

# Leading Groups Through the Stages

STAGE	TYPICAL CHARACTERISTICS AND TASKS	USEFUL LEADERSHIP SKILLS	VALUABLE LEADERSHIP QUALITIES
<b>FORM</b>	<ul style="list-style-type: none"> <li>▶ Group members are cautious and somewhat uncomfortable about meeting a group of strangers.</li> <li>▶ Group members try to define their tasks and test relationships.</li> <li>▶ Once the group knows what it is supposed to do and who is involved in the effort, it moves on.</li> </ul>	<ul style="list-style-type: none"> <li>▶ Relationship Building</li> <li>▶ Organizing</li> <li>▶ Teaching</li> <li>▶ Setting standards</li> <li>▶ Goal setting</li> </ul>	<ul style="list-style-type: none"> <li>▶ Open and honest</li> <li>▶ Visionary</li> <li>▶ Values driven</li> <li>▶ Inclusiveness</li> <li>▶ Solutions oriented</li> <li>▶ Trustworthy</li> </ul>
<b>STORM</b>	<ul style="list-style-type: none"> <li>▶ Groups see more emotions and arguments as they discuss important issues and ideas.</li> <li>▶ Many groups try to skip this stage to avoid conflict.</li> <li>▶ Storming is a necessary part of a group's development.</li> <li>▶ Without storming, a group may be unsure of individual roles, who is in charge, or the group's goal.</li> </ul>	<ul style="list-style-type: none"> <li>▶ Facilitation</li> <li>▶ Listening</li> <li>▶ Conflict management</li> <li>▶ Relationship Building</li> <li>▶ Assertiveness</li> <li>▶ Cultural Competence</li> </ul>	<ul style="list-style-type: none"> <li>▶ Emotional Intelligence</li> <li>▶ Patient</li> <li>▶ Flexible</li> <li>▶ Creative</li> <li>▶ Tenacious</li> </ul>
<b>NORM</b>	<ul style="list-style-type: none"> <li>▶ Conflicts are resolved.</li> <li>▶ Group begins working as a team to find acceptable ways to achieve goal.</li> <li>▶ There is order and direction.</li> </ul>	<ul style="list-style-type: none"> <li>▶ Communicating</li> <li>▶ Giving useful feedback</li> <li>▶ Affirming</li> <li>▶ Coaching</li> </ul>	<ul style="list-style-type: none"> <li>▶ Playful</li> <li>▶ Sense of humor</li> <li>▶ Initiative</li> <li>▶ Networking</li> </ul>
<b>PERFORM</b>	<ul style="list-style-type: none"> <li>▶ Group members focus their energies.</li> <li>▶ Decisions reached and solutions agreed upon.</li> </ul>	<ul style="list-style-type: none"> <li>▶ Consensus-building</li> <li>▶ Problem-solving</li> <li>▶ Decision-making</li> <li>▶ Rewarding</li> <li>▶ Mission Centered</li> </ul>	<ul style="list-style-type: none"> <li>▶ Mentor</li> <li>▶ Delegator</li> <li>▶ Futurist</li> <li>▶ Cheerleader</li> <li>▶ Champion</li> </ul>
<b>ADJOURN</b>	<ul style="list-style-type: none"> <li>▶ Initial goals met; projects completed.</li> <li>▶ Determine value of remaining together.</li> </ul>	<ul style="list-style-type: none"> <li>▶ Evaluating</li> <li>▶ Reviewing</li> <li>▶ Reorganizing</li> </ul>	<ul style="list-style-type: none"> <li>▶ Celebratory</li> <li>▶ Bringing closure</li> <li>▶ Visionary</li> </ul>
Source: <a href="http://www.infed.org/thinkers/tuckman.htm">www.infed.org/thinkers/tuckman.htm</a>			