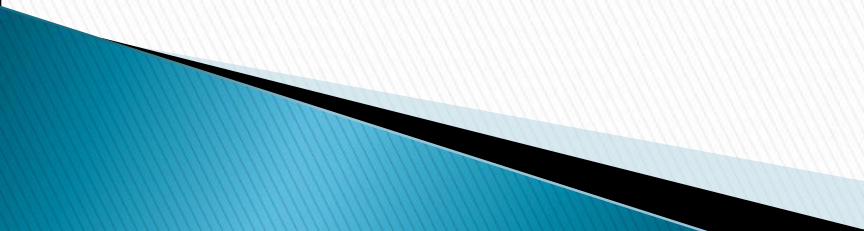


Unit I
Working with Groups
Five Stages of
Group Development

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Objectives

- Learn about the five stages of team development
 - Recognize the characteristics and challenges encountered at each stage of development
 - Learn about ways in which team leaders and other members can help teams move through the stages of team development
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Essential Questions

- *What are the stages of team development, and in what ways does knowledge of these stages help team members work through the process.*
- *What strategies can facilitators use to help teams move through the stages of team development?*

Five Stages of Group Development

- **Forming**
- **Storming**
- **Norming**
- **Performing**
- **Mourning (Adjourning)**

Forming

- **Definition:** Teams are generally new teams that are learning how to work together
- **Characteristics:** Members tend to be tentative and polite and to have little conflict
- **Critical skills and activities:** Teams need to identify their purpose, develop group norms, identify group processes, define roles, build relationships and trust
- **Role of facilitator/leader:** Teams usually need a strong leader who can help the team go through its forming activities

Storming

- **Definition:** Teams have moved past the early forming stages and are now encountering some disagreements and/or conflict.
- **Group characteristics:** Members of teams tend to exhibit increased conflict, less conformity and “jockeying” for power.
- **Critical skills and activities:** Teams need to learn how to resolve conflict; clarify their roles, power, and structure; and build consensus through re-visiting purpose.
- **Role of leader(s):** Teams need leaders and other team members who are willing to identify issues and resolve conflict.

Norming

- **Definition:** Teams have successfully moved out of the storming stage and are ready to move to a higher level of communication and problem-solving.
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- **Group characteristics:** Members of teams demonstrate an improved ability to complete tasks, solve problems, resolve conflict.
- **Critical skills and activities:** Teams need to learn to engage in more sophisticated problem-solving and decision-making, and take greater levels of responsibility for their roles.
- **Role of leader(s):** Leaders become less directive, team members feel empowered, and multiple leaders emerge.

Performing

- **Definition:** Teams are at the highest level of performance and can process their strengths and weaknesses while accomplishing their goals.
- **Group characteristics:** The team takes a flexible approach to roles and structures. It can evaluate its effectiveness and views conflict as an opportunity. Teams tend to be energetic, creative, and fun!
- **Critical skills and activities:** Teams hold high expectations for their performance. They often use sub-groups as well as the large group for decision-making. Teams recognize the need to ensure that all members are in agreement.
- **Role of Leader:** It's often difficult to identify the leader, because everyone is sharing in leadership.

Mourning (Adjourning)

- **Definition:** The task is completed. The team may cease to exist.
 - **Group Characteristics:** It may be a relief for some and difficult for others who do not want to leave a successful experience.
 - **Critical skills and activities:** Review what has been accomplished and move on to a new task.
 - **Role of Leader:** Guide group to use the information learned in new situations
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