Team Building

Working in a Team

- Achieve goals by maximizing each member's abilities
- Build a team to accomplish this ➡️ Team Building
- Turn 1 + 1 into 10
- A mere collection of individuals is not enough

> If you want to go fast, go alone.
> If you want to go far, go together.
> — African proverb

Building a Strong Team

- **Sharing goals and challenges** as a team (shared vision)
- **Coordination and communication** within the team (teamwork)
- Providing **feedback** that fosters individual growth (skill development)
- Clarifying roles and responsibilities within the team

Notes

- A shared **vision** gives the team direction and motivation.
- Good **teamwork** requires open communication and mutual trust.
- Constructive **feedback** helps individuals improve and contributes to overall team performance.
- Clear **roles** reduce confusion and help team members take ownership of their contributions.

Group Development Model (Tuckman's Model)

1. **Forming**（形成期）
   - In the forming stage, team members come together, get acquainted, and begin to understand their roles and responsibilities.

2. **Storming**（混乱期）
   - The storming stage is characterized by conflicts, differing opinions, and struggles over roles and influence within the team.

3. **Norming**（統一期）
   - During the norming stage, the team establishes norms, shared values, and a sense of cohesion and group identity.

4. **Performing**（機能期）
   - The performing stage marks the point at which the team achieves high maturity, collaboration, and productivity.

Forming & Storming Stages

Ensuring Psychological Safety

- A shared belief that the team is safe for interpersonal risk-taking
- Team members feel confident that others will not reject, punish, or humiliate them for speaking up

Common Barriers

- Fear of being seen as **ignorant** ➡️ Avoid asking questions
- Fear of being seen as **incompetent** ➡️ Hide mistakes
- Fear of being seen as **disruptive or negative** ➡️ Stop making suggestions or speaking up

How to Foster Psychological Safety

- Change the environment (e.g., one-on-one conversations, informal gatherings like team meals)

- Encourage participation and **actively seek everyone's input**

- Consider **who and what** your comments serve
  (e.g., team goals, users, project success)

- Show **respect** to others when they speak

Notes

- Psychological safety is especially critical during the **Forming** and **Storming** stages of team development.

- Leaders and team members alike play a role in creating a safe and open team climate.

- Without it, learning and collaboration are severely hindered.

Norming & Performing Stages

Setting Team Goals

- A team cannot function effectively without shared goals
- The goal must be something that **everyone agrees with and empathizes with**
- In the Forming and Storming stages, it is difficult to define such a shared goal
- A **temporary** or **imposed** goal (set by only one person) is unlikely to work
- Goals can (and should) **evolve over time**

Clarifying Roles

- Identify **what roles are needed** for the team to succeed
- Team members differ in **skills**, **abilities**, and **values**
- Assign roles that match each member's strengths and perspectives
- Don't **dump tasks** on someone without regard for fit or growth
- Use **pair work** or mentoring to build skills and support learning
- Roles may **shift over time** — that's okay and even desirable

Notes

- In the **Norming** stage, trust and cohesion begin to form — now is the time to build structure.
- In the **Performing** stage, the team is productive, autonomous, and adaptable.
- Clear goals and well-matched roles are essential for long-term success and member satisfaction.

Summary

- **Team building** is essential for achieving shared goals and maximizing individual strengths.

- The **Group Development Model (Tuckman's Model)** describes four stages: Forming, Storming, Norming, and Performing.

- **Psychological safety** is crucial for open communication and collaboration, especially in the early stages.

- **Setting shared goals** and **clarifying roles** are key to building a strong, effective team.