

# Practice day

# Cause and community

**January 20, 2022**

PMAP 3210: Introduction to Nonprofits  
Andrew Young School of Policy Studies

**Do your check-in!**

# Plan for today

**Why do nonprofits even exist?**

Theory part

**How to make teamwork not suck**

**Forming and norming**

**Issue and cause selection**

# Why do nonprofits even exist?

(Theory part)

**How to make  
teamwork not suck**

# Teams are everywhere!

There's a whole world of scholars who study what makes teams effective

(Organizational behavior)

Teams generally increase productivity, quality, and morale

They're a good thing!

# Few do them right

Often, managers (and professors) see the success of teams and make their employees (or students) adopt them *without any preparation*

**This is bad!**

Trying to work in a team without any preparation leads to failure and inefficiencies

**Teams can create public good deficiencies!**

**We're going to  
do teams right**

# Stages of the team lifecycle

**Forming**

**Norming**

**Storming**

**Performing**

# Forming

Members aren't a team;  
just individuals

Lots of uncertainty  
about everything

Silence, self-consciousness,  
dependence, and superficiality  
reign supreme

Figure out the details  
of the task or project

Get questions answered

Establish trust and  
build relationships

Establish clarity of purpose,  
procedures, and expectations

# Norming

**Start building a team culture**

**Codify norms and expectations in a written charter**

**Start conforming to standards and expectations**

**Maintain unity and cohesion**

**Facilitate participation and empowerment**

**Show support to team members**

# Storming

Harmony and success  
can lead to dissension

"All sunshine makes a desert"

Coalitions and cliques

**Free-riding**

Hold members to  
expectations in the charter

Manage conflict

Legitimize productive  
expressions of individuality

Turn counterdependence  
into interdependence

# Performing

**After forming, norming, and occasional storming, the team can work at a high level of performance!**

**Members show shared responsibility  
and concern for one another**

# Today's plan

## Forming

Create a team name

Get to know each other

Get questions answered

## Norming

Establish roles  
and expectations

Write a charter

# Today's goals

**Create a name**

**Create a charter**

**Settle on a community and issue and  
preliminary nonprofit for final project**

# Forming and norming

# Issue and cause selection