| Issues | Forming | Storming | Norming | Performing |
|---|---|---|---|---|
| General | Uncertainty about roles, looking for external guidance | Growing confidence, rejection of outside authority | Concern about being different, wanting to be part of the team | Concern with getting job done |
| Content | Some attempt to define the job to be done | Team members resist task demands | There is an open exchange of views about the team's problems | Resources are allocated efficiently; processes are in place to ensure final objectives are achieved |
| Process | Team members look outside for guidance | Team members deny task and look for reasons not to do it | The team starts to set up procedures to deal with the task | The team is able to solve problems itself |
| Feelings | Team members feel anxious, unsure of their roles; most look to a leader for guidance | Team members still feel uncertain and try to express their individuality. Concerns arise about team hierarchy | Team members ignore individual differences and team members are more accepting of one another | Team shares a common purpose (focus), communicates effectively and becomes more effective and flexible as a result |

|  | Forming | Storming | Norming | Performing |
|---|---|---|---|---|
| Psy Safety |  |  |  |  |
| Key Competencies |  |  |  |  |
| Style(s) |  |  |  |  |
| Behaviours or Actions |  |  |  |  |
| Other Thoughts |  |  |  |  |