

Name of Program: The Five Stages of Team Development

Guide Created by: Cat Collins and Ethan Castro

Target Audience: All students (Soph., Jr., Sr.)

Strategy for Implementation: Large group discussion with presentation and questions/activities

Time of Year to Implement: Any (perhaps later into the school year after students have experiences with IMSA group projects)

Relevant Learning Goal: Goal 3 - Interpersonal Intelligence

Specific Lesson Outcomes:

- Students will display effective interpersonal communication skills such as effective conflict resolution strategies, verbal and nonverbal communication and the ability to entertain multiple perspectives
- Students will develop effective leadership skills

Purpose: Provide students an introduction to existing business/psychology teachings on group dynamics and the five distinct stages of team development likely to be experienced in any group setting.

Planning and Preparation:

- Two different presentations are available to use as templates for this program. RCs are implored to choose and adapt/edit whichever they feel will resonate most with their students. **Both presentations have extensive notes on each slide that amount to a working script for either one, but again, the individual RC should adapt as they see fit for their own wing.**
 - [Avengers. Assemble! The Five Stages of Team Development](#) presents the information using an extended metaphor of the Marvel Cinematic Universe (MCU) portrayal of the Avengers. Specifically, a trailer for the 2012 movie “Marvel’s The Avengers” is used to lead a discussion of the content matter. If you feel that your students will appreciate media connection (i.e. they are fans of the MCU), then this version will likely make the matter more engaging and interesting. Otherwise...
 - [The Five Stages of Team Development](#) presents the same information but without the media metaphor of the MCU. Consider this presentation as a skeletal framework to tailor for your wing as you see fit. All of the same information and content matter is on the slides, to be edited and decorated by your own accord.

- **RSL incorporation:** Conceivably, an RSL could be given either of the above presentations ahead of time and present it in its entirety. The notes in both Google Slides presentations more or less amount to a script that can be used to run the entire presentation.
 - Alternatively, RSLs could also easily run any of the engagement/interaction opportunities that are suggested below.

Program Agenda:

- **Introduction/Opener**
 - Introduce the topic of the program as being about working in teams.
- **Body: Avengers, Assemble version**
 - **Slide 1: Title slide**
 - **Slide 2: Opening questions**
 - Go over the four opening questions and ask for student responses
 - When's the last time you worked in a team?
 - Did everything go the way it was supposed to?
 - Were there issues or disagreements? Fights, even?
 - How did the results compare to what you wanted to happen?
 - **Engagement opportunity:** Ask your students to think about times they have worked in teams (in school or otherwise) and their overall feelings/takeaways from the experiences.
 - Perhaps can be done using just Zoom chat/unmuting and speaking or using Sli.do (make a word cloud asking for one-word thoughts on group projects, etc.)
 - **Slides 3-5: Segue from MCU into topic of group projects**
 - Discuss how working in teams is unavoidable in life but how, if we learn more about the underlying process and science behind group dynamics, we can maybe make it easier.
 - To help learn about that, we're going to let The Avengers show us some teamwork lessons. Specifically, the 2012 "The Avengers" movie will help demonstrate some of this team work research in action.
 - **Engagement opportunity:** For fun, consider asking your students their favorite MCU characters or movies?
 - **Slides 6-7: Bruce Tuckman and his Stages of Team Development**
 - Briefly introduce Dr. Tuckman and the model of team development that he presented in his 1965 article "Developmental sequence in small groups."
 - Point out that this model of team dynamics is still taught in contemporary business and industrial/organizational psychology
 - **Engagement opportunity:** Ask students to offer their own interpretations of the graph of team performance over time and note how it fluctuates according to distinct stages of team development
 - **Slide 8: Trailer for "Marvel's The Avengers"**

- [Show the trailer for the 2012 “Marvel’s The Avengers” with screen and sound share]
- **Slide 9: What’s happening?**
 - **Engagement opportunity:** Ask students to recap what the trailer shows - Earth is being invaded by an extraterrestrial species and has to put its faith in a team of heroes
- **Slides 10-11: Forming**
 - Stage 1 consists of laying out a lot of the team’s foundations: get everyone together, on the same page and agreeing on their roles and goals. However, because the stakes of this situation are so high, with the survival of the planet depending on it, and because all of the key players are coming into it from differing levels of engagement, we already have some conflict.
 - **Engagement opportunity:** Ask students if anyone has an example of a time they had to be put into a team and saw some issues already. Or maybe things started really well?
- **Slides 12-13: Storming**
 - In this second stage, we see team members start to disagree, argue and fight with each other, and cast doubts about both each other and the team as a whole. We see a lot of this stage throughout the trailer. Petty rivalries, personal biases, and differing perspectives all just create conflict that gets in the way of the team being productive.
 - **Engagement opportunity:** Ask students if anyone is feeling brave enough to share a horror story of a team fighting with each other.
- **Slides 14-15: Norming**
 - This is a very vital stage if a team is to really succeed at whatever it is they were initially called upon to do. In the norming stage, the team needs to deliberately come together and resolve all of the issues that exist between them. The team needs to recognize each other’s strengths and weaknesses and what roles those create for them. Those who have conflicts have to openly communicate with each other and work through their issues in order to focus on their common goal. This is a stage that requires deliberate leadership and clear, open, 2-way communication. In the case of the Avengers, this stage isn’t that prevalent in the trailer we watched but it definitely happens in the movie.
- **Slides 16-17: Performing**
 - [Show clip from the climax of The Avengers]
 - <https://www.youtube.com/watch?v=hIR8Ar-Z4hw>
 - **Engagement opportunity:** Ask students what they are seeing in that clip that demonstrates the team is working together and performing in their prime.
 - Everyone is in their zone, doing what they do best and saving the entire world. The task is clear, the roles are set, the team is one. All that’s left is to let everyone do what they need to do in order to get the work done, and

support each other along the way. And of course, we see things still aren't perfect. The Hulk takes an opportunity to sucker punch Thor. Maybe everyone isn't exactly friends but they're putting aside whatever they have going on to focus on their main goal.

- **Slides 18: Adjourning**
 - And when the job is done, the world is saved, and the common goal is achieved, that's a reason to celebrate. The fifth stage, adjourning, is that: documenting and acknowledging the success you had, perhaps noting what can be done better in the future, and thinking about how you might work together more in the future. But again, this is a time to celebrate your accomplishments together. Get some shawarma together. WHY NOT.
- **Slide 19: Why learn this?**
 - **Engagement opportunity:** Ask students what takeaways they had from the program and what they may be able to apply to their future teams.
- **Slides 20-21: Steps are non-linear**
 - Remind students that these stages are non-linear. A team can regress back to a prior step or even go through the process multiple times.
- **Slides 22-23: ASSEMBLE**
 - But, if you can approach team dynamics in terms of these five stages, maybe things will be just a little bit clearer and you'll have an easier time knowing what to do or say next to keep everyone happy, motivated, and working together. Maybe, just maybe,
 - You'll be able to get everyone on your team to assemble!
- **Body: Non-metaphor version**
 - **Slide 1: Title slide**
 - **Slide 2: Opening questions**
 - Go over the four opening questions and ask for student responses
 - When's the last time you worked in a team?
 - Did everything go the way it was supposed to?
 - Were there issues or disagreements? Fights, even?
 - How did the results compare to what you wanted to happen?
 - **Engagement opportunity:** Ask your students to think about times they have worked in teams (in school or otherwise) and their overall feelings/takeaways from the experiences.
 - Perhaps can be done using just Zoom chat/unmuting and speaking or using Sli.do (make a word cloud asking for one-word thoughts on group projects, etc.)
 - **Slide 3: Segue into discussion of team dynamics**
 - Discuss how working in teams is unavoidable in life but how, if we learn more about the underlying process and science behind group dynamics, we can maybe make it easier.
 - **Slides 4-5: Bruce Tuckman and his Stages of Team Development**

- Briefly introduce Dr. Tuckman and the model of team development that he presented in his 1965 article “Developmental sequence in small groups.”
 - Point out that this model of team dynamics is still taught in contemporary business and industrial/organizational psychology
 - **Engagement opportunity:** Ask students to offer their own interpretations of the graph of team performance over time and note how it fluctuates according to distinct stages of team development
- **Slide 6: Forming**
 - Stage 1 consists of laying out a lot of the team’s foundations: get everyone together, on the same page and agreeing on their roles and goals. However, because the stakes of this situation are so high, with the survival of the planet depending on it, and because all of the key players are coming into it from differing levels of engagement, we already have some conflict.
 - **Engagement opportunity:** Ask students if anyone has an example of a time they had to be put into a team and saw some issues already. Or maybe things started really well?
- **Slide 7: Storming**
 - In this second stage, we see team members start to disagree, argue and fight with each other, and cast doubts about both each other and the team as a whole. We see a lot of this stage throughout the trailer. Petty rivalries, personal biases, and differing perspectives all just create conflict that gets in the way of the team being productive.
 - **Engagement opportunity:** Ask students if anyone is feeling brave enough to share a horror story of a team fighting with each other.
- **Slide 8: Norming**
 - This is a very vital stage if a team is to really succeed at whatever it is they were initially called upon to do. In the norming stage, the team needs to deliberately come together and resolve all of the issues that exist between them. The team needs to recognize each other’s strengths and weaknesses and what roles those create for them. Those who have conflicts have to openly communicate with each other and work through their issues in order to focus on their common goal. This is a stage that requires deliberate leadership and clear, open, 2-way communication. In the case of the Avengers, this stage isn’t that prevalent in the trailer we watched but it definitely happens in the movie.
- **Slide 9: Performing**
 - Everyone is in their zone, doing what they do best and saving the entire world. The task is clear, the roles are set, the team is one. All that’s left is to let everyone do what they need to do in order to get the work done, and support each other along the way. And of course, things still may not be perfect. Maybe everyone isn’t exactly friends but they’re putting aside whatever they have going on to focus on their main goal.
- **Slide 10: Adjourning**

- And when the job is done, the world is saved, and the common goal is achieved, that's a reason to celebrate. The fifth stage, adjourning, is that: documenting and acknowledging the success you had, perhaps noting what can be done better in the future, and thinking about how you might work together more in the future. But again, this is a time to celebrate your accomplishments together.
 - **Slide 11: Why learn this?**
 - **Engagement opportunity:** Ask students what takeaways they had from the program and what they may be able to apply to their future teams.
 - **Slide 12: Steps are non-linear**
 - Remind students that these stages are non-linear. A team can regress back to a prior step or even go through the process multiple times.
 - But knowing about them in the first place can still make the whole ordeal much easier.

Resources and Additional Information:

- MIT Human Resources - Using the Stages of Team Development
 - <https://hr.mit.edu/learning-topics/teams/articles/stages-development>
- Infed.org - Bruce W. Tuckman – forming, storming norming and performing in groups
 - <https://infed.org/mobi/bruce-w-tuckman-forming-storming-norming-and-performing-in-groups/>

Assessment Questions:

- Can you give an example of a team you were a part of going through one or more of these stages?
- What is one way you can use this knowledge to make your own teams more productive?
- What steps do you think can be taken before or during the storming stage (the second stage where the team's biases and disagreements start to manifest) to reduce hostilities in a team?