

FOUR STAGES OF TEAM DEVELOPMENT

Stage 1 - Orientation: **(FORMING)**

- ◆ Feeling moderately eager with high expectations.
- ◆ Feeling some anxiety. Where do I fit in? What is expected of me?
- ◆ Testing the situation and central figures.
- ◆ Depending on authority and hierarchy.
- ◆ Needing to find a place and establish one's self.

Stage 2 - Dissatisfaction: **(STORMING)**

- ◆ Experiencing a discrepancy between hopes and reality.
- ◆ Feeling dissatisfied with dependence on authority.
- ◆ Feeling frustrated: anger around goals, tasks and action plans.
- ◆ Feeling incompetent and confused.
- ◆ Reacting negatively toward leaders and other members.
- ◆ Competing for power and attention.
- ◆ Experiencing polarities: dependence/counter-dependence.

Stage 3 - Resolution: **(NORMING)**

- ◆ Decreasing dissatisfaction.
- ◆ Resolving discrepancies between expectations and reality.
- ◆ Resolving polarities and animosities.
- ◆ Developing harmony, trust, support and respect.
- ◆ Being more open and giving more feedback.
- ◆ Sharing responsibility and control.
- ◆ Using team language.

Stage 4 - Production: **(PERFORMING)**

- ◆ Feeling excited about participating in team activities.
- ◆ Working collaboratively and interdependently with whole- and sub-groups.
- ◆ Feeling team strength.
- ◆ Showing high confidence in accomplishing tasks.
- ◆ Sharing leadership.
- ◆ Feeling positive about task successes.
- ◆ Performing at high levels.

From: The One Minute Manager Builds High Performing Teams, by Kenneth Blanchard, Donald Carew, and Eunice Parisi-Carew.