



TEAM DYNAMICS

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Groups and their functioning

- By the end of the lecture participants will be able to:
 - Appreciate the role of group dynamics plays in successful outcomes
 - Understand group development sequence and team roles
 - Identify the qualities of successful leaders

Group Development Sequence

- Forming
 - Testing and dependence
 - Orientation to the task
"Ground Rules"
- Storming
 - Intra-group conflict
 - Lack of unity
- Norming
 - Development of group cohesion
 - Open exchange
- Performing
 - Functional role relatedness
 - Emergence of solutions



Tuckman, 1965. Developmental sequence in small groups – *Psychological Bulletin*, 63, 384-389



Forming

- Orientation phase for members – a time to define membership and identity
- High expectations, some anxiety – “Where do I fit in?” “Do I belong?” “Will I be included?”
- Unsure if they can commit to the group’s goals
- High dependency on the leader

Adapted from the University of North Dakota Extension School Publications
www.ext.nodak.edu/extpubs/leaddev.htm



Storming

- Disappointment with unmet expectations
- Members are more comfortable expressing their opinions
- Frustration about unrealistic goals
- Dissatisfaction with the leader
- Competing for power and attention, individuality, and influence

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Norming

- Establishing group identity
- Establishing roles of members
- Establishing group vs. Individual responsibilities
- Testing the leader – other leaders begin to emerge
- Come to care for each other in more than a superficial way
- Conflict may be present but not openly stated
- Concerned with how close they can be and how much they can trust each other

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Performing

- Achieved a degree of harmony
- Resolving differences; sharing responsibility and control
- Feeling excited about working together as a team
- Sharing leadership
- Showing high confidence in achieving goals
- Begin to see the results of the work

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Task Roles: Interested in Achievement

- Facilitator
- Entrepreneur
- Quality control
- Doer



Maintenance Roles: Interested in Relationships

- Team builder
- Synthesizer



Individual Roles: Interested in Individuals' Development

- Mentor
- External Contact



Types of Work Model:

9 Essential Team Activities

1. Advising – Gathering and reporting information
2. Innovating – Creating and experimenting with ideas
3. Promoting – Exploring and presenting opportunities
4. Developing – Assessing and testing the applicability of new approaches
5. Organizing – Establishing and implementing ways of “making things work”
6. Producing – Concluding and delivering outputs
7. Inspecting – Controlling and auditing the working systems
8. Maintaining – Upholding and safeguarding standards and processes
9. Linking – Coordinating and integrating the work of others

Assess work preferences in team context. Explanation of Team Management Profile of Margerison and McCann (1988)



Team Roles

- Action Oriented Roles
 - Shaper
 - Brings dynamism, challenging, thrives on pressure
 - Implementer
 - Brings discipline and reliability, conservative and efficient
 - Completer/Finisher
 - Brings conscientiousness, painstaking, anxious

Assessing the Typical Behaviour of the Members of the team. Explanation of Meredith Belbin's Team Roles - 1981



Team Roles

- People Oriented Roles
 - Chairman/Co-ordinator
 - Brings maturity, confident, a good chairperson
 - Teamworker
 - Brings co-operation, mild, perceptive and diplomatic
 - Resource Investigator
 - Brings enthusiasm, extrovert, communicative

Assessing the Typical Behaviour of the members of the team. Explanation of Meredith Belbin's Team Roles - 1981



Team Roles

- Cerebral Roles (thinking and problem-solving)
 - Plant
 - Brings creativity, imaginative, unorthodox
 - Monitor/Evaluator
 - Brings objective judgment, sober, strategic and discerning
 - Specialist
 - Brings dedication, single-minded, self-starting

Assessing the Typical Behaviour of the members of the team. Explanation of Meredith Belbin's Team Roles - 1981

What Makes a Leader?

- The purpose of leadership
 - Leaders bring groups together, keep them on track and foster participation
 - Leaders help group members get to know one another, communicate openly and effectively, and expand their skills
 - Leaders help members understand and work through the phases of group development successfully
 - Leaders help the group evaluate itself, its members and its program
 - The group benefits as leaders continually learn, take risks, share skills, and evaluate themselves

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Key Leadership Qualities

- Character
- Conceptual Skills
- Good judgment
- Track Record
- Maturity
- People skills
- Awareness

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Group Problems




- Conflict or fight
- Apathy and non-participation
- Inadequate decision-making

Leadership and Conflict Management

- What Causes Conflict?
 - One party feels that his/her needs are not being met.
 - Substantive Needs – concerns about tangible benefits
 - Procedural Needs – concerns about a process for interacting, making decisions, etc.
 - Psychological Needs – concerns about how one is treated, respected, etc.

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- Preventing Conflict:
 - Foster an environment of open communication
 - Listen to all comments, even those that seem unhelpful or off-topic, and respond respectfully
 - Don't respond to negative remarks, criticism, or inflammatory statements
 - Try to acknowledge the content of the comment and turn it into a constructive remark
 - Avoid sweeping things under the rug

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- Tips for Resolving Conflict:

- Acknowledge the presence of conflict and discuss it openly with the group
- Deal with one issue at a time
- Don't smooth over past issues
- Choose the right time for resolving the conflict
- Avoid resolutions that come too soon or too easily
- Agree to disagree
- Don't insist of being right

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