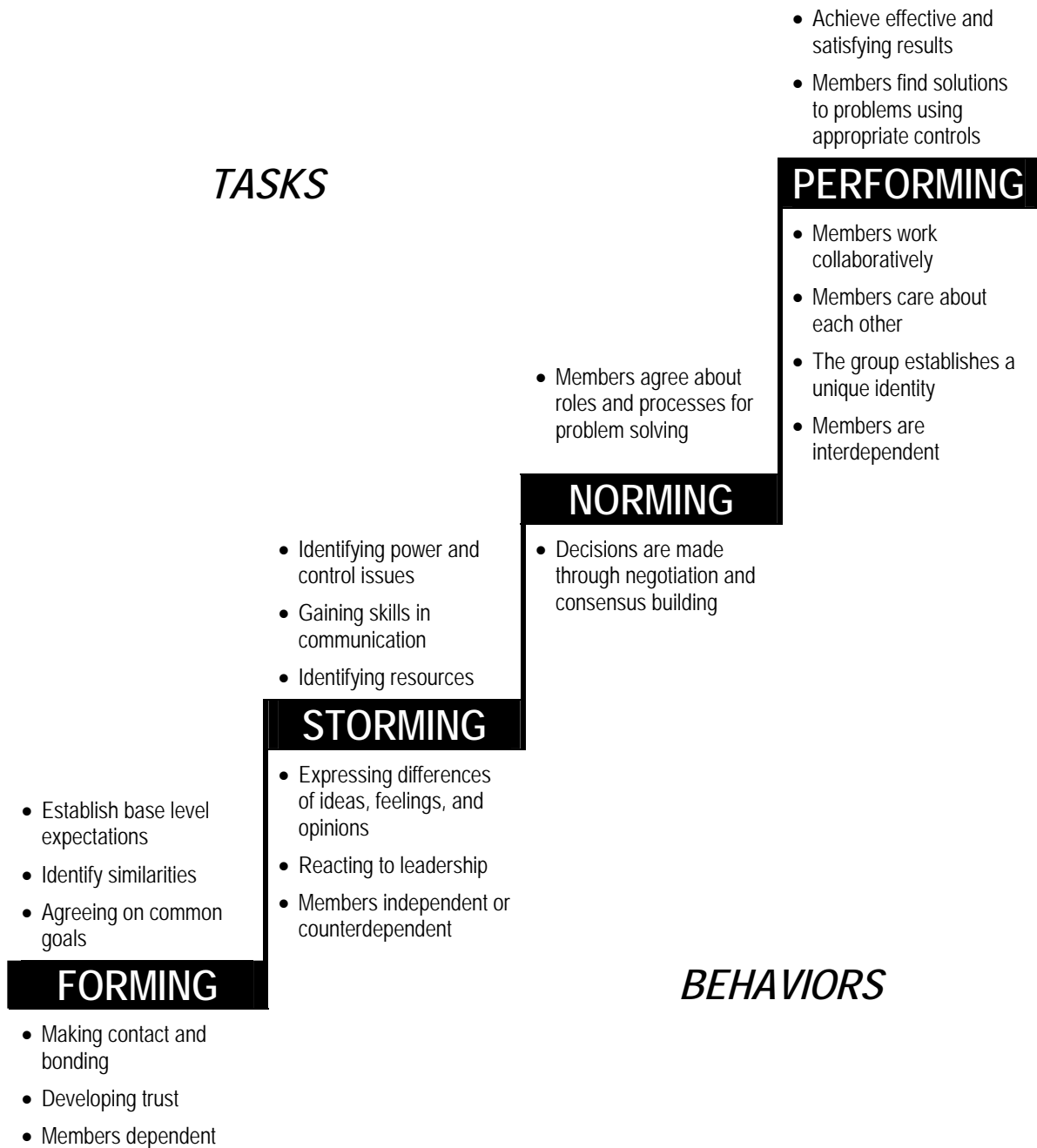


# Tuckman's Team Development Model



- 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"
<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're going.</li> <li>• No trust yet.</li> <li>• High learning.</li> <li>• No group history; unfamiliar with group 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>	<ul style="list-style-type: none"> <li>• Roles and responsibilities are articulated.</li> <li>• Agendas are displayed.</li> <li>• Problems 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> <li>• Level of participation by members is at its highest (for some) and its lowest (for some).</li> </ul>	<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 reinforces team behavior.</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 members on direction and goals.</li> </ul>	<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 outlook.</li> <li>• Individuals take pleasure in the success of the team – big wins.</li> <li>• "We" versus "I" orientation.</li> <li>• High pride in the team.</li> <li>• High openness and support.</li> <li>• High empathy.</li> <li>• High trust in everyone.</li> <li>• Superior team performance.</li> <li>• OK to risk confrontation.</li> </ul>

Action Steps: "Forming" to "Storming"	Action Steps: "Storming" to "Norming"	Action Steps: "Norming" to "Performing"
<ul style="list-style-type: none"> <li>• Set a mission.</li> <li>• Set goals.</li> <li>• Establish roles.</li> <li>• Recognize need to move out of "forming" stage.</li> <li>• Leader must be directive.</li> <li>• Figure ways to build trust.</li> <li>• Define a reward structure.</li> <li>• Take risks.</li> <li>• Bring group together periodically to work on common tasks.</li> <li>• Assert power.</li> <li>• Decide once and for all to be on the team.</li> </ul>	<ul style="list-style-type: none"> <li>• Team leader should actively support and reinforce team behavior, facilitate the group for wins, create positive environment.</li> <li>• Leader must ask for and expect results.</li> <li>• Recognize, publicize team wins.</li> <li>• Agree on individuals' roles and responsibilities.</li> <li>• Buy into objectives and activities.</li> <li>• Listen 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 honoring commitments.</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain traditions.</li> <li>• Praise and flatter each other.</li> <li>• Self-evaluate without a fuss.</li> <li>• Share leadership role in team based on who does what the best.</li> <li>• Share rewards and successes.</li> <li>• Communicate all the time.</li> <li>• Share responsibility.</li> <li>• Delegate freely within the 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>