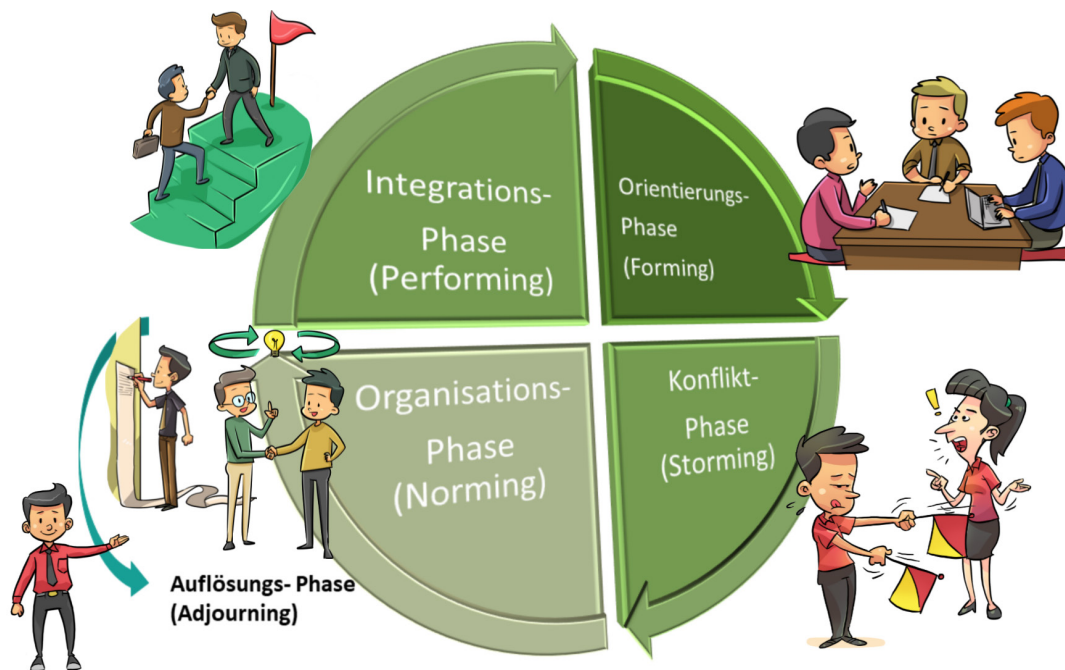


# Team building

## «Occupational Health Management and Presenteeism among Swiss employees»

Team development in a group arises from the process of cooperation and interaction between the group members. There are various models that describe the development process of teams. A frequently used model is the model of team development developed by Tuckman, which consists of the following phases:



- |               |  |
|---------------|--|
| 1. Forming    | Getting to know each other and defining roles and responsibilities.        |
| 2. Storming   | Subliminal conflicts, positioning, clique formation.                       |
| 3. Norming    | Formation of fronts, formation of new behaviours.                          |
| 4. Performing | Highest team performance, high efficiency, imaginative, flexible, helpful. |
| 5. Adjourning | Adjourning of the team.  |

