



UNBOXED TRAINING SOLUTIONS

A New Generation of Training

Tuckman's Stages of Team Development

Stage One: Forming

Team member interactions:

- Small talk, checking the temperature of the “group”
- Unsure of goals and/or expectations
- Need to build relationships
- Very little meaningful discussion

Leadership tips & tricks:

- Plan a get-to-know you activity
- Use icebreakers or team development exercise
- Set the ground rules, parameters, and benchmarks
- Set decision making strategy

Stage Two: Storming

Team member interactions:

- Team members are eager to start working, may be impatient with delays
- Conflict may arise as people discuss different ideas
- People notice differences rather than similarities
- Loss of team members (mentally or physically)

Leadership tips & tricks:

- Modeling expected behaviors
- Separating problems from people
- Enforcing ground rules and their role by maintaining control of the process
- Keeping in mind that conflict can be healthy

To move to the next stage, participants must put the needs of the group ahead of their personal interests.

Stage Three: Norming

Team member interactions:

- See similarities rather than differences
- Realize that they are in this together as a team
- Become more social and open with communication
- May forget their focus in favor of having a good time

Leadership tips & tricks:

- Observing team behaviors
- Encouraging the team to express their differences positively
- Help the team to stay focused on their objectives
- Mentoring and coaching

Many groups don't make it to this stage, where there is much more cooperation and understanding.

Stage Four: Performing

Team member interactions:

- Are developed and positive
- Understand their roles and responsibilities
- Strive for more input in processes
- Are self-motivated and self-trained

The transition to this phase happens with demonstration of high levels of trust. The team can become susceptible to “group think,” so a leader must help ensure that individual ideas are considered. The leader must avoid intervening in the process unless the group becomes stuck and begins to flounder, or they regress to a previous stage and erupt in conflict.

Sample Activities for Team Development

<p>Stage 1: Forming</p> <p><u>Pocket Introduction</u> Time Required: 20 Minutes Materials Required: None</p> <p>Have everyone in the room take two things out of the wallet, purse, or pocket that demonstrates their most important things in life. Example: picture of kids, because family is the most important thing. If you have less than 20 people: ask each person to go around the room and explain what they chose and why. If you have more than 20 people: place people in small groups of 10-12 and ask each group member to explain what they chose and why to their groups.</p>	<p>Stage 3: Norming</p> <p><u>Back Seat Driving</u> Time Required: 20 Minutes Materials Required: Toys or “obstacles,” plain sheets of paper will work; Masking tape</p> <p>Use tape to form a border on the floor about 15'x15'. Scatter toys or paper to create obstacles throughout the border.</p> <p>One person stands in front, arms extended like they are holding onto the steering wheel of a car (the driver). Their partner stands behind them, with their hands on the shoulders of the person in front (the backseat driver). The ‘blind’ driver now closes their eyes, while the sighted ‘backseat’ driver safely steers them around the playing area. Halfway through the activity, partners switch roles, and continue. At the completion of the activity, partners can provide feedback to their backseat drivers, and tell them what they liked about working with their partner, or what they would change about the guidance offered during the activity.</p>
<p>Stage 2: Storming</p> <p><u>Human Machine Charades</u> Time Required: 30 Minutes Materials Required: Cards with a different type of machine written or printed on each card.</p> <p>This exercise teaches colleagues how to literally work together. Draw up a list of machinery: lawn mower, vacuum, copier, scanner, 3D printer, espresso maker, etc. Divide people into small groups and assign them a machine to simulate, complete with moving parts and sounds. One group presents while everyone else guesses. Vote for the team that did the best job.</p>	<p>Stage 4: Performing</p> <p><u>Company Song or Rap</u> Time Required: 20-30 Minutes Materials Required: None</p> <p>Write a company song or rap. Have everyone count off and form groups of four or five. Each team has 10 minutes to come up with a jingle or short rap. The only rules are that it must use the company name and be SFW (safe for work). Rhyming is strongly encouraged; bonus points can be awarded to those who dance. At the end of the 10 minutes, each team shares its song or rap.</p>