

## Team Development Model (Tuckman)

### 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 / counter dependent

- ❖ 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

**Adapted from:** Tuckman, Bruce W. (1965) 'Developmental sequence in small groups', Psychological Bulletin, 63, 384-399.  
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<b>Stage 1 “Forming”</b> <ul style="list-style-type: none"> <li>❖ individuals are not clear on what they’re supposed to do</li> <li>❖ the mission isn’t owned by the group</li> <li>❖ wondering where we are going</li> <li>❖ no trust yet</li> <li>❖ high learning</li> <li>❖ no group history; unfamiliar with members</li> <li>❖ norms of the team are not established</li> <li>❖ people check one another out</li> <li>❖ people are not committed to the team</li> </ul>	<b>Stage 2 “Storming”</b> <ul style="list-style-type: none"> <li>❖ roles and responsibilities are articulated</li> <li>❖ agendas are displayed</li> <li>❖ problem solving doesn’t work well</li> <li>❖ people want to modify the team’s mission</li> <li>❖ trying new ideas</li> <li>❖ splinter groups form</li> <li>❖ people set boundaries</li> <li>❖ anxiety abounds</li> <li>❖ people push for position and power</li> <li>❖ competition is high</li> <li>❖ cliques drive the team</li> <li>❖ little team spirit</li> <li>❖ lots of personal attacks</li> </ul>	<b>Stage 3 “Norming”</b> <ul style="list-style-type: none"> <li>❖ success occurs</li> <li>❖ team has all the resources for doing the job</li> <li>❖ appreciation and trust build</li> <li>❖ purpose is well-defined</li> <li>❖ feedback is high, well-received, and objective</li> <li>❖ team confidence is high</li> <li>❖ leader(s) reinforce team behaviours</li> <li>❖ members self-reinforce team norms</li> <li>❖ hidden agendas become open</li> <li>❖ team is creative</li> <li>❖ more individual motivation</li> <li>❖ team gains commitment from all</li> </ul>	<b>Stage 4 “Performing”</b> <ul style="list-style-type: none"> <li>❖ team members feel very motivated</li> <li>❖ individuals defer to team needs</li> <li>❖ no surprises</li> <li>❖ little waste-very efficient team operations</li> <li>❖ team members have objective outlooks</li> <li>❖ individuals take pleasure in the success of the team</li> <li>❖ “we” versus “I” orientation</li> <li>❖ high pride in the team</li> <li>❖ high openness and support</li> <li>❖ high empathy and trust</li> <li>❖ superior team performance</li> <li>❖ OK to risk confrontation</li> </ul>
<b>Action Steps “Forming” to “Storming”</b> <ul style="list-style-type: none"> <li>❖ set a mission and goals</li> <li>❖ establish roles within the group</li> <li>❖ recognize need to move out of “forming” stage</li> <li>❖ identify the team, its tools and resources</li> <li>❖ leader(s) need to give direction</li> <li>❖ figure ways to build trust (not demand it)</li> <li>❖ define a reward structure</li> <li>❖ take risks</li> <li>❖ bring group together periodically to work on common tasks</li> <li>❖ assert individual power</li> <li>❖ decide once and for all to be on the teams</li> </ul>	<b>Action Steps “Storming” to “Norming”</b> <ul style="list-style-type: none"> <li>❖ team leader(s) should actively support and reinforce team behaviour, facilitate the group for wins, create positive environment</li> <li>❖ leader(s) must ask for and expect results</li> <li>❖ recognize and publicize team wins</li> <li>❖ agree on individuals’ roles and responsibilities</li> <li>❖ buy into objectives and activities</li> <li>❖ listen actively to each other</li> <li>❖ set and take team time together</li> <li>❖ everyone works actively to set a supportive environment</li> <li>❖ have the vision “we can succeed!”</li> <li>❖ request and accept feedback</li> <li>❖ build trust by honouring commitments</li> </ul>	<b>Action Steps “Norming” to Performing”</b> <ul style="list-style-type: none"> <li>❖ keep up the team wins</li> <li>❖ maintain traditions</li> <li>❖ praise and support each other</li> <li>❖ self-evaluate without fuss</li> <li>❖ recognize and reinforce “synergy” team behaviour</li> <li>❖ share leadership role in team based on who does what the best</li> <li>❖ share rewards for successes</li> <li>❖ communicate all the time</li> <li>❖ share responsibility</li> <li>❖ delegate freely within team</li> <li>❖ commit time to the team</li> <li>❖ keep raising the bar/new, higher goals</li> <li>❖ be selective of new team members; train to maintain the team spirit</li> </ul>	