



Enclosure 1

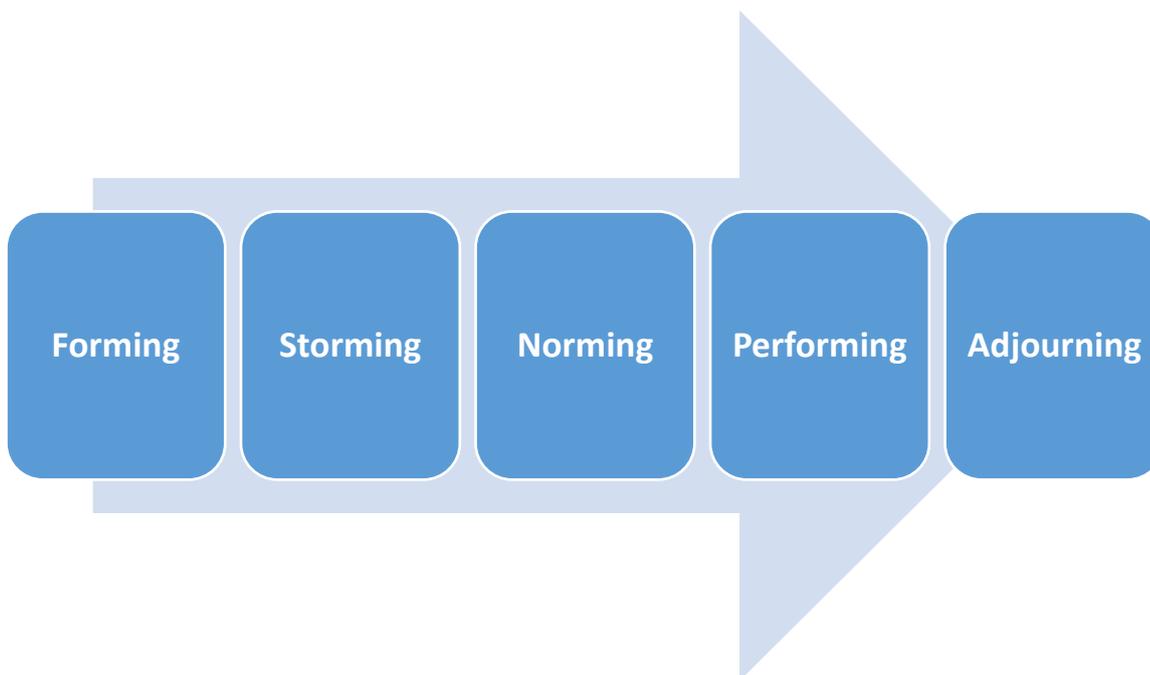
Team dynamics and how to survive them

If you've worked in project teams, then you've probably noticed that teams tend to go through several changes. Your team's motivation and productivity fluctuated in certain phases of the project.

Research has shown that project teams typically go through five stages. If you're able to recognize these stages, then you can adequately anticipate the dynamics of your team, better motivate your team members and thus build a stronger team.

This article will give insight into the stages of team development and also tips on how to get the best out of your team, whether at work or in your studies.

The Five Stages of Team Development



First stage: Forming

At the start of the project you form teams and you're briefed about the project or assignment. You might be meeting your team members for the first time. However, perhaps you've worked together before or maybe known each other for a long time. Nevertheless, projects are rarely routine and each project poses new challenges and different team dynamics.



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The *Forming* stage is where you get to meet and know your new team mates. You might be excited about the new project, the new team and your role in it. So, this is the stage where morale is high. You try to make new friends, get to know each other, get to know each other's working methods and ideas about the job.

This is also the stage where your team tries to explore and clarify the assignment, the project goals and expectations.

Productivity in this stage is still low, in other words, not much work gets done, because everyone is still trying to figure out what the project is all about.

How to get through the Forming stage?

In *Forming* stage focus on:

- Raising awareness and providing information;
- Team building, bonding;
- Getting commitment;
- Understanding project goals.

Second stage: Storming

This stage might be the most critical and also most challenging stage. After getting to know each other your team members now start to discuss more detailed objectives, division of tasks, and roles. In this stage you might have a lot of discussions, about what you want to achieve, which direction you want to be heading and who will be doing what by when. You probably have discussions, differences of opinion or even conflicts about quality standards and deadlines.

The *Storming* stage is a critical stage, because all team members need to align their views and ideas about the project and find common ground.

What is their vision on the end goal of the project? How do they see their own contribution? What are their ideas about dividing the tasks and responsibilities? What are the things they like or dislike about the team? What might be potential sources of conflict?

This might be the stage where morale drops. After the initial excitement and enthusiasm for a new project, team members might feel a more stressed about the project and the team. Nevertheless, if your team gets through this stage successfully, it'll become a much stronger team, able to withstand pressure, deadline stress and setbacks.

If your team does not go through this stage and resolves all the issues, then questions and doubts will come back to haunt you. So, if you're the project team leader, make sure you get all the opinions, even from those quieter team members.





How to get through the Storming stage?

In the *Storming* stage focus on:

- Conflict management and negotiation;
- Clarifying issues, views and standpoints;
- Creating a sense of belonging for all team members.

Third stage: Norming

Once you get through the *Storming* phase successfully, the air is cleared. Now it's time to make clear agreements on deadlines, objectives, approaches and working methods and division of tasks and responsibilities, in other words, setting *Norms*.

In *Norming* stage you should see a steep rise in morale and productivity. Everyone is now aware of what needs to be achieved and their own tasks and responsibilities to the final result. Your team members feel involved and supported by the rest of the team. Team communication has improved greatly and there is more trust between team members. Because everyone shares insights and ideas, communicates easily, your team has become much more productive.

How to get through the Norming stage?

In the *Norming* stage focus on:

- improving collaboration
- building involvement and trust
- providing support

Fourth stage: Performing

The *Performing* the stage is the time for peak performance. Your team members will be doing to their utmost to meet the final deadlines and to deliver a quality product. You'll probably experience a buzz of excitement and all team members are proud to be part of the team. In other words, morale is high and productivity is at its peak.

This is the stage where you prepare for the final presentation, delivering your project results to the client or the committee.

If you're the project leader, you should be guiding and coaching, by making sure that everyone has the things they need to shine, in other words facilitating rather than directing. Try to keep morale high by encouraging your team members.

How to get the most out of the Performing stage?

In the *Performing* stage you should focus on:





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- Productivity and peak performance
- Encouraging and sustaining momentum
- Achievement and pride in a job well done.

Fifth stage: Adjourning

This is the day after, in other words. You've met the deadline. Your team has delivered the project results and the presented the outcomes to the client. You received feedback from the client and now it's time to say goodbye to your team members. You might feel sad or relieved, but usually there is time for drinks, office party, speeches or any other type of ritual or ceremony.

This stage is important, because this is the time when you look back on the project and the experience of collaborating with your team members.

How to get through the Adjourning stage?

In this stage you should focus on:

- Achievement and satisfaction
- Recognizing and rewarding your team
- Reflecting on lessons learned

References

- Tuckman, B. (1956). Development sequence in small groups. *Psychological Bulletin*, 384 - 399.

