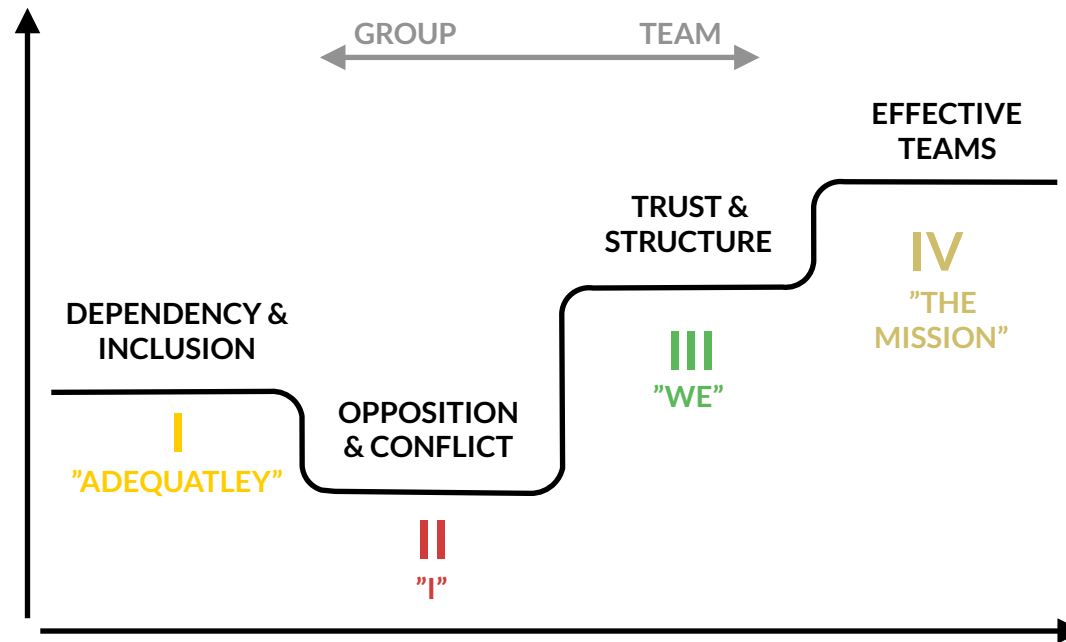




The scientific model
for team development

Integrative Model of Group Development



IMGD is developed by the American Professor of Psychology, Dr. Susan A. Wheelan, who has compiled previous theories and studied thousand of teams. Her model is the first one to be scientifically and statistically attested.

IMGD describes the team's development at four stages, plus any possible adjourning. All four stages are signified

by various behaviours and needs within the team. Teams at Stage IV are the ones that act in the most efficient way, regardless of sector.

Each stage has its own specific issues that need to be dealt with. Stage II is the most critical stage of them all and many teams run the risk of getting stuck there, unless they deal with the competition and conflicts that

can arise. Only somewhere around 20 per cent of all teams reach Stage IV.

With the self-evaluation tool GDQ, it is possible to measure where in the development model a team is and how efficient it is

The various development stages

What is a team?

A team has common goals and tasks.

A team has regular meetings.

A team has a common leadership.

Size matters. It is hard for teams with more than 14 members to develop into Stage IV.

Crucial things in development:

Common goals

Efficient structures

Open interplay

A willingness among the members to adopt leadership and a team leader's willingness to delegate this.

Ten "Development Commandments"

Don't blame others when it comes to problems.

Support what clarifies goals, roles and tasks.

Support an open way of communicating.

Let everyone take on responsibilities/tasks.

Support productivity, quality, innovation and openness.

Thwart unnecessary/unproductive norms.

Support efficient ways of making decisions.

Look at conflicts as possibilities for development.

Support togetherness and each other.

Co-operate with others.

Stage I - Dependency & Inclusion

The team is leader dependent.

It is important to be a part of the team.

Safety is important, relationships are built tentatively."

Why am I here? What is expected of me?"

People are polite and speak about safe things.

They also want clear-cut tasks and ask for permission.

Advice to the team

Get to know each other.

Tell people about yourself and ask questions about others. Don't be too personal - respect caution.

Share your personal goals.

Tell people how you experience things at work.

Offer responsibility.

Advice to the team leader

Use a governing and structured leadership.

Clarify goals, tasks and expectations.

Clarify values and norms.

Create opportunities to make contact.

Realize the need for structure.

Keep an eye open: "Is everyone in the team?"

Goals to reach

Clear goals and roles.

A sense of belonging.

Communication that benefits co-operation.

Loyalty towards the team.

An environment where everyone feels safe to come up with ideas and suggestions.

Stage II - Opposition & Conflict

The most critical stage, which involves emancipation and conflicts. Stays, returns or moves on. Individual needs are clarified. Conflicts about what is important and disagreement on goals. Open competition in the team. The team challenges both the leader and each other. They try to convince each other about "the right thing". Tedious discussions about unnecessary things.

Advice to the team

Look at conflicts as ways of developing. View task-oriented conflicts in a positive way. Support constructive conflict solutions. Be specific and clear. Offer responsibility.

Advice to the team leader

Support, practise, coach and tutor. Choose activities that call for co-operation. Stress feedback. Don't take things personally... Keep an eye open: "Are important conflicts being dealt with?" Keep an eye open: "Are roles defined and accepted?"

Goals to reach

True consensus.

Common goals.

Common values.

Common operational processes.



The various development stages

Stage III - Trust & Structure

The team regroups.
Increased tolerance, intimacy and openness.
Deals with conflicts when they arise.
Wants to achieve agreement and consensus.
Enjoys things most of the time.
Roles and missions are adjusted in order to reach the goals.
Creates structures which support productivity.

Advice to the team

Don't stay in the idyllic place...
Focus on the task.
Be generous when it comes to feedback.
Open up for new thoughts and ideas.
Action instead of talking.
Offer responsibility.

Advice to the team leader

Co-operate and delegate.
Make the most of the experts in the team.
Delegate and reward people's responsibility-taking initiatives.
Use other teams' work and experiences.
Encourage questioning of things that hinder efficiency.

Goals to reach

Trust and structure.
Consolidate positive relationships in the team.
Mature discussions about roles and organizational processes.
Constructive conflict management.

Stage IV - Efficiency

The team works efficiently and creatively.
Everyone in the team recognizes the team's goals.
All members' roles and statuses are known and accepted.
Open communication - a lot of task-related feedback.
Conflicts are shared and develop the work in the group.
Leadership is easily interchangeable.
The team co-operates with others.

Advice to the team

Enhanced development.
Take on even larger personal responsibilities.
Try new ways, explore and develop.
Learn from each other.
Deliberately work with new ideas, feelings and behaviour.

Advice to the team leader

Keep visions and develop.
External monitoring is crucial.
Use the best one for the job.
Challenge the team with new goals/tasks.

Goals to reach

Challenge and development.
Long-term intentional decisions.
Use conflicts as resources for development.

Stage V - Dissolution of the team

The team's task is completed or the team is re-organized.
How this is dealt with depends on where the team is at the stage of dissolution. An important stage to deal with, in order for the team members to use their experiences from this in their next team constellation.
The dissolution can be energy-consuming and can contain a grief process.
Conscious and subconscious feelings need space.

Advice to the team

Evaluate
Give feedback
Hold "ceremonies"

Examples of comparative studies



Sales & economy, insurance company

Group	Team
34,2	28 (+50%)
35	25
6	2,8

A major insurance company in the US carried out team development with six work groups, which in a year developed into teams.

A large comparison was made between their results as groups before their development and the year after the initiative:

The average time for a "new customer process", i.e. the time from sales pitch to closing the deal, went from 34.2 days to 28.0 days.

A 20 per cent improvement. Also, there were almost a 50 per cent increase in closed deals.

Insurance cases went from 35 to 25 days (28% faster).

The average time for invoicing, "billing turnaround", went from 6 to 2.8 days. That is a 53 per cent improvement.

Facilitating Team development, communication and performance (Susan A. Wheelan and Sharon Furbur, 2006) The entire article was published in Facilitating group communication in context: Innovations and Applications with natural groups, Vol.2.

Teachers, elementary schools

Group	Team
Total	+20-25%
"Difficult tasks"	+50%

Between 1999 and 2001, around 2,300 teachers at 61 elementary schools in Ohio took part in a GDQ survey. These measurements were then compared to statewide assessments for fourth graders.

Students with high-performing teams of teachers scored 20-25 per cent better results in tests in five subjects.

The biggest difference could be seen in the 34 schools in areas that were described as poor. Here, the students of high-performing teacher teams scored more than 50 per cent better than the other students.

Link Between Faculty Group Development and Elementary Student Performance on Standardized Tests Susan A. Wheelan, Jan Kesselring. The entire article was published in The Journal of Educational Research in July 2005.

Intensive care units

Group	Team
1,10	0,3
Worst: 1,4	Best: 0,13

In a study from the early 2000s, seventeen different teams at nine hospitals on the American east coast were compared. All of them worked with intensive care and what was compared was patient mortality compared to SMR (Standard Mortality Ratio).

The six high-performing teams had an mortality average of 0.32, compared to SMR. The six teams with the lowest co-operation efficiency had an mortality average of 1.10, more than three times the rate.

The difference between the worst and the best group was more than tenfold - from 1.4 to 0.13.

The link between teamwork and patients' outcomes in intensive care units, 2003 Susan A. Wheelan, Christian N. Burchill, Felice Tilin The entire article was published in American Journal of critical care in November 2003.