



Stages of Group Development: **FORMING**

Team

- What are the Team’s Goals and Purpose?
- Formation of Shared Vision

Individual Member

- Why am I here?
- Why was I Selected?
- Can I Trust Other Members?
- Can We Be Comfortable with each other?
- Am I Interested and Committed to the Task?

Task

- What is the Group’s Responsibility or Task?
- To Whom Does the Team Report?
- How does the Team define its Responsibility or Task?

Leader’s Tasks

- Create a Welcoming Environment
- Name tags; Introductions
- Include all Team Members
- Clear Agenda
- Clear Expectations and Directions; Leader Directed

ENDSTATES

Commitment
Mutual Influence
Trust
Respect of Competence
Shared Vision
Positive Working
Relationships

PROBLEM STATES

Rejection of Members
Ongoing Confusion
Apathy
Lack of Trust
Faked Involvement
Fear of Authority
Continued Impatience



Stages of Group Development: **STORMING**

Team

- What Role Does Each Member Play?
- Clarify the Team’s Purpose-Vision is Emerging
- To Whom and How to Report
- Amount and Type of Influence

Individual Member

- Gaining a Sense of Responsibility by Challenging, Conflicting and Resolving
- Difficulty with Leadership
- Struggle for Sense of Influence

Task

- Mission Clear and Agreed to
- Consensus Beginning to Form

Leader’s Tasks

- Encourage quiet team members
- Accept and manage disagreement/conflict
- Structure time for people to get to know one another
- Develop clear task and shared vision
- Provide a strong structure

ENDSTATES

Mutual Influence
Use of Brainstorming
Differences Accepted
Team Building
Minimal Outside Influence
Sharing Openly
TASK OF GROUP CLEAR

PROBLEM STATES

Hidden Agendas
False Commitment
Sarcasm or Cynicism
Dominance by a Leader
Too Externally Influenced
Attitudes of Compliance
Withdrawal



Stages of Group Development: **NORMING**

Team

- Time Spent Organizing
- Within Team Communication
- Feedback to Members
- Communication is Open

Individual Member

- Conflict Becomes Controversy & is Accepted
- Members Externally Supported by Management
- The Experience of Positive Movement
- Willingness to Share Ideas, Less Self-Interest

Task

- Focus is on Gaining Consensus
- Clear Procedure Mutually Agreed Upon
- Focus on Measurable Task Definition & Standards

Leader's Tasks

- Keep the Team Focused on the Task
- Stay on the Agenda
- Develop Shared Implementation Plan
- Model Behaviors
- Appreciate and Enjoy Each Other
- Teach Group to Value and Manage Conflict

ENDSTATES

Process Checks
Defined Roles
Constructive Feedback
Problem Solving Structure
Enjoyment of Process
Tasks Defined:
Standards Set
Time Lines Established

PROBLEM STATES

Silent Dissent
Compliance
Good Soldier
Abilene Paradox
Mechanical Process Checks
Hidden Agendas
Meetings in Hallways
Unconstructive Norms
No Measures of Task Results



Stages of Group Development,
Prepared by John Gruidl for May 2007 Workshop
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Stages of Group Development: **PERFORMING**

Team

- Understanding of Process Issues
- Agreement on Structure of Problem Solving
- Controversy Accepted and Utilized
- Focus on Task and Accomplishment
- Communication with External Resources

Individual Member

- Focus on Information in Controversy
- Taking Pride & Responsibility for Work
- Enthusiasm and Energy for the Task
- Leadership is Shared. Differences Confronted

Task

- Focus is on Task with Attention to Vision & Mission
- Time Lines, Priorities Identified
- Focus on Fulfilling Identified Standards
- Measured Outcomes: Task, Process, Results

Leader’s Tasks

- Get out of the Way!
- Coach for Success
- Encourage Roving Leadership
- Celebrate Team Accomplishment

ENDSTATES

Members Task Focused
Measured Process
Measured Outcome
Problem Solving Structure
Enjoyment of Process
Team Self-Corrects
Team Monitors Ongoing
Results

PROBLEM STATES

Isolation from Customers
Overload of Members
Boredom with Task
Burnout
No Measured Process
Confusion about Implementation
Poor Follow-up on Results