

Scholar and consultant Daniel Goleman says process failures show a lack of **team IQ** or “the ability of teams to perform well.”³³ He points out that “champion” teams excel because their members know how to use their talents in cooperation with others and are able to handle occasional disharmony and interpersonal conflicts. In other words, great teams combine talent with emotional intelligence and positive team processes to create a winning performance combination.

Team IQ is the ability of a team to perform well by using talent and emotional intelligence.

TEAMS MOVE THROUGH DIFFERENT STAGES OF DEVELOPMENT.

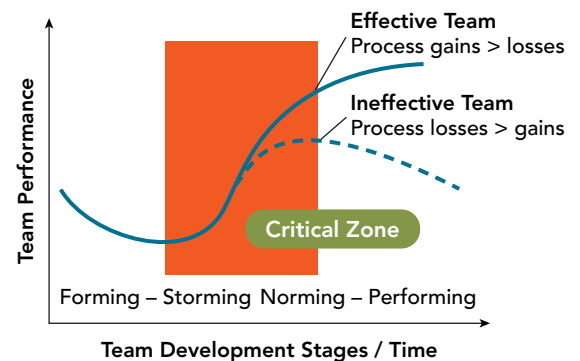
Teams tend to change as they age. Things are often very different for a newly formed team than for one whose members have been together for a long time. It turns out that one of the factors determining the success or failure of a team is how well problems and opportunities are handled over different phases of its life cycle. Scholars like to talk about this issue in terms of the five stages of team development listed here.³⁴

1. *Forming*—a stage of initial orientation and interpersonal testing
2. *Storming*—a stage of conflict over tasks and working as a team
3. *Norming*—a stage of consolidation around task and operating agendas
4. *Performing*—a stage of teamwork and focused task performance
5. *Adjourning*—a stage of task completion and disengagement

Diversity and Team Development

An effective team meets and masters key process challenges as it moves through each of the prior stages, maximizing process gains and minimizing process losses. Try using the nearby figure to understand how membership diversity can challenge team development.

Here’s what we know. Team diversity can expand the talents, ideas, perspectives, and experiences useful in problem solving.³⁵ But, relationships and processes can get more complicated as diversity grows. It’s important to not let process losses overwhelm the opportunity for performance gains. When teams do well at managing diversity, especially through the “critical zone” of storming and norming, the chances for real success are greatly increased.



Team Development Challenges

The *forming stage of team development* is one of initial task orientation and interpersonal testing. New members are likely to ask: What can or does the team offer me? What will they ask me to contribute? Can my efforts serve team needs while also meeting my needs? Members begin to identify with one another and the team itself. They focus on getting acquainted, establishing interpersonal relationships, and discovering what is considered acceptable behavior. Difficulties in the forming stage tend to be greater in more culturally and demographically diverse teams.

The *storming stage of team development* is a period of high emotionality. Tension often emerges between members over tasks and interpersonal concerns. There may be periods of conflict, outright hostility, and even infighting as some individuals try to impose their preferences on others. But this is also the stage where members start to clarify task agendas and understand one another. Attention begins to shift toward mastering obstacles, and members start looking for ways to meet team goals while also satisfying individual needs. The storming stage is part of the critical zone where process failures cause lasting problems but process successes set the foundations for future effectiveness.

Cooperation is an important issue in the *norming stage of team development*. Members begin to better coordinate their efforts and share rules of conduct. The team feels a sense of leadership, with each member starting to play a useful role. Most interpersonal hostilities give way to a balancing of forces as norming builds initial integration. Norming is also part of the critical zone of team development. When it is well managed, team members are likely