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

**NORMING**
- Identifying power and control issues
- Gaining skills in communication
- Identifying resources
- Decisions are made through negotiation and consensus building

**STORMING**
- Establish base level expectations
- Identify similarities
- Agreeing on common goals
- Expressing differences of ideas, feelings, and opinions
- Reacting to leadership
- Members independent or counterdependent

**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

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<thead>
<tr>
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<tbody>
<tr>
<td>• Individuals are not clear on what they’re supposed to do.</td>
<td>• Roles and responsibilities are articulated.</td>
<td>• Success occurs.</td>
<td>• Tea members feel very motivated.</td>
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<tr>
<td>• The mission isn’t owned by the group.</td>
<td>• Agendas are displayed.</td>
<td>• Team has all the resources for doing the job.</td>
<td>• Individuals defer to team needs.</td>
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<tr>
<td>• Wondering where we’re going.</td>
<td>• Problems solving doesn’t work well.</td>
<td>• Appreciation and trust build.</td>
<td>• No surprises.</td>
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<tr>
<td>• No trust yet.</td>
<td>• People want to modify the team’s mission.</td>
<td>• Purpose is well defined.</td>
<td>• Little waste. Very efficient team operations.</td>
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<td>• High learning.</td>
<td>• Trying new ideas.</td>
<td>• Feedback is high, well-received, and objective.</td>
<td>• Team members have objective outlook.</td>
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<td>• No group history; unfamiliar with group members.</td>
<td>• Splinter groups form.</td>
<td>• Team confidence is high.</td>
<td>• Individuals take pleasure in the success of the team – big wins.</td>
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<td>• Norms of the team are not established.</td>
<td>• People set boundaries.</td>
<td>• Leader reinforces team behavior.</td>
<td>• “We” versus “I” orientation.</td>
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<td>• People check one another out.</td>
<td>• Anxiety abounds.</td>
<td>• Members self-reinforce team norms.</td>
<td>• High pride in the team.</td>
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<td>• People are not committed to the team.</td>
<td>• People push for position and power.</td>
<td>• Hidden agendas become open.</td>
<td>• High openness and support.</td>
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<td>• Competition is high.</td>
<td>• Team is creative.</td>
<td>• High empathy.</td>
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<td>• Cliques drive the team.</td>
<td>• More individual motivation.</td>
<td>• High trust in everyone.</td>
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<td>• Little team spirit.</td>
<td>• Team gains commitment from all members on direction and goals.</td>
<td>• Superior team performance.</td>
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<td>• Lots of personal attacks.</td>
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<td>• OK to risk confrontation.</td>
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<td>• Level of participation by members is at its highest (for some) and its lowest (for some).</td>
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## Action Steps: “Forming” to “Storming”

- 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.

## Action Steps: “Storming” to “Norming”

- 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.

## Action Steps: “Norming” to “Performing”

- 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 team spirit.