**Problems in team development.**

The main problem facing the team at furniture and bedding is a failure to succinctly communicate values and cultures between team members, consequently resulting in extremely fragile workplace relationships that rapidly break down at the sign of uncertainty of team future. The most basic theory which can be used to explain these workplace relationships takes form In Tuckman’s traditional five stage model (Tuckman, 1965) – forming, storming, norming, performing and adjourning.

**Problems in communicating values**

The storming stage was difficult for the team in regards to communication as the team members were not free to confront each other about norms or values. Arguably the team did get confronted by Steve. However, they were not free to contest the values of Steve. Consequently the team effectively did not leave the norming stage of Tuckman’s theory of team development(1965) and never was able to perform to the best of its ability. Tagar et.al (2004 The role of leaders in shaping norms) describes how a team leader can help to form team norms. This emphasis on the team leader in establishing norms is especially prevalent in the case of ‘furniture and bedding’ as Steve strongarms the team into adopting his norms. While some of the team members such as Chris and Mahmoud perform to norms set by Steve, they do not share his values and goals.

According to Beersma et.al. (Cooperation, competition, and team performance: toward a contingency approach) the best way to treat social loafing is to treat each individual individually. In the case of ‘Bedding and Furniture’ Steve has treated social loafing in a way in which he is appealing to the team spirit of the team, something that he has not built upon, making it a very ineffective way of treating social loafing in the team. Additionally it can be argued that loafing does not exist for it is impossible for the team to consistently smash sales records. The fact that this problem was not communicated to Steve shows how in the storming stage of Tuckman’s model the team was not free to communicate and combine ideas to move onto the next stage, norming.

Team members open up to each other and confront each other's ideas and perspectives.