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

- Members agree about roles and processes for problem solving

NORMING

- Decisions are made through negotiation and consensus building

- Identifying power and control issues
- Gaining skills in communication
- Identifying resources

STORMING

- Expressing differences of ideas, feelings, and opinions
- Reacting to leadership
- Members independent or counterdependent

- Establish base level expectations
- Identify similarities
- Agreeing on common goals

FORMING

- Making contact and bonding
- Developing trust
- Members dependent

BEHAVIORS

- Each step builds on the previous one.
- Each step prepares for the performing stage.
- Skipping any step effect performing negatively.
- With every new challenge, the process repeats

Stages of Team Development

Stage 1: "Forming"	Stage 2: "Storming"	Stage 3: "Norming"	Stage 4: "Performing"
• Individuals are not clear on what they're supposed to do. • The mission isn't owned by the group. • Wondering where we're going. • No trust yet. • High learning. • No group history; unfamiliar with group members. • Norms of the team are not established. • People check one another out. • People are not committed to the team.	• Roles and responsibilities are articulated. • Agendas are displayed. • Problems 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. • Level of participation by members is at its highest (for some) and its lowest (for some).	• 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 reinforces team behavior. • Members self-reinforce team norms. • Hidden agendas become open. • Team is creative. • More individual motivation. • Team gains commitment from all members on direction and goals.	• Tea members feel very motivated. • Individuals defer to team needs. • No surprises. • Little waste. Very efficient team operations. • Team members have objective outlook. • Individuals take pleasure in the success of the team – big wins. • "We" versus "I" orientation. • High pride in the team. • High openness and support. • High empathy. • High trust in everyone. • Superior team performance. • OK to risk confrontation.

Action Steps: "Forming" to "Storming"	Action Steps: "Storming" to "Norming"	Action Steps: "Norming" to "Performing"
• 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.	• 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.	• 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 tea m spirit.