

Tuckman's Team Development Model

Task Behaviours

- ❖ establishing base level expectations
- ❖ identifying similarities
- ❖ agreeing on common goals

Forming

- ❖ making contact/bonding
- ❖ developing trust
- ❖ members are dependent

- ❖ identifying power and control issues
- ❖ gaining skills in communication
- ❖ identifying resources

Storming

- ❖ expressing differences of ideas, feelings and opinions
- ❖ reacting to leadership
- ❖ members independent/counterdependent

- ❖ members agree about roles and processes for problem solving

Norming

- ❖ decisions are made through negotiation and consensus building

- ❖ achieving effective and satisfying results
- ❖ members find solutions to problems using appropriate controls

Performing

- ❖ members work collaboratively
- ❖ members care about each other
- ❖ group establishes a unique identity

Interpersonal Behaviours

Remember

- Each step builds on the previous one
- Each step prepares for the performing stage
- Attempting to skip any step affects performing negatively
- With every new challenge, the process repeats

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Stage 1 "Forming" <ul style="list-style-type: none"> ❖ individuals are not clear on what they're supposed to do ❖ the mission isn't owned by the group ❖ wondering where we are going ❖ no trust yet ❖ high learning ❖ no group history; unfamiliar with members ❖ norms of the team are not established ❖ people check one another out ❖ people are not committed to the team 	Stage 2 "Storming" <ul style="list-style-type: none"> ❖ roles and responsibilities are articulated ❖ agendas are displayed ❖ problem solving doesn't work well ❖ people want to modify the team's mission ❖ trying new ideas ❖ splinter groups form ❖ people set boundaries ❖ anxiety abounds ❖ people push for position and power ❖ competition is high ❖ cliques drive the team ❖ little team spirit ❖ lots of personal attacks 	Stage 3 "Norming" <ul style="list-style-type: none"> ❖ success occurs ❖ team has all the resources for doing the job ❖ appreciation and trust build ❖ purpose is well-defined ❖ feedback is high, well-received, and objective ❖ team confidence is high ❖ leader(s) reinforce team behaviours ❖ members self-reinforce team norms ❖ hidden agendas become open ❖ team is creative ❖ more individual motivation ❖ team gains commitment from all members on goals 	Stage 4 "Performing" <ul style="list-style-type: none"> ❖ team members feel very motivated ❖ individuals defer to team needs ❖ no surprises ❖ little waste-very efficient team operations ❖ team members have objective outlooks ❖ individuals take pleasure in the success of the team ❖ "we" versus "I" orientation ❖ high pride in the team ❖ high openness and support ❖ high empathy and trust ❖ superior team performance ❖ OK to risk confrontation
Action Steps "Forming" to "Storming" <ul style="list-style-type: none"> ❖ set a mission and goals ❖ establish roles within the group ❖ recognize need to move out of "forming" stage ❖ identify the team, its tools and resources ❖ leader(s) need to give direction ❖ figure ways to build trust (not demand it) ❖ define a reward structure ❖ take risks ❖ bring group together periodically to work on common tasks ❖ assert individual power ❖ decide once and for all to be on the teams 	Action Steps "Storming" to "Norming" <ul style="list-style-type: none"> ❖ team leader(s) should actively support and reinforce team behaviour, facilitate the group for wins, create positive environment ❖ leader(s) must ask for and expect results ❖ recognize and publicize team wins ❖ agree on individuals' roles and responsibilities ❖ buy into objectives and activities ❖ listen actively 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 honouring commitments 	Action Steps "Norming" to Performing" <ul style="list-style-type: none"> ❖ keep up the team wins ❖ maintain traditions ❖ praise and support each other ❖ self-evaluate without fuss ❖ recognize and reinforce "synergy" team behaviour ❖ share leadership role in team based on who does what the best ❖ share rewards for successes ❖ communicate all the time ❖ share responsibility ❖ delegate freely within 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 	