Tuckman’s Team Development Model

**FORMING**
- Establish basic expectations
- Identify similarities
- Agree on common goals
- Members start to make contact and bond
- Start to develop trust
- Members dependent upon leader

**STORMING**
- Identifying power & control issues
- Improving communication
- Identifying resources
- Expressing differences of ideas and opinions
- Reacting to leadership
- Members independent or counter dependent

**NORMING**
- Members agree about roles & processes for solving problems
- Decisions are made through negotiation and consensus building

**PERFORMING**
- Achieving effective & satisfying results
- Members find solutions to problems
- Members work collaboratively
- The team members are interdependent
- Members care about one another

There is a progression through the stages as the team develops

Each stage prepares the team for performance

By-passing any stage will affect performance

Any changes to the group – a member joins or leaves - results in a ‘new’ team and the process is repeated.
## Forming to Storming

- Team members lack clarity what they are to do
- The mission isn’t owned by the team
- There is a lack of direction
- Trust has not been established
- No relationships exist within the team
- The team has not established ‘the way they work’
- There is no commitment to the team

## Storming to Norming

- Roles and responsibilities are stated
- Agendas are displayed
- Problem solving doesn’t happen
- People are anxious
- There is a lot of competition between team members
- There is a lack of team spirit
- People try different ideas
- Cliques and splinter groups form

## Norming to Performing

- Trust has been established and team members appreciate one another
- There is clarity of purpose
- There are no hidden agendas
- Team members are confident
- Creativity is displayed
- Motivation is high
- All team members are committed to the team mission

## Moving teams through the stages of team development

<table>
<thead>
<tr>
<th>Forming to Storming</th>
<th>Storming to Norming</th>
<th>Norming to Performing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establish and communicate the reason for the team – the mission</td>
<td>The leader must set expectations with the team and should expect the team to deliver results</td>
<td>Praise each other</td>
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<tr>
<td>Set goals</td>
<td>Leader should support positive team behaviour</td>
<td>Share responsibility</td>
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<tr>
<td>Identify roles within the team</td>
<td>Team leader should create a positive environment in which to work</td>
<td>Delegate freely within the team</td>
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<tr>
<td>Establish ways to build trust within the team</td>
<td>Achievements must be recognised and celebrated</td>
<td>Communicate and keep every team member up-to-date</td>
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<tr>
<td>Leader needs to be directive at this stage and assert their position</td>
<td>Team members respect and listen to each other</td>
<td>Share success</td>
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<tr>
<td>Bring the team together on a regular basis to work on joint projects</td>
<td>Team members recognise individuals’ roles and expertise</td>
<td>Commit time to the team</td>
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<td>Everyone works to create a supportive environment</td>
<td>Evaluate their performance and strive to achieve more challenging objectives</td>
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<td>Feedback is requested, accepted and acted upon</td>
<td>Share leadership based upon individual skills sets</td>
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<td>Are selective when recruiting new team members</td>
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<td>Work to maintain team spirit.</td>
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</tbody>
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