

Student Activities Office—2nd Floor Strosacker College Union— 275 Eastland Rd— Berea, OH 44017—(440) 826-2356 office—<u>stuact@bw.edu</u>

#### Five Stages of Group/ Team Development

## Stage One: To Be of Not to Be: Forming, Orientation or Familiarity Stage:

This stage is characterized by group awareness and relationship building and involves the practical and psychological start-up of the team. The challenge of this group stage is to create team identity and make the team important to the group members.

- 1. Personal relations within the group are characterized by dependency on the leader to provide structure, set goals, clarify values, and develop the group vision/mission.
- 2. 2. Major task functions concern the orientation of group members to the work they are being asked to do. The issues have to be specified.

3. Common group member behavior at this point is questioning why we are here, what we are supposed to do, how are we going to get it done, and what are our goals? APPROPRIATE LEADERSHIP STYLE - Leader Directed

Since groups in this phase require definitions of their roles and goals they will need inform ation from the leader about the group's agenda, deadlines, etc. The leader should provide as much structure as possible and become the emotional center of the team.

# Stage Two: Here We Stay or Here We Go: The Storming, Confrontive or Power Stage:

This stage characterized by resistance, negativity, ambiguity, and confusion within the group. The variety of organizational concerns that emerge reflect conflict over leadership structure, power, and authority. The challenge of this group stage is to let everyone be heard and express their feelings productively, to prevent factions from developing, and to foster creative communication within the team.

1. Personal relations consist of conflict and confrontation among group members and/or the group leaders because team members feel comfortable enough to disagree and express their feelings as they get in touch with their own power.

2. It is important that strategies are implemented to help members move constructively from conflict toward renewed commitment to the group. If this does not happen, members may isolate or even remove themselves from the group during this phase.

APPROPRIATE LEADERSHIP STYLE - Leader Directed with a Coaching Leadership Style.

Groups in this stage still require a high level of directive supervision, but also need considerable support. The leader must not only serve as mediator, but also as a teacher of group norms and values. The leader also needs to listen to group problems, manage conflicts, encourage participation, provide recognition, and build alliances.







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### 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.

 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.