## **Tuckman's Team Development Model**

NORMING

Members agree about

roles & processes for

Decisions are made

through negotiation

and consensus building

solving problems

## STORMING

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

## PERFORMING

Achieving effective & satisfying results Members find solutions to problems members work collaboratively The team members

are interdependent Members care about one another

## 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

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	Storming	Norming	Performing
<ul> <li>Team members lack clarity what they are to do</li> <li>The mission isn't owned by the team</li> <li>There is a lack of direction</li> <li>Trust has not been established</li> <li>No relationships exist within the team</li> <li>The team has not established 'the way they work'</li> <li>There is no commitment to the team</li> </ul>	<ul> <li>Roles and responsibilities are stated</li> <li>Agendas are displayed</li> <li>Problem solving doesn't happen</li> <li>People are anxious</li> <li>There is a lot of competition between team members</li> <li>There is a lack of team spirit</li> <li>People try different ideas</li> <li>Cliques and splinter groups form</li> </ul>	<ul> <li>Trust has been established and team members appreciate one another</li> <li>There is clarity of purpose</li> <li>There are no hidden agendas</li> <li>Team members are confident</li> <li>Creativity is displayed</li> <li>Motivation is high</li> <li>All team members are committed to the team mission</li> </ul>	<ul> <li>Team members are highly motivated</li> <li>Team needs take precedence over individual objectives</li> <li>The team is highly effective</li> <li>Team members display pride in the team</li> <li>There is a high degree of trust</li> <li>Team members are supportive of one another</li> <li>The team achieves outstanding performance</li> </ul>

Moving teams through the stages of team development

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