

# Stages of Team Development



*'Trust, openness, relationships and synergistic high-performance, are not created overnight'*

Teams don't automatically start out as fully effective, competent operating units. Even teams composed of people who already know each other still take time to shape into a successful team.

Teams go through a number of stages on the way to becoming efficient and productive.

**4. Performing:** Flexibility is the keynote of stage four. Different procedures are adopted to meet different needs and people are less concerned with defending their positions. Team members feel comfortable with each other and believe in the strength of the team. The team is producing good results and is admired.

1. Forming

**1. Forming:** At the start of a new or reorganised team, people are unsure about what they are doing, they're 'finding their way' with each other in terms of relationships and working preferences. Trust is low, anxiety is high and there are little or no measurable accomplishments at this stage.

4. Performing

Team  
Development

2. Storming

**3. Norming:** As confidence and comfort increases the team will become more systematic and methodical in its way of working. Trust is high, and conflicts reduce, with higher levels of openness and honesty. Robust debate replaces arguments and people are feeling good about working in the team. Average to good performance is the result.

3. Norming

**2. Storming:** The team may be struggling, it needs to review how it can become more effective. There's a willingness to exchange information and to try to reach agreement on what needs to be done to make this happen. More risky issues are opened up, which may result in conflict and argument. Trust is shaky but building, and anxiety is reducing. There is minimal performance improvement.