A GUIDE TO REFORMING TEAMS

Many teams have been working differently over the past few months and may do so in the future so the present state becomes the 'norm'. Some people have worked in other teams, in different locations, with different patient groups, whilst some colleagues have been on stand-by, worked from home or attended work on a rota. Many colleagues have had to respond quickly and learn new skills.

There are many tools and techniques to support you in identifying where your Teams development needs are: Tuckman is just one model. The Organisational Development Team can support you with team development. Email **Sfh-tr.ODenquiries.nhs.net.**

Drawing from the Tuckman Model we can look at behaviours, relationships and team development particularly during and post C-19. The 5 Stage Model can help us to understand what happens during the formation of new teams, but also what happens when the original team reforms. **Examples from SFH evidenced data have been used to illustrate the stages.**

Forming

High dependence on leader for guidance and direction. Little agreement on team aims other than received from leader. Individual roles and responsibilities are unclear. Leader must be prepared to answer lots of questions about the team's purpose, objectives and external relationships. Processes are often ignored. **An example of this may have been during C-19, when governance appeared to be 'relaxed', as the circumstances were unknown and required quick responses.**

Storming

Decisions don't come easily within group. Team members vie for position as they attempt to establish themselves in relation to other team members and the leader, who might receive challenges from team members. Clarity of purpose increases but plenty of uncertainties persist. Cliques and factions form and there may be power struggles. The team needs to be focused on its goals to avoid becoming distracted by relationships and emotional issues. Compromises may be required to enable progress. **An example of this may have been when a new member joined a team, needing to establish themselves in this new environment and wanting to show capability to their colleagues.**

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Norming

Agreement and consensus largely forms among the team, who respond well to facilitation by leader. Roles and responsibilities are clear and accepted. Big decisions are made by group agreement. Smaller decisions may be delegated to individuals or small teams within group. Commitment and unity is strong. The team may engage in fun and social activities. The team discusses and develops its processes and working style. There is general respect for the leader and some of leadership is shared by the team. **An example of this might be the use of comms cells/ engagement walls to engage with the team and share learning, or a Team Conversations using the TC Pack for Manager's, looking at ways of working and using a Stop, Start, Continue tool for co-design.**

Performing

The team is more strategically aware; the team knows clearly why it is doing what it is doing. The team has a shared vision and is able to stand on its own feet with no interference or participation from the leader. There is a focus on over-achieving goals, and the team makes most of the decisions against criteria agreed with the leader. The team has a high degree of autonomy. Disagreements occur but now they are resolved within the team positively and necessary changes to processes and structure are made by the team. The team is able to work towards achieving the goal, and also to attend to relationship, style and process issues along the way. Team members look after each other. The team requires delegated tasks and projects from the leader. The team does not need to be instructed or assisted. Team members might ask for assistance from the leader with personal and interpersonal development.

Adjourning

The Adjourning phase is very relevant to the people in the group and their well-being, but not to the main task of managing and developing a team, which is central to the original four stages.

Adjourning is the break-up of the group, hopefully when the task is completed successfully, it's purpose fulfilled; everyone can move on to new things, feeling good about what's been achieved. **The Post Covid-19 and return to 'norm' after working in a highly charged environment.** From an organisational perspective, recognition of and sensitivity to people's vulnerabilities is helpful, particularly if members of the group have been closely bonded and feel a sense of insecurity or threat from this change. Feelings of insecurity would be natural for some people.[1] **The Leaders 'Team Conversations Pack' is a useful tool to use a this stage, as teams re-connect, re-form and re-set following covid. Take the opportunity to learn from your team's recent experiences by asking "what has gone well, how do you feel"?**

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Top Tips for Leaders, Managers and Supervisors and Reforming Teams

1. Refer to the Managers Team Conversations Pack to support a structured conversation around feelings, thoughts, identifying new skills and innovation.

2. Build trust with your team. Be open to questions, challenges and prepared to answer honestly.

3. Encourage co-design, engage with your team, ask for feedback

4. Encourage development of individuals on a personal and inter-personal level.

5. Build psychological safety within the team. Enable people to raise issues, risks, questions without fear of recrimination or ridicule.

6. Aspire to be a compassionate and inclusive leader, ensuring everyone has a voice.

7. Seek commitment from your Team, but also show commitment by acting on your intentions.

Further Reading and related documents

1. Team Conversations Pack
2. **Organisational Development Fact Sheets and Resources**

NHS
Sherwood Forest Hospitals
NHS Foundation Trust