American Baptist Churches USA

Clergy and Leadership Development

Creating Effective Teams by Susan Wheelan

The Stages
- I.   Dependency and Inclusion
- II.   Counterdependence and Fight
- III.   Trust and Structure
- IV.   Work and Productivity

Stage One:
1. Members are concerned with acceptance and inclusion by others in the group.
2. Member fear rejection.
3. Members communicate in tentative a very polite ways.
4. Members express a need for dependable and directive leadership.
5. The leader is seen as benevolent and competent.
6. The leader is very rarely challenged.
7. Even though goals are unclear; clarification is not sought.
8. The group assumes that consensus about goals exists.
9. Member compliance is high.
10. Communication tends to go through the leader.
11. Participation is normally limited to a few vocal members.
12. A lack of group structure and organization is evident.

State Two:
1. Conflicts about values, goals, and tasks emerge.
2. Clarification of roles and goals begins.
3. Members challenge the leader and each other.
4. Subgroups and coalitions form.
5. Group expresses intolerance of the subgroups.
6. Increased member participation is evident.
7. Deviation from emerging group norms begins to occur.
8. Attempts at conflict management begin.
9. Conflict resolution increases trust and cohesion.

Stage Three:
1. Increased goal clarity and consensus are evident.
2. Roles and tasks are adjust to increase effectiveness and efficiency.
3. The leader's role becomes less directive and more consultative.
4. The communication structure becomes more flexible.
5. The content of communication becomes more task oriented.
6. Pressures to conform increase again.
7. Increased tolerance of subgroups is evident.

8. Trust, satisfaction, and cooperation increase.
9. Conflicts are managed.
10. The group builds a structure to facilitate goal achievement.

Stage Four:
1. Members are clear about team goals.
2. Members agree with team goals.
3. Members accept their roles and status.
4. Role assignments match abilities.
5. The team's communication structure balances task and support.
6. Every member participates and is heard.
7. The team spends time defining problems to solve.
8. The team decides how to approach and solve problems.
9. The team uses participatory decision making.
10. Tasks contain variety and challenge.
11. The team implements and evaluates solutions and decisions.
12. Voluntary conformity is high.
13. Task-related deviance is tolerated.
14. The team expects to be successful.
15. The team performs with high quality.
16. Subgroups work on whole projects and are integrated into the team.
17. Subgroups are rewarded by the team.
18. The team contains the smallest number necessary to complete the goals.
19. Members respect one another.
20. Periods of conflict are frequent but brief.