

High-performance teams and stages of team development

High-performance Teams

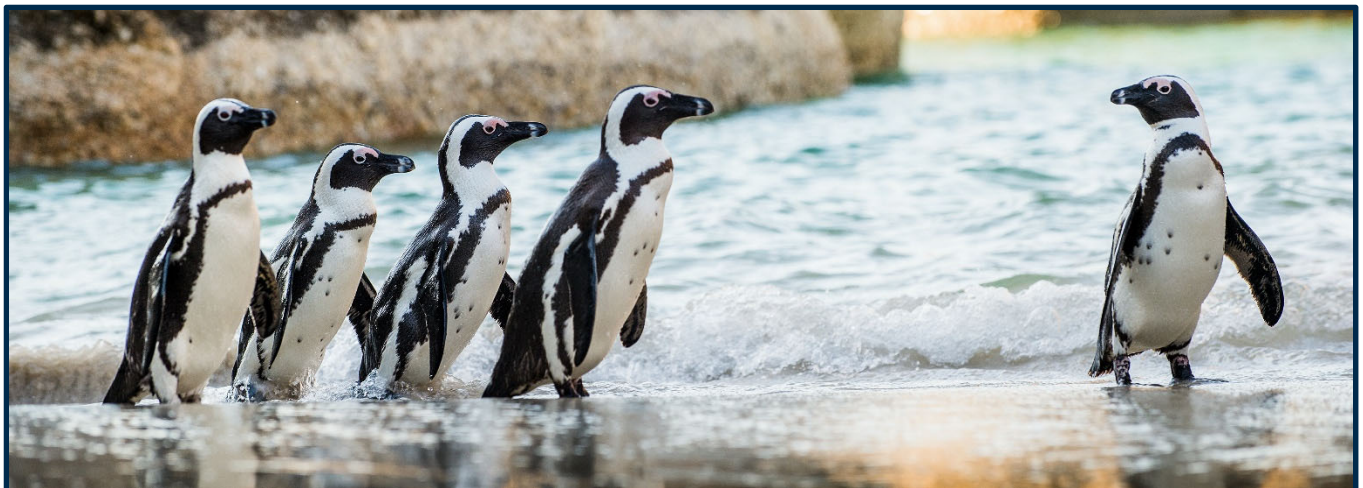


Building a high-performance team

At the core, leaders must establish trust to build a high-performance team. From there, the building begins. Check out these (highest Internet search results) suggestions for leaders to establish high-performance teams:

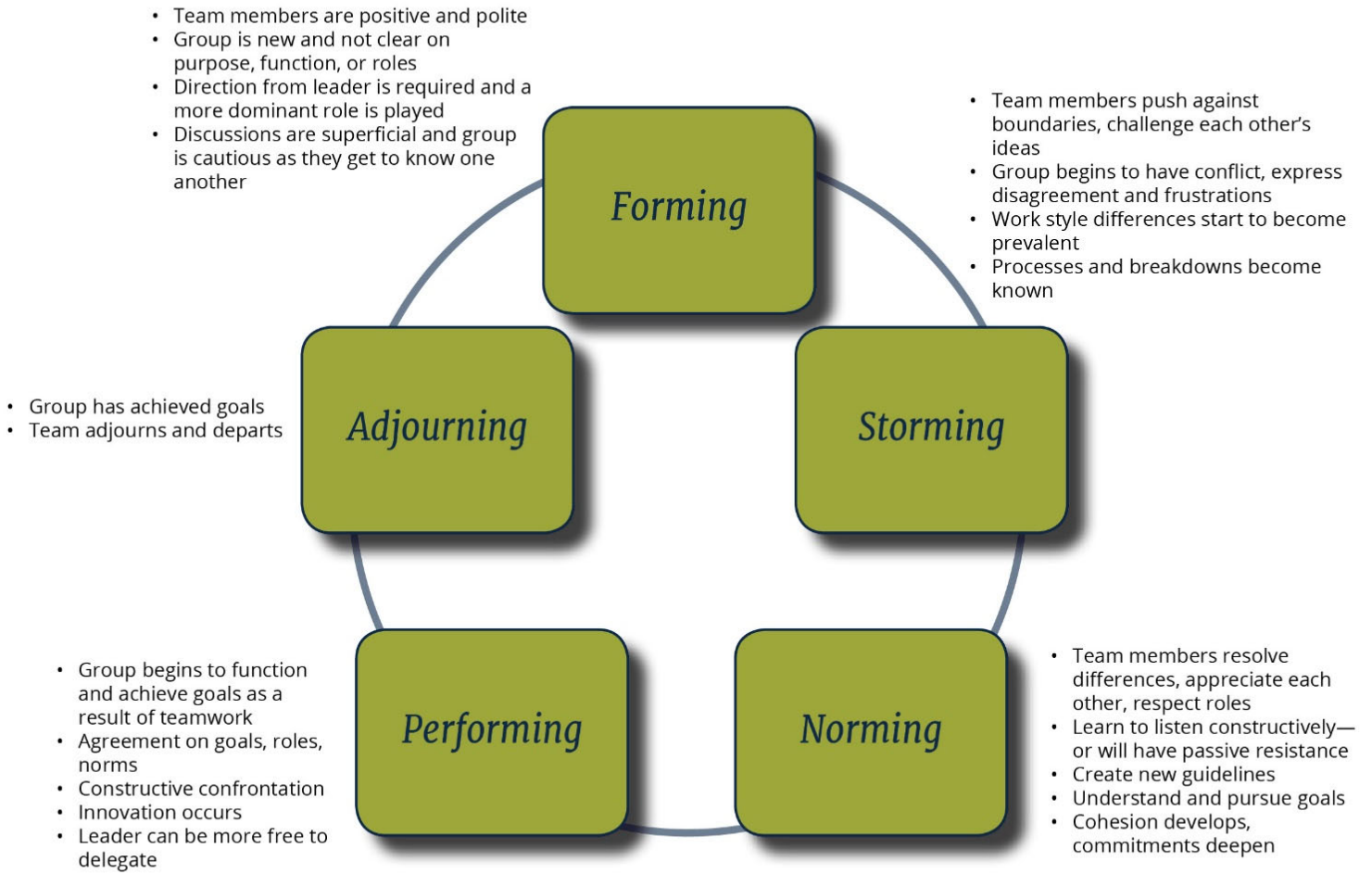
- Inspire
- Resolve conflict
- Play to people's strengths
- Over-communicate (effectively)
- Assemble and develop strong team members
- Create mutual respect
- Appreciate
- Set goals (stretch)
- Increase cooperation
- Establish accountability

What are your personal strengths related to the list above? What thoughts or insights are you having?



Team development

Stages of Group Development

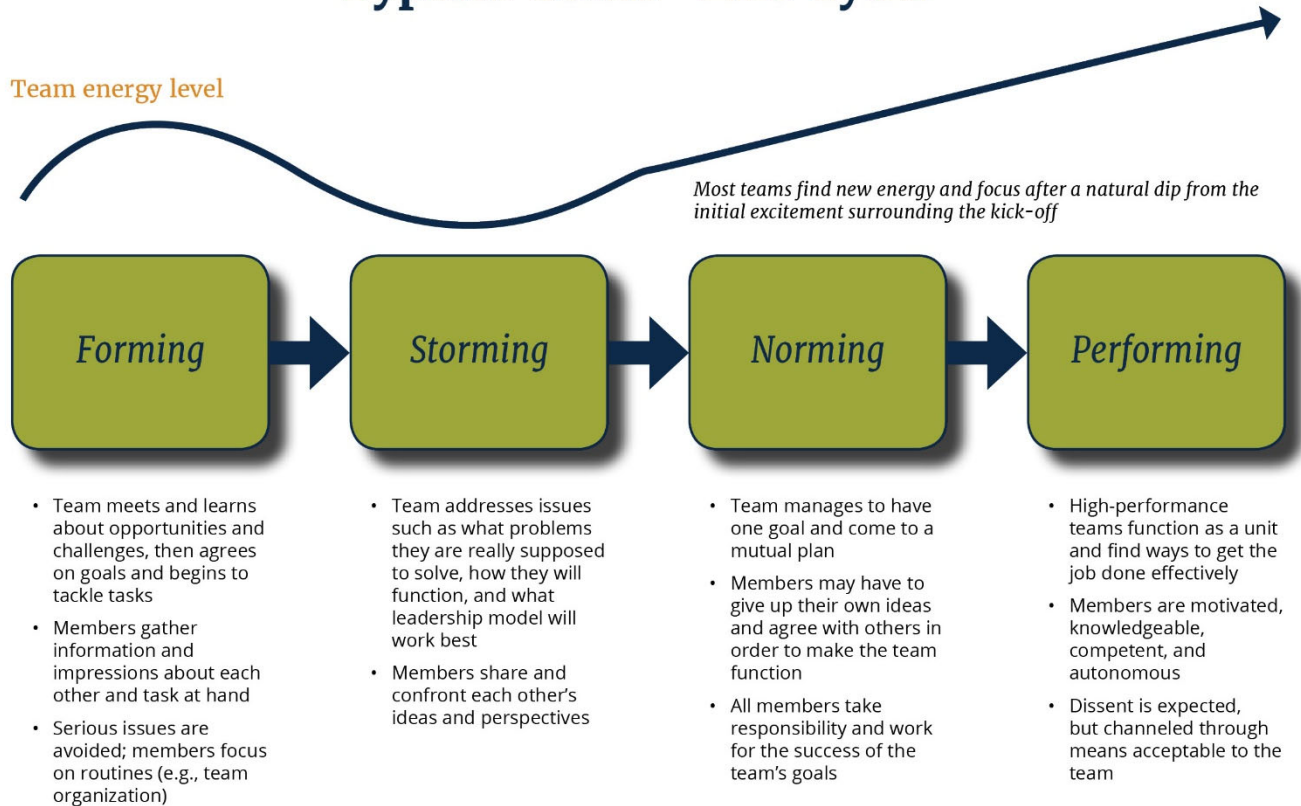


Source: Adapted from Tuckman's Stages of Group Development, © 2017 Innovative Connections, Inc., All rights reserved.

Groups naturally move through essential and familiar phases of development over time. Each stage contributes to a team's ability to grow, face up to challenges, tackle problems, find solutions, plan work, and deliver results. They are situational and cyclical, not simply sequential. A team that has been happily moving through storming into norming and performing may find themselves back at square one when a new employee comes on-board. Or, upon successful completion of a designated task, the group may head back to the drawing board to begin a new cycle.



Stages of Group Development: Typical Team “Life Cycle”



Source: Adapted from Tuckman's Stages of Group Development, © 2017 Innovative Connections, Inc., All rights reserved.



Activity: *Building a High-Performance Team*

Think about a team that you are leading or involved with and fill in the following table.

<i>Team name/description</i>	
<i>Members of the team (names and/or roles)</i>	
<i>What stage of development is your team currently in (forming, storming, norming or performing)?</i>	
<i>How do you know?</i>	
<i>What will it take to get to the performing stage?</i>	

As a team leader, your aim is to help your people perform well, as quickly as possible. To do this, you'll need to change your approach at each stage. Follow these steps to ensure that you're doing the right thing at the right time:



1. Identify your team’s stage of team development from the descriptions above.
2. Now consider what you need to do to move toward the **performing** stage. The table below will help you understand your role and think about how you can move the team forward.
3. Schedule regular reviews of where your team is; adjust your behavior and leadership approach accordingly.



Stage	Activities
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 people understand why problems are occurring and see that things will get better in the future • Coach team members in assertiveness and conflict resolution skills where necessary • Use psychometric indicators like the Hogan Personality Assessment or Meyers-Briggs 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 toward the goal (this is a good time to arrange a teambuilding 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 and begin 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 they view past experiences positively



