

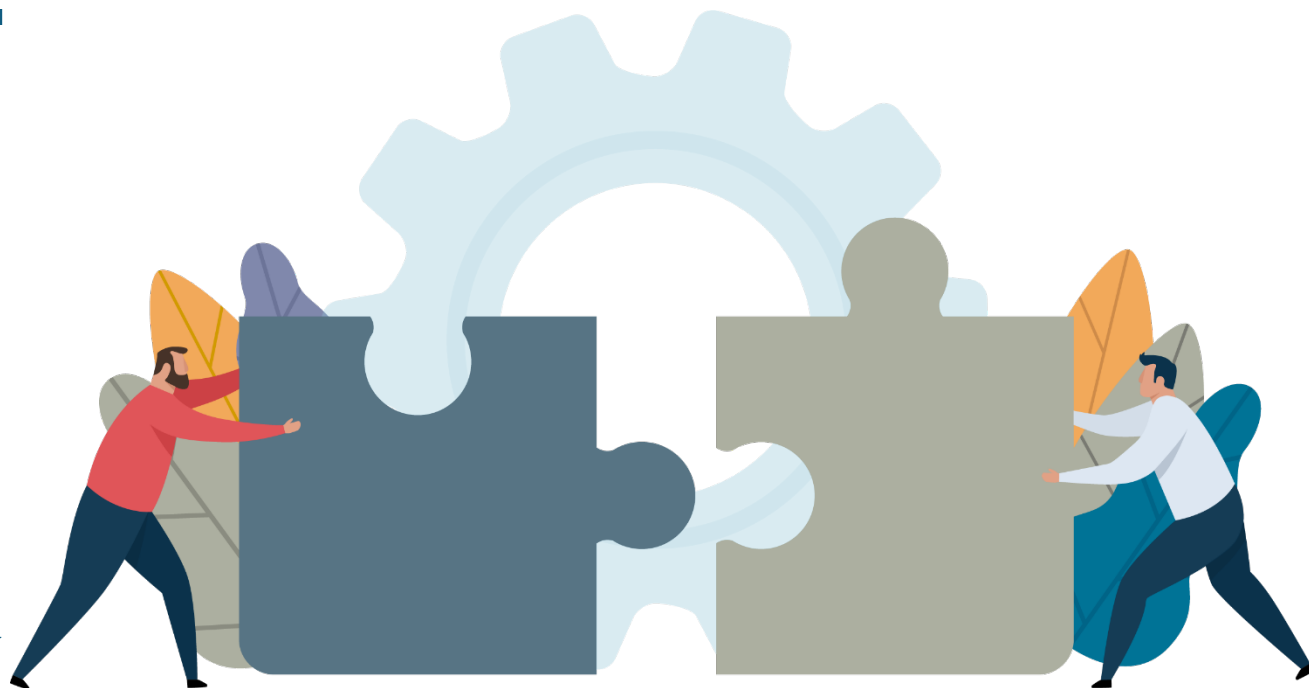
TEAM DEVELOPMENT

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WHAT IS TEAM DEVELOPMENT?

Overview

- Networks are characterised by a strong heterogeneity
- Different personalities with different competences, ideas and values come together.
- For them to become a team, they go through individual stages - the stages of team development.
- The team leader can support the process through support, trust, appreciation, and facilitating relationships and change.

WHY TEAM DEVELOPMENT AT ALL?

- Team development can help to increase the performance of the team
- Conflicts can be managed more quickly or do not arise in the first place
- Motivation and the enjoyment of networking are improved
- The sense of unity is strengthened
- Members learn to communicate openly with each other
- Members are given a safe framework to develop themselves further
- Friendships can emerge from networking

**SOCIALIZING BETWEEN TEAM MEMBERS IMPROVES
COMMUNICATION PATTERNS MORE THAN 50%.**

Alex „Sandy“ Pentland: „The New Science Of Building Great Teams“, Harvard Business Review, April 2012

**FEELINGS OF EMPLOYEE ISOLATION REDUCES
PRODUCTIVITY UP TO 21%.**

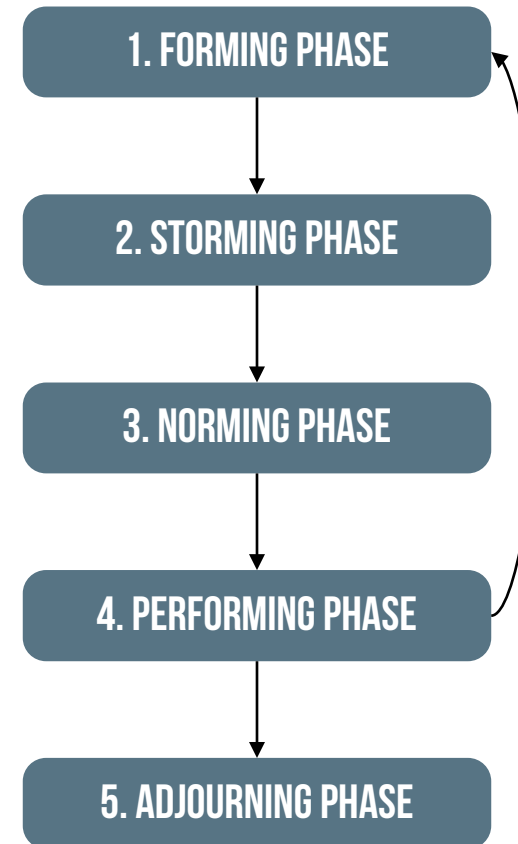
Adam Hickman PH.D. and Ben Wigert PH.D.: „Lead Your Remote Team Away From Burnout, Not Toward It“ in Gallup, June 2020

FIVE STAGES OF TEAM DEVELOPMENT

Tuckman's stages of group development help to indicate

- a) what stage a team is in and
- b) how to get a team into a performing phase as quickly as possible.

Cf. Tuckman, B. W. (1965). Developmental sequences in small groups. Psychological Bulletin, 63, 348- 399.



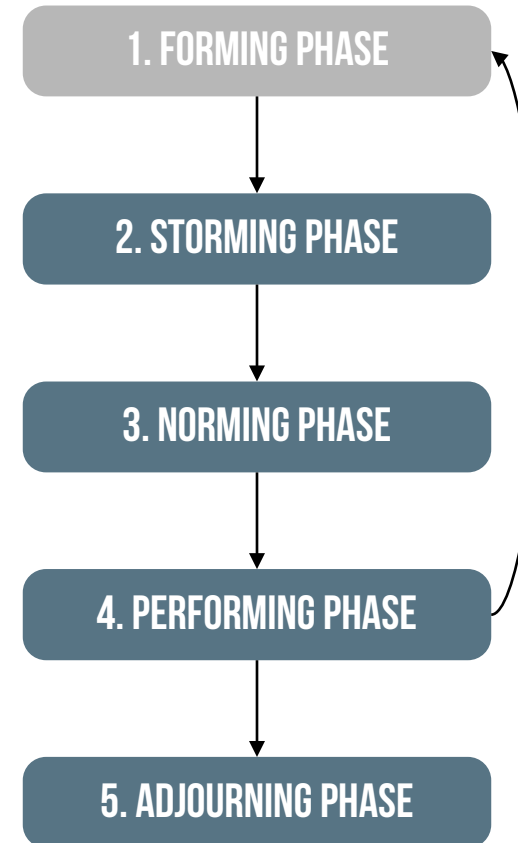
FIVE STAGES OF TEAM DEVELOPMENT

1/5 Forming phase

- Also known as the test phase
- Getting to know each other is paramount
- Interaction is often reserved, cautious and polite

Tasks of the team manager:

- Supporting the process of getting to know each other
- Informing all parties involved
- Fulfilling the function of a host, everyone should feel comfortable



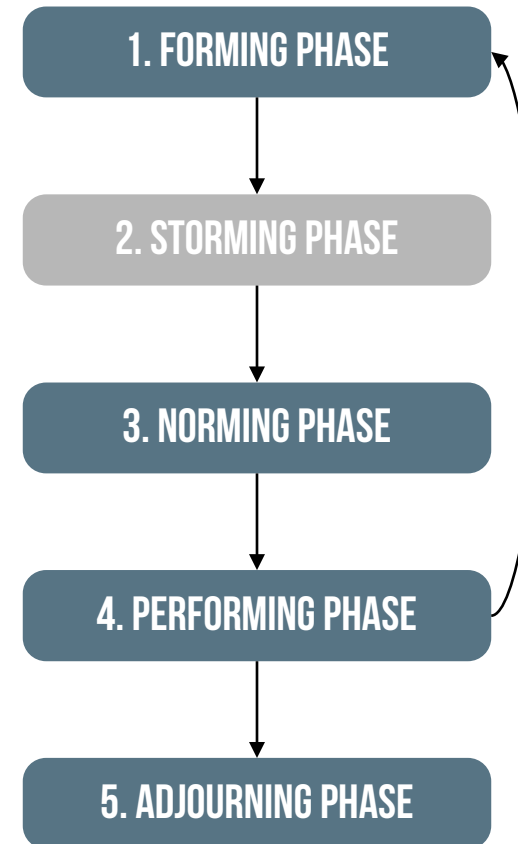
FIVE STAGES OF TEAM DEVELOPMENT

2/5 *Storming phase*

- Also called fight phase
- Team members get closer to each other (positively as well as negatively)
- Group formation, underlying conflicts and tensions
- Focus on problems

Tasks of the team manager:

- Mediation and drive/motivation
- Addressing problems openly
- De-escalation and keeping the team focused on the project goals



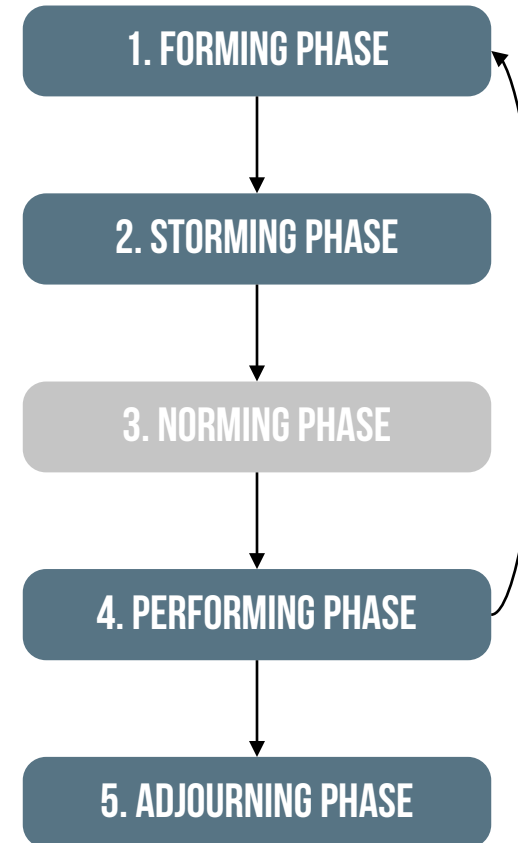
FIVE STAGES OF TEAM DEVELOPMENT

3/5 Norming phase

- Also called the organisation phase
- Formation of processes and rules
- Clarification of how the team wants to work with each other
- Not everything runs smoothly, but more solution-oriented

Tasks of the team manager:

- Accompanying the team in finding rules
- Making sure the rules are respected
- More task-oriented, structures and roles are defined, therefore increased focus on goal achievement



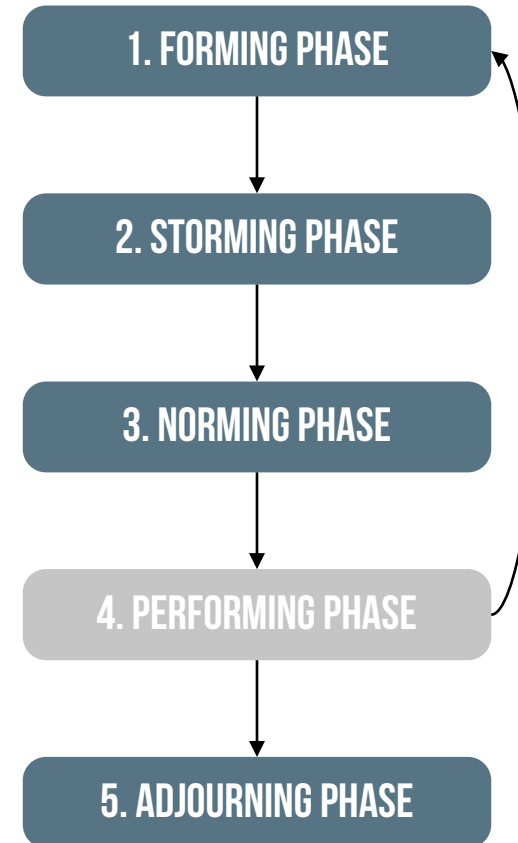
FIVE STAGES OF TEAM DEVELOPMENT

4/5 Performing phase

- Also called high performance phase
- Interaction among team members characterised by appreciation and mutual respect
- Constructive and solution-oriented working style

Tasks of the team manager:

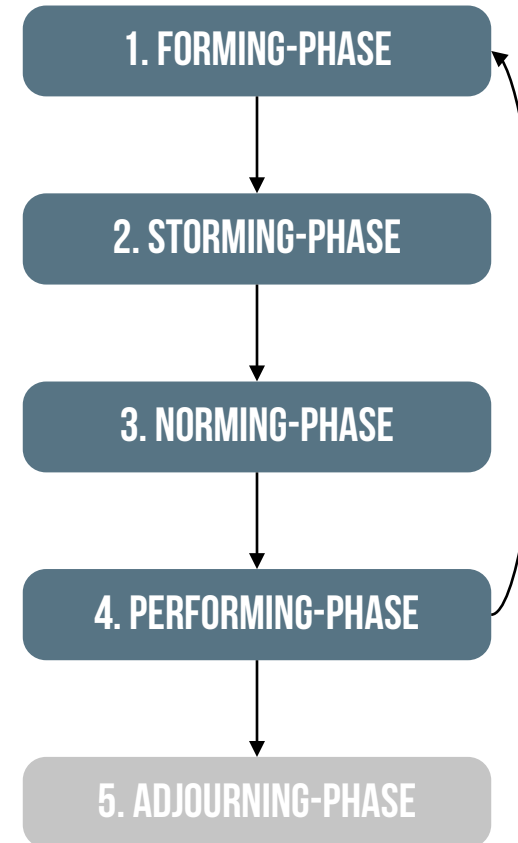
- Hardly has to get involved in the team, as structures and processes are clear
- Pulling back a little and letting the team work



FIVE STAGES OF TEAM DEVELOPMENT

5/5 Adjourning-Phase

- This phase is complementary to the four main phases and more project-related
- It is actively shaped by the project manager
- Finalisation of the project and acknowledgement of the work done



WHAT MAKES A GOOD TEAM?

7 tips

1. Motivation

- Task must be perceived as meaningful and, in the best case, motivating
- If successful, the whole team should be rewarded

2. Identification

- Shared values and stories connect people
- Team building measures are useful and helpful

3. Team composition

- Not only professional criteria matter
- Members must also be team players (social skills)



Cf. DasErste.de: 7 goldenen Regeln für ein gutes Team.

WHAT MAKES A GOOD TEAM?

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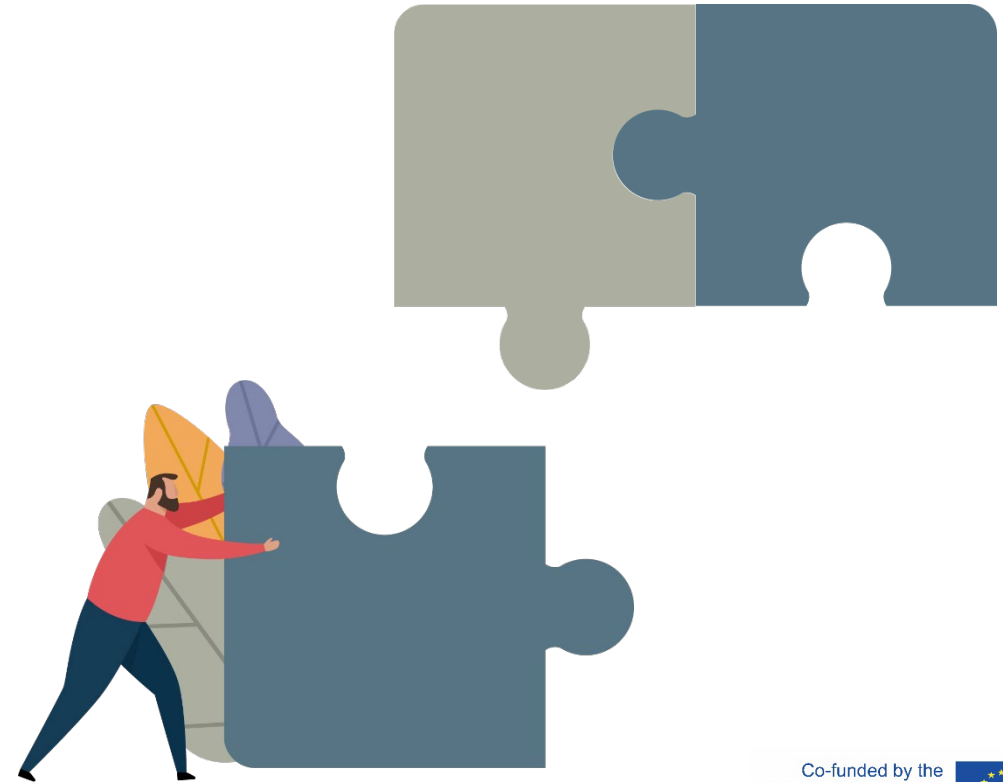
4. Performance level

- Team members must be at a similar level of performance
- Small differences in performance levels lead to competition that can drive everyone to become even better.
- But too vast a difference in performance prevents success.

5. Distribution of tasks

- Who takes on which tasks must be clearly regulated
- If the tasks are distributed fairly, no one feels exploited

Cf. DasErste.de: 7 goldenen Regeln für ein gutes Team.



WHAT MAKES A GOOD TEAM?

7 tips

6. Team climate

- Good atmosphere through open communication
- Reward ideas and tolerate mistakes
- Create common places of exchange, but also spaces of retreat (communal kitchens vs. workplaces).

7. Team management

- Someone must take the lead
- A good team manager must take all voices seriously
- The team manager takes responsibility and makes decisions



Cf. DasErste.de: 7 goldenen Regeln für ein gutes Team.

THE FOLLOWING TOOLS CAN SUPPORT YOU:

Organisational Culture

With this tool you can assign your network to a culture type and reflect and develop strategies on this basis.

Water Lily Model

Use the water lily model to analyse organizational culture.

Value Target

Use the value target to define and concretise central values.

Office Vibe

A tool that helps to assess and analyse the mood in networks / organisations.

Pack your Problems

This meeting opener is very well suited for gaining a constructive basis in teams. The aim is to create understanding for difficulties and initial approaches to solutions.



REFERECES AND FURTHER READING:

Making a team:

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Strategies:

Jr., G. D. W., Dyer, J. H., & Dyer, W. G. (2013). *Team Building: Proven Strategies for Improving Team Performance* (5th ed.). Jossey-Bass.

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Shuffler, M. L., DiazGranados, D., & Salas, E. (2011). There's a Science for That. *Current Directions in Psychological Science*, 20(6), 365–372. <https://doi.org/10.1177/0963721411422054>.

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