

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 of anxiety and confusion.
- Little work is accomplished - Conflicts emerge, leadership, value & feasibility of task(s) challenged.
- Tasks: Feel included and 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 and what actions taken toward goal
- Feelings: Instability and polarization.
- Team must bring conflict out in open, encourage good communication skills & affirm that disagreement is healthy and 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 and make decisions.
- Much work can occur; team may become creative and tackle new tasks
- Team works together or delegates work; shares leadership and responsibility
- Tasks: Achieve tasks; deal with group issues; build skills and knowledge; use time effectively.

STAGE V Mourning/Re-Forming | *Should we continue?*

- Group celebrates achievements or disbands and mourns loss of the group
- Most groups reform when goals achieved, new goals created or members and leadership turns over.
- Once group progresses through stages, subsequent team building goes faster.

Adapted from Tuckman & Jenson, 1977; Drinka, 1991