

GOS5706 Gestão de Pessoas em Organizações de Saúde

Instrutor: Valdes Roberto Bollela

TOOL 2: IDENTIFYING AND HANDLING GROUP STAGES:

Tool 2A: Typical behaviors in different stages

	FORM	STORM	NORM	PERFORM
TASK (IT)	Orientation	Organization	Information Flow	Problem solving
PERSONAL (I)	Inclusion	Control	Openness	Collaboration
INTERPERSONAL (WE) PARTICIPATION	Dependent Uneven, tentative	Conflict Active, attempts to influence, develop cliques	Cohesion Balanced, encouraging others	Interdependent Balanced, supportive
TRUST	Feedback & disclosure absent, minimal risk taking	Hidden agendas sensed, testing limits, limited candor	Confiding in each other, patching up old conflicts, personal sharing	Experimentation, risk taking, candor, equal distribution of tasks
FLEXIBILITY	Easily swayed, cautious, quiet defiance	Low tolerance for others' input, choosing sides, bickering	Active listening, willing to let go	Build on individual strengths, go with the flow
HANDLING DIFFERENCES	Differences played down	Expressed differences, defensiveness, impatience with process	Recognize and discuss differences, high data flow	Respect and value differences, win-win
OWNERSHIP	Complaints about others or organization, blaming, intellectualizing	Selfish interests, competition, struggle for leadership	Sense of team cohesiveness, sense of accomplishment	High commitment, leadership shifts naturally, loyal to the group

Our team is in _____

Our team is having difficulty with _____

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Tool 2B: Recommended Focus and Actions of Leader and Facilitator at Different Group Stages

Stage	Leader Focus & Actions	Facilitator/Process Coach Focus & Actions
Forming	<p>Directive and task focused.</p> <ul style="list-style-type: none"> •Use one-way communications to review goal, process, group roles and meetings. •Check to be sure agenda and objectives are clear. Encourage “doable” stretch goals and standards. •Check to be sure members understand why they are doing things, developing Rules of Trust •Avoid compromising group goal for political issues. •Exhibit personal commitment to goal and confidence in the group’s ability to achieve it. •At close of meetings, ask members to briefly paraphrase decisions and assignments. 	<p>Self-disclosure, openness and listening.</p> <ul style="list-style-type: none"> •Open meetings with icebreakers that encourage disclosure and personal interaction (e.g. have people share favorite activities, best part of job, an excellent teamwork experience, break group into pairs so members can get to know each other). •Listen to what is <u>not</u> said. Observe non-verbal cues of discomfort, apprehension, and confusion. Ask, “What’s going on?” This can be directed at an individual member or the whole group. •Demonstrate disclosure by openly expressing your own feelings. Encourage members to openly express feelings. •Monitor for balanced participation. •At close of meetings, ask members to evaluate the meeting, i.e., what was good, what could be improved. Tie responses to the “Rules of Trust.”
Storming	<p>High task and high relationship focus.</p> <ul style="list-style-type: none"> •Maintain flexibility on achieving the agenda’s objectives, but adhere to the process. •Clarify tasks, provide the “whys” and encourage questioning. Obtain buy-in and consensus. •Use two-way communications, encouraging and supporting transfer of responsibilities to group. •Constructively resolve disputes. If conflicts become heated, ask for consensus to change the agenda and spend the time resolving the conflicts. 	<p>Provide positive and negative feedback. Create safe environment.</p> <ul style="list-style-type: none"> •Monitor participation, tracking who says what and use it to provide positive feedback. •Provide feedback if participation becomes unbalanced, i.e., “John you’ve had 15 minutes to give your opinion. Let’s go around the table and hear from the others.” •Acknowledge angry, hostile, defensive statements. Encourage discussing feelings, i.e., “Mary, I can tell you’re really dissatisfied. How are others feeling?” •Intervene when members are not abiding by the “Rules of Trust,” i.e., “We agreed to no side conversations.” •Intervene <i>immediately</i> if there are personal attacks and blaming statements. Protect members’ ideas and issues. •If members are allowing their self-interests to dominate ask, “What are the 3 primary benefits to listening to each other and working as a team?” •At meeting end, ask members to evaluate the meeting, i.e., what was good, what could be improved. Check for changes to and consensus on the Rules of Trust.

<p>Norming</p>	<p>Low task and high relationship focus.</p> <ul style="list-style-type: none"> •Open the meeting and take the lead in discussions when others' don't. •Encourage responsibility for and a sharing of tasks in the members. •Celebrate the cohesion, develop a group identity, and take group photos. 	<p>Explore differences, uncover unspoken issues and encourage self-critiques.</p> <ul style="list-style-type: none"> •Use icebreakers to encourage creativity, looking at things from different perspectives, i.e., brainteasers, paradigm shifters, etc. •Monitor for group think. If issues don't seem to be fully discussed, check for other points of view, i.e., "Susan, what is your opinion?" •Balance discussion and dialogue. Encourage dialogue by asking "Could the opposite be true?" <p><i>Discussion</i> (tool to present/defend different views, to develop action bounded by views presented).</p> <p><i>Dialogue</i> (tool to explore different views to discover a new view and actions evolve. Judgments and assumptions are suspended. Each member must see the others as colleagues, without adversary or hierarchy).</p> <ul style="list-style-type: none"> •At meeting end ask why things went well or why there were difficulties. Tie responses to group growth.
<p>Performing</p>	<p>Low task and low relationship.</p> <ul style="list-style-type: none"> •Empower the members to conduct the meetings and process. •Maintain leadership responsibilities through delegation. •Periodically reinforce the team excellent work. 	<p>Encourage group towards self-intervention and self-management.</p> <ul style="list-style-type: none"> •Use icebreakers that encourage collaboration and self-direction, i.e., ways to celebrate our group experience, things I want to share with others about the experience. •If conflict arises or the team becomes unfocused, ask what is happening and what <i>they</i> need to do to fix it. •Coach the group in facilitation skills. •Plan session to celebrate progress and validate each other.

3A:- When to Use "Real-Team" versus "Single Leader" Unit

Katzenbach, JR and Smith, DK. The discipline of virtual teams. *Leader to Leader*. Fall 2001. 16-25.

<u>"Single-Leader Unit"</u> <u>Discipline</u>	<u>"Real-Team"</u> <u>Discipline</u>
<ol style="list-style-type: none">1. Individual goals add up to group's purpose (performance outcome)2. Members work mostly on individual tasks that match their skills3. Work products (outcomes) are mostly individual4. Rigorous working approach driven by leader5. Strong individual accountability	<ol style="list-style-type: none">1. Compelling "performance purpose" – exceeds sum of individual goals2. Members work jointly to integrate complementary talents & skills3. Work products (outcomes) are mostly collective or joint efforts4. Adaptable working approach shaped & enforced by members5. Mutual plus individual accountability
<u>Both Disciplines Need</u> <u>"Working Group Fundamentals"</u> <ol style="list-style-type: none">1. Understandable charter2. Good communication3. Clear member roles4. Time-efficient process5. Reasonable accountability	

3B: –Key guidelines for working responsibly with others, no matter who reports to whom

Avery, Christopher M. Individual-based teamwork – teamwork isn't just a group process. This time it's personal. *Training & Development*. January 2002. 47-49.

- *Develop your ability to respond.* Distinguish between accountability (agreement to be held to account for some result; can assign) and responsibility (feeling of ownership; must be self-generated).
- *Commit to exercising your responsibility every day.*
- *Retain your personal power.* Accept your power to make or break a collaborative arrangement.
- *Increase your provocability.* Call "foul" (respectfully) at the earliest sign of agreements not being honored. And, expect to be called on your agreements.
- *Experience judgments fully and then let them go.*
- *Learn from every upset.*
- *Master your intentions.* Know and picture your outcomes.
- *Live and work on purpose.*
- *Open a new relationship with a contribution.* (intention, information, energy, access, resources)
- *Be a present hero by serving yourself and your team simultaneously.*