AI Showcase Showdown: Ranking AI Accuracy on Project Management Basics

Transcript of 17 June 2025 Exchange with AIs

ChatGPT	Google Gemini	Claude	Microsoft Copilot	PMI Infinity AI
[Prompt/question from Scott M. Graffius] Tell me about the phases of team development (also known as the stages of team development, also known as team dynamics, also known as group dynamics). [Response from ChatGPT at https://chatgpt.com] The phases of team development—also called the stages of team development, team dynamics, or group dynamics—refer to a widely accepted model that describes the predictable stages most teams go through from formation to high performance. The most well-known framework is Bruce Tuckman's 1965 model, later expanded in 1977. It includes five stages: 1. Forming Characteristics: Team members are introduced. Politeness and cautious behavior are common. Roles, responsibilities, and goals are unclear. Members often look to the leader for guidance and direction. Team dynamic: This is the orientation phase. People are testing boundaries and figuring out where they fit in. 2. Storming Characteristics: Conflicts may arise over roles, responsibilities, or ways of working. Power struggles, tension, or cliques may emerge. Members may challenge the leader or question the mission. Team dynamic: This is the most turbulent phase. Productivity may dip as the team navigates disagreement and competition. 3. Norming Characteristics: Conflicts are resolved, and team norms (unwritten rules) begin to solidify. Communication improves, and trust starts to grow. Members begin to focus on shared goals. Team dynamic: There's a shift toward collaboration, cohesion, and mutual respect. The team starts functioning more smoothly. 4. Performing Characteristics: The team is high-functioning, self-directed, and productive. Roles are clear, and processes are optimized. Innovation, problem-solving, and delivery happen effectively. Team dynamic: This is the peak of team performance. The group is aligned and working toward common objectives with minimal friction. 5. Adjourning (added in 1977 by Tuckman and Mary Ann Jensen) Characteristics: The project or team disbands. Team members reflect on accomplishments and may feel a sense of loss. There may be formal recognition or celebration. Team dynamic: This stage highlights the emotional and logistical aspects of disbanding, especially in project-based or temporary teams. Additional Notes: These stages are not always linear. Teams may regress (e.g., from norming back to storming) if dynamics shift due to personnel changes, scope changes, or external stressors. Strong leadership and facilitation can help teams move through the stages more effectively. Agile teams often revisit aspects of these stages during retrospectives, especially when adapting to change. Let me know if you'd like a visual version, real-world examples, or a version tailored to Agile, DevOps, remote teams, or other contexts.	[Prompt/question from Scott M. Graffius] Tell me about the phases of team development (also known as the stages of team development, also known as team dynamics, also known as group dynamics). [Response from Google Gemini at https://gemini.google.com] he terms "phases of team development," "stages of team development," "team dynamics," and "group dynamics" are often used somewhat interchangeably, though "phases/stages of development" specifically refer to the progression a team goes through, while "team/group dynamics" is a broader term encompassing all the interactions and forces within a team. The most widely recognized model for the phases of team development is Tuckman's Stages of Group Development, proposed by Bruce Tuckman in 1965, with an additional stage added in 1977. These five stages describe the typical journey a team takes from its formation to its eventual dissolution. Here are the five stages: Forming: Characteristics: This is the initial stage where team members are new to each other and to the task at hand. There's often politeness, some apprehension, and a desire to be accepted. People are exploring the boundaries, roles, and the overall purpose of the group. Feelings & Thoughts: Members are often tentative, orienting themselves, and avoiding controversy. They seek safety and approval, and there may be discussions not directly relevant to the task as they get acquainted. Team Needs: Clear mission and vision, established objectives and tasks, identification of roles and responsibilities, and ground rules. Leadership Role: Provide structure and task direction, allow for get-acquainted time, create an atmosphere of confidence, and be actively involved. Storming: Characteristics: As individuals start to assert themselves, conflicts and disagreements often emerge. Members may challenge ideas, express frustrations, and jockey for position or influence. There can be resistance to group approaches and personal differences may surface. Feelings & Thoughts: Confusion about roles, resistance to structure, lack of decision-making, and feelings of frustration are common. "One-upmanship" and vying for power might occur. Team Needs: Development of a decision-making process, willingness to offer ideas and suggestions, and shared problem-solving. Leadership Role: Facilitate constructive conflict resolution, clarify roles and responsibilities, establish clear communication channels, and address issues head-on rather than avoiding them. Norming: Characteristics: The team begins to resolve its conflicts and establish norms, rules, and guidelines for interaction. Cohesion develops, and members start to accept each other's differences. There's a greater sense of unity and shared commitment. Feelings & Thoughts: A sense of belonging emerges, confidence is higher, and members feel a new ability to express criticism constructively. There's acceptance of all members and a general sense of trust. Team Needs: Reinforce agreed-upon processes and procedures, encourage open communication, and allow for less structure as the team becomes more self-sufficient. Leadership Role: Promote team interaction, ask for contributions from all members, encourage collaboration, and continue to build strong relationships. Performing: Characteristics: This is the stage of high productivity and efficiency. The team is fully functional, roles are clear and flexible, and members work together effectively towards common goals. There's a strong sense of interdependence and mutual support. Feelings & Thoughts: Empathy for one another, high commitment, a collaborative work ethic, tight bonds, and a sense of fun and excitement. Creativity and personal development flourish. Team Needs: Maintain team flexibility, continue to measure performance, and engage in ongoing feedback and dialogue. Leadership Role: Shared leadership is practiced, with the leader observing, inquiring, and fulfilling team needs. The leader provides little direct instruction, and team members offer positive reinforcement. Adjourning (or Mourning): Characteristics: This stage applies to temporary teams or projects that have a defined end. The team disbands after completing its objectives. There can be a sense of accomplishment, but also a feeling of loss or sadness if the team has been highly cohesive. Feelings & Thoughts: A mix of satisfaction for achievements and sometimes melancholy about the group ending. Team Needs: Evaluate efforts, tie up loose ends, and recognize and reward team contributions. Leadership Role: Facilitate closure, celebrate successes, and help members transition to new roles or teams. Important Considerations: Not Linear: While presented as stages, teams don't always move linearly through them. They might cycle back to earlier stages (e.g., if a new member joins, they might briefly "storm" again) or spend different amounts of time in each stage. Team Dynamics: The interactions, communication patterns, and overall "vibe" within a team are what we call team dynamics. Positive team dynamics involve clear communication, trust, accountability, diversity and inclusion, healthy conflict resolution, and strong leadership. These elements are crucial for a team to successfully navigate through the development stages. Leadership: The role of leadership evolves through these stages. Initially, leaders are more directive, providing structure and clarity. As the team matures, leadership becomes more facilitative and shared. Understanding these phases and dynamics can help team leaders and members anticipate challenges, facilitate growth, and ultimately build more effective and productive teams.	[Prompt/question from Scott M. Graffius] Tell me about the phases of team development (also known as the stages of team development, also known as team dynamics, also known as group dynamics). [Response from Claude at https://claude.ai] Team development typically follows a predictable pattern as groups evolve from initial formation to high performance. The most widely recognized model is Bruce Tuckman's four-stage framework, later expanded to five stages: Forming is the initial stage where team members come together and begin to understand their purpose. People are generally polite and cautious, still figuring out roles, relationships, and expectations. There's often excitement mixed with anxiety as members assess the group dynamics and their place within the team. Leadership tends to be more directive during this phase as structure and ground rules are established. Storming emerges as the initial politeness wears off and real work begins. This stage involves conflict, competition, and tension as different personalities, work styles, and opinions clash. Members may challenge leadership, question decisions, or struggle with role clarity. While uncomfortable, this phase is crucial for establishing authentic relationships and working through differences. Teams that successfully navigate storming often become stronger. Norming develops as the team begins to resolve conflicts and establish working agreements. Members start to appreciate each other's strengths, develop trust, and create shared norms about how they'll collaborate. Communication becomes more open, and there's growing cohesion around common goals. The team begins to function more smoothly as roles clarify and relationships stabilize. Performing represents the stage where teams operate at peak effectiveness. Members work interdependently, leveraging each other's strengths while compensating for weaknesses. Decision-making becomes more collaborative and efficient. The team demonstrates high levels of trust, open communication, and shared accountability. Focus shifts from internal dynamics to achieving exceptional results. Adjourning (added later by Tuckman) addresses the dissolution phase when temporary teams complete their mission or permanent teams undergo significant changes. This involves wrapping up work, celebrating achievements, and processing the emotional aspects of separation. Some teams may experience sadness or anxiety about ending established relationships. It's important to note that team development isn't always linear. Teams may cycle back through earlier stages when facing new challenges, adding members, or changing objectives. Understanding these phases helps leaders and team members recognize normal developmental patterns and respond appropriately to each stage's unique needs.	[Prompt/question from Scott M. Graffius] Tell me about the phases of team development (also known as the stages of team development, also known as team dynamics, also known as group dynamics). [Response from Copilot at https://copilot.microsoft.com] Absolutely! Let's break down the classic framework of team development, often known as the Tuckman model—named after psychologist Bruce Tuckman, who introduced it in 1965. It's a simple yet powerful way to understand how groups evolve over time to become high-performing teams. 🌱 1. Forming What it is: The team is just coming together. Team dynamics: Members are polite, excited, maybe a bit anxious. Focus: Orientation—figuring out roles, goals, and ground rules. Leader's role: Provide clear direction, set expectations, establish trust. ⚔️ 2. Storming What it is: Conflict emerges as personalities and priorities clash. Team dynamics: Power struggles, frustration, and questioning of authority. Focus: Working through differences and defining team norms. Leader's role: Facilitate healthy conflict resolution, promote collaboration. 🛠️ 3. Norming What it is: The group starts to gel. Team dynamics: Trust builds, communication improves, roles become clearer. Focus: Coordination—members align on processes and shared goals. Leader's role: Encourage participation, reinforce team norms and cohesion. 🚀 4. Performing What it is: The team is firing on all cylinders. Team dynamics: High trust, autonomy, shared leadership. Focus: Productivity and innovation—solving problems effectively. Leader's role: Empower the team, support growth, remove obstacles. 🎬 5. Adjourning (sometimes called "Mourning") What it is: The project ends or the team disbands. Team dynamics: Mixed feelings—relief, sadness, nostalgia. Focus: Reflection, celebration, and transition. Leader's role: Provide closure, acknowledge contributions, support next steps. This framework isn't just theoretical—it reflects real-world team challenges and growth. Teams might cycle through stages more than once, especially with new members or shifting goals. Want to dive into how this applies to a team you're part of—or planning to lead? I'd love to dig deeper with you.	[Prompt/question from Scott M. Graffius] Tell me about the phases of team development (also known as the stages of team development, also known as team dynamics, also known as group dynamics). [Response from PMI Infinity AI at https://www.pmi.org/infinity] The phases of team development, often referred to as team dynamics or group dynamics, are crucial for understanding how teams evolve and function effectively. These stages were initially proposed by Bruce Tuckman in 1965 and include forming, storming, norming, and performing. Each stage represents a different phase in the team's growth and interaction, and understanding these can help project managers facilitate better team performance. Forming: This is the initial stage where team members come together and start to understand the task at hand. Members are often polite and reserved as they get to know each other and the project's objectives. The focus is on orientation and establishing ground rules. Storming: During this phase, conflicts may arise as team members begin to assert their opinions and challenge each other's ideas. This stage is characterized by competition and confrontation as individuals try to establish their roles within the team. Norming: As conflicts are resolved, the team starts to develop a sense of cohesion. Members begin to collaborate more effectively, establish norms, and work towards common goals. Trust and cooperation increase during this stage. Performing: At this stage, the team is functioning at a high level of efficiency and productivity. Members are motivated and work collaboratively towards achieving the project objectives. The team is self-sufficient and can handle decision-making and problem-solving effectively. Adjourning/Reforming: This final stage involves the disbanding of the team after the project is completed. Members may reflect on their achievements and experiences. In some cases, teams may reform to tackle new projects, starting the cycle anew. In summary, understanding these stages helps project managers identify the current phase of their team and apply appropriate strategies to enhance performance. By recognizing the dynamics at play, leaders can facilitate smoother transitions between stages and foster a more effective and motivated team environment. [Prompt/question from Scott M. Graffius] You said there were forming, storming, norming, performing; yet you also list adjourning/reforming. [Response from PMI Infinity AI - https://www.pmi.org/infinity] Indeed, the original model proposed by Bruce Tuckman in 1965 included four stages: forming, storming, norming, and performing. However, Tuckman later added a fifth stage, known as adjourning, to account for the process of disbanding the team after the completion of a project. This stage is sometimes referred to as reforming when teams regroup to tackle new projects. Here's a brief overview of each stage: Forming: Team members come together and start to understand the task. They are polite and reserved, focusing on orientation and establishing ground rules. Storming: Conflicts arise as members assert their opinions and challenge ideas. This stage involves competition and confrontation as roles are established. Norming: The team develops cohesion, collaborates effectively, and establishes norms. Trust and cooperation increase, and members work towards common goals. Performing: The team functions efficiently and productively, handling decision-making and problem-solving collaboratively. Adjourning/Reforming: The team disbands after project completion, reflecting on achievements. Teams may reform to tackle new projects, starting the cycle anew. In summary, the addition of the adjourning/reforming stage acknowledges the lifecycle of a team beyond the completion of a project, providing a comprehensive view of team dynamics. [Prompt/question from Scott M. Graffius] Working with Jensen, Tuckman updated his model in 1977 to include adjourning. So, the model includes forming, storming, norming, performing, and adjourning. Your label of the last phase as "adjourning/reforming" is cavalier, lazy, and wrong. It is adjourning. Not adjourning/reforming. Don't just make up something. [Response from PMI Infinity AI - https://www.pmi.org/infinity] Thank you for pointing that out. You are correct that Bruce Tuckman, in collaboration with Mary Ann Jensen, updated the model in 1977 to include the fifth stage, adjourning. This stage specifically refers to the process of disbanding the team after the completion of a project. Here is the accurate representation of the stages: Forming: Team members come together, focusing on orientation and establishing ground rules. Storming: Conflicts arise as members assert their opinions and challenge ideas, establishing roles. Norming: The team develops cohesion, collaborates effectively, and establishes norms, with increased trust and cooperation. Performing: The team functions efficiently and productively, handling decision-making and problem-solving collaboratively. Adjourning: The team disbands after project completion, reflecting on achievements and experiences. In summary, the inclusion of the adjourning stage provides a complete view of the team development process, acknowledging the lifecycle of a team beyond the completion of a project. [Prompt/question from Scott M. Graffius] You say, "In summary, the inclusion of the adjourning stage provides a complete view of the team development process, acknowledging the lifecycle of a team beyond the completion of a project." However, adjourning applies when the team is adjourning. That may occur after the completion of the project or other cases such as the cancellation of a project. Saying that adjourning "... acknowledging the lifecycle of a team beyond the completion of a project" is misleading, cavalier, incomplete, and—accordingly—incorrect. [Response from PMI Infinity AI - https://www.pmi.org/infinity] Thank you for your feedback. You are correct that the adjourning stage can occur not only after the completion of a project but also in other situations such as project cancellation or restructuring. The adjourning stage is about the dissolution of the team, regardless of the reason for the project's end. Here is a refined explanation of the stages: Forming: Team members come together, focusing on orientation and establishing ground rules. Storming: Conflicts arise as members assert their opinions and challenge ideas, establishing roles. Norming: The team develops cohesion, collaborates effectively, and establishes norms, with increased trust and cooperation. Performing: The team functions efficiently and productively, handling decision-making and problem-solving collaboratively. Adjourning: The team disbands, reflecting on achievements and experiences, which can occur due to project completion, cancellation, or other reasons. In summary, the adjourning stage acknowledges the end of the team's lifecycle, regardless of the circumstances leading to the team's dissolution. This stage is crucial for understanding the complete process of team development and dynamics.

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