

Team Development

	Forming	Storming	Norming	Performing
Member behavior	Characterized by... <ul style="list-style-type: none"> • Anxiety • Search for structure • Silence • Reactive to leader • Superficial • Overly polite 	Characterized by... <ul style="list-style-type: none"> • Increased testing of norms • Fight or flight behavior • Attacks on the leader • Polarization of the team • Power struggles • Hostility/silence • Fails to commit to action plans 	Characterized by... <ul style="list-style-type: none"> • Effort to get along • Constructive conflict • Realistic norms and guidelines • Functional relationships • Acceptance of each other and leader • Caring, trusting, and enjoyment 	Characterized by... <ul style="list-style-type: none"> • Cohesiveness • Conflict management • Active listening • Shared leadership • Creative problem solving • Here and now focus
Reaction to Leadership	<ul style="list-style-type: none"> • Accepted / tested by members • Tentative 	<ul style="list-style-type: none"> • Power struggles • Jockeying for position/control 	<ul style="list-style-type: none"> • General support • Differences acknowledged 	<ul style="list-style-type: none"> • Leadership distributed among members by expertise
Decision making	<ul style="list-style-type: none"> • Dominated by active members 	<ul style="list-style-type: none"> • Fragmented • Deadlocks • To team leader by default, or • Most powerful or loudest 	<ul style="list-style-type: none"> • Based on individual expertise • Often by leader in consultation with team member 	<ul style="list-style-type: none"> • By consensus • Whatever it takes collectively or individually
Climate	<ul style="list-style-type: none"> • Cautious • Feeling suppressed • Low conflict • Few outbursts 	<ul style="list-style-type: none"> • Subgrouping • Overt/covert criticism • Disagreements between subgroups 	<ul style="list-style-type: none"> • Dealing with differences • Opening up true feelings • Straight confrontation 	<ul style="list-style-type: none"> • Shared responsibility • Open expression • Disagreements resolved promptly
Task functions & major issues	Get the team started, establish identity... <ul style="list-style-type: none"> • Develop common purpose • Orientation • Provide structure • Build trust • Manage transitions 	Question identity, manage increased conflict... <ul style="list-style-type: none"> • Openly confront issues • Increased participation • Testing of group norms • Increasing independence from leader 	Establish realistic guidelines and standards... <ul style="list-style-type: none"> • Team responsibility • Cooperation and participation • Decision making • Confronting problems • Shared leadership • Quality and excellence • Team assessments 	Progress toward goal, true collaboration <ul style="list-style-type: none"> • Monitor accomplishments • Critique process, assess interactions • Avoid 'groupthink' • Satisfy members' personal needs