

NORM

- Agreement & consensus largely exists
- Roles & responsibilities are clear and accepted
- Small decisions can be delegated to sub-teams
- The team may engage in fun activities
- Some leadership is shared within the team
- The whole team can play an active part in big decisions
- The Leader needs to facilitate and support

STORM

- Decisions don't come easily to the group
- Team members jostle for position
- Silos, cliques, factions exist
- The team purpose/direction is getting clearer, uncertainty still exists
- The Leader needs to spend more time coaching

PERFORM

- The team is more strategically aware
- Individuals can play to their strengths
- The team has a shared vision/common purpose
- They review progress to plan and adapt
- They can stand on their own feet in the absence of the Leader
- High degree of autonomy
- High competence/skill
- Challenge in a constructive way, disagreements are resolved positively
- Have fun and good energy
- Changes to the team are made by the team
- Communicate well internally as well as externally
- The Leader can delegate and oversee

FORM

- High dependency on Leader
- Individual roles & responsibilities are unclear
- Members test the boundaries and the Leader
- Aims are set out by the Leader
- The Leader needs to direct