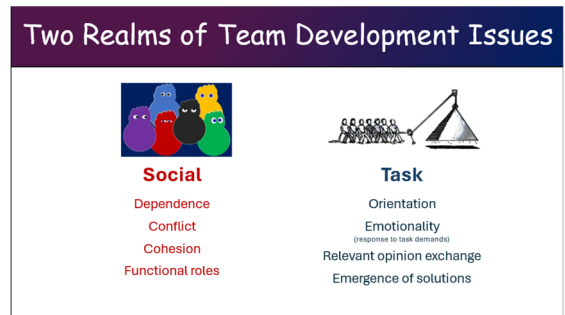


Teams address two realms of issues and interactions: social and task. In general, social issues must be addressed successfully before significant progress on task issues can be made.

Successful teams progress through five stages of team development.

- Forming
- Storming
- Norming
- Performing
- Completing (or Adjourning)



Forming. Transition from individual actions to group interactions. Attempts are made to define tasks and completion methods. Determine acceptable behaviors. Decide needed information. Experience feelings including excitement, pride, anxiety, fear and tentative attachment.

Storming. Thrashing about. Resistance to tasks and methods different from what individuals are familiar with. Fluctuations in attitudes about the team's future. Arguments before agreement upon true issue. Choosing sides, factions. Questioning. Creation of 'pecking order' disunity, tensions.

Norming. Establishing and maintaining team ground rules and boundaries (the "norms"). A new ability to express criticism constructively. Attempts to achieve harmony by avoiding dysfunctional conflict. More friendliness, confiding in each other, and sharing. Discussion of the team's dynamics. A sense of team cohesion, a common spirit and goals. Acceptance of membership in the team.

As team members begin to work out their differences, they now have more time and energy to spend on their work. Thus they are able to start making noteworthy progress. *Note: without completing the work of the first three stages, teams never perform effectively.*

Performing. Relationships and expectations are settled. Diagnosing and solving problems and, choosing and testing changes can begin. Team members have discovered and accepted each other's strengths and weaknesses and have learned what their roles are. Now they can work in concert. Constructive self-change occurs. Group problems are worked through or prevented.

Adjourning (one way to end). At the conclusion of a team's project there is planned termination of task behaviors and disengagement from relationships. Team members are ready to leave, causing significant changes to the team structure, membership, or purpose of the team during the last phases of the project. While the group continues to perform productively, they also need time to manage their feelings of dissolution and transition. Both sadness and relief may be present.

or Completing (free up mental, emotional space). Better than simply adjourning, is to create completion. Acknowledge what was done, what was undone *and that there is no more to do*. Declare the work of the team complete, finished. Free up mental space and make moving on possible.

