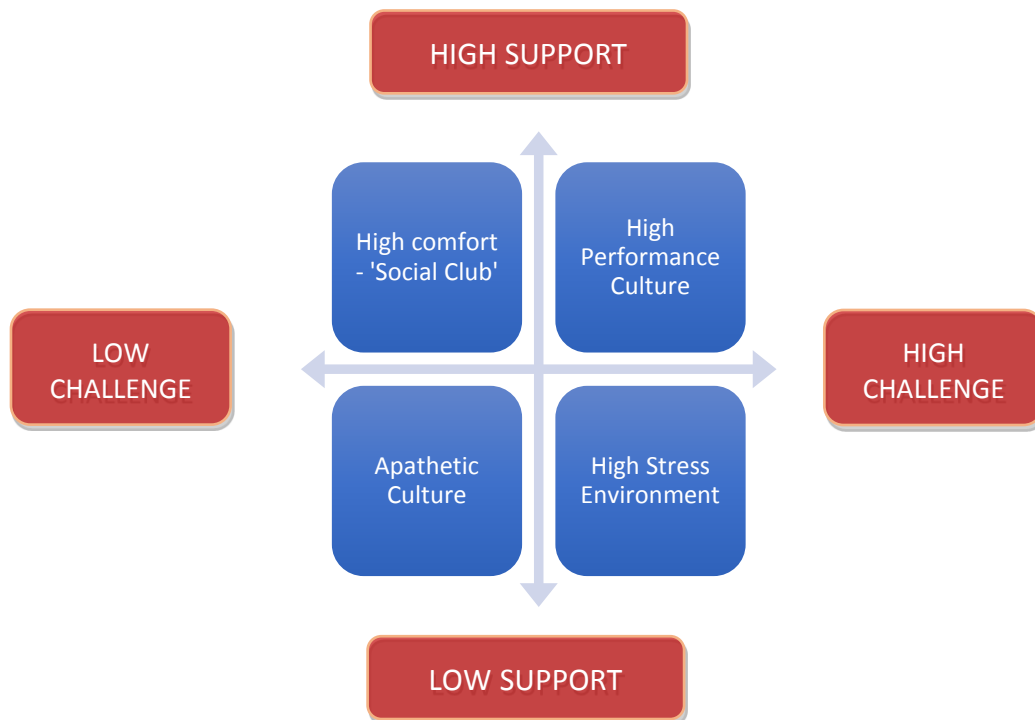


## KEY POINTS



## Practical Team Building

High performing teams exist in a climate of **high support** and **high challenge**.



### Characteristics of High Performing Teams





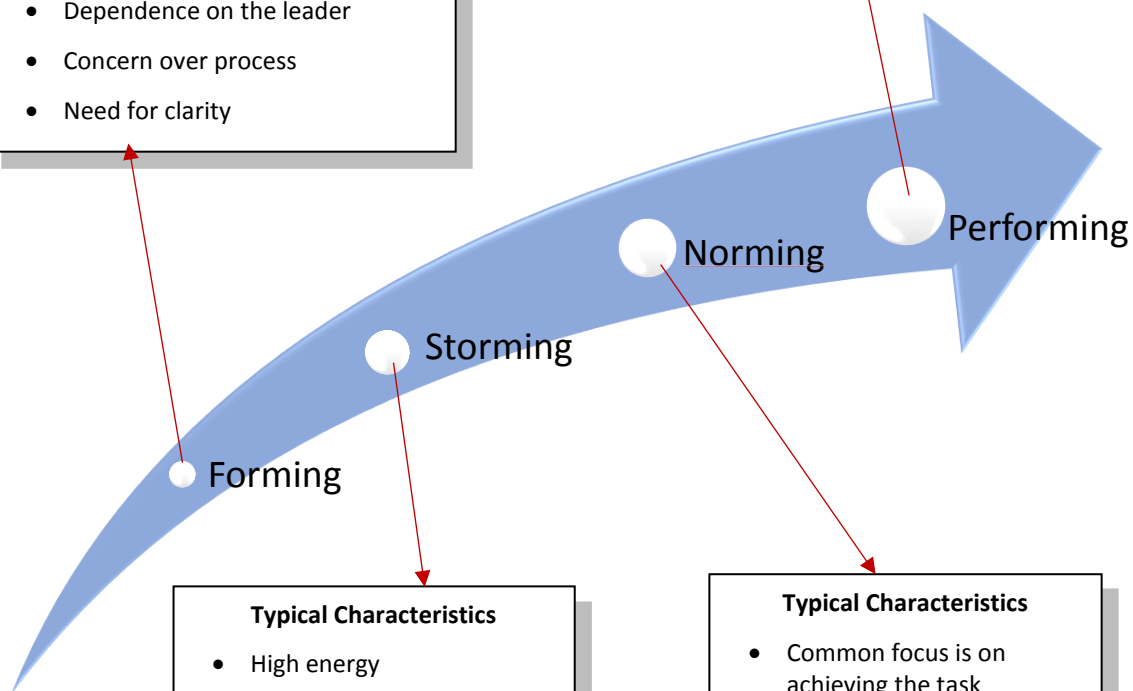
## Tuckman's Model of Team Development

### Typical Characteristics

- Confusion and uncertainty
- Lack of commitment to the goal – not sure it will work
- No trust yet
- People are wary of each other
- Polite, formal behaviour
- Dependence on the leader
- Concern over process
- Need for clarity

### Typical Characteristics

- High motivation
- Pride in the team
- People support and challenge each other
- Not reliant on the leader for success
- More pro-active behaviours
- Trust and loyalty to each other and the team
- Efficient working
- Conflict resolved quickly and maturely



### Typical Characteristics

- High energy
- Personal agendas come out
- Lots of conflict
- People jostling for position
- Lots of creativity and new ideas
- Splinter groups form
- Frustration and anxiety
- Little team spirit
- Leadership is questioned
- Resistance to ideas

### Typical Characteristics

- Common focus is on achieving the task
- Roles are clear
- There are accepted ways of working
- People generally get along
- The team begins to feel united
- Success occurs
- Open and honest communication
- Leadership is accepted