

COMMUNICATION & TEAM BUILDING FIVE STAGES OF TEAM DEVELOPMENT

- I. **FORMING**
 - Good feelings about attachments to the team; politeness to each other
 - Getting to know one another
 - Testing expectations and relationships; lack of real clarity
 - Anxiety about the new environment
 - Much discussion to identify the tasks and the parameters
 - Dependent on formal or informal leadership for guidance
 - Minimal amount of work accomplished

- II. **STORMING**
 - Learning to deal with differences and how to express them, how to communicate and to challenge others' ideas constructively
 - Emotional reactions to the perceived huge goals and tasks
 - Increased tension, some distrust
 - Conflict and disagreement about roles and procedures
 - Potential "polarization" of team members, "taking sides"
 - Minimal amount of work accomplished

- III. **NORMING**
 - Acceptance of team guidelines for resolving conflict, making decisions, interpersonal communications, management of meetings, completing assignments
 - Sense of team cohesiveness with a common spirit and shared goals
 - Confidence and confiding in each other, constructively discussing team dynamics
 - Potential informality to the extreme, causing less productivity and tasks not being completed
 - Potential for "group think" wherein members stop challenging ideas (not good!)
 - Moderate amount of work accomplished

- IV. **PERFORMING**
 - Innovative problem solving
 - Focus on completing the tasks and assigned outcomes
 - Insight into own and others' interpersonal styles
 - Effective decision making
 - Trust and confidence in each other to carry out roles and tasks
 - Concern for each others' needs
 - Great deal of work accomplished

- V. **ADJOURNING**
 - Planned dissolution of the team
 - Reflection on the team's processes and interpersonal challenges
 - Debrief and feedback on the team's outcomes, whether or not successful
 - Learning from the team's interactions and results
 - Celebrating the team's successful performance, results, outcomes

Sources:

Tuckman, B. Stages of Group Development, 1965;

Tuckman, B. & Jensen, M. (1977). Stages of small group development revisited, in *Group and Organizational Studies*.

Levi, D. (2007). *Group Dynamics for Teams* (2nd Ed). Thousand Oaks, CA: Sage Publications