

TEAM DEVELOPMENT

WORKSHOP GUIDE



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LEARNING OBJECTIVES

This session identifies the key stages of team development to help your group improve their own team skills and help leaders develop strong, confident teams that need little direction to perform well.

INTRODUCTION

This guide is designed for a manager or a facilitator to deliver a short workshop featuring videos from the Video Arts Leadership Essentials Series. Each video comes with a series of activities around the following structure:

LOOK - watch the video and reflect on the content and message.

THINK - activities and questions linking the video to their own experience and workplace.

REMEMBER - a summary of the key learning points.

These activities will take about 15 minutes to complete. At the end of this guide is a practical exercise to help bring all of the learning points together.

FEATURED VIDEOS

- Forming and storming (Ok. Call me when this gets a bit more strategic)
- Norming and performing (Sorry – I get annoying when I'm nervous)

VIDEO 1 – FORMING AND STORMING

LOOK (play video, 3 minutes)

Newly formed teams are often anxious; take a strong leadership role by giving direction and outlining expectations. If conflicts arise, give individuals and the team the support they need to get through it.

THINK (10 minutes discussion)

Ask the group to remember their own team's 'storming' stage. What difficulties did the team encounter?

What are the steps leaders can take to help the team through this stage?

Responses should include:

- **Resolve conflict:** Acknowledge it first, understand why it is happening and then work on cooperative ways to resolve it.
- **Support:** Some individuals will naturally have stronger personalities and perhaps unwittingly overshadow those who feel less secure. Find out why they are feeling vulnerable and work on solutions together.

REMEMBER (recap, 2 minutes)

Forming

- In this initial phase, take a strong role in directing the team.
- Clearly establish objectives and responsibilities.
- Build good relationships between team members.

Storming

- Resolve conflicts swiftly if they occur.
- Provide support, especially to those team members who are less secure.
- Remain firm in the face of challenges to your leadership or the team's objectives.

VIDEO 2 – NORMING AND PERFORMING

LOOK (play video, 3 minutes)

Start taking a step back to help the team take responsibility. Give them space to make decisions for themselves and recognise their contributions.

THINK (10 minutes discussion)

Think back to your team's 'norming' stage. What are the steps leaders can take to help the team start taking responsibility for the task ahead?

Responses should include:

- **Ground rules:** Help the team agree ways of working together. Some ground rules will be formal, written down, procedures. Others, often the most important, will be informal. Help them decide how to sort out disagreements and help one another in a crisis.
- **Keep the lines of communication and your door open:** Make sure their views are heard and the difficulties they face are addressed.
- **Keep the team together:** At this stage, teams can often revert back to the *storming* stage. Think about ways to get them interacting outside work; perhaps through team-building events.

REMEMBER (recap, 2 minutes)

Norming

- Take a step back and help team members to take further responsibility.
- Ensure that controversial views are still being shared and difficult issues are addressed.
- Consider running team-building events.

Performing

- Provide the team with the space to make decisions for themselves.
- Recognise the contributions of others and ensure that credit is awarded where due.

TEAM DEVELOPMENT - PRACTISE

This activity provides participants with the opportunity to reflect on the stages their own teams have gone through, and the positive developments and difficulties they have experienced along the way.

Divide participants into groups of 3 or 4. In their groups, participants first consider their own experience of team development.

If they currently occupy a leadership position, they should identify:

- What stages has their team gone through since formation?
- To what extent do these match the model of forming, storming, norming and performing?
- What difficulties occurred along the way and how were these overcome?
- What stage is the team currently at?
- How are you planning to address any current difficulties?

If the participant is not currently a leader, they should instead reflect upon the team of which they are a part:

- What stages has the team of which they are a part gone through since formation?
- To what extent do these match the model of forming, storming, norming and performing?
- What difficulties occurred along the way and how were these overcome?
- What stage is the team currently at?
- What difficulties is the team currently experiencing?
- What might help to alleviate these difficulties and help the team move on to the next phase?

Once each individual has considered their own response to the questions above, the group should collectively review all the individual responses and look for any commonalities and differences.

When the groups have had an opportunity to fully explore the reflections of each participant, bring the groups back together for a final review. Ask the groups to share highlights without compromising any confidentiality or sensitivities. Look to bring the session to a conclusion, where participants feel positive about ways they can continue to develop their teams.