

Group Stages of Development

Stages	Forming	Storming	Norming	Performing	Adjourning
General Theme	Awareness	Conflict	Cooperation	Productivity	Separation
Common statements or questions	“Why are we here?” “Where are we going?” “How will I fit in?”	“Why are we doing it this way?” “I can’t believe they said that!” “If they would only listen to me!”	“They’re my friends.” “Aren’t we wonderful!” “This is a good project!”	“Our solutions are great!” “We can see a difference!” “Look what we’ve saved!”	“I can’t believe it’s over!” “Enough already!” “I’m going to miss this!”
Task Behavior	<p style="text-align: center;">Orientation</p> Need to explain or clarify: <ul style="list-style-type: none"> • Vision and mission • Operational goals • Individual goals • Process path • Roles • Ground rules • Decision-making process 	<p style="text-align: center;">Resistance</p> Signs include: <ul style="list-style-type: none"> • Resistance to task • Resistance to process path • Immediate solutions • Commitment questioned • Concern for time involvement • Intellectualization • Questioning • Advice giving • Band-aiding • Attack of leader • Monopolizing 	<p style="text-align: center;">Communication</p> Signs include: <ul style="list-style-type: none"> • Interpersonal communication <ul style="list-style-type: none"> - Sender credibility - Active listening skills - Two-way feedback • Decreased “noise” • Equal participation • Adequate non-verbals 	<p style="text-align: center;">Problem-Solving</p> Signs include: <ul style="list-style-type: none"> • Contributing ideas • Effective decision-making • Homework • Incorporation 	<p style="text-align: center;">Termination</p> Common activities are: <ul style="list-style-type: none"> • Summarization • Discussion of goals • Follow-up plan
Relationship Behavior	<p style="text-align: center;">Dependency</p> Behaviors include: <ul style="list-style-type: none"> • Advice giving • Inadequate listening skills • Helplessness • Identification struggles 	<p style="text-align: center;">Hostility</p> Behaviors include: <ul style="list-style-type: none"> • Competition • Internal tension • Win/lose dynamics • Polarization • Discrimination • Stereotyping • Scapegoating • Blaming the victim • Culture clash 	<p style="text-align: center;">Cohesion</p> Behaviors include: <ul style="list-style-type: none"> • Cooperation • Reciprocal processes • Trust and trustworthiness • Interpersonal relationships • Expressions of warmth • Accurate understanding • Cooperative intentions 	<p style="text-align: center;">Interdependence</p> Behaviors include: <ul style="list-style-type: none"> • Positive relationships • Psychological adjustment • Social competence • Effective conflict resolution • Effort to achieve • Watch out for “group think!” 	<p style="text-align: center;">Disengagement</p> Behaviors include: <ul style="list-style-type: none"> • Emotional ambivalence • Farewell party syndrome • Unfinished business • Rehearsal • Saying good-bye
Task Outcome	<p style="text-align: center;">Commitment</p> Outcomes are evident when: <ul style="list-style-type: none"> • A positive plan is agreed upon • Meaningful relationships are launched 	<p style="text-align: center;">Clarification</p> Outcomes are evident when: <ul style="list-style-type: none"> • Prescriptive and proscriptive norms are established • Individual actions are regulated, evaluated, and coordinated 	<p style="text-align: center;">Involvement</p> Outcomes are evident when the team: <ul style="list-style-type: none"> • Gauges how well they are doing • Reassesses goals and makes new plans • Begins to get work done! 	<p style="text-align: center;">Achievement</p> Outcomes are evident when: <ul style="list-style-type: none"> • The team demonstrates continued motivation • Effective evaluation of process and task occurs 	<p style="text-align: center;">Recognition</p> Outcomes are evident when: <ul style="list-style-type: none"> • Members assess their growth and change
Relationship Outcome	<p style="text-align: center;">Goal Acceptance</p> Outcomes are evident when: <ul style="list-style-type: none"> • Group and individual goals are understood • Process path is understood 	<p style="text-align: center;">Belonging</p> Outcomes are evident when there is: <ul style="list-style-type: none"> • Openness • Sharing • Acceptance • Support • Cooperative intentions 	<p style="text-align: center;">Support</p> Outcomes are evident when there is: <ul style="list-style-type: none"> • Trust/disclosure of thoughts • Trustworthiness – listening and understanding • Increased risk taking 	<p style="text-align: center;">Pride</p> Outcomes are evident when there is: <ul style="list-style-type: none"> • Positive self-esteem • Individuals are proud of the team’s accomplishments 	<p style="text-align: center;">Satisfaction</p> Outcomes are evident when: <ul style="list-style-type: none"> • There is appreciation of group performance • New beginnings or new opportunities are identified