizing

Tenacity

vynález

vyburcovanie

húževnatosť

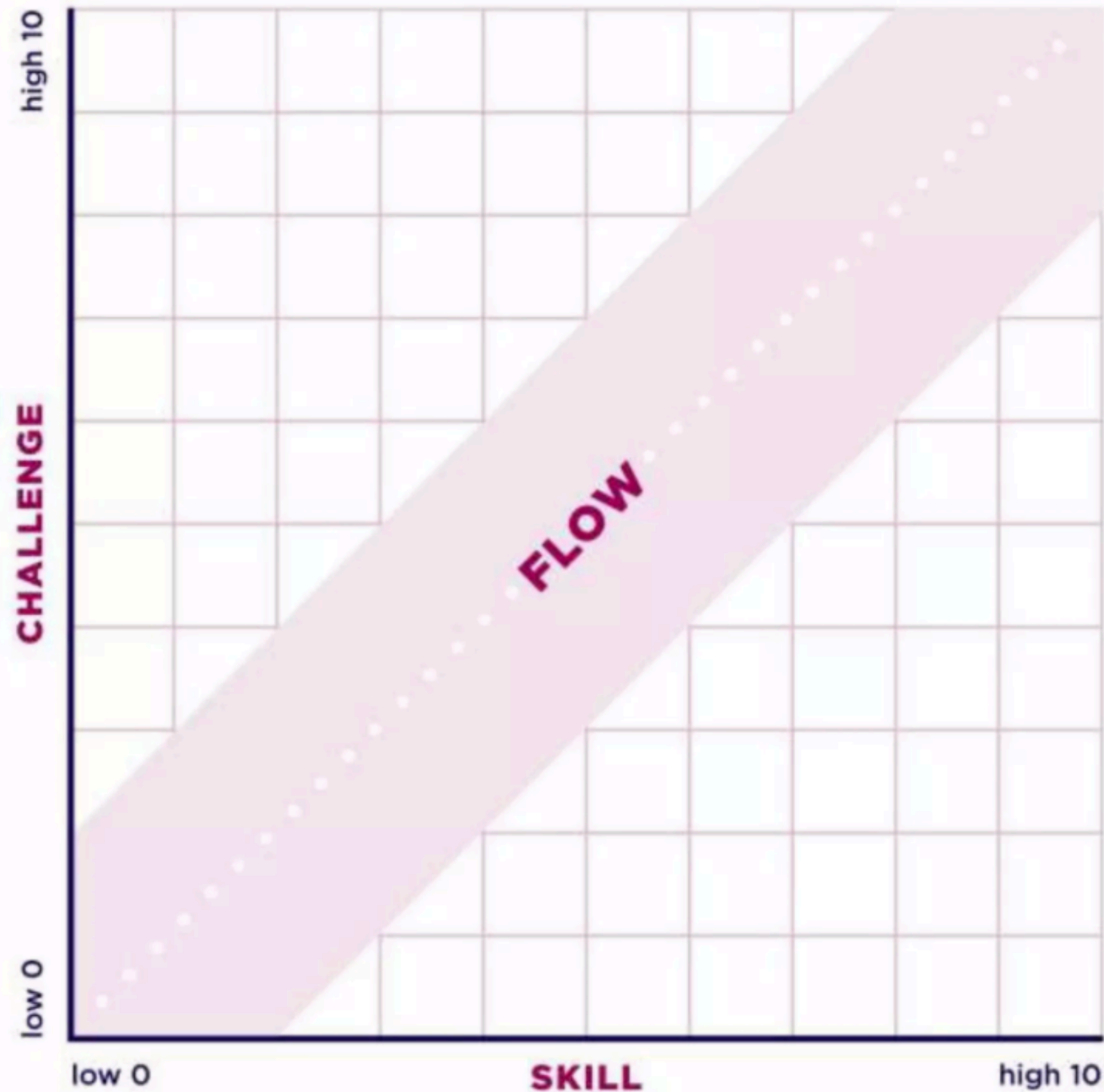


zvedavosť

rozlišovanie

aktivácia

Developing Competence



Source:
Based on the work of
M. Csikszentmihalyi