

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.
- President 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.