

STAGES OF TEAM DEVELOPMENT

This tool provides a description of the various stages of team development.

STAGE 1 "FORMING"	STAGE 2 "STORMING"
<ul style="list-style-type: none"> • Team members are not clear on what they're supposed to do • The team doesn't own the mission • Team members wonder where the team is going • Trust has not been established • Learning is high • No team history; unfamiliar with members • Norms of the team are not established • Members check one another out • Members are not committed to the team 	<ul style="list-style-type: none"> • Roles and responsibilities are articulated • Agendas are displayed • Problem solving doesn't work well • People want to modify the team's mission • New ideas are tried • Splinter groups form • People set boundaries • Anxiety abounds • People push for position and power • Competition is high • Cliques drive the team • Little team spirit • Many personal attacks • Level of participation is highest for some and lowest for others
STAGE 3 "NORMING"	STAGE 4 "PERFORMING"
<ul style="list-style-type: none"> • Success occurs • Team has all the resources for doing the job • Appreciation and trust build • Purpose is well defined • Feedback is high, well received, and objective • Team confidence is high • Leader reinforces team behavior • Members self-reinforce team norms • Hidden agendas become open • Team is creative • More individual motivation • Team gains commitment from all members on direction and goals 	<ul style="list-style-type: none"> • Team members feel very motivated • Individuals defer to team needs • No surprises • Little waste; very efficient team operations • Team members have objective outlooks • Individuals take pleasure in the success of the team – big wins • "We" versus "I" orientation • High pride in the team • High openness and support • High empathy • High trust in everyone • Superior team performance • OK to risk confrontation

ACTION STEPS
“FORMING” TO “STORMING”

- Set a mission
- Set goals
- Establish roles
- Recognize need to move out of “Forming” stage
- Identify the team, its tools and resources
- Leader must be directive
- Figure out ways to build trust
- Define a reward structure
- Take risks
- Bring team together periodically to work on common tasks
- Assert power
- Decide once and for all to be on the team

ACTION STEPS
“STORMING” TO “NORMING”

- Team leader should actively support and reinforce team behavior, facilitate the team wins, create positive environment
- Leader must ask for and expect results
- Recognize, publicize team wins
- Agree on individuals’ roles and responsibilities
- Buy into objective and activities
- Listen to each other
- Set and take team time together
- Work actively to create a supportive environment
- Have the vision “We can succeed”
- Request and accept feedback
- Build trust by honoring commitments

ACTION STEPS
“NORMING” TO “PERFORMING”

- Keep up the team wins
- Maintain traditions
- Praise and flatter each other
- Self-evaluate without fuss
- Recognize and reinforce “Synergy” team behavior
- Share leadership role in team based on who does what the best
- Share rewards for successes
- Communicate frequently
- Share responsibility
- Delegate freely within the team
- Commit time to the team
- Keep raising the bar; establish new, higher goals
- Be selective of new team members; train to maintain the team spirit