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## **White Paper – Team Formation.**

**Aim** – This paper suggests how to Manage Team formation effectively in an Organization.

The key to Managing Team formation lies in understanding what is going on in the key stages. In fact, in order to operate effectively, successful teams **MUST** go through these key phases before they can function effectively. Bruce Tuckman described this phenomenon in 1965.

**Forming** – this is where the team is chosen and first comes together, there is little consensus and the Leader must set direction.

**Storming** – this phase may be very disconcerting to the leader if she is not aware of the Psychology at play. During this stage team members vie for positions, opinions will be strongly expressed, leadership may be challenged – expect a rocky ride. It is however **ESSENTIAL** that this phase of the process is negotiated and all views aired. The Team Leader **MUST** seek the opinion of less vocal members of the group who may have important points to raise but may find it less easy to come forward and express their view. This is when all the dirty linen is washed in public.

**Norming** – this phase is a successor to the first two. This is where a consensus is agreed. Everyone has had their say, got it off their chest and at this point **OBJECTIVES** should be set for the whole team. I will devote a separate topic to objective setting but they must be clearly expressed, written down and concise. The objectives will be born from the Storming process.

**Performing** – with a clear set of objectives in place around which the whole team agrees then real progress can be made. This is the performing stage for the team. This doesn't mean that no one should disagree with anyone else but the whole team should have bought into the agreed objectives and should be heading in the same direction.

If the Storming phase is not allowed to run its course and all views aired then discontent will rumble on into the following phases & factions will form affecting the overall performance of the team.



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Recognition of the Forming, Storming, Norming and Performing stages of Team performance allows the leader to control and direct the final outcome leading to a successful and productive team.

**If you want Performing you've got to have Storming !!!!**

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