

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