

Phases of Group Development (needs of group members)	Role of Facilitator
ADJOURNING	DELEGATING/SEPARATING
<i>Terminating the group's work</i>	-Supporting, letting go -Helping group deal with termination issues
PERFORMING	SUPPORTING
<i>Functioning as an effecting group</i>	-Offering own resources, ideas -Sharing the leadership role -Being available for 1:1 consultation/coaching -Smoothing interface between group and organization needs
NORMING	
<i>Managing conflict, maintaining 'ground rules'</i>	
STORMING	COACHING
<i>Dealing with issues of power & control</i>	-Surfacing issues, legitimizing concerns -Facilitating communication, managing conflict -Inviting input & feedback, sharing control -Expecting and accepting tension
FORMING	DIRECTING
<i>Developing a positive working environment</i>	-Climate setting -Clarifying roles, expectations -Defining goals, providing structure

Group Development & Facilitative Leadership (Laiken M., 1985)