Stages of Team Development

Bruce Tuckman’s 1965 team development model that shows the typical phases of a group when developing, facing challenges, finding solutions, planning work, and delivering results.
Tuckman’s Team Development Model

**TASKS**

- Achieve effective and satisfying results
- Members find solutions to problems using appropriate controls

**PERFORMING**

- Members work collaboratively
- Members care about each other
- The group establishes a unique identity
- Members are interdependent

**NORMING**

- Members agree about roles and processes for problem solving
- Members work collaboratively
- Members care about each other
- The group establishes a unique identity
- Members are interdependent

**STORMING**

- Members agree about roles and processes for problem solving
- Members work collaboratively
- Members care about each other
- The group establishes a unique identity
- Members are interdependent

**FORMING**

- Achieve effective and satisfying results
- Members find solutions to problems using appropriate controls

**BEHAVIORS**

- Establish base level expectations
- Identify similarities
- Agreeing on common goals
- Each step builds on the previous one.
- Each step prepares for the performing stage.
- Skipping any step affects performing negatively.
- With every new challenge, the process repeats.
# Stages of Team Development

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<tr>
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<tbody>
<tr>
<td><strong>Individuals are not clear on what they’re supposed to do.</strong></td>
<td><strong>Roles and responsibilities are articulated.</strong></td>
<td><strong>Success occurs.</strong></td>
<td><strong>Tea members feel very motivated.</strong></td>
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<tr>
<td>The mission isn’t owned by the group.</td>
<td>Agenda are displayed.</td>
<td>Team has all the resources for doing the job.</td>
<td>Individuals defer to team needs.</td>
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<tr>
<td>Wondering where we’re going.</td>
<td>Problem solving doesn’t work well.</td>
<td>Appreciation and trust build.</td>
<td>No surprises.</td>
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<tr>
<td>No trust yet.</td>
<td>People want to modify the team’s mission.</td>
<td>Purpose is well defined.</td>
<td>Little waste. Very efficient team operations.</td>
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<tr>
<td>High learning.</td>
<td>Trying new ideas.</td>
<td>Feedback is high, well-received, and objective.</td>
<td>Team members have objective outlook.</td>
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<td>No group history; unfamiliar with group members.</td>
<td>Splinter groups form.</td>
<td>Team confidence is high.</td>
<td>Individuals take pleasure in the success of the team – big wins.</td>
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<td>Norms of the team are not established.</td>
<td>People set boundaries.</td>
<td>Leader reinforces team behavior.</td>
<td>“We” versus “I” orientation.</td>
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<td>People check one another out.</td>
<td>Anxiety abounds.</td>
<td>Members self-reinforce team norms.</td>
<td>High pride in the team.</td>
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<td>People are not committed to the team.</td>
<td>People push for position and power.</td>
<td>Hidden agendas become open.</td>
<td>High openness and support.</td>
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<td>Competition is high.</td>
<td>Team is creative.</td>
<td>High empathy.</td>
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<td>Cliques drive the team.</td>
<td>More individual motivation.</td>
<td>High trust in everyone.</td>
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<td>Little team spirit.</td>
<td>Team gains commitment from all members on direction and goals.</td>
<td>Superior team performance.</td>
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<td>Lots of personal attacks.</td>
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<td>OK to risk confrontation.</td>
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<td>Level of participation by members is at its highest (for some) and its lowest (for some).</td>
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## Action Steps: “Forming” to “Storming”

- Set a mission.
- Set goals.
- Establish roles.
- Recognize need to move out of “forming” stage.
- Leader must be directive.
- Figure ways to build trust.
- Define a reward structure.
- Take risks.
- Bring group together periodically to work on common tasks.
- Assert power.
- Decide once and for all to be on the team.

## Action Steps: “Storming” to “Norming”

- Team leader should actively support and reinforce team behavior, facilitate the group for wins, create positive environment.
- Leader must ask for and expect results.
- Recognize, publicize team wins.
- Agree on individuals’ roles and responsibilities.
- Buy into objectives and activities.
- Listen to each other.
- Set and take team time together.
- Everyone works actively to set a supportive environment.
- Have the vision: “We can succeed!”
- Request and accept feedback.
- Build trust by honoring commitments.

## Action Steps: “Norming” to “Performing”

- Maintain traditions.
- Praise and flatter each other.
- Self-evaluate without a fuss.
- Share leadership role in team based on who does what the best.
- Share rewards and successes.
- Communicate all the time.
- Share responsibility.
- Delegate freely within the team.
- Commit time to the team.
- Keep raising the bar – new, higher goals.
- Be selective of new team members; train to maintain the team spirit.