

Table 12.1. Stages of Group Evolution.

Stage	Dominant Assumption	Socioemotional Focus
1. Group formation	<i>Dependence</i> : "The leader knows what we should do."	<i>Self-Orientation</i> : Emotional focus on issues of (a) inclusion, (b) power and influence, (c) acceptance and intimacy, and (d) identity and role.
2. Group Building	<i>Fusion</i> : "We are a great group; we all like each other."	<i>Group as Idealized Object</i> : Emotional focus on harmony, conformity, and search for intimacy. Member differences are not valued.
3. Group Work	<i>Work</i> : "We can perform effectively because we know and accept each other."	<i>Group Mission and Tasks</i> : Emotional focus on accomplishment, teamwork, and maintaining the group in good working order. Member differences are valued.
4. Group Maturity	<i>Maturity</i> : "We know who we are, what we want, and how to get it. We have been successful, so we must be right."	<i>Group Survival and Comfort</i> : Emotional focus on preserving the group and its culture. Creativity and member differences are seen as threat.

other theories note as the first issue the group has to deal with (Bennis & Shepard, 1956).