



ORG-Transformation-Group, LLC

Transforming Your Organization to Peak Performance

**MODULE 15 TEAM EFFECTIVENESS WORKSHEETS
TUCKMAN MODEL OF TEAM DEVELOPMENT**

STAGE	LOOKS LIKE
FORMING	<ul style="list-style-type: none"> • Look to leader for guidance/direction • Desire for acceptance by group • Data gathering • Safe/no conflicts/polite • Abstract discussions/little commitment • <u>Minimal feedback</u>
STORMING	<ul style="list-style-type: none"> • Competition and <u>conflict</u> present • <u>Increased desire for structure</u> • Discomfort experienced, conflicts occur • Defensiveness & <u>competition</u> • Behaviors include: Silence / Dominance • <u>Cliques</u> and <u>Hidden agendas</u> develop
NORMING	<ul style="list-style-type: none"> • Increased co-operation/acceptance of individuals • Acknowledgement/community building • Strong flow of data between members • Shared leadership • Sense of team cohesion
PERFORMING	<ul style="list-style-type: none"> • Diagnosing & solving problems • High level of productivity (results) • High level of interdependence • Strong sense of unity • Cliques and hidden agendas dissolve • Conflicts are resolved • Everyone has a part to play

My team is in stage _____

Some action I could take:

1. _____
2. _____
3. _____


COMPONENTS OF A HIGH-PERFORMANCE TEAM

COMPONENT	WHAT TEAMS DO	INTERVENTIONS
COMMUNICATION	<ul style="list-style-type: none"> ○ Ensure communication is open, honest and timely ○ Fairly consider all opinions ○ Have a system for sharing feedback ○ Resolve conflicts 	<ul style="list-style-type: none"> ○ Implement a standardized information system ○ Implement a Conflict Resolution Process ○ Utilize facilitation ○ Train on Giving and Receiving Feedback
RELATIONSHIPS	<ul style="list-style-type: none"> ○ Devote time to start-up the team and on-board new members ○ Take time to build and renew relationships ○ •Treat team members as empowered, trusted and competent ○ •Meet commitments to build trust ○ View each other as capable and critical 	<ul style="list-style-type: none"> ○ Social Events ○ Diversity Training (Valuing Differences) ○ Create an Experience Matrix ○ Implement an On-Boarding Process ○ Team Building exercises ○ Trust Training-Keeping Commitments
DIRECTION	<ul style="list-style-type: none"> ○ Gives teams a sense of purpose. ○ Tells a team what their goal is and how it fits with the goals of the business. ○ Focuses the team on the right work 	<ul style="list-style-type: none"> ○ Develop/Renew Team Charter ○ Purpose/Mission/Success Measures ○ Roles/Systems/System Ownership ○ Norms/Principles/etc. ○ Create Team Vision (Appreciative Inquiry) ○ Scorecards



COMPONENT	WHAT TEAMS DO	INTERVENTIONS
LEADERSHIP	<ul style="list-style-type: none"> ○ Take ownership ○ Share leadership based on task expertise ○ Communicate the vision broadly ○ Ensure resources are available ○ Remove barriers and manage boundaries ○ Act decisively ○ Role model effective teamwork behavior 	<ul style="list-style-type: none"> ○ Executive Coaching ○ Feedback ○ Leadership Assessment Tool ○ Development Planning ○ Identify Mentor ○ “Bridge the Gap” ○ Develop Partnership
ROLES	<ul style="list-style-type: none"> ○ Members understand what is expected ○ Contributions are core, value-added work ○ Every member is important to the team ○ Members take responsibility for themselves ○ Success of the team depends on all team members meeting the goals for their role ○ Taking personal ownership for developing each other 	<ul style="list-style-type: none"> ○ Develop a Charter ○ Skill Matrix ○ Roles and Responsibilities Matrix ○ Systems Ownership Matrix
SYSTEMS	<ul style="list-style-type: none"> ○ Decision Making and Problem Solving ○ Rewards and Recognition ○ Planning ○ Tracking and Control ○ Meeting Effectiveness ○ Assessment 	<ul style="list-style-type: none"> ○ Charter Renewal (Redefine Needed Systems an Ownership) ○ Accountability ○ Reapplication ○ System Design ○



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MY TEAM ASSESSEMENT

COMPONENT	MY ASSESSMENT (see rating criteria below)	INTERVENTION
Communication		
Relationships		
Direction		
Leadership		
Roles		
Systems		

1-not in place, 2- some evidence, 3 -in place needs updating, 4- in place