Every organization is comprised of numerous individuals with their own values, styles and priorities. As your group meets throughout the semester each member’s unique characteristics will surface. The more we understand our team members, the better equipped we are as leaders to help each member contribute to the goals of the organization and fulfill their personal goals. It may be helpful to understand the student’s motivations, and why they have chosen to become involved with your organization.

For example, some students may feel passionate about the mission of your organization, others may be looking to build friendships, some are looking for leadership experiences to include on their resume, and others may be looking to expand their college experience beyond academics.

An effective group has the following elements:

1. Group goals are clearly communicated and understood by members.
2. Group members are encouraged to share their ideas and contribute actively.
3. Leadership opportunities are offered to all members.
4. Decision making procedures are in place and reflect the values of the group.
5. Conflicts are viewed as an opportunity to learn, group, and produce quality work.

Tuckman’s Model for Group Development (1965)

Groups often progress through a series of stages. Strategies are provided below for each of the stages of group development.

**Forming:** The initial stage of coming together. This would include member recruitment and affiliation.

**Questions for Leaders:**
1. What information do people need?
2. When will the group meet?
3. How will the group communicate?
4. What type of commitment is required?
5. What is the purpose of the group?

**Strategies:**
- Develop icebreakers to help members get to know each other.
- Plan a retreat that incorporates goal-setting, program planning, and team building activities.
- Share the history and mission of the organization with your members.
- Review expectations of officers and group members.
- Provide a handbook or “to-do” list to officers or committee chairs.

**Storming:** The stage when the group has been meeting and differences of opinions may start to emerge. If the group isn’t clear about its purpose and can’t agree on goals, the group could experience some challenges.

**Leaders will help group members to:**
1. Be open to new ideas.
2. Be patient and listen to various viewpoints.
3. Handle conflict directly
4. Revisit purpose of the group.

**Strategies:**
- Remember that conflicts that arise are often signs of potential growth within an organization.
Listen attentively to all viewpoints.
Consider new perspectives or alternatives.
Help members work though conflicts by providing mediation resources.
Review group goals and member/officer expectations.
Develop a rebuilding team activity.

**Norming:** Once the group resolves conflicts that emerge, it can establish procedures on how to get things done. At this stage individuals in the group get to know each other on a deeper level and begin to understand the group’s culture.

*Leaders will help group members to:*
1. Practice collaboration.
2. Keep new members informed, involved, and feeling comfortable in the group.
3. Check in with group members to make sure they understand their role.

**Strategies:**
- Facilitate some challenging team building activities that encourage greater self-disclosure and will allow team members to learn from one another.
- Have members design t-shirts, bags, hats, etc that identify themselves and the group.
- Have the group develop a program that will create a tradition.
- Model and encourage supportive behavior.
- Provide both positive and task related feedback.
- Review group goals and possibly establish new ones.

**Performing:** Getting the work done.

*Leaders will help group members to:*
2. Empower members to learn new skills and share roles.
3. Revisit purposes.
4. Rebuild commitment.

**Strategies:**
- Assign members and officers designated tasks.
- Provide feedback about what is going well and what can be improved upon.
- Reward and recognize achievements and positive work relationships.
- Share decision making opportunities.
- Delegate tasks to give others the opportunity to learn new things.

**Adjourning:** Providing closure for group members.

*Leaders will help group members to:*
1. Evaluate their experience in the organization.
2. Share their experience with team members.
3. Celebrate their experience in the organization.

**Strategies:**
- Design a closure activity that encourages members to share what they learned over the course of the semester.
- Develop transition materials for new officers. Record addresses and phone numbers of graduating members (if future correspondence is needed).
- Recognize members and plan an end of the year event (banquet, dinner, or picnic).
- File/Store minutes & reports in an area easily accessed by advisor and future officers.

**NOTES:**

MISSION STATEMENT

To create a vibrant campus environment by educating and empowering student leaders through implementation of campus programs and the celebration of Ursuline Traditions.