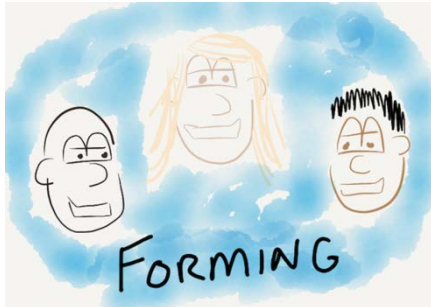


STAGES OF TEAM DEVELOPMENT *(adapted from Tuckman, 1965)*



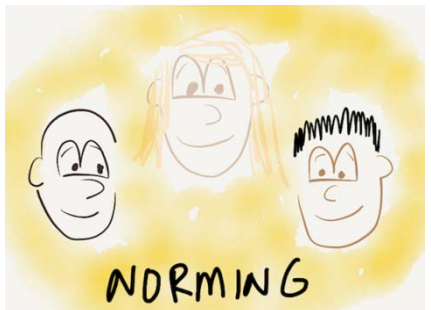
Interpersonal: DEPENDENCE Task: ORIENTATION

- Relying on safe, patterned behavior.
- Looking to group leader for guidance and direction.
- Defining scope of personal tasks and approaches.
- Using safe “we” and “maybe” language.
- “I do my part. I hope you do yours.”
- “We have no differences.”



Interpersonal: COMPETITION Task: ORGANIZATION

- Having to bend to suit group orientation.
- Desiring commitment; pointing out who is letting the team down, typically not directly.
- Operating with a testing and proving mentality.
- “I’m doing my part. Why aren’t you doing yours?”
- “I don’t like your differences.”



Interpersonal: COHESION Task: DATA FLOW

- Acknowledging all member contributions.
- Cooperating and coordinating explicitly as needed.
- Experiencing a sense of belonging, sharing information.
- “We are doing the work. Thanks for the help.”
- “We work through our differences.”
- May begin to resist change to avoid breakup of group.



Interpersonal: INTERDEPENDENCE Task: PROBLEM SOLVING

- Working independently, in subgroups or as a total unit with equal facility.
- Adjusting roles dynamically to meet the changing needs of the group.
- Experiencing high morale and intense group loyalty
- “We are awesome. Let’s do more stuff!”
- “Our differences make us stronger.”

Responses to STAGES OF TEAM DEVELOPMENT

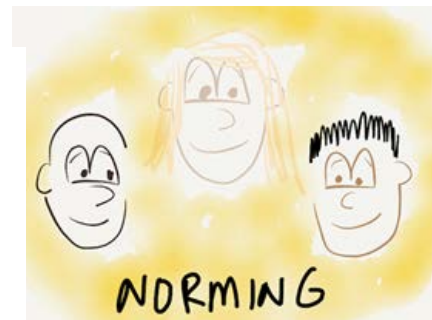
- Establish clear direction and objectives
- Clarify roles and responsibilities
- Become oriented to the tasks and to one another



- Establish process and structure
- Work to smooth conflict and build good relationships
- Provide support to one another
- Articulate group expectations by defining rules and criterion for rewards and evaluation
- Remind each other about the stages of teams
- Listen to others
- Remember that things will get better



- Share leadership
- Avoid cliques
- Take personal responsibility for progress towards the goal
- Demonstrate commitment to the group
- Provide opportunities for creativity
- Perhaps arrange a social, or a team-building event



- Help keep each other motivated
- Focus on problem-solving and optimum group development
- Recognize one another for a job well done
- Step back to identify the behaviors that help the team work together effectively

