

# Tuckman Stages of Group Development

## Forming

Team acquaints and establishes ground rules. Formalities are preserved and members are treated as strangers.



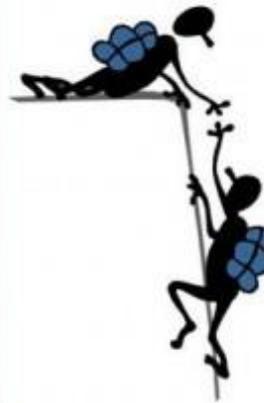
## Storming

Members start to communicate their feelings but still view themselves as individuals rather than part of the team. They resist control by group leaders and show hostility.



## Norming

People feel part of the team and realize that they can achieve work if they accept other viewpoints.



## Performing

The team works in an open and trusting atmosphere where flexibility is the key and hierarchy is of little importance.



# Tuckman Group Development Common Behaviors and Tasks

## FORMING

### Behaviors

- The purpose and goals for the team are unclear.
- Members feel varying degrees of commitment.
- Members are cautious, don't initiate and avoid responsibility.
- Communication is low and a few members often dominate.
- Members are dependent on directive leadership.

### Tasks

- Build a common purpose. Clearly establish board member expectations.
- Understand personal expectations and interests.
- Clarify accountability, recognition, and benefits.
- Assess resources; see who has what to contribute.
- Leader provides direction and drives a team process.

## STORMING

### Behaviors

- Differences and confusion arise over goals and roles.
- Struggles erupt over approaches, direction, and control.
- Team members react toward leadership with counterproductive behaviors.
- Team is uncertain about how to deal with issues openly.
- Team wrestles with issues of communication.

### Tasks

- Involve everyone in the discussion.
- Inquire into differences; include all ideas and opinions.
- Seek further clarity about purpose and develop common approach to meeting objectives.
- Assess and test resource needs; make necessary adjustments.
- Define operational agreements (norms).
- President raises difficult issues and coaches team through struggles.

## NORMING

### Behaviors

- Team gains confidence, feels a sense of momentum.
- "What," "How," "Who," and "When" become clarified.
- Team develops agreements on goals, communication, and leadership roles.
- Team builds relationships with externals (customers, key stakeholders).
- Members begin to relate interdependently.

### Tasks

- Develop processes for information sharing, feedback, and resource distribution.
- Have open forums on tasks and relationships, both internal and external.
- Build appropriate feedback loops with external relationships.
- Work toward consensus on overarching issues. Negotiate where appropriate.
- President uses a facilitative style to create the opportunity for others to lead.

## PERFORMING

### Behaviors

- Members take full responsibility for tasks and relationships.
- Team achieves effective and satisfying results.
- Team takes the initiative to continually assess external forces.
- Team facilitates itself easily through the various stages.
- Members work proactively for the benefit of the team.

### Tasks

- Continuously seek to improve tasks and relationships.
- Assess and evaluate results against purpose and external forces.
- Celebrate successes –recognize both team and individual achievements.
- Continuously reflect for better methods and approaches.
- President focuses on purpose, interdependent relationships, and conditions that shift the stages.