



Build Better Teams

*By Understanding Personal Styles
And Learning to Style-Shift*

In 1965, B.W. Tuckman reported research on the **4 Stages of Team Building** (Psych. Bulletin, vol. 63, no. 6):

1. **Forming** – putting the team together
2. **Storming** – team members argue over their roles and functions on the team
3. **Norming** – team members agree on the new roles and functions they will fulfill as a team member, for the overall good of the team and the team project
4. **Performing** – team members carry out their agreed-upon new roles and functions to produce desired outcomes

The team building process described above is ideally what should happen so that the team's performance and productivity is greater than what individuals could produce on their own. Many times, however, the team gets stuck at Stage 2 Storming so that Norming is delayed or doesn't occur at all, which adversely affects Performing and productivity. Sometimes, nothing is produced. This does not need to happen!

We created **Build Better Teams** to identify the **Personal Styles** of would-be team members, to (1) get the right members on the team at the Forming stage, (2) prevent personality clashes at the Storming stage, (3) provide a common language for agreeing on roles and functions at the Norming stage, and (4) improve overall Performing. As a bonus, team members learn to **style-shift** (to work better with teammates having different styles) so that Stages 1 and 2 become less problematic when they are members other teams, and Stages 3 and 4 occur faster and better. This is especially important in today's organizations because so much work is done through team projects.

Key benefits of using our Build Better Teams Guide:

1. You'll save hundreds of hours not having to create and test new activities to use (a) with potential team members (to decide who to put on the team) or (b) with actual team members. *Build Better Team's* proven activities reduce Storming and speed up Norming and Performing.
2. Participants answer the **Personal Style Indicator** and calculate their preferred style of functioning on two dimensions: (1) Person-oriented or Task-oriented, and (2) Extroverted or Introverted. Most people score high on 2 or 3 of the following Styles, and thus understand how to work with others who have the same Personal Styles:
 - ③ Behavioral Style (Task-oriented & Extroverted)
 - ③ Cognitive Style (Task-oriented & Introverted)
 - ③ Affective Style (Person-oriented & Extroverted)
 - ③ Interpersonal Style (Person-oriented & Introverted)

Clashes most often occur when two individuals score extremely high on different Styles – especially these Styles:

- ③ Behavioral vs. Interpersonal
 - ③ Cognitive vs. Affective
3. The Facilitator describes the key characteristics of the 4 Personal Styles and of the 4 Stages of Team Building. Participants record this in their *BBT Guide*.
 4. Participants are put into a **same-Style group**. They discuss and answer questions about (a) key strengths and (b) problems of this one Style, and how this might affect the 4 Team Building Stages. They discuss how to work better with other Styles by Style-Shifting. They record everything in their *BBT Guide*.
 5. Participants are put into a **mixed-Style group** (so all 4 Styles are represented). They discuss what they did and recorded in #4 above to learn how to work better with all Styles.

