

# The Five Stages of Group Development



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STORMING



NORMING



PERFORMING



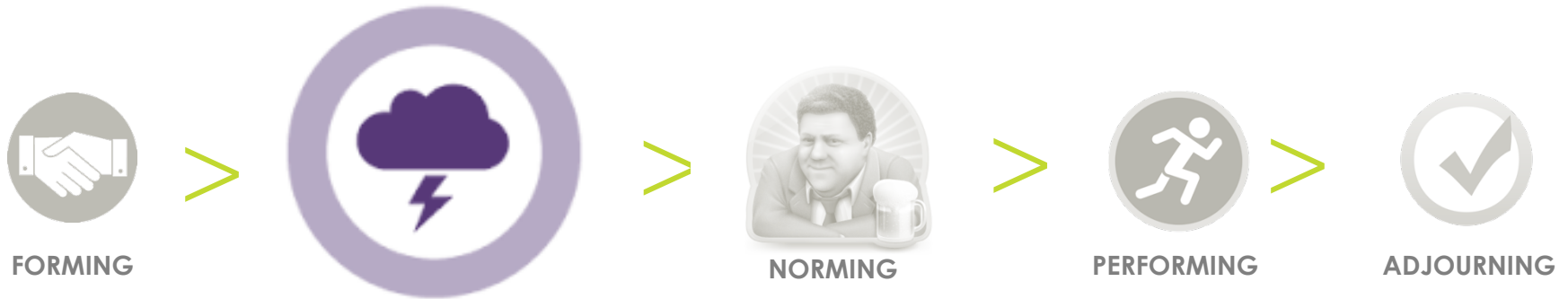
ADJOURNING

## FORMING

**What to expect:** Group members learn about each other and the task at hand. Indicators of this stage might include: Unclear objectives, Uninvolvement, Uncommitted members, Confusion, Low morale, Hidden feelings, Poor listening, etc.

**When to expect it:** RFP development stage through the start-up phase of the project.

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## STORMING

**What to expect:** As group members continue to work, they will engage each other in arguments about the structure of the group which often are significantly emotional and illustrate a struggle for status in the group. These activities mark the storming phase: Lack of cohesion, Subjectivity, Hidden agendas, Conflicts, Confrontation, Volatility, Resentment, anger, Inconsistency, Failure.

**When to expect it:** Project start-up through initial phases/key activities of the workplan.

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**What to expect:** Group members establish implicit or explicit rules about how they will achieve their goal. They address the types of communication that will or will not help with the task. Indicators include: Questioning performance, Reviewing/clarifying objectives, Changing/confirming roles, Opening risky issues, Assertiveness, Listening, Testing new ground, Identifying strengths and weaknesses.

**When to expect it:** Groups tend to begin norming after initial milestones/key activities have been achieved.

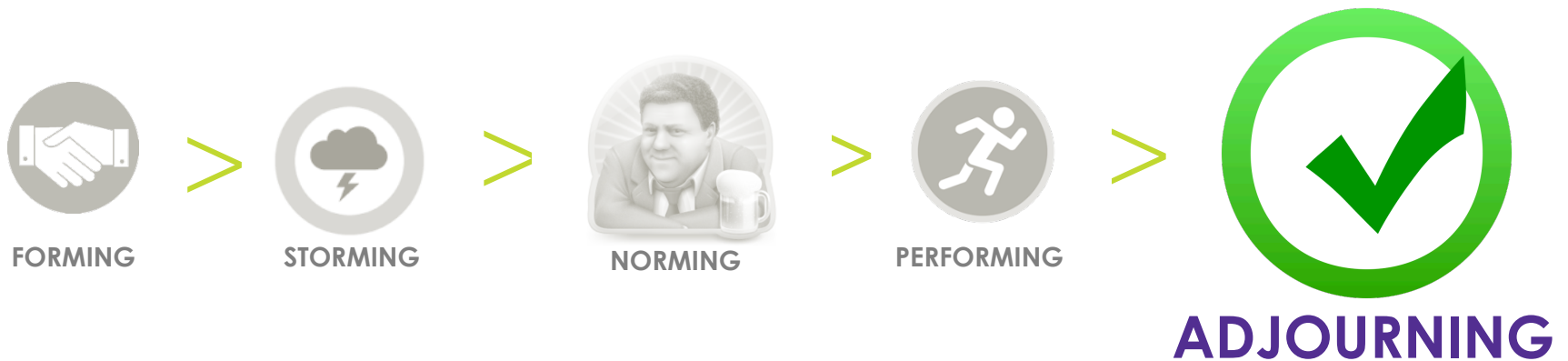
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**What to expect:** Groups reach a conclusion and implement the solution to their issue. Indicators include: Creativity, Initiative, Flexibility, Open relationships, Pride, Concern for people, Learning, Confidence, High morale, Success, etc.

**When to expect it:** Groups should strive to reach the performing level of functioning by the mid-point of their project.

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**What to expect:** Groups reach a conclusion and implement the solution to their issue. Indicators include: Creativity, Initiative, Flexibility, Open relationships, Pride, Concern for people, Learning, Confidence, High morale, Success, etc.

**When to expect it:** After all key deliverables/milestones have been achieved, groups will begin to adjourn.