

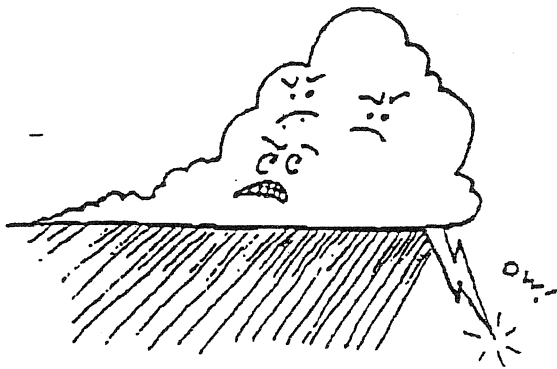
THE MAP:  
A TEAMWORK MATRIX

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HIGH

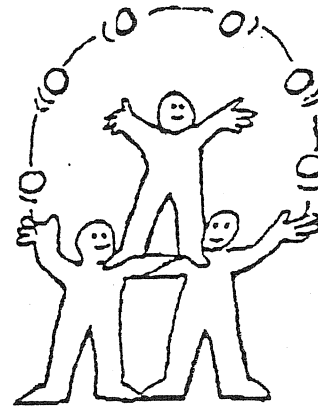
FOCUS ON TASK

STORMING



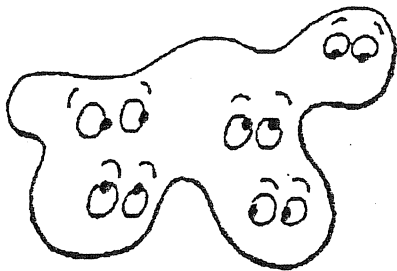
Getting things done no matter whose toes stepped on

PERFORMING



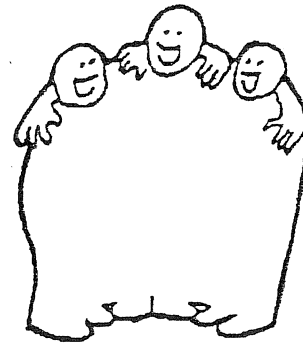
Getting things done by working collaboratively with others while also maintaining relationships

FORMING



Cautious and guarded, not acting unless forced to do so

NORMING



Seeking to maintain a friendly, conflict-free team environment

LOW

MAINTAINING RELATIONSHIPS

HIGH

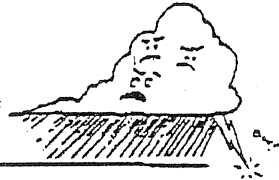
## TEAMWORK MATRIX: WHAT TO DO WHEN YOU FIGURE OUT WHERE YOU ARE

Here is the role you should play at each stage, and some tips on specific things you can do to help the group.

### (Stage 2) Storming

Your Role: Referee

- Keep calling attention to the ground rules
- Use nominal group process to get ideas from quiet members
- Manage domineering participants (see "problem participants", p. 11)
- Suggest a process (e.g., priority vote)



### (Stage 4) Performing

Your Role: Process Advisor

- Share recorder role with the group
- Share logistics like paper, pens, coffee, lunch with the group
- Intervene only when group really seems to need help, such as starting to repeat themselves a lot instead of moving forward
- Ask process questions



### (Stage 1) Forming

Your Role: Foundation Builder

- Announce goals and desired meeting outcomes (or draw them out of the group)
- Get the group to articulate ground rules
- Clarify roles:
  - authority figures present
  - participants
  - chair
  - yourself
- Review the agenda (or build one with the group)
- Provide an icebreaker and some form of introduction



### (Stage 3) Norming



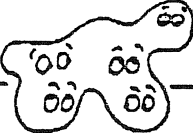

Your Role: Task Manager and Coach

- Ask focusing questions
- Refer to goals and desired meeting outcomes:
  - ask "How shall we . . . ?"
- Use the agenda, for example:
  - We have 15 minutes left for this topic. How do you want to use the time remaining?"
  - "What is the best use of our time right now?"
- Check the group's commitment to the task. For example, ask:
  - "Do you still agree the goal is to shorten processing time on X?"
- Suggest a process (e.g., "Let's brainstorm at least 30 ways you could cut costs")



# TEAM BEHAVIOR: A GUIDE TO THE STAGES OF TEAM DEVELOPMENT

Here is how you'll see the group behaving in each stage.

<p><b>(Stage 2) Storming—Authoritarian</b>          Highly competitive and confrontational          Little regard for members' feelings or needs          Members "act out" and blame each other          Members tackle task without regard to process          People are impatient with lack of progress          People use one-way communication          Members act on own agenda</p> 	<p><b>(Stage 4) Performing—Effective Teamwork</b>          Clear goals, roles, relationships, process          Mutual accountability          Assertive communication used by all members          Members highly committed to goals and process          Individual needs subsumed to those of the team          High level of trust, collaboration and achievement          People manage conflict effectively</p> 
<p><b>(Stage 1) Forming—Reactive</b>          There is low team involvement          Inertia prevails          There is little communication          Members act independently          People are guarded and cautious with each other          People show anxiety about process and content          Members are unclear about goals and roles</p> 	<p><b>(Stage 3) Norming—Social/Casual</b>          Little attention to goals or tasks          Focus on creating a harmonious environment          People involved with creating social relationships          Members are cooperative and friendly          People avoid any conflict or difference of opinion          Members are conscious of each other's needs          People use social communication</p> 

Adapted from the work of B.W. Tuckman and Montebello & Buzzotta of Psych. Assocs.