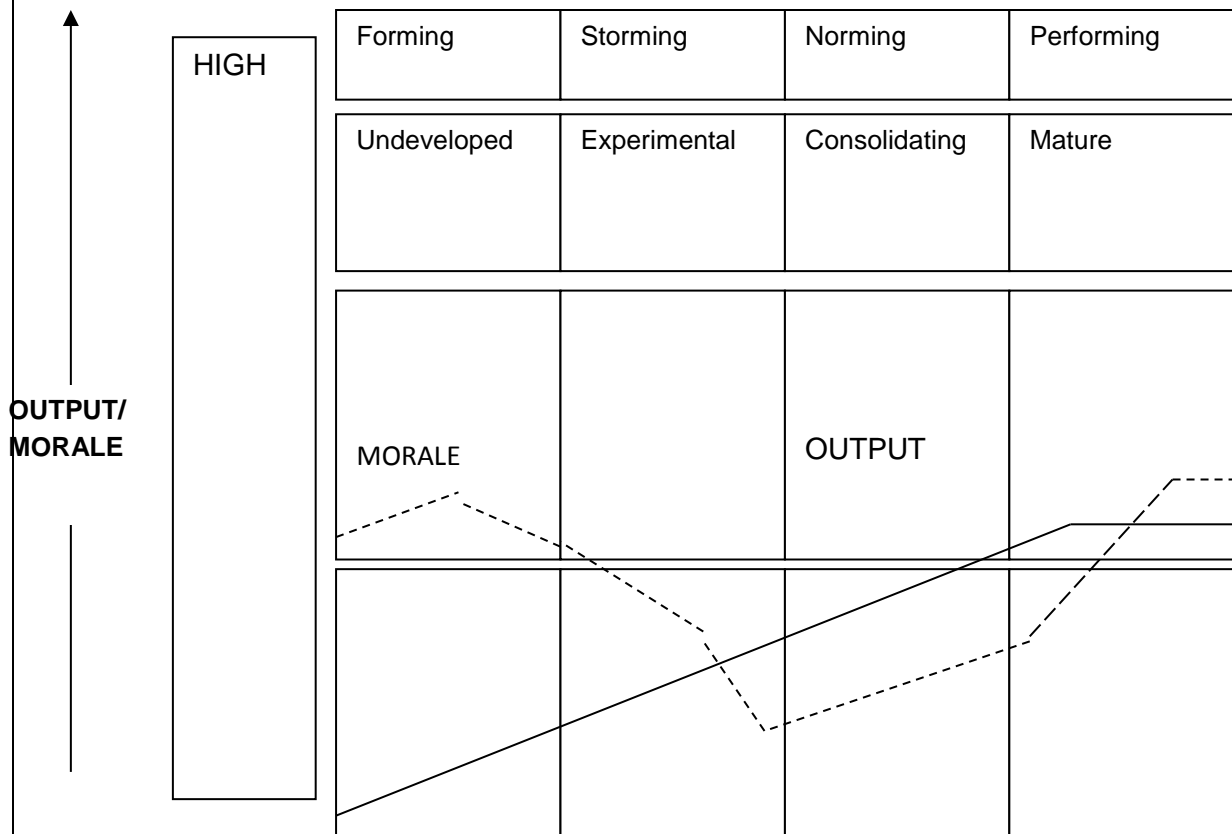


THE STAGES OF TEAM DEVELOPMENT



INTRODUCTION

As teams become increasingly effective, so the characteristics they display and procedures they adopt also change. Even where teams have not tried consciously to improve their methods of operation and effectiveness there can be tremendous differences. Where serious efforts are made to improve these things, observers have noticed that there are common characteristics exhibited at each stage of development.

Any attempt at defining these stages or the characteristics associated with them must be an over simplification. However, a simple model based on four essential stages of development is very useful in helping to understand team development and helping a team understand where it is in the development process.

It must be remembered, however, that no team ever exhibits solely the characteristics of one particular stage. Rather it is a question of which of the characteristics are most prominent.

INCREASING READINESS FOR CHANGE

Show limitations of present

Build vision of future

Involve key players

Identify present alliances and politics

Build up future alliances and politics

Identify just the first few steps to change