

Everyone's Smart University

Project (Spring 2021)

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PROJECT LEADERSHIP

Instructions:

- ☐ آخر موعد للتسليم هو يوم الخميس 2021-05-20 في تمام الساعة ٩ مساءً.
- ☐ الإجابة متاحة باللغة الإنجليزية أو اللغة العربية مع مراعاة أن تكون المصطلحات العلمية باللغة الانجليزية.
- ☐ يتم تسليم المشروع في صيغة ملف pdf مع الالتزام بنموذج الجامعة ولن تقبل أي مستندات أخرى.
- ☐ يجب مراعاة أقسام البحث الرئيسية (مقدمة Introduction، دراسات علمية سابقة Literature Review، طريقة البحث Methodology، النتائج والمناقشة Results and Discussion، وأخيراً المراجع References. وان كان هناك ملحقات Appendices يتم إضافتها)
- ☐ يجب الالتزام بـ Theme موحد كما يلي:
 - حجم الخط 12.
 - نوع الخط Arial.
 - لون الخط أسود.
 - المسافة بين الأسطر 1.5 line spacing.
 - عدد صفحات البحث (لا تقل عن ثلاث صفحات ولا تزيد عن ستة صفحات).

Instructor's Name: **Dr. Sara Adel**

Team management (Team structures – Team development stages – Team needs)

Introduction

In 1965, an educational psychologist, Bruce Tuckman, created the most important model for group training. He has developed a model reflecting the various step groups to be developed in a team based on his observations of group actions in various sets and on the literature studies (Aga, Noorderhaven & Vallejo, 2016).

Initially, the model consisted of the forming, standardization and performance of four separate group phases. A fifth level, called "adjournment" or "mourning," was then added. They reflect the requisite epochs from the challenges faced, the solutions to problems and the work on preparing, in order to produce results as a team (Zwikaël, 2011).

When each stage focuses on itself, the various emotions, behaviors and group activities are also matched. The knowledge of the various phases and why things happen in certain ways can, according to Tuckman, affect the team's process and efficiency in a positive way (Serra & Kunc, 2015).

While Tuckman described the various phases as a linear model, in practice the phases are very fluid, and group forming is not always a linear process. It is important to recognize that. The team will help maximize its process and efficiency by finding out and understanding the reasons for improvement in the team's behavior. This is particularly the case when the Tuckman analysis is used instead of a set diagnosis as a basis for conversation (Taghipour, Seraj, Amin & Changiz, 2020; Zwikaël & Smyrk, 2012; Zwikaël & Smyrk, 2015).

Forming

The team is formed and everyone demonstrates their best conduct. A good and courteous atmosphere exists. The facilitator needs strong guidance because group assignments have not yet been clearly identified.

Further, the "formation" process takes place when the team meets each other first. This first meeting will be attended by team members. They have shared their backgrounds, their interests and their skills. You can learn about the project you are working on, clarify the project goals (with a project charter) and begin to think about the position of the project team. You're not currently working on the project. They successfully "see each other" and find a way to cooperate.

In the first step of the team development, it is important for the team leader to be very specific about team goals and to provide clear guidance for the project. The Team Leader should ensure, and collaborate with the Team to decide how all members work together (the 'team standards') ("team standards"). The team is headed by the leader of the group.

Storming

Emerging borders are being disputed and disputes are happening. Frustration is also popular about the lack of development. The facilitator needs guidance.

Besides, the team will reach the storming stage as it begins to cooperate. This stage cannot be avoided; each team – and particularly a new team, which has not previously operated together – participates in this part of team growth. In order to achieve a rank and acceptance, the team members compete at this time. They are

divided about what to do and how to do – which creates disagreement in a team. When they go through this phase, led by the team leader, they will act independently and as a team and assume the roles and duties of the team. You can jointly solve problems. For team members not interested in conflict, this is a difficult scenario.

At this stage, the team leader needs to be able to assist the team so that team members can listen and understand their differences and ideas. This ensures that all interactions are controlled by no team member and all team members are able to provide feedback. To be more effective and productive listeners, the team leader must train certain team-mates and others.

It ends when the team takes more into account and learns how to collaborate for the sake of the project. At this point, the team leader will start the transition to the team to be alone, but will remain involved to ensure that problems are resolved as quickly as possible.

Some teams can not, however, go beyond this, and the whole project has been spent on conflicts and values, so completing the project is very difficult. This is also a matter of difficulty for teams of professionally inexperienced participants.

Norming

Team members begin to overcome their differences, recognize the strengths of colleagues and respect the authority of the leader. Storming and standardization behavior will overlap when new tasks are arising for some time.

When the team reaches the standard level, they perform as a team better. You no longer focus on your own goals, but instead develop a way to work together (processes and procedures). They respect one another and understand their differences. They respect each other. In the discrepancies of the team you start to see the beauty. Working together as a team seems more normal. At this stage, the team decided on its team rules, how information should be exchanged and team conflicts overcome as well as the resources and processes to accomplish its task. The team members start to trust and actively seek each other's support. They are now helping one another to pursue a common goal, rather than competing with one another. The team members are also making significant advances as they start to work together more effectively.

The team leader does not participate in decision-making and problem solving, because of the strengthened cooperation and more obligations of the team members. The team is self-sufficient and can collectively solve issues and disputes. But often the team leader will do things if the team stagnates. The team leader should always ensure the team members collaborate and start serving as a mentor for the team members.

Performing

Difficult work is accompanied by pride at the success of the team. Team trust will fluidify the position of teams and enable the facilitator to delegate further tasks. Problems can be avoided or resolved as they emerge.

The teams in the "performing" stage work at a very high level. The emphasis is on reaching the goal as a group. The team members met each other, trusted one another and trusted one another.

Each team does not reach this level of team development, some teams stop at stage three: standardization. The team works and the participants are interdependent without oversight. The team is really looking forward to the mission. You can take decisions and solve problems quickly and effectively. When the team members do not agree, the success of the project can be achieved and agreed. When changes are made in team processes, the team should consent to changes alone, without depending on the team leader.

The team leader does not participate in the decision-making, problem solving or other activities like the team work every day at this stage. The team members operate well as a group and need no other degree of supervision. The team leader will continue to monitor the success of the team and to celebrate its achievements in team building. The team manager will also be the key to make decisions on a higher level inside the company.

The team may also go back to another stage at this point. For example, if one of the members starts working independently, the team will go back to the level of "storming." Or the team will return to "making" stage when a new member joins the team. When the job changes dramatically, the team will return to an earlier stage to accommodate the changes.

Adjourning

It is necessary to celebrate the good results of the team when all tasks are finished.

The removal of the group structure following extensive teamwork over long periods may also create insecurity for individual team members.

The project ends at the Adjourning stage and the team members travel separately.

In this step, the team looks after the well being of the team and does not manage a team in the four original phases of team building.

The team leader should ensure the team has time to celebrate the success of the project and take account of best practices. (Or evaluate what happened and learn lessons for future projects, if the project was not successful.) This gives the team the opportunity to say goodbye and hope for success in the next attempt. It is possible to establish a closer relationship and to distinguish and independence from other projects for any culture that has reached stage 4.



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