

Working in Teams, Unit 12



Life Cycle of HIT Teams: Reforming and Repositioning Techniques

Objectives:

At the end of this unit, the participant will be able to:

- Classify the formative stage of a team.
- Apply strategies to move a team into the next formative stage.
- Reposition a team for a new challenge.

Team Life Cycle

	Forming	Storming	Norming	Performing
Team Leader's Style	More directive approach, outlining how the process will develop and laying down a clear structure.	Leader needs to be supportive, actively listening to team members, and managing the conflict, generating ideas, and explaining decisions.	Leader acts as a team member, as leadership is starting to be shared. Leader helps to develop consensus.	Leader takes overview, but within the day to day running, the group is sharing leadership between members.

Team Life Cycle

	Forming	Storming	Norming	Performing
Reaction to Leadership	Team members take a tentative, wait and see approach. Leader will be allowed to lead, but that doesn't guarantee support.	Leader is under pressure from more vocal team members.	General support for the leadership within the team. Mutual respect underpins this.	Personal relationships have developed which underpin the leadership relationship.

Team Life Cycle

	Forming	Storming	Norming	Performing
Team Process	Process is driven by the leader. Some people are reluctant to contribute openly.	Process likely to break down until conflict is resolved.	The core process should operate smoothly, although there is a danger of focusing on smaller process issues rather than core team work.	Process functions well, and is adjusted as necessary. Leadership is shared and tasks delegated.

Team Life Cycle

	Forming	Storming	Norming	Performing
Trust within the team	Individuals are not clear about their contribution. "Getting to know you" phase. Trust may start to be built.	Trust is focused into smaller groups as sub-groups and alliances form.	As roles are accepted and clarified, trust and relationships start to develop to a greater degree.	Team starts to operate on higher levels of trust as loyalty and relationships develop.

Team Life Cycle

	Forming	Storming	Norming	Performing
How Decisions are made	Nominated leader is expected to make decisions. Some more vocal members may dominate.	Decisions are hard to make. Members are unwilling to give way. Compromise is a frequent outcome.	Group is able to come to common decisions. Win-win is more likely than compromise.	Decision making is easier - some decisions are delegated to sub-groups or individuals.

Activity I

Assign participants into partner teams (two individuals) and ask that they share a separate team experience they each have had that grew through the life cycle stages.

Have the partner identify each of the stages as the other partner relates the "story" of the team experience.

Compare and contrast the two team experiences across the four life cycle stages. List elements of similarity and difference between the two team experiences.

Strategies for Team Movement

Change Management Principles

Eight Steps to Successful Change

Use Dynamic Processes

Change Management Principles

Gain involvement and support from people.

Understand where the team and organization are at the moment.

Understand where you want to be, when, why, and how you will get there.

Develop clear SMART action plans.

Communicate to involve and enable others.

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Steps to Successful Change



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Steps to Successful Change (cont'd)



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Use Dynamic Processes

Have a sound strategic vision with adaptable processes.

Establish forums for immediate review and feedback.

Keep decisions at lowest level possible.

Stay clear of ultra-cautious, bureaucratic interference.

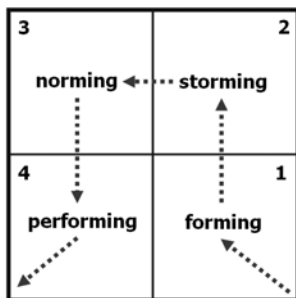
Make use of cross teams (virtual/matrix).

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Life Cycle of Teams

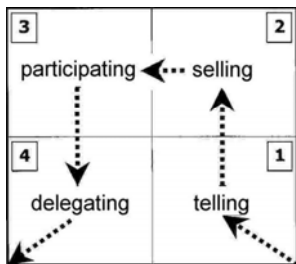


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Development of Teams: Situational Leadership Approach

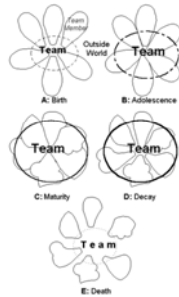


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Growth Phases of Teams

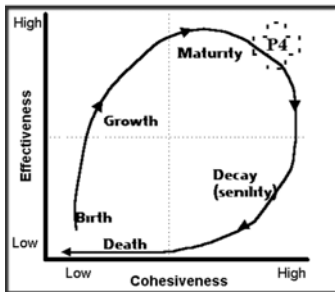


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The Growth Cycle of Teams

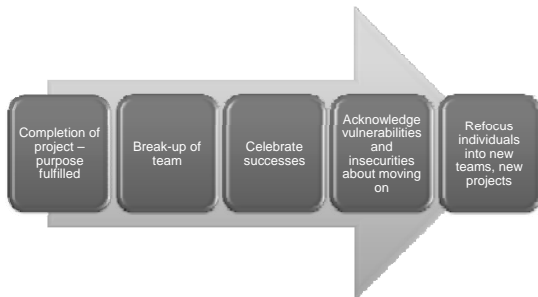


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The Final Stage: Adjourning



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The Final Stage: Adjourning

When a team is formed it focuses on the future; once it succeeds it focuses on the past.

The Final Stage: Adjourning

Success breeds failure!

The Final Stage: Adjourning

Failure can breed success!

Activity II

Consider the elements of movement through the team life cycle that have been provided in this unit. What elements have you personally experienced in your work with teams? What elements have you not experienced?

Which of the techniques provided are best used to help a team progress through each of the phases of development? Select 1-3 of the suggested approaches as the key elements that would lead a team to successfully navigate into the next phase of its development.

Finally, how might you "reposition" an existing team for a new challenge?

Summary

Now that you have discussed the various elements of this unit and have completed the activities, you should be able to:

- Classify the formative stage of a team.
- Apply strategies to move a team into the next formative stage.
- Reposition a team for a new challenge.
