



# Leadership Guide



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## Group Development

### **Stage Three: Close to You: The Norming, Constructive or Resolution Stage:**

This stage is characterized by cooperation and integration within the group. The challenge of this stage is to channel the skills, energy, and independent spirit of the team members into coordinated work.

1. Personal relations are marked by cohesion; people begin to experience a feeling of groupness.

2. This stage becomes a period during which people feel good about being a part of a group, and there is a brief abandonment of the task and a period of play --the enjoyment of the cohesion that is being experienced.

APPROPRIATE LEADERSHIP STYLE - Follower Directed with Motivating Leadership Style.

Groups in this stage understand the goals and tasks more thoroughly and are willing to work hard to achieve these goals. The leader should work to make the members less dependent on his/her own leadership, but still focus on providing the support people need to mesh their activities productively.

### **Stage Four: I've Got to Be Me: The Performing, Production or Synergy Stage:**

This stage is characterized by productivity, autonomy, unity, and commitment within the group. A collective, interdependent organism is the final outcome of the group development process where the whole of the team is greater than the sum of its respective parts.

1. Personal relations are characterized by interdependence where members can work alone, in any sub-group, or as a total unit. Group members are energetic, enthusiastic, and will often sacrifice for the sake of the team's performance.

2. Group tasks are well defined with a high level of commitment to common activity and support for experimentation with solving problems.

APPROPRIATE LEADERSHIP STYLE - Follower Directed with a Mentoring Leadership Style.

Groups in this phase have worked through their adjustments and have become energized by the prospect of achievement. The leader can serve as ambassador/ philosopher and take a less active role by allowing the group members to run the day to day business of the group.

### **Stage Five: It's Hard to Say Good-Bye: The Adjourning Stage**

This stage is characterized by closure of the group/team process. When the team project has been completed or when turnover in an organization occurs due to elections or new member recruitment the group process will end and a new group/team building process will begin.

1. Personal relations will be disengaged.

2. Job tasks will be terminated.