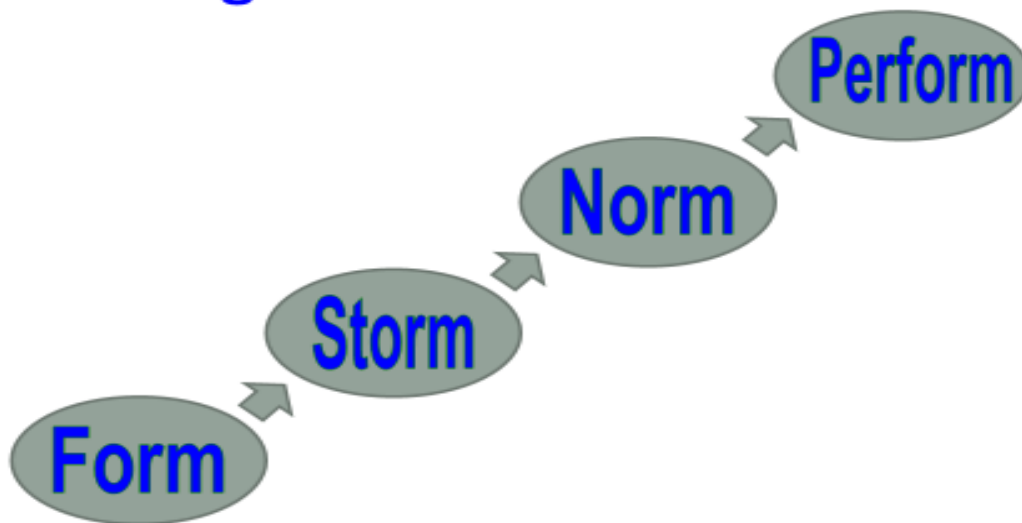


## High Performing Teams

There are many considerations for the leader when building high performing teams. The key element for the leader and team members to understand is that most teams will go through different phases of development before they achieve high performing status (as set out by Bruce Tuckman, 1965 - see below). The leader needs to recognise these phases and help the team develop, however it is important to realise that the team have responsibilities too. Below is a brief overview to remind us of some key considerations regarding the team, the leader and the decision making process within each of the phases.

### Building Teams



#### Phase 1 (Form)

The group get to know one another and their skills but need  
Decisions are made by the team leader

The leader sets the vision and gives direction and guidance. The leader needs to work on building the team and relationships within it

#### Phase 2 (Storm)

Team members vie for position as they attempt to establish themselves  
Decisions don't come easily within group

The leader can encourage more openness about feelings and deals with conflict

#### Phase 3 (Norm)

The team is more in agreement, task roles are clarified

Smaller decisions may be delegated to certain members of the team

The leader needs to review and analyse performance to identify strengths and areas for development

#### Phase 4 (Perform)

The team is more strategically aware knowing what needs doing and why

Most decisions are made by the team

The leader delegates and supports the team concentrating more on interpersonal development

High performance may now be achieved however teams can revert to previous phases