<u>Five stages of group development</u>

Stage	Description	Leader should	Members	Conflict
Forming	Group just formed and dependent on leader for direction, some exploration of roles, common goals are assumed, need for information	Give clear directions, help everyone to feel safe and included, help clarify what needs to be done, give positive feedback	Often polite and tentative, rarely ask for clarification, comply with decisions, want to feel included, may be nervous and/or excited	Minimal, possibly developing under the surface, most will conform
Storming	As members begin to take ownership, task conflict and confusion will arise, role and goal clarification are needed	Help work through task conflict, step back and allow members to assume leadership and responsibilities	Will be more vocal and involved, may challenge leader, express confusion or want changes, should focus on tasks	Working through productive conflict can build trust, personal conflict can stop progress
Norming	Group sets norms of behavior and decision making, everyone understands their role and tasks, communication is open and productive, feeling of affection grows	Become a facilitator that helps members develop their own tasks, support changes that increase productivity, listen and encourage progress	Help facilitate with clear communication, create effective decision making procedures, seek norms that increase participation and cohesion	Set norms to address conflicts that may arise, change things to reduce confusion or ambiguity
Performing	Group functions well and is able to make decisions and address challenges or conflicts, the group is excited and confident in their actions, evaluates progress	Act as an expert member, participate fully without dominating, watch for signs of problems or regression	Work well with other teams members, can accomplish tasks, feel sense of belonging	Conflicts may arise, but the group can function well and handle them appropriately
Adjourning	The group must come to an end and everyone will feel strong emotions of loss, sadness, and possibly confusion. Need a chance for closure and support.	Facilitate ways to say goodbye and make sure logistics for leaving are prepared	Need emotional support and rest, can best handle if they are aware of their needs, may feel excitement or anxiety at leaving	Conflicts may arise as emotions emerge, continue to offer support

Based on: Tuckman, Bruce (1965) Developmental sequence in small groups. *Psychological Bulletin* 63 (6), pages 384–99, and Wheelan, Susan (2010) *Creating Effective Teams* (3rd Edition), Sage Publications, Thousand Oaks, CA.