



Leading Organizational Change – Women’s Leadership Series Handouts

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5 Stages of Group Development

Stage 1: Forming

- In the **Forming** stage, personal relations are characterized by dependence. Group members rely on safe, patterned behavior and look to the group leader for guidance and direction. Group members have a desire for acceptance by the group and a need to know that the group is safe. They set about gathering impressions and data about the similarities and differences among them and forming preferences for future subgrouping. Rules of behavior seem to be to keep things simple and to avoid controversy. Serious topics and feelings are avoided.
- The major task functions also concern orientation. Members attempt to become oriented to the tasks as well as to one another. Discussion centers around defining the scope of the task, how to approach it, and similar concerns. To grow from this stage to the next, each member must relinquish the comfort of non-threatening topics and risk the possibility of conflict.

Stage 2: Storming

- The next stage, which Tuckman calls **Storming**, is characterized by competition and conflict. As the group members attempt to organize for the task, conflict inevitably results in their personal relations. Individuals have to bend and mold their feelings, ideas, attitudes, and beliefs to suit the group organization. Because of "fear of exposure" or "fear of failure," there will be an increased desire for structural clarification and commitment. Although conflicts may or may not surface as group issues, they do exist. Questions will arise about who is going to be responsible for what, what the rules are, what the reward system is, and what criteria for evaluation are. These reflect conflicts over leadership, structure, power, and authority. There may be wide swings in members' behavior based on emerging issues of competition and hostilities. Because of the discomfort generated during this stage, some members may remain completely silent while others attempt to dominate.
- In order to progress to the next stage, group members must move from a "testing and proving" mentality to a problem-solving mentality. The most important trait in helping groups to move on to the next stage seems to be the ability to listen.

Stage 3: Norming

- In Tuckman's **Norming** stage, interpersonal relations are characterized by cohesion. Group members are engaged in active acknowledgment of all members' contributions, community building and maintenance, and solving of group issues. Members are willing to change their preconceived ideas or opinions on the basis of facts presented by other members, and they actively ask questions of one another. Leadership is shared, and cliques dissolve. When members begin to know-and identify with-one another, the level of trust in their personal relations contributes to the development of group cohesion. It is during this stage of development (assuming the group gets this far) that people begin to experience a sense of group belonging and a feeling of relief as a result of resolving interpersonal conflicts.
- The major task function of stage three is the data flow between group members: They share feelings and ideas, solicit and give feedback to one another, and explore actions related to the task. Creativity is high. If this stage of data flow and cohesion is attained by the group members, their interactions are characterized by openness and sharing of information on both a personal and task level. They feel good about being part of an effective group.

5 Stages of Group Development

The major drawback of the norming stage is that members may begin to fear the inevitable future breakup of the group; they may resist change of any sort.

Stage 4: Performing

- The Performing stage is not reached by all groups. If group members are able to evolve to stage four, their capacity, range, and depth of personal relations expand to true interdependence. In this stage, people can work independently, in subgroups, or as a total unit with equal facility. Their roles and authorities dynamically adjust to the changing needs of the group and individuals. Stage four is marked by interdependence in personal relations and problem solving in the realm of task functions. By now, the group should be most productive. Individual members have become self-assuring, and the need for group approval is past. Members are both highly task oriented and highly people oriented. There is unity: group identity is complete, group morale is high, and group loyalty is intense. The task function becomes genuine problem solving, leading toward optimal solutions and optimum group development. There is support for experimentation in solving problems and an emphasis on achievement. The overall goal is productivity through problem solving and work.

Stage 5: Adjourning

- Tuckman's final stage, Adjourning, involves the termination of task behaviors and disengagement from relationships. A planned conclusion usually includes recognition for participation and achievement and an opportunity for members to say personal goodbyes. Concluding a group can create some apprehension - in effect, a minor crisis. The termination of the group is a regressive movement from giving up control to giving up inclusion in the group. The most effective interventions in this stage are those that facilitate task termination and the disengagement process.

Adapted from:

Tuckman, B. (1965) Developmental Sequence in Small Groups. Psychological Bulletin, 63, 384-399.

Tuckman, B. & Jensen, M. (1977) Stages of Small Group Development. Group and Organizational Studies, 2, 419-427.

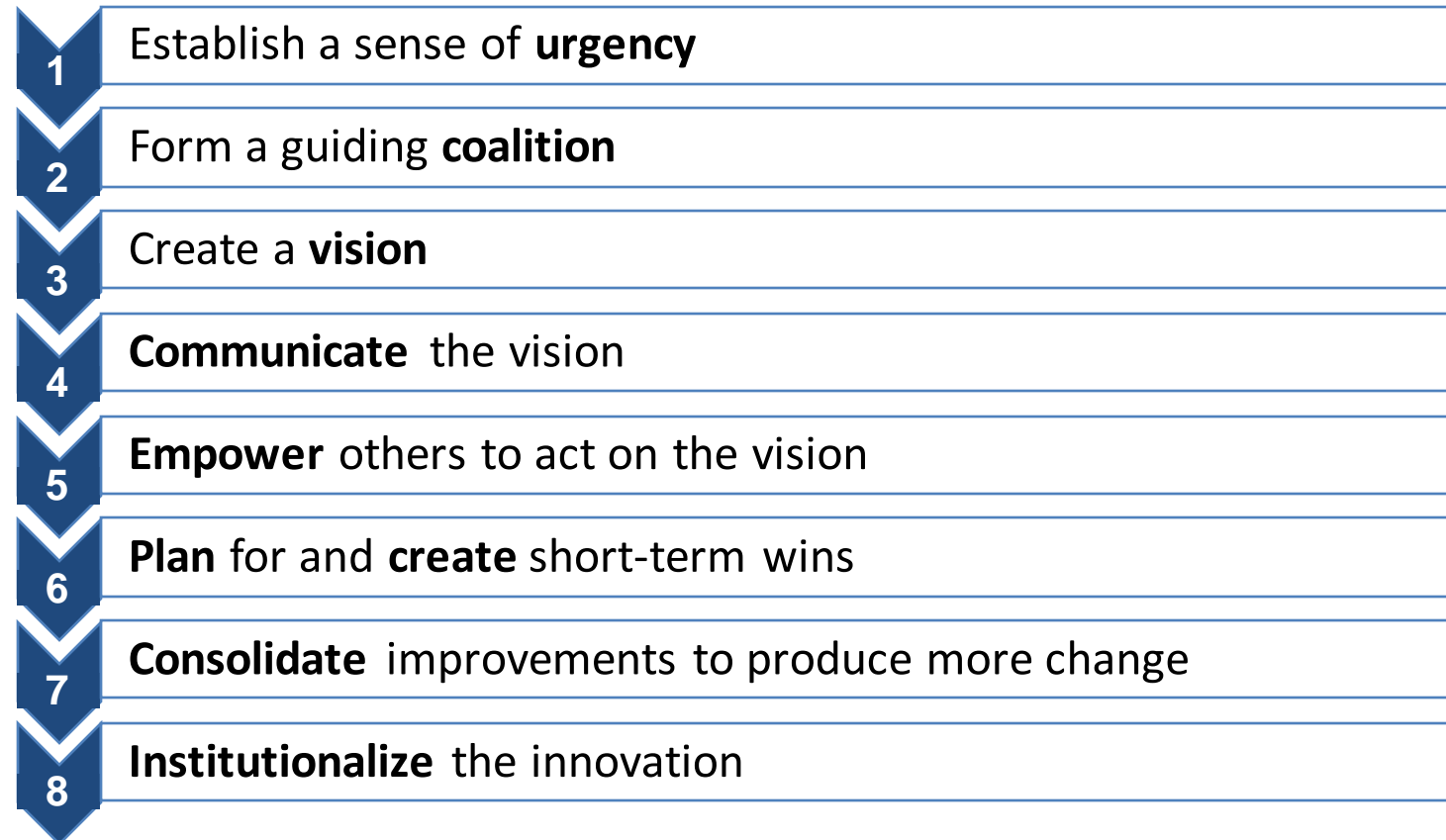
More information on this and related team development models can be found at: <https://www.businessballs.com/team-management/tuckman-forming-storming-norming-performing-model/>

For a group to develop properly through the stages of group development, it needs to do the following:

- Rotate the responsibility of group facilitation.
- The purpose/mission of the group must be clear to all members and the purpose/mission should be periodically revisited.
- Ground rules should be established and monitored.
- Help group understand that "conflict" (conflict in a positive way) is a normal and perhaps necessary part of group development.
- Group must be reminded to "listen" to each other.
- Wrap-up at the end of each session should be comprised of meaningful and constructive comments relative to group process.
- Everyone must contribute and work to make the group a "learning team."

Kotter's 8 Steps to Transforming Your Organization

—for Good!



John L. Kotter, 1995
“Leading Change: Why Transformation Efforts Fail.”

Real Work Change Initiative: Solutions

45-Minute Workout- Join the team for the challenge you selected. Each team will create a few slides to share out. You can use the next slides, "Real Work Change Initiative: Solutions – Share Out", to keep track of your notes.

- A. The challenge “Author” will give a brief Summary of her change management dilemma (2 min)
- B. The team will Identify the key roadblocks (10 min)
- C. Using the elements of organizational change, Design a workplan to lead this change initiative (25 min)
- D. Create a few slides to share---Be as specific as possible, including reasonable *timeframes* and *resources* required for Implementation (8 min)

*We'll close out class with **5-minute** team reports of your recommended plan and any **AHA moments**.*

Real Work Change Initiative: Solutions – Share Out

Real Work Change Initiative: Solutions – Share Out

Challenge A: Changing Processes, Heavy Workload

Led by: Mallory Redcay

- My unit moved from half call center / half claim reps to exclusively managing claims. The transition started in my absence, though new ideas were only implemented after my return to work in May 2022.
- Our stated goal is to reduce the pressure on general casualty by efficiently handling “simple” auto claims with new technology.
- New technology helps and hinders. We now get texts, emails, and phone calls from the same party, making more work for us.
- How can I protect my team from burnout when we have no control over call volume and are still figuring out our new role?

Challenge B: Underperformance and Understaffing

Led by: Shanna Prascik

- Management is struggling to understand why productivity has declined since COVID.
- Business volume was off during the pandemic but is returning. Have staff gotten used to doing less? Or are they distracted working from home?
- We are anticipating a strong first quarter and need to be ready.
- A shortage of qualified candidates makes us reluctant to put underperformers on "action plans."
- How can I compensate for the underperformers or motivate them to do more?

Challenge C : Compensation Becomes Transparent

Led by: Tamyra Taylor

- New laws are coming into effect requiring some of our locations to disclose compensation. My company is being proactive and trying to be transparent at all locations.
- Companywide training is necessary to prepare employees at all levels.
- Managers must be able to explain compensation decisions and career opportunities to their reports. This is a major cultural shift and compensation is a complex and sensitive issue.
- How can I be confident that the trainings will have the desired effect and the roll out will not cause widespread disgruntled employees?

Challenge D : New Manager Faces Shift in Leadership

Led by: Emily Maxwell

- Our communications department is transitioning leadership.
- I'm a first-time manager and my role is to refine the process, project intake transitions, and manage my peers.
- The change is intended to increase productivity while managing a heavy workload, starting immediately.
- I have sound ideas for protocols that will aid the transition.
- How can I introduce these new protocols without coming across as “bossy” or uninterested in my coworkers’ input?

Challenge E : Improving Performance Evaluations

Led by: Lauren Magee

- We have used the same approach to performance evaluations for the past 5 years, but there was interest in streamlining the process.
- Players were the HR leader, IT liaison, and an Instructional Designer.
- Revamping started months ago with a projected November rollout.
- Chief goal was to ensure fairness for the reviewer and the reviewed, being sure that streamlining did not reduce the value of the process.
- What's the best way to communicate the new design and validate that it is user friendly and better than the “old way”?

Notes

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