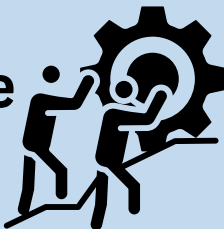


# ACTION POINT / Unit 3: Group Performance

EMG Training of Trainers, July-September 2024  
Got questions? Reach out: [OasisToT@outlook.com](mailto:OasisToT@outlook.com)



## **Background:**

Continuously improving group performance is crucial for implementing projects that can be sustained long-term. Enhancing team-building involves fostering a sense of unity and shared purpose through collective decision-making and establishing clear goals and values. Effective conflict management is essential for maintaining group harmony and involves establishing clear resolution mechanisms, promoting active listening, and using mediation when necessary. Time management and other self-management skills are important to facilitate the group's performance.

**Keywords:** *Tuckman's stages of group development: Forming, Storming, Norming, Performing, and Adjourning*



## **Your task:**

In the next EMG meeting, set the performance goals the EMG would like to achieve.



## **Duration:**

Preparation: 2 hours

Meeting itself: 2-2,5 hours



**Purpose of the task:** Ensure the work of EMGs can be tracked and the groups reach the milestones and goals set by the group.



## **Implementation (along the Tuckman's stages of group development):**

- ☐ When organising meetings, please refer to the guidelines described in Action Point 1.
- ☐ Stage '**Forming**': this is a stage that you have completed through Action Point 1: gathered the EMG members, clarified the rules, roles and got acquainted with the people participating.
- ☐ With the EMG, work on the stage '**Storming**':  
Conflicts and power struggles might arise as individuals assert their opinions and view for positions.

**What to do:** Discuss possible ways of resolving conflicts and establish a clear process. We recommend using the [Conflict management tools from Unit 3](#).

Some questions to consider: Could a structure like [Guurti](#) be used to facilitate them? Do we need to consider Xeer? What communication ways do they want to use? Should complaints or concerns be shared anonymously or openly? Consider setting up a box in the community space where anyone could put in their complaints or appoint a mediator, someone people trust and would confide in.

- ☐ With the EMG, think about what they want to achieve in the stage '**Norming**':

**What to do:** Based on the roles assigned in Action Point 1, help the EMG members think about what they want to achieve in these roles. Write these milestones down and give them a specific date so that the EMG can see whether they are on track and whether someone needs more support. The goals should be [SMART](#) (Specific, Measurable, Achievable, Relevant, and Time-Bound).

- ☐ Thon the stage '**Performing**':

**What to do:** Explain that this process of group forming takes time. In this stage, the EMG will focus on achieving its environmental objectives. Ask the members to outline concrete goals they want to see regarding environmental objectives (=connect them to your field projects) once they achieve this stage. The goals should be [SMART](#) (Specific, Measurable, Achievable, Relevant, and Time-Bound).

- ☐ With the EMGs, outline how the stage '**Adjourning**' should look like:

**What to do:** Ask the members how to proceed when the project ends. Do they want to keep the EMG and use it for other initiatives? What other needs could they address if they establish a well-functioning EMG? This should help them see the value of their groups and motivate them to participate. Once the group gets to this stage, probably a year from now, they will also evaluate the outcomes and document lessons learned: emphasise that they will be able to use this EMG setup for other projects they wish to implement.



## **Materials/preparation needed (these are suggestions; not all might be needed!):**

- ☐ See the materials from Action Point 1 on general meeting materials like seating arrangement, transportation, etc.
- ☐ Agenda and Informational Materials: Printed or digital copies of the meeting agenda.
- ☐ Stationery and Supplies: Flipcharts and markers, paper and pens for participants.
- ☐ Create a big circle or trajectory that indicates the five group development stages and then write the conclusions you come to with the EMGs.
- ☐ Documentation Materials: Attendance sheet for participants to sign in.
- ☐ Follow-Up Materials: Summary of meeting points and decisions. Schedule for the next meeting.