

STAGES OF GROUP DEVELOPMENT

Adapted from the [Collaborative Online Research and Learning Center](#)

| | OBSERVABLE BEHAVIORS | FEELINGS AND THOUGHTS | TEAM NEEDS | LEADERSHIP REQUIRED |
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| <p>FORMING</p> <p>Process of putting the team structure together. Team members feel ambiguous and conflict is generally avoided. Team members look to a group leader for direction and guidance.</p> | <p>Politeness</p> <p>Need for safety and approval</p> <p>Attempts to define tasks and processes</p> <p>Orienting with others personally</p> <p>Discussion of problems not relevant to the task</p> | <p>Many feel excited and optimistic</p> <p>Others may feel suspicious and anxious</p> <p>What is expected of me?</p> <p>Why am I here?</p> | <p>Team mission and vision</p> <p>Specific objectives and tasks</p> <p>Team member roles and responsibilities</p> <p>Ground rules</p> | <p>Structure and task direction</p> <p>Time to get acquainted with each other</p> <p>Atmosphere of confidence and optimism</p> <p>Appointed leader to make decisions and assign tasks</p> |
| <p>STORMING</p> <p>Process of organizing tasks and processes surface interpersonal conflicts. Leadership, power and structural issues dominate this stage.</p> | <p>Arguing among members</p> <p>Vying for leadership</p> <p>Differences in points of view</p> <p>Lack of role clarity</p> <p>Power struggles</p> <p>Lack of progress</p> | <p>Defensive and confused</p> <p>Resistance to tasks</p> <p>Fluctuations in attitude about team</p> <p>Disagreement about mission and purpose</p> <p>Unsure about personal influence and freedom</p> | <p>Identification of stylistic and personal differences</p> <p>Effective listening</p> <p>Giving and receiving feedback</p> <p>Clarification of teams purpose</p> <p>Reestablishment of roles and ground rules</p> | <p>Acknowledge conflict</p> <p>Ask members to assume more task responsibility</p> <p>Teach conflict resolution</p> <p>Offer support and praise</p> <p>Encourage team members to draw on each other as resources (emergence of shared leadership)</p> |

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| <p>NORMING</p> <p>Team members create new ways of doing and being together. As the group develops cohesion, leadership changes from 'one' teammate in charge to shared leadership. Team members learn that they have to trust one another for shared leadership to be effective.</p> | <p>Processes and procedures agreed upon</p> <p>Comfortable with relationships</p> <p>Focus and energy on tasks</p> <p>Effective conflict resolution skills</p> <p>Sincere attempt to make consensual decisions</p> <p>Balanced influence, shared problems solving</p> <p>Team routines</p> <p>Sets and achieves task milestones</p> | <p>Sense of belonging to a team</p> <p>Ability to express criticism constructively</p> <p>Acceptance of all members in the team</p> <p>General sense of trust</p> <p>Freedom to express and contribute</p> | <p>Development of a decision making process</p> <p>Willingness and ability to offer ideas and suggestions</p> <p>Shared problem solving</p> <p>Utilization of all resources to support the team effort</p> <p>Team members take responsibility in shared leadership skills</p> | <p>Provide feedback and support to team members</p> <p>Allow for less structure to promote team interaction</p> <p>Encourage all team members to provide contributions</p> <p>Encourage others in decision making</p> |
| <p>PERFORMING</p> <p>True interdependence is the norm of this stage of group development. The team is flexible as individuals adapt to meet the needs of the other team members. This is a highly productive stage both personally and professionally.</p> | <p>Fully functional teams</p> <p>Roles are clearer</p> <p>Team able to organize itself</p> <p>Flexible members function well individually, in subgroups or as a team</p> <p>Good understanding of each other's strengths and weaknesses and insights into group processes</p> | <p>Empathy for one another</p> <p>Understanding of collaborative work ethic</p> <p>Tight bonds emerge</p> <p>Fun and excitement</p> <p>Personal development and creativity</p> <p>Sense of satisfaction</p> | <p>Assurance that team is moving in collaborative direction</p> <p>Flexibility</p> <p>Measure knowledge and performance</p> | <p>Shared leadership being practiced</p> <p>Collaborative efforts among team members</p> <p>Members offer each other positive reinforcement and support</p> <p>Share new information</p> |

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| <p>ADJOURNING</p> <p>Team members are ready to leave causing significant changes to the team structure, membership and purpose. They experience change and transition. While the group continues to perform productively they also need time to manage their feelings of termination and transition.</p> | <p>Visible signs of grief</p> <p>Momentum slows down</p> <p>Restless behavior</p> <p>Bursts of extreme energy followed by lack of energy</p> | <p>Sadness</p> <p>Humor</p> <p>Relief</p> | <p>Evaluation of the efforts of the team</p> <p>Tie up loose ends and tasks</p> <p>Recognize and reward team efforts</p> | <p>Help team to develop options for termination</p> <p>Good listening</p> <p>Reflection and carry forth collaborative learning to next opportunity</p> |
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