

# Stages of Team Development

Three questions asked in every team by every team member at every stage of team development

1. Am I in or out?
2. Do I have any power or control?
3. Can I use, develop, or be appreciated for my skills and resources?

Stage	Forming	Storming	Norming	Performing
<b>Characteristics</b>	<ul style="list-style-type: none"> <li>• Exploration</li> <li>• Focus on similarities &amp; differences</li> <li>• First impressions are key</li> <li>• Confusion/anxiety lowers productivity</li> <li>• Issues of inclusion, leadership, developing trust</li> <li>• Open communication key</li> </ul>	<ul style="list-style-type: none"> <li>• Competition</li> <li>• Strained relationships</li> <li>• Leader is challenged</li> <li>• Tension and disunity</li> <li>• Differences are uncomfortable</li> <li>• Autonomy vs. control</li> <li>• Support vs. competition, influence, decision-making</li> </ul>	<ul style="list-style-type: none"> <li>• Increased cohesion leads to more collaboration leads to emerging trust</li> <li>• Appreciation of differences</li> <li>• Issues of strengthening relationships, open communication, positive/constructive feedback</li> </ul>	<ul style="list-style-type: none"> <li>• You have to go through the other stages to get here</li> <li>• Harmony</li> <li>• Productivity</li> <li>• Problem-solving</li> <li>• Shared and participative leadership</li> <li>• Full development of potential</li> </ul>
<b>Self</b>	<ul style="list-style-type: none"> <li>• Will I be accepted?</li> <li>• Who's here?</li> <li>• What role can I play?</li> <li>• Feel uncertain, anxious</li> </ul>	<ul style="list-style-type: none"> <li>• Will I be respected?</li> <li>• What can I contribute?</li> <li>• Do I agree or disagree?</li> <li>• Credentials game</li> <li>• What do I like, dislike, accept?</li> </ul>	<ul style="list-style-type: none"> <li>• How can I help the group?</li> <li>• Here's how I do it on my job</li> <li>• I want to help</li> <li>• Self-disclosure, accept role</li> </ul>	<ul style="list-style-type: none"> <li>• How can we do our best?</li> <li>• Free to share ideas, opinions, feelings</li> <li>• Unselfish enthusiasm for team members and the task</li> </ul>
<b>Team</b>	<ul style="list-style-type: none"> <li>• Politeness</li> <li>• Small talk</li> <li>• Generalities</li> <li>• Limited disclosure</li> <li>• Relationships begin to form</li> </ul>	<ul style="list-style-type: none"> <li>• Power bid</li> <li>• Who will lead?</li> <li>• With whom can I align myself?</li> <li>• Compete with others based on personal agendas</li> <li>• Flight or fight</li> <li>• Relationships fluctuate</li> </ul>	<ul style="list-style-type: none"> <li>• Cooperation</li> <li>• Signs of cohesion, team feelings</li> <li>• Recognize other's ideas</li> <li>• Listen more carefully</li> <li>• More trust, self-disclosure</li> </ul>	<ul style="list-style-type: none"> <li>• Praise and enthusiasm</li> <li>• Straight talk</li> <li>• Having fun</li> <li>• Paraphrasing, perception checking</li> <li>• High teamwork</li> </ul>
<b>Leadership Style</b>	Authoritative	Coaching & Facilitative	Facilitative & Democratic	Democratic (Delegating)
<b>Developmental Tasks</b>	<ul style="list-style-type: none"> <li>• Orientation</li> <li>• Why are we here?</li> <li>• What's our task?</li> <li>• Identify strengths of team in relationship to task</li> </ul>	<ul style="list-style-type: none"> <li>• Organizing</li> <li>• What's the real problem?</li> <li>• Resist group formation</li> <li>• Resist task demands</li> <li>• How will we proceed?</li> <li>• Who will do what?</li> </ul>	<ul style="list-style-type: none"> <li>• Data flow</li> <li>• Open exchange of ideas and information</li> <li>• Problem definition</li> <li>• Urgency to identify and evaluate solutions</li> </ul>	<ul style="list-style-type: none"> <li>• Creative problem solving</li> <li>• Decision making</li> <li>• Intensity about task completion</li> <li>• Relationship and results oriented</li> <li>• Shared responsibility for group process</li> </ul>