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

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