

Key Attributes of Team Development

Making Sense of Change Management, Cameron & Green

Tuckman (1965)	Forming Attempt at establishing primary purpose, structure, roles, leader, task and process relationships, and boundaries of the team	Storming Arising and dealing of conflicts surrounding key questions from forming stage	Norming Settling down of team dynamics and stepping into team norms and agreed ways of working	Performing Team is now ready and enabled to focus primarily on its task while attending to individual and team maintenance needs	Adjourning Task is completed and members disperse. aka <i>mourning, transforming</i>
Schutz (1982)	In or out Members decide whether they are part of the team or not	Top or bottom Focus on who has power and authority within the team		Near or far Finding levels of commitment and engagement within their roles	
Moodlin and Faris (1956)	Structuralism Attempt to recreate previous power within new team structures	Unrest Attempt to resolve power and interpersonal issues	Change Roles emerge based on task and people needs. Sense of team emerges	Integration Team purpose and structure emerge and accepted, action towards team goals	
Whittaker (1970)	Preaffiliation Sense of unease, unsure of team engagement, which is superficial	Power and control Focus on who has power and authority within the team. Attempt to define roles	Intimacy Team begins to commit to task and engage with one another	Differentiation Ability to be clear about individual roles and interactions become workmanlike	
Hill and Gruner (1973)	Orientation Structure sought	Exploration Exploration around team roles and relations		Production Clarity of team roles and team cohesion	
Bion (1961)	Dependency Team members invest the leaders with all the power and authority	Fight or flight Team members challenge the leaders or other members. Team members withdraw	Pairing Team members form pairings in an attempt to resolve their anxieties	Oneness (Turquet, 1974) Team believes it has come together for a higher purpose and members lose themselves in a sense of complete unity	
Scott Peck (1990)	Pseudocommunity Members try to fake teamliness	Chaos Attempt to establish pecking order and team norms	Emptiness Giving up of expectations, expectation and hope of achieving anything	Community Acceptance of each other and focus on the task	