The 5 stages is based on the Tuckman's Group Development Model

1 | FORMING

In the first stage of team building, the **forming** of the team takes place. Individuals behaviors are driven by a desire to be accepted by others and avoid controversy or conflict. Serious issues and feelings are avoided, and people focus on routines, such as team organization, who does what, when to meet, etc. Individuals also gather information and impressions about each other, the scope of tasks, and how to approach them. This is a comfortable stage to be in, but the avoidance of conflict and threat means that less work actually gets done.

Team members tend to behave quite independently. They may be motivated but are usually relatively uninformed of the issues and objectives of the team. Team members are usually on their best behavior but very focused on themselves. Mature team members begin to model appropriate behavior even at this early phase.

2 | STORMING

Every group will next enter the **storming stage** in which different ideas compete for consideration. The team addresses issues such as what problems they are really supposed to solve, how they will function independently and together, and what leadership model they will accept. Team members open up to each other and confront each other's ideas and perspectives. In some cases, storming can be resolved quickly. In others, the team never leaves this stage. The maturity of some team members usually determines whether the team will ever move out of this stage. Some team members will focus on minutiae to evade real issues.

The storming stage is necessary to the growth of the team. It can be contentious, unpleasant, and even painful to members of the team who are averse to conflict. Tolerance of each team member and their differences should be emphasized. Without tolerance and patience, the team will fail. This phase can become destructive to the team and will lower motivation if allowed to get out of control. Some teams will never develop past this stage. Leaders of the team during this phase may be more accessible, but tend to remain directive in their guidance of decision-making and professional behavior. The team members will therefore resolve their differences and members will be able to participate with one another more comfortably. The ideal is that they will not feel that they are being judged, and will therefore share their opinions and views.

3 | NORMING

The team manages to have one goal and come to a mutual plan for the team at the **norming stage**. Some may have to give up their own ideas and agree with others in order to make the team function. In this stage, all team members take the responsibility and have the ambition to work for the success of the team's goals.

4 | PERFORMING

It *is* possible for some teams to reach the **performing stage**. These high-performing teams are able to function as a unit as they find ways to get the job done smoothly and effectively without inappropriate conflict or the need for external supervision. Team members have become interdependent. By this time, they are motivated and knowledgeable. The team members are now competent, autonomous, and able to handle the decision-making process without supervision. Dissent is expected and allowed as long as it is channeled through means acceptable to the team. Changes in leadership may cause the team to revert to storming as the new people challenge the existing norms and dynamics of the team.

5 | ADJOURNING

The adjourning phase (also called the mourning phase) occurs once the team has completed the project and members must move on to other endeavors. While employees generally feel accomplished at the end of a mission, they may also feel disappointed that the experience is over—especially if they made close relationships with other team members.