

Part II: Building and Sustaining Research Teams

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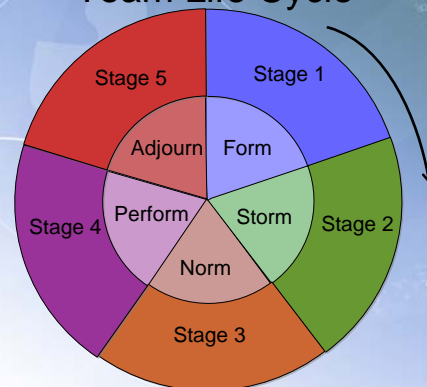
Part II Agenda & Structure

- Activity 2:00 pm
- Large group discussion
- Life cycle of teams
- Case study (small groups) 2:30
- Small group reports 3:00
- Recap, reframe 3:45
- Adjournment 4:00

Activity:

- When you think of a high performing team, what comes to mind?
- Based on the video, what characterizes successful teams?

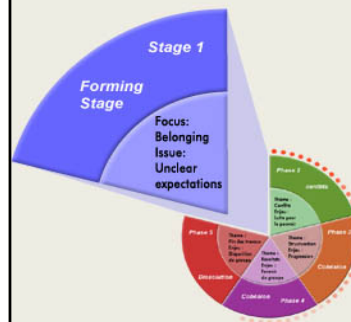
Team Life Cycle



Key points

- Stages are sequential
- Time spent in each stage may differ
- Teams may get stuck or stopped before they reach the adjourning stage
- Addition of new members and other major changes will return the team to the Forming Stage.

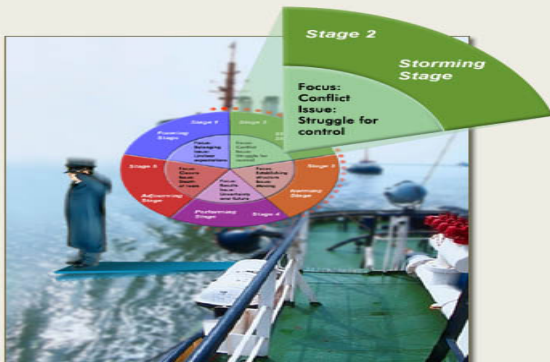
Stage 1: Form



Things to do

- Select members
- Designate Leader
- Set Goals
- Set time frame

Stage 2: Storm



Storming Stage: Key Aspects

- Conflict
 - Lack of role clarity
 - Power
 - Sense of belonging
 - Weak social cohesion
 - Life stage: adolescence

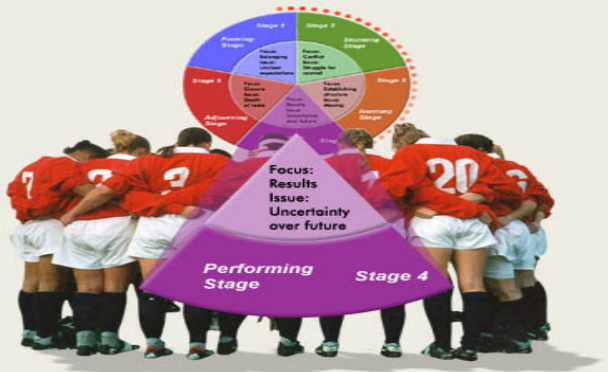
Stage 3: Norm



Norming Stage: Key Points

- Establishment of structures
- Role clarification
- (Re)affirmation of goals, expectations and commitments
- Affirmation of commitment to team
- Norms address behavioural aspects
- Life stage: Adulthood

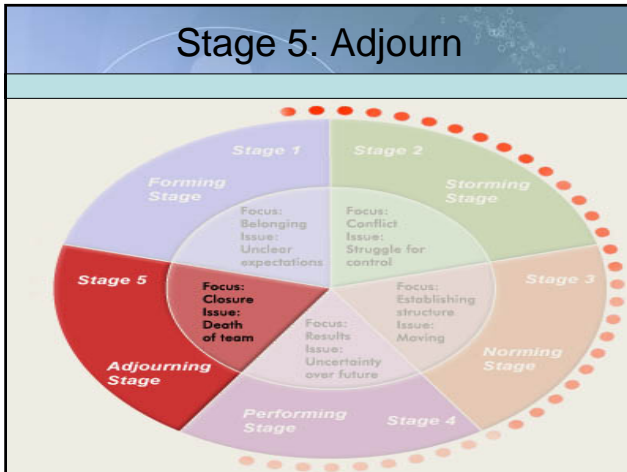
Stage 4: Perform



Performing Stage: Key Points

- Very strong commitment
- High sense of belonging/social cohesion/trust
- High productivity
- Goals are achieved
- Uncertainty about what the future holds
 - Where do we go from here?
- Life stage: middle age

Stage 5: Adjour



Adjourning: Key Points

- Wrapping up
- Letting go
- Endings
- Decision to start up a new team with the same members but a different mandate
- Decision to leave the team
- Evaluation of team performance
- Life stage: Maturity

After Adjourning:

- Rebirth/Re-forming/Reforming (new team: Forming Stage)

Case Study: BC Health Authority Health Promotion Team

- Divide into small groups.
- How would you respond to the challenges?
 - Consider team dynamics and team life cycle
 - Consider from the perspective of team members and the team supervisor

Group Reports

- Stage in team life cycle
- Changes by team members
- Changes by supervisor/team sponsor
- Structural changes
- Others?

Recap

- Building health capacity
- Specialized roles
- Components of successful teams
- Team dynamics: life cycle
- Case history
- Goodies (helpful tools)

