

STAGES OF TEAM BUILDING

STAGE I FORMING

Why are we here?

- People express differences - check each other out; decide whether to be part of group
- Feelings: Anxiety & confusion
- Little work accomplished - Conflicts emerge, leadership, value & feasibility of task(s) challenged
- Tasks: Feel included & expect that opinions will be respected

STAGE II STORMING

Can we work together?

- More conflicts emerge as members negotiate tasks
- Power plays may occur, i.e., who's in charge & what actions taken toward goal
- Feelings: Instability & polarization
- Team must bring conflict out in open, encourage good communication skills & affirm that disagreement is healthy & resolvable
- Tasks: Develop skills; redefine goals, roles & tasks; Learn to work together

STAGE III NORMING

How will we work together?

- Rules created; members learn to productively work together; team pride develops
- Norms established for how people treat each other, how meetings are conducted, who will do what work & how it will be accomplished
- Tasks: Deepen skills & understanding; increase productivity; share opinions & skills; evaluate critically & constructively

STAGE IV PERFORMING

How can we work smarter?

- Group becomes functional team; can diagnose, solve problems & make decisions
- Much work can occur; team may become creative & tackle new tasks
- Team works together or delegates work; shares leadership & responsibility
- Tasks: Achieve tasks; deal with group issues; build skills & knowledge; use time well. eff

STAGE V MOURNING/RE-FORMING

Should we continue?

- Group celebrates achievements or disbands & mourns loss of group
- Most groups reform when goals achieved, new goals created or members & leaders turn over
- Once group progresses thru stages, subsequent team building goes faster



Adapted from Tuckman & Jenson, 1977; Drinka, 1991