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