

# LEADERSHIP IN THE STAGES OF TEAM DEVELOPMENT

## SYLLABUS

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*Written & Delivered By:*



# PEREGRINE

— GLOBAL SERVICES —

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## **LEADERSHIP IN THE STAGES OF TEAM DEVELOPMENT**

### **Overview**

Social scientist Bruce W. Tuckman published his seminal work in 1965 on the stages of team development, which became known as The Tuckman Model. These stages include Forming, Storming, Norming, and Performing. A fifth stage, Adjourning, was added later. Each of these stages requires unique leadership approaches to help move the team through the stages to reach the desired Performing stage.

The purpose of this module is to explain the Tuckman Model and show how the team leader needs to lead in each of the stages.

### **Learners**

This module is designed for anyone who desires to learn how to lead teams more effectively.

The module may qualify for Continuing Education Units (CEU) for professional certifications depending on the professional association.

### **Learning Outcomes**

The learning outcomes for the module are as follows. With the completion of this module, learners should be able to:

1. Understand the Team Formation and Team Life Cycle.
2. Understand the Tuckman Model.
3. Apply the correct leadership approaches within each stage of the Tuckman Model.
4. Apply good team leadership principles.

### **Curriculum**

<b><u>Section</u></b>	<b><u>Topics / Subtopics</u></b>
Section 1: Team Formation and Life Cycle	<ul style="list-style-type: none"> <li>• Different Types of Teams</li> <li>• Selecting Team Members</li> </ul>
Section 2: Understanding the Tuckman Model	<ul style="list-style-type: none"> <li>• Forming</li> <li>• Storming</li> </ul>

	<ul style="list-style-type: none"> <li>• Norming</li> <li>• Performing</li> <li>• Adjourning</li> </ul>
Section 3: The Leader's Role	<ul style="list-style-type: none"> <li>• The Leader's Role in the Forming Stage</li> <li>• The Leader's Role in the Storming Stage</li> <li>• The Leader's Role in the Norming Stage</li> <li>• The Leader's Role in the Performing Stage</li> <li>• The Leader's Role in the Adjourning Stage</li> </ul>
Section 4: Application and Assessment	<ul style="list-style-type: none"> <li>• Lead by Example Article</li> <li>• Difference between Leading and Managing a Team Article</li> <li>• Principles for Leading a Successful Team Article</li> <li>• Assessment</li> </ul>

### **References and Additional Readings**

Dudeva, L. (June 5, 2017). 15 principles for leading a successful team.

<https://www.plushr.com/blog/managing-your-team/15-principles-for-leading-a-successful-team>

Glazer, R. (July 1, 2018). Here's the difference between leading and managing a team.

<https://www.theladders.com/career-advice/heres-the-difference-between-leading-and-managing-a-team>

Olsen, J. (December 10, 2018). Lead by Example: 12 Ways to Be a Successful Team

Leader. <https://www.portent.com/blog/project-management/lead-example-guide-successful-team-leader.html>

### **Delivery**

The module is delivered using Peregrine's Learning Management System (LMS) known as CMAD. Instruction is asynchronous with online learning activities.

### **Assessment**

In each section, there are in-progress quizzes and short exercises to ensure understanding of the instructional content.

A completion certificate is issued when the learner obtains at least 80% on the final exam, which includes a question based on each learning outcome.

### **Hours and Articulation**

Learner hours are shown in the following table. The hours are based on both the time within the module and time away from the module conducting application activities.

<b><u>Section</u></b>	<b><u>Hours</u></b>
Section 1: Team Formation and Life Cycle	0.5
Section 2: Understanding the Tuckman Model	0.5
Section 3: The Leader's Role	1
Section 4: Application and Assessment	1
<b>Total Hours</b>	<b>3</b>