

FOUR STAGES OF TEAM DEVELOPMENT

Teams are not born. They are developed by focusing on a few key things at each stage of their growth. This tool provides a description of the four stages of team development. It also suggests specific strategies to advance from each stage.

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”
<ul style="list-style-type: none"> • 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”
<ul style="list-style-type: none"> • 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 • Develop team traditions • Clarify individuals’ decision-making roles and responsibilities • Listen to each other • Set and take team time together • Work actively to create a supportive environment • Practice having tough discussions with each other • Have the vision “We can succeed” • Request and accept feedback • Build trust by honoring commitments and holding people accountable
ACTION STEPS “NORMING” TO “PERFORMING”
<ul style="list-style-type: none"> • Keep up the team wins • Maintain team traditions • Praise each other • Self-evaluate without fuss • Keep having tough discussions “in the room” • Recognize and reinforce effective team behavior • Reward success • Communicate frequently • Delegate clearly within the team • Keep raising the bar; establish new, higher goals • Be selective of new team members; train to maintain the team spirit • Celebrate your success as a team