

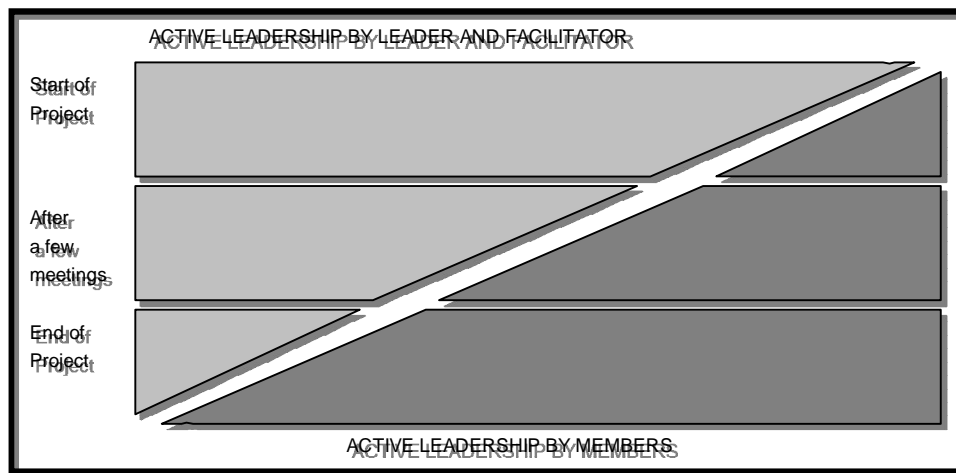
IDENTIFYING STAGES OF WORK GROUPS

High performing work groups don't simply happen.

- When people begin working on a project, they usually focus on the *task* — job needing done.
- They often neglect team *process/interactions/dynamics* — social way people work together — or fail to — that has a significant impact on the group's effectiveness.
- We increase effectiveness in getting tasks done by becoming sensitive to group dynamics.

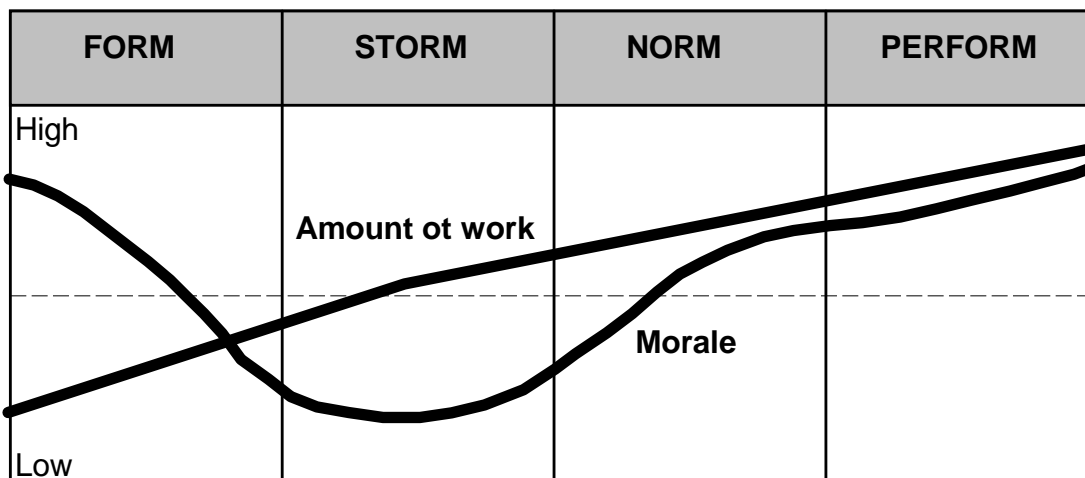
Roles of Leader and Facilitator/Process Coach Change with Work Group Development

The leader and facilitator/process coach direct and set the stage in the beginning and gradually move to the back set as the project progresses and the group members gain skills for self-managing.



Attitudes and Behaviors of Group Members Change in Work Group Development

Various theorists have classified team development stages; we use Tuckman's. As teams move through the stages the amount of work performed gradually increases. Morale follows an up/down/up pattern.

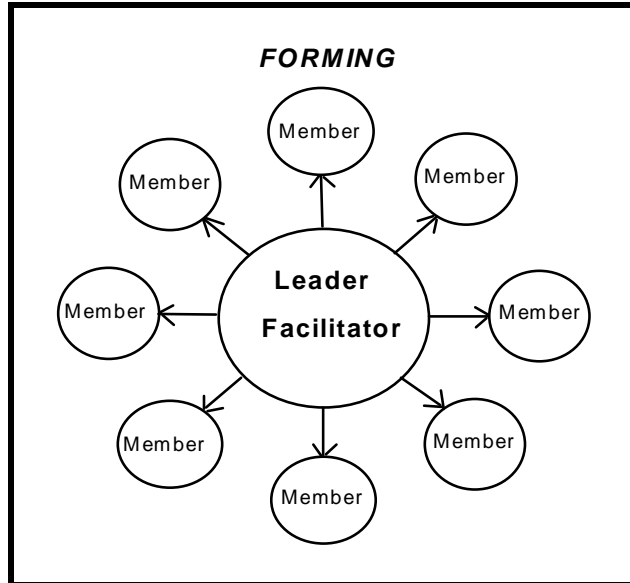


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Stages of Small Group Work

Stage 1 — Forming Dynamics



Typical Behaviors and Comments

Wait for leader to initiate activity. May ask, “What are we to do?”

Agreeable and obedient. “Whatever you say!”

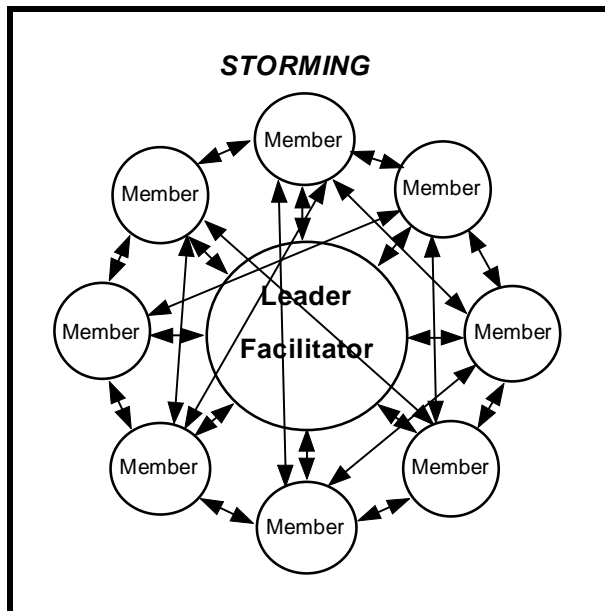
Polite and formal.

Negative feeling about the process are discussed at breaks and after meetings privately.

Leader focus: Directive; task focused

Facilitator/Process Coach focus: Self disclosure; openness; listening

Stage 2 — Storming Dynamics - transition from mild enthusiasm to conflict –



Typical Behaviors and Comments

Verbal and nonverbal frustration and resistance.

Arguments and disagreements.

Challenges to roles, responsibilities, process, agendas, etc.

Self-oriented behavior: dominating, non-participating, blocking, attention seeking.

Leader focus: High task AND high relationship.

Facilitator/Process Coach focus: Providing positive and negative feedback; creating safe environment.

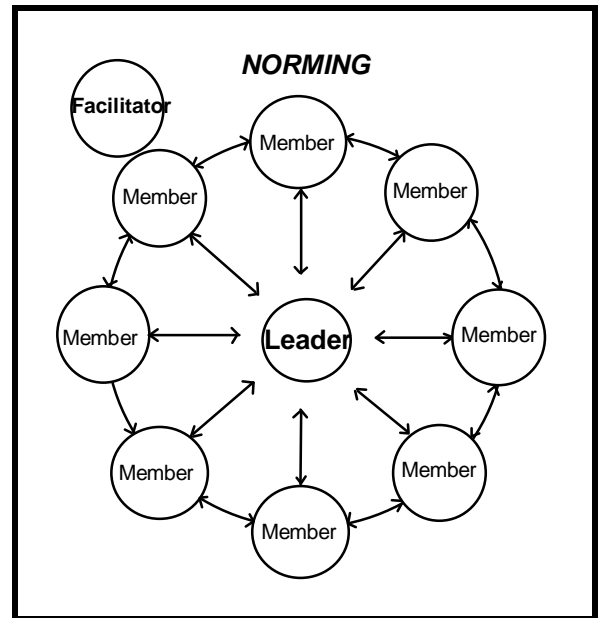
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Stage 3 — Norming Dynamics - Trust developing and cohesive group is forming.

Typical Behaviors and Comments

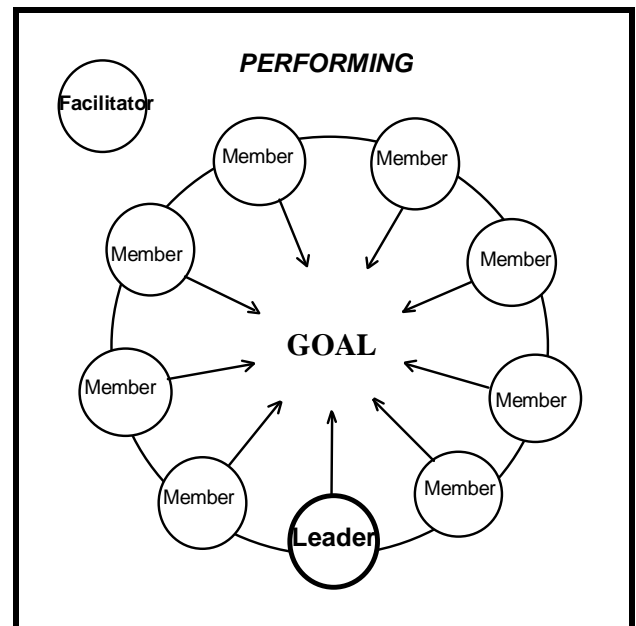
Personal sharing. Play instead of work.
Giving and receiving feedback.
“Either/or” statements are replaced with “both/and” statements.
Typical behaviors include harmonizing, encouraging and reconciling.
The pitfall may be desire to play (relief from storming) and complacency.
Increasing responsibility and authority keeps the group momentum growing.
Leader focus: Low task and high relationship.
Facilitator/Process Coach focus: Exploring differences; uncovering unspoken issues; encouraging self-analysis.



Stage 4 — Performing Dynamics – work group functioning with self-confidence

Typical Behaviors and Comments

High energy focused on accomplishing the goal.
Interdependence. Sharing of tasks based on each member's strengths and weaknesses.
Task focused behaviors: information giving and seeking, clarifying, summarizing, initiating, target keeping.
Leader focus: Low task and low relationship (group functions by self).
Facilitator/Process Coach function: Encouraging group towards self-intervention and self-management.



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Stage 5 Adjourning for the Next Phase

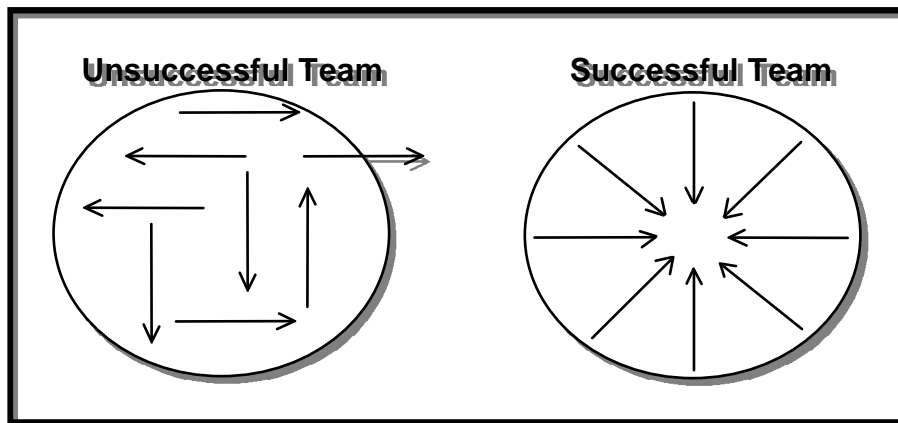
Completely adjourning groups is rare in academia. However, there are *punctuations* for:

- terminating the current set of tasks
- disengagement from relationships, when a group member leaves or new member arrives

This process should be planned and include:

- celebration of the group's achievements and members' contributions
- good-byes to members leaving and welcomes to new members.

And with these changes, it is important to acknowledge that the 'new' group is likely to *revisit* the various stages of group development – forming, storming, and norming before the previous level of performing is reached again!



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